



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

PLANNING AND CAPITAL PROGRAMS COMMITTEE

THURSDAY, MAY 23, 2024

ATLANTA, GEORGIA

MEETING MINUTES

1. CALL TO ORDER AND ROLL CALL

Committee Chair Stacy Blakley called the meeting to order at 10:33 A.M.

Board Members Present:

Freda Hardage
James Durrett
Kathryn Powers
Roderick Frierson
Stacy Blakley
Thomas Worthy
William Floyd
Rita Scott
Valencia Williamson
Jennifer Ide
Sagirah Jones

Board Members Absent:

Al Pond
Russell McMurry
Jacob Tzegaegbe
Jannine Miller

Staff Members Present:

Collie Greenwood
Carrie Rocha
Melissa Mullinax
Rhonda Allen
George Wright
Ralph McKinney
Peter Andrews
Kevin Hurley

Also in Attendance:

Justice Leah Ward Sears, Phyllis Bryant, Kenya Hammond, Jacqueline Holland, Tyrene Huff, Donna Jennings, Paula Nash and Larry Prescott

2. APPROVAL OF THE MINUTES

Approval of the April 25, 2024 Planning and Capital Programs Minutes.

Approval of the April 25, 2024 Planning and Capital Programs Minutes. On a motion by Board Member Durrett, seconded by Board Member Hardage, the motion passed by a vote of 11 to 0 with 11 members present.

3. RESOLUTIONS

RESOLUTION APPROVING THE EXERCISING OF THE ONE FIVE-YEAR OPTION AND AUTHORIZING AN INCREASE IN THE CONTRACT VALUE FOR THE CENTRALIZED PROGRAM MANAGEMENT OFFICE SUPPORT SERVICES, CONTRACT NO. P43871

Approval of the Resolution Approving the Exercising of the One Five-Year Option and Authorizing an Increase in the Contract Value for the Centralized Program Management Office Support Services, contract no. P43871. On a motion by Board Member Worthy, 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 Final Design Services for the Buford Highway Arterial Rapid Transit (ART), RFP P50544

Approval of the Resolution Authorizing the solicitation of Proposals for the Procurement of Final Design Services for the Buford Highway Arterial Rapid Transit (ART), RFP P50544. On a motion by Board Member Hardage, seconded by Board Member Worthy, the resolution passed by a vote of 11 to 0 with 11 members present.

Resolution Authorizing Restructuring of MARTA's Owner Controlled Insurance (OCIP) Programs

Approval of the Resolution Authorizing Restructuring of MARTA's Owner Controlled Insurance (OCIP) Programs. On a motion by Board Member Durrett, seconded by Board Member Worthy, the resolution passed by a vote of 11 to 0 with 11 members present.

4. BRIEFING

Briefing - Update on Construction Start for Five Points Transformation

Carrie Rocha, Chief Capital Officer, briefed the Committee on the construction start and timeline for the Five Points Station Transformation.

5. OTHER MATTERS

None.

6. ADJOURNMENT

The Committee meeting adjourned at 11:24 A.M.

Respectfully submitted,



Tyrene L. Huff
Assistant Secretary to the Board

YouTube link: <https://www.youtube.com/live/TKI8XWyrqfs?feature=shared>



A RESOLUTION APPROVING THE EXERCISING OF THE ONE FIVE-YEAR OPTION AND AUTHORIZING AN INCREASE IN THE CONTRACT VALUE FOR THE CENTRALIZED PROGRAM MANAGEMENT OFFICE CONSULTANT SUPPLEMENTAL SERVICES, CONTRACT NO. P43871

PLANNING & CAPITAL PROGRAMS COMMITTEE
MAY 23, 2024



○ AGENDA

- Background
- Accomplishments
- Base Contract - Current Financial Status
- Strategic Focus Going Forward
- Additional Authorization

Key Audit Findings

Why Do We Have a CPMO?

Audit Findings on MARTA CIP Process

- ✔ 2015 Capital Improvement Program Evaluation & Assessment Report
 - Finding that **no centralized Project Management Office existed**
 - Lack of consistency in project delivery
 - Milestones and deliverables for projects were not being monitored, risk for overpayment or payment for deliverables not received
 - Governance program did not exist for project initiation, execution and completion of CIP projects
 - Lack of methodology for cost estimates, unreliable forecasting of project costs
 - Limited transparency between financial and project management systems
 - Lack of standardized procedures for monitoring and reporting

- ✔ 2017 Internal Audit performed which noted among other things that **“MARTA must commit to a single PMO office”** and identified similar controls-related findings as the 2015 report.

Contract Background

Why is Board Authorization Required?

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 Proposals Number P43871, between the Authority and Jacobs/Russell MARTA Team for the Procurement of CPMO Consultant Supplemental Services for the base term of five years in the amount of 28,037,259. **Board approval will be requested and necessary prior to the exercise of the one five-year option.**

2. **TERM.** The term of this Contract shall commence on the Effective Date and expire five (5) years after MARTA provides Contractor with a written Notice to Proceed, unless earlier terminated in accordance with the terms of this Contract. The term 'Notice to Proceed' for purposes of this Contract means a written instruction from MARTA to Contractor instructing the Contractor to commence work under this Contract.

OPTIONS TO EXTEND TERM. Notwithstanding anything to the contrary contained herein, the Parties acknowledge and agree that MARTA has one (1) option to extend the term of this Contract for five (5) years. MARTA may exercise its option to extend the Term by (a) obtaining the prior approval of MARTA's Board of Directors and (2) giving the Contractor written notice at least thirty (30) days prior to expiration of the then current term.

MINUTES

MEETING OF THE BOARD OF DIRECTORS

PLANNING & EXTERNAL RELATIONS COMMITTEE

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

August 29, 2019

Minutes August 29, 2019

The Board of Directors Planning & External Relations Committee met on August 29, 2019 at 9:36 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Roberta Abdul-Salaam
Robert L. Ashe, III, **Chair**
Jim Durrett
William 'Bill' Floyd
Roderick A. Frierson
Ryan C. Glover
Freda B. Hardage
Alicia M. Ivey
John 'Al' Pond
Rita A. Scott
Christopher S. Tomlinson*

Funds for the current year are included in FY19 capital budget, funds for subsequent fiscal years will be included in the subsequent annual budgets. The contract authorization of ~~\$28,037,259~~ would cover the core team of resources proposed by the Jacobs Russell MARTA Team. As the scope and the needs of the program evolve, authorization will be sought for the funding needed for such expanded services.

MARTA officials in attendance were: General Manager/ CEO Jeffrey A. Parker; C-Suite Team Members Chief Administrative Officer Luz Borrero, Chief of System Safety,

Contract Review

Executive Team: Legal, Finance, CPM, CPMO and CPEI

Period: December 2019 to the Present

Centralized Program Management Organization (CPMO)
CONSULTANT SUPPLEMENTAL SERVICES

Jacobs | Russell MARTA Team
a Joint Venture of Jacobs Project Management Company and H.J. Russell & Company

FINANCIAL ANALYSIS

| Firms | FY 20 | FY 21 | FY 22 | FY 23 | FY 24 | | Totals | | DBE | | |
|----------------------------------|--------------|---------------|---------------|---------------|--------------------------|----------------------------|------------------|--------------------------|-----------|--------------|--------------|
| | Actuals | Actuals | Actuals | Actuals | Current Contract Amounts | Cumulative Invoice to Date | Total Cumulative | Total Cumulative Percent | DBE Goals | DBE Achieved | DBE Variance |
| Original / Initial Firms | | | | | | | | | | | |
| Work Order Sub Totals | \$ 3,099,340 | \$ 11,789,805 | \$ 13,773,754 | \$ 17,275,854 | \$ 26,466,204 | \$ 53,688,821 | \$ 51,308,573 | 100% | | | |
| Sub Total DBE's | \$ 963,736 | \$ 4,571,424 | \$ 5,106,027 | \$ 5,927,794 | \$ 9,862,023 | \$ 21,794,461 | \$ 18,748,442 | | 31.00% | 36.54% | 5.54% |
| Added Firms | | | | | | | | | | | |
| Added Firm Work Order Sub Totals | \$ 1,462,779 | \$ 1,418,259 | \$ 867,640 | \$ 2,146,312 | \$ 2,575,457 | \$ 331,952 | \$ 6,226,942 | 100% | | | |
| Sub Total DBE's | \$ - | \$ - | \$ - | \$ 855,460 | \$ 1,325,526 | \$ 238,356 | \$ 1,093,815 | | | 17.57% | |
| Current Work Order Totals | \$ 4,562,119 | \$ 13,208,064 | \$ 14,641,394 | \$ 19,422,166 | \$ 29,041,661 | \$ 57,017,773 | \$ 57,535,516 | | | | |
| TOTAL DBE'S | \$ 963,736 | \$ 4,571,424 | \$ 5,106,027 | \$ 6,783,253 | \$ 11,187,548 | \$ 24,177,817 | \$ 19,842,257 | | 31.00% | 34.48% | 3.48% |

Data as of the September 30, 2023 invoice.

Exceeding the 31% DBE Goal

Program Status

- MARTA Audit Findings -
- 100 % CAP's Engagement
- Supporting MARTA's Capital Program
- Staff Augmentation and Expertise
- Policy and Procedures
 - 64 procedures (23 complete)
 - Implementing Governance on all projects
 - Standardized Budget Development and Process
- Technology and Tools
- KPI's
- Recommendation

Services

- Data Management & Reporting
 - Asset Management
 - Contracts Management
 - Project Management
 - Compliance Management
 - Personnel Administration
 - Financial Management
 - Schedule Management
 - Construction Management
 - Design Management
 - Real Estate Development
- Information Technology Management
- Community Outreach
 - Safety Certification
 - Project Quality Assurance
 - Diversity Goal & Process Compliance
 - Partnering Session
 - Surveying Services
 - Invoice Management
 - FTA Coordination
 - Land Acquisition
 - Design Peer Review
 - Environmental Oversight
- Safety Oversight
- Cost Management
- Field Inspection
- Document Management
- Risk Management
- Management Consultation

OPERATIONAL RHYTHM

MONTHLY SCHEDULE REVIEW

- Monitor Schedule Update
- Interim Milestones Review
- SC and FA Changes
- SAC and ETC: SPI
- POP Discussion

PM with CPMO Assigned Scheduler

MONTHLY COST REVIEW

- Validation of Charges to the Project
- Assessment of CPI
- EAC and ETC
- POP Discussion
- Cash Flow Analysis

PM with CPMO Assigned Cost Engineer

SPECIAL PROJECT REPORT

- Interim Measure
- Should be by Exception Only
- Format As Determined by AGM or Chief

PM with Program Director, As Needed, Sent to Requestor.

