



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

BUSINESS MANAGEMENT COMMITTEE

THURSDAY, OCTOBER 26, 2023

ATLANTA, GEORGIA

MEETING MINUTES

1. CALL TO ORDER AND ROLL CALL

Committee Chair James Durrett called the meeting to order at 9:34 A.M.

Board Members Present:

Al Pond
James Durrett
Roderick Frierson
Valencia Williamson
Jennifer Ide
Sagirah Jones

Board Members Absent:

Freda Hardage
Kathryn Powers
Russell McMurry
Stacy Blakley
Rita Scott
Thomas Worthy
William Floyd
Jacob Tzegaegbe
Jannine Miller

Staff Members Present:

Collie Greenwood
Melissa Mullinax
Rhonda Allen
Kevin Hurley
Ralph McKinney
Peter Andrews
Michael Kreher
George Wright
Carrie Rocha

Also in Attendance:

Justice Leah Ward Sears, Phyllis Bryant, Stephany Fisher, Kenya Hammond, Jacqueline Holland, Tyrene Huff, Jonathan Hunt, Charlie Jackson, Paula Nash, Greg Patterson and Phyllis Walker

2. APPROVAL OF THE MINUTES

Approval of the September 28, 2023, Business Management Committee Minutes

On a motion by Board Member Pond, seconded by Board Member Durrett, the motion passed by a vote of 5 to 0 with 5 members present.

3. RESOLUTIONS

Resolution Authorizing the Solicitation of Proposals for the Procurement of Enterprise Customer Relationship Management (eCRM), RFP P50420

Approval of a Resolution Authorizing the Solicitation of Proposals for the Procurement of Enterprise Customer Relationship Management (eCRM), RFP P50420. On a motion by Board Member Durrett, seconded by Board Member Ide, the resolution passed by a vote of 5 to 0 with 5 members present.

Resolution Authorizing the Solicitation of Proposals for the Procurement of MARTA's Employee Assistance Program (EAP) Services, RFP P50406

Approval of a Resolution Authorizing the Solicitation of Proposals for the Procurement of MARTA's Employee Assistance Program (EAP) Services, RFP P50406. On a motion by Board Member Ide, seconded by Board Member Williamson, the resolution passed by a vote of 5 to 0 with 5 members present.

4. BRIEFING

Briefing - FY2024 1st Quarter Financial Highlights and Financial Performance Indicators

Greg Patterson, Senior Director of Budget and Grants, presented the committee with the FY24 Q1 consolidated financial highlights.

5. OTHER MATTERS

None

6. ADJOURNMENT

The Committee meeting adjourned at 10:18 A.M.

Respectfully submitted,



Tyrene L. Huff
Assistant Secretary to the Board



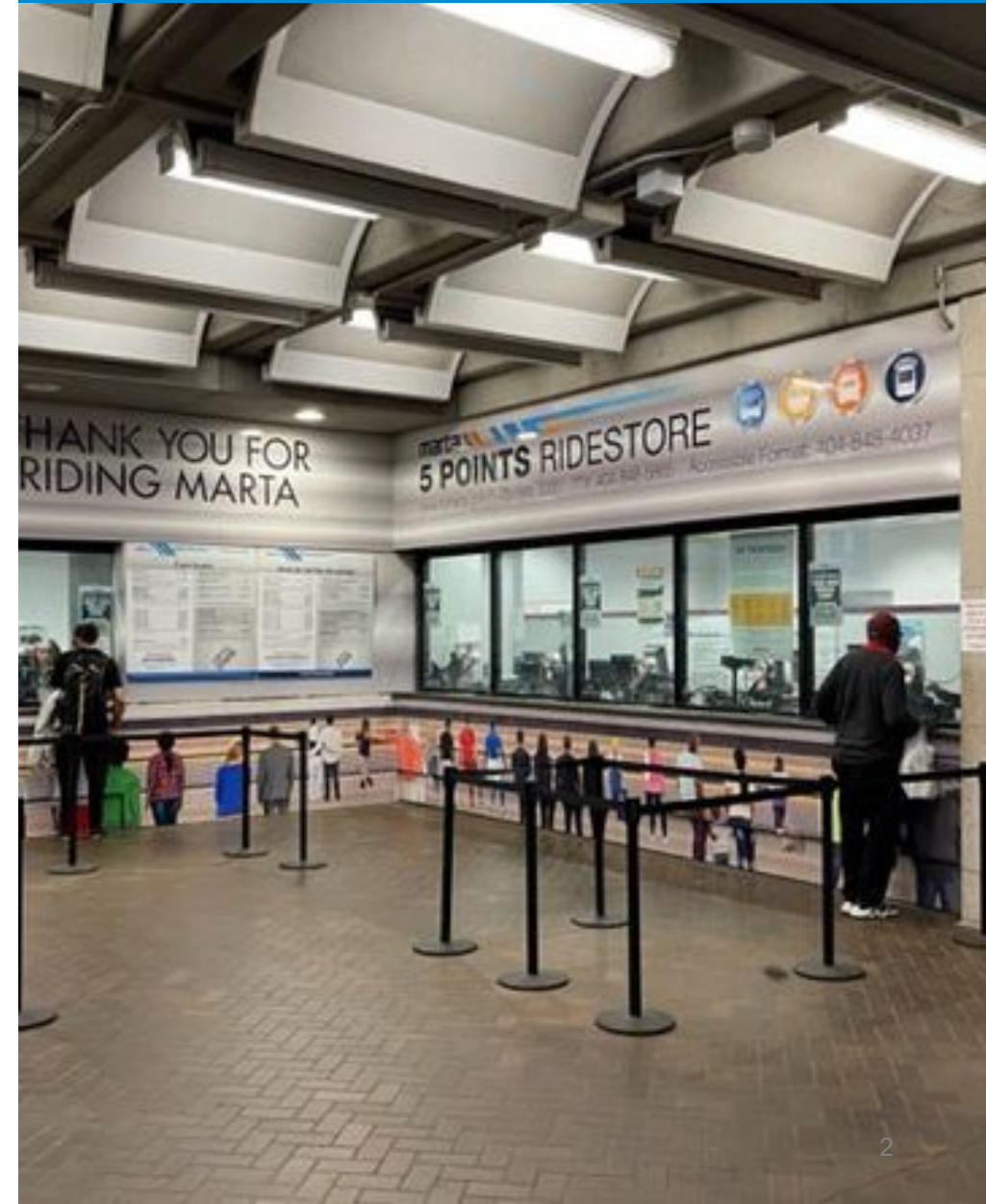
Resolution Authorizing the Solicitation of Proposals for Enterprise Customer Relationship Management (eCRM) Project #32274

BMC October 26, 2023

Charlie Jackson
Senior Director of Customer Experience Innovation

Agenda

1. MARTA Customer Engagement
2. CRM Background
3. Project Summary
4. Consolidate Data Sources
5. Next Steps
6. Board Resolution Request



MARTA Customer Engagement

Each day, thousands of customers engage directly with MARTA by interacting with front-line employees and through various other channels.

