



**BOARD OF DIRECTORS**

**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**WORK SESSION**

**THURSDAY, FEBRUARY 11, 2021**

**ATLANTA, GEORGIA**

**via Webex**

**MEETING MINUTES**

Board Chair Rita Scott called the meeting to order at 12:00 p.m.

<b>Board Members Present</b>	<b>Staff Members Present</b>
Robert Ashe, III	Jeffrey Parker
Stacy Blakley	Collie Greenwood
Jim Durrett	Rhonda Allen
William Floyd	Luz Borrero
Roderick Frierson	Melissa Mullinax
Ryan Glover <sup>1</sup>	Elizabeth O'Neill
Russell McMurry <sup>1,2</sup>	Franklin Rucker
John Pond	Raj Srinath
Kathryn Powers	
Rita Scott, <b>Chair</b>	
Reginald Snyder	
Christopher Tomlinson <sup>1,2</sup>	
W. Thomas Worthy	

Also, in attendance: MARTA Board General Counsel Justice Leah Ward Sears of Smith, Gambrell & Russell, LLP; other MARTA staff members: Heather Alhadeff, Marsha Anderson Bomar, LaShanda Dawkins, Jacqueline Holland, Tyrene Huff, Jonathan Hunt, Kevin Hurley, Michael Kreher, Patricia Lucek, Gena Major, Paula Nash, Santiago Osorio, Larry Prescott, Kirk Talbott, Emil Tzanov, and George Wright; other guests: Jarrett Walker and Michelle Poyourow of Jarrett Walker + Associates.

**Report from the Chair**

Chair Rita Scott noted that both Vice-Chair Roberta Abdul-Salaam and Board Member Freda Hardage were not in attendance due to prior and unavoidable commitments.

<sup>1,2</sup>Board members Ryan Glover, Russell McMurry, and Christopher Tomlinson joined the meeting after the vote to approve the minutes.

<sup>2</sup>Russell McMurry is Commissioner of the Georgia Department of Transportation (GDOT) and Christopher Tomlinson is Executive Director of the Georgia Regional Transportation Authority (GRTA). Per the MARTA Act, both are non-voting members of the Board of Directors.

*Approval of the January 14, 2021 Work Session Meeting Minutes*

Chair Scott called for a motion to approve the minutes. A motion to approve was made by Board Member Jim Durrett and seconded by Board Member Roderick Frierson. The minutes were approved unanimously by a vote of 10 to 0 with ten members present.<sup>1,2</sup>

Chair Scott announced that during the next Board Work Session on March 11 an in-depth discussion regarding the selection/election process for Board officers will be held.

At Chair Scott's request, Board Member Robert Ashe III spoke to the possible introduction of a bill in the Georgia General Assembly regarding the venue for personal injury lawsuits filed against MARTA. The MARTA Act directs that such lawsuits should be filed in Superior Court; however, from time to time, plaintiffs mistakenly file in State Court. Re-directing the case from State to Superior Court is time-consuming and can be costly. The proposed bill would allow personal injury lawsuits against MARTA to be heard in State Court, if filed there. Further updates will be provided to Board members as the bill proceeds through the General Assembly.

**Report from the General Manager/CEO**

*MARTA Transformation Initiative 2.0*

GM Parker, along with Deputy General Manager of Operations Collie Greenwood and Chief Administrative Officer Luz Borrero, provided an in-depth presentation of long-term administrative and operational efforts being made to maintain MARTA's existing stability, address industry-wide uncertainty/changes to public transportation due to COVID-19, as well as MARTA's future structural deficit. See attached: "2021-02-11 MARTA Transformation Initiative 2.0."

MARTA brought on Adelee Legrand to review prior studies and audits, including the KPMG comprehensive audit (2013), North Highlands review of HR Department (2019), KPMG MARTOC audit (2020). She benchmarked and prioritized the reports, which has helped in the development of the Transformation Initiative 2.0.

Chief Administrative Officer Borrero presented the administrative objectives for the transformation initiative, which included: human resources, information technology, payroll & accounts payable, workers' compensation, and real estate & transit-oriented development.

Deputy General Manager Greenwood presented the operational objectives for the transformation initiative, which included: bus network redesign, micro-transit, bus rapid transit, modernized rail cars, rail station transformation, mobility as a service (MaaS), and automated fare collection.

Board Member William Floyd asked if a funding analysis of the savings these changes will provide and whether additional sources of revenue are being explored such as property taxes or federal grants.

GM Parker stated that there is a structural deficit ahead of us that these initiatives will address. As we move forward with each one, we will go deeper into the financial impact with the Board.

Chair Scott asked that as these transformational initiatives are rolled out that staff ensures seniors are meaningfully engaged.

*Bus Network Re-design*

Deputy Chief of Bus Operations Santiago Osorio introduced the bus network re-design project that will be led by Jarrett Walker and Michelle Poyourow of Jarrett Walker + Associates.

Mr. Walker introduced the process whereby MARTA will work with its county and city jurisdictions and the riding public to re-design the current bus network by examining the competing needs of ridership and coverage. See attached: "2021-02-11 Bus Network Redesign."

The re-design will examine how to increase transportation access – to jobs, school, shopping, etc. Competing goals that will be explored as part of the re-design include ridership and coverage. Public engagement will be integral and central to the process.

Board Member Tomlinson asked about the timeline for the re-design. Ms. Poyourow stated that public engagement is anticipated to begin in late spring or early summer and that a draft plan should be ready this fall.

Board Member Tomlinson also asked how the process will factor in the urban planning element of areas targeted for future growth. Mr. Walker responded that representatives from the service area counties and cities would be included and that land use planning will be an integral part of the discussion.

**Other Matters**

None.

**Adjournment**

The Committee meeting adjourned at 1:27 p.m.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tyrene L. Huff". The signature is written in a cursive style with a large initial 'T' and 'H'.

Tyrene L. Huff  
Assistant Secretary to the Board



# MARTA Transformation Initiative 2.0



# Our future must be:

- ✓ Customer Focused
- ✓ High Performing
- ✓ Cost Effective

# Financial Imperative

Assumes No Fare Increase



# Two Track Approach

## Administrative

Human Resources

Information Technology

Payroll & Accounts Payable

Workers' Compensation

Real Estate & TOD

## Operations

Bus Network Redesign

Microtransit

Bus Rapid Transit

Modernized Rail Cars

Rail Station Transformation

Mobility as a Service

Automated Fare Collection 2.0

# Administrative Transformation Objectives

1. Achieve greater efficiencies to reduce management costs through business process changes/enhancements
2. Improve service delivery and optimize internal and external customer experience
3. Leverage technology to lower administrative support costs
4. Accelerate delivery of technological solutions across the organization to support organizational rightsizing
5. Better monetize all of MARTA's real estate assets

# Human Resources Opportunities

- Achieve Personnel Cost Efficiencies in Talent Acquisition
  - Streamline Lifecycle of Talent Recruitment & Onboarding
  - Improve data quality to make better informed decisions and achieve results faster
  - Eliminate manual processes via technological innovations
- Examine HRIS / Payroll delivery method for improved efficiencies
  - Improve employee engagement and satisfaction levels
  - Lower the cost of HRIS / Payroll delivery

## Human Resources Next Steps

- Validate the assumptions from prior studies
  - Conduct cost-benefit analysis
  - Conduct market engagement sessions
  - Determine if cost savings and efficiencies are achievable
- Research current trends in the industry
  - 60% of larger companies deliver HR services to employees via shared service organizational models
  - More than 40% of larger companies rely on significant outsourcing for some combination of employee HR documentation services and operations



# Technology Efficiency Opportunities

- Make Tech Support Faster and Easier to Access
  - Streamline how employees request and obtain resolution of technical issues
- Simplify Access to Technology Services
  - Expand education on available technology solutions
  - Faster and more agile deployment of new technology solutions
- Deliver Call Center and Service Desk Services More Efficiently and at a lower cost
  - Explore alternative delivery models for call center and service desk operations

## Technology Efficiency Next Steps

- Created a walk-up technical support service (Tech Bar)
  - Reduced time to resolve technical problems
  - Sped up deployment of standard personal technology
- Dedicated staff to help apply technology to business needs
  - Accelerated business process mapping to streamline use of technology
  - Increased value of existing technology by applying to new needs without increasing cost
- Service Desk Delivery Research
  - Validate full cost of delivering IT Service and Support functions
  - Benchmark cost to contract for same functions at peer agencies
  - Conduct RFI to ascertain market cost to deliver same services
  - Conduct competitive solicitation for Service Desk services if ROI is favorable

## Payroll & Accounts Payable

- Explore best practices for streamlining payroll and accounts payable functions.
  - Improve payroll delivery and enhance employee engagement while promoting self-service.
- Explore AP process improvements necessary to better serve the needs of expanded capital program.
- Enhance the invoicing and payables process to allow for more timely processing of payments.

## Workers' Compensation

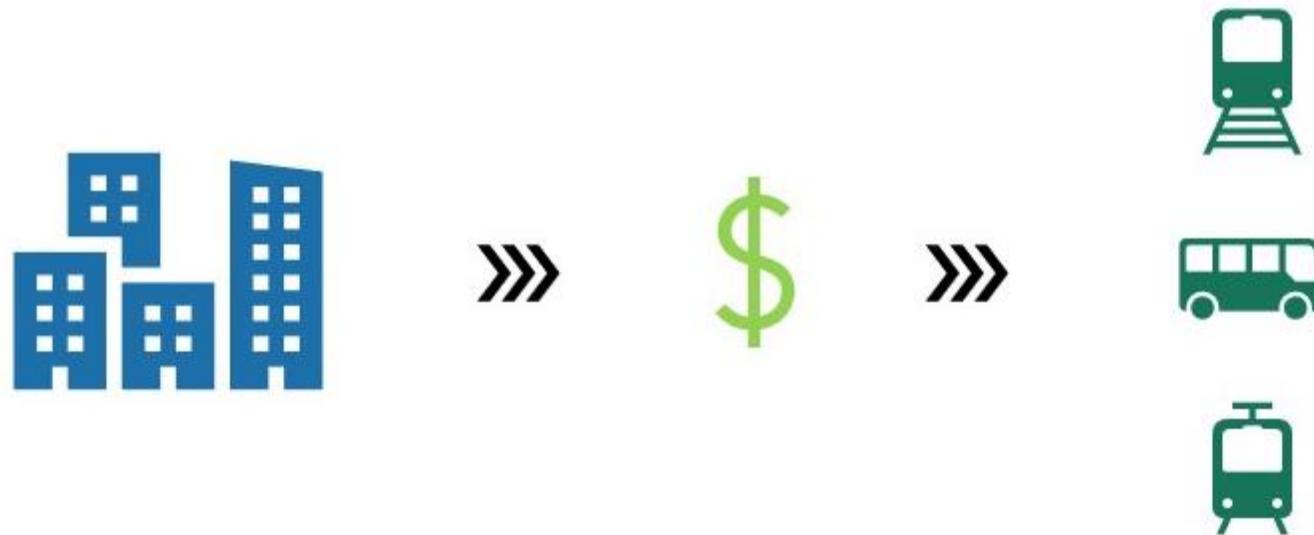
- In previous KPMG study, MARTA's workers' compensation cost was 2.7% of personnel costs, compared to the state and local government average of 1.2%.
  - Opportunity to re-assess current costs vs. market services costs and determine if there are cost savings that can be achieved.
  - Re-examine options to outsource worker's compensation claims administration and legal supporting functions.
- Review current technology and reporting systems to improve ability to analyze trends in workers' compensation claims leading to better claim prevention and return to work strategies.

