



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

OPERATIONS AND SAFETY COMMITTEE

THURSDAY, AUGUST 26, 2021

MARTA HEADQUARTERS

MEETING MINUTES

Committee Chair Worthy called the meeting to order at 9:56 a.m.

Board Members Present	Staff Members Present
Stacy Blakely	Jeffrey Parker
William Floyd	Rhonda Allen
Roderick Frierson	Luz Borrero
Al Pond	M. Scott Kreher
Rita Scott	Ralph McKinney
Reginald Snyder	Elizabeth O'Neill
Thomas Worthy, Chair	Raj Srinath

Also in attendance: Board General Counsel Justice Leah Ward Sears of Smith, Gambrell & Russell, LLP; Fulton County Chairman Robb Pitts; Fulton County staffers: Carol Jabaley, Matt Blakely, and Jen Jones; MARTA staff members: Phyllis Bryant, Kenya Hammond, Lyle Harris, Jacqueline Holland, Tyrene Huff, Herold Humphrey, Kevin Hurley, Keri Lee, Vedette Locke, Paula Nash, MPD Officer Altagracia Oliva, William Taylor, and Richard Thomas.

1. Approval of the July 29, 2021 Operations and Safety Committee Meeting Minutes

Committee Chair Worthy called for a motion to approve the minutes. A motion to approve was made by Board Member Pond, seconded by Board Member Frierson. The minutes were approved unanimously by a vote of 7 to 0.

2. Resolution Authorizing a Modification in Contractual Authorization for Professional Services for Homeless Outreach, LOA L47029 [Presentation attached]

Director of Customer & Employee Experience, Lyle V. Harris, Sr., presented the above resolution for approval. Board Member Pond made a motion to approve the resolution, seconded by Board Member Frierson. The resolution was approved unanimously by a vote of 7 to 0.

Committee Chair Worthy opened the floor for comments and questions.

GM/CEO Parker stated that this works for three reasons:

1. Leaders like Rhonda Allen and Lyle Harris have organized us around this.
2. We have a strong partner with HOPE Atlanta. They're professional and understand how to perform outreach in a way that MARTA doesn't understand. They have experienced social workers and people who have genuine compassion and energy around helping people.
3. I want to recognize our Chief of Police. The actual partnership is with the social workers and our protective specialists. That's what makes this special.

3. Resolution Authorizing the Award of a Contract for the Procurement of Facility-Wide Janitorial Services, IFB B47309A [Presentation attached]

Manager of Building Maintenance, Richard Thomas, presented the above resolution for approval. Board Member Pond made a motion to approve the resolution, seconded by Board Member Blakely. The resolution was approved unanimously by a vote of 7 to 0.

Chair Worthy opened the floor for comments and questions. There were none.

4. Resolution Authorizing the Award of a Contract for the Procurement of Heating, Ventilation, Air Conditioning and Refrigeration (HVACR) Services for the MARTA Headquarters Complex, B46758 [Presentation attached]

Manager of Building Maintenance, Richard Thomas, presented the above resolution for approval. Board Member Frierson made a motion to approve the resolution, seconded by Board Member Floyd. The resolution was approved unanimously by a vote of 7 to 0.

Chair Worthy opened the floor for comments and questions. There were none.

5. Resolution Authorizing the Award of a Contract for the Procurement of Ultra Low Sulphur Clear Diesel and Unleaded Gasoline, IFB B47088 [Presentation attached]

Director of Bus Maintenance, William Taylor, presented the above resolution for approval. Board Member Floyd made a motion to approve the resolution, seconded by Board Member Snyder. The resolution was approved unanimously by a vote of 7 to 0.

Committee Chair Worthy opened the floor for comments and questions.

Board Member Floyd asked if this was a fixed price or a fluctuating contract. Mr. Taylor responded that the discount rate is fixed and it's based on the market price.

Additionally, Board Member Floyd asked if Colonial Oil Industries was the same as Colonial Pipeline. Mr. Taylor responded that they are two different organizations.

6. Briefing – Bus Transportation [Presentation attached]

Director of Bus Transportation, Vedette Locke, provided the Committee with an update on Bus Transportation's current accomplishments and performance.

Committee Chair Worthy opened the floor for comments and questions.

Board Member Frierson asked about the Motorola Computer System upgrade. GM/CEO Parker responded that we have gone thru the procurement process.

Board Member Scott asked about the competition that was mentioned during the presentation. Ms. Locke responded that they have monthly staff meetings to review videos of pass-up complaints and give incentives to the operators. They have a process in place to measure success as well.

Board Member Blakely asked whether there was an exit interview when employees resigned or retired. Ms. Locke responded, yes.

GM/CEO Parker thanked Ms. Locke for her leadership.

7. Other Matters – FY21 June Performance Indicators (Informational Only)

Committee Chair Worthy advised the Committee to review the FY 2021 June Performance Indicators listed as information only in their packet.

8. Adjournment

The Committee meeting adjourned at 11:06 a.m.

Respectfully submitted,



Tyrene L. Huff
Assistant Secretary to the Board

YouTube Link: <https://youtu.be/xRVlkbfXOJY>



From Homelessness to HOPE

Program Update & Resolution
Authorizing a Modification in Contractual
Authorization for Professional Services
for Homeless Outreach – LOA 47029

Operations & Safety Committee
August 26, 2021

Lyle V. Harris
Senior Director of Customer & Employee Experience

Agenda



Program Recap



Goals and Team Makeup

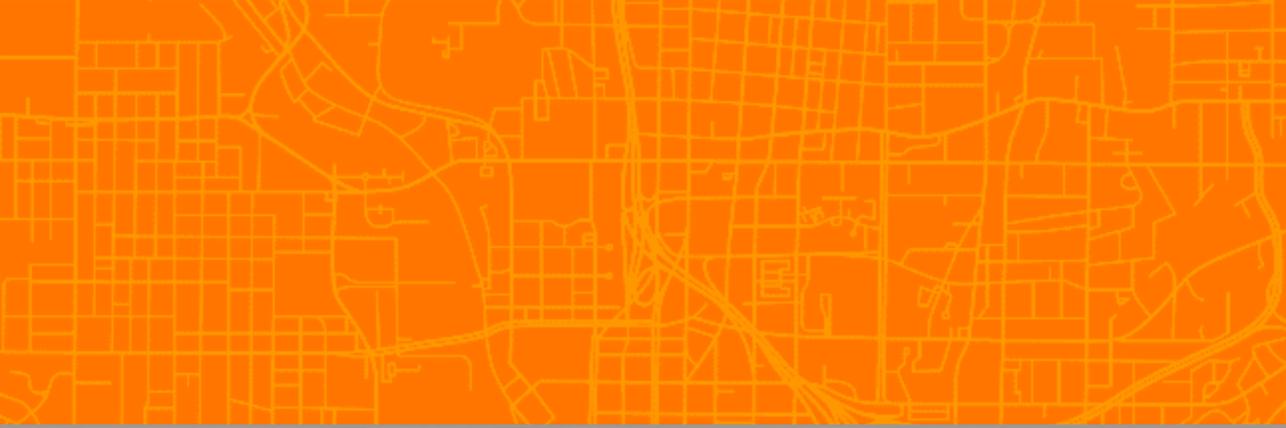


Successes and Challenges



Next Steps





Program Recap

MARTA HOPE Unsheltered Outreach Program

- MARTA leadership initiative
- Launched August 2020
- Collaborative pilot project; contracted with HOPE Atlanta for direct outreach
- Goal: 100 monthly engagements/50 permanent housing placements/in first year
- \$122K initial contract; \$30K expansion

Program Recap



What is MARTA HOPE?

Homeless Outreach & Proactive Engagement aids unsheltered individuals who have taken refuge on the transit system.



Why is this an issue?

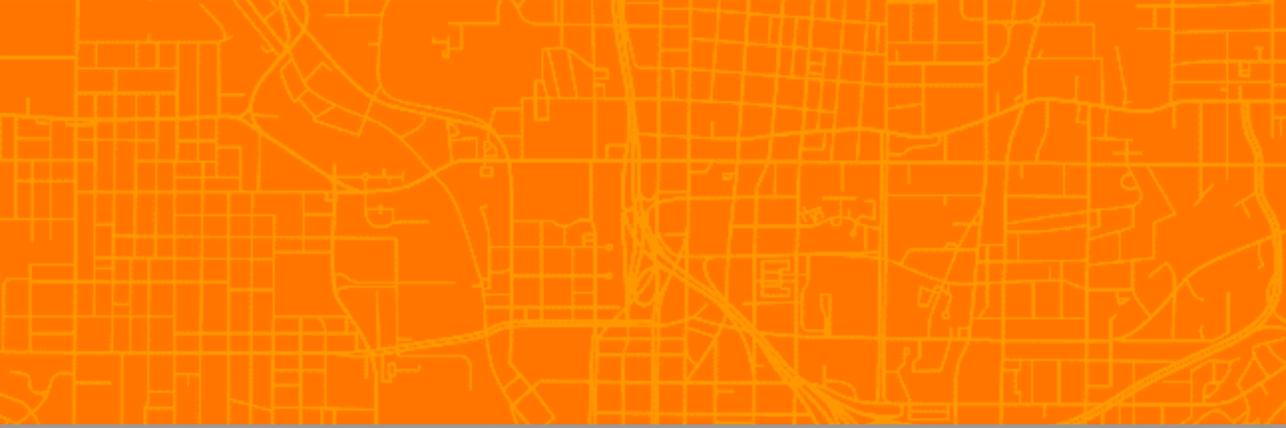
Homelessness, a nationwide challenge, grew increasingly acute amid COVID-19 and is exacerbated by a shortage of affordable housing/social services in metro areas such as Atlanta.



Why is this a transit issue?

By design, transit offers mobility, convenience, and proximity. The unsheltered may view transit as a safe haven but that raises customer concerns about safety and security.

The homelessness situation at Atlanta's airport revealed the need for **better coordination** between MARTA and other agencies and institutions.



Goals and Team Makeup

MARTA HOPE Unsheltered
Outreach Program

Program Goals

1

Improve overall transit experience for MARTA customers

2

Effective, humane and meaningful response
“...homelessness is not a crime”

3

Maximize direct assistance provided to
unsheltered persons on MARTA property

4

Collaborate with area stakeholders to make
homelessness, “...rare, brief, and non-
recurring”



MARTA has adopted a **humane, service-centered** approach to addressing homelessness.

MARTA HOPE Team

- The team is comprised of experienced case managers and uniformed field protective specialists.
- Working in pairs, MARTA HOPE teams traverse the transit system. They engage individuals at rail stations, bus shelters, trains, and buses.
- The field protective specialists are trained in de-escalation tactics, crisis intervention, interpersonal communication, and cultural diversity. They do not carry firearms.

