

MINUTES

WORK SESSION OF THE BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

October 4, 2018

12:10 p.m.

Board Members Present

Robert L. Ashe III
Robert F. Dallas
Jim Durrett
William 'Bill' Floyd
Ryan Carter Glover
Jerry Griffin
Freda B. Hardage
Russell R. McMurry, P.E.*
John 'Al' Pond
Christopher S. Tomlinson*
Thomas Worthy

Staff Members Present

Jeffrey A. Parker
Melissa Mullinax
Elizabeth O'Neill

Also in attendance was Robert Highsmith, Jr. and LaToya Brisbane of Holland & Knight, LLP.

Chairman's Report

Upcoming Meetings

Thursday, October 25, 2018

- Operations & Safety Committee – 10:00 a.m.
- Business Management Committee (immediately following)

Thursday, November 1, 2018

- Work Session – 12:00
- Board – 1:30 p.m.

Approval of the September 6, 2018 Work Session Minutes

On motion by Mr. Worthy seconded by Mr. Floyd, the minutes were unanimously approved by a vote of 8 to 0, with 10* members present.

* Russell R. McMurry, P.E. is Commissioner of GDOT; Christopher Tomlinson is Executive Director of Georgia Regional Transportation Authority (GRTA); and are therefore non-voting members of the MARTA Board of Directors.

General Manager/CEO Report

During the six months since joining MARTA, Mr. Parker said he has heard a lot of feedback around access to restrooms. He announced that staff is working on finalizing a policy to expand the hours of restrooms; making them more available to the public with the intention of rolling out a policy in November.

During today's Board meeting, MARTA Board members representing the City Atlanta, will introduce a resolution on More MARTA.

More MARTA

Mr. Parker provided a presentation on More MARTA

Key Drivers

This project is in alignment with the City of Atlanta's vision, design and transportation plan. MARTA incorporated and looked at the Atlanta Beltline streetcar system plan. Guiding principles were developed. In 2016 there was a vote of the City Council that identified the \$11.5B project list and in that same year, the Referendum was passed. Today we have a program of projects.

The Recommended Plan

The proposed projects on the project list. Some reallocations were made in order to maximize investment in the overall project.

Key changes

- Focused on a light rail project on Campbellton Road
- A \$350M investment in Clifton Road
- Increased the investment in station enhancements
- Added \$200M to the Atlanta Beltline and Streetcar network (with the intention of leveraging innovative funding strategies in P3s)

Summary of Investment Dollars (Capital, O&M, Local Match, Federal Funds & Farebox Revenue)

Amounts to approximately \$2.8B in light rail, approximately \$400M in BRT, approximately \$100M in arterial BRT. The investment in frequency in local bus service amounts to approximately \$340M.

Work Session

10/4/18

Page 3

Priorities

- We will be able to implement approximately 61% of the adopted Atlanta Beltline streetcar plan (with the potential of doing more with innovative financing and P3s);
- Over a \$600M investment in southeast and southwest Atlanta,
- An investment in stations (this will increase with the existing and ongoing capital programs)
- Clifton Corridor and the contingency \$100M and how we will work to close the gap
- Significant investment in the streetcar and bus system

Benefits

We will touch neighborhoods throughout the City of Atlanta; accessing medical facilities, jobs and schools. Holistically, there will be significant outreach throughout the City of Atlanta.

What has been done

- Implemented local bus systems
- Community circulators
- Taken over operation of the streetcar

What will we build

- 22 miles of light rail
- 14 miles of BRT
- 26 miles of arterial BRT

Outcomes

- A clear increase of mobility for workers
- Better connections to universities throughout the system
- A true balance throughout the City
- Last mile connectivity
- Widening the City's vision of growth, conservation, density and mobility

Details of the Projects

▪ *Major Projects*

- Campbellton Road. Accelerate light rail along Campbellton Road. Next step is to work with the City in developing a clear strategy for land use and
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Work Session

10/4/18

Page 4

- development. Work with Renew Atlanta as they make investments in the pedestrian environment in the corridor

Chairman Ashe asked if it is called The Complete Streets Project on Campbellton Road and how does this intersect with that work.

Mr. Parker said one of the corridors Renew Atlanta is investing in is along Campbellton Road. As MARTA develops stations, MARTA will work with Renew Atlanta to ensure that sidewalks, crosswalks and the pedestrian environment is correctly developed

- The Atlanta Beltline. We have a clear commitment to delivering the initial proposed project list that was laid out in May 2018. The additional \$200M will be used to leverage innovative financing P3s along this corridor. When the Beltline was initially envisioned, it was about leveraging investment and development along this corridor (affordable housing and density)
- Streetcar extension. The City has made \$100M investment to-date in the Streetcar. It is operated with More MARTA funds. There is a great opportunity to expand east (to Ponce City Market) and west (to AU Center and the southwest pieces of the Beltline). Expand into the wider transit network that is being developed

Chairman Ashe asked if MARTA is looking at making Auburn Avenue and Edgewood one-way streets to positively impact travel time, thereby getting the Streetcar out of the flow of traffic.

Mr. Parker said this is exactly the type of thing MARTA is exploring.

Mr. Floyd asked if the Streetcar is bi-directional.