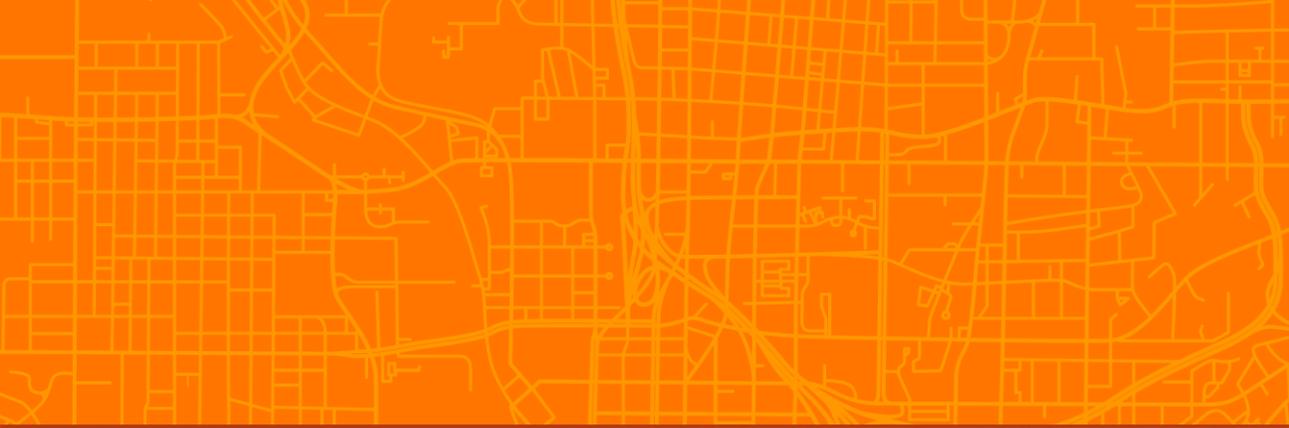
## Real Estate & Transit Oriented Development

MARTA has a rich portfolio of land and air rights assets which are unproductive and can be positioned to generate significant revenue.

Currently generate ground lease revenue of \$7 million annually. Opportunity to better monetize all of MARTA's real estate assets.

RFI underway to determine interest from private firms to assist in enhancing real estate revenue, long term value of our property portfolio and asset management.





