

**MINUTES**  
**MEETING OF THE BOARD OF DIRECTORS**  
**OPERATIONS & SAFETY COMMITTEE**  
**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**September 25, 2014**

The Board of Directors Operations & Safety Committee met on September 25, 2014 at 10:00 a.m. in the Board Room on the 6<sup>th</sup> Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

**Board Members Present**

Harold Buckley, Sr.  
Jim Durrett, *Chair*  
Freda Hardage

MARTA officials in attendance were: Chief Operating Officer Richard A. Krisak; Chief Administrative Officer Edward L. Johnson; Chief Financial Officer Gordon L. Hutchinson; Chief of Staff Rukiya S. Eaddy; Chief Counsel Paula Nash (Acting); AGMs Wanda Dunham, Robin Henry, Ming Hsi and Reginald Mason; Sr. Directors Joseph Erves, Kevin Hurley and Amanda Rhein; Directors Rod Hembree, Johnathon Hunt, Donna Jennings, Torrey Kirby and Remy Saintil; Managers Tim Elsberry, Tony Griffin and James Siebert ; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Brenda L. Williams; Finance Administrative Analyst Tracy Kincaid. Others in attendance Davis Allen, Negesha Boyd, Nicholas Gowens, Cass Harriman, Don Lawrence, Erik Leach, Demarcus Peters and Tuan Vo.

Also in attendance Pamela Alexander of LTK Engineering; Lee Olson and Bill Tengelsen of Parson Brinckerhoff.

**Consent Agenda**

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- a) Approval of the August 28, 2014 Operations & Safety Committee Meeting Minutes
- b) Resolution to Accept the Contract for Project P24372, North Avenue Auxiliary Electrical Room "B" Switchgear Replacement

On motion by Mr. Buckley seconded by Mrs. Hardage, the Consent Agenda was unanimously approved by a vote of 3 to 0, with 3 members present.

**Individual Agenda**

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**Resolution Authorizing the Solicitation of Proposals for Sourcing Services for MARTA's Mobility (Paratransit) Operation, RFP P34324**

Mr. Allen presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to solicit proposals for Sourcing Services for MARTA's Mobility (paratransit) operations. The in-scope services include all current paratransit operations except Certification/Eligibility and Travel Training. This effort is in response to recommendations made by the MARTA Transformation Initiative (MTI) Program Office and approved by the MTI Executive Steering Committee.

**MARTA Transformation Initiative (MTI) – Paratransit Optimization**

- MARTA's Board of Directors endorsed the "Transformation Road Map" in February of 2013
- MARTA is seeking to optimize its delivery of paratransit services. Among the activities required are:
  - Confirm current costs
  - Determine the sourcing model that best achieves MARTA's optimization objectives
  - Develop detailed paratransit requirements aligned with defined scope

**Milestones Accomplished**

- Vetted current costs
- Assessed Potential Process/Policy Improvements
- Detailed analysis of common market-based sourcing scenarios with associated cost modeling:
  - Turnkey (except for certification/eligibility)
  - Brokerage
  - Contracted Management
- Executive Steering Committee approves recommendation to pursue "Turnkey" sourcing

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### *Associated Activities*

- MTI sponsored
  - Process improvements in Certification/Eligibility and Travel Training
- Operations Initiatives
  - "Immediate Action Plan" including process improvements, retention plan, technology enhancements, etc.
- DEO sponsored
  - "Blue Ribbon Panel" to secure key stakeholder input
- Comprehensive Operations Analysis (COA)
  - Addressing a wide range of service delivery opportunities including current Mobility services

### **Contractor Turnkey modeling**

- Contractor responsible for all day-to-day O&M functions
- MARTA retains functions of Certification, Eligibility and Travel Training
- Current Annual Costs \$25.9M (MARTA) \$21.03M (Projected Market Costs)
- Cost/revenue hour \$69.48 (MARTA) \$56.30 (Projected Market Costs)
- Cost per unlinked trip (NTD) \$44.62 (MARTA) \$36.16 (Projected Market Costs)

### *Key Milestones*

- September 25, 2014 Request Approval to Solicit
- October 2, 2014 Board Approval to Solicit
- December 1, 2014 Publish/Advertise RFP
- January 23, 2015 RFP closing date
- March 9, 2015 Recommendation to MTI Executive Steering Committee
- March 2015 OSC request approval to award
- April 2015 Board approval to award
- September 15, 2015 Begin contracted services

Mr. Buckley asked what lessons were learned from the previous RFP process.