LESSONS LEARNED / RISK MANAGEMENT

- Review of risk categories and mitigation measures
- Capture lessons learned
- Personnel
- Risk Management
- Change Management
- POP Changes
- Metric: SPI, CPI, DBE, Others

RE and PM with CPMO Assigned Risk Manager. Others as needed

MONTHLY AREA REPORT

- Project Status
- Area Schedule and Budget Data
- Metric: CPI, SPI, DBE, Others
- Upcoming Activities - Procurement, Milestones, Critical Issues
- Key Projects Presentation
- Risk Management

Area Director and Assigned PMs with AGM, CPM and Chief, CPEI

MONTHLY INVOICING

- Invoice from All Vendors
- Cash Flow Analysis and Redistribution
- Metric: Financial Percent Complete
- Areas of Concern: Stored Materials; Contingency; Potential Change Orders

- RE & PM for Construction
- DM & PM for Design

Regular Reviews and Assessments of Scope, Schedule, and Budget

PROGRAM REVIEW

- Bi-Weekly Meeting
- Focus on:
 - Milestones dates;
 - Reverse Engineering Activities;
 - Status of Procurement;
 - Change Management;
 - Invoicing;
 - Personnel;
 - Risk Management;
 - Change Management;
 - POP Changes;
 - Metric: SPI, CPI, DBE, Others

Program Director and Assigned PMs; Project Controls Team May Attend; Invoice Compliance May Attend

PROJECT DATA PACKAGE

- Focus on:
 - Initiation PDP
 - Stage Gate PDP
 - Variance PDP
 - Change to Budget
 - Change to Funding Source
 - Change to Schedule
 - Change to Scope
 - Change to Approval to Spend

Portfolio Manager and the PM to the Program Director, AGMs (All), and Chief

Who is the CPMO? JRMT Team

Jacobs | Russell MARTA Team

- 2 Prime Firms
- 16 DBE Subconsultants
- 6 Non-DBE Subconsultants

SUBCONSULTANTS



DBE SUBCONSULTANTS



ADDED SUBCONSULTANTS



DBE Performance

| | |
|------------------------------------|--------------|
| <i>DBE Goal:</i> | 31.0% |
| <i>DBE Achieved thru Feb 2024:</i> | 34.9% |
| <i>DBE Paid to Date:</i> | \$23,533,539 |

CPMO Staffing By Department

STAFF ANALYSIS

- Fifty-Six (56) Position Titles / Job Descriptions
- **Ninety-Five (95) Full-Time Staff**
- Thirty-Four (34) Part-Time Staff

SUPPORT FUNCTIONS

- Supporting MARTA Departments (Full-Time / Part-Time)
 - **CPEI CPMO (24 / 31)**
 - Asset Management
 - Project Controls
 - System Activation
 - Specialized Services
 - Quality and Organizational Development
 - CPEI Administrative Team (7 / 0)
 - CPEI Capital Programs Delivery (40 / 0)
 - CPEI Planning (5 / 0)
 - CPEI Real Estate Development & Asset Mgmt (1 / 0)
 - CPEI Design, Engineering & Infrastructure (4 / 2)
 - Contracts, Procurement & Materials (3 / 0)
 - Environmental (0 / 1)
 - Communications / Public Relations (4 / 0)
 - Office of Diversity & Inclusion (2 / 0)
 - Customer Experience (1 / 0)
 - Safety and Quality Assurance (4 / 0)

Established the Centralized Program Management Office

Design

- Brookhaven Double Crossover

Environmental

- Strategic Support to CPEI
- ESA Phases 1 and 2

Specifications Program Review

Automated Fare Collection

Strategic GDOT Support to CPEI

Estimating

IT Hardware Support

IT Software Support

OLIS Audit

Operational Readiness Activation & Transition

Unifier Customization

Claim and Schedule Analysis

Services provided in support of MARTA Initiatives and for Project Delivery

Accomplishments

Trainings Provided

- Initial Training (Group)
- Refresher Training (Group)
- One-on-One (As Needed)

Training Topics

- Project Management
- Construction Management
- Field Inspection
- Construction Management at Risk
- Risk Management
- Governance
- Unifier – Fin Mgmt; Field Admin; Doc Cntrl
- Budget Development

Training Topics

- Scheduling 101
- Scheduling for Project Managers
- Cost Management
- Invoicing (OLIS)
- Integrated Change Management
- Procedure Development
- NEPA (Environmental Processing)

Accomplishments Procedures Developed

| PROCEDURE TITLE | STATUS |
|---|-----------------|
| Capital Programs Governance | Signed |
| Construction Administration Regarding Design | Signed |
| Design Change Request | Signed |
| Design Management | Signed |
| Design Review Process | Signed |
| Criteria for Drawings Standard CAD Manual | Signed |
| Schedule Management | Signed |
| Schedule Manual | MARTA Reviewing |
| Change Control Fiscal Year Budget Allocations | Signed |
| Estimating | MARTA Reviewing |
| Construction Payment Application Processing | Signed |
| Consultant Payment Processing | Signed |
| Architecture and Engineering Work Order | MARTA Reviewing |
| Budget Development | MARTA Reviewing |
| Budget and Cost Management | Draft |
| Construction Progress Meetings | Signed |
| Project As-Built Documentation | Signed |
| Project Risk Management | Signed |
| Strategic Asset Management Plan | Signed |

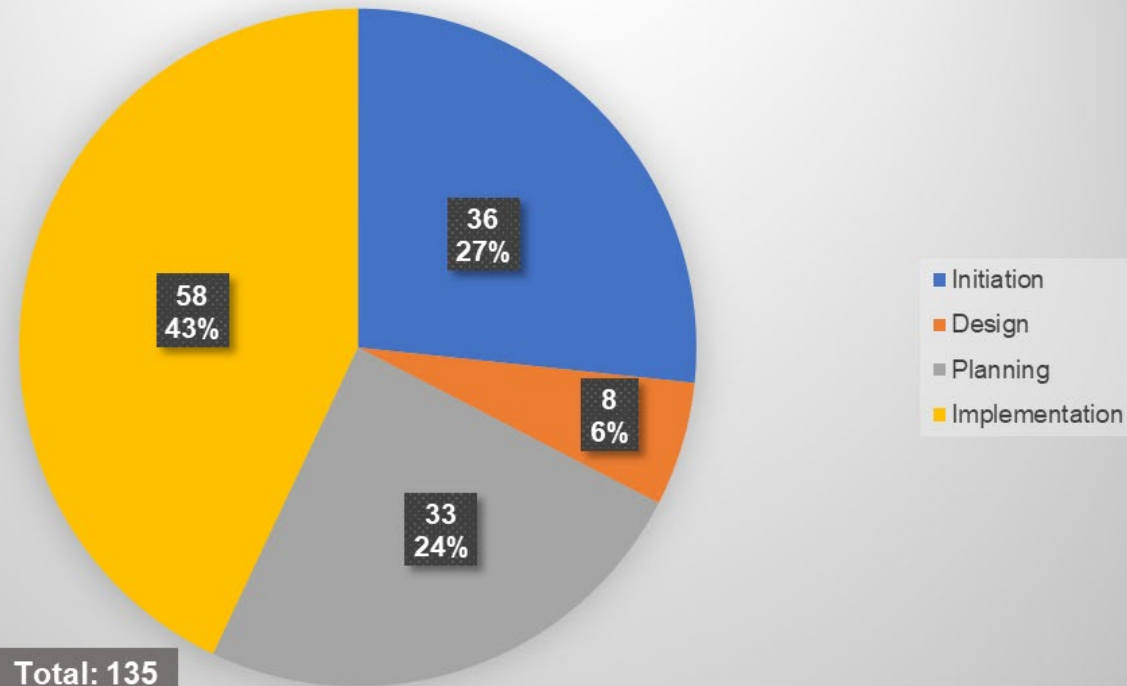
| UNIFIER DESKTOP REFERENCE GUIDE TITLE | STATUS |
|--|----------|
| Training Request | Complete |
| Request for Information | Complete |
| Design Submittal Form | Complete |
| Meeting Minutes | Complete |
| Incident Report and Unusual Occurrence | Complete |
| Safety Reports | Complete |
| Lessons Learned | Complete |
| Quality Control | Complete |
| Estimate Request | Complete |
| Contractor Meeting Minutes | Complete |
| Implementation Submittal Form | Complete |
| Action Items | Complete |
| Inspector Daily Reports | Complete |
| Photos | Complete |
| Project Charter | Complete |
| Budget Transfer | Complete |
| Integrated Change Management Process | Complete |
| Drawings | Complete |
| Issues | Complete |
| Overall General Guide (Administrative) | Complete |

Manuals in Development or Completed

- Project Management Manual
- Resident Engineer Manual

Project Management Information System (Unifier) Implementation

Projects by Phase



- 135 out of 160 Projects currently in Unifier
- 41 Active Business Processes
- 9400+ records created
- 260 active users
- Project data migration from legacy SharePoint system to Unifier in progress
- Developed Business Intelligence and Dashboards for on-demand and real-time reporting
- Standardized key performance metrics
- 22 User Guides published

Accomplishments Dashboards/Data Management



KPI Report

Monthly KPI Dashboard
October 2023

| Project | Safety | Budget Variance | Construction Schedule | Invoice Timing | Financial Closeout | Time to Execute Change Order |
|---|--------|-----------------|-----------------------|----------------|--------------------|------------------------------|
| Summerhill BRT | Green | Green | Green | Green | Green | No qualifying data |
| Cleveland Ave./Metropolitan (ART) | Green | Red | Red | Green | Green | Red |
| Browns Mill Paint Booth | Red | Green | Red | Green | Green | Green |
| EV Conversion Electric Bus Infrastructure | Green | Green | Green | Green | Green | No qualifying data |
| Clayton County O&M Fac. | Green | Yellow | Yellow | Green | Green | No qualifying data |
| Bankhead Platform Extension | Red | Green | Red | Green | Green | Green |
| Auxiliary Power Switchgear - Program | Green | Red | Red | Green | Green | Green |
| Emergency Trip Stations | Red | Green | Green | Green | Green | No qualifying data |
| CCTV Network System Analysis | Green | Green | Yellow | Green | Green | No qualifying data |

LEGEND

- Green: No Risk
- Yellow: Low Risk
- Red: High Risk

Green: TRIR ≤ 3.40
Yellow: TRIR within 30% of 3.40
Red: TRIR > 3.74

New Construction
Green: Variance ≤ 4%
Yellow: Variance > 4% ≤ 7%
Red: Variance > 7%

Renovation
Green: Variance ≤ 7.5%
Yellow: Variance > 7.5% ≤ 12%
Red: Variance > 12%

Green: All individual projects are green (SC Slippage ≤ 90 days)
Yellow: Total of all projects is yellow (SC Slippage > 90 days & ≤ 90 days)
Red: Total of all projects is red (SC Slippage > 90 days)

Green: ≤ 10 Days
Yellow: > 10 Days
Red: > 10 Days

Green: ≤ 3 contracts
Yellow: > 4, ≤ 10 contracts
Red: > 10 contracts

Green: ≤ 10 Days
Yellow: > 10 Days
Red: > 10 Days

RFI and Submittal Dashboard

RFIs by Assigned To

Submittals by Assigned To

Open RFIs Past Due

Submittals by Review Code

Open Submittals Past Due

Total: Count: 6

Total: Count: 98

Total: Count: 73

RFI Log

Request For Information Log Report

| Number - Subject | Question | Answer | Date Submitted | Date Completed | Current Step | Responsible Actor | Process Age |
|---|---|--|----------------|----------------|------------------------|--|-------------|
| Transit and Digital Advertising Services | | | | | | | |
| Open | | | | | | | |
| RFI-00001 - Measuring leads on existing circuits | 1. Are there any specific protocols interaction needs to follow when measuring leads? 2. Who will be responsible to measure existing leads on circuits (interaction team capable of completing this should MARTA prefer it) | | 01/01/23 | | Initial RFI Processing | Tonya Saxon, Tim Brown, Jacky Qiu, Kimberly Dong, Avery Phillips, Rashad Lewis | 281 |
| Closed | | | | | | | |
| RFI-00002 - Measuring leads on existing circuits | Interaction seeks confirmation we can perform this task (measuring existing oil loads) and inquires if any specific protocol must be followed when doing so. | The contractor is allowed to open panel covers and measure leads as long as proper PPE is worn and the circuit is not disrupted. Additionally, this work must also be approved with safety and supervised/supported by EFBE technicians onsite at all times. All coordination with EFBE must be made with a minimum of 1 week's notice to ensure support is available. | 02/06/23 | 02/09/23 | Complete | | 6 |
| RFI-00009 - Interaction Digital Ad Revenue - Alternate Electrical Impulse Route to Displays | Interaction is requesting feedback on our plan to utilize a secondary option to enter the displays and power up each unit. Our frames have been engineered with multiple sensor points to provide flexibility when it comes to delivering power to each unit. That said, there will be no change to the design from a panel/wire gauge perspective and minimal change from a conduit perspective. | Per A. Bey - Electrical has no issues with the contractors proposal. Electrical defines final response to Architecture Department. Per S. Martin - The approach presented in this RFI is acceptable. Please ensure the box is located away from the edges of the sign (as much as possible) when viewed by patrons. | 07/19/23 | 07/20/23 | Complete | | 1 |