## Operations



Bus Network Redesign

Microtransit

Bus Rapid Transit

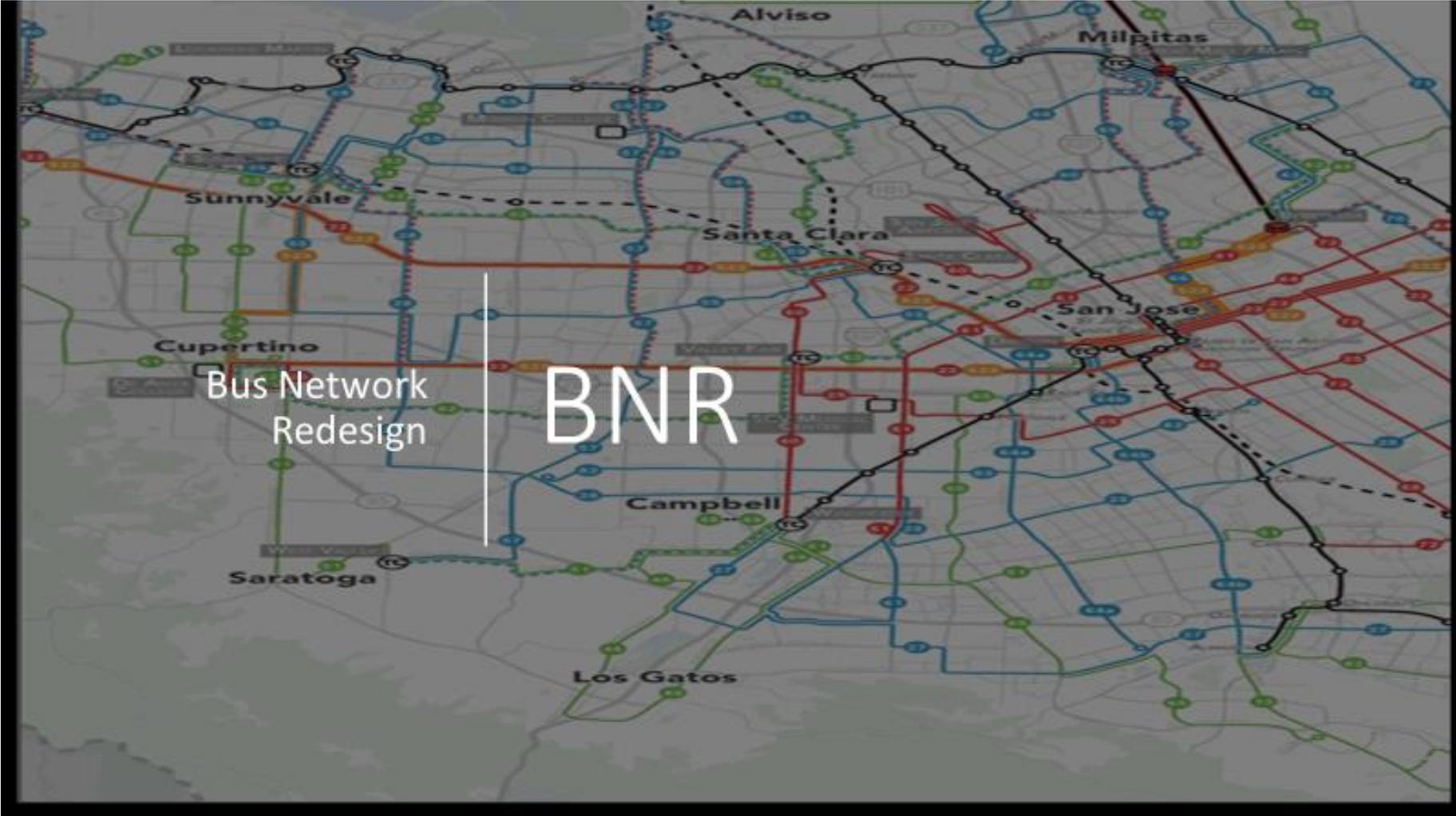
Modernized Rail Cars

Rail Station Transformation

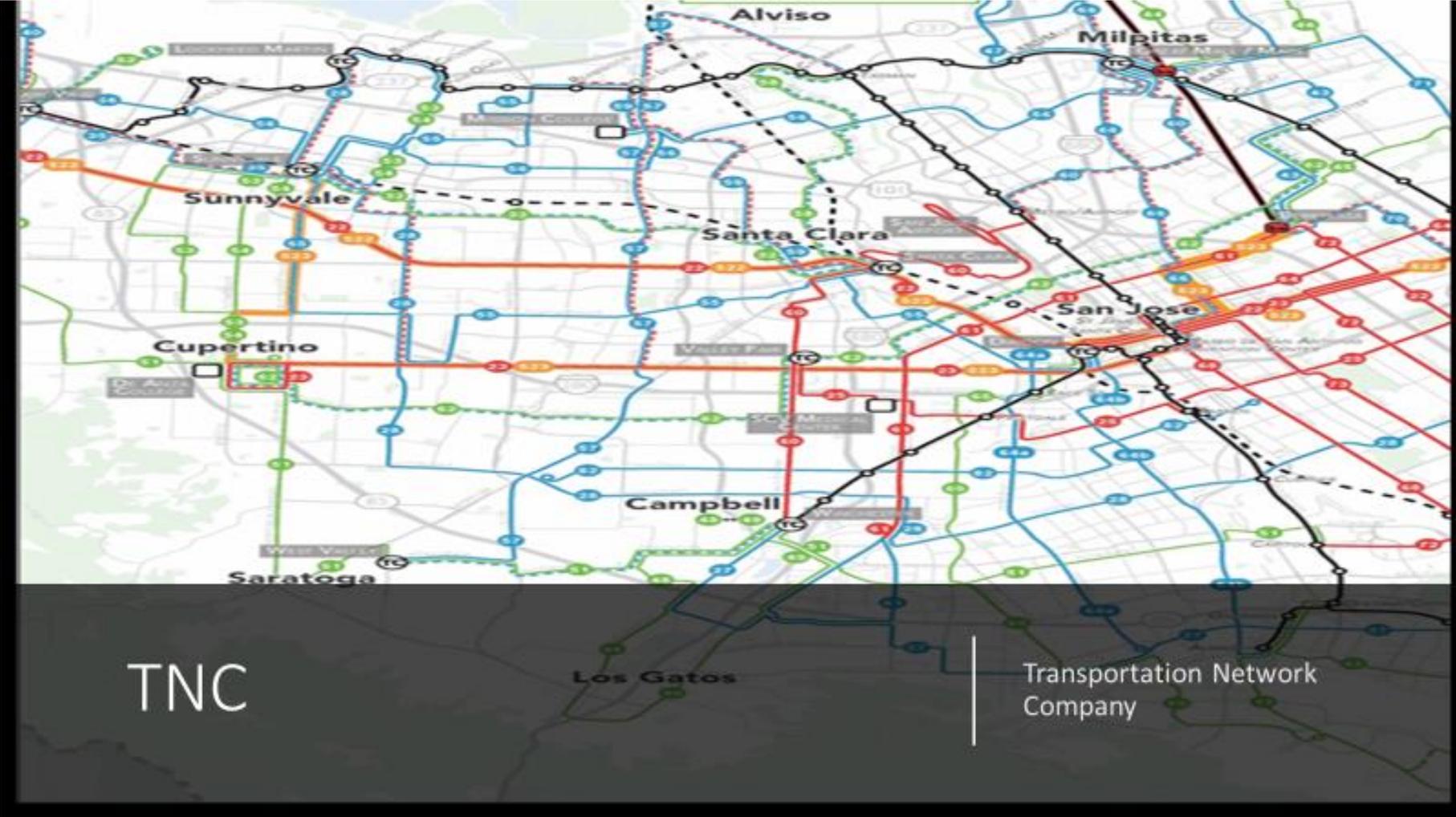
Mobility as a Service

Automated Fare Collection 2.0

# Bus Network Redesign

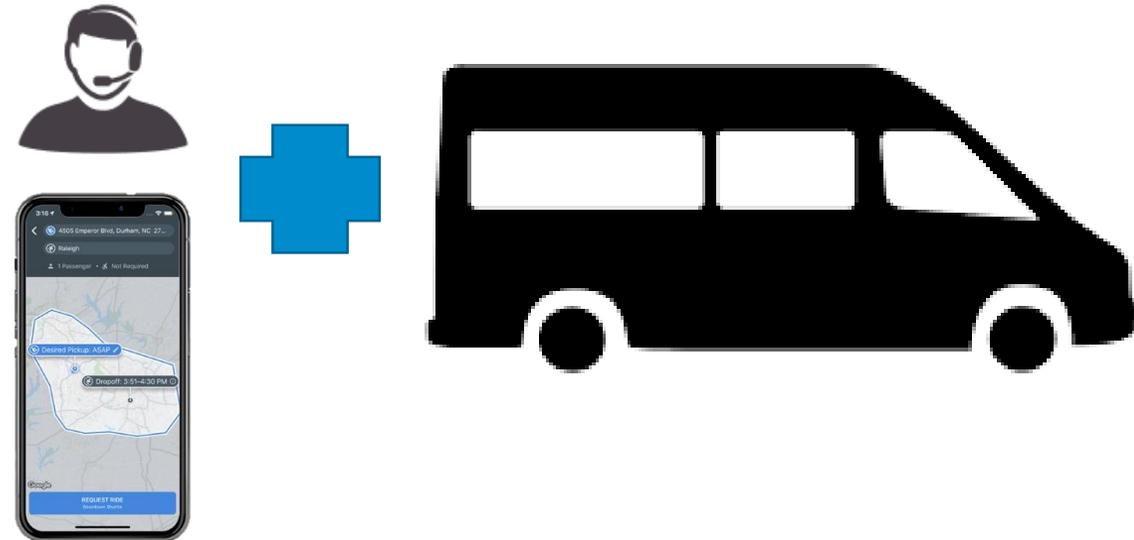


# Transportation Network Company



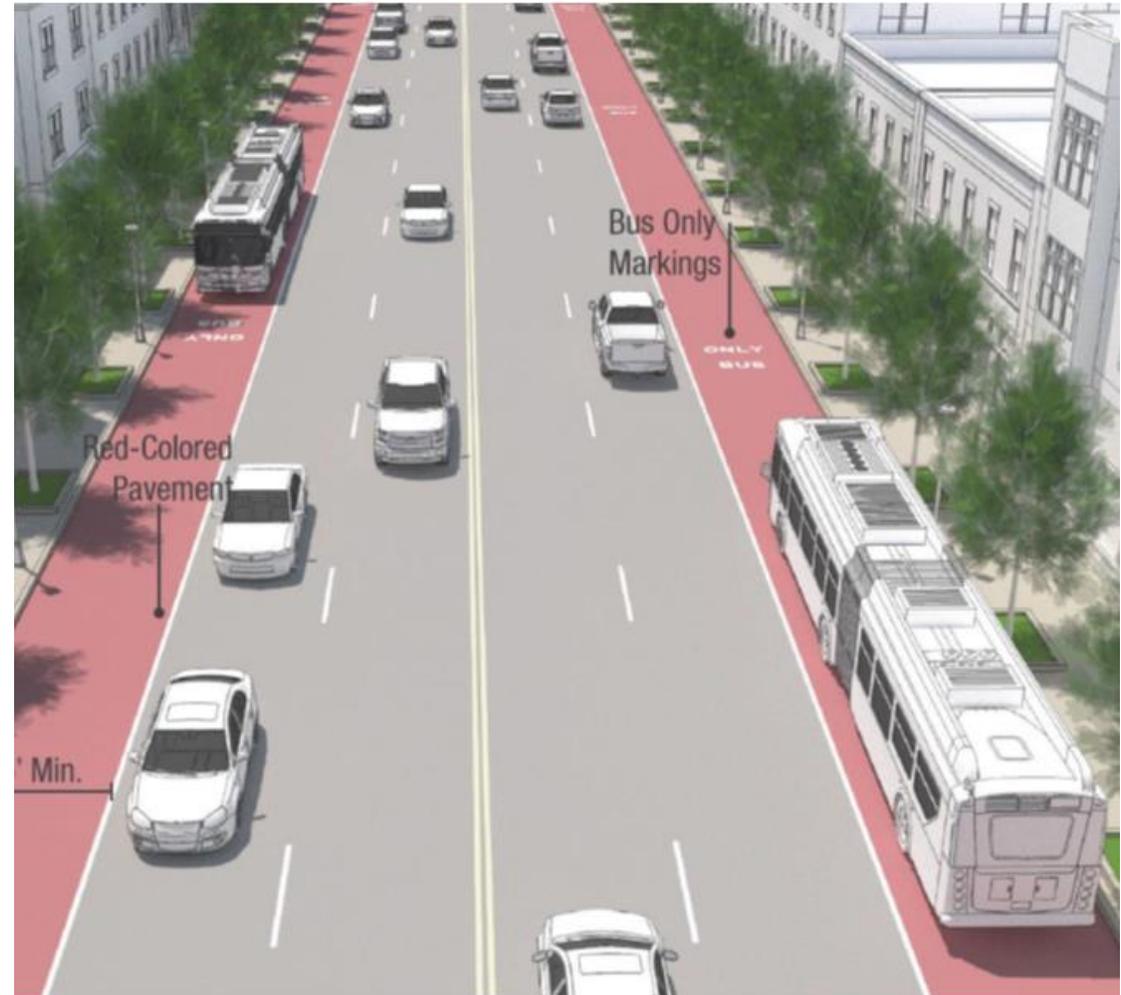
## Microtransit: New Service Delivery Model

- Real-time/dynamic routing that meets actual demand
- Optimize vehicle usage
- Improve first/last mile connections
- Service the gaps left by fixed route
- Reduce wait times
- Reduce total trip time
- Increase flexibility
- Improve reliability

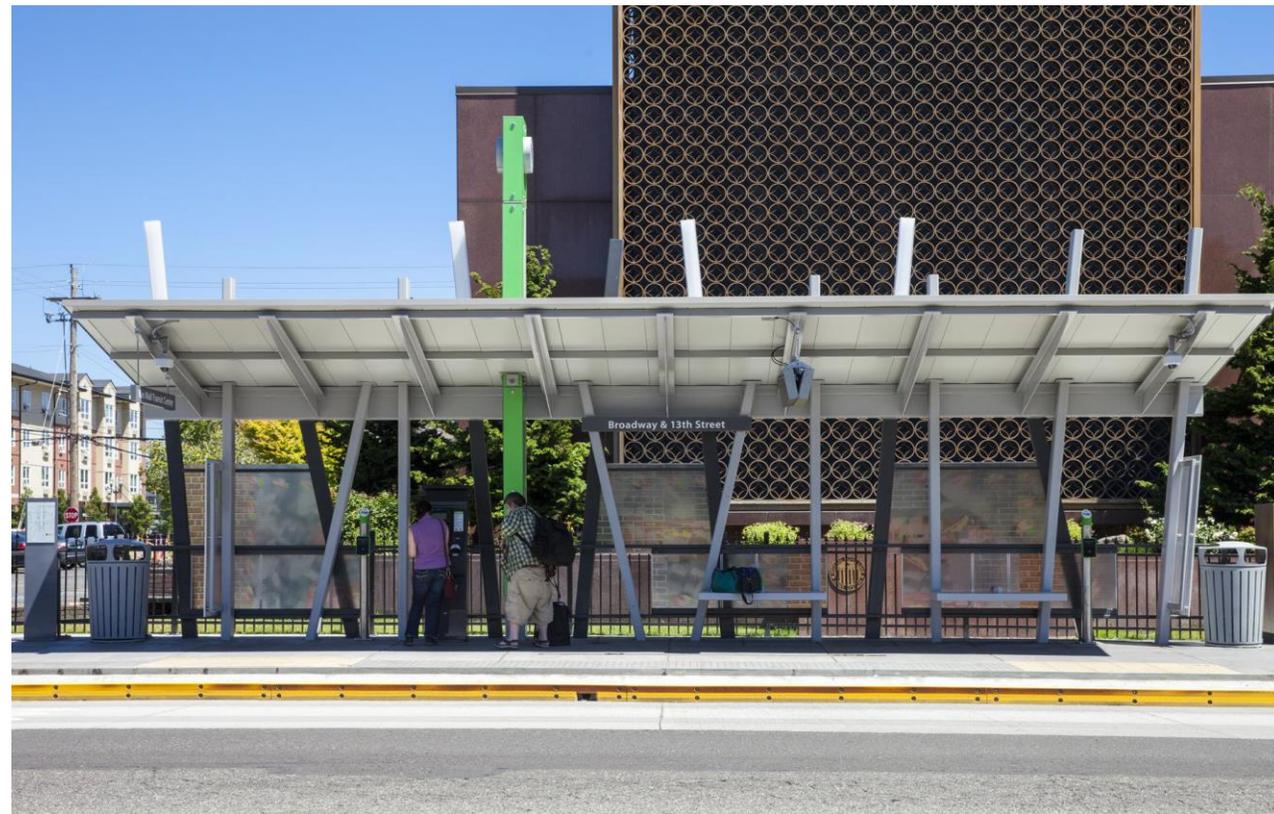


## Bus Rapid Transit

- Frequent all-day service (every 10 minutes or better)
- Traffic signal improvements for faster, reliable travel times
- Combination of mixed traffic and dedicated lanes
- Rubber-tired vehicles operating on freeways and arterial roads
- Enhanced station shelters with ADA-accessible raised platforms
- Real-time information screens
- Off-board fare payment
- Accommodations for first/last-mile connections



