



## URBAN ENGINEERS, INC.

*Formulating Excellence*

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December 20, 2007

U.S. Department of Transportation  
Federal Transit Administration, HQ  
1200 New Jersey Ave, SE,  
Washington, DC 20590

Attention: John Bardwell, Contracting Officer; James Harper, Contracting Officer

**Re: Sources Sought Notice, Solicitation No. Reference-FTA-08 –PMOC  
R-Professional, Administrative, and Management Support Services  
Federal Transit Major Capital Projects**

Gentlemen:

Urban Engineers, Inc. (Urban) takes great pleasure in submitting our Capabilities Statement to the Federal Transit Administration (FTA) for Project Management Oversight (PMO) services on Transit Capital Projects nationwide. We are pleased to have had the opportunity to serve the FTA in the past in such a capacity and we look forward to continuing this role into the future. The Urban Team includes Urban, which will serve as the prime consultant, and a group of subconsultants headed by Lockwood Andrews and Newnam (LAN), a Leo A Daly Co., which we have selected for their special expertise to satisfy the needs of the program. Urban has previously worked with LAN, and maintains an excellent working relationship with them, as well as with the specialty subconsultants. In the upcoming solicitation we intend to continue to utilize the firms we have currently under contract and with whom we have developed long term relationships. Our Small Disadvantaged and Women-Owned Business Concerns (SDBC) include: Sptizer & Associates, Inc.; Synterra, Ltd.; Talson Solutions; Gerald Wm. White, Consultant; BU Corp.; and KMJ Consulting, Inc. Each firm provides a wide range of disciplines while adding depth and breadth of experience.

The Urban Team offers significant hands-on experience in FTA PMO services and other public transit and transportation programs nationwide. The Urban Team has provided PMO services on the notable MTA Capital Program since 2003. In this capacity we have overseen Capital Programs assigned to Region 2 in New York City. These programs include the Metropolitan Transportation Authority Capital Construction Company (MTACC) East Side Access Project (ESA); and the Second Ave Subway program (SAS), both of which obtained Full Funding Grant Agreements (FFGA) during our oversight term. In addition, we are overseeing the New York City Transit Authority (NYCT) capital programs related to Stations, Vehicles, and Systems. Each of which comprise over \$1 billion of capital investment. In addition, we oversee the LIRR capital program including Track, Electric Traction Power, and Systems capital investments. Finally, we also provide oversight for the NYCDOT Transit-funded capital projects including the new ferry procurements and terminal expansion programs.

Urban has provided continuous oversight of the capital projects and programs throughout the Metropolitan area since our assignment to NYC in 2003. We have provided senior professional staff to provide oversight duties and worked closely with the Region 2 office to make adjustments as the needs of the large agencies in NYC have required special expertise. In addition to the senior professional staff in NYC dedicated to the assignment, we have provided significant professional support, as needed, from our other offices to meet the continuing needs of the program. One such special area of assistance has been in the area of Risk Assessment where Urban has provided requisite schedule, cost estimating, QA/QC, and scope review for the readiness requirements by FTA for the approval of very large projects as they have proceeded to obtain FFGAs. Successes in the performance of these significant Risk Assessments have led to the development and implementation of monitoring tools that have

benefited NYC programs and others throughout the country. FTA continues to utilize the skill of Urban staff to assist others involved in the Risk Assessment programs.

The FTA PMOC program has had a long and successful history in providing oversight of major investments of public funds. Urban is proud to have been a part of that history having served the FTA for more than 19 years. Prior to our present assignment in New York, Urban had served as the Project Management Oversight Consultant (PMOC) for the DART LRT Buildout, the Railtran Commuter Rail Corridor, the Tri-Rail Double Tracking program, the Denver RTD West Corridor, the Las Vegas Resort Corridor Monorail, and going back to the Baltimore Section C tunnels. Urban also had also provided oversight services on specialty assignments such as the evaluation of the UTA University Line LRT Extension for the 2002 Winter Olympic Games, the Detroit People Mover Reconstruction, and the LACMTA Red Line Tunnel Review and Evaluation. Our staff's understanding of the PMO program mission is rooted in our shared a history with the FTA in the program and our continued partnership with FTA in developing new Operating Guidances and Procedures.

