

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

**August 27, 2015**

The Board of Directors Operations & Safety Committee met on August 27, 2015 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  
Harold Buckley, Sr.  
Robert Dallas  
Frederick L. Daniels, Jr.  
Roderick Edmond, *Chair*  
Freda Hardage  
Barbara Babbit Kaufman  
Russell McMurry\*

MARTA officials in attendance were: General Manager/CEO Keith T. Parker, AICP; Chief Operating Officer Richard A. Krisak; Chief Financial Officer Gordon L. Hutchinson; Chief Administrative Officer Edward L. Johnson; Chief of Staff Rukiya S. Thomas; Chief Counsel Elizabeth O'Neill; AGMs Wanda Dunham, Robin Henry, Ming Hsi, Reginald Mason, Ryland McClendon, David Springstead (Interim) and Donald Williams (Acting); Executive Director Ferdinand Risco; Sr. Directors LaShanda Dawkins, Joseph Erves and Amanda Rhein; Directors Farouk Baksh, Johnathan Hunt and Connie Krisak; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Brenda L. Williams; Finance Administrative Analyst Tracy Kincaid. Others in attendance Davis Allen, Cynthia Andrews, Denise Coleman, Andrea Giles, Abebe Girmay, Nicholas Gowens, Don Lawrence, Courtne Middlebrooks, Terry Ponder, LaTonya Pope and Srinath Remala.

Also in attendance Jack Buckingham of MATC; Pete Caney and Barclay Fuss of Mass Mutual; John Crocker of JTC; Ed Emerson of Morris, Manning & Martin; Bob Hubbard and Kurt Lofters of Gray & Co.; Jim Schmid of HNTB; Sidney Sparks of Virginkar & Associates.

\* Russell McMurry is Commissioner, Georgia Department of Transportation (GDOT) and is therefore a non-voting member of the MARTA Board of Directors.

**Consent Agenda**

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- a) Approval of the July 30, 2015 Operations & Safety Committee Meeting Minutes

On motion by Mr. Daniels seconded by Mr. Buckley, the Consent Agenda was approved by a vote of 4 to 0, with 5 members present.

Mr. Dallas abstained.

**Individual Agenda**

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**Briefing – Wayside Access Safety**

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Mr. Mason briefed the Committee on Wayside Access Safety.

*Wayside Accident History*

- 2000: Two (2) ATC Technicians Struck by an Eastbound Revenue Service Train departing Avondale Station
- 2000: Two (2) Contractors Struck By a Southbound Out-Of-Service Train at Lenox Station
- 2013: Contractors Moved Across the Path of a Moving Train at Buckhead Station

*Wayside Access Procedure*

- Applies to all persons who go wayside for any reason
- Restrictions allow maintenance to be performed under controlled circumstances
- Train Operator Restriction Information Sheet (TORIS)

*Wayside Access Training*

- Roles and Responsibilities:
  - Three (3) Wayside Access Levels
    - Level 1- Contractor/General
    - Level II - Dedicated Lookout
    - Level III - Flagperson
  - Annual Recertification Training

***System Improvements***

- **Train Alert Lights**
  - **Train Alert Lights are installed in areas with low visibility and/or blind curves, e.g. Lindbergh Curve; Tunnel Between Lindbergh and Canterbury Junction; E147 Blind Curve; Tunnel Between Decatur And East Lake Tunnel**
- **Absolute Blocking**
  - **Area where no train is allowed to enter a section of track**
- **TrackSafe**
  - **Right-of-Way Worker Protection System**

***Recent Wayside Incidents***

- **July 28, 2015: Chamblee Station – Two (2) ATC Technicians moved across the path of a moving train**
- **August 8, 2015: Edgewood/Candler Park Station – Two (2) ATC Technicians took refuge under the platform while one (1) technician climbed onto the platform**

***Corrective Actions***

- **General Order**
  - **15-01 Working in station platforms**
  - **15-03 Wayside Workers taking refuge under platforms**
- **Technician Retraining**
- **Review of Wayside Access Procedure and Training**

**Mr. Daniels expressed concern about training being held annually. He added that it seems the technicians' reaction is human nature, fear.**

**Mr. Mason said even with on-going training taking refuge under the platform has become common practice; when in reality this action should be a last resort.**

**Mr. Daniels said management needs to reinforce the procedures.**

**Mr. Mason said yes – reinforce that is a last resort.**

**Mr. Daniels asked if there were any incidents between 2013 and 2015.**

Mr. Mason said no.