# Oregon BRT Stops



# BRT Vehicles: Vancouver & Las Vegas





# BRT Dedicated Lane

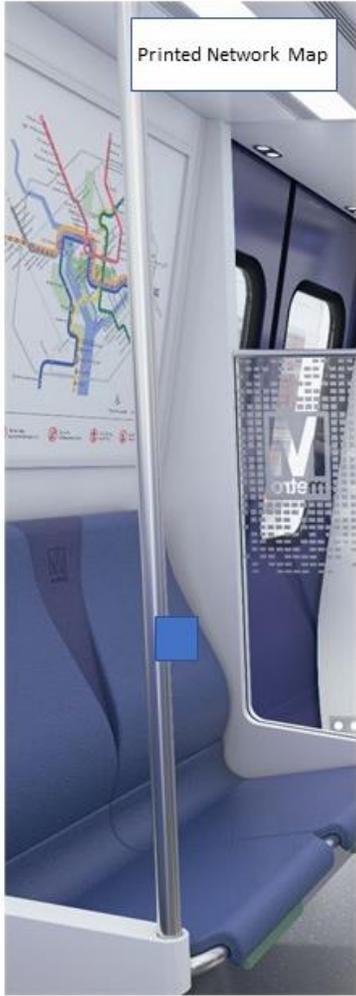




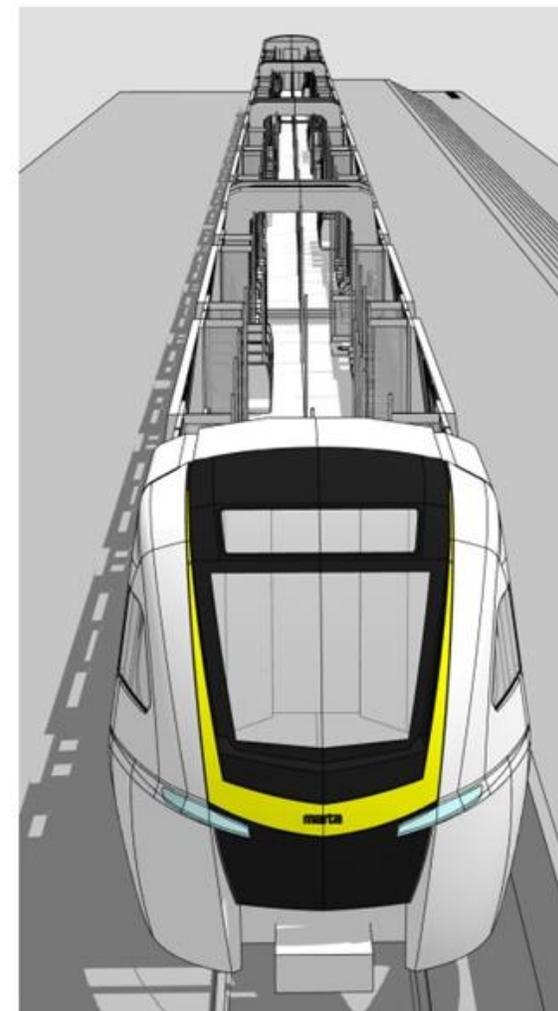
## Modern Rail Car

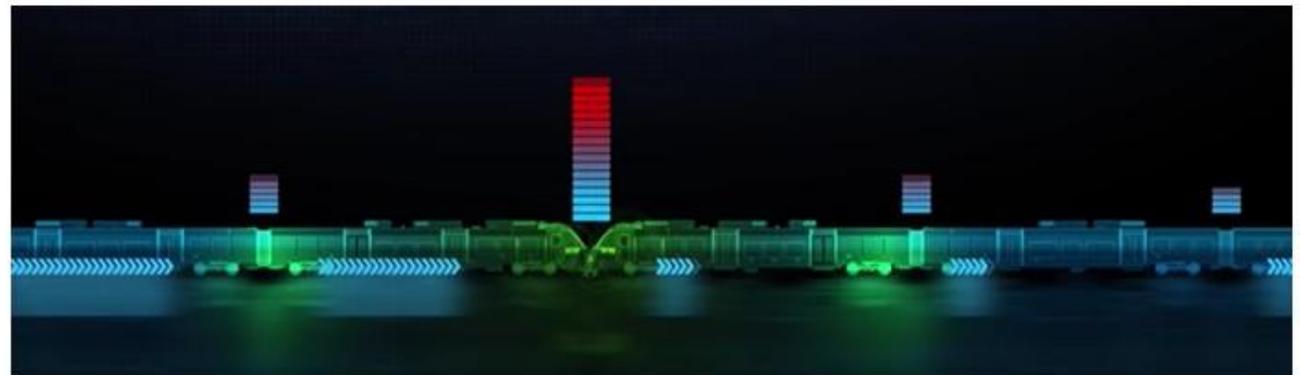
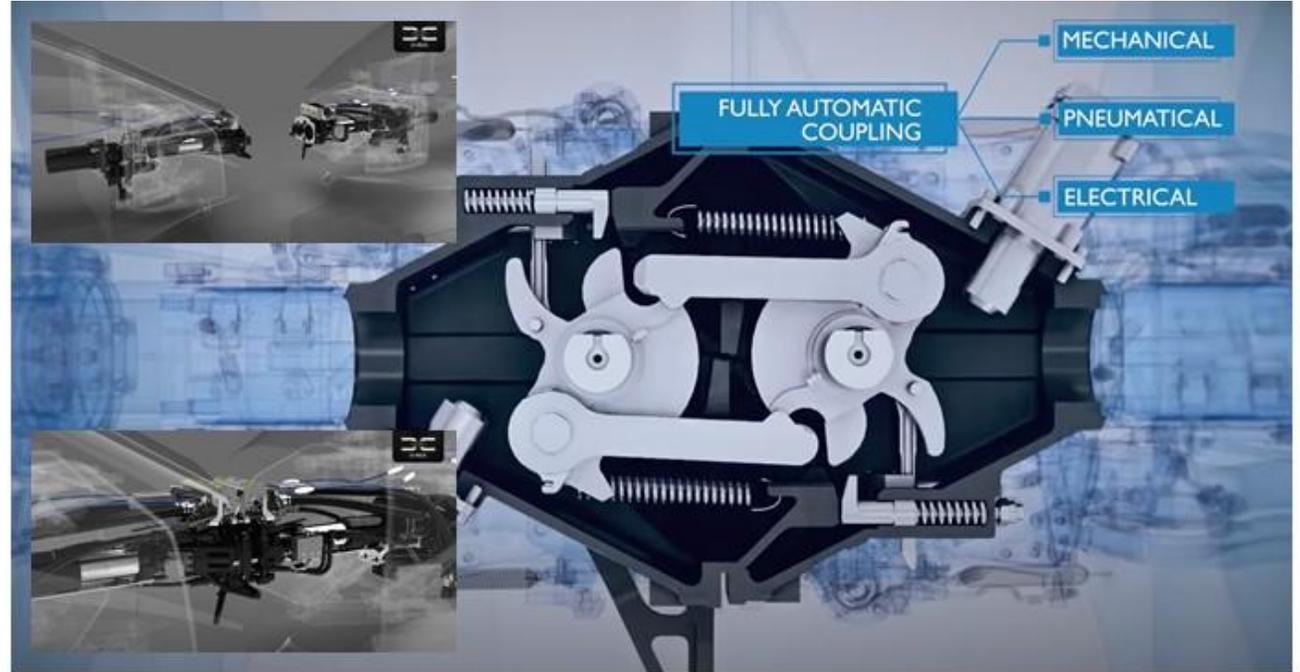


