



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

WORK SESSION

THURSDAY, JANUARY 14, 2021

ATLANTA, GEORGIA

via WebEx

MEETING MINUTES

Board Chair Rita Scott called the meeting to order at 12:00 P.M.

Board Members Present	Staff Members Present
Rita Scott, Chair	Jeffrey Parker
Roberta Abdul-Salaam, Vice Chair	Collie Greenwood
Robert Ashe III	Rhonda Allen
Stacy Blakley	Luz Borrero
Jim Durrett	Kevin Hurley
William Floyd	Melissa Mullinax
Roderick Frierson	Elizabeth O'Neill
Freda Hardage	Franklin Rucker
Russell McMurry ¹	
John Pond	
Katherine Powers	
Reginald Snyder	
W. Thomas Worthy ²	

Also, in attendance: Board General Counsel Justice Leah Ward Sears of Smith, Gambrell & Russell, LLP; other staff members: Tyrene Huff, LaShanda Dawkins, and Robert Murphy.

Report from the Chair

Approval of December 10, 2020 Work Session Meeting Minutes

Chair Scott called for a motion to approve the work session meeting minutes from December 10, 2020. Ms. Hardage made a motion to approve, which was seconded by Mr. Durrett. The minutes were approved unanimously by a vote of 11 to 0 with 12 members present^{1,2}.

¹Russell McMurry is the Commissioner of the Georgia Department of Transportation (GDOT) and is therefore a non-voting member of the MARTA Board of Directors, per the MARTA Act.

²Board member W. Thomas Worthy joined the meeting after the vote for the approval of the minutes.

Welcome

Chair Scott introduced and welcomed the Board’s three new members: Stacy Blakley (Fulton County appointee), Katherine Powers (Clayton County appointee), and Reginald Snyder (City of Atlanta appointee.)

Committee Assignments

Chair Scott announced the composition of the Board’s 2021 committees:

<p><u>Planning and Capital Programs</u> Al Pond, Chair William Floyd, Vice Chair Stacy Blakley Russell McMurry Rita Scott Reginald Snyder Christopher Tomlinson</p>	<p><u>Operations and Safety</u> W. Thomas Worthy, Chair Roberta Abdul-Salaam, Vice Chair Jim Durrett William Floyd Ryan Glover Katherine Powers</p>
<p><u>Business Management</u> Roderick Frierson, Chair Jim Durrett, Vice Chair Roberta Abdul-Salaam William Floyd Ryan Glover John Pond Reginald Snyder</p>	<p><u>External Affairs</u> Robert Ashe III, Chair Rita Scott, Vice Chair Roberta Abdul-Salaam William Floyd Katherine Powers Christopher Tomlinson W. Thomas Worthy</p>
<p><u>Audit</u> Freda Hardage, Chair William Floyd, Vice Chair Roderick Frierson Katherine Powers</p>	

Chair Scott further stated that the Board would be represented by Mr. Worthy on the Board of Ethics and by Vice Chair Roberta Abdul-Salaam on the Pension Committee.

Report from the General Manager/CEO

Essential Bus Service Plan

General Manager Jeffrey Parker addressed MARTA’s Essential Bus Service Plan, such as Route 103, raised by the Mayors and City Councilmembers of Doraville and Dunwoody. Deputy General Manager Collie Greenwood and Director of Government Affairs Colleen Kiernan are working with the impacted jurisdictions. The General Manager stated that information regarding bus service modifications could be found at: <https://itsmarta.com/MARTA-service-modifications.aspx>.

Ridership Update

General Manager Parker provided the Board with a detailed update on MARTA’s ridership numbers, both pre- and post-COVID-19. See attached: “2021-01-14 Ridership Update.”

Budget Update

Interim Chief Financial Officer Kevin Hurley provided the Board with an overview of the Authority's FY21 operating budget, including a forecast of anticipated revenues and expenses through 2025. See attached: "2021-01-14 Finance Briefing."

GM Parker stated it is anticipated that MARTA will receive approximately \$33 million in the second round of stimulus awards.

Vice-Chair Abdul-Salaam asked about the vacancies mentioned in the interim CFO's presentation. GM Parker said these are, for the most part, long-standing unfilled budgeted positions that will need to be revisited in future fiscal years.

Mr. Durrett asked if the purchase of the Authority's new rail cars will be impacted by the future revenue shortfall discussed by the Interim CFO in his presentation. GM Parker stated that the funding for the new rail cars is from the capital budget (sales tax and federal funds) and is not anticipated the rail car funding will be impacted.

Mr. Floyd encouraged MARTA to work to address the lack of bus routes in the Dunwoody/Doraville areas where a number of residents are disproportionately dependent upon MARTA for their transportation needs.

GM Parker announced future meeting dates including: External Relations Committee on January 21; Planning and Capital Programs, Operations and Safety, and Business Management Committees on January 28; and the Riders' Advisory Council on February 3.

TRIV Canterbury Junction Replacement

Chief of Capital Programs, Expansion, and Innovation Frank Rucker, Deputy General Manager of Operations Collie Greenwood, and Chief of Staff Melissa Mullinax briefed the Board on the Canterbury Junction shutdown scheduled for February 2021. See attached: "2021-01-14 Canterbury Shutdown Planning."

GM Parker explained that the decision was made – and included in the contract – that track work and resultant service shutdowns would be done over five consecutive days instead of every weekend for one year.

Chief of Capital Programs, Expansion, and Innovation Rucker stated that the overall track renovation project is a \$225 million effort, which is now in year two of a seven-year timeline. The Canterbury Junction renovation will occur from February 16 – 22 and will impact the Red Line between Lindbergh and Buckhead and the Gold Line between Lindbergh and Lenox.

Mr. Floyd asked if five days is enough time to complete the track renovation. Chief of Capital Programs, Expansion, and Innovation Rucker stated that detailed assessments were done to determine if the time was sufficient and it has been determined it is.

Mr. Frierson asked for additional information regarding the overall project. Chief of Capital Programs, Expansion, and Innovation Rucker stated that the project is replacing certain components of MARTA's 48-mile system of double tracks. GM Parker added that the Canterbury Junction is the first of three major interlockings that must be completed.

Mr. Pond asked if the contractor will incur a penalty if the work is not completed on time. Project Manager Robert Murphy stated the penalty is \$2,400 for every 30 minutes after 4:00 am on February 22.

Mr. Ashe asked about the source of funds for the project. Chief of Capital Programs, Expansion, and Innovation Rucker stated it is funded entirely through the State of Good Repair.

Deputy General Manager Greenwood stated that bus bridges will carry passengers between the closed rail stations (Lindbergh, Lenox, and Buckhead). Analysis of passenger traffic at the impacted stations resulted in a bus bridge schedule that will utilize up to 45 buses for transport of passengers.

Mr. Floyd requested a daily progress report regarding the bus bridge to help identify strengths and challenges of the effort.

Board Chair Scott asked that the communication and outreach regarding the service disruptions include the visually and hearing-impaired, as was discussed at the most recent Riders' Advisory Council.

Executive Session

Mr. Worthy made a motion to enter executive session for the purpose of discussing litigation. The motion was seconded by Vice Chair Abdul-Salaam. By a vote of 12 to 0, with 13 members present¹, the Board entered executive session at 1:23 pm.

Other Matters

None

Adjournment

The Work Session adjourned at 1:45 pm.

Respectfully Submitted,

A handwritten signature in blue ink that reads "Tyrene L. Huff". The signature is written in a cursive, flowing style.

