

## MINUTES

### MEETING OF THE BOARD OF DIRECTORS

#### PLANNING & EXTERNAL RELATIONS COMMITTEE

#### METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

December 4, 2014

The Board of Directors Planning & External Relations Committee met on December 4, 2014 at 10:40 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.  
Jim Durrett, *Chair*  
Roderick E. Edmond  
Kirk Fjelstul\*

MARTA officials in attendance were: General Manager/ CEO Keith T. Parker, AICP; Chief Operating Officer Tim Elsberry (Acting); Chief of Staff Rukiya Eaddy; Chief Administrative Officer Edward L. Johnson; Chief Financial Officer Gordon Hutchinson; Chief Counsel Elizabeth O'Neill; AGMs Farouk Baksh (Acting), Wanda Dunham, Robin Henry, Reginald Mason, Ryland McClendon and Donald Williams (Acting); Executive Director Ferdinand Risco; Sr. Director Rhonda Briggins; Directors Connie Krisak and Carol Smith; Managers Donna DeJesus and Alisa Jackson; Manager, Executive Office Administration Tyrene L. Huff; Executive Manager to the Board Rebbie Ellisor-Taylor; Finance Administrative Analyst Tracy Kincaid. Others in attendance Davis Allen, Carlos Arrieta, Ed Bishop, Nicholas Gowens, Saba Long, Courtne Middlebrooks, Srinath Remala and Robin Salter.

Also in attendance Charles Pursley, Jr. of Pursley Friese Torgrimson; Chuck Deeb of T.Y. International.

#### **Consent Agenda**

---

- a. Approval of the November 6, 2014 Planning & External Relations Committee Meeting Minutes

On motion by Dr. Edmond seconded by Mr. Buckley the Consent Agenda was unanimously approved by a vote of 3 to 0, 4\* members present.

\*Kirk Fjelstul is Executive Director of Georgia Regional Transportation Authority (GRTA) and is therefore a non-voting member of the MARTA Board of Directors

## **Individual Agenda**

### **Briefing – 2014 Review of Customer Complaints**

Mr. Bishop provided the Committee a review of the FY14 Customer Complaints and Commendations.

#### *Customer Service Center*

- The goal of the Customer Service Center is to take steps to improve the customer's experience by:
  - Receiving, processing, responding and tracking Customer Complaints, Suggestions and Commendations
  - Responding to immediate problems
  - Working with various offices to resolve reoccurring issues

#### *Customer Complaint Process*

- Customers contacts Customer Service Center via phone, e-mail, letter or walk-in
- Customers' concerned entered into Complaint Resolution Software (H.E.A.T.) – unique tracking number assigned to each report
- Report forwarded to subject matter expert for investigation and corrective action
- Information forwarded to Customer Service Center; customer is contacted and made aware of resolution

#### *Customer Service Center Summary of FY14 Activities*

- 125,534 - Calls Received (496 - Average per Day)
- 17,506 - E-mails Received (69 - Average per Day)
- 10,147 - Breeze Cards Registered (40 - Average per Day)
- 20,811- Reports Documented (82 - Average per Day)

#### *Report Breakdown by Type*

- Complaints – 48.7%
- Breeze Issues – 33.8%
- Requests – 8.9%

**Planning & External Relations Committee**  
**12/4/14**  
**Page 3**

- Commendations – 6.9%
- Suggestions – 1.7%

*Breeze Card Top Issues*

- Additional fare deducted
- Balance transfer request
- TVM malfunction
- Loading fare on bus
- Product load failure (web ticketing)

*Commendations – Top Departments*

- Mobility
- Bus Operations
- Customer Services
- Mobility Reservations
- Rail Observations

Dr. Edmond said he would be interested in seeing a comparison to several previous fiscal years as well as comparative data from other agencies with similar ridership.

Mr. Buckley asked if MARTA keeps a record of the time it takes to resolve issues.

Mrs. McClendon said yes, responses are typically given within 7-10 days.

Mr. Parker said overall the Authority is not doing as well as it should in Customer Service – this is going to be a major push for MARTA to improve.

