

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

September 29, 2016

The Board of Directors Operations & Safety Committee met on September 29, 2016 at 10:03 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Roberta Abdul-Salaam
Robert F. Dallas
Frederick L. Daniels, Jr.
Roderick E. Edmond, *Chair*
Jerry Griffin
Freda B. Hardage

MARTA officials in attendance were: GM/CEO Keith T. Parker, AICP; Chief of Staff Rukiya S. Thomas; Chief Operating Officer Richard A. Krisak; Chief Financial Officer Gordon Hutchinson; Chief Counsel Elizabeth O'Neill; AGMs Elayne Berry, Wanda Dunham, Robin Henry, Ming Hsi, Benjamin Limmer and Ryland McClendon; Executive Director Ferdinand Risco; Sr. Directors Cynthia Moss Beasley, Joseph Erves, Amanda Rhein and Donald Williams; Directors John Bayalis, Lisa DeGrace, Johnathan Hunt, Sherrie Johnson, Pat Minnucci and William Taylor; 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, Frederick Askew, Larry Bowden, Jolando Crane, Abebe Girmay, Robert N. Thomas, Glen Waters and Jhonnita Williams.

Also in attendance were Jack Buckingham of MATC; Paul Jones; Warren Montague of MV Transportation; Sid Sparks of VAI; Jimmy Thomas of CERM.

Consent Agenda

- a) Approval of the August 25, 2016 Operations & Safety Committee Meeting Minutes
- b) Resolution to Accept the Contract for Project B21196, Integrated Operations Center (IOC) – Patrick Minnucci, Director of Project Management & Construction

- c) Resolution Authorizing Award of a Contract for the Procurement of Extended Service Antifreeze, IFB B37757

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

Individual Agenda

Briefing – Results of the Public Hearings for December 2016 Service Modifications

Mr. Bayalis briefed the Committee on the results of the Public Hearings held on September 19, 21 and 22 for the December 2016 Service Modifications.

Public Hearing Locations

- Monday, September 19, 2016
 - Fulton County Assembly Hall
141 Pryor Street
Atlanta, GA 30303
- Wednesday, September 21, 2016
 - Maloof Auditorium – DeKalb County
1300 Commerce Drive
Decatur, GA 30030
- Thursday, September 22, 2016
 - Clayton County Commission Office
112 Smith Street
Jonesboro, GA 30236

Advertisement

- Atlanta Journal-Constitution (AJC)
- ACE III/Champion
- Clayton Daily News
- Crossroads and South DeKalb County Neighbor Newspapers
- Mundo Hispanico
- Social Media (Facebook, Twitter, MARTA website)

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- Clayton County Government Television
- Fulton County Government Television
- DeKalb County Government Television

Electronic Notice Distribution

- Distributed to all 26 Neighborhood Planning Units (NPU) within the City of Atlanta
- Senior Centers (63)
- Email blast to Outreach Database and Government Affairs Database

Flyer Distribution – LEP Communities

- Chinese Community Center
- Dinho Super Market
- Vietnamese Market – Buford Highway
- Hong Kong Market – Jimmy Carter Blvd.
- Super H-Mart – Doraville/Peachtree Industrial Blvd. & I-285
- Happy Valley Restaurant – Jimmy Carter Blvd.
- Buford Farmers Market Media Distribution Desk
- Asian American Resource Center - Gwinnett
- Korean Community Center – Buford Highway
- Ho Pin Market Media Table
- Atlanta Chinese Community Church
- Center for Pan Asian American Community Services

Public Hearing Attendance

- Fulton County
 - Attendance – 38
 - Speakers – 9
 - Media – 1
- DeKalb County
 - Attendance – 78

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- Speakers – 36
- Media – 0
- Clayton County
 - Attendance – 21
 - Speakers – 12
 - Media – 1

Public Comments

- Direct Phone Calls
 - 3 in support of keeping Taylor Road service on Route 191
- Emails
 - 4 in support of not changing Route 123
 - 6 in support of not changing Routes 33, 30, 2 and 16
- Petitions
 - 1 petition to restore Route 5 (1117 signatures)
 - 2 petitions to keep Taylor Road on Route 191 (26 signatures)
- Letters
 - 2 in support of keeping Taylor Road on Route 191
 - 1 in support of not changing Route 33
 - 1 concerning safety issues
- Public Hearing Comments
 - 17 written
 - 57 speakers

Social Media Overview

- Facebook, YouTube and Twitter – 892 views
 - Spanish video reached 245 people on Facebook; 0 shares; “Liked” by 2
 - English video reached 647 people on Facebook; 2 shares; “Liked” by 20
- MARTA website – 624 views

Comments during Public Hearing

- Clayton County
 - Support to keep Taylor Road segment of Route 191

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- Bus stops removal from in front of homes on Taylor Road
 - Better bus stop placement and maintenance
- Fulton County/City of Atlanta
 - Oppose the termination of Route 33
- DeKalb County
 - Large support to keep Route 123 as is, concerns about Seniors walking without sidewalks and up/down hills
 - Received 1,117 petition signatures to restore Route 15 to DeKalb County Board of Health

Dr. Edmond asked has MARTA embraced the Public Comments.

