



**BOARD OF DIRECTORS**

**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**OPERATIONS AND SAFETY COMMITTEE**

**THURSDAY, MARCH 27, 2025**

**ATLANTA, GEORGIA**

**MEETING MINUTES**

**1. CALL TO ORDER AND ROLL CALL**

Committee Chair Thomas Worthy called the meeting to order at 10:38 A.M.

**Board Members**

**Present:**

Thomas Worthy  
Al Pond  
Freda Hardage  
James Durrett  
Roderick Frierson  
Valencia Williamson  
Jennifer Ide  
Jacob Tzegaegbe  
Sagirah Jones  
Elizabeth Bolton-Harris  
Shayna Pollock

**Board Members**

**Absent:**

Kathryn Powers  
Russell McMurry  
Rita Scott  
Jannine Miller

**Staff Members Present:**

Collie Greenwood  
Rhonda Allen  
Jonathan Hunt  
Kevin Hurley  
Michael Kreher  
Ralph McKinney  
Steven Parker

Carrie Rocha  
George Wright

**Also in Attendance:** Justice Leah Ward Sears, Phyllis Bryant, Matthew Carrier, Eddie Eades, Stephany Fisher, Kenya Hammond, Jacqueline Holland, Tyrene Huff, Addi Matthew, Paula Nash, Sherby Philpot, Wendee Sexton, and Sean Thomas

## 2. APPROVAL OF THE MINUTES

### **Minutes from February 27, 2025**

Approval of Minutes from February 27, 2025. On a motion by Board Member Ide, seconded by Board Member Durrett, the motion passed by a vote of 11 to 0 with 11 members present.

## 3. RESOLUTIONS

### **Resolution Authorizing the Solicitation of Proposals for the Procurement of Indefinite Quantity Construction Contract Services, RFP P50683**

Approval of Resolution Authorizing the Solicitation of Proposals for the Procurement of Indefinite Quantity Construction Contract Services, RFP P50683. On a motion by Board Member Durrett, seconded by Board Member Hardage, the resolution passed by a vote of 11 to 0 with 11 members present.

### **Resolution Authorizing the Solicitation of Proposals for the Procurement of Construction Management for Indefinite Quantity Construction Contract Services, RFP P50684**

Approval of Resolution Authorizing the Solicitation of Proposals for the Procurement of Construction Management for Indefinite Quantity Construction Contract Services, RFP P50684. On a motion by Board Member Durrett, seconded by Board Member Hardage, the resolution passed by a vote of 11 to 0 with 11 members present.

### **Resolution Authorizing the Solicitation of Proposals for the Procurement of Commercial Driver's License (CDL) and Entry-Level Drive Training (ELDT) Training Services, RFP P50682**

Approval of Resolution Authorizing the Solicitation of Proposals for the Procurement of Commercial Driver's License (CDL) and Entry-Level Drive Training (ELDT) Training Services, RFP P50682. On a motion by Board Member Ide, seconded by Board Member Hardage, the resolution passed by a vote of 11 to 0 with 11 members present.

### **Resolution Authorizing the Award of a Contract for Transit Scheduling Support, LOA L50564**

Approval of Resolution Authorizing the Award of a Contract for Transit Scheduling Support, LOA L50564. On a motion by Board Member Bolton-Harris, seconded by Board Member Ide, the resolution passed by a vote of 11 to 0 with 11 members present.

### **Resolution Authorizing the Award of a Contract for Professional Services for MARTA Police Psychological Pre-Employment Assessments, Letter of Agreement (LOA) L50636**

Approval of Resolution Authorizing the Award of a Contract for Professional Services for MARTA Police Psychological Pre-Employment Assessments, Letter of Agreement (LOA) L50636. On a motion by Board Member Ide, seconded by Board Member Pond, the resolution passed by a vote of 11 to 0 with 11 members present.

**Resolution Authorizing the Award of a Contract for Maintenance of Way and Operations Support Services, RFP P50405**

Approval of Resolution Authorizing the Award of a Contract for Maintenance of Way and Operations Support Services, RFP P50405. On a motion by Board Member Durrett, seconded by Board Member Hardage, the resolution passed by a vote of 11 to 0 with 11 members present.

**Resolution Authorizing the Award of a Contract for the Supplemental Professional Services for Bus Operations, RFPP P50574**

Approval of Resolution Authorizing the Award of a Contract for the Supplemental Professional Services for Bus Operations, RFPP P50574. On a motion by Board Member Durrett, seconded by Board Member Ide, the resolution passed by a vote of 11 to 0 with 11 members present.

**4. OTHER MATTERS**

**FY25 January Key Performance Indicators (Informational Only)**

**5. ADJOURNMENT**

The Committee meeting adjourned at 11:56 A.M.

Respectfully submitted,



Tyrene L. Huff  
Assistant Secretary to the Board

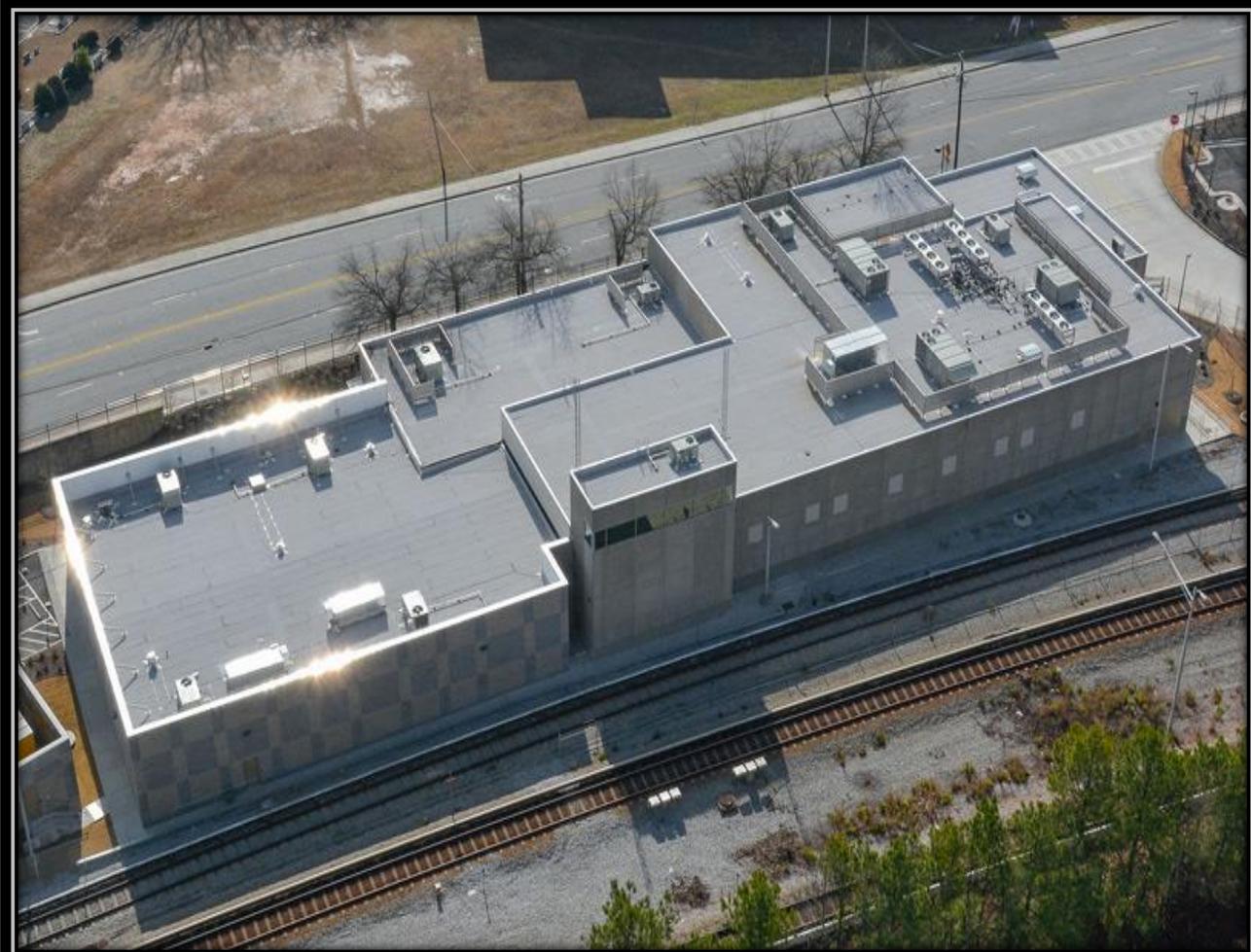
YouTube link: <https://www.youtube.com/live/l5NQ2BEI7hM?si=9qTZIXia56XBDwu2>

**Resolution Authorizing the  
Solicitation of Proposals for  
the Procurement of Indefinite  
Quantity Construction  
Contract Services &  
Construction Management**

**RFP P50683  
RFP P50684**

**Operations & Safety  
March 27, 2025**

**Sean Thomas  
Director of Facilities**



## Key Topics

- I. Overview of Program
- II. Dependent Agreements
- III. Contract Status
- IV. Program Accomplishments
- V. Solicitation Request



# Indefinite Quantity Construction Contract Overview

## What is IQCC?

Indefinite Quantity Construction Contract has allowed the Office of Facilities to execute smaller, medium priority projects as an option for repair, alteration, modernization, rehabilitation, or to complete minor construction or space planning tasks.

## Key Details?

- Follows Indefinite Delivery/Indefinite Quantity Procurement Process
- Tasks based on pre-priced MARTA task catalog, competitively bid adjustment factor
- Allows Authority to utilize a single procurement to execute several individual tasks

## Value?

- Provides transparency and auditability
- Reduces backlog of smaller refurbishment contracts
- Streamlines process to replace operation critical equipment

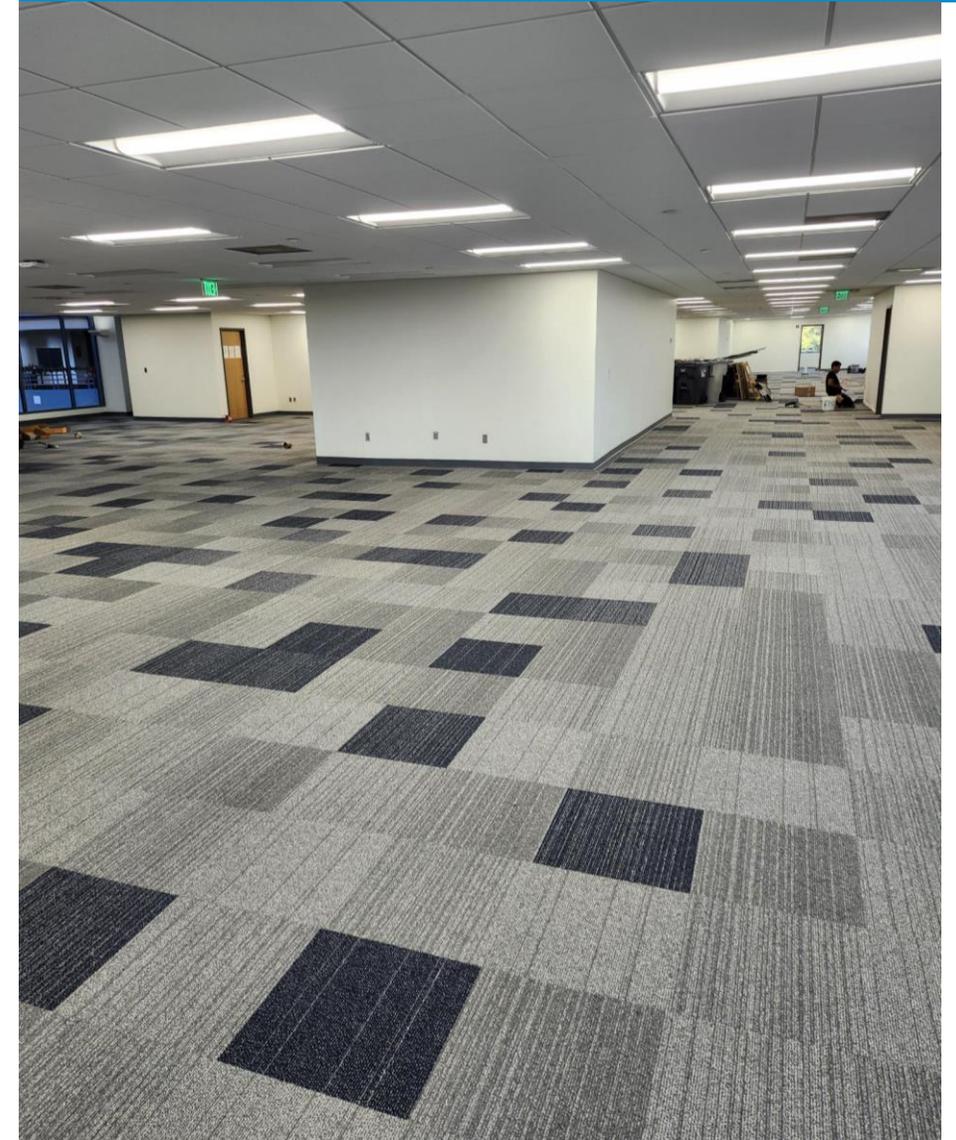
# Dependent Agreements

## **RFP P50683 – IQCC Contractors** (Execution)

- ✓ Executes work orders (WO)
- ✓ Coordinates sub-contractors
- ✓ Manages DBE participation

## **RFP P50684 - Construction Management** (Oversight)

- ✓ Owners Representation
- ✓ Provides WO software
- ✓ Develops Construction Specifications
- ✓ Develops Construction Task Catalog w/ Pricing
- ✓ Means & Methods Analysis



# Program Progression

## P40987 – Construction Management for IQCC

- NTP February 2019
- Current Award \$2.1M
- Awarded to Gordian Group

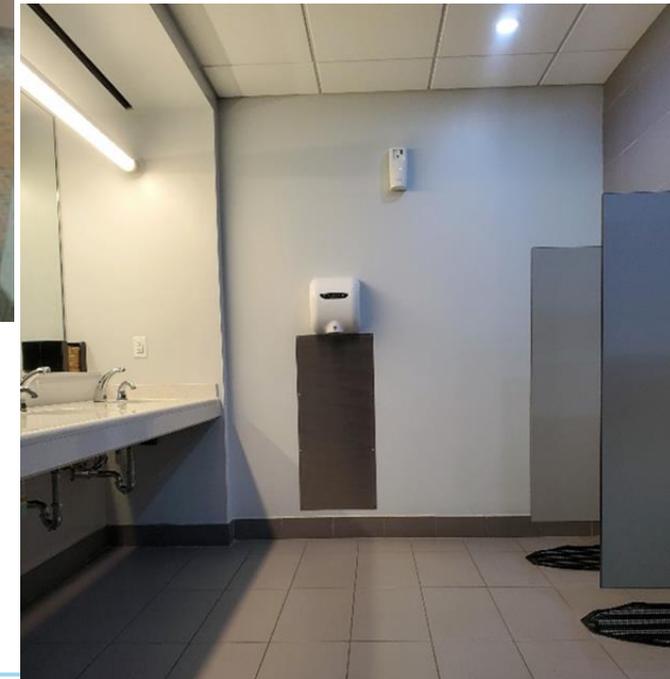
## P40916 – Indefinite Quantity Construction Contract

- NTP February 2021
- Current Award \$20M
- DBE Goal of 25%
- Awarded to (6) Firms
- 2 DBE Firms; 1 Joint venture w/ DBE
- WO Completed to Date \$6.9M
- WO Authorized to begin \$1.2M