### **KEY STAFF QUALIFICATIONS**

The success of any program comes down to the qualifications of the personnel selected for the assignment, The Urban Team will continue to provide a highlevel of professional staff for this important assignment. The continuity of key personnel will be maintained in this renewal. **Joseph P. McAtee, PE** will continue as Officer-in-Charge, **William T. Thomsen, PE** remains the Program Director, **F. Richard Kreck, PE** will serve as Lead Project Manager, and senior project managers **Michael P. Wetherell, PE; Victor Simuoli, PE; Richard Hill, PE; Ed Williamson, PE; Richard Simon, CQM; and Martin Izaak** will continue to serve in key positions. **Brian Stover, PE; Al Pizzi, PE; Burt Kohlman; Tom Halterman, PE; and Mike Radbill, PE;** each of whom have prior PMO experience, will continue to serve as invaluable resources. The collective experience of our project managers on the FTA PMO program is more than 100 years. Past success coupled with extensive experience on the PMO Program uniquely qualifies the Urban Team for future PMO assignments.

### **THE URBAN TEAM QUALIFICATIONS**

**URBAN ENGINEERS** – Urban is an award-winning transportation oriented engineering consulting firm with more than 45 years of experience in the management of engineering services for urban transportation systems. Urban's expertise ranges from conceptual planning, through construction management, to program management. As lead member of the Team, Urban will provide project administration, and technical support. Beside the FTA's PMOC assignments for the MTA, DART, RTD, RTC, DTC, UTA, MARTA, Tri-Rail, MDTA, LYNX, LACMTA, and the MTA of Maryland. Urban has played significant roles as either prime or section consultant on other major transportation projects: Philadelphia International Airport High Speed Line, NFTA's Light Rail Line, Amtrak's Northeast Corridor Improvement Project, and PATCO facilities inspection. Urban has also provided construction management services for more than \$1.5 billion of expressway projects, involving significant transit relocations and restoration work.

**EXPERTISE OF PERSONNEL** – The Urban Team consists of experienced program managers who are also technical experts. Each member of the Urban Team has performed as a project manager or director in a similar capacity to those grantee projects that they oversee, most having performed this work at public agencies. This benefits the FTA in that the comments and recommendations provided are not general in nature, but are specific to the type of work being performed. Urban project PMOC analyses provide insight into the adequacy of processes that the grantee is following based on analysis of the project requirements and are based on past experience in performing this type of work.

**CAPACITY** – Urban's New York City office serves as the primary work location of our program oversight managers. Within less than an hour, our Team can respond to events that occur on each of our projects by reporting to the work site or to meetings at the Grantee major offices. Our people live in this area and are attuned to local media and events on a daily basis. The Urban Team's combined resources provide more than 1,000 professionals to the FTA throughout the country.

**SPECIALTY SUBCONSULTANTS** – LAN, a Leo Daly company, provides planning, engineering, and program management services throughout the U.S. LAN provides specialized expertise in new light rail transit expansion and

transit capital programs. Specialized support in real estate will be provided by Spitzer and Associates. Spitzer has the distinction of being the first real estate firm working under the current PMO program. This experience will prove invaluable in understanding the needs related to the PMO program.

**SDBC PARTICIPATION** – To complete the Team, a group of highly qualified SDBCs has been assembled. These firms are known for their proficiency in transit and railroad engineering and construction management, and have served as part of the Urban Team.

**Synterra, LTD.**, a Philadelphia firm, has participated in many transit assignments, including the current Frankford Elevated Reconstruction Program and our present assignment in New York. Urban and Synterra have had an excellent long term working relationship. Synterra's experience in management and major transportation programs will provide significant benefit to the team.

**Talson Solutions** specializes in cost estimating and claims avoidance support for transportation projects. It has provided assistance to the FTA in technical areas of expertise such as architectural services in the oversight of stations projects.

**Gerald Wm. White, Consultant**, has served as a leading project manager for the FTA over the last decade. Mr. White successfully managed some of the FTA's largest projects and is highly familiar with the PMO Program.

**KMJ Inc.**'s founder, Karen Jehanian, PE has served in a leading capacity on numerous PMO assignments. KMJ Inc. is a leading firm in the area of ITS systems for transportation.

