

MINUTES
MEETING OF THE BOARD OF DIRECTORS
PLANNING & EXTERNAL RELATIONS COMMITTEE
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

August 29, 2019

The Board of Directors Planning & External Relations Committee met on August 29, 2019 at 9:36 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Roberta Abdul-Salaam
Robert L. Ashe, III, **Chair**
Jim Durrett
William 'Bill' Floyd
Roderick A. Frierson
Ryan C. Glover
Freda B. Hardage
Alicia M. Ivey
John 'Al' Pond
Rita A. Scott
Christopher S. Tomlinson*

MARTA officials in attendance were: General Manager/ CEO Jeffrey A. Parker; C-Suite Team Members Chief Administrative Officer Luz Borrero, Chief of System Safety, Security & Emergency Management/Police Michael Burrows (Acting), Chief of Bus Collie Greenwood, Chief Financial Officer Gordon L. Hutchinson, Chief of Staff Melissa Mullinax, Chief Counsel Elizabeth O'Neill, Chief of Capital Programs, Expansion & Innovation and Innovation Franklin Rucker and Chief of Rail Operations David Springstead; AGMs Heather Alhadeff, Marsha Anderson Bomar, LaShanda Dawkins, Virgil Fludd, James Sibert (Interim), Kirk Talbott, Emil Tzanov and Tom Young (Interim); Executive Director Paula Nash; Senior Directors Jennifer Jinadu-Wright, Colleen Kiernan and Don Williams; Directors John Cochran, David Emory, Jacqueline Holland (Acting), Jonathan Hunt, Remy Saintil, Adam Shumaker and William Taylor; Manager Stephany Fisher; Manager MARTA Board of Directors Rebbie Ellisor-Taylor; Sr. Executive Administrator Ashanti Boothe; Sr. Executive Administrator Kenya Hammond and Department Administrator Debra Oliver. Others in attendance Dexter D. Canty, Thomas Gaskins, Abebe Girmay, Erik Johnson, Don Lawrence, Gena Major, Andrew McBarney, Courtne Middlebrooks, Kenneth Middlebrooks, John Murdock, Terry Ponder, Ripton Richards, Jessie Taylor and Nicholas Waters.

* Christopher Tomlinson is Executive Director of Georgia Regional Transportation Authority (GRTA) and is therefore a non-voting member of the MARTA Board of Directors

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Also in attendance Pam Alexander of LTK Engineering; Claudia Bilotto of WSP; Shane Blatt of Arcadis; Rhonda Briggins of Jacobs; Tim Brown of Jacobs; Erik Burton of HNTB; Jeffery Dingle of Jacobs; Scott Harrard of HNTB; David Haynes of ARC; Sheila Jordan of Knowledge Architects; Jennifer Larosa of ATL; Lee Ann Little of Jacobs; Helen McSwain of Rohadfox; Kia Mostaan of WSP; John Orr of ARC; John Saxton of HNTB; Jim Schmidt of HNTB; Angela Schwaetz of Atkins; Sid Sparks of S.L. King and Curtis Wilson of HJ Russell.

Approval of the July 31, 2019 Planning & External Relations Committee Meeting Minutes

On motion by Mr. Durrett seconded by Mr. Pond, the minutes were unanimously approved by a vote of 7 to 0, with 8* members present.

Briefing – MARTA Service Standards FY20

Mr. Williams provided an overview of changes to the annual Service Standards report.

Service Standards

- Establish criteria and processes to evaluate existing service and plan changes to the transit system
- Ensure that MARTA provides quality transit service consistent with Federal and State mandates (MARTA Act, Title VI, seniors, etc.)

Service Evaluation Guiding Principles

- Maximize Ridership
- Preservation of lifeline service
- Maintain core service quality while retaining critical links
- Maintain adverse impacts on complementary ADA paratransit services
- Maintain safety and transit security

Public Hearing Requirements

- New bus route
- Geographical alteration
- Discontinuation of any bus service
- Major route modification - 25%+/- in number of daily trips
- Implementation of new service
- Changes in fare policy

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Mr. Durrett asked if there are services standards relating to bus stops and bus shelters enclosed in the packet.

Mr. Williams said yes, bus stops and bus shelters are currently being discussed and are enclosed in the FY20 Service Standards packet.

Mr. Floyd said often MARTA buses struggle to make turns throughout transit areas and railroad crossings. He asked when are bus routes evaluated from a driver's perspective versus a community perspective.

Mr. Williams said comments are received from bus operators and the public during Public Hearings. Once comments are received, Staff coordinates with MARTA's Safety and Police Departments to address issues and implement suggested changes.

Mr. Floyd asked is there a process for a community to address issues.

Mr. Williams said there are multiple opportunities for the communities to address issues. They may attend Public Hearings, submit inquiries online or call MARTA directly.

