

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

**June 30, 2016**

The Board of Directors Operations & Safety Committee met on June 30, 2016 at 10:03 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**

Robert F. Dallas  
Frederick L. Daniels, Jr.  
Jim Durrett, *Chair*  
Jerry Griffin  
Freda B. Hardage  
Barbara Babbit Kaufman

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 Elizabeth O'Neill; AGMs Elayne Berry, Wanda Dunham, Ming Hsi, Benjamin Limmer, Ryland McClendon and David Springstead; Executive Director Ferdinand Risco; Sr. Director Joseph Erves; Directors Lisa DeGrace, Jonathan Hunt, Douglas Miller and Pat Minnucci; Manager Jacquelyn Bentley; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Brenda L. Williams; Finance Administrative Analyst Tracy Kincaid. Others in attendance Davis Allen, Rhonda Allen, Abebe Girmay, Lt. Aston Greene, Erika Griffin, Mark Harclerode, James Siebert, Malcolm Tyson and Columbus Ussery.

Also in attendance were Pam Alexander and Winston Simmonds of LTK Engineering; Jack Buckingham and Consuella Ragin of MATC; Sid Sparks of Virginkar & Associates.

**Consent Agenda**

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- a) Approval of the May 26, 2016 Operations & Safety Committee Meeting Minutes

On motion by Mr. Daniels seconded by Mr. Griffin, the Consent Agenda was unanimously approved by a vote of 5 to 0, with 5 members present.

**Individual Agenda**

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**Resolution Authorizing an Extension of the Operations and Maintenance Intergovernmental Agreement (IGA) for the Atlanta Streetcar**

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Mr. Krisak presented this resolution for Board of Directors' approval authorizing the General Manager/CEO to execute an amendment to the Operations and Maintenance Intergovernmental Agreement (IGA) for the Atlanta Streetcar so that paragraph number 7.1 of such IGA is revised to read as follows:

"7.1 Term. This First Amendment to the IGA shall terminate on the later of (a) December 30, 2016 or (b) on the final date set forth in a transition plan approved by the Federal Transit Administration (FTA). If no transition plan has been approved within six months after this amendment to the IGA then the amendment shall continue an additional six months and shall expire at the end of such extended term or on the final date set forth in a transition plan approved by FTA, whichever is sooner."

MARTA and the City of Atlanta had previously entered into an IGA for the Operations and Maintenance of the Atlanta Streetcar Project, which was approved by the MARTA Board of Directors in October 2013. Pursuant to this agreement MARTA provides active management and oversight of the Atlanta Streetcar and is compensated by the City for such oversight management. The current agreement has an expiration date of June 30, 2016 and provides for continuation thereafter while the parties negotiate an additional agreement.

On motion by Mr. Griffin seconded by Mr. Dallas, the resolution was unanimously approved by a vote of 5 to 0, with 5 members present.

**Resolution to Accept the Contract for Project B15611, Buckhead Station – Addition of North Entrance and Pedestrian Bridges (ADA Compliant)**

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Mr. Minnucci presented this resolution for Board of Directors' approval authorizing Final Acceptance for Project B15611, Buckhead Station – Addition of North Entrance and Pedestrian Bridges (ADA Compliant), in the amount of \$19,165,371.01.

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*Challenges*

- Continuity of Operations
- Community Relations
- Construction Easements
- Maintenance Easements
- Traffic Control (Georgia Department of Transportation)
- Site Constraints

*Benefits*

- Reunited the Community
- Provided Convenient Station Access
- Enhanced Mobility and Livability
- Improved Local Business Access
- Increased MARTA Ridership
- Achieved Leadership in Energy and Environmental Design (LEED) Certification

*Ridership Impact*

- A study, performed by MARTA's Office of Research and Analysis, confirmed the positive impact the new entrance and bridge has had on ridership

*LEED Certification*

- Points are earned in five environmental categories:
  - Sustainable Sites
  - Water Efficiency
  - Energy and Atmosphere
  - Materials and Resources
  - Indoor Environment
- Rating Levels
  - Platinum (52+ points)
  - Gold (39-51 points)

- Silver (33-38 Points)
- Certified (26-32 points)

