

PLANNING AND EXTERNAL RELATIONS COMMITTEE MEETING

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

March 28, 2019

9:30 a.m.

ROBERT L. ASHE III, CHAIR

Minutes Taken by:

Allison H. Wilcox, RPR, CCR-2569

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A P P E A R A N C E S

Robert L. Ashe III, Chair

Robert F. Dallas, Vice Chair

Christopher Tomlinson

William 'Bill' Floyd

Jerry Griffin

Ryan Glover

W. Thomas Worthy

Jeffrey Parker

Virgil Fludd

Freda Hardage

Frederick L. Daniels

Roberta Abdul-Salaam

Roderick Edmond

Jim Durrett

John 'Al' Pond

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MR. ASHE: Good morning, everyone. We'll call this meeting of the Planning and External Relations Committee to order. The first item on the agenda is approval of the February 28th meeting minutes.

Do I have a motion to approve?

MR. POND: Approve.

MR. DURRETT: Second.

MR. ASHE: The motion was made by Mr. Pond, seconded by Mr. Durrett. We have a court reporter who is transcribing our proceedings today so.

MS. HARDAGE: If you could use your name when you say that until she gets to know everyone, please.

MR. DURRETT: Yeah. Jim Durrett seconds that motion.

MR. ASHE: All in favor, say aye.

(Board members consent.)

MR. ASHE: Opposed like sign. The motion carries unanimously.

The next item is a briefing on the Super Bowl marketing campaign. Would you introduce yourself for the court reporter, please.

MS. JINADU-WRIGHT: Yes. Jennifer Jinadu-Wright, Senior Director of Marketing.

Good morning, everyone. I'm going to do a quick recap of our marketing effort that we undertook that we had earlier in the year of the Super Bowl.

So as you know, February 3rd we hosted the Super Bowl, and it's the first time we hosted it since 19 years prior. There were many events and activities we had leading up to the Super Bowl, with Super Bowl Live Experience and many unofficial events.

Our campaign objectives were two-fold. We were trying to reach people who were thinking of coming to Atlanta to attend the game, as well as the activities around the game, making sure they had a very positive customer experience. At the same time we wanted to make sure that our regular riders, that we also focused on them and provided them information as it relates to our service or any happenings due to the game.

So our audiences were the residents who were attending the game, as well as local people trying to get to work or school or non Super Bowl activities, as well as all of the out of town visitors and the locals who were not that familiar with riding MARTA as well. We had lots of tactics.

On the print side we did postcards, we did credit card sized to keep in your pocket that had a map and all the information of what you

would need to know to ride the system. We had our Ride Guides. We did a special Super Bowl customized edition. And then of course our commemorative Breeze cards, we had 400,000 of those, and those ended up being a very, very popular item.

We also did some outreach to the hotels. We were able to work with the Atlanta Professional Visitors Bureau and determine the Super Bowl designated hotels. There was 16 of them around Midtown, Downtown and Buckhead, so we had some signage in those hotels, as well as our customized Ride Guide to make sure that all those visitors were exposed to MARTA.

Internally, we did some branding for our employees. We did a special employee pocket guide for our ambassadors to make sure they knew all the information they needed to know to support our visitors throughout the system during that time. And we branded our employee apparel so that visitors would be able to easily identify our good looking employees. We updated MARTA net, and we also did a branding for a special app for our ambassadors who were volunteers.

We also looked at the [inaudible] that we had to have a bigger splash and further get the message out. So we did three bus routes that we

focused on our app for police so that people could alert us if they were to see anything come up on the system. You can see that in bright yellow.

We also used our ads on the sides of buses, what we call Bus Kings, those long rectangular ads; we had 40 of those riding on the system. And inside every bus we had printed ads, as well as interior audio messages reminding people to take MARTA during that time. And then throughout our service area we had 20 digital bus shelters, and those were very dynamic with the digital.

We also took the opportunity to maximize on our sales revenue, so we were able to sell the street car. The street car is very attractive to our advertisers because it is on a designated route, unlike our buses where they change routes. So we were able to sell that to the NFL, and they purchased all three street car vehicles and wrapped those.

We also had station domination with Pepsi, who took over several stations and branded them from head to toe with Pepsi.

So these two sales enabled us to generate 974,000, which ended up being 588,000 [inaudible], which if we look at the same period last year, that was a 102 percent increase. Just talking about the street car, we also

recently undertook a contract with Ken Nugent. You've probably seen those ads out there. Ken Nugent purchased a street car from now until December for 283,000, so that would give MARTA just over, almost 184,000 on the street car.

For our regular riders who are not necessarily attending the Super Bowl, just route information, we made sure we had A frames out there so they could go ahead of time and reroute, that wouldn't affect their bus journey. We also made sure that our EVM vending machines had signage reminding people to save time and buy a round-trip and make sure they understood how to actually purchase their fare. And then we had some system announcements.

In talking to other systems that had previous Super Bowl, we wanted to make sure our regular riders didn't feel that we were not focusing on them, as well and making sure they got all the information they needed.

We took the opportunity as well just to generally beautify our stations to make sure our signage was very welcoming. We updated our ride store apps at both Five Points and the airport. And we covered up the very ugly yellow orange thing that hung out at Five Points, they call it jumbotron, and we made it be a thank-you message for riding MARTA. And that just kind of made

that space look a lot more attractive. We're hoping that advertisers see that and may be able to sell that space to an advertising vendor and further generate additional revenue.

We also modified our rail map to make sure that visitors realized that we could take them directly to all of the venues where the Super Bowl and related activities were happening. We put up additional signage, because our revenue team had pop-up ticket booths where selling Breeze Cards would reduce the lines at the machines, and we used the exterior of our stations to further promote our message.

We had a dedicated page on our website, which is [martasb53](#), and that was all things Super Bowl. This is the one place you could go to to understand how to ride, what you needed to ride, where all the events were, how to get there, just everything you would need to know. We got a lot of website hits for that page, and we also shared that page with all of our partners to make sure everybody was able to access MARTA as easily as possible.

