

MINUTES
MEETING OF THE BOARD OF DIRECTORS
CUSTOMER DEVELOPMENT COMMITTEE
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

May 16, 2011

The Board of Directors Customer Development Committee held a meeting on May 16, 2011 at 11:01 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Juanita Jones Abernathy
Harold Buckley, Sr., Chair
Wendy Butler
Jim Durrett
Adam Orkin

MARTA officials in attendance were: General Manager/ CEO Theodore Basta, Jr. (Acting); Deputy General Manager/COO Rich Krisak (Acting); AGMs Deborah Dawson, Wanda Dunham, Inez Evans (Acting), Ben Graham, Cheryl King, Ryland McClendon, Elizabeth O'Neill, Gary Pritchett and Tim White (Acting); Sr. Directors Johnny Dunning, Jr. and David Springstead; Directors Anton Bryant, Reginald Diamond, Joe Erves, Garry Free, Scott Haggard, Charlotte Harris, Lyle Harris, Jennifer Jinadu-Wright and Carol Smith; Managers Donna DeJesus, Roosevelt Stripling and Marvin Toliver; Sr. Executive Administrator to the MARTA Board of Directors Kellee Mobley; Sr. Executive Administrator Tyra Wiltz; Executive Administrator Renee Willis. Others in attendance Ann Marie Boyd, Arnold Campbell, Ivelisse Matos, Marcellus Rowe (Intern), Anthony Pines and Negesha Stone-Boyd.

Also in attendance Charles Pursley, Jr. of Pursley, Lowery, & Meeks.

Minutes of the April 18, 2011 Customer Development Committee Meeting

On motion by Mr. Durrett seconded by Mrs. Abernathy, the minutes were unanimously approved by a vote of 5 to 0, with 5 members present.

2010 Quality of Service (QOS) Report – Carol Smith

MARTA has been collecting customer satisfaction data since 1995 through a Quality of Service Customer Survey process. The survey was specifically

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designed to measure a rider's perception of how well MARTA delivers and provides an array of transit services via bus, rail and Mobility.

The purpose of the study is three-fold:

- √ To monitor customer satisfaction and loyalty
- √ Evaluate MARTA service attributes
- √ Obtain MARTA's customer usage patterns & demographics

The data was gathered through face-to-face interviews on both fixed bus and rail routes, as well as telephone interviews. Generally, the surveys provide 7,000-10,000 opinions on more than 40 individual attributes of service. Survey results are used to track annual changes and longer-term trending in customer opinions, perceptions and demographics. The reliability of the study is excellent at +/- 1.2% at a 95% confidence level.

The 2010 Quality of Service survey results were collected from September 2009 through the fall of 2010. For the first time, questions regarding customer satisfaction of MARTA's Call Centers and nuisance behavior on the MARTA system were added. Nuisance behavior is defined as *"customer behavior which may be disturbing to others but not necessarily illegal, though probably against MARTA rules of conduct"*.

Demographics of Riders

- 50/50 male/female
- 53% between 16-34 years old
- Almost 2/3 have high school diplomas with incomes of less than \$30,000
- Predominately African-American
- A great many walk to MARTA stops to access service
- 51% are work-based trips
- 12% of trips are for school

There has been an increase of transit-dependent riders. The residency for the typical rider is Fulton and DeKalb counties. The remaining riders (7.2%) come from counties that are close-in. Lifestyle riders (those that ride by choice) have dropped by 13%. Overall customer satisfaction remains stable.

The Customer Loyalty Factor – an analysis using the following attributes:

- Customer satisfaction
- Will the rider recommend to others
- Expectations in terms of future ridership

Customer loyalty dropped in FY 10. For the first time customers were asked about bus satisfaction and rail satisfaction separately.

The ten top drivers of satisfaction come from two attributes – *on time performance* and *employee performance*. You also begin to see mechanical reliability attributes. When riders were asked if they called MARTA over the past thirty (30) days:

- 24% (approx.1,900 people) said 'yes' they called MARTA
- 76% called the Customer Information Center
- 15% called Customer Service Center
- 9% called Breeze Service Center

Satisfaction and dissatisfaction depends on the information that is received. If riders get the information they want, the service is rated extremely high. If the customer does not get the information, they become dissatisfied and will rate the service extremely low.

