

Willie Z. Montgomery, Jr.

Professional Summary

A team-oriented, result-driven safety, security, and emergency management professional with more than 30 years of experience and commitment to safety, security, emergency management, project/program management with the last fifteen (15) years spent specifically in Safety & Security and Project/Program Management of rail transit systems. A strong leadership and proven track record for managing cross-divisional teams, effective stakeholder partnership, and agency results based on collaborative efforts. A proactive, strategic, analytical, and effective communicator with specialized expertise and knowledge in process improvement, project and program management, root cause analysis, safety and security certification, system audits, compliance, and safety management systems in the areas of rail transportation safety, security, and emergency management.

Selected Accomplishments:

- Led successful development and execution of more than twenty-five (25) cross-divisional programs (approximately \$1+ billion dollars) for safety and security and emergency management projects.
- Partnered with internal and external stakeholders creating a system to track and mitigate rail-related incidents, resulting in a 40% reduction in open safety investigations.
- Managed a team of Safety Officers overseeing and investigating rail incidents at MARTA's 48-mile heavy rail system including 38 stations, 2.7-mile Light rail system, three (3) rail yards/ maintenance facilities, and four (4) bus garages.
- Conducted Operational Readiness Reviews for two new start light-rail systems for Atlanta Streetcars 2.7-mile system and Oklahoma City 5.6-mile Light-rail system.
- Provided state safety oversight and program management for multiple rail systems over a four-year period:
 - MARTA 48-mile heavy rail system
 - Atlanta Streetcar 2.7-mile light rail system
 - Tucson 3.9-mile light rail system
 - Phoenix 28-mile light rail system
- Directed a multi-agency unified command team of emergency responders, federal agencies, and volunteer medical personnel at the 1996 Olympic Games overseeing the Olympic Stadium.
- Developed and implemented the company's Corporate Aviation Security Program, negotiating cases with TSA and FAA resulting in a reduction of over \$1 million in security and safety related fines.
- Successfully activated and managed the Emergency Operations Center during the 9/11 attack ensuring the effective grounding of all aircraft and accounting of personnel over a three-day activation.
- Successfully and effectively managed over 30 cross-divisional teams, providing leadership in areas of efficiency, professional training development, and community engagement for over 200 individuals.
- Awarded the Gold Standard by the Transportation Security Administration, (TSA) for leading the Police Departments efforts developing and implementing a transit security and emergency management program with five (5) industry best-practices.
- Managing System Safety Engineers in the risk identification and hazard mitigation of all unacceptable and undesirable hazards in MARTA operational activities and capital projects.
- Ensuring the effective delivery of safety certification on all rail, bus, and facilities capital projects to include rail system extensions, major station modifications, railcar procurement, CCTV expansion, and upgrade of the Alstom train control system.

**Professional
Experience**

**LAWA APM OMJV
Los Angeles, CA**

Chief Safety Security Officer

03/2024 – Present

Providing strategic and technical leadership in the development and implementation of the safety and security program for the new Automated People Mover System at LAWA. This includes a consolidated rental car facility and a multimodal station with LA Metro light rail and bus operations. Preparing and implementing safety, security, and emergency management plans fostering a safety and security culture in the organization.

- Coordinate with the construction safety team, reviewing and approving all deliverables from the Construction team to ensure compliance and mitigation of all safety risks. To include:
 - Train guideway systems
 - Power distribution Systems
 - Stations, structures
 - Communication based train control
 - CCTV
 - Trackway
- Review and approve all operational manuals, and safety security certification deliverables before final submission and approval to rail transit agency (LAWA) and the state safety oversight agency (CPUC). Ensuring compliance with safety, security, and environmental requirements, supporting CPUC audits and oversight.
- Develop and manage the Public Transportation Agency Safety Program (PTASP) and security program and all associated subordinate plans to include Safety Risk Management, Accident Investigations, Internal Safety Security Audit, Environmental Health & Safety, Safety & Security Certification, and Emergency Management.
- Ensuring all cybersecurity protocols are in place to protect critical infrastructure as determined by Department of Homeland Security.
- Develop and implement all environmental health and safety program plans.
- Point of contact for LAWA and all other stakeholders for safety and security. Leading injury, incident, and accident investigations including corrective action plans and reporting requirements.
- Preparing monthly Board presentations as well as bi-weekly executive updates for the General Manager and LAWA leadership on the safety, security, and emergency management programs.