Mr. Parker said this is something staff is looking at, how to make the Streetcar more bi-directional.

Mr. Floyd said it appears that all the light rail we are looking at is two sets of tracks.

Mr. Parker agreed that the investment needs to be leveraged and make it as functional as possible.

- Clifton Corridor. Allocated \$250M for this project. Allocated an additional \$100M that we're committing to identify local funds with stakeholders. Began conversation with stakeholders like Emory University to find ways we can jointly develop areas, like TOD development, private development to ensure we can deliver the whole project. This is one of those projects that is interjurisdictional. DeKalb County is going through their transit study at this time

Mr. Durrett asked about the \$100M contingency commitment. He asked if MARTA has gone into detail in terms of how much more would need to be raised.

Mr. Parker said the Authority have identified a need and an ask and will work with partners and stakeholders. Not anyone in particular, it needs to be a wide ask. Also, it would be getting property from property owners; it could be allowing TODs to happen to provide revenue, etc. No stone will be left unturned. This project have regional implications.

Mr. Floyd asked why this project is \$180M contingent – why not some other project.

Mr. Parker said there really is not a shorter segment of this corridor. The first segment needs to go from Lindbergh to N. Decatur and Clairmont. He said he have a lot of confidence we can come up with a funding source.

Mr. Floyd said this line needs to go to Avondale – people in S. DeKalb. It is essential that DeKalb recognize the role it will play in this. Atlanta cannot complete its plan unless it recognized the role of DeKalb and Gwinnett, if they decide to come into this.

Mr. Parker asked that this be thought of in two phases:

- Phase I - Lindbergh down to the Emory area (in DeKalb County at N. Decatur and Clairmont)
- Phase II – the continuation to Avondale. The transit study that DeKalb County is working on will need to consider this

The \$100M is focused around Phase I. It would be a phenomenal project if it went all the way to Avondale.

- Bus Rapid Transit. We've identified some corridors:
 - Summerhill - \$12M TIGER grant
 - Northside Drive and North Ave. over to Bankhead Station

Work Session

10/4/18

Page 6

We need to define what BRT is in this region. It will have impact beyond the City of Atlanta. The Fulton County/400 project, S. Fulton Parkway, Clayton County have a BRT corridor and Gwinnett's plans include BRT. The focus is not just where it goes, but defining Bus Rapid Transit – making it clear to the people who will be using it.

Chairman Ashe said when done right, BRT does not get caught in traffic, but moves in its own dedicated right-of-way. The guarantee of travel time, the certainty that a dedicated lane gives you, gives the benefit of rail in a more economical way.

Mr. Tomlinson said we need to recognize that BRT comes in different modes. We should come up with a design for the entire region. There should be consistency across the region.

- Station Enhancements. Increasing access around the stations. This investment is about right-sizing the stations. There should also be investment in rehabilitating the stations around the entire system. We need a transformational investment – the stations look tired. This is an investment in driving ridership, accessibility and future development

Next Steps

- We need to move from public engagement to educating people about what expectations they have around projects
- Developing the program of projects, schedules and prioritization
- Going from concept to real projects

Mr. Floyd said it is time for the CEO, Board of Commissioners and DeKalb to step up and be part of the regional transit plan. It is vital to see an implementation plan, i.e., show DeKalb what's going to happen, when will it happen. When will people see the benefits of the money they are putting into this – how it will change their neighborhood.

Mr. Parker said a major success of any program is creating expectations for people – showing them what they will get. The next step is to come back to the Board with prioritization list. We will then lay out a high-level implementation plan.

Mr. Durrett said this is an opportunity to have a creative team develop a dashboard that will set expectations and also provide timely information. This is an opportunity to change the way MARTA projects what it is doing and what people hold us to, in a very accessible way.

Work Session

10/4/18

Page 7

Mr. Parker agreed, saying it will be critically important to the overall success of the program.

Mr. Parker directed the Board's attention to a packet of materials that also contained a new resolution approving the program of projects to be funded by the More MARTA Atlanta sales tax. He noted changes to the resolution as follows:

Added three WHEREAS clauses (the last three of the resolution)

- Acknowledged the importance of interjurisdictional issues; pointing out DeKalb County and recognizing that where projects fall within the City of Atlanta in DeKalb County, requires MARTA to cooperate with both jurisdictions
- Identified equity as the guiding principle in this program and recognize having a robust DBE Program
- Identifying where we stand with this program today. There are inherent risks and uncertainties. We are at a conceptual level at this point. We want to recognize the inherent risks

Finally, in the NOW, BE IT THEREFORE RESOLVED clause, we have identified the importance of our DBE Clause.

Chairman Ashe asked the Audit Chair, Mrs. Hardage, to examine whether the Authority should retain outside assistance in performing additional spot-checking on some of the signature authority contracts. Over the last several years, there have been two instances in which the audit function identified ongoing low-level fraud in some of the standard purchasing.

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On motion by Mr. Durrett seconded by Mrs. Hardage, the Board unanimously agreed by a vote of 9 to 0, with 11* members present to go into Executive Session at 1:04 p.m. to discuss litigation.

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Adjournment

The meeting of the MARTA Board of Directors adjourned at 1:32 p.m.