Quadrant Analysis

Forty-one attributes were divided into four separate quadrants by color:

- Red = Focus - our customers say the importance of these attributes is very high, but we're not doing as well as they think we should
 - Blue = Strength - our customers say it's really important and we're really doing a good job
 - Yellow = Lesser Focus
 - Green = Evaluation – our customers say may not be as important as others, but MARTA is doing a great job in fulfilling those attributes
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- Customer Service – 8 of 10 attributes performed well
 - Employee Performance – 3 of 4 scored very high
 - Mechanical Reliability – 2 of 7 performed well. There are a few low scores in this area (elevator/escalator)

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- Cleanliness – there was only one attribute that met high performance. Over the last year an audit program was initiated and the preliminary results show marked improvement in these scores
- On-Time Performance - the scores have increased. Research & Analysis is working with Operations on those things that affect on-time performance.
- Safety – performance is scored high, although scores have come down slightly since FY 08
- Nuisance behavior – defined as scary, disturbing, annoying behavior by passengers that may border on being illegal. Transits across the nation are addressing this issue. 21% of customers said they saw nuisance behavior on the bus, 31% said they experienced nuisance behavior on the train and 7% said they saw nuisance behavior in the stations.

In summary, customer satisfaction and loyalty are about the same as 2008; holding steady through MARTA's budgetary problems in FY 09 and FY 10. Customer perception of the service attributes and service dimensions show minimal losses despite budget reduction.

When the FY 11 Quality of Service report is presented, staff will not only present customer ratings, but will compare customer ratings against the Passenger Environment Study also.

Next Steps

In FY 2012, the expanded Passenger Environment Survey (PES) will:

- Answer questions arising from QOS customer input
- Assist Operations and support departments in pinpointing specific areas requiring attention
- Positively impact the attainment of higher customer satisfaction scores in selected areas; and
- Enable semi-annual reports on customer ratings to be compared against PES results

Mr. Durrett asked when the Board would see the results of the FY 11 report.

Ms. Smith said typically the QOS results are released in October.

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Mr. Durrett asked if the Board could see a preliminary report before October. He said it is important to see the progress that Ms. Smith mentioned in her presentation.

Ms. Smith explained that the semi-annual report for FY 11 (first six months) is in its final draft form and will be forwarded to the Board.

Mr. Orkin asked what deterrents are in place for nuisance behavior.

Chief Dunham said Ms. Smith and her team did a great job for Police by providing more up-to-date information. A current problem is loud radios and i-phones without headsets. A number of programs have been put in place using the tag-team approach. When a uniformed officer gives the patron a warning to turn down the device, a plains-clothes officer comes behind him to help (if needed) with enforcement.

Mr. Durrett said it is his understanding that MARTA is developing a program that will lay out what everyone's expectations should be regarding civil behavior while on the system.

Mrs. Jinadu-Wright agreed – staff is looking at behavior that is not illegal but does not make for an enjoyable experience on MARTA.

Chief Dunham said MARTA will once again adopt the Zero Tolerance initiative to address nuisance behavior.

Mr. Buckley stated that CCTV will also be a part of this effort. People will know their behavior is being recorded and will be able to see themselves on a monitor.

Ms. Smith stated customer satisfaction and employee satisfaction are very intricately linked. Employees need the right tools to do their job. This makes Human Resources and training vital in helping through troubled times. Without that, employees become disengaged – particularly bus operators. Nuisance behavior on the bus is a major issue.

Mr. Buckley stated one of the major concerns of the Board is the customer's experience. He stated that the Passenger Environment Survey is another important tool. He asked Ms. Smith to vigorously pursue so the Board will know what MARTA's customers are saying and can address those issues.

