

MEMPHIS AREA TRANSIT AUTHORITY
Regular Meeting Agenda
Thursday, April 17, 2025
1:50 PM



Memphis Area Transit Authority
One Commerce Square
40 S Main St
Memphis, TN 38103
Memphis Area Transit Authority
One Commerce Square

Cynthia Bailey
Emily Greer
Sandi Klink
Brian Marflak

**Business Operations and
Metrics Committee**
Maya Siggers, Chair

Jackson McNeil
Anna McQuiston
Maya Siggers

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- | | | |
|------|---------------------|---------------------|
| I. | Call to Order | Committee Chair |
| II. | Board Roll Call | Board Administrator |
| III. | Approval of Minutes | Committee Chair |

Minutes from the Business Operations and Metrics Committee March 19, 2025	BO&M Minutes 3-19-25
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Attachments: Business Operations Minutes 3-19-25

- | | | |
|-----|-----------------------------|-----------------|
| IV. | Upcoming Board Agenda Items | |
| V. | Unfinished or New Business | Committee Chair |

Business Operations Committee Meeting Updates	BOCU 4_17_25
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Attachments: April 17 Business Operations Committee Meeting FINAL

Steve Hamlin & David Johnson

Levee Road Operations and Maintenance Facility	ESO&M4_1 7_25
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Attachments: Levee Road O & M Facility

Erik Stevenson

- | | | |
|-----|-------------|-----------------|
| VI. | Adjournment | Committee Chair |
|-----|-------------|-----------------|

The Next Regular Meeting of the:

MATA Board of Commissioners will Be:

Wednesday, April 23, 2025

3:30pm

At

Memphis Area Transit Authority

One Commerce Square – 40 S. Main Street

Memphis, TN 38103

The Next Committee Meetings will be:

Friday, May 2, 2025

12:00pm Finance & Audit Committee

1:15pm Transit Service Planning and Rider Experience Committee

2:30pm Business Operations and Metrics Committee

3:45pm Executive Committee

at

Memphis Area Transit Authority

One Commerce Square – 40 S. Main Street

Memphis, TN 38103



MEMPHIS AREA TRANSIT AUTHORITY
Business Operations and Metrics Committee

40 South Main Street,
Memphis, TN 38103
John Lewis, Interim CEO
www.matatransit.com

RESOLUTION NO. BO&M Minutes 3-19-25

MEMPHIS AREA TRANSIT AUTHORITY

*Memphis Area Transit Authority
One Commerce Square
40 S Main St
Memphis, TN 38103
John Lewis, Interim CEO*



Regular Meeting Minutes - Draft

Wednesday, March 19, 2025

5:00 PM

**Memphis Area Transit Authority
One Commerce Square
40 S Main St**

**Memphis, TN 38103
Business Operations and Metrics Committee**

*Cynthia Bailey
Emily Greer
Sandi Klink
Brian Marflak*

*Jackson McNeil
Anna McQuiston
Maya Siggers*

- I. Call to Order Committee Chair
- II. Board Roll Call Board Administrator
- Present:** Cynthia Bailey, Emily Greer, Sandi Klink, Anna McQuiston and Maya Siggers
- Absent:** Brian Marflak and Jackson McNeil
- III. Approval of Minutes Committee Chair

Business Operations and Metrics Minutes February 5, 2025

**BO&M
Minutes
2-5-25**

Attachments:

RESULT: APPROVED

MOVER: Anna McQuiston

SECONDER: Sandi Klink

Aye: Bailey, Chairperson Greer, Klink, McQuiston and Chairperson Siggers

Nay:

Absent: Marflak and McNeil

Abstain:

Recuse:

- IV. Upcoming Board Agenda Items
- V. Unfinished or New Business Committee Chair
- VI. Adjournment Committee Chair

The Next Regular Meeting of the:

MATA Board of Commissioners will Be:

Wednesday, March 26, 2025

3:30pm

At

Memphis Area Transit Authority

One Commerce Square – 40 S. Main Street

Memphis, TN 38103

The Next Committee Meetings will be:

Wednesday, April 17, 2025

1:00pm Finance & Audit Committee

2:00pm Transit Service Planning and Rider Experience Committee

3:00pm Business Operations and Metrics Committee

4:00pm Executive Committee

at

Memphis Area Transit Authority

One Commerce Square – 40 S. Main Street

Memphis, TN 38103

[2025 Board of Commissioners Schedule](#)