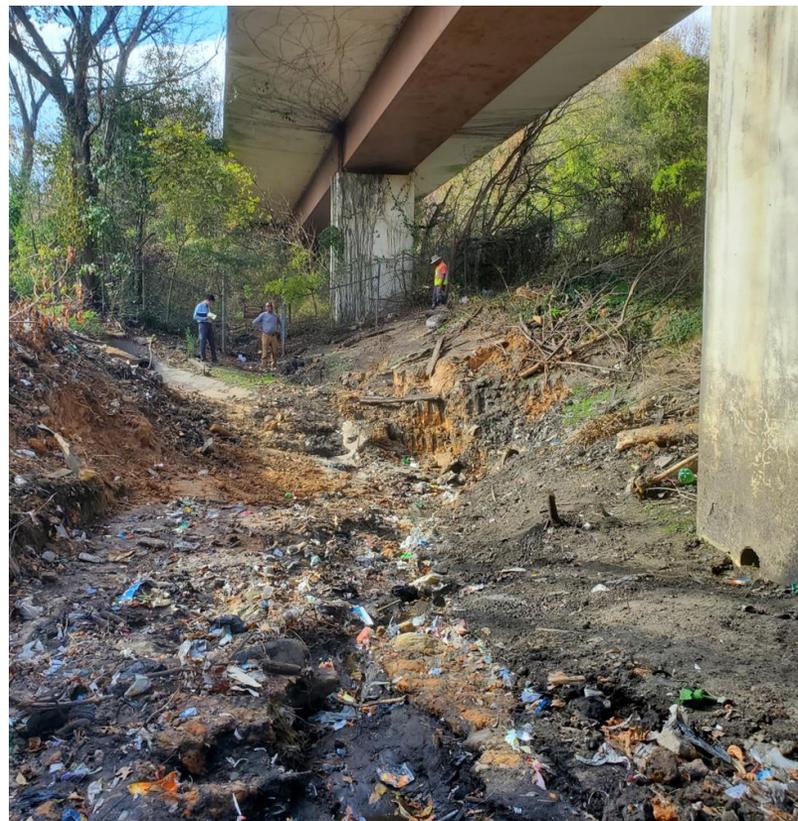
IQCC WO Distribution



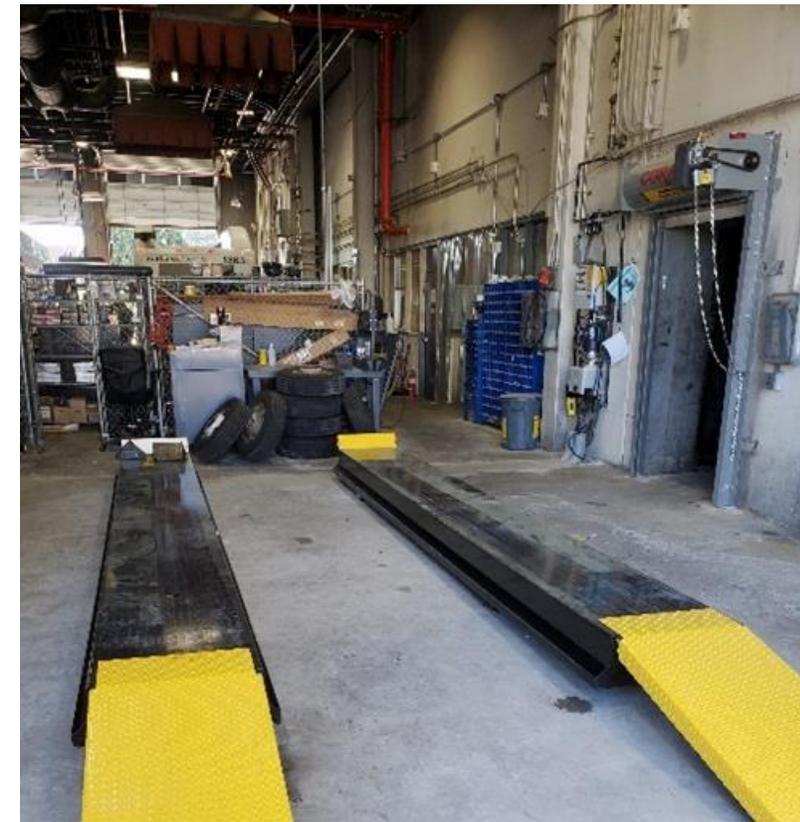
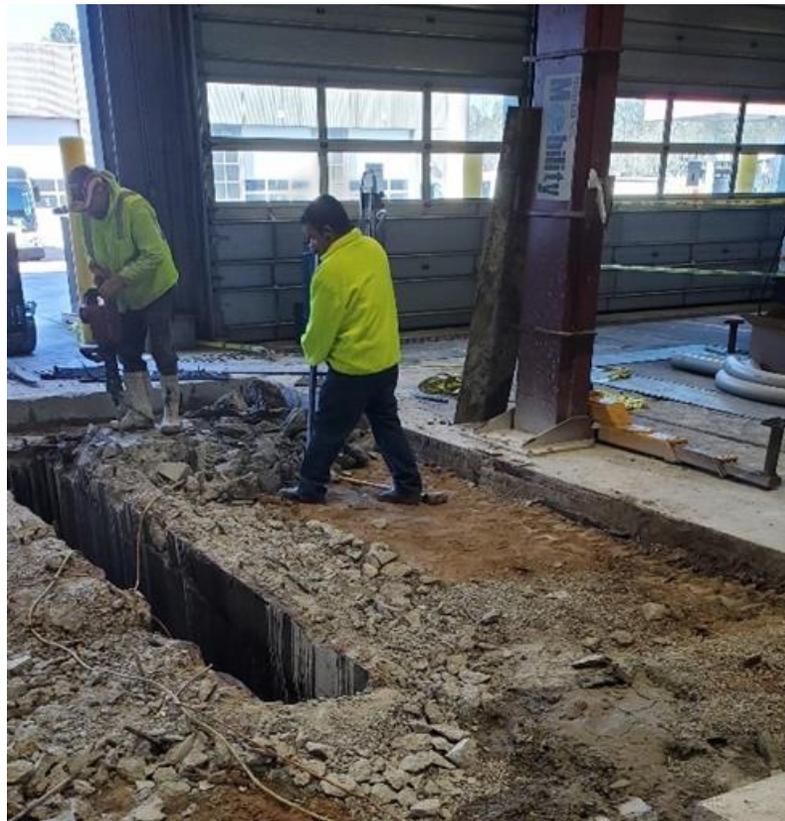
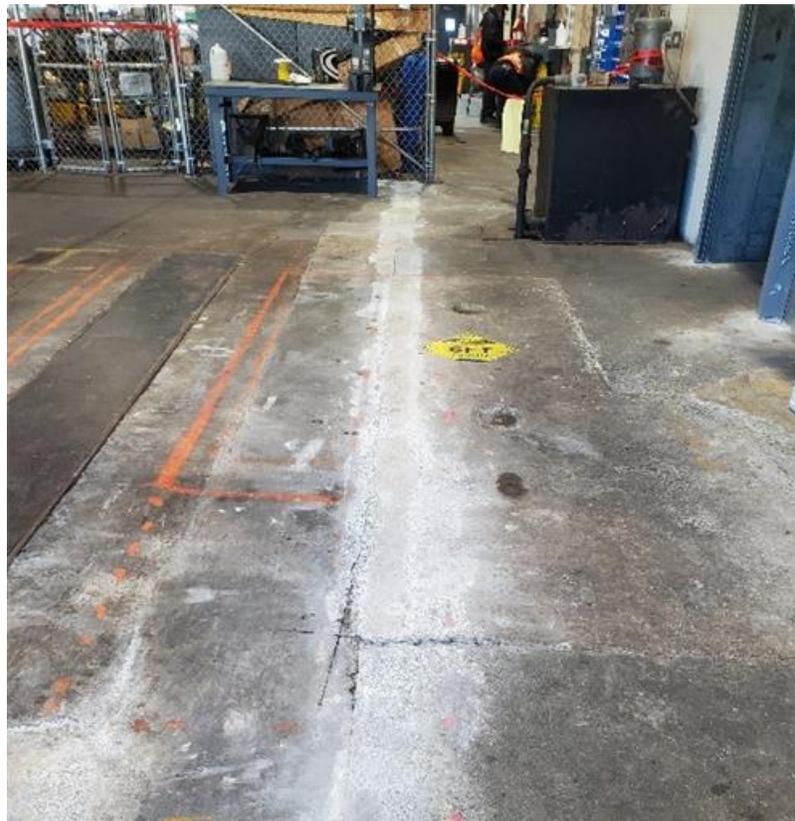
- SOCO CONTRACTING COMPANY, INC.
- SYNERGY DEVELOPMENT PARTNERS, LLC
- JOHNSON-LAUX-SKYLINE, ATLANTA JOC CONTRACTORS, LLC
- CENTENNIAL CONTRACTORS ENTERPRISES
- F.H. PASCHEN, S.N. NEILSEN & ASSOCIATES LLC
- ASTRA GROUP, INC.



# Headquarters Interior Improvements

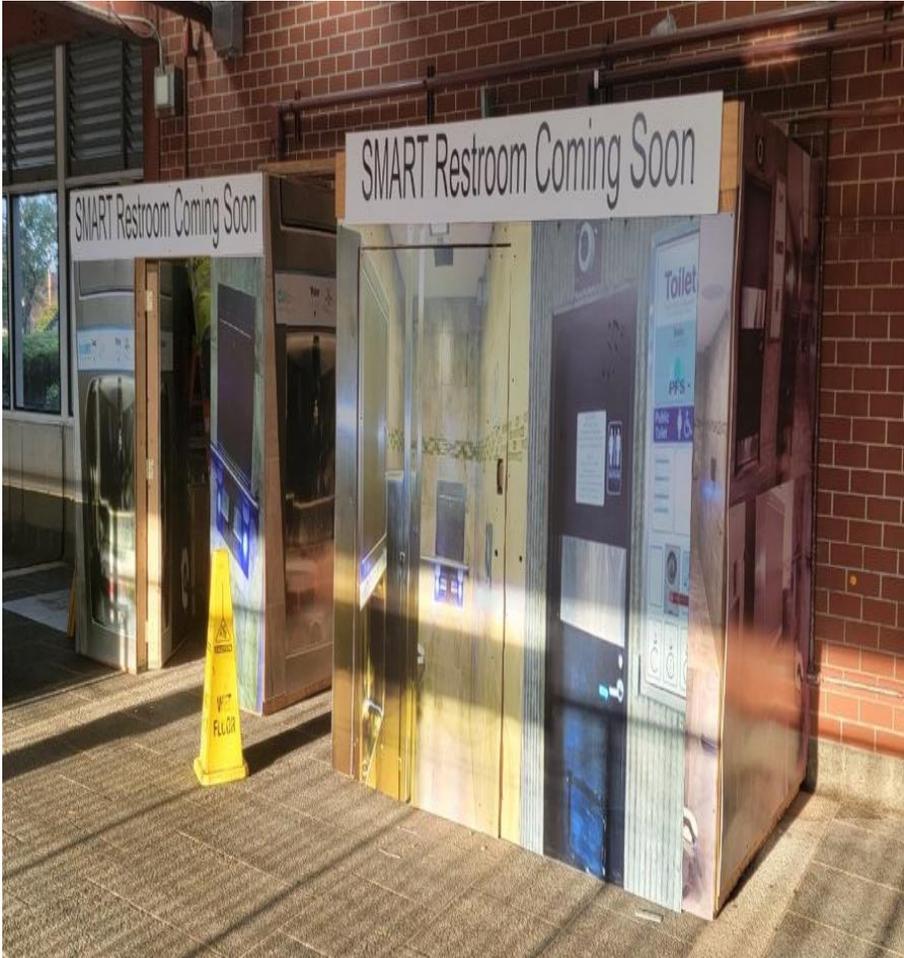


# HE Holmes Tail Track Storm Drainage



# Hamilton Bus Lift Installation

# East Point SMART Restroom



# Solicitation Request



- RFP P50683 IQCC Contractors
- RFP P50684 Construction Mgmt



Thank You



**RESOLUTION AUTHORIZING THE SOLICITATION OF PROPOSALS FOR THE  
PROCUREMENT OF INDEFINITE QUANTITY CONSTRUCTION CONTRACT  
SERVICES, RFP P50683**

**WHEREAS**, the Authority is authorized by Section 14(m) of the MARTA Act to procure property or services without competitive bidding if it is impracticable to prepare adequate specifications and an adequate description on the basis of which to solicit competitive bids, and

**WHEREAS**, the General Manager/CEO has certified, in accordance with Section 14(m) of the MARTA Act, that the procurement of Indefinite Quantity Construction Contract Services is impracticable through the solicitation of competitive bids, and

**WHEREAS**, award of a Contract for the procurement of Indefinite Quantity Construction Contract Services, after the solicitation of proposals and selection of a preferred proponent pursuant to Section 14(m) of the MARTA Act, is subject to approval by the Board of Directors.

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO, or his designee be, and hereby is, authorized to solicit proposals for the procurement of Indefinite Quantity Construction Contract Services by means other than competitive bidding, in accordance with Section 14(m) of the MARTA Act, through the use of Request for Proposals.

**Approved as to Legal Form:**

DocuSigned by:

*Jonathan J. Hunt*

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**Chief Counsel, Metropolitan Atlanta  
Rapid Transit Authority**

**RESOLUTION AUTHORIZING THE SOLICITATION OF PROPOSALS FOR THE  
PROCUREMENT OF CONSTRUCTION MANAGEMENT FOR INDEFINITE QUANTITY  
CONSTRUCTION CONTRACT SERVICES, RFP P50684**

**WHEREAS**, the Authority is authorized by Section 14(m) of the MARTA Act to procure property or services without competitive bidding if it is impracticable to prepare adequate specifications and an adequate description on the basis of which to solicit competitive bids, and

**WHEREAS**, the General Manager/CEO has certified, in accordance with Section 14(m) of the MARTA Act, that the procurement of Construction Management for Indefinite Quantity Construction Contract Services is impracticable through the solicitation of competitive bids, and

**WHEREAS**, award of a Contract for the procurement of Construction Management for Indefinite Quantity Construction Contract Services, after the solicitation of proposals and selection of a preferred proponent pursuant to Section 14(m) of the MARTA Act, is subject to approval by the Board of Directors.

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO, or his designee be, and hereby is, authorized to solicit proposals for the procurement of Construction Management for Indefinite Quantity Construction Contract Services by means other than competitive bidding, in accordance with Section 14(m) of the MARTA Act, through the use of Request for Proposals.

**Approved as to Legal Form:**

DocuSigned by:

*Jonathan J. Hunt*

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**Chief Counsel, Metropolitan Atlanta  
Rapid Transit Authority**



# **Resolution Seeking Approval to Solicit CDL & ELDT Training Services, RFP P50682**

Operations & Safety Committee

March 27, 2025

**Sherby Philpot**

Senior Manager of Technical Training



## Background

- MARTA currently and has in the past secured Commercial Drivers License training, testing and certification from GA Piedmont Technical College
- This agreement is secured through a Memorandum of Understanding
- Recent developments in the private sector market for Commercial Drivers License training services create an opportunity for MARTA to improve this program, although the current contract does not expire until May 2026
  - Leveraging of technology for an increased immersive training program
  - Provision of workforce applicant channels for talent acquisition
  - Development of curriculum efficiencies which could reduce training time
  - Competition on cost per student

## Business Case

- Historically 50% - 70% of MARTA bus operator candidates require Commercial's Driver License training and examination under Federal Motor Carrier Safety Administration (FMCSA) regulations
- A certified CDL is required for compliance with the FMCSA:
  - Commercial Driver's License (CDL): Required for drivers of vehicles designed to transport 16 or more passengers (including the driver).
  - Medical Certification: Drivers must have a valid Medical Examiner's Certificate (DOT Physical).
  - Hours of Service (HOS): Drivers must comply with HOS regulations, which limit driving time and require rest periods.
  - Have a gross vehicle weight rating (GVWR) or gross combination weight rating (GCWR) of 10,001 pounds or more.

## Contractor Objectives

- Provide trainees with the knowledge and skills required to obtain a Commercial Driver's License (CDL), specifically a Class B with Passenger (P) endorsement.
- Ensure compliance with Federal Motor Carrier Safety Administration (FMCSA) regulations through the Entry-Level Driver Training (ELDT) certification.
- Equip trainees with practical and theoretical knowledge specific to transit bus operation, including safety protocols, customer service, and route management.
- Prepare trainees for safe and efficient operation in various urban, suburban, and rural environments.

## Bus Operator Training Timeline – High Level



Majority of MARTA's  
Commercial Driver's License holders  
are Bus Operators

## Other MARTA Crafts Requiring a CDL

- ATC
- EP&E
- Track
- Facilities Maintenance
- Paint Department
- Landscaping
- Bus Maintenance (some areas)
- Light Rail
- Rail Operations (sourced from Bus Operations)



In Closing



**RESOLUTION AUTHORIZING THE SOLICITATION OF PROPOSALS FOR COMMERCIAL DRIVER'S LICENSE (CDL) AND ENTRY-LEVEL DRIVER TRAINING (ELDT) TRAINING SERVICES, RFP P50682**

**WHEREAS**, the Authority is authorized by Section 14(m) of the MARTA Act to procure property or services without competitive bidding if it is impracticable to prepare adequate specifications and an adequate description on the basis of which to solicit competitive bids; and

**WHEREAS**, the General Manager/CEO has certified, in accordance with Section 14(m) of the MARTA Act, that the procurement of CDL and ELDT Training Services is impracticable through the solicitation of competitive bids; and

**WHEREAS**, award of a Contract for the procurement of CDL and ELDT Training Services, after the solicitation of proposals and selection of a preferred proponent pursuant to Section 14(m) of the MARTA Act, is subject to approval by the Board of Directors.

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO, or his designee be, and hereby is, authorized to solicit proposals for the procurement of CDL and ELDT Training Services by means other than competitive bidding, in accordance with Section 14(m) of the MARTA Act, through the use of Request for Proposals.

