Company Overview

Transit Services
- Manufacturing Assessments
- Safety Certifications
- Inspection and Testing
- System Start-up
- Life Cycle Asset Reliability Enhancement (LCARE)
- Vehicle Assessment and Valuation
- Security Consulting
- Organizational and Operational Analysis
- IT Consulting
- Alternative Analysis
- Procurement Assistance

Engineering Services
- Mechanical, Electrical and Plumbing
- Energy Analysis and Design
- Life Cycle Evaluation
- Lighting Systems
- Power Distribution
- Power Generation
- Substation Design
- Commissioning

Program Management
- Market Analysis and Feasibility Analysis
- Operations and Maintenance
- Procurement Management
- Schedule Management
- Integration Management
- Cost Management
- Risk Management
- Quality Assurance & Inspection Management

Construction Management Services
- Inspection
- Cost Estimating
- Project Controls & Review
- Commissioning
- Scheduling & Coordination
- Quality Assurance/Control
- Program Management
- Testing/Balancing Review
- Resident Engineers
- RFI (Managing Process)
- Autocad and Revit (BIM)

Overview
Since its founding in 1996, S. L. King has been recognized as a premier provider of consulting engineering in the Southeast. S. L. King is headquartered in Atlanta, Georgia with branch offices throughout the U.S. We are a certified Minority Business Enterprise (MBE), and we take pride in our reputation for delivering high quality engineering services on time and within budget, a significant aspect of what we do that has resulted in repeat business with more than 90 percent of our current clients. Our firm has built a legacy of project excellence for clients in the public and private sector, including municipal, state and federal agencies, transit authorities, construction companies, engineers, and architects.

Our personnel roster consists of professional engineers, managers, inspectors, technicians, and administrative support personnel who serve as construction and program managers, planners and designers on projects for clients such as: Cobb County, GDOT, City of Atlanta, Coca-Cola, MARTA, Fulton County, Hartsfield Jackson International Airport, City of Decatur, City of Savannah, City of Augusta, Alabama State Port Authority, DeKalb County School System, Southern Company, and Georgia Power.

Architectural/Engineering(a/e)
Consulting Services
As a leader in the engineering consulting industry, S. L. King offers you best-in-class service in the design, management, operation, and maintenance of a wide-variety of projects. We provide clients with a single source platform upon which to achieve their project goals.

Our track record for technical expertise and design innovation is excellent. Our commitment to environmental friendly systems is proven. Reliability is a component of everything we do regardless of the size of the project or whether the project involves traditional engineering or operations services.

Transit
Transit agencies across the United States are operating with tightened budgets, safety issues, crumbling infrastructure, and aging capital. Now, more than ever, the need for investing in the expansion of public transit systems is a top priority. These agencies are also maintaining aging fleets and facilities and aiming to meet the Federal Transit Administration standards of a "State of Good Repair." Aging fleets and facilities, Expanding services, Changing investment and economic conditions. S. L. King is dedicated to assisting transit authorities meet these challenges.

Growth and Sustainability
S. L. King provides a wide variety of services that benefit the growth and sustainability of transit agencies. Our services include: Transportation planning, Asset management, Vehicle engineering support, Reliability-centered management, Document controls, Project controls, Grant writing support, and Energy efficiency & sustainable best practices.

Program Management
We provide overall project governance and direction, and implement course corrections. We focus on project monitoring, control, team integration, change integration, and corrective action as needed.
SIDNEY M. SPARKS
Project Manager

Summary

• Mr. Sparks brings over 37 years of experience in the transportation industry as a senior manager in the areas of rolling stock manufacturing, program management and vehicle project oversight.

• His experience extends to many technologies outside of the rail transportation segment and he has served in leadership roles for project and production management in the execution of large public sector capital programs for manufacturers and transit authorities.

• Sidney has demonstrated throughout his career a high degree of success in meeting quality objectives through organizational and operations analyses, establishment of sound quality disciplines, analyses of manufacturing techniques and processes, and developing successful corrective action strategies to address major operational problems.

• His experience in manufacturing disciplines encompasses the complete procurement cycle and manufacturing process.

Professional Experience

S.L. King, Inc. (SLK), Atlanta, GA
Mr. Sparks recently joined the SLK staff as a Senior Transportation Associate to expand SLK’s participation in the transportation market and enhance and build additional depth into their transportation organization.

Virginkar & Associates, Inc. (VAI), Brea, CA
At VAI, Mr. Sparks served as a Senior Consultant and provided support in project management, client work, and special projects. For the MBTA Green Line Project, Mr. Sparks was asked to review quality programs and evaluate their effectiveness and compliance with contract requirements. In Los Angeles, he conducted a seminar for the LACMTA including a detailed review of the overall refurbishment process, performed an analysis of the proposed refurbishment scope, conducted a detailed tour of vehicle and selected components, reviewed failure and maintenance data, and identified critical areas of refurbishment. He then submitted a critical items list and Rough Order Magnitude (ROM) cost for the intended overhaul of systems and equipment. His broad experience with both manufacturing and remanufacturing processes has been an asset in contributing to scope definition and order of magnitude assessment for many of VAI’s customers.

