



**BOARD OF DIRECTORS**

**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**BOARD WORK SESSION**

**THURSDAY, NOVEMBER 9, 2023**

**ATLANTA, GEORGIA**

**MEETING MINUTES**

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

Chair Thomas Worthy called the meeting to order at 12:04 P.M.

**Board Members**

**Present:**

Al Pond  
Stacy Blakley  
James Durrett  
William Floyd  
Roderick Frierson  
Kathryn Powers  
Thomas Worthy  
Jennifer Ide  
Jacob Tzegaegbe  
Sagirah Jones

**Board Members**

**Absent:**

Freda Hardage  
Russell McMurry  
Rita Scott  
Valencia Williamson  
Jannine Miller

**Staff Members Present:**

Collie Greenwood  
Melissa Mullinax  
Ralph McKinney  
Rhonda Allen  
Peter Andrews  
George Wright

Carrie Rocha  
Kevin Hurley  
Michael Kreher

**Also in Attendance:** Justice Leah Ward Sears  
George Wright  
Paula Nash  
Tyrene Huff  
Kenya Hammond  
Phyllis Bryant  
Jacqueline Holland

**2. CHAIR'S REPORT**

**Approval of the October 12, 2023 Work Session minutes.**

On a motion by Board Member Pond, seconded by Board Member Ide, the motion passed by a vote of 10 to 0 with 10 members present.

**Nominating Committee**

Chair Worthy announced the Nominating Committee for the 2024 Board Officers.

Members are:

- Valencia Williamson
- Jacob Tzegaegbe
- Freda Hardage
- James Durrett

**3. GM/CEO REPORT**

**Completed Audits**

**CIP Budget and Spend FY2024**

**MARTA Holiday Land**

**4. EXECUTIVE SESSION**

**Real Estate**

**Litigation**

**Personnel**

**5. OTHER MATTERS**

None

**6. ADJOURNMENT**

The Work Session meeting adjourned at 1:23 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'.

Tyrene L. Huff  
Assistant Secretary to the Board

YouTube link: <https://youtube.com/live/jLM40NOKw6g?feature=share>

 Northbound

# CIP Budget Update FY2024 First Quarter

Carrie Rocha  
Chief Capital Officer

November 9, 2023

# Agenda

- Capital Improvement Program Overview
- FY2024 Top 10 Projects
- Highlighted Projects
- Challenges & Solutions