Process Age Legend:
● Process Age = 0
● Process Age = 1
● Process Age = 2

RFI and Submittal Dashboard

Summary RFI and Submittal Dashboard Workspaces

Open RFI Log

| Number | Subject | Date Due | Author |
|-----------|------------------------------------|------------|----------------|
| RFI-00002 | Silt Fence Type Alternate | 2023-07-26 | Archer Western |
| RFI-00006 | Utility Relocation Completion Sht. | 2023-08-10 | Archer Western |
| RFI-00015 | Concrete Paving Alternate | 2023-11-09 | Archer Western |

Open Submittal Log

| Number | Subject | Response Due Date | Submitting Vendor |
|-----------|-------------------------------------|-------------------|-------------------|
| SUB-00005 | Form Coating Product Data | 2023-09-06 | |
| SUB-00005 | Form Coating Product Data | 2023-09-06 | |
| SUB-00005 | Trench Drain Product Data | 2023-09-21 | |
| SUB-00075 | Storm Sewer Manhole Cover | 2023-10-10 | |
| SUB-00076 | Asphalt Concrete Mix Design | 2023-10-11 | |
| SUB-00077 | Asphalt Certificates and Reports | 2023-10-11 | |
| SUB-00081 | Cast in Place Concrete Cold Weather | 2023-10-17 | |
| SUB-00082 | Cast in Place Concrete Equipment | 2023-10-17 | |
| SUB-00083 | Concrete Finishing Equipment Proc. | 2023-10-17 | |
| SUB-00084 | Curing Compound Data | 2023-10-19 | |
| SUB-00085 | Provision Equipment Materials | 2023-10-19 | |

RFIs by Status

Submittals by Status

Total: Count: 3

Total: Count: 23

Change Mgmt. Dashboard

Pending Change - Amount per Project

Pending Change - Amount per Funding Source

Pending Change - Amount per Reason Code

Risk - Amount per Project

Risk - Amount per Funding Source

Risk - Amount per Reason Code

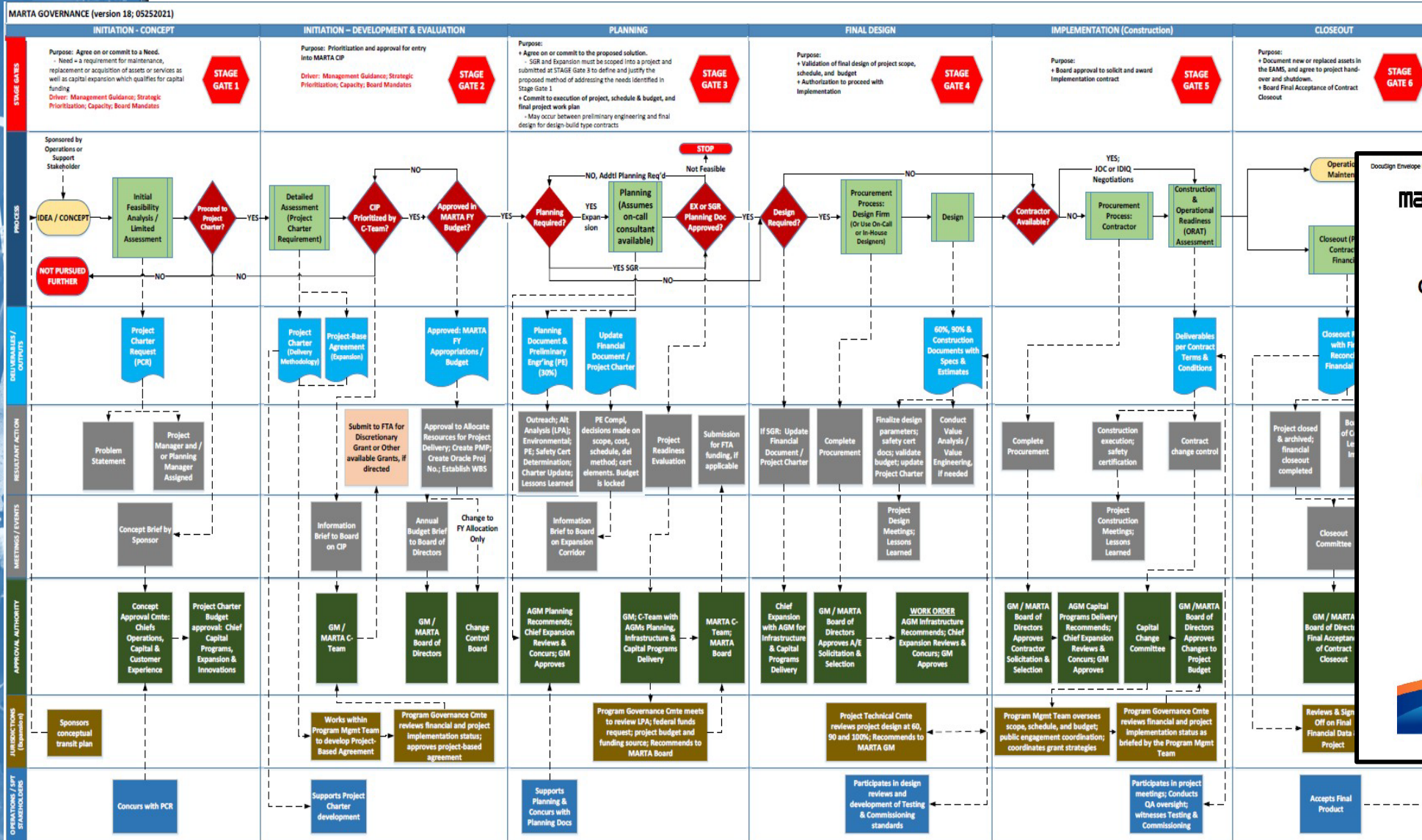
Submittal Log

Submittal Forms Workflow Pending Actions

| Sub Project - Submittal Record | Date Submitted | Current Step | Responsible Actor | Process Age |
|---|----------------|------------------|---|-------------|
| 170701- Capitol Ave- Summer Hill (BRT) | | 10 | | 14 |
| SUB-00006- Trench Drain Product Data | 9/8/2023 | Submittal Review | Anthony Nunez, Georgia DOT | 52 |
| SUB-00075- Storm Sewer Manhole Cover | 9/27/2023 | Submittal Review | Anthony Nunez, Department of Watershed, Georgia DOT | 33 |
| SUB-00076- Asphalt Concrete Mix Design | 9/28/2023 | Submittal Review | Anthony Nunez, Georgia DOT | 32 |
| SUB-00077- Asphalt Certificates and Reports | 9/28/2023 | Submittal Review | Anthony Nunez, Atlanta DOT, Georgia DOT | 32 |
| SUB-00081- Cast in Place Concrete Cold Weather Procedures | 10/4/2023 | Submittal Review | Anthony Nunez, Atlanta DOT, Georgia DOT | 26 |

Accomplishments Governance

Development, Adoption, Implementation, & Continuous Improvement



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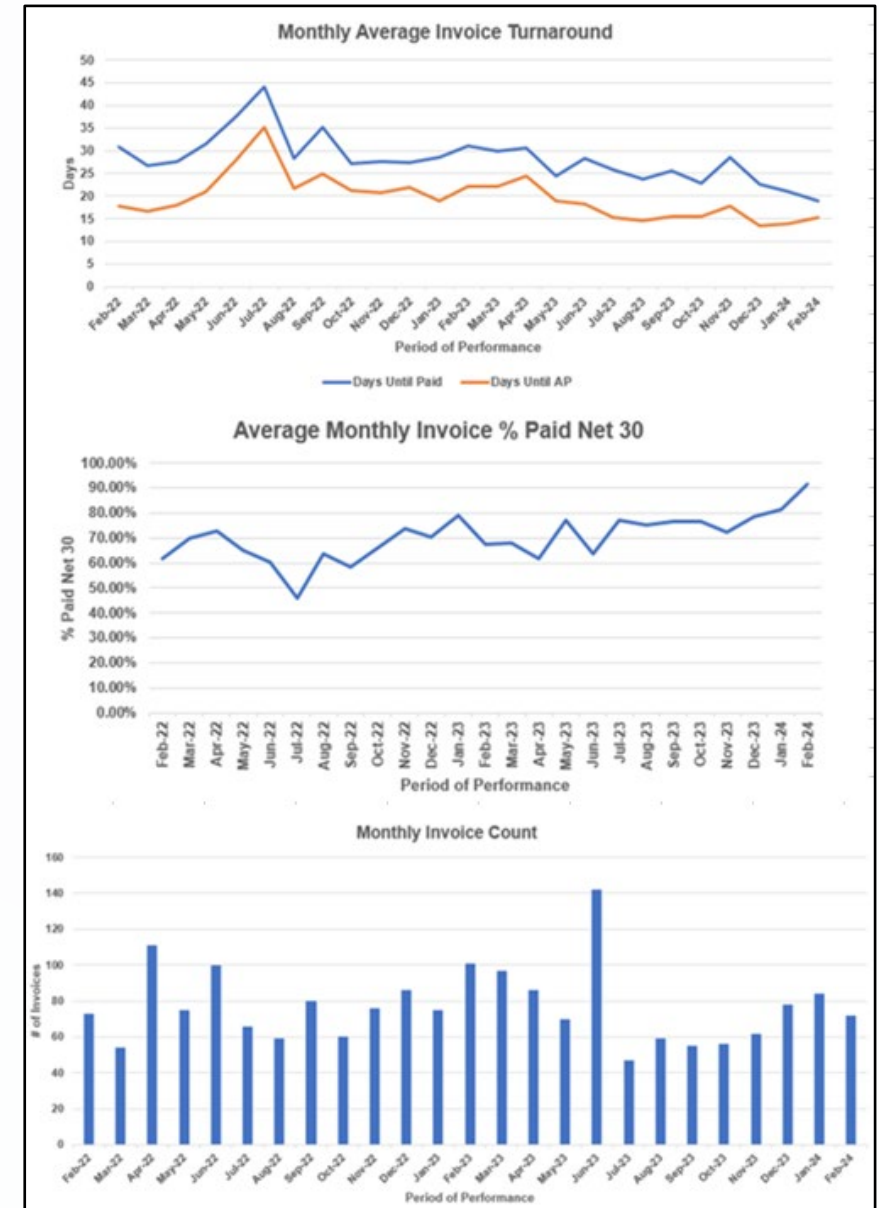
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

CAPITAL PROGRAMS GOVERNANCE PROCEDURE

PREPARED BY: DIVISION OF CAPITAL PROGRAMS, EXPANSION & INNOVATION
 DATE: JANUARY 6, 2023

Accomplishments Online Invoicing System (OLIS)

- OLIS implementation has addressed major audit findings and compliance with certified payrolls
- OLIS implementation has dramatically improved payment timelines
- Average invoice processing time in OLIS is less than 20 days
- 2200+ invoices processed
- Approx. \$700M in invoices paid
- 90%+ invoices paid within 30 days of vendor submission



- **Current Contract**

- Contract executed on October 31, 2019.
- Base contract term of 5 years with one 5-year option.