Education

Bachelor of Business Administration, Georgia State University, Atlanta, GA
Graduate Courses, State University of New York, Albany, NY

Registrations/Certifications
Airframe and Powerplant Certification, Federal Aviation Administration
Financial Management Program, General Electric Company, Schenectady, NY
Southern California Regional Rail Authority (SCRRRA), METROLINK, Los Angeles, CA
As Capital Program Administrator for SCRRRA’s New Commuter Rail Vehicle Procurement from Hyundai Rotem of Korea, Mr. Sparks was responsible for delivery, acceptance and testing of these vehicles that required particular attention to a new Crash Energy Management (CEM) requirement in the car structure for enhanced safety. In this role, he re-established basic project management disciplines to control project expenditures for consultant and contractor, re-established a sound quality program, established project budgets, addressed and closed remaining primary design and testing issues allowing the project to proceed unencumbered by major design issues, and brought project to completion.

Siemens Transportation Systems, Sacramento, CA
As Director of Projects, Mr. Sparks reorganized a $100+ million Light Rail Vehicle (LRV) project consisting of Siemens’ newest technology light rail vehicle. This project was 18 months behind schedule and over budget. The primary focus was the restructuring of engineering accountability, supplier commitments measured against realistic and achievable schedule objectives. The new vehicles were delivered on-time while maintaining losses at an acceptable level. He re-established the customer relationship and by realigning material supply priorities to achievable objectives was able to maintain original delivery schedules. This included initiating reviews of vehicle material contracts and meeting with suppliers to ensure compliance with existing schedule requirements, refocusing and reprioritizing engineering efforts with achievable design milestones, and evaluating key manufacturing strengths to realigning those manufacturing tasks which were economically non-feasible or impeding schedules. His responsibilities were adjusted once the program was back on schedule to include Director of Assembly to assemble, test and commission the new vehicle and assure delivery in time to meet system opening.

Safetran Systems Corporation, Louisville, KY
Mr. Sparks was a Senior Project Manager in the installation of $50M railway signal applications throughout the U.S. with engineering and manufacturing responsibilities. Mr. Sparks coordinated engineering and assembly activities for the resignaling of Staten Island Railway Line, which was completed on schedule and within budget. He also restructured the manufacturing process to address larger than normal signaling houses. As Project Manager, for Safetran’s recovery of the New York City Transit’s (NYCT) Number 1 & 9 Line Project under the World Trade Center, he initially organized and coordinated all project activities with suppliers and subcontractors sufficient to meet the aggressive schedule.

For Lea+Elliott’s Independent Engineering Consultant contract with the New York City Metropolitan Transportation Authority (MTA). Mr. Sparks executed project management oversight of rail vehicle procurements by NYCT, Long
Sidney Sparks (continued)

Island Railroad and Metro North Railroad to ensure project adherence to contractual scope, schedule, product quality and budget. Mr. Sparks also evaluated the contracting agencies project team’s effectiveness to determine potential risks that could affect completion of the contracts on schedule. He actively reviewed each manufacturer’s quality program and the project team’s adherence to same. He acted as primary Consulting Engineer with oversight responsibility, and reported program status to the MTA Board of Directors on a monthly basis.

Noell, Inc., Atlanta, GA 1993 to 1995
Mr. Sparks served as Project Manager and Plant Manager on Metropolitan Atlanta Regional Transit Authority’s (MARTA) Heavy Rail Vehicle (HRV) Overhaul Project. He was responsible for upgrading and commissioning an existing retired facility to a level suitable for the overhaul of CQ310 HRVs. He led the redesign and approval of all engineering changes and remanufacturing processes. This included new tooling necessary to accomplish the remanufacturing effort. His responsibilities also included planning, organizing and staffing of the project team to execute the overhaul project. He established and maintained positive customer relationship and focus throughout the project.

Morrison Knudsen (M-K), Inc., Hornell, NY 1987 to 1993
Mr. Sparks was assigned as Senior Project Manager on M-K’s contract for Metro North Commuter Railroad M-6 cars, which was M-K’s first new rail vehicle project in their entry to the rail vehicle design market. He established and led design and manufacturing teams to develop and build a sophisticated rail vehicles in the U.S. He formed material controls for kitting all materials necessary to support efficient assembly operations for the project, and developed and implemented detailed work procedures to support assembly and commissioning of rail vehicles. Mr. Sparks established a detailed quality program including detailed inspection procedures to insure compliance with contractual requirements. Prior to this assignment, Mr. Sparks held positions as Plant Manager for M-K’s Hornell Car Shop, which encompassed responsibility for the management of a 400,000 sq. ft. manufacturing and remanufacturing facility. He expanded the facility to support new vehicle assembly and vehicle refurbishment operations, developed and built a 100,000 sq. ft. climate controlled test laboratory, a 40,000 sq. ft. asbestos abatement facility and increased existing test facility capabilities to incorporate a 2,100 feet long test track to dynamically test rail vehicles. Mr. Sparks served as Manager of Manufacturing as M-K expanded its remanufacturing effort from 2 remanufactured vehicles per month to over 16 vehicles per week for over 18 months. He was also responsible for the overhaul of manufacturing operations that expanded plant capacity and throughput to support new rail vehicle manufacturing and remanufacturing contracts. He expanded, organized and trained a workforce as it was expanded from 200 to 750 union employees sufficient to support efficient operations. Mr. Sparks developed manufacturing processes and quality disciplines sufficient to produce 560 remanufactured rail vehicles per year for NYCT and other agency contracts.
George Damergis
Senior Vehicle Consultant

Summary
- Mr. Damergis has worked in public mass transit for more than 30 years.
- He was part of a small team of rail professionals that created Metro-North from Conrail’s Metropolitan Region in 1983, and then raised the new railroad to exceptional levels of performance.
- His current experience includes managing the comprehensive maintenance programs/projects for large transit systems.
- Mr. Damergis is experienced with all aspects of rail vehicle maintenance and shop set-up and management.

