



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

PLANNING AND CAPITAL PROGRAMS COMMITTEE

THURSDAY, MARCH 31, 2022

ATLANTA, GEORGIA

MEETING MINUTES

1. CALL TO ORDER AND ROLL CALL

Vice Chair William Floyd called the meeting to order at 9:30 A.M.

Board Members Present:

Freda Hardage
Roderick Frierson
Stacy Blakley
Reginald Snyder
Thomas Worthy
William Floyd
Rita Scott
Rod Mullice

Board Members Absent:

Al Pond
Jim Durrett
Kathryn Powers
Roberta Abdul-Salaam
Robert Ashe III
Russell McMurry
Christopher Tomlinson

Staff Members Present:

Collie Greenwood
Manjeet Ranu
Rhonda Allen
Luz Borrero
George Wright
Ralph McKinney
Peter Andrews

Also in Attendance: Justice Leah Ward Sears of Smith, Gambrell & Russell, LLP, Paula Nash, Jacqueline Holland, Larry Prescott and Shelley Peart, Tyrene Huff, Kenya Hammond

2. APPROVAL OF THE MINUTES

Minutes from February 24, 2022.

Approval of the February 24, 2022 Planning and Capital Programs committee minutes. On a motion by Board Member Mullice, seconded by Board Member Blakley, the motion passed by a vote of 7 to 0 with 7 members present.

3. RESOLUTIONS

Resolution Authorizing a Modification in Contractual Authorization for Planning Support and Technical Services, RFP P39820

Approval of the Resolution Authorizing a Modification in Contractual Authorization for Planning Support and Technical Services, RFP P39820. On a motion by Board Member Blakley, seconded by Board Member Hardage, the resolution passed by a vote of 7 to 0 with 7 members present.

Resolution Authorizing the Award of Contracts for the Procurement of Infrastructure Architectural and Engineering Consulting Services, REI AE49819

Approval of the Resolution Authorizing the Award of Contracts for the Procurement of Infrastructure Architectural and Engineering Consulting Services, REI AE49819. On a motion by Board Member Mullice, seconded by Board Member Snyder, the resolution passed by a vote of 8 to 0 with 8 members present.

Resolution Authorizing a Modification in Contractual Authorization for CPMO Consultant Supplemental Services, P43871

Approval of the Resolution Authorizing a Modification in Contractual Authorization for CPMO Consultant Supplemental Services, P43871. On a motion by Board Member Mullice, seconded by Board Member Hardage, the resolution passed by a vote of 8 to 0 with 8 members present.

Resolution Authorizing the Solicitation of Proposals for the Procurement of Consulting Services for Job Order Contracting (JOC) 3.0 Program, RFP P50150

Approval of the Resolution Authorizing the Solicitation of Proposals for the Procurement of Consulting Services for Job Order Contracting (JOC) 3.0 Program, RFP P50150. On a motion by Board Member Mullice, seconded by Board Member Blakley, the resolution passed by a vote of 8 to 0 with 8 members present.

4. OTHER MATTERS

None

5. ADJOURNMENT

The meeting adjourned at 10:43 A.M.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tyrene L. Huff". The signature is written in a cursive style with a large initial 'T'.