- 32,757 monthly calls, emails, texts, and social media contacts to **Customer Services**
- 5,197 monthly in-person visits to the **Five Points and Airport information booths**, **Lost & Found**, and **Reduced Fare**
- 1.36 million **Breeze/Breeze Mobile** account holders using bus and rail
- 96,000 **Mobility** customer contacts per month for eligibility, reservations, and other customer services
- 10,403 monthly **RideStore**, **TMA partners**, and **Parking** customers
- **Capital Project** activities, **MARTA Police** outreach, **R&A** surveys and focus groups, and **External Affairs** contacts

...and most departments receive **daily requests** for information, action, reports, and customer follow up.



CRM Background

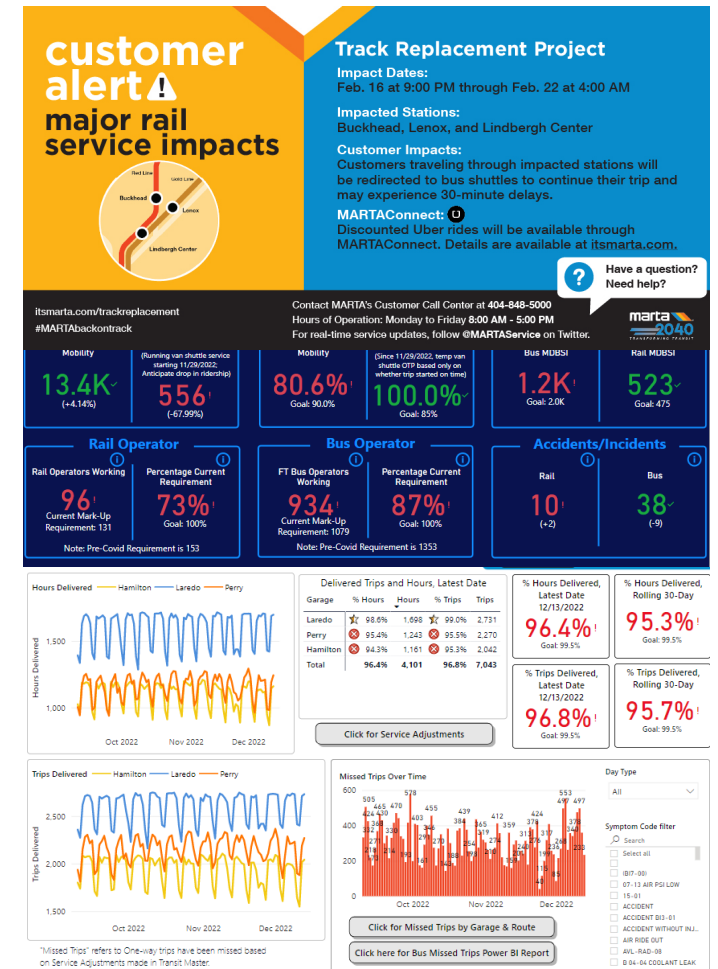
- CRM system is essential for MARTA to **fully engage** with customers
- Current **H.E.A.T. CRM has reached its end of life**
 - Originally purchased in 1996, upgraded in 2016
 - Does not support the many types of interactions between Customer Services and customers
 - Lacks workflow with all departments

Goal: Replace H.E.A.T with an “enterprise” CRM (eCRM) to enable an **organization-wide** strategy that fully engages customers and improves customer satisfaction.

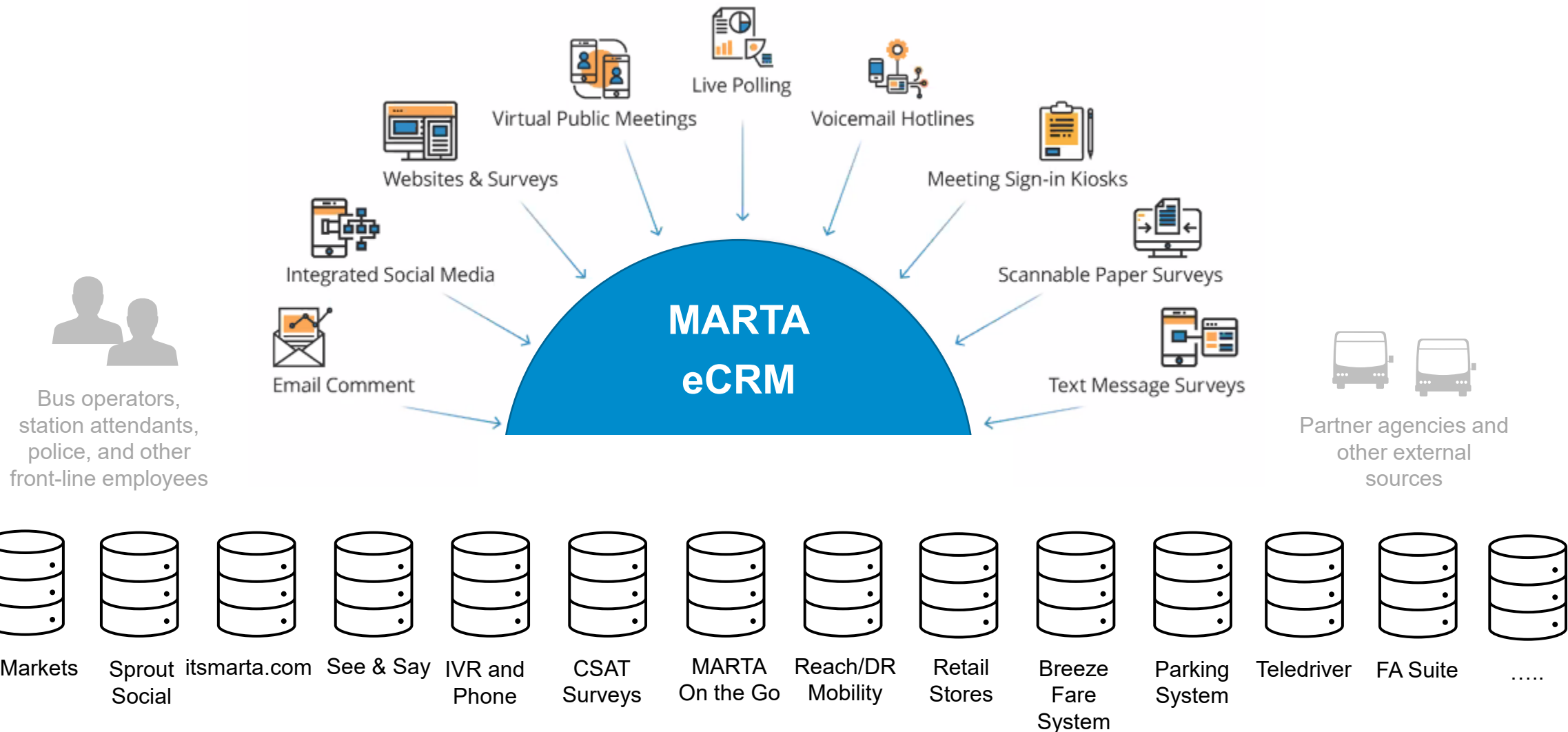


Project Summary

- Replace the current H.E.A.T. CRM to improve daily operation of customer services
- Automate service level analytics and alerts
- Develop a broader range of engagement channels
- Create a robust system integration and workflow to support cross-departmental business needs
- Allow for more detailed and refined KPIs and faster response
- **Anticipated Cost:** Between \$1.1M - \$2.2M over eight years (including software, services, and up to eight years of O&M)
- **DBE Goal:** MARTA's DEI Office will evaluate for DBE participation opportunities and assign a goal during the solicitation process