Mrs. McClendon said any comments, petitions, etcetera are referred to Planning.

Dr. Edmond said many young women depend on MARTA to get to the DeKalb Board of Health for prenatal care. That service is very important.

Mr. Daniels commended staff on the various methods used to engage the public and ensure that people had a voice in this process.

Resolution Authorizing the Service Modifications for the December 10, 2016 Mark-Up on Routes 2, 16, 33, 34, 47, 67, 102, 123, 165 And 191

Mr. Williams and Mrs. Crane presented this resolution for Board of Directors' approval authorizing the service modifications for the December 10, 2016 mark-up on routes 2, 16, 33, 34, 47, 67, 102, 123, 165 and 191.

Route 2 – Ponce de Leon/Decatur:

- Realigned to operate from North Avenue Station to East Lake Station, which will be the new terminus on all service days
- Segments east of East Lake Road along Ponce de Leon Avenue, W. Ponce de Leon Avenue, and Commerce Drive into Decatur Station will be discontinued due to underutilization and one of the recommendations from the Comprehensive Operations Analysis (COA)
- Additionally, the route will be realigned to assume the segment along Ponce de Leon Avenue between Boulevard and North Avenue Station currently served by Route 102

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- It is expected these modifications will improve schedule adherence, streamline service, tailor to demand, and maintain the integrity of Ponce de Leon Avenue service with one route

Route 16 – Noble:

- Extend route to Lindbergh Center Station
- Route 16 will maintain current routing to Briarcliff Road and Sheridan Road then continue to Briarcliff Road, North Druid Hills Road, Executive Park Drive to Executive Park South assume the Executive Park South, Chantilly Road, and Lenox Road to Buford Highway segments of Route 33-Briarcliff Road/Lenox
- Route 16 will then operate via Buford Highway and Sidney Marcus Boulevard into Lindbergh Center Station on all service days
- It is expected this modification will improve rail connectivity, improve schedule adherence and streamline services
- Segment along Executive Park Drive between Executive Park South and Sheridan Road and Sheridan Road will be discontinued

Route 33 – Briarcliff Road/Lenox:

- Discontinue route with productive segments assumed by modifications to Route 16 – Noble, and Route 47 – I-85 Access Road/Briarwood Road
- Segments along Lenox Road between Buford Highway and Lenox Station, Executive Park Drive between Executive Park South and Sheridan Road Sheridan Road, and I-85 Access Road between Shallowford Road and Dresden drive will be discontinued

Route 34 – Second Avenue/Gresham Road/Clifton Springs:

- Realigned to operate via Oakview Road and East Lake Drive in route to East Lake Station
- Modification will allow stops within the productive area of Route 123 to be maintained
- Segment along 2nd Avenue between Oakview Drive and East Lake Drive will be discontinued.

Route 47 – I-85 Access Road/Briarwood Road:

- It is proposed this route be realigned to assume productive segments of Route 33-Briarcliff Road/Lenox
- Route 47 will maintain current routing to I-85 Access Road and Shallowford Road then continue I-85 Access Road to Chamblee Tucker Road, and Chamblee Tucker
- Road to Chamblee Dunwoody Road currently operated by Route 33 and continue current routing along Chamblee Dunwoody Road into Chamblee Station
- Outbound from Chamblee Station, Route 47 will operate via Dresden Drive and Shallowford Road to I-85 Access Road for routing to Brookhaven/Oglethorpe Station
- Segment along Shallowford Road between Dresden Drive and Chamblee Tucker Road will be discontinued

Route 67 – West End/Dixie Hills:

- It is proposed the Dixie Hills segment of this route be realigned to improve transit accessibility to Verbena Place neighborhood in response to a request received from Atlanta Habitat for Humanity on behalf of residents
- Realignment will operate via Sewanee Avenue, and Verbena Circle.

