

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

April 13, 2017

The Board of Directors Planning & External Relations Committee met on April 13, 2017 at 11:37 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Roberta Abdul-Salaam
Juanita Jones Abernathy
Robert L. Ashe III
Robert F. Dallas
William “Bill” Floyd
Jerry Griffin, *Chair*
Freda B. Hardage
Alicia M. Ivey
J. Al Pond
Christopher Tomlinson*

MARTA officials in attendance were: General Manager/CEO Keith T. Parker, AICP; Chief Administrative Officer LaShanda Dawkins (Acting); Chief Financial Officer Gordon L. Hutchinson; Chief Operating Officer Richard A. Krisak; Chief Counsel Elizabeth O’Neill; Chief Communications Officer Goldie Taylor; Chief of Staff Rukiya S. Thomas; Chief Operating Officer George Wright (Acting); AGMs Perfidia Collier (Acting), Wanda Dunham, Ming Hsi, Benjamin Limmer, Ryland McClendon and Emil Tzanov; Chief Information Security Officer Dean Mallis; Executive Director Paula Nash (Interim); Sr. Directors Rhonda Briggins, Erik Burton, Amanda Rhein, Donald Williams and George Wright; Director Onyinye Akujuo, John Bayalis and Carol Smith; Managers Donna DeJesus, Alisa Jackson and Janide Sidifall; Executive Manager to the Board Rebbie Ellisor-Taylor; Manager Executive Office Administration Tyrene L. Huff; Sr. Executive Administrators Keri Lee (Acting) and Debra Oliver. Others in attendance were Davis Allen, Carlos Arrietta, Katherine Dirga, Garrett Eberly, Abebe Girmay, Daniel Goodridge, Kenya Hammond, Jonathan Hunt, Courtne Middlebrooks, LaTonya Pope and Luisa Thompson.

Also in attendance were Janice Davis of TKG & Associates; Jim Schmidt of HNTB; Leslie Caceda and Cain Williamson of Atlanta Regional Commission (ARC).

*Serves as a non-voting member of the MARTA Board while holding respective State Office

Consent Agenda

- a) Approval of the March 2, 2017 Planning & External Relations Committee Meeting Minutes

Individual Agenda

Briefing – Smart Cities Preparing for Changes in Transportation

Mr. Williamson of ARC briefed the Committee on the Regional Transportation Technology Policy and its potential impacts on transportation throughout Metro Atlanta and beyond.

ARC's Work-to-Date

- Metro Atlanta Speaks Survey
- MetroQuest Surveys
- Modeling of Autonomous Vehicles (AV) using ABM
- SHRP2 Visioning and the RSPM Tool
- Regional Transportation Technology Policy Document

Policy Document Timeline

- July/August 2016
 - 1. Review Literature
 - Uber tests full AV ridesharing in Pittsburgh
- September 2016
 - 2. Interview Experts
 - US DOT releases federal AV policy
- October 2016
 - 3A. Define baseline trends
 - 3B. Identify priority trends
 - Uber and Anheuser-Busch make first AV freight delivery
- November 2016
 - 4. Assess potential impacts

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- Insurance journal publication on insuring AVs
- December 2016
 - 5A. Illustrate policy implications
 - 5B. Target desired outcome
 - City of Atlanta North Ave. Project makes the news
- 2017 and beyond
 - 6. Execute Actions & Plans
 - 7. Monitor & Adjust

Insight from Experts

- “People born today will never drive a car.” – Henrik Christensen, US San Diego Robotics
- “A blind person could have access to the same things as a seeing person.” – Kevin Dopart, Managing Director, Intelligent Transportation System Joint Program Office
- Car Math vs. Mobility Math – Mike Burgiss, Vice Presidents, Mobility Services, Cox Automotive
 - Car Math (Today)
 - One (1) person per car
 - One (1) car per driver
 - \$1.00 per mile
 - 1lb. of pollution per mile
 - < 4% utilization
 - Mobility Math (Future)
 - >One (1) person per car
 - One (1) car per many
 - \$1.00 per mile
 - <1lb. of pollution per mile/EV
 - >96% utilization

Where are we Headed

- Economy

- Driven by shared mobility, connectivity services, and feature upgrades, new business models could expand automotive revenue pools by about 30%, adding up to \$1.5 trillion (McKinsey, 2016).
- Safety
 - Currently, motor vehicle crashes in the US:
 - Lead to more than 90 deaths every day
 - Send more than 2.3 million Americans to the hospital annually
 - Are the leading cause of death for people under 30
 - Are the leading cause of traffic congestion
 - Are caused by human error in 94% of all cases

