

OPERATIONS AND SAFETY COMMITTEE MEETING

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

March 28, 2019

11:03 a.m.

JERRY GRIFFIN, CHAIR

Minutes Taken by:

Allison H. Wilcox, RPR, CCR-2569

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A P P E A R A N C E S

Jerry Griffin, Chair

Robert L. Ashe III

Christopher Tomlinson

William 'Bill' Floyd

Ryan Glover

W. Thomas Worthy

Jeffrey Parker

Virgil Fludd

Freda Hardage

Frederick L. Daniels

Roberta Abdul-Salaam

Roderick Edmond

Jim Durrett

- - -

MR. GRIFFIN: First order of business, approval of the minutes of the February 28th meeting.

MR. WORTHY: Thomas Worthy.

MR. DURRETT: Jim Durrett second.

MR. GRIFFIN: Worthy first, Durrett seconded. All in favor say aye. No -- we vote now. All right. Thank you.

The first order of business is resolution authorizing the contract of the procurement of new rail cars RFP P38186. Mr. Springstead.

MR. SPRINGSTEAD: Good morning, Chair, General Manager, Mr. Parker, and Members of the Operations and Safety Committee. Today's agenda is packed with exciting and diverse items, so thank you in advance for allowing me to present these items. It's a combination of resolutions and briefings.

I want to take a moment to thank the Chief, who is not in the room right now, she stepped out, but she did a great job running the O&S. And recently Mr. Parker asked me if I would take a turn in the seat of the O&S chair as a staff member, so I'm privileged to do that so thank you, Mr. Parker.

Before I step into the horseshoe, I do have one small task, as our chair had mentioned, and that's to undertake seeking the committee's recommendation for the procurement of new rail cars. Some background information, we have many new board members.

MARTA is 40 years old and we started to combine bus and rail service in the summer of 1979. Much of the fleet that we call CQ212 and CQ311 cars will be over 40 years old at the time of their replacement. It was well over ten years ago when I stood at this podium, as I was doing monthly updates to the board about the receipt of the rehabbed rail cars from Cornell, New York, that Alston did. We received most of those cars between '06 and '09. Our commitment back then was to extend the life of the fleet another 12 years, and that time has already arrived. The CQ312 cars, our newest fleet, are problematic, and we've heard a lot about the CQ312 feet.

So for MARTA and this committee and the board, this rail fleet acquisition will likely be the single largest decision made while serving. Staff and leadership have gone to

great lengths in bringing this recommendation to the committee and the board, and I've spent countless hours with Mr. Parker and Mr. Hutchinson going over the math and the numbers on cost and fleet size.

This effort began with an industry date back in July of 2016. After nearly three years, we're here. Development of the specs, the RFP, the site visits, the evaluation, the best and final offer, and finally a recommendation have been a thorough and exhaustive process. Our selection committee not only included internal and external rail expertise such as the director of rail transportation Henry Woods, director of rail car maintenance Doug Miller, but our CFO Mr. Hutchinson, our senior director of marketing and sales Jennifer Jinadu-Wright, chief of corporate law Jonathan Hunt, as well as Nicholas Waters, our senior contract specialist. And I cannot go forward with the recommendation without thanking the team of LTK for their support of MARTA's chief rail engineer George Cooper, who did an outstanding job.

What I can say after the written submittal to your presentations that the team did reach a

final and full consensus on Stadler US being the recommended rail car builder. We had very, very strong competition. We had four proponents that put in excellent technical proposals and price proposals, and this is a best value award.

Stadler US is one of the very best car builders in the world. They're known for quality and top notch engineering, they have a solid and proven presence in the U.S. They just completed construction and opening of a brand new plant in Salt Lake City, replicating their plant overseas with the capacity and technology to build MARTA's rail cars.

Of all the proponents, they most closely met all of the requirements. Of the very few questions that we had, Stadler responded immediately and gave us their full commitment. The cost per vehicle is also highly competitive at 2.52 million per car. Most importantly, the sub suppliers they chose have proven track records. And if you've ever been through a rail car build, it's a technology and integration project. You get the shell of a car, you get the trucks, the wheel sets, and everything else as a massive integration project.

For example, we've heard about the door systems on MARTA cars and friction brake issues. We have a newer, simpler and more rugged design to take care of a lot of these issues. We also have a three-year warranty on these vehicles as well. This will also give MARTA a uniform fleet and eliminate the challenges associated with mixed fleet operation, because we run cars and sets and we mix CQ310s, 11s and 12s together, and that creates challenges.

MARTA's active fleet consists of 318 rail cars. The request today is to acquire a base order of 254 rail cars, along with technical support services. MARTA leadership -- and when I say MARTA leadership I'm going to look back towards Mr. Parker's leadership and Mr. Hutchinson's leadership on this issue -- determined that 254 rail cars is the right size for the fleet and the best decision for the Authority at this time.

There are financial hurdles that we're all aware of in consideration of the extension of the MARTA penny and our local jurisdiction is very important to us. Our bonding capacity and our ability to deliver the capital program as

Mr. Rucker spoke about is very, very important. So once again, the level of effort and the hours we spent mulling over the number of vehicles at 2.5 a copy, you can do the math. We have 318 active rail cars we believe we can operate with room to spare, deliver great service. We normally run 210 to 218 vehicles during special events under peak scenarios, we'll have room for maintenance of the vehicles, so we believe this is the best decision. It would not be responsible to recommend more than 254 cars based on our service demand and ridership and our current finances.

This contract does provide two options that can be exercised to increase the fleet if the demand increases and if finances change. The options allow MARTA to acquire additional cars in lots of ten. So we can go to 264, 274, 284 as the need permits. I'm not asking for the funding for that today. It's within the bid documents and the contracts, and if at any point in time in the future we have an inkling of wanting to increase the size of the fleet we will come back to the board for discussion and we will come back to the board for approval. So



this request today is limited to 254 cars.

Now I'd like to show you just a quick PowerPoint of some of the features of the new rail cars.

(Displaying presentation.)

So I won't spend a lot of time, but we spent painstaking hours to look at state of the art proven technology, life cycle, customer experience, safety and reliability, energy and operating efficiency, and open architecture. When we rehabbed the last fleet, it was backwards compatible. We made them work with all the other cars that we had. This is a new car buy, it's better technology, it's modernized, it's going to be a game-changer for MARTA.

One of the big features of the cars is the open gangway design. You'll be able to look down two cars, they're still come in pairs. So we run six packs now and we call them married pairs, so there's three married pairs in a group. For security, for efficiency, it's easier for police officers to be on a vehicle and see two car lengths of a car instead of every car being sectioned off. So what you'll

have is, if we run six packs or four packs, you'll be able to see the full length of two cars when you have a vehicle, much like an articulated bus, if you've ridden on articulated buses.

We looked at seat design and wheelchairs. Lots of folks are riding bicycles these days. WiFi, multiple use areas, charging stations, because everyone's mobile now with their phones. Enhanced video surveillance, no blind spots. And maintenance friendly designs.