We spent quite a lot of time on digital messaging, so both organic and paid through digital advertising, as well as social media campaign. Using digital we were actually able to focus on people who were thinking of coming



to Super Bowl even before they got here, so we were able to focus on looking at the eight teams at the beginning and looking at people's behavior so they are online looking at things in relation to the Super Bowl, looking at maybe rides to Atlanta, looking at hotels in Atlanta, looking at things to do in Atlanta. Their online behavior showed us that they were thinking of coming, so we were able to target them before they even got here.

And the teams, as we went through the elimination process, we were able to target more and more until we got to the final two teams. We were able to target them, as well as local people who were thinking of attending game. You can see by our metrics that we had almost 5 million impressions just from our digital campaign. We really found that a very useful channel.

We also took the opportunity to try some new things and do some things that we had done before. So Waze, if you're not familiar with it, it's a tool that helps you to avoid traffic. So we actually took some ads out on Waze. So if you were in traffic and you were in a certain

mile radius of our station, it would beep to you a MARTA ad to tell you that you could have been there by now, here's how you get to the nearest station, park your car and get on the train. That was a very successful tactic for us. We got a lot of impressions. We had a lot of people clicking through to look at our ad. So we definitely are going to do that again in future campaigns.

We ran another Spotify campaign that we had done in the past, and that's streaming radio that's growing and growing with popularity. We had a very good reach on that and a lot of ads were served that way.

And then for our younger audience, we did a Snapchat filter. If you're not familiar with it, it just allows you when you're in a certain physical location, when you take a picture the picture will be branded with your organization; for us it was MARTA. And the image I'm showing you was a press conference with the GM and Chief and other MARTA representatives at Dome Station. We had a Snapchat filter that was running, so we took a picture and we were able to have that branded. Then the idea is people share that

through their Snapchat networks and gaining increase in our reach.

We also did a radio campaign. We focused on sports radio, as well some local and urban stations, and we ran that leading up to the Super Bowl. I'm just going to briefly play for you one of their ads.

(Displaying ad.)

We also had a Spanish version.

In addition to the general ad, we also did some traffic sponsorships so when you would get a traffic update, again, you would get another message about riding MARTA.

As part of that we were able to get some added value of 64,000. We used that to do some additional interviews with the GM as well as Chief, and we got some additional spots that we didn't have to pay for.

We did do some print advertising. We focused primarily on the official publications, so the official Super Bowl Committee magazine, as well as the ACVB official Atlanta Now magazine. And those were published both in print version, as well as online, and distributed at hotels and visitor centers.

We had lots of videos. We did specific videos that focused on taking MARTA, some fun videos that showed the airport connection or connections to the stadium, as well as some internal videos for employees who were volunteering. We showed all of those videos on social channels as well as digitally.

We basically partnered with everybody that we could, and these are just some of the partnerships that we had occurring at that time. With City of Atlanta, we were also able to use their digital signs. They have these signs called SOLFA signs that are digital billboards. And we were able to partner with them, and they gave us access to use them at ones that were located near our stations so we could show you our next train arrival, as well as push our messages about riding MARTA.

We had our partnerships that we normally have with our Ride Share partners, so both Lyft and Uber. And this time around we also partnered for the first time with JUMP, which is scooters, and all three companies offered discounts and incentives to our customers to use their services to connect to or from a MARTA

station. And those discounts apply to all of our stations except airport and the Dome.

I just want to share with you one of the videos, and this was the one that the Falcons did for us in support of our efforts, just to show how easy it is to take MARTA to the Dome.

(Displaying video.)

Thank you. Any questions?

MR. ASHE: Thank you very much.

Next item on the agenda is the DeKalb Transit Master Plan update. Mr. Hobbs?

MR. HOBBS: I am Bryan Hobbs, and I am a project manager in the Long Range Planning Department. What I want to do this morning is to give you a brief update on where we are with DeKalb County Transit Master Plan and kind of give you an update also on a recent threat that took place.

So you guys know DeKalb Transit Master Plan has kicked off with the idea of addressing DeKalb's mobility challenges to help manage development opportunities and improve the quality of life. As you know, steady partners and leaders will be DeKalb County, and ARC and MARTA, along with the municipalities within

DeKalb. Just to give you a brief overview of what they're looking for is to live, work, play and use transit, make sure it's thriving in emerging areas of the transit service, ensure that transit is affordable and effective, and also to make sure transit is available for everyone.

So this here is currently our current schedule. As you know, we're in March where we have gone over the financial projections. MARTA has played a big role as we have gone through with financing. As we get towards April where we will begin to start developing a transit scenario, we do currently have projects that we're looking to bring down to fiscally constrained in that effort.

So we recently had a charrette. There's a lot that we took away from that charrette. Again, we began to define transit investment opportunities and scenarios, as well as talk about creating a vision to guide land use and economic investments to support those transit investments.

So to kind of give you a brief overview of what we heard at those charrettes. One thing we

did hear is that education is needed. Currently there are a lot of modes that are talking about implementing within the region and in DeKalb specifically, such as BRT. These modes are not very known to the public, so there was a big push that there's more education needed on these new modes. That still comes up as an issue. People remain focused on equity, and that's going to continue to be an issue as we move forward. Again, more education in that effort could assist in that.

Another top concern was mobility. Mobility was a concern because there's not enough on-demand service. That's what we heard. On-demand services was an issue in DeKalb, and there are also some areas that we currently don't serve that they would like to see MARTA put a little bit more focus on.

Another thing that came up was taxation. What we heard was there is some willingness to impose another tax. However, we also heard that the current tax is something that they're wanting more out of. There's a lot of discussion on that. We'll continue to have those discussions. But there's discussion of

the current one cent, they're wanting more out of the current one cent.