Tyrene L. Huff
Assistant Secretary to the Board

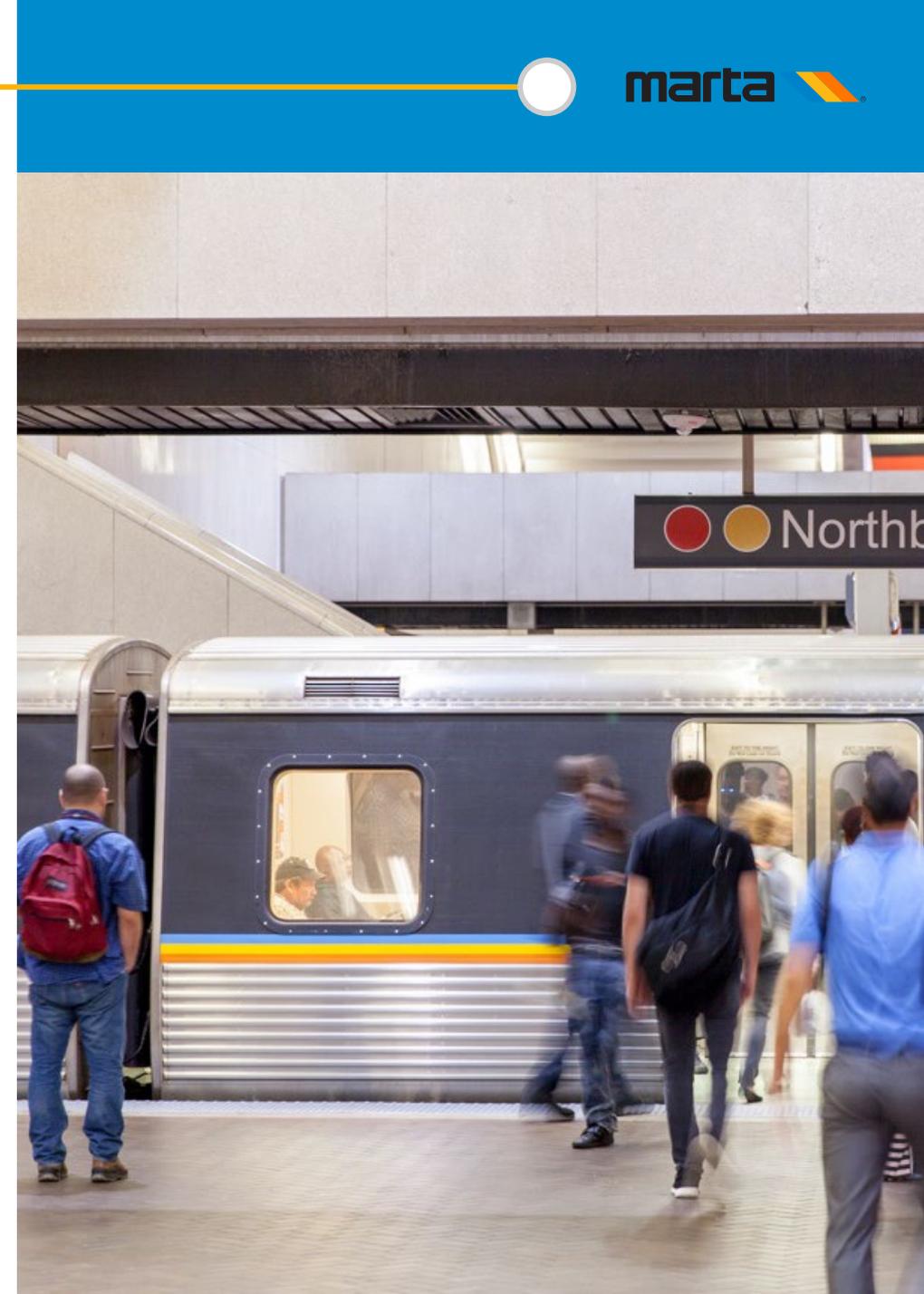
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**Resolution Authorizing
a Modification in
Contractual
Authorization for
Planning Support and
Technical Services,
Contract P39820**

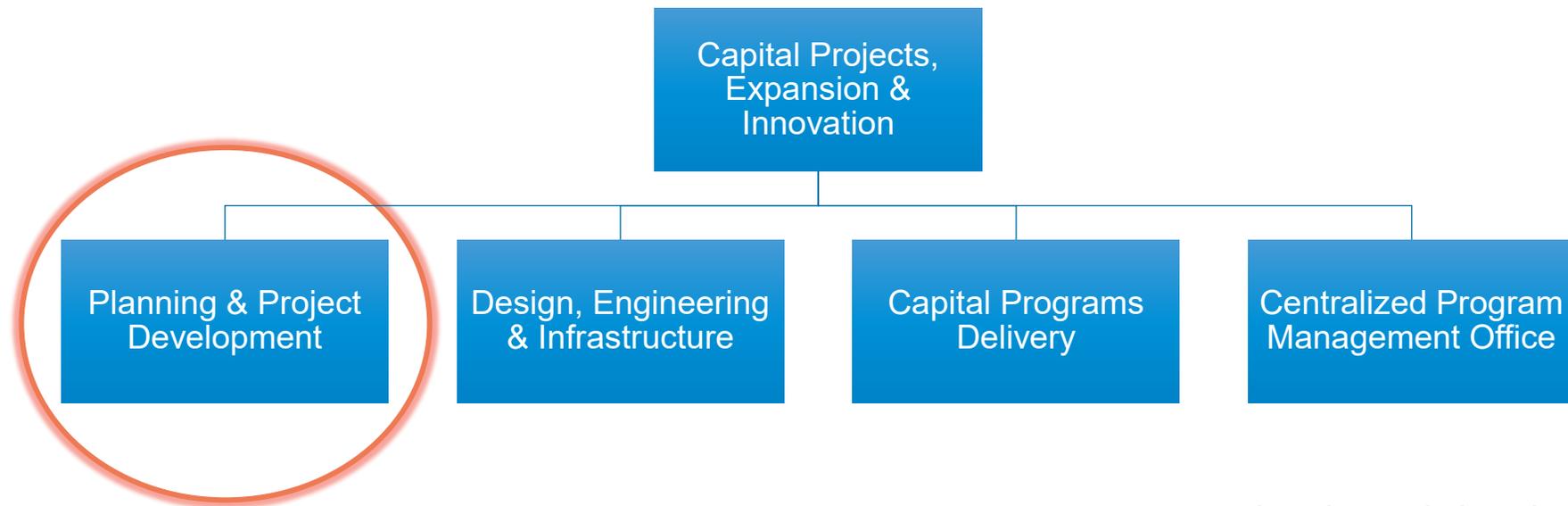
AGENDA

- Overview of Planning & Project Development Department
- Background on Planning Support & Technical Services Contract
- Board Request
- Staff Recommendation



Overview

Planning & Project Development is responsible for the planning, design, scheduling, and monitoring of bus and rail services; conducting long-range planning which includes ridership modeling, identifying future locations for capital expansion projects, and guiding system expansion projects from initiation through conceptual design, utilizing local and various federal funding processes.



MARTA Board authorized the Planning Support & Technical Services Contract, P39820, for the Planning Dept., as a key component in the delivery of the MORE MARTA Expansion program.