The design of the vehicle is not set. We have a performance spec that's looking for great feature. What I want to assure the board is we are doing a physical mockup of this vehicle so there at some point in time is going to be something for you to go out and touch and feel and look at. And you can bet that our rail operators and our mechanics are going to participate in this procurement as well, because we're not going to build a vehicle that our operations people and the union haven't seen and experienced.

So there is a illustration of what the vehicle would look like. These are all

conceptual. And again, the mixed use areas, the extra space, the clean design, these are all conceptual. When we really get down to doing preliminary engineering and design and come up with drawings, we will bring these back to the board frequently so that the board has some level of participation in what these cars are going to look like.

So we want to make sure that accessibility is good. We want to make sure that the signage is modernized. One of the features we want to key on is when you're riding on the train and you're trying to figure out where you're at, instead of looking out the window and looking through a shaded window and you can't see what station you're at, there will be a moving, scrolling screen of information to let you know what the next station is and what the rest of the stations are. So if you've ridden on other properties around the country, there's much, much better designs than what we have on our cars today.

As far as the road map to getting here, again we started in July of 2016, we wrapped up BFA negotiations in February 2019, and we're

seeking permission from the board from the committee today to advance us to full board for an April 11th vote. Board recommendation and board approval, as I just stated.

So just setting the stage for what I can expect if we get yes today and a yes on April 11th is we'd like to go forward with the notice to proceed in May, design reviews, and the design of the rail cars will occur over the next two years and the first car will be delivered in 2022. Then once we approve and burn the car in, test it, run it up and down the MARTA system, because you can build it in a factory, you can say it's great, but until you road test it on the MARTA system with all of its unique idiosyncrasies, you really don't know how the car is going to perform. Once we lock that car in, we'll go into full production. And in 2022 through 2028 we will deliver the cars.

So the base quantity is 254 cars. The options, which I'm not asking for permission to exercise today, will be a future discussion with the board. This just goes through the math of the various steps -- and Mr. Rucker pointed to some of these in his discussion -- about design

reviews, preliminary design reviews, final design reviews. It's a complex effort to deliver a vehicle like this.

So next briefings will be late in 2019, and what I'll be bringing back if I'm successful today is the on-boarding of the contractor and any information that we have related to preliminary design review to give you some taste of what we're seeing. And then what I'm committing to, and Mr. Parker and I both committed to both when we picked the fleet size and we put a strategy together, is we are going to come back to the board early and often with status briefings, because this is by far the single biggest acquisition we'll be undertaking for the next couple years. Okay?

So at this point in time I can entertain questions and then move for a motion to request approval from the board.

MR. GRIFFIN: Let me call Mr. Parker first.

MR. PARKER: Yeah. I just wanted to share a few things. And I really thank Dave for his effort in leading this. Soon after I started I asked Dave to take over delivery of, or the

acquisition of these rail vehicles.

When I first met Dave we actually both worked on and I handed off to him the overhaul of our rail cars over a decade ago. And one of the things that Dave and I learned very clearly with that overhaul program was how important it was to keep the board aware of that contract. So you have our commitment that this huge acquisition is going to be so impactful to our customers that need a new rail vehicle that we will continue to provide you information.

Couple finer points I want to talk about. One is -- just counting -- this is the eighth rail car procurement that I've been involved in in my career. None of them have been easy, none of them have been simple. These are complex projects. We're prepared for it, we've got a good team working on it. We are committed to -- one of the things that we've got to have for the future viability of this agency is we've got to have a highly reliable vehicle, that is the ability to maintain it is low cost. And we put together a design specification that will give us that and we will hold those requirements and make sure we get that for 30-some years of this

report. This is a lasting decision.

The other piece is on the financing plan. While we are asking for approval today of the committee and we hopefully will be going to the board for full authorization to enter into a contract, we have to get the 15th amended finalized before we can really enter into that contract. So the timeline assumes that that happens. We want to be in a position to enter into a contract as soon as we can.

The other reality is that this is a highly competitive process. Having staff sitting on a decision that was made for months while that plays out is just not going to be helpful in terms of making sure that we keep things confidential, so we thought it was important to go to the board even though we don't have the 15th amendment finalized. We had talked a lot about that, and Gordon's been a big help in being involved in this process and making sure that we completely understand the implications of the financing.

I think the most important thing that we've done is we've gotten the number of cars right. There was a lot of discussion over the

past year that I've been here about what it should be. I have a high level of confidence that we have the right number. And as David had said, at \$2.5 million a car, getting that wrong by just ten cars, that's a lot of money. Frank, I'm sure you can spend that money on rehabilitating stations and fixing systems and things like that. So getting that right, I believe we do have that right. So I just wanted to share those comments.

MR. GRIFFIN: Thank you very much. Let's have some discussion. Mr. Durrett.

MR. DURRETT: I think it's appropriate to put this on the floor, so I will move that we approve this resolution.

MR. POND: Second.

MR. GRIFFIN: Second by Mr. Pond.

All right now. Discussion, Mr. Durrett.

MR. DURRETT: Dave, maybe this isn't a fair quick question, but where is the closest analogue to what it is that we're seeking to receive in operation today? Is there a rail car out there somewhere that is close to this or have we truly created something out of full cloth that is exactly what we need?



MR. SPRINGSTEAD: No. It's a proven product. It's been around. They built cars in the U.S. before. They're building some for California, they've built vehicles in Texas, they've built regular transit vehicles in both England and Germany.

MR. DURRETT: Let me clarify. I know that they build cars, but to our specs in terms of all the criteria and --

MR. SPRINGSTEAD: No. What we did is we went around the country and looked at the best of what was available and offered, and spent painstaking hours of putting a performance specification together so that we could partner -- this is going to be a partnership with a car builder to not put bleeding edge technology on the cars, but to modernize with proven technology. And one of the things I like about our selection is the sub suppliers that Stadler chose to put on their team. Our technical staff have a very high degree of confidence that the door manufacturer is going to solve our door problems on our vehicles. So we want a nice new, sleek car, but we didn't want bleeding edge. I think Mr. Parker used the

term reliability. The number is only right if your cars are running and they're reliable. So I'm very confident that we went about as far as we wanted to go with technology, and I think having folks like Jennifer on the team from an esthetics and a marketing and a visual display and a content of information display on the vehicle, we've got the right people at MARTA chiming in and it's not just -- excuse my French -- a bunch of rail car techies picking the vehicle.

MR. GRIFFIN: All right.

MR. DURRETT: One more question. I see that the option, the price per vehicle drops down because the sum costs are varied in the first quarter. For how long would that \$2.1 million per car be good as something that we can hold them to?

MR. SPRINGSTEAD: So the procurement -- I'll give you a round answer. It's before the end production of the base fleet, and we pull the trigger so they're not standing down and starting back up. But I can assure you it's multiple years into this contract. So you saw the delivery was 2022 through '28. We can go

80-some odd months into this contract and still exercise the option. And I know the economy will change, MARTA's demand profile will change. We feel real good about the way this was structured, that they'll be building the cars, we'll be testing the cars and running the cars before we ever get to the point where we have to decide whether we will exercise an option.