Another hot topic was the GDOT managed lanes. We talked about being able to utilize the managed lanes for new transit modes as we move forward. Those are some of the things we kind of heard within the charrette.

Now there were also opportunities here as we just spoke about the managed lanes. There was a focus placed on that because it's using investment that GDOT is currently looking to implement, there's a possibility there to save cost in trying to implement some new transit modes. So that in itself was an opportunity.

Also, DeKalb is currently going through a top end study. A top end study is anticipated to be included in the DeKalb Transit Master Plan, at least the results of that study.

Here, as you can see here, this is the concept from near term in customer experience improvement. These are things that were discussed at the charrette, actually the things that are considered to be used in the one cent that they are asking that we possibly use it out of the current one cent.



What I will say is a lot of these things that they've actually mentioned, we are already actually implementing. So we're still having those discussions, because some of these things that are being mentioned we already know about and we are actually performing things and taking action on it now.

As you can see, one of the big topics was bus-to-bus transfer facilities, which we don't currently have in the system, but that has come up in the transit plan as being something that could be done in the immediate near term.

So of the transit modes being considered in the DeKalb Transit Master Plan right now, they are not considering anything other than heavy rail, light rail, street car, bus rapid transit, and arterial rapid transit. While there are other modes out there, this plan is restricted and limited to these modes. We have heard from that charrette that there is some other opportunities, but this plan is restricted to the modes here.

There's also a discussion of a TOD. TOD has come up as a big topic, and land use that's going to definitely be needed if you're talking

about more transit and different transit modes within DeKalb. Currently MARTA had a I-20 east TOD study that we have performed. That information will go into the DeKalb Transit Master Plan, so those are things that we've been discussing also. This is just a overview of what the public and stakeholders were seeing as far as the typologies with regards to TOD as it relates to MARTA.

So right now the next steps, we're going to gather more information. We recently just completed public open houses. I don't have the data for that, but that just completed and we're hoping to be able to provide that the next time.

We also as I discussed earlier are now defining the universe of transit projects. Again, the transit project list will be constrained by forecasting funding. And also we're going to continue more outreach and education.

That is pretty much it. Any questions?

MR. ASHE: Mr. Daniels and then Mr. Dallas.

MR. DANIELS: Thank you for your presentation. Couple of questions.

I attended one of the, I guess I don't know if it was charrette or general meeting. There's some software that Grady Smith and his team has that I think you need to bring to the board.

MR. HOBBS: Okay.

MR. DANIELS: And what that is, it was transformation with respect to that you can put in the route that you want to, whether it's coming off of Indian Creek to Stonecrest, which everybody wants for rail, BRT, arterial. But you can go from here to Buford Highway. You can essentially create your own route and it speaks to the cost, it speaks to the maintenance and ongoing maintenance, and whether that's even financially feasible.

From an education perspective, I think that is what we need because there's just so much in the way of misinformation that's out there. Then there's also the realities of how much real money that we have to spend in any one of these corridors, be it the Clifton corridor, be it I-20, be it Buford Highway or any other thing that's being proposed.

So I think that you should bring that here

so the board can see it first, and then that can be -- it will turn into a real educational component that others will want to see and learn from, and I think it will help some of the naysayers or people out there who just think that we have an unlimited budget as it relates to transit in the region.

Number two, can you speak to the I-20 corridor? I know one of the challenges that we've had that we're working with the DOT on is the managed lanes. But the challenge is that part of that managed lanes, part of the managed lanes take part of the right-of-way that we need for whatever route, skateboard or whatever we send down 20. So from that perspective, can you give the board an update in regards to your conversations with the DOT along those lines? Because if they take another 5 or 10 feet, then we have to start all the way over and go back to the beginning of the line versus all the money and time that's been invested in looking at I-20 and that whole corridor.

MR. HOBBS: Yeah. So to your first point about the software, that has been an excellent tool for us. It has allowed us to give some

realization, give some realization of how much things actually cost. And when people actually see it, they have the opportunity to say whoa, that's a lot of money and we didn't realize that's how much it would cost, and it kind of gives them a different perspective. So I definitely will bring that back to the board for you all to see.

On your second point with I-20, we've had conversations with GDOT. The conversation so far has been they were going to implement the zipper lanes and then implement the managed lanes; as to funding, that's been an issue. However, I have learned here recently that they're no longer implementing the zipper lanes. So our conversations about what the --

MR. DANIELS: What are zipper lanes?

MR. HOBBS: Zipper lanes are, essentially it's a moveable barrier. It would be a moveable barrier down the center of the highway, which they can create a lane during peak hours, allowing traffic to flow through there as a managed lane, and then during nonpeak hours the barrier would close and it would no longer be available --

MR. DANIELS: So like 75 going up Henry County?

MR. HOBBS: Yeah, but basically only one side of the interstate would be in effect.

MR. PARKER: What this allows is that in the peak flow direction there's an extra lane, and then in the afternoon the lanes reverse and keep the flow out of the city. So you're switching it back and forth, and it's a moveable barrier that allows that to happen.

MR. ASHE: We have a court reporter taking our minutes, so before you start speaking please introduce yourself for her benefit, please.

MR. TOMLINSON: Jeff had the right of it. There was an original plan to add a moveable barrier, basically adding one additional lane heading westbound from about Panola Road and past 285. As the gentleman said, that project has been put back on the shelf.

There are long-range plans, as Mr. Daniels was speaking to look at managed lanes on I-20 from approximately 285 approaching towards Stonecrest.

But Fred, I mean you hit the nail on the head. The question's always been that project's

built. What does that mean for any potential right-of-way for other alternative? I can tell you from the state's perspective, we're very interested in seeing the final plan from DeKalb and to see what has been raised as a priority from DeKalb's perspective for transit needs in the I-20 corridor. And the good news is even the managed lane plans right now are in long term, so having this plan should give us adequate time to factor that into any future managed lane plan, but that's not part of the initial list of managed lanes that are currently under early planning development.

MR. DANIELS: Thank you.

