

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

**July 28, 2016**

The Board of Directors Operations & Safety Committee met on July 28, 2016 at 10:05 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**

Roberta Abdul-Salaam  
Robert L. Ashe III  
Robert F. Dallas  
Frederick L. Daniels, Jr.  
Jim Durrett, *Chair*  
Jerry Griffin

MARTA officials in attendance were: GM/CEO Keith T. Parker, AICP; Chief Operating Officer Richard A. Krisak; Chief Financial Officer Gordon Hutchinson; Chief Administrative Officer LaShanda Dawkins (Acting); Chief Counsel Paula Nash (Acting); AGMs Elayne Berry, Wanda Dunham, Robin Henry, Torrey Kirby (Acting), Benjamin Limmer, Ryland McClendon and David Springstead; Executive Director Ferdinand Risco; Sr. Directors Joseph Erves, Amanda Rhein and Donald Williams; Directors Onyinye Akujuo, James Biscoe (Acting), Lisa DeGrace and Donna Jennings; Managers Jacquelyn Bentley, Tomika Thomas; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Brenda L. Williams; Finance Administrative Analyst Tracy Kincaid. Others in attendance Rhonda Allen, Rae Clifton, Denise Coleman, Emily Estes, Abebe Girmay, Cedric Griffin, Don Lawrence, Courtne Middlebrooks, LaTonya Pope, Kimberly Williams.

Also in attendance were Chelsea Cook of Bondurant, Mixson & Elmore, LLP; Sebrana Daniels; Jennille Logan of Cubic; Helen McSwain of MATC; Sid Sparks of Virginkar & Associates.

**Consent Agenda**

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- a) Approval of the June 30, 2016 Operations & Safety Committee Meeting Minutes

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

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Mr. Durrett welcomed Chelsea Cook of Stanford University, Stanford, CA. Ms. Cook is a Summer Associate at Bondurant, Mixson & Elmore, LLP.

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### **Individual Agenda**

#### **Resolution Authorizing Solicitation of Proposals for the Procurement of Rail Cars, RFP P38186**

Mr. Erves presented this resolution for Board of Directors approval authorizing the General Manager/CEO, or his delegate, to solicit proposals for the procurement of rail cars by means other than competitive bidding, in accordance with Section 14(m) of the MARTA Act, through the use of Request for Proposals.

- The estimated cost of this procurement ranges from \$618M for a base order of 250 cars to \$794M for a base order of 250 cars and two options of 50 cars each, over a contract term of nine (9) years
- Funds for this procurement will be included in subsequent annual budgets.
- MARTA currently has 318 rail cars, 218 of which are more than 30 years old and will exceed their useful life by the time replacement rail cars are purchased
- The remaining 100 rail cars are approaching mid-life, have significant maintenance problems and are the worst performing cars in the fleet
- MARTA intends to replace these Breda-built rail cars at the same time
- The procurement also includes two options for 50 cars each, subject to need and availability of funds
- The procurement will include a requirement for the contractor to dispose of all existing rail cars
- Forecasted milestones in the procurement process are:
  - RFP Advertisement - October 2016
  - Proposals Due - February 2017
  - MARTA Full Board Award - September 2017
  - Prototype Car Delivered - October 2019

- New Car Delivery (Base Order) - November 2020 through January 2026
  - 100 CQ312 Cars Retired - May 2022
  - 118 CQ310 Cars Retired - November 2024
  - 120 CQ311 Cars Retired - January 2026

Mr. Daniels said there are two new Chinese railcar manufacturers. He asked if they would get consideration.

Mr. Erves said MARTA would provide them and any other manufacturer the same criteria and consideration.

Mr. Daniels asked what is the plan for running existing railcars.

Mr. Erves said MARTA is investing in existing fleet to keep them running.

Mr. Daniels said the Authority is looking at another five years with the existing fleet.

Mr. Erves said yes, funds have been identified through the Capital fund.

Mr. Daniels asked if there is a contingency with the existing fleet.

Mr. Erves said MARTA is being proactive. Staff has a good idea of what to expect from the fleet.

Mr. Daniels asked if there are any other systems that could come in.

Mr. Erves said staff can go back and look at additional options.

Mr. Ashe said the RFP needs to include current and past litigation and cost-shifting.

Mr. Durrett asked if the Breda railcars will be disposed of first.

Mr. Erves said yes.

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

**Resolution Authorizing Award of a Contract for the Procurement of Facility-Wide Janitorial Services, CP B37014**

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Mrs. Thomas presented this resolution for Board of Directors approval authorizing the General Manager/CEO or his delegate to enter into a contract with A-Action Janitorial for the procurement of Facility-Wide Janitorial Services.

Mr. Ashe asked are these ATU jobs.

Mrs. Thomas said no.

Mr. Ashe asked who the owner of A-Action Janitorial.