**Jacobs Engineering
Atlanta, GA**

Safety Engineering & Certification Manager

03/2020 – 03/2024

Providing strategic guidance to the Project Delivery leadership and technical support to the project management teams on federal and state compliance requirements. Guiding the implementation process while ensuring successful project delivery.

- Chairs the Safety Security Certification Review Committee for Capital Programs, Innovation, and Expansion, establishing the committee and leading a cross-divisional team to ensure the effective development and implementation of the new Safety and Security Certification program. Overseeing the safety & security certification for major

capital projects to include:

- CQ400 Railcar procurement project
 - TR-IV Track renovation project
 - TCSU Train control system upgrade project
 - Traction power substation systemwide replacement project
 - Tunnel ventilation systemwide replacement project
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- Monthly engagements with executive leadership providing overall program status as well as presenting both strategic and tactical options to ensure continuous improvement.
 - Serves as a member of the SMS Implementation Team, ensuring the effective implementation of safety and security quality assurance within the organization.
 - Balancing a variety of multiple stakeholder priorities while leading organizational change in capital project delivery.
 - Developing a collaborative approach to create a new safety and security culture that focuses on continuous improvements in health, safety, and security performance.
 - Knowledge of transit infrastructure, state and federal regulatory requirements.
 - Developed strategic plans, leading internal resources and external contract companies to achieve organizational safety goals and objectives. Functioning as the decision maker on safety and security strategies resulting in federally compliant capital projects.
 - Provides an oversight of contractor deliverables associated with safety and security certification.

Soteria Company
Los Angeles, CA

Safety Certification Officer

06/2020 – 08/2021

Providing strategic and technical support to the project management teams on the implementation and verification of safety certification requirements for rail transit projects.

- LA Metro Portal Widening Turnback Project – Reviewed Conformance Technical Specifications, SSPP, CPUC SSO Program Plan and other documents to develop the Safety Certification Plan for the project.
- Los Angeles International Airport Automated People Mover Landside Modernization Project – Provided safety certification support in the design-build of the automated people mover system with elevated track, five (5) stations, O&M facility, TPSS's, and connection to the LA Metro system. Reviewed design documents, specifications, and local and state codes to ensure conformance with design requirements. Updated and revised Design Conformance Certification Checklist (DCCC) and Construction Conformance Certification Checklists (CCCC) during project design and construction to verify conformance and mitigation of hazards.

MARTA
Atlanta, GA

System Safety, Security & Emergency Management Liaison

12/2018 – 03/2020

Senior Advisor providing strategic support and guidance to the Chief System Safety, Security and Emergency Management Officer. Providing technical guidance to executive leadership to provide direction regarding state and federal requirements for safety and security. Provide safety and security direction to stakeholders as directed.

- Led project team in the development and implementation of MARTA's Agency Safety Plan and Technical Training Plan to comply with state and federal requirements.
- Developed and delivered an organization-wide training on safety and security certification requirements as mandated by the FTA. Reviewed and revised existing procedures and created

new procedures to direct the implementation of safety and security certification requirements for capital projects.

- Provides strategic policy direction to senior executives on safety and security requirements and priorities.
- Served as the Chair of the Pandemic Action Committee developing and implementing strategies for COVID-19.
- Provided executive level briefings to the Board Chair and C-Suite members on relevant safety considerations and provided strategic plans for regulatory compliance responses.
- Conducted work sessions with all departmental leaders on their respective roles and responsibilities in the System Safety Program Plan and prepared each of them for the upcoming three-year GDOT audit.
- Provided technical support to the Project Management Office and Engineering Office staff facilitating the implementation of safety and security certification requirements and processes to capital projects.
- Developed implementation plans for the Department of Safety and Quality Assurance on the company-wide implementation of the Safety Certification Plan and provided technical guidance on the development of associated procedures, forms, and committees.

Led strategic sessions on the identification of gaps in the existing safety program and the new federal FTA requirements associated with 49 CFR Part 674 final rule and other related rules.

Dovetail Consulting Sr. Safety Security Program Manager 11/2014 – 12/2018
College Park, GA

Deputy Project Manager provided program management in State Safety Oversight for multiple State Department of Transportation transit programs. Updated Safety Oversight Program Standards to comply with new FTA final rules: 49 CFR Parts 674, 673, 672, 670, and 625 and the FAST Act.