MR. DALLAS: Mr. Chairman?

MR. ASHE: Mr. Dallas?

MR. DALLAS: Yes. Thank you. Bob Dallas.

Just a couple points just to echo Mr.

Daniels' statement that constraining the projects, which in kind of our parlance identified the cost associated with them, is key for all the state roles, which included CEO and commissioners.

Second thing, this is more of a question or point, I wanted to look at the timeline on

slide six. It basically looks at May 2019 as when we'll be pretty well along to defining what is going to be part of the transit plan, setting both the cost and priorities associated with this. Is that a correct assumption? The decision, the final documentation will be 2019, but in terms of the plan itself looking at that as a timeframe?

MR. HOBBS: Yes, correct.

MR. DALLAS: All right. So in that process, if I look at the More MARTA efforts and City of Atlanta as an example, the CEO and commissioners will have great influence over what that looks like. So if they say we want all the money to go into one project and one project only, it would be a very simple plan but that would be it. Or it can be broader in terms of applying lesser dollars to multiple projects.

So I just want to confirm that they have a lot of influence, if not the bulk of it, besides the City of Atlanta in its efforts.

MR. HOBBS: Yes, that's correct.

MR. DALLAS: I just suggest that we need to make that clear to the stakeholders and the decision-makers in DeKalb County to ensure that



the process is fully understood and the importance of their involvement and that decision-making in terms of exactly what this plan is looking like. Because as Mr. Tomlinson stated, a lot of others will be looking at this in order to advance not only DeKalb County's transit and transportation, but the region's transit and transportation.

MR. HOBBS: Yes, sir. Agreed.

MR. DALLAS: Thank you.

MR. ASHE: Dr. Edmond.

DR. EDMOND: Over the years there's just been this presumption and assumption by all the stakeholders that they are not getting what it is they paid for. That, in my opinion, is a huge stumbling block for any type of agreement and satisfaction that jurisdictions can feel as a result of going forward with MARTA. I strongly suggest that somehow we do a retrospective analysis of what it is that the jurisdictions get paid and how much MARTA has paid toward their initiatives. This is something that may be a big project, it's a huge investment, but I honestly think we need to consider it in light of the fact that we get

basically billions of dollars. And unless this data is known, I got a feeling we're going to have a stumbling block at every turn.

And another thing I have to say is this thing called MARTA isn't a situation where every jurisdiction is going to get every penny that they invest, because there's a bigger picture that is a regional perspective, which sometimes will entail for a couple of years even though you put in a dollar, you may get back 95 cents for a while because the bigger picture necessitates expending moneys in a different area in order to make the whole picture run better. But this information is most important if we're ever going to move from point A to point B. Because every time I hear reports like this, it's just this presumption that DeKalb County feels like they haven't gotten what they're supposed to get. Let's go ahead and quiet that issue.

MR. ASHE: Anyone else? So question. If you'd go back to slide 13, please. Sorry. Go back, back, back, back. That's it.

So looking at the map, this doesn't account for any investment that might be made in

DeKalb County or relating to DeKalb County from Gwinnett potentially joining the system, and it also doesn't appear to account for any potential investment being made within DeKalb County as a result of the More MARTA investments.

Is there discussion about those other actors and the influence those investments will or could have on the DeKalb plan or are we just doing this on an island?

MR. HOBBS: No, sir. Actually, there was a map that we did have which is dedicated to the Gwinnett plan, as well as there's one for the City of Atlanta. That's not in this deck. But yes, there's been a lot of discussion about the other jurisdictions and connectivity between those jurisdictions.

MR. ASHE: Thank you.

Anything else to come? Thank you very much for your time.

MR. HOBBS: Thank you.

MR. ASHE: Okay. The next item on the agenda is a resolution authorizing the solicitation of proposals for the procurement of a centralized program management organization, CPMO, consultant supplemental services. Frank

Rucker.

MR. RUCKER: Good morning, Chairman Ashe, Mr. Parker, Mr. Fludd, members of the Planning and External Relations Committee.

Before I start, I just want to recap some of the discussions we had in the workshop a couple weeks ago. We talked about the magnitude of the capital program that we were facing, both looking at the state of repair, the ongoing work maintaining our existing system, as well as the expansion activities on multiple jurisdictions.

We highlighted what a desired future headline would be, and I just kind of grabbed a piece of it, flawless execution of capital projects and service delivery. We discussed the raised expectations of the multiple jurisdictions that will be a participant and guardians and being stewards of their contributions. We identified a risk to a culture of delivery, and also began a discussion on how to mitigate those risks. So those were just some of the driving factors that led us to what we are now making a recommendation for a centralized project management office.

So with that, I would like to direct your

attention to the agenda item four requesting that resolution authorizing the solicitation of proposals for the procurement of a centralized project management office consulting supplemental services agreement.

Now supplemental services, we will incorporate our own staff into the CPMO. Of course we don't have our resources that would be required to actually man and implement a program of this magnitude. And that's RFP P43871.

So the requested resolution authorizes the general manager and CEO or his delegate to enter into a five-year base contract for procurement of CPMO consulting supplemental services with one five-year option. The CPO will create an environment where all internal groups are working together towards a common goal, thus deletion of silos, provides accurate and scalable resource forecasting acquisition and utilization, as well as enhanced accountability. CPO will realign the program delivery organizational structure, evaluate and revise processes and procedures for effective implementation of the capital delivery, as well as the state of repair program.

So the CPO will incorporate, I don't want to say better than industry standard program controls ensuring proper tracking and scopes, finance/costs, schedules, timely reporting, and implementation of a robust risk management process and procedures.

So at this time I'm requesting that the committee recommend to the full MARTA board this resolution authorizing the solicitation of the proposals for the procurement of the CPMO consulting supplemental services RFP P43871.

With that, I'd like to answer any questions.

MR. DURRETT: Move to approve.

MS. HARDAGE: Freda Hardage seconds.

