

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

July 10, 2013

The Board of Directors Planning & External Relations Committee met on July 10, 2013 at 10:34 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Juanita Jones Abernathy
Robert L. Ashe III
Harold Buckley, Sr.
Wendy Butler, *Chair*
Jim Durrett
Roderick E. Edmond
Barbara Babbit Kaufman
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, Shyam Dunna (Acting), Rod Hembree (Acting), Jonnie Keith (Acting); Cheryl King; Ryland McClendon and Elizabeth O'Neill; Sr. Directors Rhonda Briggins and Donald Williams; Directors John Crocker, Scott Haggard, Charlotte Harris, Lyle Harris, Jennifer Jinadu-Wright and Carol Smith; Managers John Remillard and Robert H. Thomas; Executive Manager to the Board Rebbie Ellisor-Taylor; Manager, Executive Office Administration Tyrene L. Huff; Finance Administrative Analyst Tracy Kincaid. Others in attendance Arnold Campbell, Anthony Pines, Srinath Remala, Janide Sidifall and Tuan Vo.

Also in attendance James Monacell and Drew Slone of Development Authority of DeKalb County; Stan Soneshine of Preferred Real Estate Funds LLC; Mayor Eric Clarkson, City of Chamblee; Art Lomenick of Integral Development; Don Brooks of St. Joseph's Hospital; Alan Bradford of Mercy Care Services; Stephen Macauley of Macauley Schmit; Josh Herndon and Chris Hall of Haddow and Company.

* 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.

Approval of the June 10, 2013 Planning & External Relations Committee Meeting Minutes

On motion by Mr. Buckley seconded by Dr. Edmond, the minutes were unanimously approved by a vote of 5 to 0, with 5 members present.

Resolution Approving an Easement to the Atlanta Gas Light Company for a Gas Pipe Through MARTA Parcel C1175G at Avondale Station

Mr. Remillard presented this resolution for Board of Directors' approval authorizing the General Manager/CEO or his delegate to approve the conveyance of an easement to the Atlanta Gas Light Company for a 24-inch gas pipe through MARTA Parcel C1175G at Avondale Station.

On motion by Mr. Durrett seconded by Mr. Ashe, the resolution was unanimously approved by a vote of 5 to 0, with 5 members present.

Briefing – MARTA Customer Code of Conduct Policy for Nuisance Behavior

Mrs. O'Neill and Mrs. McClendon briefed the Committee on the MARTA Customer Code of Conduct Policy for Nuisance Behavior.

Customer Code of Conduct Objectives

- Educate and inform employees and customers about the updated policy
- Improve service delivery by creating a positive transit experience
- Reaffirm MARTA's commitment to its customers and employees by curtailing undesirable behavior on the system
- Attract new customers as well as increase the frequency of existing ridership on our system
- Strengthen the overall image of MARTA

Suspensions for Criminal Offenses

- O.C.G.A. 16-12-120 codifies criminal behavior on transit
- Currently, offenders are either arrested or given a citation to appear in court

- Criminal offenses include eating on buses and trains, unlawful weapons possession, smoking, open alcohol containers, littering, panhandling and soliciting, fare evasion

Suspensions for Nuisance Behavior

- Code of Conduct sets out nuisance offenses that will warrant temporary suspensions from the system
- Nuisance behaviors include: acts that interfere with the patrons enjoying a safe, secure ride, loud, profane conversations, occupying disabled seating, roller blading on trains or in stations

Suspension Guidelines

- Suspension notices will be given by MARTA Police only initially
- Criminal offenses warrant immediate removal for 12 hours
- Suspensions may be effective immediately or may state an effective date
- Suspensions may be conditional – limited use of system for school or employment
- Suspension notices will contain the appeal procedure:
 - MARTA Police will administer and coordinate the appeal process which will include a suspension review panel
 - Suspensions will be stayed pending appeal except for felony behaviors
- Length of suspensions range from seven (7) days to one (1) year
- Violating suspension results in an additional 30-day suspension

Code of Conduct Marketing Communications Campaign

- Campaign Strategy & Messaging – “Ride with Respect”
- Raising the Standard of Acceptable Behavior
 - A general promotional message focused on MARTA’s Quality of Service (QOS) – in addition to this policy the other initiatives that fall under QOS are service restoration, secret shopper program and security enhancements (security cameras on buses and trains, increased police visibility and MARTA’s “See & Say” app)

