



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

WORK SESSION

THURSDAY, JUNE 9, 2022

ATLANTA, GEORGIA

MEETING MINUTES

1. CALL TO ORDER AND ROLL CALL

Chair Rita Scott called the meeting to order at 12:05 P.M.

Board Members

Present:

Roberta Abdul-Salaam
Al Pond
Stacy Blakley
William Floyd
Roderick Frierson
Russell McMurry
Kathryn Powers
Rita Scott
Reginald Snyder
Heather Aquino
Roderick Mullice

Board Members

Absent:

Robert Ashe III
Jim Durrett
Freda Hardage
Thomas Worthy

Staff Members Present:

Collie Greenwood
Melissa Mullinax
Ralph McKinney
Raj Srinath
Luz Borrero
Rhonda Allen
Manjeet Ranu
Peter Andrews
George Wright

Also in Attendance:

Justice Leah Ward Sears
Kirk Talbott
George Wright
Jonathan Hunt
Colleen Kiernan
Paula Nash
Keri Lee
Colleen Kiernan
Donna DeJesus
Kenya Hammond

2. CHAIR'S REPORT

Approval of the May 12, 2022, Work Session Minutes

On a motion by Board Member Pond, seconded by Board Member Mullice, the motion passed by a vote of 8 to 0 with 2 members abstaining and 10 members present.

Union Contract Negotiations - Kick-off

Stadler Virtual Experience Event

Acknowledge New Riders' Advisory Council

3. GM/CEO REPORT

More MARTA Atlanta - Financials

4. EXECUTIVE SESSION

Real Estate

5. OTHER MATTERS

None

6. ADJOURNMENT

The meeting adjourned at 1:36 P.M.

Respectfully submitted,



Tyrene L. Huff
Assistant Secretary to the Board

YouTube link: <https://youtu.be/bYs2uNIUt4>



**MORE MARTA PROGRAM
SPECIAL BRIEFING
ENHANCED BUS SERVICE IMPLEMENTATION
JUNE 9, 2022**

Management of More MARTA Atlanta

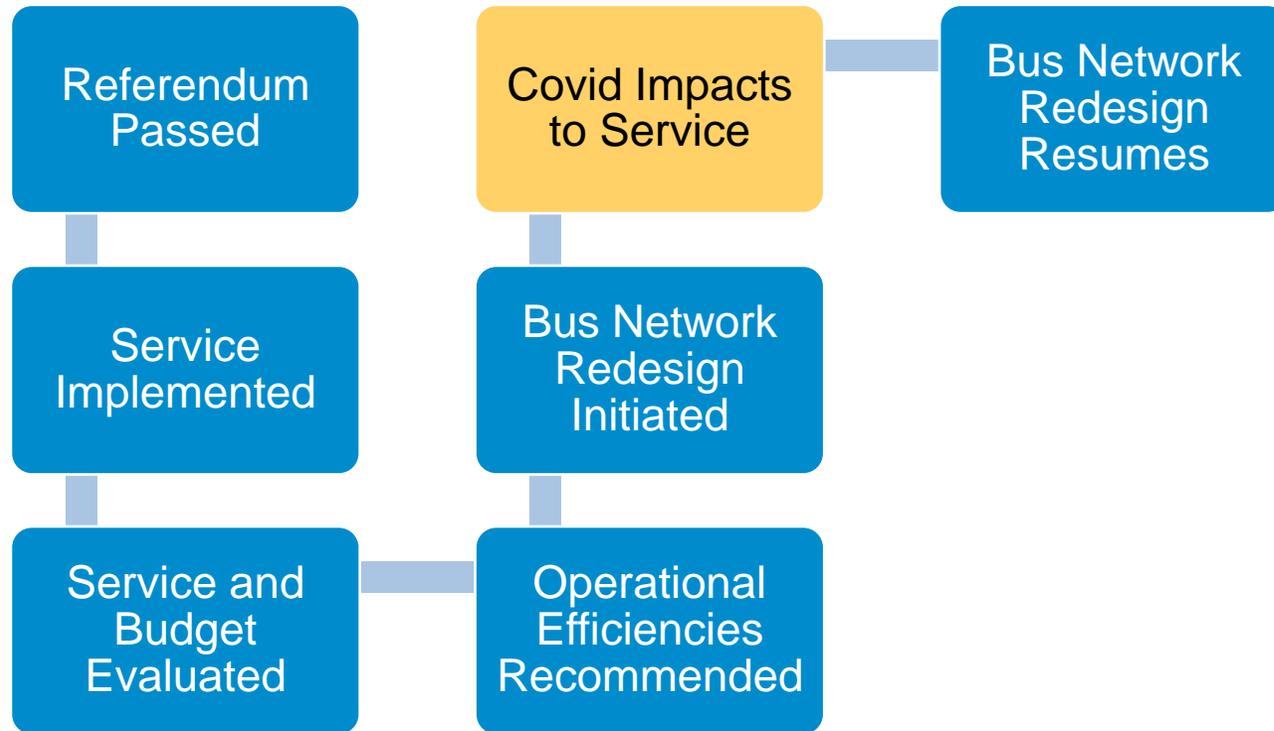
1. MARTA, in partnership with City of Atlanta, moved quickly to put More MARTA funds to work; enhanced bus service was rapidly deployed
2. MARTA worked collaboratively with the City of Atlanta to develop and implement the methodology for projects and funding in the More MARTA program, including the enhanced bus service
3. MARTA launched a robust public outreach effort and analyzed multiple scenarios to build consensus for a final project list, including bus service enhancements
4. MARTA has worked to secure federal funding to offset operational costs for the enhanced bus service operations
5. The Bus Network Redesign initiative was initiated in partnership with the City and is expected to determine level and type of bus service in the City going forward, which is why the enhance service was not reduced, except during COVID
6. MARTA has been fiscally responsible and accountable to the More MARTA program in management of the sales tax revenue and nothing has been improper