MR. ASHE: All right. And I believe we have the motion properly made and seconded. It looks like Mr. Daniels would like to ask a question.

MR. DANIELS: Mr. Rucker, at the board meeting you gave a pretty thorough presentation as it relates to how you want to move forward with capital management. In this proposal, help us understand, one, there's no cost numbering here in terms of what you're budgeting for that

number.

Number two, how will this -- what we have to replace now is, quote, MATC in terms of all these consultants that essentially we utilize for capital projects. How will this differ from what is already in place? I understand in terms of what you're saying you're managing this, but we still have to be very mindful of execution, in the cost of execution and the cost of having this office versus what we had in the past. So if you could kind of compare and contrast for us, not knowing the full vision of what you have versus what we have right now, I think it will be helpful for myself and maybe for the entire board.

MR. RUCKER: Okay. So MATC is what we call a general engineering consulting contract. So it primarily focuses on the engineering component of delivery. So let's go back to the typical phases in a delivery.

You have planning, engineering, construction, and close-out. With those comes probably two different procurement steps. Now, if we're doing engineering, again focusing on design phase of the work, MATC has always played

a role in the basic development of the construction documents, i.e. going through the conceptual design development, final what I call the -- well the conceptual schematic design development, as well as the final construction drawings, and basically supporting from that end.

The CPMO will take a higher, overarching approach, and it's really based on management. So we will bring in additional project management staff. We will bring in supplemental staff that assist in our procurement exercises, so contracts procurement. We'll bring in supplemental legal staff as requested from our legal colleagues. We will bring in a robust controls team which basically tracks schedules, scope, risk management, cost at a level of detail that's required so we actually know everything as we progress.

Now, process and procedures. The thing that you have to do in these programs is constantly track every decision made on every project, so implementation of those processes is what I call -- project information, for example, would be project information packages where, as



we begin to look at an initiation of a project, we actually understand the scope that we are initiating, understand the funding source, understand the budget associated with that, understand the schedule of it. And as we go through the various phases of the development -- so going from planning to design to each phase of the design -- basically understanding change management, so in the change and scope of the project, why did we change, documenting that, as well as impacts in terms of cost, schedule, budget, et cetera, documenting those on forms. So you have full accounting of the lifeline of the entire project.

So typically, design services don't do that. So any major program will basically have to have that level of documentation to satisfy the various jurisdictions who basically want to know.

The other thing about this one will have construction support services as part of the program, so basically taking those design projects into construction and doing proper documentation, as we do now, but it would just be a lot more of it.

MR. DANIELS: So from a budgetary respect, there are no numbers associated with this resolution. Help us understand what cost will be associated this new entity.

MR. RUCKER: Okay. And I left that out for a reason, because I didn't want to give you an erroneous number, understanding as we ramp up we will require more resources to do this. I have some initial estimates looking at the first five years, and it's going to be somewhere between 15 to 20 million per year of services.

Now before everybody kind of frowns on that, when you're doing all these exercises and looking at the soft cost allocation to these major programs, you have to begin with the end in mind so we're looking at a \$6 billion program. We're looking at industry standards of what would be in terms of execution, and I got some documents here that illustrates for a federal transit authority program. You are looking somewhere around 30 percent soft cost associated with that program. So 30 percent of the allocated budget is associated with program management, design, planning, you know, you name it, the soft elements of construction management

of that. So you got a \$6 billion program, which right now the City of Atlanta, the proponents of the City of Atlanta and DeKalb County -- not DeKalb, but Clayton County -- is I'd say between 4.1 to 6. The 6 at 30 percent is 1.8 billion. Okay? If it's 4 it's \$1.2 billion that normally would be attributed to the soft cost elements of that.

So I could report -- again, I'm in development on this, but I'm beginning to get a feel for the different contributions I got based on reports from planning on their projections. I've got reports from a high level program management of what we're trying to put in place looking at the organization charts. But I can tell you right now just looking at this trending course, about 15 to 20 million a year. And as we ramp that up, we might have the best to go up, depending on the level of support we need --

MR. DANIELS: So I guess my follow-up question is are you premature in bringing this to the board at this point in time. Obviously a financial component to what we're trying to do. And if you're using whatever industry benchmark, be it FTA or one of the other organizations out

there that speak to construction, then there needs to be some framework around what you're bringing forward. If the number's 15 to \$20 million, it doesn't necessarily scare us, but we need to at least know what our universe is as it relates to holding some accountability as it relates to cost. And sending for a resolution, especially at this dollar amount that does not have indications as to what the potential cost is, is almost in my opinion dereliction of our duty because it's just out there and this is a very major piece of resolution that you're asking us to take on.

MR. RUCKER: From my experience, no, I don't think I'm actually out there too early. Again, I think what we have to realize that this program is already ongoing. So passed a resolution two and a half years ago, Clayton County timeframe in 2014, and we are now basically expending some of that, More Clayton, More MARTA, More MARTA Atlanta money. So all we're beginning to do now is get proposals back so we can begin evaluation.

Now Mr. Daniels, be mindful, we're talking about doing a full execution of the agreement in

October timeframe. So by that time I will basically come back to the board and make recommendations -- I will give you all the information. In fact, in a couple weeks I should be able to give you some preliminary. So in the next cycle you want to say okay, Frank, give us a report of what you're projecting as we support this effort, I'll be able to do so.

But one of the things you have to do is begin to put together a proper work breakdown structure so you can start categorizing the efforts that you will basically be putting in place, you got to have a schedule. So one of the things I talked about is not having a master program schedule developed. And I can't give you that accurate projection of cost if I don't have a master program schedule developed, so I got to begin that process. And we got to continue that process. So the more we delay, the more it's going to impact us as we go forward in the future.

MR. ASHE: Mr. Parker.

MR. PARKER: Jeff Parker. So to help frame the question that you're asking, Mr. Daniels, the largest variation for the

amount of money that's going to be spent, whether it's over next year or over a ten-year period, is how we're going to deliver the program.

