



**BOARD OF DIRECTORS**

**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**BOARD WORK SESSION**

**THURSDAY, NOVEMBER 14, 2024**

**ATLANTA, GEORGIA**

**MEETING MINUTES**

**1. CALL TO ORDER AND ROLL CALL**

Chair Kathryn Powers called the meeting to order at 12:02 P.M.

**Board Members Present:**

Al Pond  
James Durrett  
Roderick Frierson  
Freda Hardage  
Russell McMurry<sup>1</sup>  
Kathryn Powers  
Rita Scott  
Jennifer Ide  
Jacob Tzegaegbe  
Sagirah Jones  
Valencia Williamson  
Stacy Blakley

**Board Members Absent:**

Thomas Worthy  
Jannine Miller

**Staff Members Present:**

Collie Greenwood  
Steven Parker  
LaShanda Dawkins  
Ralph McKinney  
Rhonda Allen  
Peter Andrews  
George Wright  
Kevin Hurley  
Carrie Rocha

<sup>1</sup> Russell McMurry is the Commissioner of the Georgia Department of Transportation (GDOT). Per the MARTA Act, he is a non-voting member of the Board of Directors.

**Also in Attendance:** Justice Leah Ward Sears, Jonathan Hunt, Paula Nash, Tyrene Huff, Kenya Hammond, Phyllis Bryant

**2. CHAIR'S REPORT**

**Approval of the October 10, 2024, Work Session Meeting Minutes**

Approval of the October 10, 2024, Work Session Meeting Minutes. On a motion by Board Member Hardage, seconded by Board Member Powers, the motion passed by a vote of 9 to 0, with 1 member abstaining and 10 members present.

**Nominating Committee**

Chair Powers announced the Nominating Committee for the 2025 Board Officers.

Members are:

- James Durrett [Chair]
- Valencia Williamson
- Jacob Tzegaegbe
- Freda Hardage

**3. GM/CEO REPORT**

**5-Points Update**

**Alternative Funding Update**

**Rail Service Weekend of October 12, 2024**

**Briefing - Project Snapshot Tool**

**4. EXECUTIVE SESSION**

**Real Estate**

**Litigation**

**Personnel**

**5. OTHER MATTERS**

**6. ADJOURNMENT**

The Work Session meeting adjourned at 1:19 P.M.

Respectfully submitted,



Tyrene L. Huff  
Assistant Secretary to the Board

YouTube link: <https://youtube.com/live/GVtViQRWFVc?feature=share>



# Alternative Funding

Working Group

November 14, 2024

# Agenda

- **Project Description**
  - Overview
  - Objectives
  - Where are we now (Schedule)
- **Peer Systems & Case Studies**
  - Which systems
  - Associated funding sources
  - Data collection
  - Other Sources
- **Screening Criteria**
- **Scenario Modeling**
  - Project Parameters
  - Data needs

## Project Overview



- MARTA's Existing penny sales tax provides **insufficient revenue** to appropriately expand and enhance MARTA services
- Atlanta Regional Commission projects the metro Atlanta population to grow by **nearly 2 million** thru 2050
- **Supplementary funding** sources must be explored

## Project Objectives



- Assess current funding structure and identify gaps or supplementary sources of funding
- Evaluate up to ten potential funding & financing options
- Develop and evaluate four Alternative Funding Scenarios
- Formulate recommendations for implementation of alternative funding sources

# Project Schedule

## Task 2 – Peer System/Case Study Review – 1/31/2025

- ✓ Identify systems
- ✓ Identify funding & financing sources
- Collect information
- Develop screening criteria

## Task 3 – Scenario Modeling – 3/31/2025

- Identify projects, evaluation criteria, and assumptions
- Collect data
- Build/run model
- Draft Technical Report