AGENDA

- Implementation of Bus Service Overview
- More MARTA Atlanta Program Overview
- Guiding Principles
- Assumptions
- Program Timeline
- Sustaining Capital
- Next Steps

Overall Evolution of Implementation of More MARTA Atlanta Bus Service Enhancements



More MARTA Program Overview

- Public engagement, in advance of November 2016 referendum, resulted in a list of over 70 potential projects totaling over \$11.5B. Sales tax projections were \$2.5B over 40 years.
- List of potential projects developed through analysis of existing transit plans in the City of Atlanta and in alignment with Guiding Principles agreed to by MARTA, the City of Atlanta, Atlanta BeltLine Inc., and a stakeholder advisory committee.
- The Guiding Principles and the list of potential projects (including enhanced bus service) were approved by the Atlanta City Council in June 2016.
- Throughout 2017, MARTA and the City of Atlanta conducted public listening sessions, the City updated its transportation plan and growth vision, and MARTA and City of Atlanta executed the first Intergovernmental Agreement (IGA), which defines the partnership and process for how MARTA and the City of Atlanta will select and implement the projects of the More MARTA Atlanta program.

More MARTA Program Overview (continued)

- Methodology on recommended scenario was developed and is documented in “More MARTA Atlanta Technical Summary”.
- Projects fell into three primary categories:
 - High-capacity improvements (HCT) – fixed and/or semi-exclusive guideway projects that included heavy and light rail and bus rapid transit, as well as station enhancement and in-fill stations.
 - Bus service improvements – consisted of arterial rapid transit (ART) and local frequent bus route improvements, **all of which were based on the Comprehensive Operations Analysis (COA) for transit service.**
 - Pedestrian improvements – comprised of wayfinding, cross-block improvements, sidewalk enhancement projects, and other pedestrian-like projects

More MARTA Program Guiding Principles

Table 1: Nine Guiding Principles

<p>1. Balance the portfolio of transit projects serving short/medium/long term goals using multiple travel modes</p>	<p>2. Increase mobility for workers to and from major job centers</p>	<p>3. Enhance predictability of commuter times by utilizing dedicated lanes, HOT lanes, and other technology</p>
<p>4. Create layered, integrated transportation network to accomplish specific types of trips</p>	<p>5. Prioritize investments inside COA while laying foundation which will ultimately be integrated into regional transit networks</p>	<p>6. Partner with neighboring jurisdictions to leverage transit projects</p>
<p>7. Create last-mile connectivity using circulating buses, multi-use paths, and sidewalks</p>	<p>8. Enhance ease of use and transfers within the network of transit options</p>	<p>9. Enhance safety and access to transit centers and MARTA stations</p>