- **Current Contract Authorization**

| | |
|--------------------------------|---------------------|
| ○ Base Contract Amount | \$28,037,259 |
| ○ Modification #1, 2020 | \$ 7,500,000 |
| ○ Modification #2, 2022 | \$ 1,776,862 |
| ○ Modification #3, 2022 | <u>\$57,031,854</u> |
| Current Contract Amount | \$94,345,975 |

Current Financial Status

| Contract Authorization | |
|---|----------------------|
| Base Contract Amount | \$ 28,037,259 |
| Modification #1, #2, #3 | \$ 66,308,716 |
| Total Contract Authorization | \$ 94,345,975 |
| Actual Expenditures | |
| FY2020 (December 2019 - June 2020) | \$ 4,562,119 |
| FY2021 (July 2020 - June 2021) | \$ 13,208,063 |
| FY2022 (July 2021 - June 2022) | \$ 14,641,395 |
| FY2023 (July 2022 - June 2023) | \$ 19,422,166 |
| FY2024 (July 2023 - February 2024) | \$ 15,418,814 |
| Expenditures through February 2024 | \$ 67,252,557 |
| Forecast Expenditures for remaining FY2024 | \$ 8,000,000 |
| Forecast Expenditures for FY2025 (July 2024 - Base contract term) | \$ 7,000,000 |
| Total Projected Expenditures through Base contract term October 2024 | \$ 82,252,557 |
| Remaining Contract Balance | \$ 12,093,418 |

Authorization Request



**Projected annual spend
for 5-year contract duration:**

| | |
|--------------------------|----------------------|
| FY25 | \$23,000,000* |
| FY26 | \$24,000,000 |
| FY27 | \$24,000,000 |
| FY28 | \$20,000,000 |
| FY29 | \$15,000,000 |
| FY30 | \$15,000,000 |
| Total Projection= | \$121,000,000 |

*- Remaining 8 Months to be added to \$7M Carry-over (\$30M FY25 Total)

| | Approved | Projected | Requested |
|-------------|--------------|-----------|---------------|
| Base Term | \$94,345,975 | | |
| Option Term | | | \$121,000,000 |

Strategic Focus Going Forward

- **Assist MARTA in filling critical staff vacancies**
- **Provide critical services as needed to meet timely project delivery**
- **Implementation of accurate forecasting capabilities to deliver projects efficiently and quickly**
- **Reduce risk to MARTA by sunseting legacy applications (SharePoint, MS Access, etc.) and migrate data into a single source of truth (Unifier).**
- **Implement industry best practices in a standardized and centralized manner across all capital projects**
- **More robust financial data reporting through refinement of on-demand internal and public facing dashboards across all capital projects**
- **Develop and Implement Knowledge Transfer and Transition Plans**

**2017 IA Audit –
Establish a
CPMO**



Transition Planning

Establish an Operational Rhythm

Succession Planning for Key Positions

Transition of the Invoicing Process

Knowledge Transfer

Benchmarking and Resourcing

A Robust Plan that is Developed Over time in Conjunction with MARTA Leadership

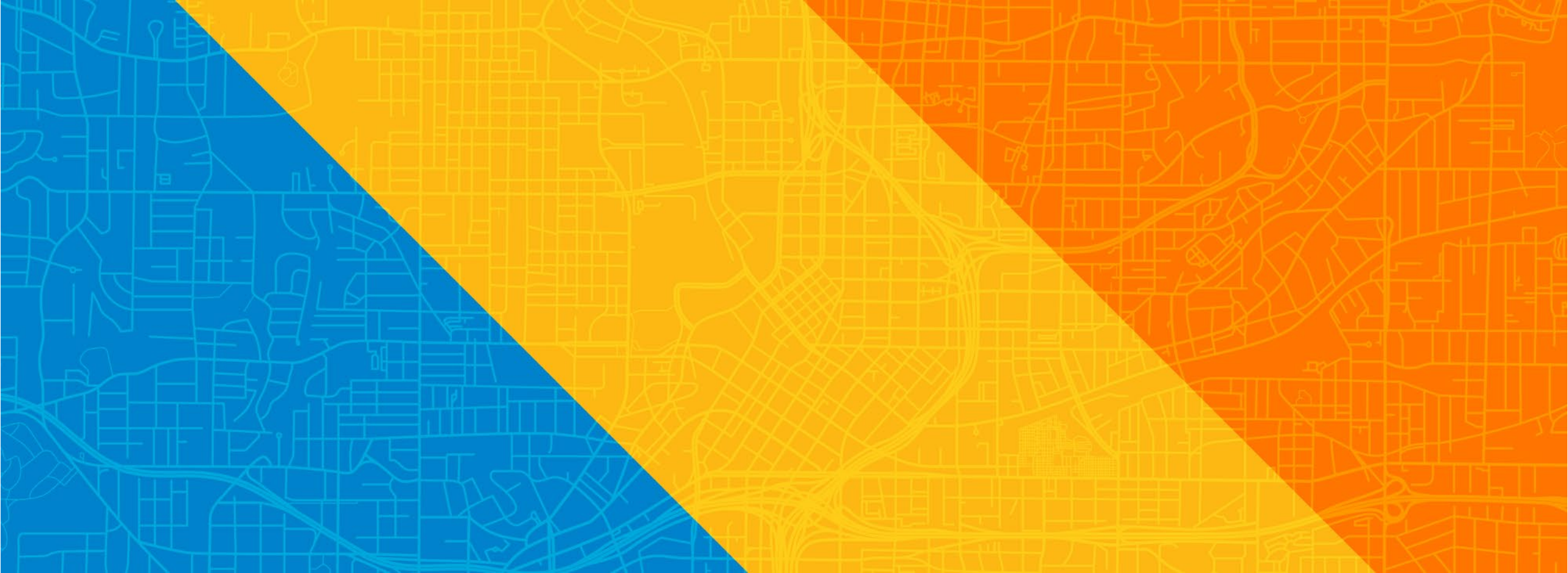
Facilitated Transition Plan Development



Recommendation for Additional Authorization

**REQUESTING APPROVAL OF THE EXERCISING OF THE ONE FIVE-YEAR
OPTION AND AUTHORIZING AN INCREASE IN THE CONTRACT VALUE FOR
THE CENTRALIZED PROGRAM MANAGEMENT OFFICE CONSULTANT
SUPPLEMENTAL SERVICES, CONTRACT NO. P43871**





Thank You



RESOLUTION APPROVING THE EXERCISING OF THE ONE FIVE-YEAR OPTION AND AUTHORIZING AN INCREASE IN THE CONTRACT VALUE FOR THE CENTRALIZED PROGRAM MANAGEMENT OFFICE SUPPORT SERVICES, CONTRACT NO. P43871

WHEREAS, on October 31, 2019, the General Manager/CEO entered into a Contract with Jacobs | Russell MARTA Team (a Jacobs Project Management Co and H.J. Russell & Company, Inc. joint venture) (“Jacobs | Russell MARTA Team”) for the CPMO Consultant Supplemental Services, Request for Proposals Number P43871; and

WHEREAS, the Department of Capital Programs Expansion and Innovation has determined that it is in the best interest of the Authority to increase the contract value and to provide for known changes and additions to the contract; and

WHEREAS, all contractual changes and additions for this modification will follow the Authority’s procurement policies and guidelines; and

WHEREAS, the Department of Internal Audit will be requested to perform a cost/price analysis to determine fair and reasonable pricing; 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 exercise the five year option, and to increase the authorization for Contract No. P43871 CPMO Consultant Supplemental Services from \$94,345,975.95 to \$215,345,975.95

Approved as to Legal Form:

DocuSigned by:
Peter J. Andrews
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**Chief Counsel, Metropolitan Atlanta
Rapid Transit Authority**



Design Services for Buford Highway Arterial Rapid Transit (ART)

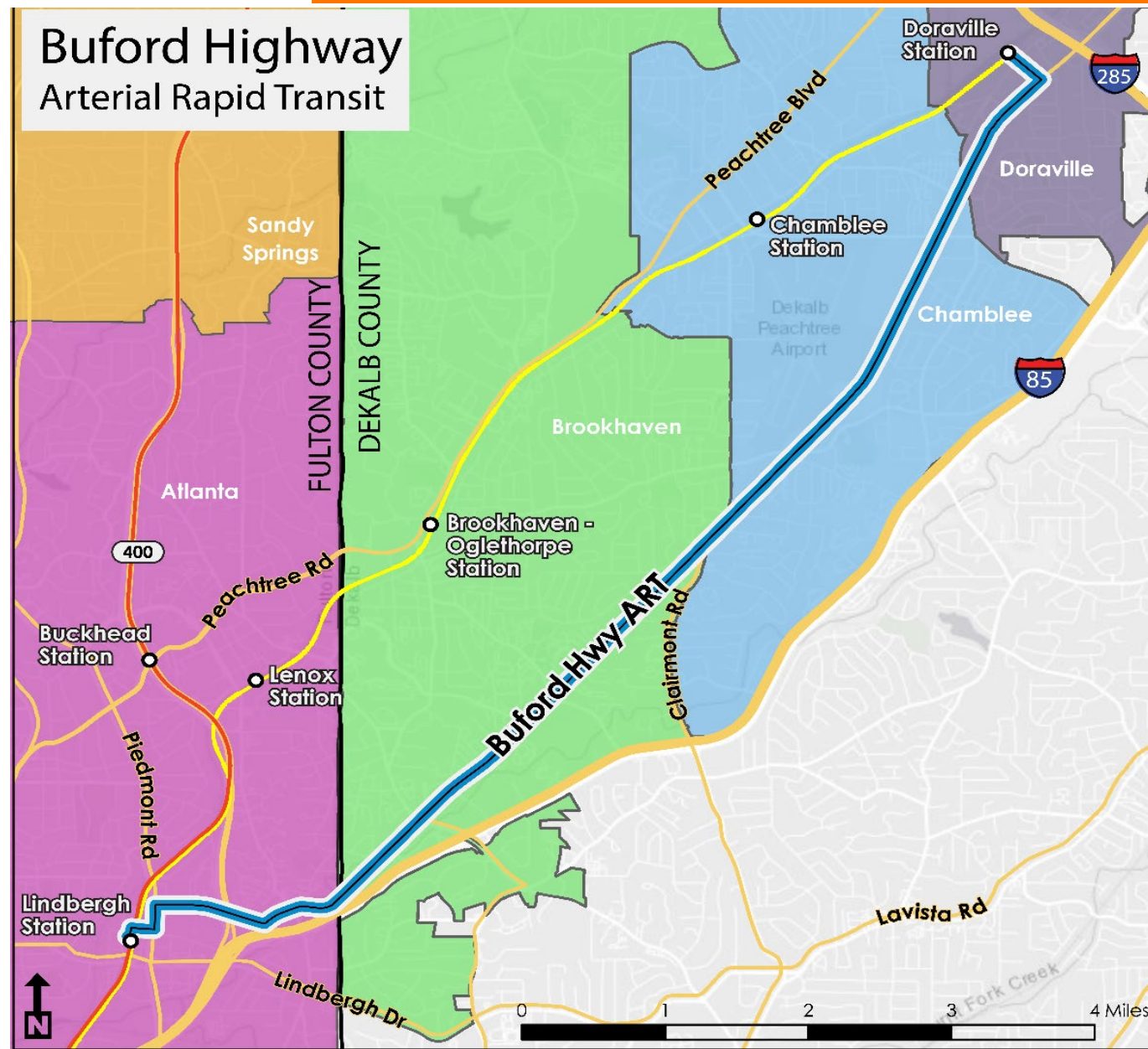
Requesting Resolution Authorizing the Solicitation of Proposals for Final Design Services of the Buford Highway ART, RFP P50544