Consolidate Data Sources



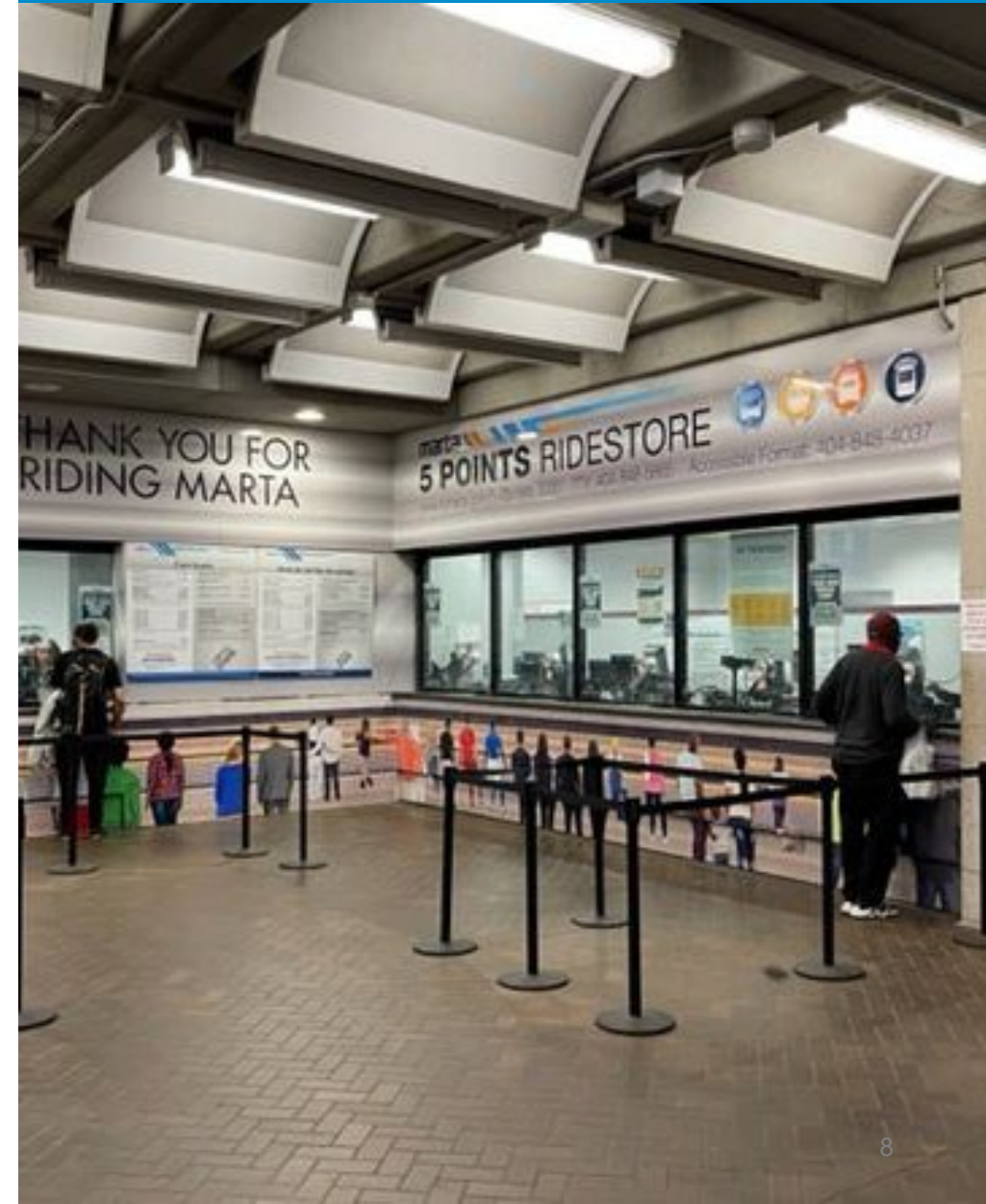
Next Steps

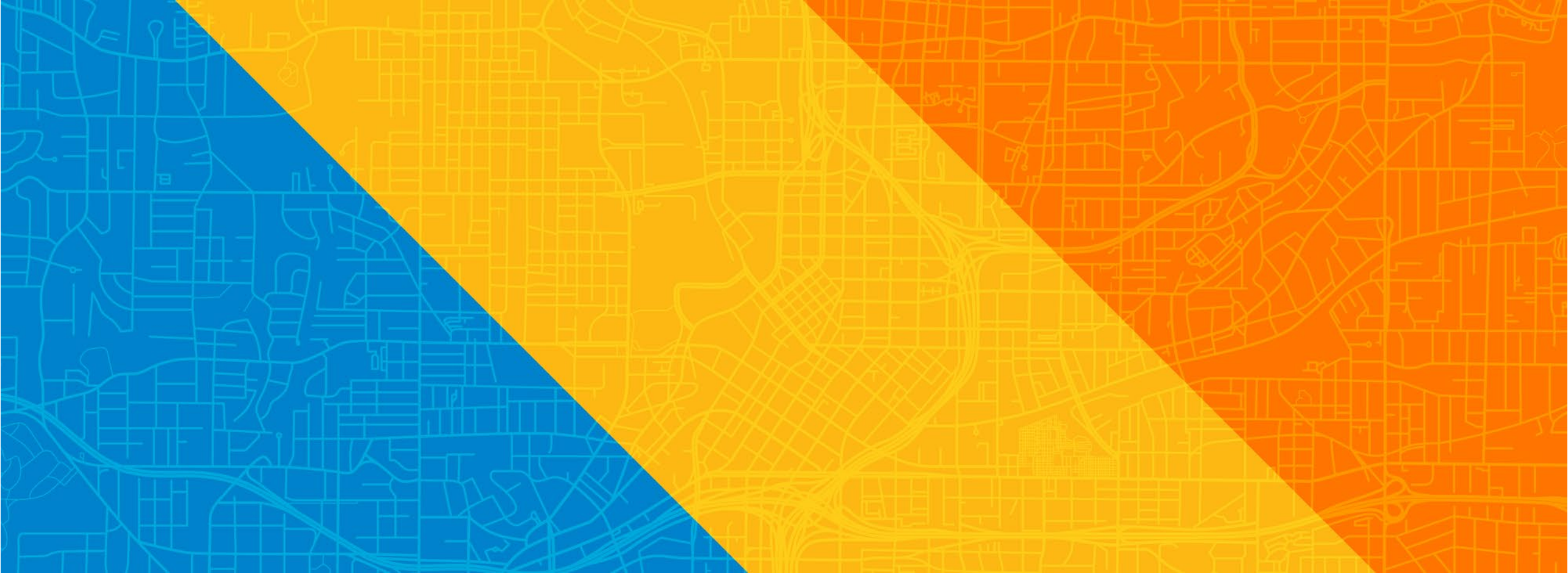
- ✓ Complete multi-department assessment
- ✓ Develop high-level map of current state, future state, and gaps
- ✓ Compare best practices of other agencies who have enabled eCRM transformations
- ✓ Prioritize essential features and/or integrations needed to create a comprehensive customer engagement platform
- ✓ Develop RFP requirements and implementation schedule (including phases and integrations)
- ✓ Budget approval for FY24 capital project #32274
- **Committee & Board approval to issue RFP**
 - RFP evaluations
 - Board approval of selected vendor



Board Resolution Request

Staff requests approval of the MARTA Business Management Committee the resolution authorizing the solicitation of proposals for an enterprise Customer Relationship Management (eCRM) System.