Source: *More MARTA Atlanta Technical Summary*

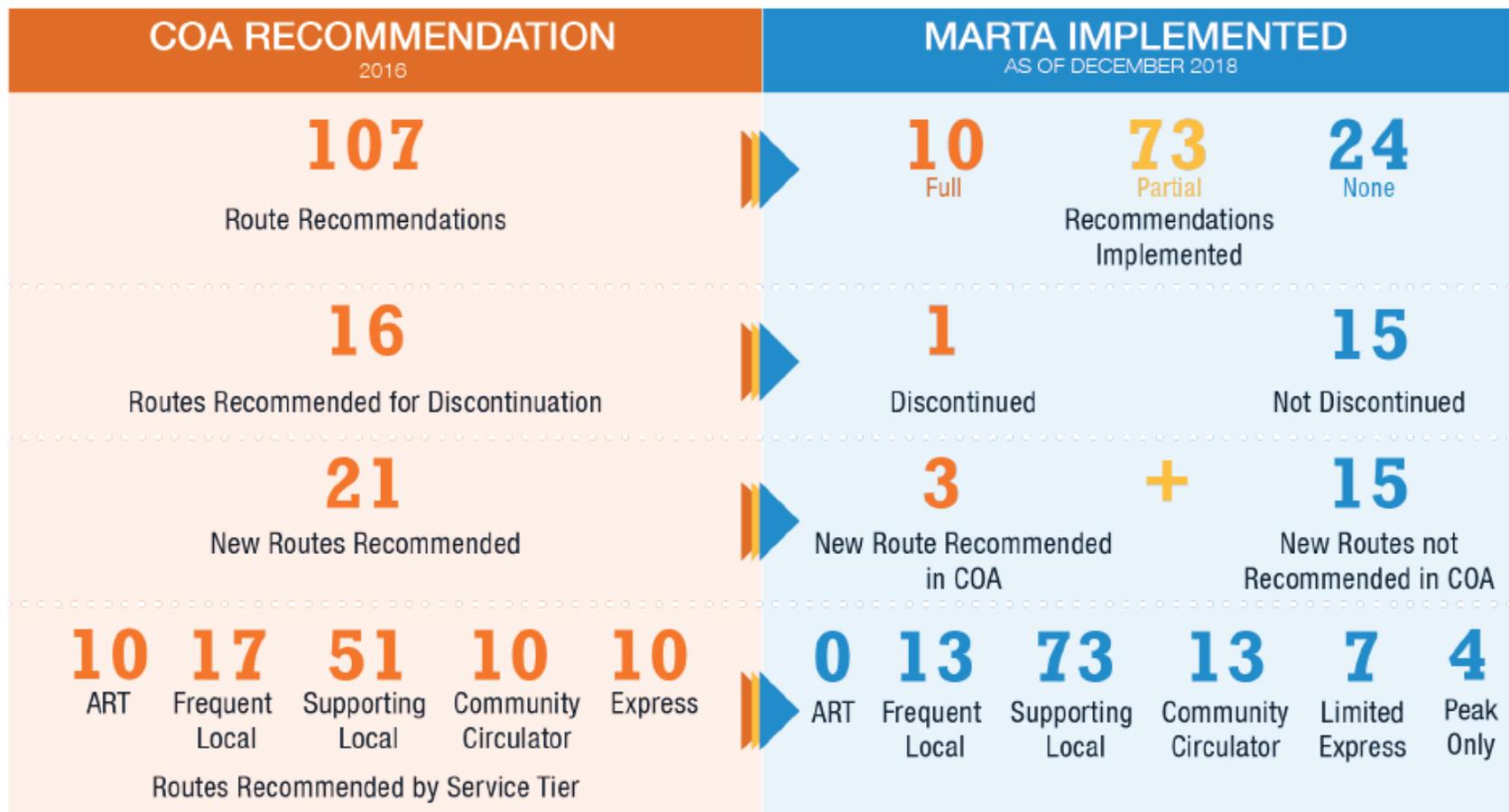
More MARTA Program Assumptions

- Estimated project budgets (both capital and operations and maintenance, or O&M) were based on a cost-per-mile approach.
- The programming assumptions also included estimates related to local and federal dollars. Both the project budgets and funding assumptions utilized existing conditions, programs, and projects from peer transit systems and staff input. The following provides an overview:
 - ART projects are funded locally.
 - BRT projects under \$150M are funded locally.
 - BRT projects above \$150M are split 50% local, 50% federal.
 - Light Rail Transit (LRT) projects are split 50% local, 50% federal, except for the Atlanta Streetcar East Extension project, which is funded locally.
 - Heavy Rail Transit (HRT) projects are split 50% local, 50% federal.
 - All other projects are funded locally.

More MARTA Program Assumptions (continued)

- Capital Costs (2016\$) by mode:
 - ART = \$2.5M/mile
 - BRT = \$25M/mile
 - Express Lanes Transit BRT = \$15M/mile
 - LRT on BeltLine = \$55M/mile
 - LRT off of BeltLine = \$75M/mile
 - LRT w/ tunnels = \$200M/mile
 - HRT = \$250M/mile
- Operations and maintenance (O&M) costs are budgeted for twenty years. This is industry standard for transit expansion programs and is a requirement for any individual project pursuing federal funding.

Bus Service Enhancements Implemented



May 2016 – Comprehensive Operations Analysis Final Report

- Focus on providing the “most cost effective and efficient service”. Intended to inform future decisions.
- Included outreach, market characteristics, existing conditions, recommendations on bus service, mobility service
- Major bus recommendations included:
 - Tiered bus service – ART, frequent local, supporting local, community circulator and express. Emphasized development of “frequent” network.
 - Corridor Focused Routes – linear network where possible. Series of optimizations noted.
 - Contain costs – pre-referendum efforts projected modest growth in revenues



FINAL REPORT

Prepared for:
Metropolitan Atlanta Rapid Transit Authority

Prepared by:
Parsons Brinckerhoff, Inc.,
CTG, Inc., DW&A, PEQ, Inc., TMD, Inc.
Atlanta, GA

May 2016
Planning and Technical Services RFP P2/B18
Task Order No. 2014-LRSRP-2

November 22, 2016

Letter from MARTA AGM Planning, to Renew Atlanta General Manager, City of Atlanta

- Sales tax projection at \$65M per year with a total of \$2.5B (2016\$) through 2057.
- “This letter provides an outline of process to effectuate the tax, program prioritization process and program execution and management.”
- Noted that bus service improvements to include **immediate** pilot services as well as **additional** service enhancements to be implemented in April 2017 (and noted even though tax receipts will not be available for drawdown until after March 1, 2017). Bus service enhancements would continue to be reviewed and implemented over the next 18-24 months.

marta
2424 Piedmont Rd. N.E.
Atlanta, GA 30324-3330

November 22, 2016

Faye Q. DiMassimo, AICP
Renew Atlanta General Manager
City of Atlanta
55 Trinity Avenue, SW
Suite 4310
Atlanta, Georgia 30303

Dear Ms. DiMassimo:

On November 8, 2016, City of Atlanta voters approved a ¼ cent sales tax referendum to fund expansion of MARTA bus and rail services within the city limits. The sales tax is estimated to generate approximately \$65 million a year, with a total of \$2.5 billion (in 2016\$) through the life of the tax in 2057. In May, MARTA's Board of Directors approved a project list to submit to the City of Atlanta as required by Senate Bill 369. The Atlanta City Council approved the project list on June 20, 2016. This letter provides an outline of the process to effectuate the tax, program prioritization process, and program execution and management.

