![MARTA logo]

BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

OPERATIONS AND SAFETY COMMITTEE

THURSDAY, SEPTEMBER 25, 2025

ATLANTA, GEORGIA

MEETING SUMMARY

1. **CALL TO ORDER AND ROLL CALL**
    Committee Chair Freda Hardage called the meeting to order at 11:21 A.M.

Board Members Present:	Al Pond
	Freda Hardage
	Roderick Frierson
	Rita Scott
	Jennifer Ide
	Jacob Tzegaegbe
	Sagirah Jones
	Ryan Loke
	Elizabeth Bolton-Harris
Board Members Absent:	James Durrett
	Kathryn Powers
	Russell McMurry
	Valencia Williamson
	Jannine Miller
	Shayna Pollock
Staff Members Present:	Jonathan Hunt
	Rhonda Allen
	LaShanda Dawkins
	Michael Kreher
	Paul Lopes
	Ralph McKinney
	Larry Prescott
	Duane Pritchett

Also in Attendance: Sasha Greenberg [on behalf of Justice Leah Ward Sears], Jorge Bernard, Dwana Brown, Phyllis Bryant, Shannon Ford, Kenya Hammond, Daniel Hecht, Jacqueline Holland, Tyrene Huff, Gena Major, Paula Nash, and Adelle Perez

2.   APPROVAL OF THE MINUTES

Minutes from August 28, 2025

Approval of the minutes from August 28, 2025. On a motion by Board Member Ide, seconded by Board Member Bolton-Harris, the motion passed by a vote of 8 to 0 with 8 members present.

3.   BRIEFINGS

Efeso Bus Transformation

Daniel Hecht, Deputy Chief Mechanical Officer, and Dwana Brown, Interim Deputy Chief Bus Operations, presented an Operational Excellence Briefing.

Station Management Update

Adelle Perez, Operations Program Manager, and Jorge Bernard, Deputy Chief Rail Operations, presented a Station Management FY26 Update Briefing.

Bus Collision Safety Event Reporting & Performance Targets

Gena Major, Deputy Chief Safety & Quality Assurance, presented a Bus Collision Safety Event Reporting and Performance Targets Briefing.

4.   OTHER MATTERS

FY25 July Key Performance Indicators (Informational Only)

5.   ADJOURNMENT

The Committee meeting adjourned at 12:17 P.M.

YouTube link: https://www.youtube.com/live/E678q-pfJag?si=IcuHDFHFBtB00_pP

Operational Excellence Briefing

Operations and Safety Committee
September 25, 2025

Daniel Hecht, P.E.
Deputy Chief Mechanical Officer

Dwana Brown
Interim Deputy Chief, Bus Operations

OVERVIEW

- About EFESO

- Leadership Development

- Focus on Four Priorities
    - SAFE
    - CLEAN
    - RELIABLE
    - EFFICIENT

- Process and Program Changes

- Organizational Improvements

ABOUT EFESO

- Global Leader in Operations Strategy and Performance Improvement
  - Aerospace, manufacturing, transportation, energy, and others

- Prior projects at MARTA
  - EP&E Production Planning Improvements
  - Labor and Efficiency Studies – Bus and Rail Maintenance
  - Management assessments – Bus Operations

- Focus on Operational Excellence and Leadership Development

LEADERSHIP DEVELOPMENT

- Leadership training for Operations, DSQA, and R&A management

- Top-down approach

- "Q4 Leadership"
  - Positive Impact with Maximum results

- Frameworks to Achieve Objectives
  - DCOM – Direction, Competence, Opportunity and Motivation
  - IBC – Instruction, Behavior, Consequence
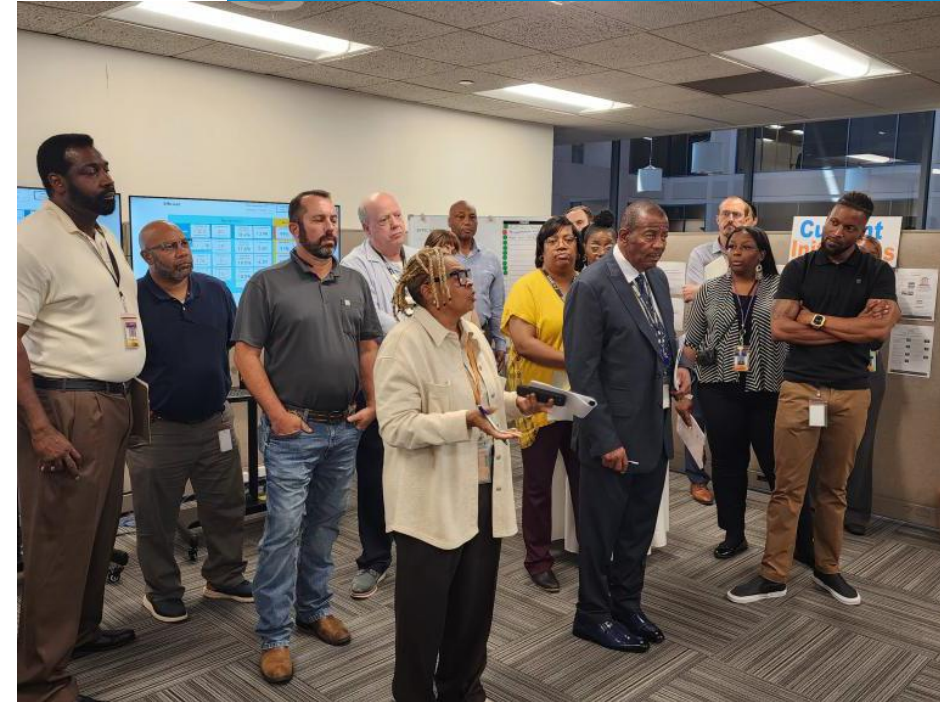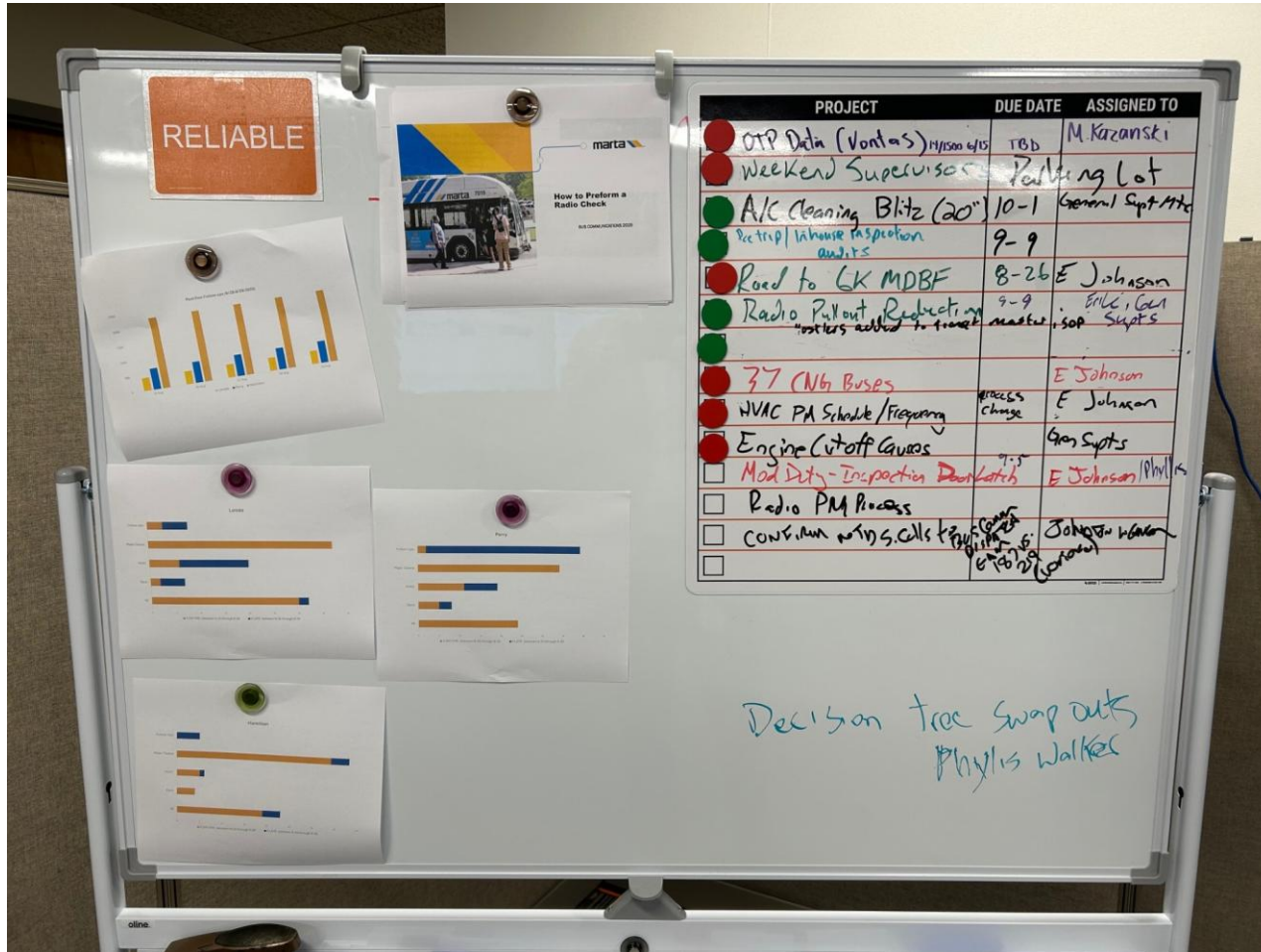 - "Three Whats" and Safety Walk

HQ COMMAND CENTER

DIVISION PULSE MEETINGS

• Review key performance indicators (KPIs)
• Assess daily operational results
• Identify service gaps and barriers
• Discuss safety, reliability, and efficiency concerns
• Develop and implement resolutions in real time
• Strengthen collaboration between bus and maintenance teams
• Track progress and accountability on action items
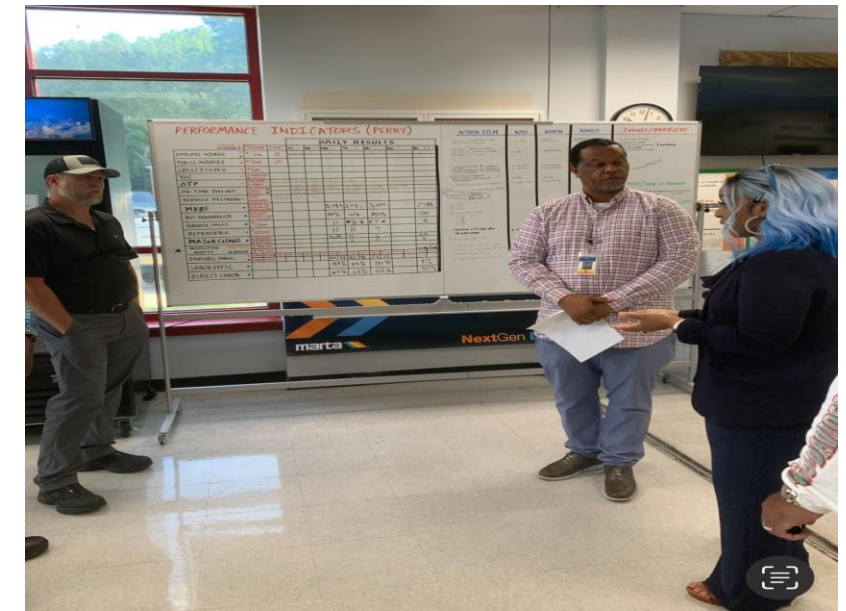
BUS OPERATIONS EXCELLENCE

- **Safety & Compliance**
- **Customer Experience**
- **Absenteeism & Service Delivery**
- **Mileage Card Improvements**

% Hours Delivered, Latest Date 9/9/2025	% Hours Delivered, Rolling 30-Day 8/11/2025 to 9/9/2025
97.0%!	**96.5%**!
Goal: 99.5%	Goal: 99.5%

% Trips Delivered, Latest Date 9/9/2025	% Trips Delivered, Rolling 30-Day 8/11/2025 to 9/9/2025
97.7%!	**97.1%**!
Goal: 99.5%	Goal: 99.5%

Missed Trips and Hours, Latest Date 9/9/2025

Garage	Hours	Trips
Hamilton	33	47
Laredo	51	75
Perry	51	52
Total	**135**	**174**

Delivered Scheduled Missed

BUS MAINTENANCE EXCELLENCE

- "Road to 6K MDBF"

- Efficiency dashboards

- Changes in in-service troubleshooting

- "TOP 10" repeater buses

- HVAC blitz

- Routine radio checks

- IBC methodology

- Enhanced QA checks

- Working group for modified work

- Redefined pre- and post-trip

WHAT'S NEXT

- Q4 Training – feedback, problem solving, IBC

- Rapid Improvement Events (Blitzes)

- Pulse process handoff

- Sustainability and mid-term improvements

- Road to 6k development and actions

- Coaching and training supervisors

- Involvement with ATU and front-line staff

Thank You

marta

Station Management FY26 Update

OPERATIONS AND SAFETY COMMITTEE
SEPTEMBER 25, 2025

JORGE BERNARD
DEPUTY CHIEF, RAIL OPERATIONS
ADELLE PEREZ
OPERATIONS PROGRAM MANAGER
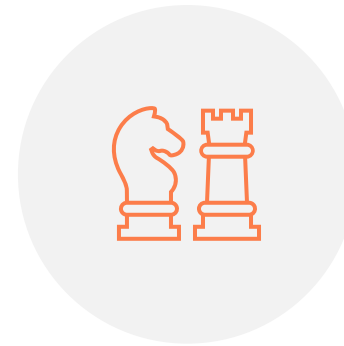
STATION MANAGEMENT