Mrs. Thomas said staff will provide that information.

Mr. Parker said the prime and subcontractor are DBEs.

Mr. Daniels asked how does this differ from in-house janitorial services.

Mrs. Thomas said in-house staff may go wayside.

Mr. Daniels asked how long was the solicitation out prior to bid opening.

Mrs. DeGrace said 45 days.

Mr. Daniels asked if that is standard.

Mrs. DeGrace said yes.

Mr. Durrett asked if the disqualified firms were notified.

Mrs. Thomas said yes.

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

## **Briefing – MARTA Sales Tax Project List**

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Mr. Limmer briefed the Committee on the list of potential projects for funding consideration by the upcoming MARTA Sales Tax Referendum on November 8 and next steps in the process.

### *Project List Update*

- Approved by Board on May 11
- Public hearings (City of Atlanta) held in May and June
- City Council approved pursuing Fall 2016 Referendum on June 20
- MARTA sent final project list to City of Atlanta by July 31 deadline

### *City of Atlanta Guiding Principles*

- Balance the portfolio of transit projects serving short term, medium term and long term goals, using multiple modes of transportation
- Increase mobility for workers to and from major job centers
- Enhance predictability of commuter times by utilizing dedicated lanes, HOT lanes and other technology
- Create layered, integrated transportation network to accomplish specific types of trips
- Prioritize investments inside the City while laying foundation which will ultimately be integrated into regional transit networks
- Partner with neighboring jurisdictions to leverage transit projects
- Create last mile connectivity using circulating buses, multiuse paths and sidewalks
- Enhance ease of use and transfers within the network of transit options
- Enhance safety and access to transit centers and MARTA stations

### *Potential High Capacity Improvements*

- City of Atlanta Light Rail Transit
  - Atlanta BeltLine Loop
  - Irwin - Atlanta University Center (AUC) Line
  - Downtown - Capitol Ave Line

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- Crosstown Midtown Line
- Crosstown Crescent Line
- Peachtree – Ft. McPherson - Barge Rd. Line
- "S" Concept - Murphy Crossing – Armour Yard via AUC and Eastside Trail
- I-20 West Heavy Rail Transit
- Northside Drive Bus Rapid Transit (BRT)
- Multi-Jurisdictional Projects
  - Clifton Light Rail Transit
  - I-20 East Bus Rapid Transit
- Station enhancements at City of Atlanta rail stations
  - Station rehabilitation
  - Aesthetics/maintenance
  - Signage/wayfinding
  - Pedestrian/bicycle/ADA
- Capacity Improvements
  - Infill (new) stations
    - Armour
    - Boone
    - Hulsey/Krog St.
    - Mechanicsville
    - Murphy Crossing
- Additional railcars
  - Blue/Green capacity improvements

### *Potential Bus Service Improvements*

- Five (5) Arterial Rapid Transit Routes
  - Campbellton - Greenbriar Mall to Oakland City
  - Cascade - Fulton Industrial Blvd to West End
  - Cleveland - Jonesboro Rd and Browns Mill Rd. to East Point

- Metropolitan - West End to College Park
- Peachtree - Brookhaven to Five Points
- Two (2) Transit Centers
  - Greenbriar - Greenbriar Mall
  - Moores Mill - Bolton Rd and Marietta Blvd
- Frequent Local Service
  - 15-minute peak; 30-minute off-peak service on Routes 12, 49, 51, 55 and 60
- Supporting Local Service
  - Increased service during off-peak to include midday, nights and weekends on selected routes
- Community Circulator Service
  - New neighborhood-friendly and activity center-oriented circulator routes
  - Specific community circulator routes to be determined as demand warrants

#### *Survey Results*

- Four (4) community meetings
- May 25, May 26, June 1 and June 2
- Response range: 1-5 *not important at all – very important*
- Question: How important is it to you to fund the following transit projects?
  - Increase frequency of existing bus routes
    - Score - 4.5
    - Percentage - 60%
  - Expansion of Atlanta Streetcar light rail, including the Atlanta BeltLine loop
    - Score - 4.4
    - Percentage - 70%
  - Introduce new bus routes and community circulator service
    - Score - 4.1
    - Percentage - 33%
  - Introduction of BRT on Northside Dr. and Metropolitan Pkwy
    - Score - 3.9

- Percentage - 28%
- Extension of heavy rail west from HE Holmes Station to I-285
  - Score - 3.4
  - Percentage - 24%

*Potential MARTA Program Summary (Base Year \$ in Millions)*

- High Capacity Improvements
  - Estimated Capital Cost
    - Local Share - \$3,237
    - Federal Share - \$2,993
    - Total - \$6,230
  - Estimated Operating & Maintenance (O&M) Cost
    - Annual O&M Cost - \$134
    - O&M Cost over 20 years - \$3,211
- Bus Service Improvements
  - Estimated Capital Cost
    - Local Share - \$65
    - Federal Share - N/A
    - Total - \$65
  - Estimated O&M Cost
    - Annual O&M Cost - \$35
    - O&M Cost over 20 years - \$833
- Pedestrian Improvements
  - Estimated Capital Cost
    - Local Share - \$12
    - Federal Share - N/A
    - Total - \$12
  - Estimated O&M Cost
    - Annual O&M Cost - N/A

