

**MINUTES**  
**MEETING OF THE BOARD OF DIRECTORS**  
**PLANNING & DEVELOPMENT COMMITTEE**  
**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**May 31, 2011**

The Board of Directors Planning & Development Committee met on May 31, 2011 at 10:03 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**

Juanita Jones Abernathy  
Harold Buckley, Sr.  
Wendy Butler  
Frederick L. Daniels, Jr.  
Jim Durrett  
Roderick E. Edmond  
Barbara Babbit Kaufman  
Jeannine Miller\*  
Adam Orkin

MARTA officials in attendance were General Manager/ CEO Dwight A. Ferrell (Acting); Chief, Business Support Services Theodore Basta, Jr.; AGMs Davis Allen, Deborah Dawson, Ben Graham, Rod Hembree (Acting), Mary Ann Jackson, Jonnie Keith, Cheryl King, Rich Krisak, Ryland McClendon, Elizabeth O'Neill and Gary Pritchett; Sr. Directors Rhonda Briggins, Johnny Dunning, Jr., Kevin Hurley and David Springstead; Directors Lisa DeGrace, Lowell "Rip" Detamore, Reginald Diamond, Scott Haggard, Donna Jennings, Walter Jones, Barbara Kirkland, Carol Smith and Tim White; Managers Donna DeJesus, Paul Grether, Cara Hodgson, Roosevelt Stripling, Marvin Toliver and Don Williams; Executive Administrator Renee Willis; Finance Administrative Analyst Tracy Kincaid. Others in attendance Don Lawrence, Jason Morgan, Laura Heard, Joy Thompson, Denise Whitfield, Marko Anderson, Shika Carter, Anthony Pines, Tim Carrana, Dansby Wade, Eulethia Dooley McLin, Beverly Williams, Cynthia McCall, Elvin Tobin and John-Pierre Bourget (Intern).

Also in attendance Matt Pollack and Helen McSwain of MATC; Lisa Gordon and Nate Conable of Atlanta Beltline; Jim Brown of URS; Rod Mullice, Bob Moot and Mark Weinburg of Newmark Knight Frank; Brian Walker of the Georgia General Assembly.

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

**Approval of the April 26, 2011 Planning & Development Committee Meeting Minutes**

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

**Briefing – Clifton Corridor Alternatives Analysis Study Update – Don Williams**

MARTA in coordination with the Clifton Corridor Transportation Management Association (CCTMA) is conducting an Alternatives Analysis (AA) for the Clifton Corridor. The Clifton Corridor AA is designed to capitalize on the previous work completed in the Corridor with the objective of preparing a transit project for formal entry into the Federal Transit Administration (FTA) project development process.

**Schedule**

The Screen 1 process is complete. The Screen 2 process has been initiated. A Locally Preferred Alternative (LPA) will be identified around the June 2011 timeframe. Refinement of the alternatives will be done in July. The Board will be asked to consider approval and adoption of the LPA during the August timeframe.

**Purpose of the Study**

To identify a high-capacity transit investment that provides reliable and competitive travel times to and from the Clifton Corridor by increasing the accessibility of transit services for commuters and residents of the area, improve mobility between the activity centers and where feasible, integrate MARTA services with other regional high capacity transit projects.

**Alternatives**

There were seven alternatives, three alignments and three technologies - Bus Rapid Transit (BRT), Light Rail Transit (LRT) and Heavy Rail Transit (HRT):

- **Bus Rapid Transit (BRT 1):** Lindbergh Station to Avondale Station via dedicated guideway adjacent to and outside of CSX right-of-way, Claremont Road, Scott Boulevard, North Decatur Road and DeKalb Industrial Way

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- **Bus Rapid Transit (BRT 2):** Lindbergh Station to Avondale Station via Buford Highway, North Druid Hills Road, Claremont Road, Scott Boulevard, North Decatur Road and DeKalb Industrial Way
- **Bus Rapid Transit (BRT 3):** Lindbergh Station to Avondale Station via Buford Highway, Briarcliff Road, Clifton Road, Starvine Way, Claremont Road, Scott Boulevard, North Decatur Road and DeKalb Industrial Way
- **Light Rail Transit (LRT 1):** Lindbergh Station to Avondale Station via dedicated guideway adjacent to and outside of CSX right-of-way, Claremont Road, Scott Boulevard, North Decatur Road and DeKalb Industrial Way
- **Light Rail Transit (LRT 2):** Lindbergh Station to Avondale Station via Buford Highway, North Druid Hills Road, Claremont Road, Scott Boulevard, North Decatur Road and DeKalb Industrial Way.
- **Light Rail Transit (LRT 3):** Lindbergh Station to Avondale Station via Buford Highway, Briarcliff Road, Clifton Road, Starvine Way, Claremont Road, Scott Boulevard, North Decatur Road and DeKalb Industrial Way
- **Heavy Rail Transit (HRT 4):** Guideway extension of existing heavy rail trackage adjacent to the outside of CSX right-of-way to a proposed North Decatur Road transit center. This alternative could be integrated with LRT for continuing service to Avondale Station on the east and BeltLine destinations on the west.

