

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

May 26, 2016

The Board of Directors Operations & Safety Committee met on May 26, 2016 at 10:04 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Frederick L. Daniels, Jr.
Jim Durrett
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 Administrative Officer LaShanda Dawkins (Acting); Chief Counsel Elizabeth O'Neill; AGMs James Biscoe (Acting), Wanda Dunham, Ming Hsi, Benjamin Limmer, Ryland McClendon, David Springstead (Interim); Executive Director Ferdinand Risco; Sr. Directors Joseph Erves and Donald Williams; Directors Onyinye Akujuo, Diane Hamilton, Jonathan Hunt, Sherrie Johnson and William Taylor; Managers Alisa Jackson and Antoine Smith; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Brenda L. Williams; Finance Administrative Analyst Tracy Kincaid. Others in attendance Davis Allen, Frederick Askew, Jonathan Brathwaite, Frank Chavez, Abebe Girmay, Aston Greene, Cathy Jordan, Kerin Lester, Chris Payne, Charlotte Shaw, William Thomas and Jhonnita Williams.

Also in attendance were Pam Alexander of LTK Engineering; Harold Barlett and Bill Scott of DWS Consultants; Helen McSwain of MATC; Jim Schmid of HNTB; Sid Sparks of Virginkar & Associates; Soji Tinubu of WR&J, Inc.

Mr. Daniels made a motion to amend the agenda to include an update on the Atlanta Streetcar.

Mr. Griffin seconded the motion.

The Committee unanimously agreed to amend the agenda by a vote of 4 to 0, with 4 members present.

Mr. Daniels made a motion to adopt the agenda as amended.

Mr. Durrett seconded the motion.

The Committee unanimously agreed to adopt the amended agenda by a vote of 4 to 0, with 4 members present.

Consent Agenda

- a) Approval of the April 27, 2016 Operations & Safety Committee Meeting Minutes

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

Individual Agenda

Resolution Authorizing Award of a Contract for the Procurement of 270 Compressed Natural Gas (CNG) Revenue Buses, RFP P35484

Mr. Taylor presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to enter into a contract with Gillig, LLC for the procurement of two-hundred seventy (270) 40' CNG Buses. The contract term is for two hundred thirty-five (235) base buses, with an option to purchase thirty-five (35) option buses at a cost not to exceed \$171,999,840. The fleet will be delivered to MARTA in a service-ready condition with new telematics and turn-by-turn navigation systems, pre-installed ancillary equipment, safety equipment and MARTA branding.

Mr. Durrett asked if MARTA will have the option to purchase up to 270 buses.

Mr. Krisak said MARTA is not committed to purchasing 270. The Authority will buy 50 every year.

Mr. Daniels asked about the onboard technologies.

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Mr. Taylor said some technologies have been examined. MARTA will make a determination at the time of purchase.

Mr. Daniels said he does not want unnecessary technologies to take buses out of service.

Mr. Taylor said MARTA will thoroughly vet the options prior to purchase and before supplemental technologies are added.

Mr. Krisak said MARTA initially had a broader scope but technologies that the vendor was not comfortable with were deleted. He added that with many of the advances buses will still run even if the technology goes down.

Mr. Daniels asked for more information on Gilig, LLC.

Mr. Krisak said Gilig is a California-based company. They tend not to produce huge quantities and typically do not pursue agencies of MARTA's size.

Mr. Parker added that Gilig is the industry's best right now. The company tends to work with mid-size agencies. They also have a very good reputation and excellent customer service.

Mr. Daniels said he remembers the company's name from the APTA Expo.

Dr. Edmond asked if the contract includes a warranty.

Mr. Krisak said yes.

Mr. Taylor said every system is covered for a minimum of two years.

Dr. Edmond said 60 firms retrieved the on-line information relating to this RFP but only four proposals were received. He asked why so few bids were received.

Mr. Krisak said the amount of bids was not surprising. He added that most of the firms that retrieved the online information were parts suppliers.

