

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

**March 26, 2020**

The Board of Directors Operations & Safety Committee met on March 26, 2020 at 11:10 a.m. via WebEx, 1-866-432-9903, Atlanta, Georgia.

**Board Members Present**

Roberta Abdul-Salaam  
Jim Durrett  
Roderick E. Edmond  
William "Bill" Floyd  
Roderick A. Frierson  
Jerry Griffin  
Freda B. Hardage  
John "Al" Pond  
Rita A. Scott

MARTA officials in attendance were: General Manager/ CEO Jeffrey A. Parker; C-Suite Team Members Chief Customer Experience Officer Rhonda Allen, Chief of System Safety, Security & Emergency Management/Police Wanda Dunham, Chief of Bus Operations Collie Greenwood, Chief Financial Officer Kevin Hurley (Interim), Chief of Staff Melissa Mullinax, Chief Counsel Elizabeth O'Neill, Chief of Capital Programs, Expansion & Innovation Franklin Rucker and Chief of Rail Operations David Springstead; AGMs Marsha Anderson-Bomar, LaShanda Dawkins, Kirk Talbott and George Wright; Executive Director Paula Nash; Senior Directors Debbie Frank, Jacqueline Holland (Acting), Dorinda McCombs, Remy Saintil, Jacob Vallo and Ryan VanSickle; Manager MARTA Board of Directors Rebbie Ellisor-Taylor; Others in attendance Abebe Girmay.

**Approval of the February 27, 2020 Operations & Safety Committee Meeting Minutes**

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

Mr. Parker provided an update on important information regarding the COVID-19 virus. The US Senate passed a significant Bill and the House is scheduled to vote on the Bill tomorrow. There is indication to believe that the House is in support and expected to pass this Bill. The Bill would give the transit industry a \$25B State Organization Fund

that would flow through existing federal programs. MARTA should receive approximately \$100M from the Bill. As information becomes clearer, it will be shared with the MARTA Board. The Bill includes benefit for individuals who earn less than \$75K a year, which is a large sum of MARTA employees. These individuals would receive a \$1200 check and an additional \$500 for qualified dependent children. This Bill also includes a generous unemployment benefit. Some of the things that the Authority is doing include sending out daily updates. If there are any Board members who are not receiving this information, please let leadership know. MARTA employees should expect an additional fifty dollars in their next paycheck as reimbursement for any sanitizing supplies purchased. Training for COVID-19 has become a requirement and leadership is implementing the training. As of this morning, management have begun two policies that are aimed at the protection of MARTA's employees and reducing any potential impact to them. While bus fare has been temporarily suspended, it has been requested that bus riders enter through the rear door. This would keep the interaction of bus operators and the public to a minimum. Fare collection is still required at rail stations. Individuals who need assistance due to physical abilities would be able to use the front entrance. To limit interaction between MARTA police officers and station agents, all restrooms with the exception of Five Points, Lindbergh and End of Line have been closed. It has been determined to begin service reduction beginning Monday, March 30, 2020. The service reduction would reduce MARTA's service to 70%. Ridership has been analyzed and determined there would be no crowding on MARTA's buses and rail. Another initiative managed by Mr. Springstead relates to MV employees represented by the ATU are being laid off. Mr. Springstead coordinated the execution of a thirty-day contract with MV to keep these employees employed. The contract indicates that the MV employees would have an effort to do major station cleaning at the Authority's rail stations. Training is scheduled to begin on Monday, March 30, 2020. Leadership and staff are looking to take advantage of the low ridership and see if there is anything that could advance Capital Projects while minimizing the impact to MARTA customers. The Authority is looking at a closure of the Dome Station. Virtually all of the facilities around that station are closed. There are some water intrusion issues that would be worked on during the closure. Potential advancing and moving attention to elevator upgrades and escalators of the station would also be addressed.

**Resolution Authorizing the Award of a Contract for the Sale, Removal & Disposal of Halon Fire Suppression Gas Tanks, IFB 4560**

Mr. Saintil presented a resolution authorizing the General Manager/CEO or his delegate to enter into a revenue generating Contract for the sale, removal and disposal of Halon Fire Suppress Gas Tanks with Wesco HMB, Inc., in the amount of \$376,827.

The Authority is currently in possession of several tanks of Halon fire suppression gas, as a holdover from the FPSU project.

Due to environmental concerns with ozone depletion brought forth within the Montreal Protocol, the product has not been manufactured since approximately 1994.

Although the product is no longer produced, it remains viable in several industries that have failed to identify effective alternatives for fire suppression. As the production of Halon has phased out, the value of the recycled product available for re-sale has grown tremendously.

On January 2, 2020, Advance Notices to Bidders were sent to three (3) vendors for the Sale, Removal and Disposal of Halon Fire Suppression Gas Tanks.

Notice of invitation for Bids were advertised in the Atlanta Journal Constitution, the Georgia Procurement Registry, the Georgia Local Government Access Marketplace, and on MARTA's website.

Thirteen (13) firms retrieved the online solicitation and or purchased the DC.

Wesco HMB, Inc, submitted the highest bid in the amount of \$376,827 and was determined to be responsive and responsible bidder.