**Approved as to Legal Form:**

DocuSigned by:

*Jonathan J. Hunt*

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**Chief Counsel, Metropolitan Atlanta  
Rapid Transit Authority**



# **Resolution Authorizing the Award of a Contract for Transit Scheduling Support LOA L50564**

March 27, 2025

Operations and Safety Committee Meeting

Wendee Sexton

Sr. Manager Track Allocation & Operations  
Scheduling

## Background & Purpose

**Transit Scheduling Support Services  
crucial for MARTA's operational efficiency**



**LOA L50564: 5-year contract (FY25-  
FY30), starting May 2025**



**Two firms submitted proposals:  
Nelson\Nygaard & Intellectual Concepts**

# Current LOA: Building on Success



**CURRENT LOA  
L50415:  
\$357,216.70**



**TERM: SEPT 26,  
2023 – MAY 31,  
2025**



**PARTNER:  
NELSON\NYGAARD**



**SEAMLESS  
TRANSITION TO  
NEW LOA L50564**

## Details of LOA L50564

5-Year Term: FY25-FY30, starting May 2025

Coordinates Daily Operations and Capital Projects

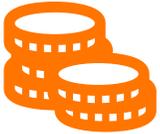
Maintains On-Time Performance (OTP) During Scheduled Disruptions

Supports MARTA's Long-Term Reliability Goals

# Scope of Work – Core Services

<p>Support</p>	<p>Operations Planning &amp; Controls</p> <ul style="list-style-type: none"> <li>• Bus, Rail &amp; Streetcar schedules</li> </ul>
<p>Support</p>	<p>Rail Services</p> <ul style="list-style-type: none"> <li>• Special Rail Schedules for Capital Improvement Program</li> </ul>
<p>Support</p>	<p>Maintenance of Way</p> <ul style="list-style-type: none"> <li>• Special Rail Schedules for Trackwork</li> </ul>

## Scope of Work – Tackling Single Tracking



**Scarcity of Track  
Allocation  
Opportunities**



**Trains Run 20+  
hrs./day, Limiting  
Single Tracking  
Windows**



**Industry Norm:  
Most Transit  
Agencies Use  
Single Tracking**



**Scope Includes:**  
  
**Weeknight and  
Weekend Single  
Tracking Schedules**  
  
**On-time Performance  
(OPT) Goals  
Maintained**

## Proposal Evaluation

### Evaluated On:

- Expertise in transit scheduling
- Proven success in similar projects
- Qualifications of assigned personnel

### Proposals Reviewed:

- Nelson\Nygaard
- Intellectual Concepts

## Why Nelson\Nygaard? – Expertise & History

Nationally Recognized Firm Specializing in Transit Scheduling



Supporting MARTA since 2015



Understands Rail System Complexities (e.g., single tracking demands)



Atlanta-based Team

## Why Nelson/Nygaard? – Proven Success

### Proven Success Examples

- TR4 DXO Shutdowns (3 Total)
- Airport Station Shutdown
- Indian Creek Station Rehab Extended Single Tracking Schedules
- CQ400 Rail Car Testing (Sun-Thur nightly) Single Tracking Schedules

### Weekly Rail Schedule Reviews with Single Tracking Coordination

### Bus Network Redesign Support, Special Event Schedules

## Why Nelson/Nygaard? – Future Projects

### Upcoming Projects

- **Proposed Shutdowns**
  - Airport Canopy Construction, Holmes Station DXO/Concrete Plinth Replacement, Bankhead Station Platform Expansion
- **Extended Single Tracking**
  - Indian Creek DXO Replacement
- **System-wide Single Tracking Requirements**
  - Station Rehab Program, DF Fastener Replacements, TR5, CBTC

## Budget & Projected Spend

**Contract Value: \$1,495,160 over 5 years  
(FY25-FY30)**

**Annual Max Budget: \$300,000/FY**

**Funding: Capital Project 32317**



# **Resolutions Authorizing the Award of a Contract for Transit Scheduling Support LOA L50564**



Thank You



**RESOLUTION AUTHORIZING THE AWARD FOR THE PROFESSIONAL SERVICES FOR TRANSIT  
SCHEDULING SUPPORT SERVICES,  
LETTER OF AGREEMENT NUMBER L50564**

**WHEREAS**, the Authority's Office of Bus Operation has identified the need for the Professional Services for Transit Scheduling Support Services, Letter of Agreement Number L50564; and

**WHEREAS**, it is necessary to procure Professional Services for Transit Scheduling Support Services to develop comprehensive track allocation rail service schedules that optimizes contractor and MARTA staff work windows while causing minimal disruption to regular passenger service.; and

**WHEREAS**, on February 17,2025, the Metropolitan Atlanta Rapid Transit Authority received proposals from Intellectual Concepts and Nelson Nygaard Consulting Associates, Inc.; and

**WHEREAS**, the Authority's staff determined that Nelson Nygaard Consulting Associates, Inc. submitted the most advantageous responsive and responsible proposal; and

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to execute a Contract on substantially the same terms and conditions as contained in the Letter of Agreement Number L50564, Professional Services for Transit Scheduling Support Services between the Authority and Nelson Nygaard Consulting Associates, Inc., in the amount of \$1,495,160.00.

**Approved as to Legal Form:**

DocuSigned by:

*Jonathan J. Hunt*

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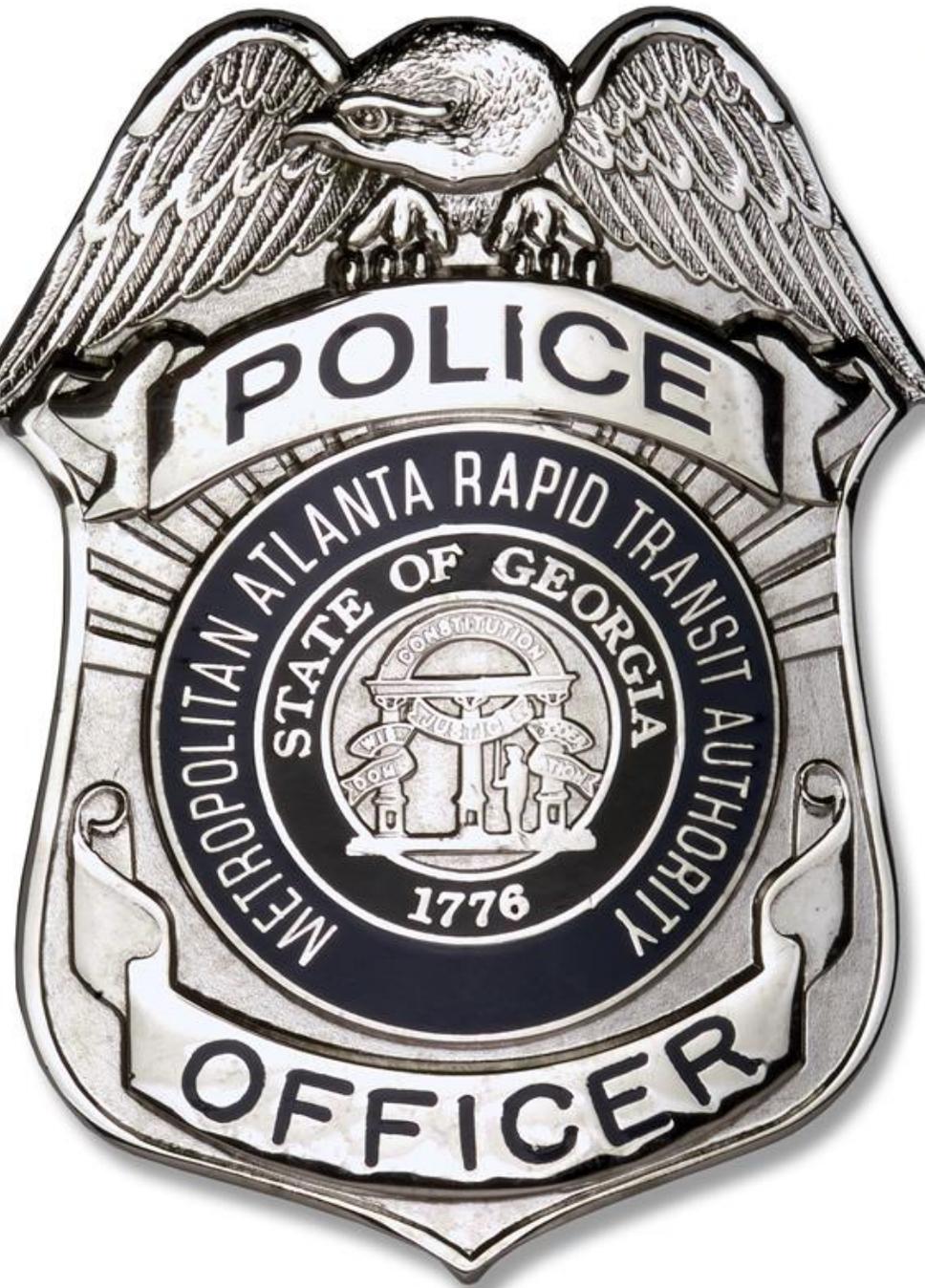
**Chief Counsel, Metropolitan Atlanta  
Rapid Transit Authority**



**Request for Resolution  
Authorizing the Award of a  
Contract for Professional  
Services for MARTA Police  
Psychological Pre-  
Employment Assessments,  
Letter of Agreement (LOA)  
L50636**

Operations and Safety Committee  
March 27, 2025

Major Matthew Carrier  
MARTA Police Department



# History

- MARTA PD has utilized the psychological services of Stone, McElroy and Associates for well over a decade
- Effective January 1, 2021, Georgia Peace Officer Standards and Training Council (POST) required each peace officer candidate in Georgia to submit to a psychological evaluation
- Current LOA began April of 2020 as a 3 year contract at \$179,550. Modified in August of 2022 to add \$20,310 to contract. The Board approved a 2 year modification and extension in 2023 for \$146,100. Total 5 year contract value of \$345,960.

# Benefits

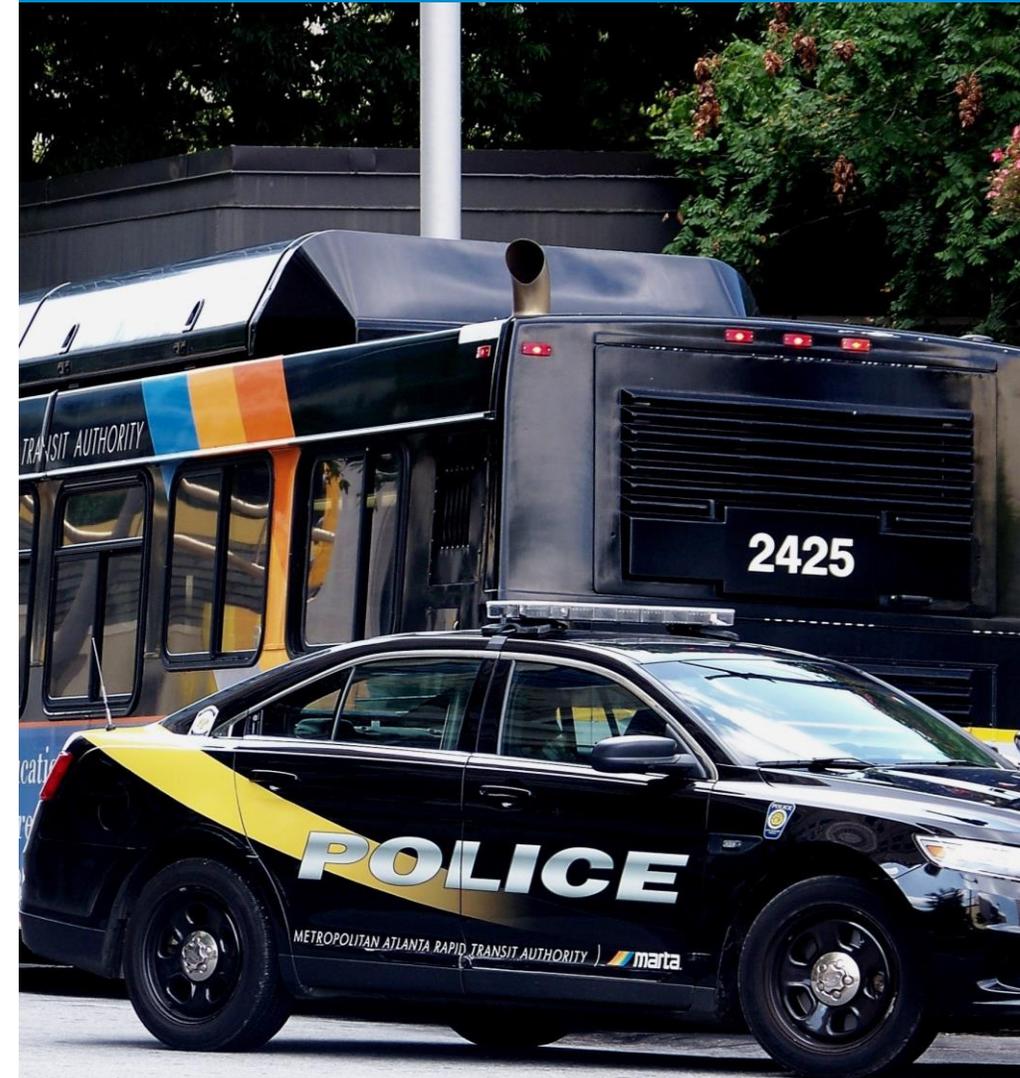
**Stone, McElroy and Associates offers the following:**

- proctored virtual testing
- individual assessments
- secure access to reports via an online portal
- applicant has ability to schedule testing
- quality control by employing second psychologist to review findings



## Additional services provided

- Critical Incident Debriefing
- Fitness for Duty Evaluation
- Court Representation
- MARTA staff Training



# Proposed Contract Highlights

- Three-year contract for total contract amount of \$262,650.
- Internal Audit reviewed the proposal and found it fair and reasonable.
- The Office of Diversity and Inclusion did not assign a DBE goal as this is a Professional Services Agreement.

**Respectfully requesting authorization for Resolution authorizing the Award of a Contract for Professional Services for MARTA Police Psychological Pre-Employment Assessments, Letter of Agreement (LOA) L50636 with Stone, McElroy, and Associates in the amount of \$262,650 for a three-year contract.**





Thank You



**RESOLUTION AUTHORIZING THE AWARD FOR THE PROCUREMENT OF  
PROFESSIONAL SERVICES FOR MARTA POLICE PSYCHOLOGICAL PRE-  
EMPLOYMENT ASSESSMENTS,  
LETTER OF AGREEMENT NUMBER L50636**

**WHEREAS**, the Authority's Office of Police Services has identified the need for the procurement of Professional Services for MARTA Police Psychological Pre-Employment Assessments, Letter of Agreement Number L50636; and

**WHEREAS**, on September 18, 2024, the Metropolitan Atlanta Rapid Transit Authority received a proposal from Stone, McElroy, and Associates; and

**WHEREAS**, it is necessary to procure a Psychological Assessment Program that includes psychological testing and other assessment procedures for current and potential police officers/applicants; and

**WHEREAS**, the Department of Internal Audit conducted a price/cost analysis and determined the price to be fair and reasonable; and

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to execute a Letter of Agreement (LOA) on substantially the same terms and conditions as contained in the L50636, between the Authority and Stone, McElroy, & Associates, for the procurement of Professional Services for MARTA Police Psychological Pre-Employment Assessments in the amount of \$262,650.00.

**Approved as to Legal Form:**

DocuSigned by:

*Jonathan J. Hunt*

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**Chief Legal Counsel, Metropolitan Atlanta  
Rapid Transit Authority**



**Resolution Authorizing the Award of a Contract for  
Maintenance of Way and Operations Support Services,  
RFP P50405**

Operations and Safety Committee  
March 27, 2025

Addi Matthew, Director of Maintenance of Way



# Maintenance of Way

The Office of Maintenance of Way (MOW) is comprised of three critical branches that are responsible for managing the core rail operations and wayside maintenance programs for the Authority

- Electrical Power and Equipment -Traction Power, Auxiliary Power, and Station Lighting Systems
- Automatic Train Control – Train Control System
- Tracks and Structures – Rail and Structural Assets



# MOW Support Services

Provide Support Services For:

- MOW Infrastructure
- Streetcar
- Facilities
- Control Centers
- Bus Charging Infrastructure



# Support Services Detail

- Project Delivery Assistance
- Program Management
- Project Management
- Provide Subject Matter Experts



# Work Order Based

- Scalable and Flexible
- As Needed Basis
- Negotiated Prior to Work Orders
- Specific Goals and Objectives



# Requests for Proposals

Intueor



HNTB

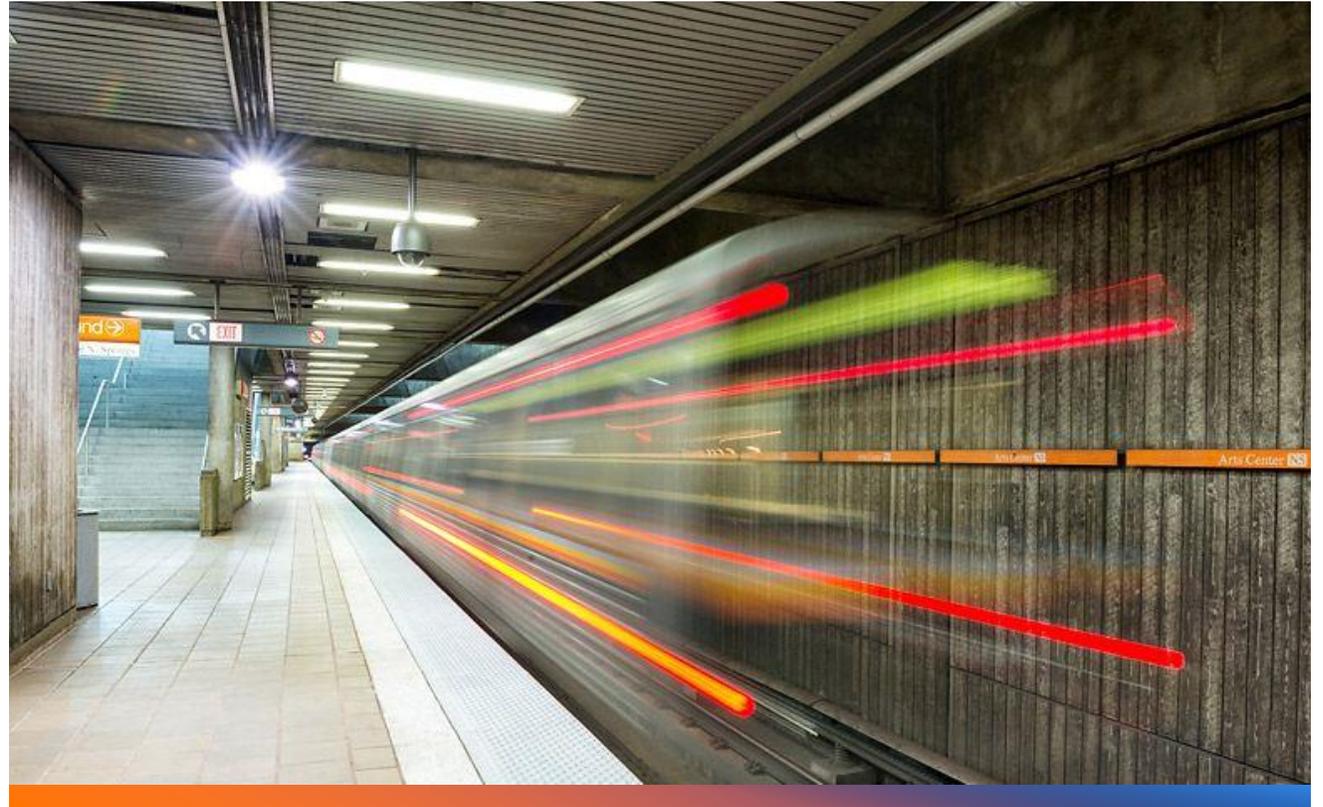


WSP



# Selection Process

- Request for Proposals
- Source Evaluation Committee
- Proposal Review
- Contractor Presentations



# Funding

This procurement is being funded with 75% Capital and 25% Local Operating Funds from the approved Fiscal Year budget.

