

**MINUTES**  
**MEETING OF THE BOARD OF DIRECTORS**  
**BUSINESS MANAGEMENT COMMITTEE**  
**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**  
**April 26, 2018**

The Board of Directors Business Management Committee met on April 26, 2018 at 10:52 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**

Robert F. Dallas  
Frederick L. Daniels, Jr., Chair  
Jim Durrett  
Roderick E. Edmond  
Ryan C. Glover  
Jerry Griffin  
Freda B. Hardage  
Alicia M. Ivey  
John 'Al' Pond  
W. Thomas Worthy

MARTA officials in attendance were: General Manager/CEO Jeffrey A. Parker; C-Suite Team Members – Chief Financial Officer Gordon Hutchinson, Chief Operating Officer Richard A. Krisak, Chief Counsel Elizabeth O'Neill and Chief Marketing & Communications Officer Goldie Taylor; AGMs Elayne Berry, LaShanda Dawkins, Wanda Dunham, Torrey Kirby (Interim), Benjamin Limmer, David Springstead and Emil Tzanov; Executive Director Shelton Goode; Senior Directors Cynthia Moss Beasley and Amanda Rhein; Directors Rhonda Allen, Lisa DeGrace, Jonathan Hunt and Patricia Sullivan; Managers Davis Allen, John Cochran, Perfidia Collier, Deloris Jacobs, Roderick Lyles and Ryland McClendon. Manager Executive Office Administration Tyrene Huff; Sr. Executive Administrator Ashanti Boothe; Sr. Executive Administrator to the Board of Directors Tonya Gantt (Contract); Sr. Executive Administrator Keri Lee. Others in attendance Adrian Carter, Abebe Girmay, Courtne Middlebrooks, Toni Thornton and Columbus Ussery.

Also in attendance Pam Alexander of LTK Engineering; Jack Buckingham of MATC; Helen McSwain of MATC/Rhodafox.

**Consent Agenda**

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- a. Approval of the March 29, 2018 Business Management Committee Meeting Minutes
- b. Resolution Authorizing the Award of a Contract for the Procurement of MPD Uniforms for Bike Patrol and Administrative Services, IFB B40330
- c. Resolution Authorizing the Award of a Contract for the Procurement of Armed Security Guard Coverage for Revenue Operations, IFB B40399
- d. Resolution Authorizing the Solicitation of Proposals for the Automation of Background Screens, RFP P41453

On motion by Mr. Durrett seconded by Mrs. Hardage, the Consent Agenda was unanimously approved by a vote of 9 to 0, with 9 members present.

**Individual Agenda**

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**Resolution Authorizing Award of a Contract for the Procurement of Professional Services and the Purchase of Software for the Implementation of Enterprise Performance Management Planning & Budgeting System for the Office of Management & Budget, RFP P39893**

Mr. Kirby presented this resolution authorizing the General Manager/CEO or his delegate to enter into a contract for the procurement of professional services and the purchase of software for the implementation of enterprise performance management planning and budgeting system for the Office of Management and Budget, RGP P39893 with Infosys Limited. The software is a budget calculating module that allows for the management of the financial books of the Authority as well as produce the budget book at the end of the year.

Mr. Pond asked if this software would integrate well with the other systems MARTA have in place.

Mr. Kirby said the product would integrate with MARTA's existing modules.

Mr. Griffin asked if there is an estimate of the annual cost.

Mr. Kirby said the key component of this purchase is that it is a cloud module. This purchase takes MARTA further in being financially responsible and reducing the physical footprint – MARTA no longer need servers, but will leverage the cloud

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infrastructure. From an enterprise perspective in technology, it's the way to go; to utilize more of the cloud infrastructure and less on-premise technical infrastructure.

On motion by Mr. Durrett seconded by Mr. Glover, the resolution was unanimously approved by a vote of 9 to 0, with 9 members present.

**Resolution Authorizing the Award of a Contract for the Procurement of Authority-Wide Uniforms for MARTA's Workforce, B36732A**

Mrs. Dawkins presented this resolution authorizing the General Manager/CEO or his delegate to enter into a Contract for the procurement of Authority-wide uniforms for MARTA's workforce, IFB B36732A, with Cintas Corporation. This request covers approximately 3,000 uniformed personnel (excluding Police).