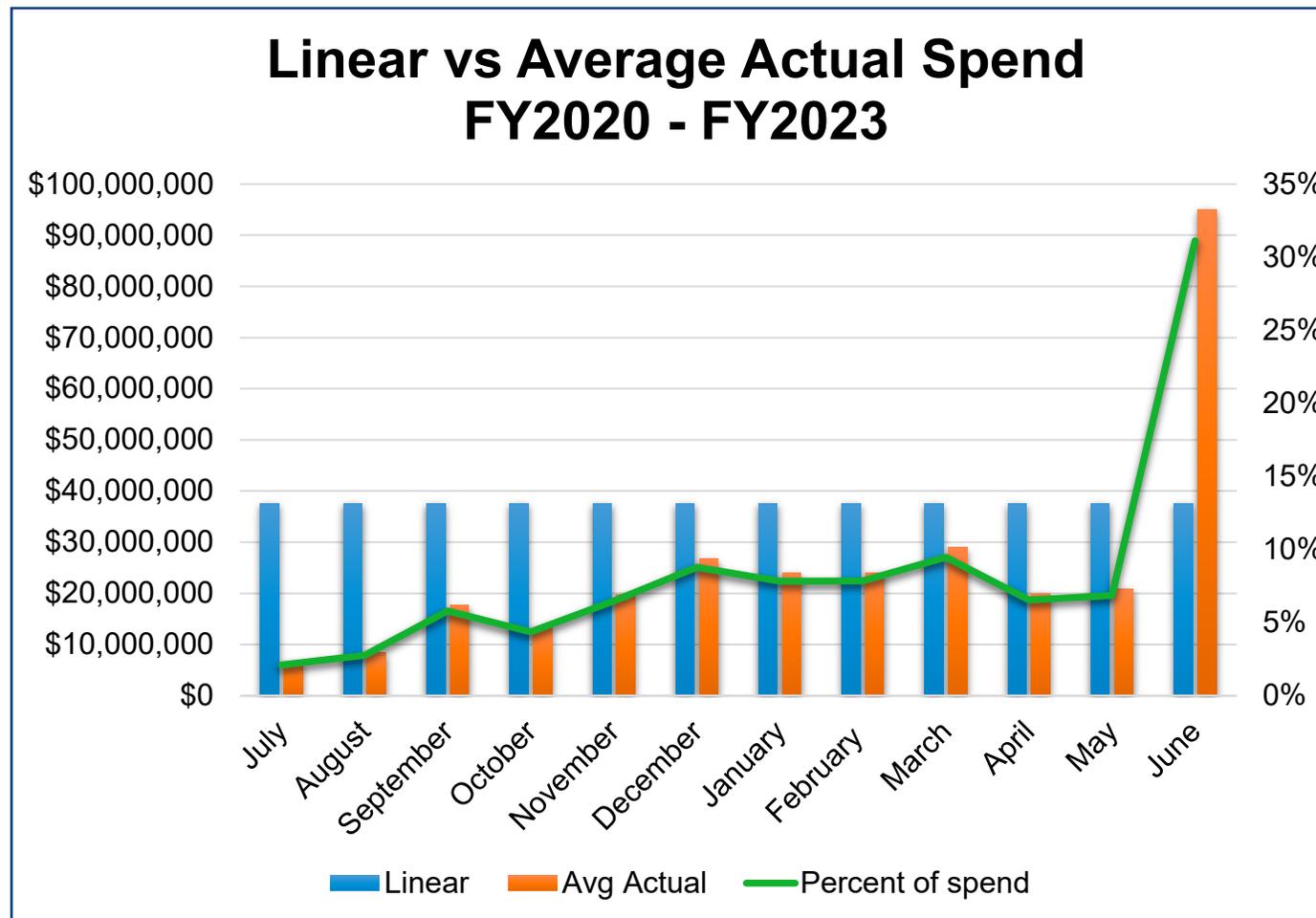


# Capital Improvement Program Overview

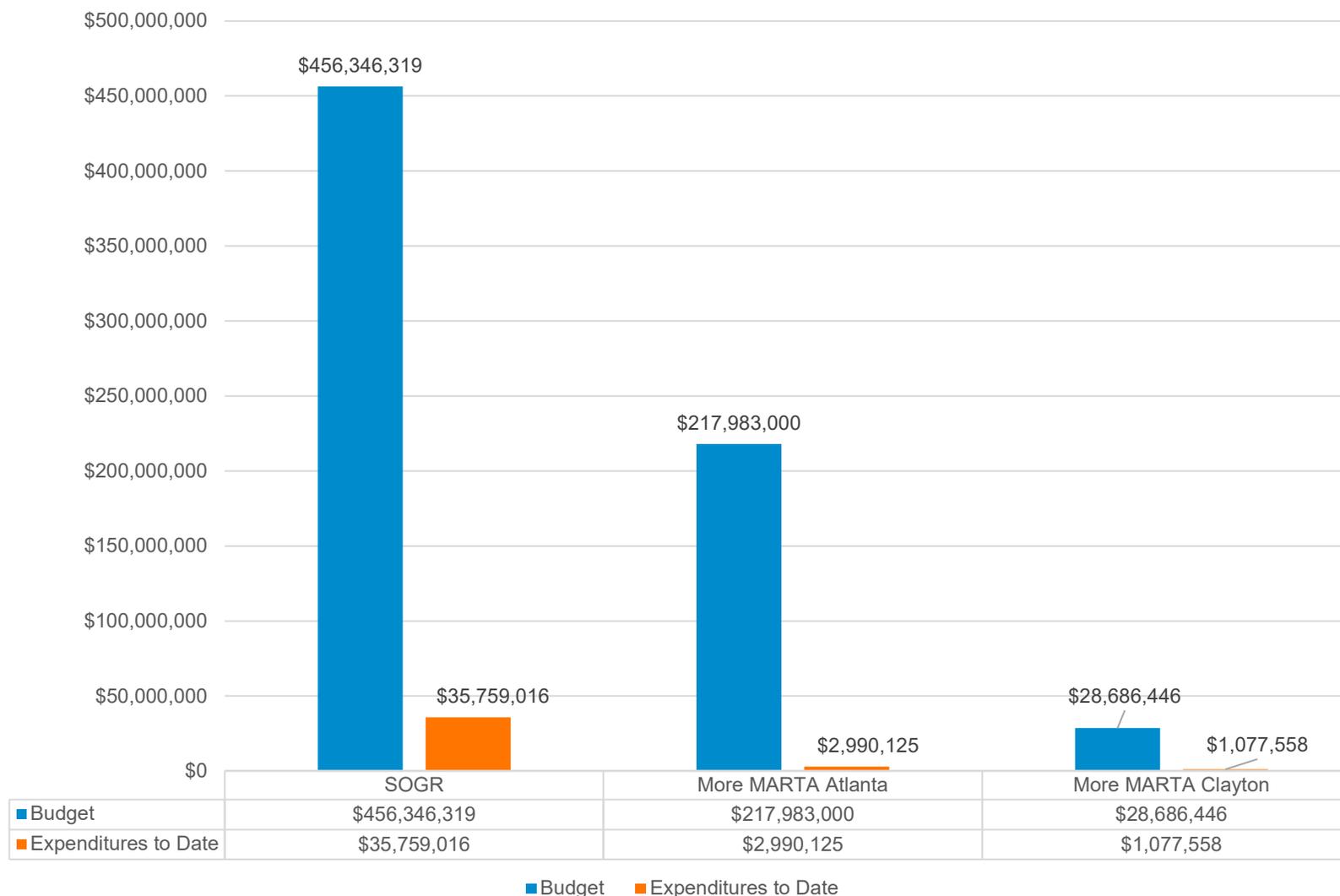


Overall Averages FY2020 - FY2023	
Budget	Spend
\$449,781,430	\$305,310,167

- Average expenditures for Q1 over last 4 years is 6% of adopted budget
- Current expenditures are at 8% of adopted budget