Planning & Capital Programs Committee

May 23, 2023

Project Background

- Recommended in DeKalb Transit Master Plan
- Included in the RTCAA 15th Amendment
- Arterial Rapid Transit (ART) from the Lindbergh Center MARTA Rail Station to the Doraville MARTA Rail Station
- 10 miles corridor
- Upgrade to MARTA Route 39; 5,000+ weekday ridership
- Runs through:
 - Atlanta
 - Brookhaven
 - Chamblee
 - Doraville



Project Goals

- Deliver **Arterial Rapid Transit (ART)** service to Buford Highway as promised in the RTCAA 15th Amendment
- Advance the ART program by providing **fast, frequent, and reliable** transit service on proven high-ridership corridors
- Advance **prosperity, connectivity, and equity** for a more livable Atlanta region



Solicitation Details

- Completing preliminary design this Summer
- Anticipating the procurement of Final Design consultant this Winter
- The specific expertise required, but are not limited to the following:
 1. Project Management
 2. Architectural and Engineering ART System Design Services
 3. Safety Certification Support Services
 4. Public Engagement Support Services
- The Office of Diversity and Inclusion will review the proposal document during the pre-planning phase of the solicitation process to identify opportunities for disadvantaged, small, and minority business participation.

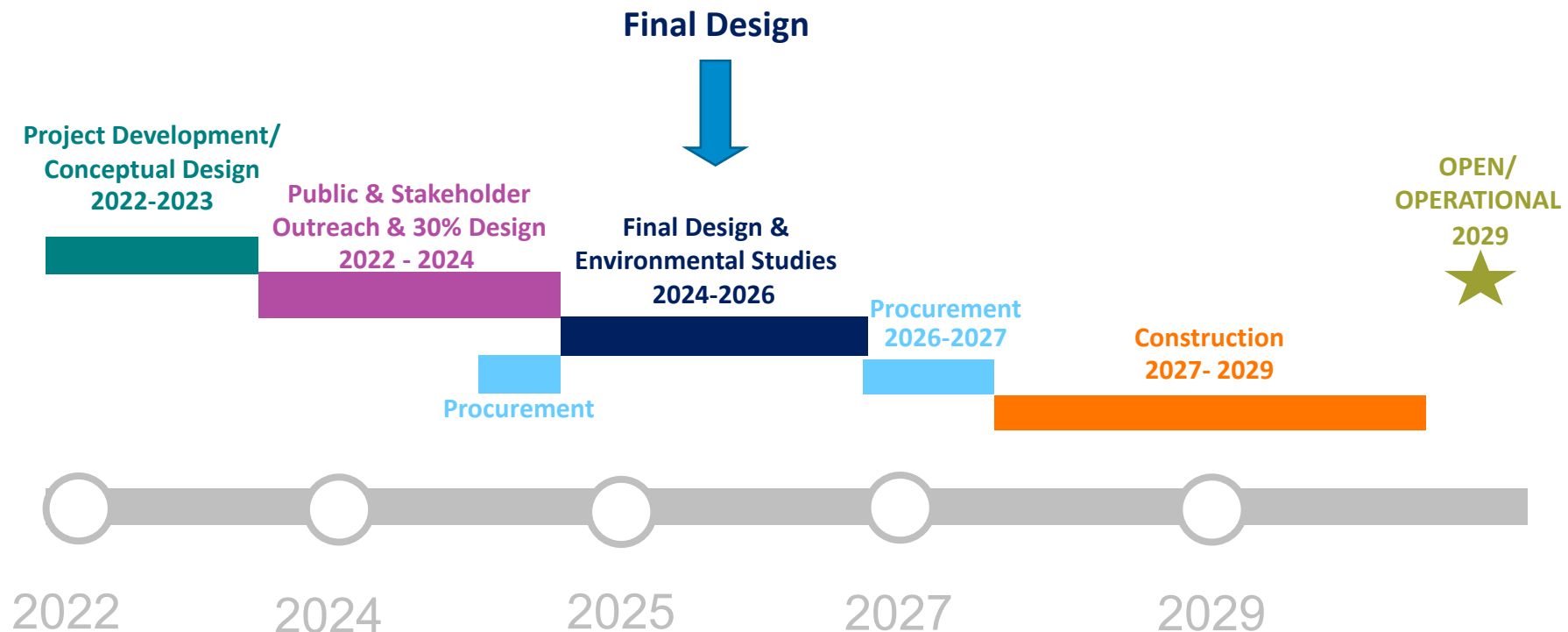


Cost

- An estimated total project cost of \$49M (based on the current 30% design cost estimate developed) and an estimated Consultant cost of approximately \$4M

Schedule

- Procurement of final design scheduled to start September 2024



**Requesting Resolution Authorizing the
Solicitation of Proposals for Final Design
Services of the
Buford Highway ART, RFP P50544**

Thank You



**RESOLUTION AUTHORIZING THE SOLICITATION OF PROPOSALS FOR THE
PROCUREMENT OF FINAL DESIGN SERVICES OF THE BUFORD HIGHWAY
ARTERIAL RAPID TRANSIT (ART), RFP P50544**

WHEREAS, the Authority is authorized by Section 14(m) of the MARTA Act to procure goods and 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 Final Design Services of the Buford Highway Arterial Rapid Transit (ART) is impracticable through the solicitation of competitive bids; and

WHEREAS, award of a Contract for the procurement of Final Design Services of the Buford Highway Arterial ART, 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 Final Design Services of the Buford Highway ART 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:
Peter J. Andrews
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**Chief Counsel, Metropolitan Atlanta
Rapid Transit Authority**



**Resolution Authorizing
Restructuring of MARTA's Owner
Controlled Insurance (OCIP)
Programs**

**Planning and Capital Programs
Committee Meeting**

May 23, 2024

PURPOSE

- Outline why we should restructure the programs
- Benefits to the Authority
- Cost of New Combined Program

Why should we restructure the program?

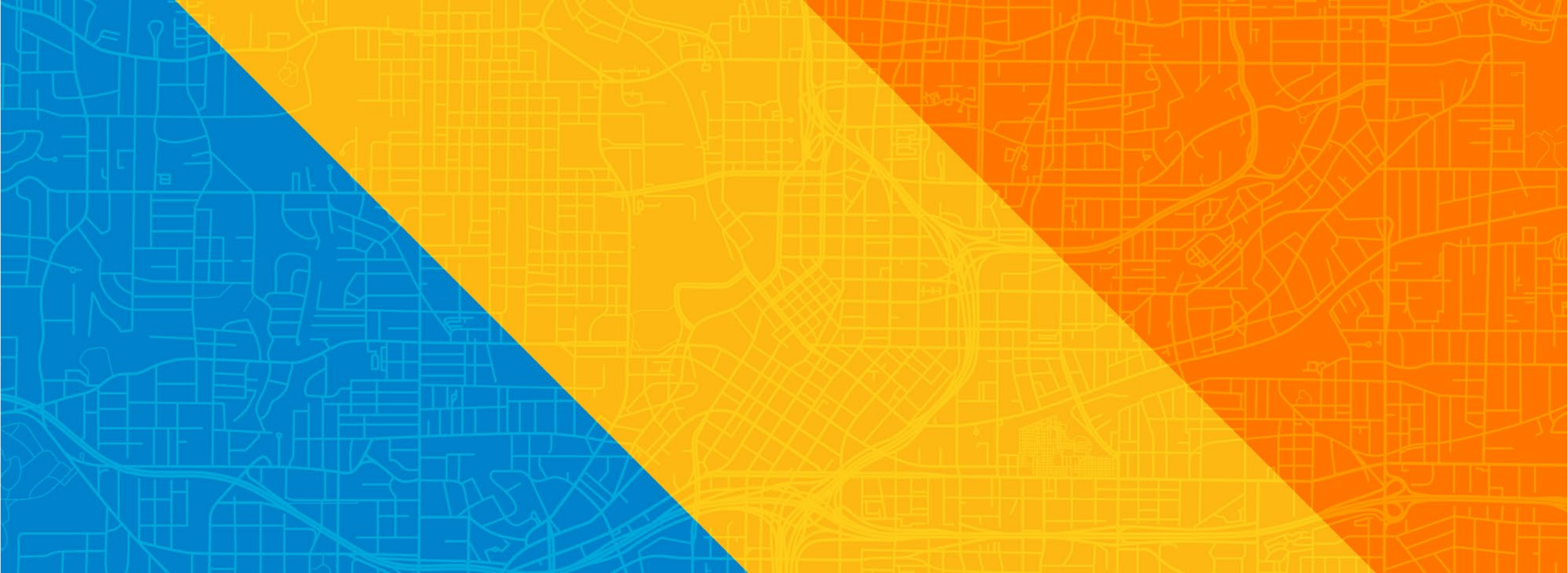
- Obtain a better long term deal
- Station Rehabilitation program OCIP policy expires July 2025
- Projects in the program will not be completed by expiration date
- Paid premium in full at 2020 program inception to get best rates
- To obtain a return premium need leverage
- Board approved \$4.6 M November 2023 for Five Points Transformation project specific OCIP

Benefits of Restructuring Programs

- New program combines two separate insurance programs into one
- Negotiated return premium of \$ 1,577,041 from original Station Rehabilitation OCIP
- Combined program has favorable rates for entire construction project portfolio
- New 5-year policy term of June 14, 2024, to June 14, 2029

Total Cost New Combined Program

| | |
|---|-----------------------|
| Total Construction Values (Continuing and Future SR projects and 5Points Transformation) | \$ 627,334,440 |
| Total Cost of 5 Year OCIP Program (June 14, 2024 –2029) | \$ 8,575,440 |



Thank You



Resolution Authorizing Restructuring of MARTA's Owner Controlled Insurance (OCIP) Program

WHEREAS, MARTA has agreed to provide a General Liability Owner Controlled Insurance program and other related coverage for the CMAR Station Rehabilitation and Five Points Transformation construction projects, and

WHEREAS, negotiations by MARSH have resulted in proposals for placing the new combined Owner Controlled Insurance policy and related coverages effective June 14, 2024 to June 14, 2029 at a total not to exceed cost of \$ 8,575,440, and

RESOLVED THEREFORE, that the General Manager/CEO or his designee is hereby authorized and directed to effect or place General Liability Owner Controlled Insurance policies and related coverage to meet contractual requirements effective June 14, 2024 at a total not to exceed cost of \$ 8,575,440.