## Task 4 – Recommendations – 6/30/2025

- Summarize information
- Draft Technical Report

# Case Studies and Funding/Financing Sources

	State Appropriation (includes State Trust Fund for Transit)	Motor Fuel Tax (State Or Local)	Sales Tax	Special Service Districts (SSDs) & Tax Allocation Districts (TADs)	GARVEE Bonds (Direct and Indirect)	TIFIA	P3s (Various)
Transit Trust Fund Program	X		X				
Brookhaven SSD				X			
SANDAG	X		X	X			
California State Transit Assistance Program (STA)	X	X	X				
NJ Transportation Trust Fund Authority	X	X	X		X		X
Cincinnati, OH	X		X				
Columbus, OH	X		X				
TriMet (Portland)	X			X			
RTD (Denver) Eagle P3	X		X		X	X	X
DART (Dallas)			X		X		X
CAPMetro (Austin)			X				X
Transbay Program	X			X		X	
Anaheim Tourism Improvement District							
CTA Red Line Extension (RLE)		X	X	X			
Midcoast Trolley Extension	X		X			X	
MDOT Purple Line	X				X	X	X
Seattle – Tacoma East Link	X		X	X		X	
Moynihan Train Hall				X			
Madrid (Spain)							
Montreal (Canada)							

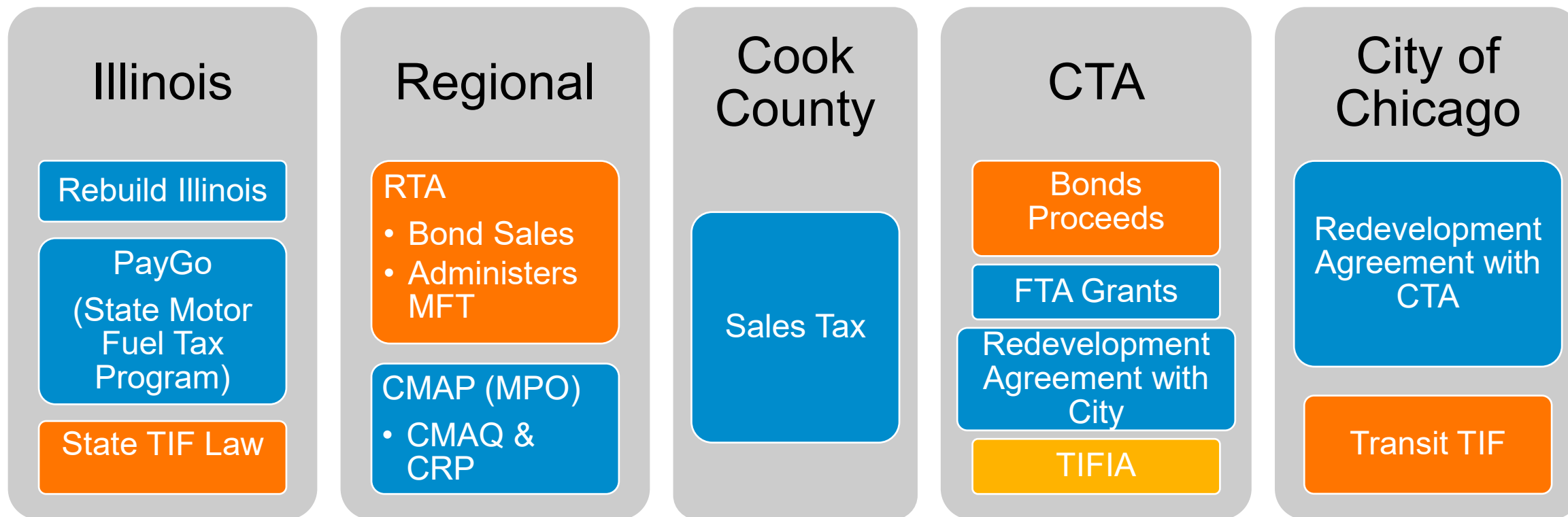


## Information Being Collected

- Project and program type (bus, rail, transit hub, multimodal, etc.)
- Status of project
- Budgets & Capital Plans
  - Project cost (actual and/or estimated)
  - Funding sources
  - Financing Mechanisms
- Project or program timeline, and disbursement and reimbursement schedule (actual and or estimated)
- Project or program owner(s), sponsor(s), or joint partnerships created
- Required approval agencies
- Project or program equity objectives
- Associated legislation
- Best practices and key takeaways