Dr. Edmond made comments regarding this procurement. The company that won the bid previously, is the same company that won the rebid. They reduced their proposal based on what was asked of them. For the record, he expressed his concern that companies be treated fairly when they have gone to the trouble and expense of preparing bids. He said he is comfortable at this point with the process.

Mrs. Dawkins commented that this transaction came out as a win-win. MARTA received a fair and competitive price.

On motion by Mr. Griffin seconded by Mrs. Hardage, the resolution was unanimously approved by a vote of 9 to 0, with 9 members present.

**Briefing – FY2018 February Financials and Key Performance Indicators**

For the first eight months of this Fiscal Year, there have been good results with a surplus of \$31M. This is due to revenues and budget variance running on budget. Tax receipts are positive. Salaries, wages, benefits and overtime are net positive (for future months, a graphic/KPI number will be shown that aggregates the Authority's total labor cost). Fuel is positive due to MARTA's hedging program.

Mr. Daniels referenced a previous briefing on overtime. He asked what has transpired since that briefing.

Mr. Parker said a working group has been established to create efficiencies that will drive down overtime. Staff will address the issue of overtime at a future quarterly presentation.

Due to the continuing overtime issue, Mr. Pond asked if the right amount of funds is being budgeted.

Mr. Hutchinson explained that one way of addressing overtime is through how the run cuts have been made and the additional service added due to *More MARTA*. As a result of running favorable net budget performance, the Authority is using a little less than 37% of sales tax to fund Operations.

KPIs

Mr. Hutchinson presented the KPI briefing:

- Since October, the Authority has fallen substantially in the area of ridership.

Mr. Worthy asked for an explanation.

Mr. Hutchinson said lower ridership is attributable to lower gas prices, competition from ride-sharing services and gentrification (some of the loyal riders, because of economic issues, are moving outside the service area).

Mr. Parker said transit ridership decline is seen across the country, nevertheless, Management needs to understand it more thoroughly. Additionally, ridership as a result of *More MARTA* has not driven increased ridership.

Mr. Daniels asked that staff look at reliability of service. He said he sat with a customer who had issues with her bus being consistently late. Consistency of service is where the Authority really need to focus. MARTA needs to commit to our customers that we will be there when they need us.

Mr. Parker said there is clearly some focus staff needs to make. He said he will look at the numbers – are the routes that are less reliable, having larger decreases in ridership – where is that anomaly happening? And what other things are going on? This issue deserves further investigation.

Mr. Griffin mentioned parking tends to be a large issue around our rail stations; north end and south end. He asked if parking plays a role in decreased ridership?

Mr. Parker said with the exception of the bridge collapse, parking lots are generally not completely filling up. Going forward, that may very well become a problem at particular stations.

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Mr. Griffin asked what is MARTA's overall responsibility for parking.

Mr. Hutchinson said North Springs typically fills up, although volume is building elsewhere on the system such as the north end on the Gold Line and College Park sometimes have issues. Ms. Rhein is working to secure additional parking.

Mr. Parker said he doesn't feel we should connect ridership decline to lack of available parking, at this time. It may constrain us in the future and we should prepare for that.

Mr. Hutchinson continued with the KPI report:

- There was an unfavorable trend on the cost of mobility vehicles. There is now a correcting trend
- The Customer Call Abandonment Rate is down. This is a metric where the Authority have made a commitment to the FTA to reach a certain service level
- Bus Mean Distance Between Failure (BMDBF) – Substantive improvements have been made. New buses will replace the old ones. New buses will help with on-time performance
- Rail On-Time Performance is consistent and performing well
- Mobility On-Time Performance is making improvements
- Mobility Mean Distance Between Failure – increased problems with mechanical fleet - one of the key contributors to declining on-time performance
- Lost Time Incidence – there is a multi-month improving trend

Mr. Durrett related a discussion held some years ago regarding understanding ridership decline; a conversation was held on the importance of the creation of a query that focused on why non-riders were not riding the system and understanding those barriers. Unless you know what your prospective customer wants, we will not know how to set the service program of attracting new riders to MARTA. He encouraged staff to create a good survey instrument and methodology that will help to understand the barriers of prospective riders.

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**Adjournment**

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The meeting of the Business Management Committee adjourned at 11:25 a.m.

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**Adjournment**

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