

MINUTES
MEETING OF THE BOARD OF DIRECTORS
OPERATIONS & SAFETY COMMITTEE
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY
April 30, 2020

The Board of Directors Operations & Safety Committee met on April 30, 2020 at 9:40 a.m. via WebEx, Atlanta, Georgia.

Board Members Present

Roberta Abdul-Salaam
Jim Durrett
Roderick E. Edmond
William (Bill) Floyd
Roderick A. Frierson
Ryan C. Glover
Jerry Griffin, Chair
Freda B. Hardage
Alicia M. Ivey
John 'Al' Pond
Rita A. Scott

MARTA officials in attendance were: General Manager/ CEO Jeffrey A. Parker; Chief Administrative Officer Luz Borrero, Chief System Safety, Security & Emergency Management/Police Wanda Dunham, Chief Bus Operations Collie Greenwood, Chief Financial Officer Kevin Hurley (Interim), Chief of Staff Melissa Mullinax, Chief Counsel Elizabeth O'Neill, Chief Capital Programs, Expansion & Innovation Franklin Rucker, Chief of Rail Operations David Springstead; AGM LaShanda Dawkins; Executive Director Diversity & Inclusion Paula Nash; Director Rail Maintenance Douglas Miller; Manager Financial Planning & Analysis William Bailey; Sr. Executive Administrator Board of Directors Tonya Gantt; Others in attendance Adrien Carter and LaTonya Pope.

Approval of the March 26, 2020 Operations & Safety Committee Meeting Minutes

On motion by Mrs. Hardage seconded by Mr. Durrett, the minutes were unanimously approved by a vote of 10 to 0, with 10 members present.

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Resolution Authorizing the Award of a Sole Source Contract for the Procurement of Maintenance and Support Services for Radio Communications Systems RFP P45998

Mr. Miller requested approval of this resolution authorizing the General Manager/CEO or his delegate to enter into a Sole Source Contract for the procurement of maintenance and support services for radio communications systems with Motorola Solutions, Inc.

Motorola will provide MARTA with technical staff and the centralized remote support for technical issues that require a high level of communications systems expertise or troubleshooting on the equipment. The proposed support contract coverage term is for 12 months. Approximately 75% of the radio equipment has already been replaced. The remaining legacy equipment is obsolete and/or has limited support due to exceeding the life expectancy and thirty-year-old technology.

- Motorola provides repair management for the 800mhz radio system's infrastructure equipment
- Motorola provides one extensive annual network PM, operational test and alignment as applicable, on the infrastructure or fixed network equipment to ensure the equipment meets original manufacture specifications.
- Motorola provides reports on the Mobile and Portable subscribers by remotely diagnosing problems and providing reports on all issues bi-annually

Dr. Edmond commented at the time he came on the Board some years ago, Motorola already had the contract for a while. MARTA needs to explore options for another communications system.

Mr. Parker thanked Dr. Edmond for his concern. He explained there are two parts to the contract:

- Maintenance Contract – to keep the system operational. Staff will work on a strategy to potentially bring in a third party for competition
- The second piece is there is equipment that only Motorola manufactures.

Staff will come back in the fall regarding the Authority's future approach to the maintenance of the contract.

Mr. Griffin asked how many companies meet P25 standards.

Mr. Miller responded there are multiple companies. When we decided to do the P25 upgrade we decided to go through Motorola. The core of the system is Motorola. Motorola is the only company to provide those services. Staff will look at other companies. It will be a challenge since Motorola is 75% of the system. It is limited as to what we can do.

On motion by Mr. Durrett seconded by Mr. Pond, the resolution was unanimously approved by a vote of 11 to 0, with 11 members present.

Bus Operations Overview

Mr. Greenwood provided a Bus Operations briefing to the Board. He noted that the Essential Service Plan was presented to the Board at the April 9th meeting. The plan centered around high ridership. Today the Board will be presented with an update of the Plan and MARTA's largest strategic effort as a team in managing the impact of COVID-19. The Plan is centered around MARTA's culture of safety.

MARTA's Essential Service Plan

Safety Driven – the Plan is driven by MARTA's safety culture

Essential – the Plan is centered around servicing high ridership corridors and necessary travel to essential destinations

Dynamic – the Plan is dynamic and receives MARTA's daily attention with a view of improving value and relevance in these ever-changing conditions

Resource Dependent – the Plan remains resource dependent. There are 565 daily units of work being allocated where they can do the most good

Ongoing Efforts – Agency Wide

There are seventeen (17) units of work, being continuously improved daily:

- Cleaning buses, stations, trains and equipment - MARTA is cleaning with new fogging equipment, additional station cleaning teams are mandated by procedural enhancements
- Supply chain improvements, frequency improvements, product acquisition – stores are replenished often. MARTA sources reliable suppliers. Delta has come

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through for MARTA with sourcing and delivery solutions for disinfecting equipment

- Industry comparisons - MARTA compares well with other agencies. MARTA is meeting and exceeding CDC checklists for transit agencies
- Employee payments and provisions – provisions continue with gloves, wipes, masks, hand sanitizers, etc.
- Mandatory training – over 70% complete with mandatory COVID-19 online training
- Daily communications – posters, daily bulletins, physical distancing controls and how to find information online is also provided
- ATU partnerships – working well with the Union representatives to assure front line representatives are well cared for, well supported and well informed

Additional units of work being continuously improved are:

- Contact tracing -
- CDC adherence
- Service reductions
- Protocol Amendments
- External Communications
- Crowd control
- Standardized processes

In short, this all part of management's commitment to be resourceful, to be creative and to be intentional.