# How is transit funded and financed at all levels?

CTA Red Line Extension Project Example:



Funding ■

Financing ■

Both ■

## Other Alternative Funding Sources

Special Service District (SSD)

State Motor Fuel Tax

Tax Allocation District (TAD)

Georgia Transit Trust Fund

Sales Tax

Public-Private Partnerships (P3)

Grant Anticipation Revenue Vehicles (GARVEE) Bonds (Direct and Indirect)

Transportation Infrastructure Finance and Innovation Act (TIFIA)

State Appropriations

Payroll Transit Tax

Pension Funds Transit Tax

Hotel Tax

Rental Car Tax

Tax increment Financing

Municipal Bonds

Naming Rights

Toll Revenues

Land Sales

RRIF

Private Activity Bonds

# Screening Criteria Options

## Yield

- What is the path of revenue flow via funding source or financing mechanism?
- Is money raised at the front end of project or at the end of the project? Can this be changed?

## Equity

- Who is bearing the cost of the funding source?
- Is the funding strategy equitable across geographies (ex. Are Gwinnett residents funding Buckhead projects?)

## Legality

- What are the required actions to establish a funding source?
- What is the legal flexible of the funding mechanisms?

## Political Acceptability

- Was legislation required for funding or financing? Was funding voted on?

## Cost Efficiency

- What is the funding source cost relative to other costs in the same taxing structure?
- Is money raised at the front end of project or at the end of the project? Can this be changed?

## Administrative, Collection & Compliance Costs

- What is the administrative cost of implementing (staffing needs, revenue collection costs, reporting costs, etc.)?
- How are funds administered (are there procedures for reporting, enforcement, etc.)?