Mr. Hutchinson said the firms that submitted proposals are the only firms that provided the platform that MARTA requires and Buy America received bids from all of them.

Mr. Krisak said another MARTA specification was CNG buses.

Mr. Daniels asked if staff is concerned about the price of CNG.

Mr. Krisak said it would take a phenomenal increase to result in a negative Return on Investment (ROI) for MARTA.

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

Resolution Authorizing Award of a Contract for the Elevator and Escalator Rehabilitation Program and Maintenance Contract, RFP P28505

Mr. Thomas presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to enter into a contract with Schindler Elevator Corporation for the Elevator and Escalator Rehabilitation Program and Maintenance Services in the amount of \$217,696,877.22.

State of MARTA's Vertical Transportation System

- 149 Escalators in the System, 113 Elevators
 - Maintenance Contract C-19655
 - Board Award – 8/31/2010
 - Expiration Date – 8/31/2016
- 33 Escalators refurbished "In Truss" 2007 – 2013
 - Rehab Contract B5343
 - Board Award –10/1/2007
 - Completed – 3/10/2012
- Schindler Elevator Co. provides preventive maintenance and repair services
- MARTA Inspectors assure conformance to codes and contract requirements
- Lerch Bates provides oversight for OVT maintenance and modernization contracts
- The majority of MARTA's escalators and elevators are 33-37 years old; in commercial buildings, elevators and escalators have an average life expectancy of 25 years

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- The Office of Vertical Transportation was created within the Department of Operations in 2012
- Key Performance Indicator (KPI) rate
 - >80% in 2012
 - Current KPI >42 months at over 98%
 - "From Worst to First in Class"

History of Current RFP

- Industry Day: Fall 2012
- Request for Proposal developed: 2013
- RFP advertised: 2014
- One Bid received: February 2015
- May 2015: Reviewed bid, went to Operations & Safety Committee to request permission to proceed with the bid (unanimously approved)
- July 2015: Begin Best and Final Offer (BAFO) Stage
- May 2015-December 2015: Source Evaluation Committee and Detailed Evaluation Team reviewed and scored documents
- January 2016: Second BAFO; successfully negotiated over \$60M deduct from initial bid
- January 2016: Present: Review's from Legal, Diversity & Inclusion and Audit have been completed

RFP Scope

- 10-year contract
- Maintenance agreement
- Rehabilitate or Replace 116 Escalators and 111 Elevators
- Public Relations
- Safety and Quality Assurance

Bidder Climate

- Only four major manufacturers in U.S. Elevator/Escalator Industry Schindler, KONE, Thyssen-Krupp, Otis
- Only two manufacturers have a product to fill MARTA's unique Application
- Economy in Atlanta began growing = Large Products
- International Union of Elevator Constructors provides all labor (Locally-based) for elevator/escalator work
- City of Atlanta – sole source Airport modernizations

Recommendation

- SEC negotiated the bid costs down over \$60 million and achieved the DBE goal of 20%
- Staff requests Board's approval to enter into a 10-year contract for the Elevator and Escalator Rehabilitation Program and Maintenance Services Contract in the amount of \$217,861,036.22

Mr. Daniels commended the Office of Vertical Transportation on a successful turnaround. He asked what will the useful life of MARTA's elevators and escalators be once the rehabilitation is complete.

Mr. Thomas said 25 years.

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

Resolution Authorizing the Exercise of Option Year Five and the Establishment of Option Years Six and Seven for the General Engineering Consultant (GEC) Contract, RFP P5424

Mr. Springstead presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to exercise Option Year Five of the General Engineering Consultant (GEC) contract with Metropolitan Atlanta Transit Consultants (MATC) and provide funding authorization for the GEC contract in support of the delivery and execution of MARTA's FY 2017 Capital Improvement Program, in an amount not to

exceed \$23,389,120. Approval is also requested to establish two additional, one-year options (FY18 and FY19) for the MATC contract.

