

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

April 27, 2017

The Board of Directors Operations & Safety Committee met on April 27, 2017 at 10:06 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Robert F. Dallas
Frederick L. Daniels, Jr.
Jim Durrett
Roderick E. Edmond, *Chair*
William "Bill" Floyd
Jerry Griffin
Freda B. Hardage
J. Al Pond

MARTA officials in attendance were: GM/CEO Keith T. Parker, AICP; Chief Administrative Officer LaShanda Dawkins (Acting); Chief Financial Officer Gordon L. Hutchinson; Chief Operating Officer Richard A. Krisak; Chief Counsel Elizabeth O'Neill; Chief Communications Officer Goldie Taylor; Chief of Staff Rukiya S. Thomas; AGMs Elayne Berry, Wanda Dunham, Torrey Kirby (Acting), Benjamin Limmer, Ryland McClendon, David Springstead and Emil Tzanov; Chief Information Security Officer Dean Mallis; Executive Director Paula Nash (Interim); Sr. Directors Rhonda Briggins, Erik Burton, Kevin Hurley, Amanda Rhein and George Wright; Directors John Bayalis, Lisa DeGrace, Jonathan Hunt, Sherrie Johnson, Connie Krisak, Patrick Minnucci, Patricia Sullivan and William Taylor; Manager John Cochran; Executive Manager to the Board Rebbie Ellis-Taylor; Sr. Executive Administrators Keri Lee (Acting) and Brenda L. Williams; Department Administrator Tracy L. Kincaid. Others in attendance were Davis Allen, Rhonda Allen, Jeter Barnhill, Garrett Eberly, Abebe Girmay, Daniel Goodridge, Courtne Middlebrooks, LaTonya Pope and Columbus Ussery.

Also in attendance were Peter Bruno and Jim Schmidt of HNTB; Helen McSwain of MATC; Sid Sparks of S.L. King.

Consent Agenda

- a) Approval of the March 30, 2017 Operations & Safety Committee Meeting Minutes
- b) Resolution Authorizing Award of a Contract for the Procurement of Bus and Rail Car Fasteners, IFB B38322

On motion by Mr. Durrett seconded by Mrs. Hardage, the Consent Agenda was approved by a vote of 7 to 0, with 8 members present.

Mr. Griffin abstained.

Individual Agenda

Resolution Authorizing Award of Contracts for Communications Systems and Electrical Engineering Services, AE37557

Mr. Springstead presented this resolution for Board of Directors' authorizing the General Manager/CEO or his delegate to award contracts to HNTB Corporation and Parsons Transportation Group, for Communication Systems and Electrical Engineering Services.

The term of these contracts is three (3) base years with two (2) one-year options. Expenditures are estimated to be up to \$2,059,320 per year for a total five (5) year value of up to \$10,296,600. The services will be funded by approved projects in the Capital Improvement Program.

MAP-21 Transit Asset Management (TAM) - Final Rule

- State of Good Repair (SGR) – the condition in which a capital asset is able to operate at a full level of performance; a capital asset is in a state of good repair when that asset:
 1. is able to perform its designated function
 2. does not pose a known unacceptable safety risk, and
 3. its lifecycle investments must have been met or recovered
- SGR backlog is a national issue

- Legacy agencies: MTA-NY, SPETA, MBTA and CTA as well as middle aged agencies such as BART, WMATA and MARTA must seriously consider innovative strategies to maintain SGR and if possible catch up, while maintaining services and pursuing revenue and expansion opportunities
- Currently, there is an estimated \$85.9B transit SGR backlog
- Applicability – Tier I or Tier II
 - Tier I
 - Operates Rail, or
 - ≥ 101 vehicles across all fixed route modes, or
 - ≥ 101 vehicles in one non-fixed route mode
 - Tier II
 - Sub-recipient of 5311 funds, or
 - American Indian tribe, or
 - ≤ 100 vehicles across all fixed route modes, or
 - ≤ 100 vehicles in one non-fixed route mode
- TAM Plan Elements by Tier
 - All Providers (Tier I & Tier II)
 - Inventory of Capital Assets
 - Condition Assessment
 - Decision Support Tools
 - Investment Prioritization
 - TAM and SGR Policy
 - Tier I Only
 - Implementation Strategy
 - List of Key Annual Activities
 - Identification of Resources
 - Evaluation Plan
- MAP-21 Final Rule (July 26, 2016) – Asset Categories
 - Rolling Stock