# Line Maps & Digital Advertising

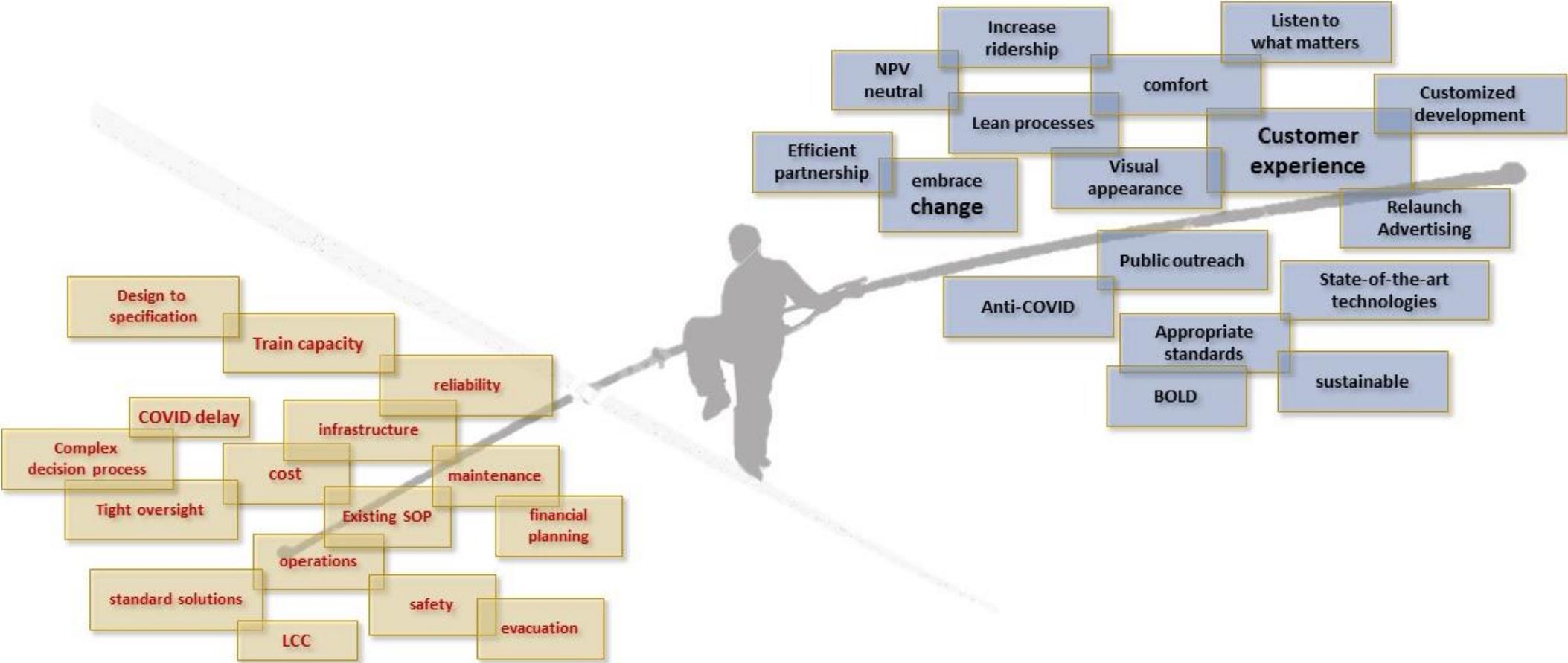


# Open Gangway





# Balancing Interests



# Rail Station Transformation

**marta**

Maps and Information No Seating

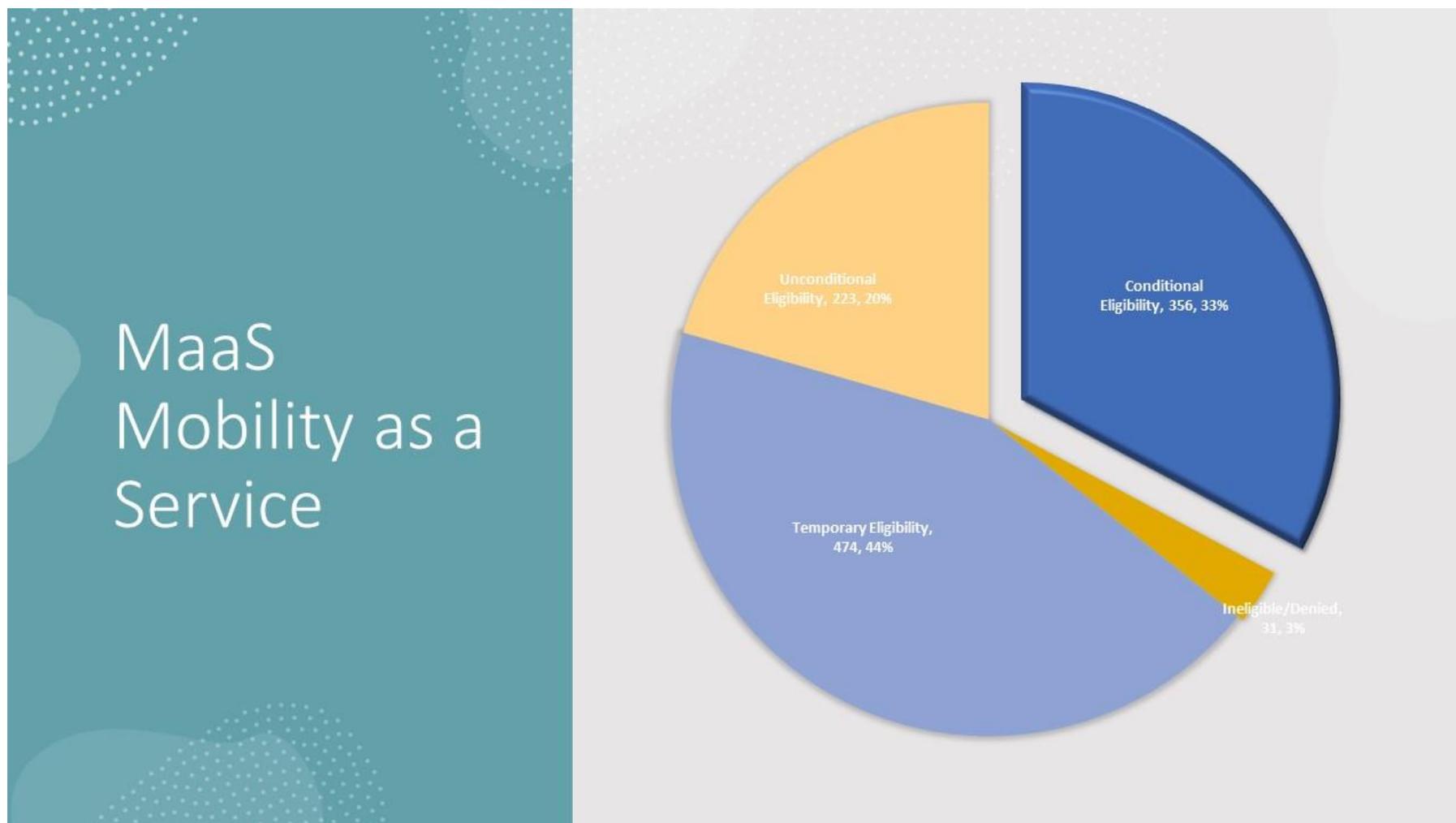
**CUSTOMER SERVICE Defined**

# Rail Station Transformation

## The Interface of Transformation

**STATION TRANSFORMATION – CHANGE MANAGEMENT**  
*MANAGING CHANGE WHILE MAINTAINING EXCEPTIONAL CUSTOMER SERVICE*

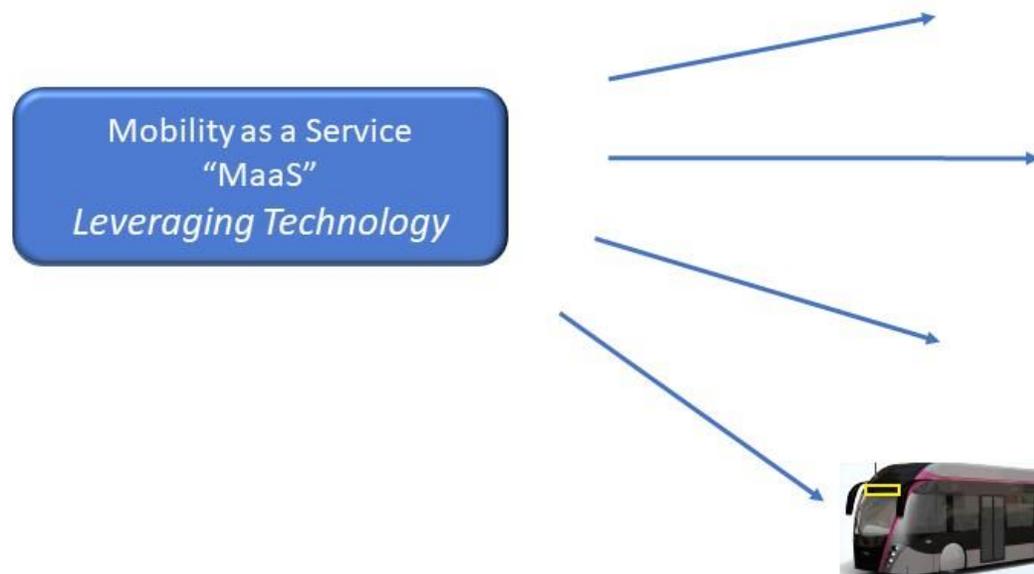
# Mobility as a Service



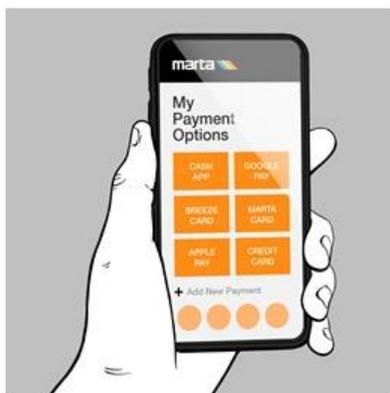
# Mobility as a Service

## MARTA Mobility – Paratransit

- Family of Services Concept – Alternate Service Delivery



## Automated Fare Collection 2.0



### Automated Fare Collection Upgrades

- An account-based system allows for:
  - Open payment acceptance
  - More, convenient places to buy fare (retail network)
  - Offboard fare payment (for BRT, LRT)
    - Reduction in boarding time
    - Improved on-time performance, reliability
  - Less hardware maintenance, cash-handling costs
  - More software, third-party integration options

# Transformation Ecosystem

- Deliberate
- Inter-connected
- Culture
- Branding
- Team Dynamics



Thank You





# Bus Network Redesign Board Introduction



Jarrett Walker  
Michelle Poyourow  
Jarrett Walker + Associates

# Who Are We? Why Are We here?

JARRETT

WALKER

+ ASSOCIATES

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Let's think about transit

We foster clear  
conversations about  
transit, leading to  
confident decisions.



# HUMAN TRANSIT

## How Clearer Thinking

about Public Transit  
Can Enrich Our  
Communities  
and Our Lives

Jarrett Walker

You are the expert on  
your communities and  
their values.

We're the experts on  
network redesign studies.

So we must fuse those  
two kinds of expertise.

---

The wall around your life.