The State of Georgia continues to see an increase in the number of confirmed COVID cases per day. Georgia is now at 25,644 confirmed cases and 1,098 fatalities. MARTA have twenty-six confirmed cases with one death and eighteen recovering at home. The numbers continue to increase. In many cases, if one person is confirmed they have only been in contact (by CDC standards) with one or more people. In other cases where social distancing failed; MARTA have released up to 38 people based on one diagnosis. These measures clearly take a toll on MARTA's work force availability.

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We are not alone. There are examples around the world that confirm drastic measures are required against COVID-19. The past sixty days have seen closures, adjustments, cancellations and restrictions that few of us ever thought we would see in our lifetime. We had been advised to shelter in place and transit was for people who were making essential trips. Some people did not take it seriously and failed to do their part. But still in bus, we saw anecdotal and even photographic evidence that our efforts failed to yield results. We had no choice but to escalate to another level of protection for our riders and our employees.

Ten days ago, MARTA launched its Essential Service Plan (ESP) with deliberate intent to enable safe and effective, sustainable service on the most heavily travel roads and the most essential destinations. The ESP serves:

- 40 Routes, 1 Circulator
- High Ridership (maintains 60% of MARTA's ridership while catering to 36% of our traditional network of roads)
- Hospitals (17)
- Urgent Care Centers (22)
- Grocery Stores (85)
- Job Centers & logistics/industrial hubs (16)
- Essential destinations
- Dynamic

Most importantly, the Plan enables the Authority to enforce social distancing on the buses by limiting capacity to 50% of a full-seated load. This is possible by placing an extra bus behind each of the original scheduled buses. This results in a loss of service by 70 routes. We will not take this lightly. MARTA is committed to daily analysis of feedback received from the public, customers, industry stakeholders, APC ridership data, supervisory observations, bus operator input and information collected from the Bus Control Center.

We also collect supervisory observation point data, bus operator required call-in data and traffic checker daily location checks. These reports allow for cross departmental understanding of supply and demand for MARTA bus service and allows the subject matter experts and decision makers to build consensus around adjustments around the Plan.

We will continue to rely on the resources and partnerships available to us to confirm we are servicing the right routes and capturing the relevant trends to be responsive to emerging needs or changes in ridership.

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In all of this we are still learning – considering loading standards in a new normal network, engaged in network reimaging discussions and evaluating the relationship between service frequency and network penetration. We will come back to the Board later with the results of this learning.

Mr. Griffin thanked Mr. Greenwood for an excellent report. He asked when the time comes to 'open', how quickly can the Authority react.

Mr. Greenwood said as the community at large is exposed to COVID-19, so too is MARTA's workforce in dealing with changing destinations, growing demands and diminishing workforce availability . Using the 565 block referenced earlier, the Essential Service Plan used 512 blocks for deployment and the remaining 9% was for flexibility. As these destinations change, MARTA will maintain a certain amount of flexibility, but must be cautious. We are slowly, methodically accepting which routes are consistently able to be scaled back. In some cases, ridership is such that we may be able to go to 1.5 of the number of blocks, thereby creating more reserve. It is a balancing act.

Mr. Pond asked when a rider's route is cancelled and they call Customer Service, what type of advice do we give them.

Mr. Greenwood responded every case is unique. Customer Service gives individualized information to complete their journey.

Mr. Parker added this is what is being done today. The first three days, MARTA deployed a plan through MV, some vans that were placed around the city. If there was a customer during those first three days that was stranded, we had this alternative to help the situation.

Ms. Abdul-Salaam said looking at the daily situational reports, it is sometimes 10, 15, 20 days when an employee comes down with COVID before reporting to MARTA.

Mr. Parker said every case is different. Many times someone goes out not feeling well. They stay home and things gets worse. They then go to a clinic or their doctor. If tested, it takes a week or more to get the results. Many times, the employee has been out of the workplace, but it will be weeks later before MARTA gets the results. That time is currently coming down because tests results are coming back faster.

Ms. Abdul-Salaam said she is getting calls from patrons saying they cannot reach Mobility to schedule their ride.

Mr. Greenwood said he will investigate the matter.

Mr. Parker added the system tracks dropped calls. Staff will investigate this matter.

Mr. Floyd presented an observation: what MARTA is dealing with at this time requires difficult decisions. It is naïve to think things will return to normal quickly. It will take a long time. MARTA must have a safe ride for customers, but also the customer must believe they will have a safe ride. He asked how we can get the confidence of the customer back.

Mr. Parker said things are going to be different and confidence of our employees and customers will be critical. Staff is focusing on a completely new cleaning regimen. One that will be more transparent to our riders. One that will show MARTA is committed to cleanliness. Other efforts are being started that will roll into this as well – the Station Management concept will help with transparency showing we are focused on the needs of our customers. Service levels and service routes provided pre-virus may also need to be changed (going through a public process to implement any changes); fare enforcement with everyone paying their fair share. We recognize there is focus on our frontline employees, but there are nearly 1,000 people who work at Headquarters who are currently, largely working from home. They will return to work but must have the confidence their work area is clean, that they fellow employees are not sick. MARTA is working with Fulton County Public Health to discuss testing.

Mr. Greenwood spoke to bus service remaining relevant and in high demand. We are presenting our bus drivers doing their jobs but showing the public that employees are people too. All of this adds to the story of confidence and staying open and ready to returning customers.

Adjournment

The meeting of the Operations Committee adjourned at 10:26 a.m.