

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

June 20, 2011

The Board of Directors Operations Committee met on June 20, 2011 at 10:02 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Harold Buckley, Sr.
Wendy Butler
Frederick L. Daniels, Jr.
Jim Durrett, Chair
Noni Ellison-Southall
Barbara Babbit Kaufman
Adam Orkin

MARTA officials in attendance were: General Manager/CEO Dwight A. Ferrell (Acting); AGMs Davis Allen, Deborah Dawson, Wanda Dunham, Garry Free (Acting); Ben Graham, Georgetta Gregory, Mary Ann Jackson, Ryland McClendon, Elizabeth O'Neill, Gary Pritchett and K.C. Worku (Acting); Sr. Director David Springstead; Directors Frank Bockman, Rich Boullain (Acting), Sharon Crenchaw, Lisa DeGrace, Reginald Diamond, Inez Evans, Lyle Harris and Jennifer Jinadu-Wright; Managers Cara Hodgson, Roosevelt Stripling, and Marvin Toliver; Executive Manager to the Board Rebbie Ellisor-Taylor; Sr. Executive Administrator Tyra J. Wiltz; Executive Administrator Renee Willis. Others in attendance Ed Bishop, Christopher Dorsey, Don Goddard, Sgt. Aston Green, Harold Johnson, Anthony Pines, Srinath Remala and Warren Taylor.

Also in attendance Charles Pursley, Jr. of Pursley, Lowery and Meeks; LaDonna Bordley; Tatiana Leonard; Kera Wright; Pam Alexander of LTK; Matt Pollack of MATC; Mark Tibbetts of McDean; Al Pond and Kip Stokes of Pond & Co.

Approval of May 16, 2011 Operations Committee Meeting Minutes

On motion by Mr. Orkin seconded by Mrs. Kaufman, the minutes were unanimously approved by a vote of 4 to 0, with 4 members present.

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Resolution Authorizing Award of a Contract for the Procurement of Non-Revenue Vehicle Tires, Contract Proposal Number B22952

Mr. Goddard presented this resolution for Board of Directors' approval, authorizing the General Manager/CEO or her delegate to enter into a contract with Atlanta Commercial Tire, Inc for non-revenue vehicle tires.

The purpose of this contract is to provide various sizes of replacement tires for the Authority's fleet of approximately 389 non-revenue vehicles. These non-revenue vehicles include police cars, motor pool vehicles, bus supervisor vehicles, radio trucks, wreckers, dump trucks and general service vehicles. The supplier will also be responsible for the disposal and removal of scrap tires and will provide a mobile tire service to dismount and mount tires at designated MARTA facilities or within the operating area of MARTA as designated by MARTA authorized personnel.

On motion by Mrs. Butler seconded by Mrs. Kaufman, the resolution was unanimously approved by a vote of 4 to 0, with 4 members present.

Resolution Authorizing Award of a Contract for Refuse Removal Services, Contract Proposal Number B22176

Mr. Free presented this resolution for Board of Directors' approval, authorizing the General Manager/CEO or her delegate to enter into a contract with Advanced Disposal Services of Atlanta for refuse removal services.

The purpose of this contract is to obtain refuse removal services for the Authority's maintenance facilities, rail stations, bus garages, administrative buildings and storerooms located throughout the MARTA system. These refuse services include providing dumpsters and the removal of refuse and recyclable items on a regular basis.

On motion by Mr. Orkin seconded by Mrs. Kaufman, the resolution was unanimously approved by a vote of 4 to 0, with 4 members present.

Resolution Authorizing Award of a Contract for Facility-Wide Janitorial Services, Contract Proposal Number B20979

Mr. Free presented this resolution for Board of Directors' approval, authorizing the General Manager/CEO or her delegate to enter into a contract with GCA Services Group of North Carolina for facility-wide janitorial services.

The purpose of this contract is to obtain janitorial services for the Authority's maintenance facilities, bus garages, police precincts and storerooms located throughout the MARTA system. The services will be performed days, nights and weekends over the contract term of two years with three one-year options.

The Authority received bids in 2008 under CP B15096 – Facility-Wide Janitorial Services – but MARTA staff was not content with the services the Authority had been receiving on typical low bid contracts. The Department of Rail Operations decided to do a study of janitorial costs and services which held up the awarding contract. The study revealed that the mid-range estimate to perform a janitorial services contract would be \$.30 per square foot and was considered the industry average. The Authority's estimate is 60% more than the proposed contract price because it is based on the industry average per square foot inclusive of the labor, hours, type of facility, materials and supplies. GCA Services Group of North Carolina's average unit price is approximately \$.12 per square foot inclusive of labor, hours, type of facility, material and supplies.

Mrs. Butler asked why GCA Services Group of North Carolina bid is so much lower than the Authority's estimate.

Mr. Free responded that GCA Services Group of North Carolina is able to provide prices less than the industry standard because it is a part of a national provider.

Mrs. Butler asked is MARTA staff confident that GCA Services Group of North Carolina can successfully perform the work for that price.