Case Managers



Gloria Woodard



Vinson Allen

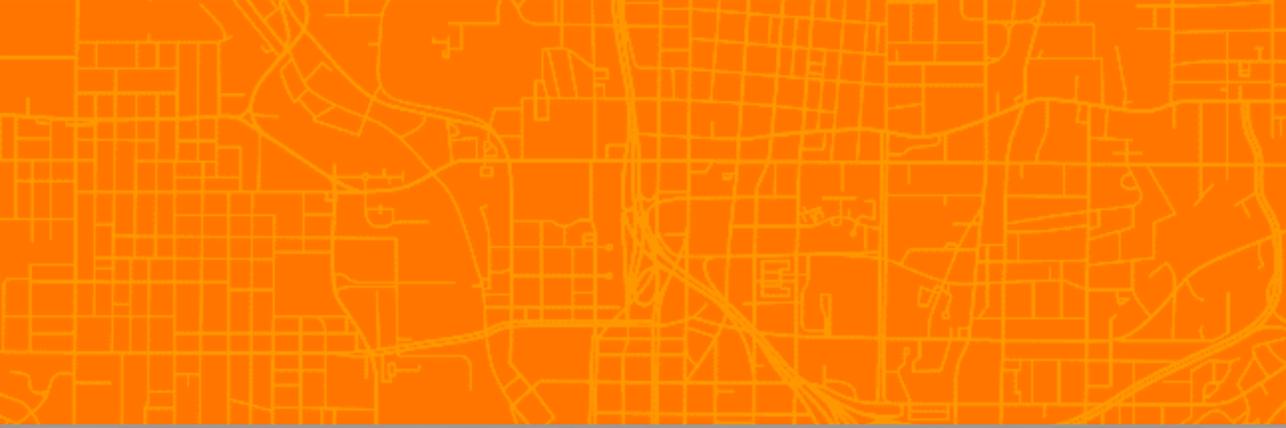


Timothy Robinson



“We won’t tolerate criminal behavior, but **homelessness is not a crime.**”

Jeffrey Parker, MARTA General Manager and CEO



Successes and Challenges

MARTA HOPE Unsheltered
Outreach Program

Successes – as of June 2021



2,119

Total engagements



224

Shelter placements



25

Reunifications



361

Social services referrals



42

Georgia Works



54

Military veterans helped



16

Coordinated Entry

Challenges – as of June 2021



Chronicles of HOPE

Situation	Outcome
<p>Unemployed, he was caught in a web of hanging with his friends, smoking marijuana, and neglecting quality time with his son.</p>	<p>While riding the train, he was referred to the Georgia Works Program. He is now employed as a forklift operator at UPS. He also reunited with his son's mother, and they are building a life together with their son.</p>
<p>The senior was down on his luck and hungry. While grabbing a bite at Kentucky Fried Chicken, the case manager handed him money to buy food and a MARTA Breeze card.</p>	<p>Two weeks later, now living with his daughter and collecting benefits, the once-unsheltered man bought breakfast for the case manager – at KFC, of course.</p>
<p>He had served his country, but the former soldier had fallen on hard times</p>	<p>Amid plummeting temperatures, he was bused to a Salvation Army shelter and referred to HOPE Atlanta's veterans program for additional assistance.</p>



“Those seeking refuge in MARTA’s stations, trains, and buses will be met with trained street case managers who are relentlessly **pursuing stable and supportive housing solutions ...**”

Jeff Smythe, Executive Director of HOPE Atlanta

Social Media Reaction

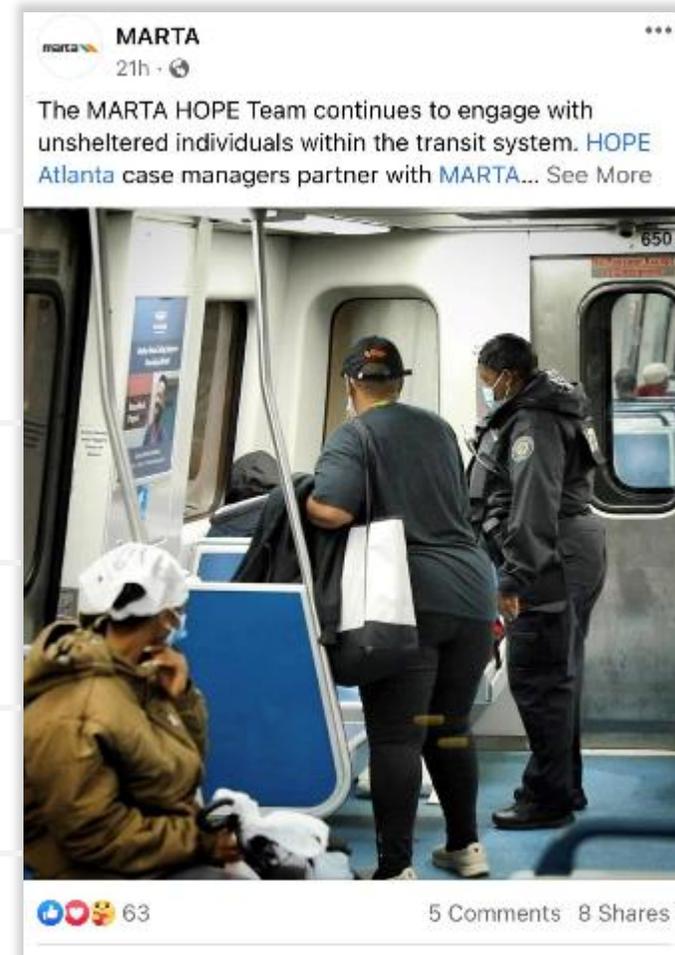
They approach people with compassion and respect...that's so IMPORTANT.

Great getting people help who need it the most 🧡 🧡

It's a blessing 🙏

Nice to see transit that cares. Thank you, Marta!

Great job [MARTA](#)



Artbound + Smart Growth America



Atlanta artist/social worker Franco Bejarano was selected to create portraits of people experiencing homelessness whom he met while shadowing the MARTA HOPE team. A showing of Bejarano's stirring work was staged at Five Points.



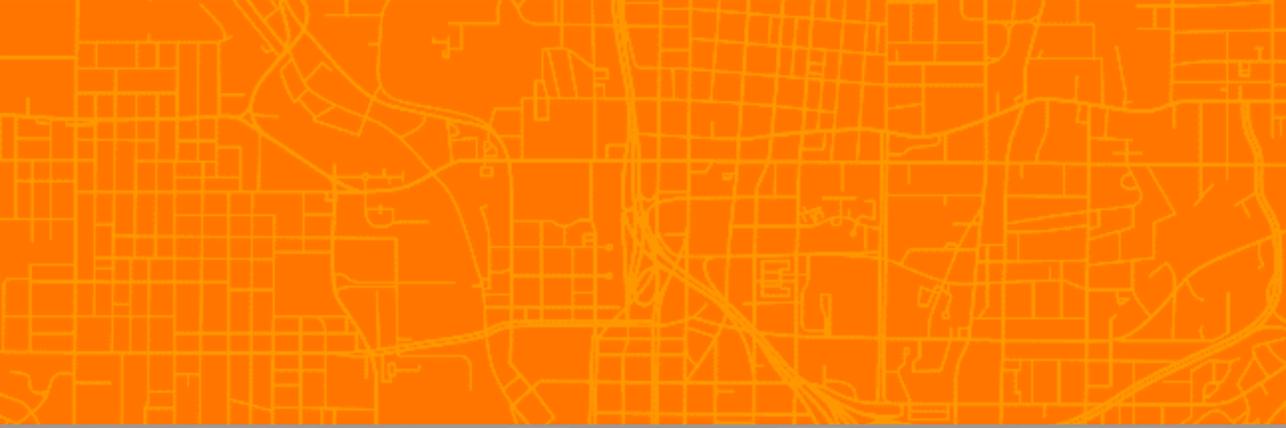
marta Artbound
 MARTA HOPE HOPE HOPE
 HOPE HOPE HOPE HOPE
 HOPE HOPE HOPE HOPE



marta Artbound
 MARTA HOPE HOPE HOPE
 HOPE HOPE HOPE HOPE
 HOPE HOPE HOPE HOPE



marta Artbound
 MARTA HOPE HOPE HOPE
 HOPE HOPE HOPE HOPE
 HOPE HOPE HOPE HOPE



Next Steps

MARTA HOPE Unsheltered Outreach Program



Winter is coming...

Expecting increased emergency shelter requests

- **City of Atlanta** to activate warming stations at recreation centers -- no new shelter beds
- **DeKalb County** will open cold weather shelters as needed; planning to assign staff to work directly with MARTA HOPE case managers
- **Fulton County** will be providing buses to transport people to and from shelters. Will draft winter plans in September. Recommending seat for MARTA appointee on Continuum of Care community board.

Recommendations:

- Double number of MARTA HOPE Teams from three to six – 170 engaged monthly
- Seeking \$288K in additional funding
- Begin weekend coverage
- Deploy MARTA HOPE Teams to cover multiple lines during each shift
- Expand coverage at Streetcar & bus shelters
- Identify dedicated shelter resources for women
- Collaborate w/Partners for HOME/CoA annual “Point-in-Time” count to establish baseline
- Raise public profile (web page, brochures, etc.)
- Develop MARTA HOPE Annual Report for 2022



How to Reach the MARTA HOPE Team

Contact Info



Five Points (Peachtree Street entrance)



(404) 848-5309, (404) 848-6300



martahope@itsmarta.com



itsmarta.com/marta-hope-program.aspx

Partnerships



PARTNERS FOR
HOME



A white sign with a brown border is mounted on a textured wall. The sign reads "MARTA HOPE Team" in black, sans-serif font. To the right of the sign is a vertical, light-colored intercom panel with a small display screen at the top, a speaker grille in the middle, and a keypad at the bottom. The background is a textured, light-colored wall.

MARTA
HOPE
Team

Hi, I'm Gloria Woodard and I'm a MARTA HOPE Case Manager.



Thank You





Resolution Authorizing Award of Contract IFB 47309A

Facility-wide Janitorial Services



KEY TOPICS

- I. Objective
- II. Overview of Services
- III. Bid Timeline
- IV. Bid Analysis
- V. Recommendation



OBJECTIVE

Continuously improve cleaning services to provide a clean, safe environment at MARTA operating facilities.



OVERVIEW of SERVICES

Provides general janitorial services and periodic floor care services for the garages, precincts and warehouse facilities utilized by MARTA personnel.

- General Office Space
- Conference Rooms
- Entrance Lobby Areas
- Restroom/Locker Rooms
- Weight Rooms
- Loading Docks
- Precincts
- Store Rooms



Overview of Locations

North Line	Toilets	Urinals	Showers	Stairwells
Armour Storeroom	0	0	0	0
ATC Offices	1	1	0	0
Building and Support Offices	2	0	0	0
Chamblee IOC Facility	17	4	2	0
Doraville ATC Offices	3	1	0	0
Dunwoody Center	1	0	0	0
Dunwoody Police Precinct	4	1	0	0
EP & E Facility	6	2	2	0
Facilities Director Office	1	0	1	0
K-9 Facility	5	1	0	0
Lindbergh Police	2	1	0	0
North Springs Cash Facility	1	0	0	0
Sandy Springs Cash Facility	1	0	0	0
Sign Shop	1	1	1	0

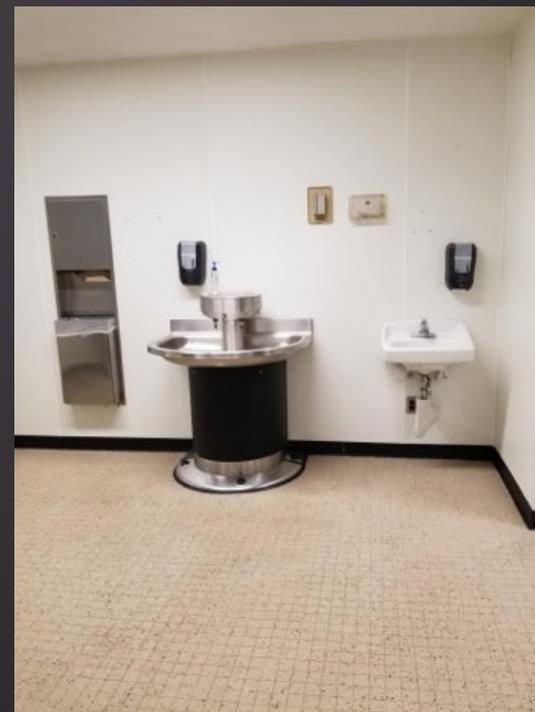
North Line



Overview of Locations

South Line	Toilets	Urinals	Showers	Stairwells
Airport Ride Store	1	0	0	0
Brownsmill	5	1	0	0
Brownsmill	2	1	0	0
Clayton Police	4	2	2	0
College Park Police	4	1	2	1
Garnett Revenue Facility	5	1	0	0
Hamilton Boulevard	8	7	0	3
Hamilton Boulevard				
South Yard	9	5	2	1
South Yard	5	2	0	0

South Line



Overview of Locations

West Line	Toilets	Urinals	Showers	Stairwells
Five Points Police Precinct	4	1	0	0
Perry Boulevard Block-Out Tower	1	0	0	1
Perry Boulevard Storeroom	1	0	0	0
Perry Boulevard Transportation	14	5	6	0

West Line



Overview of Locations

East Line	Toilets	Urinals	Showers	Stairwells
Avondale Center ATC	2	1	0	0
Avondale MOW	14	6	5	2
Avondale Rail Control Center	4	1	0	0
Candler Park Center	5	2	2	0
Indian Creek Police Precinct	4	1	0	1
Laredo Drive Block-out Tower	1	1	0	1
Laredo Drive Storeroom	0	0	0	0
Laredo Drive Transportation	9	4	0	2

East Line



BID TIMELINE

B47309 Bid Rejection	April 29, 2021
Re-Solicitation B47309A	May 24, 2021
Bid Deadline	June 9, 2021
Bid Opening	June 10, 2021
Evaluation	July 22, 2021
O&S Recommendation	August 26, 2021

Bid Analysis

Contract: IFB 47309 A
Award: \$2,598,504.39
Funding: Operating
Type: Firm Fixed Unit Price
Term: 2 + 1 + 1 + 1
DBE: 100% participant





Thank You





Resolution Authorizing Award

IFB 46758 HVACR
Services for MARTA
Headquarters Complex

OBJECTIVE

To ensure continuous compliance with Indoor Air Quality guidelines related to the maintenance of HVACR equipment.



