

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

September 9, 2013

The Board of Directors Planning & External Relations Committee met on September 9, 2013 at 10:39 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Robert L. Ashe III, *Chair*
Harold Buckley, Sr.
Frederick L. Daniels, Jr.
Roderick E. Edmond
Jannine Miller*

MARTA officials in attendance were: General Manager/ CEO Keith T. Parker, AICP; Chief Operating Officer Rich Krisak; Chief Administrative Officer Edward L. Johnson; Chief of Staff Rukiya Eaddy; Chief Financial Officer Gordon L. Hutchinson; Program Manager of Strategic Transformation Initiative (STI) Davis Allen; AGMs Deborah Dawson, Wanda Dunham, Jonnie Keith (Acting); Cheryl King; Ryland McClendon and Elizabeth O'Neill; Executive Director Ferdinand Risco; Sr. Director Donald Williams; Director John Crocker; Managers Kelly Hayden and James Watkins; Executive Manager to the Board Rebbie Ellisor-Taylor; Manager, Executive Office Administration Tyrene L. Huff; Finance Administrative Analyst Tracy Kincaid. Others in attendance Jeremy Craig, Abebe Girmay, William Jones, Don Lawrence, Anthony Pines, Srinath Remala, Tuan Vo, Dansby Wade and Tameka Wimberly.

Also in attendance Charles Pursley, Jr. of Pursley Friese Torgrimson, LLP; Adelee LeGrand and Richard Wolsfield of AECOM; Andria Simmons of *Atlanta Journal & Constitution (AJC)*; Reagan Hammond of Atlanta Regional Commission (ARC); Nicole M. Hall of Fulton County; Joe Young of JDYPC; Helen McSwain of MATC; Representative Lynne Riley of MARTOC; Chuck Deeb of T.Y. International.

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

Consent Agenda

Approval of the August 12, 2013 Planning & External Relations Committee Meeting Minutes

On a motion by Mr. Buckley seconded by Dr. Edmond the Consent Agenda was unanimously approved by a vote of 3 to 0, with 3 members present.

Individual Agenda

Briefing – Ridership Initiatives

Mrs. McClendon briefed the Committee on Transformation Initiatives for Ridership.

Overview

- MARTA's vision is to transform into the premiere transit system in the region
- These Transformation Initiatives are the necessary steps to change the environment, culture and image of the Authority
- These initiatives are designed to take the Authority back to its core mission as a desired employer, customer focused and fiscally stable

Analysis to be Performed

- Marketing Analysis Study
- Comprehensive Operations Analysis
- Mystery Shopper

Security Enhancement Initiatives

- Security Cameras on Bus/Rail/Mobility
 - Camera installation completed by December 2013
- Increased Police visibility
- "See & Say" App
 - Download app on smartphones to report problems on system

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- Security Video Analytics
 - Examine activities through the use of new video technology- better images, motion sensitive and etc.

New Code of Conduct - "Ride With Respect"

- A Transformation Initiative to improve MARTA's "Quality of Service," in conjunction with security enhancements
- New Code of Conduct Policy for Customers
 - Raises the standard of acceptable behavior by implementing a customer suspension process
- Designed to increase ridership and enhance the customer experience
- Results in reduction in number of customer complaints
- Board Final Adoption in September 2013
 - Information Outreach July – August

Real Time Bus Travel

- Customer Benefit
 - Stay on schedule, plan their travel and never miss a bus again
 - Real time bus information whenever, wherever and however they want on a PC, an iPhone, a cellphone or a landline
- Transit Benefit
 - Uses satellite technology and advanced computer modeling to track vehicles on their routes
 - Estimate vehicle arrivals with a high degree of accuracy – this estimate is continuously updated

Re-Open Select Restrooms

- Selected Restrooms Closed in 2010
- Nine Restrooms Remain Open
- The monitoring required is labor intensive and impacts resources
- The short-term solution is to re-open select restrooms
- A long-term solution is for restrooms that are not labor intensive

Briefing – Request to Conduct Public Hearings on Bus and Rail Modifications for December 2013 Mark Up

Mr. Hayden briefed the Committee on a request to conduct a Public Hearing on Bus and Rail Service Modifications for December 2013 Mark Up.