Five (5) Year Base Term	<u>\$28,000,000.00</u>
Total	\$28,000,000.00





Thank You

**RESOLUTION AUTHORIZING THE AWARD OF A CONTRACT FOR MAINTENANCE  
OF WAY AND OPERATIONS SUPPORT SERVICES**

**REQUEST FOR PROPOSALS NUMBER P50405**

**WHEREAS**, the Authority's Office of Mechanical Operations has identified the need for Maintenance of Way and Operations Support Services, Request for Proposals Number P50405; and

**WHEREAS**, On August 7, 2024 the Metropolitan Atlanta Rapid Transit Authority duly sent to potential proponents notice of its Request for Proposals for Maintenance of Way and Operations Support Services, RFP P50405; and

**WHEREAS**, notice of the said Request for Proposals was advertised in the local newspaper of the largest circulation in the Atlanta metropolitan area, once in each of the two weeks prior to the proposal deadline; and

**WHEREAS**, all Proponents were given the opportunity to protest the proposal instructions, specifications, and/or procedures; and

**WHEREAS**, on October 4, 2024, at 2:00 p.m., local time, three (3) proposals were received; and

**WHEREAS**, the Authority's staff determined that all three Contractors: Intueor Consulting Inc., HNTB Corporation and WSP USA, Inc. submitted advantageous offers and with other factors considered are technically and financially capable of providing the

services.

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/Chief Executive Officer or his delegate be, and hereby is, authorized to execute a Contract on substantially the same terms and conditions as contained in the Request for Proposals Number P50405, for Maintenance of Way and Operations Support Service between the Authority and Intueor Consulting Inc., HNTB Corporation and WSP USA, Inc. in the amount of \$28,000,000.00.

**Approved as to Legal Form:**

DocuSigned by:  
  
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**Chief Counsel, Metropolitan Atlanta  
Rapid Transit Authority**



# **Resolution Authorizing the Award of a Contract for Supplemental Professional Services for Bus Operations RFPP P50574**

Operations and Safety Committee

March 27, 2025

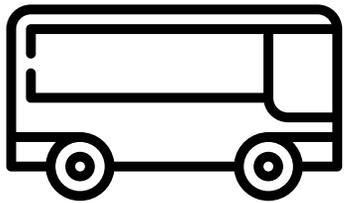
George Wright

Chief Operating Officer

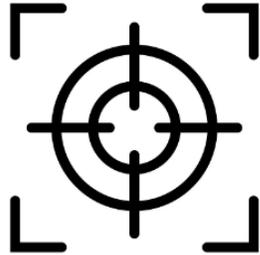
# Purpose

**Requesting the Operations and Safety Committee's approval** to implement a sustainable and major transformation within Bus Operations that will improve workforce culture and performance.

**This transformation will support four of the Authority's Strategic Priorities:**



## STRATEGIC PRIORITIES



### Customer-Focused

Create a delightful customer experience at all touchpoints.



### Workforce Development

Hire, train, and retain a qualified and motivated workforce.



### Operational Excellence

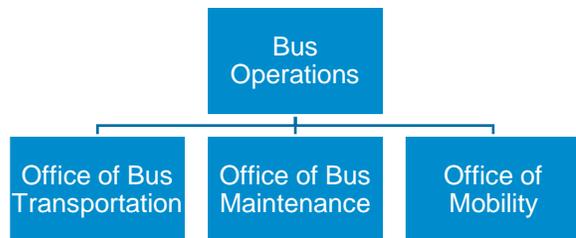
Deliver safe, secure, clean, reliable, and frequent service.



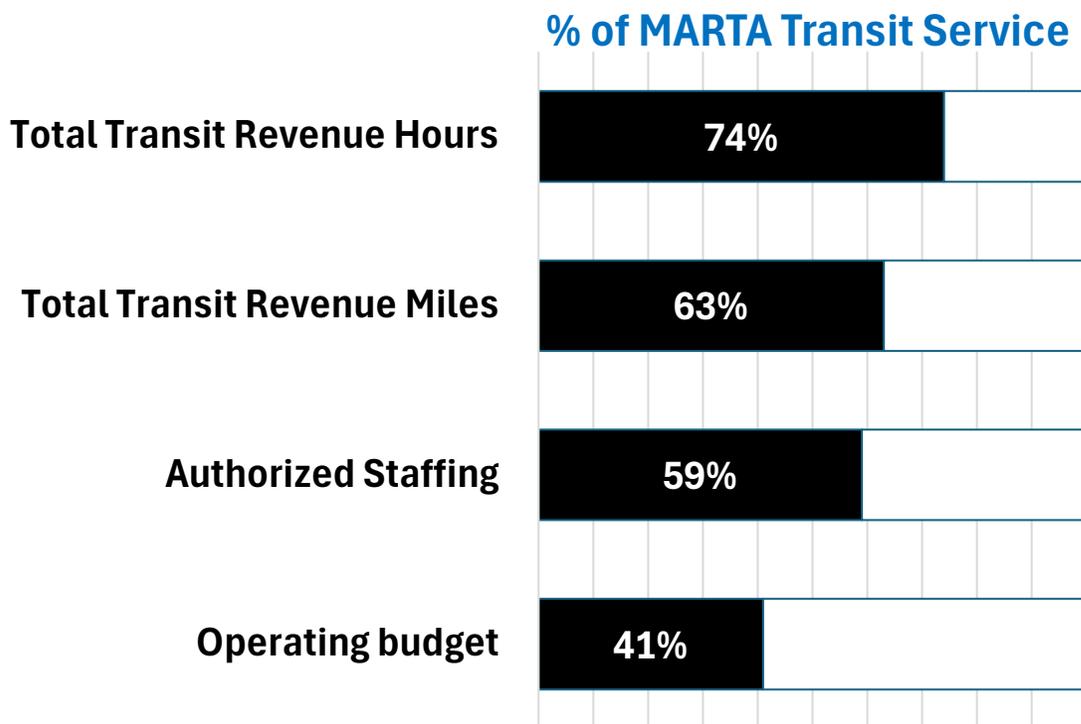
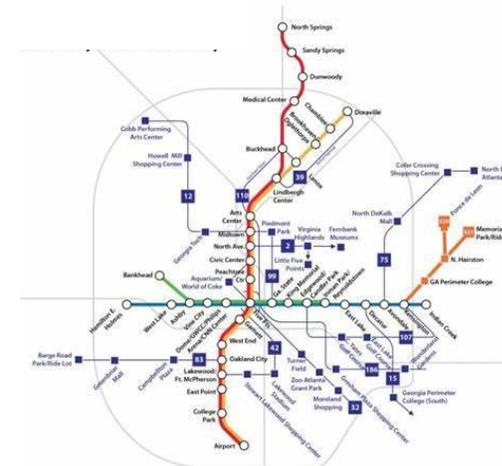
### Fiscal Responsibility

In all areas of financial budgeting, projecting, reviewing, and optimizing, act as stewards to the citizens being served.

# Bus Operations Landscape



- 113 Bus Routes
- 605 Sq Miles Services
- 32 Municipalities
- + 3 Counties



**6 Operating & Maintenance Facilities**

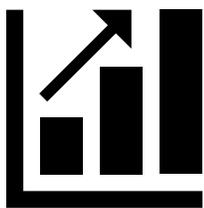


**~ 9,000 Bus Stops Served**



**Nearly 1300 Vehicles Managed & Maintained**

# Bus Operational Successes



Continued Year-Over-Year Bus Ridership Growth



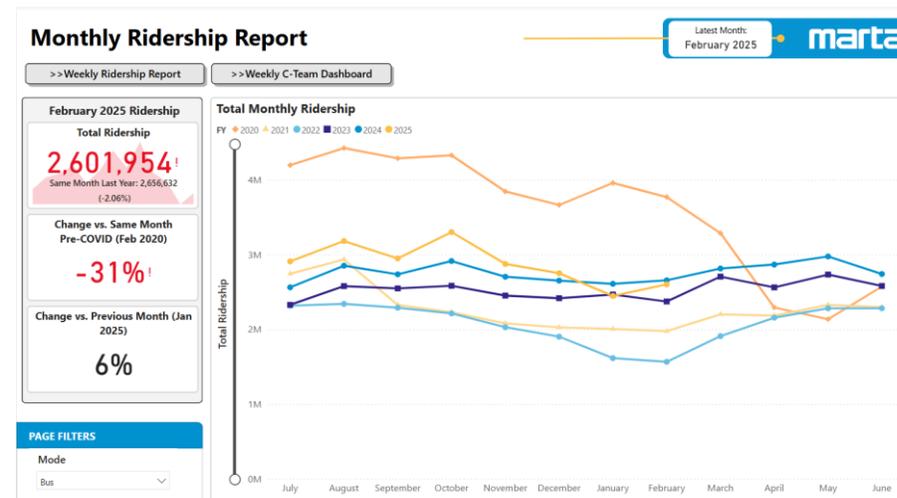
Hiring of Bus Operators and Bus Maintenance Staff- Reduction of Vacancy Rate



Workforce Management Superintendents- To Drive Reduced Absenteeism



Added & Improved Dashboards



### Bus Operator Recruitment Performance Report

Effective date: Mar 4, 2025

**FULL-TIME Bus Operator headcount net gain for this fiscal year**  
 Net gain from Dec 31, 2021 ( 1195 operators ) to Mar 4, 2025 ( 1356 operators ) is 161

**FULL-TIME Bus Operator Positions Filled**

Fiscal Year: Monthly progress			
Start of Month	Authorized	Actual	Vacancy
3/1/2025	1371	1356	15
2/1/2025	1371	1330	41
1/1/2025	1371	1317	54
12/1/2024	1371	1286	85
11/1/2024	1371	1282	89
10/1/2024	1371	1283	88
9/1/2024	1371	1286	85
8/1/2024	1371	1292	79
7/1/2024	1371	1315	56

Past 12 weeks: Weekly progress			
End of Week	Authorized	Actual	Vacancy
2/28/2025	1371	1,356	15
2/21/2025	1371	1,329	42
2/14/2025	1371	1,339	32
2/7/2025	1371	1,323	48
1/31/2025	1371	1,331	40
1/24/2025	1371	1,311	60
1/17/2025	1371	1,327	44
1/10/2025	1371	1,332	39
1/3/2025	1371	1,314	57
12/27/2024	1371	1,324	47
12/20/2024	1371	1,328	43
12/13/2024	1371	1,298	73

# However, there is a need for change

## Challenges

## Target

**Staffing Challenges** - unreliable staff availability in bus transportation

**Fleet Reliability** – sub optimal bus maintenance performance is adversely impacting pull-outs as well in- service breakdowns

**Variability of On Time Performance** - compounded not only by staffing availability & fleet maintenance, but operational execution is unpredictable day-to-day

**These challenges are affirmed** by ridership and stakeholder feedback.

**Enhancing quality and service delivery is not merely an operational necessity, but a strategic imperative to meet the evolving expectations of the community and ensure MARTA's sustainability and scalability in the future**



**Transform Bus Operations to an Operational Excellence culture delivering exceptional & sustainable high performance**

## Strengthening the Customer Experience

Precision Service Level Performance  
Quick Customer Problem Resolution  
Exceptional Operator - Passenger Interface

## Improved Measures/ KPI's & Governance

Development of "Outside – In" ways to measure performance that better align with Strengthening the Customer Experience & Improved Safety

## Cost/ Efficiency Gain Potential

Optimizing resource supply with demand to better achieve Precision Service Level Performance efficiently & effectively

# Where do we go from here?

- Do Something Different
- **Be Bold & Deliberate**
- Lasting—*Transformation*



*“MARTA has begun an incredibly transformative journey into the future...for riders, luckily, that future is now.”*

Design 2.0 CQ400  
MARTA The Next  
Generation



A fast growing **pure player** operating globally

Serving **Transportation**, Process Industries, Discrete Manufacturing, Consumer Goods, Infra-based Services and Private Equity

Helping **transform, boost and build operations**, combining results today and results tomorrow

Offering **Operations, Supply Chain, Idea 2 Value\*** support fully integrating **Process, Human, DigiTech and Sustainability** dynamics

**Working side by side with Clients to accelerate** their progression towards **future-proof operations**, for a better and **sustainable world**

Proud to be **Result driven, Systemic & Pragmatic, Macro & Micro, Collaborative**

### Global footprint. Local Delivery



**+900**  
Consultants with hands-on experience in the industry

**45**  
Nationalities in **>30 offices** worldwide

**+1000**  
Projects in > 75 countries annually

**+10**  
Average savings multiple of consulting fees

# ARGO EFESO

MANAGEMENT CONSULTANTS

## Past & Current Clients

Aerospace & Defense	Automotive	Chemical Resources	Oil & Gas	Food & Beverage	Industrial Manufacturing			Life Science	Forest & Packaging	Transportation (Rail, Bus, Air, Sea)	Cosmetics	Private Equity
					Industrial Goods	Engineering & Machinery	Consumer Goods					

# Key Transformation Work Streams

Work Streams

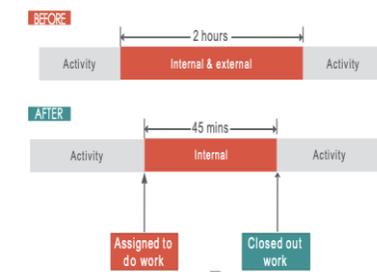
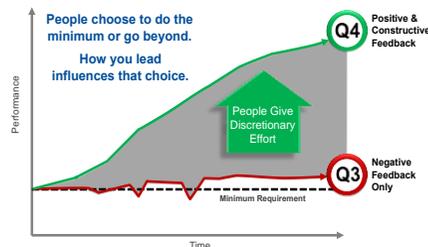
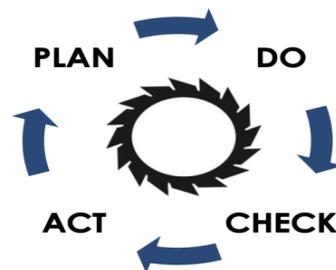
## Install Leader

### Install interim Deputy Chief Bus Operations to:

- Run day-to-day operations while delivering better than expected performance results
- A key member in the selection committee to help source a full-time Deputy Chief Bus Operations replacement
- Already proven and experienced to support Argo's Operational Excellence Transformation approach
- Educate, Inform, and Nurture Workforce Engagement along the Transformation Journey



## Establish Operational Excellence (OE)



**Lead with Rigor through Business Unit Command Centers.** In each business unit, establish daily Command Center. Both frontline leadership & trained workforce to solve & prevent service level variability.

**Manufacture High Performance Frontline Leadership Behaviors.** Teach & OJT Q4 no-nonsense behaviors or tools with monthly evaluation.

**Process Optimization & Control to significantly improve productivity & precision service delivery.** "Creativity before Capital." Industrial Engineered Workflows to better manage the schedule, fleet and human resources.