Thank You





**Resolution Authorizing the Solicitation of
Proposals for the Procurement of MARTA's
Employee Assistance Program, RFP P50406**

Phyllis A. Walker, Sr. Manager
Occupational Medical Services

marta 



Employee Assistance Program (EAP): Purpose

- Assist with mental and emotional well-being
- Support the organization by helping employees cope in the workplace
- Provide guidance to employees with personal issues that affect job performance & productivity
- Build a resilient culture

Employee Assistance Program (EAP)

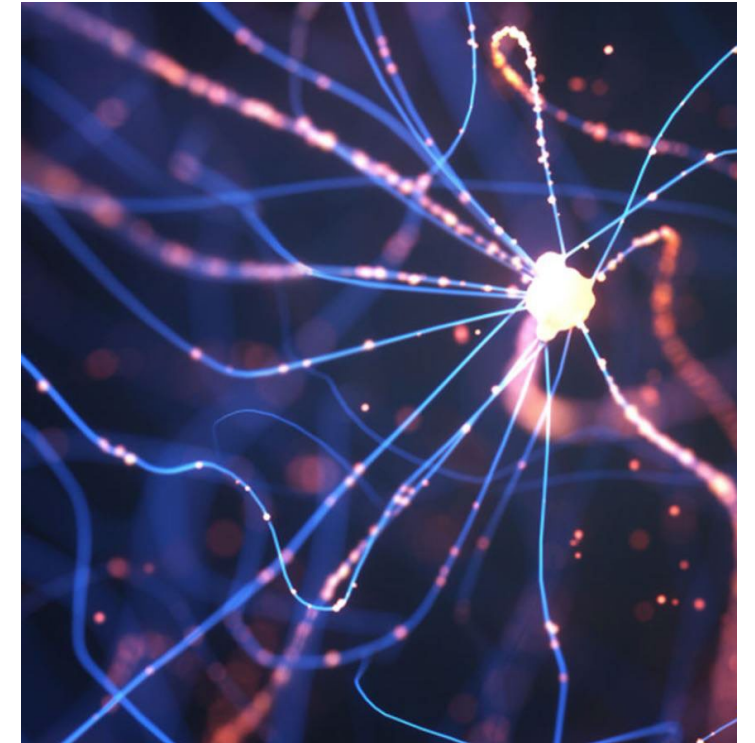
Support traumatic events, stressors and workplace event:

- ✓ Family problems
- ✓ Relations issues
- ✓ Emotional issues
- ✓ Psychiatric problems
- ✓ Financial problems
- ✓ Divorce/separation
- ✓ Legal issues
- ✓ Death/Bereavement
- ✓ Substance abuse
- ✓ World events
- ✓ Work/career concerns
- ✓ Life/Work balance
- ✓ Workplace issues/performance

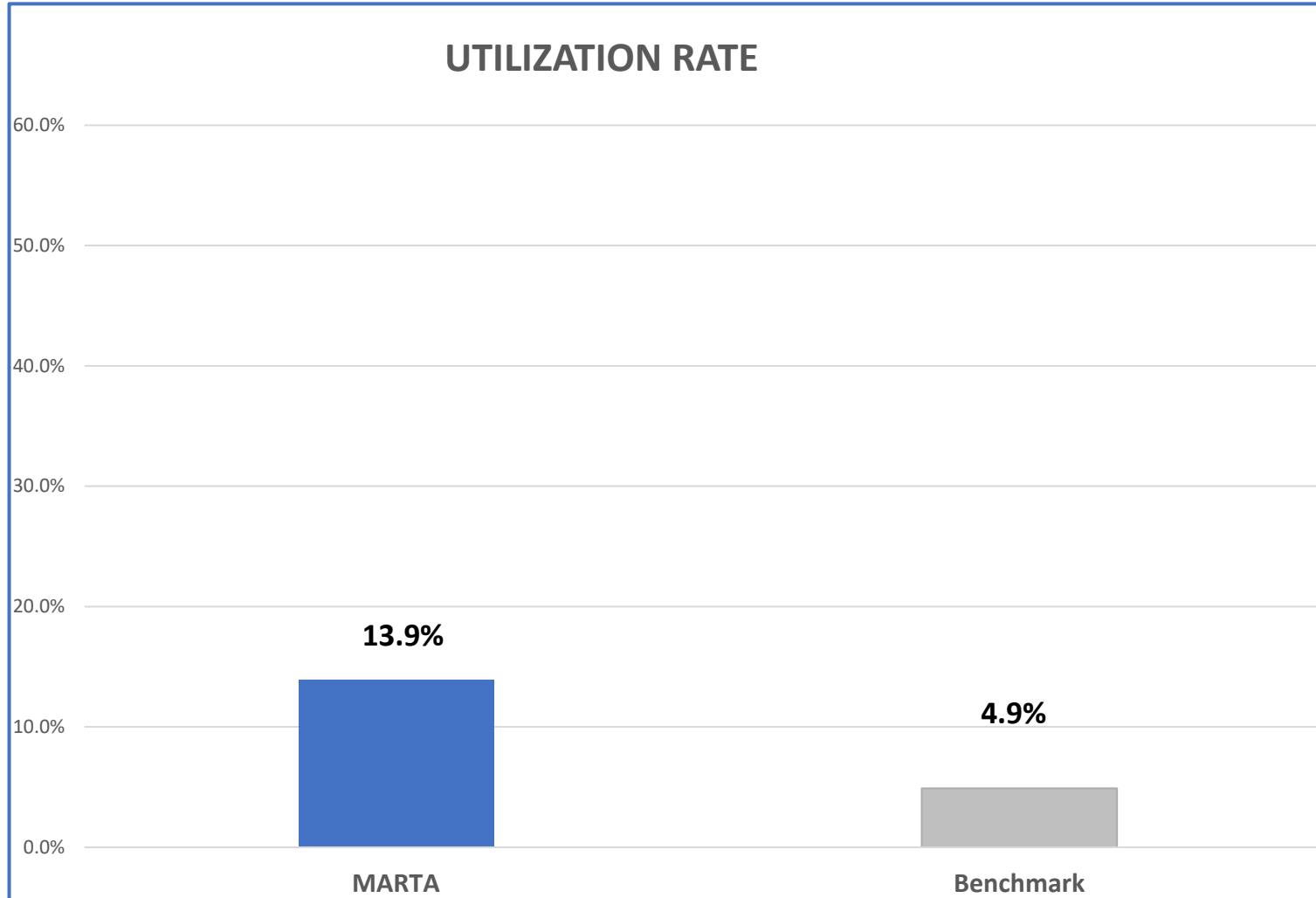


TRAUMA CARE & SUPPORT...

