



TRANSPORTATION
PROGRAM

Transportation Penny Advisory Committee Meeting

Monday, October 28, 2019 at 5:30 PM

4th Floor Conference Room

2020 Hampton Street, Columbia SC 29202

Meeting Agenda

1. **Call to Order** Mr. Phillip Simoneaux

2. **Approval of Minutes (Pages 1-5)** Mr. Phillip Simoneaux

3. **Public Comments**

4. **Office of Small Business Opportunities (Pages 6-11)** Ms. Erica Wade

5. **Transportation Program (Pages 12-14)** Mr. Michael Niermeier
Mr. David Beaty
 - Council Approvals
 - Preconstruction Update
 - Construction Update
 - Miscellaneous

6. **The Comet (Pages 15-45)** Mr. John Andoh
 - Finance Reports
 - DBE Reports
 - Passenger Amenities Report
 - Transportation System Map
 - Marketing Plan

7. **Other Business**
 - **Next scheduled meeting: November 25, 2019**

8. **Adjournment**

Transportation Penny Advisory Committee
September 23, 2019 – 5:30 PM
4th Floor Conference Room
2020 Hampton Street, Columbia 29204

CALL TO ORDER – Mr. Simoneaux called the meeting to order at 5:30 PM

APPROVAL OF MINUTES: N/A

PUBLIC COMMENT – No one signed up to speak.

OFFICE OF SMALL BUSINESS OPPORTUNITIES UPDATE

- ◇ **Executive Summary:** This report is submitted pursuant to Ordinance(s) 049-13HR and 058-16HR to ensure that the OSBO team provides support to the County to ensure that the SLBE has equal opportunity to participate in County contracts for all six (6) Industry Categories: Construction Services, Professional Services, Non-Professional Services, Engineering Services, Architectural Services, and Wholesale Operations.
- ◇ **Purpose:** The purpose of this report is to manage the ongoing requirements of the Ordinance(s), improving and creating new Standard Operating Procedures (SOPs), and ensuring payments to contracted SLBEs.
- ◇ **Analysis:** SLBE Certified Firms (Active Certification) – 94 Firms
- ◇ **Contract Participation:**
 - Payments to SLBE Certified - \$37,473,273
 - Payments to Uncertified Firms - \$146,742,374
 - Total - \$184,215,647
- ◇ **Department Outlook:**
 - i. *Facilitating increase in County wide SLBE utilization in County wide contracts*
 - OSBO staff is collaborating with RC Directors to identify current vendors to become certified SLBEs
 - ii. *Continued review of PDT SLBE Contractual Compliance*
- **Business Development**
 - i. *OSBO Website Highlights*
 - ii. *Highlighted Articles*
 - ❖ *Firm's Featured Story*
 - ❖ *Engage Richland: Connecting Small Businesses to Financing and Contracting Opportunities*

- iii. *Participated in the Greater Cayce West Columbia 2019 Breakfast Business Expo, July 19*
- iv. *Coordinated the Bet Safety Practices for Job Sites (How to Protect Yourself) Workshop, July 17*
- v. *Attended the Open bid for North Springs/Harrington Intersection, July 17*
- vi. *Attended Food Academy Grand Opening, August 1*
- vii. *Interviewed on Richland Radio by Major Polis, Richland County Sheriff Department regarding Engage Richland: Connecting Small Businesses to Financing and Contracting Opportunities, August 9*
- viii. *Attended SBA Training Workshops – Getting on the GSA Schedule and Marketing to the Federal Government, August 7 – 8*
- ix. *OET Pre-Qualification, August 19*
- x. *Procurement Training, August 27*
- xi. *Pitch B.L.A.C.K. Business Start-Up Competition, August 30*
- xii. *The ROSHO Live Event – Visibility in Power Conference, September 6*
- xiii. *Conducted 13 site visits*

- **Certification & Compliance:**

(Projects Completed)

- i. *Completed nine (9) new certifications and three (3) renewals. There are four (4) new certifications pending and zero (0) re-certifications pending*
- ii. *Conducted six (6) site visits*
- iii. *Attended several other meetings with OSBO staff members during the month of July – September*

- **Program Coordinator**

- i. *Reconciled/posted multiple payments to prime and subcontractors*
- ii. *Number of payments due to prime, 120*
- iii. *Number of payments due to subcontractors, 119 (July and August)*

- **Outreach**

- i. *OSBO department hosted Engage Richland event on Wednesday, September 11 at the R2i2 venue over 200 attendees.*
- ii. *Exhibitor at September 18th SBA Hispanic Business Association (HBA) Small business forum, Benedict Business Center*
- iii. *Scheduled to attend and serve as vendor at the Access Conference 2019 at Benedict College on September 30th*

TRANSPORTATION PROGRAM UPDATE

- ◇ **Council Approvals:**

- Letters of Recommendation to Award Construction were approved by Council
- On August 1, 2019 for North Springs/Harrington Intersection (\$961K) and Resurfacing Package Q (\$4.3M). Contract extension by County staff remains pending.

- On August 1, 2019 Council directed staff to remove items from projects that would have the maintenance responsibility of the County to include landscaped medians, mast arm signal poles, lighting and shared use paths
- On August 1, 2019 Council approved moving forward with the development of 50 of the 56 sidewalks included in the 2012 Referendum. This will allow the continued development through construction of Sunset, Alpine, Percival, Harrison, and Polo

◇ Preconstruction Update:

- Procurement Items
 - *Awaiting execution of construction contract for North Springs/Harrison Sidewalk*
 - *Awaiting execution of construction contract for Resurfacing Package Q*
 - *Awaiting advertisement of Resurfacing Package R (provided to County in May 2019)*
 - *Awaiting advertisement of Clemson Road Sidewalk (provided to County on September 6, 2019)*
 - *Awaiting advertisement of Polo Road Shared Use Path (provided to County on September 6, 2019)*
 - *Awaiting advertisement of Harrison Road Sidewalk (provided to County on September 6, 2019)*
 - *Advertise Garners Ferry/Harmon & Screaming Eagle/Percival Intersections (available in October)*
 - *Advertise Bull/Elmwood Intersection (available in October) – The negotiations with the Church of God have been unsuccessful; the PDT is recommending condemnation.*
 - *Advertise Dirt Road Package K (available in October)*
 - *Advertise Atlas Road Widening (available in late 2019)*
 - *Advertise Blythewood Road Widening Phase I (available in late 2019)*
- Blythewood Area Improvements (Creech Connector and McNulty – OET has delivered scope and fee to complete design. Awaiting staff approval to continue project development.
- Percival Road Sidewalk – Subsurface Utility Engineering has been completed. OET is evaluating conflicts with drainage and will need to make design changes.
- Clemson/Sparkleberry Intersection – PDT has submitted revised design (Modified Quadrant) to SCDOT who has approved concept. Project is positioned to be advanced.
- Broad River Road Widening – Project has been completed through draft 65% plans. Formal 65% plans are scheduled to be delivered in December 2019.
- Blythewood Widening Phase 1 – *The PDT has completed acquiring Right of Way. County legal has concurred with the PDT's recommendation to move forward with the remaining 8 tracts for condemnation. It is expected Final Construction Plans will be approved by SCDOT in October 2019. Pending the County moving forward with condemnation, the project could be advertised for construction in late 2019.*
- Bull/Elmwood Intersection – *Right of Way acquisition is in process and nearly complete, except for one tract (Church of God). It is expected Final Construction Plans will be approved by SCDOT in October 2019. Pending the County moving forward with condemnation, the project could be advertised for construction in late 2019.*
- Shop Road Widening – *Limited Right of Way Acquisition has been performed by the PDT. Revised 70% Right of Way Plans are scheduled to be complete in October 2019. Pending County approval,*

Right of Way Services could proceed.

- Greene Street Phase 2 – Construction bids were opened 9-18-19
- Gills Creek Greenway – Phase 2 and 3 70% Right of Way have been delivered and are under review

◇ Construction Update

- Clemson Road Widening – Construction is 30% complete and continues to include clearing and grubbing, earthwork and some drainage activities
- North Main Street – Project is approximately 70% complete. Drainage installation progressing north of Sunset toward Monticello. Due to utility conflicts and delays, construction completion is anticipated to be late 2020
- Shop Road Extension Phase 1 – The entire project is complete and open to traffic.
- 3 Rivers Greenway – Installation of the concrete pathway remains 99% complete. Remaining work includes construction of the Fire/Rescue building and project punchlist items. Additional coordination will be required to accommodate Railroad comments regarding pathway's encroachment into Railroad Right of Way. This issue will delay completion an undetermined amount of time.
- Magnolia/Schoolhouse Sidewalks – Contractor has re-started work on Magnolia. No work to date on School House Road
- Dirt Road Packages G and H and I (16 roads) – Construction continues
- Koon Sidewalk – Construction is complete, pending completion of punchlist items.
- Pedestrian Improvement Projects – Construction is complete, pending completion of punchlist items.
- Candlewood NIP Phase 3 – Construction is 50% complete and is scheduled to be completed in November 2019
- SERN – Construction is approximately 5% complete and clearing and grubbing has been completed for the new roadway.
- Broad River Neighborhood – Construction is 30% complete and continues with installation of storm drainage.
- Resurfacing O – Construction is complete, pending completion of punchlist items.

◇ Miscellaneous:

- A Transportation Ad Hoc Committee meeting is scheduled for September 24, 2019 at 1:00
- The PDT contract expires November 3, 2019 and management of the Program will be performed “in-house” by County staff.
- The County has issued 3 separate Request for Qualifications for On-Call Engineering, Construction Inspection, and Staff Augmentation.
- Depending on consultant selections and Council guidance on Program funding decisions, project development will be available to be resumed for the following projects which have been inactive: Blythwood Area Improvements, Lower Richland Blvd. Widening, Polo Widening, Spears Creek Widening, Clemson/Sparkleberry Intersection, Shop Road Extension Phase 2, Broad River Corridor NIP, Trenholm Acres/Newcastle NIP, Crane Creek Greenway, Gills Creek Greenway B and C, Smith/Rocky Branch Greenway, Bikeway Sharrows, and Bikeway Road Diets.

Mr. Niermeier stated the initial projections are that it will be less expensive for the County to manage the Penny Program. An annual report will be provided outlining the cost savings.