**2025 Board
Schedule**

Attachments: [2025 Board Meeting Calendar](#)



MEMPHIS AREA TRANSIT AUTHORITY
Business Operations and Metrics Committee

40 South Main Street,
Memphis, TN 38103
John Lewis, Interim CEO
www.matatransit.com

RESOLUTION NO. BOCU 4_17_25



Business Operations Committee Meeting

April 17, 2025





KEY ACCOMPLISHMENTS

SINCE THE LAST COMMITTEE MEETING

The interim leadership team has accomplished the following actions:

Category	Action	Description	Benefit to Memphians
Satisfied Customers	New Paratransit Vehicles	Received board approval for & completed purchase of new paratransit vehicles, expected to arrive in 3-4 months.	Increases fleet size, lengthening in-service duration, reducing per vehicle maintenance costs, and greater service delivery
	Additional Fixed-Route Vehicles	Identified sister agencies with spare buses who are willing to transfer ownership to MATA Received quote for 14 new buses at \$800K/each	Increases working fleet size, reliability, and greater service delivery
Community Trust	Procurement Spend Review	Initiated review of all non-employee spend to identify 1) unnecessary and redundant spend and 2) savings opportunities through better management	Better control of spend management and oversight, and savings which can be redeployed to improve service
	Policy and Procedure Revisions	Instituted an immediate ban on all non-safety certification related travel by agency personnel. Implemented revisions to personnel expense reimbursement policies.	
City Investment	Capital Projects Prioritization	Led grant review and prioritization discussion for capital projects with MATA staff [1. Revenue Fleet, 2. OMF, 3. Trolley (Main)]	Better management of grant applications, funds capture, and use of dollars from all sources
	Established Control of Credit Card Spending	Gained administrator access to the MATA Amex account to freeze usage, research spend history, and control unauthorized spend	Eliminates significant non-operational spend, identifies unidentified spend for reallocation to appropriate accounts, and establishes a culture of accountability

KEY ACCOMPLISHMENTS

NEW PARATRANSIT VEHICLES



Vehicle Information

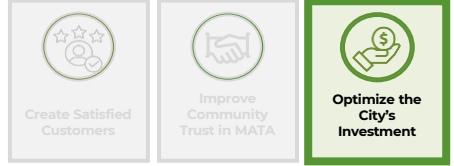
Type	Ford Transit
Useful Life	5 Years or 100K Miles
ETA	12/31/2025

Purchase Details

Qty	15
Unit Price	\$148,216
Total Cost	\$2,223,236

Source of Funds

100% Grant funded



SUCCESS OUTCOME

OPTIMIZE THE CITY'S INVESTMENT

Metric	Description	Target	March 2025	April 2025
Past Due as a % of Payables	The percent of all open payables that are past due (<i>while some past due payables is circumstantially acceptable, 94% of AP being > 30 days past due is not sustainable</i>)	< 10%	94%	94.5%
Administrative Cost as a % of Total Operating Cost	Percent of total expenses spent on administrative purposes	18 - 22%	In Process	23.3% ¹
Cost per Hour	Total operating expenses per vehicle revenue hour	<= Peer Average	In Process	DR: \$78.49 FR: \$157.75

Key updates:

- Step one in enabling the planning and achievement of a balanced budget is taking control of spending and prioritizing available dollars for operations instead of administrative costs
- Supporting operations includes effectively managing cash to prioritize payables to vendors that directly support service delivery



SUCCESS OUTCOME

CREATE SATISFIED CUSTOMERS – FIXED ROUTE

Metric	Description	Best in Class	Jan 2025	Feb 2025	March 2025
On Time Performance (OTP)	Percentage of buses that arrive between 1 minute early and 5 minutes late at their scheduled stop (metric excludes Missed Trips)	85%	63%	64%	66%
Missed Trips (MT)	Percentage of scheduled stops not performed (i.e., no bus arrived for a scheduled stop)	0%	33%	21%	7%
Community Commitment Score (CCS)	Total percentage of scheduled stops performed on time (calculated by multiplying OTP and the percentage of completed trips)	85%	42%	51%	62%

Key updates:

- Identified sister agencies with spare buses who are willing to transfer ownership to MATA
- Received quote for 14 new buses at \$800K/each