Professional Experience
S. L. King Technologies, Inc., Senior Vehicle Consultant, Atlanta, Georgia
Developed and implemented the MARTA’s Life Cycle Asset Reliability Enhancement (L-CARE) program. L-CARE is a planned, coordinated and structured program designed to reduce unplanned maintenance and service interruptions, sustain design levels of reliability and safety. And predictive change out of components for their 312 vehicle fleet. L-CARE is budgeted through 2018. Additionally, he provides MARTA draft Standard Operating Procedures (sops), equipment maintenance plans, manuals, and procedures. Mr. Damergis had participated in the Systems Hazards Analysis for MARTA, ensuring that all omitted items in the operations manuals are mitigated.

Interactive Elements, Director of Rail Equipment, New York, New York
Directed Interactive Elements’ car equipment practice and was responsible for the firm’s project management oversight for car equipment procurement and rehabilitation at several agencies, including Jacksonville and Tampa, FL, Washington, DC (WMATA), Memphis, TN, and Boston (MBTA). This work is part of the FTA’s Project Management Oversight Program and was performed under a subcontract to Day and Zimmerman. He represented the firm on the rail vehicle consulting team that is providing rail maintenance and procurement services to Atlanta’s MARTA, as part of a five-year vehicle rehabilitation program. He had completed a review of the LIRR’s rail car overhaul program and an analysis of the LIRR’s Mean Distance Between Failures for the Mechanical Department.

Education
Courses toward Doctorate, Graduate School Of Public Administration, New York University
Master of Science, Industrial Management, Polytechnic University of New York, 1971
Bachelor of Science, Electrical Engineering, Polytechnic University of New York, 1961
Bachelor of Science, Mechanical Engineering, Polytechnic University of New York, 1957
MTA North Metro Railroad, Director, Quality Control & Engineering, New York, New York
Responsible for all activities of the Quality Control and Engineering function in the Mechanical Department of the nation's second largest commuter railroad. Administered an annual budget of $2 million. Acted as principal engineer for purchase of 142 commuter rail cars costing $155 million. Devised, implemented, and managed systems and procedures for maintenance of equipment, vendor quality assurance, and enforcement of maintenance standards (including those established by the FRA, AAR, and others). Represented the railroad in negotiations for extensions from the FRA. Participated in a variety of corporate committees for human resources, personnel performance, and employee communications.

Metropolitan Transportation Authority, Assistant Director for Inspection & Review, New York, New York
Inspected and reviewed performance of all MTA transit agencies under the direction of the Inspector General, including NYCT (3 million passengers/day), the LIRR (300,000 passengers/day), and the Conrail Metropolitan Region (180,000 passengers/day), which was the predecessor to Metro-North Railroad. Prepared special studies regarding the takeover of Conrail service to form Metro-North Railroad, including work rule issues, equipment maintenance programs, intergovernmental concerns, and coordination of services with other MTA activities. Participated on other MTA committees reviewing intermodal marketing, employee productivity, railcar air conditioning, and NYCT Wheel Shop modernization.

MTA Long Island Railroad, Internal Consultant for Planning & Development, New York, New York
Responsible for all activities of the Quality Control and Engineering function in the Mechanical Department of the nation's second largest commuter railroad. Administered an annual budget of $2 million. Acted as principal engineer for purchase of 142 commuter rail cars costing $155 million. Devised, implemented, and managed systems and procedures for maintenance of equipment, vendor quality assurance, and enforcement of maintenance standards (including those established by the FRA, AAR, and others). Represented the railroad in negotiations for extensions from the FRA. Participated in a variety of corporate committees for human resources, personnel performance, and employee communications.

Metropolitan Transit Authority, Assistant Director for Inspection & Review, New York, New York
Inspected and reviewed performance of all MTA transit agencies under the direction of the Inspector General, including NYCT (3 million passengers/day), the LIRR (300,000 passengers/day), and the Conrail
Metropolitan Region (180,000 passengers/day), which was the predecessor to Metro-North Railroad. Prepared special studies regarding the takeover of Conrail service to form Metro-North Railroad, including work rule issues, equipment maintenance programs, intergovernmental concerns, and coordination of services with other MTA activities. Participated on other MTA committees reviewing intermodal marketing, employee productivity, railcar air conditioning, and NYCT Wheel Shop modernization.

**MTA Long Island Railroad, Internal Consultant for Planning & Development, Jamaica, New York**

Identified opportunities for operational improvements and dollar savings, and developed procedures, standards, and programs to take advantage of them. Consulting activities included manpower distribution in operating departments; contract issues with outside vendors; development of physical operational standards for trainmen; development of emergency evacuation procedures; establishment of clock-in procedures; reorganization of managerial structure in several operating departments; and development of record archiving practices.
Erik Steavens
Executive Vice-President / Project Principal

Summary
- Mr. Steavens has over 23 years of experience in transportation planning, policy, legislation development, environmental process, and multimodal systems development.
- Mr. Steavens has worked at all levels of government including U.S. DOT, GDOT and TxDOT, a state run toll authority, a MPO, and local government transit agency.