- Experience a traumatic event first-hand, heard about the event or been involved with those immediately affected
- Immediate access to EAP
- Coordination of counselor
 - Urgent referrals
 - Help with emotional reaction
- New Labor Agreement Change: **TRAUMA LEAVE**
 - Represented Employees
 - First-hand trauma related to vehicular fatality or serious bodily injury
 - Paid administrative leave
 - Up to seven (7) workdays



Employee Assistance Program May 1, 2023-July 31, 2023

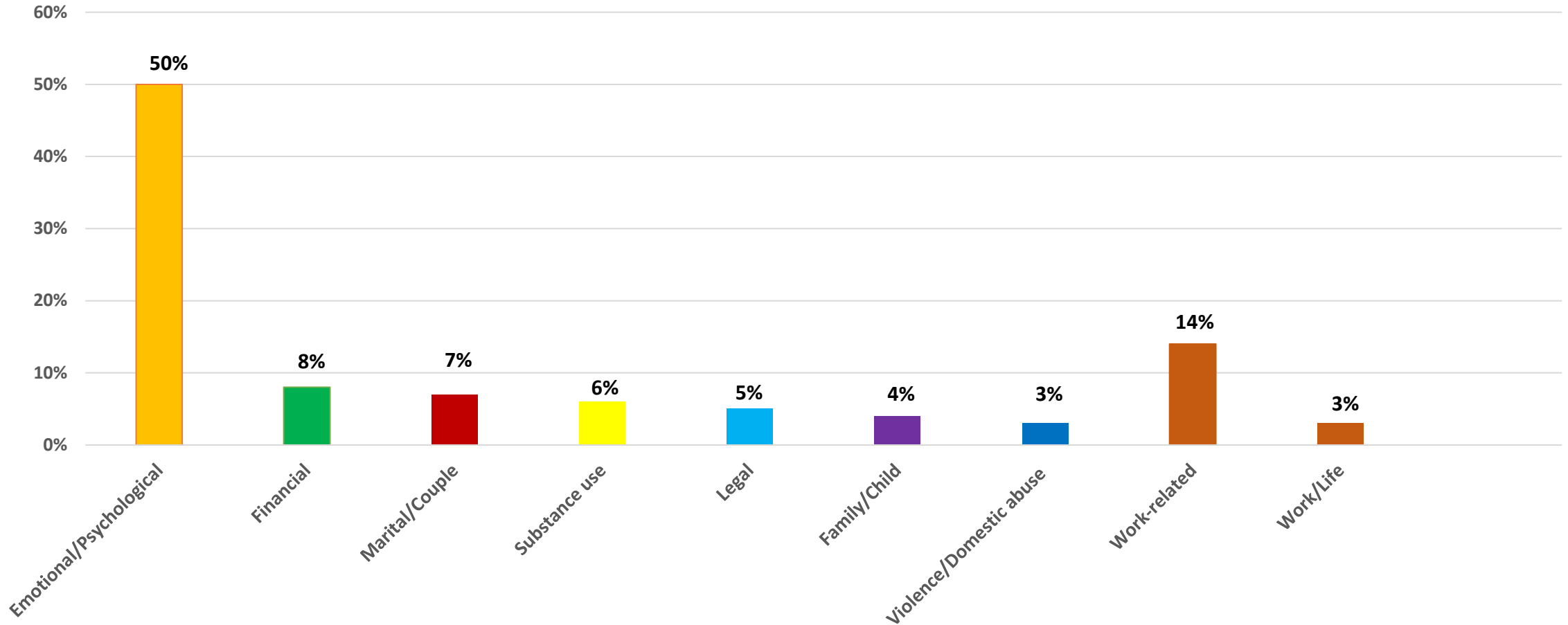


Benchmark: Anthem EAP groups with same or similar products in all industries

Utilization data includes Employee/household service requests, management consultations, management referrals, training participants, and Critical Incident Response (CIR) participants

Employee Assistance Program May 1, 2023-July 31, 2023

WHAT EMPLOYEES NEED HELP WITH



MARTA's DIMENSIONS OF WELL-BEING



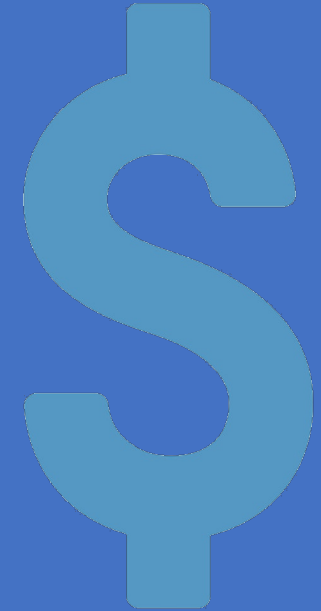
EAP-Scope of Work

- Individual counseling
- Critical Incident Stress Debriefings (CISD)
- Referrals to community resources (as necessary)
- Legal consultations
- Financial consultations
- Management consultations
- Substance abuse(drug/alcohol)
- Mental wellness training and seminars



Financial Considerations:

- Current contract:
 - Sunsets: June 30, 2024
- Proposed Contract:
 - Estimated Value: \$481, 658
 - Contract terms: Three (3) year base term with two (2) one-year options.
 - July 1, 2024 - June 30, 2029





Thank You





Financial Highlights First Quarter Ended September 30, 2023



First Quarter Operations Performance

September 30, 2023 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
Prior Year Carry Forward	16.8	16.8	0.0	0.0%
Net Revenues	145.2	145.1	0.1	0.1%
Net Expenses	150.0	159.6	9.6	6.0%
Net Surplus/(Deficit)	12.0	2.3	9.7	

COMMENTS

- YTD Net Revenues are favorable to budget by \$0.1M for the month of September
- YTD Net Expenses are favorable to budget by \$9.6M for the month of September
- YTD Net Surplus through September is \$12.0M compared to a budgeted surplus of \$2.3M

First Quarter Operating Revenues and Expenses

September 30, 2023 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
SOURCES				
Prior Year Carry Forward	16.8	16.8	0.0	0.0%
REVENUES				
Sales Tax	89.9	85.4	4.5	5.3%
Title Ad Valorem Tax	8.4	8.4	0.0	0.0%
Federal Assistance	20.4	20.4	0.0	0.0%
Passenger Revenue	18.5	20.6	(2.1)	-10.2%
Lease Income	2.3	2.3	0.0	0.0%
Station Parking	0.5	0.5	0.0	0.0%
Other Revenues	5.2	7.5	(2.3)	-30.7%
Net Operating Revenues	162.0	161.9	0.1	0.1%
EXPENSES				
Salaries and Wages	66.8	80.2	13.4	16.7%
Overtime	9.9	9.7	(0.2)	-2.1%
Total Benefits	35.1	41.2	6.1	14.8%
Contractual Services	22.8	25.5	2.7	10.6%
Total Materials and Supplies	14.9	14.0	(0.9)	-6.4%
Other Non-Labor	12.8	10.1	(2.7)	-26.7%
Gross Operating Expenses	162.3	180.7	18.4	10.2%
Less: Capital Charges	12.3	21.1	(8.8)	-41.7%
Net Operating Expenses	150.0	159.6	9.6	6.0%