Rapid Transit Contract and Assistance Agreement

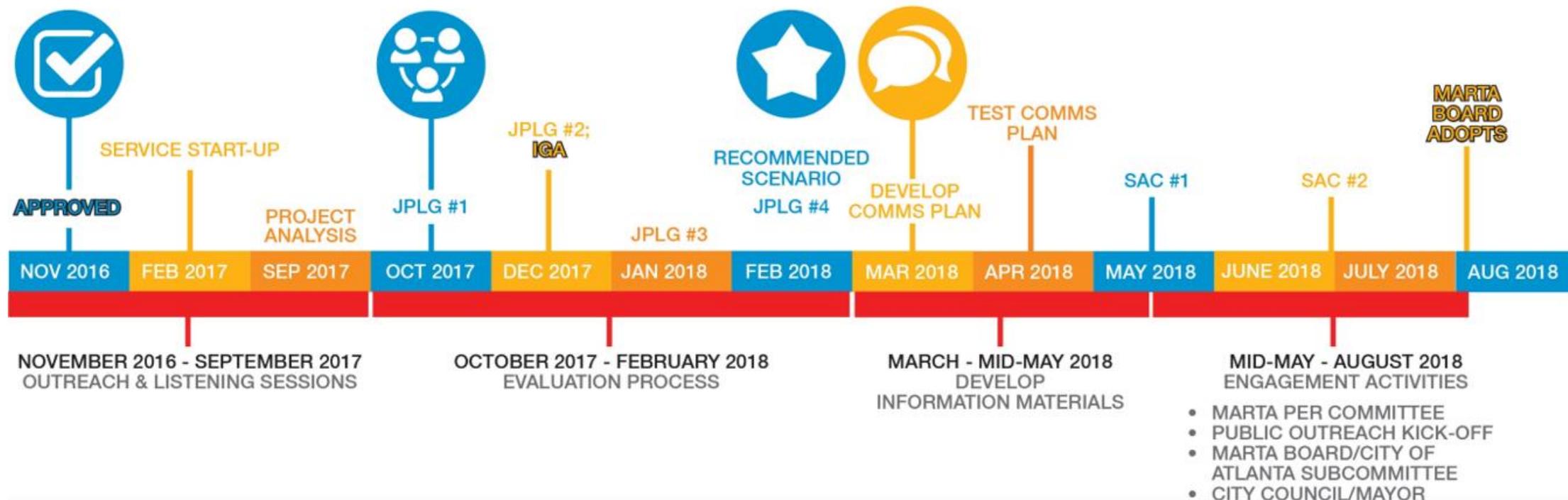
Pursuant to the legislation passed last year authorizing the levy of an additional half penny, subsequent to a successful referendum, a final list of projects that are to be funded wholly or in part by the additional half penny is to be incorporated into the Rapid Transit Contract and Assistance Agreement (RTCAA) between the City of Atlanta and MARTA.

MARTA has drafted the Fifteenth Amendment to the RTCAA and will send to the City of Atlanta by November 30, 2016. The amendment provides for the levy of the additional half penny by the City of Atlanta for a period to run concurrently with the existing sales tax levy. The amendment also includes an attachment which sets out the complete project list that has been presented to, and approved by, the City of Atlanta.