Resolution – Five Party Agreement

Mrs. Alhadeff presented a resolution authorizing the General Manager/CEO to enter into a Memorandum of Agreement for the Five Party Agreement.

Federal planning rules (23 CFR 450.314) require that MPOs maintain a Metropolitan Planning Agreement which defines the roles and responsibilities of the MPO, the State and public transportation providers in carrying out the metropolitan planning process. The current Memorandum of Agreement (MOA) was last revised in 2009 and included ARC, GDOT, MARTA and GRTA as signatory agencies. With the recent creation of the ATL Authority, plus other changes in working relationships between the other four agencies which have occurred over the past 10 years, the MOA needs updating.

The new Memorandum of Agreement (MOA) is intended to provide a framework for the continuing, cooperative and comprehensive transportation planning process in the Atlanta metropolitan planning area to avoid duplication of effort and optimize transportation planning and investments. This planning area includes the 10-member counties, inclusive of the City of Atlanta, of the Atlanta Regional Commission's state-designated boundary as a regional commission, plus an additional 10 counties in the surrounding area which participate as limited members for transportation planning purposes only, per federal metropolitan transportation planning requirements.

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Key Changes

- The designated recipient transfers from MARTA to the ATL for federal formula funding, which was established by House Bill 930.
- ARC continues to have the primary responsibility for what we all commonly refer to as the Regional Transportation Plan (RTP) and the Transportation Improvement Program (TIP).
- The ATL is responsible for developing the Regional Transit Plan (ARTP), which will serve as the primary (not sole) source of transit projects for (RTP) and (TIP).
- MARTA will continue to work with ARC and the ATL to ensure that projects and programs are appropriately considered and included in plans and processes.

All Agencies

- Participate on ARC committees and other working groups
- Assist in preparing project cost estimates for the TIP and RTP
- Conduct planning studies (UPWP) and share data and findings

Agency-Specific

- MARTA
 - Support development of the ATL's ARTP
- ARC
 - Support development of the ATL's ARTP
- ATL
 - Develop and maintain the ARTP
 - Ensure proposed RTP/TIP transit projects are consistent with the ARTP
- GDOT
 - Coordinate the statewide transportation with the RTP
 - Incorporate the TIP into the STIP
 - Provide a list of obligated funds each fiscal year
 - Cooperate in development of regional performance targets
- GRTA
 - Approve TIP on behalf of the Governor
 - Review Developments of Regional Impact

Mr. Durrett asked would the ATL outsource the development of the ARTP.

Mr. Tomlinson said the development of the ARTP will be a combination of internal staff and Cambridge Systematics.

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Ms. Abdul-Salaam said the role of MARTOC was not mentioned in the Five Party Memorandum. She asked what happens to the oversight of MARTA.

Mrs. Alhadeff said the Five Party Agreement focuses on the planning roles and responsibilities and does not place emphasis on the role of MARTOC.

Mr. Haynes said when the Quad Party Agreement was revised, the ARC intentionally wanted to focus specifically on the federally planning requirements as well as the core (MPO) products. MARTOC is an important piece, however, it not mandated by federal law and is not part of the federal rule making process.

Mr. Ashe asked what part of the Five Party Memorandum Agreement reflects on a new region-wide transit plan and protecting the historic investment for Fulton and DeKalb Counties, the City of Atlanta and the new Clayton County.

Mrs. Alhadeff said page 17 of the Five Party Memorandum Agreement mentions MARTA's roles and responsibilities for conducting the Authorities own regional planning activities.

Mr. Ashe thanked Mrs. Alhadeff for the presentation on the Five Party Memorandum Agreement. He also thanked Mr. Tomlinson and the ATL Staff for working hard to address issues and concerns of the initial drafts of the By-Laws.

On motion by Mrs. Hardage seconded by Mr. Durrett, the resolution was unanimously approved by a vote of 10 to 0, with 11* members present.

Briefing – FY19 Sales and Revenue Overview

Mrs. Jinadu-Wright provided a brief overview on MARTA's sales and advertising programs for FY19.