- O&M Cost over 20 years - N/A
- Total Estimated Cost
  - Estimated Capital Cost
    - Local Share - \$3,314
    - Federal Share - \$2,993
    - Total - \$6,307
  - Estimated O&M Cost
    - Annual O&M Cost - \$169
    - O&M Cost over 20 years - \$4,044

*Next Steps*

- Public education campaign: August – October 2016
- Referendum vote: November 8, 2016
- Amendment to the RTCAA (with a positive MARTA referendum vote): November – December 2016

Mr. Durrett asked staff to modify the presentation to include a side by side view of existing system map and the conceptual system map.

Mr. Ashe said this project list is real testament to the leadership provided by Mr. Parker and the Planning & External Affairs team. He commended staff on their efforts. He added that MARTA has to extensively communicate with the City. It may be useful to bring together a diverse group of 10-15 people to discuss the potential projects and next steps in the process. MARTA can show this group the work in advance. Although these projects will take place over the next decade, it serves many functions to explain how MARTA staff and the Board will go about this.

Mr. Daniels agreed with Mr. Ashe. He added that such meetings should be documented, but not only through meeting minutes. A podcast may serve that purpose. However, people should be given time to express comments.

Mr. Griffin said many of these projects are long-term and people lose sight of them. MARTA needs to ensure that the public stays abreast of the details.

Mr. Ashe added that his suggestion is not that public meetings should be replaced. The point is to offer a way to get input in a way that slightly differs from the Public Hearings.

### **Briefing – Clayton County High Capacity Transit Initiative - Norfolk Southern Update**

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Mr. Williams briefed the Committee on the status of the Clayton County High Capacity Transit Initiative. The briefing provided an overview of preliminary findings from the Norfolk Southern Right-of-Way Evaluation and the status of the environmental review process.

#### *Planning Update*

- Continue coordination with Norfolk Southern
- Reviewed preliminary engineering drawings
- Received Draft Engineering Report
- Reviewed and commented on Draft Engineering Report
- Continued to analyze corridor demographic and economic data

#### *Clayton County Agreement*

- November 4, 2014 Ballot Measure
  - One-cent sales tax
  - % dedicated to bus service
  - % dedicated to high capacity transit
- Implement high capacity transit service by 2022
  - Rail
  - BRT

#### *Norfolk Southern Study Overview*

- Study purpose
  - Determine right-of-way available for potential acquisition by MARTA
- Project status
  - Initiated Norfolk Southern coordination
  - Preliminary findings presented

- Final report in August

*Norfolk Southern Study Preliminary Findings*

- Norfolk Southern willing to work with minimum clearance of 26'
- Several existing active freight customers
- Much of the corridor can meet NS future requirements and a MARTA line

*Next Steps*

- Finalize report - August 2016
- Brief MARTA Board - Fall 2016
- Incorporate study into the environmental review as part of the High Capacity Transit Initiative

Mr. Durrett asked if the 26' clearance refers to a buffer between the freight and passenger line.

Mr. Williams said yes.

Mr. Daniels asked if the 2022 timeline to implement high capacity transit service is realistic.

Mr. Williams said it is a goal. The LPA will ultimately determine an implementation schedule.

Mr. Parker added the vehicle type and volume shaves a significant amount of time. Going forward this will be revised to include a range, rather than a specific date.

Mrs. Abdul-Salaam said there are no tracks in Riverdale. She asked what are the options for high capacity transit in that area.

Mr. Williams said staff will look at various alternatives and alignments.

Mrs. Abdul-Salaam asked what has been considered thus far.

Mr. Williams said the study is not at the point. There are some concepts, but staff has not gotten into those details.

Mrs. Abdul-Salaam asked if MARTA is looking to use existing tracks.

Mr. Parker said MARTA is exclusively looking to build.

Mr. Griffin said this is going to take a tremendous effort.

Mr. Parker said the Authority is having discussions about reorganizing staff. The Board will receive more information about that in the Fall.

Mr. Ashe said from a high-level, MARTA has not encountered any deal-breakers. He asked what is the next step.

Mr. Williams said MARTA is waiting for Norfolk Southern to come back with a definitive solution.

Mr. Parker said it is bumpy month to month – after a full year of discussions they have not giving the Authority a deal-breaker.

### **Other Matters**

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No other matters came before the Committee.

### **Adjournment**

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The meeting of the Operations & Safety Committee adjourned at 11:06 a.m.