

## MINUTES

### MEETING OF THE BOARD OF DIRECTORS

#### PLANNING & EXTERNAL RELATIONS COMMITTEE

#### METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

May 8, 2015

The Board of Directors Planning & External Relations Committee met on May 8, 2015 at 10:35 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.  
Roderick E. Edmond  
Noni Ellison-Southall, *Chair*  
Jerry Griffin

MARTA officials in attendance were: General Manager/CEO Rukiya S. Eaddy (Acting); Chief Operating Officer Richard A. Krisak; Chief Financial Officer Gordon L. Hutchinson; Chief Administrative Officer Edward L. Johnson; Chief Counsel Elizabeth O'Neill; AGMs, Wanda Dunham, Robin Henry, Ming Hsi, Reginald Mason, Ryland McClendon and Terry Thompson; Directors Lyle Harris, Jennifer Jinadu-Wright, Connie Krisak and Carol Smith; Managers Kelly Hayden and Roosevelt Stripling; Manager, Executive Office Administration Tyrene L. Huff; Executive Manager to the Board Rebbie Ellisor-Taylor. Others in attendance Davis Allen, Kim Carter, Abebe Girmay, Nicholas Gowens, Kevin Gotell, Jessica Gunn, Saba Long, Leslie Porter and Srinath Remala.

#### **Consent Agenda**

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- a. Approval of the April 14, 2015 Planning & External Relations Committee Meeting Minutes

On motion by Mr. Griffin seconded by Mr. Buckley, the Consent Agenda was unanimously approved by a vote of 4 to 0, with 4 members present.

#### **Individual Agenda**

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#### **Briefing – Awareness Campaign**

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Mrs. Jinadu-Wright briefed the Committee on the Awareness Campaign being launched to increase ridership and improve public perception of MARTA.

*Background*

- 2014 Market Research Analysis
  - Identified several areas increase ridership and improve public perception - awareness
- 2015 Global Gateway Alliance Survey
  - MARTA rated best in the nation for airport access (3<sup>rd</sup> in the world)
  - Evaluated mass transit routes available at the world busiest airports
  - Travel time, cost, mode and transfers

*Objectives*

- Highlight the convenience, cost and time savings of riding MARTA
- Attract new customers
- Help increase ridership amongst existing customers
- Improve MARTA's brand image

*Strategy*

- 2014 Market Analysis Study
  - 63% of Millennials & 67% Middle Adults would consider riding MARTA if "they knew it would take them directly to their destination"
  - Rail is "the smarter" way to travel versus a car..."when it is available"
- Phase 1 Focus
  - Airport – Entry Point

*Target Audience*

- Primary Riders
- Potential & Secondary Riders
  - Business & leisure traveler
  - 25-64 Frequent Flyers
  - Slightly more males

*Key Themes*

- Message Points

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- Convenience
- Time
- Cost
- Tone
  - Energetic; Positive

### *Digital Strategy*

- Geographical Targeting
- Content Targeting
- Search Key Word Targeting
- Behavioral
- Retargeting

### *Tactics*

- Digital Ads
- Bus Kings
- Shelters
- Billboards
- Website
- Social Media
- Partnerships
- Airport Ads
- Press Release
- Radio Ads
- Z Card Maps
- Potential contest & event
- Business Elevators
- Transit Times
- Coloring Books

### *Evaluation*

- Increase in airport riders
- Increase in hits on airport station page on itsmarta.com
- Media exposure
- Social media analytics

**Briefing – Facility Sustainability**

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Mrs. Krisak briefed the Committee on the highlights and accomplishments of MARTA's Sustainability Program.