MR. DURRETT: Thank you.

MR. GRIFFIN: Mr. Daniels.

MR. DANIELS: Mr. Springstead, I know you put a lot of time and effort in your team's time and effort. Help us through what we've learned from the greater cars that was the most recent purchase for the C10s and C12s I think, are still our most solid-running vehicles. What have we learned from the mistakes previously?

And then help me understand what type of financial analysis that we've done on the Stadler US in regards to understanding their financial capacity over such a long period of time that we had that problem with a previous manufacturer that was acquired or bankrupt or whatever, but couldn't come back and help us when we had numerous problems with the previous

fleet.

MR. SPRINGSTEAD: Great question. So we have three flavors of cars today: CQ310, 311 and 312. The 310s were French built Alston rehab. The 311s were Japanese Hitachi cars and Alston rehabbed them. And the Breda cars are the CQ312s, which are our newest cars but the most poorly-performing vehicles.

To Mr. Daniels' point, we didn't modernize the fleet when we bought the CQ312s like we're proposing to do here, because the intent was you could mix and match them with the 10s and 11s and when we ran six packs the leadership team at the time that made the decision wanted reverse-compatible vehicles. So I don't want to Monday morning quarterback, but we went backwards in technology and backwards in selection process and basically boxed the manufacturer into making something that matches our old stuff. And I think they failed in the attempt and I think their quality was poor.

What we understand is so goes your sub suppliers and so goes your market. We spent a lot of time studying the sub supplier market, who we liked. We shared information with the

proponents on who we thought was reliable. We left it to their options to build their teams, they were on their own to build their teams. So I think when you collectively look at all the things that go into building a car, we spent a lot of time making sure that the most reliable and proven technology and the most reliable sub suppliers were going to be working with Stadler US.

Now an audit was done, a pre-award audit, which obviously legal and audit spearhead on that. I'm not the expert, but they came up with a low-risk profile after looking at Stadler and after looking at how solid of an organization they are. And what I can say that I've picked up through the negotiation process is building a reliable and good car for MARTA is as important to Stadler as it is to MARTA because they're fully committed.

I mean I'm just going to speak in general. This could be a make-or-break build for that company. Financially they're solid. We need a good reliable car. So I think we're both fully invested in this. I know Mr. Parker has been intimately involvement. They flew in their

leadership to visit us so we could actually sit face to face and get that buy-in and that commitment. So I believe we're on solid ground with this selection.

MR. PARKER: Let me just add one comment here. Workmanship is a critical success factor to a car product that's procuring. In some cases -- and this is not the case with what we're asking for approval today with Stadler -- in some cases a more temporary facility is set up, a work force is hired, the final assembly of those vehicles are done in a warehouse that for a period of years is a warehouse that is doing the final assembly for a car, but the work force is not a work force that has history of doing this type of manufacturing.

So one of the things that we're getting with Stadler is, although they've expanded their facility, they have a longstanding facility in Utah where they've been doing work. So part of this is utilizing that trained work force and making sure that the little things, getting welds right, getting things installed properly, following proper procedures around how to install, consistency are all keys to that

ultimate desire to have a high level of workmanship. And when you don't have that, bolts aren't torqued just right, they have a profound effect over the long term and cause things that generally we've experienced.

So that's one of the things that's important to me, is the workmanship that I believe we'll get.

MR. DANIELS: So just a follow-up question. In regards to Buy America, obviously that's one of the key considerations, give us a little sense of how we're going to accomplish that, and then tell us a little bit about how from a DBE perspective on an almost 700-million-dollar contract how we're going to incorporate DBEs into this procurement.

MR. SPRINGSTEAD: So the DBE component I'll answer first. They're a trans vehicle manufacturer and their DBE goals are basically approved under a letter negotiated with the FTA. So we don't set the goals on a trans vehicle manufacturer. They're so specialized, so niche, that the DBE number to a degree is done with the FTA. And Paula's creeping up here so I don't give out any misinformation. So Paula, bail me

out here.

MS. NASH: That is correct. They submit their DBE methodology and goals to the FTA. The FTA does their assessment and approves it. And then what the FTA does is send us a concurrence letter regarding the DBE. And they don't actually usually send us the DBE goal amount, but in this one it is 3.1 percent.

Now what we have done is met with the group and asked them to actually look at, or encourage them to also use DBEs here in Georgia. And so they have actually met with us and indicated that they were amenable to that and have actually looked at some Georgia DBE companies to use. So we expect that they will have some local DBE companies as well.

MR. DANIELS: That's good, especially if you're spending that much money.

MR. SPRINGSTEAD: And then with regard to the Buy America, I'm going to use the term MARTA Buy America. We're buying this vehicle with local funds. And what MARTA did as a strategy is they took the best sections of Buy America that were relevant out of the federal guidelines, created the MARTA Buy America, will



still have over a 60 percent level of U.S. participation on the products. So again, clarification. It's not the federal boilerplate, it's the MARTA Buy America. And according to the pre-audit letter we have, they're going to exceed the 60 percent requirement.

MR. DANIELS: Thank you.

MR. GRIFFIN: All right. Mr. Dallas.

MR. DALLAS: Just one quick question. When I look at the picture it -- are they supposed to be pushed open or --

MR. SPRINGSTEAD: No, sir, we're not planning on doing that.

MR. DALLAS: Just two comments in terms of the bike storage. I don't know that the most advanced technique is to store bikes, but the decision is made to look at that because I see it's just being placed on the floor board. Whether that's the right way or not, I don't know, but I have experience with both and doing the --

MR. SPRINGSTEAD: There's a risk of putting concept drawings up when you really haven't spent a whole lot of time on it.

MR. DALLAS: Okay. Final point. I love the idea of having the married pairs have visual connectivity. I know in some systems not only the door, but they have the panels of glass as well that create greater visibility. So if that's possible, technically I think --

MR. SPRINGSTEAD: Our partners and the MARTA police will be an active part of the design team because we want a hundred percent coverage. We use the CCTV cameras more than you would think for service challenges, for security issues, for forensic analysis. So we appreciate the input.

MR. GRIFFIN: Mr. Floyd.

MAYOR FLOYD: Just a few quick questions. One, I noticed you didn't take a low bid and I'm wondering if you have any comments you can make about that?

MR. SPRINGSTEAD: What I'll say is this is a best value proposal and it's a RFP. It's a combination of technical and a combination of price. We had some outliers in the proposals where in scenarios Stadler, according to the math, was second on price and second on technical. And the number one technical team

was a huge outlier in price, 27 percent greater than the engineer's estimate. I can safely say the other three proponents' bids were single-digit percentages away from what MARTA calculated, the highest one being nine and Stadler being 1.6 percent off of what we believe to be the engineer's estimate. So we feel that all the due diligence that MARTA did to come in single digits on three out of four of proponents of the cost, we felt really good.

And what I can say about Stadler is meeting the MARTA specification requirements, nobody submits a bid and perfect. When you talk to the companies and you advise them on maybe a misstep and they try to correct it, do the right thing and do it without complication, they're indicating they're ready to work with MARTA. We found with Stadler, during the BFA process, they were very accommodating, they remedied the situation, and they're going to build the car that Martin specified.

