

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

May 11, 2017

The Board of Directors Planning & External Relations Committee met on May 11, 2017 at 11:37 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Robert L. Ashe III
Robert F. Dallas
William “Bill” Floyd
Jerry Griffin, *Chair*
Freda B. Hardage
Alicia M. Ivey
Russell McMurry*

MARTA officials in attendance were: General Manager/CEO Keith T. Parker, AICP; Chief Administrative Officer LaShanda Dawkins (Acting); Chief Financial Officer Gordon L. Hutchinson; Chief Operating Officer Richard A. Krisak; Chief Counsel Elizabeth O’Neill; Chief Communications Officer Goldie Taylor; Chief of Staff Rukiya S. Thomas; AGMs Wanda Dunham, Robin Henry, Ming Hsi, Tiffney Jackson (Acting), Benjamin Limmer, Ryland McClendon and David Springstead; Chief Information Security Officer Dean Mallis; Executive Director Paula Nash (Interim); Sr. Director Donald Williams; Director Onyinye Akujuo, Farouk Baksh, Jennifer Jinadu-Wright and Patricia Sullivan; Manager Donna DeJesus; Executive Manager to the Board Rebbie Ellisor-Taylor; Manager Executive Office Administration Tyrene L. Huff; Sr. Executive Administrator Debra Oliver. Others in attendance were Garrett Eberly, Courtne Middlebrooks, LaTonya Pope, Ryan Sager, Luisa Thompson, Lesley Walker, Glen Waters and Columbus Ussery.

Also in attendance were Claudia Bilotto of WSP USA; Chuck Deeb of T.Y. Lin International; Tim Kassa, Jim Schmid and Scott Sugar of HNTB; Helen McSwain of MATC; and David Nussr.

Consent Agenda

- a) Approval of the April 13, 2017 Planning & External Relations Committee Meeting Minutes

*Russell McMurry is Commissioner Georgia Department of Transportation (GDOT) and is therefore a non-voting member of the MARTA Board of Directors.

On motion by Mrs. Hardage seconded by Ms. Ivey, the Consent Agenda was unanimously approved by a vote of 5 to 0, with 5 members present.

Individual Agenda

Resolution Authorizing the Solicitation of Proposals for Planning Support

Mr. Limmer presented a resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to solicit proposals for Planning Support Services by means other than competitive bidding, in accordance with Section 14(m) of the MARTA Act, through the use of Request for Proposals (RFP).

Purpose

- Consultant services provides support for the development and/or implementation of:
 - Corridor planning studies
 - High capacity transit expansion
 - Environmental review process
 - Conceptual design
 - Preliminary engineering
 - Transit oriented real estate
 - Other special projects/initiatives

Need

- Why initiate the procurement process
 - Upcoming expiration of existing contract in June 2018
 - Procurement process typically takes 9-12 months
 - Ensures continuity of initiatives
 - Ensures timely advancement of More MARTA
 - Allows opportunity to align with current and future needs

Background

- Current Support Services

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- Planning and Technical Assistance (PTA) - P27818
- Contract Value: \$21.6M
- Commenced: July 1, 2013
- Expires: June 30, 2018
- Previous Support Services
 - General Planning Contract (GPC) - P200703566
 - Contract Expenditures: \$23.3M
 - Commenced: July 1, 2007
 - Expired: June 30, 2013

Right Sizing Resources

- Internal Resources
 - MARTA Staff
 - Direct Contract
- External Resources
 - Corridor Planning & Environmental
 - Planning Support Services
 - TOD & Real Estate

Financial Considerations

- Contract Value (estimate):
 - \$40M / 5-year period
- Contract Funding:
 - 10-year Capital Improvement Program (CIP)
 - Office of Transit System Planning
 - Office of Transit Oriented Development/Real Estate

Additional Considerations

- Existing Planning Support Services:
 - Continue active work orders as needed

- Future Planning Support Services:
 - On-call, as-needed, work orders
 - No commitment of funds
 - No guarantee of work
 - Contract vehicle to access resources
 - Adaptable to potential expansion initiatives

Recommendation & Next Steps

- Advance RFP
- Seek proposals in the marketplace
- Evaluate proposals based on clearly defined criteria
 - Qualifications and Experience
 - Quality of Service
 - Business History
 - Quality and Responsiveness

Mr. Dallas asked how many firms will be approved.