During the Screen 2 process, MARTA will look at a more detailed analysis of conceptual engineering and a more refined analysis of alternatives and impact on the community.

### **Evaluation Criteria**

- **Mobility Travel Efficiency** – how well the alternatives perform in improving transit mobility, accessibility and connectivity
- **Land Use and Economic Development** – how well the alternatives promote mix use development as well as strengthening economic development within the corridor
- **Cost Effectiveness** - can we afford it, does it take advantage of the existing system
- **Environmental Impact** – how the alternatives impact the community

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### **Rating Process**

A three tier rating process where alternatives were matched against established measures of effectiveness and objectives of the evaluation criteria.

### **Cost Effectiveness**

The HRT performed best because of the short line length and compatibility with the existing system. Additionally, a maintenance facility is already in place.

### **Land Use and Economic Development**

North Druid Hills corridor performed best because of connectivity to activity centers.

### **Environmental Impact**

All alternatives will have some type of impact, although the CSX alternative will have the least impact.

### **Summary of Recommendations**

(Results were shared with MARTA's Technical and Advisory Committee)

HRT was noted as the best alternative to move forward. The Committee did say they would like to see some type of hybrid to connect the last mile – from N. Decatur Road to Avondale.

### **Next Steps**

- Complete the documentation of the Screen 1 results
- Continue the Screen 2 process
- A consensus from the May 19 Open House was there needs to be some type of transit in the corridor – either HRT or LRT
- Continue activity and coordination with FTA as well as CSX representatives
- Staff to come to the Board during the July/August timeframe requesting adoption of a LPA

Mr. Buckley asked if there is a cost estimate.

Mr. Williams responded approximately \$600M for the Lindbergh to N. Decatur segment.

Dr. Edmond asked what is the cost of the extra mile that is not included in the segment to N. Decatur.

Mr. Williams said staff has yet to cost it out. It will be a part of the Screen 2 process.

Mr. Durrett said he was at the public meeting. It was very well attended and the community was very much engaged. Staff did a very good job in presenting to the public.

Mr. Daniels asked if there is a sense of the alternative the community favors most.

Mr. Williams said MARTA continues to engage the community to get that input. In terms of the technical analysis, the HRT treatment probably performs the best but MARTA must get input and buy-in from the community, residents and stakeholders before going with an alternative.

Ms. King added that the Clifton Corridor Transportation Management Association (CCTMA) have been very good partners with MARTA and until recent financial issues, helped fund some of the studies. They have also provided meeting space and been actively involved throughout the entire process.

Dr. Edmond asked that staff provide specifics on the cost of each of the three proposals.

Mr. Orkin asked for information on cost vs. ridership vs. light rail vs. heavy rail. He stated that he doesn't see a heavy rail component coming into the corridor as much as he sees a light rail component coming into the corridor.

Ms. King said MARTA would provide this information to the Board along with a public meeting package.

Mr. Williams introduced summer intern, John-Pierre Bourget, a University of Georgia student. Mr. Bourget is a Sociology major with an interest in Planning.

**Briefing – Concessions Program – Denise Whitfield**

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Phase I – beverage vending has been up and running since October 2010. As of the end of May 2011, more than \$250,000 has been generated in sales.

**Background and History**

In July 2009, SB 89 sponsored by Senator Gloria Butler of Decatur, Georgia became effective. SB 89 allows for the sales and consumption of food and beverage in rail and bus stations. Any beverage sold in a plastic, resealable container can be consumed on MARTA rail cars or buses. After the passage of SB 89, MARTA developed a 3-phase retail strategy which included beverage vending and DVD rentals, specialty retail and identification of a Master Concessionaire. In December of 2009, MARTA issued two RFPs. One for DVD rentals and one for beverage vending. DVD rentals received no proposals. MARTA was advised by market leaders that this venture was risk-adverse. In September of 2010 MARTA signed a contract with Gilley Vending. The contract is worth \$1,050,000M and guarantees a minimum of \$200,000 to MARTA annually. To date, MARTA has received \$117,000 in revenue from this contract. As of May 2011, MARTA will receive 35.5% of gross sales.

MARTA has investigated several other revenue generating possibilities. Staff will conduct a 6-month pilot test for snack vending in ten stations. MARTA was contacted by the Georgia Lottery Commission. After several meetings it was determined that MARTA would be required to carry the personnel overhead. MARTA was not able to do that at this time. Staff advised the Commission that MARTA may be able to partner with them at a later date. Automated teller machines are a great revenue generator, but staff feels the installation of ATM's may put passengers at risk.