- The MARTA Act and MARTA Service Standards require public input and consideration before bus and rail modifications are approved by the Board for implementation
- The route modifications were developed based on input and feedback from passengers, operator and communities as well as MARTA's ongoing service monitoring and evaluation to identify and pursue opportunities to enhance service
- The modifications have been designed to: improve service reliability (On-Time Performance), enhance safety, minimize perceived adverse impacts on communities, improve operational efficiency, better tailor service to demand
- The public hearing will be conducted September 19, 2013 at 7:00pm at MARTA Headquarters
- Following Public Hearing, the Board would be asked to approve the route modifications for implementation with the December, 2013 Mark Up
- If all of the service modifications are implemented, there will be a combined increase in bus and rail service hours of 34,400 per year and an increase in cost of \$1,032,000 per year
- The implementation of the service modifications will be resource driven
- The route modifications to be presented to the public for input and feedback are as follows:
 - Route 32 - Bouldercrest/Georgia Aquarium: Discontinue segment between Five Points Station and Civic Center Station due to low passenger utilization
 - Route 74 - Flat Shoals/Candler Road: Discontinue segment along Doris Drive, Clanton Drive and Sherlock Drive due to operational safety concerns and low passenger utilization
 - Route 124 - Pleasantdale Road: Realign services to operate inbound and outbound along Access Road North (Dawson Blvd.),

overpass connector to Button Gwinnett Drive returning to regular route during weekday peak periods only

- Route 153 - Pleasantdale Road: Discontinue segment along Hightower Road, 6th Street, Etheridge Drive, 7th Street and St. James Avenue and Northwest Drive due to route duplication and low passenger utilization
- Red/Gold Lines Rail - Improve weekday peak hour frequency from every 15 minutes on both lines to every 10 minutes; combined frequency of every 5 minutes on the common segments
- Red Line Rail - Evening trains will operate from the Airport until approximately 9:00 p.m. rather than 7:00 p.m.; Red Line will operate from Lindbergh Station to North Springs Station only after 9:00 p.m.
- Blue/Green Lines Rail - Increase weekday peak hour frequency from every 15 on both lines to every 10 minutes on both lines; combined frequency of every 5 minutes on the common segments
- Green Line Rail - Midday short turns will be extended to Candler Park Station from King Memorial Station

Briefing – MARTA Expansion Program Project Delivery

Mr. Williams and Mr. Wolsfield of AECOM briefed the Committee on the MARTA Expansion Program Project Delivery.

The Planning Department in conjunction with its General Planning Consultant (AECOM) is undertaking a study to identify and evaluate alternative delivery methods to advance expansion projects in the I-20 East Corridor, the Clifton Corridor and the GA 400 Corridor.

Purpose

- Develop a program implementation plan that defines a project delivery method, financial plan and schedule for implementing MARTA's expansion program
- Engage Corridor Stakeholders with the goal of:
 - Identifying Corridor Champion(s)
 - Develop Partnerships and financing opportunities

Study Approach

- **Delivery Method**
 - **Conduct Literature Review of Alternative Delivery Methods**
 - **Lessons Learned from Peer Agencies**
 - **Develop Preliminary Implementation Method for Each Defined project**
- **Funding**
 - **Identification of Applicable Funding**
 - **Develop Preliminary Financial Plan**
- **Implement**
 - **Develop Program Implementation Plan**
 - **Conduct Stakeholder Outreach**
 - **Finalize Implementation Plan**

Study Findings - Alternative Delivery Methods

- **Agencies contacted:**
 - **Dallas Area Rapid Transit (DART)**
 - **Denver RTD**
 - **Chicago Transit Authority (CTA)**
 - **Miami-Dade Transit**
 - **Utah Transit Authority (Salt Lake City)**
 - **Sound Transit (Seattle)**
 - **MTA Los Angeles**
 - **MTA New York**
- **Organization**
 - **Decision to use Alternative Project Delivery is an executive level decision**
- **Alternative Project Delivery**
 - **Alternative Project delivery options have been successfully tested in numerous cases and they should be evaluated for all major transit investments**
- **Most Utilized Delivery Method**
 - **All agencies said that Design Build is now their "standard"**

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- **Alternative Delivery Benefits**
 - **Faster project delivery, sharing of risks, innovation and lower costs**
- **Project Funding**
 - **Alternative Project Delivery has the potential to lower costs and provides new financing mechanisms, it does not generate revenue**

Six delivery methods were identified:

- **Design Bid Build (DBB)**
- **Design Build (DB)**
- **Design Build Operate Maintain (DBOM)**
- **Design Build Finance (DBF)**
- **Design Build Finance Maintain (DBFM)**
- **Design Build Finance Operate Maintain (DBFOM)**