SUCCESS OUTCOME

CREATE SATISFIED CUSTOMERS – PARATRANSIT

Metric	Description	Best in Class	Jan 2025	Feb 2025	March 2025
On Time Performance (OTP)	Percentage of transit requests that arrived at the requested time or up to 30 minutes after the requested pick-up time (metric excludes Denials)	98%	98%	96%	97%
Capacity Denials (CD)	Percentage of transit requests not performed (includes denials by MATA for lack of capacity and customer denials due to being late)	0%	3%	2%	3%
Community Commitment Score (CCS)	Total percentage of requests performed on time (calculated by multiplying OTP and the percentage of completed trips)	98%	95%	93%	94%

Key updates:

- Ordered 15 new paratransit vehicles with anticipated delivery in July



MEMPHIS AREA TRANSIT AUTHORITY

Board of Commissioners

40 South Main Street,
Memphis, TN 38103
John Lewis, Interim CEO
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RESOLUTION NO. ESO&M4_17_25



Operation and Maintenance Facility



Basic History

- Location: 1370 Levee Rd, 38108
- Acquisition of Land: Previously a landfill,
 - gifted by Memphis City Council
- Built: 1981 (approx. 44 years old)
- USE: Three Distinct Structures
 - Wash Bay & Coin Facility
 - Administrative Building
 - Bus Maintenance Facility

Current Building Conditions

- Each structure supported by 100 ft piles
- At multiple locations on site, trash can be found as shallow as 3ft below the surface.
- Substantial differential settling
 - Avg. Rate of 2.5 inches/year
 - (exacerbated by higher rain fall)
- Application of asphalt (one of the heaviest construction materials) accelerates settling but is required to maintain requisite bus clearing level



Current Building Conditions Cont.

- CMU wall settling is an indication of building shifts.
- Sinking causes periodic utility displacement and separation
- Methane gas intermittently released from ground has caused fires in past.

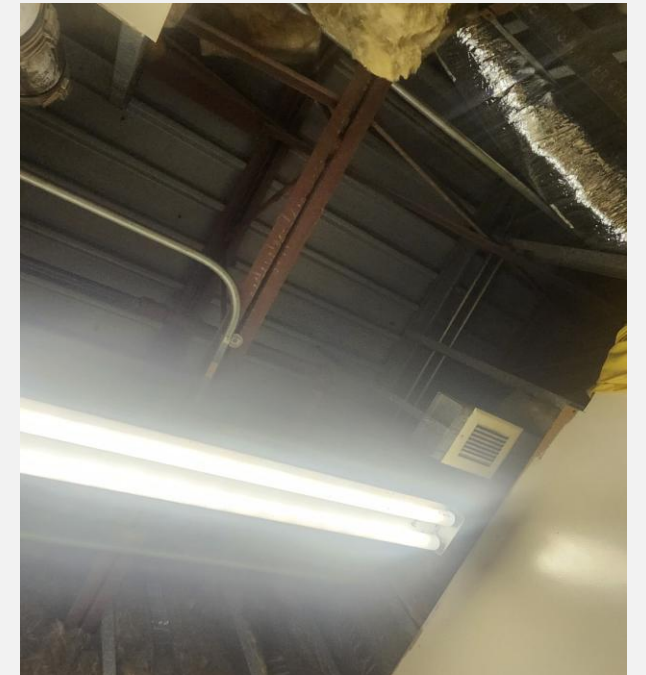


December 11th- 4" Water Line Rupture

- A 4inch water line located in the ceiling of the Bus Maintenance Facility, caused substantial damage to the Training Room and all contents.
 - We were able to leverage some facilities grant funding for the \$75,000 cost of the event.

March 6th - Weather Event

- Extreme rain fall presented challenges operationally and environmentally.
 - Major leaks within the Administrative Building displaced many employees and caused facility damage.
 - The cost of replacing the roof is estimated at \$150,000.



Recent DPD Recommendations

Division of Planning &
Development Recommended the
Following on March 28th, 2025:

- Annual Engineering Evaluation to monitor ongoing subsidence.
- Immediate Engineering Assessment to be completed in 30 days to determine remediation measures.

- Actions Taken:

- Contacted Smith Seckman Reid, our engineering firm of record, to provide some historical perspective and assistance in adhering to DPD's recommendations.
- SSR will provide most recent inspections and new starting point of future assessment.