



## PROFILE

Molly is a Transportation Planner for Charlotte Area Transit System (CATS). She is a military brat, and grew up in Okinawa, Japan, Washington D.C., Rota, Spain, and Virginia Beach, Virginia. She received her undergraduate degree in Government from the University of Virginia. She then went on to receive her Masters of Urban and Environmental Planning from the University of Virginia. She has been working with CATS for almost three years and focuses primarily on bus route planning and service implementation.

In her free time, Molly enjoys playing the piano, going on walks with her husband and dog, painting, and exploring Charlotte's local restaurants and breweries.

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# MOLLY CARTER

## Charlotte Area Transit System

### TRANSPORTATION PLANNER II

#### DEPARTMENT

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CATS Planning and Development

#### POSITION DESCRIPTION

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Responsible for bus service planning and development. Assist with long-range planning efforts.

#### BUSINESS PROJECT

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I would like to develop a process that helps streamline service planning and logistics for our thrice-yearly bus service changes.

I would like to create a streamlined implementation model for bus service planning. This model would create a more unified and well-organized approach to CATS' thrice-yearly service implementations. Current challenges include a lack of communication amongst various stakeholders, overlooked service areas, and customer confusion. Unifying service implementation would create a more streamlined and well-organized experience for our employees and riders.



## PROFILE

Alexia Forte is a Finance professional with over 10 years local government experience. Her prior experience includes working with the North Carolina Department of State Treasurer and the City of Durham. She currently serves as the Financial Project Controls Manager for the Charlotte Area Transit System (CATS.) As a Financial Manager Alexia works with both the Budget Team and the Grants Team. She assists with the development of the Departments annuals operating budget as well as the 5-year Community Investment Plan for capital projects.

Alexia holds a Bachelors from Tennessee State University and a Master's in Public Administration from North Carolina Central University.

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# ALEXIA FORTE

## Charlotte Area Transit System

### INTERIM BUDGET MANAGER

## DEPARTMENT

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Finance Department

## POSITION DESCRIPTION

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- Assist in the preparation of the Departments Operating and Capital Budget
- Review monthly reimbursement request for Federal and State Grants
- Prepare Quarterly status reports for Federal Funding
- Prepare Quarterly performance measures to track the departments financial status

## BUSINESS PROJECT

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**Develop a report that communicates performance and provides updates to the community.**

**I am interested in developing a annual report specifically for our City and County residents both riders and non-riders. We currently have performance measures, budget books, and other information that is presented throughout the year and sometimes published on the website. I think creating a annual community report that tells our stakeholders how we're doing both financially and operationally in a easy to read format will be beneficial to the department.**

**I want to explore how other agencies communicate performance and financial information in a combined report.**



## PROFILE

My name is Robert Hudgins I am currently a railcar maintenance supervisor for CATS. I have been with CATS since 2010. My greatest accomplishment within the organization has been the Blue line extension project. Managing the LRV commissioning and integration was quite a challenge to myself and the organization.

I am a diehard Dallas Cowboys fan and I enjoy coaching youth football.

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# ROBERT HUDGINS

## Charlotte Area Transit System RAILCAR MAINTENANCE SUPERVISOR

### DEPARTMENT

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Railcar Maintenance

### POSITION DESCRIPTION

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- Directs the maintenance staff in the performance of their duties regarding the maintenance, upkeep, servicing and cleaning of the CATS rail car fleet vehicles.
- Researches and provides troubleshooting methods utilizing historical data
- Supports emergencies, accidents, derailments, and disabled trains on the mainline and provides support to retrieve rail vehicles and return vehicles back to the maintenance facility
- In charge of commissioning of new CATS railcar fleet to include acceptance, inspection, burn-in, and quality assurance
- Assists management and engineering groups with upgrade implementation and LRV improvements

### BUSINESS PROJECT

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I would like to focus on the recruitment, development, retention process for my organization.

I am interested in how other agencies recruit and retain skilled employees. Currently CATS is experiencing a high employee turnover issue. The recruitment process as well as training delays are a few contributing factors. Finding ways to address these issues will help CATS maintain safe, reliable, and clean transportation from a maintenance standpoint. Retaining employees in an organization in any department would ensure you have continuity and well-trained staff.



## PROFILE

I have been with CATS for almost six years. I have been serving as the Quality Manager - Development and Quality Engineer for two large capital construction projects. My prior work experiences have been in manufacturing and education.

As QA Engineer at CATS I evaluate QA programs and processes, write and revise procedures, perform internal and external audits, investigate non-conformances, and implement process improvements.

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# LAURA JOHNSON

## Charlotte Area Transit System

### QUALITY ASSURANCE ENGINEER / QUALITY MANAGER - DEVELOPMENT

## DEPARTMENT

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Planning and Development

## POSITION DESCRIPTION

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- Lead and manage development of agency transit asset management (TAM) program
- Compile Tier 1 transit agency asset management data for National Transit Database reporting
- Schedule and perform quality audits of contractors and project team; issue audit reports
- Research specifications, technical reference material and regulations to ensure contractor compliance
- Review, revise, and create procedures for transit department
- Coordinate contractor plant visits to supplier facilities
- Visit supplier facilities to ensure supplier capability and process controls
- Review and prepare contract specifications for transit projects
- •Represent Quality Assurance for transit agency at construction progress meetings
- Train new project team members on project related procedures
- Prepare monthly quality report for Federal Transit Administration Project Management Office
- Collect construction quality data for trend analyses

## BUSINESS PROJECT

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CATS Light Rail Vehicles are not meeting their "Miles between breakdown" performance goal. In section 5.15 of the Light Rail Fleet Management Plan the vehicle reliability indicator shows significant change in performance.

Another indicator CATS uses in tracking Vehicle Reliability is the Mean Distance in vehicle miles between LRV Failures (MDBLF).



## PROFILE

Juliann Sheldon joined CATS in 2015 as a Public & Community Relations Specialist. She serves on the communications team for the CityLYNX Gold Line Phase 2 streetcar project. She is also responsible for assisting in communications initiatives for Charlotte Gateway Station Project and other CATS communications matters.

Prior to joining CATS, Sheldon served nearly 2 years as Safety Press Officer for the Pennsylvania Department of Transportation (PennDOT), where she won the award for State PIO Award for Best Public Event.

Additionally, Sheldon developed government relations experience as Constituent Relations Intern for the Office of the Governor of Pennsylvania. She received her Bachelor of Arts Degree in Advertising & Public Relations from Point Park University in 2013. Sheldon also completed Dale Carnegie's Skills for Success leadership training in 2011.

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# JULIANN SHELDON

## Charlotte Area Transit System

### SENIOR PUBLIC RELATIONS SPECIALIST

## DEPARTMENT

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**Marketing and Technology**

## POSITION DESCRIPTION

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**Manages public relations related to several transit projects while supporting day-to-day media relations.**

## BUSINESS PROJECT

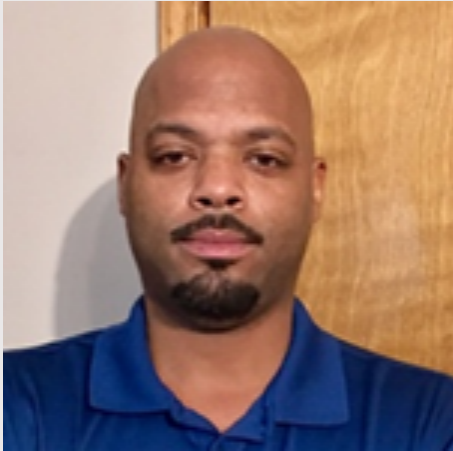
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**CATS currently does not have a strong employee relations program.**

**Employees are engaged but only within their divisions or silos. I'm most interested in diving into the employee relations culture of our fellow transit agencies, uncovering best practices and establishing innovative ways to engage with employees.**

**The lack of a comprehensive employee relations program can impact both internal operations and the public perception of a brand. In general, the lack of employee communications can lead to less productivity, more internal conflicts, lower employee retention rate and lack of team spirit. Those issues can often reverberate outside of the organization influencing public perception and attracting negative media attention.**

**As part of EnoMAX, I propose tackling the issue of employee communications and how it relates to public relations for a transit agency.**



## PROFILE

My name is Mallory Smith. I've been with Charlotte Area Transit for six years. I started as a maintenance supervisor, managing a team of mechanics and support staff. I became the Computerized Maintenance Material Specialist in 2016. While in this current position, I've added many new elements to the title. These include analyzing pertinent maintenance information, acquiring/internally maintaining technical equipment, assisting and often overseeing maintenance projects, and providing information to management to assist in personnel decisions.

