

MINUTES
MEETING OF THE BOARD OF DIRECTORS
PLANNING & EXTERNAL RELATIONS COMMITTEE
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

July 14, 2016

The Board of Directors Planning & External Relations Committee met on July 14, 2016 at 10:38 a.m. in the Board Room on the 6th Floor of the MARTA Headquarters Building, 2424 Piedmont Road, Atlanta, Georgia.

Board Members Present

Robert F. Dallas
Jerry Griffin
Freda B. Hardage, Chair
Christopher Tomlinson

MARTA officials in attendance were: General Manager/ CEO Keith T. Parker, AICP; Chief Operating Officer Rich Krisak; Chief Administrative Officer LaShanda Dawkins (Interim); Chief Financial Officer Gordon L. Hutchinson; Chief Counsel Elizabeth O'Neill; AGMs Joseph Dorsey (Acting), Ming Hsi, Jeff Masisak (Acting); Ryland McClendon and Donald Williams (Acting); Executive Director Ferdinand Risco; Directors Onyinye Akujuo, Lyle Harris, Carol Smith and William Taylor; Manager Alisa Jackson; Manager, Executive Office Administration Tyrene L. Huff; Sr. Executive Administrator Brenda L. Williams. Others in attendance Davis Allen, Rhonda Allen, Carlos Arrieta, Joseph de St. Arbin, Abebe Girmay, Nicholas Gowens, Lekha Mukherjee, LaTonya Pope, Kamiz Sultana Sathi, Christopher Silveira and Tameka Wimberly.

Also in attendance Derek Crider, Zack Grant, Torwo Jaiyeoba and Scott Brown of AECOM; Betty Willis of Emory.

Consent Agenda

- a) Approval of the June 2, 2016 Planning & External Relations Committee Meeting Minutes
- b) Resolution Authorizing Approval of 2016 – 2019 Title VI Program

On motion by Mr. Griffin seconded by Mr. Tomlinson, the Consent Agenda was unanimously approved by a vote of 3 to 0, with 3 members present.

Individual Agenda

Briefing – Route Productivity and Ranking Process

Mrs. Mukherjee briefed the Committee on the Authority's process improvement for MARTA's bus ridership analysis.

MARTA's current process is to analyze and assess route performance, identify underperforming routes and then initiate mark-up changes based on those findings. However, staff went one step forward and consulted with peer agency, Charlotte Area Transit System (CATS) to determine how they analyze route performance. They have a unique process of indexing and ranking the route based upon performance measures. MARTA took the best features from its current process and CATS' process, which resulted in a new integrated process.

New Integrated Process

- **Key Performance Measures**
 - **MARTA Core – Pass per Hour, Total Cost, Average Load**
 - **MARTA Customer Experience**

The New Integrated Process consists of the following components:

- **Route Ranking Process is developed by normalizing and/or standardizing the performance measures for statistically valid results**
- **Mark-up period data is recommended to ensure data consistency for productivity analysis (using MARTA Core Performance Measures)**
- **Monthly/Quarterly data is recommended to measure customer experience and satisfaction level (using MARTA Customer Experience Performance Measures)**

MARTA Core will now be driven by route productivity which encompasses how many passengers per hour. The total cost per passenger will tell us the cost effectiveness of the route. The average load and occupancy will tell us how much of the service is being utilized – is MARTA providing too much service on a particular route – too little?

MARTA Customer Experience – Performance Measures

- **On-Time Performance – measures reliability**
- **Quality of Service (QOS) Customer Satisfaction – measures customer satisfaction**
- **Max Load – measures customer comfort**
- **Quarterly Route Safety Data – measures customer safety**

Five Top Performing Routes as of December 13, 2014 - December 11, 2015:

	<u>Route</u>	<u>Index Value</u>
1.	196	1.47
2.	186	1.45
3.	83	1.40
4.	39	1.40
5.	78	1.33

Five Lowest Performing Routes as of December 13, 2014 - December 11, 2015:

	<u>Route</u>	<u>Index Value</u>
1.	195	0.72
2.	25	0.63
3.	148	0.56
4.	191	0.44
5.	800	0.02

The Core process will drive MARTA's major service modifications (a process that happens three (3) times per year).