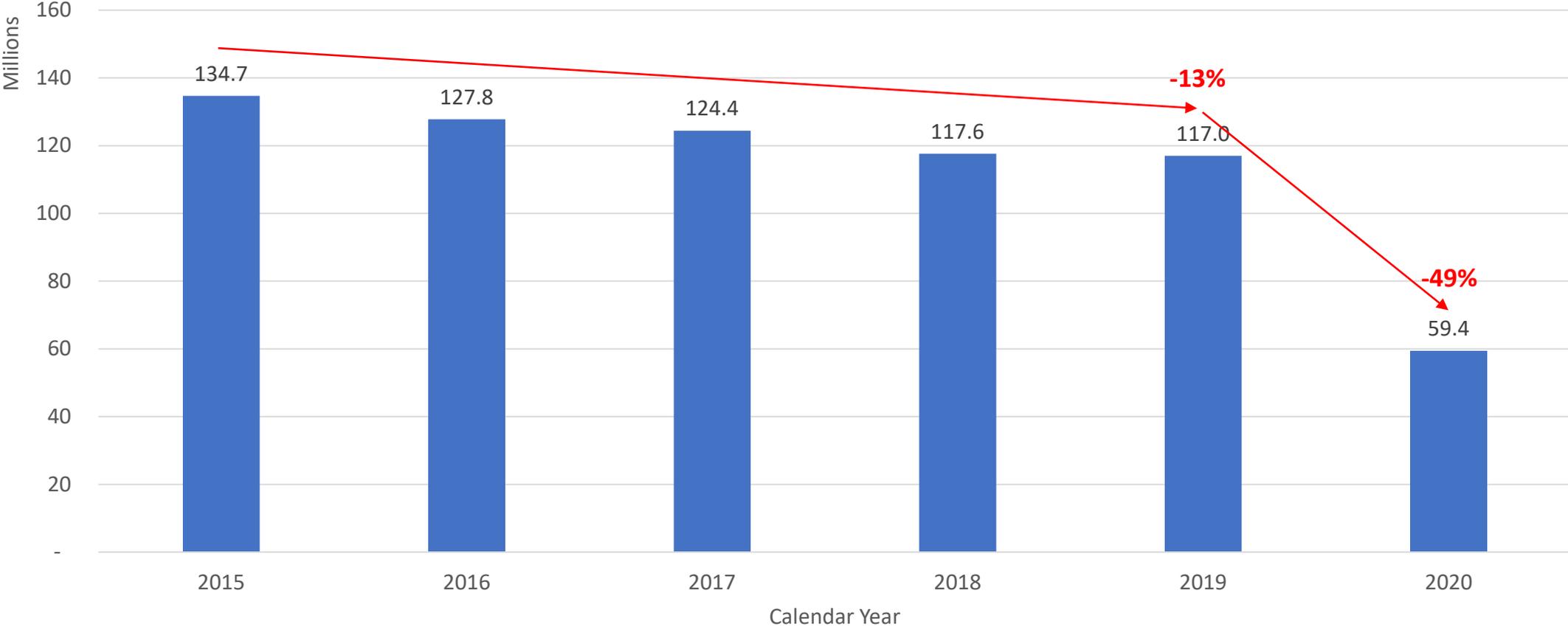
Tyrene L. Huff
Assistant Secretary to the Board