I am interested in furthering my career and ascending to upper management. I would like to gather information on how different areas of multiple transit agencies operate. In my spare time, I spend time with my children and paint to decompress.

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# MALLORY SMITH

## Charlotte Area Transit System

### COMPUTERIZED MAINTENANCE MATERIAL SPECIALIST

## DEPARTMENT

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Maintenance Department

## POSITION DESCRIPTION

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**Maintaining the maintenance portion of our Asset management database. Routine/Ad Hoc reporting to many different positions in our agency with regard to maintenance. Assisting in developing various processes and procedures to aid in the efficiency of the work flow process, by analyzing collected data. Acquiring and maintaining (base level) different technology related equipment, i.e. laptops.**

## BUSINESS PROJECT

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**Diminishing reliability of an aging fleet, has been a challenge facing bus operations in recent years. Between 2012 and 2017, the average miles between major mechanical failures have decreased by 11%. A continued decline in fleet reliability not only causes a disservice to our passengers, it also brings negative attention to our operations.**

**I would like to know how other transit agencies maintain or increase reliability of an aging fleet. With periodic adjustments to our route schedule, some fleet types have a higher demand. This causes difficulties meeting the route requirements when the equipment is unavailable due to a maintenance issue. Between 2012 and 2017, the miles between mechanical failure have decreased. If overall fleet reliability is increased, route changes would not have as much of an impact on maintenance as it currently does. This will also improve the overall quality of service delivered to the passengers, potentially increasing ridership.**





## PROFILE

Hi, I'm Brad Thomas, Chief Rail Controller with Charlotte Area Transit System. I manage the Rail Operations Control Center, which is the key command center for ensuring that LYNX Blue and Gold Lines run smoothly. I started my career in transit in 2008 as a part-time Bus Operator for Blacksburg Transit while finishing my undergraduate degree at Virginia Tech. Go Hokies! I was then promoted to Operations Trainer in which I assisted with on-boarding and training new bus operators. From there, I obtained a position with Norfolk Southern as a management trainee and worked as a Yardmaster for several years before I was promoted to Assistant Trainmaster/Field Supervision. In 2015, I joined CATS as a Rail Controller where I learned how to supervise public transit operations and integrated command. Now as Chief Rail Controller, I oversee all Rail Operations Control Center planning and activity.

### Fun Facts:

I'm a drummer!

I enjoy model aviation. I build and fly R/C planes.

My wife and I love to travel and experience new cultures.

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# BRADLEY THOMAS

## Charlotte Area Transit System CHIEF RAIL CONTROLLER

### DEPARTMENT

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Rail Operations

### POSITION DESCRIPTION

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- Supervise all activities occurring in ROCC and on the Blue/Gold Line sections of the rail system.
- Directly supervise ROCC Controllers.
- Provide leadership and office cohesion.
- Motivate, direct, plan, and coordinate ROCC activities.
- Always enforce the use of proper procedures.
- Provide supervisory and administrative functions.
- Prepare Controllers, Rail Supervisors and Dispatcher's weekly assignment schedules:
  - Approve/deny leave requests.
  - Approve/ deny weekly ROW access requests.
  - Request forms and complete the weekly ROW access schedule.
  - Monitor the rail system operating status daily.
- Ensure that assigned personnel respond appropriately to changing train and station operating conditions.
- Develop and implement alternative operating strategies during service disruptions.
- Ensure accurate completion of required reports.
- Conduct ROCC, RWPP and Communication audits.

### BUSINESS PROJECT

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I would like to learn how other properties have found viable solutions to maintaining their daily operation and customer satisfaction during new expansion.

With our recent experience of the Blue Line Extension, we recognize that there are several aspects of startup and expansion that present challenges to the daily operation. I would like to study what other properties have done to minimize these challenges as CATS intends on having an aggressive expansion plan over the next several years.



## PROFILE

My name is Dominique Thompson and I'm an Operations Supervisor for the Charlotte Area Transit System. I'm a native Charlottean with a background in finance and transportation.

I am a dedicated professional with a Master of Business Administration (M.B.A.) focused in Business Management from Winston-Salem State University and a Bachelor of Arts in Criminal Justice with a minor in Accounting from The University of North Carolina at Pembroke.

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# DOMINIQUE THOMPSON

## Charlotte Area Transit System OPERATIONS SUPERVISOR

### DEPARTMENT

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Bus Operations

### POSITION DESCRIPTION

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- Examine financial documentation for possibilities in improving profitability.
- Guide the organization's efforts to improve on-time performance, safety and customer satisfaction.
- Manage effective relations between employees and consumers.
- Ensure all projects are delivered on-time, within scope and within budget.

### BUSINESS PROJECT

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Increasing the on-time performance of the bus operations division has been a prime objective since technology first granted the organization the ability to track it.

I am interested in studying how transit systems have improved the on-time performances of the buses over previous years. With my current role in operations, on-time performance plays a critical role in my day-to-day analysis. Currently, the bus operations division of the Charlotte Area Transit System makes 3909 weekday trips and the on-time rate is 85%. While this percentage is acceptable, there is always an opportunity for improvement and growth.





## PROFILE

I am Donovan Collins. I have been with DART 9 1/2 years as a police officer, and 30 years total in Law Enforcement. I am the training coordinator for the police department and the lead facilitator for Practicing Leading and Serving. I am the rangemaster for the police department and responsible for reporting to the State of Texas for the department as it relates to compliance of training.

In my spare time I enjoy going to the drag races, riding my motorcycle, movies and relaxing.

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# DONOVON COLLINS

## Dallas Area Rapid Transit POLICE SERGEANT - TRAINING COORDINATOR

### DEPARTMENT

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Dallas Area Rapid Transit Police Department

### POSITION DESCRIPTION

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#### Responsibilities include:

- Responsible for training all sworn and non-sworn personnel in the department.
- Keeping all sworn personnel and the police department compliant with the Texas Commission on Law Enforcement (TCOLE).
- Main facilitator for Practicing and Leading and Serving for DART Management.
- Responsible for maintaining all training records relating to police personnel.
- Range Master for the police department.

### BUSINESS PROJECT

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My Business Project consists of finding efficient ways and resources to deal with the mentally ill patrons that are around and on DART buses and trains. This would be ways of identifying resources and applying those resources throughout the organization.

The Business Project would include operators of buses and trains, administrative staff, etc. This would include measures to protect riders of all ages while on DART.



## PROFILE

Brittney Farr has served as Local and Regional Relations Manager for Dallas Area Rapid Transit (DART) since 2013. As the liaison between the elected officials and staff members, Brittney works to ensure the needs of DART customers are met by providing solutions and responding to constituent issues in the DART Service Area and beyond. An active member of the DART Human Trafficking Task Force, Brittney helps to coordinate all of DART's ongoing human trafficking prevention activities including training over 3,500 DART employees how to identify and report signs of human trafficking.

Brittney received her Juris Doctorate from Boston College Law School and her Bachelor of Arts in Government from the University of Texas at Austin. She is active in her community as a mentor for Big Brothers/Big Sisters and volunteer for Dallas Pets Alive. Brittney also serves on the boards of the Oak Cliff Chamber of Commerce, the Dallas League of Women Voters, New Leaders Council of Dallas, and the Women's Transportation Seminar Greater Dallas/Fort Worth Chapter.