## Ease of Implementation

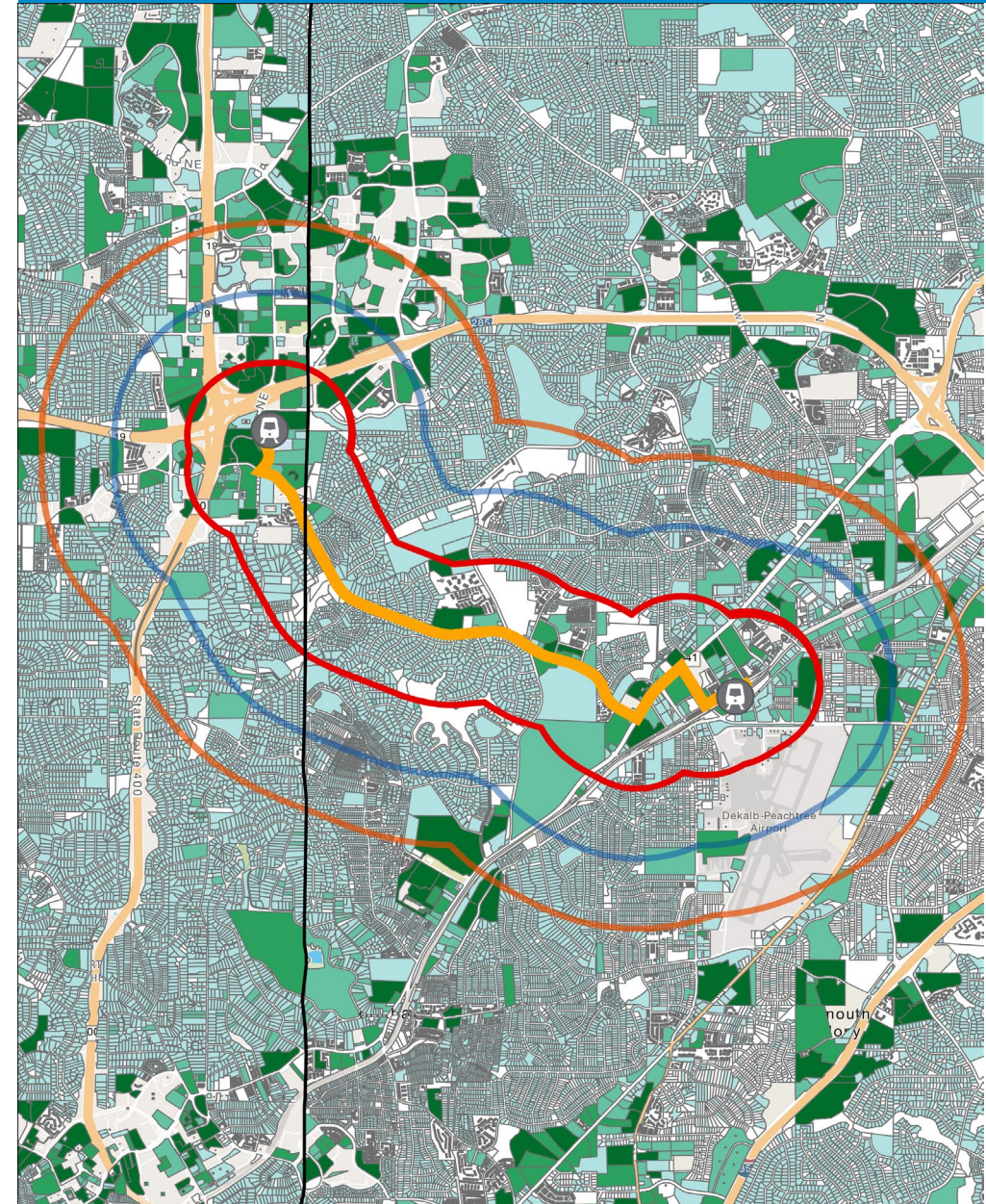
- For P3s: What are the varying capabilities of different P3 arrangements?
- What is the timeline for implementation of the funding structure?

## Potential Revenue Leakage

- Is this a stable revenue source? Is the revenue dependent on the market and economy?
- What restrictions on usage exist for the funding source or mechanism? (Can funds be used for only capital? Within specific boundaries? Only for bus projects? Etc.)

## Scenarios & Modeling

- **Which Projects?**
  - Various modes
  - Various geographies
  - Station areas
- **Data Needs**
  - Capital, O&M Costs
  - Alignment, station areas
  - Ridership projections
  - Fare recovery rates





Questions?

# MARTA Project Snapshot Tool Dashboard

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## ***Intent***

*To create an interactive tool that the public can view the status of MARTA's Capital projects*





## ***Information Population and Updates***

**The information is updated monthly after the month-end reports are created to reflect the current spending on projects.**

**The Project Initiation team have continued collaboration with Project Managers for updates regarding schedules, scope and stage or phase the project.**

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Service Alerts

6  Bus Alerts

5  Train Alerts

 Streetcar Alerts

9  Escalator Elevator

 Restroom Alerts



Plan a Trip

Get to Know MARTA ▾

Fares & Reload ▾

More ▲



### About MARTA

- [Leadership](#)
- [History & Vision](#)
- [Agent for Service of Process](#)
- [MARTA Service Standards](#)
- [Key Performance Indicators](#)
- [MARTA in Your Community](#)
- [MARTA Sustainability](#)
- [MARTA EMS](#)
- [News & Press](#)
- [Incidental Use](#)
- [Photography & Film Policy](#)
- [Reports & Publications](#)
- [MARTA Legal Documents](#)
- [Public Hearings and Meetings](#)
- [Station Management Program](#)

### Board of Directors

- [Board Leadership and Overview](#)
- [Board Documents](#)

### Projects

- [Projects Overview](#)