OVERVIEW

- HVACR Equipment Upgrades
- Summary of Scope
- Procurement Timeline
- Award Analysis
- Recommendation



HVACR EQUIPMENT UPGRADES

- Replaced equipment at Headquarters and 58+ other sites
- Targeted energy saving upgrades of mechanical/electrical equipment
- Old vs. New HQ Chiller units



SCOPE of SERVICES

Preventive Maintenance & Services

Mechanical HVACR equipment
 Heating/cooling, air distribution

Water Treatment services
 chillers, cooling towers, boilers

Building Automation system
 Thermostats, timers, settings

LOCATION	Units	Frequency
Headquarters	163	Monthly
HQ Annex	92	Monthly
Chamblee IOC	46	Quarterly
Candler Park DRC	21	Quarterly

BID TIMELINE

IFB 46758 – Procurement of Heating, Ventilation, Air-Conditioning & Refrigeration Services for the Headquarters Building Complex

Solicitation	April 16, 2021
Bid Deadline	May 13, 2021
Bid Opening	June 22, 2021
Evaluation	July 15, 2021
O&S Recommendation	August 26, 2021

AWARD ANALYSIS

IFB 46758 – Procurement of Heating, Ventilation, Air-Conditioning & Refrigeration Services for the Headquarters Building Complex

- Notice sent to 7 vendors
- Advertised in AJC, GA Procurement registry, and the Authority's website
- Online solicitation retrieved by 34 firms
- Received 3 bids prior to bid deadline



RECOMMENDATION

Contract:	B46758
Type:	Firm Fixed Unit Price
Funding:	Operating Funds
Vendor:	Johnson Controls
Award:	\$1,356,220
Term:	2 Base + (2) 1-year options
DBE:	10%



Thank You





Resolution Authorizing the Procurement of Ultra Low
Clear Diesel & Unleaded Gasoline Blended with 10%
Ethanol
IFB B47088

August 26, 2021



marta 

Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol

- **Why we need a Fuel Contract**
- **Past and Current Contracts**
- **Procurement Considerations**
- **Initial Contractor Selected**
- **Bid Withdrawal**
- **New Contractors Selected**
- **Request to Approve Resolution**



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol

Why we need a Fuel Contract



- ❖ 539 Transit Buses, 242 Mobility Vans, and 451 Non-Revenue Vehicles
- ❖ FY20 Total Miles
 - ❖ Bus Fleet = 34,280,811 miles
 - ❖ Van Fleet = 9,877,767 miles
 - ❖ Non-Rev Vehicle Fleet = 5,284,609 miles



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Why we need a Fuel Contract



- ❖ FY20 Diesel Fuel Usage 2,354,637 gallons
- ❖ FY20 Cost = \$4,042,040

- ❖ FY20 Unleaded Fuel Usage 1,806,497 gallons
- ❖ FY20 Cost = \$2,245,855

Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Previous Fuel Contract



- ❖ James P Rivers Petroleum
- ❖ \$26,762,001
- ❖ 3 Years
- ❖ Expiration Date is May 1, 2021



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Current Fuel Contract



- ❖ Boswell Oil Company
- ❖ \$9,000,000
- ❖ NTP Date - April 9, 2021
- ❖ Expiration Date – December 31, 2021



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol

Procurement Considerations



- ❖ Recurring Contract
- ❖ 3 Base Year Contract
 - ❖ 2 One Year Options
- ❖ 43 firms retrieved the solicitation
- ❖ 8 bids were received
- ❖ DBE Goal 15%



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Previous Contractor Selected



- ❖ Guttman Oil Company
- ❖ Withdrew Bid



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Diesel Fuel Contractor Selected



- ❖ Colonial Oil Industries
- ❖ Discount Rate for Diesel = 0.0282 cents
- ❖ Discount Rates are subtracted from OPIS (Oil Price Information Service) rate



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Unleaded Fuel Contractor Selected



- ❖ Colonial Oil Industries
- ❖ Discount Rate for Diesel = 0.0039 cents
- ❖ Discount Rates are subtracted from OPIS (Oil Price Information Service) rate



Resolution for Procurement of Ultra Low Clear Diesel & Unleaded Gasoline Blended with 10% Ethanol



Seeking Committee Approval

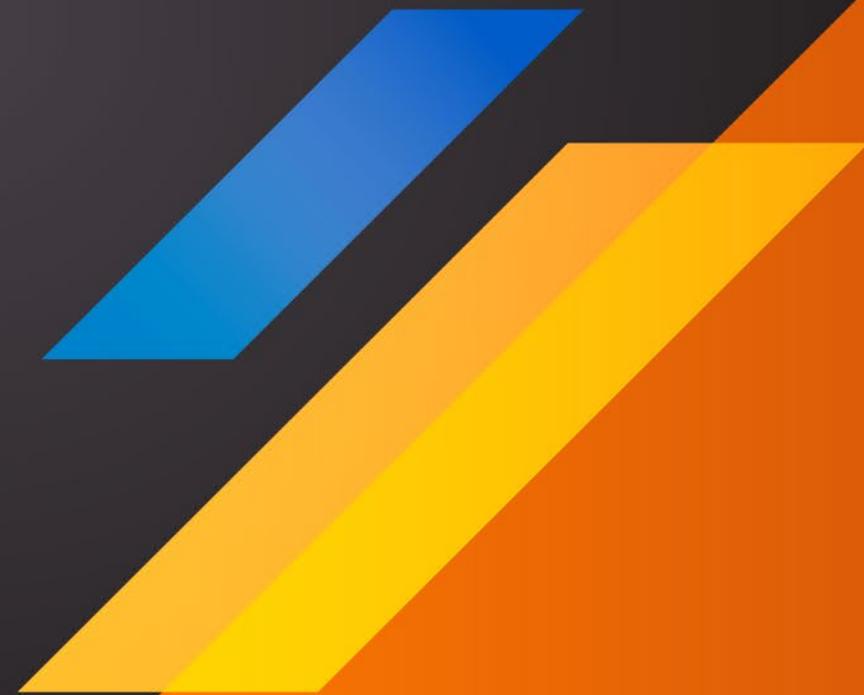


- ❖ Colonial Oil Industries
- ❖ \$40,809,726





Thank You





MARTA Bus Transportation Overview

Vedette Locke, Director of Bus Transportation
August 26, 2021



MARTA Bus Transportation

- Bus Transportation provides service covering over 947 sq. miles in the City of Atlanta and Fulton, Cobb, DeKalb and Clayton counties
- Bus Transportation is responsible to operate 113 routes utilizing 539 buses and has a team of 1,645 employees
- FY22 Operating Budget: \$127,191,090