- Monitored and reviewed new federal requirements impacting state DOT clients in Georgia, Arizona, and Oklahoma. Directed strategic planning sessions to formulate implementation plans for rail transit agencies.
- Conducted three-year on-site safety and security audits of local transit agencies including MARTA, Atlanta Streetcar, Valley Metro Light Rail, and Sun Link Light Rail on behalf of state DOT clients ensuring the effective implementation of plans, policies, and procedures, monitoring internal operations, maintenance, and trainings.
- Develop and conduct executive leadership strategic sessions to guide decisions on policy changes, staffing needs and organizational and budgetary goals and objectives.
- Provided overall client management support, data reporting for both the Georgia Department of Transportation and the Arizona Department of Transportation State Safety Oversight programs.
- Conducted the Special Assessment of a Rail System Safety and System Security program on behalf of the FTA.
- Participated in NTSB investigations of major rail safety incidents.
- Developed Project Management Plans (PMPs), budget schedules, project schedules, project design conformance criteria, Risk Management Plans, Test Plans, Training Plans, and project Safety and Security Management Plans (SSMPs), and Safety Security Certification Plans (SSCPs), as part of the Safety and Security Certification of the 20-mile Minneapolis light rail

extension and the Charlotte Gold Line Streetcar.

- Conducted Preliminary Hazard Analysis, Root Cause Analysis, Threat Vulnerability Analysis, Process Improvement, and other Risk Management activities for bus and rail transit agencies.
- Conducted readiness reviews and assessment of the effective implementation of the Safety and Security Certification requirements for the Oklahoma City Streetcar.

**MARTA Security & Emergency Preparedness Manager
Police HQ, Atlanta, GA**

3/2009 – 11/2014

Administered the security and emergency management program for the organization. Coordinating with both internal and external stakeholders to create partnerships to ensure implementation across all departments and local, state, and federal agencies. Responsible for managing Threat & Vulnerability Assessments, Crime Prevention Through Environmental Design (CPTED), Continuity of Operations Plans (COOP), security audits, and other security-related programs.

- Program Manager for 10 security-focused capital projects annually totaling over \$100 million dollars per fiscal year from project initiation, planning, execution, monitoring and controlling and closing process groups within the project lifecycle phases.
- Developed, implemented, and managed Pandemic Influenza Emergency Plan, Security and Emergency Preparedness Plans and other emergency management plans for the organization and coordinating with local and regional emergency responders.
- Managed the Emergency Operations Center (EOC) during activations, developed and implemented the National Incident Management System (NIMS), Incident Command System (ICS), and EOC Operations training for all EOC staff and Police personnel to include initial and recurrent training.
- Developed and managed a multi-year emergency drills and exercises program, with tabletops, drills, functional, and full-scale exercises implemented annually for internal stakeholders, local and federal law enforcement, and emergency responders. Participants ranged from 175 – 600 and detailed After Action Reports and Improvement Plans were developed.
- Provided guidance and direction to five (5) Project Managers and leadership to cross-divisional project teams, setting priorities, delegating responsibilities, deconflicting and problem solving, managing the budget, establishing deadlines and tracking projects.
- Led strategy sessions using current intelligence, risks, known vulnerabilities, and historical data to anticipate future problems and develop mitigation strategies.
- The security and emergency management Subject Matter Expert (SME) on all capital projects. Review responses to all RFPs, RFQs, and RFIs; analyze construction drawings for security considerations. Served on both the Technical Evaluation Team (TET) and Detailed Evaluation Team (DET) to review and score proposals, interview proponents. A member of the project team on capital projects ensuring the safety and security certification requirements were implemented.

**MARTA Manager System Safety Accident Incident Investigations
Police HQ, Atlanta, GA**

3/2007 – 9/2007

Managed the investigations of all rail accidents and incidents involving MARTA property or employees. Conducted analysis of all reports and safety related data to identify trends, determined root cause to prevent reoccurrence, developed performance metrics and conducted hazard analysis. Partnered with rail operations stakeholders to develop comprehensive corrective action plans reducing open safety investigations by 40%.

Functioned as the Program Manager for all safety audits: Federal Transit Administration (FTA) and

the Georgia Department of Transportation (GDOT). Conducted research and analysis of national transit safety programs, monitored internal programs, policies and procedures to ensure compliance and continuous improvement.