Approved as to Legal Form:

DocuSigned by:
Peter J. Andrews
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**Chief Counsel, Metropolitan Atlanta
Rapid Transit Authority**

Five Points Station Transformation

MARTA PCP Update for Construction Start

Carrie Rocha
Chief Capital Officer

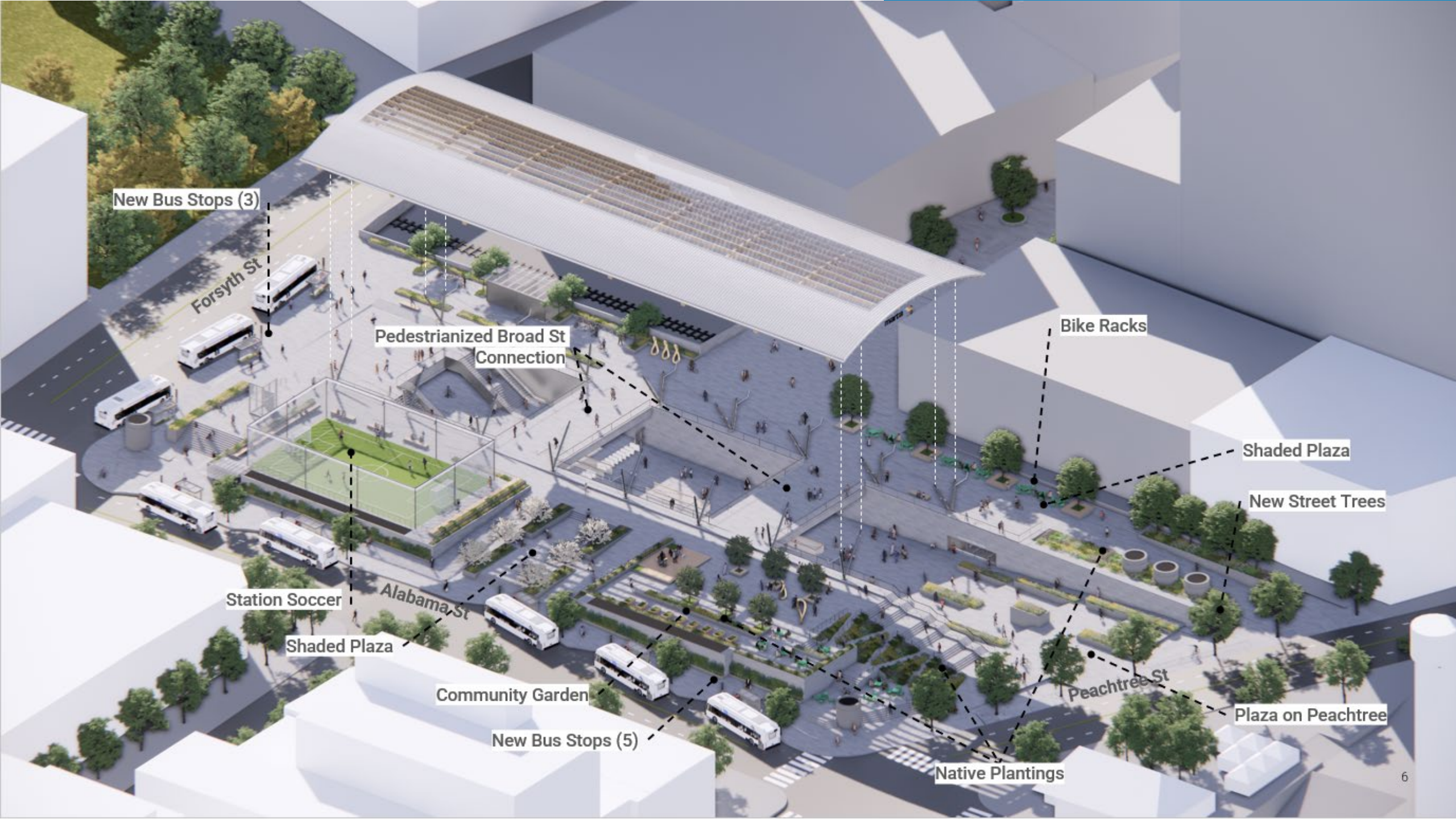
marta 

Project Status

- ✓ 3/11/24 NEPA Environmental Assessment Finding of No Significant Impact (FONSI) signed
- ✓ 4/11/25 MARTA Board approved contract with Skanska
- ✓ 5/13/24 PGA signed for \$25M RAISE grant
- ☐ 5/23/24 Announce dates of start of construction, detours and closure to MARTA Board
- ☐ 5/29/24 Present Five Points phasing plan to CoA Transportation Committee







New Bus Stops (3)

Forsyth St

Pedestrianized Broad St
Connection

Bike Racks

Shaded Plaza

New Street Trees

Station Soccer

Alabama St

Shaded Plaza

Community Garden

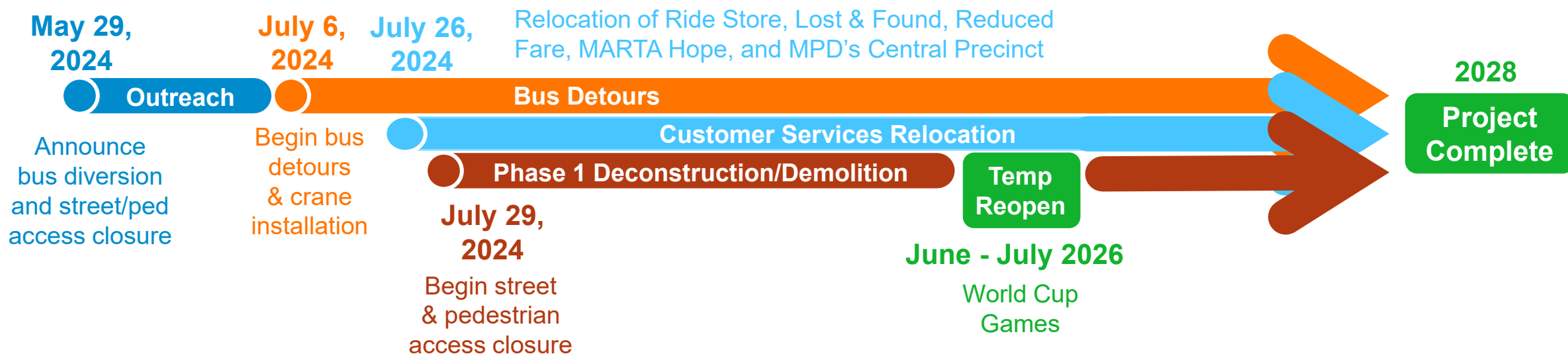
New Bus Stops (5)