Contract Background

- **Planning Consultant Services** provides the necessary and critical support for the development and/or implementation of planning, real estate and transit-oriented development activities, including:
 - Corridor planning studies
 - Environmental documentation
 - Conceptual design/preliminary engineering
 - Major transit facility studies
 - Community outreach support
 - Technical support services
 - Transit oriented development planning and development
 - Real estate and concession activities
 - Other special projects/initiatives
- **Planning Consultant Services** delivered by **WSP** USA, Inc., **HNTB** Corp., **AECOM** Technical Services, Inc.

Qualifications for Each Firm & Projects Assigned to Each

- **Contract, P39820 scope was designed to obtain specialization, expertise and technical capacity required for major expansion efforts and specialized planning needs. The scope was divided into three (3) distinct functional planning and real estate categories:**
 - Corridor Planning, Engineering (up to 30% design) & Environmental
 - Planning Support Services
 - TOD & Real Estate

- **HNTB, WSP, AECOM Qualifications include:**
 - Corridor Planning
 - Support Services
 - Engineering
 - Community Relations
 - High-Capacity Transit Development (e.g., Rail/BRT/Streetcar)
 - Travel Demand Forecasting
 - Real Estate Valuation

- **MARTA has two general options for issuing work orders:**
 - A formal proposal, evaluation/selection process
 - Direct assignment of work orders

	HNTB	WSP	AECOM
PAST/CURRENT WORK ORDER ASSIGNMENTS	More MARTA PMO	GA 400 BRT	Southlake BRT
	Planning Support Services	I-20 East Transit Study	Clayton O&M Facility
	Master Facilities Study	Summerhill	Clifton Corridor AA
	Campbellton Corridor	Five Points	Autonomous Bus Study
	ART/BRT/LRT Design Standards	BRT Design Standards	Clayton State Transit BRT
	North Avenue BRT	South DeKalb Transit Hub	Clayton Transit Land Use Study
	Streetcar West	I-285 BRT Study	
	Beltline Southwest LRT	Stonecrest Transit Hub	
	Streetcar East	Clayton Justice Center Transit Hub	
	Bankhead Platform Extension	Greenbriar Mall SC Transit Hub	
	Communications	South Fulton Parkway/Roosevelt Hwy	
	TOD / Real Estate	Buford Highway ART	
	MARTA 2040 Federal Strategy	Candler Road ART	
	PENDING	Corridor Planning Studies (Cobb, Buckhead, Johns Creek)/Safe Routes to Transit FTA NEPA Staff	
Work Orders Represent MARTA's Board Adopted Commitments to Local Jurisdictions			

Contract Expenditure & Authorization

Contract Authorization	
Base Contract Amount	\$40,000,000.00
Modification #1 Board Authorization 2019	\$26,000,000.00
Modification #2 GM/CEO 5% Contingency 2022	\$3,300,000.00
Modification #3 Board Authorization 2022	\$5,000,000.00
Total Contract Authorization	\$74,300,000.00

Work Orders Authorized/Pending	
FY19-22	\$65,500,000.00
FY22 Pending	\$2,300,000.00
FY23 Pending	\$28,478,035.00
Total Work Orders FY19-23	\$96,278,035.00



SOG + More MARTA Program	
Planning Contract Work Orders ~ 2.5% of Program	\$100,000,000.00
Planned Investments 10Yr CIP (for planning projects)	\$4,000,000,000.00

Amount Paid	
July 2018 - March 2022	\$46,600,000.00

Request for Additional Authorization	\$25,000,000.00
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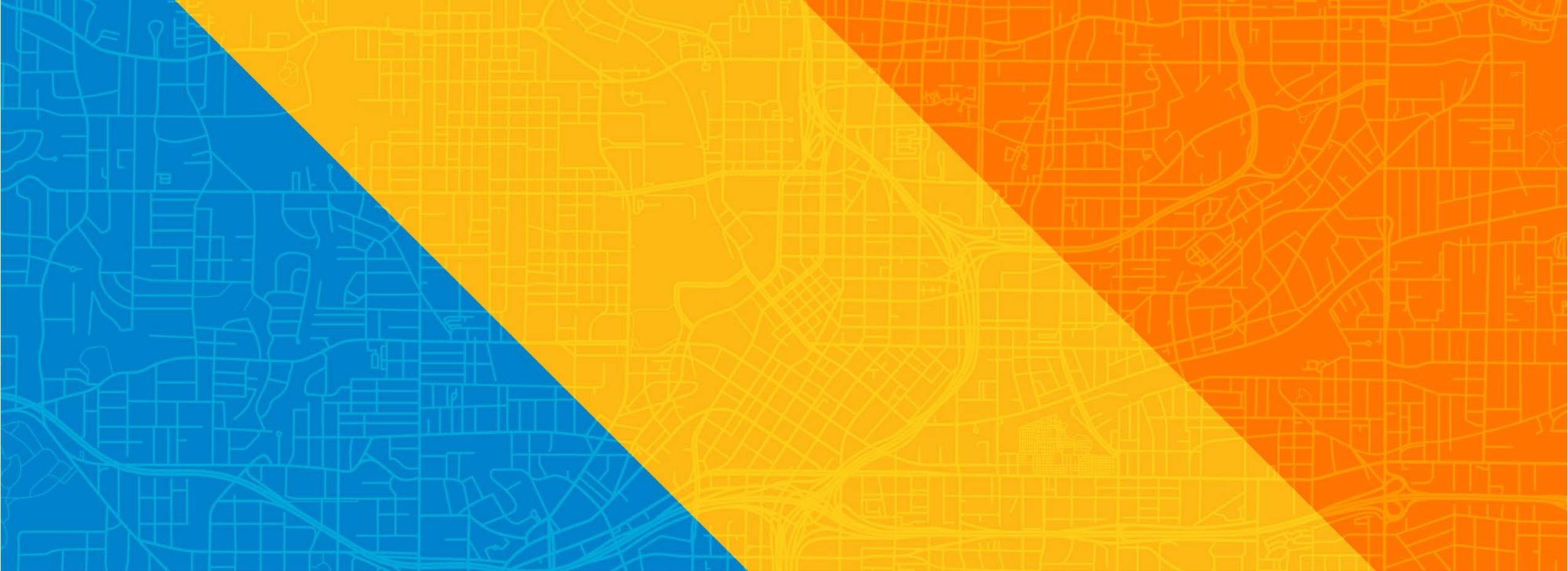
DBE Performance – Goal 25%		
Firm	DBE Paid to Date	DBE % Achieved
HNTB	\$6.8M	22%
WSP	\$780K	10%
AECOM	\$656K	8%
Total	\$8.2M	18%