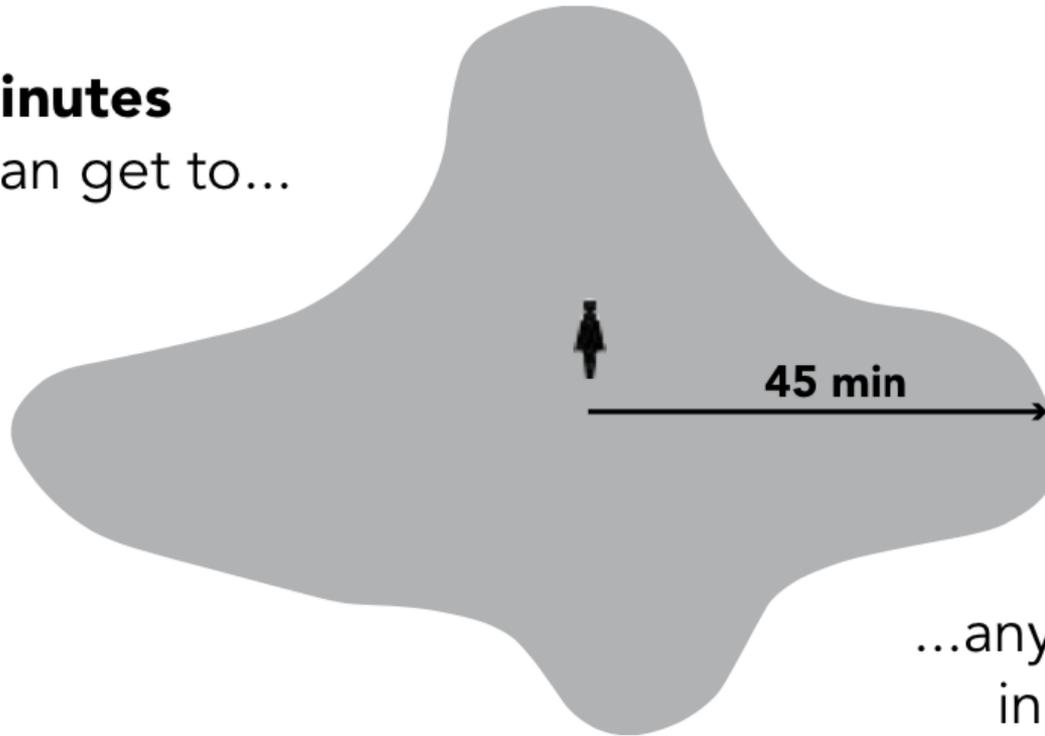
What is access?

**Here is a person.**





In **45 minutes**  
she can get to...



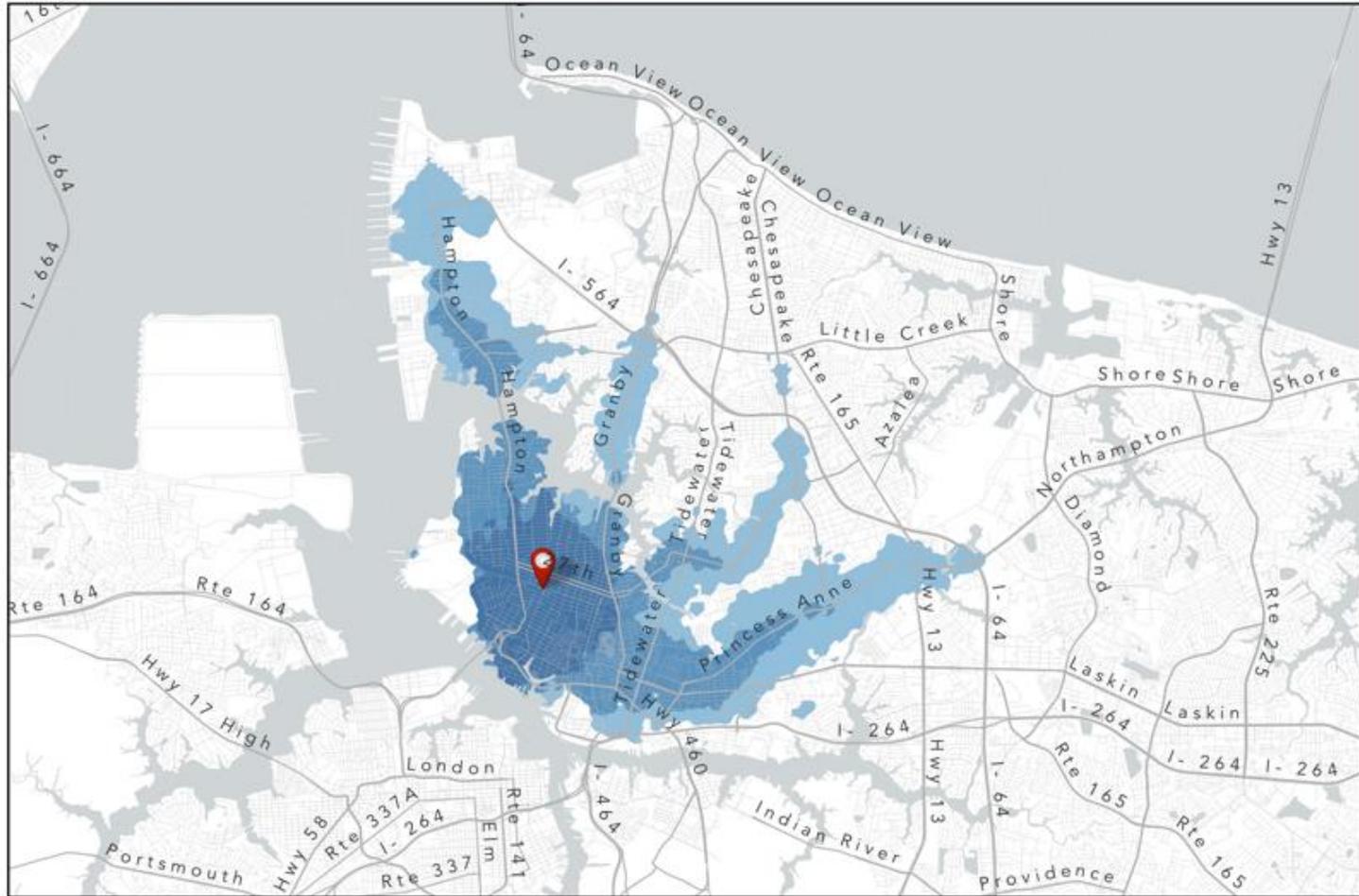
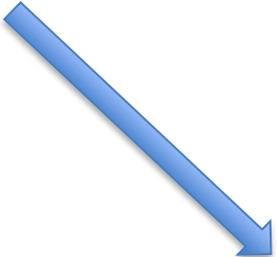
...anywhere  
in a **certain area.**



# Visualizing access

Access from a particular spot in Norfolk, VA

The number of jobs reachable is a measure of access.

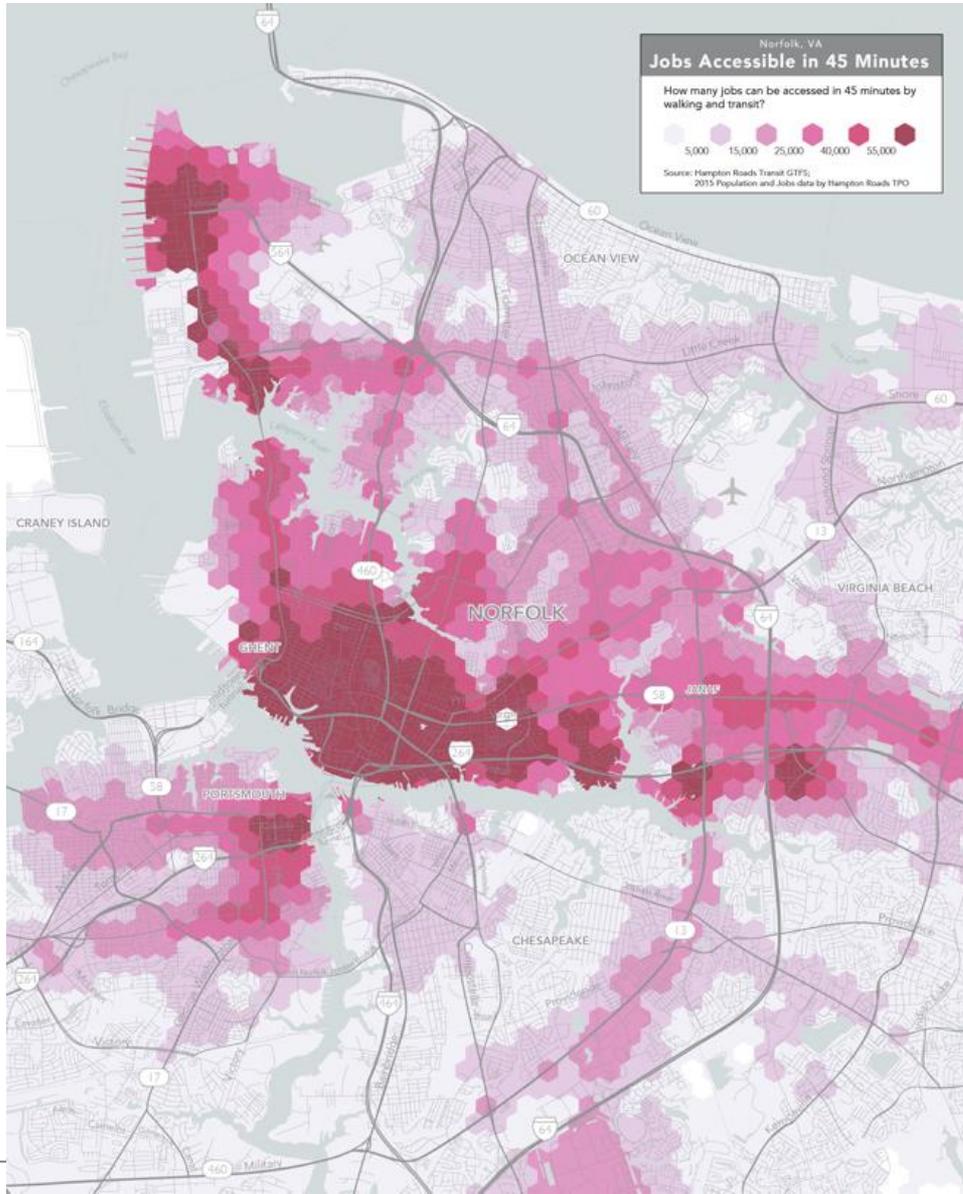


	in 30 minutes	in 45 minutes	in 60 minutes
Population Accessible	40,070	69,280	109,860
Jobs Accessible	26,670	47,190	91,130



Estimates based on 2015 TAZ population and jobs data

# Access across an area



Each point is colored by the number of jobs reachable from there.

Now we can say:  
The average Norfolk resident can reach 30,000 jobs in 45 minutes.

Can we grow that number?  
*Should we?*

---

# Access is how network design affects ridership

When a transit network maximizes access, it increases the likelihood that the service is useful for any particular trip.