Mr. Griffin thanked Mr. Parker for a tremendous update on the COVID-19 virus.

Mr. Floyd asked has MARTA considered providing fare passes or an assistance program for healthcare employees.

Mr. Parker said there would be internal discussion and an update would be provided to the MARTA Board.

Dr. Edmond asked why was the contract a sole-source procurement.

Ms. O'Neill said the contract is not a sole-source procurement. This procurement set up to receive bids.

Mr. Griffin asked if the Authority was selling a product in this contract.

Mr. O'Neill said that is correct.

Dr. Edmond said he has been consistent for the last eight to nine years. When I hear that a contract has no DBE goal, it raises my attention.

Mr. Griffin said this contract indicates that an item is being sold and the highest bidder would get the contract.

Ms. O'Neill said per Ms. Nash, it was understood that due to a narrow field of vendors, there was not a DBE goal assigned to this procurement.

On motion by Mr. Durrett seconded by Mr. Pond the resolution was unanimously approved by a vote of 9 to 0 with 9 members present.

### **Briefing – Rail Initiative and FY2020 January Key Performance Indicators**

Mr. Springstead and Mr. Wright provided an update on the new station management approach and discussed the following topics:

- Department of Rail Operations and Organizational Chart
- Charting a path to a world-class customer experience
  - Create a senior Chief Customer Experience Officer
  - Establish a Rider Advisory Council
  - Develop Customer & Management Training
  - Develop a Station Enhancement Program
  - Produce Stations as Community Hubs
  - Prepare for the Year of Bus (FY2020)
  - Implement Station Management Approach
  - Develop AFC 2.0

#### *Station (Management) Assessment*

MARTA staff agency-wide worked with an independent consultant to assess station staffing, engagement and organizational structure.

The consensus across the organization was as follows:

- There was lack of station ownership
- Internal confusion on “who is ultimately in charge of what happens in stations”
- The current organizational configuration encourages siloed activities
- Station personnel could and should be more pro-active in customer engagement

*Additional Observations*

- Tailored Customers Service Training is needed to establish clear expectations for our workforce. The workforce needs tools to meet higher expectations
- Cleanliness should be a higher(er) priority. Facility distress sends the customer a message of neglect; cosmetic things matter a lot to perception
- MARTA's 'culture' makes change very challenging to implement. Workforce buy-in is going to be needed if the effort is to be successful

*New Station Management Approach*

- Intended to fundamentally improve how the Authority serves customers. It would eliminate the current silos of activities. Ultimately, it establishes station ownership and accountability
- Reallocates existing staff into a new structure that effectuates improved customer service. It would focus station ownership in a highly visible way to our workforce and to our customers

*Greater Focus on the Customer*

- Trains on Time Informed Service Changes
- Making Connections
- Agents Available
- Station Agent Courtesy
- How Well Employees Answer Questions
- Nuisance Behavior on Trains
- Cleanliness on Trains
- Cleanliness in Stations
- Cleanliness outside Stations
- Correct Info on Signs
- More Recently – Unplanned Elevator Outages
- Mean Distance Between Service Interruptions

*Next Steps*

- Current Phase
  - Finalize Organizational Structure
  - Complete Job Descriptions
  - Submit Organizational Change Request
  - Submit Final Deliverables

- Next Phase
  - Centralize Policies, Procedures and Standards
  - Engage All MARTA Business Units and the ATU
  - Develop Training Program & Implement
  - Roll Out the Program July 1, 2020

Mr. Griffin thanked Mr. Springstead and Mr. Wright for an exceptional report. He said this is a positive opportunity and there is nothing better than providing service at MARTA stations.

Dr. Edmond said the biggest complaint heard about the MARTA system is that patrons don't know when the next train is coming. It is not a long wait when the monitors are working to show patrons when the next train is approaching. It is a long wait when patrons have no information on the screens. MARTA should get the screens up and running to enhance the customer's experience.

Mr. Parker asked for an update on the AVIS Project.

Mr. Springstead said the AVIS project consists of installing new signs and a new PA system that would import data from the controlled system. Staff is now prepared to begin the reliability demonstration phase. During the reliability demonstration phase, it is important that MARTA have the proper interfaces to pull the data out of the MARTA system to reflect the data on the screens. Within the next three to four months, the project should be complete.

Mr. Parker asked how many new AVIS screens were installed in MARTA stations.

Mr. Springstead said approximately 30%-40% of MARTA stations have the new AVIS screens.

Mr. Parker asked for an update on the screen programming conducted by Mr. Emory.

Mr. Talbott said the Authority was averaging approximately 60%-70% accuracy regarding arrival times on the old dot-matrix systems. Mr. Emory has re-programmed the older systems to bring the accuracy rate to 90%. The next steps are to replace the old signs with the new signs.

Mr. Pond said considering there has been discussion regarding improving the customer's experience, this is an outstanding opportunity. He asked if the Authority is taking the same number of people and organizing them into teams versus hiring several individuals.

Mr. Springstead said that is correct. The plan is to complete this project with the existing resources that the Authority currently have.

**Other Matters**

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- a. FY2020 January Key Performance Indicators – (Informational Only)

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**Adjournment**

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The meeting of the Operations & Safety Committee adjourned at 11:52 a.m.