Bus Transportation Leadership Team



Vedette Locke, Director of Bus Transportation



Thomas Gaskin
General Superintendent



Brentnom McCalmon
General Superintendent



Tyrone Henry
General Superintendent



Stanley Lacey
General Superintendent



Bus Control Center - IOC



Laredo Operations Facility



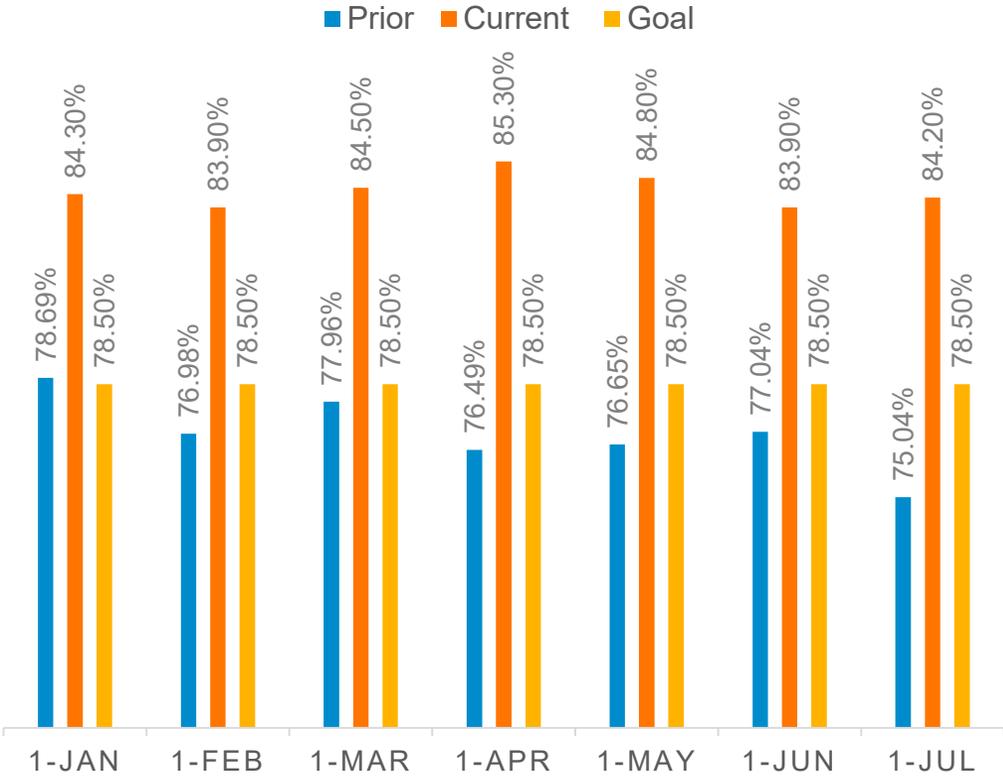
Perry Operations Facility



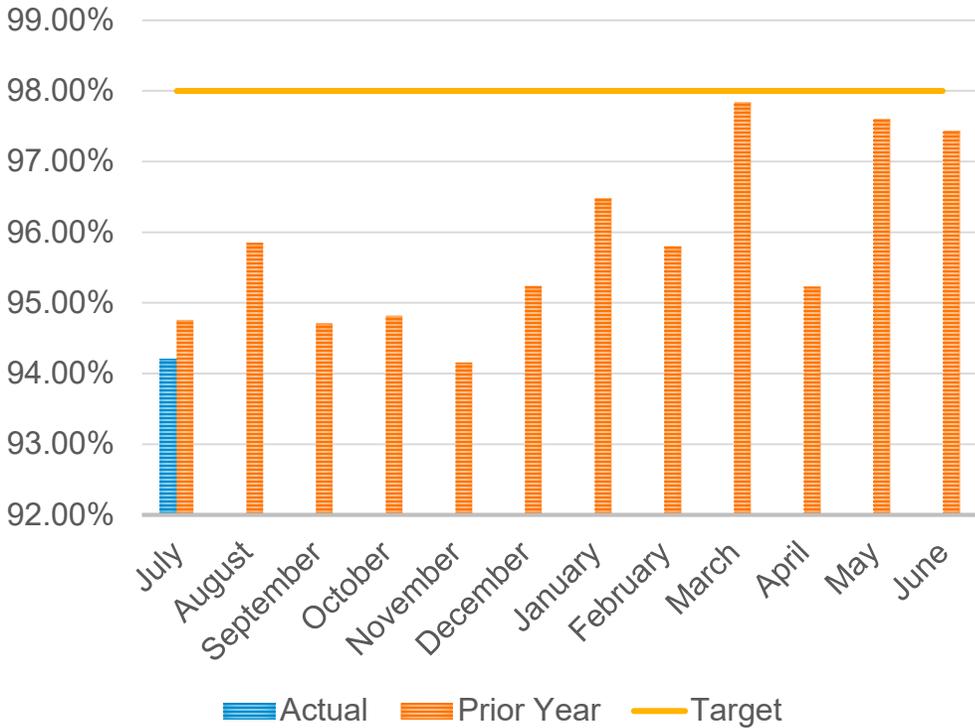
Hamilton Operations Facility

Key Performance Indicators

BUS GENERATED OTP

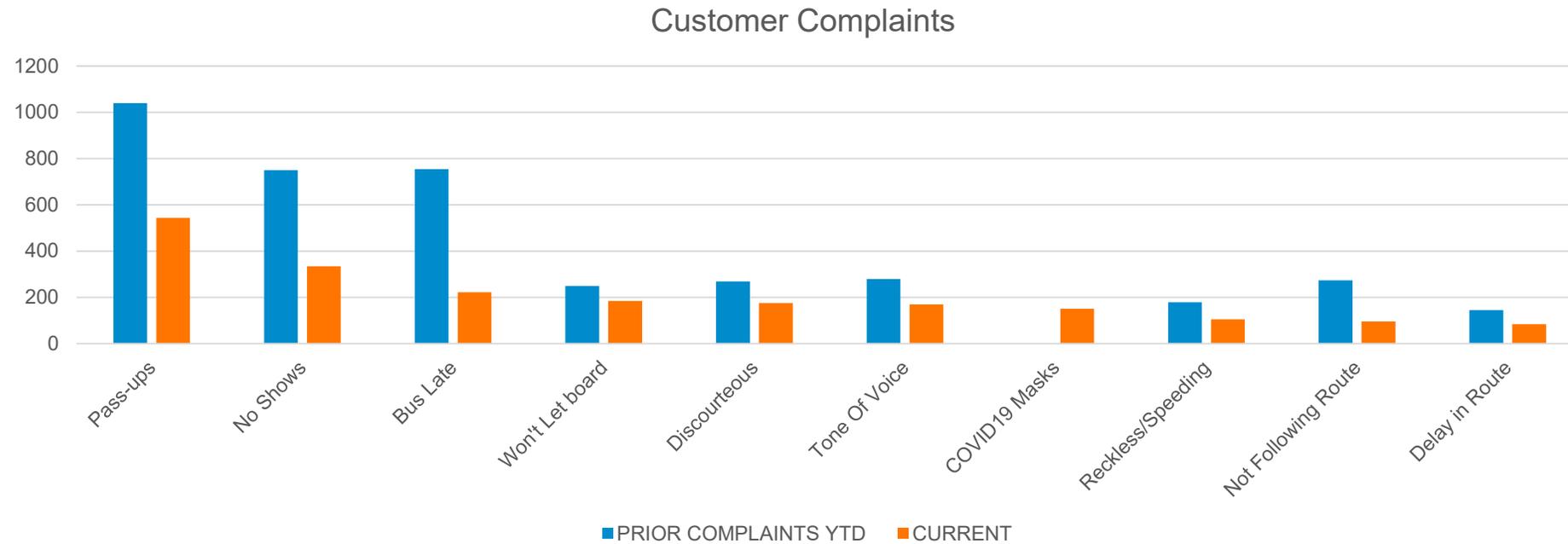


OFF THE LOT PERFORMANCE



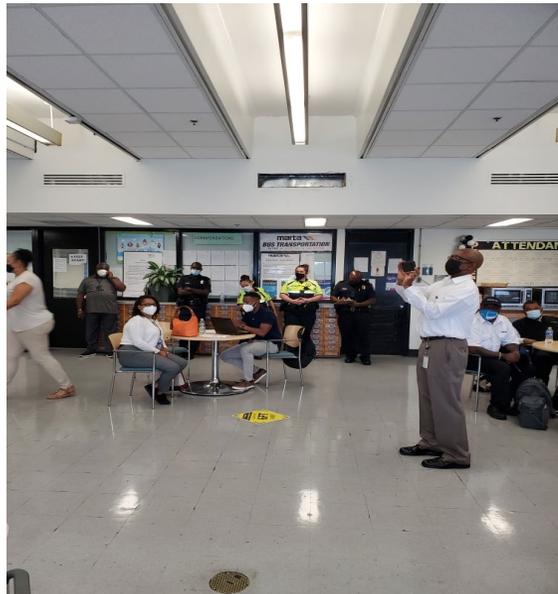
Bus Transportation

KPI – Customer Service Complaints



SAFETY MEETING / Pass-Up Campaign

- Monthly safety meetings
- Pass-Up complaint video display
- Operator interaction



Accomplishments

Bus service OTP continues to exceed goal

Implemented a new bus bridge procedure

Implemented de-escalation training

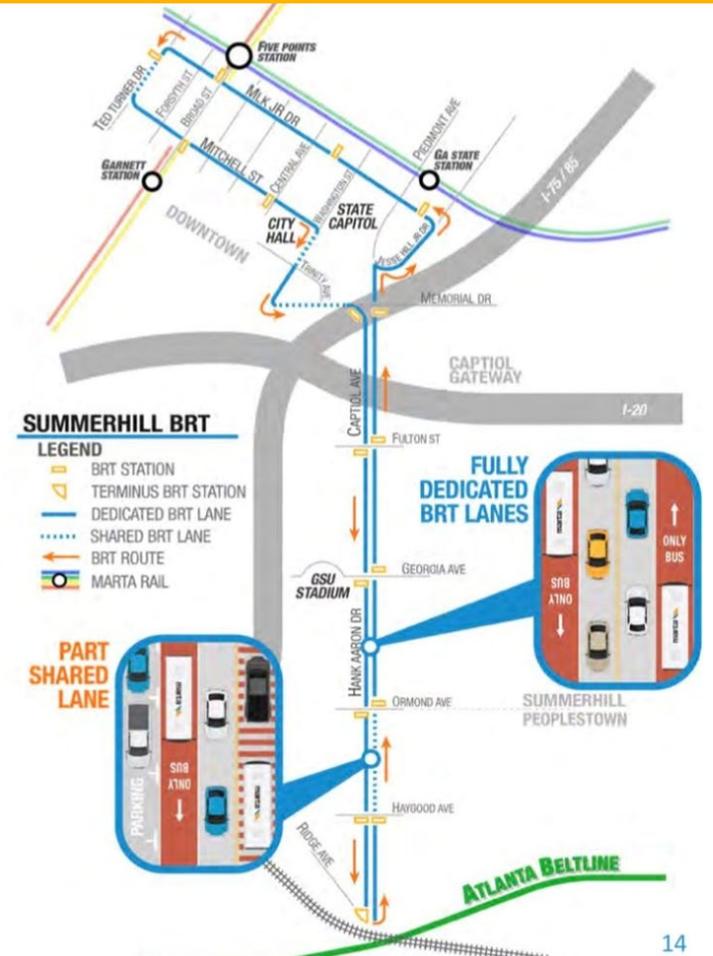
Added additional support staff (two bus communications superintendents, three compliance officers and one porter)

Updated all Standard Operating Procedures

Community outreach / speed reduction plan

Projects and initiatives

- Engaged in the agency bus network redesign
- Engaged in the roll out of battery electric buses
- Engaged in the design and planning of the Summerhill BRT service
- Engaged in recruitment activities
- Implementation of mentorship program
- Development of operator incentive programs
- Bus control center upgrade
- Enhanced route familiarization for operators



CHALLENGES

- Operator Retention & Resource Availability
- BCC/HQ Motorola computer system upgrade – critical to dispatch/operator communications
- Bus Operators new initiatives training process





Thank You



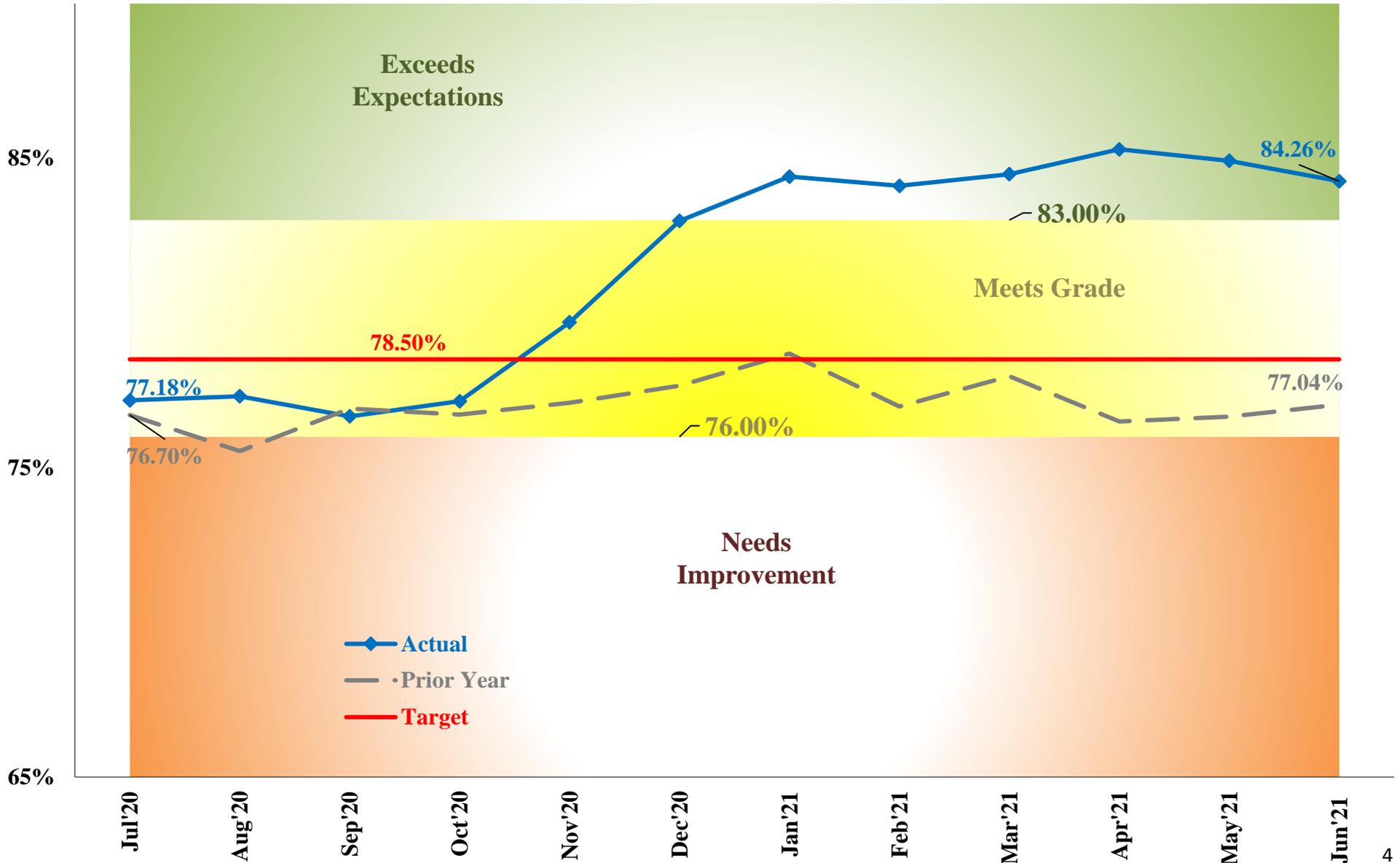
JUNE FY21
PERFORMANCE
(BUS OPERATIONS)