- The other message will be informational and targeted to existing customers and employees providing information on policy, procedures and penalties

Message Outreach

- All MARTA customers and non-riding public
- Specific target audiences including senior and disabled community, multi-cultural groups, schools and community groups
- Stakeholders including government and political leaders, business leaders, community and faith-based leaders (NAACP, Concerned Black Clergy and SCLC) and MARTA partners (including TMA's, Pass Partners, University K-12, bulk customers and organizations participating in homeless programs
- News Media

Campaign Elements

- Marketing Collateral
- MARTA Publications
- Newspaper Print Advertising
- Radio Advertising and Interviews
- Transit Promotions
- Social Media Videos
- Press Release And Press Briefing

Events and Community Outreach

- Meet MARTA Days – Launch
- Community Meetings
- Community Bus outreach
- Community Events & Festivals
- GM/CEO meetings with School System Administrators to inform and engage
- Work with schools to communicate the program to parents and students
- Work through the MPD school contracts to get the message out

- Work with Court systems – City of Atlanta, DeKalb County and Fulton County

Evaluation Measures

- Reduction in number of customer complaints relating to the behaviors outlined in the policy
- An increase in annual QOS survey satisfaction ratings
- Positive feedback from frontline employees
- Increase in visitors to www.itsmarta.com
- Increase in ridership
- Additional positive MARTA presence/discussions on social networking sites

Campaign Timeline (60 Days)

- Planning & External Relations Committee Briefing – July 10
- Community Outreach – July/August 2013
- Board Approval – September

Mr. Durrett asked how will MARTA ensure the effectiveness of the suspensions.

Mrs. O'Neil said staff is working through the details but those people will be identified – their pictures will be posted.

Mrs. McClendon added that fare evasion is against the law – this policy addresses behavior that people find offensive.

Chief Dunham said MARTA wants to let offenders know that their behavior is unacceptable and action will be taken.

Mr. Ashe asked if violating a riding suspension is a crime.

Chief Dunham said no, but it is against the policy. MARTA will then take the next step.

Mr. Ashe said he would like for the General Assembly to take up that issue and consider making violation of a suspension a crime.

Dr. Edmond concurred with the messaging. He said MARTA needs to encourage people to download the apps. It would be ideal if every railcar posted signage to inform riders of a specific number to text to identify problems and within two stops MARTA Police is there. Being able to discreetly text a number would make people feel safer. He added that should also take a look at what other agencies are doing.

Mr. Durrett said that he downloaded the app. He added that he has used it on two separate occasions and MARTA Police's response was prompt and effective.

Mr. Ashe said signage regarding the app and railcar numbers needs to be prominently placed throughout the railcars.

Mrs. Jinadu-Wright said Marketing has a text message function underway with the Department of Technology. The Authority also has another project being developed that will allow riders to access Wi-Fi from any point on the system so they can use the app or send a text.

Mr. Parker said San Antonio and Charlotte transit agencies' Code of Conduct policies yielded dramatic decrease in crime. It is critical that this is successful.

Mrs. Butler asked how is MARTA reaching out to the business community.

Mrs. McClendon said that conversations have already started. Now that the information has been presented to the Committee, staff can go back out with more details.

Briefing – I-20 East Transit Initiative

Ms. Sidifall briefed the Committee on the I-20 East Transit Initiative.

Background

- MARTA Board adopted LPA – April 2012
- Initiated Environmental Review Process
 - Studies underway to evaluate potential impacts and benefits to the social, natural, cultural and physical environment
 - Environmental Assessment being developed for Bus Rapid Transit (BRT) component of the LPA

- Environmental Impact Statement (EIS) being developed for Heavy Rail Transit (HRT) component of the LPA
- Conducted Feasibility Assessment of Upgrades to LPA BRT Components
 - No feasible new alignments were identified
 - BRT conversion to LRT operations would involve significant impacts to traffic, physical environment, historic/cultural resources, neighborhoods and surrounding community
 - Cost implications – approximately \$1.3B additional Capital Costs and \$7.4 annually to Operating & Maintenance Costs
- MARTA Board has directed staff to review options to move the project forward given that environmental studies are close to completion and lingering concerns around the conclusion of the Feasibility Assessment