Professional Experience

State of Texas Rail Plan, Texas
This project included development of freight and passenger elements for a PRIAA complaint state rail plan.

State of Georgia Rail Plan, Georgia
This project included development of freight and passenger elements for a PRIAA complaint state rail plan.

Atlanta to Louisville High Speed Rail Feasibility Study
This project included the viability of high speed rail between Atlanta to Louisville.

Atlanta to Charlotte High Speed Rail Feasibility Study
This project included the viability of high speed rail between Atlanta to Charlotte.

Atlanta to Birmingham High Speed Rail Feasibility Study
This project included the viability of high speed rail between Atlanta to Birmingham.

Atlanta to Jacksonville High Speed Rail Feasibility Study
This project included the viability of high speed rail between Atlanta to Birmingham.

Dallas to Houston High Speed Rail Environmental Impact Statement
This project included the development of a project level EIS for implementation of 200 mph high speed rail service.

Dallas to Fort Worth High Speed Rail Environmental Impact Statement
This project included the development of a project level EIS for implementation of 200 mph high speed rail service.

Education
Master of Science, Civil Engineering, Georgia Institute of Technology, Atlanta, GA

Bachelor of Civil Engineering, Georgia Institute of Technology, Atlanta, GA

Professional Affiliations
Georgia Transit Association, Member
American Public Transit Association, Member
Association of Metropolitan Planning Organizations, Member

Years of Total Experience
23 years
Neches Rail Bridge, Beaumont, Texas
This project included development of and Environmental Assessment for a new bridge crossing of the Neches River in Beaumont, TX. The project also included developing a P3 framework for implementation.

Texas Statewide Transit Safety Oversight, Texas
This project included developing and managing the State Safety Oversight (SSO) for the State of Texas.

Georgia State Human Service Coordination Plan, Georgia
This project included developing a framework for transit service coordination between 109 transit agencies and over 250 human service transportation providers in the state.

Georgia Statewide Transit Scheduling and Coordination System, Georgia
This project developed the system and user requirements for a statewide approach to transit scheduling and dispatching.

Cordele Intermodal Facility, Cordele, Georgia
This project involved working with a small Class 2 railroad, a local development authority, and the Georgia DOT to develop a program of projects to develop an inland port for agricultural commodities to head to and from the Port of Savannah.

Horizon Mobility Group P3 Proposal, Atlanta, Georgia
Project consisted of developing of developing a Public Private Proposal for a “tollway” in a “freeway” concept for the upper perimeter roadway of Atlanta. The proposal included the provision of transit and freight mobility options for a business corridor in Atlanta. This project proposal is now the basis of a current P3 project under development by the Georgia DOT.

MARTA Sustainability Plan, Atlanta, Georgia
This project included developing the original policy framework for MARTA’s Sustainability efforts.

Georgia High Occupancy Toll and Truck Only Toll Lane Studies for the Atlanta Region, Georgia
Project consisted of evaluating the benefits with the development of a High Occupancy Toll Lane system and a separate and distinct Truck Only Toll Lane system for the Atlanta region.

Georgia 400 Value Pricing Study, Atlanta, Georgia
This project provided and assessment of the various methodologies the toll authority could use to improve traffic conditions on GA 400 by
changing the toll regime from fixed price to one that varies based on congestion.

**SAFETEA-LU**
While working on the U.S. Senate Environment and Public Works Committee I developed many sections of the bill related to funding, ITS, and environmental stewardship.

**Enhanced Transportation Decision-making, Florida DOT**
This project involved working with Florida DOT and relevant state and federal resource agencies to revise the NEPA process used in Florida for transportation projects. This effort involved developing a GIS tool for use by resource agencies to provide comments and clearance of certain project level items in the planning process.

**Miami Intermodal Center, Florida DOT**
Worked with Florida DOT in the development of a plan of finance of the facility.

**Introduction to Metropolitan Planning Course**
National Transit Institute
This project was the development of a 2 and half day course to walk participants through the concepts and processes related to a Metropolitan Planning Organization.

**Yosemite Area Regional Transit, Yosemite National Park**
This project involved working with the National Park Service, Caltrans, FTA, and the surrounding gateway communities to develop a plan for instituting transit service from outside the park to reduce the number of automobiles accessing Yosemite Valley.

**California Transportation Improvement Program System**
Sacramento, California
This project involved working with Caltrans, MPOs, and local transportation commission to develop user requirements for a new online system that would allow the state to program transportation funding in accordance with new state law.

**Albany Transit System Bus Circulation and Routing Study**
Albany, Georgia
This project involved assessing the route structure for the City of Albany and providing recommendations on improvements for fleet use and route structure.

**Albany Dougherty Long Range Transportation Plan, Albany, Georgia**
This project involved developing the first long range transportation plan developed in the State of Georgia. The plan included long and short range policies and projects to improve Albany’s, highways, streets,
transit, bicycle and pedestrian elements, freight movement, and airport development.