EYES-ON

HANDS-ON

GAME-ON

GUIDING PRINCIPLES

Enhancing Safety and Security

Improving Station Cleanliness

Rapidly Addressing Issues

Maintaining and Upgrading Assets

Fostering Community Involvement

CLEAN SWEEP EVENTS

October 26, 2024

1ST ANNUAL ABOLISH THE LITTER CHALLENGE

Location: H E Holmes

Achievement: Partnership with Atlanta Clean Walks; 20 teams (over 100 volunteers) collected 80 bags of litter, 7 used tires and 1 mattress

April 19, 2025

EARTH DAY LITTER PICK UP & ELECTRIC CAR SHOW

Location: Chamblee

Achievement: Participation of City of Chamblee, Clean Cities Georgia, and Atlanta Clean Walks ; 15 teams (Over 100 volunteers, collected 50 bags of litter, 2 shopping carts)

June 28, 2025

CLEAN VIBES SUMMER

Location: Clayton County Justice Center Hub

Achievement: Participation of Clayton County, cleaned and refresh parking lot, pressure washed bus shelters, and landscape

August 23, 2025

BACK TO SCHOOL CLEAN EDITION

Location: College Park

Achievement: Participation of College Park (Councilmember Carn in attendance); Over 60 volunteers, 30 large bags of trash, a bike, two shopping carts, an umbrella, a tire, three pallets, five patio chairs, five metal rods, and a sign; Passed out school supplies

CLEAN SWEEP EVENTS

October 25, 2025

April 18, 2026

June 27, 2026

August 22, 2026

2ND ANNUAL ABOLISH THE LITTER CHALLENGE

Location: Doraville

Goal: Halloween inspired event; Partnership with Atlanta Clean Walks; Participation of a 100 participants (20 teams of 5)

EARTH DAY LITTER PICKUP

Location: TBD

Goal: 100 volunteers; Participation of Local CID , NPU and surrounding businesses

TBD

Location: TBD

Goal: Participation of Local CID, NPU, local businesses, schools and other community groups

TBD

Location: TBD

Goal: Participation of Local CID, NPU, local businesses, schools and other community groups

EXECUTIVE MANAGEMENT TEAM ADOPT-A-STATION

Gain Unfiltered Operational Insight

Drive Targeted Improvement and Problem-Solving Boost
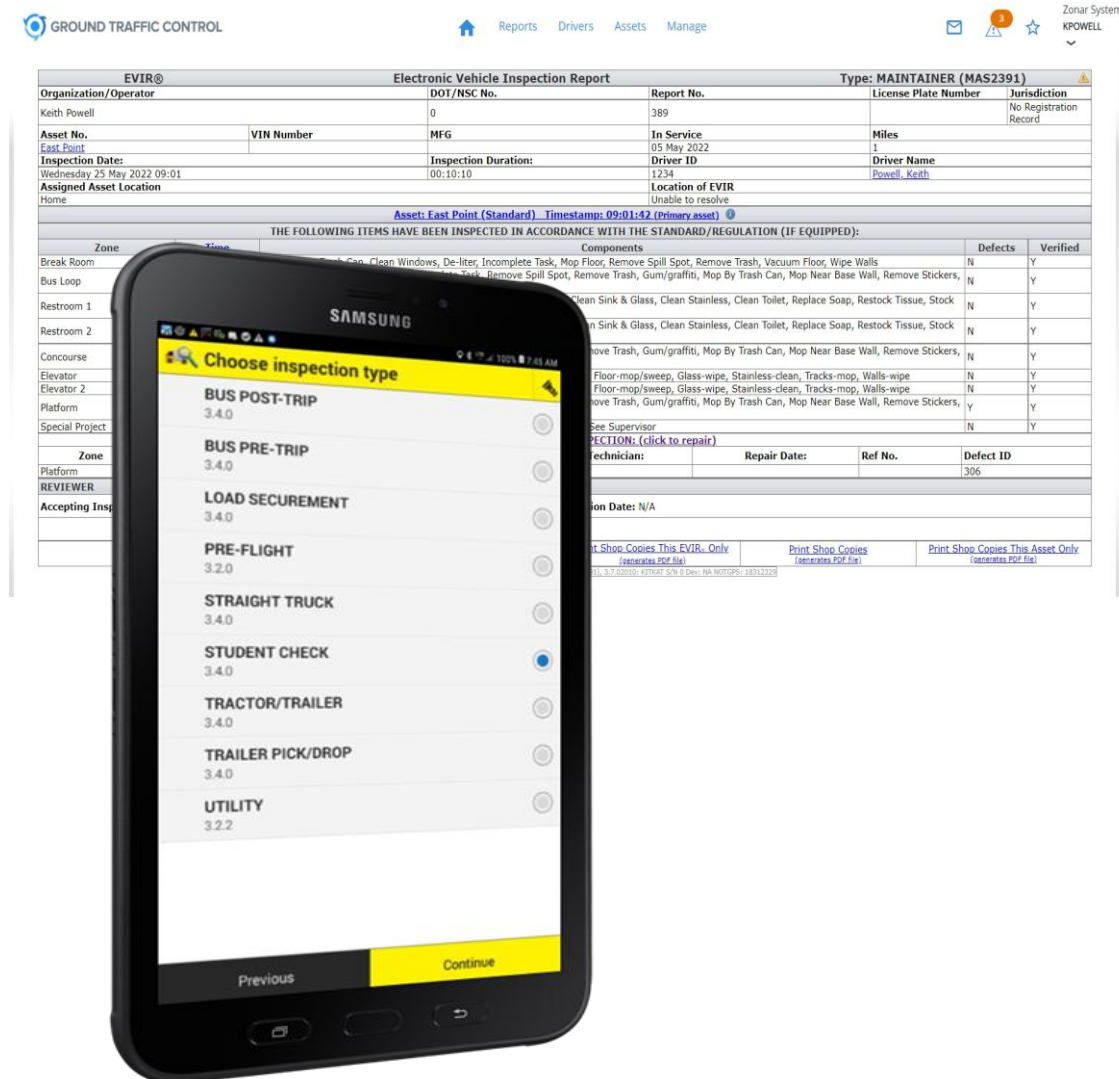
Employee Morale and Engagement

Enhancing Public Perception and Trust.

Our goal is to ensure strategic leadership is deeply integrated with on-the-ground operations, leading to a transit system that is more effective, responsive, and centered on its riders.

INNOVATION – ELECTRONIC STATION INSPECTIONS

Paperless, electronic safety inspections device.

PEAK PERIOD POST COVERAGE INITIATIVE

I.   **Targeted Locations:**
- o   Terminal Stations
- o   Interchange Stations
- o   High Volume Stations
- o   Customer Experience Hot Spot
- o   Police Services Heat Map

II.   **Augmented Personnel Pool:**
- o   Front Line Customer Service
- o   Supervisory and Front-Line Support/Safety
- o   Protective Services

III.   **Program Sponsorship of Chiefs & Executive Management Team**

IV.   **Coverage:**
- o   6:30AM-9:30AM
- o   3:30PM-6:30PM

PROGRAM DESCRIPTION

I.   **Provide dedicated presence at specific platforms to:**

        o Address Customer Concerns
        o Observe and Report Incidents
        o Reinforce Safe, Clean and Reliable at Customer Interaction Points

II.   **Staff will be provided with necessary training:**

        o Conflict Avoidance / De-escalation Techniques
        o Customer Service
        o Emergency Reporting (x4911, MPD)

LABOR DAY WEEKEND EVENTS

- DragonCon Convention and Parade

- Atlanta Splash Bash

- Atlanta Hip Hop Day Festival

- Aflac Kickoff University of Tennessee vs Syracuse

- Lemon Drop Festival

- Dre's Block Party

- Pure Heat Community Festival

- Aflac Kickoff Virginia Tech vs South Carolina

- Big Peach Sizzler 5K and 10K

LABOR DAY WEEKEND EVENTS
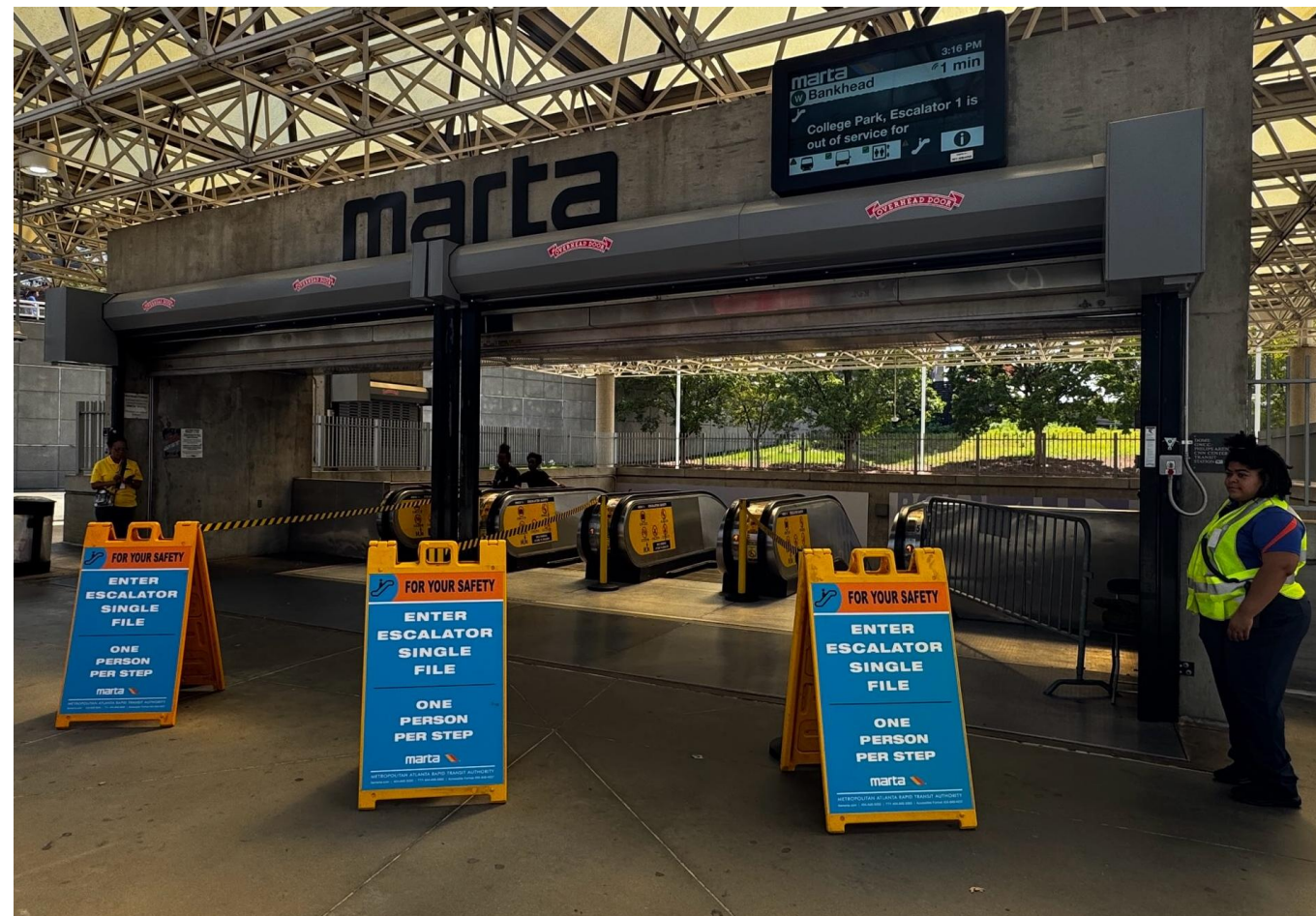
LABOR DAY WEEKEND EVENTS

