

## MINUTES

### WORK SESSION OF THE BOARD OF DIRECTORS

### METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

June 1, 2017

12:09 p.m.

#### **Board Members Present**

Robert L. Ashe III  
Robert F. Dallas  
Frederick L. Daniels, Jr.  
Jim Durrett  
William "Bill" Floyd  
Jerry Griffin  
Freda B. Hardage  
Russell McMurry\*  
John "Al" Pond

#### **Staff Members Present**

Keith T. Parker  
LaShanda Dawkins  
Gordon Hutchinson  
Goldie Taylor  
Rukiya Thomas  
Elayne Berry  
Wanda Dunham  
Robin Henry  
Ming Hsi  
Benjamin Limmer  
Ryland McClendon  
Emil Tzanov  
Davis Allen  
Erik Burton  
Katherine Dirga  
Abebe Girmay  
Jonathan Hunt  
Kevin Hurley  
Dean Mallis  
Pat Minnucci  
George Wright

Also in attendance were Tom Lauth of Kutak Rock; Woody Vaughn of Holland & Knight.

#### **Chairman's Report**

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#### *Upcoming Meetings*

Thursday, June 29, 2017

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

\* **Russell McMurry is Commissioner Georgia Department of Transportation (GDOT) and is therefore a non-voting member of the MARTA Board of Directors**

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Friday, July 7, 2017

- Planning & External Relations Committee – 10:30 a.m.
- Work Session – 12:00
- Board – 1:30 p.m.

**Approval of the May 11, 2017 Work Session Minutes**

On motion by Mr. Durrett seconded by Mr. Daniels, the minutes were unanimously approved by a vote of 8 to 0, with 9\* members present.

\* \* \*

**General Manager/CEO Report**

**Resolution to Authorize the Issuance, Sale, Execution and Delivery of the Metropolitan Atlanta Rapid Transit Authority 2017B Variable Rate Sales Tax Revenue Refunding Bonds**

The outstanding principle on the bonds is \$180.8M. The closing is scheduled for June 27, 2017. The bonds will mature on July 1, 2017. There are eight years remaining. MARTA received sixteen (16) proposals with over forty (40) alternatives. Winning proponent is Wells Fargo. This will be a direct purchase note. The interest rate is in line with MARTA's prior transactions.

**Update – I-85 Response and Overview**

On March 31, 2017, a fire ignited under the I-85 Piedmont Road overpass causing approximately 700 feet of the two-mile viaduct to collapse. The roadway, a major regional artery which carries an estimated 245,000 motorists each day was immediately shuttered, forcing many Georgians to find an alternative mode of transportation during reconstruction.

**Challenges**

- Accommodate the anticipated influx of new passengers while continuing to deliver on the Authority's promise of 'Routine Excellence'
- Effectively position MARTA as the 'mode of choice' for commuters seeking transportation alternatives during and beyond reconstruction
- Deepen the Agency's bond with community stakeholders as a trusted partner in regional economic growth and prosperity

#### Stepping Up

- Extended rail service and capacity by 20 percent, eliminated weekend single-tracking and Lindbergh turn-back (first weekend)
- Deployed operator-ready rail and buses to key stations to create reserve capacity
- Trained and assigned additional station attendants including mandatory Authority personnel re-assignment and 50 MARTA Army volunteers
- Refined public safety footprint to meet new traffic, cancelled off-days and delayed officer PTO. Increased MPD visibility/presence across all modes of transportation and parking facilities
- IT and Research & Analysis provided station-specific, daily reporting on gate taps and other relevant statistics that informed public statements and messaging
- Deployed four resources to validate station arrival and departure times throughout the system
- IT deployed five additional resources to the Helpdesk to quickly address rider needs

#### First Mile Connectivity

- Communicated alternative station commuting options, including rideshare, Kiss Ride, carpools and bike facilities
- Expanded parking capacity
- Deployed 32 Research & Analysis staffed to monitor utilization

#### Capacity Monitoring

- In partnership with Parking Service, the Marketing and IT teams co-developed a web-based monitoring tool on itsmarta.com to assist customers with real-time information (real-time during morning peak; periodic throughout the service day)

#### Ridesharing

- Uber offered 50 percent off 'pool' fares to and from MARTA stations during peak hours May 3 – 31
- Lyft matched the 50 percent off rides to and from MARTA stations during peak hours May 15 -31

#### Partnerships

- Chick-fil-A provided free breakfast biscuits to hundreds of patrons and MARTA frontline employees for the first two weeks following the I-85 collapse
- IKEA offered free snacks for one day at multiple stations

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### **Marketing & Sales**

- Placed morning rush radio spots on news talk stations including NPR, WSB and 680 The Fan
- Developed how-to video for first-time riders
- Worked with corporate partners and local jurisdictions to facilitate discounted bulk purchased
- Partnered with the Georgia Department of Transportation and Atlanta Falcons to produce message-centric promotion videos