Key Points

- The following four resolutions request FY17 authorization levels for:
 - General Engineering Consultant (GEC) Contract, RFP P5424
 - General Consulting and Professional Services (GCPS) for the Division of Operations and the Department of Capital Programs & Development
 - GCPS for the Department of Technology
 - GCPS for the Department of Police
- Require no new or additional funds, but authorization to utilize existing contracts at reduced levels in FY17 include issuance of work by task order on an as-needed basis allow for continuity of services and a seamless transition to the new professional services (A&E) contracts
- Provide a means to secure resources in short order to support key initiatives:
 - ASC, Clayton Service Expansion, Cyber Security and the upcoming COA Referendum
- Reflect incremental reductions in MARTA's reliance on consultants with requested
- Decreases in Board authorized levels for both the GEC and GCPS contracts

Dr. Edmond asked about the number of local providers. He said the Board is committed to diversity but it is important to ensure local firms have opportunities to do business with MARTA.

Mr. Springstead said staff will provide that information to the Board.

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

Resolution Authorizing the Expenditure of Capital Funds for General Consulting and Professional Services for the Division of Operations and the Department of Capital Programs & Development in Fiscal Year 2017

Mr. Springstead presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to provide funding authorization in an amount not to exceed \$4,560,000 to the Division of Operations and the Department of Capital Programs & Development for professional and specialized vendors holding valid General Service Administration (GSA) schedules to support delivery and execution of the FY 2017 Capital Improvement Program (CIP) on an as-needed basis over the period of July 1, 2016 through June 30, 2017. This represents a 25% reduction from the FY16 authorization.

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

Resolution Authorizing the Expenditure of Capital and Operating Funds for General Consulting and Professional Services for the Department of Technology in Fiscal Year 2017

Mrs. Hsi presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to execute work orders to vendors holding valid GSA or State of Georgia contracts for professional services to support the Capital Improvement Program in the amount of \$6,500,000 and to support the operations of the Department of Technology in the amount of \$1,000,000, respectively, for Fiscal Year 2017 (July 1, 2016-June 30, 2017), for a total authorized amount of \$7,500,000.

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

Resolution Authorizing the Expenditure of Capital Funds for General Consulting and Professional Services for the Department of Police in Fiscal Year 2017

Lt. Greene presented this resolution for Board of Directors' approval authorizing the allocation of \$4,000,000 expenditure authority to Staffing Vendors holding a valid General Services Administration (GSA) Schedule 70, State of Georgia or public agency contracts to provide professional and specialized staffing for the Department of Police on an as-needed basis over the FY17 period of July 1, 2016-June 30, 2017 depending on funding source.

Mr. Daniels requested year-end baselines and quarterly progression updates.

Mr. Parker said staff would provide that information to the Board.

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

Briefing – Multi-Site ISO 14001:2015 Environmental Management System Transition

Mrs. Lester briefed the Committee on the Multi-Site ISO 14001:2015 Environmental Management System Transition.

Background

- Presidential Executive Order (EO) 13148
 - The head of each Federal agency is responsible for ensuring that all necessary actions are taken to integrate environmental accountability into agency day-to-day decision making and long-term planning processes, across all agency missions, activities, and functions
- EO 13148 mandated implementation of Environmental Management Systems (EMS)

FTA Implementation of EMS

- Establishes objectives based on environmental policy
- Addresses risks and opportunities
- Considers compliance obligations
- Provides continual improvement through systematic performance

Benefits of EMS

- Increased resources
 - Improved use of resources and management of environmental impacts with life-cycle considerations
- Cost avoidance and reduced risks
 - Reduced risk of non-compliance and wastes with performance monitoring
- Improved relationships

- Improved public perception and relations through greater commitment and involvement of top management
- Business integration
 - Heightened employee awareness of MARTA's environmental impact and improved business integration