MR. DALLAS: Can you tell me just a little bit about Stadler and just briefly where they are located? Their company headquarters, an international company?

MR. SPRINGSTEAD: What I can tell you is the US CEO is sitting behind me, Martin Ritter. And Lucy Andre, I won't call her a lawyer, because Martin told me she does a whole lot more stuff than being a lawyer so I won't say she's just a lawyer. Their U.S.-based operation is in Salt Lake. And the storyline is, as Jeff talked about, their start-up operation in the United States, they basically rented warehouse space and started building production cars. And what they decided to do as a strategy is put roots in the U.S., and they basically mimicked their plant and replicated the plant overseas and built it in Salt Lake City using the same work flows, the same design, the same buildings.

Because one concern is, when you have an overseas car builder and you bring it to the States, do you get the same quality or do you get a different version of the quality? What we found that they did is they replicated all of their best practices and their best processes. I think to Mr. Parker's point, they showed a level of commitment where they don't have the plant at full capacity, but they built a very good facility in Salt Lake, we'll have easy

access to the facility. And what I like about this contract is we'll have MARTA teams crawling all over that facility at every step of the production to make sure we're going to get what we want.

Now they've been building cars a long time. And if you've been to Denton County down in Texas and you've ridden on some of their vehicles and you use a car analogy, what I can say is you get a very nice clean, well engineered product. Their engineering is top notch. I don't want to use the Swiss watch or the chocolate analogy, but I do like Swiss chocolate and I think they do make great watches. But we found during the process is their attention to detail was very high. Their engineers listened and they didn't basically say, this is how I build a car, if you want my car this is what you're going to get. They were very responsive to MARTA. So as far as craftsmanship, quality and what we've seen on the market that they've produced, it's a very high quality product.

And I kind of look over at Gordon. Gordon sat on the selection committee, and what we can

all acknowledge without fibbing is that we were in consensus that we felt Stadler would build the best MARTA rail car, which was the whole premise of the conversation.

MR. GRIFFIN: Let me interrupt you. We've got two members of this board that have to go to meetings with their mayors in north Fulton. You can't have proxies. I don't want to put a stop to the debate. Anybody else have any real questions? We'll get back to that.

MR. DALLAS: I'm debating -- I just have a --

MR. GRIFFIN: You're informed. I sure like the fact that they're going to build a whole car and don't have a warehouse over here to slap stuff together.

MR. DURRETT: I'll be happy to call the question.

MR. GRIFFIN: Okay. You call the question. All right.

You've heard the discussion. We can continue the discussion after, but I would like to get the vote because these folks want to vote. You've got a motion and second on the floor. All in favor of the motion, please vote.

(Board members voting.)

MR. GRIFFIN: Unanimous. Go ahead and ask your question, Bill.

MAYOR FLOYD: I suspect that it's going to change technology for these, will change somewhat. How do you deal with it? How does the car manufacturer deal with that change in technology when we --

MR. SPRINGSTEAD: Would I could say is the bones of the rail vehicle -- the wheels, the trucks, the brake systems, the structure of the car -- a lot of that doesn't change nearly as rapidly. It's the gadgets that you put on the cars, the communications.

Now our train control system is a very stable train control system. They're going to marry up to MARTA's existing train control system. So you're really managing communications, software, WiFi, and those type items. We will do a preliminary design review, we will be doing final design review, and we will be doing mock-ups of the vehicles. When the first pilot car comes over, you try to break the thing and see if none of the technology can cut the mustard. And MARTA has a full

opportunity to green-light or red-light whatever is in the vehicle. So we feel one year in design, a year or two in production, you get the car here, we don't think technology is going to go by that quickly. We'll be watching the technology as we're evolving the car.

Now once you go into production, those four years where you're just cranking cars out and I'm coming to the board and say we got 20, we got 40, we got 60, you're pretty much locked in at that point in time.

MAYOR FLOYD: The other thing has to do with we now have 318 cars --

MR. SPRINGSTEAD: Yes, sir.

MAYOR FLOYD: -- and we're going to 254. Obviously you talked a little bit about how you're confident we can continue to operate with less cars. My question is how.

MR. SPRINGSTEAD: We have two -- well the peak demand that we use, I'm going to use the number 218. For Super Bowl we were just slapping cars going through the Dome every literally 90 seconds for a good while there. We were using about 216, 218 cars. But you've got to have about 20 percent of the fleet you can



pull out for heavy maintenance. We studied the numbers very closely.

Since Mr. Parker made me a chief of rail operations, we did a deep dive into how many vehicles you need, how many are sitting there. The reality is MARTA had a fleet of 218. We expanded the system 2 miles by adding Sandy Springs and North Springs. I can't speak to the acquisition. We bought a hundred rail cars and extended the system 2 miles. So we went over 300 vehicles at that point in time.

Now what I like about this scenario is we won't start decommissioning and shipping cars off the line until we get about 70 of the Stadler vehicles on property, and then one by one we're going to start rolling the old vehicles off the property as the new ones come on. And we have the option for the 50.

So 254, we're very confident a good number, but we have multiple escape routes if the number needs to be slightly greater, either through holding onto some of our vehicles a little longer or exercising the options. So we feel it's low risk.

MAYOR FLOYD: Thank you. I think it's

important to note that the first proposal you took were in January of last year regarding rail cars. That could have not been quickly done without a lot of work in your perspective, at least in my mind. I think that's an incredible amount of time to study this and look at it and probably necessary.

MR. SPRINGSTEAD: And many, many discussions with the leadership of MARTA to make sure we got it right.

MAYOR FLOYD: Two last questions. Is the additional cars, are they at the same cost as --

MR. SPRINGSTEAD: They are actually cheaper. Because as Jim stated, all their costs into the startup of the production is there and we're just adding more volume.

MAYOR FLOYD: One just purely informational question about light rail car versus heavy rail car. Is there any change or any use or --

MR. SPRINGSTEAD: Speed, durability. Heavy rail vehicle is a yellow cab taxi and the light rail vehicle is an Uber. So heavy rail transit travels at larger speeds, typically carries more passengers, most often operates in

a protected right-of-way in fenced areas so the speeds could be high.

If you look at the street car, the street car is a street car but it's a light rail vehicle. So if you compare the street car to the MARTA rail vehicle and you just look at them side by side with dimensions, robustness, a light rail vehicle is a lighter version.

MR. GRIFFIN: Thank you very much.

MR. DALLAS: Very quick question.

MR. GRIFFIN: Yes.

MR. DALLAS: [Inaudible]. Is this going to lend itself for its others buying off a discount contract and do we benefit from that if that occurs?

MR. SPRINGSTEAD: If at some point in time they regulated the railroad and made car widths, track widths and platform heights all the same, that would be a great idea. But the closest vehicle to our vehicle is WMATA in D.C., and our car is 6 inches wider and our floor height is 4 inches taller. So when you do that much of a change to a vehicle, you're changing the suspension, the wheels and the widths.