THE COMET PROGRAM UPDATE

◇ Financial Highlights

Total Revenue: YTD - \$5.17M compared 1/12 of annual budget at \$2.48M; total YTD collections average -17% of annual budgeted amount

Total Expenses: YTD - \$2.57M compared to 1/12 of annual budget of \$2.48M; total YTD expenditures represent an average -9% of annual budget

- ◇ DBE Report July 2019 – Mr. Andoh stated Transdev Services, Inc.’s goal is to be at 25.9% by June 2020. At this time, they are at 26.7%.
- ◇ They are working aggressively to install bus shelters throughout the service area. There are 17 new bus shelters that have been installed.
- ◇ Coordinating bus service with the Penny projects
- ◇ 8 Blue Bike Stations have been installed throughout the City; bus riders are able to ride the bikes for free
- ◇ They have reduced their staff from 13 to 11
- ◇ Installed automated toilets and sensors for lighting
- ◇ Re-routing study is underway; should be completed by 2021
- ◇ Planning a pilot program on fare free service

OTHER BUSINESS – Mr. Simoneaux requested the Election of the Chair and Vice Chair be placed on the next agenda.

Members were encouraged to speak with their respective municipalities regarding vacancies and/or non-attendance by appointed members.

Next Scheduled Meeting: October 28, 2019 – 2020 Hampton Street

ADJOURN – The meeting adjourned at approximately 6:39 PM



Transportation Penny Advisory Committee Report

OSBO
Manager's Report

October 15
2019

1. Executive Summary:

This report is submitted pursuant to Ordinance (s) 049-13HR and 058-16HR to ensure that the OSBO team provides support to the County to ensure that the SLBE has equal opportunity to participate in County contracts for all six (6) Industry Categories.

Primary Industry Category					
Construction Services	Professional Services	Non-Professional Services	Engineering Services	Architectural Services	Wholesale Operations

2. Purpose:

The purpose of this report is to manage the ongoing requirements of the Ordinance(s), improving and creating new Standard Operating Procedures (SOPs), and ensuring payment to contracted SLBEs.

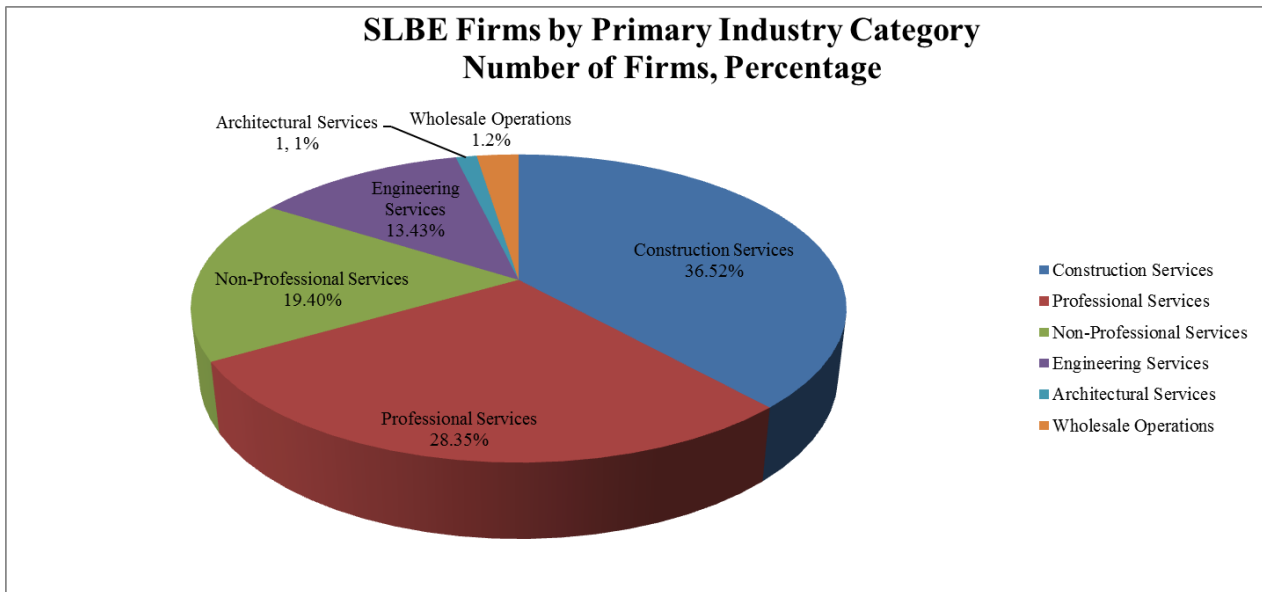
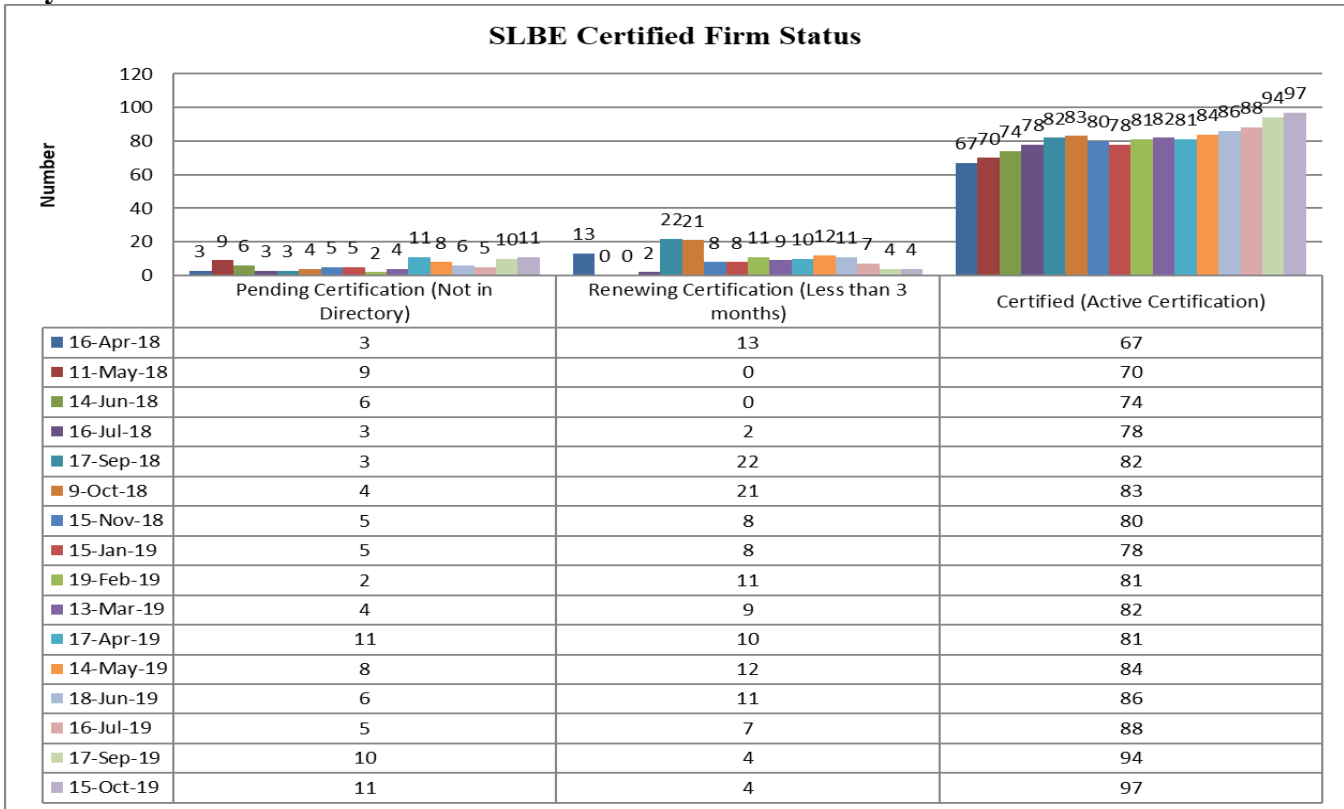
3. Office of the Small Business Opportunity Cross Functional Team

Team Matrix		
Name	Department	Title
<i>Christine Keefer</i>	<i>GCS</i>	<i>GCS Director</i>
<i>Michael Niermeier</i>	<i>Transportation</i>	<i>Director of Transportation</i>
Erica Wade	OSBO	Manager of OSBO
Michelle Rosenthal	OSBO	Business Development Coordinator
Bryant Davis	GCS	Asst. Director of GCS
Cheryl Cook	OSBO	Assistant Manager of OSBO
Jennifer Wladischkin	Procurement	Manager of Procurement
Yolanda Davis	Procurement	Contract Specialist
Allison Steele	Transportation	Deputy Director
Alicia Aull	Transportation	Senior Accountant
Nathaniel Miller	Transportation	Contract & Budget Manager

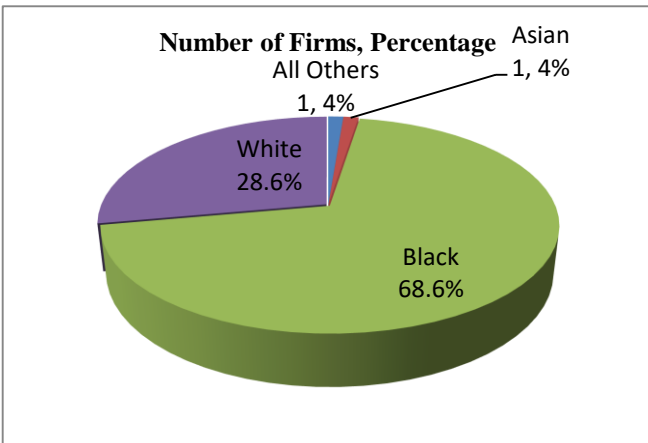
4. Goal Setting Committee (GSC)

Team Matrix		
Name	Department	Title
Erica Wade	OSBO	Manager of OSBO
Ross Tilton	PDT	Program Administrator
Cor'deija Horne	OSBO	Program Coordinator
Margaret Jones	OSBO	Certification & Compliance Specialist
Jennifer Wladischkin	Procurement	Manager of Procurement
Gerald Walker	PDT	Estimator