OFFICES OF
BUS TRANSPORTATION
BUS MAINTENANCE

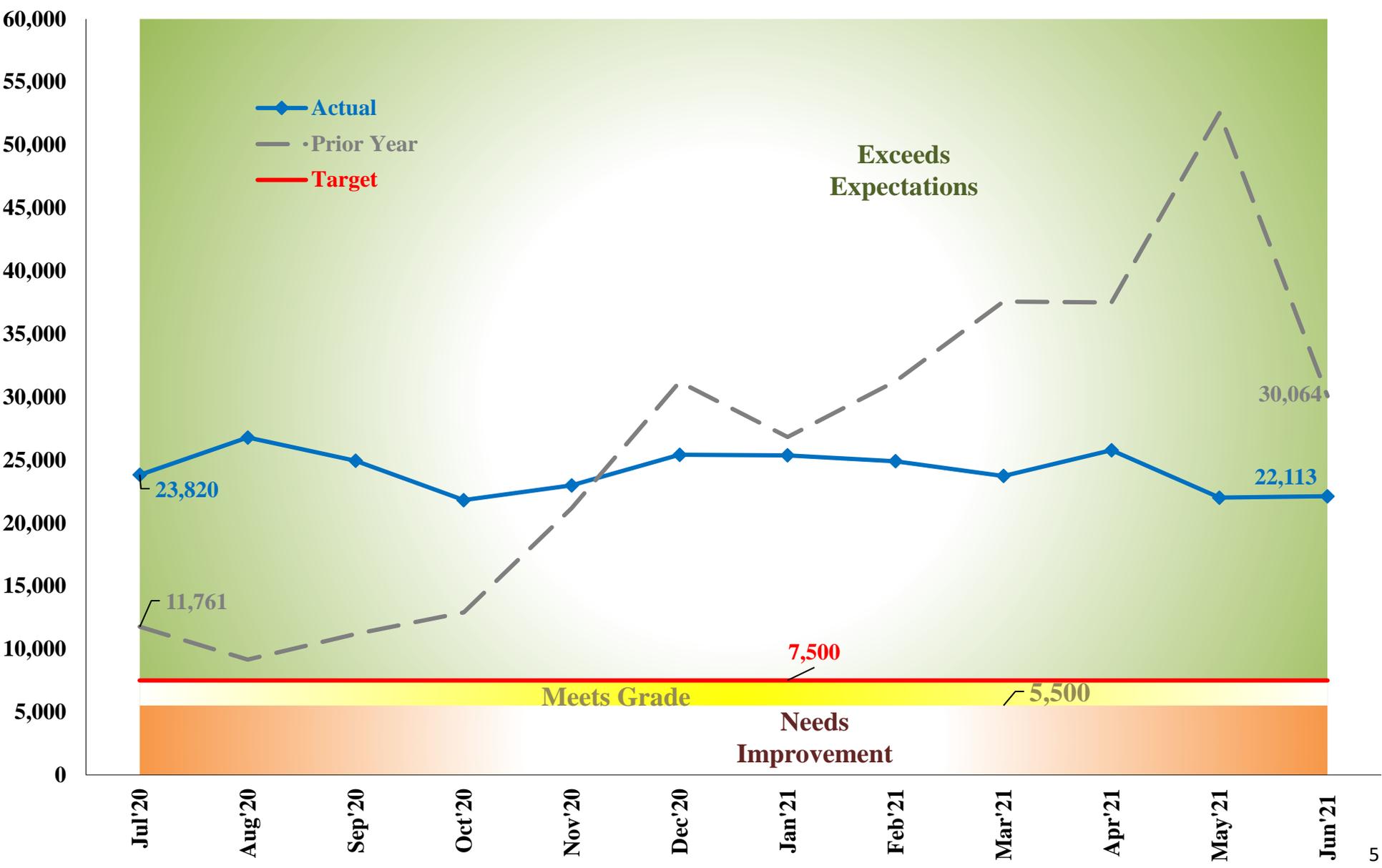
Operations KPIs (Bus)

KPI	FY21 Target	June FY21	Monthly Variance vs. Projected	FY21 Year-End	YTD Variance vs. Projected	Variance vs. previous FY
On-Time Performance	78.50%	84.26%	5.76%	82.14%	3.64%	5.06%
Mean Distance Between Failures	7,500	22,113	14,613	24,038	16,538	4,733
Customer Complaints per 100K Boardings	8.00	13.43	5.43	10.22	2.22	-1.81

Bus On-Time Performance measured as percentage of on-time departures from defined time points on a given route. Departure is considered on-time, if made between 0 and 5 minutes after scheduled departure time.

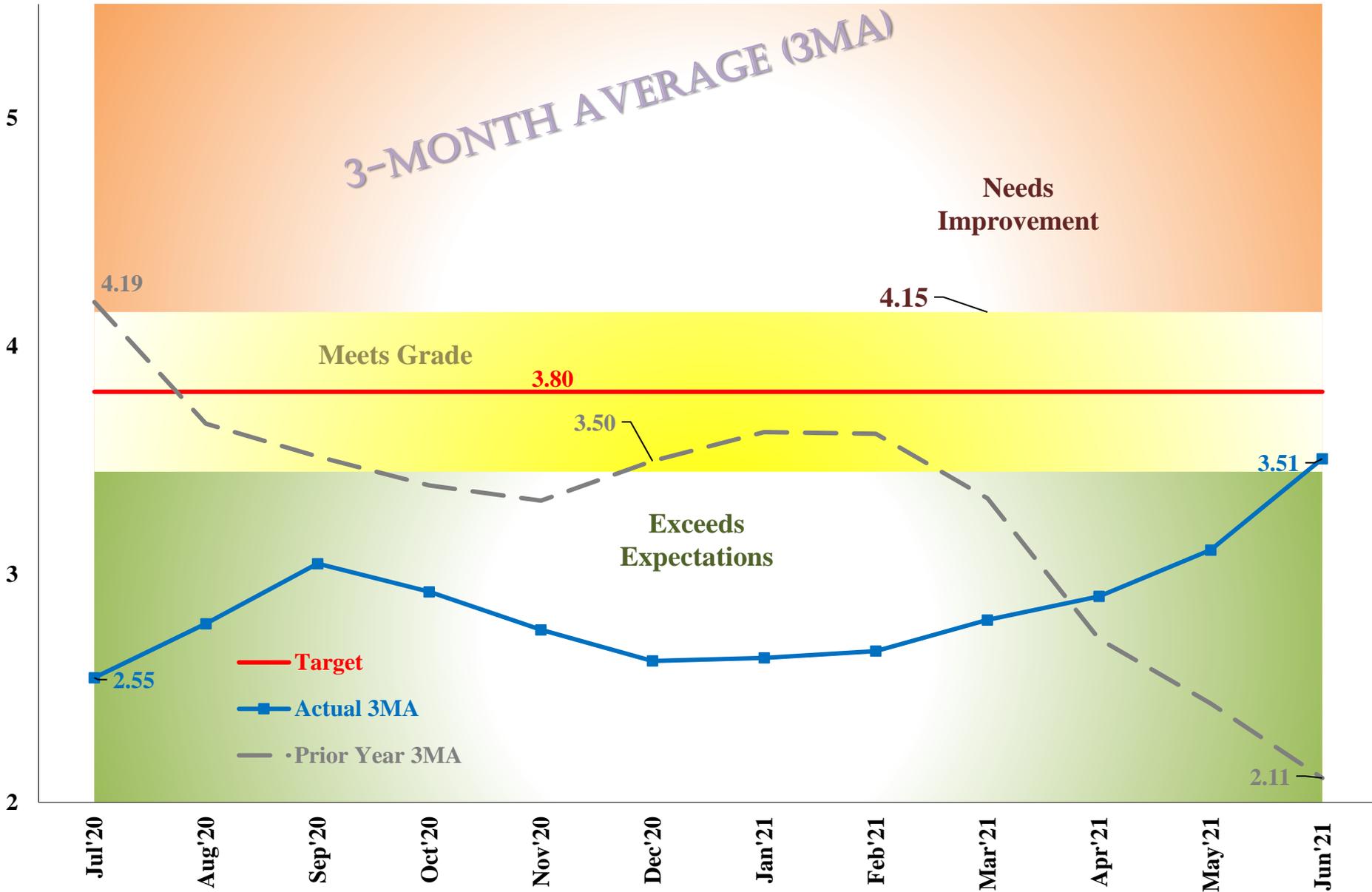


Bus Mean Distance Between Failures measured as the average actual vehicle miles (revenue + deadhead miles) between major mechanical failures reportable to NTD, except for those that occur at the end of the line.



BUS
SAFETY KPI

Bus Collisions per 100K Miles measured as the number of collisions involving bus service per 100,000 hub miles.