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# BRITTNEY FARR

## Dallas Area Rapid Transit LOCAL AND REGIONAL RELATIONS MANAGER

### DEPARTMENT

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Government Relations

### POSITION DESCRIPTION

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- Acts as primary liaison between the DART and the local and regional delegation including the 13 DART Service Area Cities, and communities both inside and outside the DART Service Area.
- Researches and monitors local and regional political candidate position statements, local and regional government work programs, and special projects and policies related to the provision of public transportation throughout the region.
- Works with the Executive Leadership Team (ELT) to develop and implement outreach strategies for to local and regional officials on DART's service expansion efforts within and outside of the current DART Service Area.
- Ensures local city council meetings, commissioners court meetings, and other governing bodies in the DART Service Area are monitored; advises the Executive Director and ELT on issues pertaining to the Agency.
- Coordinates internal departments and external stakeholders to address social issues directly affecting the Agency or its operations including but not limited to: homelessness, poverty, mental health, food deserts and human trafficking prevention.

### BUSINESS PROJECT

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**What role, if any, do transit agencies play in the development of comprehensive housing policies for the cities they serve?**

**My business case addresses the challenge of how public transit considerations fit into the local and regional governments planning process, specifically as it relates to workforce and affordable housing. This issue directly affects DART not only from an access and equity lens, but also from a ridership perspective. In a time where transit agencies across the country are experiencing declines in ridership, particularly bus ridership, how can transit agencies and governmental entities work better to maximize public transit use and accessibility with housing development.**



## PROFILE

I am a 17-year transit professional. My experience encompasses Bus, Rail, and Paratransit operations. Currently, I serve as a Project Manager for employee engagement and support approximately 1,800 operators, mechanics, supervisors, and managers. Mostly, I take ideas and put structure around them, but I also bring the people side to technical projects and initiatives. This includes communication planning/execution, focus groups, teambuilding, recognition, and advocacy for employee issues.

Things I love to read and think about include the design and impacts of mobility as a service concepts, the implications of automated buses on the future transit workforce and influencing adult behavior. I hold a bachelor's in business administration from Texas Tech University and a master's in public administration from the University of North Texas. As a wife and mom, my family is everything. My faith, live music, Zumba, and spontaneous road trips also make me happy.

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# JENNIFER FROST

## Dallas Area Rapid Transit PROJECT MANAGER II

### DEPARTMENT

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Bus Operations

### POSITION DESCRIPTION

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**Project management; employee outreach and recognition; teambuilding and people development; focus groups; department communications.**

### BUSINESS PROJECT

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**I am interested in how other agencies support the physical and emotional healing of their employees who experience a critical incident. A critical incident is one where the employee is assaulted, threatened, is involved in or witnesses a fatality, or experiences a severe health problem while on duty. Currently, my team requires that division management follow up with employees within 2 business days of the incident. This gesture is often appreciated but some operators still struggle to move past the incident and return to full duty.**

**I want to learn what other agencies are doing to help employees through these situations. How do they show their employees that they care about their well-being? Management follow up with these employees, timing, resources available, and management / supervisor training are all areas I seek to investigate. In particular, I want to know if anyone is using the critical incident stress management program employed by many police and fire departments across the country. The final piece of this study involves fit-for-duty measures that might be employed before employees are fully released to return to work.**



# SHAUNDR JACKSON

**Dallas Area Rapid Transit**  
ASSISTANT TO SR. VICE PRESIDENT -  
FINANCE

## PROFILE

I have been with DART for more than 12 years, with most of my time in the Operations Division. I joined the Finance Department in January 2018 supporting the Sr. Vice President of Finance and his team and coordinating the Finance Department agenda for DART's Board of Directors.

I have enjoyed solving business problems and improving processes throughout my 22-plus-year career. I hold an MBA from Texas A&M University-Commerce, a MA in Professional Development from Dallas Baptist University, and belong to the National Society of Leadership and Success, Sigma Alpha Pi. I was in the inaugural Management DART class and was part of a team which identified and presented a business need and solution to the EMT group.

I'm an Army veteran, writer, and book nerd. I enjoy attending book club meetings, discussions, and readings. I have an INTJ personality type getting a kick out of analyzing and solving problems. I am an advocate for helping women achieve professional and personal development and was recently elected to serve as the Secretary to DART's Women in Leadership

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## DEPARTMENT

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Finance

## POSITION DESCRIPTION

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Finance Department, Sr. VP and Finance Tier 1 Team organization, Board Agenda Coordination, Board Request/Correspondence, Finance SharePoint Department Site Administrator, manage any Finance-related content posted to InfoStation, General Administrative duties.

## BUSINESS PROJECT

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The DART Finance Department needs to undergo a culture change to improve collaboration, work performance, employee engagement, and increased confidence from the Executive Office. The Finance Department needs to go from just "existing" to making more of powerful and impactful change across the agency.

Upon starting my position, I took three months to document areas of need and improvement finding there were continuous impromptu meeting requests for the Sr. Vice President of Finance and serious time management issues. I established the Finance Tier 1 group of direct reports to the Sr. Vice President of Finance and established regularly scheduled Tier 1 and direct report 1 on 1 meetings.

Although these efforts have significantly improved the Tier 1 team's overall performance from a workflow perspective, there are still gaps to address. I believe the same customized strategies concept for the Finance Tier 1 team can be infused throughout the entire Finance Department.

I see six key issues affecting the Finance Department:

- Poor Internal communications
- Lack of team spirit
- Low office engagement across sub-functions (Disengagement)
- Low morale
- Lack of consistent processes for major repetitive work.
- Regularly missed deadlines

There is an opportunity to plan and map out a culture for the Finance Department which needs to start with a mission, vision, and a set of core values. Areas of improvement could include collaboration, work performance, employee engagement, and increased confidence from the Executive Office.



## PROFILE

I'm a 39-year retired Veteran of the United States Army and Army Reserves, I have served in numerous assignments of increasing responsibility with exceptionally meritorious distinction and conduct. I've distinguished myself with exceptionally meritorious service, culminating my career as the Brigade Command Sergeant Major of the 3rd Medical Training Brigade, Medical Readiness Training Command.

I've been employed with DART and in the TES Dept since March 25, 1996. I have a "pretty good" knowledge of DART's Traction Power Light Rail system. I love "DIY" home projects. I believe in the motto, "Never look down on anyone unless you are helping them up!" I enjoy music, dancing, "AHC"...and the fun things of LIFE!

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# KENNETH MUDD

## Dallas Area Rapid Transit TES MAINTAINER

### DEPARTMENT

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Traction Electrification System, NW Rail Facility Maintenance

### POSITION DESCRIPTION

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- Perform inspection, testing, maintenance, installation and repair to a wide range of electrical power apparatus.
- Inspect overhead contact wire for gauge and integrity; maintain, repair, and replace all overhead contact wire and all related parts and devices; inspect and work on energized DC power return rail track systems according to established safety procedures and policies.
- Respond to equipment failure, determine the cause, and restore equipment to service.
- Perform complex wiring and utilization of conduits.
- Assist in emergency by-pass procedures and/or actuate alternative power routes during emergencies.
- Read and interpret blueprints and maintenance manuals.
- Subject to 24-hour emergency calls during adverse conditions and other emergencies.

### BUSINESS PROJECT

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DART requires the Traction Electrification System (TES) Department to maintain and correct deficiencies in its Traction Power Equipment (TPE), which is used to electrify DART Light Rail trains. 20% of DART's TPE has been in service for 22 years. The aging of our equipment may and can eventually result in an event which may require a partial or full power shutdown and the off-loading of a passenger train to repair an electrical event which could stop train movement for a long period of time. This event can be done safely, but it is an event that can have tragic consequences.