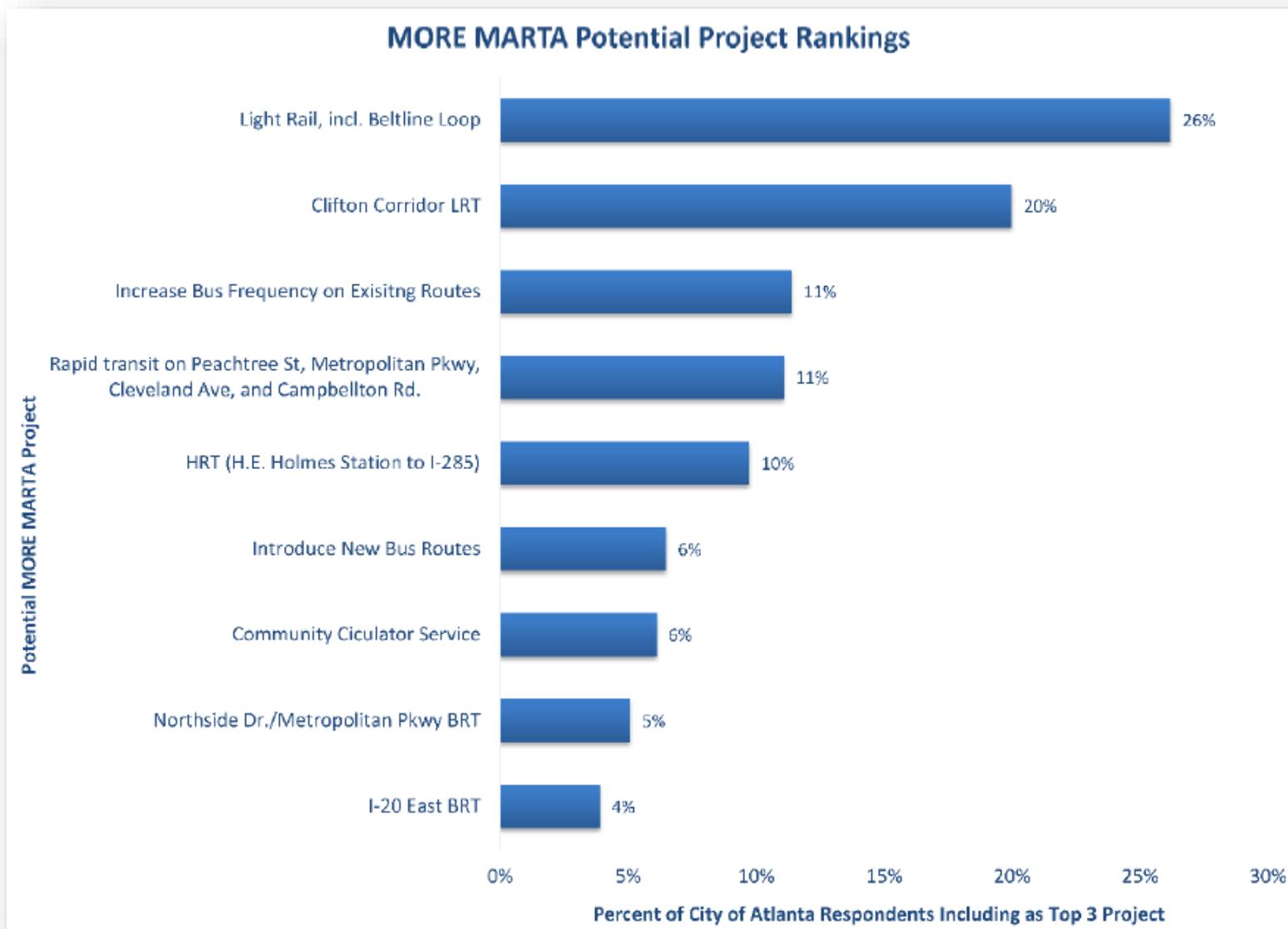
Additionally, the amendment seeks to extend the current one penny tax until 2057, pursuant to the statutory authority granted in 2015. Currently, the RTCAA only provides for the tax to be collected until 2047.

Once the Amendment has been approved by MARTA and the City of Atlanta it will be presented to MARTA's other three jurisdictions for approval. A separate Intergovernmental Agreement will be developed to outline the specific roles and responsibilities of MARTA and the City of Atlanta with on-going program execution and management.