*Overview – Sustainability at MARTA*

- MARTA's 411 CNG buses saves the Authority more than 7 million gallons of gasoline per year
- Signatory to APTA's Sustainability Commitment
- Environmental Management System (EMS):
  - Focuses on day-to-day environmental, facility maintenance, worker safety
  - ISO 14001 Certification at Armour Yard, and expanding to Laredo and others
- MARTA involved: Transit Oriented Development (TOD), greenhouse gas emissions reductions, and community involvement: Dump The Pump, to Clean Air Campaign, to Earth Day activities

*MARTA's Environmental Footprint – Recycling and Waste Management*

- MARTA has a robust Recycling Program that includes proper management of:
  - Single stream recyclables (paper, plastics, cardboard), scrap metal, fluorescent light bulbs, used oil, tires, glass and bus batteries
- Single-stream recycling (tonnage)
  - 2014 – 45.60 Tons
  - 2013 – 55.49 Tons
  - 2012 – 48.09 Tons
- Scrap metal recycling (tonnage and revenue)
  - 2014 – 277 Tons; \$59,572
  - 2013 – 224 Tons; \$42,834
  - 2012 – 139 Tons; (N/A)
- Used oil disposal (gallons and revenue)
  - 2014 – 41,202 (G) \$61,196

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- 2013 – 46,521 (G) \$79,244
- 2012 – 46,415 (G) \$32,756

### *MARTA's Environmental Footprint – Waste Reduction*

- Water bottle elimination initiative
  - Eliminates disposal of 140,000 water bottles each year with annual savings of \$100K
- Paper towel reduction
  - Installed over 290 high efficiency hand dryers in all restrooms
  - Saves over \$160,000 per year in paper toweling and labor cost
- Going paperless
  - Board Room Process eliminated the use of over 960k sheets of paper annually – 'going paperless' has permeated throughout the Authority
  - Cost saving of over 40,000 annually in printing, paper and courier service

### *MARTA's Environmental Footprint – GHG Emissions*

- MARTA completed a Carbon Footprint Update for CY 2012 (Baseline)
- CY 2012 MARTA produced 203,837 tons of CO2 equivalent
- CY 2008 MARTA produced 240,000 tons of CO2 equivalent
- MARTA's contribution to reduced emissions in Atlanta and the Region
- MARTA displaced nearly 135,000 tons of CO2 equivalent in CY 2012

### *MARTA's Environmental Footprint – Water Efficiency*

- Water Reclamation
  - MARTA uses at least 200 gallons of water to wash a single bus and 1500 gallons to wash a six car train while reclaiming up to 90% of the water
- MARTA performed a water use assessment for CY 2012 (Baseline)
  - 44,255 hundred cubic feet (33,102,814 gallons) - \$769,177
- Water Conservation and Recycling at Facilities
  - Newer facilities with water collection capabilities use less water

- Armour Yard - wash water and stormwater collected, treated and reused
- Laredo and Perry - wash water collected, treated and reused

*Sustainable Design*

- Buckhead Bridge actively pursuing LEED certification
  - Self-sustaining landscape material
  - Maximizes daylighting; ventilation, (LED) type fixtures to light
  - Use of materials with high percentage of recycled content
- Brady Paratransit Bus Facility aims to achieve LEED-Silver Certification
  - New stormwater quality and quantity controls;
  - Maintenance equipment designed for low water consumption;
  - Use of regional, recycled and low-emitting building materials; new air-quality management systems

*Energy Management*

- Renewable Energy: Laredo Solar Canopy
  - 4,888 solar panels
  - Generates 1.2 MW of green energy
  - Reduces annual power cost by over \$70K
- Use of LED lights
  - 4,888 solar panels
  - Generates 1.2 MW of green energy
  - Reduces annual power cost by over \$70K

*Next Steps*

- MARTA is applying for increased APTA Sustainability Recognition (Bronze level)
- Expansion of Recycling Program to Rail Stations (Get riders involved!)
- More efficient buildings, improved energy management, renewable energy all present opportunities to contribute to reduced emissions moving forward
- Continued Improvement – Waste, Water, Emissions

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- Further incorporate sustainability into MARTA's expanding EMS program
  - Currently beginning at Laredo

### **Briefing – Reduced Fare Eligibility and Lost and Found Program Overview**

Mr. Stripling briefed the Committee on the Authority's Reduced Fare Eligibility processes and the Lost & Found program.