Why is Board Action Needed

- **Removes stop** on issuing new work orders due to current budget authorization limit (beyond \$5M authorized by Board in March)
- **Increase in work demands:** MARTA has experienced unanticipated increase in project work currently in FY22 and anticipated for FY23
- **Time Extension needed:** Current contract authorization expires mid-Fiscal Year (January 23, 2023), which does not align well with administrative processes
- Work order issuance process requires **lead time**
- **Board Action would:**
 - Align the contract with MARTA's fiscal year for consistent and efficient administration
 - Accommodate additional work demands
 - Avoid risk that there would be a delay in performing work

Recommended Board Action

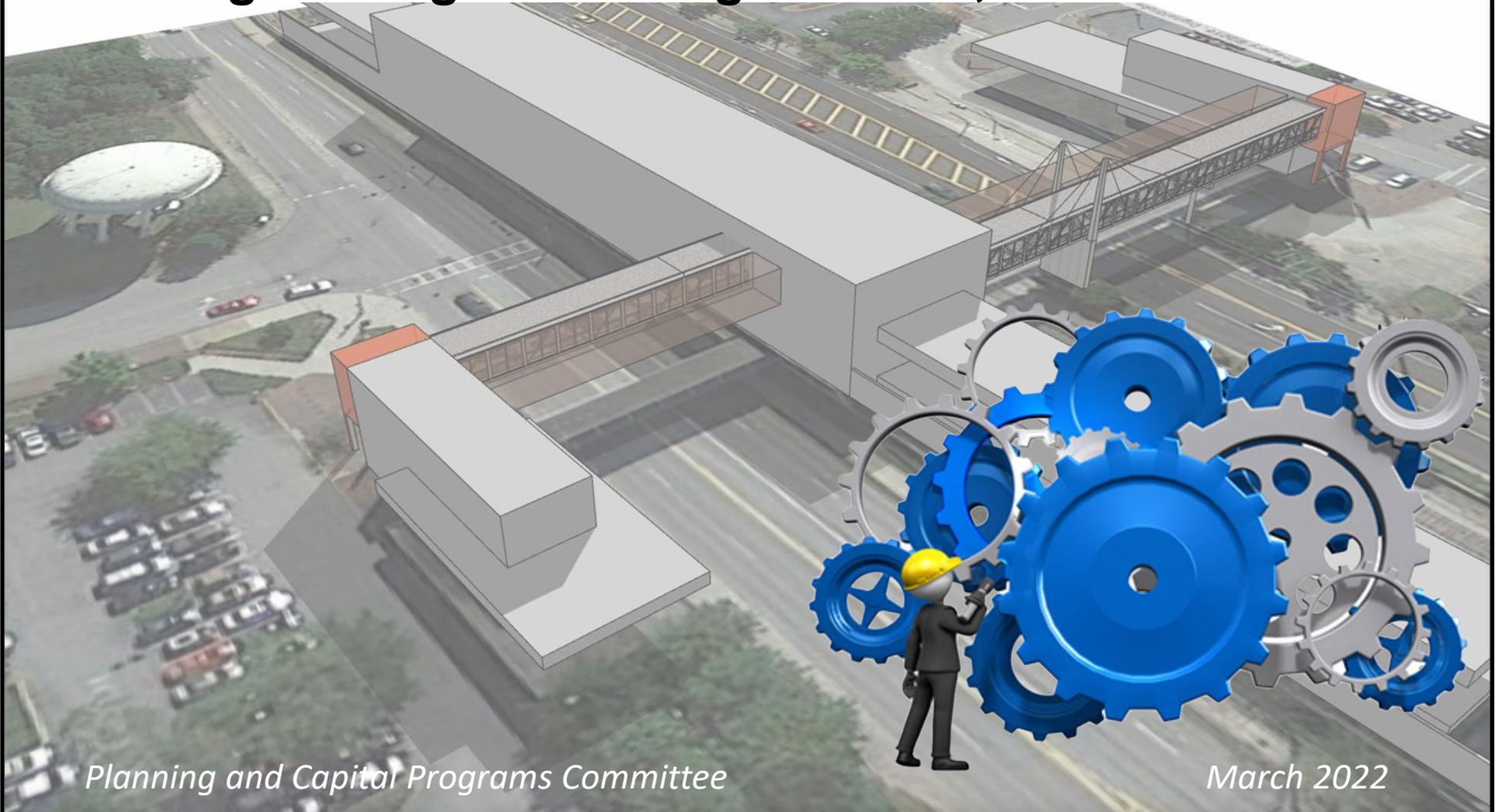
Approval of a six (6) month contract extension to June 30, 2023,
and \$25M increase to the authorization for
Planning Support and Technical Services Contract, P39820.