- Facilities
- Infrastructure
- Equipment
- Current State
 - The current 10-Year CIP will allow MARTA to maintain current backlog, assets that have met or exceeded their expected useful life (EUL); the good news is MARTA:
 - Is a safe system
 - Has spent its money where it counts
 - Continuously monitor and inspect its assets
 - Has projects and programs in planning and implementation to address the high-risk areas
 - MARTA safely delivers these projects and programs
 - MARTA is pursuing opportunities to minimize backlog and, if possible, reduce the backlog

MARTA's Transit Asset Management (TAM) & State of Good Repair (SGR) Program

- Three Models
 - EAM System Asset Database (58,000 assets)
 - FTA Transit Economics Requirements Model (TERM)
 - Expert Choice Comparative Analysis Decision Tool

Capital Improvement Program (CIP) Development Process

- The following *gates* will ensure that all MARTA Stakeholders, the EMT and Board Members are part of the CIP development and approval process
 - Scope Review
 - CCSC Recommended Core Projects
 - CIC Recommended Final Draft 10-Year CIP
 - EMT Recommended Final Draft 10-Year CIP
 - BMC Recommended Final Draft 10-Year CIP
 - Board Approved 10-Year CIP

- MARTA has and will continue to implement strategies to reduce costs and improve overall cost efficiency and effectiveness
- Process includes rightsizing of internal and external resources necessary to deliver the 10-Year CIP
- Composition of the CIP → Internal & External Resources to Deliver CIP → Cost Savings & Reinvestment Opportunities → Roadmap to CIP Delivery

Technical Resource Requirements

- Internal Resource Initiative
 - Identification of hard-to-fill positions
 - Revisited salary structure; created “flex salary bands”
 - Aggressive outreach by Human Resources and staff to find talent
 - Using direct contract and contract-to-hire approaches
 - Provided additional training to technical staff; increased competency and capacity
 - Improved quality of work life; foster a better work environment
 - Vacancies reduced from 35% to 19% and improving
- External Resource Initiative
 - Assessed cost competitiveness of internal vs. external resources
 - Solicited for agile, cost-effective, on-call, task-order based services
 - Reduced the GEC Annual Work Authorization four (4) consecutive years
 - Used alternative contract options in lieu of the GEC...where it makes “cents”
 - Worked with GEC to reduce Program Management costs
 - Conducted survey of contractors/consultants on the “MARTA factor” (cost drivers)
 - Introduced small and disadvantaged business enterprises to larger firms
- Right-sizing Technical Resources
 - Internal Resources: MARTA Staff and Direct Contract
 - External Resources: General Engineering Consultant (GEC), referred to as MATC; General Consulting Professional Services, uses General Services

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Administrative (GSA) rates; Architect & Engineering (A&E) firms, flexible task order based niche or specialized consultants

- Savings Options
 - MARTA Staff: 21%-44% savings
 - Direct Contract: 25%-28% savings
 - A&E: 7%-16% savings
 - GSA: 35%-40% savings
 - Cost Savings Examples:
 - Conversion of 12 Construction Field Inspectors from the GEC to MARTA Staff will save \$1.52M
 - Moved seven Project Management Staff from GEC to GSA schedules, which saves \$1.2M annually
 - The GEC's Board authorized annual work program has been reduced by 10% or more for four (4) consecutive years (FY14-FY17); a further reduction between 15-20%, approximately \$4M, is planned for FY18
- Technical Services Support
 - Systems Engineering (Awarded)
 - Safety Specialist Services (Awarded)
 - Vehicle Engineering Service (Awarded)
 - Operations & Maintenance Technical Services (April Committee, May Board)
 - Communication Systems & Electrical Engineering Services (April Committee, May Board)
 - Architectural Services (April Committee, May Board)
 - Program & Project Management (May Committee, June Board)
 - GSA Schedule Consultants (May Committee, June Board)
 - GEC FY18 Annual Work Program (May Committee, June Board)
 - Landscape Architectural Services (June Committee, July Board)
 - General Planning Consultant (GPC) Solicitation (to be determined)

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Mr. Daniels asked how much of the budget is GEC.

Mr. Springstead said approximately \$19.5M; \$14M has already been identified through work orders. For the FY18 CIP, the Authority will utilize more MARTA Staff than GEC.

Mr. Daniels asked what is the percentage of staff versus GEC.

Mr. Springstead said when staff comes back before the Board a breakdown will be provided.