REVENUE COMMENTS – YTD revenues are \$0.1M above budget

- Sales Tax performance is \$4.5M above budget as a result of an active local economy and the associated impact of inflation
- Passenger Revenue is below budget by (\$2.1M) due to the loss of two major TMA customers and lower than forecasted bus ridership
- Other Revenue is performing below budget due to a budgeted alternative fuel rebate MARTA will receive in future months

EXPENSE COMMENTS – YTD expenses are \$9.6M below budget

- Salaries and Wages are below budget by \$13.5M primarily due to vacant positions
- Total Benefits are \$6.1M below budget primarily due to vacant positions
- Contractual Services are \$2.7M below budget largely due to timing of Software License payments and reductions in external litigation and management consultant costs
- Total Materials and Supplies are higher than budget by (\$0.9M) due to costs associated with Rebuilds & Repairable and Auxiliary Replacement Parts
- Other Non-Labor Expenses are (\$2.7M) higher than budget due to an increase to third party liability reserves

Current Month Operations Performance September 30, 2023 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
Prior Year Carry Forward	15.8	15.8	0.0	0.0%
Net Revenues	47.4	48.3	(0.9)	-1.9%
Net Expenses	52.2	64.1	11.9	18.6%
Net Surplus/(Deficit)	11.0	-	11.0	

COMMENTS

- Revenues are unfavorable to budget by (\$0.9M) for the month of September
- Expenses are favorable to budget by \$11.9M for the month of September
- Net Surplus for September is \$11.0M

Current Month Operating Revenues and Expenses September 30, 2023 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
SOURCES				
Prior Year Carry Forward	15.8	15.8	0.0	0.0%
REVENUES				
Sales Tax	28.9	29.1	(0.2)	-0.7%
Title Ad Valorem Tax	2.8	2.9	(0.1)	-3.4%
Federal Assistance	6.8	6.8	0.0	0.0%
Passenger Revenue	6.3	7.1	(0.8)	-11.3%
Lease Income	0.8	0.8	0.0	0.0%
Station Parking	0.2	0.2	0.0	0.0%
Other Revenues	1.6	1.4	0.2	14.3%
Net Operating Revenues	63.2	64.1	-0.9	-1.4%
EXPENSES				
Salaries and Wages	22.9	34.2	11.3	33.0%
Overtime	3.3	3.2	(0.1)	-3.1%
Total Benefits	10.6	17.5	6.9	39.4%
Contractual Services	7.7	9.2	1.5	16.3%
Total Materials and Supplies	5.2	4.9	(0.3)	-6.1%
Other Non-Labor	6.0	3.9	(2.1)	-53.8%
Gross Operating Expenses	55.7	72.9	17.2	23.6%
Less: Capital Charges	3.5	8.8	(5.3)	-60.2%
Net Operating Expenses	52.2	64.1	11.9	18.6%

REVENUE COMMENTS – Monthly revenues are (\$0.9M) below budget

- Sales Tax revenue is below budget by \$0.2M due to a recent cooling of economic activity
- Passenger Revenue is below budget by (\$0.8M) due to the loss of two major TMA customers and lower than forecasted bus ridership

EXPENSE COMMENTS – Monthly expenses are \$11.9M below budget

- Salaries and Wages are below budget by \$11.3M primarily due to 559 vacant positions
- Total Benefits are below budget by \$6.9M primarily due to the large vacant positions
- Contractual Services are \$1.5M below budget largely due to timing of Software License payments and reductions in external litigation and management consultant costs
- Other Non-Labor Expenses are (\$2.1M) higher than budget due to an increase to third party liability reserves

FY24

Key Performance Indicators

**First Quarter Ended
September 30, 2023**

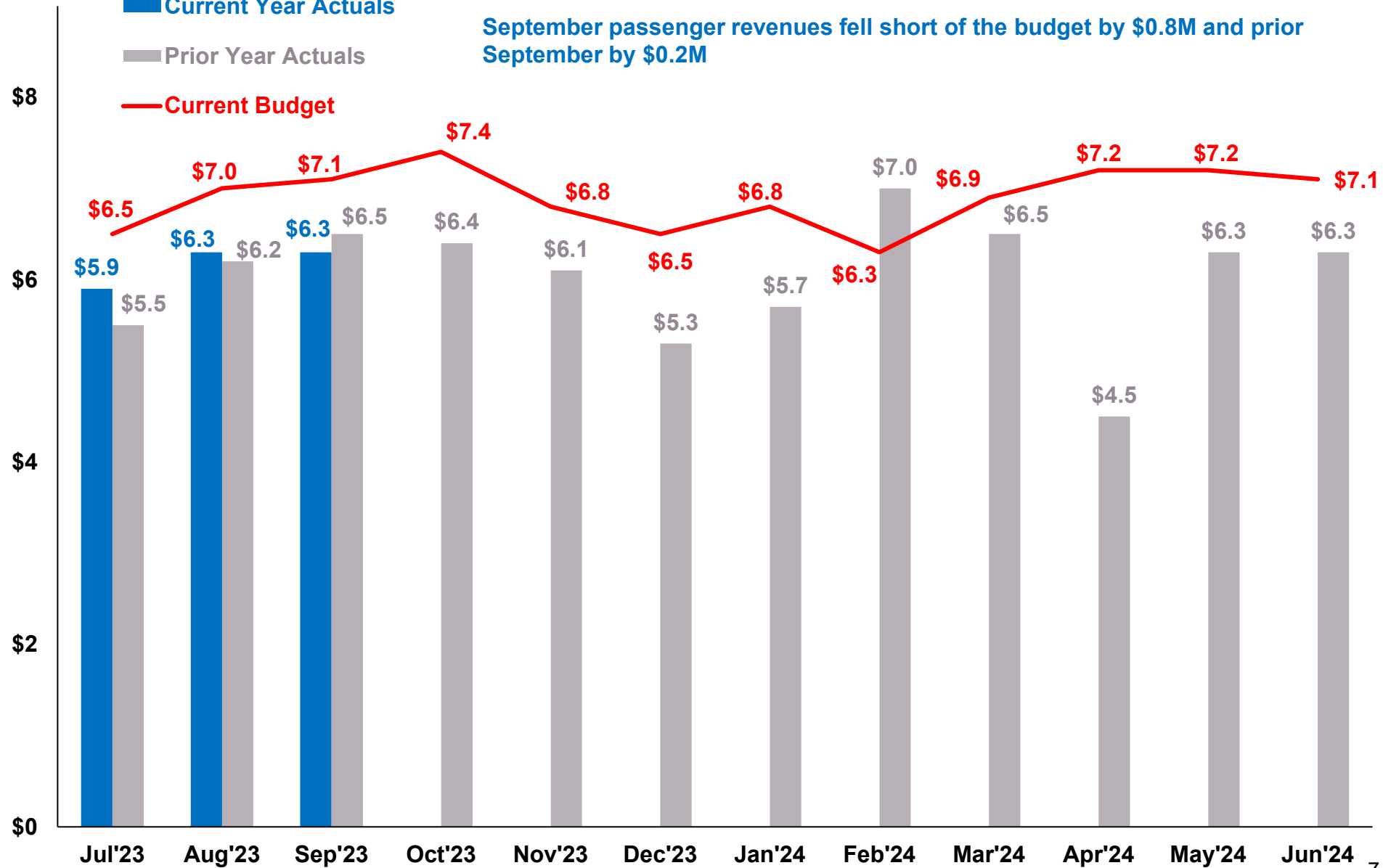
Passenger Revenues (millions)