Thank You



Resolution Authorizing the Award of Contract for the Procurement of Infrastructure Architectural & Engineering Consulting Services, REI AE49819



STATUS

The current contracts for Infrastructure On-call contracts end this year:

- Operations and Maintenance.....June 22
- Communications Systems & Electrical.....September 22
- Architecture.....August 22
- Landscape Architecture.....July 22

August 26, 2021, the Planning & Capital Programs Committee was briefed on the plan to conduct a qualifications-based selection process to solicit firms to provide combined Infrastructure Architecture & Engineering Services.

February 16, 2022, Qualification Statements were received from ten Architecture & Engineering firms which the Source Evaluation Committee (SEC) members independently reviewed and scored to determine a shortlist of four firms.

February 28, 2022, oral interviews were conducted with the four shortlisted firms.

PURPOSE

The purpose of the new Infrastructure Architectural & Engineering Consulting Services contract is to provide continued on-call technical architectural and engineering support by combining the current individual consultant technical support services contracts into one.

- Architecture and Landscape Architecture
- Engineering for Civil, Structural, Electrical, Communications, Mechanical, Plumbing and Industrial
- Standard Operating Procedure Development
- Current/New Facility Assessment
- Start-Up and Testing Review
- Asset Management
- Operational Enhancements
- Inspection Services

PROPOSED

- This procurement is being funded with Local Capital funds from the approved Fiscal Year 2023 budget.

Base Term Three-Years	\$18,000,000.00
Option Year One	\$6,000,000.00
Option Year Two	<u>\$6,000,000.00</u>
Total	\$30,000,000.00

- Funds for subsequent fiscal years will be included in the subsequent annual budgets.

Recommendation

- The SEC recommends the Approval of a Resolution authorizing the General Manager/CEO or his delegate to enter into Contracts for the Procurement of System Engineering Services, REI AE46194 with HNTB Corporation, Pond and Co. and WSP USA, Inc.

HNTB

Fitzgerald Architecture
Facet Engineering
LBTC
Luminor
 Merik
Siva Corrosion
 SRF
 Rohadfox
Sykes Consulting
Sylvatica
The Collaborative Firm

POND

VHB
 Rohadfox
GVSA
Sykes Consulting
Facet Engineering
GMG
Accura
Hammond & Assoc.
 Lea+Elliott
PCS

WSP

Arcadis
Cincar Consulting Group
Facet Engineering
Accura
Benchmark
Williams-Russell and Johnson
Desmear Systems
Evoke Development
 Grabauskas
 Mass Engineering
Niti Systems
 RIB Software
S.L. King & Assoc.
The Creative Eye

- The Office of Diversity and Inclusion assigned a 10% Disadvantaged Business Enterprise (DBE) goal on this procurement.

Request for a vote of approval on the Resolution Authorizing the Award of Contracts for the Procurement of Infrastructure Architecture and Engineering Consultant Services, REI AE49819 with HNTB Corporation, Pond and Co. and WSP USA, Inc.

Thank you!



**A RESOLUTION OF THE MARTA BOARD
OF DIRECTORS AUTHORIZING AN
INCREASE IN THE MAXIMUM
AUTHORIZED CONTRACT VALUE OF THE
JRMT JOINT VENTURE FOR CAPITAL
PROGRAMS MANAGEMENT SERVICES,
CONTRACT NO. P43871**

