

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

**March 30, 2017**

The Board of Directors Operations & Safety Committee met on March 30, 2017 at 9:48 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*  
William "Bill" Floyd  
Freda B. Hardage  
Alicia Ivey  
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, Robin Henry, Ming Hsi, Benjamin Limmer, Ryland McClendon, David Springstead and Emil Tzanov; Executive Director Paula Nash (Interim); Sr. Directors Perfidia Collier (Acting) and George Wright; Directors Onyinye Akujuo, Lisa DeGrace, Jonathan Hunt, Sherrie Johnson, Douglas Miller, Pat Minnucci, Patricia Sullivan and William Taylor; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrators Keri Lee (Acting) and Brenda L. Williams; Department Administrator Tracy Kincaid. Others in attendance were Rhonda Allen, Garrett Eberly, Daniel Goodridge and LaTonya Pope.

Also in attendance was Pam Alexander of LTK Engineering; Steven Donaldson of CERM; Jim Schmidt of HNTB; Sid Sparks of S.L. King.

**Consent Agenda**

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- a) Approval of the February 23, 2017 Operations & Safety Committee Meeting Minutes

On motion by Mrs. Hardage seconded by Mr. Dallas, the Consent Agenda was unanimously approved by a vote of 6 to 0, with 6 members present.

## **Individual Agenda**

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### **Briefing – A Safety Journey**

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Mrs. Berry briefed the Committee on the role and responsibilities of the Board of Directors in Safety Leadership.

#### *Safety vs. Security*

- Safety is freedom from harm resulting from unintentional acts or circumstances
  - MARTA's goal is to provide the highest level of safety that is practical
- Security is freedom from resulting from intentional acts or circumstances
  - MARTA's goal is reduce the rate of crime and the fear of crime

#### *Codes of Federal Regulations (CFR)*

- 49 CFR Part 673 – Public Transportation Agency Safety Plan
  - Requires the development and implementation of agency safety plans
- 49 CFR Part 659 – Rail Fixed Guideway Systems; State Safety Oversight
  - Requires a state to oversee the safety and security of rail fixed guideway systems through a designated oversight agency
- 49 CFR Part 674 – State Safety Oversight
  - Strengthens authority to investigate accidents and oversee implementation of the System Safety Program Plan and Public Transportation Agency Safety Plan
- 49 CFR Part 673 – 673.11(a)(1)
  - The Public Transportation Agency Safety Plan and subsequent updates must be signed by the accountable executive and approved by the agency's Board of Directors, or an entity equivalent to a Board of Directors

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

- MAP-21 confers responsibility to the Board for the oversight of safety and security
- Per MAP-21, the Board will review, be apprised of and make determination of:

- The greatest safety risks and measures, which have been or should be implemented to mitigate the risks to the greatest extent practicable
- Safety performance measures that validate the safety risks and the effectiveness of the risk mitigation measures
- Funding to implement safety mitigation measures
- Documents and products that the Board should approve include the agency's safety and asset management plans
- Judgements and decisions about funding to maintain assets in a state of good repair

*Key Takeaways*

- Board members are fully engaged and committed safety leaders
- Safety culture is the basis of everything the Authority does
- Injury-free does not happen by accident; it happens when safety is a primary concern and motivator for all board members and when active steps are taken to prevent an accident

**Resolution Authorizing the Award of a Contract with Gillig Corporation for Fifty-Five (55) Forty-Foot (40') Low Floor Diesel Transit Buses, P39494**

Mr. Taylor presented this resolution for Board of Directors approval authorizing the General Manager/CEO or his delegate to execute a contract with Gillig Corporation for Fifty-Five (55) Forty-Foot (40') Low Floor Diesel Transit Buses.

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

**Resolution Authorizing Permission to Develop and Implement a MARTA Buy America Program for New Rail Car Procurement, RFP P38186**

Mr. Miller presented this resolution for Board of Directors approval authorizing the General Manager/CEO or his delegate to utilize local funds for the new rail car procurement and to develop and implement a MARTA Buy America requirement in lieu of Federal Buy America requirements for New Rail Car Procurement, RFP P38186.

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*RFP P38186 Rail Car Procurement Update*

*Previous MARTA Board Actions*

- MARTA Board authorized RFP P38186 advertisement in July 2016
- RFP consisted of:
  - 250 new Rail Cars
  - Two options - 50 rail cars each

*CQ310 Cars*

- 96 cars
- 40 years old in 2020
- Contain asbestos
- Below average reliability
- Carshell cracks repaired
- Beyond useful life
- Obsolete systems: doors, HVAC

*CQ311 Cars*

- 120 cars
- 35 years old in 2020
- Reliability: below average
- Truck issues
- Carshells are beyond useful life
- Obsolete systems: Auxiliary Power, HVAC, Signage

*CQ312 Cars*

- 100 cars
- Made by Breda
- 18 years old in 2020
- Reliability: Well below average (bordering on worst in industry)

- Carshell and truck issues
- Obsolete systems: ATC, Auxiliary Power, Signage, Doors

*New Rail Car Fleet Mileage Forecast*

- Existing Fleet
  - Current Fleet Annual Mileage - 23,000,000
  - Current Fleet Size - 316 rail cars
  - 72,785 average miles per car
- New Rail Car Procurement RFP P38186
  - Base Quantity - 250 rail cars
  - Option 1 - 50 rail cars
  - Option 2 - 50 rail cars (service expansion)
- New Rail Car Fleet Mileage
  - 92,000 average miles per car with 250 cars
  - 76,667 average miles per car with 300 cars

*Alternatives Considered*

- Alternative I: Rehab Breda Cars; buy balance of new rail cars
  - Result – this alternative does not resolve the fundamental flaws of the Breda fleet
- Alternative II: Buy all new (300+ new rail cars)
  - Result – this alternative is the desired option; keeps fleet mileage in desired range
- Alternative III: Buy all new, but reduced fleet size (250 rail cars)
  - Result – this alternative is affordable and achieves the most objectives with high fleet mileage
- Alternative IV: Buy smaller fleet new (200) and rehab 80 rail cars
  - Result – this alternative is more expensive than Alternative III; incompatible fleet and less reliable than all-new fleet

*Rail Car Maintenance Cost Trend*

- Projected – Existing Fleet
  - \$80M
- Projected – New Fleet
  - \$24M

*Lead Time for New Cars*

- Start (2016)
- 4 Years to New Cars (2020)
- New Cars in Years 4 – 8 (2020-2026)

*Schedule*

- Schedule Milestones
  - Board Authorized RFP P38186 Advertisement - July 2016
  - Industry Day - July 2016
  - Car Builder Site Visits - August 2016 through November 2016
- Next Steps
  - Advertise RFP P38186 - April 2017
  - Proposals Due - October 2017
  - MARTA Board Approval - March 2018
  - Notice to Proceed - June 2018
  - Delivery of test rail cars - mid 2020
  - Delivery of first rail cars - late 2020
  - Final delivery completed - 2026

Mr. Pond asked what did MARTA learn from the last procurement.

Mr. Miller said that best value is more important than best price.

Mr. Daniels requested more details on how the money will be spent.

Mr. Krisak said staff can provide the Board a cost breakdown and details. He added that the MARTA Buy America program is based on steps outlined in the Federal Buy America program.

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On motion by Mr. Dallas seconded by Mr. Pond, the resolution was approved by a vote of 7 to 0, with 7 members present.

**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 11:03 a.m.