■ Current Year Actuals

■ Prior Year Actuals

— Current Budget

September passenger revenues fell short of the budget by \$0.8M and prior September by \$0.2M



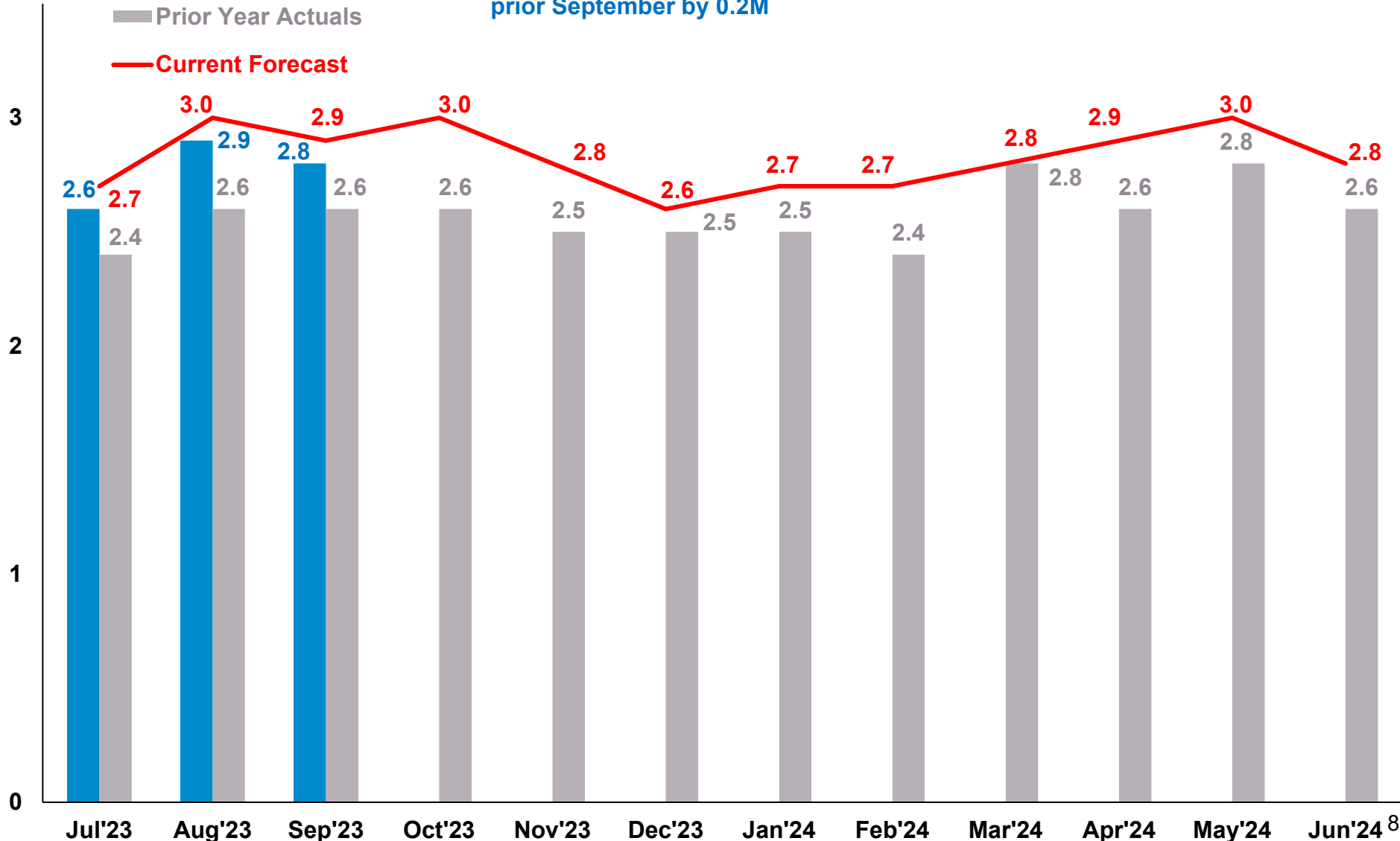
Bus Ridership (unlinked trips, millions)

Current Actuals

Prior Year Actuals

Current Forecast

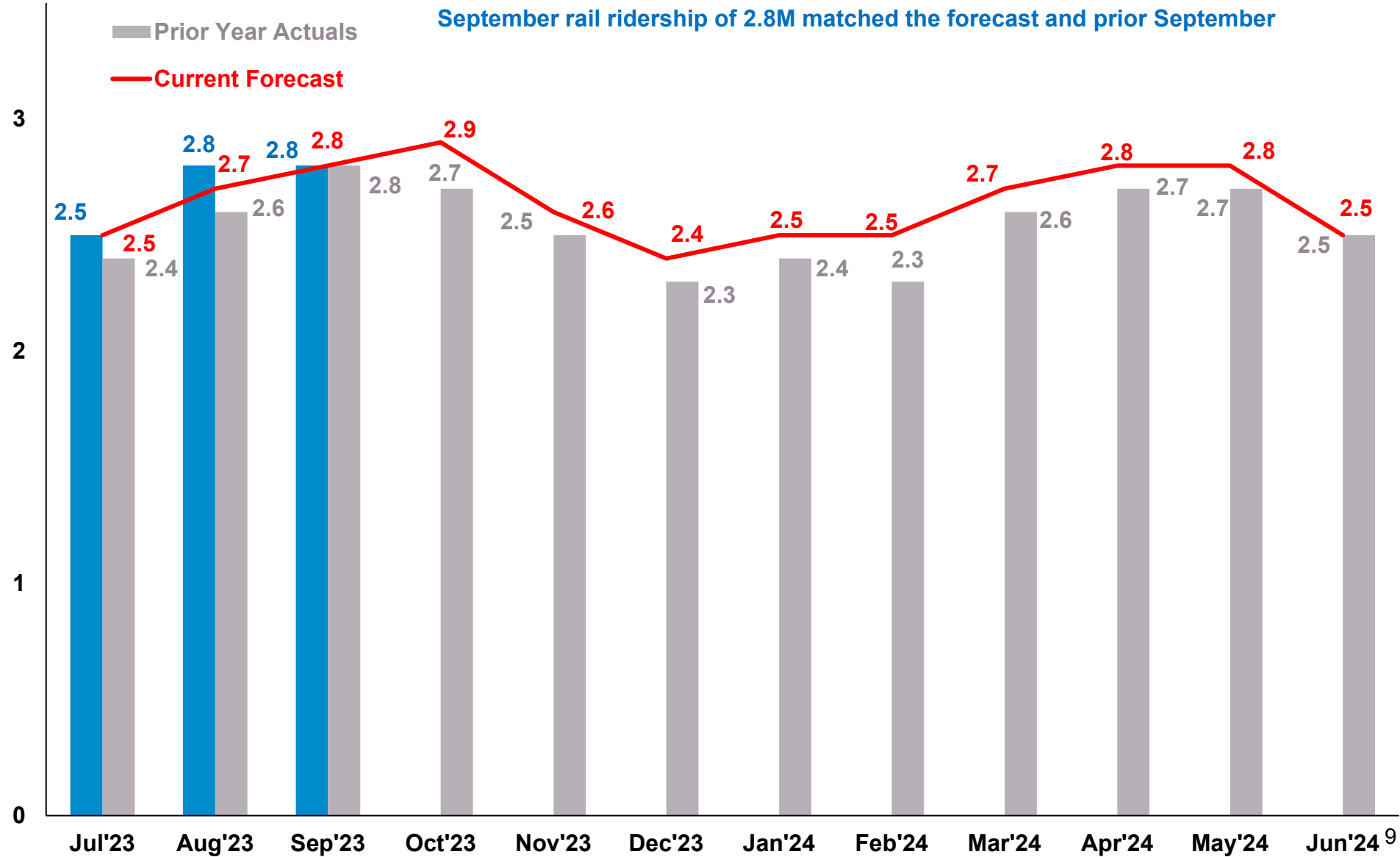
September bus ridership of 2.8M fell short of the forecast by 0.1M but exceeded prior September by 0.2M