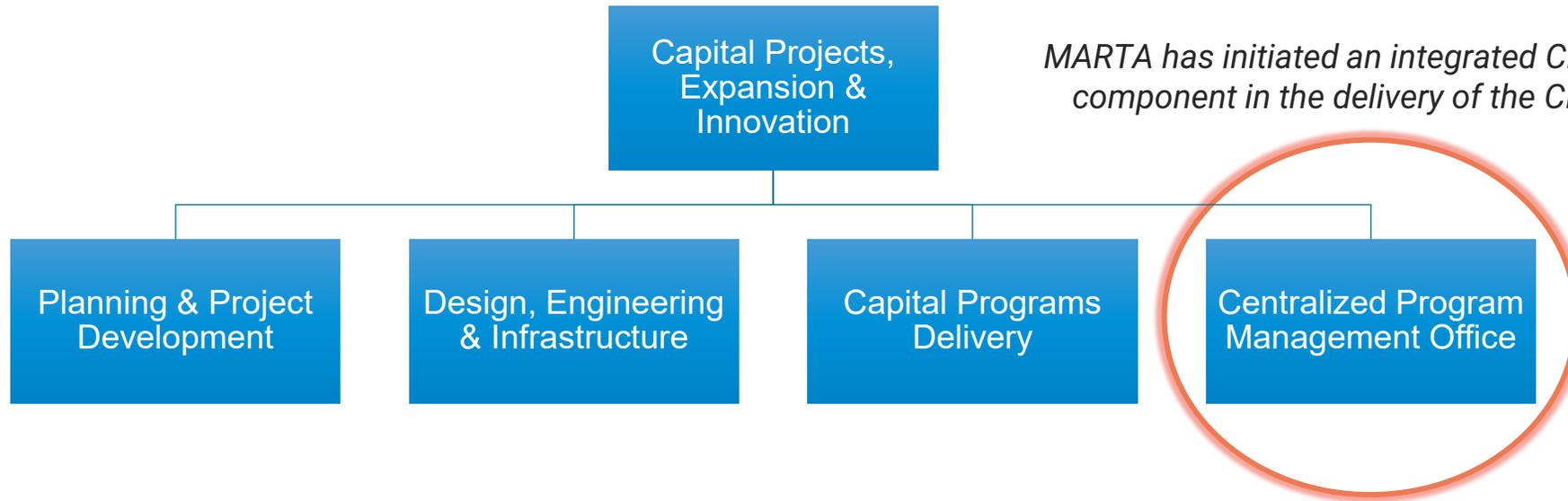


AGENDA

- Centralized Program Management Organization (CPMO)
- Implementation Background
- Next Steps & Focus Areas
- Current Financials & Additional Authorization

Centralized Program Management Office (CPMO)

A CPMO is generally “a group or department within an organization that is responsible for the centralized and coordinated management of all projects”.



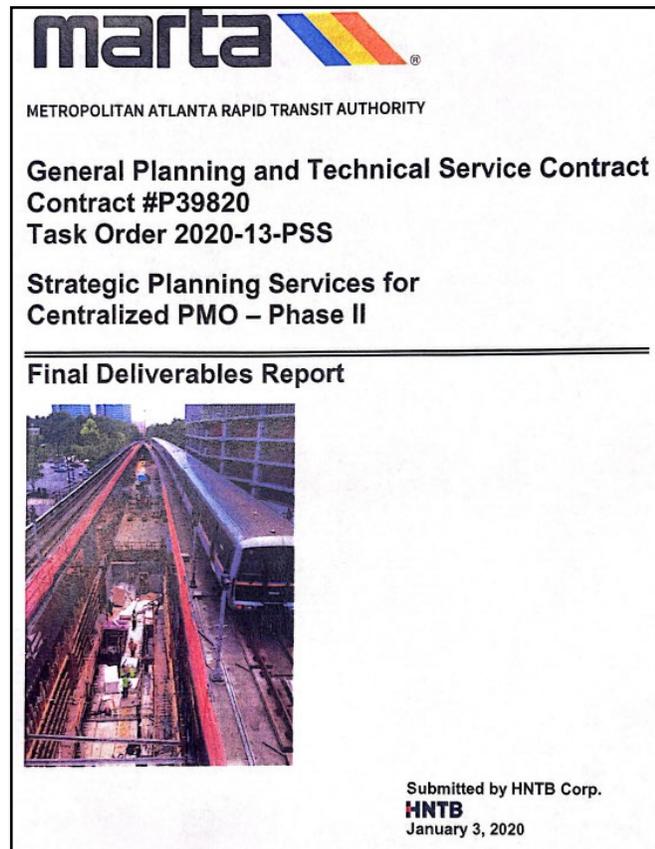
MARTA has initiated an integrated CPMO as a key component in the delivery of the CIP program.

*Proven success managing large scale programs
 Consistency of management across business units
 Enhanced monitoring of project performance
 MARTA and JRMT integrated staff*

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.

Strategic Implementation Plan for Centralized CPMO



- 40 priority positions identified
- Transition plan, general procedures and training plan drafted
- Projected annual spends for 5 year contract duration (Total \$157M)
 - Year 1 – \$17M
 - Year 2 – \$31M
 - Year 3 – \$35M
 - Year 4 – \$36M
 - Year 5 – \$38M
- Annual spend projections based on a recommended 210 person CPMO

CPMO Implementation at MARTA

Jacobs | Russell MARTA Team

DBE Performance

DBE Goal: 31%
 DBE Achieved to Date: 33%
 DBE Paid to Date: \$8,098,499

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DBE SUBCONSULTANTS



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DeCosta Consulting

BSD SpecLink



CPMO Implementation at MARTA

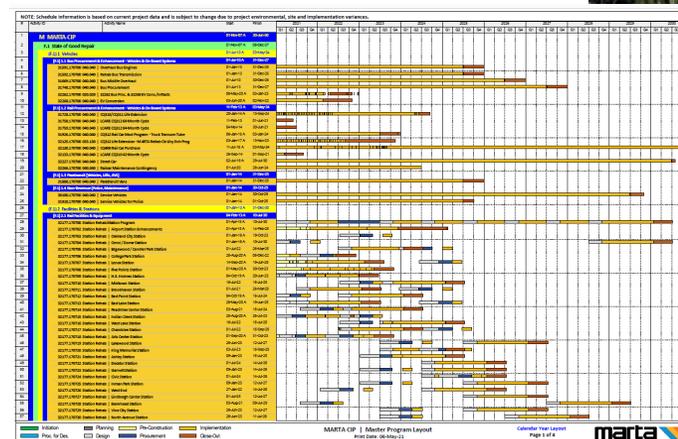
- Current CPMO Contract
 - Contract executed on **October 31, 2019**.
 - Base contract term of 5 years with one 5-year option.