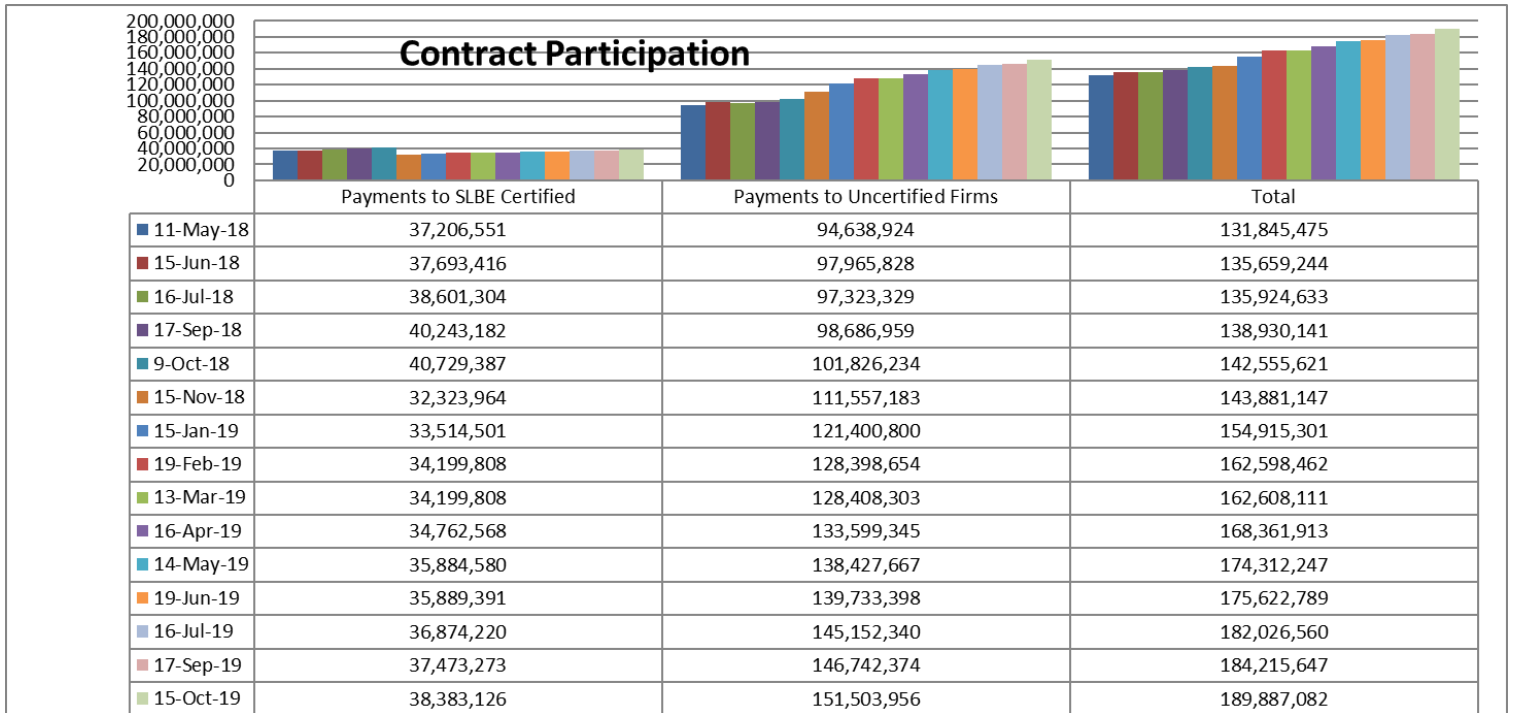
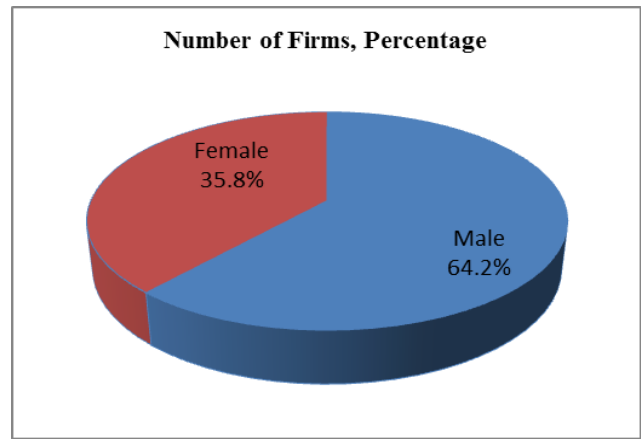
5. Analysis:



SLBE Firms by Ethnicity



SLBE Firms by Gender



Contract Participation: January 1, 2012-October 15, 2019*

PDT SLBE Goal Participation Update 2018-19

Project Name	Sheltered Market	SLBE Goal	DATE
2017 Dirt Roads Package H/I	No	4.05%	February 6, 2018
2017 Dirt Roads Package G	Yes	100%	February 22, 2018
2018 Resurfacing Project Package O	No	0%	March 2, 2018
Resurfacing Project Package P	No	0%	May 7, 2018
Sidewalk Package S-8	Yes	100%	April 19, 2018
Pedestrian Improvements at Intersections	No	12%	July 3, 2018
2018 Sidewalks – Koon Rd. & Farmview St.	Yes	100%	July 18, 2018
2016 PDT Sidewalks-Clemson Road	Yes	100%	October 2, 2018
2018 Richland County Dirt Roads Package I	No	5.95%	October 19, 2018
SERN NIP	No	17.3%	November 15, 2018
2018 Richland County Dirt Roads Project 7 Road Group	No	11%	December 31, 2018
OET Sidewalks – Polo Road	No	25%	January 17, 2019
Sidewalk Package S-11	No	22%	January 28, 2019
Richland County Resurfacing Package Q	No	0%	February 26, 2019
North Springs and Harrington Intersection Improvements	No	15%	March 13, 2019
Greene Street Widening-Phase II	No	16%	April 9, 2019
Atlas Road Widening Project	No	14%	April 4, 2019
2019 Resurfacing Package R	No	0%	April 17, 2019

6. Department Outlook:

- i. Facilitating increase in County wide SLBE utilization in County wide contracts
 - OSBO staff is collaborating with RC Directors to identify current vendors to become certified SLBEs
- ii. Continued review of PDT SLBE Contractual Compliance

- **Business Development**

- i. OSBO Website Highlights
- ii. Highlighted Article
 - Featured Story
 - Winners of OSBO Power Up Pitch Competition
- iii. Participated in the SBA, HBCU Entrepreneurship Summit at Benedict College, September 18
- iv. Attended the Bid Opening for Greene Street Phase II, September 18
- v. Participated in the SC Access Conference 2019, held at Benedict College, September 30
- vi. Participated in the Cross Function Meeting, October 2
- vii. Participated in the Pre-Construction Meeting for North Springs Rd/Harrington Rd Intersection Project, October 3
- viii. Participated in the I Won't Starve Entrepreneur Event at Midlands Technical College Northeast, October 5
- ix. Attended 2019 Live2Lead Columbia Leadership Conference at Richland 2 Institute of Innovation (R2i2), October 11
- x. Conducted 2 site visits

2019 Office of Small Business Opportunity Workshops

Title of Workshop	Date	No. Attended
Small Business Compliance and Legal Issues	Jan 24	44
Small Business Certifications	Feb 11	83
RFPs & RFQs: The Alphabet Soup of Procurement	Feb 20	38
Keeping Your Finances in Check Tax Preparation	Mar 25	15
Successful Marketing Principles for Small Businesses	Apr 24	31
Effective Business Management Skills Series (Jun 3, 10, 17, 24)	Jun 3	20
Effective Business Management Skills Series (Jun 3, 10, 17, 24)	Jun 10	18
Effective Business Management Skills Series (Jun 3, 10, 17, 24)	Jun 17	13
Effective Business Management Skills Series (Jun 3, 10, 17, 24)	Jun 24	18
Best Safety Practices for Job Sites (How to Protect Yourself)	Jul 17	12
Engage Richland: Connecting Small Businesses to Financing and Contracting Opportunities	Sep 11	200

- **Certification and Compliance**

Projects Completed

- iii. Completed Five (5) new certifications and two (2) renewals. There are two(2) new certification pending and one (1) re-certification pending
- iv. Conducted five (5) site visits
- v. Attended several meetings with OSBO staff members during the month of September-October

- **Staff Meetings-September-October**
- **9/18-Meeting (Bid Opening) Green Street Phase II**
- **9/24-Transportation Ad Hoc Meeting**
- **9/27-Administration Meeting (Mr. Brown)**
- **10/2-Cross Function Meeting**
- **10/3-Pre Construction Meeting (North Springs Rd/Harrington Road)**
- **10/9-Pre Bid Meeting (Side Walk Package 13 Polo Road Sup**

Program Coordinator

- i. Reconciled/posted multiple payments to prime and subcontractors
- ii. Number of payments due to prime, 126
- iii. Number of payments due to subcontractors, 114 (August-September)
 - i. Vendor at the Small Business Administration, HBCU Entrepreneurship Summit at Benedict College, September 18
 - ii. Attended the Bid Opening for Greene Street Phase II, September 18
 - iii. Attend Transportation Ad-Hoc meeting, September 24
 - iv. SC Business Collaborative committee meeting
 - v. Participated in the SC Access Conference 2019, held at Benedict College, September 30
 - vi. Participated in the Cross Function Meeting, October 2
Attended 2019 Live2Lead Columbia Leadership Conference at Richland 2 Institute of Innovation (R2i2), October 11
 - vii. Conducted 1 site visit
 - viii. Conference call with USDOT Women in Transportation Initiative to increase participation of women in the nation's transportation industry.

Transportation Update

Council Approvals

- Council voted to withhold any remaining management fees from the PDT's last 2 invoices
- Council directed that staff contact the multiple property owners of 133 dirt roads that have dropped from the Dirt Road Program(in accordance with the County Ordinance)
- Council approved the Greenway recommendations from the PDT made in March 2019 pending 3 readings and a public hearing
- Council approved Recommendation to Award to Construction Greene Street Phase 2

Pre-Construction Update

- Procurement Items –
 - Polo Road SUP advertised on September 30, 2019
 - Awaiting advertisement of Resurfacing Package R (provided to County in May 2019)
 - Awaiting advertisement of Clemson Road Sidewalk (provided to County on September 6, 2019)
 - Awaiting advertisement of Harrison Road Sidewalk (provided to County on September 6, 2019)
 - Advertise Garners Ferry/Harmon & Screaming Eagle/Percival Intersections (available in October)
 - Advertise Decker/Woodfield NIP Faraway Sidewalk (available in October)
 - Advertise Dirt Road Package K (available in October)
 - Advertise Atlas Road Widening (available in late 2019)
 - Advertise Blythewood Road Widening Phase 1 (available in late 2019)
- Percival Road Sidewalk – Subsurface Utility Engineering has been completed. OET is evaluating conflicts with drainage and will need to make design changes.
- Clemson/Sparkleberry Intersection – PDT has submitted revised design (Modified Quadrant) to SCDOT who has approved concept. Project is positioned to be advanced.
- Broad River Road Widening – Project has been completed through draft 65% plans. Per County direction, project placed on hold while Council considers modifying projects and Program funding.
- Blythewood Area Improvements (Creech Connector and McNulty) – OET has delivered scope and fee to complete design. Negotiations have been conducted and awaiting County staff direction to proceed.
- Bull/Elmwood Intersection – Right of Way acquisition is in process and nearly complete, except for one tract (Church of God). It is expected Final Construction Plans will be approved by SCDOT in October 2019. Pending the County moving forward with condemnation, the project could be advertised for construction late 2019.
- Gills Creek Greenway – Phase 2 and 3 70% Right of Way Plans have been delivered and are under review.