*Key LEED Design Features*

- Diverted 96% of construction waste debris from landfills
- Used regional and recycled materials for construction
- Applied passive ventilation to create thermal comfort
- Maximized natural lighting and views in all occupied areas
- Installed all native low-maintenance drought tolerant landscaping
- Employed energy efficient LED lighting

LEED Outcome

- Project earned LEED Silver Certification

*Project Funding*

- MARTA – \$16.3M
- State Road & Tollway Authority (SRTA) – \$1.9M
- FTA Grants – \$11.1M
- Buckhead Community Improvement District (CID) – \$1.2M
- City of Atlanta – \$1.7M
- Total Project Funding – \$32M

*Contract Closeout*

- Awarded – October 17, 2011
- Contractor – Archer Western Construction, LLC
- Board Award – \$18,282,529
- Contingency – \$914,126
- Total Authorization – \$19,196,655
- Contract Changes – \$1,319,657
- Quantity Variations – (\$436,815)

- Final Contract Value – \$19,165,371
- DBE Goal – 28.5%
- DBE Achieved – 30%
- Final Audit Complete – Yes

Mr. Daniels asked if the project was completed under budget.

Mr. Minnucci said yes.

Mr. Durrett said the entire community is very pleased with the project. He added that the actual construction was approximately \$19M – it is very important to communicate the cost to the public accurately.

On motion by Mr. Dallas seconded by Mrs. Kaufman, the resolution was unanimously approved by a vote of 5 to 0, with 5 members present.

**Resolution Authorizing Award of a Contract for the Procurement of Bi-Directional Amplifier Replacement and Additions for MARTA's Interoperable P25, RFP P33427**

Mr. Miller presented this resolution for Board of Directors approval authorizing the General Manager/CEO or his delegate to award a contract to Motorola Solutions, Inc. for the procurement of Bi-Directional Amplifier Replacement and Additions for MARTA's Interoperable P25 Core, RFP P33427, in the amount of \$3,262,908.04.

MARTA's mobile, two-way voice communication within underground facilities is provided currently by a fiber-fed Bi-Directional Amplifier (BDA) system controlled out of Five Points Station and dispersed via fiber runs to 46 locations for service. This BDA infrastructure is a subsystem of the Authority-Wide interoperable P25 Radio System. The Contract will provide for Authority-Wide replacements of existing, obsolete fiber-fed BDA subsystem elements at MARTA stations and other facilities to provide radio frequency (RF) coverage. In addition, there will be three (3) new sites added to the existing coverage footprint for this function.

Mr. Daniels said it would be helpful to see a diagram that shows how this subsystem fits into the overall P25 upgrade.

Mr. Parker suggested staff provide a full scale presentation at the next Work Session.

Mr. Krisak said staff can present the information again to show the building blocks of the upgrade.

Mr. Griffin asked what is the cost for the entire upgrade.

Mr. Springstead said the core was done several years ago – the cost is approximately \$30M when all components are added together.

Mr. Daniels said he would like for staff to show what has been installed and the cost; as well as next steps.

Mr. Springstead said staff will refresh the presentation and bring it back before the Board.

On motion by Mrs. Kaufman seconded by Mr. Dallas, the resolution was approved by a vote of 5 to 0, with 6 members present.

Mr. Daniels abstained.

**Resolution Authorizing Award of a Contract for AC Wheel/Axle Overhaul and Repair Services, CP B36724**

Mr. Miller presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to award a contract to UTC RAS for the procurement of AC Wheel/Axle Overhaul and Repair Services, CP 836724, in the amount of \$9,428,161.20.

Mr. Daniels asked if this contract is for ongoing, routine maintenance.

Mr. Krisak said yes.

Mr. Daniels asked if MARTA determined that this cannot be done in-house.

Mr. Krisak said equipment costs are in the millions, plus staff would have to be trained. It is more cost-effective to outsource.

On motion by Mr. Griffin seconded by Mrs. Kaufman, the resolution was unanimously approved by a vote of 6 to 0, with 6 members present.

**Briefing – The Safety Management System (SMS) Approach to MARTA Rail Safety**

Mrs. Berry briefed the Committee on the SMS approach to strengthening MARTA Rail Safety.