Each member firm possesses a proven record of innovative achievement.

## **MONITORING OF PROJECTS**

Urban has supported FTA program goals by providing timely recommendations that have benefited the projects for which we provide oversight. Collaboration between Urban and the FTA has resulted in appropriate corrective actions being taken when necessary to address program and project issues. Examples of recommendations that have benefited our present projects include:

### **East Side Access**

The PMOC developed a cost analysis of the project estimate and provided guidance along with comments and recommendations prior to performing a Risk Assessment, in which a Cost Contingency Plan was developed. This Cost Contingency Plan became a model for similar plans developed for other FTA Grantees throughout the country. The Project Risk Analysis and Mitigation Plan identified those areas of highest risk and enabled the Grantee to participate in the development of a risk mitigation plan. An updated Risk Assessment was conducted resulting in the Mitigation Workshop in August 2006. Subsequent meetings established the MOU regarding the Project Execution Plan associated with the FFGA.

Urban performed an extensive review of the Safety and Security Management Plan (SSMP) and developed a Spot Report that includes findings and recommendations. As a result, the Grantee developed a revised Threat, Vulnerability, and Risk Assessment (TVRA) and produced a revised Design Criteria.

The PMOC performed an extensive review of the Real Estate and Acquisition Plan (REAP).

The PMOC coordinated the effort with the Grantee to fulfill requirements for the signing of the FFGA.

The PMOC alerted FTA, MTA, and ESA Project Executive to risk of losing out on significant risk mitigation opportunity if the CQ028 contractor was not granted optional work to finish slurry wall construction in Sunnyside Yard. MTA and Amtrak executed activities required of them in the January 11, 2006 Agreement and the CQ028 contractor was subsequently granted the option work.

### **Second Avenue Subway**

The PMOC recommended that MTACC develop a common Quality Management System for SAS and ESA. This will improve the current efficiency of the projects, introducing commonality resulting in fewer problems. This recommendation was accepted and implemented.

The PMOC recommended MTACC to expand the Construction Schedule for Phase 1 to include Levels I, II, and III activities. This will allow the SAS management team to accurately predict the completion date for Phase 1 and

identify critical milestone dates leading to project completion. This recommendation was accepted and implemented.

The PMOC recommended that MTACC develop a Concept of Operations Plan that addressed Phase 1 of the SAS Project. Phase 1 will be an operating section on its own for several years and NYCT needs an operating plan that works on a short-term basis. The plan was developed and accepted by MTACC's Technical Advisory Committees (TAC).

The PMOC recommended that MTACC develop an Integrated Project schedule that included design, real estate, and construction activities. This recommendation was accepted and implemented.

PMOC developed a cost and schedule analysis and provided guidance along with comments and recommendations prior to performing a Risk Assessment, in which a Cost Contingency Plan and Schedule Contingency Plan were developed. The Schedule Contingency Plan for SAS, similar to the Cost Contingency plan for ESA became a model for similar plans developed for other FTA Grantees throughout the country. Following the risk analysis, a project execution strategy was developed that was converted into a project scoping document that was used as the basis for other similar programs. The SAS Risk Assessment also instituted the first Contract Packaging Workshop, which led to a supplementary contingency for market conditions.

### **NYCT Stations Programs**

Urban has provided oversight on the major stations projects for NYCT over the last four years. These projects include rehabilitation of the: Times Square Station; Myrtle Avenue/Wyckoff Avenue Station Complex; NYCT's Wall Street Station; and the Columbus Circle Station to name a few. The recommendations provided by the Urban Team resulted in improved project management and schedule performance.

### **NYCT Maintenance Facility Projects**

Urban provided management oversight for the Corona Maintenance Facility and Car Washer. In addition to closely monitoring the project, the PMOC provided assistance to NYCT in developing the format and content of the facility's Maintenance Plan. This process has led to the examination of facility maintenance throughout the NYCT network, and is the first step toward integrating and tracking the maintenance activities of the various disciplines within the broad NYCT organization.

### **NYCT Rail Car Procurements**

For the R-160 Rail Car Procurement the PMOC raised concern with ALSKAW's proposed U.S. Flag Vessel shipping plan. Urban also identified an area of concern regarding the Alstom's production schedule tracking and modification system.