### Careers at MARTA

- [How to Apply](#)
- [Current Job Openings](#)
- [Benefits](#)
- [Culture](#)
- Diversity & Inclusion**
- [Overview](#)
- [Equal Employment Opportunity Plan](#)
- [Disadvantaged Business Enterprises \(DBE\) Program](#)
- [MARTA Accessibility Committee](#)

### MARTA Customer Experience

- [Riders' Advisory Council](#)
- [MARTA HOPE Program](#)
- [MARTA's Transportation Assistance Program for the Homeless](#)

### Employee Links

- [Employee Portal](#)
- [Pension Information](#)

### MARTA Police

- [Overview](#)
- [Our Mission](#)
- [Chief of Police](#)
- [Police Operations](#)
- [Police Administration](#)
- [Crime Analysis](#)
- [Join the Force](#)
- [Awards & Recognition](#)
- [Office of Professional Standards](#)
- [Community Outreach](#)
- [FAQs](#)

### Transit Oriented Development

- [TOD](#)
- [Real Estate](#)
- [Artbound](#)
- [Contacts](#)

### Procurement

- [Overview](#)
- [Current Opportunities](#)
- [Bid Results](#)
- [Recently Awarded](#)
- [Cancelled Opportunities](#)
- [Anticipated Procurement](#)
- [iSupplier Registration](#)
- [iSupplier Login](#)

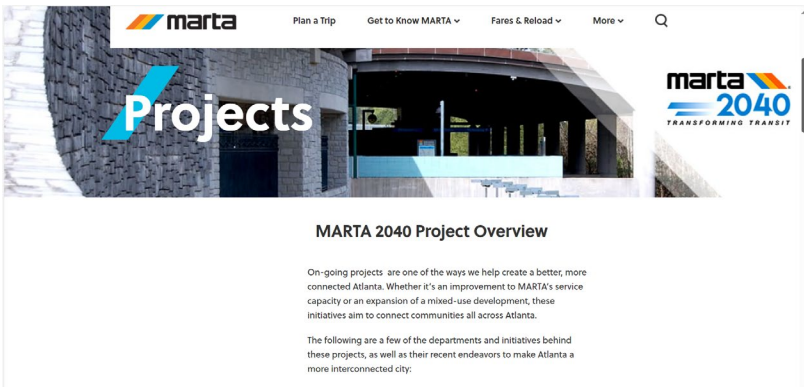
### Advertising

- [Advertising on MARTA](#)

### Contact

- [Helpful Phone #s & Emails](#)
- [Mailing Addresses](#)
- [Comments & Suggestions](#)
- [Know Your Rights](#)
- [Lost Item Inquiry Form](#)
- [MARTA Headquarters](#)





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## Transit Oriented Development (TOD) Projects

With the support of our community and the city of Atlanta, we've made transit oriented development, or TOD, a staple of MARTA's efforts throughout the metro area. These developments help promote economic growth and public transit ridership while boosting quality of life for people all across Atlanta. [Learn more on our TOD web page.](#)