So for example, City of Atlanta is still prioritizing which project comes first. That's ultimately going to drive when we spend those soft costs. And this program is going to really be the key to provide management controls for managing the overall program, which part of those management controls will be the dashboards and the regular reporting that we give to the board, and ultimately giving us the tools to reduce those soft costs to a minimum.

We will be -- you know, this is seeking permission to advertise a contract. Before we come back, clearly the City of Atlanta priorities are going to be, should be finalized, going to be finalized by then, and we can provide a much more accurate level of spending over a period of time to support the known capital program at that time.

MR. DANIELS: I think fundamentally change is good and we're not opposed to change. But I think that educationally, maybe what you're

proposing to us -- at least for me, I can't speak for rest of the board -- but for me, I'm not there yet in terms of understanding the complexity of what you're trying to move us towards. And I understand that there's stepping stones that we all need to move us to where you are. We're not trying -- I'm not getting in the weeds. We're not trying to get in the weeds.

We need to understand from a fiduciary responsibility perspective clearly how we're executing, how you're planning to execute on the More MARTA and any other transportation projects that you're seeking to go forward with. And I'm not there. That's where I have, I guess you could say unreadiness at this point in time, because I don't know that it's been explained clearly enough to -- we voted for obviously -- we didn't vote for. The City of Atlanta has voted for more expansion, and we want to do more in terms of executing those projects. But when you're saying that you want this office and we're not clearly there in terms of the lines of delineation in terms of cost and execution of responsibility, it's more you're saying to us, trust us. Not saying that we don't. I'm just

saying that there's not been a level of education that I feel is sufficient for this board to be comfortable where you're trying to take us.

MR. ASHE: I have Mr. Griffin, Mr. Durrett and Mr. Dallas ready to speak.

We got a lengthy presentation on this at the last board meeting. What we are doing today is authorizing the issuance of a solicitation for an RFP; we're not awarding a contract. I think moving it forward today gives us the opportunity to continue having those conversations while not delaying the planning of the expansion programs, which are now years in the authorization. But that's my opinion. Obviously, members can vote how they feel and see fit.

With that, I'll go to Mr. Griffin, then Mr. Durrett, then Mr. Dallas, and Mayor Floyd would like to be added to the list as well.

MR. GRIFFIN: I would just like to ask a question on the resolution itself. It's kind of confusing to me. I understand the procurement of this kind of service is kind of something you may want to discuss. But you can do this, but



we can do this without competitive bidding if it's impractical to have adequate specification or adequate description of what it is we've done. I don't understand that. I don't have any problem going ahead but --

MS. O'NEILL: So if I may, Mr. Griffin? This is a proposal seeking professional services essentially. So it's not that we're not [inaudible] it. It's just the language that you use to say we are doing it through a request for proposal process as opposed to an invitation for bid where the low cost would be the deciding factor.

MR. GRIFFIN: But we do -- in other words, the contract, the proposed contract would actually tell you what it is, how they feel it needs to be done; is that right?

MR. RUCKER: No. They would basically be providing input. But remember, in supplemental services, the person who actually has final control would be me. All right? And that's what we want to make clear. We talked about actually looking at, as I said, accurate and scalable resource forecasting. So we will only bring on additional consulting support as we

need. And once we finish with that need, that consultant support will go away. That's with supplement services.

No if you had another type of model of PMO where you're actually investing all the delivery with them, they can control basically what those resources are at the time.

MR. GRIFFIN: Thank you.

MR. ASHE: Jim Durrett.

MR. DURRETT: Robbie, I'm where you are. I believe that I heard what I needed to hear at the work session to understand why it is that you are coming to us with this request, but I also have experience in delivering capital projects so I know how important it is to invest in the right positions to look at something to ensure that it's working as effectively and efficiently, cost effectively, as it can.

I'm prepared to support this resolution. I would suggest that we move forward with this and, Frank, that you develop a capital program delivery 101 to help people who feel unready about this and uncertain about it to get comfortable so that we will be prepared to respond affirmatively or offer suggestions when

you come to us and say here's my final recommendation for the folks that are responding to this.

So I'm ready to go forward and I believe we'll have ample opportunity to get smarter about this to know what we're going to be approving down the road, but I would hate to see us hit the pause button on this right now.

MR. ASHE: Thank you, Jim. Bob Dallas.

MR. DALLAS: Thank you for the presentation. Just a point of emphasis, from the design of the RFP to its execution, I think it's very important given the dollar amounts involved that the dollars be assigned to that project for which the work is done so that the project carries the full weight of its cost. Otherwise, it could be spread around the entire system. And since this is expansion related, that the costs have to be properly allocated so that the RFP reflects that somewhere and through execution of the RFP to members who supported it to have access to that part of the presentation.

MR. RUCKER: So one of the things I want to show you all -- and we had this conversation last week -- development of an overall program

master schedule. So we said one page, and we adjusted the process of putting this together.

But you look at the WBS -- work breakdown structure -- how to keep track of elements of the program. Under level two is what the funding category is. So everything associated with a particular funding category from day one would be tracked. Okay? So in this case if you're looking at the state of repair, right now we have state of repair, More MARTA Atlanta, More MARTA Clayton County. And we already put in preparations for DeKalb and Fulton County.

So all those dollars will be put into respective categories. So when you actually have an issue of report, then we will just press a button. So as that level of program controls, cost, finances, that we're seeking to actually basically make sure we practice all it takes to basically pass any audits that would be forthcoming in the future.

MR. ASHE: Mayor Floyd, Bill Floyd.

MAYOR FLOYD: I don't want to mention my name because I'm not sure I want everybody to know what it is.

I'm going to speak in support of this

resolution, and I'll tell you a couple reasons why. One is in 40 years of the construction industry, I can remember the first step we took to go to putting an estimate on a computer, all the work that went on we did with a calculator or a adding machine at night just went away. It was a tremendous step in the '80s. But in the scheduling on the computer and that kind of thing and the process that we've come through over the last 30 or 40 years in managing projects is just enormous. And if anything, I think MARTA is probably five years behind on doing something like this.