**Albany Dougherty Downtown Traffic and Circulation Plan**

*Albany, Georgia*

This project involved development of a plan focused on improvement the look and feel of downtown Albany. Items examined included the conversion of one-way pairs to two-way, streetscape and parking standards, and sidewalk and curb cut improvements to meet the requirements of ADA.
Ralph Clinton
Senior Project Controls Manager

Summary

- Mr. Clinton has over 38 years of experience in program and project management and project controls.
- His principal areas of expertise include establishing program management programs, managing projects, portfolio management, planning and scheduling, cost control, and contract management.
- Mr. Clinton’s experience encompasses various industries including transit, commercial power, government-owned facilities and industrial projects. His experience encompasses all project phases including planning, engineering, construction, start-up, operational and outages.
- Clients include MARTA, Westinghouse Savannah River Company, Portland General Electric, Bechtel Idaho Falls, Department of Energy's Savannah River Site and Carolina Power & Light’s Brunswick Nuclear Plant.
- Instrumental in the development of various programs and project management tools to allow for increasing of communications and control of projects.

Professional Experience

S. L. King Technologies, Inc., Project manager, Atlanta, Georgia

- Lead Project Manager for all Rail Car Maintenance Capital Projects.
- Developed, implemented and maintained project management documents consisting of document control, schedule development and analyses, budget preparation and cost tracking.
- Working with the MARTA team was instrumental in the development of the MARTA Capital Improvement Program and Ten-Year Plans. Developed and wrote procedures in support of both the project charter and change control process.
- Interfaced with and provided recommendations to the development of MARTA’s asset management program.

MARTA Rail Vehicle Rehabilitation Project, Deputy Project Manager, Atlanta, Georgia

- Developed, implemented and maintained project controls program for the $325 million Rail Car Rehabilitation Project.
- Duties included project control and administrative services tasks consisting of document control, schedule development and
analyses, budget preparation and cost tracking, development of change orders and material control.

- Managed and performed the following functions: invoice review and payment application development, providing engineer’s cost estimates, tracking and controlling all correspondence, contract deliverables and technical submittals, development and control of all contract modifications, development and management of capital spare shipments.
- Maintained interface with clients’ program managers, engineers and executives, to help resolve issues affecting the schedule, finances and the administration of this program.
- Project recognized by both client and Federal Transit Administration (FTA) for successful completion within budget and schedule.

**Pate Design Group & American Tower, Consultant - Construction Oversight and Administration, Atlanta, Georgia**

- Provide oversight and program implementation for URS Griener and American Tower Corporation for the construction and closeout of a Broadcast Tower Project in Atlanta, Ga.
- Worked with a strategic partner developing a web based project management tool.
- Managed multiple project duties including developing and implementing contract change orders, schedules, budget and reporting.
- Provide construction administration and oversight of all construction activities. Performed assessment of project plans, drawings and contracts.
- Represented client in the performance of project observation, inspections, reporting and recommendations.
John Militano  
*Rail Vehicle Consultant*

**Summary**

- Mr. Militano has over 30 years of experience with all aspects of rail vehicle operations and maintenance.
- He has extensive experience with Fleets Mean Distance between Failure Goals.
- For several rail lines he has previously been responsible for the day to day operation of the Mechanical Department as it pertains to Train service, Shop operation, Maintenance and Repair to Rolling stock.
- He is knowledgeable about and has provided policy and rules authority for improving practices, conditions, physical plant issues with the Shops under his authority inclusive of yards.

**Project Experience**

**MTA Metro-North Railroad, New York**

- **Harlem & Hudson Lines, Assistant Chief Mechanical Officer**
  Responsible for the day to day operation of the Mechanical Department as it pertains to Train service, Shop operation, Maintenance and Repair to Rolling stock and the Safety and Welfare of the 700 plus employees under my responsibility. Implementation of maintenance programs, changes, campaigns for the 736 railcars and Locomotives that comprise the Blue Fleet.

- **Hudson Line, Facility Director**
  Responsible for all Hudson Line facilities to include day to day 24/7 operation (450 employees), discipline, welfare, maintenance planning, budgets. Work in conjunction with OSD and Structures Dept. for work, and train service operations. Continued training of staff for new responsibilities in Progressive Preventative Maintenance (PPM) program initiative. Interfaced with PPM group in devising work plan and

**Education**

- Basic Electricity & Electronics course 14 modules, US Navy
- Courses training equivalent to Associates in Electrical Eng. as compared at Old Dominion University, US Navy
- Carmel High School, 1972-1976

**Total Years of Professional Experience**

34

**History of Employment**

- **MTA Metro North Railroad**
  (1983-2014)
- **Consolidated Rail Corporation**
  (1981-1983)
- **Perkin Elmer Corporation**
responsible for implementing same on present Rolling Stocks. Worked on PPM plan for newest fleet of M-7’s. Determined manpower necessary and re aligned work force accordingly for work load.

- **Hudson Line, Assistant Facility Director**
  Returned to Harmon with primary duty of having Facility recover from high failure rates and shortages of equipment for EMU and Shoreliner fleets. Facility was well on the way to stability in the 2nd Year. Responsible for the management and coordination of production and scheduling maintenance activities for all Hudson Line Facilities. Responsible for the establishment to meet the requirement for service reliability and production as it impacts customer satisfaction. Managed day to day operation for entire Hudson Line service and initiatives.

- **Brewster/Danbury/Wassaic, Shop Superintendent**
  Responsible for the establishment and implementation of the Maintenance Plan for an assigned fleet to provide a safe, clean, and reliable service to meet the equipment requirements of Metro-North’s customers.