# MARTA FY 2024 Capital Improvement Program Expenditures Through September 30, 2023





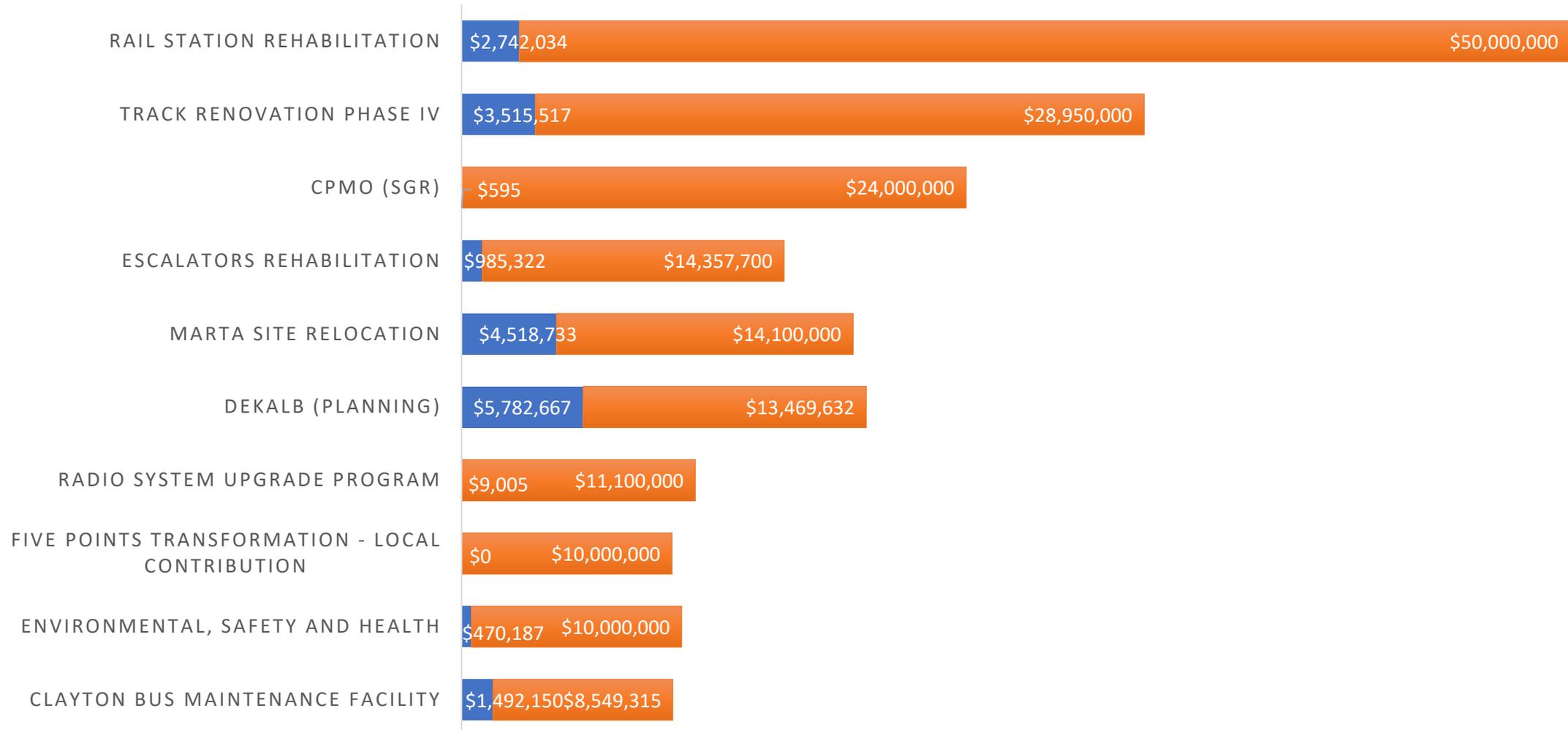
# FY2024 Top 10 Projects

# MARTA FY 2024 - Top 10 CIP Projects: Percentage Spent YTD (9/30/2023)

- FY2024 Board Authorized Budget \$456,346,319
- Overall Spending 7.8%

Project	FY2024 Budget	YTD Actuals as of 9/30/2023	FY2024 % Spend as of 9/30/2023
DeKalb (Planning)	\$13,469,632	\$5,782,667	43%
MARTA Site Relocation	\$14,100,000	\$4,518,733	32%
Track Renovation – Phase IV	\$28,950,000	\$3,515,517	12%
Rail Station Rehabilitation	\$50,000,000	\$2,742,034	5%
CQ310 & 311 Life Extension	\$6,093,520	\$1,951,923	32%
Clayton O&M Facility	\$8,549,315	\$1,492,150	17%
CQ310 Life Extension 42-M	\$3,650,000	\$1,214,832	33%
Parking Lot Repair	\$7,706,241	\$1,146,982	15%
MARTA Police K9 Program	\$4,000,000	\$1,122,746	28%
Bus Midlife Overhaul	\$4,500,000	\$1,025,737	23%

# MARTA FY2024 Capital Improvement Program Budget vs Actuals September 2023





# Highlighted Projects

To Ellis Street EXIT

Southbound  
To Five Pts, Airport



# Summerhill MARTA Rapid – Construction

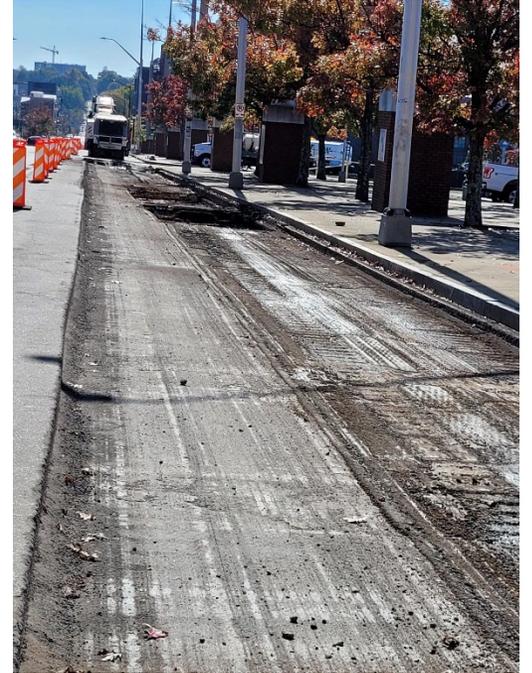


## ***Progress***

- Roadway milling and demolition activities are underway along Hank Aaron Drive (southbound lanes)
- Test holes along the southbound lanes
- Granite curb removal and replacement
- Tree removal