Maximizing access by transit also improves:

- Access to economic opportunity.
- Personal freedom.
- Value of investments in a walkable community.
- Functionality of the city.

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# How transit expands access.

The most efficient access-expanding service is

- **Frequent**
- Reasonably fast and reliable.
- Available when you need it (span of service)

...and **focused where there are many people and activities that can benefit.**

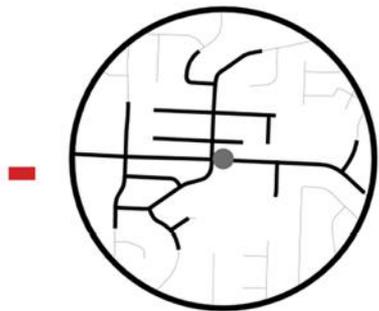
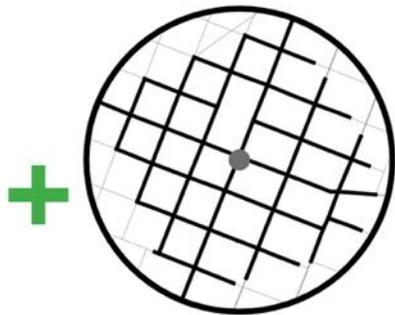
# Density

**DENSITY** *How many people, jobs, and activities are near each potential transit stop?*



# Walkability

**WALKABILITY** *Is it possible to walk between the stop and the activities around it?*



**+** It must also be safe to cross the street at a stop. You usually need the stops on both sides for two-way travel!

# Linearity

**LINEARITY** *Can transit run in reasonably straight lines?*



**+** A logical transit line is a direct path between any two destinations on it.

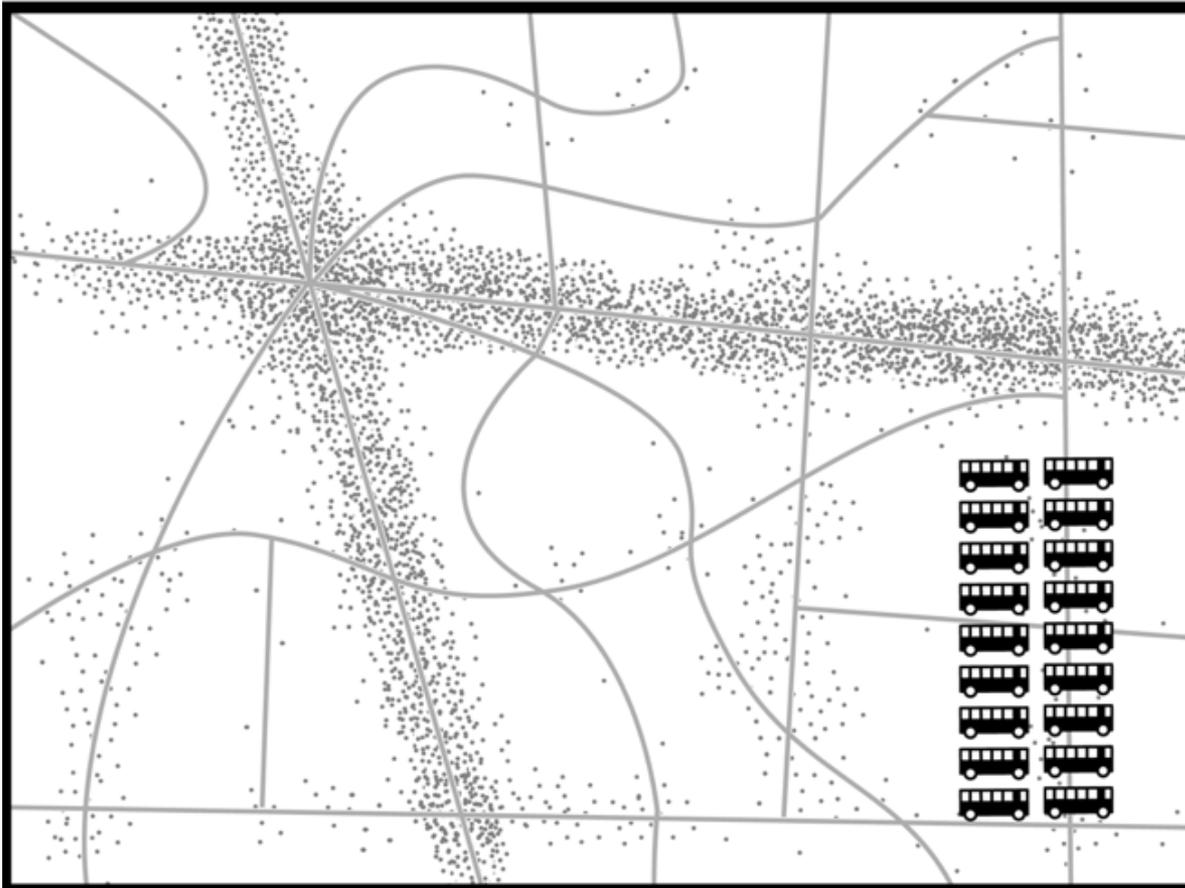


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The ridership-coverage tradeoff

# So Is Ridership What you Want?

# Different Goals, Different Service



Imagine you had 18 buses to serve this fictional town.

Dots are the locations of residents and jobs.

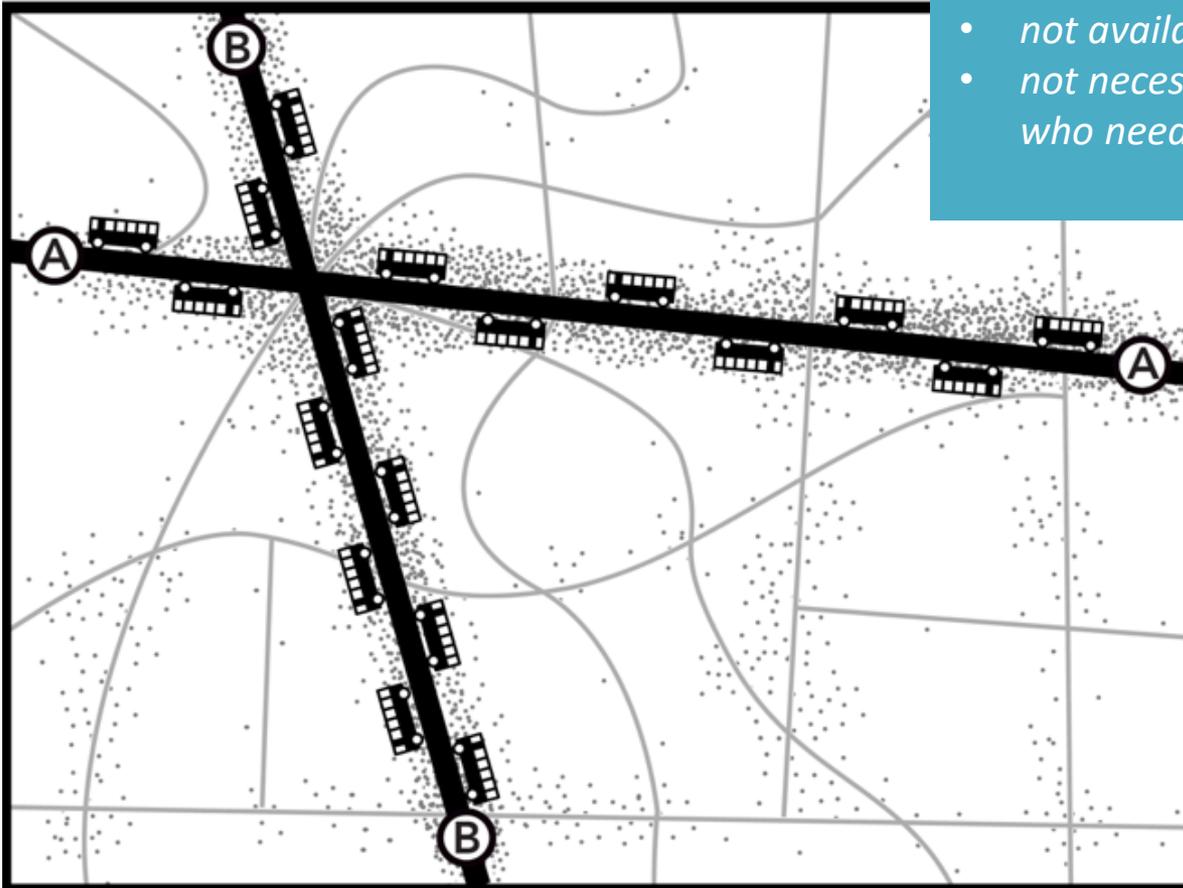
# Ridership Goal

The Ridership Goal

**Maximum access for the greatest possible number of people**

*But:*

- *not available for everyone*
- *not necessarily available to all the people who need it most.*