LABOR DAY WEEKEND EVENTS

Thank You

marta
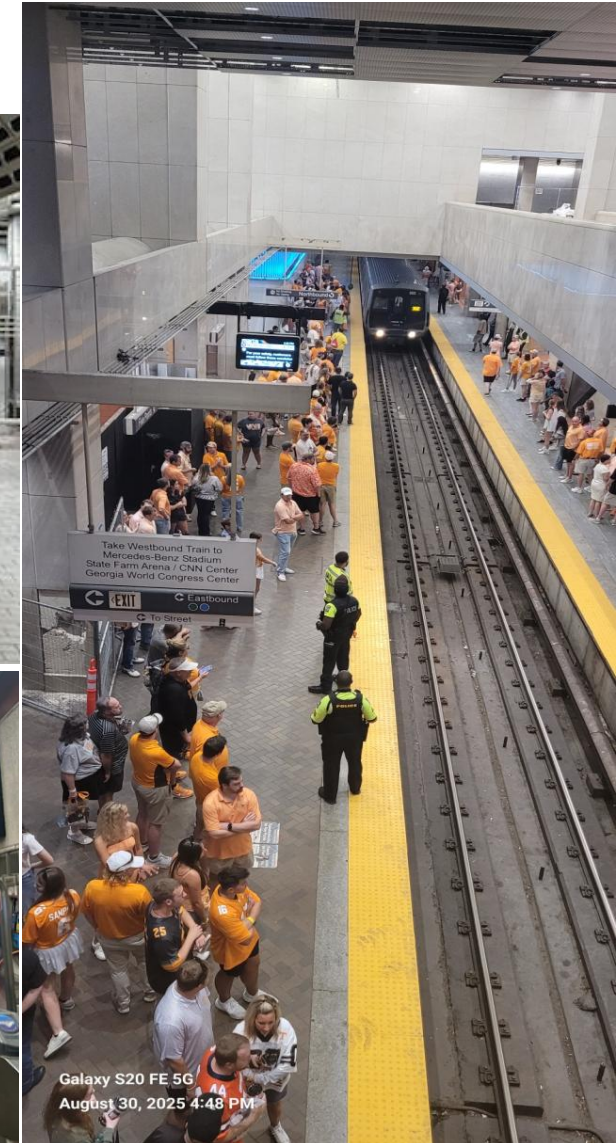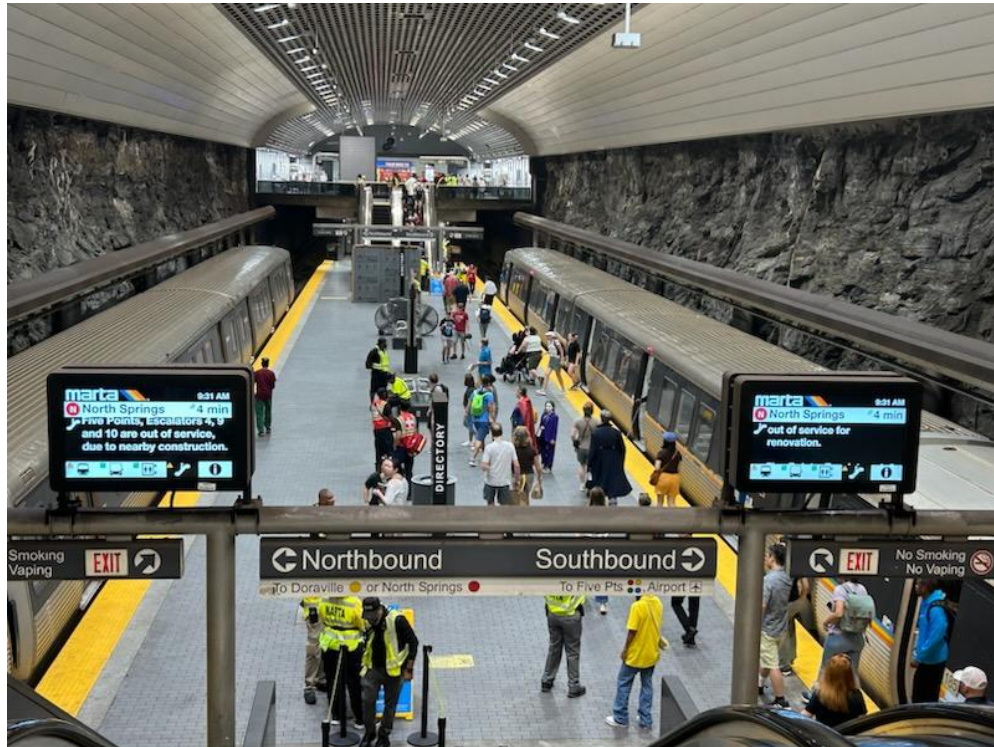
Bus Collision Safety Event Reporting & Performance Targets

Operations and Safety Committee
September 25, 2025

Gena Major
Deputy Chief
Safety & Quality Assurance

AGENDA

Bus Collision Reporting

- What is considered a Collision

- What is considered an FTA *reportable* Bus Collision

Performance Targets

- Previous Bus Collision KPI

- FTA Bus Collision KPI Requirements

What is Considered a Collision

A collision is a vehicle or vessel accident in which there is an impact of a transit vehicle or vessel with another vehicle or object, such as (but not limited to):

- *Another transit vehicle*

- *A non-transit vehicle*

- *A person*

- *An animal*

- *An object*

- *A rail vehicle*

- *A vessel*

- *A dock*

Definition of a collision according to the FTA's National Transit Database (NTD)

What is Considered an FTA *Reportable* Bus Collision

A reportable non-rail collision is one that results in

- *An injury requiring transport away from the scene,*

- *A fatality,*

- *An evacuation for life-safety reasons,*

- *Property damage of $25,000 or more, or*

- *Towing of the transit or non-transit vehicle.*

Major Event S&S-40

Yes to any

Non-Rail Collision

Fatality?
Injury requiring transport?
25K or more Property Damage?
Evacuation for life safety?
Tow-away?

No to all

Not reportable
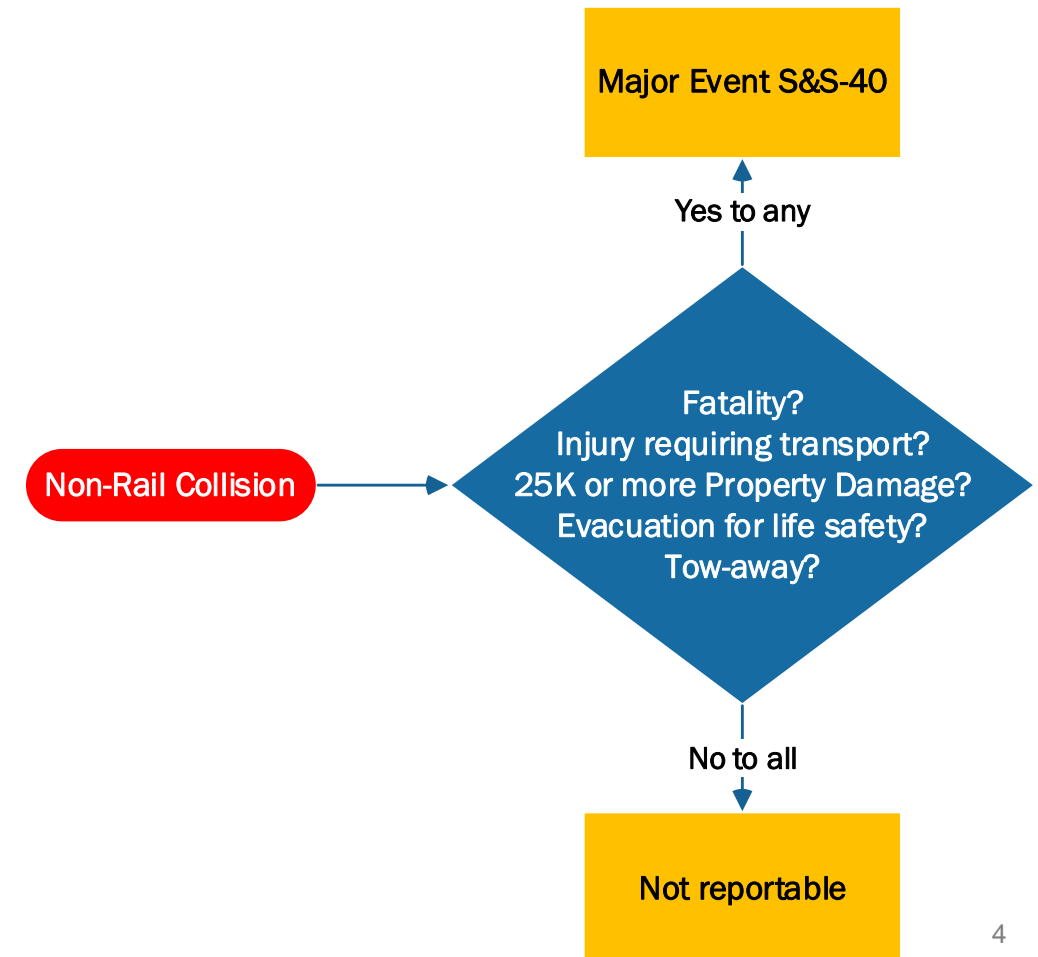
SAFETY PERFORMANCE MANAGEMENT

Old KPI Methodology

New KPI Methodology
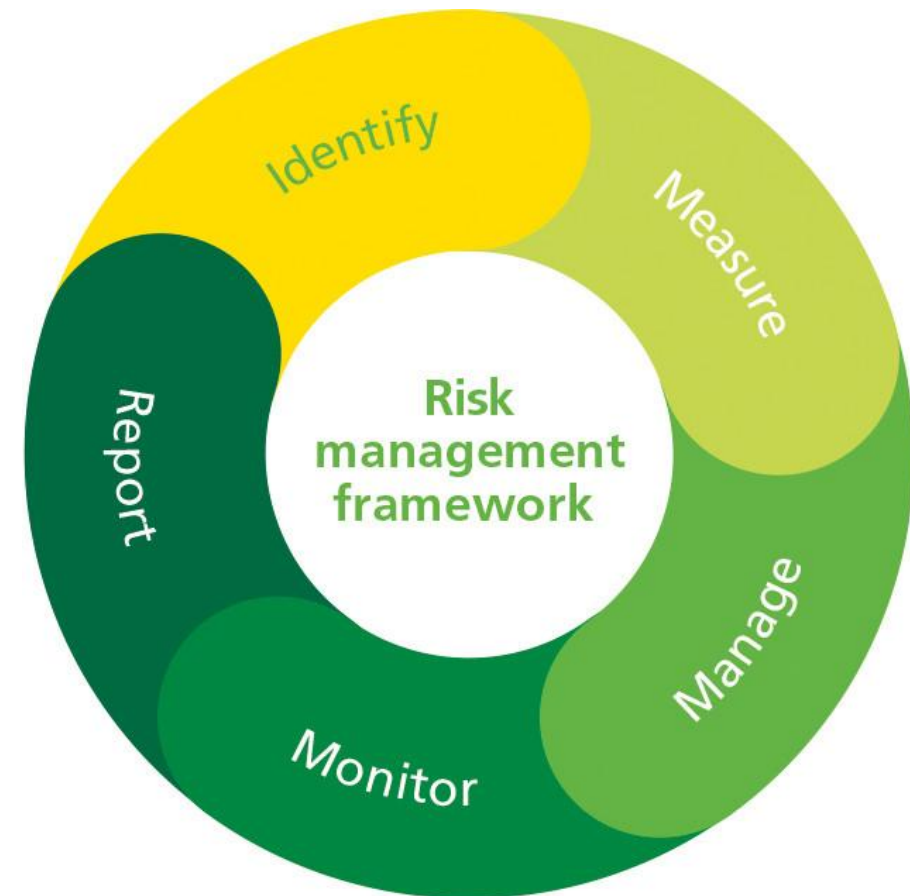
Performance Management

Old KPI Methodology

- Total # of "*Kitchen Sink*" Bus Collisions per Month

- Total # of "*Kitchen Sink*" Miles per Month

Math
Collisions/Miles * 100,000

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

Needs Improvement

Meets Grade

Exceeds Expectations

3-MONTH AVERAGE (3MA)

| Exceptional | Acceptable | Unacceptable | Target | Actual 3MA | Prior Year 3MA |

Data points (Actual 3MA): Jul'24 5.86, Aug'24 5.67, Sep'24 5.45, Oct'24 5.93, Nov'24 5.71, Dec'24 5.62, Jan'25 5.05, Feb'25 5.23, Mar'25 5.66, Apr'25 6.20, May'25 6.54, Jun'25 6.21
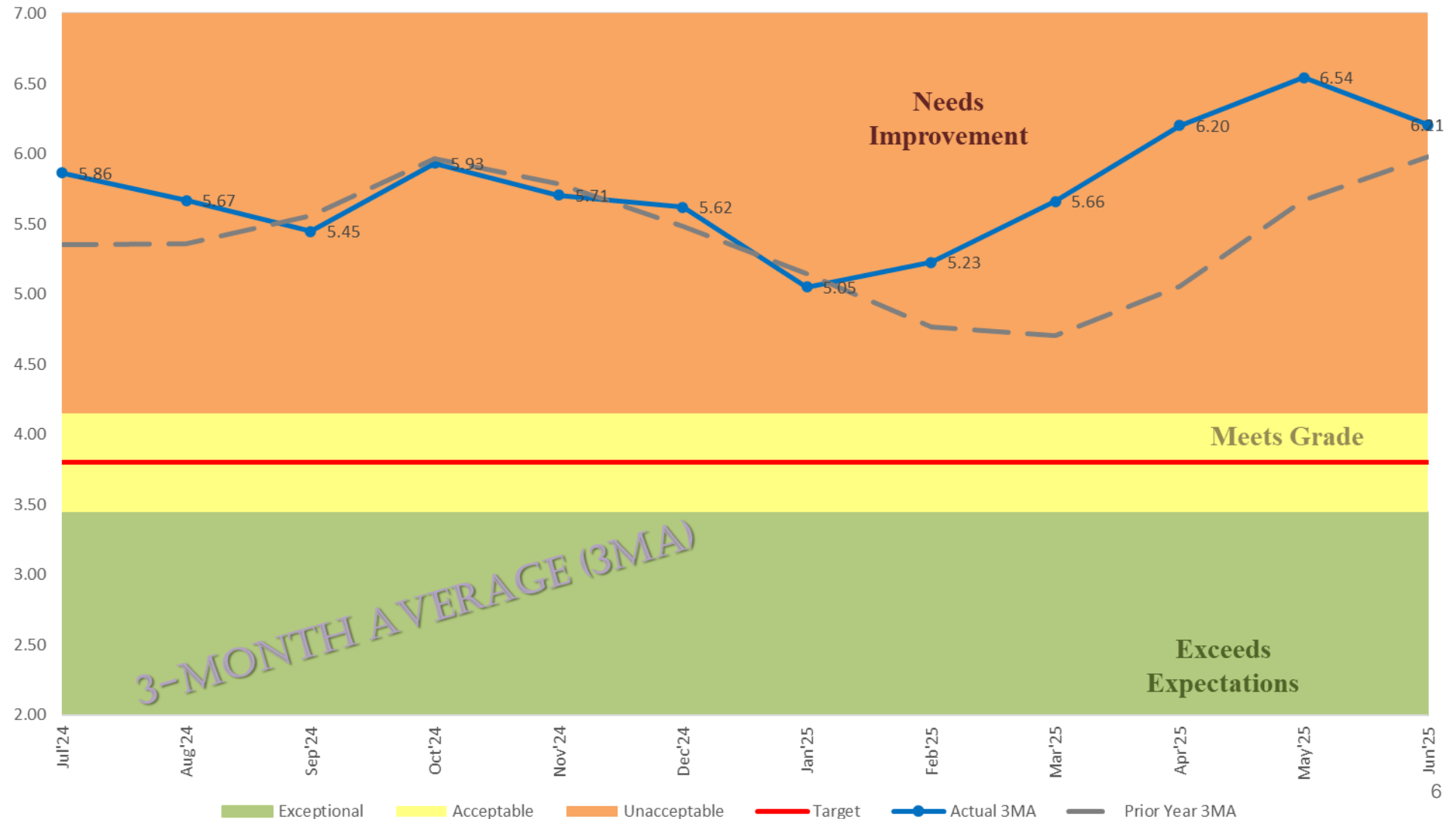
Performance Management

New KPI Methodology

- Total # of "*FTA Reportable*" Bus Collisions per Month

- Total # of "*Vehicle Revenue*" Miles per Month

Math
Collisions/Miles * 1,000,000

Bus NTD Collisions per 1M Revenue Miles measured as the number of NTD reportable collisions involving bus service per 1 Million revenue miles.