## ***Challenges & Solutions***

- Newly installed bike lanes in Downtown have required redesign of several blocks for BRT lanes
- Construction schedule was sequenced to minimize disruption in South Downtown during the 2024 Georgia Legislative Session – all Downtown work now deferred until after session
- Historic wall conflicts with DWM work
- Early utility conflicts being evaluated

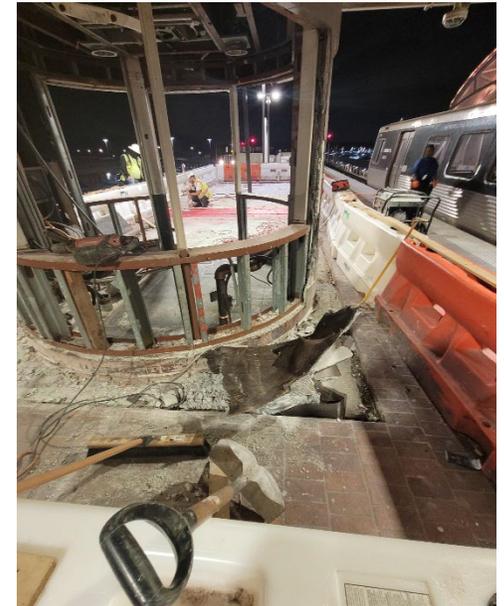


FY24 Adopted Budget	\$30,000,000	
Expenditures to Date	\$ 1,689,123	6%
Earned Value to Date	\$ 4,575,963	15%

# Rail Station Rehabilitation – Design & Construction

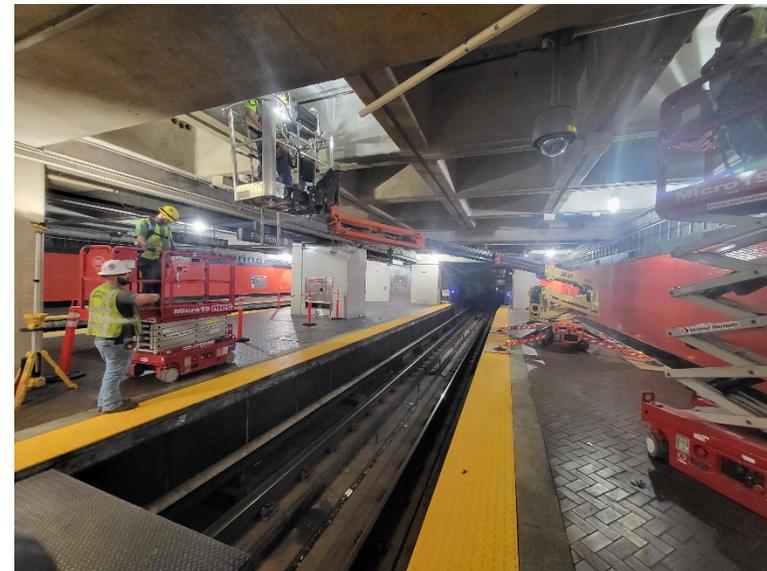
## Progress

- College Park – Platform work planning, concourse design
- Indian Creek – Clearing for ped bridge to north, platform monitoring, platform work planning
- Lenox – Waterproofing at 95% complete, main station design
- Five Points – lighting/ceiling replacement, scaffolding for Eiseman facade restoration, tile replacement work planning
- Airport – New elevator installation, Terrazzo flooring prep, ops managers' booth replacement
- Arts Center - Bus loop pavement replacement and pedestrian tunnel waterproofing



## Challenges & Solutions

- CMAR delivery method – continue to refine processes across departments
- Scope identification based on available budget (initiated planning effort prior to design)
- Materials and long lead items
- Track allocation and work plan approvals



FY24 Adopted Budget	\$50,000,000	
Expenditures to Date	\$ 2,742,034	5%
Earned Value to Date	\$ 16,500,000	33%