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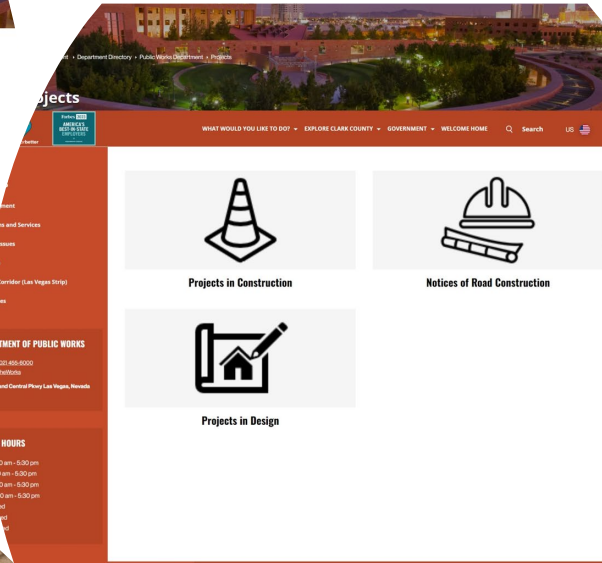
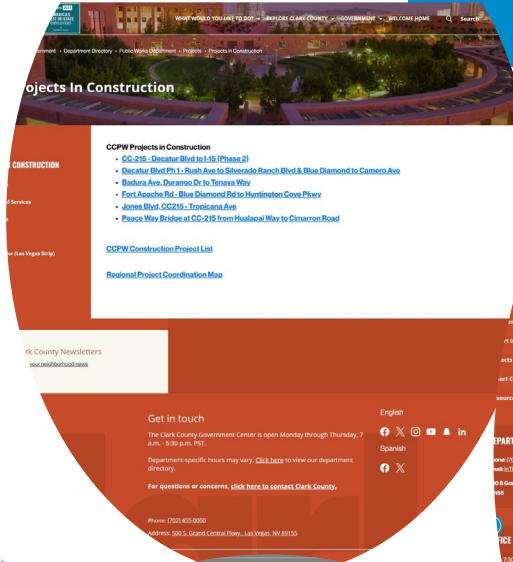
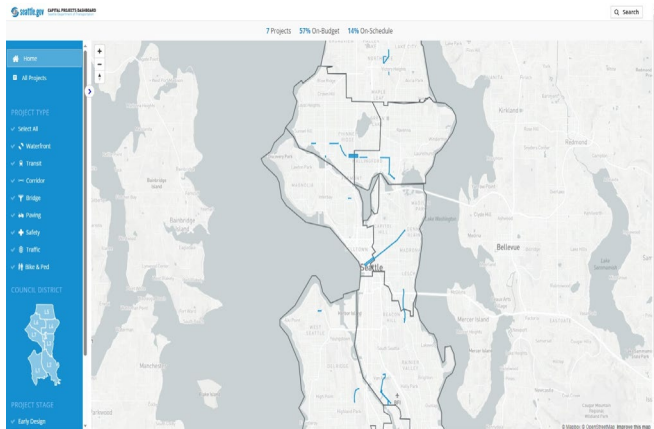
## Capital Projects

In addition to large-scale development projects and those aimed at improving MARTA's core services, we also regularly address the needs of the entire MARTA system. This includes projects aimed at enhancing and replacing current amenities, expanding our services and rehabilitating underused or outdated features.

The following are projects currently underway:

- [Brookhaven Station Rehabilitation](#)
- [Public Address System Upgrade](#)
- [Digital Customer Information Enhancements: Signage & Mobile App](#)
- [Rail Station Supervisor Booths](#)

# City of Seattle



### Madison Street Bus Rapid Transit

**Project Website**

- The baseline cost estimate is 5% to 10% over cost goal of \$144.5M due to added costs to underground utility conflicts and other unanticipated conditions affecting pole and conduit placement and roadway base.
- The project is more than 30 days beyond the construction substantial completion goal date of June 2024 due to added days in resolving conflicts and unanticipated conditions.