3-MONTH AVERAGE (3MA)

Needs Improvement

Meets Grade

Exceeds Expectations

| Data points (Actual 3MA) |
| 6.26, 7.99, 7.88, 8.97, 8.97, 8.98, 7.97, 6.39, 5.84, 5.85, 6.47, 7.12 |

Months: Jul'24, Aug'24, Sep'24, Oct'24, Nov'24, Dec'24, Jan'25, Feb'25, Mar'25, Apr'25, May'25, Jun'25

Legend: Exceptional | Acceptable | Unacceptable | Actual 3MA | Target | Prior Year 3MA
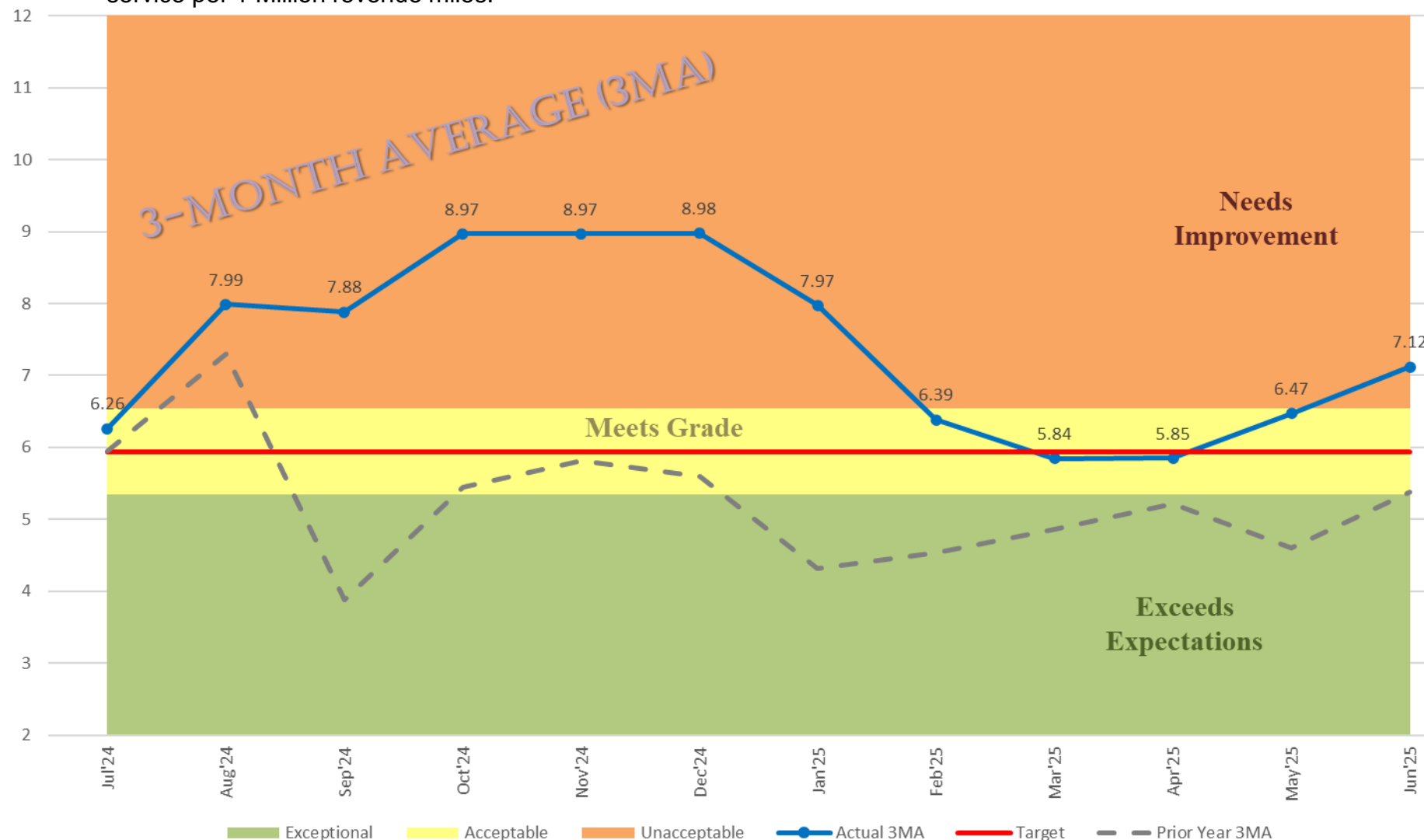
Collision Grading

The determination of the collision as being "preventable" vs. "non- preventable". The grade is recorded on the Collision Grade Form.

Preventable Collision

Any occurrence involving an Authority-owned vehicle, which results in property damage and/or personal injury, regardless of who was injured, what property was damaged, to what extent, or where it occurred, in which the authorized driver in question failed to do everything that could have reasonably been done to prevent it.

~~40%~~   37.5%

Non-Preventable Collision

Any occurrence of a collision in which everything that could have been reasonably done, including compliance with policies, procedures and known training materials was adhered to in order to prevent the collision, but the collision/incident still occurred.

~~60%~~   62.5%

June 2023   June 2025

Peer Snapshot - Public Facing KPIs

Agency	2024 VRM (M)	KPI Online?	Latest Rate	Target?	Metric
SEPTA	37.1	No	—	—	—
King County	30.8	**Yes**	26.5	—	Accidents / M vehicle-miles
Houston METRO	29.5	No (PDF)	—	0.258†	(injuries / 100 000 VRM)
MTA Bus (NYC)	26.1	**Yes**	May'2025 - 61.97	—	Bus Collisions / M miles
DART	25.5	**Yes**	May'2025 - 3.07	≤ 2.5	Accident frequency / 100 k miles
MARTA	**24.3**	**Yes**	**Mar'2025 -6.31**	**≤ 3.8**	**Bus collisions / 100 k miles**
Pace	22.5	No	—	—	—
Miami-Dade	21.9	No	—	—	—
Maryland MTA	21.2	No	—	—	—
TriMet	21.1	**Yes**	May'2025 -4.1	—	Bus Collisions/ 100k mi

That's It. That's the Briefing.

Thank You

marta

Clean, Safe, Reliable

JULY FY26 PERFORMANCE
(BUS OPERATIONS)

OFFICES OF
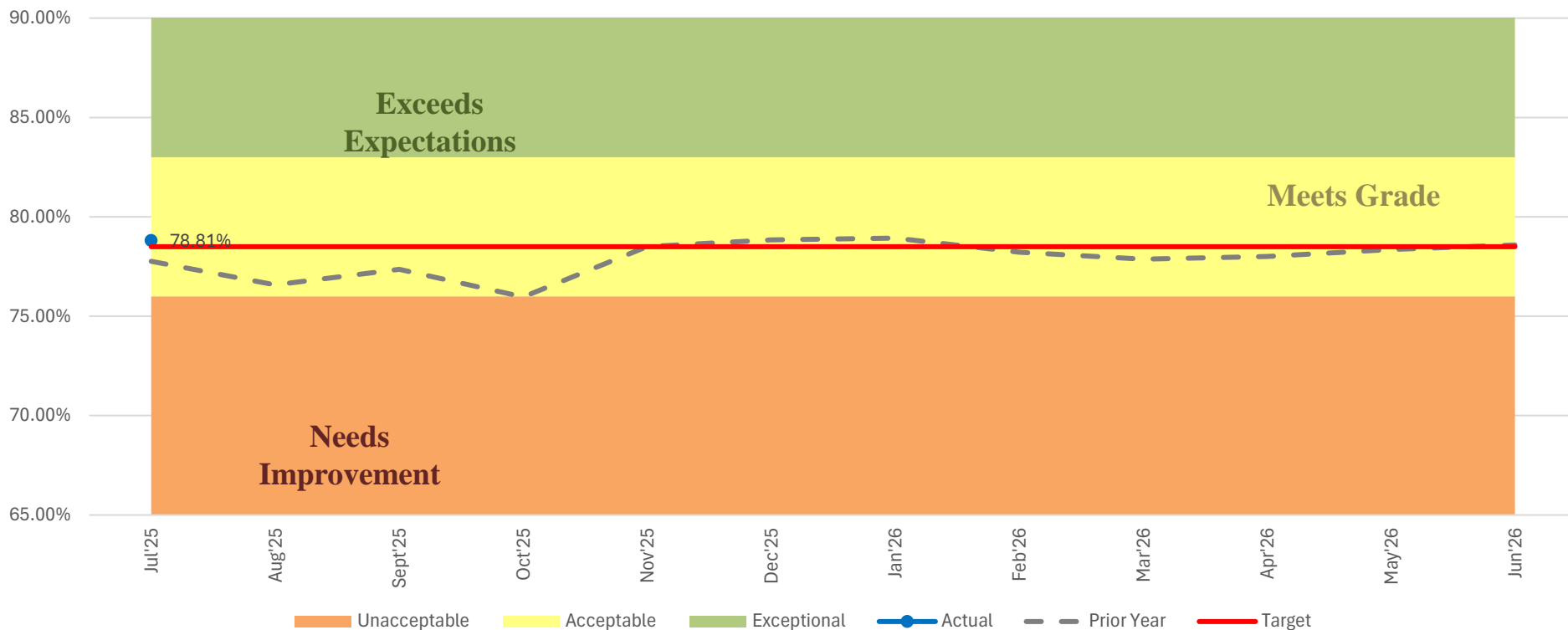# BUS TRANSPORTATION
BUS MAINTENANCE

Operations KPIs (Bus)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
On-Time Performance	78.50%	78.81%	0.31%	78.81%	0.31%	1.04%
Mean Distance Between Failures	7,500	2101	-5399	2101	-5399	-1450
Customer Complaints per 100K Boardings	8.00	16.62	8.62	16.62	8.62	5.52

Note:
• Prior to March 2025, we excluded data from the last stop on all bus routes in the calculation of Bus OTP. Beginning in March 2025, we revised the methodology to include the last stop on all bus routes. We implemented this change to measure performance more accurately over the entire route, better reflecting the customer experience. This revised methodology may result in a slight increase in OTP compared to the previous methodology and applies only to OTP calculations from March 2025 forward.
• For Bus OTP starting in FY 2025, we revised the calculation, which now excludes potentially inaccurate data that overstated the number of early departures from timepoints. We expect this to increase Bus OTP figures by ~1% and more accurately depict Bus OTP. Past figures will continue to use the prior methodology.