Mr. Fjelstul said it seems like MARTA has done better over FY13.

Mr. Parker said Ride with Respect has heightened expectations and customers are communicating more.

**Briefing – FY15 Quality of Service Survey – 1<sup>st</sup> Quarter Report**

Dr. Salter briefed the Committee on the results of the FY15, 1<sup>st</sup> Quality of Service (QOS) survey.

- The Quality of Service (QOS) Survey is a comprehensive survey that tracks customer satisfaction and perceptions of MARTA's service attributes throughout the year
- The QOS FY2015 Quality of Service Semiannual Presentation presents findings that were collected from July 1 - September 30, 2014, with comparisons to previous fiscal years

*Survey Method*

- 1,789 bus and rail patron interviews from July 1<sup>st</sup> - September 30<sup>th</sup>
- Margin of error: +/- 4.6%
- Briefing presents quarterly update of:
  - Rider demographics
  - Satisfaction ratings
  - Reasons for satisfaction and dissatisfaction
  - Quadrant analysis

*Key Findings*

- Satisfaction
  - FY15 first quarter MARTA rider satisfaction scores remained stable
- Performance Scores
  - Out of 46 performance attributes
  - 12 categorized as strengths
  - 14 fell in focus category
- Few performance ratings changed significantly
- Attributes from all six service categories represented in both strength and focus quadrants
- Rider Profiles

- Rider characteristics during the first quarter of FY15 remained the same as FY14
- **Satisfaction Ratings**
  - No statistical differences in satisfaction ratings
  - Satisfaction with rail service consistently higher than bus
  - Satisfaction with MARTA overall consistently lower than satisfaction with specific modes of transit
- **Top 5 Reasons for Being Satisfied with MARTA**
  - MARTA is always or usually on time; reliable; consistent – 17.5%
  - 'It gets me where I need to go' – 15.7%
  - 'I have no complaints'; it's ok – 10.4%
  - Good Service – 8.7%
  - Convenient – 8.3%
- **Top 5 Reasons for Being Dissatisfied with MARTA**
  - Bus or train arrives late or is too early – 34.8%
  - Too slow; infrequent – 12.7%
  - Rude bus operators – 7.9%
  - Breakdowns and delays – 7.9%
  - Too much single tracking – 7.7%

*Performance Ratings*

- **Notable changes for 5 out of 46 performance attributes:**
  - Exterior cleanliness of buses – 0.5 increase to 8.7
  - Interior cleanliness of buses – 0.6 increase to 7.8
  - Controlling nuisance behaviors on buses – 0.4 decrease to 7.2
  - Bus arrives no more than 5 minutes after scheduled time – 0.4 decrease to 6.6
  - Frequency of bus service on weekends – 0.5 decrease to 5.8

*Conclusions*

- Satisfaction scores remained stable during the first quarter of FY15, with only minor differences in satisfaction over the past two fiscal years
- Significant fluctuations in satisfaction scores typically coincide with MARTA service changes and fare increases
- Patrons who are satisfied with MARTA service most often attribute their satisfaction to timeliness, being able to get to their destinations and not having any problems or inconveniences
- Dissatisfied patrons most often complain about on-time performance
- There were no major shifts in how 46 performance attributes were categorized in the quadrant analysis – all six service categories include performance attributes that are strengths as well as attributes that need improvement
- Cleanliness ratings improved for the interior and exterior cleanliness of buses
- Three bus attributes decreased notably - controlling nuisance behaviors on buses, bus OTP and frequency of weekend service

*Next Steps*

- Continue to focus on improvement of performance areas with low performance scores and a high level of importance:
  - Knowledgeable MARTA employees, courteous bus drivers, and availability of station service personnel
  - Trains arriving on-time and minimizing delays in bus and rail service that result from breakdowns
  - Frequency of bus and rail service on weekends
  - Informing patrons of changes affecting service
  - Condition of shelters and benches at bus stops
  - Announcements of train delays on the trains and in stations
  - Controlling nuisance behaviors on trains and in rail stations
- Semiannual presentation will provide a quarterly trend analysis of performance ratings with comparisons to KPI scores and PES ratings.