Mr. Limmer said that is to be determined. It will depend upon the number of responses to the request for proposals.

Mr. Dallas asked if the Board will approve the task orders.

Ms. O'Neill said once the contract is approved, the individual task orders will not come back before the Board.

On motion by Mr. Ashe seconded by Mrs. Hardage, the resolution was unanimously approved by a vote of 6 to 0, with 6 members present.

Briefing – Bus Route Service Modifications for August 5, 2017

Mr. Williams briefed the Committee on the proposed modifications for routes: 12, 30, 75, 81,82, 84, 93, 119, 120, 121, 162, 191, 192, 193, 194, 195, 196, 221, and 800 and the scheduling of public hearings to review with members of the public.

Background

- Route modifications typically occur three times annually
- April, August and December
- MARTA Act and MARTA Service Standards require public input before major service modifications
- Comprehensive Operations Analysis (COA) of MARTA service as adopted by the MARTA Board in May 2016
- MARTA has been implementing these recommendations and additional service requests into the system

Service Tiers

- Arterial Rapid Transit (ART)
 - Corridor-focused - no deviations
 - Frequency equal to or better than rail
 - Broader stop spacing to minimize delays
- Frequent Local
 - Corridor-focused with minimal deviations
 - Frequency to support high density and attract discretionary trips
- Supporting Local
 - More likely to deviate for specific populations or trip generators
 - Frequency to support moderate density
- Community Circulators
 - Operated with smaller vehicle (25-30-foot bus)
 - Frequency to support lower density
- Express
 - Expressway-oriented between rail stations, transit centers, major activity centers and/or employment centers
 - Frequency and span to support specific demand

Route 12: Howell Mill/Cumberland

- Realign service to provide consistent simplified routing on the weekday peak-hour pattern through the Peachtree Battle and West Wesley communities and maintain service along Howell Mill Road during all service periods

Route 30: Lavista Road

- Modify eastern terminus to improve schedule adherence and better tailor service to demand

Route 75: Tucker

- Realign the eastern terminus of the route, including routing through Tucker to improve schedule adherence and better tailor service to demand

Route 119: Kensington/Hairston Road

- Realign the eastern terminus of the route to be extended to Stone Mountain Village

Route 120: East Ponce de Leon Avenue/Tucker

- Realign the eastern terminus to Goldsmith Road Park & Ride Lot
- Maintain consistent routing along E Ponce De Leon Ave, between Avondale Station and Goldsmith Park & Ride
- Improve service frequency and span of service hours consistent with Frequent Local service tier

Route 121: Stone Mountain/Memorial Drive

- Realign the eastern terminus to Mountain Industrial Boulevard
- Operate two distinct pattern
- Improve service frequency and span of service hours consistent with Frequent Local service tier

Route 221: Stone Mountain/Central Drive Limited

- Realign route to assume segments of select Route 121 Juliette Road trips
- Better tailor service to demand with adjustment of service frequency

Route 81: Venetian Drive/Adams Park

- Assume Myrtle Drive, Alison Court, and Delowe Drive between Alison Court and Campbellton Road segments currently served by Route 162
- Improve service frequency and span of service hours consistent with Supporting Local service tier

Route 82: Camp Creek/Welcome All

- Realign the short turn alignment to terminate on Centre Pkwy. during all service periods on all service days and simply routing within Camp Creek Marketplace
- Modify routing through Georgia International Convention Center (GICC) to improve access to jobs within the Convention Center area

Route 84: East Point/Camp Creek

- Modify the terminus to Centre Parkway during all service periods on all service days
- Provide consistent routing within the Camp Creek Marketplace and along Princeton Lakes Pkwy.