- **Harmon Shop, Superintendent**
  Completed maintenance, repairs, modification, overhaul of the M1A, M3A and Shore liner Fleets. Directly responsible for the acquisition of new tooling in Harmon Shop to effect more efficient and safer work patterns. Scheduled all company mandated and Federal mandated training for employees to include attendance, discipline and general shop changes.

- **Quality Control Inspector**
  Main responsibility comprised of providing winter service protect at North White Plains and inspection of repaired cars in Harmon. Assigned to heavy repair cars at Delaware Car Corp. for final preparations for transport back to New York. Supervised Metro-North and external personnel to facilitate improvements of rolling stock equipment reliability and availability. Performed component level Failure Analysis of M of E material, develop corrective actions and performance improvements for implementation. Review daily equipment reports, perform trend analysis and make recommendations to mitigate repeat failures.
David C. Zenonos

Project Manager

Summary

- Mr. Zenonos was part of a group of employees working for Alstom to improve overall reliability of the GNER Fleet of 31 Locomotives.
- He was a Reliability Data Analyst Manager for GNER.
- Mr. Zenonos worked in the Public Mass transit for more than 5 years in the United Kingdom.
- He has created standardized reporting system using Crystal Reports, Oracle and Microsoft programs to track and monitor performance of the fleet.
- David has reviewed OSHA safety standard vs Company incidents and conducted corrective action plans.
- Mr. Zenonos has extensive experience working within a Unionized Environment & Labor management.
- He has comprehensive Human Resource abilities, with an emphasis on workforce development, occupational health and safety.

Professional Experience

S.L King Technologies, Inc., Atlanta, Georgia

Project Manager/Proposal Manager

Mr Zenonos serves a Project manager & Proposal manager for S.L King. As Proposal manager he is responsible for organizing material and completing writing assignment according to set standards regarding order, clarity, conciseness, style, and terminology. David also maintains records and files of work and revisions; including RFP proposals, resumes, and employee biographies. He successfully edits and standardized, or made changes to material prepared by other writers or establishment personnel. Collaborated with customer representatives, vendors to establish technical specifications and to determine subject material to be developed for publication. Designed company advertising brochures and literature using multiple graphics packages including: Adobe Pro, Blue Beam, and Microsoft Office. Reviewed published materials and recommend revisions or changes in scope, format, content, and methods of reproduction and binding. Selected photographs, drawings, sketches, diagrams, and charts to illustrate material.
Great North Eastern Railways, (London, UK)  
**Reliability Data Analyst Manager.**

As the reliability Data Analyst Manager Mr. Zenonos was responsible for the collection, collation and interpretation of train defect data in order to improve safety & reliability of GNER trains. His assignment was based at one of the busiest maintenance depots for GNER, which included a heavy employee union presence. Aside from regular data analyst duties, he worked with engineering employees and actively attended daily team meetings. These meetings were crucial in determining possible fault trends, and allowed him to build a rapport and good working relationship with the union employees. GNER had not introduced a standardized reporting system, and vital information was being missed, and common train defects were not addressed in a timely manner. Mr. Zenonos created a daily and monthly tracking system using Microsoft Access and Excel and Crystal reports. The finished product was monthly dashboard report created in collaborative between union members and management, and we were able to dramatically reduce common train defects and identify fault trends. Using this data, he partnered with our engineers to address these issues and build a Quality Assurance system processes during the scheduled maintenance inspections. He also assisted the engineers on Quality Assurance, specifically ensuring his team where using the part/equipment according to the manufactures specification, this also included ensuring testing equipment was calibrated to the manufacture code/standard. In addition, he managed a group of specialized engineers who were responsible to maintain and service the train door system. Mr. Zenonos decided to bring in these engineers after having multiple delays and service disruption throughout the fleet.

He worked closely with these engineers using train door defect data and collating manual fault logs, and he developed a standardized process to address and fix many of the common defects. This process reduced the overall door faults by 40% and saved the company money, and reduced service fines.

Alstom Train Services, (London, UK)  
**Database Administrator.**

Mr. Zenonos developed and implemented a system database to track daily fault logs & partnered with team leaders on action plans to reduce fault issues. After a few months he was able to track and Assimilate collected data to show trends in performance and priorities for attention. This lead to significant cost savings and reduced delays on the fleet. Additionally, he trained his Alstom engineers on the company tracking system, and developed a training presentation which was used within the Depot site. Mr. Zenonos partnered with the GNER management team and developed complex pivot tables and tracking graphs to identified fault trends. He also worked with Alstom engineers on Quality Assurance projects, specifically ensuring the GNER employees were following the part/equipment according to the manufactures specification. Developed and maintained a Quality Assurance tracking system to monitor expiration calibration of maintenance tools.
Kaiser Permanente, (San Francisco, USA)

Mr. Zenonos worked closely with all levels of the organization which include: Physicians, Department Chiefs, Medical Group Administrator (MGA) Assistant Medical Group Administrator AMGA as a subject matter expert on complex disability management & Employee Safety issues including EEOC complaints. His unique role allowed him to interact with Legal Counsel, Safety Managers, Directors and employees to successfully resolve multiple Human Resource management issues. He interacted with Safety Leader to discuss daily employee injury report and recommended how to avoid common workplace injuries. He reviewed daily employee first report of injury notifications, and proactively worked with the employees, manager and the safety leader to discuss how to avoid incident. Mr. Zenonos Developed an Access database to capture safety and quality data and provided trending reports. He represented Kaiser in yearly government & Health inspection audits, and created pre & post audit assessment plans, and conducted corrective action programs.