Collaborative Path to Program Adoption



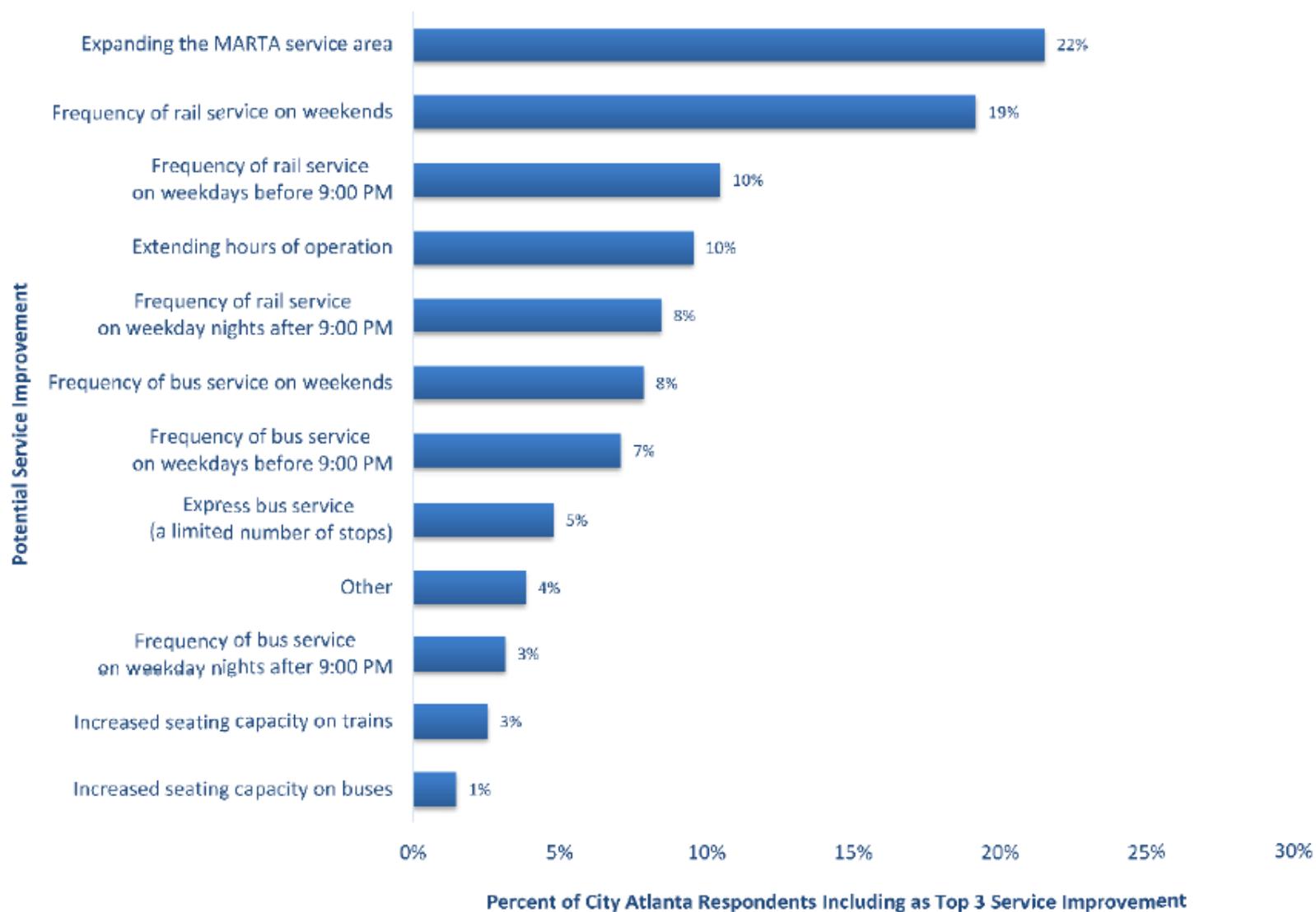
November 2016 – September 2017



Public Engagement Process – Survey Results

November 2016 – September 2017

MORE MARTA Potential Service Improvement Rankings



Public Engagement Process – Survey Results

February 2, 2017

MARTA Planning & External Relations Committee Briefing

- Bus route modifications for April markups were presented
- Detailed route information includes descriptions of those routes part of Comprehensive Operations Analysis as part of the More MARTA Fast Track program.
- Stated, among other changes, the modifications were part of the More MARTA Atlanta initiatives – each route presented included information as to whether it was a COA initiative or a More MARTA Atlanta initiative or both.
- Public hearings subsequently scheduled.

July 26, 2017

City of Atlanta Jurisdictional Briefing



MARTA Jurisdictional Briefing City of Atlanta

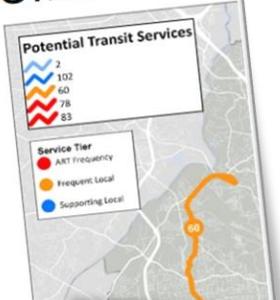
July 26, 2017



Keith T. Parker | General Manager/CEO

FAST TRACK PROGRAM SUMMARY

- February 4th service implementation
- Five routes with frequency and service span improvements:
 - 2 – Ponce de Leon Avenue/East Lake
 - 60 – Hightower Road/Moores Mill
 - 78 – Cleveland Avenue
 - 83 – Campbellton Road
 - 102 – North Avenue/Candler Park



MORE SERVICE

- **More MARTA Fast Tracks**
- **Active Planning Studies**
- **Other Projects under Consideration**
- **Overview of project prioritization, still in process**

December 29, 2017

Intergovernmental Agreement (IGA #1) for MARTA Sales Tax

- Designated MARTA Board of Directors as the official policy-making entity to oversee the Program
- MARTA GM/CEO designated as the day-to-day executive, delegates responsibilities to the MARTA Program Management Office (PMO)

2.04. The City of Atlanta PMO Liaison will serve as the designated point of contact for all program management functions. The program management functions include both policy and technical coordination with the Office of the Mayor, Atlanta City Council and City of Atlanta staff. The City of Atlanta PMO Liaison will coordinate all activity with the Atlanta BeltLine, Inc. ("ABI") when ABI provides support to the City for transit development pursuant to Transit Services Cooperative Agreement between the City and ABI, dated August, 2011. The City of Atlanta PMO Liaison will be funded by the incremental tax proceeds from the Program.

2.05. The MARTA PMO and the City of Atlanta PMO Liaison will coordinate on policy and technical functions across the Program. Individual Project Management Plans developed by the MARTA PMO and City of Atlanta PMO Liaison will be coordinated for review and comment with the Joint Prioritization Leadership Group to cover each individual system extension in accordance with the Program Prioritization Process described in Section 2.08.

**INTERGOVERNMENTAL AGREEMENT
FOR THE MARTA SALES TAX (CITY OF ATLANTA)**

THIS AGREEMENT (hereinafter referred to as "Agreement") is made and entered into in the State of Georgia by and among:

(1) **The City of Atlanta ("the City")**, a municipal corporation of the State of Georgia; for the purposes of this agreement the City shall mean, the Mayor or his designee, unless action of the Governing body is required by law to effectuate the decision of the City;

(2) **Metropolitan Atlanta Rapid Transit Authority ("MARTA")**, a public body corporate created by the Georgia General Assembly as a joint public instrumentality of the City of Atlanta and the counties of Fulton, DeKalb, Cobb, Clayton and Gwinnett in the manner specified in that certain Act known as the Metropolitan Atlanta Rapid Transit Authority Act of 1965, 1965 Ga. Laws 2243, as amended, for the purpose of operating a public transit system throughout the City of Atlanta, Fulton County and DeKalb County (the "MARTA Act");

Each of whom is referred to as a "Party" and all of whom are collectively referred to as "the Parties."

RECITALS

This Agreement is made with reference to the following:

WHEREAS, MARTA desires to implement transit expansion in the City of Atlanta via the MARTA Sales Tax Program (hereinafter referred to as "the Program"). The Program will consist of bus enhancements and high capacity transit expansion.