# Deliverables

## Improved Leadership Capabilities & Behaviors

- Develop Leaders with a Safety and Performance Driven Mindset
- Cascading Leadership Aligned with MARTA's Strategic Goals
- Strategic Initiatives Effectively & Efficiently Deployed

## Improved Workforce Capabilities & Behaviors

- Union Leadership engaged
- Develop an Engaged & Trained Workforce Involved in Continuous Improvement
- Workforce Aligned with MARTA's Strategic Goals

## Sustainable High Performance

- A Resilient & Sustainable Management Operating System
- Break Out Financial Value Found Through High Level of Productivity
- **After Quick Wins, MARTA Key Performance Indicators Continue in a Positive Improving Trajectory**
- **Provide Professional Operating Playbook**

## Leadership Transition

- Support Selection, Onboarding, and Transition to MARTA FTE Deputy Chief of Bus Operations



# TIMELINE



## Phase 0

May, June 2025

### OE Preparation

- **Detail planning-** ensuring resource commitments
- **Train/ Onboard MARTA & Union Leadership** on Operational Excellence
- **Gain understanding of expectations,** ground rules for both MARTA Leadership & Union Leadership
- Establish **Transformation Governance** Process
- **Deep dive kpi understanding & cascading kpi workshop,** understanding, expectations, setting top-down, bottom-up metrics

## Phase 1

July – Dec 2025

### HQ Command Center

- Build & establish the **Headquarter-driven Command Center** with weekly kpi reviews.
- **Focus on improved passenger-operator experience.** Frequent improvement actions deployed
- **Workshops to increase maintenance workloads in plan**

### Leadership Training & Application

- A series of formal **Q4 Leadership & "Learning to See Waste"** classroom training workshops that includes three cascading levels of training
- **Coaching & developing** the right leadership skills

Developing, training & implementing the Operational Excellence Framework- leadership level

## Phase 2

Jan – Jun 2026

### Union Workforce Engagement

- **Workshop-based training** is to teach frontline leadership and the unionized workforce to understand and **see waste in day-to-day activities** and means to use practical simple tools to actively remove waste.
- Frontline leadership & the unionized workforce **will be implementing actual improvements** during the workshops.
- **Build the connection** & align frontline leadership & the union workforce alignment **to MARTA's Strategic Objectives.**
- **Continuation of Q4 leadership on-the-job performance coaching.**

Advancing the Operational Excellence Framework- unionized workforce engagement

## Phase 3

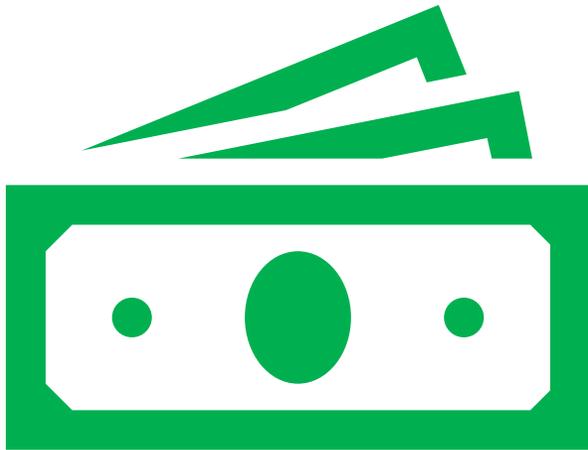
July- Oct 2026

### OE Sustainability

- **Continued monitoring of processes, metrics and continued leadership behaviors.**
- **On-going scheduled learning & improvement workshops** become a new way of improvement engagement
- **Operational Excellence** is sustainably operating
- MARTA & union leadership **Operational Excellence council formed and functioning**
- **The new MARTA full-time Deputy Chief Bus Operations** is integrated into the role and a champion of Operational Excellence

Operational Excellence cultural maturity – Leadership & Unionized workforce alignment

# Costs



\$3,505,760

Internal Audit has determined fair and reasonable.

## Return on Investment



- On-Time Performance (OTP): Attain & Maintain Monthly OTP Above Current Target of 78.5%
- Mean Distance Between Failures: (MDBF) Attain & Maintain Monthly (Minimum) Target of 6K
- Complaints per 100k Boardings: Attain & Maintain No More Than 8 Complaints per 100K Boardings
- Increased Ridership

## Resolution

The Division of Operations Respectfully Requests the Operations & Safety Committee Recommend the Resolution Authorizing the Award of a Contract for Supplemental Professional Services for Bus Operations RFPP P50574 in the Amount not to exceed \$3,505,760.



Thank You



**RESOLUTION AUTHORIZING THE AWARD OF A CONTRACT FOR THE SUPPLEMENTAL  
PROFESSIONAL SERVICES FOR BUS OPERATIONS,  
PRICE PROPOSAL NUMBER P50574**

**WHEREAS**, the Authority's Department of Bus Operations has identified the need for the Supplemental Professional Services for Bus Operations, Request for Price Proposal Number P50574; and

**WHEREAS**, on June 1, 2024, the Metropolitan Atlanta Rapid Transit Authority duly sent the Request for Price Proposal to ARGO, Inc. for the Supplemental Professional Services for Bus Operations; and

**WHEREAS**, it is necessary to procure supplemental professional services; and

**WHEREAS**, the Department of Internal Audit has performed a Price/Cost Analysis to determine fair and reasonable pricing; final audit has been completed; and

**RESOLVED THEREFORE**, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to execute a Contract on substantially the same terms and conditions as contained in the Request for Price Proposal Number P50574, between the Authority and Argo, Inc., for the procurement of the Supplemental Professional Services for Bus Operations in the amount of \$3,505,760.00

**Approved as to Legal Form:**

DocuSigned by:

*Jonathan J. Hunt*

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**Chief Counsel, Metropolitan Atlanta  
Rapid Transit Authority**

JANUARY FY25  
PERFORMANCE  
(BUS OPERATIONS)

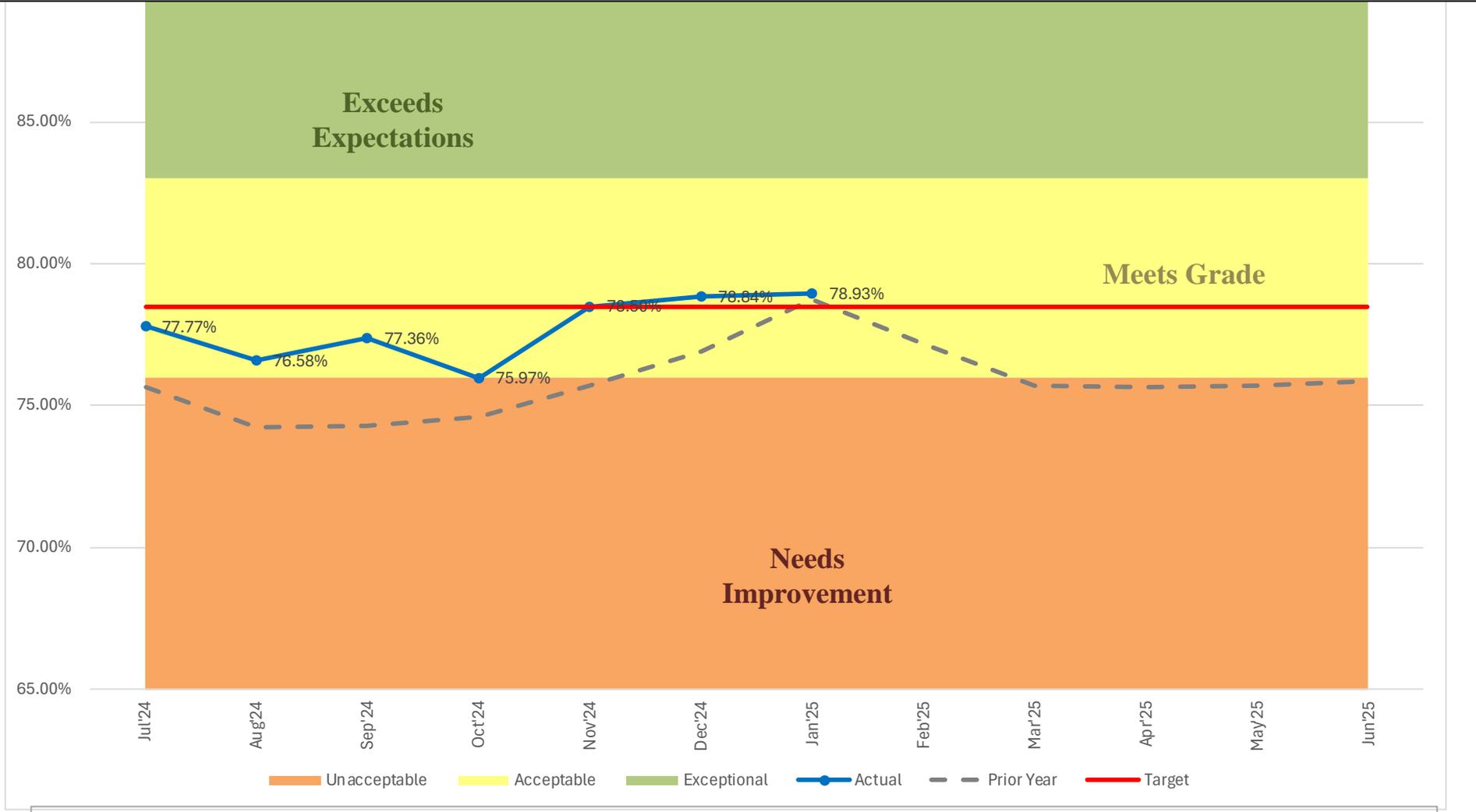
OFFICES OF  
BUS TRANSPORTATION  
BUS MAINTENANCE

## Operations KPIs (Bus)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
On-Time Performance	78.50%	78.93%	0.43%	77.68%	-0.82%	1.92%
Mean Distance Between Failures	7500	4133	-3367	3629	-3871	-666
Customer Complaints per 100K Boardings	8.00	12.25	4.25	11.17	3.17	-0.29

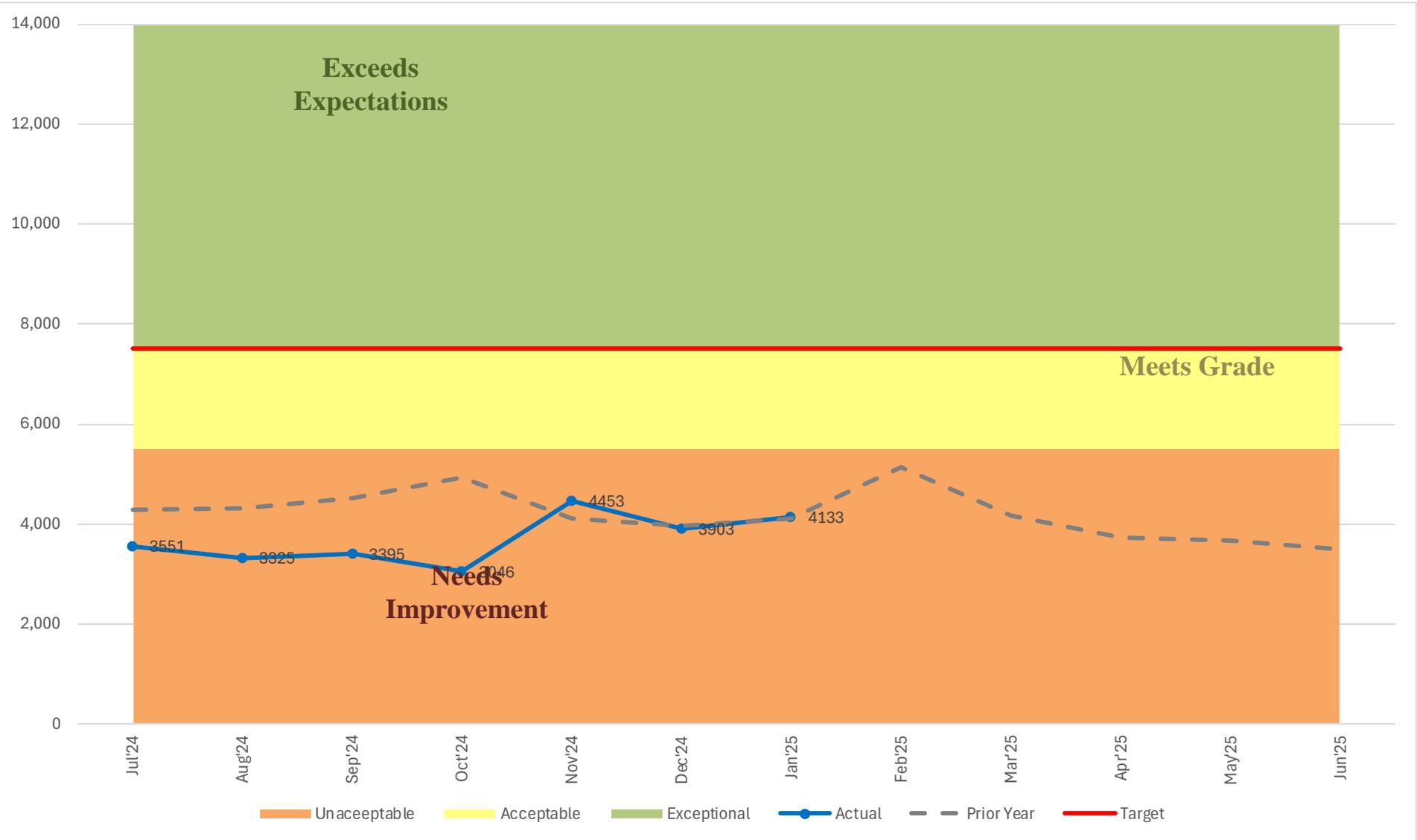
*Note: For Bus OTP starting in FY 2025, we revised the calculation, which now excludes potentially inaccurate data that overstated the number of early departures from timepoints. We expect this to increase Bus OTP figures by ~1% and more accurately depict Bus OTP. Past figures will continue to use the prior methodology.*

**Bus On-Time Performance** measured as percentage of on-time departures from defined time points on a given route. Departure is considered on-time, if made between 0 and 5 minutes after scheduled departure time.



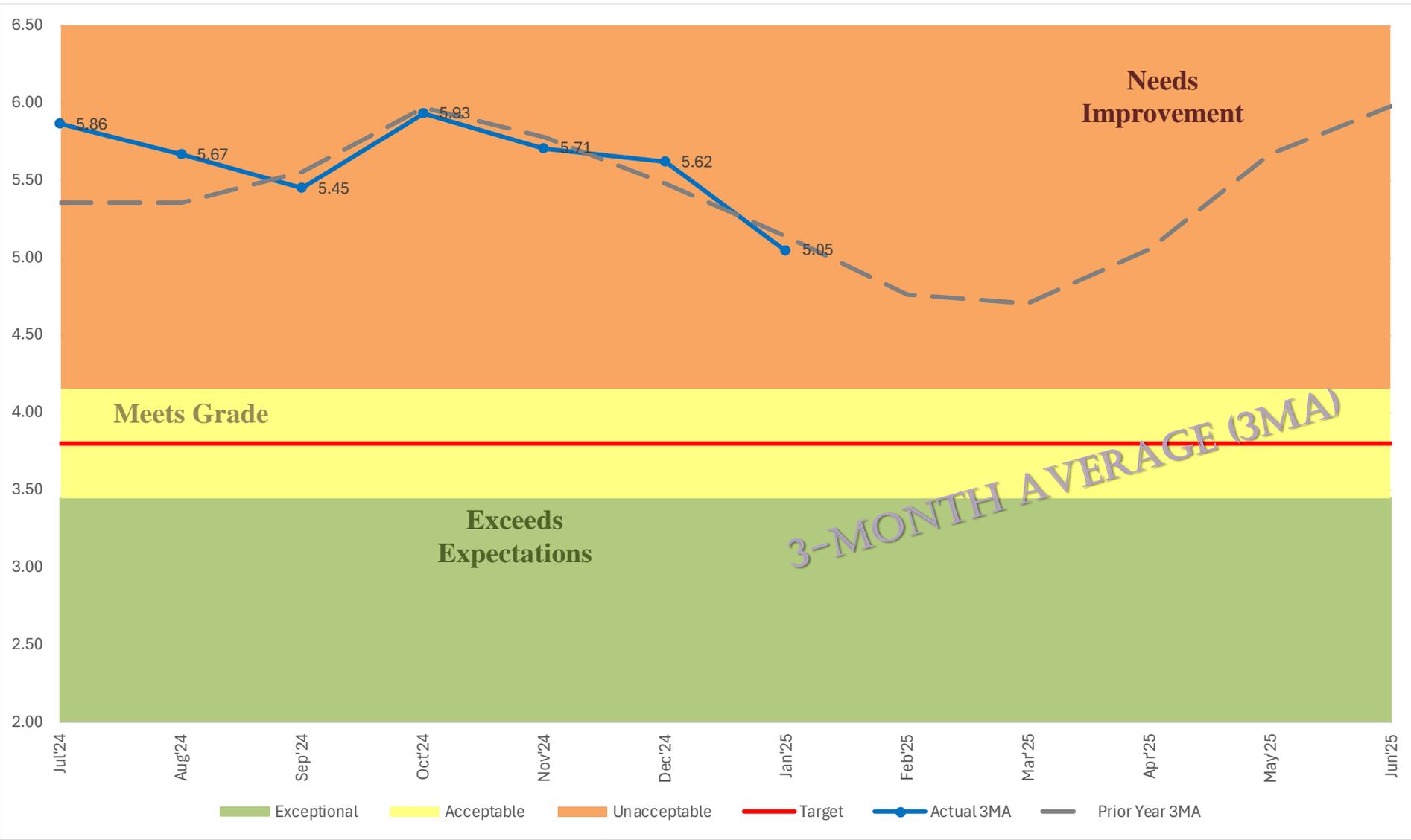
*Note: For Bus OTP starting in FY 2025, we revised the calculation, which now excludes potentially inaccurate data that overstated the number of early departures from timepoints. We expect this to increase Bus OTP figures by ~1% and more accurately depict Bus OTP. Past figures will continue to use the prior methodology.*