# Five Points Transformation Project – Design

## Progress

- Section 106 consulting parties
- EA document drafted and to be released for public comment
- 100% design of deconstruction
- 30% design of new canopy, plaza and concourse

## Challenges & Solutions

- Environmental Assessment class of action
- State Historic Preservation Office designation as historically significant
- Relocation plans for police, ridestore, lost & found



FY24 Adopted Budget	\$62,000,000	
Expenditures to Date	\$ 1,082,604	2%
Earned Value to Date	\$ 4,992,552	8%

# Clayton O&M and Police Facility Project – In Design

## ***Progress***

- All tenants have relocated from existing property
- 100% demolition plans complete, preparing for bid

## ***Challenges & Solutions***

- Landlord status, costs of building upkeep
- Electric vehicle charging program



FY24 Adopted Budget	\$8,549,315	
Expenditures to Date	\$ 1,492,150	17%
Earned Value to Date	\$ 4,581,848	54%

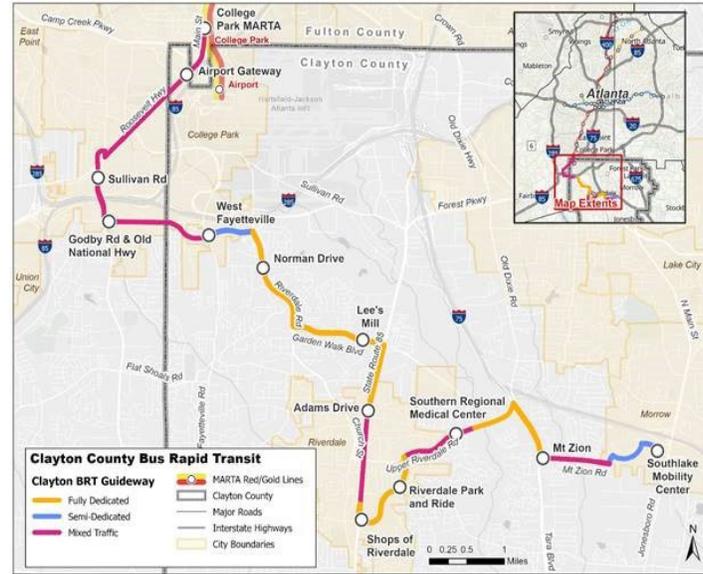
# Clayton Southlake Bus Rapid Transit Project – In Planning

## Progress

- Airport connection assessment complete – working with stakeholders on final recommendation
- Progress to 30% design for Segment 1 – Norman Drive to Southlake Mall

## Challenges & Solutions

- NEPA class of action pending
- Final decision on potential amendment to LPA



FY24 Adopted Budget	\$18,000,000	
Expenditures to Date	\$ 47,970	0%
Earned Value to Date	\$ 628,025	3%



# South DeKalb Transit Hub Project – In Planning

## ***Progress***

- Completion of ESA work for site location
- Completion of 30% design plans
- Solicitation for final design to be released

## ***Challenges & Solutions***

- Site selection and environmental process



FY24 Adopted Budget	\$1,400,000	
Expenditures to Date	\$ 119	0%
Earned Value to Date	\$ 361,163	26%

A photograph of a busy subway station platform. A train is stopped at the platform on the left. The platform is crowded with passengers. In the background, there are escalators and a mezzanine level. The station has a modern, industrial design with a high ceiling and exposed rock walls. A blue banner is overlaid on the right side of the image.

# Challenges & Solutions

To Ellis Street

EXIT

Southbound

To Five Pts, Airport

# Challenges & Solutions

## *Administrative*

- Quarterly spend does not reflect work being executed/implemented
  - ✓ *Recommendation/Action*
    - CPEI has developed a monthly project by project expenditure forecast for the FY
- Budget expected progress does not reflect internal processes and the resulting historic spends
  - ✓ *Recommendation/Action*
    - Office of Budget & Grants to implement reforecast monthly expenditures based on project schedules and historic trends
- Data does not reflect monthly project work accomplished, yet to be billed
  - ✓ *Recommendation/Action*
    - Establish earned value reporting system
- Administrative Changes
  - ✓ *Recommendations/Actions*
    - Realigned Real Estate to CPEI for better collaboration on projects;
    - Increased consultant staffing to support CPEI project delivery;
    - Organization changes made to align with capital program delivery specific to types of work, jurisdictions, and programs (e.g., Systems, SOGR, More MARTA, IT, Operations, etc.); and
    - Modified badging requirements for projects not aligned to rail lines or rail stations