Route 93: East Point/Delowe Drive

- Realign route to provide linear, bi-directional service between East Point station and Camp Creek Marketplace

Route 162: Headland Drive/Alison Court

- Realign western terminus to serve western portions of current Route 93
- Operate two distinct patterns
- Improve service frequency and span of service hours consistent with Frequent Local service tier

Route 191: Justice Center/SR 85-Riverdale/Maynard H. Jackson Int'l Terminal

- Realign the northern terminus to terminate at Lakewood station instead of College Park to provide continuous north south movement and improve schedule adherence

Route 192: Justice Center/Tara Blvd./Old Dixie Road

- Modify alignment with extension to East Point station to improve rail connectivity with one seat trip
- Assume the Maria Head Terrace, Calhoun Avenue, and Norman Berry Drive segments currently served by Route 93

Route 193: Justice Center/SR 54-Jonesboro Rd/East Point

- Modify trips serving Battlecreek to operate via Southlake Pkwy. between Jonesboro Road & Battlecreek Road
- Modify route alignment within Clayton State University
- Implement select service to Clayton Transitional Center on Falcon Drive
- Realign service between South Central Avenue and East Point station

Route 194: Justice Center/Mount Zion/SR 54-Jonesboro Rd/East Point

- Realign the northern and southern termini to improve schedule adherence, minimize duplicative service and tailor service to demand
- Realign southern terminus to Southlake Mall instead of Justice Center
- Extend current alignment along Mt. Zion Parkway further south to Fielder Road
- Realign northern terminus to Lakewood station instead of East Point station

Route 195: Forest Parkway/Roosevelt Highway

- Realign the eastern terminus to provide service to South Park Blvd. in response to requests for improved transit accessibility to job access within the Business Park

Route 196: Church Street/Upper Riverdale/Mt. Zion

- Modify routing to College Park station to operate via Interstate 85 at Riverdale Road inbound and outbound instead of Interstate 285 to improve schedule adherence

Route 800: Lovejoy/Justice Center

- Realign service to provide simplified operation through the Lovejoy Road, McDonough Road, Hasting Bridge Road and Talmadge Road loop
- Improve transit accessibility to major mobile home complex along E. Lovejoy Road

Public Hearing Schedule

- Three (3) separate locations
 - Tuesday, May 16, 2017 - DeKalb Maloof Auditorium
 - Wednesday, May 17, 2017 - Clayton County Commission Chambers
 - Thursday, May 18, 2017 - Fulton County Assembly Hall
- Time:
 - 6:00pm Community Exchange
 - 7:00pm Public Hearing
- Those unable to attend the hearings may submit comments by:
 - Leaving a message at 404-848-5299
 - Writing to MARTA's Office of External Affairs, 2424 Piedmont Road, N.E, Atlanta, Georgia 30324-3330
 - Completing an online Comment Card at www.itsmarta.com
 - Faxing comments to 404-848-4179
- All comments must be received by May 26, 2017

Mr. Ashe asked for clarity on which modifications would result in additional costs versus those that will result in the net cost remaining the same.

Mr. Williams said all the modifications are cost neutral.

Mr. Ashe asked if that applies to each modification or overall.

Mr. Williams the modifications are cost neutral overall. There is a modest increase within the City of Atlanta, resulting from the MORE MARTA initiative.

Mr. Ashe asked if there are any additional costs outside of MORE MARTA.

Mr. Williams said no.

Briefing – Georgia 400 High Capacity Transit Initiative Update

Mr. Williams briefed the Committee on the progress and status of the Connect 400 (GA 400) Transit Initiative being conducted by MARTA and outlined next steps in the environmental review process.

Progress

- Alternatives Analysis (AA): 2011 – 2013
- Early Scoping: 2013 – 2014
- Environmental Review Process: 2014 – *Present*

Environmental Schedule

- Notice of Intent/Scoping
- Prepare Draft Environmental Impact Statement (Draft EIS) – *Present*
- Public Review of Draft EIS
- Prepare Final EIS/Record of Decision (ROD)
- Federal Transit Administration (FTA) signs ROD

Project Background

- 2013 - Alternatives Analysis
- AA identified one general alignment along GA400
- Three technologies
 - Heavy Rail
 - Light Rail
 - Bus Rapid Transit (BRT)
- 2014 - Early scoping completed
- 2015 - MARTA Board approved resolution considering three alternatives:
 - Heavy Rail Extension
 - BRT in managed lanes
 - BRT in exclusive guideway

Draft Environmental Impact Statement

- Requirement for any project seeking federal funding
- Positive and negative environmental impacts
- Mitigation strategies

- Purpose and need of the project
- Performance evaluation in relation to goals and objectives
- Selection of a preferred alternative