**Bus Mean Distance Between Failures** measured as the average actual vehicle miles (revenue + deadhead miles) between major mechanical failures reportable to NTD



# BUS SAFETY KPI

**Bus Collisions per 100K Miles** measured as the number of collisions involving bus service per 100,000 hub miles.

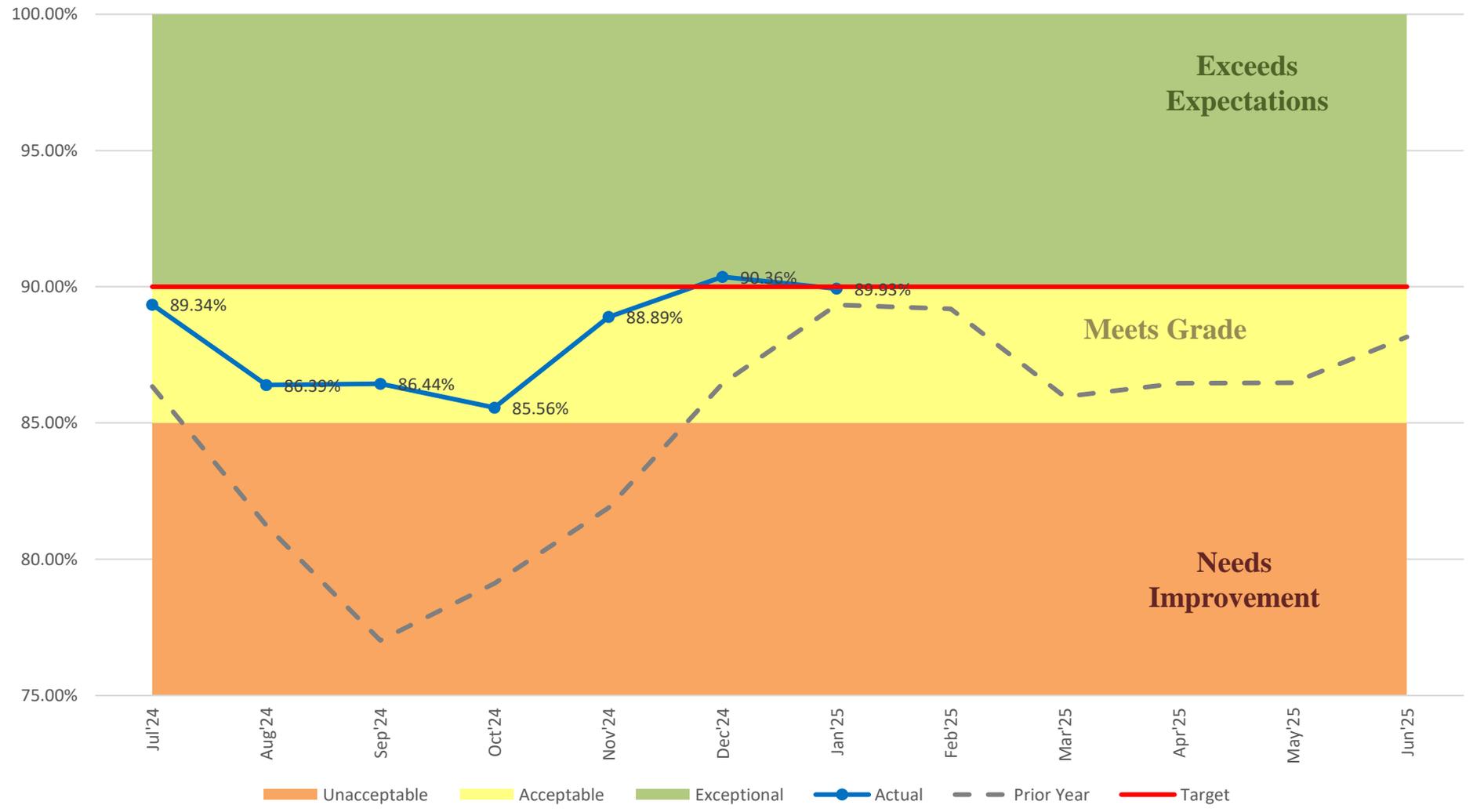


OFFICE OF  
MOBILITY

## Operations KPIs (Mobility)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
<i>On-Time Performance</i>	90.00%	89.93%	-0.07%	88.00%	-2.00%	5.03%
<i>Mean Distance Between Failures</i>	15,000	50710	35710	44545	29545	30012
<i>Missed Trip Rate</i>	0.50%	0.39%	-0.11%	0.56%	0.06%	-0.84%
<i>Reservation Average Call Wait Time</i>	2:00	1:44	-0:16	2:22	0:22	-3:13
<i>Reservation Call Abandonment Rate</i>	5.50%	2.55%	-2.95%	3.98%	-1.52%	-4.53%
<i>Customer Complaints per 1K Boardings</i>	4.00	2.74	-1.26	2.98	-1.02	-2.29

**Mobility On-Time Performance** measured as the percentage of MARTA Mobility customer pickups made within 30 minutes from scheduled pickup time.

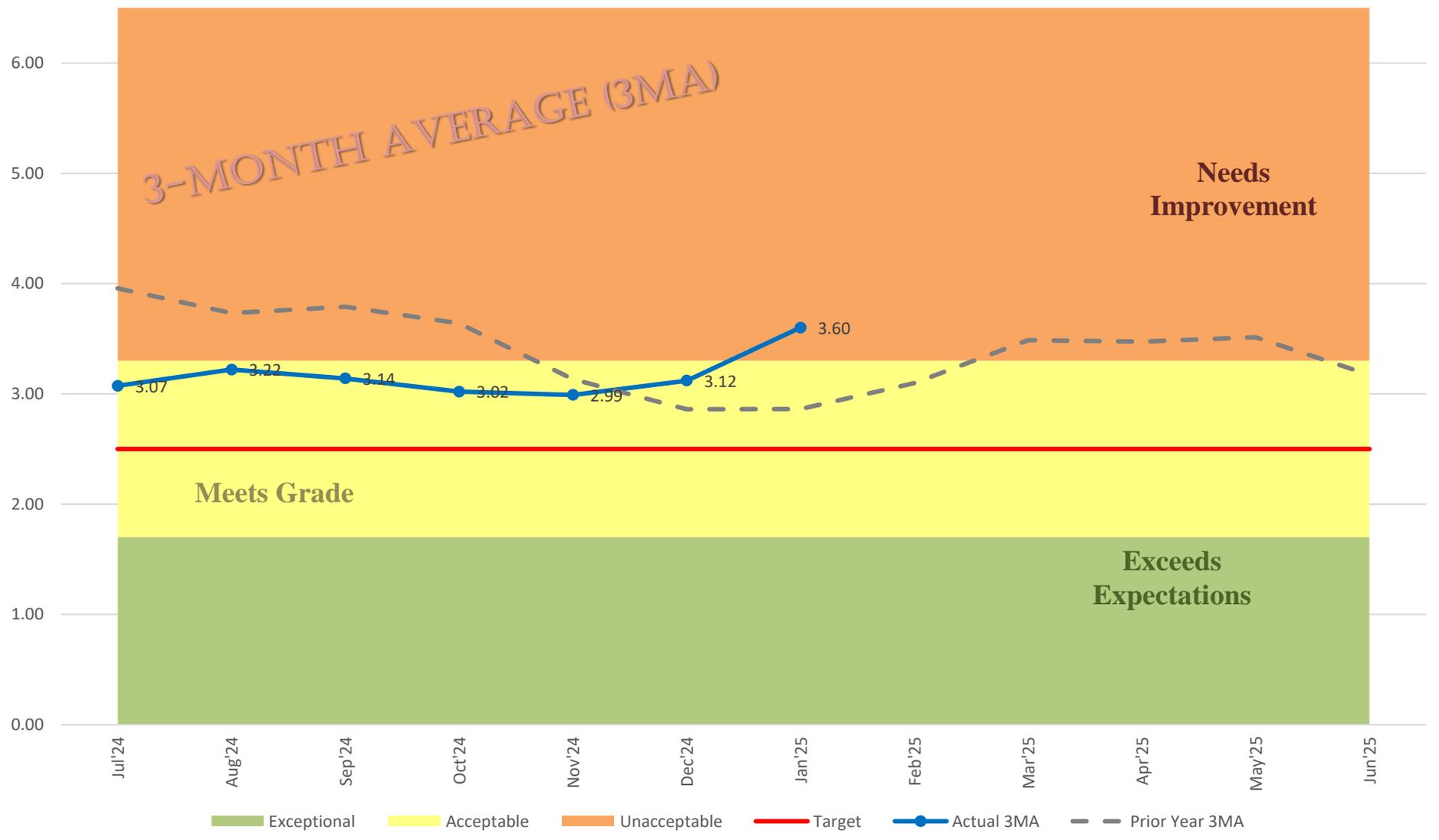


**Mobility Mean Distance Between Failures** measured as the average Mobility service miles between NTD reportable mechanical failures, i.e., those precluding a revenue vehicle from completing its revenue trip or starting its next scheduled revenue trip.



MOBILITY  
SAFETY KPI

**Mobility Collisions per 100K Miles** measured as the number of collisions involving Mobility service per 100,000 hub miles.



JANUARY FY25  
PERFORMANCE  
(RAIL OPERATIONS)

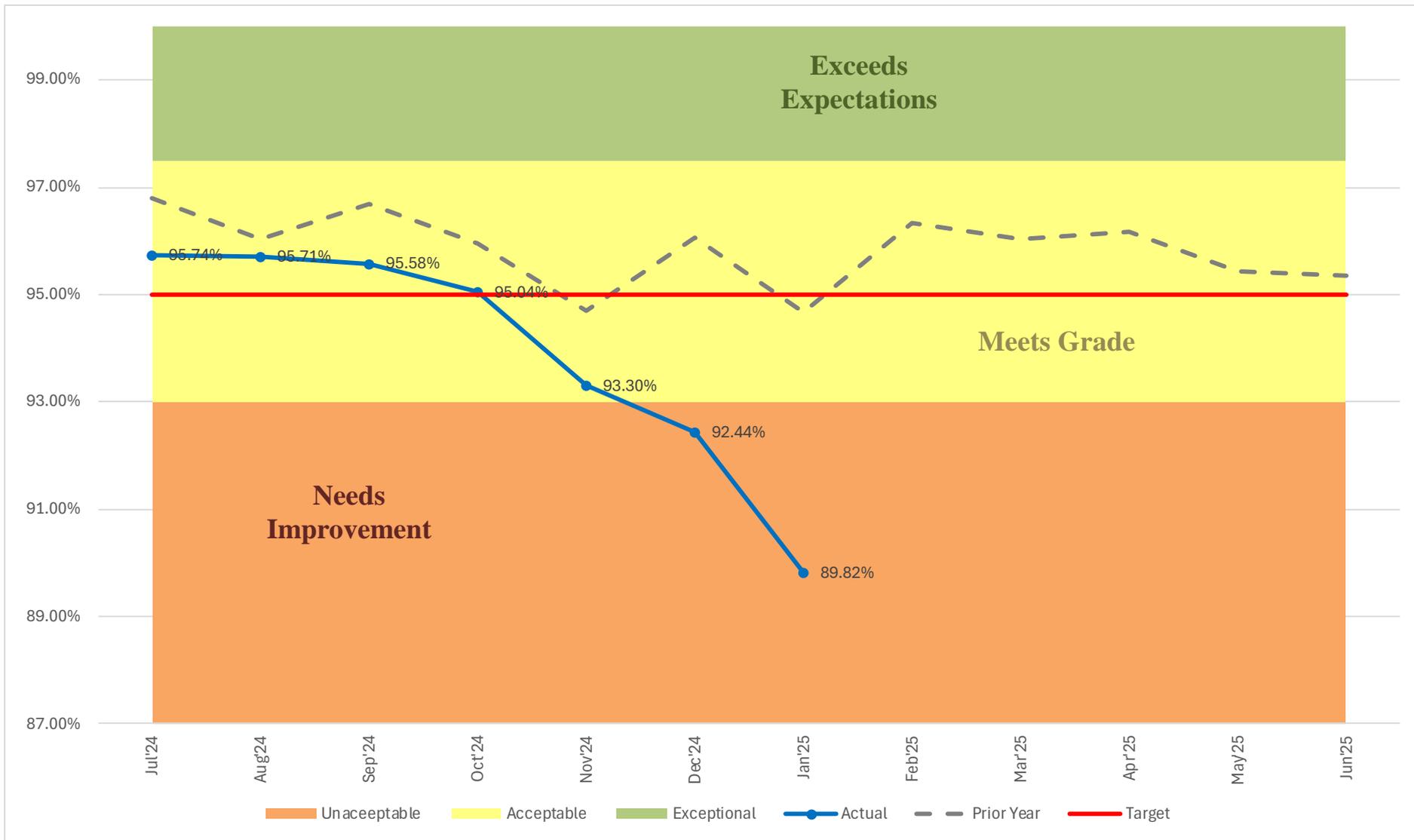
OFFICES OF  
RAIL  
TRANSPORTATION  
RAIL CAR  
MAINTENANCE

## Operations KPIs (Rail)

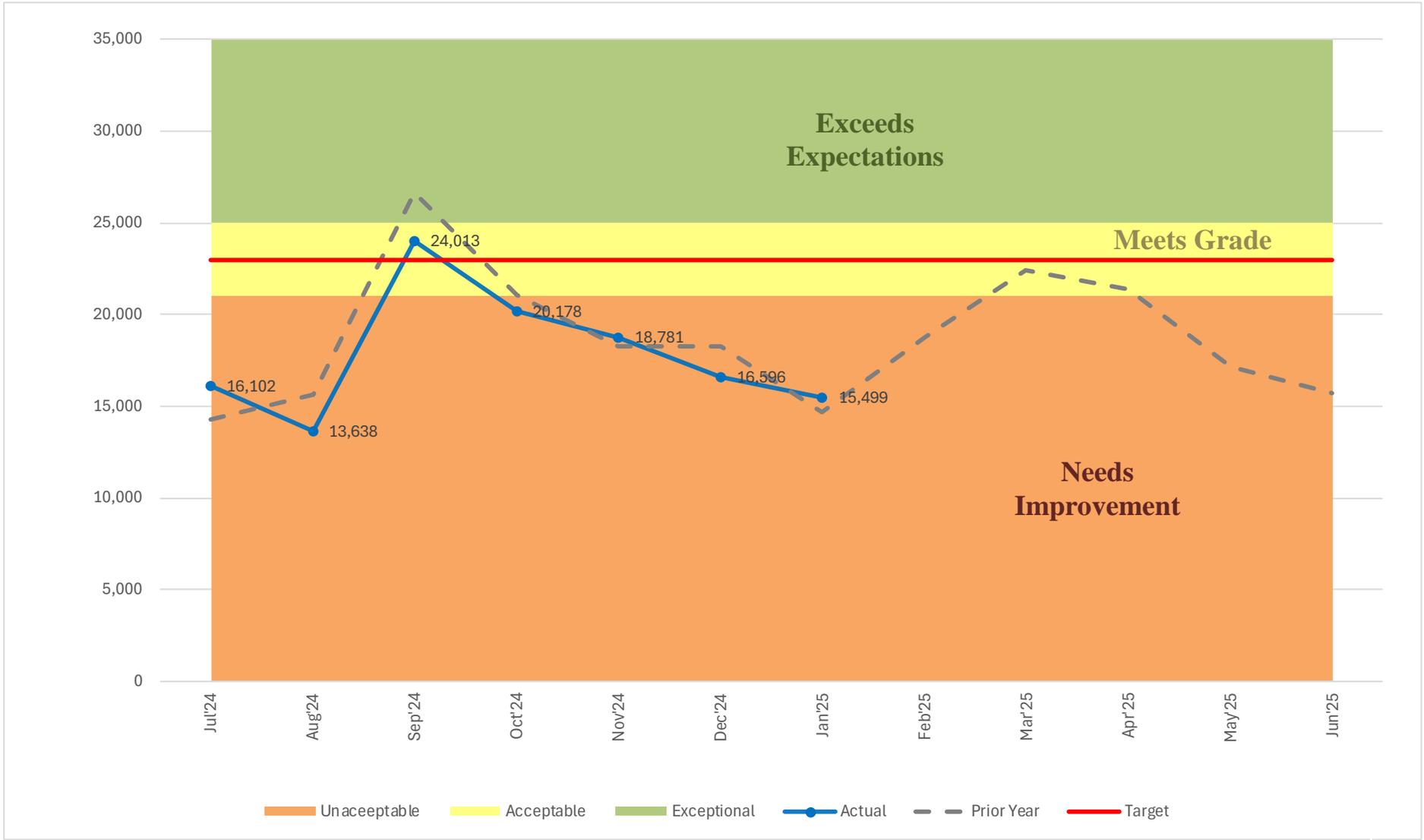
KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
<i>On-Time Performance</i>	95.00%	89.82%	-5.18%	93.88%	-1.12%	-1.96%
<i>Mean Distance Between Failures</i>	23,000	15499	-7501	17231	-5769	-498
<i>Mean Distance Between Service Interruptions</i>	475	152	-323	252	-223	-114
<i>Customer Complaints per 100K Boardings</i>	1.00	0.67	-0.33	0.91	-0.09	0.46

Note: There was a typo on the November 2024 slides where MDBSI was reported as 266. The validated value was 226 and the typo has been addressed.