Potential Options

- Option 1
 - Continue moving the project forward as currently planned – development of HRT and BRT
 - Pros
 - No impacts to scope, schedule and budget of current environmental studies
 - Continues implementation of lowest cost alternative; utilization of existing MARTA infrastructure
 - Avoids construction of an expensive and complicated connection into Downtown Atlanta
 - Cons
 - Would not provide rail service to areas along I-20 inside the Perimeter
 - Would not realize anticipated economic development gains associated with rail service
- Option 2
 - Delay environmental work on the BRT component of the LPA and conduct more detailed evaluation of LRT options between Wesley Chapel and Downtown Atlanta

- Pros
 - Continues to examine options to upgrade BRT component to LRT operations, provides rail service to areas along I-20 inside the Perimeter and realizes anticipated economic development gains associated with rail service
- Cons
 - Impacts to scope, schedule and budget of current environmental studies
 - Requires an additional \$100,000 to \$150,000 to conduct environmental studies
 - Highly unlikely that the conclusions of any additional work would be different
- Option 3
 - Move forward with LPA and concurrently develop a process for MARTA to receive unsolicited proposals and/or MARTA develop its own RFP/RFQ process to solicit proposals for public/private partnership
 - Pros
 - Allows private sector participation in project implementation
 - Provides access to potential alternative financing sources
 - No provisions in MARTA Act that prevent establishing such a process
 - Allows consideration of legitimate proposals that investors have used their own resources to develop – not MARTA
 - Cons
 - TOD has a policy in place but no Authority-Wide policy or formal process for review and evaluation of proposals
 - Would require MARTA resources for the review and evaluation of proposals

Mr. Ashe asked if MARTA can require earnest money.

Ms. Sidifall said that would have to be examined.

Mrs. Butler asked about unsolicited proposals.

Mr. Buckley said Option 3 addresses the issue Mr. Ashe discussed. An unsolicited proposal would be expensive.

Mr. Ashe said he supports Option 3.

Briefing – Update on Development Authority of DeKalb County Regarding Chamblee Station

Dr. Crocker briefed the Committee on Update on Development Authority of DeKalb County regarding Chamblee Station.

Background & Activities

- August 2012 – City of Chamblee coordination (August 13) and initial St. Joseph's communication (August 31)
- September 2012 – Development Authority of DeKalb County (DADC) authorizes staff to approach MARTA regarding sale of Chamblee Lot #1
- October 11, November 1 & December 14, 2013 – Meetings with DADC, developers and MARTA staff regarding clinic and integrated development with adjacent parcel
- February/March 2013 – MARTA Planning & External Relations Committee (February 25) and Board of Directors (March 4) authorize execution of six-month Letter of Agreement (LOA) with DADC on Chamblee Lot #1
- April 3, 2013 – DADC coordination meeting on process
- April 23, 2013 – LOA signed
- May 10, 2013 – Formal DADC Proposal received
- June 11, 2013 – DADC/City of Chamblee/MARTA/St. Joseph's executive level meeting
- June 20, 2013 – MARTA clarification letter to DADC on May 10, 2013 proposal
- June 27, 2013 – DADC response
- July 10, 2013 – scheduled for Planning & External Relations Committee briefing/Board Work Session

DADC Proposal Overview

- Combined Planned Unit Development (PUD) with neighboring site to north
 - 365 Market Rate Units (non-MARTA site)
 - 50,000 sq. Medical Clinic (MARTA site)
 - 90 units – Affordable Senior Housing (MARTA site)
- MARTA-owned detention pond facility utilized for both sites – may need to be upgraded
- Relocation of Peachtree-Malone Condo Association dog walk to portion of MARTA detention pond facility to allow extension of multi-use path

TOD Guidelines/Policy Discussions Regarding DADC Proposal

- Station Typology: Chamblee is Commuter Town Center – meets Station Typology Development
- Policy 1: Preference for Ground Lease – No, proposal is for a sale
- Policy 2: Station Access Hierarchy – doctor's office entrance faces street, senior housing entrance does not
- Policy 3: Parking & TOD – replacement parking not required; lot is closed
- Policy 4: Affordable Housing – Yes, proposal meets 20% affordable housing goal through senior housing component
- Policy 5: Sustainability – not mentioned
- Policy 6: Intergovernmental Activity – Lot #1 and detention pond facility do not have FTA interest
- Policy 7: Station Area Planning – on-going review of proposed site plan in coordination with the City of Chamblee

