

**MINUTES**  
**MEETING OF THE BOARD OF DIRECTORS**  
**BUSINESS MANAGEMENT COMMITTEE**  
**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**January 28, 2016**

The Board of Directors Business Management Committee met on January 28, 2016 at 10:41 a.m. in the Board Room on the 6<sup>th</sup> Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

**Board Members Present**

Robert F. Dallas  
Jim Durrett, *Chair*  
Roderick E. Edmond  
Jerry Griffin  
Freda B. Hardage

MARTA officials in attendance were: General Manager/CEO Keith T. Parker, AICP; Chief Operating Officer Rich A. Krisak; Chief Financial Officer Gordon L. Hutchinson; Chief Administrative Officer Edward L. Johnson; Chief of Staff Rukiya S. Thomas; Chief Counsel Elizabeth O'Neill; AGMs Elayne Berry (Interim), Wanda Dunham, Robin Henry, Ming Hsi, Benjamin Limmer, Ryland McClendon and David Springstead (Interim); Executive Director Ferdinand Risco; Sr. Director Amanda Rhein; Directors Lisa DeGrace and Johnathan Hunt; Executive Manager to the Board Rebbie Ellisor-Taylor; Finance Administrative Analyst Tracy Kincaid. Others in attendance Davis Allen, Nicholas Gowens, Don Lawrence, Courtne Middlebrooks, Terry Ponder and LaTonya Pope.

Also in attendance was Jim Schmidt of HNTB.

**Consent Agenda**

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- a) Approval of the November 30, 2015 Business Management Committee Meeting Minutes
- b) Resolution to Approve the Sale of MARTA Parcel D4076 Located at the Southwest Corner of Whitehall Street and Cooper Street, Atlanta, Fulton County, Georgia, Contract Number P37109

On motion by Mr. Dallas seconded by Mrs. Hardage, the consent agenda was unanimously approved with a vote 5 to 0, with 5 members present.

## **Individual Agenda**

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### **Resolution Authorizing Termination of Contract Number P24348, Audio Visual Information System Upgrade (AVIS)**

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Mrs. Hsi presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to terminate Contract Number P24348, Audio Visual Information System Upgrade (AVIS).

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#### *Current Public Address (PA) System*

- All speakers (4,000) have reached end-of-life and are degrading
- In addition, 17 stations will require purchase of new speakers for desired coverage
- Existing amplifiers are inadequate for the amount of speakers
- Talk Master paging system software does not meet the automated announcement requirements for train arrivals

#### *Current Electronic Signage System*

- Existing rail signs (152) are end-of-life and do not support latest technologies, including
  - Web interface
  - Remote monitoring
  - Displaying videos
- No signs exist at entrances and most concourses

#### *A Second Look*

- Independent Assessment
  - Included ADA related requirements
- Transit Agency Peer Review
  - 14 Agencies; including, AC Transit, CAP Metro, Chicago Transit, DART, LIRR (MTA/NY), and MBTA
- Review "On the Go" App Usage

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- Approximately 200,000 regular users on both iPhone and Android platforms
- New Approach
  - Cancel the existing RFP P24348 and issue two separate RFPs for Audio and Visual Sign age System
  - Revise scope from "State of the Art" upgrade to "State of Good Repair"

### *Funding*

- Current Contract
  - Base amount of contract is \$93.3M and \$109.6M with all options, incentives and contingency
  - MARTA is responsible for providing all funds
- New Contracts
  - MARTA is seeking approximately \$30M in grant funding through the State of Georgia Go! Transit Capital Program ("GOTCP")
    - MARTA will match \$9M in local funding
  - \$70M of the previous funding for AVIS will be reallocated to the Capital Improvement Budget in support of the procurement of new rail cars

### *New Approach*

- Separate single RFP into two RFPs (PA system upgrade and digital signage system)
- Revise scope to focus on functional requirements and maximize vendor participation
- Replacement of aging equipment supplemented with additional speakers and signs for coverage
- Better integration of audio visual systems with regional transit data
- More companies are qualified to propose
- More competition means better pricing for the Authority
- Shorter implementation timeframe
- Cost estimate for new RFPs: \$39M

*Implementation Efforts - 24 Months*

- Dependent upon contractor's schedule
- Assumes parallel efforts for installation/implementation at multiple stations simultaneously
- Assumes track allocation approval for multi-station implementation
- Existing signage and public address system will be maintained during installation/integration period
- Hardware and repair costs will be continue to be provided by Outfront Media for station signage
- Excludes signage/monitors on the train
- Speakers, amplifiers, and horns for the public address system will not be replaced during implementation period
- Software may be reconfigured on station-by-station basis should outages occur
- Portable PA systems (bull horns) will be used as back-up