**Rail On-Time Performance** measured as percentage of scheduled rail trips that originated and ended on-time, i.e., departed time points of origin and/or arrived at time points of destination no later than 5 minutes after scheduled time.



**Rail Mean Distance Between Failures** measured as the average rail car miles between NTD reportable mechanical failures, i.e., those precluding a rail car from completing its revenue trip or starting its next scheduled revenue trip.



OFFICE OF  
VERTICAL  
TRANSPORTATION

## Operations KPIs (Vertical Transportation)

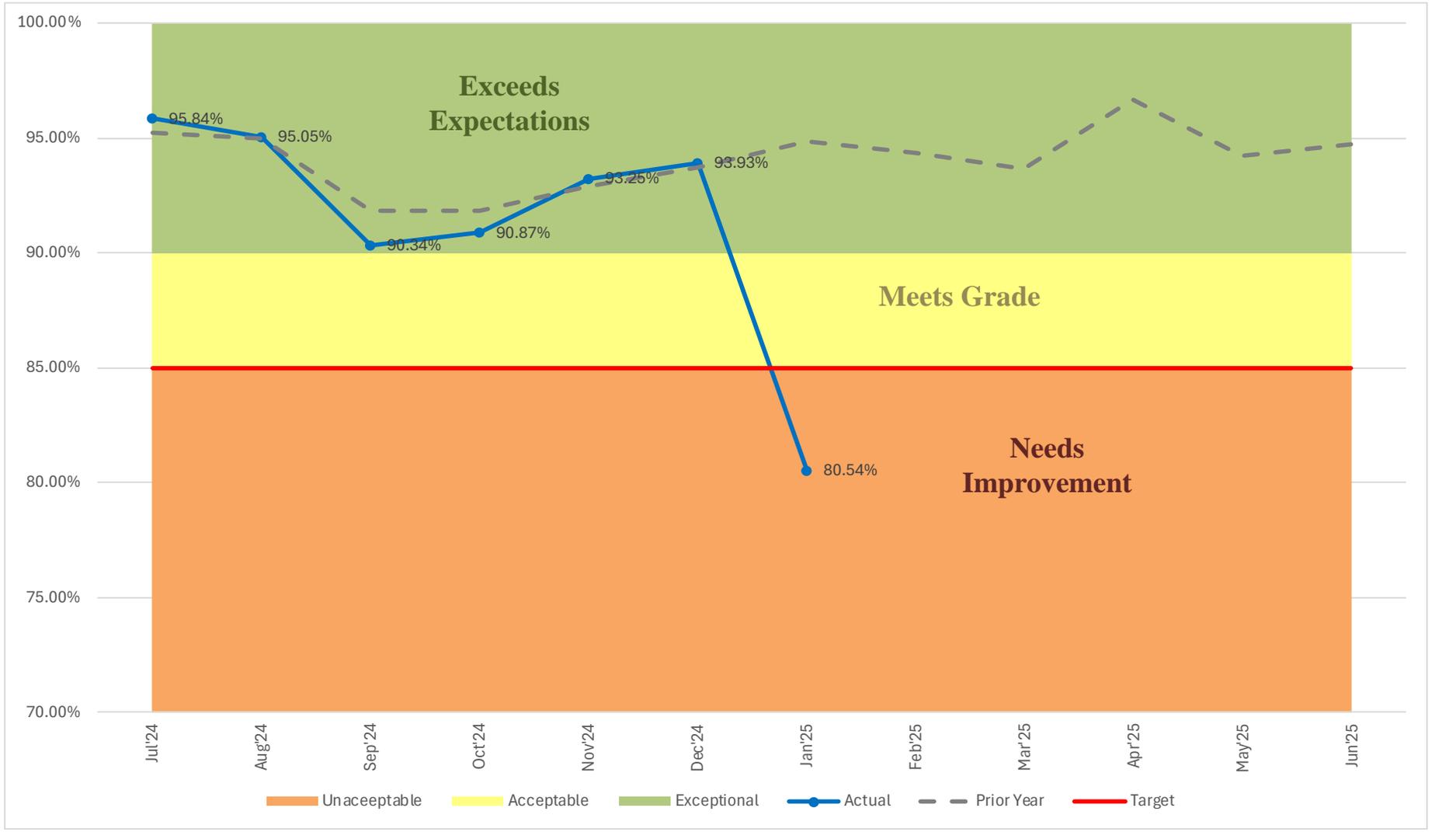
KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
Escalator Availability	98.50%	98.58%	0.08%	98.55%	0.05%	0.03%
Elevator Availability	98.50%	98.56%	0.06%	98.63%	0.13%	0.05%

JANUARY FY25  
PERFORMANCE  
(STREETCAR)

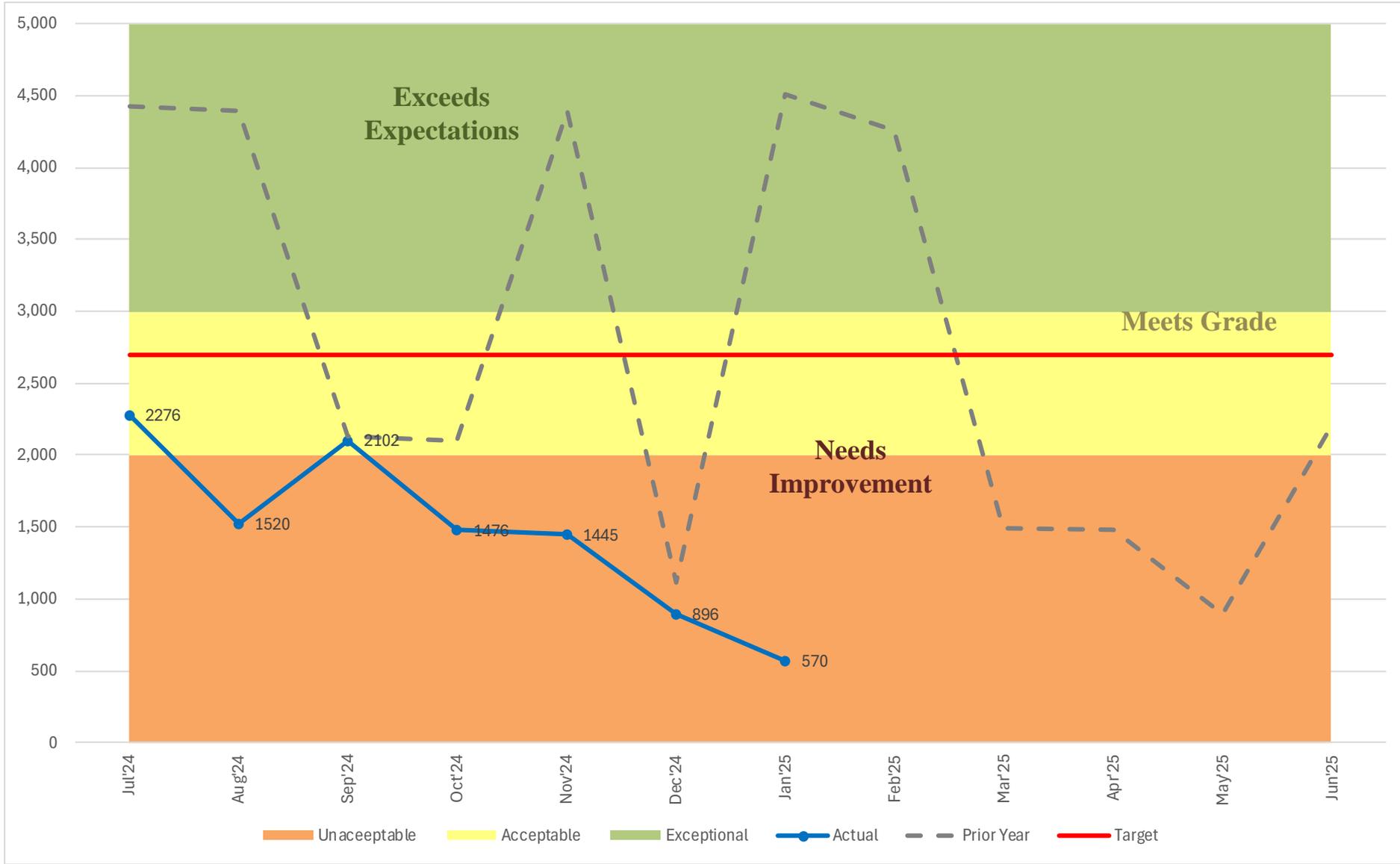
## Operations KPIs (Streetcar)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
On-Time Performance	85.00%	80.54%	-4.46%	91.40%	6.40%	-2.24%
Mean Distance Between Failures	2700	570	-2130	1279	-1421	-2129
Customer Complaints per 1K Boardings	0.10	0.07	-0.03	0.02	-0.08	0.01

**Streetcar On-Time Performance** measured as percentage of scheduled trips that originated and ended on-time, i.e., departed time points of origin and/or arrived at time points of destination no later than 5 minutes and 59 seconds after scheduled time.



**Streetcar Mean Distance Between Failures** measured as the average actual vehicle miles (revenue + deadhead miles) between major mechanical failures reportable to NTD, except for those that occur at the end of the line.

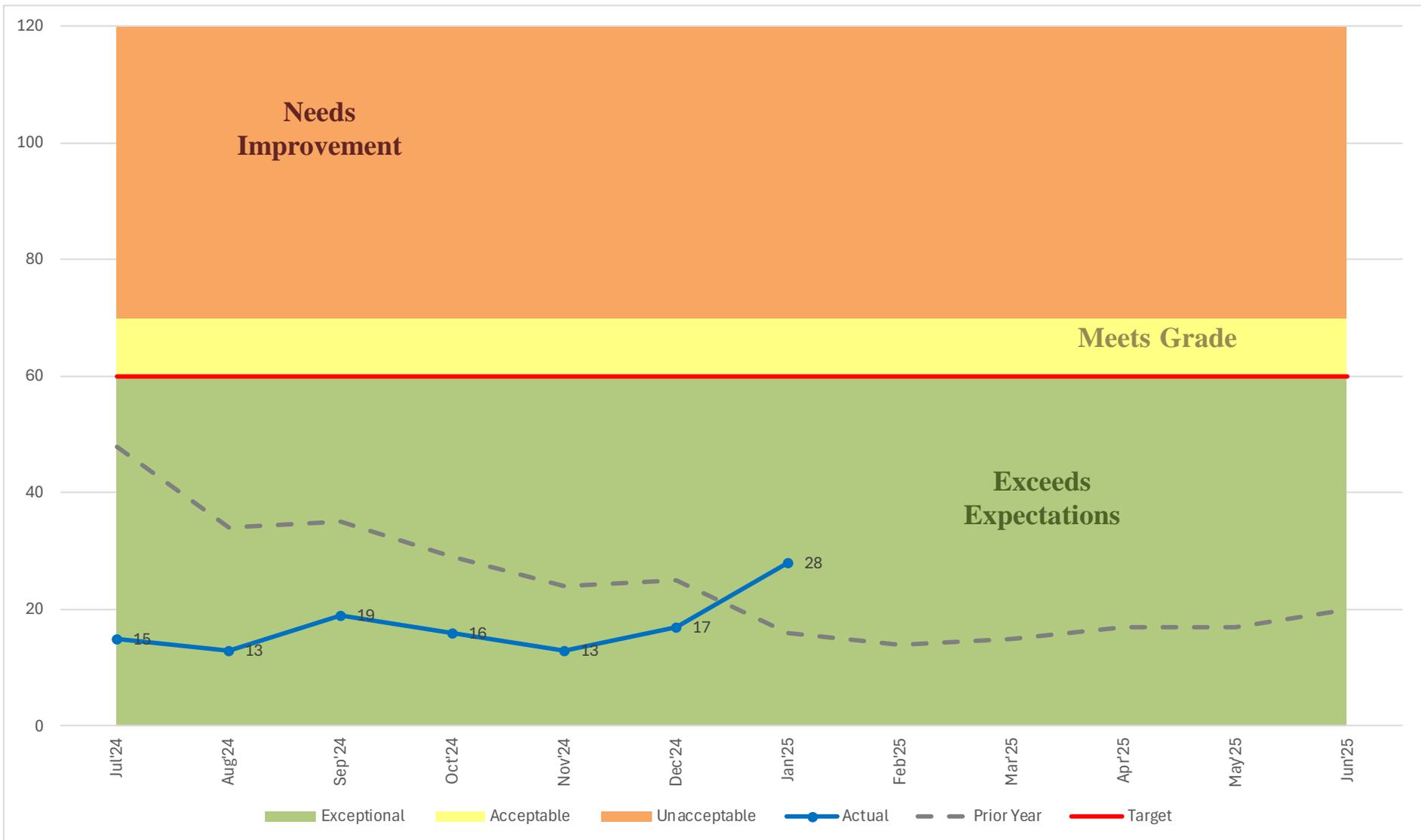


JANUARY FY25  
PERFORMANCE  
(CUSTOMER SERVICE)

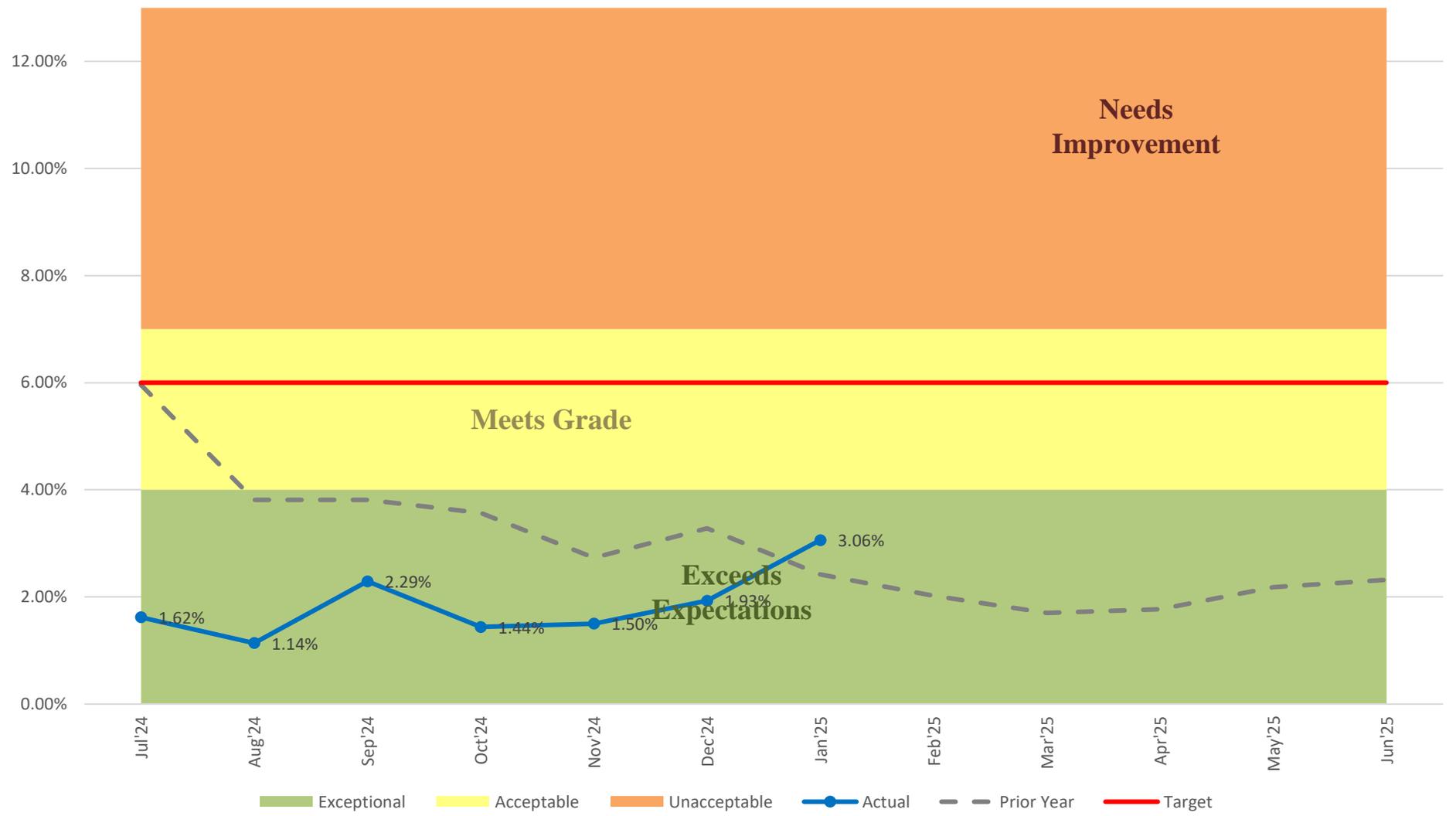
# Customer Service KPIs

<b>KPI Name</b>	<b>FY Target</b>	<b>Monthly Value</b>	<b>Monthly Variance vs. Projected</b>	<b>FYTD</b>	<b>YTD Variance vs. Projected</b>	<b>Variance Vs. Prior FY</b>
Customer Service Call Wait Time	1:00	0:28	-0:32	0:17	-0:43	-0:13
Customer Service Call Abandonment Rate	6.00%	3.06%	-2.94%	1.88%	-4.12%	-1.80%

**Average Customer Call Wait (in seconds)** measured as average time a customer waits in queue prior to speaking to customer service representative.