So the short answer is not one car is

alike in the United States pretty much. They wouldn't run in Boston either.

MR. GRIFFIN: Dave, I want to thank you and Jeff for all your work. This was a very good report today and this is the largest procurement most board members will ever see, I suspect. But thank you for your efforts. I'm sure there will be questions that continue to come up, but I think your commitment to keep us advised as we go forward on a short-term basis will be well received. Thank you.

All right. The next item is a resolution authorizing the execution of an intergovernmental agreement with the City of Atlanta redevelopment of MARTA's Airport Station. Patrick Minnucci.

MR. MINNUCCI: Good morning, Mr. Griffin, Members of the Operations & Safety Committee and Mr. Parker.

I'm here before you today asking for authorization to execute an intergovernmental agreement, or IGA, with the City of Atlanta for the redevelopment of MARTA's Airport Rail Station. The City of Atlanta is implementing improvements at Hartsfield-Jackson International

Airport, and MARTA also desires to make improvements to its airport station.

MARTA and the city have developed an IGA that allows use of the city's on-call general contractor to complete the improvements to the Airport station. Under the IGA, the city will generate and issue a work order to the general contractor for all improvements planned for the station. MARTA will then reimburse the city as work is completed and paid out to the general contractor. Work on the station can begin as early as July of 2019 under the assumption that both MARTA and the City of Atlanta can improve and execute the IGA no later than the end of April of this year.

The design of the proposed station improvements has been completed with an estimated value of \$13,940,675 and a construction period of 20 months.

Prior to asking your approval for this item, I would like to invite MARTA's Director of Architecture, Connie Krisak, up here to the podium to give you a brief presentation on the specific improvements we have planned for the airport station.

MS. KRISAK: Hello. I'm Connie Krisak, Director of Architecture and Design. What I'd like to do is just give you a brief overview of what's out there and what we'll be doing to the station.

All of the station design was done internally with MARTA staff, so I want to just congratulate them because they did a great job of doing all of the effort internally. So I think most of us are very familiar with what the station looks like. It's a little drabby, a little dark, or maybe a lot dark and drabby. Definitely needs an overhaul, typical of most of our stations. Of course this being our welcoming mat for everybody that comes through Atlanta, we feel this is a very important station. And as we go along, this is what's there. I'll go through the elements of what we're changing at some point through the slides. I'm not going to read this whole thing.

Essentially we're doing an overhaul and we're changing all of the floors, all of the walls, all of the ceilings, all of the lighting. Everything gets a fresh new look. We're putting porcelain tiles on the floor to brighten up the

area, LED lights. And this is us cutting the top off so we can look at everything that's being done.

The big impact of the station will be an addition of an elevator. We have one elevator currently serving the station, and it gets a little bit cumbersome, although we meet all the code requirements. With all the people traveling with bags and luggage, it gets a little troublesome for them to fit everything in one elevator. We are able to do this by adding another elevator right next to it, and we're also rehabbing the existing one with glass so there's full transparency and better security for all the people riding in that cab.

We're also removing walls. You can see in the picture below, there's a lot of walls and a lot of areas where you can't see through. We're putting glass and trying to make this area as transparent as possible. Even the vestibule gets new doors, which are mostly glass, with better visibility, better transparency of what's inside and outside the station.

On the top level of the platform we're doing the same thing. We're changing all of the

floor system, all of the warning strip edge. Also along the railings of the stairwells and the escalators, we're changing all of those concrete walls to glass barriers so that you can see through. It gets you better visibility and makes a station look a little bit bigger.

At this time I would love to entertain any questions and open the floor up.

MR. GRIFFIN: Any questions? Mr. Daniels.

MR. DANIELS: When do you anticipate completion of the project?

MS. KRISAK: We anticipate starting in June, and it will be about a 15- to 20-month duration. The reason is we have so many phases. We have to obviously keep the station operational. And because of all of that and the track allocation, it will be about a year and a half to two years, a little less than two years.

MR. DANIELS: So that would be about April of 2021?

MS. KRISAK: Approximately, yes.

MR. DANIELS: Thank you.

MR. GRIFFIN: Ms. Salaam.

MS. ABDUL-SALAAM: Good morning. Just looking at the redevelopment of MARTA Airport



Rail, exactly what area is considered -- where does it start and where does it end for the Airport MARTA Rail?

MS. KRISAK: For this station? It includes the bottom level where our elevator goes through, which is the service level of the airport. It includes the concourse level where all the patrons come in from door to door, from the glass doors of the airport into our station, and it includes the entire platform above.

MS. ABDUL-SALAAM: So it won't be including anything from the College Park station?

MS. KRISAK: No. It's just this station particular.

MS. ABDUL-SALAAM: Thank you.

MR. GRIFFIN: Mr. Durrett.

MR. DURRETT: Pat, maybe this is a question for you. Connie, thank you for sharing the architectural details. We are going to be asked to approve essentially a 13-million-dollar renovation to the airport station.

MR. MINNUCCI: Yes, sir.

MR. DURRETT: Is there any sharing of cost between MARTA and the airport as both entities

benefit from this?

MR. MINNUCCI: I'm not aware of any, no,  
not aware of any --

MR. DURRETT: So we got it all?

MR. MINNUCCI: Yes.

MR. DURRETT: Thank you for answering my  
questions.

MS. KRISAK: Mr. Durrett, although there  
is no shared cost, we have been partnering  
together. And for us to be doing an idea and  
using their contractor saves MARTA a lot of time  
and money in doing this effort together as  
opposed to us putting out a bid and getting a  
contractor. So no set money, but a lot of time  
has been saved in doing this process.

MR. DURRETT: Good answer.

MR. GRIFFIN: Is this the first time MARTA  
has done a station renovation this way or do  
some of our TODs involve station renovation  
that's done by the building contractor? This is  
a new -- I think it makes all the sense in the  
world.

MS. KRISAK: Yes.

MR. DALLAS: The DBE considerations, what  
are they for this?

MR. MINNUCCI: The airport's contractor has a 30 percent DBE department.

MS. ABDUL-SALAAM: Who is that contractor?

MR. MINNUCCI: It's New South-McCarthy.

MR. GRIFFIN: This is the airport contractor?

MR. MINNUCCI: Yes, it is.

MR. GRIFFIN: All right. Any more questions?

MR. PARKER: Can I just add? I know this is, we're talking about a specific project, the airport. But one thing -- and we're going to be bringing more information to, we are beginning to staff focus beyond a rehabilitation plan for our entire system. Our stations are old, dark, not as well lit as they should. This is the beginning of a lot of conversation that we'll have around the stations. I want to really thank Connie and her team for doing the design in house. It's a great example of how we can do things in house.

MR. GRIFFIN: I think I forgot to ask for a motion on this resolution.

MR. MINNUCCI: Can I make one more comment?

MR. GRIFFIN: Okay.

MR. MINNUCCI: I'll be standing up here in a few minutes with the fellow Mr. Parker had mentioned here to get design services to basically do similar types of efforts as this to all our stations. I want to follow up on that.