**Description:**

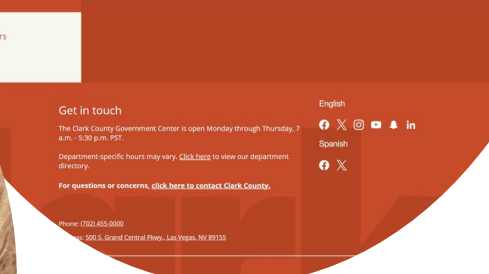
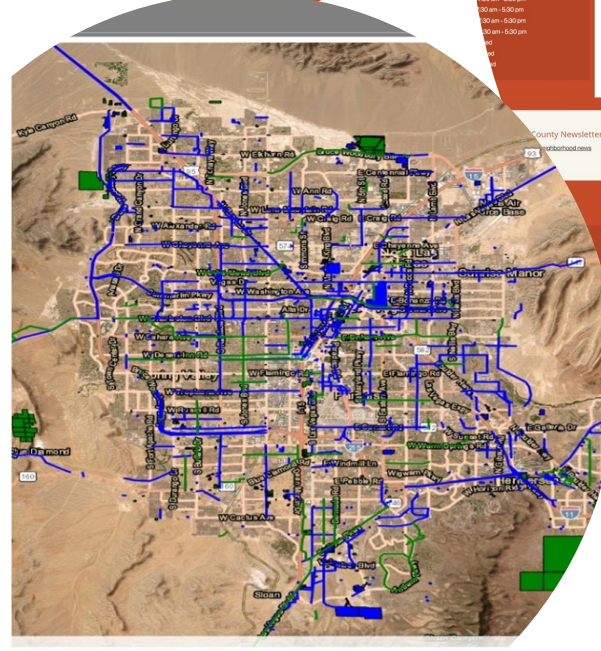
This project is a full-featured bus rapid transit project on Madison Street from 1st Avenue in downtown to Martin Luther King Jr. Way East, in Madison Valley. The purpose of the project is to improve transit capacity, travel time, reliability, connectivity, comfort, visibility and legibility in the Madison corridor, while also making related improvements to pedestrian and bicycle access as well as the streetscape and public realm. In so doing, the project would improve overall mobility in a dense and rapidly developing corridor that spans diverse neighborhood districts from center city to historic Capitol Hill, the central area, and east to Madison Valley.

<b>Cost Estimate</b>	<b>\$154.7 million</b>	<b>Spent</b>	<b>\$136.8 million</b>
<b>Design Completion</b>	<b>May, 2021</b>	<b>Construction Completion</b>	<b>September, 2024</b>

**Stage**

Early Design | Final Design | Preconstruction | **Construction** | Closeout

**Seattle Department of**



# Clark County, NV (Las Vegas)



## Transport Workers Union of America Organizing Campaign Briefing

LaShanda R. Dawkins  
Interim Chief Administrative Officer

# Overview

- Background Information
- Governing Authority
- The Positions
- Transport Workers Union of America (TWU)
- Election Process and Logistics

# Background Information

- The worker-led organizing committee and senior leaders of TWU met with MARTA leadership in June of 2024
- TWU advised that they had achieved a majority showing of interest with signed authorization cards
- The employees that are seeking representation has grown since 2021
- The International President of TWU traveled to Atlanta to meet with MARTA leadership to further discuss a path towards recognition for the specified class of employees

# Governing Authority – MARTA Act

- The governing authority for the action that TWU wants the Board to take is the MARTA Act
- The MARTA Act expressly grants authority in the MARTA Board of Directors
- The Board may provide for the recognition of authorized representatives of the employees of the Authority
- Every labor agreement entered into by the Authority shall provide for grievance arbitration and shall specify the procedure



# The Positions

Maintenance Planner – Bus  
Sr. Maintenance Planner – Bus  
Supervisor Bus Maintenance  
Division Dispatcher  
Supervisor Bus Transportation  
Bus & Rail Store Supervisor  
Foreman Buildings Supp Equipment  
Foreman Industrial Wastewater  
Foreman Paint Shop Facilities  
Maintenance Planner Facilities

Electrical Maintenance Inspector  
Foreman Power  
Foreman Track & Structures  
Foreman Train Control  
Planner Automatic Train Control  
Planner Electrical Maintenance  
Planner Track & Structures  
Instructor Auto Train Control  
Instructor Bus Operations  
Instructor Bus Technical

# The Positions

Instructor Car Maintenance Elect  
Instructor Car Maintenance Mech  
Instructor Central Control  
Instructor Central Maintenance  
Instructor Electrical Power  
Instructor Light Rail Ops  
Instructor Rail Operations  
Instructor Track  
Foreman Communication  
Foreman Computer Maintenance  
Maintenance Planner-Rail