For the R-142 Rail Car Procurement the PMOC suggested that the R-142 Program have a manufacturer developed Fleet Modification Plan. For the Car Procurements QA Program, the PMOC identified issues related to the transition of software maintenance responsibility to NYCT from the manufacturer at the end of warranty, suggesting that NYCT will need to have in place the resources to maintain software.

### **NYCT Signals and Systems Programs**

For the ATS-A project, the PMOC recommended that NYCT consider resizing the communications system to consider a worst case involving multiple, simultaneous incidents.

For the Public Address/Customer Information System program, the PMOC recommended that NYCT conduct an independent technical investigation of Siemens claim that they cannot complete the software development on this project. The PMOC also recommended that NYCT develop an Action Plan with demonstrable milestones, detailing what they will do differently managing the project going forward. PMOC recommended an action item plan with demonstrable milestones for tracking progress on the new software development on the new platform.

For the NYCT Communications-Based Train Control (CBTC) Canarsie Line, following monitoring of system and software testing and commissioning (T&C) activities, PMOC provided comments for improving management of T&C program.

### **The Long Island Rail Road**

The PMOC recommended that the LIRR present a plan to the FTA addressing how the signal work in the 2005-2009 will be coordinated with the East Side Access project, the track program, and other major projects occurring in this timeframe. A presentation was given to the FTA and PMOC on April 11, 2007.

The PMOC recommended that the LIRR review cost estimation, schedule preparation, and progress monitoring procedures associated with Signal Program. The LIRR has held several Lessons Learned Meetings and resulted in them preparing an action plan.

**NYC Department of Transportation**

The PMOC recommended that NYCDOT and NYCEDC develop a system to resolve problem of incorrect registration of contracts against grant funds. This will permit funds to be drawn down properly in a timely manner and result in more accurate financial data. This recommendation has been implemented.

The PMOC recommended that NYCDOT prepare a Master Organizational Management Plan (OMP) that can be used on all projects. This will improve the efficiency of NYCDOT projects, introducing commonality resulting in fewer problems. NYCDOT has accepted this recommendation.

**REPORTING** – Urban carefully tracks the program budget through its accounting department and provides detailed reports to the FTA. These reports consist of spreadsheets that track the number of hours performed for each CLIN, for each project, graphs of this information and spreadsheets for individual hours. These reports compare the projected budget as well as actual expenditures. In some cases, Urban has performed the required work below the projected budget. In these cases, the accuracy with which the tracking of the work has enabled Urban to extend the contract task order beyond its original projected end dates and not exceed the project budgets.

**ISO 9001:2000 CERTIFICATION** –Urban has been ISO 9001:2000-Certified and has utilized the processes associated with the ISO program to provide FTA with a quality product. In addition to the FTA guidance on conduct of the program, our Team adheres to company-wide procedures that have been developed to organize our efforts and enable timely, quality performance of our FTA assigned duties.

**CONCLUSION** –The Urban Team brings together a strong combination of engineering, substantive construction, and project management talent that has proven successful in the past on large PMO assignments, including the a number of FTA’s most challenging projects including the FFGA projects ever entered into: the MTACC East Side Access and Second Avenue Subway programs. In addition to previously overseeing the DART LRT Buildout, the TRE Commuter Rail Expansion, the MARTA North Line Extension Program and specialty assignments like the Detroit People Mover Reconstruction Project, and the LACMTA Red Line Tunnel Review and Evaluation. **There is no substitute for experience.** The leading team members’ actual PMO experience provides the Urban Team with capabilities that exceed those required by the FTA, rather than “functionally equivalent” experience that others may offer.

We have been, and will continue to be, responsive to the FTA's need for an effective PMOC. Please accept this capabilities statement as our corporate commitment to provide the requested PMO services in a manner that is fully acceptable to the FTA and consistent with the goals of the program. We appreciate the opportunity to submit this capabilities statement and look forward to favorable response. If you have any questions regarding this statement, please contact the undersigned at 215-922-8081, extension 1120. Thank you for your consideration.

Very truly yours,

URBAN ENGINEERS, INC.



William T. Thomsen, PE  
Senior Vice President