#### *Reduced Fare Program*

- A federally (FTA) mandated program designed to make transportation services more accessible to:
  - Senior citizens (age 65 or older),
  - Individuals with disabilities, and
  - Medicare cardholders

#### *Reduced Fare Program Operations*

- Hours of Operations
  - Monday – Friday; 9am-4pm
- Operating Locations
  - Five Points Rail Station
  - MARTA Headquarters (Lindbergh)
- Frontline Staff
  - Five Points – Two (2) Fulltime Employees
  - Lindbergh – One (1) Fulltime Employee
  - Floater (Based on Customer Volume, Breaks, PTO Coverage, Outreach) – One (1) Full-time Employee

#### *Reduced Fare Eligibility*

- Customers must provide proof of their disability to become certified for participation
- Customers are issued a special Reduced Fare Breeze Card with their photo image printed on the back

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- This card permits the customer to ride the fixed route services at a discounted fare
- Customers receive a system orientation

### *Mobility Services Access*

- Issues special Paratransit Breeze Card to customers, previously approved to ride Mobility Services
- Mobility customers receive a system orientation and program handbook from Reduced Fare staff

### *Customer Outreach*

- Conduct outreach initiatives (informational briefings, remote on-site processing, and card distribution) at senior facilities, schools, etc. throughout the MARTA service area

### *Reduced Fare Eligibility Program Statistics*

- Temporary Disability Cards Issued
  - FY12 – 2,447
  - FY13 – 3,171
  - FY14 – 5,054
  - FY15 (July 1, 2014 – April 22, 2015) – 2,806
  - Projected End of FY15 – 3, 367
- Permanent Disability Cards Issued
  - FY12 – 12,341
  - FY13 – 12,770 b
  - FY14 – 13,481
  - FY15 (July 1, 2014 – April 22, 2015) – 11,438
  - Projected End of FY15 – 13,726
- Senior Citizens Cards Issued
  - FY12 – 4,594
  - FY13 – 4,683

- FY14 – 4,472
- FY15 (*July 1, 2014 – April 22, 2015*) – 4,488
- Projected End of FY15 – 5,386
- **Mobility Cards Issued**
  - FY12 – 2,404
  - FY13 – 2,356
  - FY14 – 2,381
  - FY15 (*July 1, 2014 – April 22, 2015*) – 1,900
  - Projected End of FY15 – 2,280
- **Total Cards Processed**
  - FY12 – 21,786
  - FY13 – 22,980
  - FY14 – 25,388
  - FY15 (*July 1, 2014 – April 22, 2015*) – 20,632
  - Projected End of FY15 – 24,759

*Fare Evasion Prevention Initiative*

- An initiative of the Fare Evasion Task Force, was the development and implementation of a 'Procedure for Handling Confiscated Breeze Cards'
- Decrease number of 'Benefit Cards' that are being used by individuals other than the intended cardholder

*Confiscated Cards Statistics*

- December 2013 – 23
- January 2014 – 34
- February 2014 – 17
- March 2014 – 19
- April 2014 – 34
- May 2014 – 40
- June 2014 – 34
- July 2014 – 85
- August 2014 – 90

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- September 2014 – 72
- October 2014 – 58
- November 2014 – 82
- December 2014 – 90
- January 2015 – 80
- February 2015 – 147
- March 2015 – 75

### *Lost & Found Office*

- Central repository within the Authority for items lost and recovered onboard MARTA's buses and rail cars and within rail stations and parking facilities

### *Lost & Found Operations*

- Hours of Operations
  - Monday – Friday; 9am-5pm
- Location
  - Five Points Rail Station (inside Half Fare Office)
- Frontline Staff
  - Two (2) Fulltime Employees

### *Lost & Found Process*

- Customer can inquire about a lost item via:
  - [www.itsmarta.com](http://www.itsmarta.com); 'Contact Us' tab
  - Walk-in
  - Telephone
- Staff reaches out to customers via direct calls, emails and postcards
- Found items are tracked and securely stored until claimed by the owner, or discarded after 30 days
- Lost & Found Office coordinates with other MARTA departments to assist customers in retrieving lost items
- After 30 days, unclaimed items are discarded via disposal, shredding of personal and sensitive items, or donated to nonprofit charitable organizations

*Lost & Found Statistics*

- **Items Found**
  - FY12 – 6,367
  - FY13 – 5,770
  - FY14 – 6,917
  - FY15 (*July 1, 2014 – March 31, 2015*) – 4,563
  - Projected End of FY15 – 6,084
- **Items Claimed**
  - FY12 – 774
  - FY13 – 911
  - FY14 – 1,068
  - FY15 (*July 1, 2014 – March 31, 2015*) – 1,177
  - Projected End of FY15 – 1,569
- **Item Recovery Rate**
  - FY12 – 12.16%
  - FY13 – 15.79%
  - FY14 – 15.44%
  - FY15 (*July 1, 2014 – March 31, 2015*) – 25.79%
  - Projected End of FY15 – 25.79%

**Briefing – On-Time Performance (OTP)**

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Ms. Smith briefed the Committee on system-wide On-Time Performance (OTP) trends.