ISO 14001 Standard

- In 2003, the FTA encourages the use of EMS, through standard 14001 of the International Organization for Standardization (ISO):
 - A disciplined framework for meeting EMS responsibilities
 - Helps to pinpoint harmful environmental impacts of MARTA's projects
 - Paradigm shift in ISO 14001:2015 from reactive to proactive management style

FTA Sponsored EMS Training Rounds

- Round 1: Utah Transit Authority, Massachusetts Bay Transit Authority, San Francisco Bay Area Rapid Transit, Washington Metropolitan Area Transit Authority
- Round 2: Central Florida Regional Transportation Authority, Los Angeles County Metropolitan Transportation Authority, Maryland Transit Administration, Massachusetts Bay Transportation Authority, Miami-Dade Transit
- Round 3: King County Metro Transit, Metropolitan Atlanta Rapid Transit Authority, Port Authority of Allegheny County, Southeastern Pennsylvania Transportation Authority
- Round 4: Commonwealth Office of Transit Authority, City of Fort Lauderdale, Greater Cleveland Regional Transit District, Golden Empire Transit, Hillsborough Area Regional Transit District, Kitsap Transit, Lane Transit, Santa Clara Valley Transportation Authority, Tri- Delta Transit, VIA Metropolitan Transit
- Round 5: To be announced

Timeline

- 2003 – FTA initiated assistance program for transit agencies to implement an EMS, using ISO 14001
- 2010 – FTA invites MARTA to sponsored training (Round 3) for implementing an ISO 14001 based EMS

- 2011 – MARTA attends EMS training
- 2012 – MARTA begins Armour Yard EMS Pilot
- 2014 – Armour Yard is ISO 14001:2004 Certified
- 2016 – EMS transitions to 14001:2015; Laredo and headquarters facilities joining Armour Yard for certification

Mr. Griffin said he was not aware that MARTA had participated in EMS training. He added that he is very familiar with the program and pleased to hear this report from staff.

Mr. Daniels said board members received information on safety training at the APTA Transit Board Members Seminar several weeks ago. MAP-21 specifies Board accountability for safety. He thanked staff for bringing this report forward.

Atlanta Streetcar Update

Mr. Parker provided the Committee an update on the Atlanta Streetcar.

A letter was sent to the City of Atlanta from the Georgia Department of Transportation (GDOT) addressing safety deficiencies in the Atlanta Streetcar. The situation can be equated to a GDOT audit of various MARTA functions that was conducted in 2013. GDOT had findings that they wanted MARTA to cure. In order to address those issues, MARTA formed an internal task force and created solid assignments on each of the items. Staff presented a briefing to the Board earlier this year to demonstrate that MARTA had cured virtually all of the items that GDOT brought forward. That will be the recommendation MARTA will give the City to address the items that were highlighted in the letter from GDOT. Board Member Russell McMurry is not present today, as GDOT Commissioner he was the signatory of the letter. MARTA is going to present a “task force solution” to the City and will make efforts to work with them on a daily basis to cure all of the items that were outlined in the letter from GDOT. MARTA takes this very seriously and believes that significant progress can be made. Staff will keep the Board updated as the City and MARTA move forward.

Mr. Krisak said the major difference between MARTA’s GDOT findings and the Atlanta Streetcar’s is that MARTA had demonstrated credibility and competency in running a rail system and the City has not, so the scrutiny is much more intense on the City’s effort. GDOT is not looking for MARTA to respond directly. MARTA’s ability to assist only goes as far as an advisory capacity. Ultimately, the City has the relationship with GDOT. They own the system, MARTA does not. However, MARTA does want to see them succeed. Part of what MARTA has done included requesting the City to realign their resources to

better address closing these action items out. MARTA has had ongoing conversations with Atlanta's COO Dan Gordon. As of today, the City have decided to make the commitment to realign those resources. MARTA believes that Atlanta Streetcar is making good progress.

Other Matters

No other matters came before the Committee.

Adjournment

The meeting of the Operations & Safety Committee adjourned at 11:02 a.m.