June 27, 2013 Clarification

- Senior Housing clarified is only proposed; DADC would not transfer title until development of the agreed upon density had been completed and employment reached
- Public purpose of DADC's involves including potential use of tax abatement of senior housing component payments to MARTA with details to be negotiated

- Recognized further work needed on dog park swap with condo association and offer to have City of Chamblee maintain dog park on MARTA detention pond facility

Options

- Option 1 – Accept May 10th proposal and sell the Fee Simple Title to DeKalb County (DADC)
 - Would require hydrology study to identify upgrades needed to detention pond facility
 - Would require land swap for dog park to be placed on MARTA-owned detention pond facility
- Option 2 – Sell Fee Simple Title with formalization of June 27, 2013 DADC response
 - Formal agreement with DADC on Tax Abatement and Development Guarantees based on June 27th letter
 - Obtain commitment for senior housing
 - Agreement can be developed concurrently with sale
- Option 3 – Reject the Proposal
 - Guidance from MARTA Board of Directors on whether to continue with preparing for sale of Chamblee Lot #1

Mr. Parker said time has been set aside during today's Work Session to discuss this in further detail.

Mr. Ashe asked Legal what confidential information has been prepared.

Mrs. O'Neill said the information is more appropriate for an Executive Session.

Mrs. Butler said whether the Board approves this, or not, the parties involved need as much information as possible. It is important for the Authority to continue to revise the process.

Mr. Parker said staff would be putting forth a recommendation for approval in August.

Mr. Ashe thanked the City of Chamblee representatives for attending the Committee meeting.

Briefing – FY13 3rd Quarter Ridership

Mr. Thomas briefed the Committee on FY13, 3rd Quarter Ridership.

- FY 2013 third quarter ridership was 3.9% lower than for the same period in FY 2012 – since ridership was expected to increase 1.2% from the previous year, the effect was to leave boardings 5.0% short of the forecast
- In a similar manner, passenger revenue directly associated with boardings (that is, excluding media fees) fell by 5.8% from the third quarter of FY 2012 to the third quarter of FY 2013 and was 5.0% less than projected
- The average fare per boarding, which takes into account free transfers and various forms of discount, was \$1.0330 for the third quarter
 - This was about 2.5 cents lower than for the first six months of the fiscal year, which can be attributed to a portion of the March 2013 passenger revenue being booked in April
- For the months of January through March 2013, Rail ridership declined 5.1% from the same period a year earlier and Bus ridership dropped 2.5%, while Mobility ridership experienced a 0.5% increase
 - Against projections for the quarter, Rail ridership was 6.4% low, Bus boardings were 3.4% low and Mobility trips were 6.2% low
- Average weekday ridership declined 3.2% during the third quarter of FY 2013 compared to the same quarter a year ago – it was adversely affected by the loss of one weekday (due to the leap year in 2012), poor weather in March and the presence of the Easter holiday in March this year (as opposed to in April last year)
 - Average Saturday ridership dropped 1.7% while average Sunday ridership rose 1.8%; the latter was helped by the Atlanta Falcons' two playoff games in January compared to only one last year
- Special event ridership was nearly unchanged from a year ago during the third quarter

- The Passion Conference at the beginning of January had a positive impact on ridership but March had no NCAA basketball tournament action to help ridership (though April would experience a large positive impact from this event)
- Stored time period ridership (monthly pass, weekly pass, etc.) continued its substantial decrease in the third quarter of FY 2013 with a 12.4% drop from the previous year; on the other hand, stored value (and Bus cash) ridership rose 4.9% while stored trip boardings had a 0.6% decline

Ms. Miller asked if MARTA was still accepting tokens in 2008-2009.

Mr. Thomas said MARTA was in the process of phasing out tokens.

Mr. Ashe asked if routes are periodically evaluated.

Mr. Williams said yes; if a route underperforms for three periods MARTA will take a look at tweaking it – if that does not work the route may be eliminated.

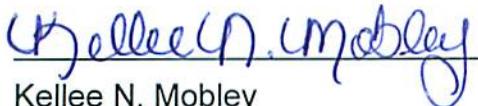
Other Matters

Mrs. McClendon presented a highlights video from MARTA's Dump the Pump Dash Scavenger Hunt.

Adjournment

The Planning & External Relations Committee meeting adjourned at 11:57 a.m.

Respectfully submitted,



Kellee N. Mobley
Senior Executive Administrator to the Board