Mr. Buckley asked if ATC technicians are MARTA employees.

Mr. Mason said yes.

Dr. Edmond asked if no one was injured why are these considered incidents.

Mr. Mason said unacceptable, hazardous practices must be reported.

Dr. Edmond asked if the incidents were caused by the employees.

Mr. Krisak said the employees thought they could do the work easier and quicker; they collectively decided to not follow procedures.

Mr. Daniels asked how does the timing work so that customers are not impacted.

Mr. Krisak said delay time to customers is minimal; for employees it is considerably long to setup, but it is for their safety.

**Briefing – MARTA Accessibility Committee (MAC)**

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Mr. Risco briefed the Committee on the recently restructured Office of Diversity and Inclusion and MARTA Accessibility Committee (MAC).

*Office of Diversity and Inclusion*

- MARTA's Office of Diversity and Equal Opportunity is now the Office of Diversity and Inclusion
- The Office of Diversity and Inclusion is:
  - an advocate to promote the diverse social profile of the service area;
  - ensures equitable representation and advancement at all levels of employment;
  - utilization of small and disadvantaged businesses; and
  - equitable distribution of transit services

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- **Mission**
  - To ensure that all MARTA decisions, activities , programs and services are equitable and do not adversely impact current or potential employees, customers, communities, businesses, or other stakeholders
- **Vision**
  - To ensure that all perspectives are valued and respected
- **Values**
  - Integrity
  - Respect
  - Inclusion
  - professionalism

### ***Office of Diversity and Inclusion's Platform***

- The core functions of the office are achieved on a platform of Compliance, Education and Outreach (CEO)
  - **Compliance**
    - Equal Employment Opportunity Program
    - Title VI - Service and Fair Equity Analysis
    - Environmental Justice
    - Limited English Proficiency Program
    - American with Disabilities Act
    - Disadvantaged Business Enterprise Program
    - Small Business Enterprise Program
    - Departmental Protocols for discrimination complaints/investigations
  - **Education**
    - Sexual Harassment Prevention Training
    - Inclusive Leadership and Strategy
    - Diversity Management
    - Inclusive Management and Supervision Training Series
    - Respect in the Workplace Training

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- Violence in the Workplace Prevention Training
- New Employee Orientation Training
- Outreach
  - MARTA Accessibility Committee
  - Business Resource Groups
  - Cross Cultural Mentoring Program
  - Diversity Awareness Programing
  - Cultural Diversity Programs
  - Targeted Organization Memberships
  - Cultural Program Attendance

### ***MARTA's ADA Advisory Committee – History***

- The Elderly & Handicapped (E&H) Advisory Committee was established in 1975
- E&H was comprised of 15 individuals with various disabilities
- The Committee's primary focus was to ensure that persons with disabilities could ride the system
  - Standard Operating Procedures for Pick-up
  - Ramps and Securement Equipment - Maintenance & Condition
- Americans with Disabilities Act (ADA) passed by Congress and signed into law 1990
- The E&H Committee broadened its scope to include more areas of the operation
- The name was changed to the Elderly & Disabled Access Advisory Committee (EDAAC)
- EDAAC was comprised of a Chairperson and 13 voting members:
  - Blind/low vision
  - Deaf/Hard of Hearing
  - Upper/lower Extremity
  - Wheelchair/Mobility User
  - Developmental Disabilities
  - Seniors