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Mr. Allen said the process did not have proper management and oversight; all bases are being covered this time.

Mr. Durrett asked if MARTA has contacted UPS regarding routing.

Mr. Erves said yes, one of their first recommendations was to stop manual processes. MARTA continues to have regular conversations with them.

On motion by Mr. Buckley seconded by Mrs. Hardage, the resolution was unanimously approved by a vote of 3 to 0, with 3 members present.

### **Resolution Authorizing Award of a Contract for Bus Maintenance Facilities Overhead Door Replacement, CP B26985**

Mr. Saintil presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to award a contract to DH Pace Company, Inc. d/b/a Overhead Door Company of Atlanta for Bus Maintenance Facilities Overhead Door Replacement.

On motion by Mrs. Hardage seconded by Mr. Buckley, the resolution was unanimously approved by a vote of 3 to 0, with 3 members present.

### **Briefing – FY14 Bus and Mobility Collisions**

Mr. Mason briefed the Committee on FY14 Bus and Mobility Collisions.

- The FY14 Bus Collision rate is 3.67; +1.12 above the goal (2.55/100000 miles)
- The FY14 Bus Preventable Collision rate is 1.40
- The FY14 Overall Mobility Collision rate is 2.89; +0.04 above the goal (2.85/100000 miles)
- The FY14 Mobility Preventable Collision rate is 1.41
- The Department of Safety & Quality Assurance is focusing on how to reduce the preventable accident rate – efforts include working with public and staff to educate them on how to reduce accidents
- Fixed Object Collisions are primarily due to improper mirror placement – a mirror stop was set up at Laredo and operators are being reminded to check left mirrors when pulling up at a stop

Mr. Buckley said many modern vehicles come equipped with crash prevention technology. He asked if those systems can be put on buses.

Mr. Mason said MARTA is speaking with contractors about doing a trial with that type of technology on its buses.

Mr. Krisak said backup cameras have been installed on buses and MARTA is looking into warning lights that would notify drivers on the road that the bus is slowing down.

### **Briefing – Ride With Respect Program Overview**

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Chief Dunham briefed the Committee on FY14 and FY15 (to date) Ride with Respect statistics and next steps.

#### *Customer Code of Conduct Objectives*

- The implementation of the Ride With Respect Program on November 9, 2013 had four objectives:
  - Improve service delivery by creating a positive transit experience
  - Reaffirm MARTA's commitment to its customers and employees by curtailing undesirable behavior
  - Attract new customers, as well as increase the frequency of existing ridership
  - Strengthen the overall image of MARTA

#### *Benefits to MARTA*

- Reduce the number of customer complaints relating to the behaviors outlined in the policy
- Increase the annual Quality of Service (QOS) survey satisfaction ratings
- Improve positive feedback from frontline employees
- An increase in visitors to itsmarta.com
- Increase in ridership
- Improve MARTA presence on social networking sites

#### *Statistics: November 9, 2013 – June 30, 2014 (7.5 months)*

- Total Number of Suspensions: 1,783

- Includes Fare Evasions: 955
- Total Number of Appeals: 177
- Total Number of Repeat Offenders: 108

*Overview: 10.5 months*

- Suspensions – 2,586
- Most Prevalent Offense: Fare Evasion – 1,359
- Appeals – 251
- Repeat Offenders – 150

*Next Steps*

- Meet with Ride With Respect work group to review and amend some of the suspension time limits for more serious offenses
- Reach out to the community to seek qualified suspension panel members
- Hire a full-time Ride With Respect suspension coordinator
- Prepare a presentation update for MARTOC
- Work with marketing to update and refresh the Ride With Respect message
- Continue to monitor QOS survey results and complaints through customer service

**Executive Session**

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On motion by Mr. Buckley seconded by Mrs. Hardage, the Committee unanimously agreed by a vote of 3 to 0, with 3 members present to go into Executive Session at 10:41 a.m.

On motion by Mr. Buckley seconded by Mrs. Hardage, the Committee unanimously agreed by a vote of 3 to 0, with 3 members present to adjourn Executive Session at 10:51 a.m.

**Other Matters**

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No other matters came before the Committee.

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**Adjournment**

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The meeting of the Operations & Safety Committee adjourned at 10:51 a.m.

Respectfully submitted,

A handwritten signature in blue ink that reads "Kellee N. McDaniel". The signature is written in a cursive style and is positioned above a horizontal line.

Kellee N. McDaniel  
Sr. Executive Administrator to the Board