Mr. Durrett asked about the break in FY12 data.

Dr. Salter said due to a software crash staff went to a "paper and pencil" method until more reliable software was implemented.

### **Briefing – The Office of Architecture and Design**

Mrs. Krisak briefed the Committee on the functions and programs supported by the Office of Architecture and Design.

- The Office of Architecture and Design provides design services, including management of work programs, in support of operating and capital programs for the rehabilitation of facilities and new capital projects
- The office establishes design criteria and provides technical services including designs, design reviews, design services during construction, inspections, technical support and reviews and troubleshooting to operations; also provides continuous inspection of MARTA Facility Roofs
- The office developed and manages an environmental baseline and comprehensive Sustainability Master Plan for the Authority responsible for reducing MARTA's environmental footprint and increasing MARTA's use of green products and services
- MARTA's Sustainability program is a major commitment to the Authority – it continues to create incentives to reduce the Authority's carbon footprint

#### *Architecture – Professional Technical Design & Management Services*

- Facilities Design
- Design Services during Construction
- Environmental Greening Initiative (DSDC)
- Job Order Contract (JOC)
- Signage
- Design Bid Packages
- RFP Technical Support
- Planning Projects (TOD)
- Office Space Planning Support
- Code Review

## **Planning & External Relations Committee**

**12/4/14**

**Page 8**

- Perform Facilities Roof Inspections
- Feasibility Studies
- Maintain Assessments of Roofs
- 3D Graphics
- Perform Minor Roof Repairs
- Specification Preparation
- Update Roofing Warranty Database
- ADA Implementation/Compliance
- Coordinate with Governmental Agencies

### *Major Projects*

- **Buckhead Station North Entrance & Pedestrian Bridge Addition**
  - Scope: Provided Design, bid documents, and design services during construction
  - Description: New 4000 sq. ft. Concourse and Entrance at north end of station; two 14 ft. wide covered pedestrian bridges spanning GA 400, with a total approximate length of 300 ft.; project to include "Green" features for LEED Certification, Leadership in Energy and provided Environmental Design
  - Status: Construction finalized
  - Completion Date: June 2014
  - Budget: \$32M
- **Hamilton Bus Maintenance Facility Renovation**
  - Scope: Designed and prepared contract documents in-house
  - Description: Project consists of new buildings and Renovation of existing buildings
  - New Buildings - Bus Fueling Facility, Combined Bus Wash and Tire Facility, Fare Retrieval Facility, Bus Cleaner Canopy, Industrial Wastewater Treatment Plant and Site Improvements
  - New Building Area - 22,434 sq. ft.
  - Existing Buildings: Maintenance Building, HVAC Building, and Administrative Building

- Total Renovation Area - 58,000 sq. ft.
- Status: Bid documents in progress
- Begin Construction: December 2015
- Budget: \$55M construction
- Integrated Operations Center (IOC)
  - Scope: Conducted feasibility studies and provided schematic designs and design overview; assisting in furniture procurement for the facility
  - Description: Provided a new state-of-the-art consolidated facility for Rail, Bus, Police Communications and an Emergency Operations Center; facility includes control center theater, staff offices, training space, computer maintenance and equipment room to provide an Integrated Operations Center; being developed in conjunction with the Train Control and SCADA Systems Upgrade (TCSU)
  - Status: Construction Completed
  - Completion Date: construction complete
  - Budget: \$27.8M
- Laredo Drive Bus Solar Canopy
  - Scope: Prepared FTA proposal/Request For Proposal documentation and solicitation, review during design and design services during construction
  - Description: Approximately 189k sq. ft. of new bus parking lot canopy with photovoltaic solar power capabilities; shelter shields the parked buses from the daytime heat, which helps reduce vehicle fuel consumption for air conditioning, while providing more than half of the total electrical energy requirements for the adjacent bus maintenance facility and saving over \$70K annually in energy bills
  - Status: Completed
  - Completion Date: November 2011
  - Budget: \$10.8M
- Brady Mobility Facility