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- Six (6) Non-Voting Resource Members
- The focus of EDAAC was expanded to include:
  - Facilities Accessibility
  - Customer Service
  - Ride Stores Services
  - Technology Enhancements/Ease of Use

### ***MARTA's Accessibility Committee (MAC)***

- With Board approval the Office of Diversity and Equal Opportunity restructured EDAAC on May 12, 2015
- The name was changed to the MARTA Accessibility Committee (MAC)
- The intent was to extend the MARTA reach to engage more seniors and individuals with disabilities
- The Committee will provide MARTA with best practices and recommendations on how to improve services to individuals with disabilities
- The Committee will assist MARTA with reach into the community and provide additional advice in areas of:
  - Employment
  - Ridership/Accessible Services
  - Contracts & Procurement
  - Outreach

### **MAC Advocacy Agency Representatives**

- The MAC representatives are from the following agencies:
  - American Association of Retired Persons (AARP)
  - Georgia Council on Developmental Disabilities
  - GA Tech Research Institute
  - Atlanta Area School of the Deaf
  - Autism Society of America
  - Atlanta VA Medical Center

- American Foundation for the Blind

***Next Steps***

- MAC to establish Bylaws
- MAC to develop Strategic Plan
- MAC to engage in the Mobility Change Management Process
- Continue to provide advice to Diversity and Inclusion on critical issues involving seniors and persons with disabilities
- Provide advice on ways MARTA can improve engagement

Mrs. Abdul-Salaam asked when are MAC meetings held.

Mr. Risco said bi-monthly. Staff will provide a schedule to the Board; additionally, staff is in the process of adding the dates to the Authority's website.

Mrs. Abdul-Salaam asked about the Committee's selection process.

Mr. Risco said agencies serve by invitation of MARTA's General Manager/CEO and individuals and Chair serve by application and nomination.

Mrs. Abdul-Salaam asked about the Committee's jurisdictional representation.

Mr. Risco said the Office of Diversity and Inclusion seeks to ensure all of MARTA's jurisdictions are represented on MAC.

**Briefing – Atlanta Streetcar Project Overview and Status**

Mr. Krisak provided the Committee an overview and status of the Atlanta Streetcar Project.

***Atlanta Streetcar – Overview***

- **Route:** The East-West route features 2.7 running track miles with 12 stops
- **Vehicle:** A modern electric streetcar, S-70, made by Siemens
- **Operation:** The system utilizes an overhead power system (single-trolley wire) that operates on-street in lanes shared with other traffic



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- **Hours: Service operates 7 days a week; Monday through Thursday from 6:00 a.m. to 11:00 p.m., Fridays from 6:00 a.m. to 1:00 a.m., Saturdays from 8:30 a.m. to 1:00 a.m., and Sundays from 9:00 a.m. to 11:00 p.m. Sundays**

### ***Intergovernmental Agreement (IGA) – Construction***

- **Governed the construction of the streetcar alignment**
- **Project Partners: City of Atlanta, MARTA and Atlanta Downtown Improvement District (ADID) collaboratively supported decision making through an Executive Committee**
- **MARTA provided a construction and procurement management team**
- **Currently in Project Closeout**

### ***Opening Day***

- **December 30, 2014**

### ***Evolution of Operations & Maintenance Approach***

- **October 2010: TIGER II Grant identified MARTA as the operator, with ability to subcontract**
- **May 10, 2013: MARTA submits a proposal to directly operate the Streetcar; proposal is rejected by the City and ADID**
- **May 13, 2013: RFP for Streetcar O&M Services released**
- **January 6, 2014: MARTA Board awards O&M turnkey contract to RDMT, contingent upon City and ADID approval, which never comes**
- **February 2014: City is awarded Grantee status by FTA**
- **August 2014: City's plan to directly operate approved by FTA**

### ***Intergovernmental Agreement – Operations***

- **Executed on November 13, 2014**
- **Specifies the roles to be assumed by MARTA, City of Atlanta**
- **(COA) and ADID**
  - **MARTA will provide at a minimum one year of active management to ensure technical competency by the City**
  - **City of Atlanta to directly operate the service under MARTA management**