Rail Ridership (unlinked trips, millions)

- Current Actuals
- Prior Year Actuals
- Current Forecast

September rail ridership of 2.8M matched the forecast and prior September





FY24 Capital Highlights First Quarter Ended September 30, 2023

Capital Sources and Uses by Category - State of Good Repair (SGR)
Year-To-Date thru September 2023
(\$ in Millions)

	ACTUAL	BUDGET	BUDGET	VARIANCE
	\$	\$	\$	%
SOURCES OF FUNDS				
Beginning Balance	67.7	5.4	62.3	1153.7%
Sales Tax	67.3	64.0	3.3	5.2%
Federal Funds	12.8	21.0	-8.2	-39.1%
Other Revenue	1.0	0.3	0.8	300.0%
Total Sources of Funds	148.8	90.7	58.1	64.1%
USES				
Facilities & Stations	10.5	31.3	20.8	66.4%
Maintenance of Way	3.6	9.5	5.9	61.9%
Non-Asset	9.0	23.3	14.2	61.1%
Systems	5.6	29.5	23.9	81.1%
Vehicles	7.0	20.4	13.5	65.8%
Subtotal CIP:	35.8	114.1	78.3	68.7%
Debt Service	34.3	37.9	3.6	9.4%
Total Uses	70.1	152.0	81.9	53.9%

**Top 10 Projects by Expenditures - State of Good Repair (SGR)
Year-To-Date thru September 2023
(\$ in Millions)**

Rank	Project	Project Name	Category	Actuals \$M	Annual Budget \$M	% Annual Budget
1	32239	Dekalb (Planning)	Non-Asset	5.8	13.5	42.8%
2	32299	MARTA Site Relocation	Facilities	4.5	14.1	32.0%
3	31701	Track Renovation Phase IV	MOW	3.6	29.0	12.3%
4	32177	Rail Station Rehabilitation	Facilities	2.7	50.0	5.5%
5	31728	CQ310 and CQ311 Life Extension	Vehicles	2.0	6.1	32.0%
6	32242	Clayton Bus Maintenance Facility	Non-Asset	1.5	8.5	17.6%
7	32133	CQ310 Life Extension 42-M	Vehicles	1.2	3.7	32.8%
8	32276	Parking Lot Repair	Facilities	1.1	7.7	14.9%
9	31644	MARTA Police Canine Program	Systems	1.1	4.0	28.1%
10	31669	Bus Midlife Overhaul	Vehicles	1.0	4.5	22.8%
Total - Top 10 Projects				\$24.6	\$141.1	17.4%

Capital Sources and Uses by Category - More MARTA - City of Atlanta
Year-To-Date thru September 2023
(\$ in Millions)

		ACTUAL	BUDGET	BUDGET VARIANCE	
		\$	\$	\$	%
SOURCES OF FUNDS					
	Sales Tax	13.9	13.2	0.7	5.2%
	Other Revenue	1.0	1.0	0.0	0.0%
	Total Sources of Funds	14.9	14.2	0.7	4.9%
USES					
	Non-Asset*	3.0	54.5	51.5	94.5%
	Total Uses	\$3.0	\$54.5	\$51.5	94.5%

Top Projects by Expenditures - More MARTA - City of Atlanta
Year-To-Date thru September 2023
(\$ in Millions)

Rank	Project	Project Name	Category	Actuals \$M	Annual Budget \$M	% Annual Budget
1	40001.170701	Capitol Ave./Summer Hill (BRT)	Expansion	1.7	48.0	3.5%
2	40001.170708	Five Points Station Transformation	Expansion	1.1	62.0	1.7%
3	40002.170701	CPMO Communications	Expansion	0.1	1.0	10.0%
4	40001.170720	Cleveland Ave / Metropolitan Parkway (ART)	Expansion	0.1	30.0	0.3%
5	40002.170700	CPMO	Expansion	0.1	0.5	13.2%
Total - Top Projects				\$3.0	\$141.5	2.1%

Capital Sources and Uses by Category - Clayton County Expansion
Year-To-Date thru September 2023
(\$ in Millions)

		ACTUAL	BUDGET	BUDGET	VARIANCE
		\$	\$	\$	%
SOURCES OF FUNDS					
	Sales Tax	8.6	8.2	0.4	5.2%
	Other Revenue	1.0	1.0	0.0	0.0%
Total Sources of Funds		9.6	9.2	0.4	4.6%
USES					
	Non-Asset	1.1	7.2	6.1	85.0%
Total Uses		1.1	7.2	6.1	85.0%

Top Projects by Expenditures - Clayton County Expansion
Year-To-Date thru September 2023
(\$ in Millions)

Rank	Project	Project Name	Category	Actuals \$M	Annual Budget \$M	% Annual Budget
1	70002.170700	Clayton County Maintenance Facility	Facilities	0.6	1.7	35.8%
2	70003.170701	Justice Center Transit Hub	Expansion	0.2	1.0	20.8%
3	70004.170701	CPMO Clayton County	Non-Asset	0.2	0.5	37.6%
4	70003.170700	Clayton Southlake BRT	Expansion	0.0	18.0	0.3%
5	70000.170700	Clayton SR54 BRT	Non-Asset	0.0	4.7	0.5%
Total - Top Projects				\$1.1	\$25.9	4.2%



Thank You