RIDERSHIP UPDATE

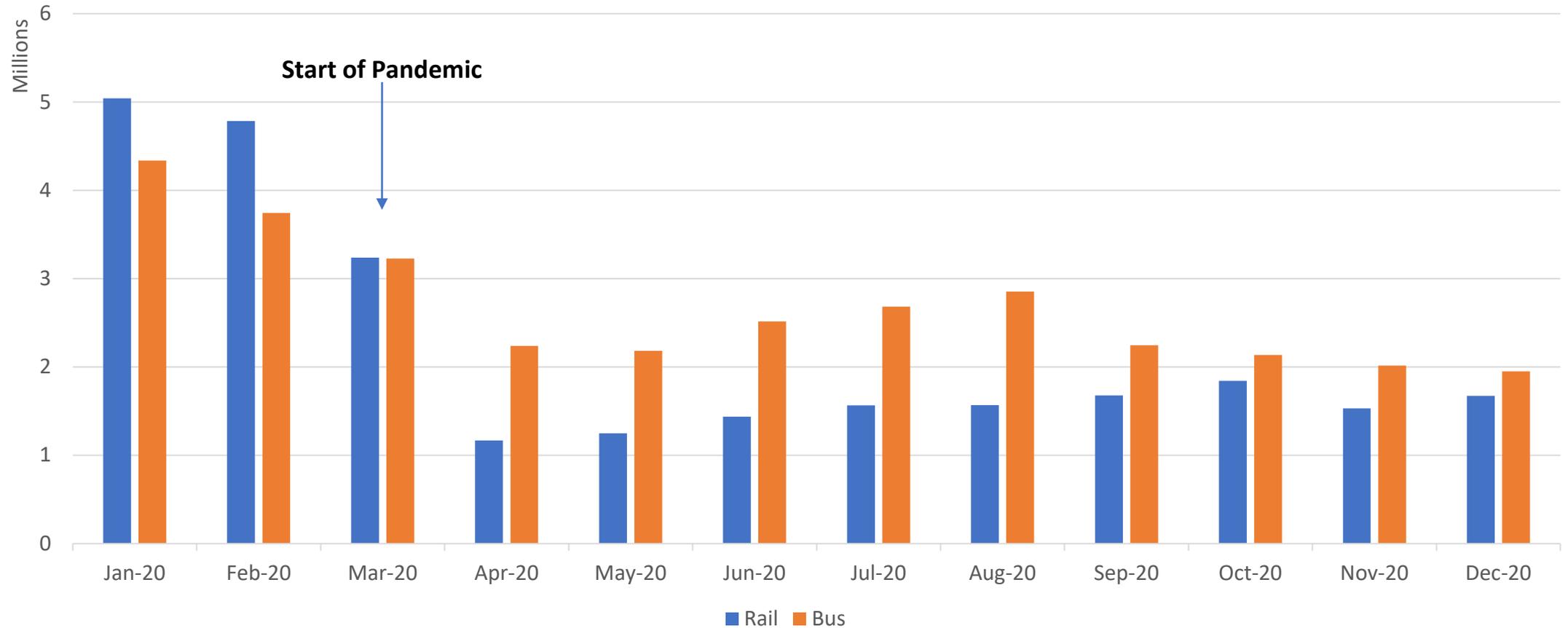
January 2021



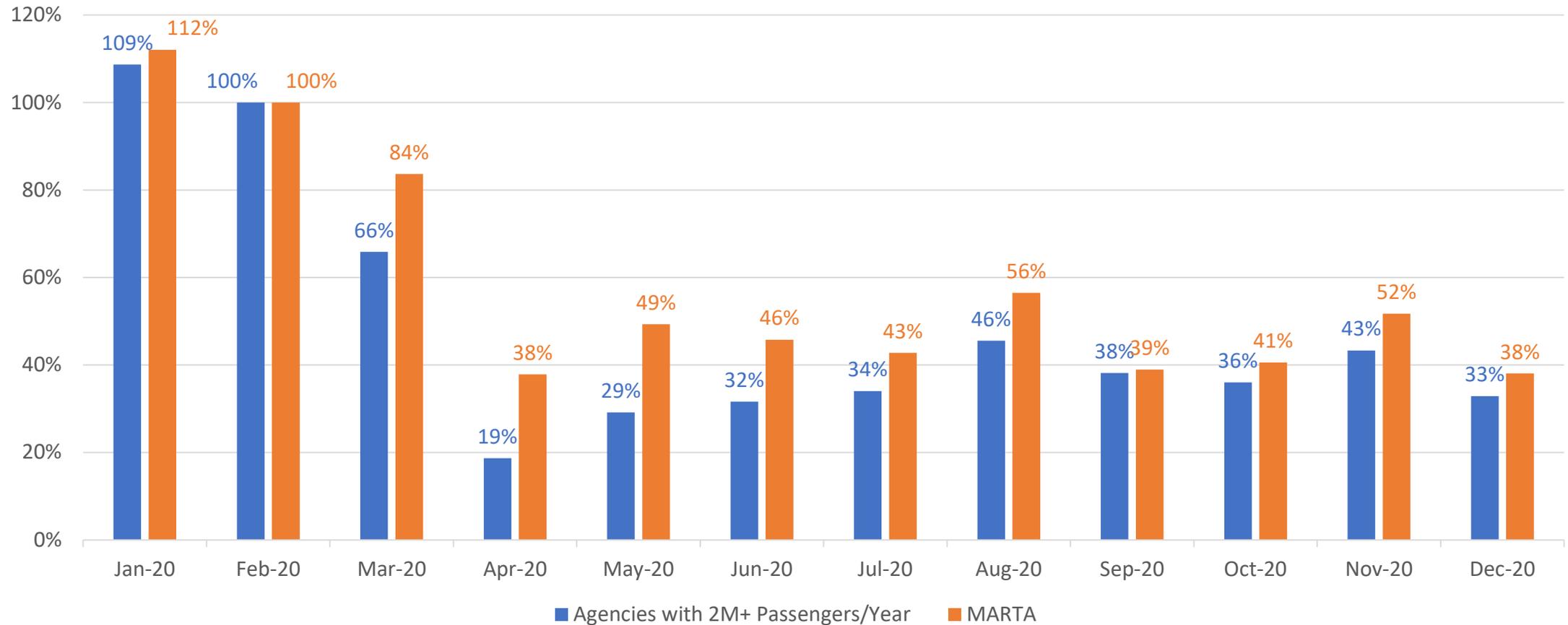
MARTA Total Annual Ridership



MARTA Heavy Rail and Fixed Route Bus Monthly Ridership



Total Monthly Ridership Compared to February 2020: MARTA vs Industry

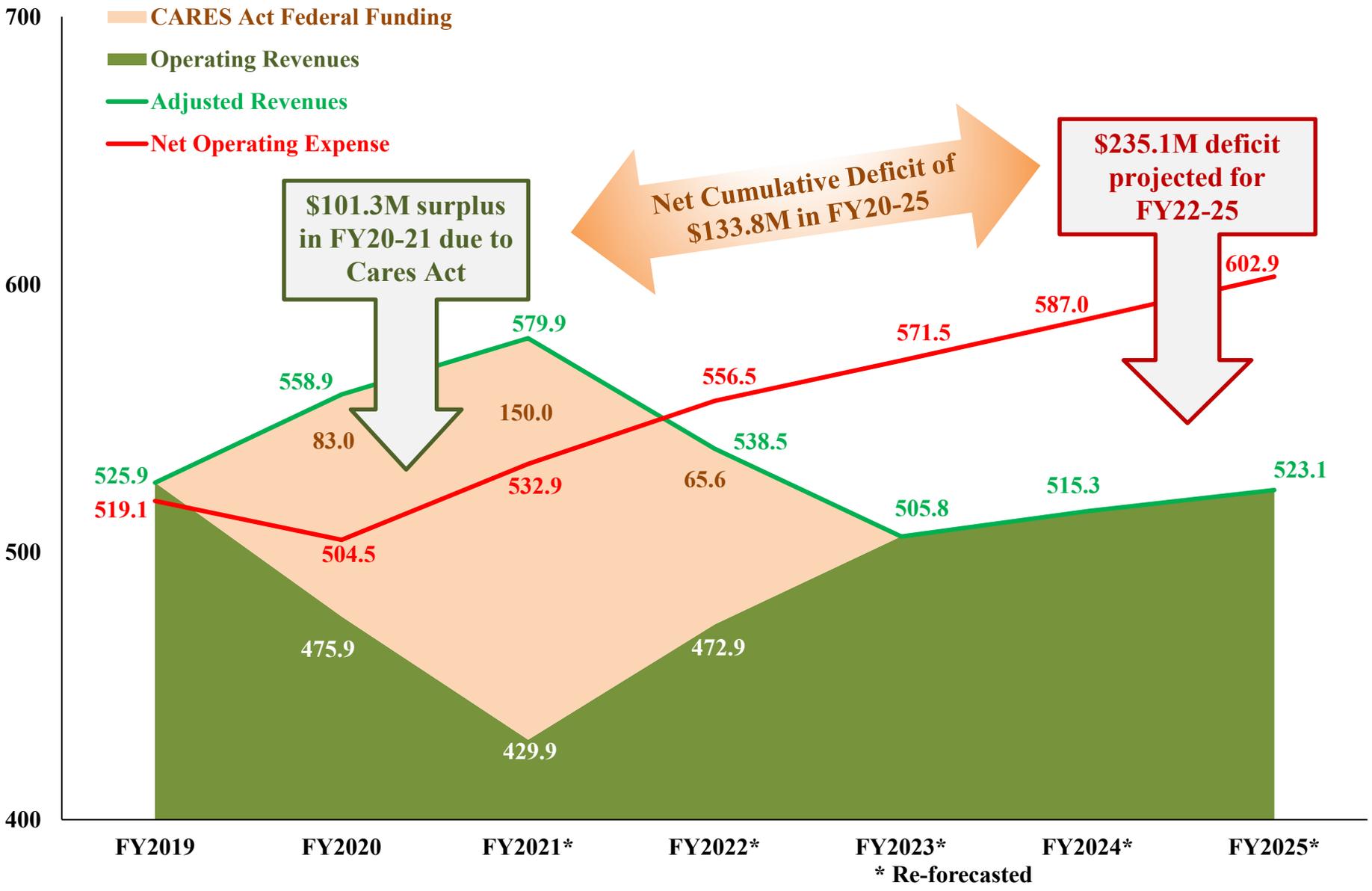


Source: [//transitapp.com/APTA](https://transitapp.com/APTA).

The background is a photograph of a train station interior, likely Atlanta-Fulton County Stadium. It features a large, ornate building with arched windows and a high, vaulted ceiling. A train is visible on the left, and a blurred figure of a person is in the foreground on the right. A blue diagonal graphic overlays the left side of the image.

FINANCE BRIEFING
BOARD WORK SESSION
JANUARY 14, 2021

Financial Outlook – Operating (no initiatives; \$ millions)



Year-To-Date Operations Performance

November 30, 2020

(\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
Net Revenues	254.6	255.5	-0.9	-0.4%
Net Expenses	189.5	225.1	35.6	15.8%
Net Surplus	65.1	30.4	34.7	

Year-To-Date Operating Revenues and Expenses

November 30, 2020

(\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
REVENUES				
Sales Tax	106.1	98.4	7.7	7.9%
Title Ad Valorem Tax	13.9	10.0	3.9	39.0%
Federal Assistance	41.1	39.0	2.1	5.4%
Federal Assistance-CARES ACT	62.5	62.5	0.0	0.0%
Passenger Revenue	16.4	36.7	(20.3)	-55.3%
Lease Income	4.1	3.8	0.3	6.1%
Station Parking	0.2	1.1	(0.9)	-82.0%
Other Revenue	10.3	4.0	6.3	158.4%
Net Operating Revenue	254.6	255.5	-0.90	-0.4%
EXPENSES				
Salaries and Wages	97.9	108.7	10.8	9.9%
Overtime	11.5	12.1	0.6	4.6%
Benefits				
Healthcare Rep/NonRep	15.3	28.0	12.7	45.2%
Pension Rep/NonRep	12.1	15.8	3.7	23.4%
Workers Compensation Losses	3.3	3.6	0.3	9.6%
Other Benefits	9.6	13.6	4.0	29.2%
Contractual Services	29.8	38.4	8.6	22.4%
Materials and Supplies				
Fuel-CNG	1.6	1.5	(0.1)	-10.3%
Fuel-Diesel	1.5	1.7	0.2	13.4%
Other Materials and Supplies	14.9	15.6	0.7	4.6%
Other Non-Labor	13.1	15.1	2.0	13.4%
Gross Operating Expenses	210.6	254.1	43.5	17.1%
Less: Capital Charges	21.1	29.0	(7.9)	-27.3%
Net Operating Expenses	189.5	225.1	35.6	15.8%

Thank You



TRACK REPLACEMENT – PHASE IV (TRIV)

CANTERBURY SHUTDOWN PLANNING

AGENDA

- **What's Happening**
- **Why & Why Now**
- **How We'll Construct**
- **Our Customer Focus**
- **Getting the Word Out**
- **Q & A**



What's Happening

This section of track, commonly called the Canterbury Crossover, will be closed for 5 days from the 16th through the 22nd of February 2021 for rail line replacement.



track replacement

Rail service will be temporarily suspended between Lindbergh Center, Buckhead and Lenox Stations beginning at 9:00 PM on Tuesday, February 16, 2021 through 4:00 AM Monday, February 22, 2021.