Public Outreach

- Public meetings (Spring 2015)
 - 42 meetings to-date
 - 1,150 in-person attendees
 - 700 online attendees
- Community events (Ongoing):
 - Station Kiosks at North Springs, Dunwoody, and Sandy Springs Stations
 - Roswell Health and Wellness Expo
 - Georgia State University
 - North Fulton Community Charities
 - Community Assistance Center

Agency Participation

- Agencies and Local Government
 - City of Alpharetta
 - City of Dunwoody
 - City of Johns Creek
 - City of Milton
 - City of Roswell
 - City of Sandy Springs
 - Atlanta Regional Commission (ARC)
 - Georgia Department of Transportation (GDOT)
 - FTA
 - United States Army Corps of Engineers (USACE)
 - U.S. Fish and Wildlife Service (USFWS)

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- Department of Natural Resources (DNR)
- Environmental Protection Division (EPD)
- Georgia Regional Transportation Authority (GRTA)
- Federal Highway Administration (FHWA)
- Environmental Protection Agency (EPA)
- Federal Railroad Administration (FRA)
- Businesses, Community Groups, Employers, and Landowners
 - North Fulton Community Improvement District (CID)
 - Duke Real Estate
 - Transwestern
 - North Point Mall
 - Avalon
 - Gwinnett Tech
 - Global Venture Capital
 - Kimberly-Clark
 - Georgia State University
 - AT&T
 - Perimeter CID
 - Neighborhoods
 - EJ Communities

Feedback

- From the Community:
 - Desire for East-West bus circulation
 - Connect service to current/emerging development along corridor
- From the Stakeholders:
 - Desire for East-West bus circulation
 - Interest in relieving congestion
 - Desire to preserve visual aesthetics

- From the Environmental Justice Groups:
 - Desire for East-West bus circulation
 - Increase mobility options to access jobs and services

Anticipated Schedule

- Prepare Draft EIS – Spring 2017
- Public Review of Draft EIS – Winter 2017
- Prepare Final EIS – Summer 2018
- FTA Issues ROD – Fall 2018

Fulton County Transit Master Plan

- Who:
 - Atlanta Regional Commission (Lead)
 - Fulton County, GRTA, MARTA, Municipalities
- Purpose:
 - Evaluate existing transit network
 - Develop project scenarios for implementation
 - Perform fiscal feasibility for projects
 - Create plan to extend transit service in Fulton County (excluding City of Atlanta)

Anticipated Cost & Schedule

- Cost
 - \$1M
 - \$200,000 Local (Fulton County cities)
 - \$800,000 Federal
 - No MARTA Funds
- Schedule
 - Project Kick-off – April 2017
 - Stakeholders Meeting – May 2017

- Finalized Transit Master Plan – December 2017

Next Steps

- Continue Coordination with Stakeholders
- Conclude Technical Studies
- Complete Draft EIS
- Coordinate on Fulton County Transit Master Plan initiative
- Issue Draft EIS for Public Comment

Briefing – FY17 Ridership Incentives Campaign Analysis

Mrs. Jinadu-Wright briefed the Committee on the analysis and current results of the Authority's ridership incentives programs that were initiated in FY17.

UPASS Promotion

- Background
 - Program established in 2003 approximately 47 schools
 - Product is a discounted calendar monthly pass \$68.50
 - Largest accounts:
 - Georgia State - Approximately 38,000 passes per year
 - Georgia Tech - Approximately 6,000 passes per year
 - FY16 Revenue from UPASS Program: \$4.7 Million
- Overview
 - Goal – Over recent years, participation in this program has been on the decline; drive a new level of demand and ridership by offering a more student friendly price; test the viability of a volume discount program
 - Offer – \$58 monthly pass sold for \$40 during the 2016 Fall semester (32% discount MARTA additional \$13.50 discount and Georgia Tech increase subsidy from \$10 to \$15)
 - Target Audience – Georgia Tech students
- Key Results (August – December 2016)
 - FY16 vs. FY17 Sales = 21% increase

- FY16 vs. FY17 Units = 50.3% increase
- Georgia Tech saw the value and increased their subsidy and sold Spring semester pass for \$50; Year-to-Date (YTD) January – March, 32% increase in sales and 33% increase in units
- Next Steps
 - MARTA Executive Team to engage in discussions with schools regarding MARTA operating their school shuttles
 - Explore a university wide UPASS fee
 - Explore additional promotions to generate more interest in UPASS product