- Current Contract Amount
 - Base Contract Amount - \$28,037,259
 - Modification #1, 2020 - \$7,500,000
 - March 3, 2022 Board Authorization - \$5,000,000
 - Current Contract Amount - **\$40,537,259**

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Design Review Process

PREPARED BY: OFFICE OF CAPITAL PROGRAMS, EXPANSION & INNOVATION
 LARRY PRESCOTT,
 ASSISTANT GENERAL MANAGER
 INFRASTRUCTURE
 DATE: JUNE 2021



Minutes August 29, 2019

MINUTES

MEETING OF THE BOARD OF DIRECTORS

PLANNING & EXTERNAL RELATIONS COMMITTEE

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

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,

Current Status of CPMO

- Core team ramp up of full deployment providing support (~60 staff):
 - Planning Oversight
 - Controls – Schedule, Cost, Risk
 - Project Management
 - Construction Management
 - Policies & Procedures – Governance
 - Safety & Security Certification
 - Technology Implementation – Unifier, OLIS

Next Steps & Focus Areas

- Finalize CPMO procedures
- Closeout of internal audit action items
- Enhanced monitoring & reporting for CIP program
 - Organizational development designed to support PM's specific to cost & schedule
 - Project cost estimate validation
 - Development of project baselines & cost-loaded master program schedule
 - KPI's and reporting
 - Document control transition from Sharepoint to Unifier
- Project management and execution on FTA Projects
- IGA compliance and reporting
- PM training program
- Rapid staffing to accelerate project delivery

Current Financials & Additional Authorization

Contract Authorization	
Base Contract Amount	\$28,037,259
Modification #1	\$7,500,000
Board Authorization 3/3/2022	\$5,000,000
Total Contract Authorization	\$40,537,259

Actual Expenditures	
FY2020 (December '19 - June '20)	\$4,562,119
FY2021 (July '20 - June '21)	\$13,208,063
FY2022 (July '21 - Dec '21)	\$6,898,931
Expenditures to Date	\$24,669,113
Forecast Expenditures for Remaining FY2022	\$8,000,000
Projected Total Expenditures through FY2022	\$32,669,113
Projected Spend for FY23	\$30,000,000
Projected Spend for FY24	\$30,000,000
Estimate at Completion	\$92,669,113
Request for Additional Authorization	\$52,131,854



FY2022 CIP Program	
SOGR	\$480M
Expansion	\$110M
Projects	~120

Typical programmatic oversight estimated at 4-6% of total program cost (\$24-35M annually)

Planning Project Management	\$3,000,000
Design Support Service	\$2,400,000
Capital Programs Delivery Support Services	\$20,700,000
CPMO	\$27,000,000
Contingency	\$4,500,000
ODC's	\$2,400,000
Projected Spend FY2023 & 2024	\$60,000,000

10 Year CIP Budget
\$8B translates to: \$320M-\$480M (4-6%)

Why is Board Action Needed?

Audit Findings on MARTA CIP Process

- *Lack of consistency in project delivery*
 - **Major CIP projects are delayed or halted with reduced support/implementation:**
- *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*
 - **The 10 Year CIP budget will not be able to support all of the proposed projects**
- *Lack of standardized procedures for monitoring and reporting*
 - **The Board, Key Stakeholders and program staff will not have insight to project scope, schedule and budgets**

**A RESOLUTION OF THE MARTA BOARD OF
DIRECTORS AUTHORIZING AN INCREASE IN THE
MAXIMUM AUTHORIZED CONTRACT VALUE OF
THE JRMT JOINT VENTURE FOR CAPITAL
PROGRAMS MANAGEMENT SERVICES,
CONTRACT NO. P43871**

Thank You



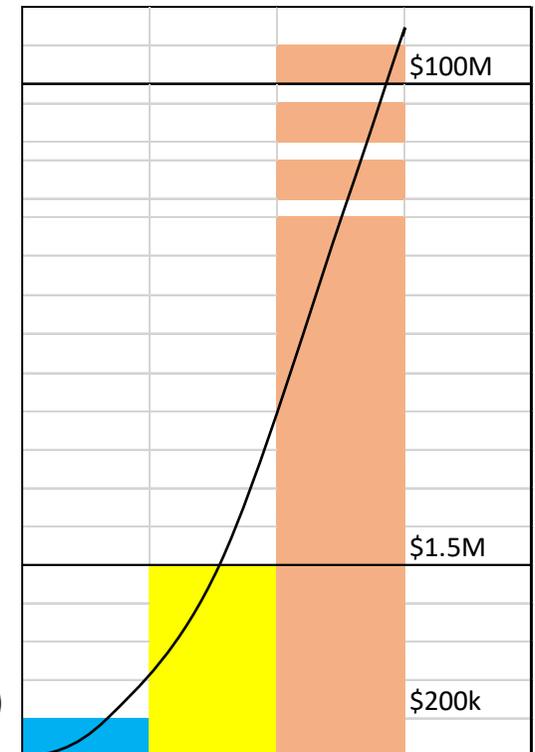


**Resolution Authorizing
the Solicitation of
Proposals for the
Procurement of
Consulting Services for
Job Order Contracting
(JOC), RFP P50150**