For my Max business project, I would like to analyze the cross-functional problem solving between acquisition of new talent training and maintaining our present employee's skill development on new technological equipment. We have equipment that may have potential of a catastrophic failure and I would like DART TES department to continue being exceptionally prepared.

I believe major preventative measures initiatives are needed to keep a catastrophic event from happening within DART's aging TPE infrastructures.



## PROFILE

I am a planner by trade. I have worked for multiple transit agencies in varied departments within Texas.

I love to meet new people with different backgrounds to learn from their experiences.

I also embrace technology. I think it is a tool that if properly used makes our lives easier both within Transit and outside Transit.

I enjoy listening jazz & blues music.

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# LUCIOUS NEWHOUSE

## Dallas Area Rapid Transit SERVICE PLANNER

### DEPARTMENT

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Service Planning

### POSITION DESCRIPTION

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Evaluate and execute service changes to effectively provide bus and rail services within Dart Service Area

### BUSINESS PROJECT

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I am interested in how other agencies count their passengers, in order to evaluate their modes of transportation. Dart is currently transitioning from manual or farebox based ridership counts to automatic passenger counter (APC) based ridership reporting for Bus, Commuter Rail, and Street Car Operations.

While DART Operates multiple modes, the focus for my Max program will be to study how participating Max Transit agencies are utilizing ridership counting technologies for data collection and service evaluation with respect to Bus Operations.

Specific emphasis will be given to technological and maintenance issues associated with the Bus APC technology, underlying databases, data integrity checks and the development of key performance indicators utilized for service evaluation.





## PROFILE

My name is April Ramey- Customer Support Representative for Bus Operations- Transit Center Services. My responsibilities include: Providing Customer Support during Special Events, Service Disruptions, Community Outreach, and Departmental Training. I'm also a Facilitator for CareerLink Program. I have been employed with DART for 14 years. I'm a graduate of Management DART program and CEO (Customer Experience Officer) program.

I love to learn new things and teach others what I have learned. My hobbies include reading, writing short stories, sewing, photography, baking and cake decorating. Really, I just love doing anything creative.

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# APRIL RAMEY

## Dallas Area Rapid Transit CUSTOMER SUPPORT REPRESENTATIVE

### DEPARTMENT

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**Bus Operations- Transit Center Services**

### POSITION DESCRIPTION

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**Customer Support Representative responsible for customer support during Special Events, Community Outreach Events, Service Disruptions, and conducts Station Concierge new hires, refresher, new products/ services/ equipment training.**

### BUSINESS PROJECT

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**Technology has become a way of life. As DART strives to become a 5 Star Agency, there is a greater need for enhancing the customer experience. DART has made strides in technology with its GoPass app.**

**DART can improve its technology capabilities by offering public Wi-Fi connection at its Transit Centers. Studies have shown that 71% of passengers carry a mobile device or laptop while commuting. These passengers utilize our Transfer/Transit Centers daily spending 30 minutes to an hour waiting for transfer connections.**

**Currently the reliability of these services depends on the passenger mobile network connection. By offering Wi-Fi connections at Transit Centers it will increase the efficiency of DART related apps by alleviating connectivity issues, it will allow technical equipment at Transit Centers such as Display Boards and Office Computers to work more efficiently, it will demonstrate to our passengers that DART cares, and hopefully help increase ridership.**

**To better examine this area, I will be studying how other agencies have improved technology connectivity at Transit Centers with Wi-Fi connection. It is my hope that through faster Public Wi-Fi connections at Transit Centers we will enhance our customers experience.**



## PROFILE

Seasoned transit coach technician with over 21 years' experience diagnosing and repairing every system on DART's revenue fleet. I have an Associate of Occupational Studies from Universal Technical Institute. After graduating, I was hired at DART and have been a lifer since. I have performed Preventive Maintenance Inspections and now currently work as a running repair mechanic repairing the day to day break downs and perform road calls on out of service coaches that could not complete the service run for that day. I have acted as fill-in supervisor as required to facilitate the everyday activities of the shop to meet service demands.

I have competed in 16 local Rodeos and have won the last 12 years running. I have two APTA International Rodeo Grand Champion titles and two state of Texas champion titles.

I enjoy road cycling and camping with my family.

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# LEWIS WHEELER

## Dallas Area Rapid Transit BUS TECHNICIAN

### DEPARTMENT

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Bus Operations- Bus Maintenance

### POSITION DESCRIPTION

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Repair and maintain revenue transit vehicles

### BUSINESS PROJECT

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**My Max Business case is to improve Dart's Preventive Maintenance Inspection (PMI) Program for the revenue fleet. As it stands now, it has been the same program for the last 22+ years and counting. At each mileage interval (6K,18K,36K,72K) there are an average of over 160 items to look at. If this number could be cut down on the most basic and frequent PMI(6K) while still inspecting those items on the less frequent inspections (36K & 72K). This could be done due to some new equipment (Zonar) that is already installed on our coaches. Each time a coach pulls out to make a route, it get a Pre-trip inspection done by the driver. Then at the end of the route, it gets a post-trip inspection done also. These defect reports are then sent to the supervisor and repairs are made.**

**Most coaches make two routes a day so that is 4 inspections a day. Most PMI's are brought in from the good bus tracks and these inspections have already been performed. it seems as if mechanics are just double-checking items because they are just on the list in the PMI manual. Cutting items from the list could help my team meet the PMI weekly goal earlier and could repair the larger workload items. This could also cut PMI operational costs and boost moral for meeting the goals faster.**

**As Dart is the only transit agency I have worked for, our procedures may the best way to take care of the fleet, but I do feel there is room for improvement. I would like to study and understand the PMI procedures of the other MAX agencies and maybe help them improve theirs along the way also.**



# NNENNAYA ANYAEBOSI

## Metropolitan Atlanta Rapid Transit Authority SPECIAL PROJECTS AUDITOR

### PROFILE

I am the Special Projects Auditor at MARTA. I serve as the Auditor-in-charge for our Fraud, Waste and Abuse investigations. I conduct fraud investigations and reviews. I forward to appropriate departments complaints received on the Fraud, Waste and Abuse (FWA) hotline that are not fraud, waste or abuse related and follow up with the department to make the issues were reviewed and resolved in a timely manner.

I am a CPA, a CIA and a CFE. I assist Audit management in establishing the Internal Audit annual audit plan. I have authored articles and presented at both domestic and international conferences. I enjoy travelling and raising food and funds for our local food banks. I am actively involved with, Georgia Society of CPAs, Atlanta Chapter of the Institute of Internal Auditors and Georgia Chapter of the Association of Certified Fraud Examiners.

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### DEPARTMENT

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Internal Audit

### POSITION DESCRIPTION

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I serve as the auditor-in-charge of fraud, waste and abuse investigations and special projects. I maintain the fraud, waste and abuse hotline. I conduct special reviews and investigations and coordinate with the various departments to follow up on the control deficiencies identified during investigations, operational or compliance audits. I also assist Audit Management in establishing our annual risk-based audit plan.

### BUSINESS PROJECT

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**MARTA needs a proactive Enterprise Risk Management Program (ERM) that will assist management align MARTA's risk appetite and corporate strategy to manage identified critical risks. Currently MARTA has some form of risk management but an ERM program will provide a more robust approach to its risk management. MARTA lacks the ability to assemble information across the different functional areas. A formal ERM will enhance MARTA's corporate governance and improve its ability to respond to the ever-changing business demands, while also providing MARTA management with an integrated approach to evaluating the likelihood and impact of major risks. ERM program goes hand-in-hand with governance, risk and compliance (GRC).**

**An ERM program at MARTA will definitely promote an open, positive risk-awareness culture where every business unit plays a part in achieving MARTA strategic business objective. An ERM and GRC program will enhance MARTA's ability to seize opportunities and improve allocation of capital and resources. I am hoping that the knowledge gained in the MAX program will assist MARTA in linking identified key operational risks to the strategic goals those risks impact, business units being compliant in every activity becomes the norm.**



## PROFILE

Over 37 years of experience in the transit industry. Started my transit career at NYC Transit. Have worked in a variety of positions: Bus Operator, Line instructor, Supervisor, Electronic Tech. on Rail-Cars. Currently the Manager of Safety Bus /Light Rail.