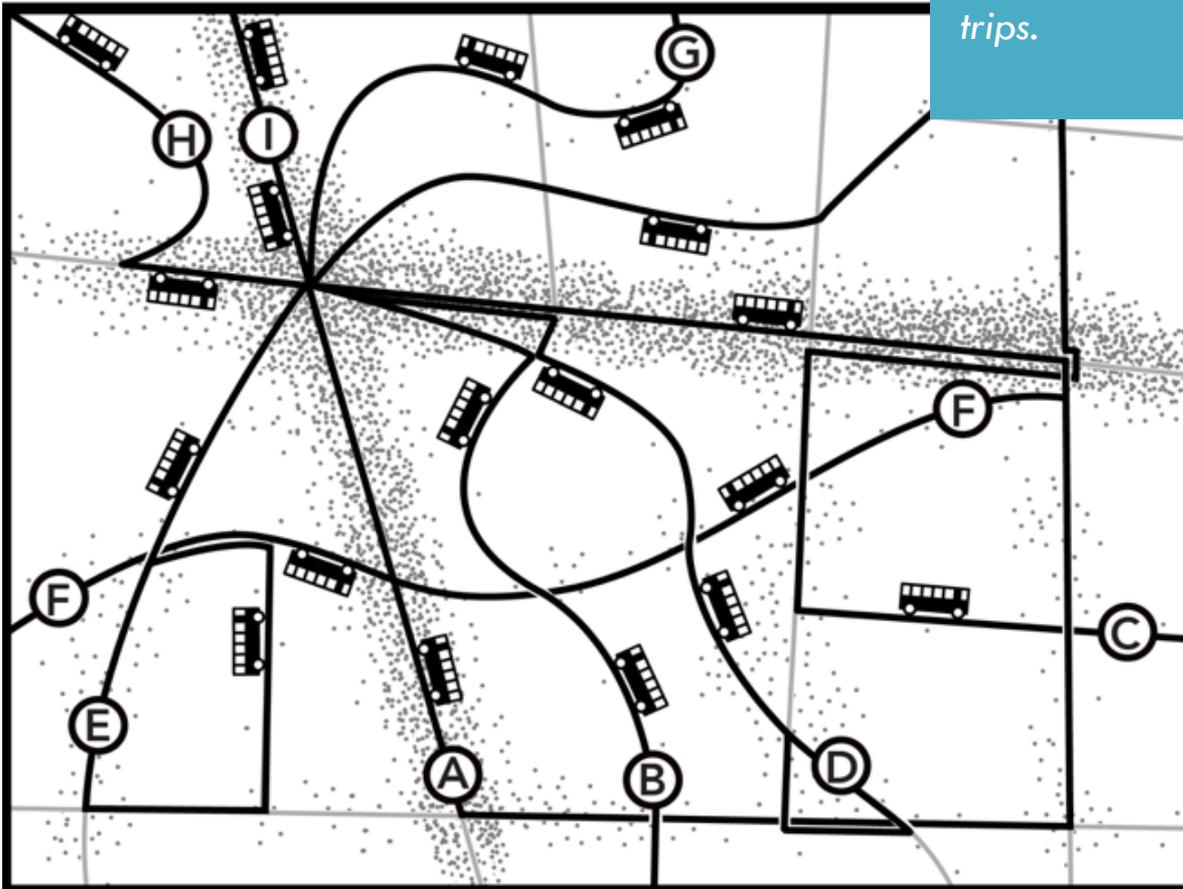


# Coverage Goal

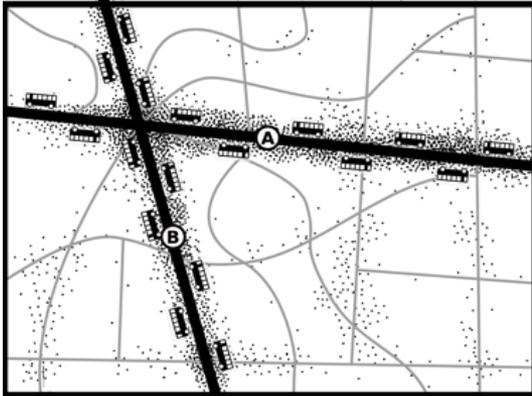
The Coverage Goal

*Some service near everyone, a baseline level of access everywhere.*

*But it's unlikely to be useful for many people and trips.*

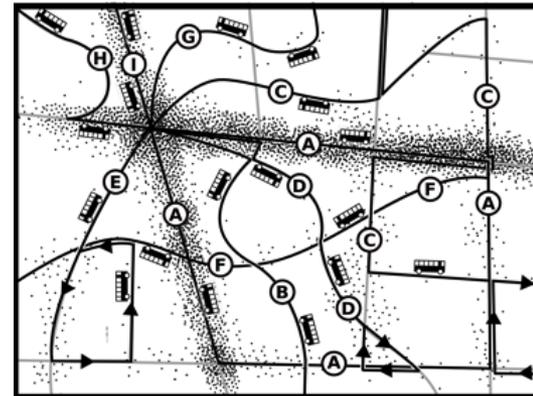


# Why both goals matter



Ridership Goal

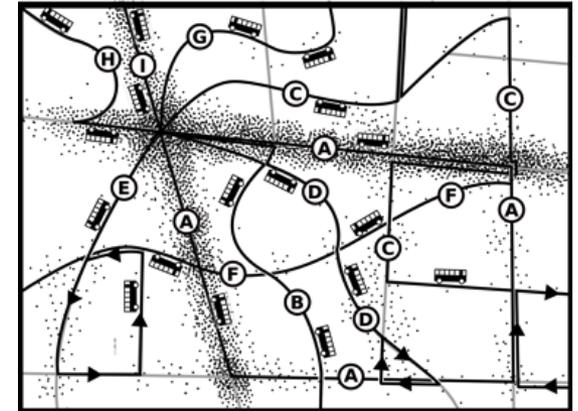
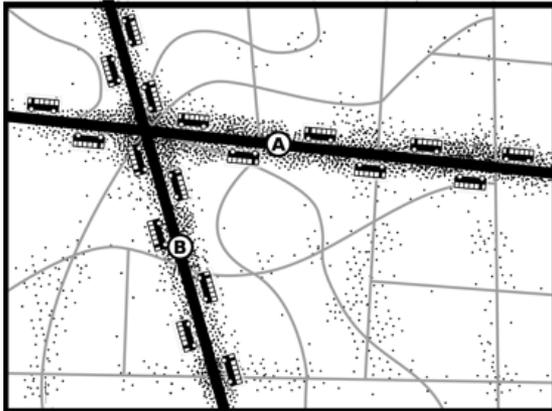
- Maximum average access to opportunity.
- Lowest subsidy per passenger.
- Support dense and walkable development.
- Emissions reduction.
- Reduction in vehicle miles traveled.



Coverage Goal

- Some service near every home and job.
- Baseline level of access available everywhere.
- Service to every member city or electoral district.

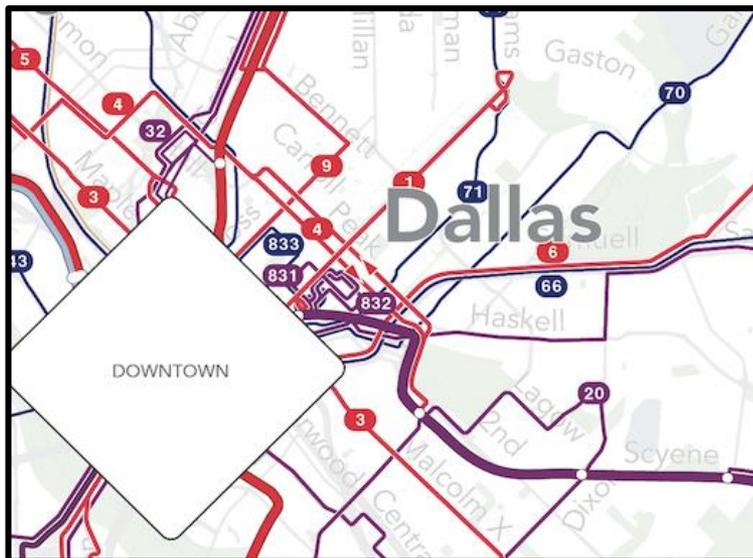
# This tradeoff is unavoidable.



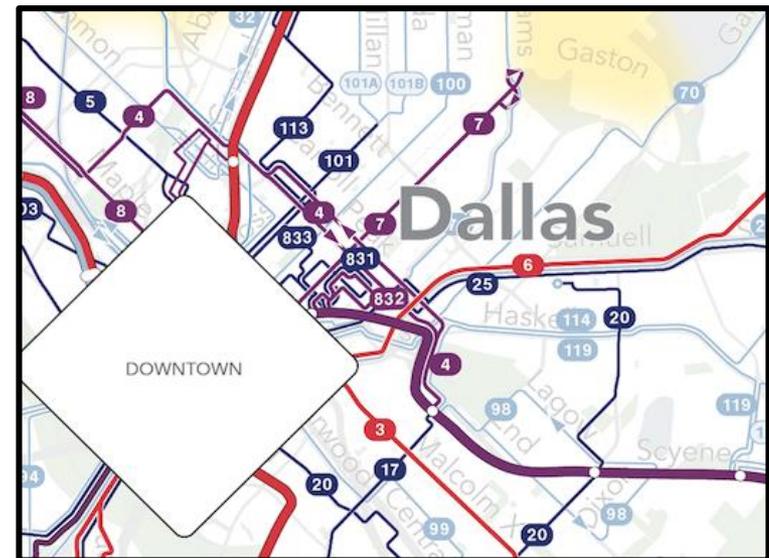
But you CAN choose a deliberate balance point on the spectrum.  
("Devote \_\_\_% of our resources to the ridership goal and \_\_\_% to the coverage goal.")

# We'll show you contrasting network alternatives so everyone can see the trade-off and its effects.

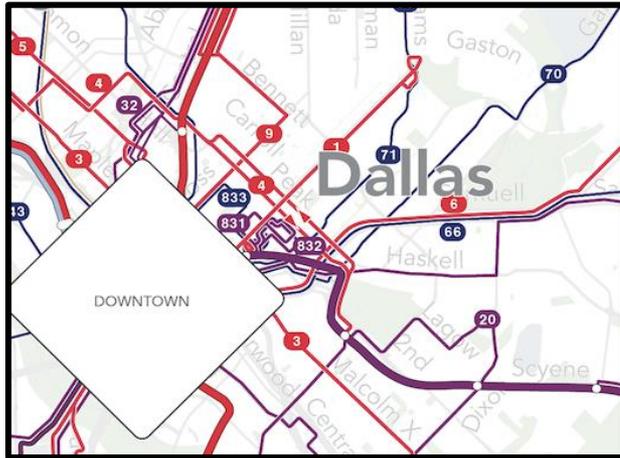
**Higher Ridership:**  
Fewer lines,  
more frequency



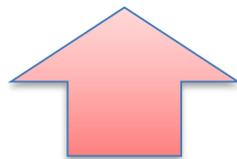
**Higher Coverage:**  
More lines,  
less frequency.



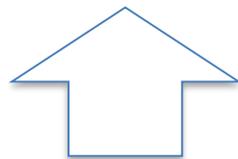
# We'll ask you where on the spectrum MARTA should be.



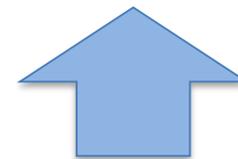
Focus on ridership?



Lean toward ridership?



Even balance?



Lean toward coverage?



Focus on coverage?

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The draft plan will reflect the balance you chose.

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We appreciate your time and participation  
today and going forward.

Thanks!