Buses will replace trains between these stations. 

 **Have a question?
Need help?**

REOPENS FEBRUARY 22, 2021

404-848-5000
Connect with MARTA anytime through our customer call center.

 @MARTAservice
[itsmarta.com/trackreplacement](https://www.itsmarta.com/trackreplacement)

Why & Why Now

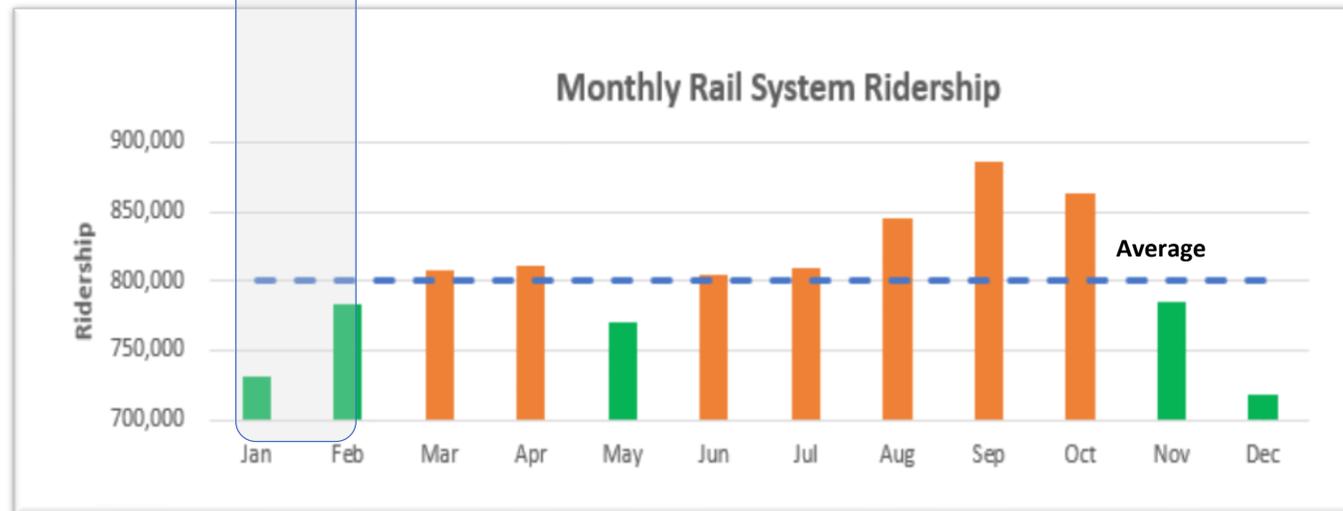
Replacing the track at this crossover is necessary for continued safety and to improve the reliability of our rail system.

Recognizing the significant inconvenience to our customers, we determined February was the least disruptive month and have spent more than a year planning to ease the impact on customers.

Why the Month of February?

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Special Events												
Falcons Football (Regular Season & Playoffs)	█											
Major League Soccer			█	█	█	█	█	█	█	█	█	
College Football (Regular Season, Bowls & Playoffs)									█	█	█	█
Conventions, Festivals & Major Holidays			█	█	█	█	█	█	█	█		█

Area of Opportunity
(Jan 15th – Feb 20th)



*Green Bars represent below average ridership

How We'll Construct

- **SCOPE:** To replace the Canterbury diamond crossover rail and mechanical systems as well as the ballast (gravel section).
- **DEFINITION:** A crossover is a pair of switches that connects two parallel rail tracks, allowing a train on one track to cross over to the other.
- **CURRENT CONDITION:** MARTA is executing a “slow order” in this area due to the deteriorating condition of the track section..
- **BENEFIT:** Replacing the ballast, switches and rail lines will ensure the reliability of the system in this area as well as promote reliable transit times.

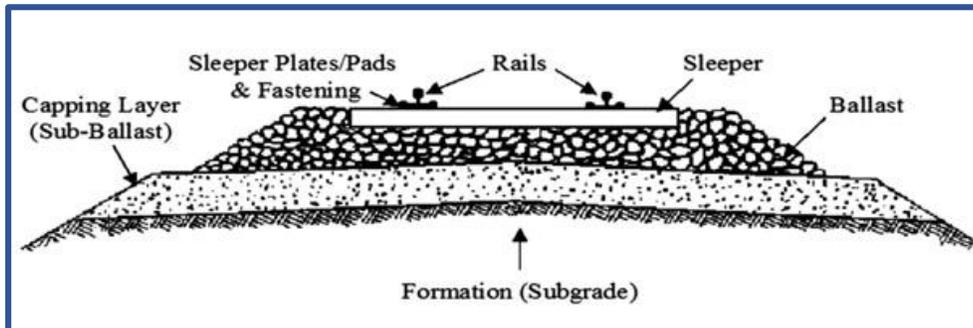
How We'll Construct: DXO Planning

- Sub-ballast assessment completed **20 October 2020**
- DXO material fabricated and ready for placement.
- Initial Survey and Prep-work began **November 2020**
- Laydown area prep-work **is ongoing**
- **Duration of DXO Replacement : 5 Days**
 - DXO Replacement will begin: **16 February 2021 @ 9:00pm**
 - DXO will be completed: **22 February 2021 @ 4:00am**
- Revenue Service to be **restored 22 February 2021 at 4:00am**
- Bus Bridge will be implemented for the entire 5 Days
- **Risk: Weather/Severe Cold-Ice (Mitigation measures are in place for inclement weather.)**



How We'll Construct: Scope

- **Rail Lines and Ballast on Gold and Red Lines**
 - Remove Existing and Replace New
- **Cross Ties**
 - Remove Existing and Replace New
 - Install new rail fasteners
- **Third Rail Cover Boards**
 - Remove Existing and Replace New
- **Protect existing switches (4) from construction damage**



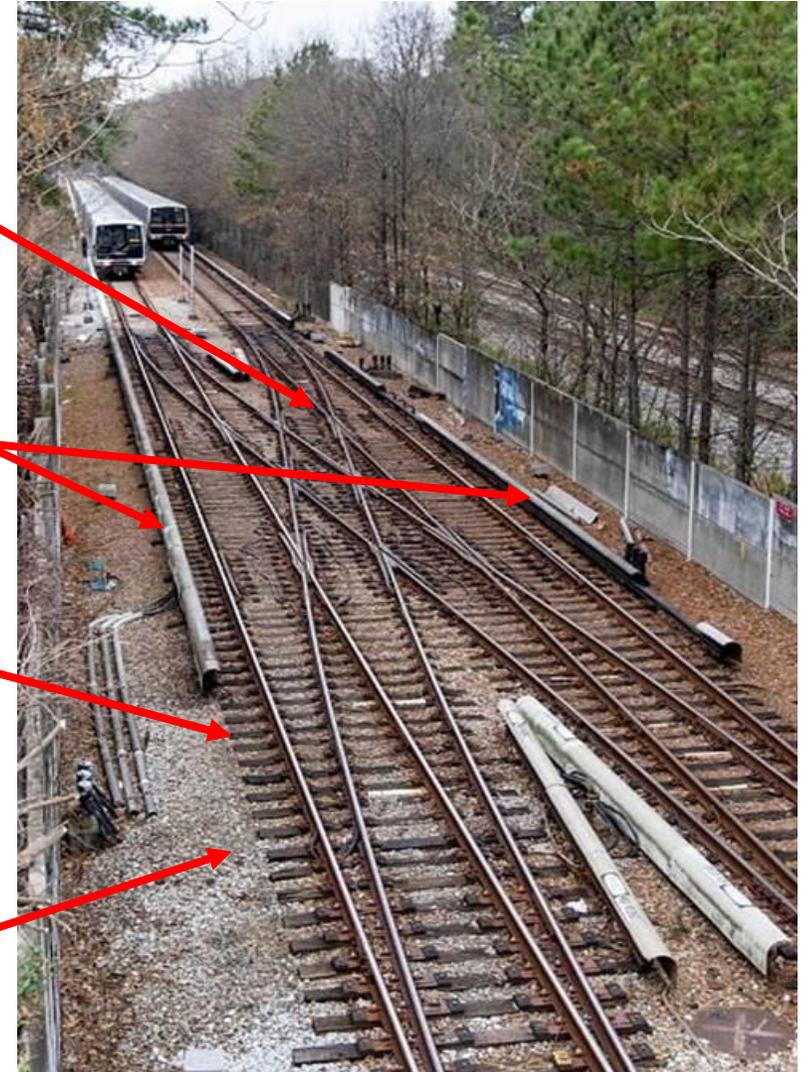
Sleeper is also called a cross tie.