Like to participate and play sports, basketball, baseball, tennis, and biking. Love the beach. Aspiring to be an amateur painter specializing in waterfront paintings.

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# CHARLES BOONE

## Metropolitan Atlanta Rapid Transit Authority

MANAGER OF SAFETY BUS / LIGHT RAIL

### DEPARTMENT

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Department of Safety and Quality Assurance

### POSITION DESCRIPTION

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Responsible for safety oversight for Bus/Light Rail. Responsible to review policies and procedures to ensure safety conditions are at maximum efficiency. Responsible for accident investigation for all bus and light-rail incidents.

### BUSINESS PROJECT

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Efforts to reduce and mitigate bus collisions. Implementing an effective line instructor program.

Business project will focus on analysis of bus collision incidents using data driven tools in developing and building a safety-first culture. Looking to develop suggestions to improve mitigation strategy, development of a point system for collisions, develop suggestions on how to get service restored quickly in the event of a collision. Many of our collisions have little to no property damage and cause extensive service delays. Additionally, would like to provide insight and suggestions to mitigate the current process for investigation and response.



## PROFILEPROFILE

Ms. Ann Marie Boyd joined the MARTA team in 1998 after devoting ten years to the New York City Transit Authority. Ms. Boyd started her work in transit research as a transit research specialist and has advanced to a performance analyst. She is a certified project manager and is involved in managing various projects and collaborating with various departments to streamline processes, identify gaps within the system, and aid in maintaining a fiscal sound organization. During her latest accomplishment, Ms. Boyd led efforts and assisted with the development of MARTA's 5-Year Strategic Framework. She also spearheaded the taskforce for the Authority-wide Bus On-Time Performance efforts. Ms. Boyd is also known for contributing to saving MARTA approximately \$2.25 million dollars by identifying a new process for service enhancement.

Outside of MARTA, Ms. Boyd is a tennis enthusiast and plays competitively with the Atlanta Lawn and Tennis Association. She also enjoys spending time with her husband, daughters and grandson.

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# ANN MARIE BOYD

## Metropolitan Atlanta Rapid Transit Authority

### PERFORMANCE ANALYST, CAPM

## DEPARTMENT

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The Office of Transit Research and Analysis

## POSITION DESCRIPTION

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**I am a certified project manager involved in managing projects and collaborating with departments to streamline processes, identify gaps within the system, and aid in maintaining a fiscally sound organization. Some of my core responsibilities include managing large databases, calculating the actual revenue hours and miles MARTA vehicles travel within their service area, and analyzing data for forecasting ridership and passenger revenue. These reports are federally mandated and pertinent in obtaining funding for continued operations.**

## BUSINESS PROJECT

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**Declines in transit ridership across the nation have sparked discussions on factors associated with these declines. There are common themes associated with this decline. An agency related business challenge we that sparks my interest is the impact of transit usage with modern ride sharing options. Studies reveal that riders use less bus and rail transit because of Uber and Lyft. Ride pooling or shared ride hailing service can provide even cheaper services by carrying more passengers. This comes close to being most competitive with transit and close to point to point service.**

**The MARTA business model needs to be reinvented to save the "traditional" transit system. Research has shown that ridership has decreased roughly two percent per year on average concurrently with a decline in revenue and funding. Research efforts should include, but not be limited to: Non-Riders, Former Riders, Micro-Transit Pilot Projects using NTD and census data, and Transit Network Companies.**

**An idea is for MARTA to introduce their own ride-sharing pool focusing on passengers who lack sufficient public transportation options either to their work or homes. It could serve customers between two connect points in a specific region and operate routes on schedules or on request. Major cities that are currently utilizing this model is Washington DC, and San Francisco, Bridj and Chariot respectively.**

**I would contact these agencies and interview members who played an intricate part in the program development. I will be looking to validate and support what other agencies are doing and recommend how MARTA can become more competitive and offer accessibility to our ridership.**





# STANLEY LACEY

## Metropolitan Atlanta Rapid Transit Authority

### SUPERINTENDENT

#### PROFILE

I started my career with MARTA seventeen years ago as a Bus Operator. I've worked as a Dispatcher, Supervisor, and now I am a Superintendent.

I am from Youngstown, Ohio. I enjoy working out and spending time with my son and daughter.

My career highlight was getting promoted to Superintendent at a fairly young age.

Fun fact about myself, I was the biggest loser in 2016 for the weight loss challenge at the Authority.

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#### DEPARTMENT

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Bus Operations

#### POSITION DESCRIPTION

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Manage the daily operational requirements of Hamilton Garage. Gather and report operating, payroll, performance and employee data as required. Responsible for the daily assignment of bus operators, the on-time dispatch of revenue vehicles and the cost-effective utilization of Bus Transportation resources. Follows all policies, procedures, labor agreement, work rules and adheres to budget and work programs goals, objectives and requirements. Act as a General Superintendent as required, ensuring that established transportation goals and objectives are met.

Participates in community meetings, public forums, cross-departmental activities and transportation related meeting upon request. Carries out major assignments in conducting the operations of the business.

#### BUSINESS PROJECT

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I am interested in how other agencies manage their absenteeism such as; FMLA (Family Medical Leave Act), Job Injury, Long Term Sickness and Short-Term Disability. In May of 2016 MARTA (Metropolitan Atlanta Rapid Transit Authority) hired a third-party vendor name WorkPartners to manage our absences. Since contracting WorkPartners, our absenteeism has not improved.

For my MAX Business Project, I want to research if using a third-party vendor is more efficient and cost effective than having our own in-house employees managing our own absences. I want to compare the process, cost effectiveness, and efficiency of agencies that managed their own absenteeism versus agencies that outsource to third party vendors to manage their absenteeism. I am an advocate of companies managing their own absences.

At the end of the program my goal is to present enough information that MARTA will terminate the contract with WorkPartners and create our own Absence Department.





## PROFILE

I grew up in Ireland and I got a degree in civil engineering there before coming to the United States and Atlanta 21 years ago. I have worked in a variety of types and sizes of engineering companies. I have been with MARTA for 10 years in MARTA's civil and structural engineering department. I enjoy the variety of work and I am constantly learning which I like. My more recent projects are Hamilton Bus Facility Compressed Natural Gas Fueling Station and Inman Park Station Pedestrian Bridge Rehabilitation.

I am a US citizen and I still have family in Ireland. I try to go back there to visit every 6 to 9 months. Travel is one of my hobbies. When I travel whether in the US or internationally, I will go on the transit system there and compare it to MARTA's. Another one of my hobbies is attending science fiction conventions and I have an interest in science and space in general. I am currently signed up for an 8-weekend course in astrophysics in a local college.

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# MICHAEL LYNCH

## Metropolitan Atlanta Rapid Transit Authority

### LEAD CIVIL ENGINEER GRADE 6

## DEPARTMENT

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Capital Programs and Development, Office of Engineering and Development, Civil and Structural Engineering Group

## POSITION DESCRIPTION

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Provide civil and transit engineering design services that meet the needs of the stakeholder and provide quality designs and documentation. Plan and develop scopes of work for such services. Plan and develop scopes of work for General Engineering Consultants and Surveyors. Oversee design services provided by General Engineering Consultants and Surveyors. Support the office Transit Orientated Development and Real Estate for their civil and transit engineering needs.

## BUSINESS PROJECT

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Presently MARTA uses survey consultants to do 3D Laser Scanner Surveys. I would like to do a study of the potential cost savings and benefits if MARTA was to purchase the equipment, software and provide training to provide this capability in-house. If the conclusion of the study merited that MARTA should make an investment in providing such in-house capability, a survey of all the rail stations could be more economically conducted if deemed necessary as a continuity program. Also, 3D Laser Scanner Surveys are of benefit for architecture and engineering design of buildings and infrastructure as well as support to police, maintenance, and event planning.