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- ADID to serve as funding partner
- IGA roles to be re-evaluated after one year
- MARTA: directly responsible for the day to day management of the Atlanta Streetcar; express authority to take all actions necessary to maintain the safe operation; Active Management
- COA: through the Atlanta Streetcar office and other City; assets shall provide primary and secondary responsibilities for those (direct/indirect) roles identified in the Responsibility Matrix
- ADID: key stakeholder and funding partner in the Project representing the business community

### ***Continuing Regulatory Roles***

- Federal Transit Administration
  - Oversight of grantee performance
  - Management of CMAQ funds for operations and maintenance of the Streetcar
  - Ensures compliance with reporting, safety and adherence to mandatory grantee clauses
- Georgia Department of Transportation
  - Serves as State Safety Oversight, federally mandated
  - Monitors and ensures compliance with all federally required safety regulations
  - Conducts investigations as needed

### ***Accomplishments***

- For the period 12/30/14 to 7/31/15 (Source: City of Atlanta, Office of Transportation, Department of Public Works, Transit/Atlanta Streetcar)
  - Ridership: 504,643 (2,358 per day average, free fare)
  - Accidents: 10
- April 6, 2015: Decision made to remain fare free for 2015
- June 2015: COA applies for \$29.3M TIGER 7 expansion grant
- July 4 Weekend (7/3-7/5): Ridership = 20,054

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***Tasks in Progress***

- Contract close out
- COA close to filling Executive Director position
- Temporary coverage identified for Safety Director position
- Fare collection plan under development
- Revision of rulebook
- Defined Fitness for Duty program

***Issues of Note***

- Frontline staff turnover continues to be frequent
- Formal and documented training program needs development
- Notification procedure for accidents and incidents
- Preventative Maintenance program and work order tracking
- Service and Supply contracts
- Employee "onboarding" process needs strengthening
- MARTA working collaboratively with Partners to remediate

Mr. Daniels asked about MARTA's day-to-day involvement.

Mr. Krisak said the Authority is charged with supervising the operations but is impossible for MARTA to be out there every day. The Authority has held the line on its position as is stated in the IGA.

Dr. Edmond asked how much is MARTA being paid.

Mr. Krisak said MARTA is not directly reimbursed. MARTA does track the hours and there has been some discussion about invoicing the City.

Dr. Edmond said the City may not want to pay but the Board has a fiduciary duty not to waste MARTA's resources.

Mrs. Abdul-Salaam asked who maintains staff.

Mr. Krisak said the City is responsible for the staffing component.

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Mr. Dallas asked if MARTA has considered leasing employees to the City.

Mr. Krisak said the original proposal hinted at the option. He added that the current model is not working.

Mr. Buckley asked how are the outlined issues affecting overall costs and efficiency.

Mr. Krisak said the high staff turnover rate adds costs for the City and in order to provide reliable daily service, this must be addressed.

Mr. Daniels said it is disappointing that the City went the least expensive route to now be at this point. He added that it needs to be made clear that the Authority cannot continue to go down this road. Although the City owns it, any problem looks like a MARTA problem.

Dr. Edmond recalled past discussions in that the Board was fearful of this happening. MARTA needs to ensure that the IGA is understood so that any mishaps don't affect future projects for MARTA. He added that MARTA needs to discuss with the City ways the Authority can take more responsibility and get paid for it – if Atlanta City Council really understood what they were up against perhaps they would be more inclined.

Mr. Krisak said a work session will be needed at some point to discuss a path.

Mr. Parker said Streetcar ridership is good – customers like it. The major problem is staffing, training and retraining. The Authority will have to be more engaged to get them up to speed, as the FTA sees MARTA jointly responsible. Part of this industry is in-kind services; however, staff will come to the Board with a plan if costs are significant.

**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 11:15 a.m.