Mr. Zenonos reviewed OSHA safety standard vs Company incidents and discussed possible areas of company weakness. In addition, he conducted risk assessment for employees requiring reasonable accommodation, this included job shadowing of position, and making recommendations based the physical, mental, requirements of the position. He assisted with the review of new equipment to ensure it met company safety requirements.

Mr. Zenonos responded to OSHA complaints on occasion, by conducting reviews and reporting findings. He maintained the employee injury database and tracked all correspondence and action items.

He performed Workforce Development for injured/disabled employees, with a focus on matching workers' skills to needs in Health care industry already. He was able to successfully reassign 90% of employees on the program. This process included having a deep understanding of employees physical, mental, financial and social standing, and matching their skill set to appropriate meaningful work assignments within the organization. Mr. Zenonos was able to successfully leverage and develop a strong network of ties in the community, and was able to help many at risk youths by enhancing their skills for entering the labor market.
Our personnel consists of professional engineers, managers, inspectors, technicians, and administrative support personnel who serve as planners, designers, construction and program managers on projects for clients such as:
As a key member of the Hartsfield Planning Collaborative, S. L. King assisted the City of Atlanta’s Department of Aviation in embarking on a study to estimate the Airport’s total economic impact on the Atlanta region. SLK provided consulting engineering and project management services for the planning of all mechanical, electrical, plumbing, and fire protection systems for the airport. This study will play an important role for the Hartsfield-Jackson Atlanta International Airport, as it prepares to add new facilities and additional carrier routes to better serve their passengers.

This project analyzed the current utilities infrastructure and future growth projections of the expansions and support facilities associated with the addition of the South Cargo airport and aircraft support facility. The study identified the impact on the utility systems caused by adding new and expanding existing facilities such as, maintenance and cargo, and adding a fire station, and tenant facilities and other related support buildings. This information is used to project utility system loads and demand requirements throughout the year 2015. The study identified the impact on the utility systems, HVAC, electrical, eater, sanitary, and aviation fuel, data and communication, and storm water systems caused by expanding the existing facilities. This report provides the airport with recommended upgrades including redundancy requirements, implementation and phasing plan, and associated costs for these upgrades throughout the time span to year 2015.
HOUSTON AIRPORT
SYSTEM

In 2012, Houston Airport System, the fourth largest airport system in the United States, commenced a capital improvement project aimed at renovating and expanding the three airports in Houston’s system—George Bush International Airport, William P. Hobby Airport, and Ellington Field. Houston Airport System chose Houston Airports Program Management Team (HAPMT), a joint venture of AECOM, the Louis Berger Group, Brandlink, and Omega Engineers to provide oversight for the projects.

S. L. King was contracted by the client, HAPMT, to provide program and project management services for the massive project.

S. L. King personnel assisted with the administration of all major projects in connection with the capital plan by project managers, re-working construction, and coordinating the planning phases of various projects, all while managing the design, procurement, and construction phases.

Additionally, S. L. King personnel were responsible for the preparation of Monthly Progress Reports that documented progress and identified key issues that need to be addressed by HAS management. S. L. King worked closely with the HAPMT Program Controls Manager to ensure compliance with the Program Controls Procedures. Working with other project and program managers, S. L. King completed necessary documentation to secure approval for HAS negotiated changes.

REFERENCE
Thomas Mertens
Program Manager
HAPMT
5444 Westheimer Road
Suite 200
Houston, TX 77056
Thomas.mertens@aecom.com
713.780.4100 (telephone)

PROJECT HIGHLIGHTS
Program Management
Project Management

PROJECT MILESTONES
Start Date: February 2012
Completion Date: March 2014
S. L. King provides construction engineering and inspection services for the Georgia Department of Transportation, District 1 which includes Clayton, Cobb, DeKalb, Douglas, Fulton, and Rockdale Counties.

Projects include: widening and reconstruction, rehabilitation of asphalt and concrete pavement, bridge replacement, and resurfacing.

S. L. King representatives serve as field supervisors for personnel and services performed under the contract in addition to acting as Liaison Project Manager for the District Construction Engineer by immediately notifying the Area Engineer of any unanticipated project conditions.

S. L. King personnel have provided exemplary service for the client by attending conferences, performing field operations in accordance with the Department regulations and accepted safety practices, and acting as Inspectors.
DENVER UNION STATION

Denver Union Station, located in downtown Denver, CO, is a unique project that brings together many different transportation modes, along with new private development, to create a bustling urban center and multimodal transportation hub. As the largest redevelopment project in North America, Denver Union Station will accommodate 12 types of transportation in all, including pedestrians, bicycles, taxis, pedicabs, private automobiles, the 16th Street Mall Shuttle, the new 18th Street circulator, regional buses, intercity buses, light rail, commuter rail, and intercity rail. Historic Union Station will be surrounded by a train hall, six public plazas, and 1.35 million square feet of retail, commercial and residential real estate.