Rail lines

Third Rail
Cover Boards

Cross Ties
(Timber)

Ballast
(Gravel)



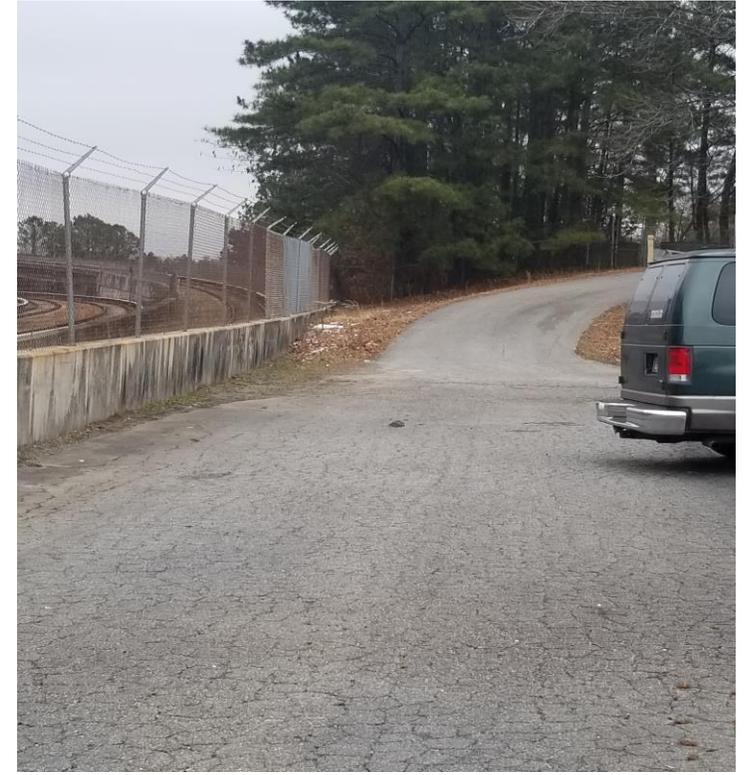
Canterbury Diamond Crossover (DXO)

How We'll Construct: Area/Access



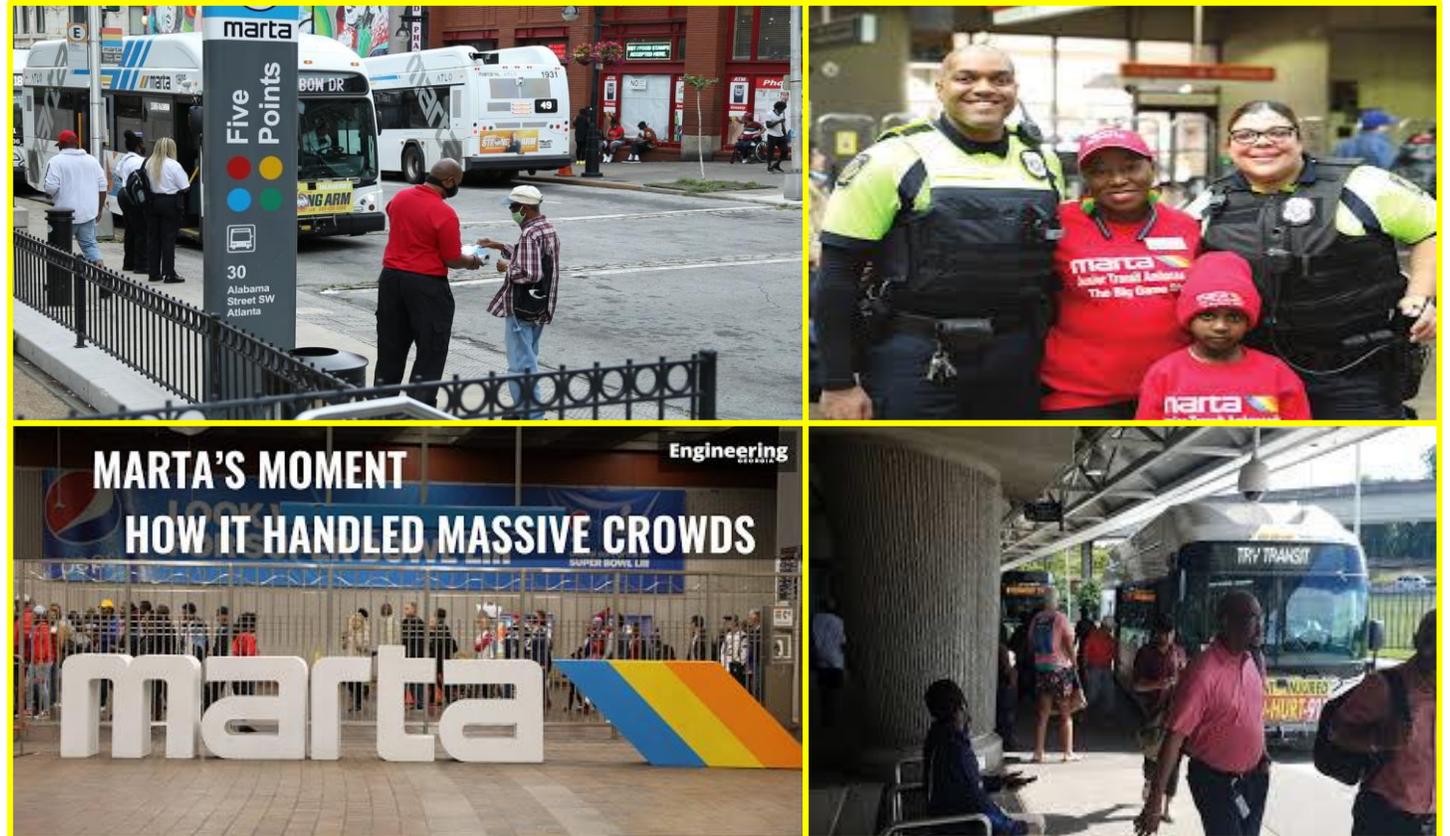
How We'll Construct: Wayside Access

Wayside access will be through the Miami Business Community for all construction related access.



Our Customer Focus

GOAL: To create a positive customer experience during the track section closure by providing a reliable mode of transportation between stations and on-site ambassadors to give directions and to answer questions.



Our Customer Focus: How Many?