Route 102 – Ponce de Leon Avenue/Candler Park:

- Realigned to assume the North Avenue to Boulevard segment currently operated by Route 2
- Segment along Ponce de Leon Avenue between Boulevard and North Avenue Station will be assumed by modifications to Route 2 – Ponce de Leon Avenue/Decatur
- This modification will maintain connectivity between North Avenue and Edgewood/Candler Park Stations

Route 123 – North DeKalb Mall/Belvedere:

- Extend route to East Lake Station
- Route 123 will maintain current routing to Decatur Station then continue Commerce Drive, W. Howard Avenue, Paden Circle, East Lake Road and Park Place to East Lake Station
- Decatur Station will be served via Commerce Drive

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- It is expected this modification will improve rail connectivity, improve schedule adherence, streamline service, and tailor service to demand
- Segments along North and South McDonough Streets, W. Hill Street, East Lake Drive, Hosea Williams Drive, S. Candler Street, Midway Road, Carter Road, Fairlee Drive, Rupert Road, Belvedere Lane, San Gabriel Avenue, White Oak Drive, and Line Street will be discontinued due to underutilization

Route 165 – Fairburn Road/Barge Road Park & Ride:

- Implement a weekday peak-period short turn pattern between HE Holmes Station and Cascade Road
- Morning trips will operate Northbound from Cascade Road to HE Holmes station
- Afternoon trips will operate Southbound from HE Holmes Station to Cascade Road
- The short turn pattern will operate every other trip during the peak hours with the remaining trips serving the full length of the route
- It is expected this proposed modification will improve schedule adherence and tailor service to demand

Route 191 – Justice Center/S.R. 85-Riverdale Road/Maynard H Jackson Jr. International Terminal:

- Reinstate service along Flint River Road between Tara Blvd. and Taylor Road and GA 138 between Taylor Road and S.R. 85 based on input from Clayton County regarding future development along the corridor
- Service along Taylor Road will be discontinued based on initial feedback from a member of the community

Mobility:

- Adjust complementary ADA service to reflect the modified route alignments to comply with the Americans with Disabilities Act of 1990

Mr. Daniels said Public Hearing attendees were very passionate; hopefully this will show them that MARTA listened and made decisions on behalf of both parties.

Mr. Griffin commended staff on being responsive to the public.

Mr. Parker said if the referendum is passed on November 8th, MARTA can began the COA implementation.

Mr. Daniels said it represents a great opportunity.

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

Resolution Authorizing the Approval of the Fiscal Year 2017 Bus, Rail and Mobility Service Standards

Mr. Williams presented this resolution for Board of Directors' approval authorizing the Fiscal Year 2017 Bus, Rail and Mobility Service Standards.

Summary of Modifications to FY 2017 Service Standards

- Modifications were made to the Service Standards to improve the service offered to the customer and to clarify and add language that has evolved over the past year
- Update population statistics under Metropolitan Atlanta Service Area
- Update service area route miles, current number of routes, fleet information, and average weekday boarding's under Overview
- Wording change to "Lindbergh Center" under Headway by Period
- Wording change to "Green Line" under Rail Load Factor
- Wording change to "suspension" under Span of Service Hours
- Evening category split into two time periods
 - Evenings 7:00p.m. – 9:00p.m.
 - Late night after 9:00p.m.
- Wording change to "where practical" under Headway by Period
- Addition of 30 foot vehicles and associated maximum load factors under Bus Load Factors
- Added wording "concurrent with each mark-up" following triannual basis under Route Productivity
- Punctuation corrections-semi-colons to commas
- Update and clarification of Bus Stop Spacing information
- Evening category split into two time periods
 - Evenings 7:00p.m. – 9:00p.m.

- Late night after 9:00p.m.
- Update percentage from 78% to 78.5% under Bus Route Test to correspond with KPI percentages

Mr. Daniels said the OTP increase is not impressive given the new fleet and technologies. People gravitate towards rail because it is faster.

Mr. Williams said the goal is to continue to improve OTP. There are a number of internal and external factors affecting it.

Mr. Daniels asked what is MARTA looking at long-term.

Mr. Krisak said presently only half of the fleet has been replaced. The remaining will take up to five years to be replaced. MARTA has seen fairly good improvement, route by route. Some of the OTP issues have to do with low performance, whereas some routes perform in the 80s. In cities such as Houston, buses run on freeways and HOV lanes. MARTA is more of an urban system. Given the nature of its service, staff does not foresee MARTA being able to reach targets of 90% or more.

Mr. Daniels said he would like to see a long-term strategy that speaks to raising OTP and the challenges associated with it.