- Scope: Prepared Request For Proposal documentation and solicitation, review progress during design, and provide design services during construction
- Description: Approximately 74K sq. ft. of new mobility van maintenance and administration facilities on 11 acres; project includes demolition of existing and temporary structures and replacement with (3) new buildings and mobility van/employee parking within a more efficient overall site layout
- Status: Construction in progress
- Completion Date: Spring 2015
- Budget: \$40.2M
- Arts Center Station Roofing Rehabilitation
  - Scope: Completed design; provided bid documents & design services during construction
  - Description: Replace roof at bus canopy and pedestrian bridge, paint bus canopy, install energy efficient LED light fixtures and communication equipment
  - Status: Construction completed
  - Completion Date: August 2013
  - Budget: \$1,586,858
- Mobility Travel Training Facility – Phases I and II
  - Scope: Phase I - Renovation of the existing break room for office and presentation spaces; Phase II - Renovation of existing cafeteria space as a training facility for elderly and disabled patrons; provided design and design services during construction for both phases
  - Description: Phase I - Office and presentation spaces for mobility administrative staff; Phase II - simulated train and bus stop environment to recreate real world navigational situations; renovation included new lighting and mechanical systems
  - Status: Completed
  - Budget: Phase I - \$150,000; Phase II - \$400,000
- Peachtree Center Escalator Rooms

- Scope: Provided design services before and during construction for the completion of two new escalator rooms
- Description: Two new enclosed escalator rooms were constructed to provide dedicated spaces for the operation and maintenance of existing escalators; one room was located on the South Concourse and the second on the North Concourse levels
- Status: Construction completed 2012
- Budget: \$23M
- Plaza Renovation at Ashby Station
  - Scope: Provide JOC design construction package and design services during construction
  - Description: Renovate plaza areas due to water damage from adjacent construction site; scope includes replacement of paving, wall finishes, benches, re-roofing work and closure of problematic skylights
  - Status: Construction in progress
  - Budget: \$427,810
- King Memorial Station Column Wrap Installation
  - Scope: Provided design services before and during construction
  - Description: Replace existing damaged tiles on interior columns at rail station concourse with low maintenance stainless steel column wraps
  - Status: Construction completed
  - Completion Date: August 2014
  - Project Budget: \$48,000

*Upcoming Projects*

- AVIS Implementation
- Brownsmill Bus Facility Upgrades
- Arts Center Station Paving Renovation
- Oakland Platform Renovation
- Five Points Reduced Fare Rehabilitation

- Inman Park ADA Ramps Access
- Inman Park Pedestrian Bridge Renovation
- Rail Stations Bicycle Upgrades
- Signage/Wayfinding Upgrades

Mr. Durrett said in looking at the budget for the Buckhead Station North Entrance and Pedestrian Bridge \$52M seems excessive. He added that people should keep in mind that this includes all soft costs associated with the project, even from years ago.

Mrs. Krisak said staff can break down the costs to show MARTA's real costs.

#### **Other Matters**

---

Mrs. McClendon made the following special announcements:

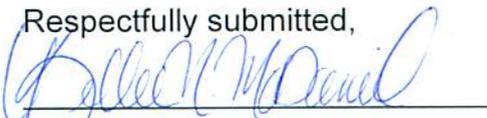
- MARTA will receive an award during the GTA Conference in Athens, GA being held December 3-5, 2014
- The Fulton County Board of Commissioners approved the 14<sup>th</sup> Amendment to the RTCAA on December 3, 2014
- MARTA will have a decorated bus participating in the Children's Healthcare of Atlanta Christmas Parade on December 6, 2014
- Live music at Arts Center Station provided by the Atlanta Symphony Orchestra – December 10, 2014, 4:45 - 5:45 p.m.
- Annual State of MARTA – January 7, 2015
- Georgia Chamber Eggs & Issues Breakfast – January 13, 2015

#### **Adjournment**

---

The Planning & External Relations Committee meeting adjourned at 11:31 a.m.

Respectfully submitted,



Kellee N. McDaniel  
Senior Executive Administrator to the Board