

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

**August 29, 2019**

The Board of Directors Operations & Safety Committee met on August 29, 2019 at 11:01 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  
Jim Durrett  
William 'Bill' Floyd  
Roderick A. Frierson  
Ryan C. Glover  
Freda B. Hardage  
Alicia M. Ivey, **Chair**  
John'Al' Pond  
Rita A. Scott  
Thomas W. Worthy

MARTA officials in attendance were: General Manager/ CEO Jeffrey A. Parker; C-Suite Team Members Chief Administrative Officer Luz Borrero, Chief of System Safety, Security & Emergency Management/Police Michael Burrows (Acting) Chief of Bus Collie Greenwood, Chief Financial Officer Gordon L. Hutchinson, 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, James Sibert (Interim), Kirk Talbott, Emil Tzanov and Tom Young (Interim); Chief Information Security Officer Dean Mallis; Executive Director Paula Nash; Senior Director Colleen Kiernan; Directors Robin Boyd, Jacqueline Holland (Acting), Donna Jennings, Steve Perry (Acting), Remy Saintil and William Taylor; Manager MARTA Board of Directors Rebbie Ellisor-Taylor; Sr. Executive Administrator Ashanti Boothe; Sr. Executive Administrator Karen Harper; Sr Executive Administrator Keri Lee. Others in attendance Dexter D. Canty, Thomas Gaskins, Erik Johnson, Gena Major, Kenneth Middlebrooks, John Murdock, Terry Ponder and Jessie Taylor.

Also in attendance Pam Alexander of LTK Engineering; Sheila Jordan of Arch LLC and Helen McSwain of Rohadfox.

**Approval of the July 31, 2019 Operations & Safety Committee Meeting Minutes**

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On motion by Mrs. Hardage seconded by Ms. Abdul-Salaam, the minutes were unanimously approved by a vote of 10 to 0, with 10 members present.

**Briefing – Bus Maintenance Past, Present and Future**

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Mr. Taylor presented an overview of the scope of maintenance operations and initiatives, to include the following focus areas:

- Organizational structure and workforce trends
- Fleet vehicle fleet type
- Key Performance Indicators and analyses
- Business initiatives and innovative projects
- Transit consortium participation

*Bus Fleet Summary – 534 Buses*

- 69% - CNG Buses
- 31% - Diesel Buses
- 80% - 40 ft. Buses
- 8% - 35 ft. Buses
- 8% 30 ft. Buses
- 3% - 60 ft. Buses
- 62% - manufactured by New Flyer
- 36% manufactured by New Gillig
- 2% manufactured by Grand New West

*Bus Maintenance Organizational Chart – FY20*

- The Authority has budgeted for 417 employees to maintain MARTA's transit bus fleet in State of Good Repair.
- 244 budgeted Bus Maintenance Inspectors and Journeymen
- 26% of the 244 Bus Maintenance positions are vacant, which is equivalent to approximately 64 technicians.

In order to maintain MARTA's Bus fleet in a Good State Repair, various projects are performed:

- The Authority standardized MDBF calculations to mirror Federal Transportation Administration Guidelines (key industry standard performance based on service mechanical failures that disrupt service)

## **Operations & Safety Committee**

**8/29/19**

**Page 3**

- The Authority updated preventive maintenance practices to improve sharp efficiency and added and deleted tasks based on past performance data
- Reliability Centered Maintenance Program (RCM) – focuses on the “when” and “why” of mechanical failures. This program allows staff to replace parts known to fail before they fail.

Projects are always on-going in the Bus Maintenance Departments. One of the Authority's most valued project is known as the “Best in Class” Initiative. With MARTA's employees being the most valued asset, and a desire to be leaders in the transit industry, the Authority wanted to pursue updating employees technical and leadership skills. It is the Authority's goal to pursue continuous improvement with personnel and all aspects within our business. This is an on-going opportunity that includes modernized training programs, revising policies and procedures while updating infrastructure at our bus facilities.

### *Bus Maintenance*

Bus Maintenance has an active role in several industry-wide initiatives. The Authority recently joined many others in the industry participating as members of the Automated Bus Consortium.

The Automated Bus Consortium consist of thirteen agencies and authorities that are developing specifications policies and pilot programs to advance automates vehicle technology within the transit bus industry.

### *Bus Maintenance Future Considerations*

- APTA Sponsored Peer Reviews
- Automated Bus Consortium
- Peer Agency Maintenance Groups
- Battery Electric Buses

Mr. Pond said outsourcing maintenance when the department is short-handed was mentioned during the presentation. He asked what percentage of maintenance is being outsourced.

Mr. Taylor said the Authority is at the genesis of gathering outside resources to assist with maintenance. The percentage would be approximately 2-3 percent.

## **Operations & Safety Committee**

**8/29/19**

**Page 4**

Ms. Scott asked is there a process that determines how bus fleets are assigned.

Mr. Taylor said staff intends to divide MARTA's bus fleet up equally between garages.

Mrs. Hardage thanked Mr. Taylor for his presentation and dedication to the Bus Maintenance Program. The Board understands that there may be overtime and undesirable shifts to work. Please know that the Board is sensitive to the shortage of employees. We will continue to ask question and help to get staff back to the appropriate number.

### **Briefing – Wildlife Management and Deterrent Solution for MARTA Facilities**

Mr. Saintil presented an overview of upcoming solicitation for wildlife services.

#### *Current Control Services*

- Building/Station Pest Control - insects and rodents
- Vehicle Pest Control - insects and rodents
- Pigeon Control - USDA Co-Op Agreement (limited)

The current services do not address MARTA's total need for wildlife management, as they only address insects, rodent and pigeons. There are issues with rodents entering stations. Black bait boxes are used to capture these rodents.

#### *Station Pest Control*

- Tunnel entry
- Surrounding factors
- Trash pick-up

#### *Vehicle Pest Control*

- Experienced service

#### *Wildlife Services Needed*

MARTA needs more comprehensive services for the elimination and prevention of nuisance pests in the rail stations, operations and maintenance facilities, support facilities, Headquarters complex, landscape areas, bridges and aerial structures.

#### *Wildlife Services*

New services, include but are not limited to, the following:

## **Operations & Safety Committee**

**8/29/19**

**Page 5**

- Pigeons
- Sparrows
- Black birds
- Snakes
- Bats
- Squirrels
- Possums
- Raccoons
- and any other nuisance pest from the interior and exterior of a designated area of service

### *Current Conditions*

The wildlife has become a nuisance at MARTA rail stations and operating facilities causing excessive damage to MARTA property, creating unsanitary toxic environments and posing potential health risks to MARTA patron and employees.

### *Expectations*

- Installation of netting
- Installation of spikes – prevent pigeons from landing
- Utilization of application wildlife repellent gel
- Installation of feeding devices – installed on rooftops to prevent birds from reproducing
- Wildlife harvesting
- Trapping – trap raccoons and possum

Mr. Frierson asked has the Authority considered installing artificial owls to prevent birds from coming around.

Mr. Saintil said artificial owls are currently used at some of MARTA's stations.

Mr. Floyd asked if the sterilization feeding devices were approved by the Prevention of Cruelty to Animals Department.

Mr. Saintil yes, Prevention of Cruelty to Animals to has approved the sterilization feeding program as well as the USDA.

Ms. Ivey thanked Mr. Saintil for the presentation. There were several calls in regard to nuisance. It is refreshing to know that staff is looking at this matter in a holistic manner.

**Operations & Safety Committee**  
**8/29/19**  
**Page 6**

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**Adjournment**

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The meeting of the Operations & Safety Committee adjourned at 11:34 a.m.