The Customer Experience will be analyzed quarterly.

Next Steps

- A one-year pilot analysis of Route Productivity & Ranking Process will be conducted beginning July 2016 through July 2017
- Identification of key findings and recommendation of changes to the current Service Standards
- Present revised Service Standards to the Board for approval and adoption for FY 18

Mr. Griffin asked about Passenger Per hour average.

Mr. Silveira said Passenger Per Hour is taking the number of passengers per weekday average divided by number of revenue hours that the route is in operation, i.e., 100 passengers riding and the route runs for only 5 hours total – 100 divided by 5 = 20 average Passengers Per Hour.

Mr. Williams noted there is some overcrowding. MARTA will increase frequency with the idea of providing the most comfortable ride possible.

Clifton Corridor Transit Initiative

Ms. Wimberly briefed the Committee on the status of the Clifton Corridor Transit Initiative. The briefing provided an overview of the technical evaluations that have taken place to identify alignment(s) for environmental review. The update also provided information about recent public outreach and coordination with CSX.

Status Update

- Traffic analysis conducted – July through September 2015
- Alternatives refined – September 2015 through January 2016
- Ridership estimates have been underway since September 2015 to present
- Community outreach and CSX coordination is ongoing

Alignment Selection

The objective is to find an alignment that is not only cost effective but maximizes performance and reduces impact to the environment. MARTA seeks an alignment that increases ridership and lowers cost.

The Clifton Corridor alignment is not within the interstate right-of-way. On the western side is Lindbergh Center station, going thru the back of Cheshire Bridge, adjacent to CSX, going through Emory CDC Campus, on through the North Decatur area, the Suburban Plaza area and ending at Avondale Station. Currently the East & West and North & South lines are only connected at Five Points. Implementing the Clifton Corridor, would give patrons another opportunity to connect from north-south-east-west.

The Locally Preferred Alternative (LPA) was an alignment adopted by the MARTA Board in 2012. As more information was gathered over the years, the alignment has improved due to community feedback, engineering, etc.

Alternative I (the LPA) is characterized by three tunnels. Tunnels serve a great purpose in avoiding congested areas, environmental issues, etc.

Alternative II (at-grade) is characterized by traveling in the same lanes as vehicles.

Preliminary Traffic Analysis

- September 2015 Traffic Workshop and Coordination
 - Addressed travel time, level of service and delay
- Key findings
 - Light rail running in street will cause major delays in traffic in 2040
 - Briarcliff-Clifton-Haygood arterial improves traffic flow
 - Grade separated alignment is best

Alternatives Evaluated

- LPA from 2012 updated
- At-grade alternatives
- Deep tunnel Alternative to avoid congested areas
- Alternatives within the CSX right-of-way
- Ridership – 25,000 to 33,000 daily
- Frequency – 7.5 min (LRT/HRT) and 3 min AMT
- Capital Cost - \$800M to \$2,500M*
- Operating Cost - \$15.4M to \$39.0M annually*
- Travel Time (Lindbergh-Avondale) – 21 to 32 min
- Travel Time (Lindbergh-Emory) – 10 – 11 min

*All costs are in 2015 \$'s

Alternatives and Recommendations

After evaluating twelve (12) alternatives, the following were selected to undergo environmental review:

- Light Rail (Alternative 6) – avoids traffic in most congested areas with a tunnel from Old Briarcliff to Gatewood Drive on Emory Campus
- Light Rail (Alternative 7) – grade-separated mode; deep tunnel from Old Briarcliff to Superior; community supported; less impacts