We have complained about the inability to deliver projects in a timely basis ever since I've been on this board. And one of the things we've got to do if we want to pick that up is we've got to be willing to spend money in the collection of data from the moment a project is first spoken of to the concept design to concept delivery to the design and to the construction. If we want those times to shrink down, we've got to be willing to pay for what it takes to accumulate all that data and present it in a quick and correct manner to this board so that

we know what's going on.

This stuff that Frank's talking about is essential to this board being able to manage and keep up with what's going on and MARTA to be able to keep up with what's going on on those projects. This is a good first step. If anything, I think it's years behind. I think MARTA should have been doing this a little more elaborately several years ago when they first began to do it. So I think that it's timely. And if we're looking at this now, it is time for us to move forward. And again, if it takes us six months to arrive at how we're going to do this and what it's going to cost, then that's six months we need to move forward with it and get moving on it where we can make a decision on moving forward with this program, centralized program management, and I think it's time to move forward with it.

MR. ASHE: Thank you, Mayor. The next speaker is Rod Edmond and then Al Pond.

DR. EDMOND: Real quickly, I just to put it on the record that I agree wholeheartedly with Fred that there's a gap of information that we just don't have. It's a big step. But I

also agree with Jim in that -- I'm going to trust you on this one. Please get us some more data before you come down with trying the resolution. Just get more information so we're ready to actually vote to execute when you identify whoever it is that's going to do this outsource work. And I think that's what we have here.

MR. RUCKER: Dr. Edmond, are you saying -- so your vote comes up on April 11, right? Are you talking about after that, before? I would like to hold a workshop, and I can basically illustrate everything we're going to do.

DR. EDMOND: I think we need the workshop because we need to know what's going to be done. Again, all the barriers that Fred talked about, that's the stuff we need. We're not going to do that right now. I don't know want to slow this thing down. I agree with Mayor Floyd.

So bottom line is that we trust you, we hired you. Give us the information so that when it comes time for us to actually pull the trigger, that we can do it in good conscience.

MR. ASHE: All right.

MR. DURRETT: Robbie, can I get clarity on

that? You mean before we are prepared to issue a contract?

DR. EDMOND: Correct.

MR. DURRETT: Thank you.

MR. ASHE: Thank you, Mr. Durrett. The next speaker is Al Pond.

MR. POND: I think we got to the suggestion I was going to make. This is a very large program. MARTA does not have the resources to affect this program, and the project control nature of these large programs needs this sort of contract set up. And what Frank has come up with and has been very successful in modeling a lot of 5- to \$10 million-dollar programs, so I think we need to move forward on this.

The only suggestion, going back to Rod, I think it's something between now until you're ready to issue a contract with coming up with a budget because this cost is ramping up. It's just not quite \$5 million that's sitting here to spend tomorrow, so I would suggest that during this RFP process that we have a work session and you development a budget as this cost is going to ramp up. I think that would satisfy a lot of



concerns we have.

MR. RUCKER: Right. I guarantee you all that I will do that.

MR. POND: Let me just add one thing. It's very difficult for us to not look at this contract and all of a sudden we come up for the board vote and not have any insights as to how we got to those in this case.

MR. RUCKER: And I go back to understanding what Jeff was talking about how this program would be implemented. We've got to have a reasonable schedule and understanding the various components.

So take like More MARTA Atlanta program. So deciding how we're going to implement that; same thing with Clayton County and the schedule for implementation. I just want everybody to be mindful that I'll be a guardian, that we don't bring in more resources than we need at this time. So we will wrap up and ramp down to basically control cost, but before I go out and do that I would have that workshop where we're evaluating industry standards and soft costs versus where we're tracking and making sure that we are staying within those boundaries. And

that's what management is all about, controlling those costs.

MR. ASHE: Anything else for the good of the order? Members, please vote.

(Board members voting.)

MR. ASHE: The motion carries. Thank you, Mr. Rucker.

The next item on the agenda is a briefing on the sales partnership program year to date results.

MS. JINADU-WRIGHT: Good morning again. Jennifer Jinadu-Write, senior director of marketing and sales. I'm going to give you just a brief overview of our sales partnership program and our current year to date results.

The partnership program is the program whereby MARTA offers discounted Breeze Cards to employers who then offer that at a discount to their employees. This program is primarily run through the transit management associations, as we call them TMAs. They reside under the community improvement districts, and then we also have direct accounts that come directly through MARTA.

The TMAs that we have are focused in the

metro area, so we have Buckhead, Perimeter, Midtown, central [inaudible], which is downtown, and then the Clifton-Emory corridor. They represent about 80 percent of our overall market share in the partnership program; the other 20 percent is handled in house with companies that come to us directly.

The product that we sell through this program is a monthly unlimited pass. It is monthly versus the 30-day pass that you can get at the station, because it is administered through a payroll deduction. And the reason for that is that it allows both the employer and the employee certain tax benefits by having this value taken out at the payroll level.

So briefly just to show you where the TMAs, the transit management associations, are based, so you can see they're in the key, sort of like business areas. So like I said, Buckhead, Midtown, Downtown, Perimeter area, Clifton corridor. And then you'll also see on this map at the airport there's another TMA called Arrow.

Arrow is fairly new, and they are still really establishing themselves as a TMA. They

do not currently sell MARTA passes through their program, but they do promote and advertise the program and send those accounts to us directly. We're continuing to work with them, along with ARC, to get them fully in the program so they sell passes the same way as the other TMAs.

This diagram just visually shows you sort of the path of our program. I'm showing you back in FY '99 when the product was \$45 and we had a 20 percent discount, and you had to either be a TMA or have 3,000 people on the program to get that discount. You'll see over the years as our base fare has increased, so did the fare for this particular product, the partnership program. You'll also see that we also adjusted the discount. We actually made the discount less attractive to generate more revenue.