MR. DURRETT: I think Mr. Minnucci needs to put the question to us so that we can -- that was the middle of the presentation.

MR. GRIFFIN: All right.

MR. MINNUCCI: Can I call for a vote, please.

MR. GRIFFIN: You tell us what you want.

MR. MINNUCCI: I would like your approval on moving forward with this IGA agreement with the City of Atlanta.

MR. GRIFFIN: All right. We got a request to approve this --

MR. DURRETT: Jim Durrett will move to approve.

MR. DANIELS: I will second.

MR. GRIFFIN: Mr. Daniels seconds. All right. Any more discussion? Please vote.

(Board members voting.)

MR. GRIFFIN: Something keeps popping up.

Okay. Motion passes.

All right. Resolution authorizing award of contract for the procurement of non-revenue tires, IFB B40684. William Taylor, Director of Bus Management. Mr. Taylor.

MR. TAYLOR: Good morning, Mr. Griffin, Mr. Parker, and Members of the Operations and Safety Committee. May I direct your attention to the agenda item requesting a resolution authorizing award of a contract for procurement of non-revenue vehicle tires, IFB B40684.

The requested resolution authorizes the general manager and CEO or his delegate to enter into a three-year base and two one-year term options contract for the procurement of non-revenue vehicle tires in the amount of \$580,748.22. This contract will provide new OEM tires or better for our non-revenue vehicle fleet of approximately 430 vehicles. This contract will provide repair services for our support equipment and specialty tires, such as forklifts, tugs, et cetera, within three hours after our request. Lastly, this contract will remove scrap tires from our property.

Notice of invitation for bids were

advertised and eight firms retrieved the online solicitation. Advance notices were sent to three bidders. On bid opening date three bids were opened.

Goodyear had the lowest bid for category B and category C but were determined to be nonresponsive; the reason why, they took exception to MARTA's terms and conditions and insurance requirements.

Action Tire submitted the lowest bid for all categories in the amount of \$580,748.22, and was determined to be a responsive and responsible bidder. The DBE goal of 20 percent to date has not been achieved; however, the recommended bidder provided good faith efforts to meet the DBE goal. The price is determined to be fair and reasonable based on the independent cost estimate and price competition.

At this time I'm requesting that the committee recommend to the full MARTA board this resolution authorizing the contract for procurement of non-revenue vehicle tires with Action Tire Company in the amount of \$580,748.22. Thank you.

(Motion and second inaudible.)

Motion: Abdul-Salaam  
Second: Daniels

  
Abdul-Salaam Assistant Secretary

MR. GRIFFIN: Got a motion and second.  
Any discussion? If not, please vote.

(Board members voting.)

MR. GRIFFIN: All right. You got your  
tires.

MR. TAYLOR: Thank you.

MR. GRIFFIN: All right. The resolution  
authorizing the contract for the procurement of  
janitorial services for MARTA headquarters  
complex, IFB B42862. Remy Saintil, Director of  
Facilities.

MR. SAINTIL: Greetings and good morning,  
Mr. Chairman, Mr. Parker and Members of the  
Operations and Safety Committee. May I direct  
your attention to resolution authorizing the  
award for a contract for the procurement of  
janitorial services for MARTA headquarters  
complex, IFB B42862.

The recommendation is to enter into a  
contract for the procurement of janitorial  
services for MARTA headquarters complex with  
Service Fort, LLC in the amount of  
\$1,525,211.50. This procurement is being funded  
with local operating funds. This is a fixed,  
firm unit-price contract for a contract term of

two-year base and three one-year options, and it is a reoccurring contract.

The headquarters complex is composed of MARTA headquarters and the annex building. The purpose of the contract is to obtain cleaning services available for the headquarters complex. The scope of this contract includes cleaning general office areas, exterior grounds trash and recycling removal, as well as periodic floor refinishing and carpet cleaning.

Seventy-one firms retrieved the online solicitation and/or purchased the CD. At bid opening date 22 bids were received. JA&E [phonetic] submitted the lowest responsive bid in the amount of \$1,328,372.30. However, the bidder was determined to be non-responsible as the bidder could not perform the minimum level of services for routine cleaning tasks for the price submitted. The determination was based on a visit to the place of business and confirmed from the vendor that they could not perform the work. They could not meet the staffing requirements, they could not meet the minimum level of service, nor did they understand the frequency of the service requirement.



Service Fort, LLC submitted the second lowest bid for the total contract value of \$1,525,211.50 and was determined to be a responsive and responsible bidder. The vendor identified 25 percent DBE participation.

At this time I respectfully request that the Operations and Safety Committee recommend to the full MARTA board the approval to award the contract. Are there any questions?

MR. DURRETT: Move.

MS. ABDUL-SALAAM: Second.

MR. GRIFFIN: All right. Mr. Daniels.

MR. DANIELS: Just a quick question. Are you looking at the bids -- why are we having a company that 33 million and looks like five --

MR. GRIFFIN: How about 309 billion? They must have misunderstood.

MR. DANIELS: What did we put in the solicitation that would make someone misunderstand the bid at that level?

MR. SAINTIL: Yeah. I don't have a quick answer. The bid document's pretty straightforward. As you can see, a good portion of the bidders did bid correctly in a relative reasonable range, and actually one of the

bidders who actually bid that high has another contract with the authority under janitorial. We just don't understand how they can fumble that up, but again, they did not fill it out properly.

MR. GRIFFIN: All right. Any more discussion? If not, please vote.

(Board members voting.)

MR. GRIFFIN: All right. Thank you. I got a resolution authorizing a single source contract for the procurement of Oracle Primavera P6 Cloud Service, Primavera Unifier Cloud Service and Professional Consulting Services, RFP P43333. Ms. McCombs.

MS. MCCOMBS: Good morning, Mr. Chair, Mr. Parker and Members of the Operations and Safety Committee. We are looking for approval of resolution authorizing the general manager, CEO or his delegate to enter into a single source contract for procurement of Oracle Primavera P6 and Unifier Cloud Services and Professional Consulting Services, RFP P43333.

Primavera P6 is the industry standard for scheduling and dashboard reporting and is used by GDOT, FDOT, San Antonio, LA Metro, to name a

few. Primavera Unifier is the backbone for what will be our public-facing dashboard for a capital investment here at MARTA. With this procurement we will transition from our on-premise current license for P6 that's been used for the past ten years to a cloud-based subscription or web-based view. This will allow for added transparency and reporting capabilities on our capital improvement program.

The estimated funding required for Primavera Unifier is \$344,256, for Primavera P6 Cloud Service it's \$949,565.50, and for Professional Consulting Services it's \$192,385, for a total over five years of \$1,486,206.50.

We would ask that the board consider this recommendation at this time.

MR. DURRETT: Move for approval.

MR. GRIFFIN: Motion to second?

MR. DALLAS: Second.

MR. GRIFFIN: All right. Mr. Daniels.

MR. DANIELS: Could you explain -- I read this and I was trying to get clear. I know we have Oracle that runs throughout the organization. Is this just for the capital management program? I didn't understand.