3D Laser Scanner Surveys can also be a tool for GIS. GIS is a geographic information system that is a framework for gathering, managing, and analyzing data. Rooted in the science of geography, GIS integrates many types of data. It analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes. 3D Laser Scanner Surveys can also be used as a tool to help create 3D models in computer-aided design software for buildings and infrastructure.

I would like to meet with other agencies engineering and survey departments to discuss their 3D Laser Scanner Survey capability and applications if they have any. I would ask them to discuss their past, present and future use of such technology. I would like to discuss with them the associated costs of having 3D Laser Scanner Survey in-house and savings achieved if applicable compared to contracting the work to consultants.



## PROFILE

My name is Adrienne Rowe and I am a Recruiting Officer for MARTA. After spending 27 years in Banking, 18 of those in HR, I decided it was time for a change. A native of Atlanta, I have watched MARTA grow over the years and when the opportunity presented itself for me to be a part of a homegrown company, I jumped at it! Being able to represent a MARTA's with my talent as a relationship builder, problem solver, consultant and valued partner to my customers and clients was a perfect match! I've always felt if you give me a job description, I can recruit for it! I have recruited candidates from Atlanta to Southern California. I have managed a team of Recruiters in a Staffing Agency, trained and mentored new Recruiters and have always taken on the most challenging recruiting opportunities. Now, instead of hiring Bank Tellers and Customer Service Reps, I hire Engineers, Planners, Architects and Police Officers.

When I'm not Recruiting, I enjoy spending time with my teenage daughters, working out in the gym and soul line dancing. I never meet a stranger and am always looking for a way to help others.

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# ADRIENNE ROWE

## Metropolitan Atlanta Rapid Transit Authority

### RECRUITING OFFICER II

#### DEPARTMENT

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Human Resources/Recruiting

#### POSITION DESCRIPTION

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As a Recruiting Officer I am responsible for establishing and maintaining relationships with key stakeholders throughout the Authority for which I support. My responsibilities include full-cycle recruiting, developing strategic recruiting plans for hard-to-fill vacancies, review and qualify candidates' qualifications, communicate with hiring managers regarding the needs and projections for their departments and serve as a consultant on various HR related issues and concerns.

#### BUSINESS PROJECT

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To support making MARTA an "Employer of Choice", I am interested in seeing how other agencies position themselves about branding, recruiting efficiencies, time to fill and exploring the candidate experience. As a Recruiter, I am passionate about providing an excellent candidate experience and feel there is an opportunity for process improvement in recruitment from beginning to end.

One area of immediate interest to me would surround process improvement and time to fill. I feel our department would be efficient and effective by 1) improving our job descriptions, 2) providing an on-line application & 3) improve our interviewing process by training and coaching hiring managers of the hiring process and empowering them to make hiring decisions.

The proposed recruiting process for MARTA is estimated at 89 days from start to finish to process and onboard one new hire. It is my goal to explore how other agencies recruiting time is evaluated and to uncover ways to possibly cut our recruiting time in half resulting in a better experience for the candidate while decreasing our vacancies at a faster pace.



## PROFILE

Charlotte Shaw has over 25-years' experience in leadership and management roles in both the private and public sector. With companies such as McDonald Douglas, General Dynamics and Oracle. Having worked MARTA 20 years ago, she returned in 2015 as a Senior Consultant in Contracts Management and now serves as the Manager of Capital Programming and Project Initiation.

Charlotte holds a bachelor's degree from Drake University in Political Science and Public Administration. She is experienced in Strategic Planning, Leadership & Management, Contracts Administration and Project Management.

Charlotte is the youngest of 9 and grew up in St. Louis in a large and loving family – her mother is her best friend. She looks forward to holidays and quality time at the family BBQ's.

Charlotte is a published Author winning the 2010 Harriett Austin Best Non-Fiction Award from the University of Georgia-Athens as a first-time writer. She is now writing her first documentary on a social justice issue which she is personally producing for film.

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# CHARLOTTE SHAW

## Metropolitan Atlanta Rapid Transit Authority

### MANAGER, CAPITAL IMPROVEMENT PROGRAM

## DEPARTMENT

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The Office of Capital Programming

## POSITION DESCRIPTION

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- **Manage Capital Planning and Project Initiation and Planning Phase of Project Management Office (PMO).**
- **Develop and implement strategic plans for MARTA's \$3.5B long-range budget for Capital Improvement Program (CIP).**
- **Direct supervision of project management office staff.**
- **Manage the development of project scopes, schedules and budget for capital initiatives.**
- **Plan annual budget and oversee major capital initiatives, including integration of new technology and business processes.**
- **Manage screening process for development of project scopes, the project charter and business case.**
- **Oversee the preparation of estimates of asset life cycle costs.**
- **Develop long-range capital strategies based on Strategic Business Plan.**
- **Prepare annual project budget call for review by Executive Management Staff and MARTA Board of Directors.**
- **Analyze and potential impacts of proposed capital projects on MARTA's operations.**
- **Report historical data to evaluate proposed project performance, earned value analysis, cash flow analysis and forecasted costs for projects.**

## BUSINESS PROJECT

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**Review the Authority's business culture by identifying critical gaps in cross functional methodologies, communication, business processes, employee competencies and leadership support. As MARTA grows so will the need to compete for critical funds. It will be imperative to manage efficient budgets and capital increases as Atlanta's growing transportation needs grow with more people and expanded transportation requirements in and around the Atlanta area. I would like to review the effects of other Transit cultures on their business processes, strategic plans, decisions and performance around the development of the annual Capital Budget.**

**I will be studying how Sr. Managers are involved in the process and how inter-departmental communication/integration supports the yearly development of their budgets with the strategic objectives of the organization.**



## PROFILE

Richard has over 24 years' experience in facility and property management in the commercial real estate industry. He has managed key operations of more than two million square feet of world-class high-rise energy efficient structures. As a leader in the real estate industry, he supported efforts to earn Hurt Plaza an ENERGY STAR score of 91 and coordinated re-certification efforts in making the building at 100 years old, the oldest multi-tenant commercial office building to be U.S. Green Building Council (USGBC) certified LEED-EB Platinum, a building listed on the National Register of Historic Places. He is bound and determined to implement sustainable measures that improved cost control, productivity, maximize efficiencies and reduce energy consumption.

He enjoys spending time with his children, boating, horses, reading, traveling, history and classic cars. In addition, he is a farmer that grows organic produce and fruit.

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# RICHARD THOMAS

## Metropolitan Atlanta Rapid Transit Authority

### MANAGER OF BUILDING MAINTENANCE

## DEPARTMENT

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Office of Facilities

## POSITION DESCRIPTION

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As the Manger of Building Maintenance, I manage capital projects that directly influence the operation of the Headquarters Complex consisting of:

- Headquarters building
- Annex building
- Candler Park data center
- Integrated Operations Center (IOC)
- Train Control and SCADA Upgrade (TSCU) contractor leased building

I strategically align the Authority's organizational goals of creating a culture and discipline of security and safety excellence and maintaining fiscal discipline by optimizing resources through savings, efficiencies and revenue generation with local, state and federal safety ordinances to ensure regulatory compliance.

As the signatory for the department's contractual agreements, it is my responsibility to develop contract specifications which support the strategic initiatives and safety guidelines that are acceptable by the Authority and communities that we serve.

## BUSINESS PROJECT

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I am interested in how other agencies maintain a sustainable, high efficiency, energy star rated or Leadership in Energy and Environmental Design (LEED) buildings or facilities. For my MAX business project, the primary focus is to gain insight on how other agencies have implemented greener and cleaner environments using innovative technologies. Currently, I am the Building Maintenance Manager and, unfortunately, there has been minimal discussions concerning sustainability, high efficiency facilities or green building ratings.

