



Lea+Elliott, Inc.  
Transportation Consultants

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NCP-1666

Mr. John Bardwell  
Contracting Officer  
Federal Transit Administration  
1200 New Jersey Avenue, SE  
Washington, DC 20590

**Subject: Statement of Capabilities for Project Management Oversight Services**

Dear Mr. Bardwell:

Lea+Elliott, Inc. is pleased to submit this Statement of Capabilities in response to the FTA’s PMO Services Sources Sought Notice. To oversee \$80 billion worth of engineering and construction projects, the FTA needs the assistance of seasoned project management teams that know FTA’s expectations well and have extensive experience in managing large, complex transportation infrastructure projects. The PMO has to win the trust of the grantee, function as a partner with the grantee, yet stay objective so that it can provide FTA with meaningful input about how federal funds are being managed. Lea+Elliott meets these qualifications.

For over 33 years, our firm has managed large, complex capital projects and assisted public and private sector clients in successfully completing hundreds of transportation-related projects. We have been working with the FTA in a Project Management Oversight role since 1987, and fulfilled similar roles for NY MTA, Amtrak, Muni and other public transit clients. Most importantly, our firm includes many seasoned Project Managers who are available to act as extensions of FTA staff in an oversight role.

The projects highlighted on the attached pages demonstrate Lea+Elliott’s experience and capabilities. These projects also reflect the nationwide nature of our firm, with its four full service regional offices located across the United States.

If you have any questions or require additional information, please feel free to contact me via phone at 703.537.7416 or email at [hlindsey@leaelliott.com](mailto:hlindsey@leaelliott.com). We look forward to continuing our PMO role with the FTA in the coming procurement.

Sincerely,  
**LEA+ELLIOTT, INC.**

Hal Lindsey  
Senior Associate

Enclosure

## Lea+Elliott, Inc. Firm Description

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Lea+Elliott, Inc. has a long history of work experience with the Federal Transit Administration, having provided Project Management Oversight services to the FTA since 1987. We have provided oversight services on behalf of the FTA for BART, SEPTA and other transit authorities and are currently assigned to the Lower Manhattan Recovery Office (LMRO) as a major subconsultant to David Evans & Associates (DEA). In addition to our PMO experience, we have authored two dozen FTA studies, mostly focused on rail technology and industry-wide issues. We have served multiple terms in a similar PMO-type role for NY MTA's Independent Engineering Consultant team.

By way of background, Lea+Elliott is an employee-owned transportation consulting firm offering professional services related to the planning, procurement, implementation and overhaul of rail, fixed guideway, and bus transit systems. We are experienced in all modes of transit, including high speed rail, high speed maglev, rapid transit, commuter rail, electric and diesel-powered light rail, advanced technology buses, automated people mover, and emerging technology systems. The firm brings its capabilities to bear not only on planning and technical issues related to vehicles, guidance, power, train control and communications, but also on the integration of operating system components with fixed facilities to include trackwork, guideway structures, stations and maintenance facilities.

The make-up of our firm's professional staff reflects our core business, which is planning, procuring and managing the installation and construction of transportation infrastructure projects. Experienced civil, structural, computer science and industrial engineers complement Lea+Elliott's electrical and mechanical engineers, architects and planners so that the firm can provide a full range of skills to its clients.

Lea+Elliott is well known for its project management expertise. Lea+Elliott offers veteran project managers for large infrastructure projects and also possesses the technical knowledge to provide project management for technology and systems-related capital projects. Lea+Elliott uses a proven, success-oriented project management approach. The fundamentals of our approach have been applied on many large and small scale construction projects for transportation authorities across the county.



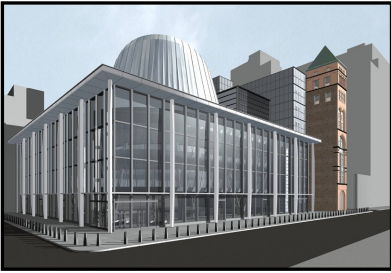
The projects highlighted on the following pages describe Lea+Elliott's 14-year history providing PMO services to the FTA and demonstrate our firm's ability to effectively manage large, complex transportation projects. The wide range of project locations indicates our ability to inexpensively serve FTA grantees nationwide. Four full service regional offices located in Washington, DC, Miami, Dallas, and San Francisco are supported by satellite offices in Pittsburgh, Orlando, Chicago, and Los Angeles.

## Relevant Experience

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Lea+Elliott has a wealth of project management experience directly related to the Federal Transit Administration's Project Management Oversight needs. The following descriptions highlight our current and past work for the FTA PMO program, and other relevant projects for NY MTA, Muni, VDRPT/MWAA, BART, Dade County and DFW Airport.