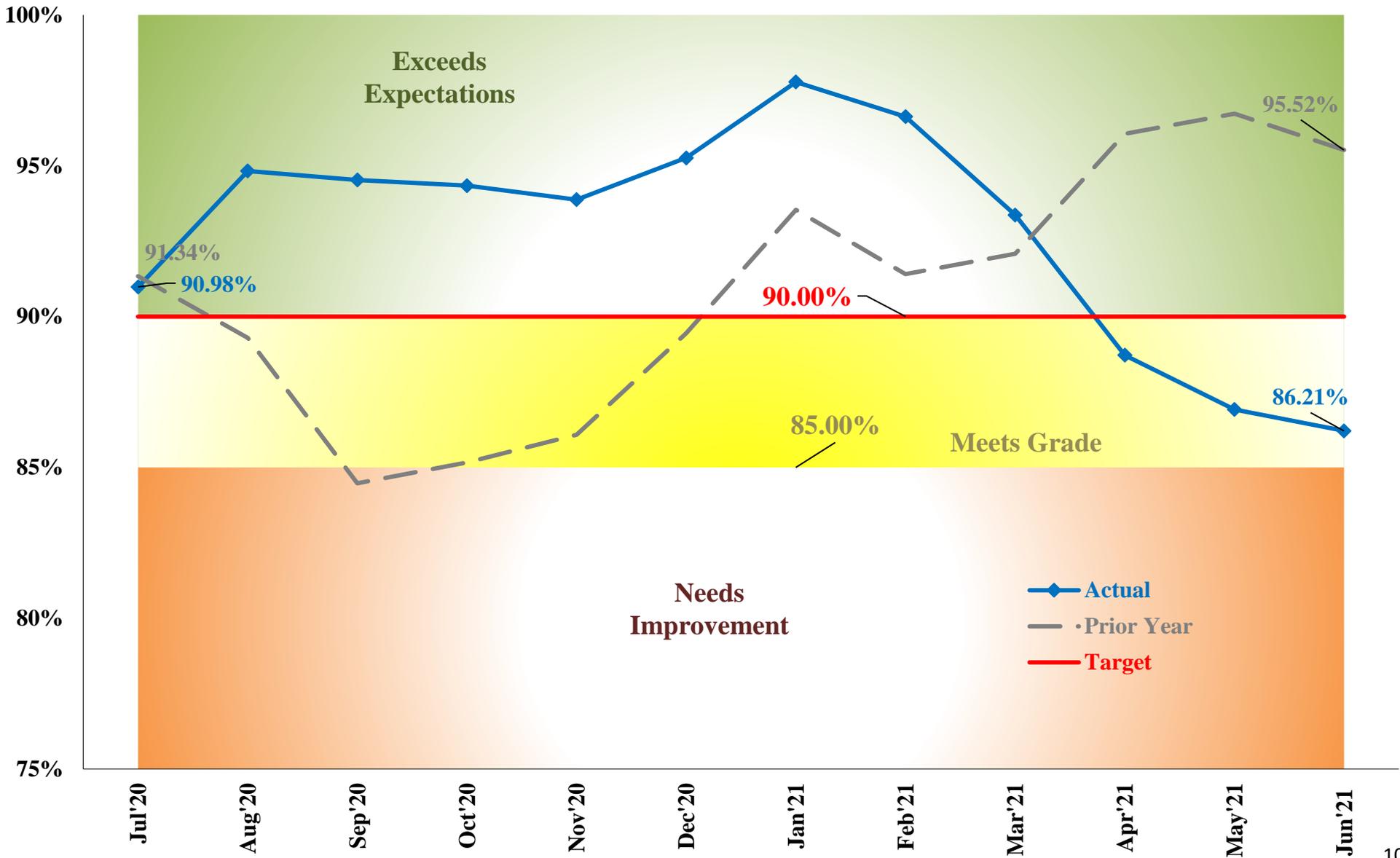


OFFICE OF
MOBILITY

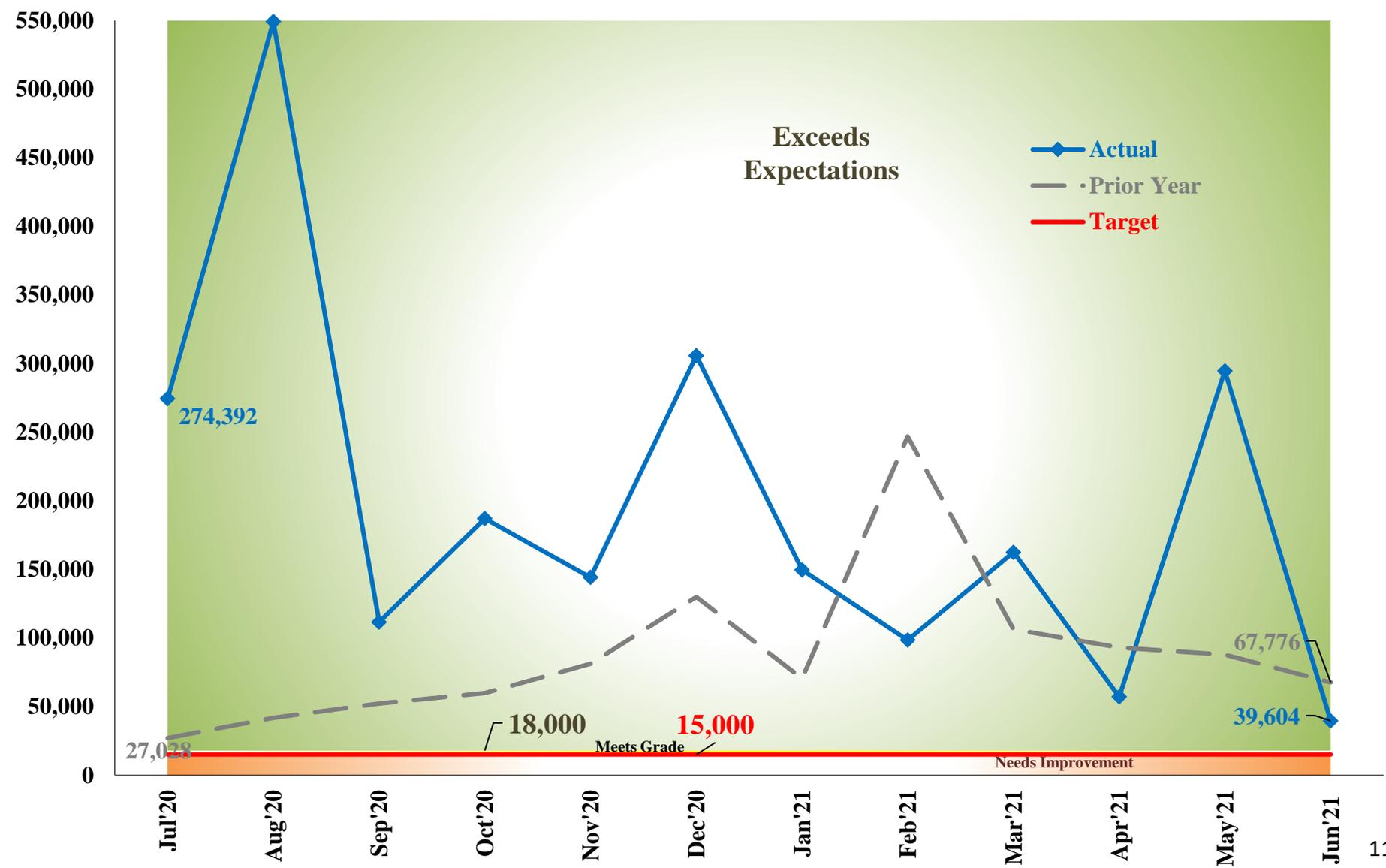
Operations KPIs (Mobility)

KPI	FY21 Target	June FY21	Monthly Variance vs. Projected	FY21 Year-End	YTD Variance vs. Projected	Variance vs. previous FY
On-Time Performance	90.00%	86.21%	-3.79%	92.58%	2.58%	2.60%
Mean Distance Between Failures	15,000	39,604	24,604	118,263	103,263	58,714
Missed Trip Rate	0.50%	0.92%	0.42%	0.43%	-0.07%	-0.16%
Reservation Average Call Wait Time	2:00	0:52	-1:08	0:25	-1:35	-1:20
Reservation Call Abandonment Rate	5.50%	1.38%	-4.12%	0.63%	-4.87%	-3.99%
Customer Complaints per 1K Boardings	4.00	5.39	1.39	3.05	-0.95	0.19

Mobility On-Time Performance measured as the percentage of MARTA Mobility customer pickups made within 30 minutes from scheduled pickup time.

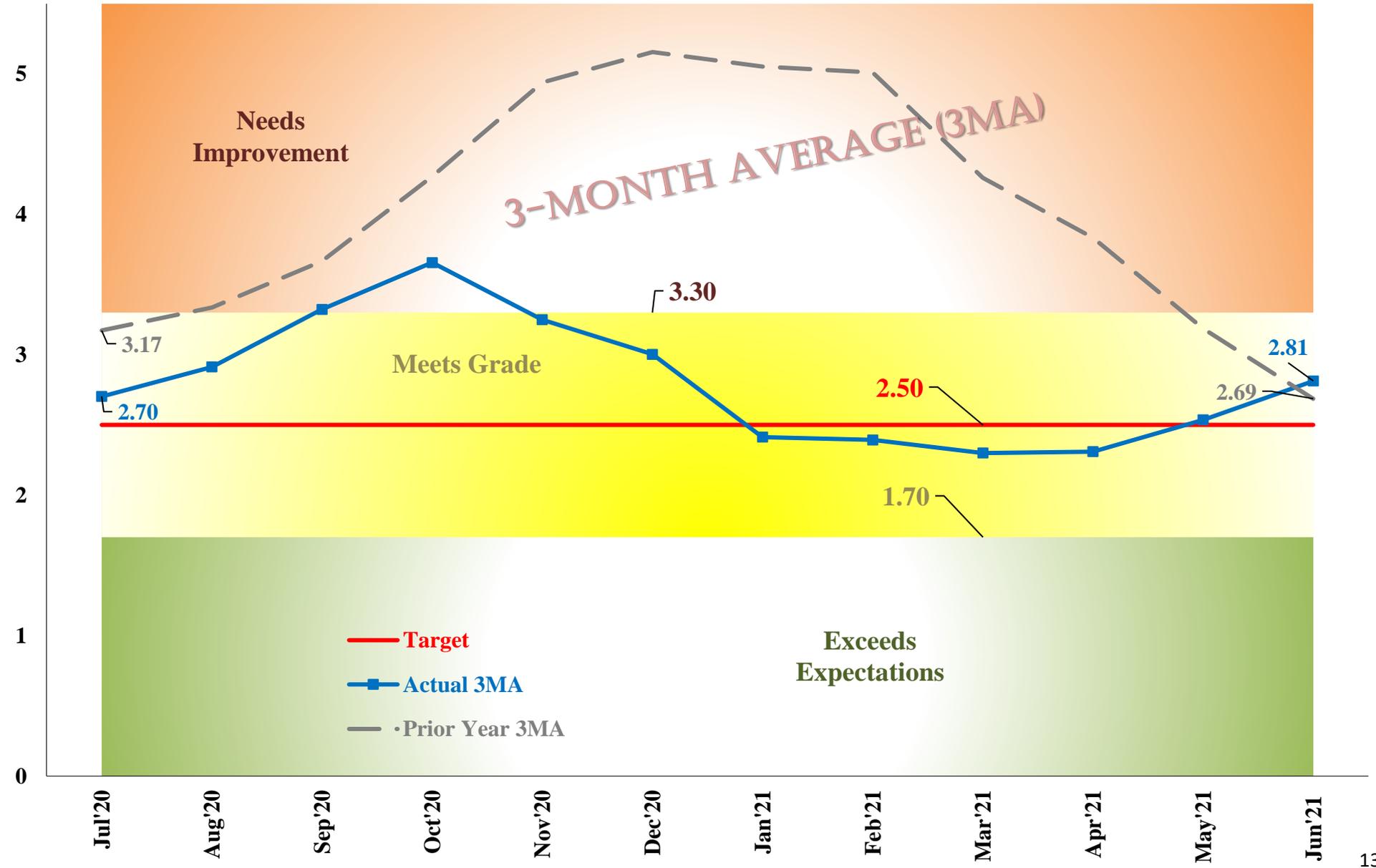


Mobility Mean Distance Between Failures measured as the average Mobility service miles between NTD reportable mechanical failures, i.e., those precluding a revenue vehicle from completing its revenue trip or starting its next scheduled revenue trip.



MOBILITY
SAFETY KPI

Mobility Collisions per 100K Miles measured as the number of collisions involving Mobility service per 100,000 hub miles.



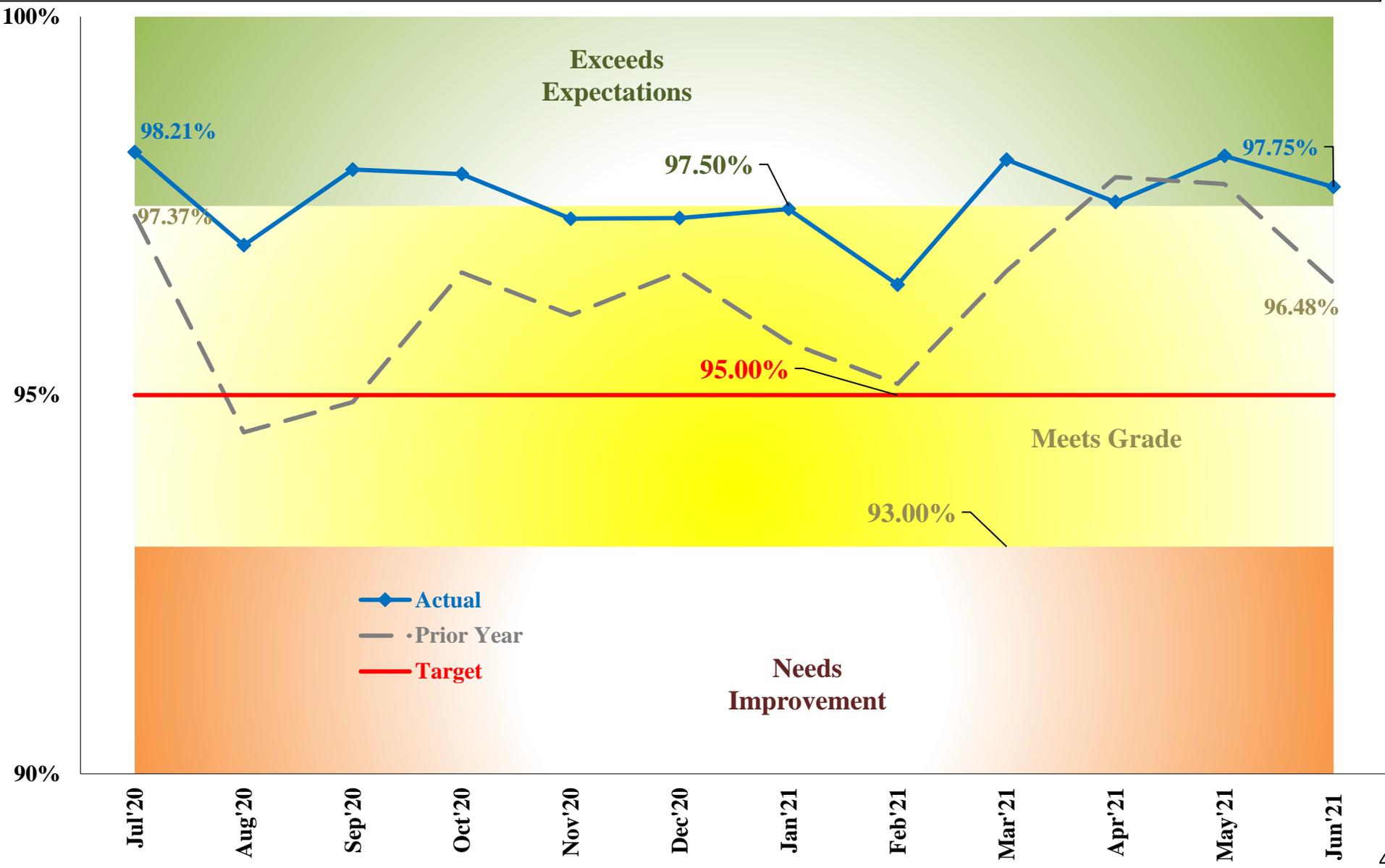
JUNE FY21
PERFORMANCE
(RAIL OPERATIONS)