- System-wide On-Time Performance (OTP) increased by 11.1 % in FY15 compared to FY11, a gain of 8.0 percentage points overall
- Year-to-date OTP for FY15 is 80.1%, exceeding the target 78%
- Saturday OTP increased by 10.5 percentage points from 69.0% in FY11 to 79.5% in FY15

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- Based on the key findings and the collective efforts of Route Management, AVL Sustainability and System Health Monitoring teams, the following steps were taken to improve Bus OTP:

### *In-depth OTP Analysis & Recommendations by OTP Team*

- Performed detailed analysis of problems areas on a regular basis
- Timely provision of OTP analytical data to Bus Operations per request

### *Bus Monitoring by Bus Operations*

- Improved Operator's performance at layover points
- Performed time validations on low performing routes by Supervisors
- Monitored low performing routes by Bus Radio Communication
- Increased monitoring on Saturday routes
- Incorporated OTP talks with Operators in safety meetings
- Posted OTP information in Operators' lobby
- Reported MDT issues to IT for verification
- Established conference calls among offices to discuss operational issues

### *Fleet Maintenance by Bus Maintenance*

- Reduced delays at garage pull-out
- Reduced vehicle-related issues through better maintenance
- Keep extra buses at each garage for possible on-street breakdowns

### *ITS/AVL System Maintenance by System Sustainability Team*

- Improved missing or incorrect data
- Scheduling enhancement through Mark-up changes by Scheduling
- Improved OTP for selected routes by Mark-up modification

### *Next Steps*

- Continue collaboration between subject matter experts from cross-departmental offices

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- Monitor route schedules, operator behavior & AVL system for potential areas of improvement
- Procure traffic congestion data system
- Use dashboards to report OTP to management
- Track customer satisfaction and complaints concerning OTP and satisfaction with transferring between modes
- Increase system connectivity through improving transfers

In an effort to increase customer satisfaction with modal transfers, MARTA has formed a committee to evaluate options to improve connectivity between bus and rail services; the inter-departmental taskforce is examining:

- Calculation of Rail OTP at major rail time points
- Customer satisfaction with bus/rail transfers
- Feasibility of building turn backs at core stations to facilitate service during single tracking
- Use of countdown lights to hold buses for arriving trains at major transfer stations
- Use of AVIS and On-The-Go app as information sources for on-time information
- Inclusion of maintenance of service policy to ensure consistency of headways

Mr. Griffin asked about single tracking.

Mr. Krisak said in order to accommodate scheduled track work, MARTA modifies its rail service to single tracking. As individual sections of track are being repaired, trains must share a single track through the affected area. Single tracking can result in delays in rail service; thus, the majority of the work is done at night and on the week to minimize the impact on customers.

### **Other Matters**

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Mrs. McClendon announced the following upcoming events:

- MARTA Police Awards Luncheon – May 11<sup>th</sup>
- Atlanta Jazz Festival MARTA Mondays: May 11<sup>th</sup> – Lindbergh Station
- Public Hearings on Proposed Fiscal Year 2016 Budgets – May 11<sup>th</sup>, 12<sup>th</sup> & 14<sup>th</sup>
- City of Atlanta Jurisdictional Briefing – May 13<sup>th</sup>

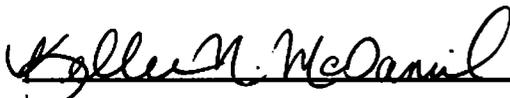
- Atlanta Jazz Festival MARTA Mondays: May 18<sup>th</sup> – Midtown Station

**Adjournment**

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The Planning & External Relations Committee meeting adjourned at 11:15 a.m.

Respectfully submitted,



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Kellee N. McDaniel  
Senior Executive Administrator to the Board