Construction Update

- Clemson Road Widening – Construction is 45% complete and continues to include clearing and grubbing, earthwork and some drainage activities.
- North Main Street –Project is approximately 70% complete. Drainage installation progressing north of Sunset toward Monticello. Due to utility conflicts and delays, construction completion is anticipated to be late 2020.
- 3 Rivers Greenway – Installation of the concrete pathway remains 99% complete. Remaining work includes construction of the Fire/Rescue building and project punchlist items. Additional coordination will be required to accommodate Railroad comments regarding pathway’s encroachment into Railroad Right of Way. This issue will delay completion and undetermined amount of time.
- Magnolia/Schoolhouse Sidewalks – Contractor has re-started work on Magnolia. No work to date on School House Road.
- Dirt Road Packages G, H, and I (16 roads) – Construction continues.
- Candlewood NIP Phase 3 - Construction is 75% complete and is scheduled to be completed in November 2019.
- SERN – Construction is approximately 5% complete and clearing and grubbing has been completed for the new roadway. Project delayed due to utility conflicts.
- Broad River Neighborhood – Construction is 40% complete and continues with installation of storm drainage.
- Resurfacing P (80 roads) – Construction is 30% complete and continues.
- Shop Road Extension Phase 1 – The entire project is complete and open to traffic. A final inspection was conducted 0-14-19.
- Koon Sidewalk – Construction is complete, pending completion of punchlist items.
- Pedestrian Improvement Projects – Construction is complete, pending completion of punchlist items.
- Resurfacing O (39 roads) – Construction is complete, pending completion of punchlist items.
- North Springs/Harrington Intersection – Awaiting County signature of construction contracts.
- Resurfacing Package Q - Awaiting County signature of construction contracts.

Miscellaneous

- A Transportation Ad Hoc Committee meeting is scheduled for October 28, 2019 at 1:00.
- The PDT contract expires November 3, 2019 and management of the Program will be performed “in-house” by County staff.
- The County has issued 3 separate Requests for Qualifications for On-Call Engineering (18 submittals), Construction Inspection (16 submittals), and Staff Augmentation.
- Depending on consultant selections and Council guidance on Program funding decisions, project development will be available to be resumed for the following projects which have been inactive: Broad River Road Widening, Lower Richland Blvd. Widening, Polo Widening, Spears Creek Widening, Clemson/Sparkleberry Intersection, Shop Road Extension Phase 2, Broad River Corridor NIP, Trenholm Acres/Newcastle NIP, Crane

Creek Greenway, Gills Creek Greenway B and C, Smith/Rocky Branch Greenway, Bikeway Sharrows, and Bikeway Road Diets.



Financial Highlights FY 2020

Month End Aug 2019

16.67% of fiscal year completed

✦ Net Income (Loss)

- Month ~ \$511K Actual YTD ~ (\$1.61M)

✦ Total Revenue:

- YTD ~ \$2.36M compared 2/12th of annual budget at ~\$4.97M; total YTD collections average ~8% of annual budgeted amount
 - Includes billing for penny sales tax accrual: ~\$1.61M

✦ Total Expenses:

- YTD ~ \$3.97M compared to 2 /12th of annual budget of \$4.97M; total YTD expenditures represent an average ~ 13% of annual budget
 - YTD paid to Contract Operator since 7/1/2015 – current mo. ~\$52,722,876
 - Payments include any liquidated damages
 - Professional Contract services (4361, 4363):
 - ABLE SC (Application s & Mobility Mgt Svcs) 9,514
 - Auger Consulting 14,365
 - Brownstone (engineering & design) 39,295
 - Burr Forman & McNair 4,000
 - Chernoff Newman, LLC (includes invoice adjustments) 12,835
 - Flock & Rally 9,668
 - Kirk Schneider 5,605
 - Nexsen Pruet, LLC 4,000
 - Robinson Gray Law 13,737
 - Board Expenses (4210):
 - Lunch 177
 - Employee Training (4518): (includes per diem, flight, hotel, registration fees & related expenses)
 - A. Prince, J. Andoh, L. Deschamps, R. Leaks
 - APTA Board Members, CTAA, Leadership Columbia, GRTC, Transit Board Admin & Members workshop 2,251

✦ Cash:

- Wells Fargo - Operating: ~\$ 10.75M
- OPTUS Bank Reserve Funds: ~\$ 4.93M
 - ✓ See Condensed Statement of Financial Position for breakdown details
- Local Government Investment Pool (LGIP): ~\$13.88M
 - ✓ See Condensed Statement of Financial Position for breakdown details
- Total collections of Penny Revenue since 2013 to present:
 - ✓ \$99,582,063 of \$300,991,000 allocation

Central Midlands Regional Transit Authority
Condensed Statement of Financial Position
Period Ended 08/31/19

	Actual PTD 8/31/2019	Actual YTD 8/31/2019	Budget YTD FY 2020
Revenues:			
Passenger Fares/Revenue Contracts	163,667	445,586	519,058
Special (Advertising, Interest, Rental, Etc)	28,903	59,785	14,233
Admin/Misc	2,915	5,037	167
Local (The Penny)	1,608,460	1,849,377	3,142,550
State (SCDOT)	-	-	119,076
CBDG & Hospitality	-	-	17,667
Federal	-	4,500	1,154,055
Total Revenue	\$ 1,803,945	\$ 2,364,285	\$ 4,966,806
Expenses:			
			21,415,415
Contract Operator	448,412	1,821,205	2,521,590
Federal	209,803	798,694	748,327
Depreciation	238,947	479,496	466,667
Fuel	152,275	293,976	316,667
Salaries and Fringes	78,456	179,825	194,995
Professional Services	122,710	290,068	121,405
Utilities	9,829	21,478	30,817
Other Operating Expenses	32,259	84,617	101,519
Total Expenses	\$ 1,292,690	\$ 3,969,359	\$ 4,501,986
Net Income (Loss) From Operations:	\$ 511,255	\$ (1,605,074)	\$ 464,820
Cash:			
Wells Fargo			
Petty Cash		300	
Operating Acct		10,744,725	
OPTUS Bank (formerly South Carolina Community Bank)			
Operating Reserve Funds	2,189,697		
Capital Reserve Funds	2,738,867	4,928,564	
Local Gov't Investment Pool			
Emergency Reserve (statement included)	6,940,805		
Operating Reserve (statement included)	6,940,805	13,881,610	
Total Cash		\$ 29,555,199	
Total Assets		\$ 63,198,524	
Total Liabilities		\$ 6,964,693	

Central Midlands Regional Transit Authority
Balance Sheet
As of August 31, 2019

Assets

Current Assets

Petty Cash	299.65	
Cash: Operating (Wells Fargo)	10,744,725.42	
Cash: OPTUS Bank	2,189,697.13	
CD: Capital Reserve Funding (OPTUS)	2,738,866.86	
Emergency Reserve Fund (LGIP)	6,940,805.02	
Operating Reserve Fund (LGIP)	6,940,805.02	
Accts Receivable: Local Gov't	85,843.30	
Accts Receivable: Ticket Sales	276,915.50	
Accts Receivable: Contract Services Revenue	35,834.94	
Accts Receivable: Deferred 1% Sales Tax	6,680,268.19	
Accts Receivable: 1% Sales Tax Est. Revenue	327,891.47	
Accts Receivable: Interest Revenue Earned	19,865.27	
Inventory	38,024.67	
Prepaid Insurance	16,995.16	
Prepaid Expenses	68,051.18	
Total Current Assets:		\$ 37,104,889

Fixed Assets

Land	1,772,521.78	
Building	14,234,692.99	
DART Vehicles	1,802,347.00	
Buses	18,715,221.88	
Automobiles	151,264.82	
Equipment	5,432,297.00	
Furniture & Fixtures	222,902.50	
Accumulated Depr.: Furniture & Fixtures	(156,350.85)	
Accumulated Depr.: Equipment	(3,302,934.14)	
Accumulated Depr.: Buildings	(6,169,504.97)	
Accumulated Depr.: Vehicles	(6,910,924.49)	
Accumulated Depr.: Land Improvements	(1,666.66)	
Total Fixed Assets:		\$ 25,789,867

Deferred Outflows of Resources

Deferred Outflows on Pensions	303,767.88	
Total Deferred Outflows of Resources:		\$ 303,768

Total Assets		\$ 63,198,524

Central Midlands Regional Transit Authority
Balance Sheet
As of August 31, 2019

Liabilities

Current Liabilities

Accounts Payable	5,241,437.77	
Salaries Payable	45,511.69	
State Unemployment Tax Payable	79.31	
State Health: Employee	(1,999.10)	
Dental: Employee	20.58	
Dental Plus: Employee	(300.34)	
Optional Life	(36.93)	
Dependent Life: Employee	(0.15)	
Supplemental LTD	(8.93)	
Optional Life Pretax	(40.20)	
State Tobacco Prem	40.00	
State Vision Plan	(93.95)	
Medical Spending Acct Admin Fees	8.91	
Medical Spending Acct	83.33	
Colonial Life Supplemental	(51.81)	
Supplemental Insurance: EE	(48.15)	
Accrued Annual Leave	37,698.23	
Total Current Liabilities		\$ 5,322,233

Deferred Inflows of Resources

Deferred Inflows on Pensions	105,512.00	
Total Deferred Inflows of Resources		\$ 105,512

Non Current Liabilities

Net Pension Liability/OPEB	1,536,948.00	
Total Net Pension Liability:		\$ 1,536,948
Total Liabilities		\$ 6,964,693

Fund Balance

Fund Balance	56,754,696.49	
Net Assets-Current Year	(1,605,074.04)	
Fund Balance: Restricted for Vehicle	224,808.00	
Prior Period Adjustment	77,858.75	
Prior Period Adjustment Grant #210	1,400,156.00	
Prior Period Adjustment Restricted Cash	(618,615.00)	
Total Fund Balance:		\$ 56,233,830
Total Liabilities & Fund Balance:		\$ 63,198,524

**Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended August 31, 2019**

Fiscal Year % complete = 16.67%

	<i>Actual PTD</i>	<i>Actual YTD</i>	<i>Budgeted YTD (\$)</i>	<i>Variance (\$)</i>	<i>Annual Budgeted</i>	<i>(\$ of Budget remaining</i>	<i>(%) of Budget</i>
	<i>8/31/2019</i>		<i>8/31/2019</i>	<i>Actual YTD vs Budget YTD</i>	<i>Amount</i>	<i>Actual YTD vs Annual Budget</i>	<i>Actual YTD vs Annual Budget</i>
Revenue:							
Passenger Revenue	142,271	330,713	453,430	122,717	2,720,579	2,389,866	12%
Advertising Revenue	1,024	1,530	6,667	5,137	40,000	38,470	4%
Contracted Services Revenue	21,396	54,963	25,833	(29,130)	155,000	100,037	35%
Local Revenue - Lexington Cty	-	59,910	39,795	(20,115)	238,771	178,861	25%
Interest Income	27,079	56,655	6,667	(49,988)	40,000	(16,655)	142%
1% Sales Taxes Revenue Earned	1,608,460	1,849,377	3,142,550	1,293,173	18,855,298	17,005,921	10%
OPT/SMTF 5339	-	-	94,653	94,653	567,919	567,919	0%
OPT Rural Program 5311 Revenue	-	-	24,423	24,423	146,536	146,536	0%
Hospitality/Accomodations Tax	-	-	1,000	1,000	6,000	6,000	0%
CDBG Grants (Shelters & Pass Program)	-	-	16,667	16,667	100,000	100,000	0%
Rental Income	800	1,600	900	(700)	5,400	3,800	0%
Federal Revenue - Capital: Non Prev Maint	-	-	148,532	148,532	891,191	891,191	0%
Federal Revenue - Capital: Prev. Maint	-	4,500	133,333	128,833	800,000	795,500	1%
Federal Revenue - CapX Fleet Procurement	-	-	121,200	121,200	727,200	727,200	0%
Federal Revenue - Salaried Positions	-	-	9,533	9,533	57,200	57,200	0%
Federal Revenue - ADP Software	-	-	13,333	13,333	80,000	80,000	0%
Federal Revenue - ADP Hardware	-	-	13,333	13,333	80,000	80,000	0%
Federal Revenue - Operations Assistance	-	-	250,000	250,000	1,500,000	1,500,000	0%
Federal Revenue - ADA Paratransit	-	-	75,929	75,929	455,572	455,572	0%
Federal Revenue - EE Training	-	-	6,933	6,933	41,600	41,600	0%
Federal Revenue - Mobility 5310	-	-	1,476	1,476	8,854	8,854	0%
Federal Revenue - 3rd Party Contractual (Website)	-	-	2,667	2,667	16,000	16,000	0%
Federal Revenue - APC	-	-	53,205	53,205	319,230	319,230	0%
Federal Revenue - Safety & Security	-	-	21,760	21,760	130,557	130,557	0%
Federal Revenue - Vanpool	-	-	20,000	20,000	120,000	120,000	0%
Federal Revenue - Bike Program	-	-	42,667	42,667	256,000	256,000	0%
Federal Revenue - 5339 Shleter ACQ & Install	-	-	240,155	240,155	1,440,928	1,440,928	0%
Gain(Loss) Sale of Asset	-	195	-	(195)	-	(195)	#DIV/0!
Miscellaneous Income	2,915	4,843	167	(4,676)	1,000	(3,843)	484%
Total Revenues:	1,803,945	2,364,285	4,966,806	2,602,521	29,800,835	27,436,550	8%

Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended August 31, 2019

Fiscal Year % complete = 16.67%

	<i>Actual PTD</i>	<i>Actual YTD</i>	<i>Budgeted YTD (\$)</i>	<i>Variance (\$)</i>	<i>Annual Budgeted</i>	<i>(\$ of Budget remaining</i>	<i>(%) of Budget</i>
	<i>8/31/2019</i>		<i>8/31/2019</i>	<i>Actual YTD vs Budget YTD</i>	<i>Amount</i>	<i>Actual YTD vs Annual Budget</i>	<i>Actual YTD vs Annual Budget</i>
Expenses:							
Salaries (Staff/Intern) & Other Paid Wages	62,176	142,528	148,681	6,153	892,087	749,559	16%
SC Retirement: ER	8,384	19,932	23,135	3,203	138,809	118,877	14%
FICA & Medicare	4,199	9,766	11,374	1,608	68,245	58,479	14%
Health Insurance: ER	3,469	7,145	10,522	3,377	63,129	55,984	11%
SC Unemployment	41	79	1,083	1,004	6,500	6,421	1%
Workers Comp	187	374	200	(174)	1,200	826	31%
Dues/Subscriptions/Memberships	1,620	1,620	6,000	4,380	36,000	34,380	5%
Tuition Reimbursement	-	-	7,000	7,000	42,000	42,000	0%
Marketing/Advertising/Promotional Material	9,629	15,768	42,667	26,899	256,000	240,232	6%
Facility Related Repairs & Maintenance Expense	34,302	91,410	166,667	75,257	1,000,000	908,590	9%
Office Expense	338	1,178	2,000	822	12,000	10,822	10%
Charitable Donations (Passes ONLY)	-	-	1,200	1,200	7,200	7,200	0%
Postage & Shipping	1,052	1,346	917	(429)	5,500	4,154	24%
Printing	3,398	13,282	14,167	885	85,000	71,718	16%
Board/Committee	176	618	1,667	1,049	10,000	9,382	6%
Transit Academy	-	-	250	250	1,500	1,500	0%
Contractor-Fixed Route	326,111	1,409,938	1,912,229	502,291	11,473,375	10,063,437	12%
Contractor-DART	121,300	401,971	564,360	162,389	3,386,162	2,984,191	12%
Contractor-Splc Svc/Svc Enhancements	1,000	9,297	45,000	35,703	270,000	260,703	3%
Propane	57,588	117,727	150,000	32,273	900,000	782,273	13%
Vehicle Fuel	94,687	176,249	166,667	(9,582)	1,000,000	823,751	18%
Insurance - Vehicle	6,282	12,563	15,833	3,270	95,000	82,437	13%
Insurance - Facility	1,282	2,565	2,952	387	17,710	15,145	14%
Insurance-Tort Liability	1,511	3,022	3,917	895	23,500	20,478	13%
Insurance-Officers & Directors	438	876	1,051	175	6,307	5,431	14%
Professional Contract Services	113,081	274,300	78,738	(195,562)	472,430	198,130	58%
Fare Collection Service & Supplies	823	1,647	8,333	6,686	50,000	48,353	3%
Tickets & Transfers	1,184	17,143	5,000	(12,143)	30,000	12,857	57%
Natural Gas	45	99	1,600	1,501	9,600	9,501	1%
Electric	6,705	15,962	23,383	7,421	140,300	124,338	11%
Water & Sewer	3,078	5,417	5,833	416	35,000	29,583	15%
Telecommunications	8,479	16,906	14,017	(2,889)	84,100	67,194	20%
Misc Fees: Fines, Taxes, etc.	177	483	6,500	6,017	39,000	38,517	1%
Banking Fees	2,266	4,701	4,167	(535)	25,000	20,299	19%
Payroll Processing Fees	157	319	417	98	2,500	2,181	13%
Office Equipment - Lease & Rental	2,615	5,274	6,333	1,060	38,000	32,727	14%
Furniture, Fixtures, & Equipment < \$5000	459	1,076	1,000	(76)	6,000	4,924	18%

Unaudited - For Management Purposes Only

**Central Midlands Regional Transit Authority
Statement of Income vs Budget
Period Ended August 31, 2019**

Fiscal Year % complete = 16.67%

	<i>Actual PTD</i>	<i>Actual YTD</i>	<i>Budgeted YTD (\$)</i>	<i>Variance (\$)</i>	<i>Annual Budgeted</i>	<i>(\$ of Budget remaining</i>	<i>(%) of Budget</i>
	<i>8/31/2019</i>		<i>8/31/2019</i>	<i>Actual YTD vs Budget YTD</i>	<i>Amount</i>	<i>Actual YTD vs Annual Budget</i>	<i>Actual YTD vs Annual Budget</i>
Federal Expense: Shelter & Accessories ACQ/Install	-	-	300,193	300,193	1,801,160	1,801,160	0%
Federal Expense: Preventative Maint (PM)	88,887	141,358	-	(141,358)	-	(141,358)	#DIV/0!
Federal Expense: Cap EX (Non PM)	-	-	339,538	339,538	2,037,228	2,037,228	0%
Federal Expense: Capital (Non PM)	27,034	452,015	103,896	(348,119)	623,377	171,362	73%
Federal Expense: 3rd Party Contractual (Website)	-	-	4,167	4,167	25,000	25,000	0%
Federal Expense: APC	-	-	83,133	83,133	498,796	498,796	0%
Federal Expense: Safety & Security	41,988	69,973	93,226	23,254	559,358	489,386	13%
Federal Expense: ADP Software ACQ & Maint	10,173	27,743	16,667	(11,076)	100,000	72,257	28%
Federal Expense: ADP Hardware ACQ & Maint	1,100	3,374	16,667	13,293	100,000	96,626	3%
Federal Expense: Van Pool Ops	-	-	20,000	20,000	120,000	120,000	0%
Federal Expense: Bike Program	-	-	41,667	41,667	250,000	250,000	0%
Federal Expense: Training	6,319	12,821	11,667	(1,155)	70,000	57,179	18%
Federal Expense: 5310	-	-	14,460	14,460	86,762	86,762	0%
Depreciation Expense	238,947	479,496	466,667	(12,829)	2,800,000	2,320,504	17%
Total Expenses:	1,292,690	3,969,359	4,966,808	997,447	29,800,835	25,831,475	13%
Net Income From Operations:	511,255	(1,605,074)	(2)	1,605,074	0		



DBE Compliance Invoice Review

Contractor: Transdev Services, Inc.