My goal is to incorporate the ideas and processes learned from other agencies into MARTA's facility management plan to receive an Energy Star score or LEED green building rating and to improve the sustainability performance of our global transit sector.



## PROFILE

I have 23 years with WMATA. I am the Assistant Superintendent of Greenbelt Rail Yard with WMATA. I oversee the daily rail operations Stations and Trains which is about 196 employees. I have held several positions within the agency including Rail Operations Supervisor and Customer Communication Specialist. I play a vital role in the implementation of the receiving and testing of new rail cars.

I enjoy reading, cooking, and shopping. I am looking forward to marrying a wonderful Man in late 2020 or early 2021.

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# ERIKA BRIGGS- JACKSON

**Washington Metropolitan Area  
Transit Authority**  
ASSISTANT SUPERINTENDENT

## DEPARTMENT

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RSTO RTRA Greenbelt Division

## POSITION DESCRIPTION

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**My responsibilities include overseeing safe and cost-efficient station and train operations reporting the division superintendent.**

## BUSINESS PROJECT

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**I am interested in what training trends/methods other agencies are using. What is the average age of a Rail Operator in training and Training Instructor? What is the length of training at other agencies? Do other agencies experience a high-volume operational incidents 90-120 days after the new operator leaves training. What methods are other agencies using for training rail operators textbook, computer based, simulators, and on the job training.**

**What challenges do other transportation agencies face when training rail operators? What techniques are being used industry wide?**





## PROFILE

Michael has an undergraduate degree in Systems Analysis and Engineering from The George Washington University, and Master's degrees in City & Regional Planning and Transportation Engineering from UC Berkeley. His first career was in Information Technology, as a systems engineer for Oracle Corporation as a system engineer, then for a small web app development company. After 8 years in IT, he returned to graduate school for a career change into urban planning and public transportation. He worked as a senior transportation planner for the Metropolitan Washington Council of Governments before joining the WMATA Office of Planning in 2010. Originally working in systems and capital planning, Michael was hired into the role of Strategic Planning Advisor focusing on tapping into the agency's data sources and translating that into information as the basis for better decision making.

When not at work, Michael enjoys yoga, cycling, gardening, and live music. He commutes to the office by bicycle rain or shine, all four seasons of the year.

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# MICHAEL EICHLER

## Washington Metropolitan Area Transit Authority

### STRATEGIC PLANNING ADVISOR

#### DEPARTMENT

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Applied Planning Intelligence, Office of Planning

#### POSITION DESCRIPTION

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**Explore new operational and planning data sources.  
Develop analytical frameworks for converting data into information.  
Pair knowledge of business process with new analytical output to better inform future processes and products.**

#### BUSINESS PROJECT

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**WMATA is an agency that is organized to operate, not innovate. There is a pressing need for a formalized process for evaluating and implementing new approaches and developing an agency-wide framework for wiring new products, processes, and procedures into everyday work practices. Innovations require a mandate from leadership to ensure they are fully implemented, implemented correctly, and have an owner to maintain and measure post-implementation performance.**

**I am interested in learning how change/innovation is encouraged and implemented within other agencies. My job has been to bring data and "smarts" to decisions, but I am finding that traditional methods of decision-making often win out in the end. Metro is under constant pressure to provide better service at lower costs. Indeed, we have promised our funding partners to cap subsidy growth to 3% per year. Such promises need to be paired with institutional changes that will ensure innovative and cost-reducing business practices get evaluated and implemented.**

**I am interested in speaking with any agency staff engaged in introducing and implementing new or non-traditional business practices. I want to learn strategies and techniques for weaving business intelligence into everyday decisions as well as how senior leaders have change decision-making culture within the agencies.**





# SHERRI ELEY

## Washington Metropolitan Area Transit Authority PROJECT MANAGER CAPITAL

### PROFILE

I am a senior Project Manager with over twenty-five years of experience in design, construction, implementation, managing staff representative and non-representative, and contract management.

I've been employed with WMATA for ten years. During these ten years, I was on a team that rolled out many new initiatives. These initiatives include Microsoft Exchange and Active Directory, the first Network Operations Center, the Bus Command Center, the façade restoration at the headquarters building, Jackson Graham, just to name a few.

I enjoy spending time with my family, reading, and serving the community. I am President of my Home Owners Association and believe in giving back to the community.

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### DEPARTMENT

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PLNT Maintenance

### POSITION DESCRIPTION

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**My responsibilities included managing represented and non-represented employees, managing projects, overseeing departmental contracts and Authority wide contracts.**

### BUSINESS PROJECT

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**As a maintenance organization, my departments responsibilities are to repair and restore services at facilities, rail stations, parking lots, rail yards, and bus garages, time is of the essences. I'm interested in how other agencies effectively and efficiently accelerate repairs and restoration services by reducing maintenance and supply purchase response times. Contracts, BPA, and supply schedules are options but there's only so much funding available.**

**What are the standard intervals other transit agencies experience? Are other transit agencies experiencing similar response times and intervals? What vehicles and procedures are in place to assist with delivering goods and services in a timely manner?**



## PROFILE

I am currently the Manager of Service Development in WMATA's Office of Bus Planning & Scheduling and I have held that position for the past 3 years. My team prepares service plans for all our bus service adjustments, coordinates with staff from our local jurisdictions, and conducts outreach with our customers. Previously, I served as the Assistant Manager of the same branch in essentially the same role for the prior 3 years. Overall, I have been with WMATA for the past 8 years.

I started my transit career at Kent State University's Campus Bus Service in order to achieve my childhood dream of driving a transit bus. After graduation, I continued my transit career working as a bus operator, dispatcher and scheduler at METRO Regional Transit Authority in Akron, Ohio, before moving on to the Alexandria Transit Company in Virginia as the Service Planner / Scheduler and subsequently the Director of Planning & Development.

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# ALBERT HIMES

## Washington Metropolitan Area Transit Authority

### PLANNING MANAGER - METROBUS SERVICE DEVELOPMENT

#### DEPARTMENT

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Department of Budget, Planning & Performance (OBPP)

#### POSITION DESCRIPTION

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- Create service plans for Metrobus defining frequency, span, routing, bus type requirements, bus stop requirements and special branding.
- Analyze bus service performance and recommend adjustments as needed.
- Create service plans for temporary service changes included bus stop closures, route detours, and rail replacement shuttle services.
- Represent Metrobus at public meetings and meetings with jurisdictional staff.
- Coordinate with Bus Transportation (Operations) to review safety and other concern about services as well as coordinate the implementation of new services and service adjustments

#### BUSINESS PROJECT

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**I am interested in updating the process and the format in which we evaluate our bus services on an individual line (route) basis. This includes developing a standard format that would be applied to each line to ensure consistency on how we evaluate our services and thus help support stronger justifications for our planning decisions.**

**Currently, we evaluate service on an individual line basis in a more ad-hoc manner. Also, we do not have specific guidelines for running time and recovery time that apply to all lines system wide. By developing a more standard process, I hope to create a process that better justifies our recommendations and decisions regarding service levels, service quality and budgetary impacts.**



# JILL LACEY

## Washington Metropolitan Area Transit Authority ASSISTANT SUPERINTENDENT

### PROFILE

I am currently an Assistant Superintendent in the Automatic Train Control Division of Rail for WMATA. I oversee our training development efforts and am on a team implementing a new compliance effort.

In my career I have had some opportunities to work with some great leaders on really interesting projects. I formerly worked for Metro Dade Transit, PATH Transit, the Port Authority of NY and NJ in Its Aviation Department and as part of a special task force that brought Ferry Service to Lower Manhattan.

I am Mom to 3 great daughters who are now in college and I am an avid reader unless Netflix beckons.

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### DEPARTMENT

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Automatic Train Control Department

### POSITION DESCRIPTION

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Creating comprehensive training program for ATC techs.

Assisting General superintendent in development of departmental compliance program.