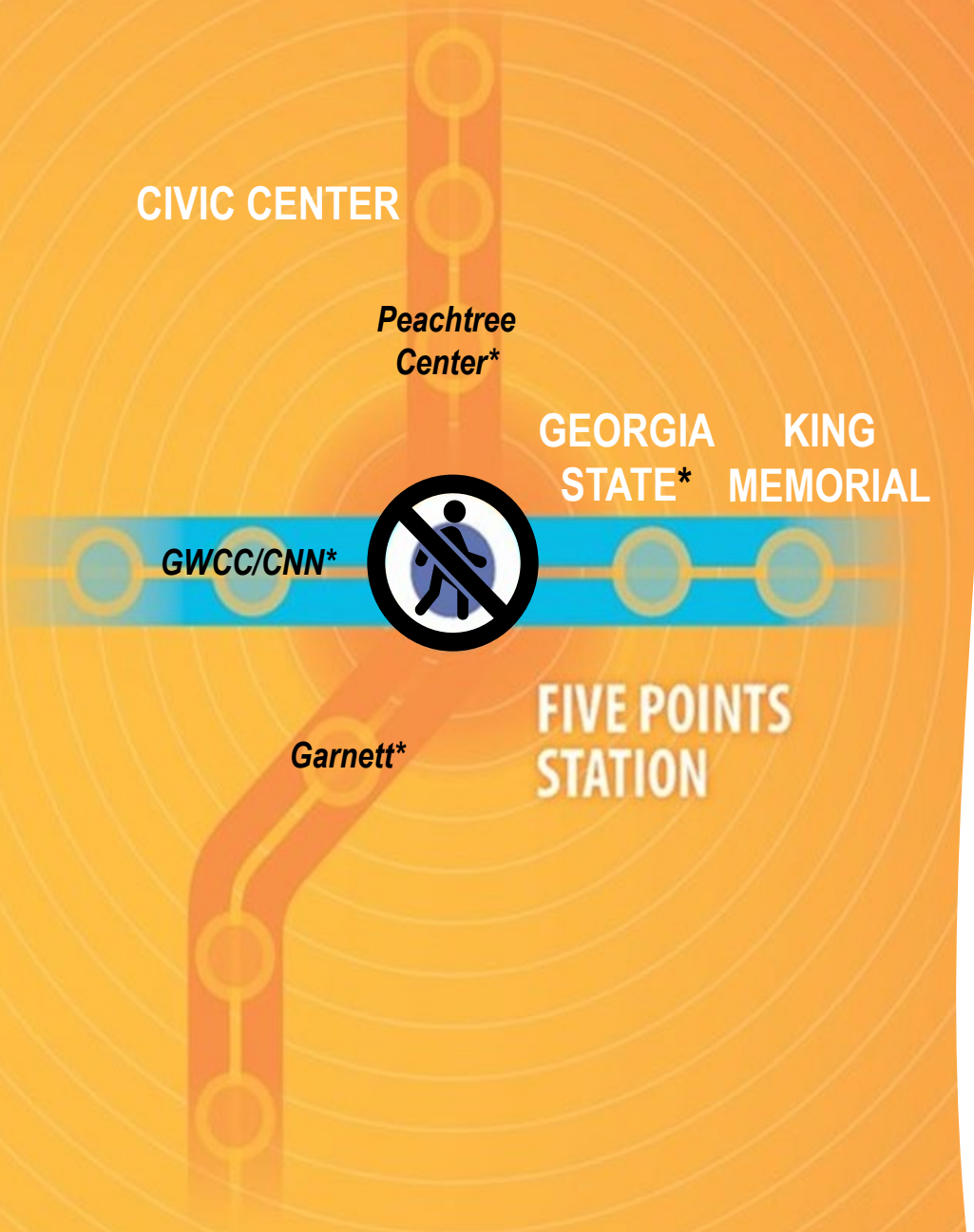
Peachtree St

Plaza on Peachtree

Native Plantings

Five Points Transformation Phased Timeline

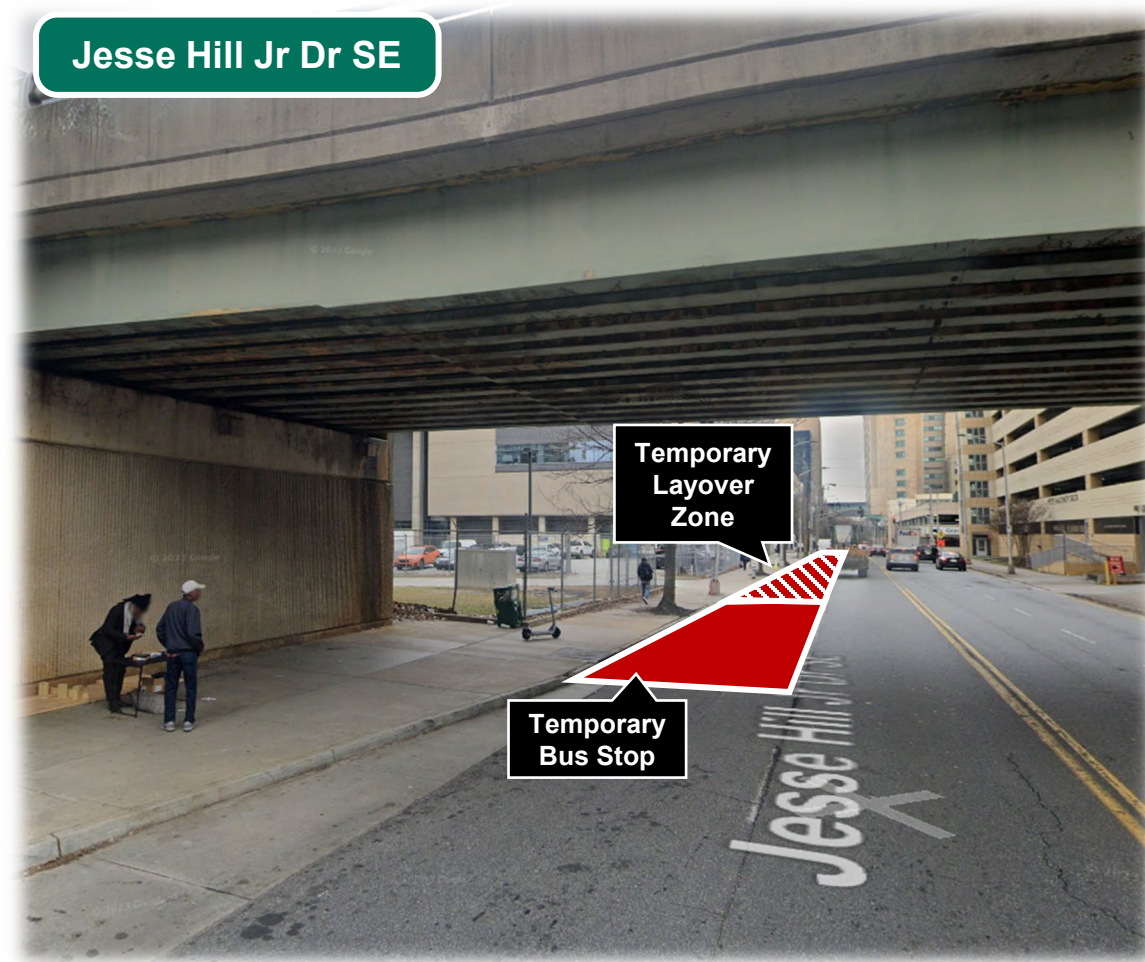
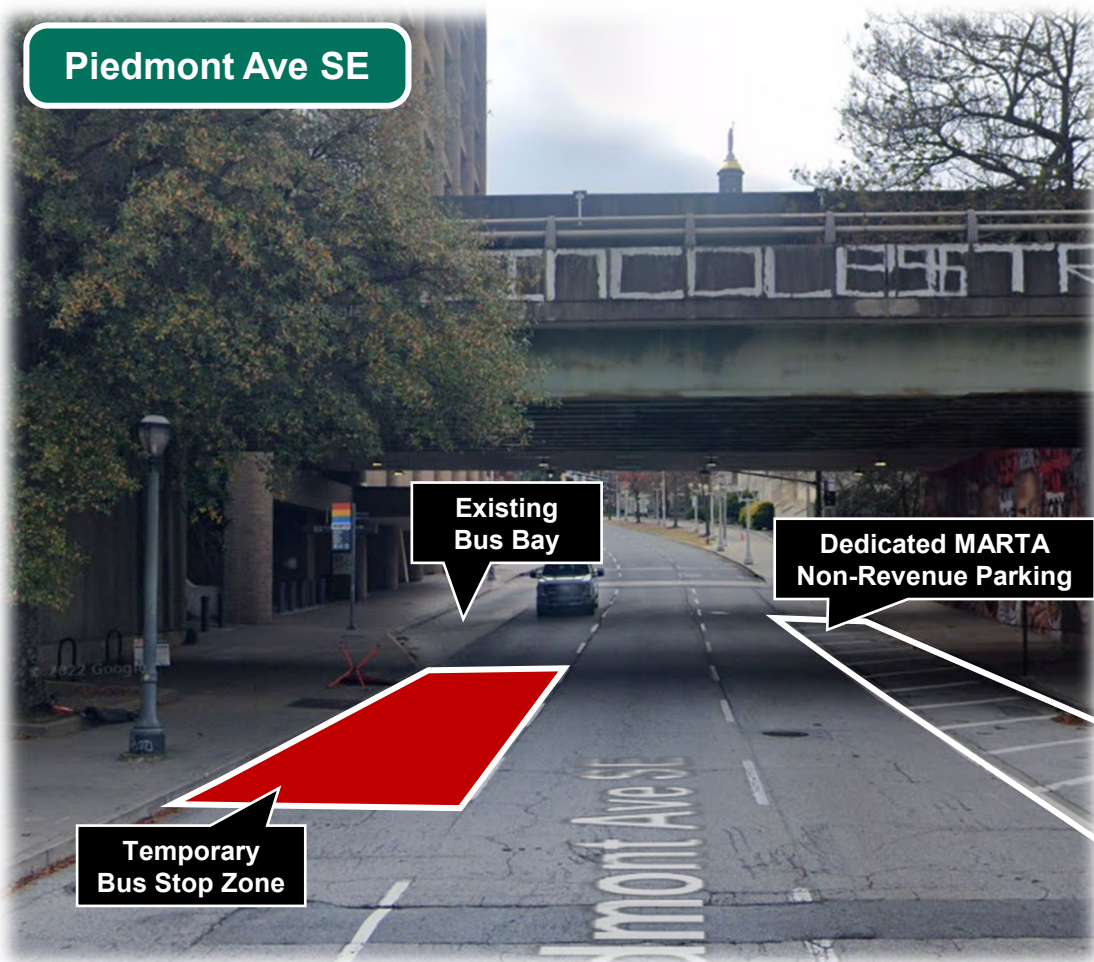




| Rail Station | Bus Routes Detoured |
|---|---|
| Georgia State | 21 – Memorial Dr 42 – Pryor Rd 49 – McDonough Blvd 55 – Jonesboro Rd 186 – Rainbow Dr/South DeKalb |
| King Memorial | 26 – Marietta St/Perry Blvd 899 – Old Fourth Ward |
| Civic Center | 816 – North Highland Ave |
| Through-Routed to Maintain Service in Five Points Area | Route 3 – Martin Luther King Jr Dr/Auburn Ave Route 40 – Peachtree St/ Downtown Route 813 – Atlanta University Center |

**The Five Points area is within ½ mile (10-minute walk) of 4 other stations*

Bus Relocation: Georgia State



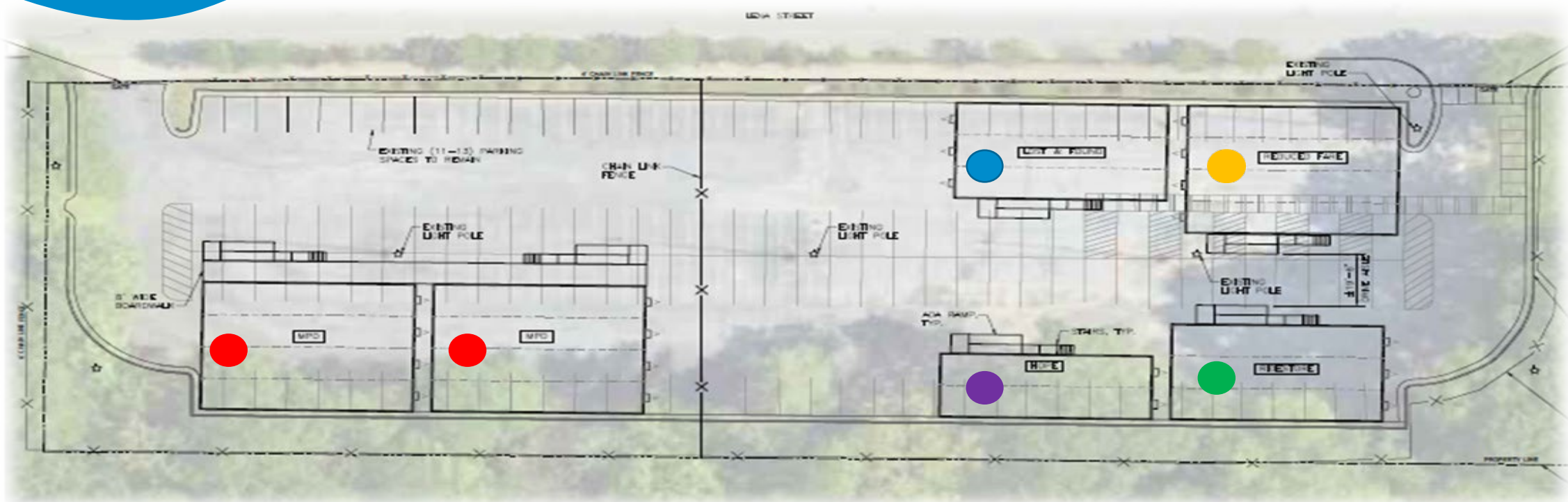
Bus Relocation: Civic Center & King Memorial





Ashby Station Relocation

- MARTA Police Central Precinct (west line) – coverage maintained in station
- Lost and Found
- Reduced Fare
- Ride Store
- MARTA HOPE