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.
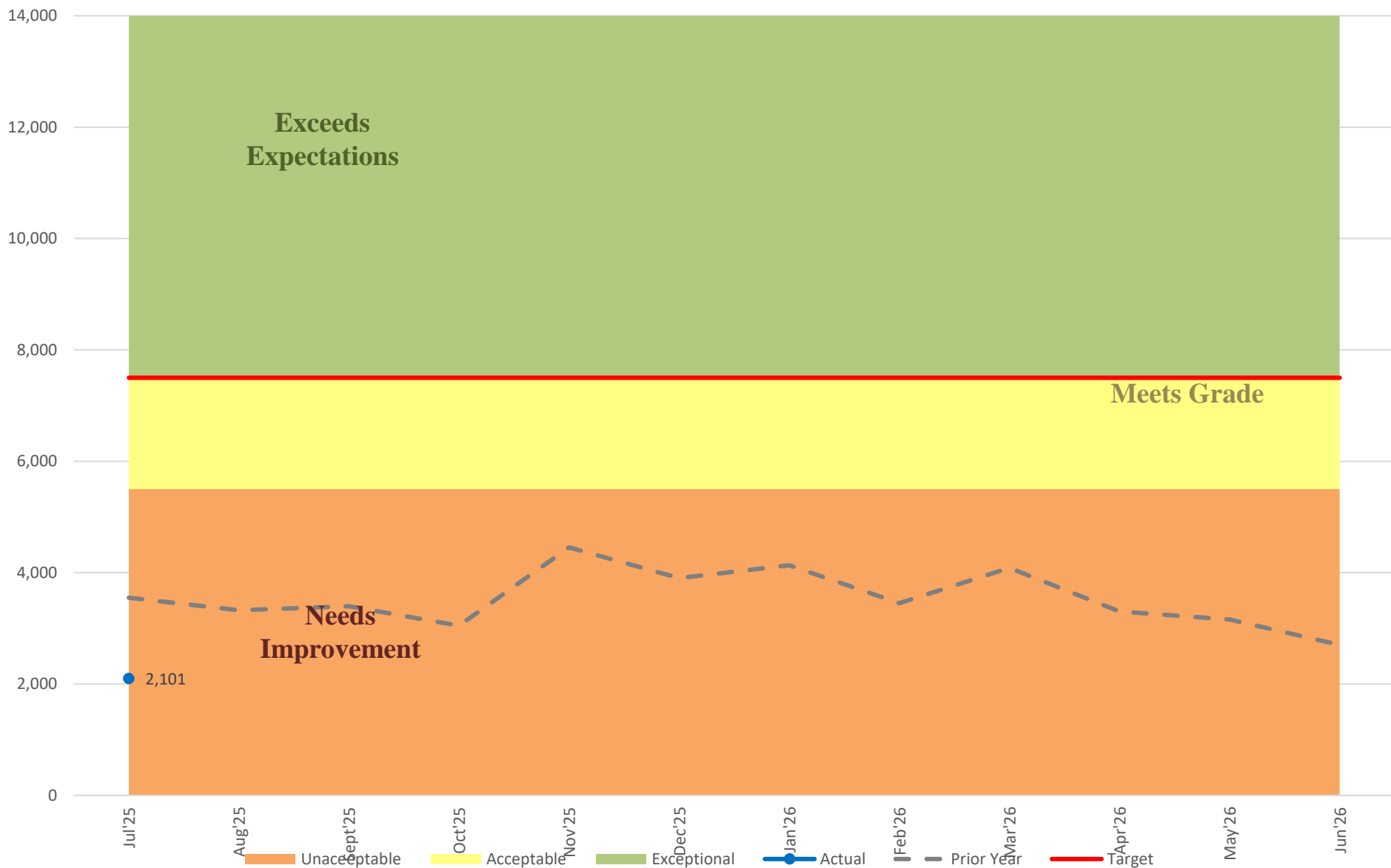

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Bus Mean Distance Between Failures measured as the average actual vehicle miles (revenue + deadhead miles) between major mechanical failures reportable to NTD

BUS
SAFETY KPI

Bus NTD Collisions per 1M Revenue Miles measured as the number of NTD reportable collisions involving bus service per 1 Million revenue miles.
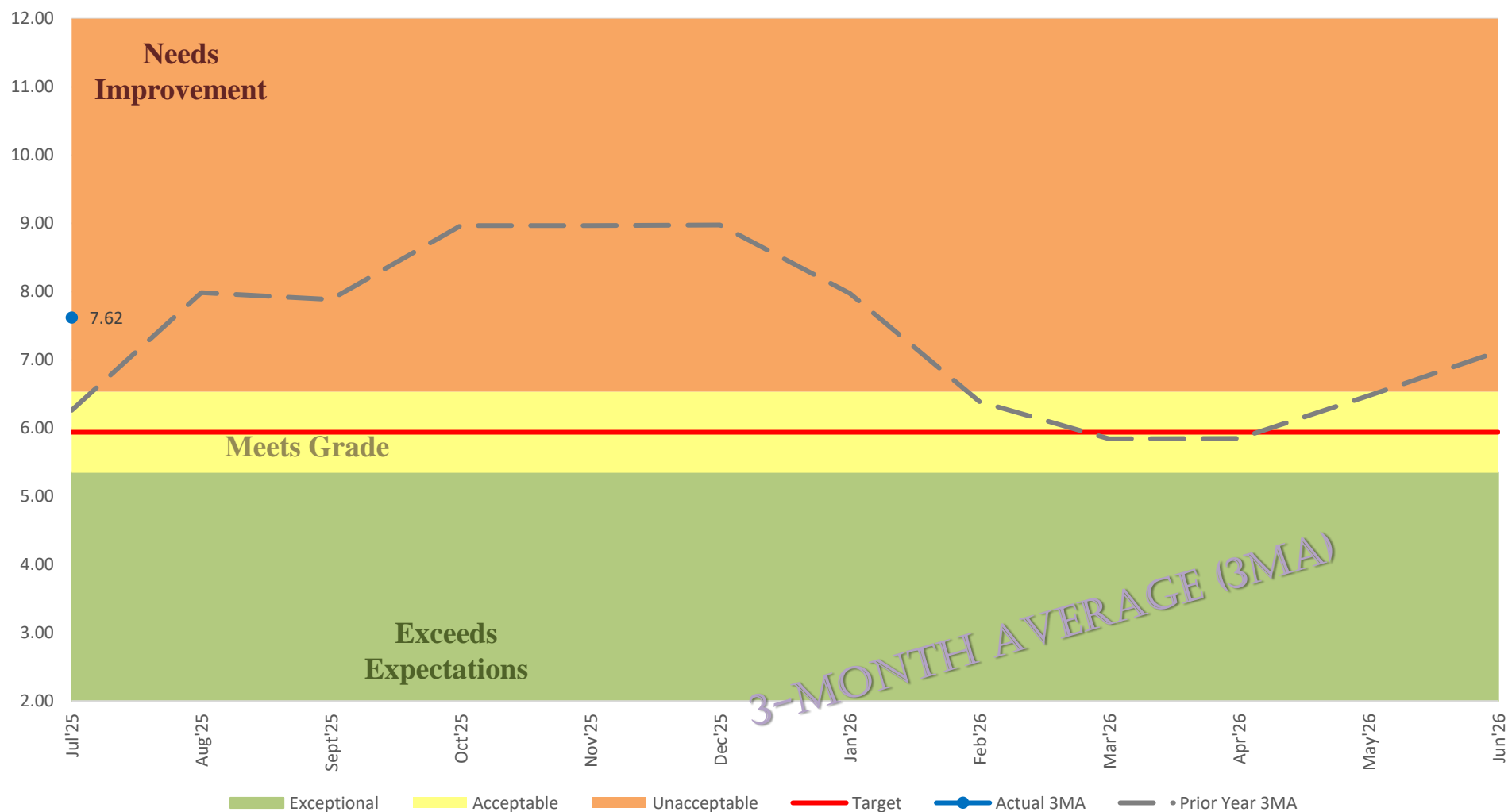

Note: Starting in FY26, MARTA will revise the public-facing Bus Collisions KPI. The revised KPI will align with the reporting of bus collisions, as defined by FTA's National Transit Database.
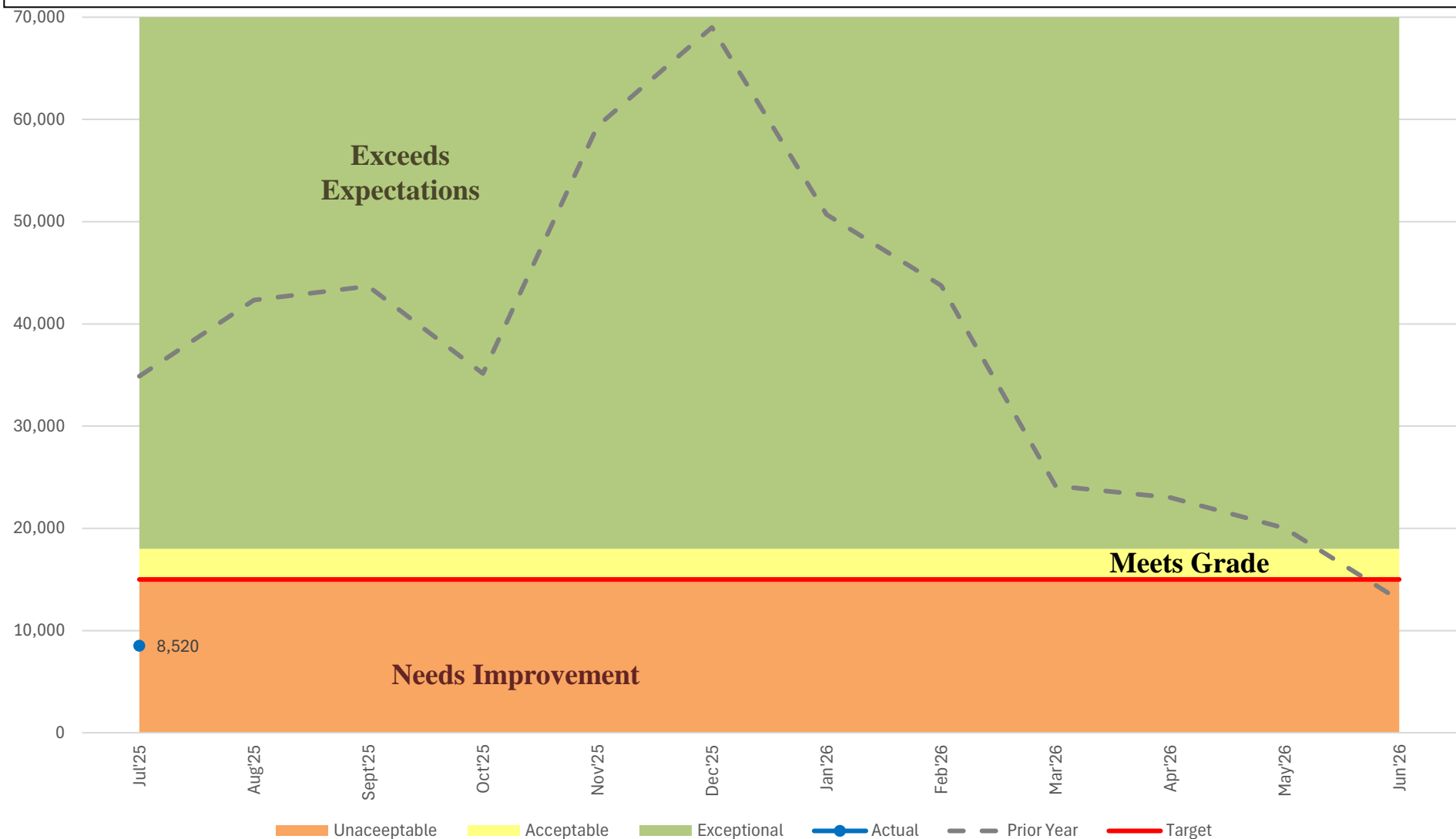
OFFICE OF
MOBILITY

Operations KPIs (Mobility)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
On-Time Performance	90.00%	89.53%	-0.47%	89.53%	-0.47%	0.19%
Mean Distance Between Failures	15,000	8520	-6480	8520	-6480	-26368
Missed Trip Rate	0.50%	0.49%	-0.01%	0.49%	-0.01%	-0.06%
Reservation Average Call Wait Time	2:00	9:08	7:08	9:08	7:08	7:02
Reservation Call Abandonment Rate	5.50%	15.60%	10.10%	15.60%	10.10%	12.05%
Customer Complaints per 1K Boardings	4.00	2.82	-1.18	2.82	-1.18	0.45

Mobility On-Time Performance measured as the percentage of MARTA Mobility customer pickups made within 30 minutes from scheduled pickup time.
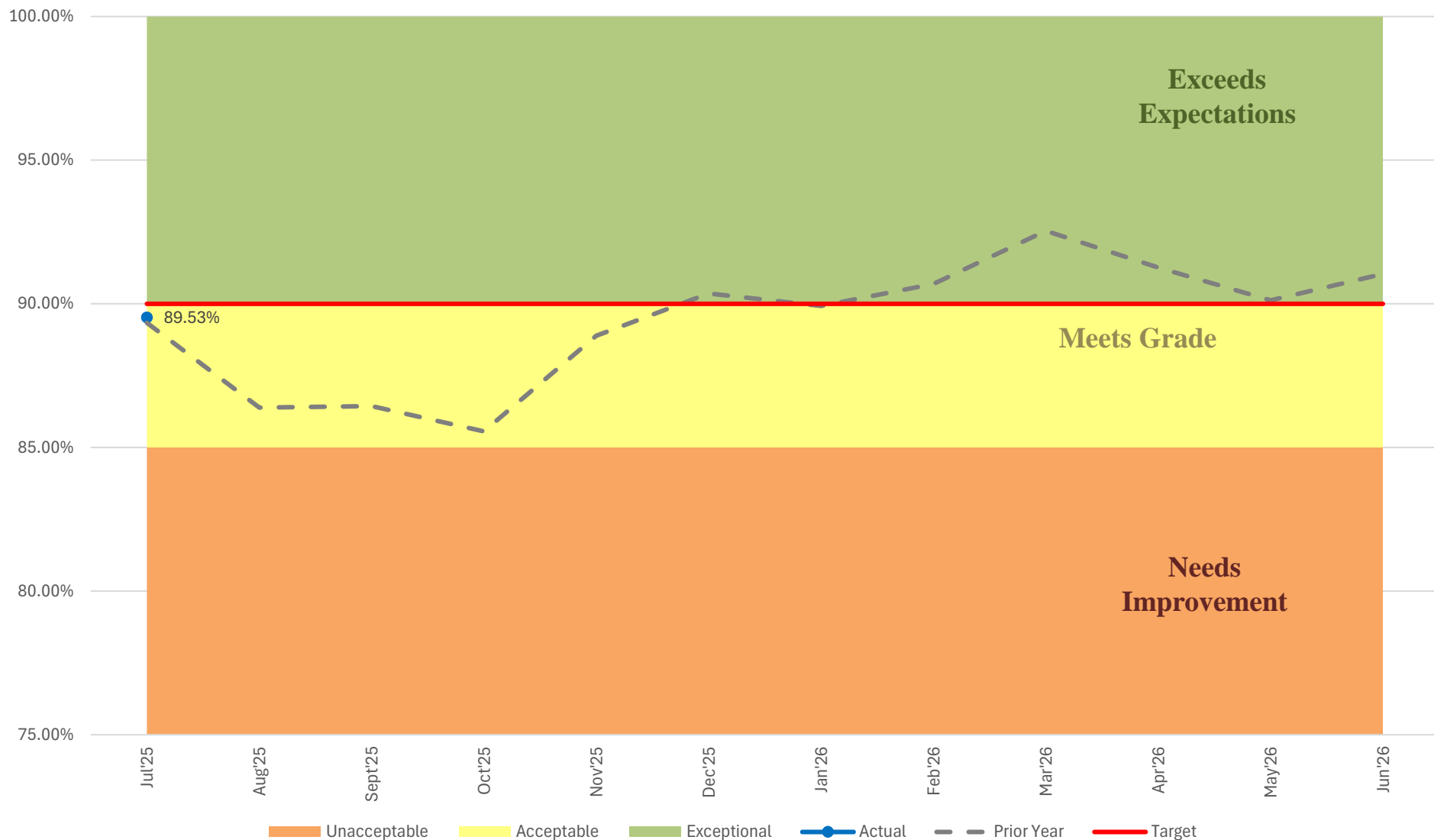
Mobility Mean Distance Between Failures measured as the average Mobility service miles between NTD reportable mechanical failures, i.e., those precluding a revenue vehicle from completing its revenue trip or starting its next scheduled revenue trip.

