

**MINUTES**  
**MEETING OF THE BOARD OF DIRECTORS**  
**BUSINESS MANAGEMENT COMMITTEE**  
**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**  
**August 29, 2011**

The Board of Directors Business Management Committee met on August 29, 2011 at 10:55 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**

Harold Buckley, Sr.  
Frederick L. Daniels, Jr., Chair  
Jim Durrett  
Roderick E. Edmond  
Barbara Babbit Kaufman  
Adam Orkin

MARTA officials in attendance were: General Manager/CEO Beverly A. Scott; Deputy General Manager/COO Dwight A. Ferrell; Chief Business Support Services Theodore Basta Jr.; AGMs Davis Allen, Anton Bryant (Acting), Deborah Dawson, Wanda Dunham, Johnny Dunning (Acting), Ben Graham, Georgetta Gregory, Jonnie Keith, Rich Krisak, Ryland McClendon, Elizabeth O'Neill and Gary Pritchett; Sr. Directors Rhonda Briggins and David Springstead; Directors Sharon Crenchaw, John Crocker, Reginald Diamond, Joe Erves, Garry Free, Scott Haggard, Knox O'Callaghan, Fred Remen, Carol Smith, Elvin Tobin and John Weber; Managers Donna DeJesus, Rod Hembree, Roosevelt Stripling, Gregory Synderman, Marvin Toliver and Denise Whitfield. Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Tyra J. Wiltz, Executive Administrator Renee Willis; Finance Administrative Analyst Tracy Kincaid. Others in attendance Doug Chambers, Roy Graphenreed, Kawal Grover, Harold Johnson, Josh Piermarini, Anthony Pines, Srinath Remala, Zaheer Wadhwan, James Watkins, Paul Wood and Mark Wuerslin.

Also in attendance Charles Pursley, Jr. of Pursley of Pursley, Lowery & Meeks; Kirk Fjelstul of GRTA; Pam Alexander of LTK; Rep. Lynne Riley of MARTOC; Matt Pollack of MATC; Leigh Chaban of RHI Executive Search; Jim Brown of URS.

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**Approval of the July 28, 2011 Business Management Committee Meeting Minutes**

On motion by Mr. Durrett seconded by Mr. Buckley, the minutes were unanimously approved by a vote of 6 to 0, with 6 members present.

**Resolution Authorizing the Execution of Federal Transit Administration JARC and New Freedom Grants and Corresponding Sub-Grant Agreements With Cobb County**

Mr. O'Callaghan presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or her delegate to execute Federal Transit Administration (FTA) grants on behalf of MARTA and corresponding sub-grant agreements with Cobb County that would pass-through FTA Job Access & Reverse Commute (JARC) and New Freedom program funding to the County.

On motion by Mr. Buckley seconded by Mr. Durrett, the resolution was unanimously approved by a vote of 6 to 0, with 6 members present.

**Briefing – Financial Highlights (June 2011)**

Mr. Basta briefed the Committee as follows:

To date, the External Auditors have not completed their year-end closeout activities; therefore, the Financial Highlights (June 2011) will be presented at the September Business Management Committee Meeting.

**Briefing – Key Performance Indicators (June 2011)**

Mr. Basta briefed the Committee on the Strategic Key Performance Indicators (KPIs) for the month of June and Year-to-Date (YTD) through June, the end of FY 2011.

- Financial KPIs
  - All four KPIs performed better than their Fiscal YTD targets through the month of May
  - Year-end Combined Ridership KPI exceeded forecast by 19M unlinked boardings, or 15.7%

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- The Financial KPIs do not include June performance, since the External Auditors have not completed their year-end closeout activities as of yet
- Customer Service KPIs
  - The two KPIs, measuring responsiveness of MARTA's Customer Service Centers, have performed better than the annual targets
    - Average Customer Call Wait Time: 59 seconds
    - Customer Call Abandonment Rate: 8.43%
- Bus Operations KPIs
  - Bus On-Time-Performance (OTP), although below the target for the fiscal year, is showing an improving trend
  - Mean Distance between Service Interruption (MDBSI) missed the target mostly due to traffic accidents
  - Bus Complaint Rate has noticeably decreased relative to goal and last year's actual rate
- Rail Operations KPIs
  - All four Rail KPIs have performed better than their annual targets
- Mobility Operations KPIs
  - Mobility OTP, MDBSI, MDBF (Mean Distance between Failure) and two KPIs measuring responsiveness of Mobility Reservation Services have missed their targets mostly due to continuously increasing demand and ongoing vacancies in Mobility operators through June 2011 – all vacancies now filled with new hires in training
  - Trip Denial Rate has been kept at zero
  - Mobility Complaint Rate has performed better than target
- Facilities Operations KPIs
  - Escalator Availability missed the target due to several units taken out of service for major overhaul
  - Elevator Availability has barely missed the target for this fiscal year

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- **Safety & Security KPIs**
  - **Part I Crime Rate and Mobility Collision Rates** have performed better than their annual targets
  - **Bus Collision Rate (number of collisions) and Employee Accident Rate (all accidents – lost time and no lost time)** have missed their annual target

Mr. Daniels asked why the Customer Call Abandonment Rate increased over last year's rate.

Mr. Basta said the Fiscal Year 2011 goal was increased to accommodate the consolidation of customer service groups and the staffing cuts as part of the Reduction in Force (RIF). The goal will be reduced going into FY12 to reflect better performance due to the treeing of calls between various centers and the availability of new technologies; such as online Breeze Card management, which discontinued many of the calls coming into the call center. That is not a great number and staff is working towards getting it much lower. The good news is that it is significantly below what was expected, in terms of processing complaints.

Mr. Daniels said that 7% at year-end 2010 still appears high. He added that MARTA should examine some independent variances from APTA or other agencies in order to compare performance.

Mr. Basta said the difficulty in comparing to other transit agencies is determining how they report and what they report. There isn't a firm and rigorous standard; there is a general example. For example, New York City Transit's Rail MDBF is 100,000 while MARTA's is 35,000. This does not mean that New York is better it is that they report differently. There are certain things that on a national basis can be compared, such as cost recovery. MARTA will try to determine which attributes, if any, can be nationally compared.

Dr. Scott said while it is important there is a science to Customer Call Center operations; staff will examine best in class outside of transit to help MARTA.

Mr. Daniels said to the extent possible, MARTA needs to be consistent so objective goals can be set and met.

Mr. Ferrell said due to variables such as staffing and equipment issues, MARTA has been working at a disadvantage.

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Mr. Durrett asked if the Collision Rates refer to those in which MARTA is at fault and not a fault.

Mr. Basta said yes.

Mr. Orkin asked if Employee Accidents can be separated by represented and non-represented employees.

Mr. Basta said yes.

Mr. Daniels asked about incidents versus accidents.

Mr. Basta said it can be difficult to distinguish – MARTA's Risk Management and Legal Departments will work towards it.

Dr. Scott said due to the nature of their work, higher accident rates will exist among represented employees.

**Other Matters**

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Mr. Daniels referenced Agenda Item #5 - Other Matters - asking Board Members to review the following:

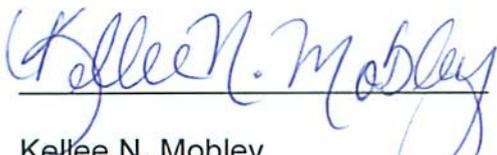
- a) Ridership Update (June 2011)

**Adjournment**

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The meeting of the Business Management Committee adjourned at 11:39 a.m.

Respectfully submitted,



Kellie N. Mobley  
Sr. Executive Administrator to the Board