What you'll also see is that because it is a payroll deduction, every spot where we made a change. So if you look at FY '04 where we increased the price to 52.50 and we reduced the discount to 8 percent, it takes awhile for the sales to fall and that is because it is a payroll deduction. It takes awhile for people to realize they're paying more when it comes out

of their payroll. But every time we've increased the fare and reduced the discount, sales have dropped in subsequent months or years to follow.

So in looking at this we determined that we really needed to do something as we were on a downward trend. This was back in FY '16 we were just on a downward trend and we wanted that trend to push upwards.

We undertook some research. We hired a external research firm called WBA, who analyzed our current participants on the program, both our TMAs as well as our direct accounts. And unanimously the main thing that came out of it was that our discount was not attractive, and so it was hard for them to want to administer the program. There is some administration that's involved because, as I said, it is through payroll deduction.

So based on this research, leadership did approve a pilot to implement an enhanced discount back in January of 2017, so the 10 percent discount went up to 20 percent discount for TMAs, and for direct accounts it went from 5 percent to 15 percent. And then our

leadership approved that change to make it a permanent change back in May of 2017.

Just to show you the original discount structure, you can see that you had to have 50 or more employees on our program to get a 3 percent discount, and the maximum discount was 10 percent for either a TMA or a company that had 6,000 employees on this program.

The new discount really looked at metro Atlanta. We have a lot of small companies, entrepreneurial companies, a lot of freelances. We wanted to make sure that we were able to capitalize on those smaller companies. So the discount now starts with just one employee at 5 percent and then 1500, or a TMA, at 20 percent. To make sure that we got the message out we did undertake a marketing campaign, and also we hired an external telemarketing company to do some cold calling. We targeted companies within a 5-mile radius of our stations to make sure they were aware of this new discount and so we could continue to grow this program. This has turned out to be a very good tactic for us, and we've continued to do this since January 2017.

So this just visually shows you how we are doing with that new discount. You'll see where the yellow arrow is, that's the point we implement a discount, because everybody automatically got a discount and majority of our accounts, 80 percent are under TMA, an additional 20 percent versus 10 percent. So we had a drop at this time, but you'll see looking at this visually that over the months we've been able to continue to climb and increase revenue for this program. We stopped the downward trend that we were experiencing in the past.

So just showing some actual numbers. FY '17 versus FY '18, we are showing a 6 percent increase with this program. And looking at FY '18 July to December versus FY '19 July to December, a 10 percent increase in this program. And this is as a result of the enhanced discount, as well as the aggressive telesales activity.

So we are not resting on our laurels. We continue to monitor our sales activity. We did upgrade a current sales position so that we can bring someone in that had a lot more experience and could have strategic focus to our sales. We

also filled in another open position.

We continue to work with our TMAs as well as ARC to continue to get the word out to get more employers to sign up for this program and look at ways that we can leverage more partnerships so that we can continue to strengthen and grow this program.

We do want to thank both our management and the board for supporting us to allow us to change that discount so that we could make this a much more attractive program.

Any questions?

MR. ASHE: Mr. Durrett, speaking of strategic partners.

MR. DURRETT: Jim Durrett. I would personally would like to better understand the gross revenue, net revenue cost associated with this program. And I'd like to request that, Robbie, you as treasurer, Gordon, and whomever else wants to join me, I'd like to sit down and take a look at this because I want to be sure that we are doing the correct sensitivity analysis on this. Because it appears to me that if we're to discount it even further, we would get more ridership and more net revenue. And I



want to understand those dynamics because I don't want to leave an opportunity on the table.

MS. JINADU-WRIGHT: Thank you.

MR. ASHE: Mr. Daniels.

MR. DANIELS: I want to echo Jim's sentiment because I've had the same thoughts going through my head, but I want to make sure we're not losing money on this program. So I agree with you wholeheartedly.

Then the other piece that I want to just ask a question in terms of are we marketing to chambers and business organizations. Having been chair of the DeKalb chamber, I would love for either you or somebody from MARTA to come and speak to the leadership. Because I think as you brought the number down to smaller businesses, there are a lot of smaller businesses that are affiliated with chambers here locally, and that could obviously be an opportunity for growth.

MS. JINADU-WRIGHT: Right. Thank you.

MR. ASHE: Mr. Durrett and then Mr. Tomlinson.

MR. DURRETT: Jim Durrett. Fred, if you look at slide number four, it's clear we're

making money. We've got a net revenue of \$15 million in the last fiscal year, that's a net revenue. And so I think there's probably an opportunity. That's why I'd really like to explore this in greater depth.

MR. ASHE: Mr. Tomlinson.

MR. TOMLINSON: Again, I want to echo how effective this program has been and really want to publically thank Jennifer and all the MARTA team who took express to, we called it internally Full Breeze, so we're only doing cash or Breeze cards. And all of our bulk sales are now through this program through the MARTA website, and we've seen obviously no drop-off in ridership and the transition's been smooth. We're hoping we can encourage other regional partners to do the same and get rid of their individual passes and just focus on Breeze.

So again, thank you so much for helping with the transition. I think the customers for the most part didn't see a blip and it's really working very well.

MR. ASHE: Anything else? Thank you very much.

MS. JINADU-WRIGHT: Thank you.

MR. ASHE: Are there other matters to come before the committee at this time?

I will just say, we spoke briefly about Gwinnett County earlier. A lot of people in this room who worked really hard to give that referendum last Tuesday the best chance it could have. Obviously we came up a little short, a lot less short than we came up the last time they voted but short nonetheless.

It is my hope and expectation that we will not wait another 29 years before we give them another chance. Let's not blow past all the work that was done and how appreciative I and my colleagues are of the work that was done. So thank you very much for that.

With that, this committee meeting is adjourned.

(Proceedings concluded at 11:02 a.m.)