Mr. Krisak said staff will work on bringing that information to the Board.

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

Safety Briefing – Comprehensive Safety Overview

Mrs. Berry presented a comprehensive overview of MARTA's Department of Safety & Quality Assurance.

Safety vs. Security

- Safety – freedom from harm, resulting from unintentional acts or circumstances
 - Goal of Safety – to provide the highest level of safety that is practical
- Security – freedom from harm, resulting from intentional acts or circumstances
 - Goal of Security – to reduce the rate of crime and the fear of crime

The SMS Foundation

- Moving Ahead for Progress in the 21st Century Act (MAP-21)
- FTA adopted SMS on September 12, 2016 as the basis for the initiatives that FTA will undertake to improve the safety of public transportation

The Four Components of SMS

- Safety Management Policy – serves as the rules of the game
- Safety Risk Management – the process to identify the bad things that can happen
- Safety Assurance – ensures the initial mitigation of consequences are implemented
- Safety Promotion – emphasizes communication and training to support SMS

The 365-Day Foundational Plan

- FY 2017 Performance Plan
- In alignment with the Board approved and mandated FY 2017 Goals and Objectives
- In alignment with the GM/CEO Vision
- In alignment with the FTA Regulatory Requirements

Senior Management Policy

- GM/CEO Safety Committee – meets quarterly
- Operations & Safety Committee – meets monthly
- Safety 1st Authority-Wide Program
- Environmental Management System (EMS)
- Capital Improvement Projects/SOGR
- Safety Education: Hazard Identification and Mitigation
- KPI Overview at EMT level

Safety Management Policy

- FY 2011 Organizational Structure for Safety
 - Reactive Safety Culture
 - Vacancy Rate – 20.4%

- Number of Employees' Lost Time Injuries – 280
- FY 2016 Organizational Structure for Safety
 - Proactive/Preventative Safety Culture
 - Vacancy Rate – 7.0%
 - Number of Employees' Lost Time Injuries – 193

Safety Risk Management

- Partnerships with Operations
 - Developing Facility Report cards
 - Driver Education and Retraining
 - Route Hazard Analysis
 - Process Audits
- Partnership with HR and Training
 - Smith System Defensive Driving
- Partnership with Police Services
 - Emergency Preparedness Drills
- Consistent communication with GDOT/SSO
 - Quarterly Hazard Meetings
 - 3-Year System Audit
- Fire Drills
- Internal Safety Audits

Safety Assurance

- Engineering Controls
 - System Safety Certification
 - Test Verification and Validation
 - Safety Equipment and Devices
- Administrative Controls (or Work Practice Controls)
 - Written Safety Policies

- Standard Operating Procedures
- Worker Protection Programs
- Safety Training

Safety Promotion

- Education and Promotion
- Safety Blitzes
- Shop Safety Meetings
- Bus Operator Training: New Operator and Smith System (Defensive Driving)
- Safety Sharing with Transit Authorities
- Bus Pre-Trip Inspections
- Pollution Prevention, Spill Response and Regulated Waste Education
- 10-Point Bus Ride-Observations
- 10-Point Rail Ride-Observations
- Authority-Wide Safety Campaigns

Mr. Daniels commended staff on the Safety & Quality Assurance initiatives presented. He asked about the status of MARTA's efforts to secure bus simulators for training.

Mr. Krisak said MARTA found a company after an extensive search. Unfortunately, the parent company is no longer selling the product. Now staff is looking for an alternative.

Mr. Dallas said there should be a more comprehensive focus on prevention with other jurisdictions to stop pedestrian injuries.

Mr. Parker agreed. MARTA will share its information with other jurisdictions.

Mr. Daniels commented on the New Jersey transit accident. He said that Safety is very important and this presentation is very timely.

Mrs. Abdul-Salaam said many of the comments received during the Clayton County Public Hearing centered on safety. Some patrons commented that there is little to no room from the street at bus stops and low lighting at night. She asked how can MARTA work with the jurisdiction to resolve these issues.

Mr. Griffin said there may be a misunderstanding of responsibility. It is a partnership with the jurisdictions.

Mrs. Berry said staff is working on Pedestrian Awareness Academy to provide safety instructions to riders.

Mrs. McClendon said that the Public Hearing records will be transmitted to Planning.

Mr. Limmer added that Bus Stop Placement Coordinators will work with the Safety & QA on resolving the bus stop safety concerns.

Adjournment

The meeting of the Operations & Safety Committee adjourned at 11:22 a.m.