S. L. King was contracted by the client, AECOM, to provide construction management and MEP/FP engineering services.

S. L. King personnel provided MEP/FP services for the station structures on the West Corridor, including platform, plaza and parking lot lighting, driver relief stations, elevator mechanical systems, manual standpipes, and emergency egress lighting. The team also provided MEP/FP design for a 530-space parking structure at the Jefferson County Administration and Courts Facility Station.

Additionally, the S. L. King team assisted the project team by providing construction management services, commissioning services, and various post design services, including performing inspections, developing progress reports, reviewing shop drawings, and answering construction contractor questions on the design documents.

REFERENCE
Rick Romig
Project Manager
AECOM
717 17th Street
Suite 2600
Denver, CO 80202
Richard.romig@aecom.com
303.376.2941 (telephone)

PROJECT HIGHLIGHTS
CM Services
MEP/FP Engineering
Post Design Services

PROJECT MILESTONES
Start Date: April 2006
Completion Date: May 2014
The I-225 Rail Line is a 10.5-mile light rail line within the city of Aurora that will provide key regional connections to the East and Southeast rail lines. It is part of FasTracks, RTD’s voter-approved plan passed in November 2004 to expand transit services across the Denver metro region. The I-225 Rail Line will provide regional connectivity to major activity centers like the Aurora City Center, University of Colorado Denver Anschutz Medical Campus, Fitzsimons Life Science District, Children’s Hospital, the new VA Hospital, and Denver International Airport through a transfer at Peoria to the East Rail Line.

S. L. King’s client on this project was AECOM. The construction inspection and commissioning were provided by S. L. King.

S. L. King personnel on this contract were tasked by RTD to perform agency Engineering Consulting Services, Construction Inspection, and Commissioning services for this high priority, high visibility project. Seasoned experts brought several decades of experience. S. L. King management assigned to the project provided onsite services to the client including: Inspection oversight, Change Management, Schedule Management, Pay Application Review, Quality Assurance, Chairing Contractor Progress Meetings, and provided an ‘on the ground’ liaison between Owner and Contractors.

PROJECT HIGHLIGHTS
MEP Design & Engineering Consulting
Cost Effective Design
Innovation in Design
Inspection
Construction Management Services
Program and Project Management

REFERENCE
AECOM
717 17th Street
Suite 500
Denver, CO
303.228.3000 (telephone)

COST
$682,564

PROJECT MILESTONES
Start Date: February 2011
Completion Date: July 2012

Project Experience
MARTA selected a joint venture, known as Rail Vehicle Consultants (RVC), to accomplish program goals. As a member of the joint venture team, along with LTK Engineering Services and Parsons Transportation Group, SLK’s role has been vital in accomplishing goals in formulating a comprehensive rail car rehabilitation program. The overall goals are to promote increases in reliability and availability of MARTA’s rail car fleet and keep them at acceptable levels. The joint venture assists MARTA by providing management oversight of its contract with Breda, which is supplying 100 new rail cars to MARTA.

RVC concentrates on elements of the rehabilitation plan that affect car availability to achieve and maintain a target availability of 184 cars for service. The focus is on maintenance processes, procedures, and infrastructure. RVC identifies rehabilitation requirements for the cars and investigates options to rehabilitate or eventually replace the cars. Developing specifications, obtaining contracts for the work, and managing the contracts are also a part of achieving these goals.

The following are programs and requirements in which the S. L. King staff has supported: Life Cycle Maintenance Program (Implement 120K Program, Reliability Centered Maintenance Based Strategy, Traction Motor Failure Study); Rehabilitation (Rail Car Contract Award/Proposal Evaluation, Rehabilitation Project Management Plan & Procedure); CQ311ac Conversion (Management and Oversight of Implementation, Technical Support services during Implementation, Contract Related Document Control).

**PROJECT HIGHLIGHTS**
- L-CARE Maintenance Plan
- Rehabilitation Plan
- CQ311ac Conversion
MARTA GENERAL
ENGINEERING CONSULTING

S. L. King was the sub-consultant to the General Engineering Consultant and assisted the lead during the conceptual, bid, and construction phases. This requires the ability to offer various engineering services for preliminary and detailed design work. Preparation of construction contract documents and design support work during construction are also a requirement.

The scope of work is to fulfill the Metropolitan Atlanta Rapid Transit Authority’s (MARTA) requirements for design, construction management, and other related program management services relating to MARTA rail transit line, station facilities, and appurtenant structures as well as facilities for bus operations. As the sub-consultant, S. L. King provided the services of skilled personnel in engineering and other services as required for the design and construction management of those facilities proposed on MARTA Rapid Transit System.
S. L. King has been instrumental in providing comprehensive technical services for WMATA’s Metrorail car fleet, including procurement support for the contract with Breda, which provides new rail cars to Washington’s highly successful subway system. S. L. King provides specification development, design and design review, manufacturing oversight, engineering analysis, expert assessment, correction of technical issues, and support in all aspects of rail car procurement, rehabilitation, repair, and maintenance.

S. L. King will support WMATA as it brings 428 new rail cars to Washington. The cars establish important standards for WMATA. They will include a number of new passenger amenities.

With WMATA operating at or beyond practical capacity during some periods, the new car layout is estimated to accommodate five additional passengers per car or 40 additional passengers per 8-car train.

Metrorail is the second-busiest rapid transit system in the United States, serving more than 750,000 daily rail riders.
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