MS. McCOMBS: Yes, absolutely. We are an Oracle platform and this is an additional Oracle product. We already own P6, but it allows you to have scheduling. Scheduling, as Mr. Rucker mentioned, is the essence of our capital program to be able to show you reporting on progress of those capital projects.

MR. DANIELS: So is this just another module?

MS. McCOMBS: Essentially, yes.

MR. PARKER: Just a small point of clarification. P6 has been a product that's been around for a long time, Primavera P6. Oracle procured that product suite and brought it over, so it's an Oracle product by acquisition. It's not one of the Oracle products that we would use. It's really a system that's primarily used in the capital programs running projects, scopes of scheduling and budget.

MR. DANIELS: All right.

MR. GRIFFIN: Ms. Salaam.

MS. ABDUL-SALAAM: I'm not sure if this is the appropriate department, but the career site for MARTA is still having significant problems.

Will that help in resolving some of those issues?

MR. PARKER: Not this particular module, but I believe that is an Oracle system and that's really the original Oracle system will follow up and get back to you.

MR. GRIFFIN: All right. Any more discussion? If not, please vote.

(Board members voting.)

MR. GRIFFIN: All right. Next item is a briefing. Recognition of ISO 55001, Certification for MARTA's Asset Management Program. Mr. Springstead.

MR. SPRINGSTEAD: Thank you, sir. Teresa Ray, who is the program manager that put up with me for four years, is not here today because one of her family members had a serious car accident. She is the rock star of this whole effort. So it's unfortunate that she's not here, but I want to make sure that at some point in time we give her the recognition she deserves because this is monumental to the transit agency. I stole her from bus a couple years ago and had her lead this program, and she's done an outstanding job with it. We do have some other

folks in the room I'd like to recognize today.

So real quick. ISO is an international standard, and they set standards on many, many things. If you're in QA and finance, you know ISO 9000 and 9001 is very similar. This one is for asset management. Basically, the general concept is are you managing your assets right financially, fiscally responsible, can the GM spell asset management. We trained him up to spell it, he did a great job.

From the wrench turner to the general manager, you need to know asset management, needs to transcend the agency. Through the accounting department, Mr. Hutchinson was an integral part of the audit when ISO was here, and he responded very well to the level -- and we had a global asset management electronic training module that went around the entire authority and even had our leadership team complete the first couple of modules as part of this exercise.

So what I'd like to say is we are actually the first transport company ISO-certified in the Americas, including north America and south America. To say that we're the first transit

property in the U.S. to get this cert, we're the fifth company certified in the United States overall. There's a power company, a medical company. The other agency here right next door down at the airport is the airline group, AATC I think is what they call them, they actually got certified. So we're in good company and Atlanta is setting the stage with excellence I might say. We're also the 15th ground transport company globally. So anyone who has high risk -- medical agencies, airlines, transportation agencies, power companies where every minute means money -- they're doing this ISO asset management concept because it forces you to have good business practices. It's relentless.

It was released in January of 2014, and it's the first publically available standard for optimized management of physical assets. The concept here is MARTA is the asset. So included in asset management is your branding, is your work force, is your financial capacity. So that if we're doing things that are hurting the brand, you lose points in ISO and you don't qualify. And you cannot flunk one of the 26

criteria or you don't get the certification. You can take a minor hit with comment but you can't flunk.

So it transcends any singular branch officer department, it tears down the silos within the organization. And the one thing I can say -- and it's been a great marriage between capital programs, operations and our finance department -- is when you grab MARTA's budget book amongst all the budget books in the country and you see in the sections the material that's generated by these groups shows up in the sections of the budget book, which means finance, ops and capital are all speaking the same language; we don't operate independently this organizationally transforms MARTA to whole life cycle asset management. So we're thinking of disposing of the asset at the time we're buying the asset. It's complete thinking.

Now I want to acknowledge, and we have some of the folks in the room. And I already said Teresa Ray, so we need to remember Teresa. And our prayers to her and her family because I already saw pictures of the car accident and it's not good.



We have Remy Saintil in here. Stand up, Remy. Tim Ellsberry. Who else? Is Jeff Kirsch here? Addy Matthew, you want to stand up. So if I'm missing anybody between the three of you, turn around. George Wright, stand up there. William Taylor. Gordon, you have to stand up. Stand up for Gordon. She refuses to do that.

The reason I'm saying this is we couldn't have pulled this off if every business unit at the authority that sat through the audit -- and Atkins UK, who's a member, SNC-Lavalin was the auditor. Now there's 26 criteria that talks about leadership and policy and finances and asset management data and preventive maintenance and planning and forecasting and risk analysis, we did great in every one of these 26 criteria. I think Curt is here, Angela is here, and Kojo [phonetic] is here, right? Kojo is carrying the goods. And Jerry, we said we wanted to make this exciting. He has the goods, he brought the goods. We actually have the certification in our presence. Okay?

So there's the 26 criteria. And just for a measurement process here, if you're in the center two circles you're not cutting the

mustard. You're aware, you're trying real hard. If you can get to the red line, you're actually performing it and competent, and the outside line, as I was told before the audit, don't even think you're going to get a blue line because nobody gets on the blue line. So our goal was to get to the red line and only have a couple of minors. And if I count one, two, three, four, five, we had like five minor comments, and they were very simple items that we remedied most of them already in about -- we got a 90-day window to clean them up. But they're going to come back and recertify us a year from now.

So what does this do for MARTA? We get the cert, we come in here, and we present it to the board. It establishes MARTA as industry leader obviously, locally, regionally, nationally, but also internationally. It reassures the oversight agencies and the taxpayers and the riding public that we're managing our business very well and have extremely high level. Despite what people say about MARTA and compared to our peers, go around the country. Jim, you said one time. I said we do this pretty good and you said, David, you're

wrong, you said, you do it very good. And I still remember that to this day.

So everybody that's standing behind me needs a pat on the back. It looks at cost, risk and performance, and we far exceed any audit we would go through from the FTA relative to Map 21 and the FAST Act. We're playing major league baseball with this one.

So what are we going to do? We're moving from an era of basically system preservation. We have Frank here, who's going to help us expand in the next era. So what we have to do is keep on working at this, because they're going to come back in a year to check to see if we're doing what we said we're doing. And you can lose your cert if you're one and done, so we will work very diligently to make sure we do this.

If Teresa was here, she was going to hold this thing over her head and we were all going to pat her on the back. But I'm going to pick a number and I'm going to ask Mr. Ellsberry to come up here. Okay? As me and Tim go back and forth I always kid him that I'm taller than him, so I hope he didn't wear his platform shoes

today.

The other thing I want to point out before Atkins Group brings up the certification is Tim's last day is tomorrow. He has been here forever. He is a staple and he has kept the right-of-way. He's in charge of track train control and the power groups at MARTA from a maintenance perspective, and the man has done an outstanding job no matter what time of day, no matter what's going on. And I know a lot of people around here have a lot of respect for Tim, as do I. Okay? He was here and he taught me the ropes in a lot of different areas. So I can't ask the board to applaud and I can't ask people in the room to stand up, but I just did so.