To move forward with Phase II, staff realized the need to find answers to critical questions at this time. MARTA issued an RFP for a psychographic, retail location and financial analysis study. This study will combine market segmentation, market and retail analysis, identify retail locations within each station and deliver a comprehensive financial analysis of MARTA's retail opportunity. Some questions were: what is the value of MARTA's retail real estate, how to enhance MARTA's aging infrastructure in order to host a retail program, what do our passengers want, and what do they want to spend, what is the market and retail analysis for the competition, how do we market the opportunity to the national trade. In January 2011, MARTA hired Newmark Knight Frank (NKF) to direct an

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**8-week psychographic analysis and retail study. Ms. Whitfield introduced Rod Mullis of NKF.**

**Mr. Mullis introduced fellow team members, Bob Moot and Mark Weinberg. In January 2011 NKF engaged in a net profitability analysis. The team looked at all 38 stations from a psychographic and retail suitability analysis perspective. The team came up with 31,000 sq. ft. suitable for the first component. What will it cost MARTA to build out? Approximately \$4.1 to \$5.5M, with \$1.5M earmarked for Five Points Station where there would be an approximate 18,000 square feet build-out.**

- **NKF developed an analytical approach to calculate the potential net profitability by determining MARTA's total potential revenue and total offsetting costs**
- **Net profitability estimation of between \$1.5M and \$3.5M annually**
- **Revenue calculation took two unique forms:**
  - First, evaluation of the intrinsic value of MARTA's retail opportunity**
    - **This value was the potential rent MARTA would be able to charge the retail vendors given the vendors' revenue potential**
  - Second, evaluation of the market value of MARTA's retail opportunity**
    - **This value was the price of competing retail space in areas adjacent to MARTA's stations applied to the quantity of retail space that MARTA could develop within each station**

**Offsetting costs to MARTA's retail opportunity consisted of marginal capital expenses and operating expenses**

- **NKF calculated the capital expenses by researching relevant construction and implementation costs**
- **Operating expenses included additional staffing or on-going expenses related to having retail space**

### **Solution Alternatives**

- **Retail concepts included four elements:**
  - a) **MARTA station (e.g. Five Points)**
  - b) **Category of merchandise offered (e.g. limited grocery)**
  - c) **Type of space (e.g. permanent kiosk)**
  - d) **Size of the space (e.g. 250 square feet)**

**NKF used three characteristics of each MARTA station to inform the development of retail concepts:**

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- a) Total rider population of the station
- b) Buying propensity of the riders which described how much discretionary spending was available to the station's average rider and what merchandise the riders demanded
- c) Available space within each station that could be developed for retail

### **MARTA Station Space**

- A joint architectural and retail analysis was performed at every station in the MARTA system to understand the potential space constraints and availabilities
- The maximum space availabilities were combined with the psychographic retail analysis and retail space sizes to understand the range of retail opportunities

### **Next Steps**

- Implementation Plan
- Repackaging Analysis for Master Concessionaire
- Generating Demand/Enthusiasm for MARTA Opportunity
- Initiating Request for Proposal for Master Concessionaire
- Managing Build-Out/Rollout of Program

Ms. Whitfield said the next steps for the development and implementation of Phase 2 is the issuance of a RFP for a Concessions Program Advisor in June 2011. During the October 2011 timeframe, MARTA will issue a RFP for a Master Concessionaire.

Dr. Edmond asked what is a psychographic profile.

Mr. Weinberg said a psychographic profile looks at how people live their lives and how they spend their money.

Mr. Orkin indicated the need to remain cognizant and not drive the private sector out of business. Also, MARTA's primary goal is to move people from point A to point B, therefore if we get into this market we should look at it from a landward perspective not an operator's perspective.

Mr. Daniels stated that his concern is safety and security – ATMs, MP3 players, etc. - from a security perspective how will MARTA protect its customers.

Ms. Ferrell noted that any service would have to have the blessing of the MARTA Police Department. Any additional security that is required would have to be an expense of the Concessionaire.



Mr. Daniels asked about MARTA's policy on food in stations and trains.

Ms. Whitfield responded that MARTA has established a Trash Task Force should trash become an issue. To date, there have been no requests. If there is, there will be a common area maintenance fee charged to each Concessionaire. Recycling containers are in each of the 38 stations. MARTA is also evaluating a can-crushing machine.

Mr. Daniels asked Mr. Mullis about his reference to 31,000 square feet build-out. He asked about the timeframe for build out for this space.

Mr. Mullis said MRU's (small kiosk mobile units) is little or no build-out - using electrical units that are already in place. Small stores take approximately 6-months to build-out and full-service stores take approximately 12 months.

Dr. Edmond asked for further information on the process Chicago used when installing ATMs.