Transdev Invoice Period: 8/1/19 to 8/31/19

DBE Firm	Description of Work Performed	Invoice Amount	Percentage Counted Towards DBE Goal	Amount Counted Towards DBE Goal	Adjustments July 2019	Total With Adjustments
Alpha Business Essentials	Office Supplies	\$0 <i>Payment Issued n/a</i>	n/a	0	(\$243.51)*	(\$243.51)*
Capital Building Services	Janitorial	\$49,925.00 <i>Payment Issued n/a</i>	100%	\$49,925.00		\$49,925.00
Capital Building Services	Landscaping	\$12,425.00 <i>Payment Issued n/a</i>	100%	\$12,425.00		\$12,425.00
CAPP	Safety/Uniforms	\$5,217.75 <i>Payment Issued n/a</i>	100%	\$5,217.75		\$5,217.75
Influence, LLC	Mystery Rider Program	\$3,000.00 <i>Payment Issued n/a</i>	100%	\$3,000.00		\$3,000.00
New Age Protection	Security	\$36,694.92 <i>Payment Issued n/a</i>	100%	\$36,694.92		\$36,694.92
Transport Care Services	Bus Detailing	\$5,573.00 <i>Payment Issued n/a</i>	100%	\$5,573.00		\$5,573.00
Transport Care Services	DART/Paratransit	\$273,932.44 <i>Payment Issued n/a</i>	100%	\$273,932.44		\$273,932.44
Transport Care Services	Repair Parts	\$89,699.74 <i>Payment Issued n/a</i>	60% (supplies)	\$53,819.84		\$53,819.84
	Total amount towards Contract Goal for this invoice			\$440,587.95		\$440,344.44
	Total committed to DBEs as of August 2019 Invoice Period			\$14,582,553.17		\$14,582,309.66
	Total paid by The COMET as of August 2019 Invoice Period			\$52,880,015.09**	(\$157,139.01)	\$52,722,876.08*
	Percentage Towards Contract Goal of 25.9%			27.6%		27.7%

Note: * Adjustment to invoice submitted last reporting period for Alpha Business Essentials.
 **The total paid by The COMET reflects the actual payments to Transdev during receipt and review of Transdev's invoice for the August 2019 reporting period. An adjustment made after consultation with Finance Director. The total paid does not reflect several invoices on hold by The COMET.

Reviewed by The COMET-Compliance & Civil Rights Officer: Arlene Prince Review Date: 10/3/19



Thursday, October 17, 2019

Agenda Item # 9A

To: Central Midlands Regional Transit Authority Service Committee
From: John Andoh, Executive Director/CEO
Subject: Passenger Amenities Program Update

Requested Action: Staff recommends that the Service Committee hear an update on the passenger amenities program.

Background and Summary: At the request of the Board of Directors, staff is providing an update regarding the passenger amenities program and what has been done to date.

So far 18 Tolar shelters has been installed and 1 Brasco shelters has been installed. There is still 2 Tolar shelters and 4 Brasco shelters that need to be installed. Those locations are listed below:

- Stop #411 Two Notch at Rivkin - 16' Tolar Shelter
- Stop #1720 Sandhills Library Fashion Drive - 16' Tolar Shelter

Fiscal Impacts: None as this is an update to the Service Committee.

Legal Counsel Review: None.

Attachments: Davis and Floyd Monthly Progress Report.

For information regarding this staff report, please contact John Andoh, Executive Director/CEO at (803) 255-7087 or email john.andoh@catchthecomet.org.

Approved for Submission,

John Andoh, Executive Director/CEO



The COMET / CMRTA
**MARKETING
PLAN**

FISCAL YEAR: 2019-2020

CATCHTHECOMETSC.GOV

Prepared By:

FLOCK AND RALLY
Columbia, SC

SEPTEMBER 2019

Executive Summary

The COMET is in a transition period — one that is full of energy and excitement. Over the last year, The COMET has launched more new campaigns and services, increased ridership, expanded services and engaged with the community like never before.

There is also excitement about working with a new marketing agency and the impact it can have on the public in terms of general awareness and communication. Even more exciting is the three-year contract length, as a longer timeline creates great opportunity for future thinking and planning when it comes to audience impacts.

This marketing plan takes into consideration The COMET's stated goals and objectives, its services and its ridership, along with tactics that have and have not worked in the past. When developing this plan, we considered the many platforms that The COMET uses to engage with the public while exploring new avenues to consider. The plan recommends traditional channels as well as digital strategies that are emerging.

As an overall goal, The COMET wants to create more general awareness of the transit system and its services, and this plan was designed to address that goal.

We are excited to be working with The COMET marketing team and look forward to maintaining a coordinated effort throughout the duration of our contract.

Note that a variety of marketing activities will be managed by The COMET team internally.

Note Regarding General Advertising and Marketing Inquiries and Opportunities for The COMET

Due to the strategic nature of this plan and the Soda Cap Connector plan that follows, we request that any and all paid marketing and advertising opportunities for The COMET and its services be sent to Flock and Rally for assessment; it is a best practice when working with an advertising agency that these inquiries and opportunities should not be handled separately by The COMET staff.

Note Regarding New Offerings and Opportunities that Directly Affect Marketing Plan

If The COMET staff develops new products and services that it wishes to promote that are outside of the scope of this marketing plan, then the following process will be necessary in order for Flock and Rally to incorporate the work into the current plan:

- Flock and Rally should be alerted before any announcements are made regarding new products, services and offerings, so that the information can be worked into marketing efforts if possible.
- Allow an average of 30-45 days' notice (more or less, depending on the complexity of the request) before implementation, although Flock and Rally will attempt to address and implement as quickly as possible.
- Allow Flock and Rally to perform discovery and research as needed.
- Allow Flock and Rally to perform planning and project management tasks as needed.
- Allocate additional budget to enable implementation of new request, or work together to determine if any current budget allocations can be shifted to accommodate the new request.

Ideas in this Marketing Plan are recommendations, not deliverables and this is not a contract.

Hours from the marketing plan reflect our estimate of time necessary to complete tasks. Certain factors in the control of the Client can increase or decrease the necessary hours. These include frequent requests for revisions, changes in scope and changes in requested frequency of tasks.

The marketing plan constitutes a set of recommendations based on research, strategy, and client requests. The marketing plan is not a contract and does not bind the Consultant or The COMET unless items from the marketing plan are specifically incorporated into an approved Scope of Work under this contract.

S.W.O.T. Analysis

Internal Strengths and Weaknesses

The internal challenges and opportunities for improvement within the company.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Bold, new leadership with fresh ideas • Aggressive on initiating new projects and services • Ramped-up community involvement • New marketing and public information manager • Hired a social media intern • Informed and connected board of directors • Friendly and eager staff • Current solid funding • New marketing/advertising agency • Existing public relations agency 	<ul style="list-style-type: none"> • Lack of staff who know about past marketing efforts • Lack of marketing or advertising plan • No consistent plan on social media channels, not using the channels in the most effective way • Currently in a hurried approach to promotions • Promotions are singular without a lot of frequency or follow-through

External Opportunities and Threats

The external issues that the organization must recognize.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • To increase knowledge of services to dedicated riders • To increase positive sentiment among dedicated riders • To increase ridership of choice riders • To increase awareness of how to use COMET services within new communities (Latinx, etc.) • Only public transit option in the Midlands • Ability to reach new audiences with new programs like COMET on the Go! With Lyft and UBER, Blue Bike SC, etc. • To improve website to connect with audiences more proficiently • To improve app to make it more user-friendly 	<ul style="list-style-type: none"> • Long-term negative perception among the Midlands' choice rider community • Difficult to understand how to use and access the services • Inconsistency in marketing and advertising • Under-utilization of social media and other advertising methods • Busy, complicated graphics and collaterals • Increasing competition from other mobility-type services. • Too many communication platforms with which the user must engage (website, two apps) • Lack of promoted information on the website

Goals, Objectives and Audiences

General Goals

Goal 1

Increase awareness of The COMET system so that people know its purpose and services it offers.

Goal 2

Increase awareness of The COMET to combat misconceptions about the organization.

Goal 3

Identify the most impactful and cost-effective communication channels The COMET should use in the Columbia metropolitan market.

Goal 4

Grow ridership across all services.

Goal 5

Increase social media engagement.

Goal 6

Increase website traffic.

Goal 7

Increase downloads of the app.

Goal 8

Promote specific services; Soda Cap Connector, Reflex service, Blue Bike SC, "COMET on the Go!" partnership with UBER/Lyft, Vanpool.

General Objectives

Based on The COMET's current operations, some of the metrics below will be measurable via data collection, while others may rely on anecdotal evidence to measure success.

The COMET assumes responsibility for measurements regarding rider activity, growth, website traffic, app usage, media coverage, email marketing performance and public sentiment. Flock and Rally assumes responsibility for metrics regarding advertising performance.

- 1 -

Spur 50% of the people in the Midlands market to recognize The COMET.

- 2 -

Achieve 2% growth year over year, starting between 2019 and 2020, measured at beginning of new fiscal year. This is an aggregated increase across all services and campaigns.

Key Performance Indicators for Flock and Rally

Stats collected in May 2019

- Increase in use of social media by 5% by June 30, 2020 on each of the following:
 - Facebook: 1,168 Likes to 1,226
 - Twitter: 1,091 followers to 1,146
 - YouTube: 5 videos uploaded to 6
 - Instagram: 414 followers to 435
 - LinkedIn: 19 followers to 20
- Place advertising for The COMET in at least 15 advertising outlets across the Midlands region.

Campaign-Specific Goals and Objectives

Although specific goals and objectives have been outlined for each of the services below, at the request of The COMET, individual plans for marketing each of these services (except for the Soda Cap Connector) are not included in this set of marketing plan documents and thus, are not key performance indicators for this marketing plan. Each service will be promoted through social media, collateral materials and the website but will not have stand-alone advertising campaigns or messaging deployed in this fiscal year.

Soda Cap Connector

See separate Soda Cap Connector marketing plan document for full details.

GOALS

- Implement the marketing plan created and adopted by the Central Midlands Regional Transit Authority's board of directors in March 2019:
 - **Goal 1:** Retain and attract new riders.
 - **Goal 2:** Increase revenue.
 - **Goal 3:** Maintain high customer satisfaction.
 - **Goal 4:** Maintain high public awareness, positive opinion.

OBJECTIVES:

- Contribute to the 2% growth across all services.
-

Reflex Service

GOALS

- Develop a mini social media campaign to promote this service.

OBJECTIVES

- Contribute to the 2% growth across all services

Blue Bike SC

GOALS

- Increase in usage, increase in awareness.

OBJECTIVES

- Contribute to the 2% growth across all services.
-

COMET on the Go! with Lyft / Uber

GOALS

- Increase in usage, increase in awareness.

OBJECTIVES

- Contribute to the 2% growth across all services.
-

Vanpool

GOALS

- Increase in usage and awareness.
- Increase partnerships.

OBJECTIVES

- Get 20 vans on the road in the next year.

Key Audiences

Current Audiences

PRIMARY

1. Transit Dependent Riders: People who must ride the bus and have no other option

- Workers, seniors accessing social services, low-income people trying to access work, educational opportunities and quality of life like grocery access.

2. Choice Riders: People who choose to ride but are not dependent on the system.

SECONDARY

- Community and neighborhood leaders.
- Business leaders.
- Students.
- Educators.
- Elected officials.