Weekday Average of Passenger Trips Through Canterbury Junction in October 2020

Northbound

5,634 Customers

Southbound

5,420 Customers

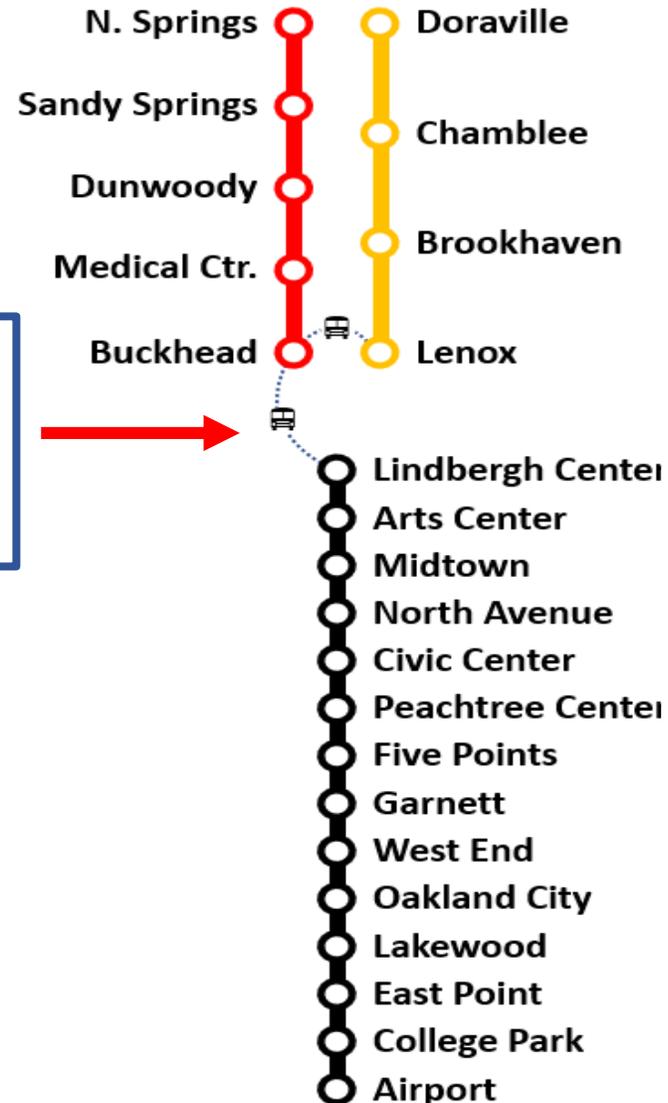
Max. passengers/bus = 17/18
At Peak Hours – 45 buses required
Bus Ops to have 38/45 buses available

Our Customer Focus: Rail Schedule

16th through 22nd of February 2021.
Break in the line for construction.
Bus bridge will provide connections
between stations.



Gold Line



Train Schedule:

- **Airport to Lindbergh**
 - 4am to 6am: 10 minutes
 - 6am to 7pm: 7.5 minutes
 - 7pm to 2am: 10 minutes
 - Sat / Sun: 10 minutes
- **Buckhead to North Springs**
 - All Times: 12 minutes
- **Lenox to Doraville**
 - All Times: 12 minutes

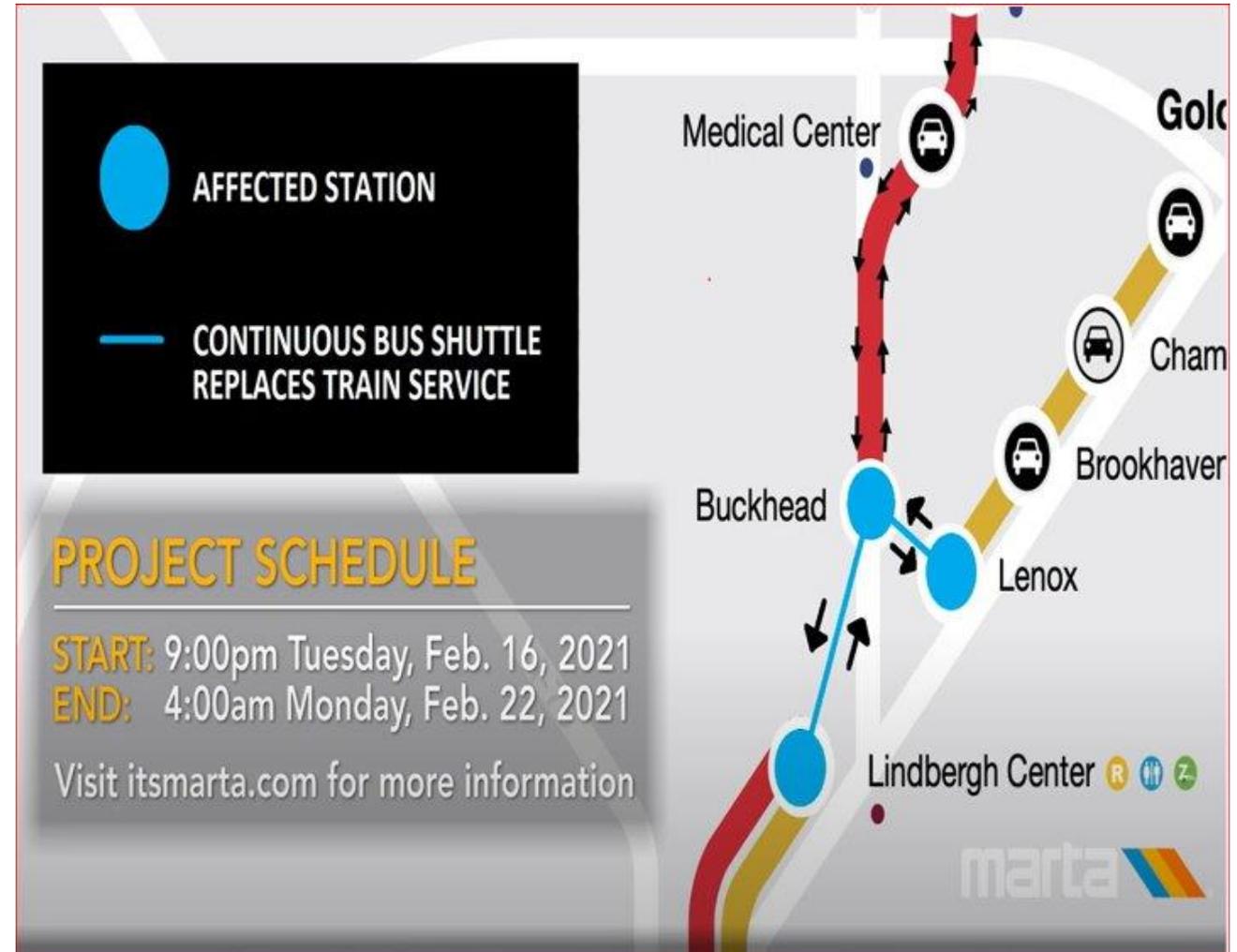
Our Customer Focus: Bus Bridge

- Bus Operations will implement a bus bridge for the entire 5-day outage of train service.
- Buses will operate on “load and go” with no scheduled service.
- A **maximum of 45 Buses** during peak and a **minimum of 12 Buses** for non-peak hours (a max of 17/18 passengers per bus).
- Passenger volumes based on COVID -19 ridership numbers
- Bus shuttle service will begin Tuesday, 16 February at **9:00pm**



Our Customer Focus: Bus Circulation Route

- Buses will travel from Lindbergh to Buckhead then proceed to Lenox Station, travel back to Buckhead and back to Lindbergh Station.
- At each station, passengers will be dropped off and picked up.
- Mobility Service will be provided for the entire outage
- **Passengers should plan up to 30 minutes additional travel time.**



Our Customer Focus: Options

martaCONNECT

As an alternative to the bus bridge, customers can claim a **MARTACONnect** voucher from Uber worth \$10. Customers can download up to 2 vouchers per day to their Uber app and use for travel **to or from** Lindbergh Center, Buckhead, and Lenox rail stations. The customer is responsible for any amount over \$10 per trip and will not receive a credit for any trip less than \$10. Details on how and when to download the voucher will be provided as the project date nears.

For customers taking the MARTA bus bridge shuttles, they will be given a round trip Breeze ticket for future use.