MOBILITY
SAFETY KPI

Mobility Collisions per 100K Miles measured as the number of collisions involving Mobility service per 100,000 total miles.
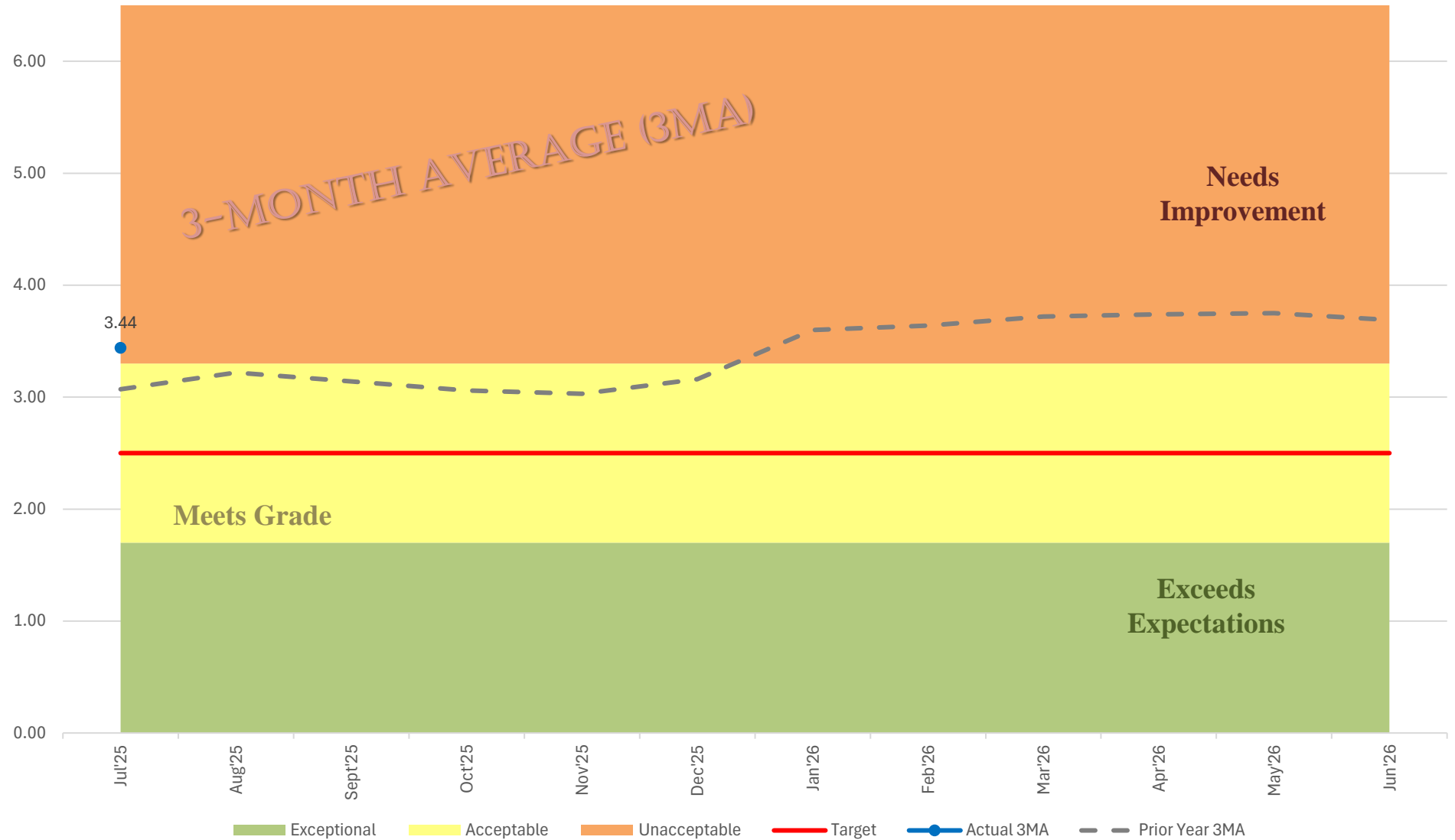
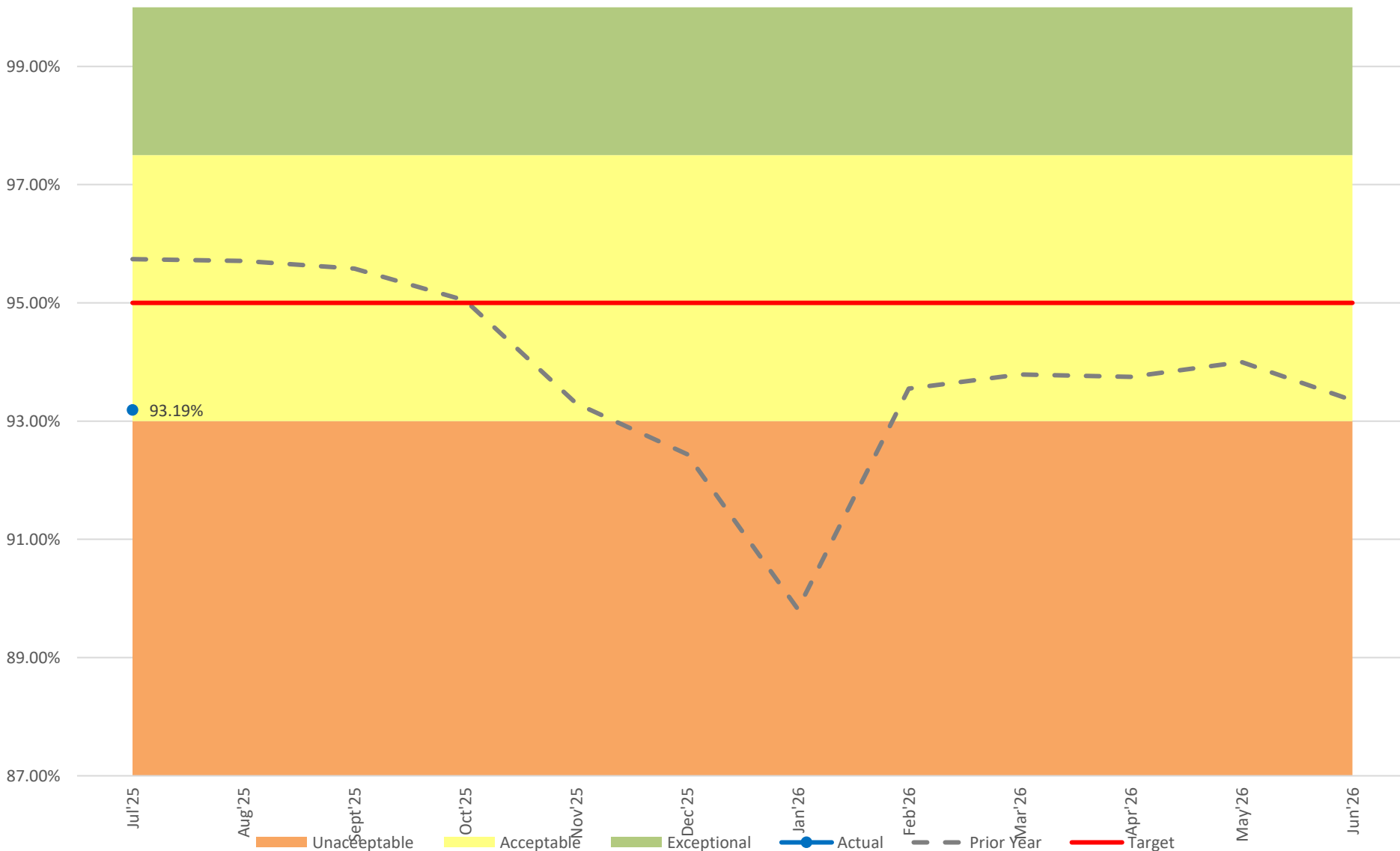# JULY FY26 PERFORMANCE

(RAIL OPERATIONS)

OFFICES OF
RAIL TRANSPORTATION
RAIL CAR MAINTENANCE

Operations KPIs (Rail)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
On-Time Performance	95.00%	93.19%	-1.81%	93.19%	-1.81%	-2.55%
Mean Distance Between Failures	23,000	12868	-10132	12868	-10132	-3234
Mean Distance Between Service Interruption	475	234	-241	234	-241	-132
Customer Complaints per 100K Boardings	1.00	4	3.00	4.00	3.00	3.08

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.

Legend: Unacceptable | Acceptable | Exceptional | Actual | Prior Year | Target

93.19% (Actual, Jul'25)

marta | METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

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.

Exceeds Expectations

Meets Grade

Needs Improvement

● 12,868

Legend: Unacceptable | Acceptable | Exceptional | Actual | Prior Year | Target | Series7
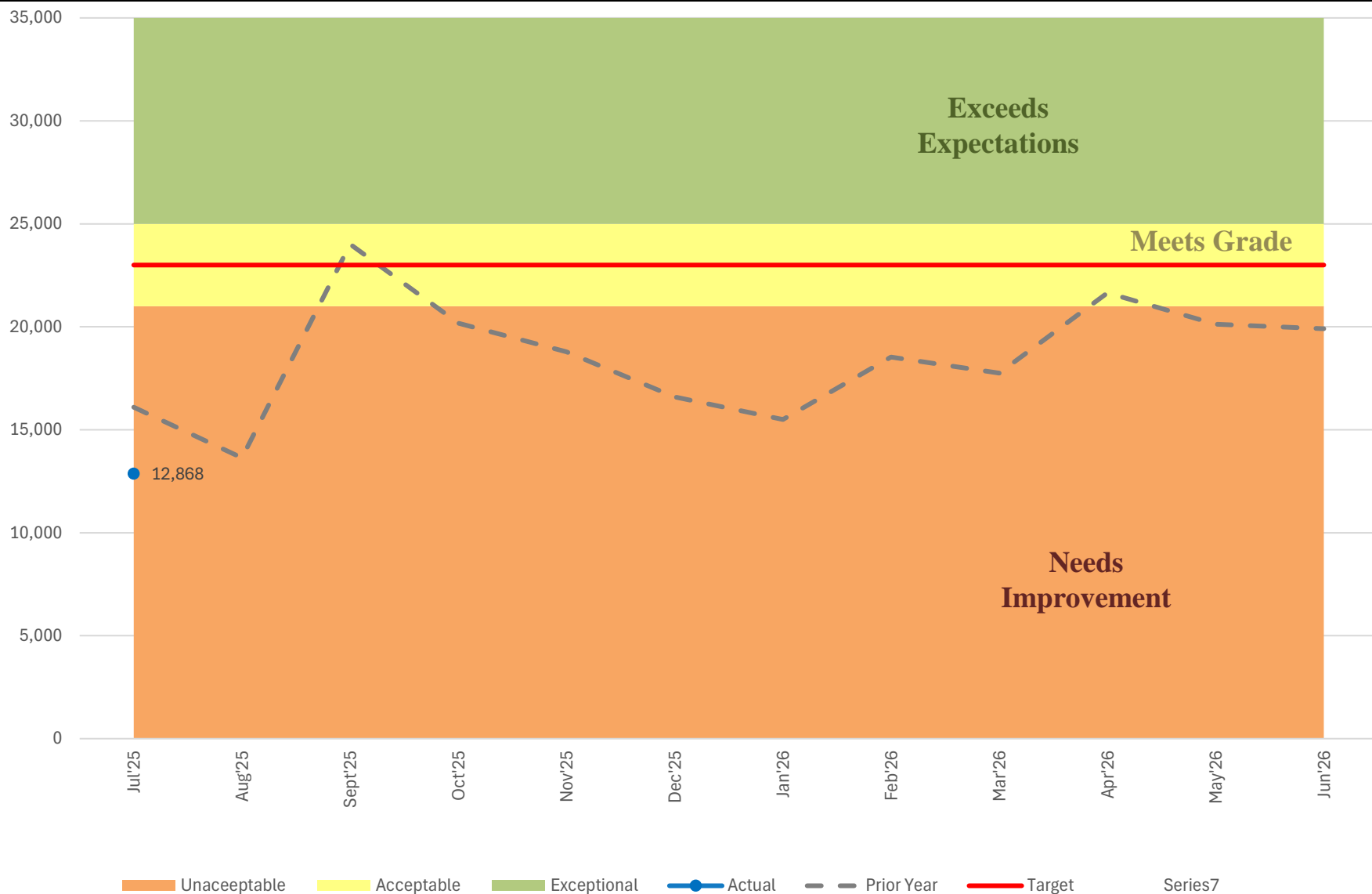
OFFICE OF
VERTICAL TRANSPORTATION