Mr. Free responded yes. MARTA staff has checked their references. GCA Services Group of North Carolina has many contracts that have been extended into new contracts which validates their capability of meeting customer demands.

Mr. Daniels asked how much will the Authority save.

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Mr. Ferrell responded technically the Authority will not see any cost savings because the scope of the contract has changed; it is now performance based.

Mr. Daniels said MARTA intends to see better service rather than savings.

Mr. Ferrell said this contract is more cost avoidance than it is savings.

On motion by Mr. Daniels seconded by Mr. Orkin, the resolution was unanimously approved by a vote of 7 to 0, with 7 members present.

Resolution Authorizing Award of a Contract for Continuity of Operations Plan (COOP) Training and Exercise Program General Services Administration (GSA) Schedule GS-07F-0210J, RFP P20682

Sgt. Greene presented this resolution for Board of Directors' approval, authorizing the General Manager/CEO or her delegate to enter into a contract with General Services Administration (GSA) vendor, Science Applications International Corporations for Continuity of Operations Plan (COOP) training.

On motion by Mr. Buckley seconded by Mrs. Kaufman, the resolution was unanimously approved by a vote of 7 to 0, with 7 members present.

DEO Report - Resolution Authorizing Award of a Contract for the Procurement of Non-Revenue Vehicle Tires, Contract Proposal Number B22952

Mr. Diamond presented a DEO Report on the Resolution Authorizing Award of a Contract for the Procurement of Non-Revenue Vehicle Tires, Contract Proposal Number B22952.

DEO Report - Resolution Authorizing Award of a Contract for Refuse Removal Services, Contract Proposal Number B22176

Mr. Diamond presented a DEO Report on the Resolution Authorizing Award of a Contract for Refuse Removal Services, Contract Proposal Number B22176.

DEO Report - Resolution Authorizing Award of a Contract for Facility-Wide Janitorial Services, Contract Proposal Number B20979

Mr. Diamond presented a DEO Report on the Resolution Authorizing Award of a Contract for Facility-Wide Janitorial Services, Contract Proposal Number B20979

Briefing – Mobility Quality of Service Issues and Improvement Initiatives

Ms. Jackson briefed the Committee on the service quality issues that currently exist with MARTA Mobility (paratransit service) and the efforts that are underway to address them.

Mobility Key Performance Indicators

- Customer Complaints are down
- Customer Dissatisfaction expressed in phone calls is up
- On-Time Performance is down
- Reservation Call Wait Time is up

Primary Reasons for Service Quality Issues

- Increase demand for Mobility service, which includes increased call volumes – demand was increased by 4.7% in April 2011 compared to April 2010
- Mobility Operator vacancies – 35 positions vacant out of 288

Strategies to Address Issues

- Additional Resources
 - FY12 Budget includes a request for 14 additional full-time Mobility Operators
 - Accelerated hiring for the new positions and the 35 vacancies
 - To date, 33 Operators hired and in training
 - Human Resources will continue hiring and training until all vacancies are filled plus up to 15 Operators as “overfill”
 - FY12 Budget also includes the following new positions:
 - Scheduler (1)
 - Reservation Agent (1)
 - Data Specialist (1)

- **Improved Scheduling**
 - **FY12 Budget provides for an additional Scheduler position to handle “real time” manipulation of Operator manifests to improve On-Time Performance**
 - **Increasing Group Trips**
 - **Increasing Subscription Trips**
- **Increased Oversight**
 - **The addition of a “real time” Scheduler will enable Dispatchers to focus on monitoring Operator performance**
 - **Recently filled two dispatcher vacancies which will increase oversight of operations**
- **Passenger Education**
 - **Informational campaigns, such as “Ride Safe”, are planned to increase passenger compliance with MARTA policies**
 - **Revised Mobility Customer Guide will be published this summer**
 - **Travel Training will commence this summer for Mobility passengers who could use Fixed Route Services with some instruction**

Managing Demand

- **Mobility is the fastest growing of MARTA's three service modes**
- **Efforts to constrain demand include Travel Training, providing Feeder Service to Fixed Route Services and Trip-by-Trip Eligibility**
- **Managing Mobility demand will require an extensive educational campaign for passengers, advocates and elected officials**

Mr. Daniels asked how customers using the Feeder Service will get from train stations.

Ms. Jackson said in some instances MARTA can provide a van at the end of their trip.

Mr. Ferrell added that this will also depend on accessibility of the destinations.

Mr. Daniels asked how long will outreach and training take.

Mr. Ferrell said it will be a difficult process, with other transit providers this has taken 2-3 years to fully implement.

Mr. Daniels said he wants to see an implementation timeline.

Mr. Ferrell said staff is working on it.

Mr. Orkin asked does the FY12 Budget reflect all of Mobility needs.

Ms. Jackson responded yes, to the extent that staff can estimate.

Mr. Ferrell added that the main goal is to get fully staffed.

Mr. Daniels asked if any technological advances are available that can improve Mobility service.

Mr. Ferrell responded MARTA has the technology but is lacking the proper staffing to maintain it.