Our Customer Focus: Ambassadors on Platform

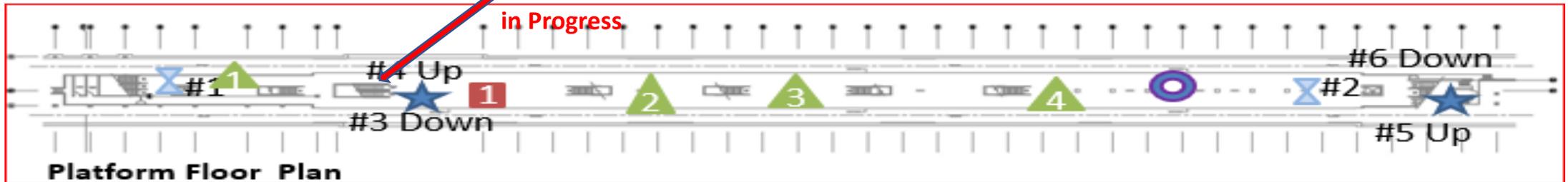
Lindbergh Center Station (N6)

Master Placement

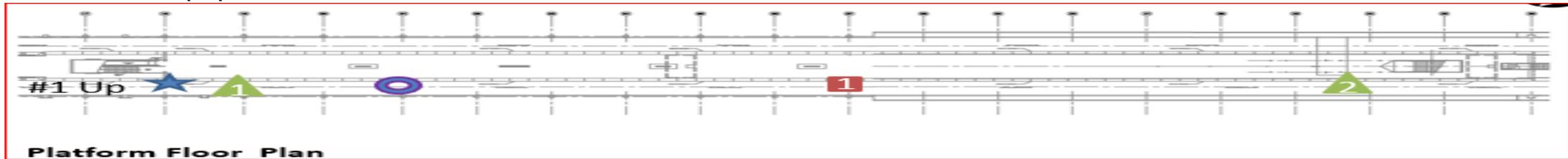


Lenox Station (NE7)

Escalator Refurbishment
in Progress

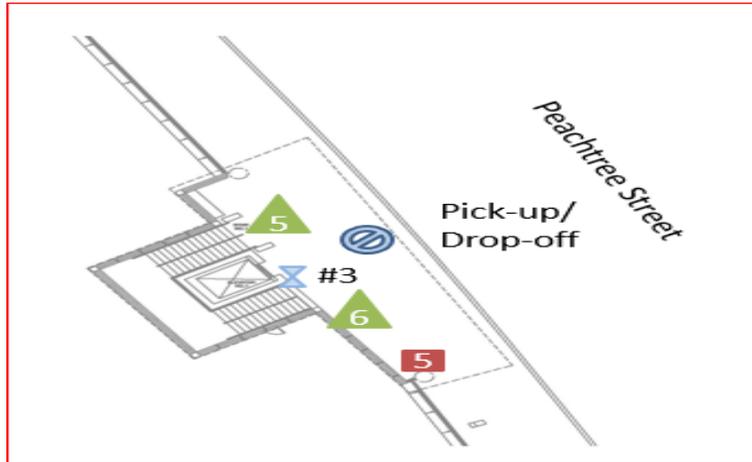


Buckhead Station (N7)

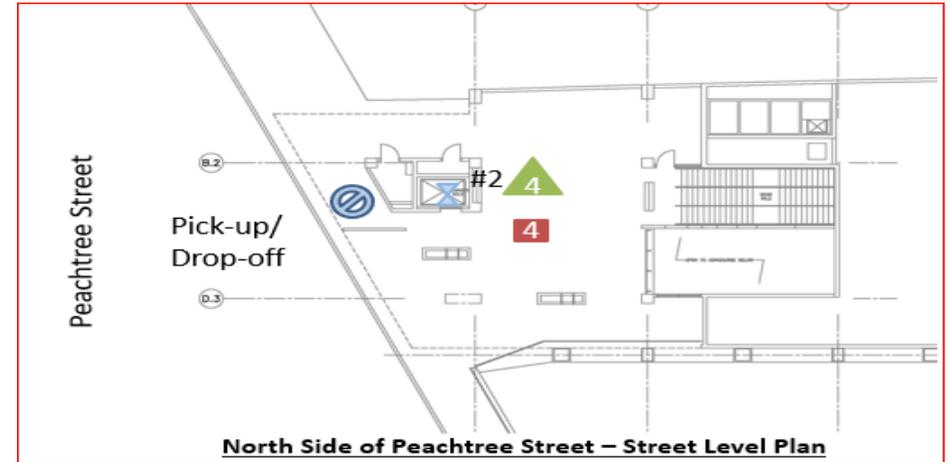


Our Customer Focus: Ambassadors on Concourse

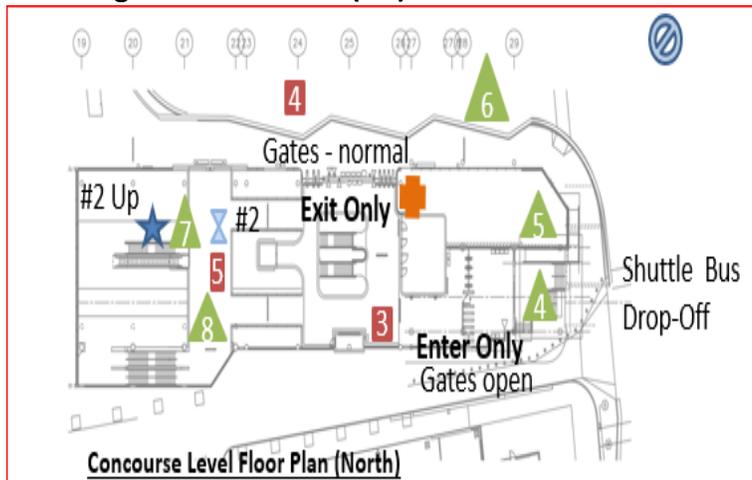
Buckhead Station South



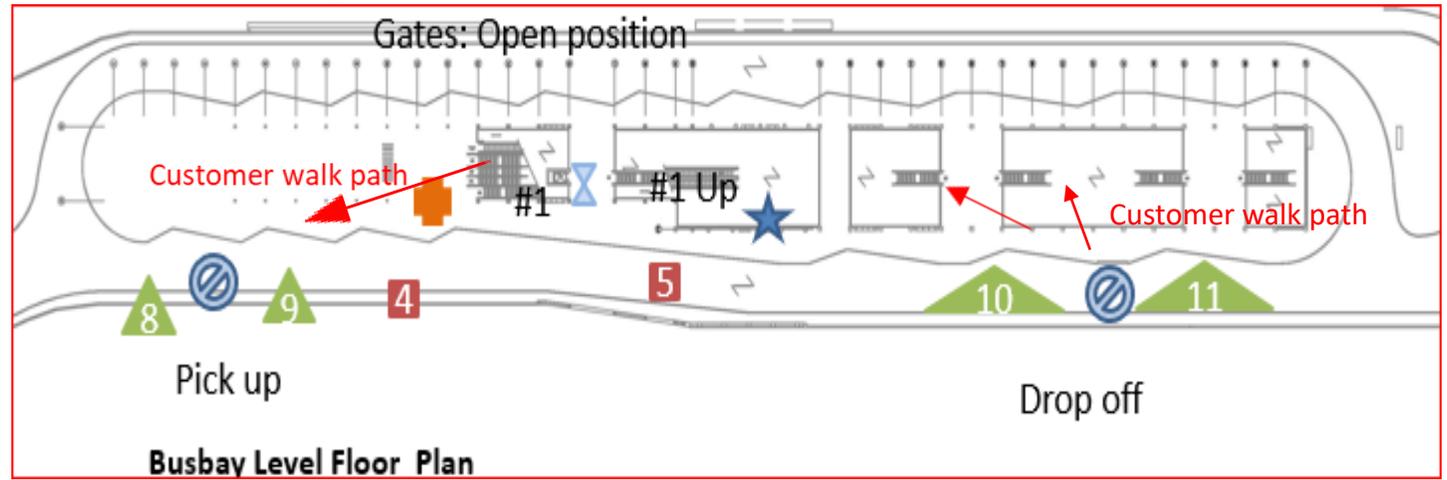
Buckhead Station North



Lindbergh Center Station (N6)



Lenox Station Bus Loop Area



Getting the Word Out

Background

The TR-IV project work on the Canterbury DXO, requires a shutdown of rail operations between Lindbergh, Buckhead and Lenox Stations from **Tuesday, February 16, 2021** at 9:00 PM until **Monday, February 22, 2021** at 4 AM. MARTA wants to create a multi-message campaign that:



1. INFORMS

customers, businesses, stakeholders and residents that there will be disruptions to service during the project



2. REASSURES

people that MARTA will get riders to their destination, however they should allow for additional travel time



3. DRIVES

people to a dedicated website splash page with basic information (Bus shuttle details, MARTAConnect and various travel options)

GTWO: Key Messages

Key Message Points

\$225
MILLION
INVESTMENT

- MARTA's Track Replacement Project is an eight-year, \$225 million investment to replace existing rail track to enhance safety and reduce delays.
- MARTA customers will need to allow additional time to travel during announced single-tracking and outage events. MARTA will provide information and alternatives, including bus replacement service and Uber vouchers, so that customers can make informed decisions about their trip.
- MARTA is upgrading customers' experience with the launch of the new AVIS system, enhancements to all of MARTA's rail stations, purchase of new railcars, system-wide modernization of the elevators and escalators and a focus on launching new technologies to improve service and efficiency.
- Customers are invited to connect with MARTA anytime through our customer call center at 404-848-5000 and social media pages @MARTASERVICE on Twitter.