Operations KPIs (Vertical Transportation)

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
Escalator Availablity	98.50%	98.64%	0.14%	98.64%	0.14%	0.13%
Elevator Availablity	98.50%	98.59%	0.09%	98.59%	0.09%	-0.12%

JULY FY26 PERFORMANCE
(CUSTOMER SERVICE)

Customer Service KPIs

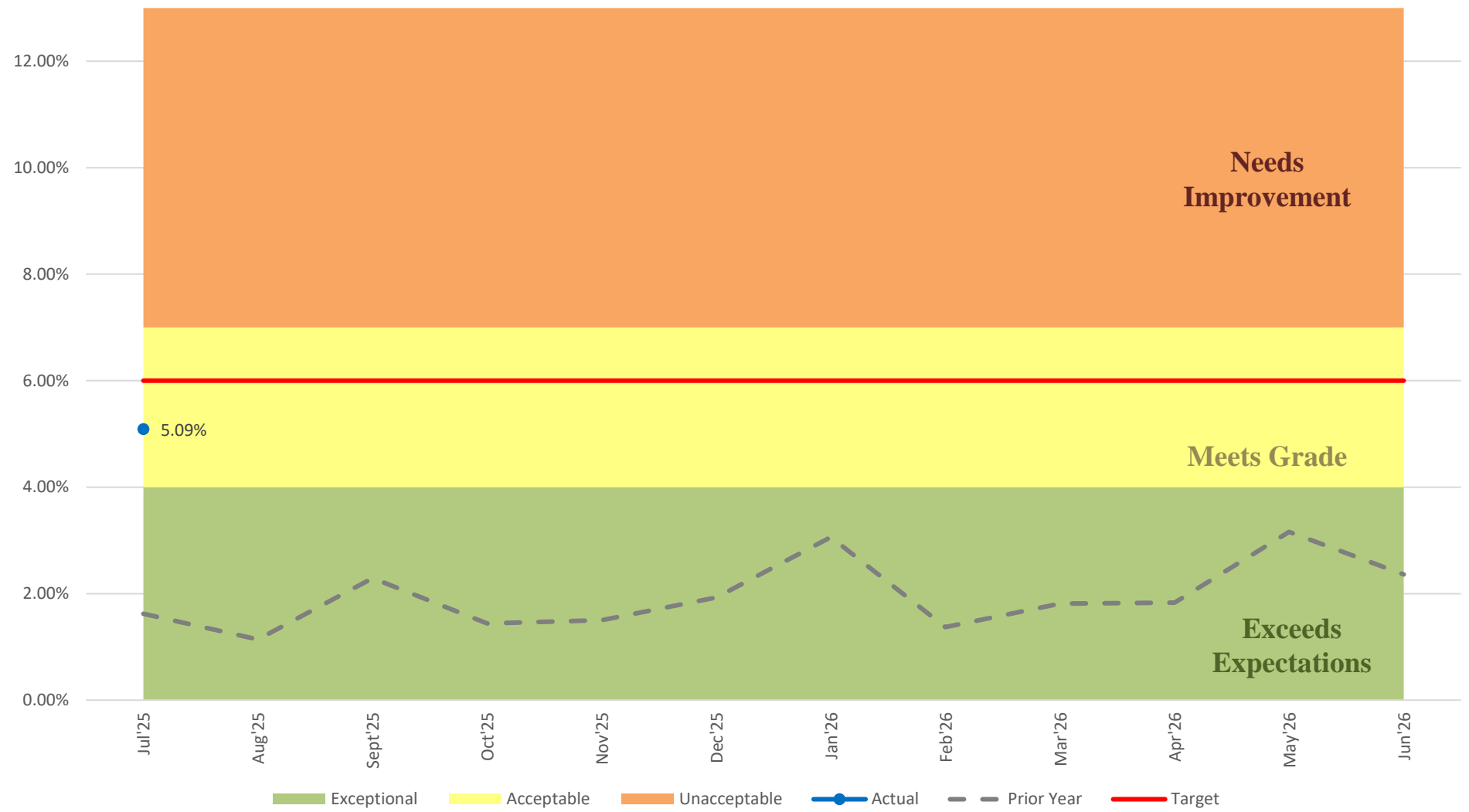| KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
Customer Service Call Wait Time	1:00	0:40	-0:20	0:40	-0:20	0:25
Customer Service Call Abandonment Rate	6.00%	5.09%	-0.91%	5.09%	-0.91%	3.47%

Average Customer Call Wait (in seconds) measured as average time a customer waits in queue prior to speaking to customer service representative.
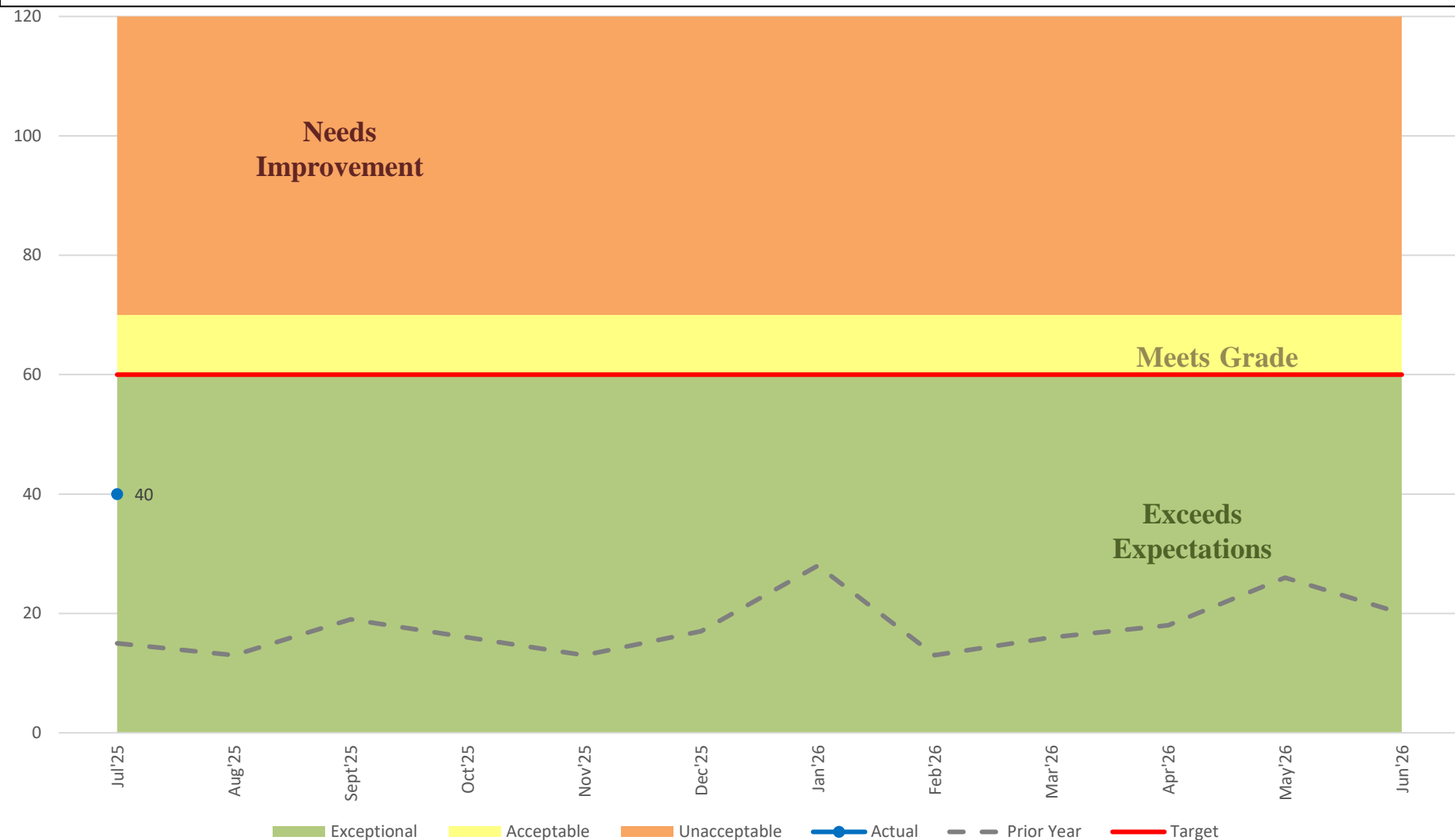
Customer Call Abandonment Rate measured as the percentage of customers terminating a call, while waiting in queue for a customer service representative to answer the call.
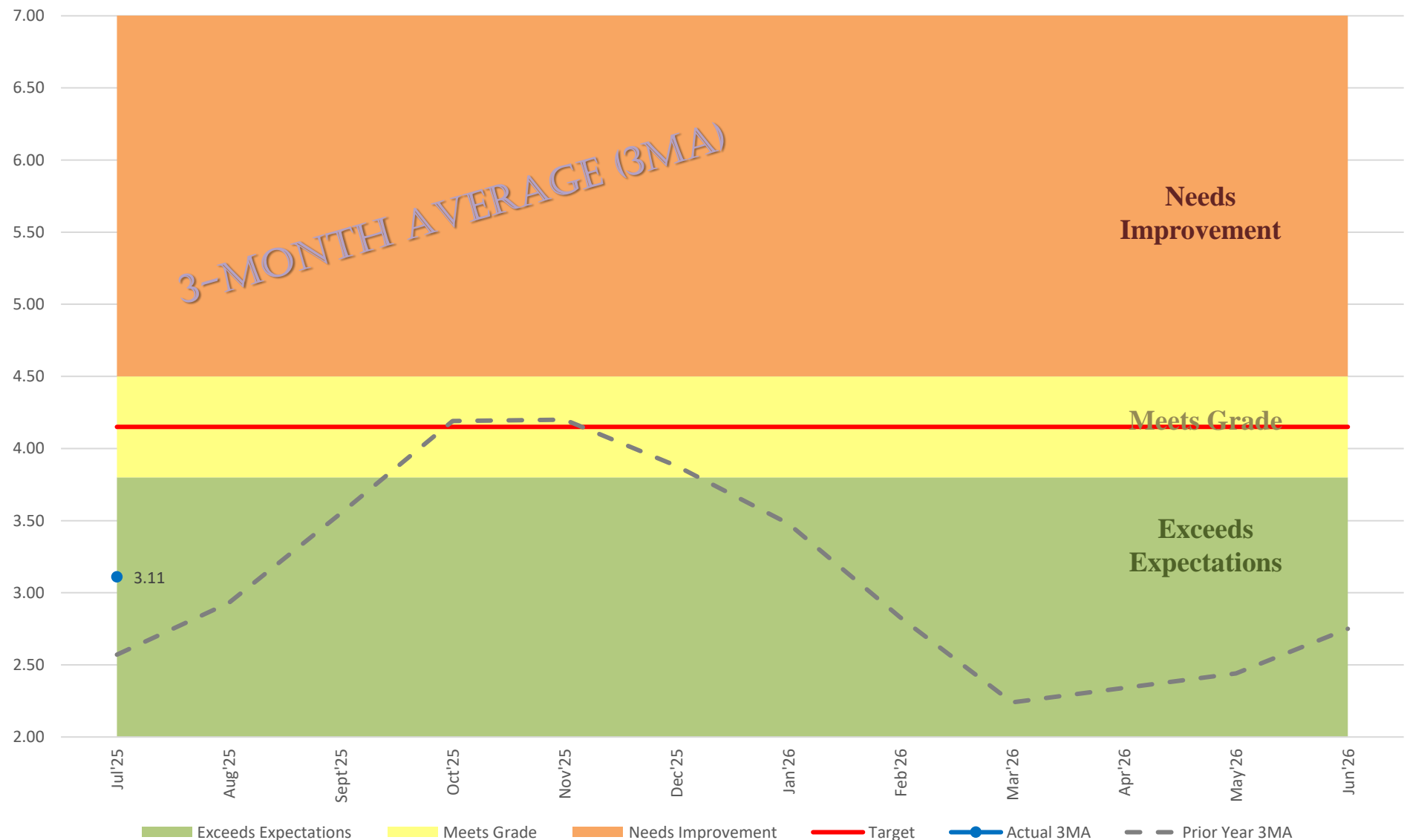
JULY FY26 PERFORMANCE
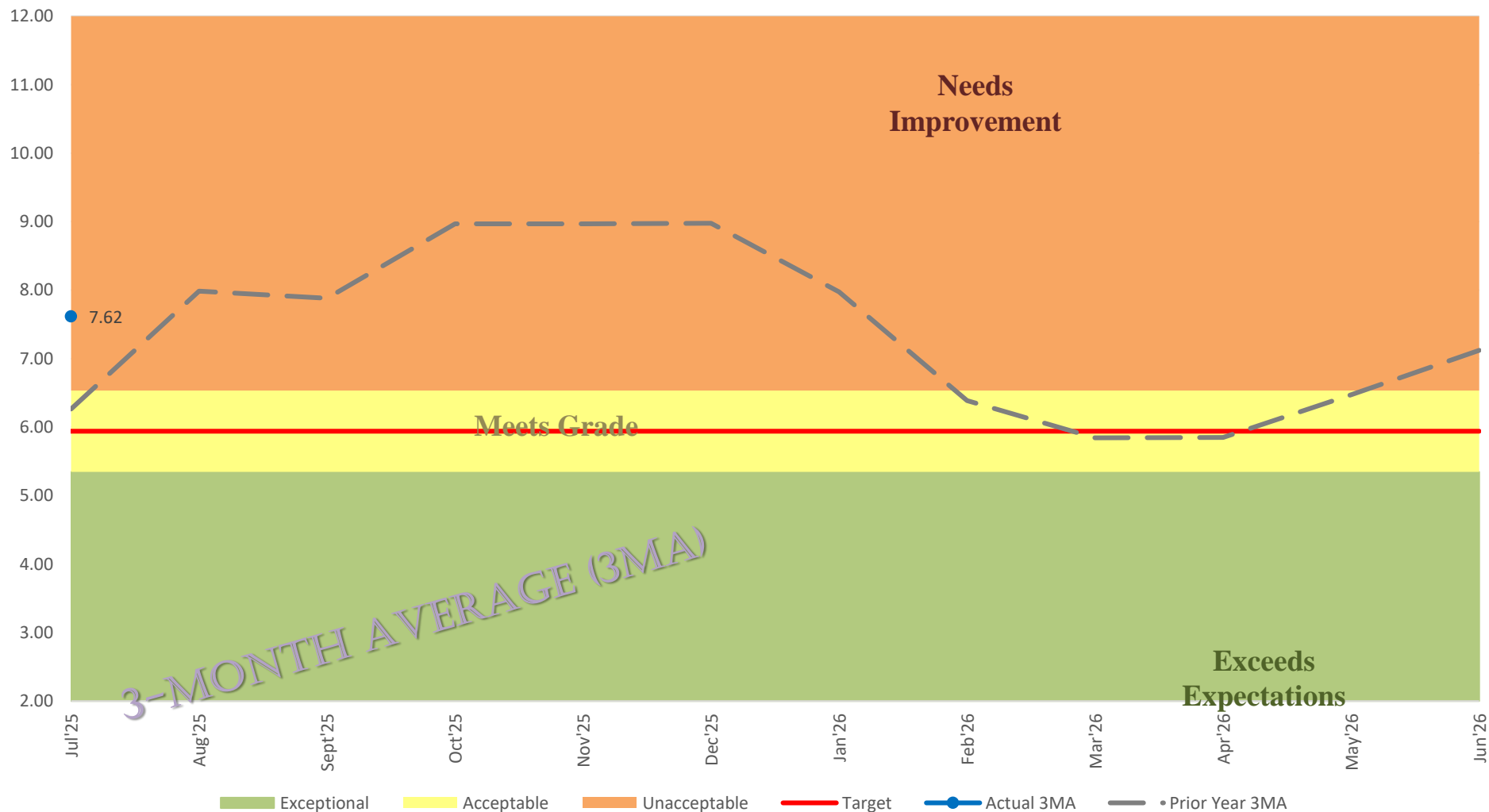## (SYSTEM SAFETY SECURITY & EMERGENCY MANAGEMENT)