Mr. Durrett said staff has come up with a good approach to address the service quality issues.

Briefing – Upcoming Selection Process for Electrical and Power Consulting Services

Mr. Springstead briefed the Committee on the upcoming, qualifications-based selection process that will choose a consultant to provide Electrical and Power Consulting Services. The anticipated duration of services is five years, beginning in the third quarter of FY 2012.

MARTA will engage the consultant on an as-needed basis for the following tasks:

1. Performance of lighting and electrical condition assessment at MARTA stations and facilities
2. Provision of innovative interior and exterior lighting designs that take full advantage of state-of-the-art products meeting the Authority's needs
3. Design of lighting control systems that balance functionality and maintainability throughout the assets' lifecycle
4. Security and communications systems upgrade design including monitoring of entry and exit points, vehicular and pedestrian entry gates, proximity card readers, cameras and intercoms

5. Power distribution design including auxiliary switchgear, motor control centers and uninterruptable power supply (UPS)
6. Technical support during construction/implementation of lighting modifications and other system upgrades

This contract by definition is considered a professional services contract. The procurement process consists of four steps:

1. Solicitation
2. Short Listing
3. Interview and Selection
4. Negotiation and Approval of Contact

The Selection Committee, comprised of members of MARTA's staff, has technically qualified individuals with particular training and/or experience for this procurement.

MARTA Staff will return to the Operations Committee to request permission to negotiate with the most qualified firm following completion of the selection process.

Operations Key Performance Indicators (KPIs)

Mr. Ferrell briefed the Committee on the Operations Key Performance Indicators (KPIs).

- Part I Crime is up mainly due to larceny incidents
- MARTA's "See Something, Say Something" campaign and increased MARTA Police presence has resulted in crime trending downward
- Bus On-Time Performance has decreased and may hover around this point until scheduling changes can be made
- Bus Mean Distance Between Failure is trending up but is still significantly below the goal
- Bus Complaints are trending down
- Mobility On-Time Performance is trending up

Mr. Durrett asked why the complaints goal was moved from 12 to 15.

Mr. Ferrell said staff anticipated more complaints because of service cuts.

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Mr. Daniels asked can MARTA provide online Mobility reservations.

Ms. Jackson said the technology is beginning to become available but it will only benefit demand trips.

Ms. Crenshaw added MARTA has the ability but decided to phase it in. Right now customers can use IVR (Interactive Voice Response) to cancel or check on future trips, up to two weeks out.

Mr. Daniels asked if the Authority can provide any incentives, to get better responses.

Ms. Crenshaw responded that there are disincentives; riders can lose their privileges for not cancelling within two hours of scheduled trip.

Mr. Daniels asked if the Board can receive updates on the Escalator Rehabilitation Project.

Mr. Ferrell said staff will brief the Board quarterly as a part of the Capital Improvement Plan briefings.

Mr. Daniels asked about the status of smart phone applications for bus arrivals.

Mr. Ferrell said that information will be presented at the Customer Development meeting.

Mr. Orkin asked how the Authority's KPIs compares with other agencies and how can that information be presented to the public.

Mr. Ferrell said MARTA is trying to use social media to get the word out. The amount of complaints the Authority receives based on the number of riders is minuscule. MARTA's operators stack up to peers.

Mrs. Butler said MARTA needs to use the opportunity to show how well its police department compares to those of other transit agencies and local jurisdictions.

Mrs. McClendon commented that MARTA's Chief of Police, Wanda Dunham, will be providing a testimony to Homeland Security; MARTA was the only transit system invited.

Other Matters

Mr. Ferrell referenced Tab 12 of the Committee Books – Operations Committee Look-a-Head – asking that Board Members review the items at their leisure and direct any questions or concerns to staff. He added that based on the Board-approved committee restructuring beginning in July all procurements will come through the Operations Committee and all KPIs will be presented to the Business Management Committee. The Planning & External Affairs Committee will be a merging of the Planning and Customer Development Committees. Agenda item summaries will change to a more concise format and staff is still looking at how to reform briefings to the Committees. Mr. Ferrell thanked Mr. Graham, CIO/AGM of Technology and his staff Ms. West and Mr. Chambers for their work on the Paperless Board Process Project.

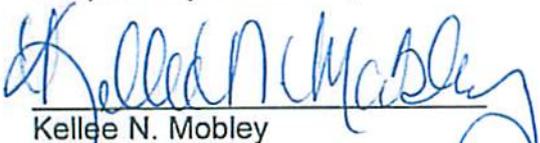
Mr. Durrett added that this restructuring of the Committees is being done to reduce time and increase efficiency. MARTA staff is focused on streamlining things, making it easier for Board Members to do MARTA business.

Mr. Ferrell introduced the Authority's interns, funded by the Federal Transit Administration (FTA), LaDonna Bordley and Kera Wright.

Adjournment

The meeting of the Operations Committee adjourned at 11:14 a.m.

Respectfully submitted,



Kellee N. Mobley
Sr. Executive Administrator to the Board