### BUSINESS PROJECT

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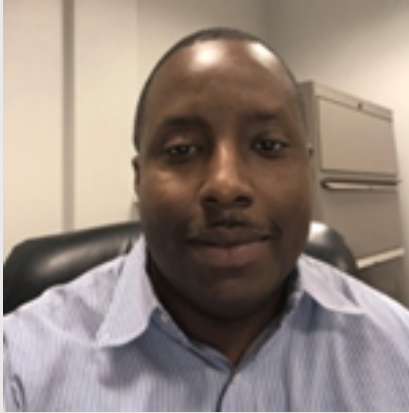
**How to develop a departmental compliance division that builds trust and is seen as an asset to the organization. What are best practices to develop accountability that is neither too permissive nor too onerous. Ideally compliance could be an on ramp to further training not job loss.**

**I am interested in how other agencies implement divisional compliance efforts. At WMATA we have often seen these efforts swing to the polar extremes of either too permissive or too punitive.**

**I would like to dig into and understand the broad range of factors: cultural, trust between employees and management, specific policies and management practices that lead to this dysfunction and explore possible solutions. I would like to survey the "best practices" literature not just of transit but also other industries where compliance is paramount and life-vital (the medical industry comes to mind). I would also look at how a departmental compliance team interacts with other departments and even outside organizations.**

**The overall goal would be to have a truly integrated compliance function that is an on-ramp to training and employee confidence not fear. Fear leads to bad decision making and a lack of initiative.**

**My outcome/deliverable would be a detailed business plan for a compliance group that delivers a level of quality and ultimately builds trust in the employees, procedures and service.**



# ISIAH PEARSON

## Washington Metropolitan Area Transit Authority

### MANAGER OF SPECIAL PROJECTS

#### PROFILE

I grew up in the DC metro area and graduated from Surrattsville High school in Clinton, MD. I began my career with WMATA at the age of 18 as a custodian in GMAC (Ground Maintenance and Custodial). As a custodian, I went to Southeastern University co in DC and obtain a B.S. in Business Management. I spent 1 year as a custodian and moved on to the landscape section as a D landscaper where I moved up to AA landscaper. I finish my degree in 2008 and in 2010 I became a custodial supervisor. In 2016 I became an Assistant Superintendent in GMAC managing a division of 90 team members. In 2018 I started my current role as manager of special projects and currently have a team close to 225 people.

I am married with two beautiful girls, 16 and 7, and we enjoy traveling together, fishing, bowling, gaming, skating, basketball and football. Most weekends we are at games dealing with my children's' sports teams. We are big on family as we have taken on two additional children in our home.

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#### DEPARTMENT

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**Ground Maintenance and Custodial Service**

#### POSITION DESCRIPTION

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**I plan, develop, manage and implement special projects. I evaluate branch programs, and goals. Prepare technical specifications and details for special projects and recommends acceptance of offers from vendors and contractors.**

**I coordinate activities between grounds maintenance and custodial services regional areas and evaluates performance of assigned work crews, recommending appropriate methods and techniques to be implemented as necessary.**

**I also supervise subordinate staff to include recommending applicant selection, disciplinary actions, resolutions of grievances, assigning duties, directing work, conducting performance evaluations, approving leave request and timesheets, and ensuring appropriate subordinate training is provided.**

#### BUSINESS PROJECT

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**I am interested to see how other transit agencies conduct training for custodians and machine operators. I would like to see the full scope of the training they do so we could develop a full standard training program for our 300 plus union team members.**

**My goal is to develop a framework so we can codify the cleanliness criteria, the measurement, and the process of scrubbing floors and cleaning facilities. I would like to see also how other agency gauge the cleanliness of their stations such as are they digital like we see in some airports that lets customers know this restroom was just clean, or using paper inspection from the supervisors going into the field, are they doing customer surveys to see what their customers think etc.**

**I believe a cleaner station is a safer station, I believe ridership numbers would increase, happier customers, and safety issues will be addressed.**



# DAVID SAUTER

## Washington Metropolitan Area Transit Authority

### PROGRAM MANAGER - 7000 SERIES VEHICLES

#### PROFILE

I joined WMATA in 2008, and have served in Railcar Vehicle Engineering, and most recently as Program Manager for the 7000 Series Railcar program. Prior to joining WMATA, I worked at a railcar equipment manufacturer as a Program Manager and System Engineer.

On weekends I enjoy hiking, biking, and camping with my family.

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#### DEPARTMENT

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7000 Series Railcar Program

#### POSITION DESCRIPTION

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- **Execute vehicle commissioning program including vehicle delivery, testing and inspection. Monitor vehicle warranty program.**
- **Manage the development of technical proposals, cost estimates, and contract change orders.**
- **Identify design deficiencies impacting revenue service and work with Carbuilder to develop and test improved software and hardware. Develop Engineering Modification Instructions to implement design changes.**
- **Review proposed designs for technical compliance, system safety, operational functionality, customer comfort and accessibility, and infrastructure compatibility.**
- **Manage and develop program technical correspondence in compliance with overall program objectives and technical specification.**
- **Conduct program review meetings with the FTA and WMATA.**
- **Manage and develop program technical correspondence in compliance with overall program objectives and technical specification.**

#### BUSINESS PROJECT

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**WMATA has implemented a Reliability Centered Maintenance (RCM) program that utilizes reliability statistics to determine railcar maintenance intervals. WMATA is also exploring the use of Vehicle Conditioning Monitoring (CM) systems to further improve its RCM program. These systems provide the capability to evaluate equipment performance, determine the optimal maintenance intervals, and identify marginally functioning equipment in advance of failure.**

**The proposed project will survey the available technologies and equipment vendors to identify potential solutions that can be integrated into the 7000 Series and future 8000 Series fleets. The intended product will be a set of recommendations that can be used in the development of a state of work and potential procurement.**



# PARITOSH YALAVARTHI

**Washington Metropolitan Area  
Transit Authority**  
SENIOR PROJECT MANAGER

## PROFILE

I am a project manager from the Information Technology department at WMATA. My program and portfolio is in IT Applications Development and Operations. My background is from Enterprise Content Management. I have worked as a Content Management administrator for several years and thoroughly enjoy adding measurable value to an organization's content by developing application-based solutions. I have recently become a project manager and functionally play the role of a program manager where applicable.

When I am not working, I enjoy spending time with my family and working out in the gym as often as possible to have a healthy lifestyle.

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## DEPARTMENT

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**Applications Development and Operations (APPS) Office, Information Technology**

## POSITION DESCRIPTION

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**My position is responsible for executing/overseeing multiple projects involving applications and development in the Information Technology department and to maintain multiple IT applications and their operations for the authority.**

## BUSINESS PROJECT

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**I am interested in taking up a project that would improve an organization's ability to better manage absenteeism and decrease or eliminate the financial impact it may be causing. In this project, I would like to focus on an issue or a lost opportunity that I am aware of and bring mobile and/or technological solutions where possible to fix them.**

**In recent years, I have had the pleasure to provide technological services and solutions to various departments and their personnel within WMATA such as Operations Management Services (OPMS), their Office of Workforce Availability and Occupational Health and Wellness (OHAW). These offices working in collaboration with each other using the IT infrastructure and operations efforts within their departments to manage absenteeism. One area of absenteeism where I see the need to bring improvement is for the Return to Work/Return to Duty information and how it is currently being handled. When a safety sensitive employee is absent due to sickness, they visit the OHAW office to get a medical checkup and find out if they are fit to Return to Duty. This information is passed on to their Supervisors and the Operations team so that the Supervisors can plan for a replacement bus operator/rail operator in the event of the absence of a scheduled operator that is on a sick leave. There are possible delays in the time between when this information is available to the OHAW office and by the time the Supervisors and Operations receive it.**

**I believe that we can develop technological solutions including the use of mobile apps if necessary, to cut down these delays and allow the organization to better manage absenteeism.**