Audiences With Whom To Increase Engagement

1. People without Access to Transportation

STUDENTS

- Elementary.
 - Older students (4th-5th grade).
- Middle school students.
- High school students.
 - Younger than driving age.
 - Lower-income, driving-age students with no access to a vehicle.
- College students.
 - Without cars.
 - Don't drive often for financial reasons (parking, etc.).
 - Students on financial aid.

SENIORS

- Assisted living facilities without their own shuttle services.
- Housing authority locations.
 - Senior Housing facilities The COMET currently serves:
 - > AHEPA.
 - > Christopher Towers.
 - > Finlay House.
 - > Forest Pines.
 - > Marion St. High Rise.
 - > The Waterford.
 - > The elderly, living in residential areas, who no longer drive.

OTHER PEOPLE WITHOUT DRIVERS' LICENSES

- Veterans.
- Former inmates.

Audiences With Whom To Increase Engagement (con't.)

2. Community Leaders

- Hospitality/business district leaders.
- City and county councils and governments.
- Residential neighborhood leaders.

3. Social Service Providers and Agencies, Educators and Tourism Entities

- Educators.
- Social service agencies.
- Tourism attractions and entities.
- Community churches.

4. Voters in Richland and Lexington Counties

- People of the legal voting age who live in Lexington and Richland Counties.
- People who regularly vote.
- People who engage with local and state politics.

5. Employers (Public and Private)

- Businesses with employees who could take the bus (if there are routes that take them directly from home to work).
- Human resources (HR) teams.
 - ▶ This is the main decision-making group for working with transit system.
- C-level leaders/owners/senior managers at smaller entities.



Strategy

For 2019-2020, the marketing plan will include various foundational tools that are necessary for the plan to be executed successfully.

In addition, a general awareness advertising campaign will consume the majority of the promotions for this year.

Because The COMET has not had a formal marketing campaign, advertising campaign, social media plan or other planned marketing and communications plan over the last few years, the entity is in the unique situation of having a clean slate when it comes to a marketing plan.

However, with this clean slate comes a number of foundational tasks that need to be completed in order to establish content, apply current best practices to online channels, copywrite new messaging, develop content asset libraries and more.

This marketing plan includes traditional advertising and digital strategies; photo and video shoots; recommendations to update website copy and content; consistent social media posting and advertising; email marketing; community involvement and collateral materials.

The Plan



Primary, anecdotal research was conducted during the onboarding and discovery phase of this process and is detailed in the situational analysis for The COMET. Primary research findings have informed this marketing plan, but secondary research is needed to continue to develop messaging and engage stakeholders as marketing tactics are refined and deployed.

Tactics and Deliverables

Board Of Directors Questionnaire [Completed]

In the onboarding and discovery phase, interviews were conducted with staff of The COMET, TransDev staff and the Service Committee.

It was requested by The COMET that each board member be interviewed individually to answer the same marketing survey questions as other stakeholders, per research materials assembled during the creation of this marketing plan. Requests for these interviews were submitted to the board of directors in August 2019.

This marketing plan allows for up to **5 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

Messaging Exercise With Executive Director/CEO

This messaging activity is an engaging creative exercise during which we dig into the core values of your brand and explore how it serves its customers. This exercise allows us to identify the fears and pain points of your target audiences; describe the customer's journey through their interactions with your brand; establish The COMET as a knowledgeable guide for its customers; create clear, concise messaging to address customer concerns; and establish the customer as the subject of the story.

This exercise will be performed to springboard the messaging development that will occur during the creation of the messaging guidelines.

This marketing plan allows for up to **10 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

For the specific campaigns outlined in this plan, there are foundational tools and building blocks that must be developed and implemented to support all of the marketing for The COMET.

While many of these foundational tools exist in part, expanding these tools is imperative for conducting successful campaigns and should be made a significant priority.

Tactics and Deliverables

Messaging Guidelines

RECOMMENDED APPROACH

- What each main audience thinks, says, and feels about The COMET.
- Tone and voice.
- Visual branding guidelines (provided by Chernoff Newman).
- Messaging toolkit including existing messaging from The COMET
- Service descriptions with a small paragraph description of each of The COMET's services.
- Messaging points.

This marketing plan allows for up to **25 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

Emails Requested By The COMET – “The COMET Club”

Taking the place of a hard copy newsletter will be the development of an email newsletter that can be printed and distributed by The COMET where required. This short newsletter will consist of 4 sections, and if more news on a topic needs to be shared, it can be shared via a link to content on the website. The newsletter must be published six times a year. (Board policy #6).

One per Quarter + 2 additional newsletters a year – six total

CONTENT

- News and updates on expanded services.
- Promotions and discounts.
- “Did you know” facts and figures.
- The COMET happenings and community events.

RECOMMENDED APPROACH

- Designing one (1) email newsletter template
- Collecting information and photos for six (6) newsletters from The COMET
- Copyediting six (6) newsletters
- Sending out six (6) email newsletters via your email newsletter list
- Sending six (6) PDFs of email newsletter to The COMET for The COMET to print and distribute

This marketing plan allows for up to **60 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.



This section spells out work to market The COMET to a general audience based on the contracted scope of services.

Graphic Design Requests By The COMET [Outside Of Ad Plan Creative]

The COMET produces a number of collateral materials throughout the year. The COMET has the opportunity to update collaterals with a refreshed look and feel. (However, it is key to note that it is not in scope to perform a full rebrand.)

RECOMMENDED APPROACH

1. Design rider's guides, rack cards and business cards.
2. Design other informational brochures, including the DART, Half Fare, Travel, Training and other specialized brochures.
3. Other minor graphic design needs, including passes, promotional brochures, posters and informational flyers.
4. Most minor graphic design items will be required within five business days of the request. For any major deliverables or high-quantity requests, an estimated turnaround time will be provided to The COMET.
5. The COMET will direct graphic design requests.
6. All printing will be coordinated by The COMET. The COMET may request assistance from the Consultant with identifying appropriate vendors for printing.
7. All graphic design items may be required to be translated into Spanish as directed by The COMET.

This marketing plan allows for up to **85 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an

accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

Internet Presence

There are many places where The COMET has outdated information that needs to be updated as well as requests for ongoing maintenance. We will work to ensure that The COMET is represented accurately. We also will work with your web designer to streamline the website and make sure all programming is included.

RECOMMENDED APPROACH

1. The Consultant will not be responsible for maintaining The COMET website. The COMET staff and its third-party website vendor will maintain responsibility for The COMET website. Instead of maintaining the website, the Consultant will perform the following services, per request by The COMET during discovery.
 - One content audit of the current website for erroneous information and one edit round of copy on the new website, to be submitted to The COMET for The COMET staff to enter into the website content management system (CMS).
2. Track The COMET on the internet and take action to portray a positive impression. The Consultant will research and submit a recommendation for use of a third-party tracking and monitoring product. pending client approval and cost vs other priorities expressed by The COMET through the course of the contract.

Remaining requirements for internet tracking and action to portray a positive impression are pending The COMET's approval of a third-party tracking and monitoring product. Costs for the selected and approved third party tracking and monitoring product will be the responsibility of The COMET. The total budget of this project will be increased by the costs of the approved third-party tracking and monitoring product.

Using approved third-party monitoring tools, track The COMET on the internet and note problems regarding the public impression of The COMET. Consultant shall submit a report quarterly to The COMET with tracked metrics, noting any problematic trends. Consultant will also propose steps to take to remedy these problems. Accomplishing recommended corrective action steps may require a Change of Scope approval.

3. Ensure that The COMET is properly displayed in search engines and social media. Addressing this task will require the following:
 - A social media audit (with one edit round) on the following social media profiles managed by The COMET, to correct erroneous information and update to current, brand-aligned language [Facebook, Twitter, Instagram, YouTube, LinkedIn]. The Consultant will make the corrections within each platform. Social media edits are limited to platforms and material that provide a way for the Consultant to edit information.
 - An online audit (with one edit round) of third-party websites that mention The COMET, limited to the first 10 Google search results for search terms, “The COMET” and “transit,” and confined to what is editable content. If the content is editable, the Consultant will attempt to submit updates and corrections. If a website does not provide a way for The COMET to edit its information, then corrections cannot be guaranteed.
 - An edit of the Wikipedia page (one edit round): [https://en.wikipedia.org/wiki/The_Comet_\(transit\)](https://en.wikipedia.org/wiki/The_Comet_(transit)).
4. The Consultant will make one round of recommendations to the new, third-party website agency regarding SEO for the website agency and/or The COMET staff to implement, after completion of content audit of new website as listed above.
5. Consultant will suggest recommended edits to the copy, images, and graphics for the website as requested by The COMET, to be approved by The COMET and updated within the website content management system (CMS) by The COMET staff.

This marketing plan allows for up to **70 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

Social Media

Note: The COMET staff will maintain responsibility for the customer service aspect of social media, responding to comments, complaints and questions in a timely fashion and will utilize the social media playbook for visual identity and content threads.

RECOMMENDED APPROACH

1. For 2019-2020, the Consultant will perform one round of updates to social media profile information for Facebook, Twitter, Instagram, LinkedIn and YouTube, after brand messaging for The COMET has been updated and approved.
2. The COMET staff will manage content updates on all social media sites, with the exception of paid/promoted posts, which will be placed by the Consultant. The COMET staff will adhere to the social media guidelines established by the Consultant for ongoing social media management.
3. Consultant is responsible only for posting periodic, paid social media content as determined by its social media plan and guidelines for The COMET. Up to the agreed amount of hours (We have allotted up to 250 hours up to June 30, 2020). Should The COMET require additional social media placement, they can request additional assistance by submitting a Scope Change Request document.
4. A social media playbook will be developed early in the campaign that serves as a guidebook for Flock and Rally staff as well as staff of The COMET who are responsible for the day-to-day management of social media. Items that could be included in this social media playbook are best practices, social media audiences, tone and voice, visual identity for social media platforms, hashtags, etc. This guidebook will be the master manual for all social media posting, commenting and community engagement. It can be modified annually if needed. It will need to be officially adopted for use by staff of The COMET.
5. Content calendars to be given and implemented by The COMET's Marketing and Public Information Manager
6. Manage and place paid social media ads

This marketing plan allows for up to **250 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan,

hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

Community Events and Collaterals

Through research, it is clear that The COMET staff and stakeholders believe The COMET needs to have continued involvement in the community by attending events and festivals within the region. This is a proven way to create awareness of brand within the target audiences.