**Customer Call Abandonment Rate** measured as the percentage of customers terminating a call, while waiting in queue for a customer service representative to answer the call.

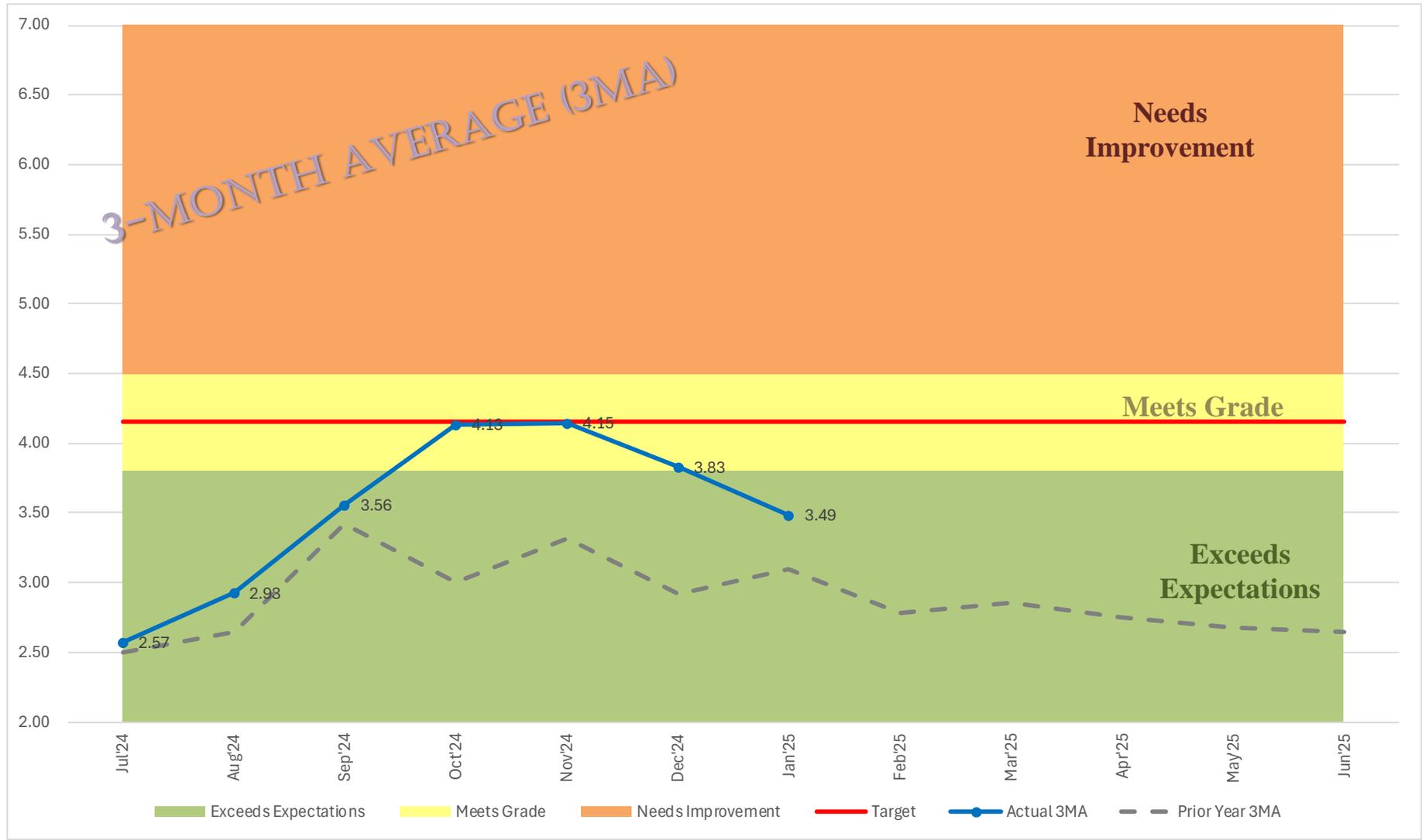


JANUARY FY25  
PERFORMANCE  
(SYSTEM SAFETY SECURITY &  
EMERGENCY MANAGEMENT)

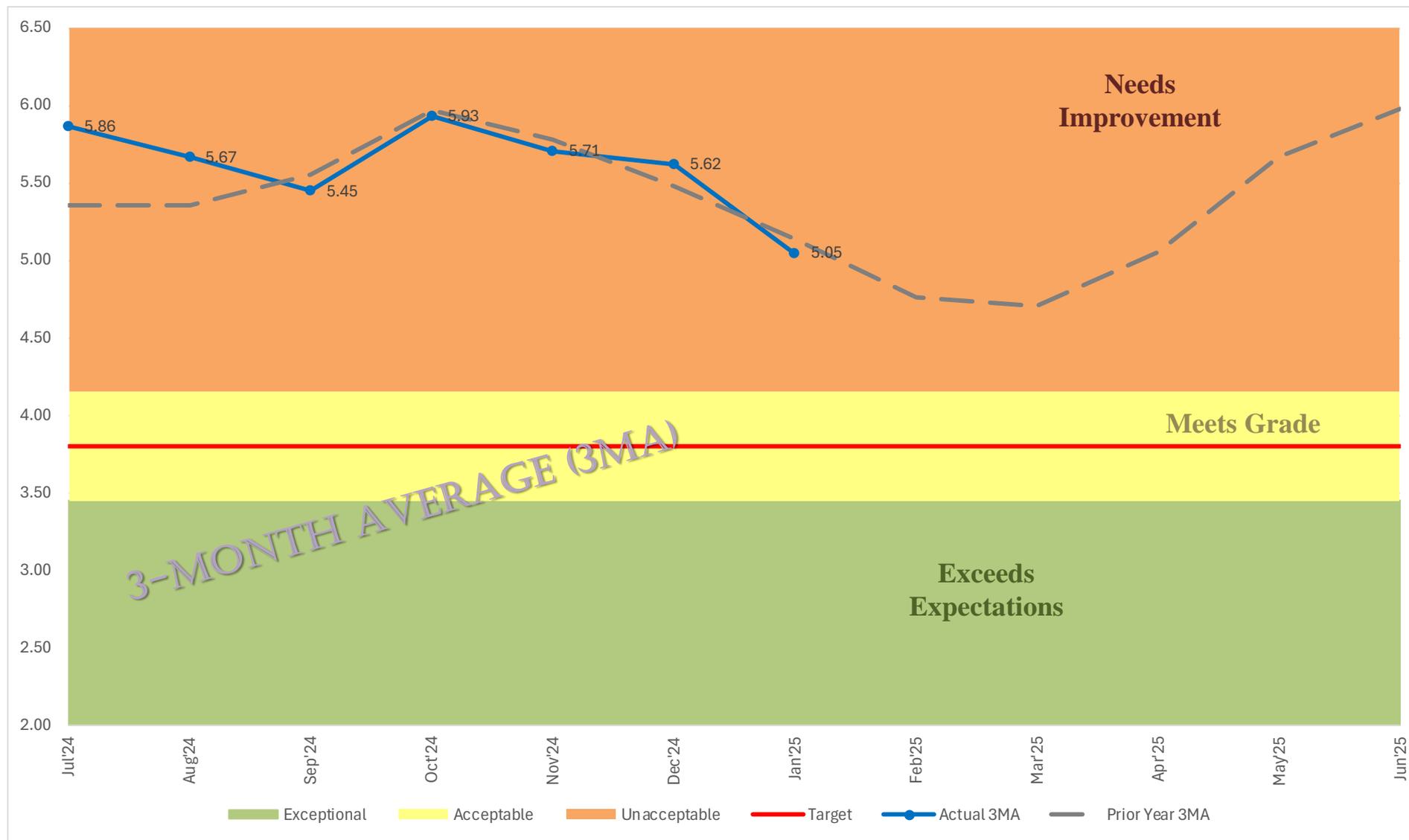
## Safety & Security KPIs

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
<i>Part 1 Crime</i>	4.15	2.71	-1.44	3.57	-0.58	0.49
<i>Bus Collision Rate per 100K Miles</i>	3.80	5.13	1.33	5.47	1.67	0.07
<i>Mobility Collision Rate per 100K Miles</i>	2.50	4.40	1.90	3.28	0.78	-0.10
<i>Employee Lost Time Incident Rate</i>	3.80	4.65	0.85	6.45	2.65	2.36

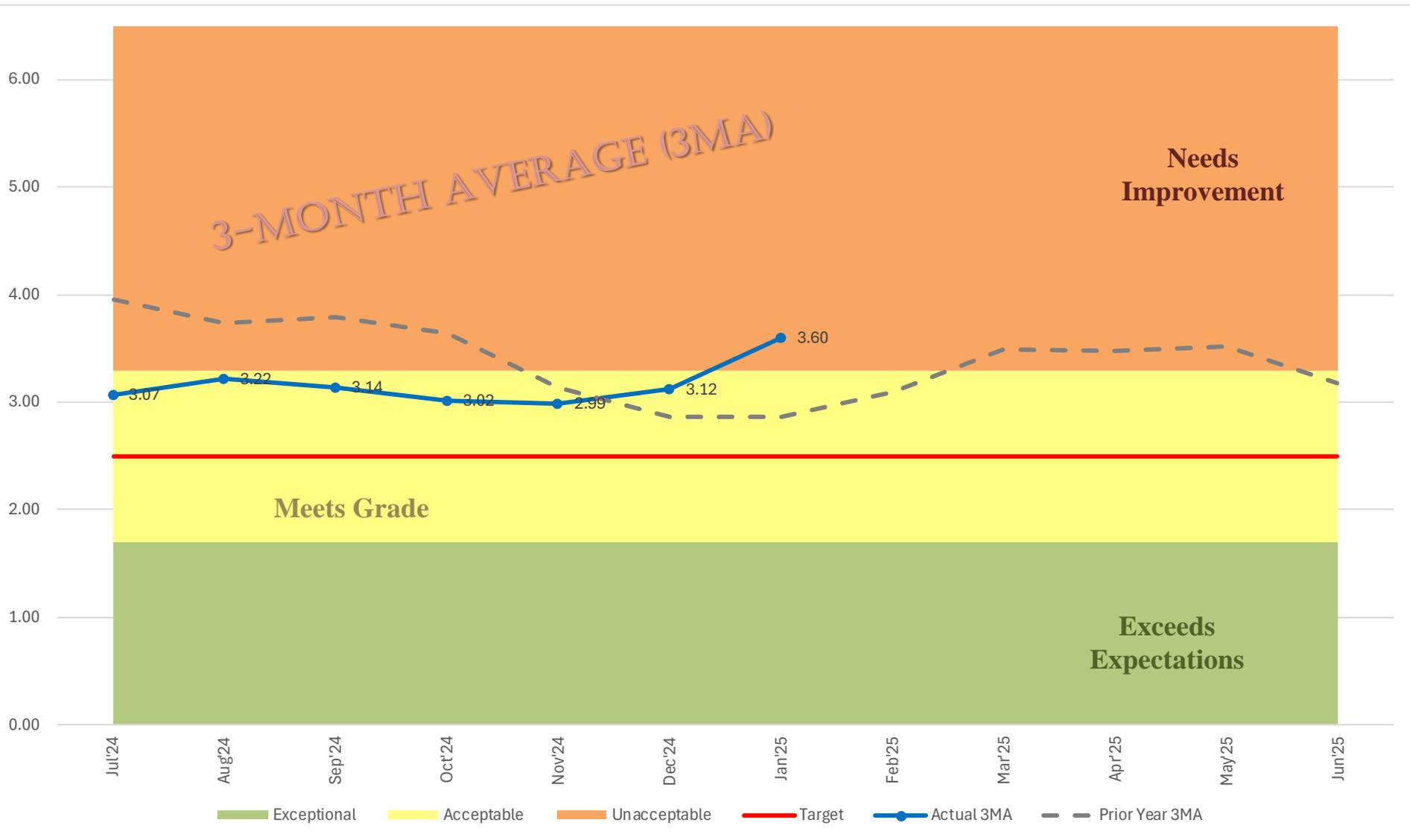
**Part I Crime Rate** measured as the number of Part I Crimes (homicide, forcible rape, aggravated assault, robbery, larceny/theft, motor vehicle theft, burglary, and arson) per one million unlinked passenger boardings.



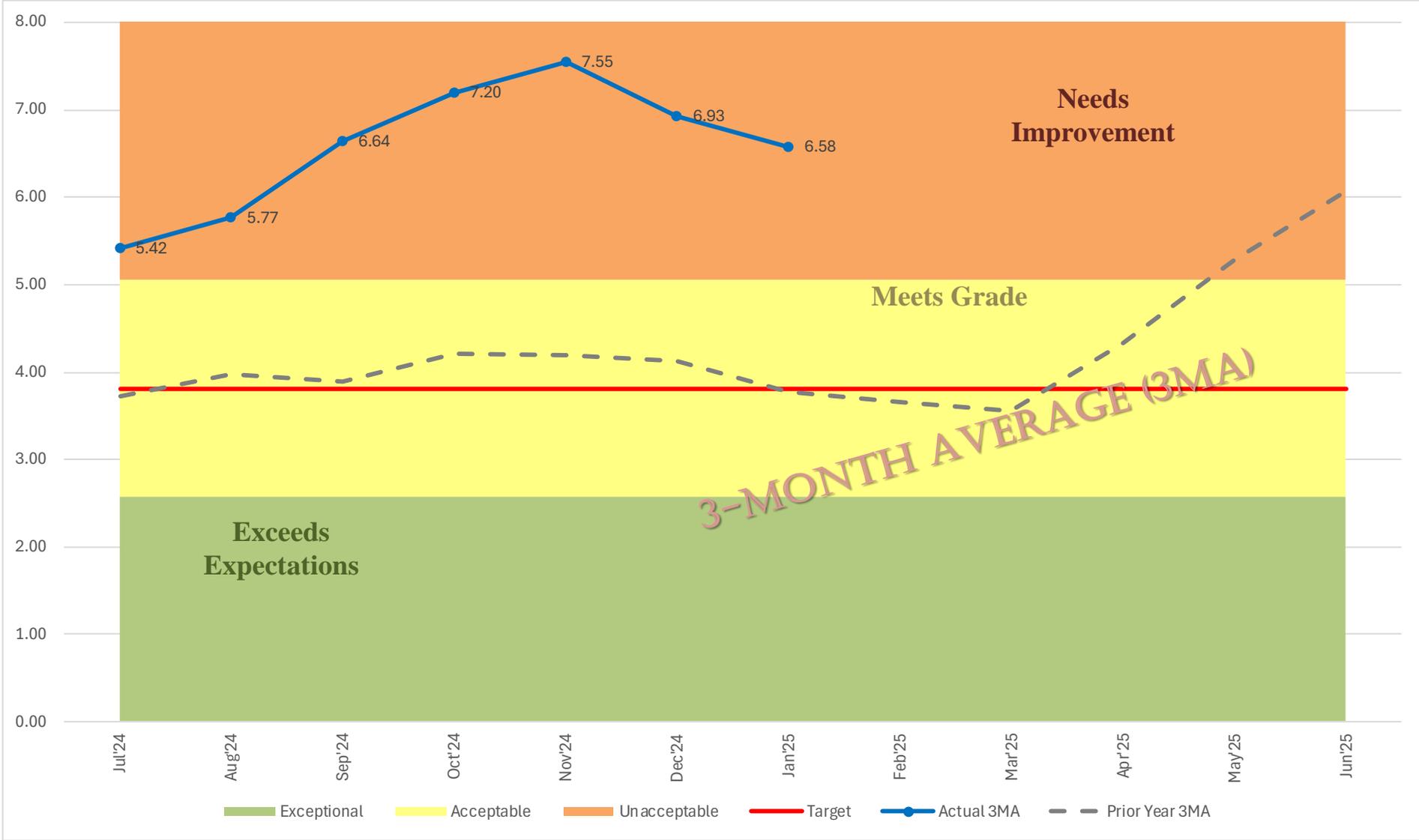
**Bus Collisions per 100K Miles** measured as the number of collisions involving bus service per 100,000 hub miles.



**Mobility Collisions per 100K Miles** measured as the number of collisions involving Mobility service per 100,000 hub miles.



**Employee Lost Time Incident Rate** measured as the annualized number of accidents resulting in the lost time of over 7 days per 100 employees.





Thank You