### **Social Media**

- Engaged Twitter and Facebook to disseminate key information such as service and parking updates, commuting tips and tools on how to use MARTA
- Leveraged event hashtags to grow audience, heighten engagement and build community around the MARTA brand
- Increased follows, profile visits and mentions, generating +5 million impressions
- Monitored social chatter and press coverage to identify operations or communications issues and address customer service questions

### **Media Relations**

- Crafted media relations messaging to include service-driven expansion plans, station commuting options, parking information
- Effectuated a 'one voice' strategy by coordinating with federal, state and local agencies and jurisdictions for media avails and briefings
- Proactively pitched both news and feature-driven stories locally and nationally to reach existing new and potential riders, stakeholders and industry influencers

### **Financial**

- Based on initial increase in services, approximately \$150,000 a day in additional cost for the first two weeks after the bridge collapse. Additional services provided were:
  - Increased rail services (capacity and frequency)
  - Increased Police presence
  - Increased parking services
  - Acquired parking spaces from third parties
  - Increased customer service in rail stations
  - Increased maintenance of ticket vending machines

MARTA anticipates reimbursement for all or a significant portion of those costs, funded by stated and federal agencies.

Chairman Ashe thanked the State for the critical role they played.

Commissioner McMurry thanked the MARTA team, noting that communications between the various entities was excellent. Inquiries are coming in from around the nation on how MARTA coordinated and delivered during this event - something good came out of something bad. There were very few negative impressions.

Mr. Parker said Commissioner McMurry's leadership has been the thing people write about. MARTA appreciates and applauds his leadership. He thanked Ms. Taylor and Mrs. Dawkins for a great team effort.

### **Art in Transit Update**

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#### **Our Vision**

- MARTA's Art Program tells customers they are valued, builds community by reflecting and enhancing the communities in which we reside and humanizes the vast scale of the transit environment

#### **Our Mission**

- Create transit spaces that are destinations in themselves so that riders feel ownership and pride in their transit system

#### **Our Values**

- Permanent and temporary visual and performing art offerings add value to the MARTA brand
- Quality offerings share Atlanta's range of talents with our riders
- Art enhancement is distributed equitably across communities and riderships
- We demonstrate that high quality art and community engagement can coexist
- Art in Transit commissions are placemaking (creating landmarks with art) and where appropriate they are also placekeeping (art that reflects the community and tells the community story)
- Communities tell their stories, we listen
- Site-specific art allows each station to become a landmark within the system
- Art provides our customers the opportunity to disengage and have a "present" moment, enhancing the transit experience
- We only select and install high quality art, work that is well-made, durable and isn't "one-note" but offers the viewer an opportunity for additional thought, play or wonderment

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- We set the standard for public art stewardship in the region by conserving what we have and maintaining what we install

**Members of the MARTA Council for the Arts**

- John Phillipson, Chair  
Atlanta Regional Commission
- Morgan Carlisle  
Eyedrum Gallery
- Tyree Smith  
Atlanta Art Space
- Courtney Hammond  
Dashboard
- Marian Liou  
We Love BuHi
- Kevin Sipp  
Gallery 72
- Anne Tracht  
Independent Curator
- Heather Infantry  
Moving in the Spirit
- Hank Houser  
Architect
- Anne Collins Smith  
Spellman University

**Proposed Artwork Commission Site**

- Airport Station – innovative, kinetic, responsive, interactive, landmark artwork

**Looking Ahead to FY 2018**

- Begin work on art commissions at Grant Street and Airport
- Develop conservation/maintenance plan and database
- Refurbish 1-3 artworks from the Collection
- Launch station music program

**Update – 15<sup>th</sup> Amendment**

MARTA is working to set meetings with Fulton and Clayton counties.

**Other Matters**

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Mr. Parker informed Board members that the Living Transit Fund is advocating 5% of funds generated from the MORE MARTA ½ penny be dedicated to a pot of money that will be used for housing around MARTA stations. MARTA attorneys have opined this would be inappropriate use of funds. Secondly, MARTA have been contacted by other entities that wish to use the ½ penny for homelessness, work force development and other things. MARTA have communicated our stance – this is legally inappropriate use of funds.

\* \* \*

On motion by Mr. Durrett seconded by Mr. Griffin the Board unanimously agreed by a vote of 8 to 0, with 9\* members present to go into Executive Session at 1:30 p.m. to discuss litigation and real estate.

On motion by Mr. Durrett seconded by Mr. Griffin the Board unanimously agreed by a vote of 8 to 0, with 9\* members present to adjourn the Executive Session at 1:52 p.m.

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**Adjournment**

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The meeting of the MARTA Board of Directors adjourned at 1:52 p.m.