Sales Program Overview - Four Main Categories

- Partnership Program
- University Pass Program
- K-12 School Program
- Conventions/Visitors

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Partnership Program – Largest Sales Program

- Companies participating: 399
- Employers and Transportation Management Associations (TMAs)
 - 5 TMAs (Buckhead, Perimeter, Midtown, CAP, Emory) – represents 335 companies
 - 64 companies buy directly from MARTA
- Product: Monthly unlimited pass
- FY19 Sales Revenue: \$16.8M

University Pass Program (UPASS)

- Colleges and Universities participating: 33
- Key Schools: Georgia State, Georgia Tech, Interactive College Tech, Spellman and Clark Atlanta
- Product: Monthly Unlimited Pass
- FY19 Sales Revenue: \$3.8M

K-12 School Program

- Schools participating: 28
- Sample Schools: Atlanta Public Schools, Fulton County Schools, Woodward Academy, Cristo Rey Atlanta Jesuit, DeKalb County
- Product: 10-Trip, Two and One-Trip Passes
- FY19 Sales Revenue: \$916K

Conventions/Visitors

- Product: 3 to 7 Day Passes (with volume discount)
- Convention Sales: Jehovah's Witness: \$592K
- Primerica: \$100K
- FY19 Sales Revenue: \$692K

Programs	Sales/Prior Year Change
Partnership Sales	\$ 16.8M/+8.3%
UPASS Sales	\$ 3.8M/-0.6%
K – 12 Sales	\$ 916K/-5.2%
Convention/Visitors	\$ 692K/n/a
FY19 Total Sales	\$ 22.2M/+9.4%

Mr. Ashe asked what was the cause of the decline in the K-12 sales.

Mrs. Jinadu-Wright said the decline in the K-12 sales are due to schools using passes during specific programs, which fluctuate on an annual basis.

Advertising Revenue Overview

Four Main Categories

- Transit Advertising
- Bus Shelter Advertising
- Electronic Sign Advertising
- Bus Audio Advertising

Transit Advertising

- Revenue Guarantee:
 - MG \$17.12 M (5 Yr.) / 2019 \$3.6M
 - Comm. Percentage 65%
- Ad Placements:
 - Exterior/Interior on over 500 buses
 - Exterior/Interior on over 300 rail cars
 - 75 bus wraps/20 pairs rail car wraps
 - 38 rail stations (*includes station domination*)
 - Four (4) streetcar wraps
- FY19 Revenue: \$ 5.4M

Bus Shelter Advertising

- Maintains over 800 shelters/benches (*ad/non-ad*)
- Reimburses MARTA for Bus Shelter Inspectors \$ 200k/yr.
- Contract provides for 10 non-ad/10 benches per yr. at N/C
- Customer hotline for maintenance and repairs

- Revenue Guarantee:
 - MG: \$34.5 M (15 yr.)/2019 \$2.6M
 - Revenue split equally between MARTA and Jurisdictions
 - Comm. Percentage: 35%

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Ad Placements:

- Over 400 ad shelters in DeKalb, Fulton Counties and City of Atlanta
- FY19 Revenue: \$ 2.6M (to MARTA)
 - Distributed \$ 1.3M to Jurisdictions

Electronic Sign Advertising

- Revenue Guarantee:
 - MG: \$3.25 M (15 yr)/2019 \$305kK
 - Comm. Percentage: 17 – 27%
 - No Option Period
- Ad Placements:
 - Utilizes 50 platform signs and all monitors installed in rail cars
- FY19 Revenue: \$305K

Bus Audio Advertising

- Revenue Guarantee:
 - MG \$458k (5 yr) /2019 \$100k
 - Comm. Percentage: 25 – 32.5%
- Ad Placements:
 - Time based bus ads
 - Proximity based bus ads
- FY19 Revenue: \$100K

Revenue Source	Sales/Prior Year Change
Transit Advertising	\$ 5.4M/+22%
Bus Shelter Advertising	\$ 1.3M/+1.5%
Electronic Signs	\$ 305K/+3.4%
Audio Advertising	\$ 100K/+25%
FY19 Total Revenue	\$ 7.1M/+17.5%

Mr. Tomlinson asked does the Authority have any information on the performance of the State's Capital Program.

Mr. Jinadu-Wright said the State Capital Program is performing well.

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Referencing slide 12 of the presentation, Mr. Frierson asked what does it mean when a contract says 10 non-ad/10 benches per year at no cost.

Mr. Jinadu-Wright said the 10 non-ad/10 benches per year at no cost represents benches and bus shelters that have advertising and the benches and shelters that don't have advertising. The advertising vendor would select the ultimate locations for benches and shelters with ads. The Planning Department, External Affairs and MARTA would identify locations where benches and shelters would be installed for the purpose of the Authority's services and customers.

Mr. Frierson asked are there opportunities for communities to promote events such as 5K runs within their community on MARTA's transit system.

Mrs. Jinadu-Wright said yes, communities can advertise on MARTA's transit system. Staff would talk to the Authority's advertising vendor to ask for a preferential rate based on if the group is non-profit or a community-based organization. The Authority could also partner with advertising firms with intentions to create a trade partnership.

Ms. Abdul-Salaam asked how could Clayton County get involved with advertising on the MARTA system.

Ms. Jinadu-Wright said the Authority is currently working with Clayton County and an update would be provided in the future.

Mr. Ashe said Emory University is listed as one of the TMAs. He asked why are they not listed as a participating University.