ARTICLE 1. PURPOSE AND PROGRAM DEFINED

1.01. This Agreement is made for the purpose of generally defining the roles and responsibilities for the implementation of the Program as defined herein.

1.02. The Program is defined as the planning, design, construction, and operations of transit expansion within the City of Atlanta, as shown on the attached Exhibit A.

ARTICLE 2. THE PARTIES' RESPONSIBILITIES

2.01. Per the MARTA Act, the MARTA Board of Directors is the official policy making entity to oversee the Program within the City of Atlanta.

2.02. The MARTA General Manager/CEO is responsible for the day-to-day executive management of the Program. The General Manager/CEO will:

- a) Delegate responsibilities for the program to the MARTA Program Management Office (PMO) as appropriate.

December 29, 2017 (continued)

Intergovernmental Agreement for MARTA Sales Tax

- Created the Joint Prioritization Leadership Group

2.15. The Joint Prioritization Leadership Group will include the appropriate executive staff from MARTA and the City of Atlanta. The MARTA team may include, but not be limited to, the following representatives: Chief Administrative Officer, Chief of Staff, staff from Capital Programs and Development, External Affairs, Finance, Operations and Planning. The City executive staff may include, but not be limited to, the Commissioner of Planning, Commissioner of Public Works, Deputy Chief Operating Officer, Executive Director of Atlanta Streetcar, General Manager of Renew Atlanta and TSPLOST and the Chief Executive Officer and Transportation Director of the Atlanta BeltLine, Inc. This group will collaboratively develop potential programming and financing scenarios to implement additional high capacity transit services and Individual Project Management Plans, as contemplated by Section 2.05.

- Created formal Stakeholder Advisory Committee (SAC) and Technical Advisory Committee (TAC) to support *“outreach plan and activities related to program prioritization, management and execution”*
- Bus service changes conducted in accordance with the MARTA Act

2.12. MARTA will conduct bus service changes in accordance with the MARTA Act. The bus services within the City of Atlanta will include expanding service levels on existing routes, and enhancing services during midday, nights and weekends. The MARTA PMO will be working collaboratively with the assigned City of Atlanta PMO Liaison to develop, review and approve the bus improvements associated with the sales tax program. This will include the total share of the sales tax receipts that will be dedicated to implementing bus services. MARTA will continue to hold public hearings to solicit input on proposed changes prior to advancing to the Board of Directors.

August 2, 2018

Memo from AGM of Planning to MARTA Board of Directors

- Update on technical and outreach activities
- Noted increased frequency and expanded bus services on 15 routes
- Public outreach to be completed in August and will be presented to the JPLG and the SAC

MEMO



To: MARTA Board of Directors
From: Benjamin Limmer, Assistant General Manager, Planning
Through: Jeffrey A. Parker, General Manager/CEO
Date: August 2, 2018
Re: More MARTA Atlanta Update

Introduction

This memorandum provides the MARTA Board with an update on technical and outreach activities associated with the More MARTA Atlanta program development efforts. Since the November 2016 passage of the More MARTA Atlanta sales tax, MARTA staff has been working collaboratively with the City of Atlanta to review the universe of project options under consideration, review those options with the public and stakeholders, and culminated with a proposed project list that was presented to the Board at the May 3, 2018 Work Session. The MARTA team has been actively conducting community engagement activities since the beginning of June, our third round for More MARTA Atlanta since 2016, to receive valuable public input on the proposed project list. An analysis of the public input results, as well as the final recommended project list, will be presented to the Board in September for approval consideration.

Proposed Program of Projects

The proposed More MARTA program is a balanced approach to increasing and enhancing transit service, accessibility, and connectivity to communities throughout the City of Atlanta. The plan is based on the program's guiding principles and aligns with the adopted City of Atlanta City Design and Transportation Plan. The proposed program will serve 126 unique neighborhoods and is slated to increase Atlantans' access to jobs by 56%, improve transit service to communities with large minority or low-income populations by 61%, and provide access to 83 grocery stores and 77 healthcare facilities.

The proposed program of projects includes:

- Increased frequency and expanded bus services on 15 routes;
- The introduction of Arterial Rapid Transit (ART) and Bus Rapid Transit (BRT) to increase capacity, speed, frequency, reliability, and access throughout Atlanta;
- The introduction of Light Rail Transit on segments of the BeltLine, Campbellton Road, and the Clifton Line from Lindbergh Center Station to the Emory University/Center for Disease Control campus; and,
- Various system-wide investments in station improvements.

April 25, 2019

JPLG Meeting

- Established a reduced target of \$7M per year for operations only for enhanced local bus to further support the capital expansion program.
- Sustaining capital allocation was discussed.
- Extend sales tax and bond repayment beyond 40 years.
- In recognition of the ongoing efforts to reduce the financial contributions to enhanced bus service under More MARTA Atlanta, MARTA staff reported that opportunities for optimization existed. Proposed modifications will meet authority service standards, no routes are removed.
- Approval at the June board meeting was proposed.
- It was discussed that the City had requested MARTA to move forward with a full bus network redesign.