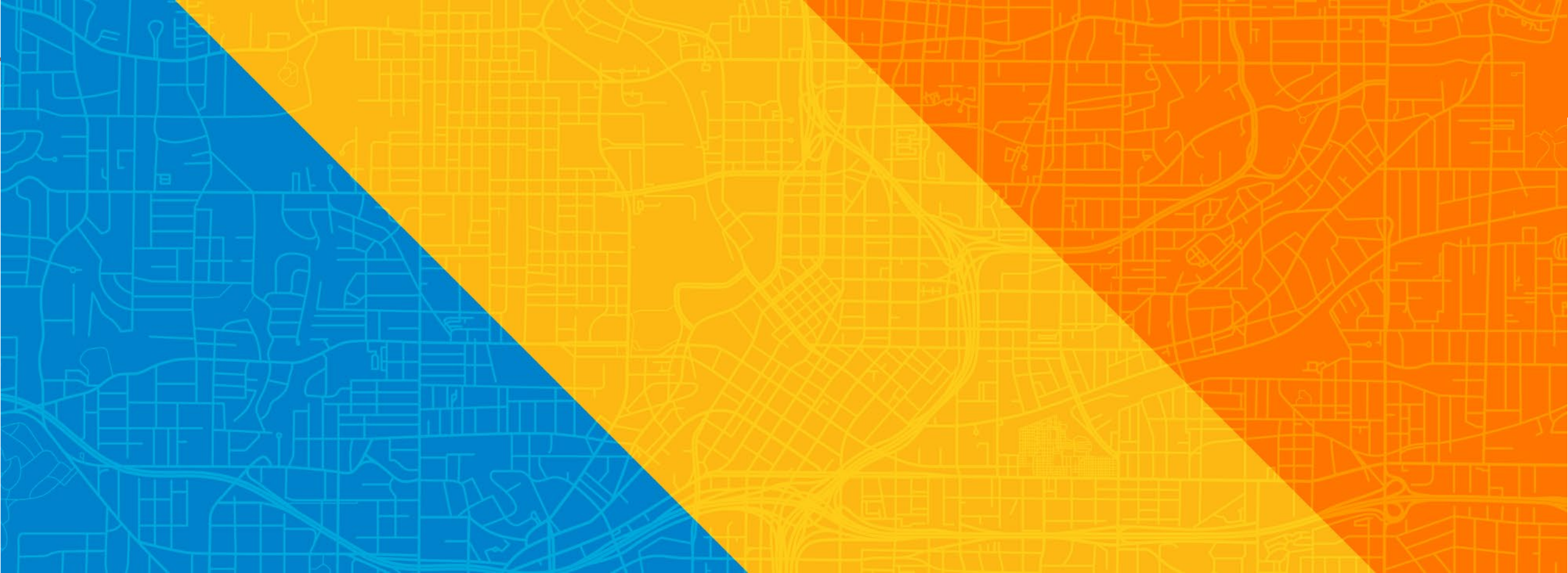
Supervisor Car Repair Inspection  
Supervisor Light Rail Maintenance  
Supervisor Rail Car Appearance  
Dispatcher-Rail Transportation  
Supervisor Light Rail Transportation  
Supervisor Rail Line  
Supervisor Station Care  
Dispatcher Radio Communication  
Rail Service Controller  
Communications Coord IOC  
Safety Ops Officer

## Who is TWU?

- An AFL-CIO affiliated labor organization
- Represents more than 155,000 workers across the airline, railroad, transit, universities, utilities, and service industries
- Represents frontline workers and supervisors
- Transit agencies include New York MTA, Houston Metro, San Francisco MUNI, Philadelphia SEPTA, Columbus COTA, Miami-Dade County Transit

# Elections Process/Logistics

- Engage an election management service
- Governed by an Election Agreement
- Election to occur at designated MARTA facilities
- Certification determined by a majority of votes cast



Thank You