Atlantic Southeast Airlines Corporate Security Manager 9/2000 – 4/2005
Corp HQ, Atlanta, GA

Served as a Flight Attendant and an IFS Analyst during my first six months with the organization.

Developed, implemented, and managed a new security program for the organization after the 9/11 attacks. Providing leadership to over 100 operational teams at 138 airports within the USA, Canada, Mexico, and Caribbeans ensuring compliance with Transportation Security Administration (TSA) regulations 49 Code of Federal Regulation (CFR) Part 1544 and security and customs regulatory requirements.

- Minimized company risk and exposure through systematic process reviews, critical incident analysis and other risk management methodologies resulting in annual savings of millions of dollars.
- Conducted incident investigations and implemented corrective actions for all safety and security incidents. Conducted safety and security audits at airports and contract fueling facilities. Performed above wing and ramp operations reviews to ensure compliance with all safety and security requirements.
- As the Project Manager, a cross-division team facilitated in developing and implementing numerous security upgrades required by TSA to include re-engineering aircraft systems ensuring compliance with all new security requirements from TSA.
- Participated in weekly security status and planning meetings with Delta Corporate Security
- Served as the liaison between the airline and TSA, Customs & Border Protection, Airport Authorities, Transport Canada, CDC, Canadian Customs and Immigrations, and Mexican Customs and Immigrations, and local and state law enforcement agencies ensuring compliance through the integration of all inter-agency regulatory mandates.

Atlanta Fire Department Fire Captain 7/1993–2/1998
Atlanta, GA

- Partnered with local high school to mentor repeat 9th grade boys. Tasked each firefighter to mentor a student; commissioned homework sessions at the station resulting 100% passing the 9th grade.
- Lead Captain – functioned as primary Incident Commander in the absence of the Battalion Chief covering five fire companies and successfully managing all emergency responses with no injuries to personnel.
- Established acceptable performance metrics and developed response protocols for emergency responders to both the Olympic Stadium and the Fulton County Stadium in preparation for the 1996 Olympic games.
- Served as the Incident Commander over the Olympic Stadium during the 1996 Olympic Games and as the Operations Section Chief during the Centennial Bombing incident.

Atlanta Fire Department Fire Lieutenant 4/1990–7/1993
Atlanta, GA

- Served as the Project Manager in the planning, design, implementation, and closeout phases to

completely computerize the entire department.

- Incident Command Staff member during the Democratic National Convention.
- Developed and implemented a programmatic annual budget for the Operations Department totaling \$50,000,000.
- Emergency Medical Technician, responding and providing emergency medical care.

Education

Ashford University Bachelor of Arts (B.A.), Project Management 12/2016
San Diego, California

Certifications and Training

Aviation Safety Management Certification (*University of Southern California, 2003*)
WSO Certified Safety Executive Certification, WSO-CSE (*World Safety Organization, 2018*)
SMS Principles for Transit (*Transportation Safety Institute, 2018*)
Public Transportation Safety Certification Training Program (*Transportation Safety Institute, 2019*)
Transit Safety and Security Professional Certification, TSSP (*Transportation Safety Institute, 2011*)
Certified Safety Professional, CSP (*Board of Certified Safety Professionals, 2025 pending*)
Six Sigma Greenbelt Certification (*Institute of Industrial Engineers, 2007*)
ISO 9001:2000 Internal Auditor Certification (*Applied Quality Systems, 2001*)
Emergency Medical Technician (*Atlanta Area Technical College, 1982*)

- SMS Awareness (Transportation Safety Institute, 2018)
- ISO 9001 Root Cause Analysis (Georgia Institute of Technology, 2001)
- IS-00546 Continuity of Operations (COOP) Awareness, (FEMA, 2009)
- IS-00547.a Introduction to Continuity of Operations (FEMA, 2012)
- IS-00100.a Introduction to the Incident Command System (FEMA, 2008)
- IS-00200.a ICS for Single Resources and Initial Action Incidents (FEMA, 2008)
- IS-00300 Intermediate ICS for Expanding Incidents (FEMA, 2012)
- IS-00400 Advanced ICS for Command and General Staff (FEMA, 2013)
- Threat & Risk Assessment, (Texas A&M University, 2009)
- Enhanced Threat & Risk Assessment, (Texas A&M University, 2009)
- Command and Control of Major Disastrous Incidents (National Fire Academy, 1995)

ASIS International Member 2004

American Society of Safety Engineers Member 2017

References

Available upon request