On motion by Mr. Durrett seconded by Mrs. Hardage, the resolution was unanimously approved by a vote of 8 to 0, with 8 members present.

Resolution Authorizing Award of Contracts for Operations and Maintenance Technical Services, AE37501

Mr. Springstead presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to award contracts to Parsons Brinckerhoff, Inc. and HNTB Corporation for Operations and Maintenance Technical Services, AE 37501.

The term of these contracts is three (3) base years with two (2) one-year options. Expenditures are estimated to be up to \$1,900,800 per year for a total five (5) year value of up to \$9,504,000. The services will be funded by approved projects in the Capital Improvement Program. Operations and Maintenance Technical Services are required to support MARTA's Division of Operations (Rail, Bus, Vertical Transportation, Maintenance of Way, Facilities and Mobility) with technical expertise for the advancement of projects identified in the Capital Improvement Programs, including the implementation of improvements for new and existing facilities.

Since MARTA has limited Operations and Maintenance support capabilities in-house, the utilization of consultants is required. In the past, MARTA has contracted for these services through a variety of ad hoc contracts. Contracting with multiple firms under task order contracts is advantageous to MARTA as it provides greater access to specialized expertise and ensures a timely response to MARTA's needs.

Mr. Daniels asked about the reduction of MATC.

Mr. Springstead said the contract authorization is roughly 9-10% of the CIP.

Mr. Daniels asked if the remaining will be provided by MARTA Staff.

Mr. Springstead said yes.

On motion by Mr. Griffin seconded by Mrs. Hardage, the resolution was unanimously approved by a vote of 8 to 0, with 8 members present.

Resolution Authorizing Award of a Contract for Architectural Services, REI AE38670

Mrs. Krisak presented this resolution for Board of Directors approval authorizing the General Manager/CEO or his delegate to enter into a contract with The Architecture Group for Architectural Services, AE38670.

The term of this contract is three (3) base years with two (2) one-year options. Expenditures are estimated to be up to \$529,000 per year for a total five (5) year value of up to \$2,645,000. Funds from subsequent fiscal years will be included in subsequent annual budgets. Architectural Services are currently being provided under the General Engineering Consultant (GEC) contract, which is scheduled to expire at the end of Fiscal Year 2019.

Since MARTA has limited Architectural Services personnel in-house, continued utilization of consultants is required. Contracting with a firm under a task order contract is beneficial to MARTA as it provides access to specialized expertise and ensures a timely response to MARTA's needs.

On motion by Mr. Durrett seconded by Mr. Griffin, the resolution was unanimously approved by a vote of 8 to 0, with 8 members present.

Resolution Authorizing Award of a Contract for Compressed Natural Gas (CNG) Fueling Facility at Hamilton, IFB B37768

Mr. Minnucci presented this resolution for Board of Directors' approval authorizing the General Manager or his delegate to enter into a Contract with Lakeshore Engineering, LLC for IFB B37768, CNG Fueling Facility at Hamilton, in the amount of \$15,614,720.

This contract will provide a CNG fueling station, an Industrial Wastewater Treatment Plant (IWTP), a bio-retention pond, building and related site work to support operations at the Hamilton Bus Maintenance Facility. The new CNG station will add the capability to refuel CNG buses at Hamilton, which is needed as the majority of the diesel bus fleet is being

retired. The procurement is being funded from Federal (80%) and Local (20%) funds. Funds for subsequent years will be included in the subsequent annual budgets.

Mr. Daniels asked how much demolition will take place.

Mr. Minnucci said project site improvements will include demolition of two existing warehouse buildings and a new parking area for non-revenue and police vehicles.

Mr. Dallas asked what is the percentage of CNG vehicles.

Mr. Minnucci said approximately 75% of the fleet are CNG vehicles.

Mr. Krisak added that Hamilton is currently a diesel facility.

Mr. Dallas asked how long does it take to fuel a bus.

Mr. Taylor said it takes approximately 10 minutes to fill a bus to three-fourths full.

Mr. Daniels asked staff to quantify the savings the project will yield.

Mr. Krisak said staff can provide that information.

On motion by Mr. Pond seconded by Mr. Durrett, the resolution was unanimously approved by a vote of 8 to 0, with 8 members present.

Other Matters

Chief Dunham provided an update on a robbery incident at BART involving large groups of juvenile and MARTA's proactive response, in the likelihood similar events occur in Atlanta.

Adjournment

The meeting of the Operations & Safety Committee adjourned at 10:56 a.m.