ADA Access Plan

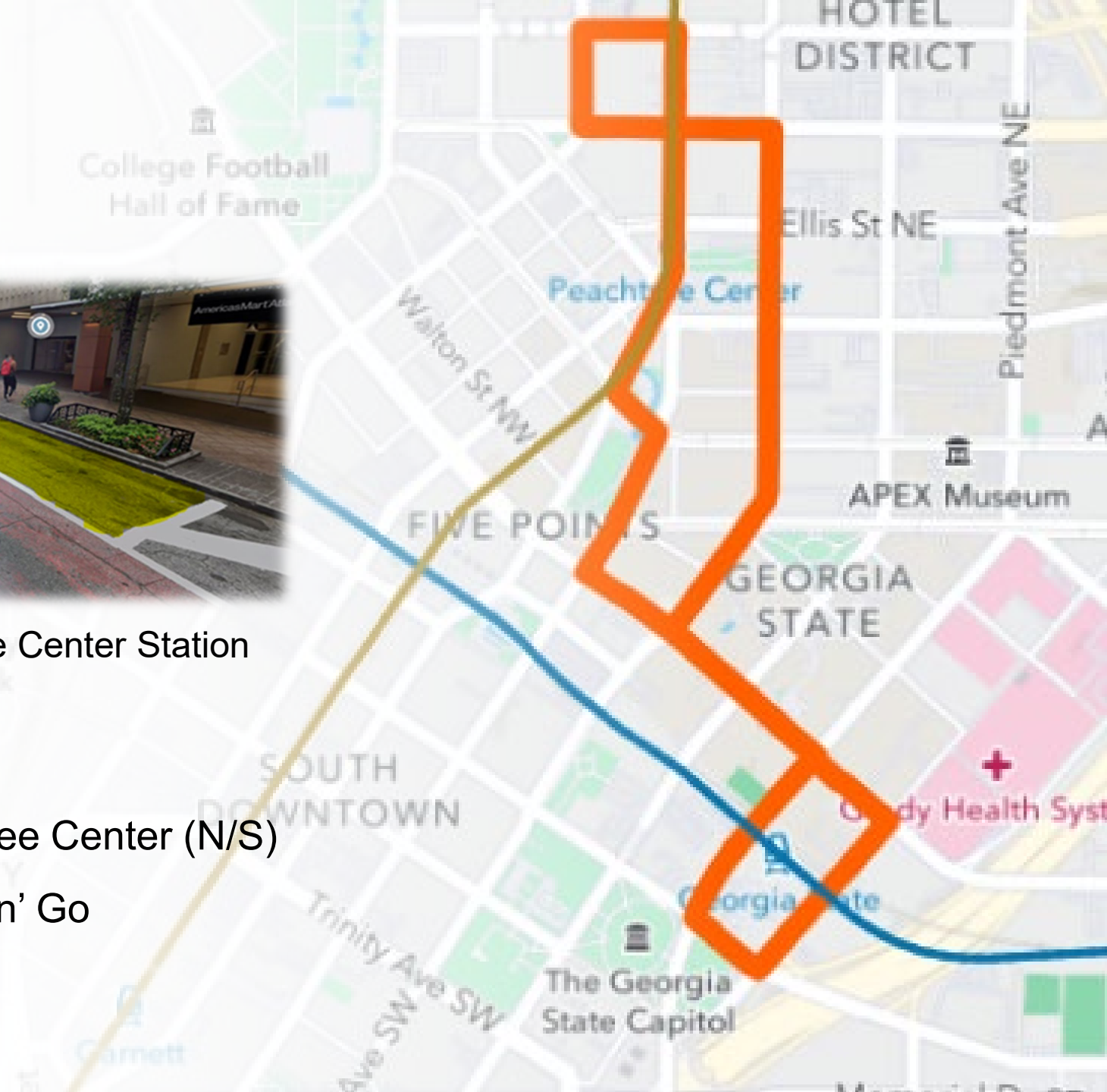


Georgia State Station



Peachtree Center Station

- Connects Georgia State (E/W) to Peachtree Center (N/S)
- Departing less than 5 mins apart or Load n' Go
- 10 Minutes Roundtrip



Communications & Engagement

➤ Goals

- Proactively communicate service impacts and alternate routes to customers
- Mitigate negative impacts to:
 - ✓ Station access & mode transfers
 - ✓ ADA access
 - ✓ Special events/incident resiliency
 - ✓ Access to Customer Services
 - Ride Store
 - Reduced Fare
 - Lost & Found
 - MARTA HOPE program

➤ Key Impacted Stakeholders

- **Customers:** Bus-to-bus, bus-to-rail, station entries/exits
- **Nearby Residents**
- **Downtown Businesses & Employees**
- **Jurisdictional Partners**
- **Large Venues and Employers:** Mercedes-Benz Stadium, State Farm Arena, GWCC, Atlanta Convention & Visitors Bureau, Georgia Hotel Council

Communications Strategy

May 29 - External communications launch
Partner toolkit available

Late June - Press conference

Week before closure - Morning news circuit

Week of closure - Daily media advisories

Throughout project

- App alerts
- Website information hub
- Radio ad campaign
- Boosted social media posts
- Systemwide signage and announcements

Duration of closure - Consistent communication of ongoing impacts, project milestones, and service adjustments through traditional and social media and on all MARTA and partner platforms.



Engagement Strategy – Preview

- Use MARTA channels & activate partner, institutional, and jurisdictional channels to distribute regular alerts to riders
- **Information Campaign**
 - **May 29:** Distribute Partner Toolkit with sample outreach materials
 - **Mid-June:** Host in-person and virtual stakeholder briefings with downtown and partner organizations
 - **June – August:** Present to neighborhoods, community organizations, NPU meetings, and other community infrastructure

RIDER ALERT

Five Points Transformation

MARTA is renovating this station to improve your experience.

Starting July 6



Revised bus routes

Starting July 29



NO entry or exit; ADA changes

NO change



Rail service & transfers



Scan for service schedules and more info

404-848-5000
itsmarta.com/fivepoints



Civic Center 818
Peachtree Center
Mobility Shuttle Service
Five Points
Garrett
George State
21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100

Engagement Strategy – Rider Impacts

Direct Outreach Campaign

- **June 19 – July 6**
 - Canvass MARTA patrons at Five Points Station, affected bus routes
 - Bus hanger distribution with route detour information
- **July 6 – July 29**
 - Canvass plaza, platform, elevator, Mobility shuttle areas at station, and surrounding businesses to reach station entry/exit users
- **July 6 – early August**
 - Transit Ambassador Program at Five Points and bus re-route location



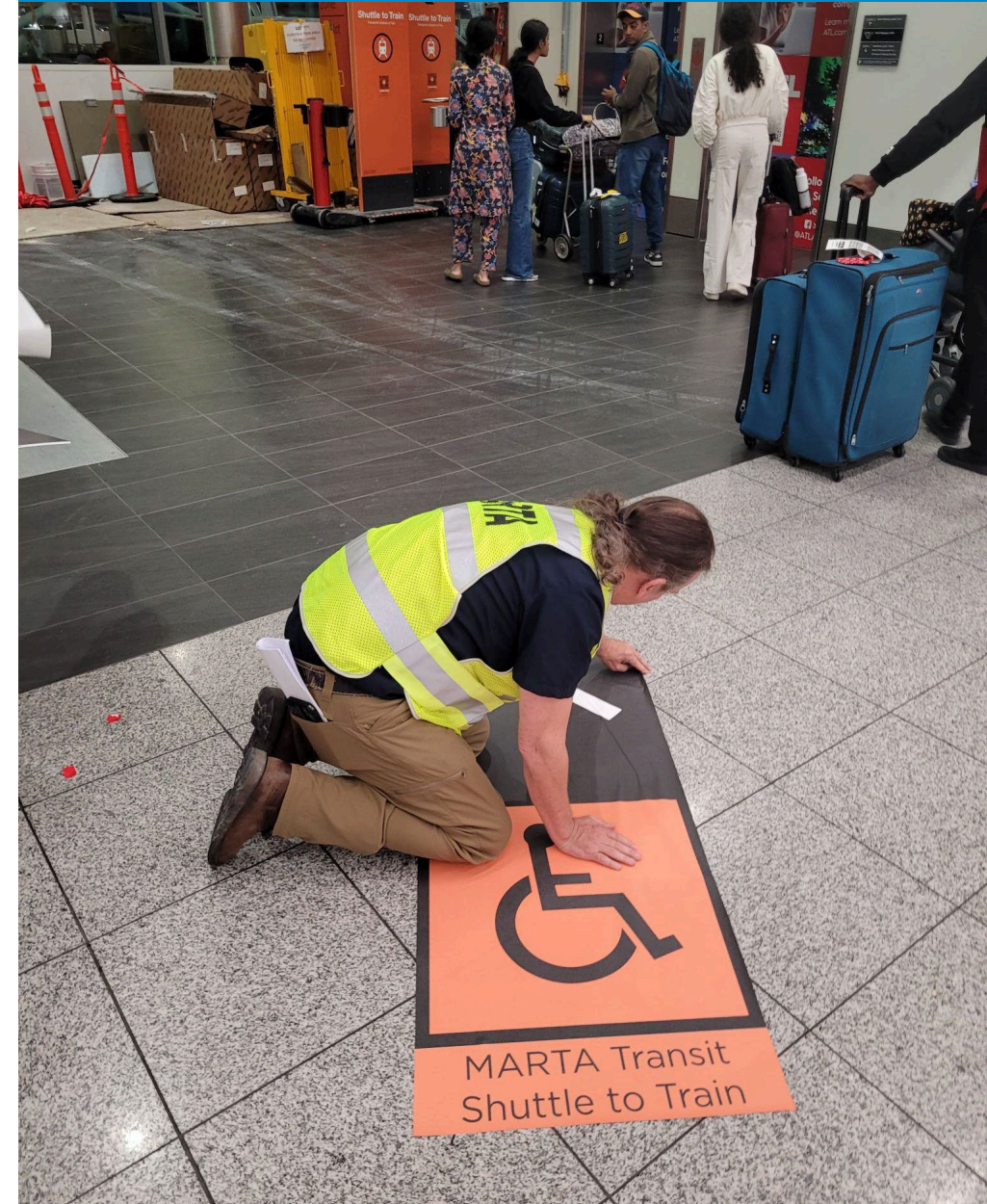
Signage & Wayfinding

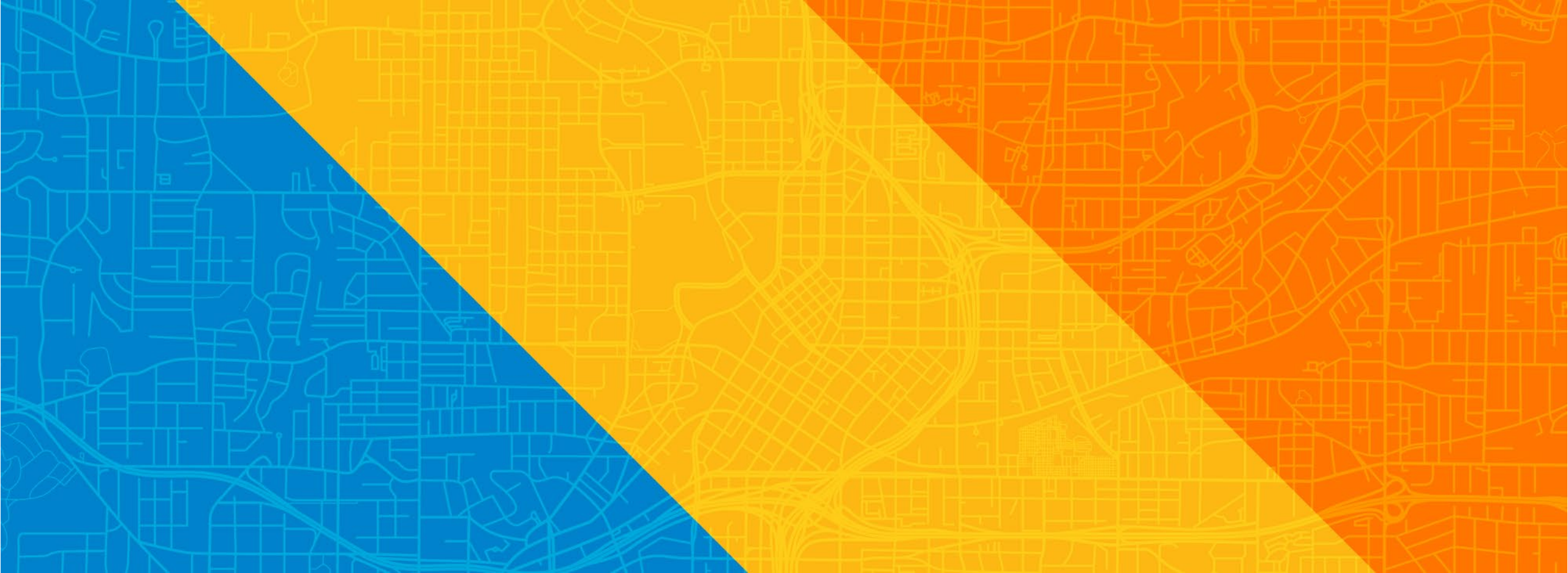
➤ Preview Phase

- System-wide signage at stations, long-term parking, and trains and buses

➤ Closure Phase Wayfinding

- Five Points Interior: Closure of exits, wayfinding to alternate stations and bus routes
- Five Points Exterior: Wayfinding to alternate stations and project information
- Alternate Stations: Customized wayfinding for Downtown destinations (North, South, East, West Downtown sites)
- Bus Detour Stations: Additional wayfinding for new bus bays
- Mobility: Specific ADA signage for Five Points, Georgia State, and Peachtree Center shuttle locations





Thank You