Regional Policies

- Data
 - Facilitate data sharing and integration amongst public agencies and between the public and private sectors, while addressing the sensitivities of data privacy
- Infrastructure & Investment
 - Ensure appropriate investments in transportation infrastructure and technologies to take advantage of new and emerging technology trends and to prepare for changes in travel demands, investment needs, and revenue sources
- Travel Demand & Mobility Service
 - Apply advanced technologies to actively manage travel demand and optimize system performance, with a focus on supporting higher occupancy vehicle use and fixed route transit to mitigate congestion and improve safety
- Physical Environment
 - Develop policies that address changing needs in relation to use of public right-of-way, zoning, and urban form due to technology trends to support healthy livable communities
- Workforce
 - Pursue efforts to make the Atlanta region an innovation hub in the development and deployment of transportation technologies, and to prepare the workforce for the skills of growing fields

- Equitable Access
 - Support equitable outcomes for low-income and minority groups in regard to rapidly changing transportation technologies, with a focus on reducing per person transportation costs and ensuring all communities have access to key technologies

Next Steps

- Continue the planning process
 - Convene
 - Pilot
 - Partner

Briefing – I-20 East Transit Initiative

Mr. Williams briefed the Committee on the progress of the I-20 East Transit Initiative.

What is the I-20 East Transit Initiative?

- Multimodal set of proposed investments in the I-20 East corridor between downtown Atlanta and southeast DeKalb County
- Locally Preferred Alternative (LPA) adopted in 2012:
 - Bus Rapid Transit (BRT) between the Five Points Station and Wesley Chapel Road (operating primarily on I-20 East HOV lane)
 - Heavy Rail Transit (HRT) extension from Indian Creek Station to the Mall at Stonecrest

Rationale for Selecting the LPA

- Strongest community support
- Provides cost effective high capacity transit inside the perimeter
- Minimizes environmental and community impacts
- Supports land use, economic development, and future investment goals

Project Schedule

- BRT Environmental Assessment (EA)

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- Summer 2017 – Completed Managed Lanes Analysis
- Fall 2017 – Submit Draft EA to FTA
- Spring 2018
 - Publish Draft EA – Public Comment Period
 - MARTA submit final EA to FTA
- Summer 2018 – FTA issues Finding of No Significant Impacts (FONSI)
- HRT Environmental Impact Statement (EIS)
 - Summer 2017 – Complete Managed Lanes Analysis
 - Winter 2017 – Submit Draft EIS to FTA
 - Summer 2018 – Publish Draft EIS – Public Comment Period
 - Fall 2018 – MARTA submit final EIS to FTA
 - Winter 2018 – FTA issues Record of Decision (ROD)

Preliminary Project Cost

- Bus Rapid Transit
 - Capital Cost: \$250M - \$300M
 - O&M: \$14M - \$18M annually
- Heavy Rail Transit
 - Capital Cost: \$2.5B - \$3.0B
 - O&M: \$40M - 45M annually
- Project cost to be updated and refined during engineering and design phase

Federal Environmental Review

- Required by the National Environmental Policy Act of 1969 (NEPA) for any capital project seeking federal funding
- Environmental studies initiated for the two components - August 2012
- Environmental Assessment for BRT
- Environmental Impact Statement for HRT
- Draft documents reviewed by FTA for public comment in Fall 2015

- Project redirected due to changes in GDOT's plans for managed lanes in the I-20 East corridor

GDOT Managed Lane Concept

- Based on 2015 Managed Lane Implementation Plan
- Six corridors identified for implementation including
- I-20 and I-285 in DeKalb County
- Adopted by ARC in February 2016 LRP Update

GDOT Managed Lane Questions

- What impact would I-20 East Managed Lanes have on the design and cost of the HRT Extension?
- What impact would Managed Lanes have on ridership on the HRT Extension?
- Does the presence of Managed Lanes on I-20 East make BRT a more appropriate alternative?
- Would BRT and/or HRT be competitive for FTA Capital Investment Grant (CIG) funding?

Transit Performance Alternatives Analysis (TPAA)

- Purpose:
 - Identify costs and benefits of BRT operating on Managed Lanes and of a new HRT alignment running parallel to I-20
 - Evaluate competitiveness of BRT and/or HRT for FTA CIG Funding
- Technical work will inform and integrate into next steps for continuing NEPA

TPAA Schedule

- Spring 2017 – Completion of Technical Work:
 - Cost Estimates
 - Ridership Forecasts
 - CIG Evaluation
 - Benefit Cost Analysis
- Summer 2017 – Stakeholder Meetings

- Fall 2017 – Final Study and Findings
- Pilot Program for TOD Planning
- MARTA awarded \$1.6 M FTA grant in 2015
- MARTA and DeKalb County sharing \$400K match
- Purpose is to create a strategic plan for TOD in the I-20 East corridor
- Initiate in Spring 2017
- Study to be completed within 12-18 months

Mrs. Abdul-Salaam asked if the study conducted in 2012 will be useful.