*Timeline*

- Jan 2016 - BMC Approval for cancelling current contract
- Jan 2016 - BMC for New RFPs
- Feb 2016 - Board Approval for New RFPs
- Mar 2016 -Industry Day
- Apr 2016 - Release RFPs for 60 days
- Jul 2016 - Proposals Due
- Aug to Sep 2016 - On-Site Demonstration and BAFO
- Oct 2016 - Present to BMC for Awards
- Nov 2016 - Board Awards
- 24 months to implement the upgrade

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On motion by Mr. Dallas seconded by Mrs. Hardage, the consent agenda was approved with a vote 5 to 0, with 5 members present.

**Resolution Authorizing the Solicitation of Proposals for the Upgrade of Public Address System RFP P37171 and for the Upgrade of the Rail Stations Electronic Signage, RFP P37176**

Mrs. Hsi presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to solicit proposals for the upgrade of the Public Address System and for the upgrade of Rail Stations Electronic Signage to replace components that have degraded over the last several years and/or have reached their useful life.

On motion by Mr. Griffin seconded by Mrs. Hardage, the resolution was unanimously approved with a vote 5 to 0, with 5 members present.

**Resolution Authorizing the Solicitation of Proposals for MARTA's Authority-Wide Energy Savings Performance Contracting Services, RFP P37274**

Mrs. Thomas presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to solicit proposals for Authority-Wide Energy Savings Performance Contracting Services to conduct an investment grade audit of 141 facilities and implement an Energy Performance Program.

On motion by Mr. Griffin seconded by Dr. Edmond, the resolution was unanimously approved with a vote 5 to 0, with 5 members present.

**Briefing – FY2016 November Budget Variance Analysis and Performance Indicators**

Mr. Hutchinson briefed the Committee on the FY2016 November Budget Variance Analysis and selected Performance Indicators.

- For the month of November, MARTA realized a surplus of \$1.6M – \$0.1M less than budget
- Ridership is improving; however yield per trip is down and the Authority will have to address that issue
- Cumulative Operating Expenses are higher than last year based on salary increases
- November expenses exceeded the forecast and prior year

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- Customer Call Abandonment Rate continues to improve
- Bus On-Time Performance (OTP) fell below target and prior year
- Bus Mean Distance Between Failure (MDBF) is on an upward trend – the KPI has performed better than projected over the last two months
- Bus Collision is above target

Dr. Edmond asked if Passenger Revenue is impacted by low gas prices.

Mr. Parker said a strong inverse correlation does exist; however, MARTA's Passenger Revenues is currently flat

Dr. Edmond asked what is MARTA doing to capitalize on the low gas prices.

Mr. Hutchinson said MARTA hedges natural gas and diesel.

Mr. Griffin asked about MARTA's overtime expenses.

Mr. Hutchinson overtime is coming from the larger operational areas.

Dr. Edmond asked what is the status of vacancies.

Mr. Parker said MARTA is struggling to fill a number of vacancies. In addition, FMLA is an issue that affects overtime.

Mr. Griffin asked where do the KPI baselines come from.

Mr. Hutchinson said the Chief Operating Officer makes a recommendation to the GM/CEO.

Mr. Parker added that MARTA has increased some baselines since last year and will continue to make improvements.

Mr. Dallas asked if the bus collisions are a result of attitude versus aptitude or skills versus decisions.

Mr. Parker said MARTA has had a number of recent retirees be replaced by newer drivers. The Authority continues to work on improving training, but training will not replace experience. MARTA sees the impacts in other areas, including employee injuries, which continues to run high. Staff will continue to drill down and work to improve this issue.

Mr. Daniels requested that the Board receive a Safety Briefing in the month of February.

Mr. Durrett said Bus Collisions and Customer Service KPIs do not compare.

Mr. Parker said on occasion the Authority will see that these KPIs are reciprocal.

Mr. Hutchison added that every month several KPIs are selected and the responsible department will brief the Executive Management Team on the corrective actions.

Mr. Parker said overall on the expense side MARTA is doing well – the major concern is Sales Tax proceeds, because MARTA cannot do anything about that.

#### **Other Matters**

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- a) The Committee was provided the FY2016 November Key Performance Indicators as informational only.

#### **Adjournment**

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The meeting of the Business Management Committee adjourned at 11:40 a.m.