Safety & Security KPIs

KPI Name	FY Target	Monthly Value	Monthly Variance vs. Projected	FYTD	YTD Variance vs. Projected	Variance Vs. Prior FY
Part 1 Crime	4.15	4.09	-0.06	4.09	-0.06	2.09
Bus NTD Collision Rate per 1M Revenue Miles	5.94	8.94	3.00	8.94	3.00	1.76
Mobility Collision Rate per 100K Miles	2.50	3.7	1.20	3.70	1.20	0.38
Employee Lost Time Incident Rate	3.80	4.75	0.95	4.75	0.95	0.74

Part I Crime Rate

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.


Legend: Exceeds Expectations | Meets Grade | Needs Improvement | Target | Actual 3MA | Prior Year 3MA

Bus NTD Collisions per 1M Revenue Miles measured as the number of NTD reportable collisions involving bus service per 1 Million revenue miles.

Needs Improvement

Meets Grade

3-MONTH AVERAGE (3MA)

Exceeds Expectations

7.62

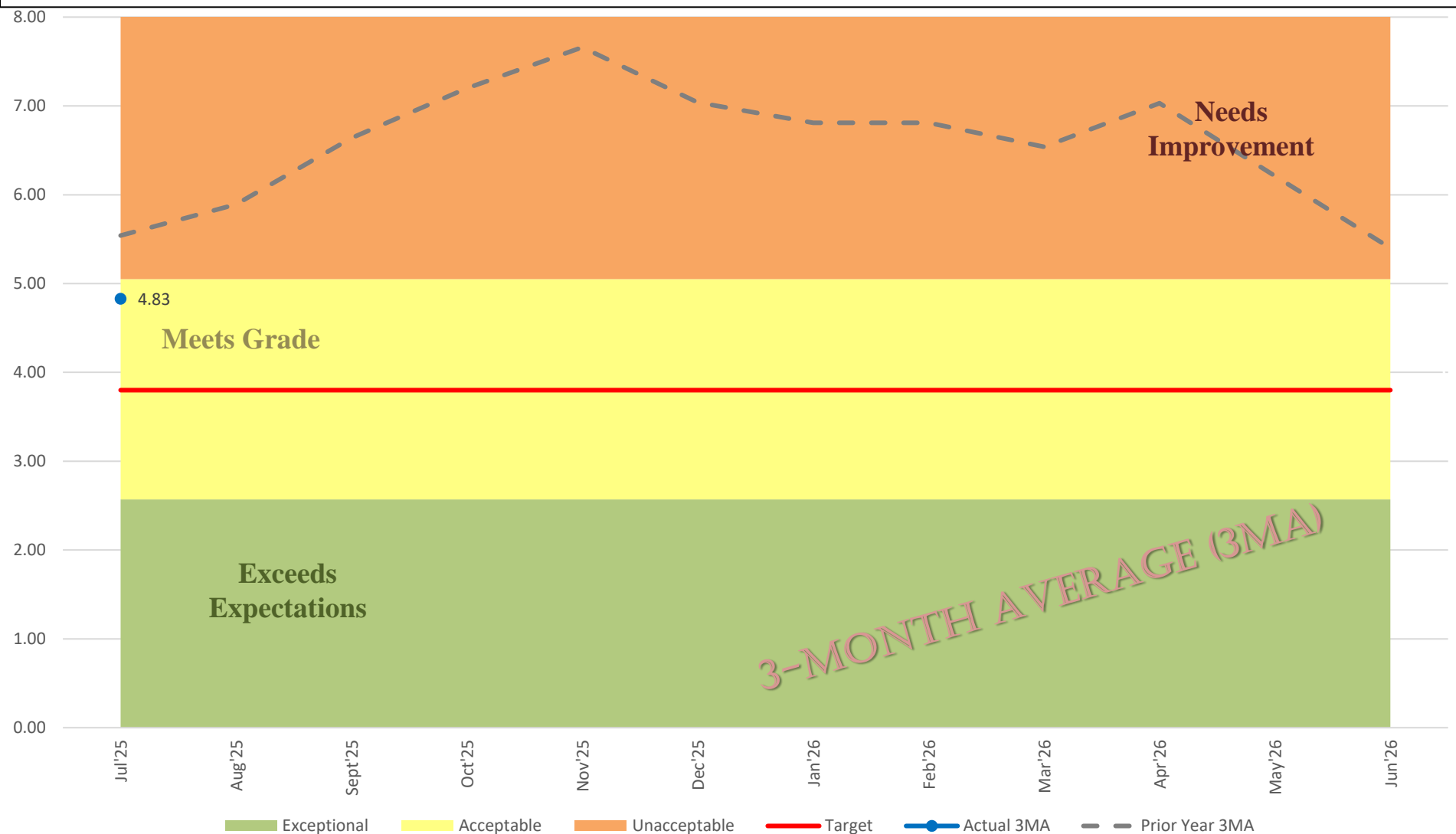Legend: Exceptional · Acceptable · Unacceptable · Target · Actual 3MA · Prior Year 3MA

Note: Starting in FY26, MARTA will revise the public-facing Bus Collisions KPI. The revised KPI will align with the reporting of bus collisions, as defined by FTA's National Transit Database.

Mobility Collisions per 100K Miles measured as the number of collisions involving Mobility service per 100,000 total miles.
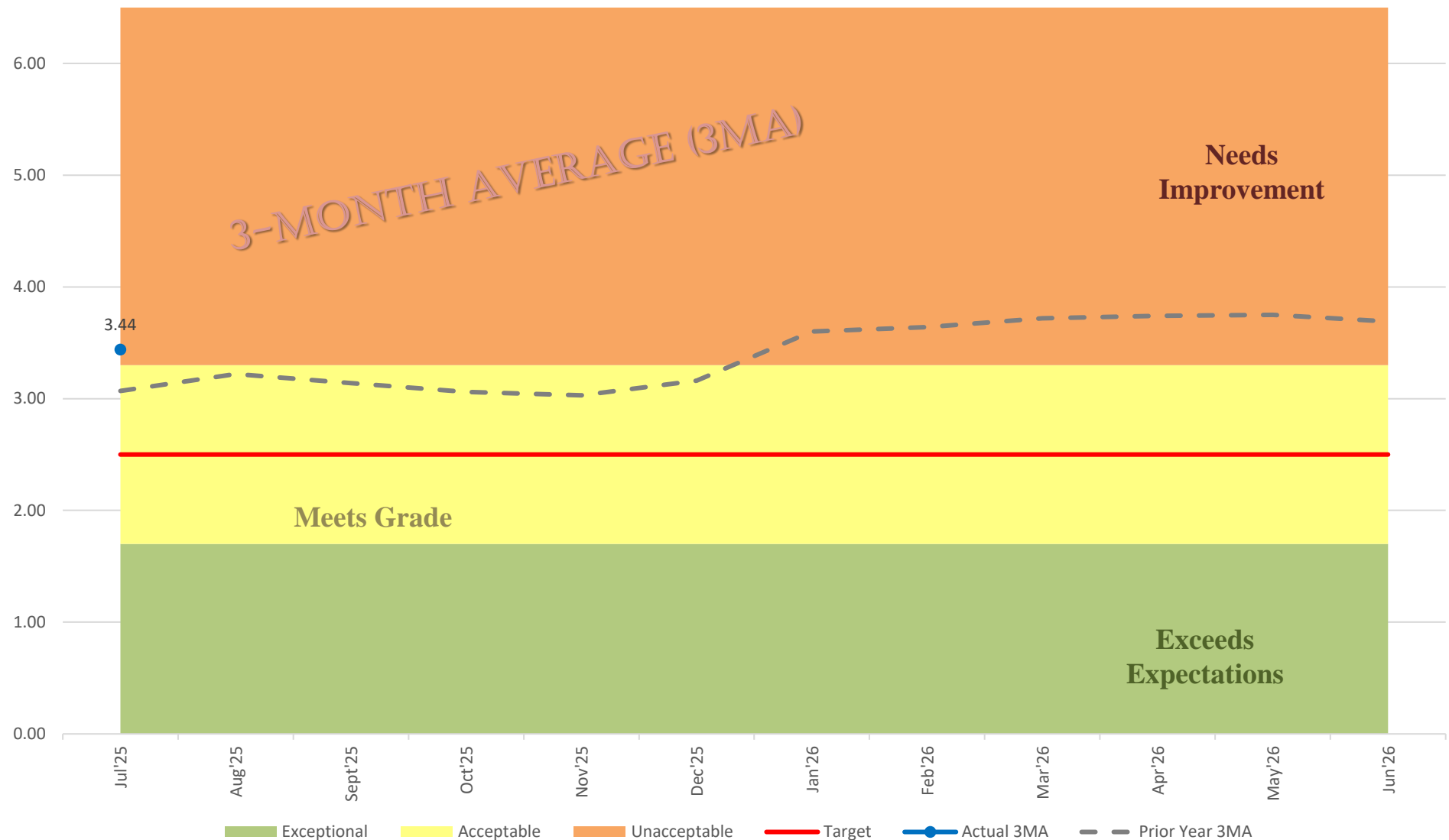
Employee Lost Time Incident Rate measured as the annualized number of accidents resulting in the lost time of over 7 days per 100 employees.

Needs Improvement

Meets Grade

4.83

Exceeds Expectations

3-MONTH AVERAGE (3MA)

| Exceptional | Acceptable | Unacceptable | — Target | —●— Actual 3MA | – – Prior Year 3MA |

Jul'25 · Aug'25 · Sept'25 · Oct'25 · Nov'25 · Dec'25 · Jan'26 · Feb'26 · Mar'26 · Apr'26 · May'26 · Jun'26

8.00 · 7.00 · 6.00 · 5.00 · 4.00 · 3.00 · 2.00 · 1.00 · 0.00

Thank You

marta

Clean, Safe, Reliable