# Challenges & Solutions

## *Project/Program-Specific*

- Current process of getting work orders and construction authorizations in place needs streamlining
  - ✓ *Recommendations/Actions*
    - Working to resolve contract language issues and formatting of contractual documents
    - Ongoing collaboration with CPM and Legal to develop a streamlined process for moving documents through signature
  
- Contractor not starting work as scheduled for several reasons
  - ✓ *Recommendations/Actions*
    - Revising schedules to account for administrative tasks and long-lead item procurement
    - Standardizing contractor schedule to account for coordination tasks with jurisdictions, track allocation requirements, flagging requirements (if applicable), and other administrative tasks that could potentially delay start of work
    - Working with external agencies for coordination, including FTA
  
- Contractor/consultants not submitting monthly billings in a timely fashion
  - ✓ *Recommendations/Actions*
    - Performing monthly reviews of outstanding billings to determine cause and to effect immediate solutions
    - Conducting outreach to contractors and consultants when billings not submitted after 20 days from close of the work month
    - Implemented use of provisional rates for overhead when FAR audits not completed.

# Challenges & Solutions

## *Project/Program-Specific*

- MARTA's internal issues in maintaining encumbrances
  - ✓ *Recommendation/Action*
    - CPMO to develop new procedures with Finance and program management (Capital Programs Delivery) to maintain encumbrances
  
- Insufficient track allocation for project demands
  - ✓ *Recommendation/Action*
    - Increase rail theater control and track allocation scheduling staffing, which will allow multiple events per line
  
- Insufficient flagging resources for projects impacting rail operations
  - ✓ *Recommendation/Action*
    - Utilize third-party flagging resources for capital project execution

 Northbound



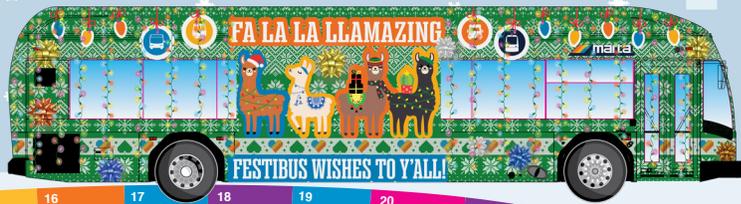
THANK YOU

**FY2024  
Encumbered  
Funds**

Program	FY2024 Budget	FY2024 Encumbered	Percent Encumbered
State of Good Repair (SGR)	\$456,349,319	\$286,532,917	62.79%
More MARTA City of Atlanta	\$217,983,000	\$86,237,310	39.56%
More MARTA Clayton	\$28,686,446	\$20,479,058	71.39%
<b>TOTAL</b>	<b>\$703,018,765</b>	<b>\$393,249,285</b>	<b>55.94%</b>

*Encumbrance report dated 10/31/23*

# Spreading Holiday Cheer in **marta**LAND



**1**

**November 14**  
3:30 - 6:30 PM  
**MARTALAND**  
Holiday Market  
at The West End



**2**

**November 15 - December 31**  
**Free Holiday Bus Ride**  
Enjoy free bus rides on MARTA's  
beautifully wrapped buses!

**3**

**December 5 - 21**  
3:30 PM - 6:30 PM  
**Artbound Performances**

## PERFORMANCES

College Park 12/05	Lindbergh 12/06	Doraville 12/07
Clayton County Transit Hub 12/12	HE Holmes 12/13	Medical Center 12/14
Five Points 12/14	Kensington 12/19	Airport 12/21

**4**

**December 8 &  
December 15**  
**Live Holiday  
Music on  
the Streetcar**



**5**

**December 19 - 21**  
**Surprise Ride**  
Breeze Card / Ticket Giveaway

**Surprise Ride**  
December 19  
9:30 am - 1 pm  
December 20  
6:30 am - 10 am  
December 21  
3:30 pm - 7 pm