Partnership Program Pilot

- Background
 - Established in 1992, sells discounted MARTA passes directly to employers & Transportation Management Associations (TMAs)
 - Approximately 14,500 passes per month
 - Highest revenue per trip of all products other than Mobility
 - 44 Direct Accounts & 200 TMA Accounts (TMA accounts approx. 75%)
 - FY16 Revenue – Approximately \$15.5 M
- Overview
 - Goal – Increase participation with both new and existing companies
 - Strategy – Aggressive sales approach:
 - Revise discount structure to make product more attractive to both employers and employees
 - Purchase data lists for telesales activity
 - Pilot telemarketing & outside sales strategies
 - Targeted digital marketing
 - Target Audience – All companies within MARTA service area; approximately ¼ mile radius from a rail station
 - Pilot Dates – January – June 2017
- Sales Volume Discount
 - Previous

- 1-49 passes - Discount 0%, Price \$95
- 50-149 passes - Discount 3%, Price \$92.15
- 150-1,999 passes - Discount 5%, Price \$90.25
- 2,000-2,999 passes - Discount 7%, Price \$88.35
- 3,000-5,999 passes - Discount 8%, Price \$87.40
- TMA and 6,000 passes - Discount 10%, Price \$85.50
- Current
 - 1-9 passes - Discount 5 %, Price \$90.25
 - 10-1,499 passes - Discount 15% for \$80.75
 - TMA and 1,500 passes - Discount 20%, Price \$76.00
- Key Results (January – March 2017)
 - 6,250 business leads
 - Direct Accounts: 6 new accounts & 158 contracts issued to potential direct accounts
 - TMA: 30 new accounts
 - YTD – 4% decrease in sales and 4.4% increase in units
 - I-85 Bridge collapse - Coca Cola, Turner & Grady
- Next Steps
 - Discount permanent for FY18
 - Continue with more aggressive sales approach
 - Support with a fully integrated marketing & public relations plan

Weekend Pass Promotion

- Overview
 - Goal: To pilot a new product for specific use on the weekend to help increase weekend ridership
 - Promotion:
 - 2-day unlimited pass valid on Saturday & Sunday
 - Sold for a 25% discount at \$14 (regular 2-day price \$14)

- Target Audience: Families, locals out and about on the weekend and groups/individuals from out of town attending games, events and festivals

Discounted 30-Day Pass

- Goal: Increase the purchases of the 30-day pass
- Promotion:
 - May 17th – 31st, 2017
 - Purchase a 3-day pass for only \$71 (a \$24 savings from \$95)
- Target Audience: Existing 7-day customers, new commuter riders and general public
- FY16: 126% increase in units and 69% in revenue

Additional Promotions

- A Hospitality Pass Promotion
 - Goal: To create a sales channel that provides MARTA with direct access to visitors staying in Atlanta hotels
 - Product: 3-Day pass sold with 25% discount at \$11.50
- Groupon Promotion
 - Goal: Market leader, 50.8M customers made purchases in 2016
 - Expose the MARTA brand to millions of Groupon users
 - Product: 3-Day pass sold for \$12 (including shipping & handling)
- Mobile Ticketing Promotions
- Breeze Gift Card sold in retail stores

Other Matters

Mrs. McClendon announced the following events:

- MARTA Fresh Market Opening – Five Points Station
May 12th – 3:00-7:00pm
- Multi-Agency Exchange (MAX) Program – MARTA Host Week
May 14th – 19th

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- Jazz Mondays – College Park Station
May 15th – 3:00-5:00pm
- Public Hearings
May 16th – Maloof Auditorium
May 17th – Clayton County Commission Chambers
May 18th – Fulton County Assembly Hall
Community Exchange from 6:00-7:00pm
Hearings begin at 7:00pm
- Annual MARTA Police Awards Luncheon
May 19th – 11:30am-1:00pm – The James H. “Sloppy” Floyd Building
- Jazz Mondays – Midtown Station
May 22nd – 3:00-5:00pm
- MARTA Fresh Market Opening – H.E. Holmes Station
May 24th – 3:00-7:00pm
- MARTA Fresh Market Opening – College Park Station
May 25th – 3:00-7:00pm

Adjournment

The Planning & External Relations Committee meeting adjourned at 11:42 a.m.