RECOMMENDED APPROACH

1. Consultant will not be responsible for attending community events. The COMET staff will be responsible for attending and managing The COMET's presence at community events. Consultant will advise the COMET staff on events to attend, best practices, and ideas for maximizing brand impact at events, as well as recommend, design and order selected promotional materials.
2. One staff member to attend one (1), 3-hour ideating meeting with The COMET's new Marketing and Public Information Manager.
3. One staff member to attend one (1), 5-hour event with the marketing and public information manager to help develop best practices. (All other events will be managed and staffed by The COMET marketing and public information manager, who will be led by the Director of Administration and Operation/COO.)
4. Recommend, design and order \$5,100 of promotional materials.
5. Develop 1-page FAQ document for use by The COMET's new Marketing and Public Information Manager.

This marketing plan allows for up to **30 man-hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

*Vendor booth fees, event materials including special food, DJ, kids' activities, etc. are **secured and paid for by The COMET and are not part of this marketing budget.**

Monthly Reporting

RECOMMENDED APPROACH

1. Submit one- to two-page monthly reports to The COMET with progress on the marketing plan measurements and goals.

This 1-2 page report will be turned in electronically and will consist of the following:

- A short narrative on the month's duties.
- Social media statistics, growth and analysis based on key performance indicators.
- Recap of advertising for the prior month and any statistics that accompany it.

This marketing plan allows for up to **20 man-hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.



04 Advertising Campaign

Throughout the 90-day discovery, research, strategy and marketing plan development process, a common theme and request from The COMET was to increase general awareness of The COMET and its services among the target audiences for the transit system. This is the primary goal for fiscal year 2019-2020.

This campaign will rely on traditional and non-traditional media to tell the story of The COMET to all target audiences in the Columbia area and will use the following:

- General awareness communication channels
- Segmented audience tactics and strategies

The main creative strategy for The COMET advertising campaign will concentrate on showing the people who use the bus system.

This creative strategy has one main goal:

To further humanize the bus system so that the target audiences can see themselves using The COMET's various services and/or realize that people on whom they depend daily could be bus users.

We will do this by providing simple images of one or more persons with a quote about their relationship with The COMET (to be finalized in messaging guidelines.)

EX: A college student + “taking me to my future”

EX: A nurse + “taking me to save lives”

EX: A soldier + “taking me to defend our nation”

EX: A young professional + “taking me to happy hour”

EX: A mom + young child + “taking me to daycare”



Example billboard only

Tactics and Deliverables

Media Planning and Buying

Throughout the various discovery sessions and onboarding, it was learned that advertising is an untapped opportunity for The COMET. From the 2009 survey comments from the board of directors and staff to the 2019 interviews with current COMET staff, the sentiment is the same — The COMET can do a much better job of telling the story and educating the public on what it has to offer through advertising.

RECOMMENDED APPROACH

1. The Consultant will plan and purchase advertising in print, digital, and radio media types as funding allows and as directed by The COMET Marketing staff and Executive Director/CEO.
2. For the 2019-2020 marketing plan, instead of purchasing television advertising, to ensure most efficient use of advertising dollars, digital video pre-roll advertising will be purchased from a television partner. The television partner will provide production services for the digital video pre-roll advertising.
3. The Consultant will advise on content and design of material, prepare/produce the advertising, assist in selecting appropriate media types for advertising, place the buy and handle the billing.
4. The Consultant shall negotiate advertising rates for The COMET. Based on the available budget, the selected firm shall work with The COMET Marketing staff in determining the amount and combination of print, digital, and radio that may be appropriate. The Consultant shall negotiate competitive rates, negotiate added value and favorable positioning or airtimes, and monitor the buy to ensure 100% compliance and complete an accurate reconciliation. Consultant shall possess expertise in working within a budget with efficiency and accountability to implement media buying and planning that will have the greatest impact on The COMET target markets. The Advertising Plan must be approved by The COMET Executive Director/CEO before implementation.
5. The Consultant shall provide, at minimum, the following services related to media planning and buying services:
 - Plan advertising campaigns
 - Evaluate available research and demographic information to define target market and how to best reach them
 - Negotiate advertising rates
 - Establish an advertising schedule
 - Negotiate optimum frequency rates, ad positioning, and placement of the advertisements
 - Generate all media placement paperwork
 - Monitor ads for run verification
 - Verify and reconcile media invoices/billing
6. Payment Procedures
 - The Consultant shall receive all invoices from the media companies and will submit one invoice monthly to The COMET, including Consultant's commissions. Consultant will pay the stations directly for media purchased and The COMET will pay the Consultant.
 - The COMET shall pay advertising/paid media invoices to the Consultant within 15 days. Advertising/media invoices that remain unpaid after 15 days will be subject to a fee of 3%, compounded monthly.
 - Total ad buy will include the 15% agency commission for media buying services. If the amount allocated for advertising increases, a change in the marketing plan or a change in scope will be required. If the amount for advertising decreases, additional funds may be allocated to man-hours for other marketing tasks performed by Consultant.

AD PLAN

This is a suggested ad plan. Advertising negotiations may change the budget below. All advertising outlets were selected and approved by The COMET.

Advanced Video Pre-Roll: \$17,000

- WIS TV

Radio: \$19,000

- Alpha Media: \$12,000 split between The BigDM and HotQ93
- IHeartRadio: \$13,000 split between WNOK and WCOC
- Midlands Media Group: \$4,000

Billboards: \$18,000

- Digital billboards: \$9,000
- Poster billboards: \$9,000

Local online ads: \$4,000

- WLTX.com
- Thestate.com
- Free-times.com
- Columbia Regional Business Report

Print advertisements: \$10,000

- Carolina Panorama
- The Cayce-West Columbia News
- Cayce Times
- West Metro News
- Lexington County Chronicle & The Dispatch News
- The Lexington Ledger
- Lexington Life
- The Fort Jackson Leader
- The Country Chronicle
- Newberry Observer
- Lake Murray News
- Northeast News

Digital and social media advertising: \$13,000

- Advanced digital strategies to reach target audiences
- Social media advertising such as Facebook, Instagram, etc.

Change from contract

- For the 2019-2020 marketing plan, instead of purchasing television advertising, digital video pre-roll advertising will be purchased from a television partner.

This marketing plan allows for up to **\$104,650** in advertising buys. This includes the 15% agency commission for media buying services through June 30, 2020. If the amount for advertising buys go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If the amount of advertising buys goes under this amount for this section of the marketing plan, dollars may be reallocated to other sections of the marketing plan or fewer hours may be billed by the Consultant. While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant.

Advertising Creative

RECOMMENDED APPROACH

1. New Advertisement Production
 - The COMET will require the Consultant to design and produce all advertisements for the different media types (print, digital, and radio). The Consultant must include a proposal to develop and produce these new advertisements. The COMET will approve the design or script of each advertisement prior to production. The final advertisement will need The COMET approval before submitting for publication or airtime. The ownership of all advertising material shall reside with The COMET.
2. For the 2019-2020 marketing plan, instead of purchasing television advertising, digital video pre-roll advertising will be purchased from a television partner.
3. Messaging and creative strategy (developed after the messaging guidelines).
4. Graphic design for all media.
5. Management of video created by WIS.
6. Photography. (Handled by Flock and Rally)
7. One (1) :30 digital video spot (2 edit rounds) Using B-roll collected from photo/video shoot.
8. Four (4) total radio spots. (2 edit rounds)
 - :30 white male, :60 white male
 - :30 black female, :60 black female

This marketing plan allows for up to **150 production hours** to develop this campaign creative.

This marketing plan also allows up to **\$1,000** for photography.

This marketing plan allows for a flat fee of **\$4,000** to develop the 4 radio advertisements.

These rates and hours are through June 30, 2020, to work on the tasks and deliverables listed above. If hours or costs go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours or costs go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant. While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

In order to execute this marketing plan, brand stewardship services are a required element that will allow for oversight of this marketing plan and execution as it relates to the brand message and visuals. This also involves management of client communications and requests, project management, meetings, evaluation of opportunities that arise for The COMET, and more.

Visual and Messaging Brand Stewardship

The brand stewardship involves evaluating work that The COMET performs to see if it falls in line with the messaging and visuals required to have a unified vision for The COMET.

Project Management and General Meetings

Ongoing check-ins, various meetings with Executive Director/CEO and the new marketing and public information manager or other staff, as well as other vendors and partners of The COMET will be required in 2019-2020. In addition, basic project management for all the tactics in this marketing plan is expected.

Out of Scope Items

Items that are requested outside of this marketing plan will be marked on invoices as “out of scope” requests. Out of scope requests have the potential to drastically change the recommendations in this marketing plan in order to stay within the budget. All new requests must be agreed upon in writing and signed off on by The COMET.

This marketing plan allows for up to **158 hours** through June 30, 2020, to work on the tasks and deliverables listed above. If hours go over this estimate, a change in the marketing plan, change in deliverables, or increase in budget are required. If hours go under this amount for this section of the marketing plan, hours may be reallocated to other man-hour sections of the marketing plan or fewer hours may be billed by the Consultant.

While these estimates may be non-binding, they align with requested tasks and deliverables as understood by Consultant. If it is requested by The COMET to reduce the allocation of hours to this section of the marketing plan, then an accompanying scope change may be necessary to reduce the associated tasks and deliverables accordingly.

The total compensation shall not exceed two hundred fifty thousand dollars (\$250,000.00) annually without prior written approval from The COMET's Executive Director/CEO.

This budget for August 2019 – June 30 (11 months), 2019 is based on \$240,000 (\$10,000 included the marketing plan) and is broken into a combination of Flock and Rally's man hours, products, vendors, and advertising. In order to achieve full value from this marketing plan, the following breakdown of budget is recommended:

Flock and Rally's Man-Hours Estimate

Board of Director Questionnaire	5
Messaging Exercise with Executive Director / CEO	10
Messaging Guidelines	25
Email Newsletters	60
Graphics Requests	85
Internet Presence	70
Social Media	250
Community Events & Collaterals	30
Monthly Reports	20
Advertising Creative	150
Brand Stewardship	158
Total	863

\$125,135 (863 hours) at \$145/hour

Man-hours will be billed to The COMET as required by the contract.

Expenses

Products: \$5,100
Photography: \$1,000

Expenses will be billed to The COMET as an expense and require payment in full within 30 days.

Flat Fees

Four (4) Radio ads: \$4,000

Flat fees will be billed to The COMET as an expense and require payment in full within 30 days.

Advertising [Gross]

\$104,650 (Buy + 15% Commission)

Media buys will be billed to The COMET as an expense and require payment in full within 15 days

TOTAL: \$239,885