### Federal Transit Administration Project Management Oversight Services



Lea+Elliott has a long history of providing PMO services to the FTA. Throughout all of these projects, Lea+Elliott professional staff serve as an extension of FTA staff in project management oversight, construction management and value engineering.

**Current Assignment:** Since 2004, Lea+Elliott has served as a major subconsultant to the DEA team for the Lower Manhattan Recovery Office (LMRO). In this assignment, the team provides oversight for the Fulton Street Transit Center and the South Ferry Terminal Station projects with a combined total construction value exceeding \$1B. These NY MTA projects are part of the federally funded Lower Manhattan Recovery project established in the wake of the September 11th terrorist attack on the World Trade Center. Lea+Elliott is responsible for the management of all systems elements including signals, power, mechanical, electrical and interface issues. In addition to systems, we are contributing to the team's work in risk management, cost estimating, scheduling, technical capacity reviewing, real estate management, historic preservation, permitting, quality assurance, operating plans, utility relocation, safety, construction logistics, standards and staffing/resources issues.

**Prior Assignments:** From 1987 to 1998, Lea+Elliott provided expertise in equipment engineering, specifications, procurement, testing, system construction management, central control software and automatic train control for the projects described below at BART, SEPTA and the Northern New England Passenger Rail Authority.

**San Francisco BART Capacity Expansion Program and the BART Rail System Airport and Colma Extensions:** Lea+Elliott provided oversight for these technical projects with a total construction value of approximately \$1.6 billion. These Capital Expansions included replacement of the Automated Train Supervision with a newly designed system (including resignaling), replacement of the ATO units on the existing fleet and procurement and commissioning of 150 new cars.

**Frankford Elevated Reconstruction Project:** Lea+Elliott provided oversight services for the Southeastern Pennsylvania Transit Authority (SEPTA). The project included modernization, reconstruction and/or replacement of 5.25 miles of trackway and stations at an approximate total construction cost of \$391 million. This reconstruction project included: (1) replacement of decking, stringers and other structural elements; (2) replacement of all station platforms and station entrance buildings; (3) complete renewal of the ATC systems, including construction of a new signal control center; (4) installation of new communications systems; and (5) improvements to the traction power system.

**Northern New England Passenger Rail Authority's Restoration of Passenger Rail Service:** Lea+Elliott provided oversight services on this 144-mile commuter rail corridor between Boston and Portland, Maine. The firm applied its technical expertise in the areas of vehicle and locomotive procurement, refurbishment, signaling and maintenance facilities.

## New York Metropolitan Transportation Authority Project Management Oversight Services



Lea+Elliott provided professional engineering services to the New York Metropolitan Transportation Authority (MTA) for 12 years as their Independent Engineering Consultant (IEC) for capital programs. This capital program historically averages over \$2.0 billion annually. Lea+Elliott's specific role as a subconsultant on the Oversight Team was the oversight of all vehicle procurement and signal modernization projects. Ultimately reporting to the MTA's Office of Capital Program Oversight to the Capital Program Oversight Committee (a subset of the agency Board of Directors), we advised the MTA on all aspects of these projects including: technology, management, scheduling, resource allocation, funding, risk assessment, quality assurance, and interface issues.

Through the use of full-time staff based in New York City and supported by additional professional staff, Lea+Elliott monitored large, capital-intensive projects on a continuous basis, and conducted reviews of policy/practice/procedure issues on an agency-wide programmatic scale. Lea+Elliott performed these services for over a decade in teams with three different prime contractors/consultants from 1989 to 1999. The most recent contract term began in 2002 and finished in 2004 so that Lea+Elliott could assume its role for the FTA PMO team for LMRO.

## Bay Area Rapid Transit Oakland Airport Connector General Engineering Consultant



Lea+Elliott is the General Engineering Consultant to BART for a 3.2-mile long urban APM/rail system (Oakland Airport Connector - OAC) that will link BART's Coliseum Station with the Metropolitan Oakland International Airport. Lea+Elliott's scope for Phase I included supporting the Environmental Impact Statement/Review (EIS/EIR) and Major Investment Study (MIS) processes and performing preliminary engineering. Phase II work includes preparing Design-Build-Operate-Maintain (DBOM) procurement documents; assisting in the selection of a contractor; providing a full range of design review and contract compliance services; and coordinating interfaces between the Connector, BART's rail transit system, and the Airport.

Recently, the District issued a new procurement under the Infrastructure Financing Act (IFA) that allows the Project to move forward without further delay. In applying the IFA the District will enter into an agreement with a lead business private entity for the design, build, financing, and operation (DBFO) of the Project. This project was recently named the FTA's first Public-Private Partnership Pilot Program or Penta-P. This pilot program will study the project to determine whether the public-private partnership procurement method speeds completions, allows more reliable projections of costs and benefits, and improves project performance.