Briefing – 2010 Transportation Investment Act (TIA) and Referendum Campaign Update – Scott Haggard

The Executive Committee of the Atlanta Regional Roundtable will meet Wednesday, May 25, 2011. The Project List is not due back to the Roundtable until June 1. Of the total amount of projects submitted, more than half were transit projects – approx. \$14B in transit projects and approximately \$9B in road projects. Mr. Long has the authority to add to or take projects off the list that do not meet criteria.

The Atlanta Regional Commission and the Roundtable have instituted a survey at www.atlantatrafficsurvey.com to gather additional information from the public on what they would like see through the Roundtable process.

A resolution was passed on April 27 by the Roundtable urging the development of regional transit governance. It was a formality to let the Legislature know that Roundtable members are very interested in the issue of transit governance.

A meeting on transit governance was held on May 11 at Atlanta City Hall. It was organized by the Mayors of Fulton and DeKalb Counties. There was substantive discussion on the transit governance issue. Some Legislators were also present.

The Metro Atlanta Chamber has created two organizations for the purpose of educating the public on the 2012 Referendum – MAVEN (Metro Atlanta Voter Education Network) and Citizens for Transportation Mobility.

Upcoming Events related to the Roundtable:

- Friday May 20, Governor John Hickenlooper and others from Denver, Colorado will discuss their process for a transportation referendum – Georgia Tech Conference Center
- Tuesday, May 24, Urban Land Institute Infrastructure Summit – Georgia Tech
- Wednesday, May 25 – Executive Committee of the Regional Roundtable
- June 8 – Metro Atlanta Northern Crescent Transit Summit – sponsored by Cobb, Gwinnett and the North Fulton Chambers of Commerce. The Former Mayor of Charlotte as well as a representative from Phoenix, Arizona will be in attendance

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Mr. Durrett reported that he had an opportunity to talk with the principal Campaign Manager that's been hired to run the 2012 Referendum Campaign. He asked advice on writing op ed pieces for the transportation sales tax issue. His response was that it is premature to do so at this time. Instead, it is important to express the importance of investing in transportation – economic development, quality of life, etc. Mr. Durrett said he believes a lot of emphasis of the campaign will be about educating the public about the importance of adequately funding transportation infrastructure. Additionally, members of the local elected community have asked that MARTA clearly articulate its fiscal condition, including how much debt MARTA had to take on in order to deliver service - recognizing going forward, a greater share of the regional population needs to step forward to adequately fund MARTA and others as the transit infrastructure is built out. Fulton and DeKalb will continue to fund MARTA for the foreseeable future but there needs to be a transition plan going forward. This will help them to get on board with a new transit governance structure and provide support for MARTA.

Mrs. Butler said she is hearing a lot of enthusiasm for the first time in decades in the regions where there is foreseeable growth in transit services – Cobb, N. Fulton and Gwinnett. But, there is skepticism from S. Fulton, DeKalb and Atlanta – skepticism and concern to make sure what they currently have is not going to be sacrificed for expansion, as well. She asked for input on what efforts are being made to ensure the policy makers (commissioners elected officials) are at the table to protect their investment.

Mr. Haggard said meetings like the Mayors meeting last week are key. Meetings of this nature are becoming more frequent and getting a lot of view points on the table. Regarding projects, State of Good Repair is prioritized above expansion. This is good news.

Mrs. McClendon said MARTA makes it a practice to keep the jurisdictions as informed as possible regarding issues, conversations and decisions. Updates on planning and political perspective are also included. MARTA is also working with grassroots and smaller organizations to share the information so that everyone can make informed decisions.

Briefing – Safety Campaign – Jennifer Jinadu-Wright & Roosevelt Stripling

A primary goal of the Safety & Security Campaign is to reduce the number of accidents that happen on the system as it relates to our customers. The Campaign is a collaboration between the Office of Safety, the Union, MARTA management and the MARTA Experience Group (front line employees who work together to create an environment that both MARTA customers and employees can be a part of).