Mr. Jinadu-Wright said the Clifton Corridor does purchase passes from MARTA through the UPASS Program. A few sample schools were listed in the presentation, which didn't include Emory.

Mr. Tomlinson asked if the UPASS is available to students and faculty.

Mrs. Jinadu-Wright said yes, the UPASS is open to student and faculty members.

Mr. Tomlinson asked if there was a price difference for students and faculty.

Mr. Jinadu-Wright said yes, the price for students is \$68.50. The price for faculty members is \$83.80.

Ms. Scott said Georgia State have several campuses throughout the Atlanta area. She asked if each campus is eligible for the program.

Mrs. Jinadu-Wright said yes, all Georgia State campuses are eligible to participate in the UPASS Program.

Ms. Ivey thanked Mrs. Jinadu-Wright for the presentation and for her leadership within the Authority.

Resolution Authorizing the Award of a Contract for the Procurement of CPMO Consultant Supplemental Services, RFP P43871

Mr. Rucker presented a resolution authorizing the General Manager/CEO or his delegate to enter into a contract for the procurement of CPMO Consultant Supplemental Services, RFP P43871, with Jacobs/Russell MARTA Team.

One of the major goals of the MARTA Board of Directors and Executive Management Team (EMT) is to deliver a capital program with speed and efficiency. A Centralized Program Management Organization (CPMO) will create an environment where all internal groups are working together towards a common goal. In addition, a CPMO will enable the Departments of Operations and Facilities Management to focus on services, provide more accurate, scalable resource forecasting, acquisition and utilization as well as enhanced accountability.

Funds for the current year are included in FY19 capital budget, funds for subsequent fiscal years will be included in the subsequent annual budgets. The contract authorization of \$28,037,259 would cover the core team of resources proposed by the Jacobs Russell MARTA Team. As the scope and the needs of the program evolve, authorization will be sought for the funding needed for such expanded services.

In order to complete this effort, MARTA issued a Request for Proposals (RFP) to solicit a vendor to organize a CPMO that will re-align program delivery organizational structure, evaluate and revise processes and procedures, supplement MARTA's internal resources and recommend technology that meets the agency's requirements. As MARTA's expansion program increases and its service area grows, a CPMO is critical to the Authority.

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Notices of Request for Proposals were advertised on June 24, 2019 and July 1, 2019 in the Atlanta Journal Constitution, the Georgia Procurement Registry, the Georgia Local Government Access Marketplace, and on MARTA's website. Forty-eight (48) firms retrieved the online solicitation and/or purchased the CD. On the proposal deadline date and time of July 11, 2019, at 2:00 p.m. Four (4) proposals were received from the following firms:

- Davisbell Associates, Inc.
- MARTA Delivery Partners (A WSP USA, Inc. and Atkins North America, Inc. joint venture)
- Jacobs/Russell MARTA Team (A Jacobs Project Management Co. and H.J. Russell & Company, Inc. joint venture)
- Michael Baker International, Inc.

The two (2) firms were invited to make oral presentations to the SEC.

Consistent with the MARTA Act it is in the best interest of the Authority to enter into a contract with Jacobs/Russell MARTA Team.

The Office of Diversity & Inclusion assigned a 31% Disadvantaged Business Enterprise (DBE) goal to this contract.

Mr. Ashe said some contracts are easier to understand than others. This contract seems to be a much-sophisticated contract to judge. He asked what should the Board expect to see as signs of success in the contract and what would indicate that the contract is failing.

Mr. Rucker said in order for the Board to see signs of success, staff must establish metrics to measure performance. It is the intentions for staff to provide the Board with monthly performance updates.

Mr. Pond said that is vital for staff to provide a two to three page monthly report on budget performance and scheduling.

Mr. Rucker said staff will provide the Board with score-cards that would deliver a level of confidence on the status of performance.

Mr. Pond asked if the fifteen-member staff would be launched immediately.

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Mr. Rucker said the fifteen member staff is a core group of expertise that the Authority needs. It is anticipated that the fifteen member staff would launch immediately.

Mr. Pond asked if internal project management staff work on smaller projects.

Mr. Rucker said yes, the Authority's internal staff would work on both small and large projects.

Mr. Floyd acknowledged Mr. Rucker for the progress made within the last six months. He asked for a consistent schedule of all changes regarding the projects on the list.

Mr. Parker acknowledged Mr. Rucker for making a significant effort in the organization and putting the Authority in a position to have internal and consultant services to deliver a large program.

On motion by Mrs. Hardage seconded by Mr. Durrett, the resolution was unanimously approved by a vote of 10 to 0, with 11* members present.

* * *

Adjournment

The meeting of the Planning & External Relations Committee adjourned at 10:55 a.m.