*Historical Perspective*

- While passengers who travel by airplane, railroad, motor coach, and oceangoing vessels have had the assurance that their carriers were required to be in compliance with federal safety regulations, there were no such safety regulations for public transportation
- In fact, since 1964 the FTA had been prohibited by law from exercising safety authority over those very systems – this gap in federal authority led to a very confusing patchwork of transit safety standards and oversight from state to state

*Moving Ahead for Progress in the 21st Century Act (MAP-21)*

- A funding and authorization bill to govern United States federal surface transportation spending
- Grants FTA the authority to establish and enforce a new comprehensive national transit safety and oversight framework
- MAP-21 authorizes a comprehensive Public Transportation Safety Program
- Updates the State Safety Oversight (SSO) Program to ensure that rail transit systems are meeting basic, common sense safety requirements
- The Congressional Budget Office estimates that enacting MAP-21 will reduce the federal budget deficit over the 2012 – 2022 period by \$16.3B
- FTA is adopting SMS as the basis for initiatives that FTA will undertake to improve the safety of public transportation

*The SMS Approach*

- Documented, top-down, organization-wide approach to managing safety risks and assuring the effectiveness of safety risk mitigation
- Basis for FTA's new National Public Transportation Safety Program
- Common sense and cost effective
- Endorsed by the Transit Rail Advisory Committee on Safety (TRACS) and major public transportation industry associations

*The Four Pillars of SMS*

- Safety Policy
  - Establishes senior management's commitment to continually improve safety
  - Defines the methods, processes, and organizational structure needed to meet safety goals
- Safety Assurance
  - Evaluates the continued effectiveness of implemented risk control strategies
  - Supports the identification of new hazards
- Safety Risk Management
  - Determines the need for an adequacy of new, or revised, risk controls based on the assessment of acceptable risk
- Safety Promotion
  - Includes training, communication and other actions to create a positive safety culture within all levels of the workforce
- Each component interacts with each other to provide an effective system of feedback

*SMS Does Not...*

- Mimic what is already being done
- Require an International Organization for Standardization (ISO) Certificate
- Focus solely on compliance or corrective action plans

*With SMS...*

- Safety performance will be measured not just by reductions in accidents, injuries, and fatalities, but by:
  - Accountability
  - Proactively identifying, avoiding, and mitigating risks to safety

*SMS Does...*

- Define an integrated set of policies, procedures, and organizational structures necessary to accomplish safety objectives
- Proactively identify and analyze hazards *before* accidents or incidents bring them to light

## **Operations & Safety Committee**

**6/30/16**

**Page 9**

- Broaden the scope and collection of safety data and safety objectives
- Promote participation and contribution of frontline personnel in the management of safety
- Require training and communication of safety information to employees to enhance safety and performance

### *Executive Management Commitment*

- MAP-21 requires Executives and Board of Directors to be accountable, hire qualified Safety Managers as Direct Reports and to annually certify safety plans
- CEO/General Manager:
  - Is accountable for day-to-day SMS operations
  - Consults with key personnel for the safety information
  - Resolves safety issues with Executive Management Team (EMT)
- EMT:
  - Develops and sustains positive safety culture
  - Allocates resources to address business functions
  - Implements corrective actions
- Board of Directors:
  - Budget planning
  - Minimize safety risks through strategic application of resources
  - Stay informed of top agency safety management priorities

### *Moving Forward*

- Buy-in from GM/CEO and Board of Directors
- Designate SMS Lead
- Build SMS Team
- Training - SMS Principles
- SMS Gap Analysis
- SMS Development Plan

Mr. Durrett asked if the SMS Lead will be Mrs. Berry's Direct Report.

Mrs. Berry said yes.

Mr. Daniels asked what is the timeline.

Mrs. Berry said once the State implements the plan, MARTA will have three years to fully implement. She added that the State has 18 months to implement.

Mr. Daniels said he would like to receive semi-annual updates.

Mrs. Berry said staff can provide that.

Mr. Daniels asked what is the current status.

Mrs. Berry said staff is currently taking steps to build a matrix for the plan.

Mr. Dallas asked if a state agency provides oversight.

Mrs. Berry said GDOT provides oversight.

Mr. Dallas asked when does GDOT conduct reviews.

Mrs. Berry said every three years. MARTA's next review is scheduled for October 2016.

Mr. Griffin commended staff for the actions taken thus far.

Mr. Parker said the SMS approach does require more Board responsibility and accountability, so staff will continually provide updates to the Board of Directors.

### **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 10:52 a.m.