## Washington Metropolitan Area Transit Authority Rapid Transit System Extension Project Management



The Metropolitan Washington Airports Authority (MWAA) is assuming management of the project to extend the Washington Metropolitan Area Transit Authority (WMATA) rapid transit system another 23 miles to and beyond Washington Dulles International Airport. The first phase, 11.6 miles and 5 stations, is valued at \$2.5 billion and is scheduled to open in 2012. The second phase, 11.4 miles and 6 stations, is also valued at approximately \$2.5 billion and is scheduled to open in 2015.

With primary responsibility for oversight of systems engineering issues, Lea+Elliott is performing a technical review and assessment of Preliminary Engineering documents and identifying design refinements to improve the project's chances of implementation. New rolling stock for the Silver Line will be supplied by WMATA and Lea+Elliott is working with the transit authority to ensure compatibility between the new fleet and the Silver Line extension. Lea+Elliott is also applying their extensive experience with Design-Build procurements to assist the project team with contractor negotiations and development of the Design-Build contract.

Lea+Elliott is also supporting the efforts required for MWAA to become eligible to be a Federal Transit Administration (FTA) grant recipient. The project is programmed to receive \$900 million in New Starts Funding. Lea+Elliott is preparing Project Management Plans for FTA; applying to FTA for permission to enter into Final Design and a Full Funding Grant Agreement (FFGA) with FTA; preparing intergovernmental agreements; submitting the New Starts update material to FTA; participating in the Risk Assessment process; and assisting with several other requirements.

## San Francisco Municipal Railway Safety Oversight Services



Lea+Elliott supervised the Owner and contractor's safety program for the San Francisco Municipal Railway (Muni) Automatic Train Control System (ATCS). The ATCS was designed and installed by Alcatel in the Market Street tunnel to increase light rail train throughput by permitting closer train spacing via automation. The system was installed on the wayside and in existing LRVs and new Breda LRV cars. Lea+Elliott's work included chairing the Safety Advisory Board and reviewing all safety and testing related activities. Lea+Elliott was the prime contractor on a task-order effort to assist with rail-related safety audits. This included developing and conducting selected internal audits in addition to assisting with preparation for and response to the California Public Utilities Commission Triennial Safety Audit. Lea+Elliott also assisted Muni with similar safety work as part of another task-order contract. Lea+Elliott assisted Muni in conducting operational reviews of the corrective action plans from the California Public Utilities Commission triennial audit

## Miami Intermodal Center/Miami International Airport (MIC/MIA) Connector Project Management & Value Engineering



The Miami Intermodal Center/Miami International Airport (MIC/MIA) connector, commonly referred to as the MIA Mover, is a dual-lane, 1.25-mile long transit system that will connect the remote MIC to the MIA terminal facilities. Following the events of 9/11, Lea+Elliott provided value engineering services to the client to address the changed airport business environment, downsizing the original scope and redefining system design criteria.

Once the new system design criteria were established, Lea+Elliott drafted preliminary scope, budget and schedule documents and made recommendations regarding procurement strategy. Throughout the project, Lea+Elliott's Project Management team has prepared and presented project updates to the client. We periodically update the project budget and schedule and are responsible for construction administration tasks including project documentation and correspondence, meeting minutes, and drawing files. During the construction phase, Lea+Elliott will oversee all aspects of the project, ensuring compliance with the technical and commercial terms and conditions and adherence with the agreed schedule and budget. Passenger service is expected to begin in 2010.

## Dallas Ft. Worth International Airport Skylink APM System Project Management



A major component of the DFW Capital improvement project is the new Skylink APM system. This new airport transit system is the largest of its kind in any airport in the world. Lea+Elliott developed the concept for Skylink and, in the role of Project Manager, advised DFW airport staff on all phases of this project, including: feasibility studies, preliminary engineering of system and guideway, procurement and evaluation, and management of system implementation, testing and commissioning. Lea+Elliott staff members worked full-time on the project from 1997 until the system opened in 2005. Lea+Elliott professional staff served as the Owner's Representative for the design and construction of the system, guideway, stations, and jet bridge modifications.

Throughout the Planning, Procurement, Design and Construction phases, Lea+Elliott's Project Management Team maintained project documentation, drawings and records; updated airport management, board members and key stakeholders on project status; and prepared and updated project budgets and schedules for the transit system supplier, fixed facility designers and constructors (including modifications to jet bridges that were necessary for system construction). During the Design, Construction and Commissioning phases, Lea+Elliott's Project Management Team: measured and monitored construction progress against schedule; attended progress and coordination meetings; approved progress payments for the transit system supplier based on defined milestones; made recommendations relative to requested change orders; led design review meetings and review of contract deliverables; and briefed executives on the status of the project.