

MINUTES

WORK SESSION OF THE BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

July 9, 2014

12:18 p.m.

Board Members Present

Robert Ashe II
Harold Buckley, Sr.
Frederick L. Daniels, Jr.
Jim Durrett
Freda B. Hardage
Barbara Babbit Kaufman

Staff Members Present

Keith T. Parker, AICP
Richard Krisak
Rukiya Eaddy
Elizabeth O'Neill
Gordon Hutchinson
Edward Johnson
LaShanda Dawkins
Wanda Dunham
Ming Hsi
Ryland McClendon
Donald Williams (Acting)
Davis Allen
Joe Erves
Amanda Rhein
Ferdinand Risco
Tuan Vo

Also in attendance were Blaine Davis.

Chairman's Report

Upcoming Meetings

Thursday, July 31, 2014

- Operations & Safety Committee – 10:00 a.m.
- Business Management Committee (immediately following)

Thursday, August 7, 2014

- Planning & External Relations Committee – 10:30 a.m.
- Board – 1:30 p.m.

Approval of the June 5, 2014 Work Session Minutes

On motion by Mr. Daniels seconded by Mrs. Kaufman the minutes were unanimously approved by a vote of 6 to 0, with 6 members present.

General Manager/CEO Report

Update – 2nd Quarter 2014 Transit Oriented Development (TOD) – A. Rhein

There are three overarching goals for the Office of Transit Oriented Development

- To generate increased ridership
- To promote an affordable, sustainable, growing future for the people of Metro Atlanta
- To generate a return on MARTA's transit investment

New Initiatives

- MARTA held its second Development Day on June 11, 2014. There was approx. 150 in attendance
- Partnership with ULI Livable Communities Council
 - Selected four projects to work on for a 6-month period. Two of the projects are MARTA projects. The council was tasked with identifying TOD opportunities on the south or west line
- Later this summer, MARTA will release a Request for Expression of Interest for development of air rights at four MARTA stations – Lenox, Arts Center, Midtown and North Avenue
- MARTA is looking to issue a RFQ on Brookhaven/Oglethorpe later this month
- Strategic Plan for the Office of TOD and Real Estate
- Consultant (Greystone) has been selected to provide assistance in planning, development and implementation of a comprehensive retail and concessions program
- Solicitation for real estate brokerage services to sell surplus property

Overview

King Memorial – Entered into negotiations with Walton Communities in December 2013. Proposed development consists of 386 apartments, 14,996 sf retail, 334 parking spaces, 20% affordable units.

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Avondale – Executed a Letter of Agreement with the Decatur Development Authority in February 2013. Proposed development: 530 apartments, 74 condominiums, 24,500 sf retail, 792 parking spaces, 20% affordable units, public plaza

Edgewood/Candler Park – Executed a Letter of Agreement with Invest Atlanta in July 2013. Seeking authorization to commence negotiations with Invest Atlanta/Columbia Ventures in July 2014. Proposed development: 445 apartments, 10,000 sf retail, 520 parking spaces, 20% affordable units, 2.26-acre park.

Medical Center – original ground leases signed in 2002 for three parcels – I, II and III. Parcel I developed as medical office building. Parcels II and III undeveloped. Anticipate seeking authorization to modify leases for Parcels II and III in Fall 2014.

Brookhaven/Oglethorpe – Authorized solicitation of proposals in December 2013. RFQ to be released in July 2014. The property is approx. 12 acres.

New Stadium Project – Entered into Master Agreement which is currently under negotiations.

Dunwoody Station – Entered into Master Agreement in May 2014 with KDC Real Estate Development. Negotiations are underway. Proposed development on 17-acre site: 2.2 million sf of office, 100,000 sf of retail, 200 hotel rooms. They have agreed to construct a new entrance to the Dunwoody Station on the south side.

Summary

Construction is expected to begin on four projects next year.

MARTA's Doraville Station- A. Rhein

MARTA's Doraville Station is adjacent to the Doraville GM site. MARTA is working with the developer, as well as Norfolk Southern to erect a pedestrian bridge. MARTA hopes to request funding from ARC to scope out the project.

Update - MARTA Mobility Issues - R. Krisak/J. Erves

MARTA Mobility is dealing with three main areas of concern:

- On Time Performance (OTP)
- Mobility Trip Denial
- Customer Complaints

Other challenges include:

- *Employee Availability* – Mobility is driven by Operator’s ability to execute service to our paratransit riders and cannot function without the proper personnel and manpower
- *Technology* – Collaborate with technology to automate several manual processes
- *Scheduling* – Produce efficient driver schedules for current employees. Rely on automated manifest
- *Training* – Provide training and development opportunities which communicate the individual’s professional growth and needs are important to MARTA
- *Employee Morale & Culture* – Implement a rewards program for high performers; recognizing the accomplishments of high performing operators. Spend time up front hiring highly qualified operators who fit the job description
- *Vehicle Availability* – Dramatically lower MARTA’s trip denial rate through an improved program of employee availability to operate vehicles
- *Data Availability & Reports* – Upgrade software to resolve the issues with the Current Mobile Data Terminal (MDT)
- *Procedures* – Develop and implement critical procedures
- *Organizational Structure* – Hire Director of Mobility

High priority items that need immediate action:

Technology

- Collaborate with technology to automate several manual processes
- Upgrade software to resolve the issues with the current Mobile Data Terminal (MDT)
- Engage support from Trapeze

Scheduling

- Produce efficient driver schedules for current employees
- Rely on automated manifest

Organizational Structure

- Hire Director of Mobility

Procedures

- Develop and implement critical procedures

Employee availability is the biggest issues that Mobility faces. In May 2014, MARTA hit an all-time high in absenteeism – 36%. There were 43,000 hours of available work. Because of absenteeism MARTA was short 15,000+ hours.

Recommended Actions

- Award bonuses to employees who recruit new bus operators
- Promote MARTA Mobility as a great place to work at major public and sporting events; have bus operators available for discussion
- Provide website access for potential recruits
- Recruit at Health Care Facilities, schools, etc.
- Place recruiting decals on the back of Mobility vehicles

Retention Plan:

- Provide some type of financial incentive
- Recognition for high performance
- Let staff be the 'voice' for Mobility

Corrective Actions:

- The consulting team of MATC is performing a top-down assessment
- Employees have weekly meetings to drill down on the issues
- The KPMG Report is being used as a foundation document
- DEO is leading a Blue Ribbon Panel on Mobility issues

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Resolution to Amend the ByLaws of the Metropolitan Atlanta Rapid Transit Authority to Increase the Authority of the General Manager to Enter Into Contracts Involving Less Than \$200,000 and to Realign the Committees of the Board of Directors - E. O'Neill

Board members were briefed on this resolution, which, under House Bill 264 increased the Board's authority to delegate to the General Manager/CEO the ability to execute instruments and enter into contracts up to \$200,000. Additionally, the resolution restructures matters assigned to standing committees of the Board to reflect Transit Oriented Development and real estate matters will be placed before the Business Management Committee rather than the Planning & External Relations Committee.

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Adjournment

The meeting of the MARTA Board of Directors adjourned at 1:44 p.m.

Respectfully submitted,