Twenty-four candidate funding sources are identified:

- **These 24 candidate funding sources have been screened down to eight viable sources**

Within the expansion corridors, a feasible financial plan was developed – this included:

- **Potential implementation strategy**
- **Strategies for addressing adverse variances in the projected MARTA sales tax revenue**
- **Identification of options for securing additional funding for the three MARTA projects**

Next Steps

- **Conduct Stakeholders Outreach Effort**
 - **Go to the stakeholders in each corridor and get their input on defining up to three funding scenarios using the eight candidate sources**
- **Develop Implementation Plan**
- **Implement Action Plan**

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Mr. Ashe said he wants to be clear that MARTA is not suggesting that the County imposes a tax – there is only one funding source that is in MARTA's control.

Ms. Miller concurred.

Mr. Ashe said there is some resistance to expansion in the GA 400 corridor. He asked what is MARTA doing to address those concerns.

Mr. Williams said MARTA is doing extensive outreach to make sure all parties are heard from. The Authority is not pushing for a tax it is just one of the options if people want transit in their area.

Mr. Buckley said the I-20 East Corridor Project has support from the community and elected officials.

Ms. Miller said LPAs have been completed on the I-20 corridor but the project is in the very early stages. There is a great deal of work in understanding what the Federal Government is interested in funding.

Mr. Ashe said he is interested to know more about third-party financing.

Briefing – Transit Oriented Development Update

Dr. Crocker provided the Committee an update on MARTA's Transit Oriented Development activities since August 12, 2013.

- RFP for King Memorial Station was released on July 15, 2013 with initial responses received on August 15, 2013
- Avondale Station – MARTA is partnering with the City of Decatur for development of south parking lot utilizing City's procurement process
 - RFQ released by Decatur on August 22, 2013
 - Responses due September 19, 2013
- Chamblee Station – MARTA has a letter of Agreement with the Development Authority of DeKalb County (DADC)
 - Proposed apartment development on adjacent site submitted to City of Chamblee with variances to be considered by Chamblee and a 100% Tax Abatement has been requested from the Chamblee Development Authority

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- Chamblee is updating its LCI Plan for entire Downtown to be complete by end of 2013
- A meeting with the City of Chamblee, DADC and their development partners is being scheduled for September 2013 to clarify roles of the two development authorities and tax abatement proposals
- At Edgewood/Candler Park Station – MARTA and Invest Atlanta have executed a Letter of Agreement to work on a competitive release of the south parking lot
 - Meeting on rezoning is scheduled for September 9, 2013
- Brookhaven/Oglethorpe University Station – Coordinating with the City of Brookhaven on update of Comprehensive Plan including a charrette around the station area scheduled for second week of October 2013
- Drafted Letter of Support for Atlanta Housing Authority (AHA) Choice Neighborhood Application for neighborhoods around Vine City and Ashby Stations
- Met with AT&T Partners for update:
 - Confirmed that MARTA is still an important role in their facilities strategy for Atlanta
 - Continuing to concentrate employees at Lenox, Lindbergh and North Avenue locations
 - Intend to upgrade the satellite telework facilities
- Continued participation on Special Public Interest Committees
- Over 1,800 apartment units proposed or under construction within ½ mile of Buckhead or Lenox stations

Mr. Ashe asked if the Board is participating in the selection process for Avondale Station.

Dr. Crocker said yes; staff will come back to the Board with recommendations and a proposal.

Ms. Miller said Edgewood/Candler Park Station is the station closest to the Edgewood Retail District Center. She asked how development there will affect the Center.

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Dr. Crocker said it will improve connectivity.

Ms. Miller said that is important to know. It would be helpful for residents and businesses in that area.

Mr. Buckley asked about Kensington Station.

Dr. Crocker said the Development Authority of DeKalb County (DADC) has more land than MARTA – staff is working to coordinate with the DADC.

Ms. Miller said MARTA is making good progress. She asked that in future presentations staff include a reminder of the overarching goals of MARTA and the region and how each activity moves toward those goals.

Mr. Parker said staff presented such a briefing in April. He added that staff can look to do an update of the nature every six months.

Other Matters

No other matters came before the Committee.

Adjournment

The Planning & External Relations Committee meeting adjourned at 11:38 a.m.

Respectfully submitted,



Kellee N. Mobley
Senior Executive Administrator to the Board