### **Briefing – Public Hearing Results – Ryland McClendon**

The recent Public Hearings covered MARTA's fare increase and service modifications (six routes). Hearings were held May 16<sup>th</sup> at the Fulton County Government Center and South Fulton and May 17<sup>th</sup> at Maloof and N. Fulton. A meeting was held with the EDAAC community at the MARTA Annex. MARTA's Community Outreach staff went to Cosby Spears and held a meeting with senior citizens.

#### **Distribution (Flyers)**

MARTA reached out to churches across the service area and made contacts in other diverse markets. Additional distribution included libraries, government centers, City Hall, senior centers, MARTA website, SignPost, advertisement in the AJC, neighborhood papers and use social networks (Twitter and Facebook).

#### **Outcome**

A total of 187 attended the Hearings. There were 85 speakers. MARTA received 86 comments via the public comment line, 94 emails, one petition and two letters - a total of 268 total comments were received for the FY 12 Budget.

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Generally, most were opposed to the fare increase. At all four sites, there was a common thread of concerns:

- Customer service
- Mobility on-time performance
- Escalators and elevators
- Restroom closings
- Cleanliness of rolling stock and stations
- Operation of the Memorial Drive BRT
- Management practices being implemented to reduce waste
- MARTA reaching out to the State to say MARTA needs help to face these financial challenges

**Suggestions:**

At Fulton there were two speakers that said they didn't mind the fare increase as long as there were service enhancements and/or service expansion. This theme resonated throughout the four Hearings.

Mrs. Abernathy said during Hearings at the City of Atlanta over the years, complaints have continually come in regarding the attitudes of MARTA Mobility and bus drivers. She said it is time to fix the problem.

Mr. Daniels asked how does management handle ongoing customer service training for bus drivers and rail operators.

Mrs. Dawson responded that training comes out of the Human Resources Department – new employee training contains a customer service module, as does the operator recertification training, as well as if Management refers an employee for retraining.

Mr. Daniels asked how often do employees receive customer service training and what's included.

Mrs. Dawson responded every other year.

Ms. Jackson stated that MARTA recently hired a new Director of Bus Transportation, Ms. Inez Evans, who has been tasked with two goals: a) a complete file review of every bus operator's file and b) look at a different approach to Customer Service training, i.e. teaching operators how to own their

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own responses, how to be accountable for the way they interact with customers and others.

Mrs. Abernathy commended Ms. Jackson on the new program. She asked what happens if they do not change. She said unless there is some reaction from Management for the infractions, there will be no change.

Mrs. Butler suggested a way to look at more direct accountability – from a positive or negative perspective - would be the use of comment cards and devising a system to tally those comments. The card could say ‘thank you to (driver’s name or number) who gave me a great day and/or great service’ or the opposite.

Mr. Daniels asked if MARTA uses a Mystery Rider program.

Mr. Diamond confirmed MARTA has a Mystery Rider program that not only covers ADA violations but also the behavior of MARTA drivers. The program looks at a number of different facets. If an operator has been accused of misconduct, DEO works with the Supervisor to assign a Mystery Rider to that route.

Mr. Daniels asked that the Board receive a trend analysis in terms of baseline – is there improvement or no improvement.

Mrs. McClendon said the Customer Service office affords the customer an opportunity to call in for commendations and complaints. This office works with Operations to resolve complaints. There is a system in place to log in the information and provide follow through for the resolution of complaints.

Dr. Edmond asked if the customer service number is boldly posted in plain view inside buses.

Mrs. McClendon said it is the bus number that customers use. The Customer Service line is printed on all MARTA literature and the website (404 848 5000).

Dr. Edmond suggested posting the Customer Service number in large print on MARTA buses. This could go a long way in discouraging discourteous behavior and reckless driving.

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Mr. Buckley suggested another tool could be the use of CCTV. CCTV will be able to capture the behavior of both the passenger and driver.

Mrs. McClendon explained that the MARTA Experience team is working on ridership rules for the public as part of a plan to address nuisance behavior.

Mr. Ferrell said there are 1,100-1,200 bus operators. There are some that do not do what they are suppose to do, but for the most part, operators do a great job everyday under difficult circumstances. Often times this information gets lost. Commendations are received just as complaints are.

**Other Matters**

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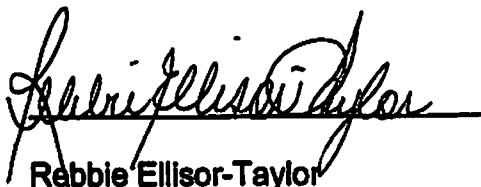
Mr. Daniels urged Board members to review the Operations Committee Look Ahead.

**Adjournment**

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The meeting of the Planning & Development Committee adjourned at 11:16 p.m.

Respectfully submitted,



Rebbie Ellisor-Taylor  
Assistant Secretary to the Board