JPLG ADVISORY COMMITTEE (JPLG)
April 25, 2019

MARCH MEETING RECAP
Financial Assumptions

- ✓ ~\$7M/year contribution to local bus
- ✓ Sustaining capital contribution per FTA guidance
- ✓ Extend sales tax and bond repayment beyond 40 years

Proposed More MARTA Atlanta Bus Service Adjustments

more MARTA ATLANTA

marta PLANNING

November 12, 2020

Intergovernmental Agreement (IGA #2) for MARTA Sales Tax

- Replaced previous IGA
- Incorporated the intent of the One Atlanta Transportation Strategic Plan published in 2019
- Reinforced the Guiding Principles
- Reflected the sequencing plan adopted by the MARTA Board on June 13, 2019
- Noted as a program goal “balancing system expansion with fiscal responsibility and efficient transit operations for Atlanta”
- Added governance roles of Program Governance Committee (PGC), Project Management Team (PMT) and Project Technical Committee (PTC)
- Established that project-based agreements (PBAs) will be executed for each project

**Intergovernmental Agreement
For Development and Implementation of
More MARTA Atlanta Expansion Program**

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- (1) The City of Atlanta (“the City”), a municipal corporation of the State of Georgia; for the purpose of this Agreement the City shall mean, the Mayor or her designee(s), unless action of the Governing body is required by law to effectuate the decision of the City;
- (2) Metropolitan Atlanta Rapid Transit Authority (“MARTA”), a public body corporate created by the Georgia General Assembly as a joint public instrumentality of the City of Atlanta and the counties of Fulton, DeKalb, Cobb, Clayton and Gwinnett in the manner specified in that certain Act known as the Metropolitan Atlanta Rapid Transit Authority Act of 1965, 1965 Ga. Laws 2243, as amended, for the purpose of operating a public transit system throughout the City of Atlanta, Fulton County, Clayton and DeKalb County (the “MARTA Act”);

Each of whom is referred to as a “Party” and both of whom are collectively referred to as “the Parties”. This Agreement memorializes the Parties’ understandings relating to the anticipated activities and respective responsibilities associated with the development, planning, and implementation of the More MARTA Atlanta Expansion Program (“Program”).

This Agreement is entered into by the Parties with the understanding that various projects within the Program will require the utilization of financial assistance from various Federal funding sources, primarily the Federal Transit Administration, and that MARTA will be the recipient of such grant funds. The Agreement recognizes the functions that MARTA, as the recipient of such funds, will be responsible for undertaking and for which it will be held accountable.

This Agreement supersedes the 2011 Transit Service Cooperative Agreement and the current Intergovernmental Agreement for the MARTA Sales Tax (City of Atlanta) dated December 29, 2017. Future project-specific agreements are anticipated between the Parties to address the planning, design, implementation, operation and maintenance of Program elements necessary to advance the expansion and enhancement of transit service, referred to as More MARTA Atlanta projects.

RECITALS

This Agreement is made with reference to the following:

WHEREAS, the residents of the City of Atlanta adopted a 40-year half-cent sales tax in November 2016 for the expansion of MARTA in the City; and

Purpose and Need for a Bus Network Redesign

The MARTA 2040 Bus Network Redesign (BNR) is a **unique opportunity for** MARTA, transit partners, and customers to create a new system of bus routes that will better align with the priorities of Atlanta area residents and businesses today.

MARTA has been tasked to educate the community on the BNR concepts (Coverage vs. Ridership) and seek feedback on the public's preferred design.

Improve Frequency



Service to More Places



Why Bus Network Redesign?

- Shifting demographics, emerging employment districts, increasing traffic congestion, and changing travel patterns.
- Reduce inefficiency in bus system.
- Better access to jobs, education, and essential services.
- Create a better experience for current and future bus riders.
- Can help integrate the bus network, ensuring it connects well to itself and with other modes.



More MARTA Sustaining Capital Allocation

- Sustaining Capital funds support:
 - Additional service impact on the core MARTA System assets
 - Future rehab and replacement of assets used to provide the enhanced service
- The More MARTA Sustaining Capital allocation is based on MARTA historic use of funds (3-year moving average of actual expenses):
 - Historic Operating Use of Funds ~ 67%
 - Historic Capital SGR Use of Funds ~ 33%

Management of More MARTA Atlanta

1. MARTA, in partnership with City of Atlanta, moved quickly to put More MARTA funds to work; enhanced bus service was rapidly deployed
2. MARTA worked collaboratively with the City of Atlanta to develop and implement the methodology for projects and funding in the More MARTA program, including the enhanced bus service
3. MARTA launched a robust public outreach effort and analyzed multiple scenarios to build consensus for a final project list, including bus service enhancements
4. MARTA has worked to secure federal funding to offset operational costs for the enhanced bus service operations
5. The Bus Network Redesign initiative was initiated in partnership with the City and is expected to determine level and type of bus service in the City going forward, which is why the enhance service was not reduced, except during COVID
6. MARTA has been fiscally responsible and accountable to the More MARTA program in management of the sales tax revenue and nothing has been improper

Next Steps

1. More MARTA Atlanta Report to Atlanta City Council quarterly
2. CPMO monitoring of project costs – 30% design commitments of scope, schedule & budget
3. Continued collaborative approach with the City and ABI on project concepts and progression of design
4. Calibration and financial model and overall sequencing plan
5. Evaluating funding opportunities—federal and local—for projects
6. Bus network redesign policy-making and implementation



Thank You