Job Order Contracting (JOC)

- JOC is an expedited procurement process for projects that must be constructed expeditiously
- JOC is a process where you only need to solicit for Contractors one time to avoid numerous procurement periods
- JOC is just another tool in MARTA's contract type toolbox:

Design-Build/Design-Bid-Build
 Construction Manager at Risk (CMAR)
 JOC 3.0
 Indefinite Quantity Construction Contracts (IQCC)



Previous Projects

Oakland City East Side Elevator
 Perry Bus Facility Parking Infrastructure
 Chamblee Station West ADA Parking
 Avondale Yard Rail Car Truck Lifts
 Avondale Yard Security Fencing
 Avondale Track & Structures Training Room
 HE Holmes Station Roof Access
 Five Points Plumbing Upgrades
 Brookhaven Parking Infrastructure
 Lindbergh Station Signage Upgrade
 Five Points Plaza Ceiling Replacement
 Vine City CCTV Upgrades
 Inman Park Station ADA Ramp

Upcoming Projects

Work Orders ready for Construction from JOC 2.0 to 3.0			
Item	WO SubSite	Title	Budget or NTE
4	H-005	Perry Bus Garage Oil Water Separator	\$1,047,591
15	H-049	Oakland City Elevator Systems and Holding Cell	\$300,000
16	H-050	Perry Bus Facility Parking Lot Infrastructure	\$300,000
17	H-051	Platform Restrooms	\$800,000
18	H-004	Avondale Yard Security Fence Replacement	\$746,219
19	H-015	Avondale Track and Structures Training Room	\$350,000
20	H-016	Avondale Yard TCR & Tower Roof Replacement	\$150,000
21	H-017	Five Points Improvements (Booth and parking Lot)	\$350,000
22	H-022	Rail Supervisor Booth Replacement	\$800,000
23	H-026	Wireless Access Point Upgrade-Rail Yards	\$450,000
24	H-027	Wireless Access Point Upgrade-Bus Garages	\$450,000
25	H-028	Chamblee ADA Parking - East	\$800,000
26	H-033	Browns Mill Rd. Facility Upgrades	\$950,000
27	H-034	IOC Parking Modifications	\$550,000
28	H-036	Garnett Station Stairwell Removal	\$250,000
29	H-037	Avondale RSCC-Structural and Roof Drainage	\$653,152
30	H-044	West End Station - ADA Parking	\$550,000
31	H-045	Inman Park ADA Parking	\$250,000
32	H-046	Water Intrusion Remediation at Five Points TPSS (NFF)	\$375,000
TOTAL WO Pending for Construction:			\$10,121,962

Consulting Services (CS) JOC

- Standard industry approach is for the Owner Consultant to provide:
 - A custom Unit Priced Construction Task Catalog
The custom catalog will be used to solicit bids from contractors to accomplish the repair, alteration, modernization, rehabilitation, and medium new construction of infrastructure, building, structures, or other MARTA property.
 - Management platform for JOC Contractor proposal preparation and oversight
 - Development of (when necessary) all construction specifications required to complete the solicitation
- Owner or JOC Consultant reviews the cost proposal, modifies with Contractor and approves.
- JOC Consultants should have experience with a similar Agency/Authority providing a JOC program.

Key Features of JOC Consultant Services



PRICED CATALOG

MARTA will own a priced book that can be used for future estimations.



CUSTOMIZED JOB ORDERS

Platform will allow to adopt Federal or Local requirements/regulations on work order basis.



DESIGN-BUILD PROJECTS

Platform will allow contractors to proceed with Design-build scopes, which results in MARTA' resources saving.



PROJECTS THAT DO NOT REQUIRE 100% DESIGN

Platform will also allow contractors to produce a price proposal with partial drawings filling the gaps to construction standard documents.

- The estimated cost is \$4.4M for a term of three (3) years base with two (2) one-year options.
- The Office of Diversity and Inclusion will review the solicitation document for Disadvantaged Business Enterprise (DBE) participation during the pre-planning phase of the solicitation process.

TWO-STEP APPROACH

1. Issue a Request for Proposal (RFP) for Consultant Services for JOC Program to select the most advantage proponent to implement the platform (software) to manage MARTA JOC Program.
2. Utilize JOC Consultant to support the procurement of the Job Order Contracting (JOC) 3.0 Program.



Requesting approval of the Resolution Authorizing the Solicitation of Proposals for the Procurement of Consulting Services for Job Order Contracting (JOC), RFP P50150

Thank You