Mr. Williams said studies last three years after the Record of Decision.

Briefing – FY17 Mid-Year Ridership Review

Ms. Smith briefed the Committee on the FY17 Mid-Year Ridership report – an overview of ridership on all three modes of service at MARTA – for the first half of fiscal year 2017, July through December 2016.

FY17 Mid-Year Ridership Performance

- FY17 vs. FY16 Mid-Year Ridership Changes by Mode
 - Rail -8.7%
 - Bus -7.4%
 - Mobility +4.4%
 - All Modes -8.0%
- FY17 Mid-Year Variances by Mode
 - Rail -9.1%
 - Bus -10.0%
 - Mobility -1.3%
 - All Modes -89.3%
- FY17 vs. FY16 Mid-Year Day Type Trips
 - Average Weekday -7.6%
 - Average Saturday -10.7%

- Average Sunday -10.4%

Factors Behind Ridership Changes - FY17 vs. FY16 (July - December)

- Clayton County
 - FY17 Year-to-Date boardings = 2M
 - 1.5M Bus boardings
 - 0.5M Rail boardings
 - 0.6M trips more than FY16 attributed to additional service
- Large special events and weather
 - ↓525K boardings due to large conventions and concerts
 - ↑635K trips due to better weather than in FY16
 - ↓225K compared to FY16 due to less holiday ridership
- Reduced Gas Prices
 - FY17 Year-to-Date average Atlanta gas price
 - ↓3.5% from FY16
 - ↓30.8% from FY15
- Ridership change from factors +170K trips
- Total Actual Change -5.6m trips
- Other factors under review:
 - Higher fare evasion
 - Aging equipment
 - Increased use of Uber and Lyft
 - Increased auto purchases

Fare Payment Method Ridership Changes - FY17 vs. FY16 (July - December)

- Store Value/Trip
 - Full Fare + Reduced Fare Stored Value ↑11.1%
 - Full Fare + Reduced Fare Stored Trip ↓24.4%
 - Total ↓5.2%

- Stored Time Period
 - Regular 7-Day Pass ↓10.1%
 - Partner/University Pass ↓9.7%
 - 1-4 Day Pass ↓29.6%
 - Regular 30-Day Pass ↓15.4%
 - Total ↓11.6%

FY17 Mid-Year Peer Ridership Comparison

- Denver RTD* – +0.60%
- Pittsburgh PA of Allegheny Co.* – -0.66%
- Seattle King Co. DOT* – -0.95%
- Portland Tri-Met* – -2.88%
- Houston Metro of Harris Co.* – -2.99%
- Dallas DART* – -6.58%
- Baltimore MTA – -6.67%
- San Diego MTS – -6.95%
- MARTA – -8.26%
- Miami-Dade Transit – -8.76%

*Recent service additions

Mr. Tomlinson said these are great statistics. He added that he would like the information shared with GRTA.

Mr. Parker added that MARTA ridership is relatively favorable in comparison to peer agencies.

Briefing – Bus On-Time Performance Strategy

Ms. Smith and Mr. Wright briefed the Committee on Bus On-time Performance (OTP) measures and strategies for continuous quality improvement this service measure.

Bus On-Time Performance:

- Measures how closely service matches schedule as experienced by the customer
 - On-Time (OT) Departure: 30 seconds before to 5 minutes 30 seconds after scheduled departure time
 - Early (E) Departure: > 30 seconds before scheduled departure time
 - Late (L) Departure: > 5 minutes, 30 seconds after scheduled departure time
- Peer agencies measure OTP differently
- MARTA's current OTP goal is 78.5%
- MARTA made a climb to 80.1% in FY15
- FY17 (through January 2017) OTP is approximately 77.7%
- OTP is directly correlated to speed of traffic

Current Distribution of Routes by On-Time Score

- Above Standard (OTP more than 83%) – 22%
- Acceptable Standard 1 (OTP 78.5% - 83%) – 29%
- Acceptable Standard 2 (OTP 76% - 78.4%) – 12%
- Below Standard (OTP less than 76%) – 37%

Internal Factors & Strategies for Improvement

- Operations
 - Improve Bus Operators' performance at layovers
 - Continue to fill vacancies
 - Decrease Mean Distance Between Failures (MDBF)
 - Purchase new buses
 - Increase employee availability
- Scheduling
 - Implement traffic/scheduling software packages
 - Underperforming Route Improvement Process
 - One Stop Shop Implementation

- Technology
 - Continue evaluation of AVL system
 - Introduce GPS turn by turn directions by route
 - Ensure accuracy & availability of real time arrival on app
 - Use new technology to dive deep into data
- Employee Engagement
 - Encourage healthy competition
 - Provide 360 feedback loop when issues are reported
 - Interdepartmental teams tackle underperforming routes

External Factors & Strategies for Improvement

- Traffic
 - Evaluate incorporation of signal priority
 - Implement Traffic Analytics Software (INRIX)
- Weather
 - Strengthen partnerships with local municipalities and county governments
- Street Closings
 - Enhance communication with external partners and peer agencies
- Special Events
 - Improve coordination with local event organizers

Next Steps

- Update goals for FY18 and beyond
- Strategic OTP project underway
- Monitor success over next six (6) months
- Report progress to Board at the beginning of FY18

Briefing – 2017 Legislative Agenda Update

Mr. Bayalis briefed the Committee on the events that transpired during the 2017 session of the Georgia General Assembly.