(Applause.)

So if Atkins team can come up here. And Tim, I want you to receive this on behalf of MARTA because of all the work you've done. And let's keep Teresa in our thoughts. But that is our certificate for being the first transit in the U.S. to get this certification.

That's all I have for this item, and thank you for accommodating us.

MR. GRIFFIN: Thank y'all. And congratulations to the entire staff and to the organization.

MR. DURRETT: Jeff, I said it out loud. This is a big deal, and we need to make sure that the rest of world here in metro Atlanta knows this is a big deal. When you hear people in Gwinnett County who voted no, saying why do we want them, they need to understand we take care of our stuff. We need to share this with everybody.

MR. PARKER: We started to and we will do some more things around this. Point well taken.

MR. GRIFFIN: You're right, Jim.

MR. ELLSBERRY: Mr. Chair, if I may?

MR. GRIFFIN: You may.

MR. ELLSBERRY: I would like to recognize Mr. Springstead. He calls it spreading the cheese around. That's his terminology recognizing everybody, but he's been leading this effort since 2007 when we first started. And I used to kid him and say, every time you look at the state of good repair and asset management on the web, you'd see his picture. So I said he's the poster child for this effort.

So I want to recognize him. Without him, this whole thing wouldn't have come together. Thank you.

(Applause.)

MR. GRIFFIN: I think the whole staff should be commended for that.

The upcoming A/E consultant procurement for Station Rehabilitation Design Service, Mr. Minnucci.

MR. MINNUCCI: Okay. At this point it's good afternoon, Mr. Griffin and Members of the Operations and Safety Committee. I'm here before you today to brief you on upcoming architectural and engineering procurement to perform design services in support of MARTA Station Rehabilitation Program.

The Station Rehabilitation Program will rehabilitate up to seven rail stations per year until all 38 stations have been brought up to a state of good repair. MARTA desires to retain the services of up to six architectural and engineering, or A/E, consulting firms. These firms will support planning, design, and preconstruction efforts for the first three years of the program.

Utilizing contracted A/E services allows the MARTA staff to focus on managing the overall Station Rehabilitation Program, as well as the other 150-plus programs and projects in the Capital Improvement Program. Each selected A/E firm will be assigned one or more specific stations concurrently and will be given a MARTA generated scope of work to complete for their stations. The A/E firm will be required to produce a full design document, along with any required technical specifications.

Typical rehabilitation scope includes but is not limited to interior finishes improvements, site work, mechanical systems upgrades, roofing, lighting, and waterproofing. Design work for an average station is estimated to cost \$1 million, with more complex and involved stations costing \$2 million. During preconstruction and construction periods, the A/E firms will assist in replying to any requests for information, or RFIs, and review submittals from the MARTA selected contractor performing the work.

The A/E consulting selection process will consist of the following steps: Letters

requesting expression of interest and statement of qualifications will be sent to firms that have previously expressed interest in this type of procurement and to additional firms identified by the Office of Diversity and Inclusion. A notice of the pending solicitation will be placed in the local newspaper, MARTA website, and other trade publications or websites. A selection committee comprised of directors and managers from the departments of engineering, architecture and project management will be formed to aid in the selection process.

The selection committee will then perform the following steps: Review and evaluate all responses. Develop a short list of the most qualified firms. Interview and conduct discussions with each firm on the short list. And then select and rank the most qualified firms based on technical capabilities and professional qualifications, specialized experience in required disciplines, capacity to perform, monitor and control the work, key personnel experience and commitment, organizational management concept, and effective quality assurance program.



Once the selection committee has completed their work, negotiations will take place to establish compensation terms deemed fair and reasonable by both parties.

The timeline for this design services contract is April 15th of this year we'll do the start of the advertisement. July 6th we'll start the evaluation and selection process. And we'll be back here before you on August 22nd for, hopefully, board approval for award of contract.

The total anticipated design engineering cost for the first three phases of the Station Rehabilitation Program is estimated at \$25 million.

This concludes my briefing, and I'd be more than happy to answer any questions you have at this time.

MR. GRIFFIN: Any questions? Mr. Dallas.

MR. DALLAS: The DBE requirement or consideration of this is, again?

MR. MINNUCCI: That's yet to be established.

MR. DALLAS: Pretty close -- a lot of opportunities --

MR. MINNUCCI: Absolutely. There's a lot of good quality firms.

MR. GRIFFIN: Any more questions?

Ms. Salaam.

MS. ABDUL-SALAAM: Are you working with a priority list in terms of which stations and when they'll get done?

MR. MINNUCCI: We grouped the stations into six phases. We've identified the stations that will be in first phase. The remaining five phases, there's some preliminary rankings but there's some evaluations going on and some community meetings that -- I think it's Expert Choice software they use to help decide the rankings of the remaining stations. But the first group we've narrowed down.

MS. ABDUL-SALAAM: What's the first station?

MR. MINNUCCI: The first group is going to be Edgewood/Candler Park, then College Park, Lenox, Five Points, H.E. Holmes and Midtown.

MS. ABDUL-SALAAM: Thank you.

MR. DURRETT: The airport is the first one?

MR. GRIFFIN: Yes.

MR. MINNUCCI: Airport, and there's some other improvements going on outside this effort that this design service is going to --

MS. ABDUL-SALAAM: The College Park is one of the busiest stations.

MR. MINNUCCI: Definitely in the first wave.

MR. GRIFFIN: I showed them pictures from there this morning. Mr. Daniels.

MR. DANIELS: Why hasn't the DBE goal been set forth?

MR. MINNUCCI: At this point in time we're asking for permission to advertise. We still have to go and meet with legal and DEO and formalize the whole solicitations. And I think that's actually in process as we speak. So we're going to move as quickly as we can, but I don't think it's been finalized at this point in time. We're still meeting with them as far as the scope of work and the type of work to be done.

MS. NASH: Once the scope of work is done, then we'll look at the opportunities for vendors at that point in time and set the DBE goal.

MR. DANIELS: Thank you.

MS. ABDUL-SALAAM: Would you all send us a list of your information?

MR. MINNUCCI: Absolutely.

MS. O'NEILL: This is purely a three-step process, but it's a procurement of architectural and engineering services, so this is just more or less different than coming to you or to us to issue --

MR. GRIFFIN: All right. Thank you, Mr. Minnucci.

MR. MINNUCCI: Thank you.

MR. GRIFFIN: Does anybody have any other matters to come before this committee? Y'all have spent a lot of money, we have spent a lot of money today but I think we've done a lot of things that are very exciting for MARTA and for moving us forward.

MS. ABDUL-SALAAM: I'd like to, on behalf of you and myself and Clayton County, invite everybody to come out this Saturday celebrating four years of MARTA service in Clayton County. We have a job fair and we have a transit information forum from 2:00 to 4:00. Job fair is 10:00 to 2:00. Everybody's welcome.

MR. GRIFFIN: All right. If there's no

more business, we stand adjourned and we've got  
one more in five minutes.

(Proceedings adjourned at 12:27 p.m.)