Alternative Pros/Cons

<u>Alternative</u>	<u>Advantages (Pros)</u>	<u>Disadvantages (Cons)</u>
Alt 1 (LRT) LPA	<ul style="list-style-type: none">- Good travel times/reliability- Low property impacts- Mixed community support	<ul style="list-style-type: none">- High capital costs due to bored tunnels- Loss of traffic lanes on Clifton Road- Potential impacts to historic resources- Less accessible to Emory Univ main campus and Emory Hosp
Alt 6 (LRT)	<ul style="list-style-type: none">- Good travel times/reliability- Lower capital costs- Low traffic impacts- Access at Emory Univ/Hosp core	<ul style="list-style-type: none">- Potential impacts to historic resources- High number of property impact- Lack of community support
Alt 7 (LRT)	<ul style="list-style-type: none">- Better travel times/reliability- No traffic impacts- No physical impact to historic resources- Lower number of property impacts- Access at Emory Univ/Hosp core- Community support due to less impacts	<ul style="list-style-type: none">- High capital costs- Some impacts from tunnel boring

Phase I Alignment

- Alignment would terminate at Emory Campus
- Benefits include:
 - Less costly
 - More competitive
 - Daily ridership ranges from 17,338 – 18,790 (depending on the alignment)
 - Strong support from stakeholders
 - Reduces property and traffic impacts

Planning & External Relations Committee

7/14/16

Page 7

Phase II Alignment

- Alignment would terminate at Avondale
- Considerations:
 - Completes connection between North/South & East/West lines
 - Less developed than Phase I
 - Weaker support from stakeholders
 - Property and traffic impacts along N. Decatur Road

Recent Community Outreach

- Held neighborhood meetings with several communities within the corridor
- Participated in Decatur Book Festival – September 5, 2015
- Business Canvassing – October 13-15, 2015
- Festive Friday, May 6, 2016

Recent CSX Coordination

- Met with CSX officials on February 9, 2016
- Proposed operating Clifton Corridor in shared right-of-way
- Also potential infrastructure improvements for CSX:
 - Additional CSX track for 4 miles
 - Additional access road
 - Drainage upgrades
 - Improved bridges
 - Improved safety measures
 - Improved crossings
- Cost of proposed improvements is unknown
- Next steps – follow up with CSX officials

Schedule

- Ridership Modeling, Finalize EIS Alternatives – through summer of 2016
- City of Atlanta Sales Tax Referendum – November 2016
- Environmental Technical Reports – early 2017
- Public Involvement & Outreach – throughout the process
- Draft Environmental Impact Statement (DEIS) – mid to late 2017
- Public Hearings – late 2017
- Final EIS (FEIS) – December 2017

Planning & External Relations Committee

7/14/16

Page 8

The completion of this process is slated for late 2017, followed by a Record of Decision (ROD) from the Federal Transit Administration (FTA). A concurrent objective would also be to request entry into Project Development, thereby positioning Clifton Corridor to compete for federal funds under the New Starts program.

Mr. Dallas asked has consideration been given to an elevated track over the CSX railroad track.

Ms. Wimberly said it's a possibility and must be coordinated with CSX. She asked Board members to keep in mind an elevated track produces a visual impact – producing a very a dark track.

Mr. Dallas asked if CSX is interested in sharing their tracks.

Ms. Wimberly said that once MARTA opened the conversation about possible improvements for them, the conversation changed. They would like to maximize their profits.

Mr. Tomlinson referenced slide 16, Alternative 6. He stated that this is an alternative that does not use CSX right-of-way.

Ms. Wimberly said MARTA would be outside of the CSX right-of-way; but impacting the backyards of homes in this area - homes are literally on the right-of-way.

Mr. Tomlinson referenced the Emory/CDC area, where MARTA would cross or intersect CSX

Ms. Wimberly noted that MARTA would come out of a tunnel and go over CSX via a bridge

Other Matters

Mrs. McClendon made the following announcement:

- Clayton County Jurisdictional Briefing
August 2, 2016

Planning & External Relations Committee
7/14/16
Page 9

Adjournment

The Planning & External Relations Committee meeting adjourned at 11:19 a.m.