Vending Program Expansion - HB 506

- MARTA now has the ability to engage vending and concession services via a RFP process, rather than the long held ITB process that pigeonholed the Authority into accepting only the highest bid, without regard for any other variables
- As the bill moved through the legislative process, MARTA perfected it with the help of Representatives Chuck Martin (R-49, Alpharetta) and Vernon Jones (D-91, Lithonia)
- The bill narrowly averted disaster on Day 39 when an amendment added by Senator Fran Millar (R-40, Atlanta), which capped the MARTA sales and use tax in DeKalb County at 1¢ was declared unconstitutional by legislative counsel

Transit Commission/Council legislation

- SB 6 (Transit Council) - After passing the Senate, this bill received language changes in the House Transportation Committee and subsequently languished in the House Rules Committee through Sine Die
- HB 160 (Commission on Transit Governance & Funding) - After passing the House, this bill received language changes in the Senate Transportation Committee and was subsequently tabled by the Senate
- HR 848 - This resolution contains the language of the original version HB 160
- and was adopted by the House on Day 40
 - As key member of the Commission as outlined in the resolution, MARTA will continue working with the House on the implementation of this plan; at present, it's unclear how or when that will happen
 - Regardless, the fundamental aim remains the same: convening key stakeholders including MARTA, GDOT, GRTA and several appointments from the Senate, House and the Governor's office whose main charge will be to develop recommendations for transit funding and governance

Other Bills of Interest

- HB 134 (Single County TSPLOST) - Passed; this bill will allow single counties the option of passing TSPLOSTs with the caveat that projects can include transit projects; the duration of any SPLOST would only be 5 years, limiting uses for transit
- HB 201 (Motor fuel tax exemption) - This bill did not move this Session; it will still be alive for next year

- HB 265 (Sales tax exemptions) - Passed; exempts certain tickets sales (e.g., Woodruff Arts Center performances) from MARTA taxing
- SR 228 (State-owned property) - Passed; included a caveat protecting the future option for passenger rail on existing CSX corridors throughout the state

Other Legislative Agenda Items

- Motor Fuel Tax Exemption - HB 201 was introduced and assigned to the House Ways & Means Committee where it received no action; it is still alive for next year
- Financial Items (Bond Resolution & Pension Reporting) - The general rule of thumb at the Capitol this year was to freeze all bills related to transit funding in lieu of the Commission that was created via HR 848
 - While MARTA benefitted from this (e.g., HB 156), the Authority was unable to move these two issues; they will be moved to the 2018 legislative agenda, and MARTA will look to pursue them next year

Other Items of Interest

- Attempt to repeal MARTA Ad Valorem "make whole" language from HB 202 (2015):
 - HB 386 (2012)
 - HB 202 (2015)
- Repeal would have removed sales and use taxing authority on motor vehicle sales, costing the Authority:
 - Tens of millions in lost revenue (which MARTA has recouped since its inception)
 - Damage to bond ratings
 - Limiting MARTA's ability to realistically consider system expansion

Federal Legislation Priorities

- President Trump's released "skinny budget" that recommends a 13% cut in DOT programs for FY18
- Transit industry requesting FAST Act being fully funded for FY 2017 and 2018 and public transit must be part of the administration's proposed \$1 trillion infrastructure investment

Other Matters

Mrs. McClendon announced the following events:

- Fulton County Fare Media Distribution
April 19th – 9:00am – Fulton County Courthouse
- Fulton County Jurisdictional Briefing
April 19th – 10:00am
- City of Atlanta Relay Bike Share Event
April 19th – 10:00am-2:00pm – Piedmont Park
- MARTA Kudos Awards hosted by MARTA Army
April 20th – 6:30pm
- Earth Day Celebration
April 21st – 3:00-5:00pm – Five Points Rail Station
- Atlanta Streets Alive
April 23rd – 2:00-6:00pm – Georgia Avenue/Ralph David Abernathy Blvd.
- Clayton County High Capacity Advisory Committee Meeting
April 27th – 6:30pm – Clayton County Commission Office

Adjournment

The Planning & External Relations Committee meeting adjourned at 1:10 p.m.