Tools: (English & Spanish)

Bus

- Safety tips will be posted immediately behind the bus operator summarizing the main safety tips
- Safety tips will be printed on the back of bus schedules
- Safety tips will be posted inside the bus reminding customers to be safe as they cross crosswalks
- Safety tips will be posted outside the bus to remind drivers that passengers may be disembarking
- Some buses will have ads on the back to further enhance the message to watch for pedestrians
- A Safety coloring book will educate younger audiences on how to be safe while using the system (both bus and rail)

Rail

- Similar safety tips will be posted in the rail stations, on the rail schedules, escalators and elevators

Mobility

- A more visual campaign to ensure the same messages for Mobility customers
- Safety tips will be posted on Mobility vehicles – both inside and outside
- A series of Safety postcards for Mobility customers
- Decals reminding customers not to distract the driver

Poster

- A poster for children that we can be taken out to the schools

Brochure

- A brochure that will include all safety tips and will be distributed on bus and rail

Video

- A video that will highlight the important safety measures. In recognition of language barriers, the visuals will tell the story

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See Something, Say Something Campaign

Tools: (English & Spanish)

- Posters on the system reminding customers if they see something, say something. It will also remind them how to contact Police.
- Flyers
- Pocket cards

Mrs. Jinadu-Wright stated these two campaigns are the initial first steps. Staff is working on an overarching Safety & Security Campaign which will include an etiquette piece, the Bus Marshall Program, CCTV cameras and other safety and security initiatives.

Mrs. Butler asked if the etiquette piece will have contact information for Customer Service or Police only.

Mrs. Jinadu-Wright said it will have contact information for Customer Service.

Mr. Basta informed the Board that one of the issues MARTA will bring before MARTOC during review of the MARTA Act is the ability to issue a summons for disruptive behavior and also the ability to collect fines.

Mrs. Butler asked if there are training programs for MARTA employees that will sync with what is being accomplished with the public.

Mrs. Jinadu-Wright responded yes. Staff will also conduct an analysis to ensure that the campaign is getting an effective message to MARTA riders.

Mr. Buckley said he is excited about the progress to date and looks forward to hearing more.

Mrs. Abernathy said she hears a lot of complaints about discourteous bus drivers during Public Hearings. She asked if there is retraining program in place.

Mrs. Dawson said there is a retraining program in place. There are several programs available – based on a recommendation from the Department of Transportation, there is training for conflict resolution, anger management and customer service training.

Customer Service KPIs – Donna DeJesus

Mrs. DeJesus provided a KPI update for the month of March 2011

Key Performance Indicators:

- *Average Customer Call Wait Time:* The average time a customer has to wait in queue prior to speaking to a Customer Service Representative
 - The average customer call wait time in March was 39 seconds. This was thirty-one seconds below the seventy second target for FY 11. This also represents a decrease of two seconds when compared to March 2010 and an increase of 15 seconds when compared to February's performance.
- *Customer Call Abandonment Rate:* The percentage of customers terminating a call while waiting in queue for a Customer Service Representative to answer
 - The Customer Call Abandonment Rate for March was 5.29%, which is 5.22% below the FY 11 target of 10.50%. This represents an increase of .09% when compare to March 2010 and an increase of 1.72% when compared to February's performance.

Call Volume:

- In March 2011 a total of 199,374 calls came through the Call Center through the automated systems. Whereby 44% went to a Customer Information Operator; 34.3% went to the next bus/next rail IVR; 16% to the Breeze automated IVR and 4.9% to a Customer Service Center Operator.

Other Matters

- Mrs. McClendon made the following announcements:
 - Public Hearings
 - May 16, 2011 – City of Atlanta and South Fulton
 - May 17, 2011 – DeKalb and North Fulton
 - May 19, 2011 – MARTA Police Awards Luncheon
 - May 24 - MARTOC Governance Subcommittee meeting
 - May 27 – MARTOC Budget Subcommittee meeting

- Mr. Buckley asked the Committee to review the Committee Look-Ahead

Adjournment

The meeting of the Customer Development Committee adjourned at 12:13 p.m.