GTWO: Marketing

Marketing Campaign

- Station A-Frames
- Printed bus interior ads
- Faregate & shuttle bus decals
- System announcements (trains and stations)
- Bus audio ads
- Printed collateral – Shuttle timetables, door hangs, project fact sheet postcards/flyers (bilingual)
- AVIS sign messages
- MyCommuter alerts
- Rider alerts on itsmarta.com and MARTA On the Go app
- Automated message to the Customer Service call-in line
- Station & wayfinding signage



GTWO: Marketing

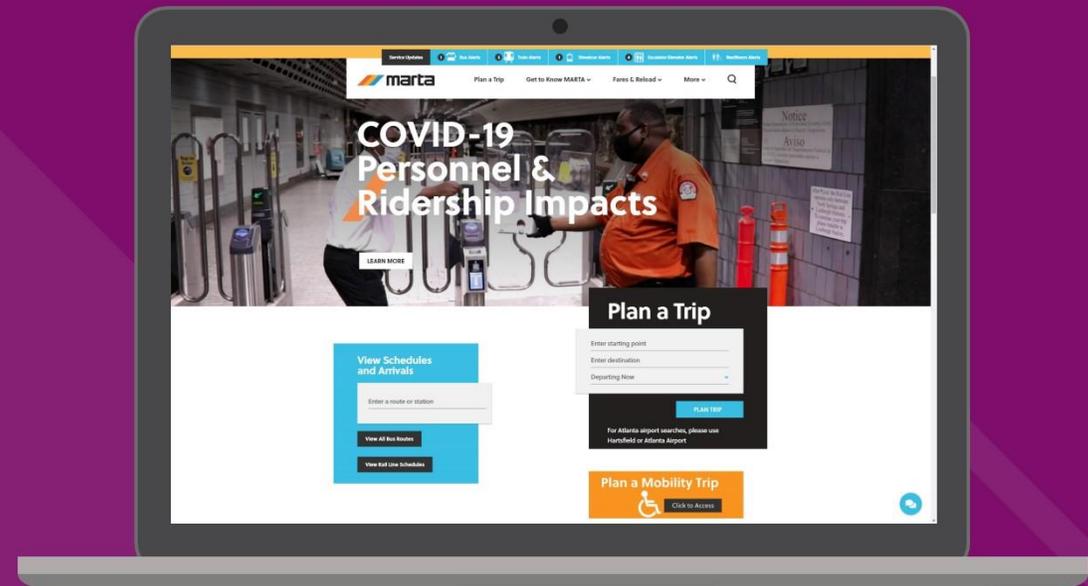
Marketing Campaign

- Print Advertising Publications:
 - *Mundo Hispanico* (Spanish)
 - *Champion Newspaper*
 - *Clayton News Daily*
 - *Atlanta Voice*
 - *Dekalb Neighbor*
 - *South Fulton Neighbor*
 - *Northside Neighbor*
 - *Gwinnett Daily News*
 - Fliers: Asian American Language Services (Chinese, Korean, Vietnamese)

GTWO: Marketing

Marketing Campaign

- Dedicated website splash page
- Organic Social Media Campaign with project hashtag
- Paid Digital and Social Media Campaign, including Google AdWords and geo-targeting
- WSB-TV geo-targeted and demo-targeted native content campaign
- Informative and shareable videos



GTWO: Marketing

Marketing Campaign

- Utilize terrestrial and streaming (Spotify) radio advertising to get mass coverage of the Atlanta market.
- Post campaign messaging on Soofa Signs and OUTFRONT digital billboards, liveboards and bus shelters.
- Activate MARTAConnect codes to provide discounted Uber rides for individuals traveling through the impacted MARTA stations.
- Customer incentives – round trips.



GTWO: Public Engagement

Public Engagement



- Critical stakeholders meeting, general public meeting
- Distribute collateral utilizing low-touch high-visibility approach inside bus bays and rail stations; leave door hangs on car windows at all 21 stations with parking lots
- Post yard/street signs near stations and surrounding communities with high ridership
- Literature drop on doors around impacted rail stations
- Communicate with relevant property owners who are within a 1.5 mile radius of the three impacted stations
- Utilize internal listserv to email stakeholders
- Set up text alert system for riders to get the most up-to-date project information
- Nextdoor neighborhood posts

GTWO: Public Engagement

Public Engagement

**ACCESSIBLE
FORMAT**

Personal touch
with the Center for the
Visually Impaired and
similar organizations

Post non-PDF
documents on the
MARTA website to
ensure it's accessible
to individuals that are
Limited English
Proficient (LEP)

All collateral will be in both English and Spanish including "alternative format" and "another language" statement

GTWO: Media Relations

Media Communications



- Notify media via press release/media advisory of service impacts or trip modifications.
- Engage jurisdictional partners' communications teams to amplify key messages, especially with community papers and government access stations.
- Share MARTA-created digital materials with members of the media.
- Monitor media for any TR-IV related news stories.

GTWO: Government Affairs

Government Affairs Engagement

- Include TR-IV project overview in Quarterly Jurisdictional Briefing by GM
- Email elected officials the TR-IV “Toolkit” including constituent newsletter copy, social media sharables, links to additional resources
- Conduct follow up calls to elected officials whose districts are directly impacted



GTWO: Employee Outreach

Employee Outreach

- Internal coordination with various Departments including D&I, Research & Analysis, Planning, Capital Projects, Customer Experience, HR, Bus & Rail Operations, Customer Service, Architecture & Revenue
- ATU Outreach
- Include information in the MARTA Coronavirus Situational Update
- Employee hotline
- Provide information to facilities and in operator running boards
- Place posters in station break rooms
- Employee Pocket Guide
- Transit Ambassadors
- Authority-wide memo



GTWO: Timeline

Timeline

Week of
January 17th

Organic social media (starting Jan 14th), digital shelters, system announcements, facility posters, MARTAnet, running board flyers, community door hangs, itsmarta.com splash page, itsmarta.com alerts, employee ambassador pocket guide, flyers, install yard signs, promotion for stakeholder & general public meetings, stakeholder emails

Week of
January 24th & 31st

Ridestore posters, internal bus ads, OUTFRONT live boards, digital shelters, organic social media, station alert A-frames, paid digital and social media campaign, WSB digital campaign, shareable videos, Soofa signs, customer service phone tree, MyCommute Alerts, MARTA app alerts, project fact sheet, media advisory, toolkit sent to jurisdictional partners, municipal governments and elected officials, promotion for stakeholder & general public meetings, virtual critical stakeholders meeting, virtual general public meeting, community literature drops, business signage, print advertising

Week of
February 7th & 14th

Radio ads, audio ads, activate MARTACONnect code, media communications, Spotify ads, station wayfinding signage, directional a-frames, faregate decals for entry/exit, door hangs, system announcements, customer incentives, shuttle bus schedule, shuttle bus decals, set up text alerts, media advisories

Signage (Typical)

Digital Signage



A – Frame Signage

follow me. shuttle this way.

Shuttles are available between Lindbergh, Buckhead and Lenox Stations.

Tuesday, February 16, 2021 at 9:30pm until Monday, February 22, 2021 at 4am.

Have a question? Need help? Locate a MARTA ambassador wearing "xyz"

@marta service
@marta transit
@marta_explorers
@marta's YouTube page

marta 2040
TRANSFORMING TRANSIT

#MARTAinnovationInMotion

Q & A