OFFICES OF
RAIL
TRANSPORTATION
RAIL CAR
MAINTENANCE

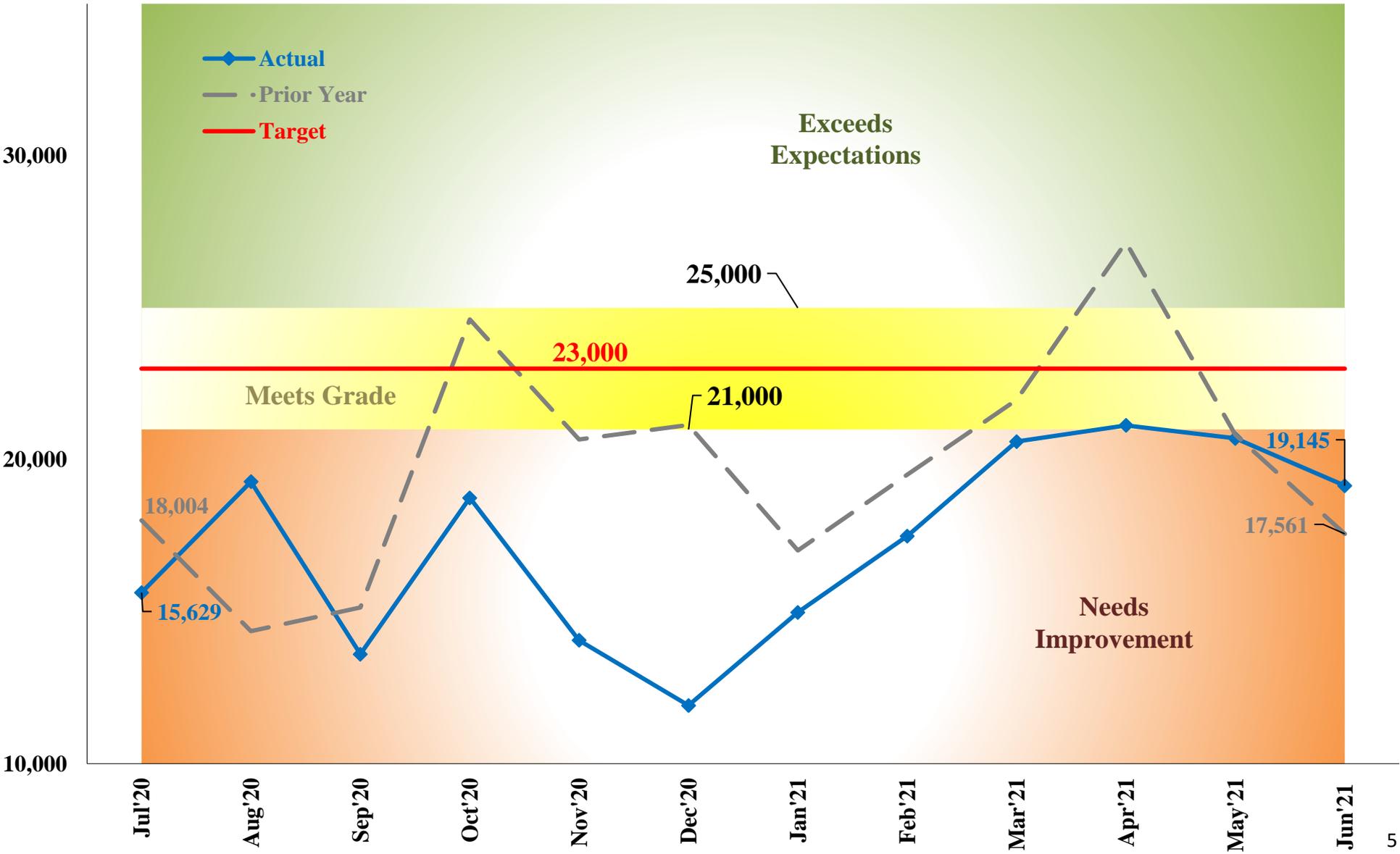
Operations KPIs (Rail)

KPI	FY21 Target	June FY21	Monthly Variance vs. Projected	FY21 Year-End	YTD Variance vs. Projected	Variance vs. previous FY
On-Time Performance	95.00%	97.75%	2.75%	97.60%	2.60%	1.36%
Mean Distance Between Failures	23,000	19,145	-3,855	16,775	-6,225	-2,241
Mean Distance Between Service Interruptions	475	698	223	631	156	219
Customer Complaints per 100K Boardings	1.00	0.63	-0.37	0.53	-0.47	-0.33

Rail On-Time Performance measured as percentage of scheduled rail trips that originated and ended on-time, i.e., departed time points of origin and/or arrived at time points of destination no later than 5 minutes after scheduled time.



Rail Mean Distance Between Failures measured as the average rail car miles between NTD reportable mechanical failures, i.e., those precluding a rail car from completing its revenue trip or starting its next scheduled revenue trip.



OFFICE OF
VERTICAL
TRANSPORTATION

Operations KPIs (Vertical Transportation)

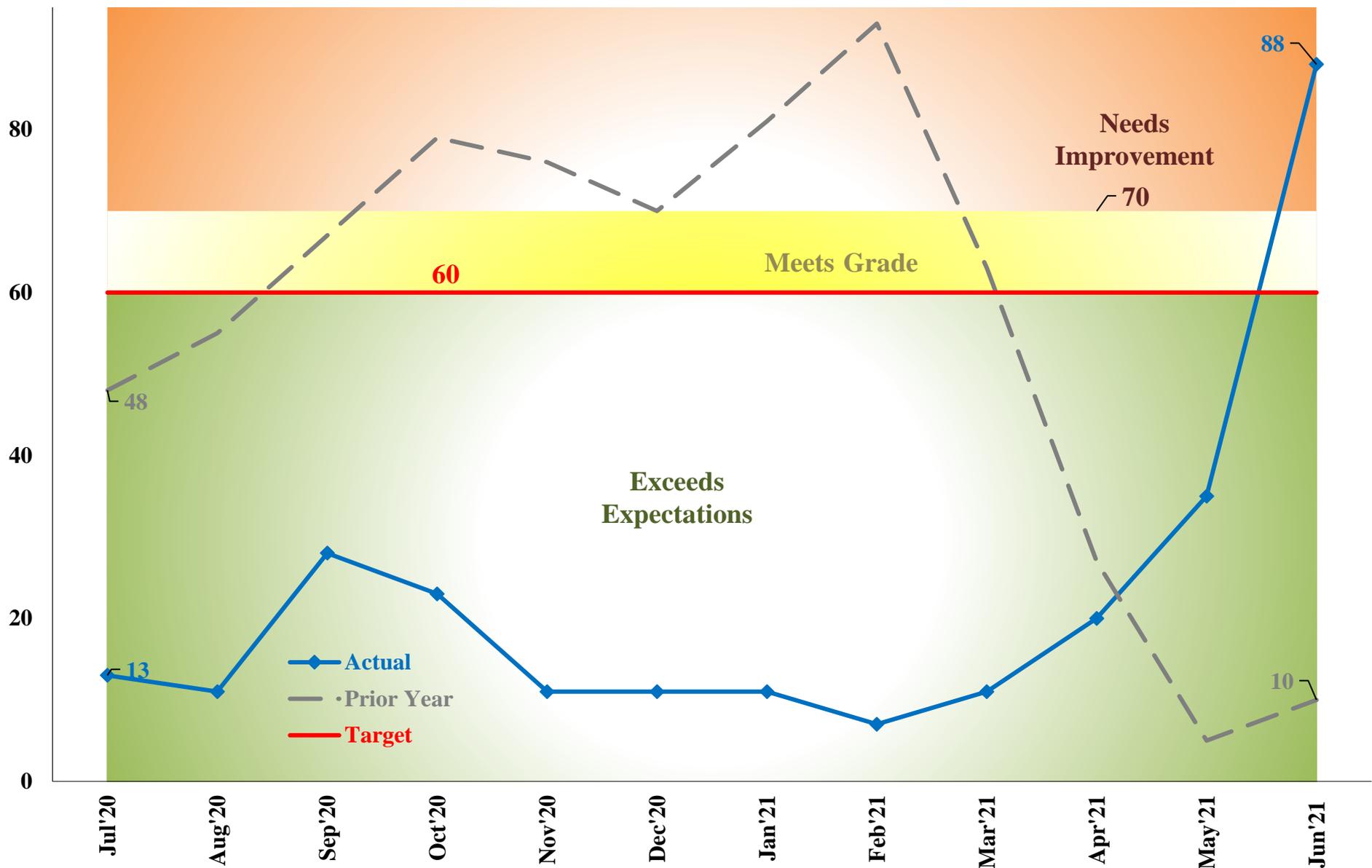
KPI	FY21 Target	June FY21	Monthly Variance vs. Projected	FY21 Year-End	YTD Variance vs. Projected	Variance vs. previous FY
Escalator Availability	98.50%	98.50%	0.00%	98.43%	-0.07%	1.02%
Elevator Availability	98.50%	98.69%	0.19%	98.63%	0.13%	0.42%

JUNE FY21
PERFORMANCE
(CUSTOMER SERVICE)

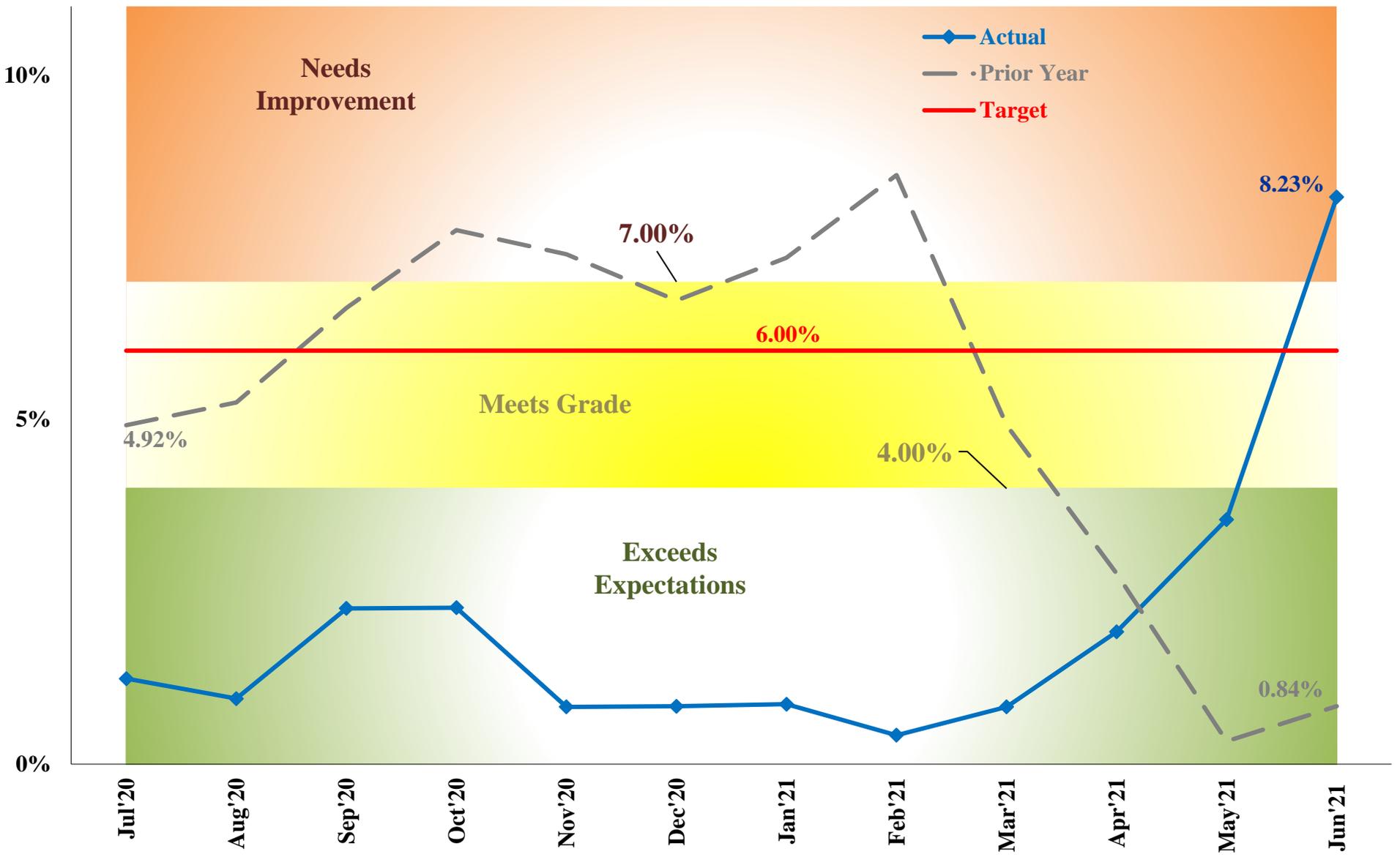
Customer Service KPIs

KPI	FY21 Target	June FY21	Monthly Variance vs. Projected	FY21 Year-End	YTD Variance vs. Projected	Variance vs. previous FY
Average Customer Call Wait Time	1:00	1:28	0:28	0:25	-0:35	-0:31
Customer Call Abandonment Rate	6.00%	8.23%	2.23%	2.24%	-3.76%	-3.38%

Average Customer Call Wait (in seconds) measured as average time a customer waits in queue prior to speaking to customer service representative.



Customer Call Abandonment Rate measured as the percentage of customers terminating a call, while waiting in queue for a customer service representative to answer the call.



JUNE FY21

PERFORMANCE

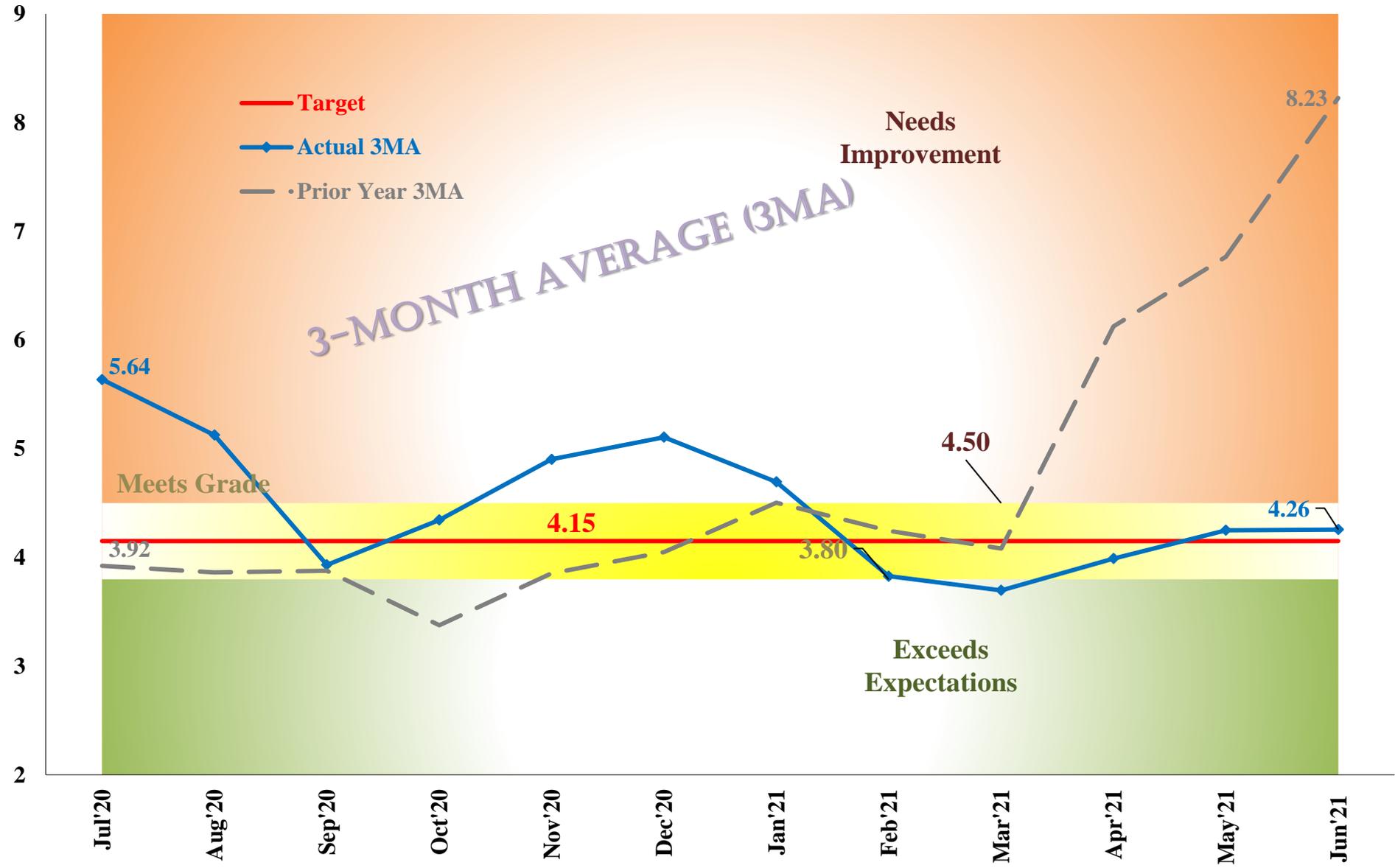
(SYSTEM SAFETY SECURITY &

EMERGENCY MANAGEMENT)

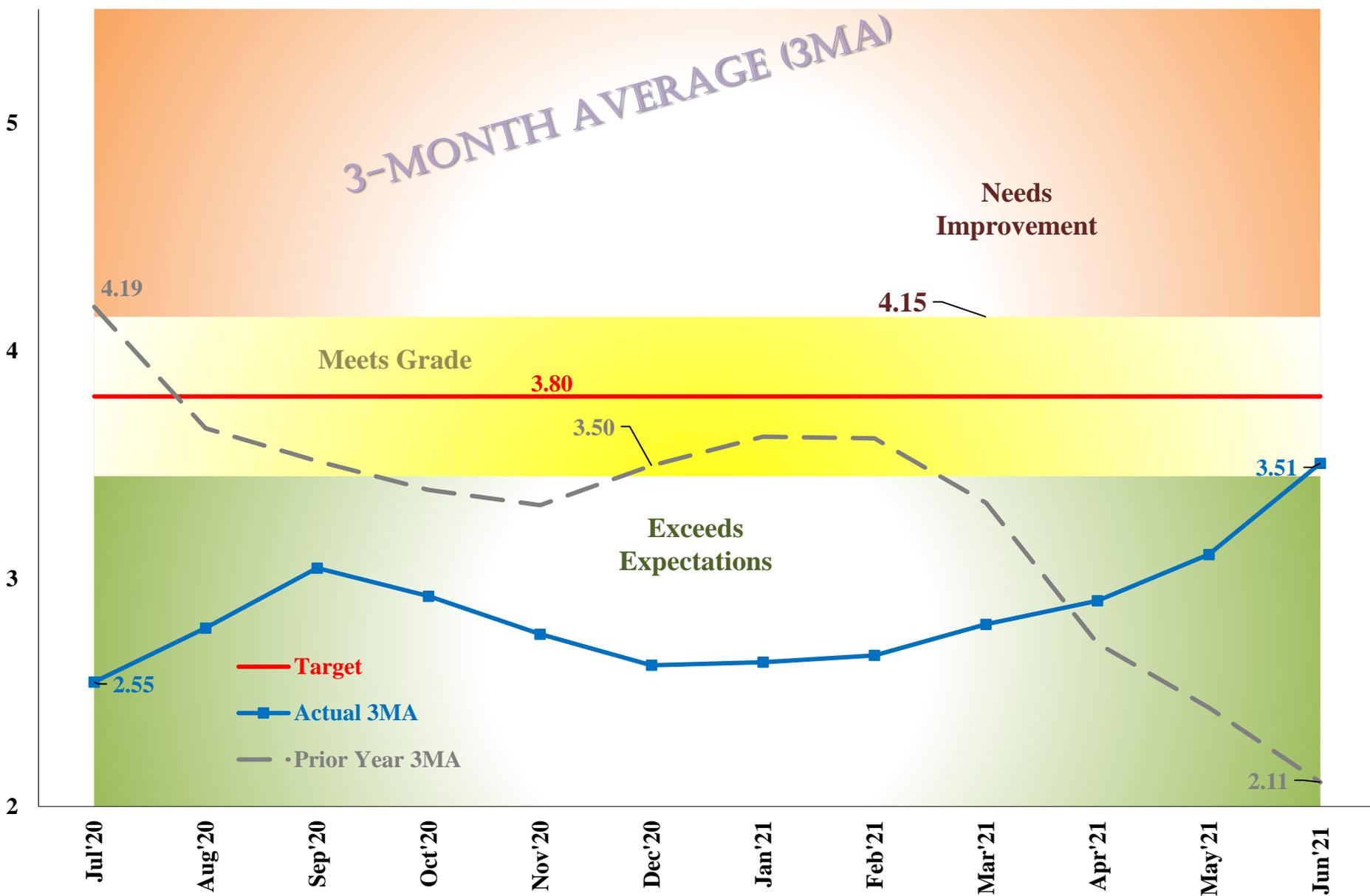
Safety & Security KPIs

KPI	FY21 Target	June FY21	Monthly Variance vs. Projected	FY21 Year-End	YTD Variance vs. Projected	Variance vs. previous FY
Part I Crime Rate	4.15	4.53	0.38	4.25	0.10	-0.23
Bus Collision Rate per 100K Miles	3.80	4.05	0.25	2.99	-0.81	-0.13
Mobility Collision Rate per 100K Miles	2.50	2.68	0.18	2.83	0.33	-1.24
Employee Lost Time Incident Rate	3.80	6.12	2.32	5.34	1.54	2.08

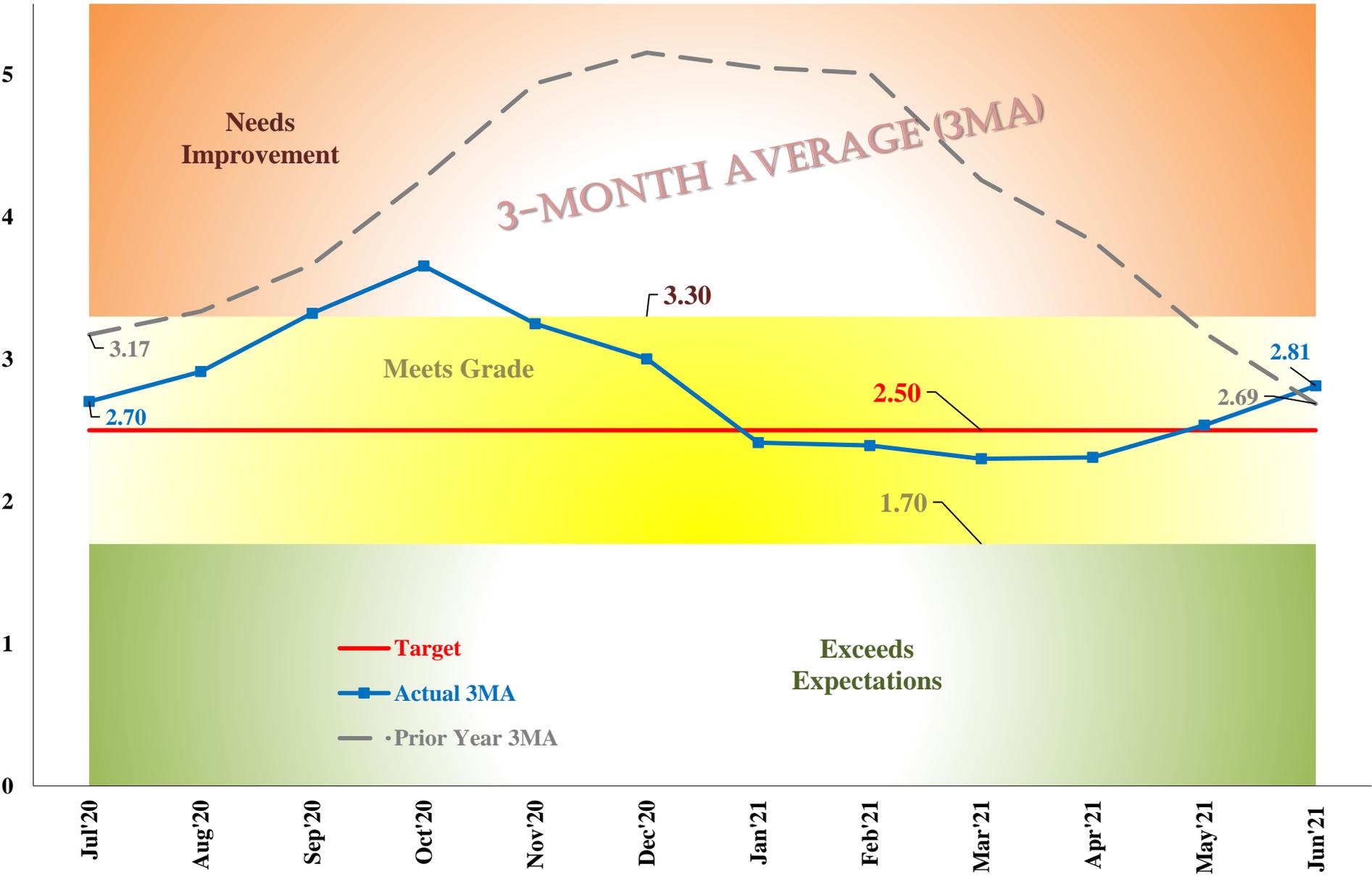
Part I Crime Rate measured as the number of Part I Crimes (homicide, forcible rape, aggravated assault, robbery, larceny/theft, motor vehicle theft, burglary, and arson) per one million unlinked passenger boardings.



Bus Collisions per 100K Miles measured as the number of collisions involving bus service per 100,000 hub miles.



Mobility Collisions per 100K Miles measured as the number of collisions involving Mobility service per 100,000 hub miles.



Lost Time Incident Rate measured as the annualized number of accidents resulting in the lost time of over 7 days per 100 employees.

