



**BOARD OF DIRECTORS**

**METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY**

**BOARD WORK SESSION**

**THURSDAY, MARCH 13, 2025**

**ATLANTA, GEORGIA**

**MEETING SUMMARY**

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

Chair Jennifer Ide called the meeting to order at 12:05 P.M.

**Board Members**

**Present:**

Al Pond  
James Durrett  
Roderick Frierson  
Freda Hardage  
Kathryn Powers  
Rita Scott  
Thomas Worthy  
Valencia Williamson  
Jennifer Ide  
Jacob Tzegaegbe  
Sagirah Jones  
Elizabeth Bolton-Harris  
Shayna Pollock

**Board Members**

**Absent:**

Russell McMurry  
Jannine Miller

**Staff Members Present:**

Collie Greenwood  
Steven Parker  
LaShanda Dawkins  
Jonathan Hunt  
Ralph McKinney  
Rhonda Allen  
Peter Andrews  
George Wright

Michael Kreher  
Kevin Hurley

**Also in Attendance:**

Justice Leah Ward Sears, Jacqueline Holland, Paula Nash, Tyrene Huff, Kenya Hammond, Phyllis Bryant, Eddie Eades

**2. CHAIR'S REPORT**

**Approval of the February 13, 2025, Work Session Meeting Minutes**

Approval of the February 13, 2025, Work Session Meeting Minutes On a motion by Board Member Pond, seconded by Board Member Worthy, the motion passed by a vote of 12 to 0 with 12 members present.

**3. GM/CEO REPORT**

**Transit System for All**

Overview by Mayor Andre Dickens and presentation by Courtney English, Chief Policy Officer and Senior Advisor to the Mayor.

**City of Atlanta Permitting Process**

Presentation by LaChandra Burks, Chief Operating Officer

**More MARTA COA Assessment Results - KPMG**

**4. EXECUTIVE SESSION**

**Real Estate**

**Litigation**

**Personnel**

**5. OTHER MATTERS**

None

**6. ADJOURNMENT**

The Work Session adjourned at 2:47 P.M.

YouTube link: [https://www.youtube.com/live/3TxIOobqDf0?si=m\\_YNfo\\_CXn0ADOK0](https://www.youtube.com/live/3TxIOobqDf0?si=m_YNfo_CXn0ADOK0)



# The Group Project: A Transportation System for All

Making Atlanta the Best Place to Raise a Child through a City of Safe, Whole, Connected, Thriving Neighborhoods

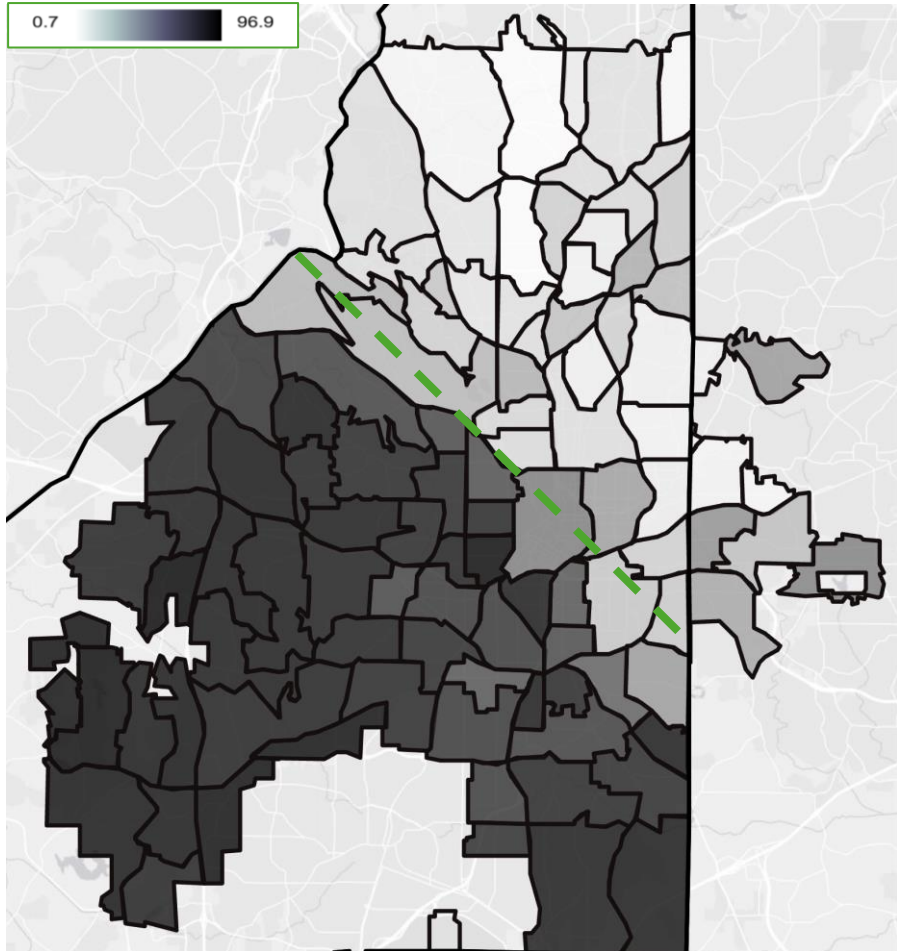
Mayor's Transit Vision for Atlanta

Courtney English, Chief Policy Officer and Senior Advisor to the Mayor

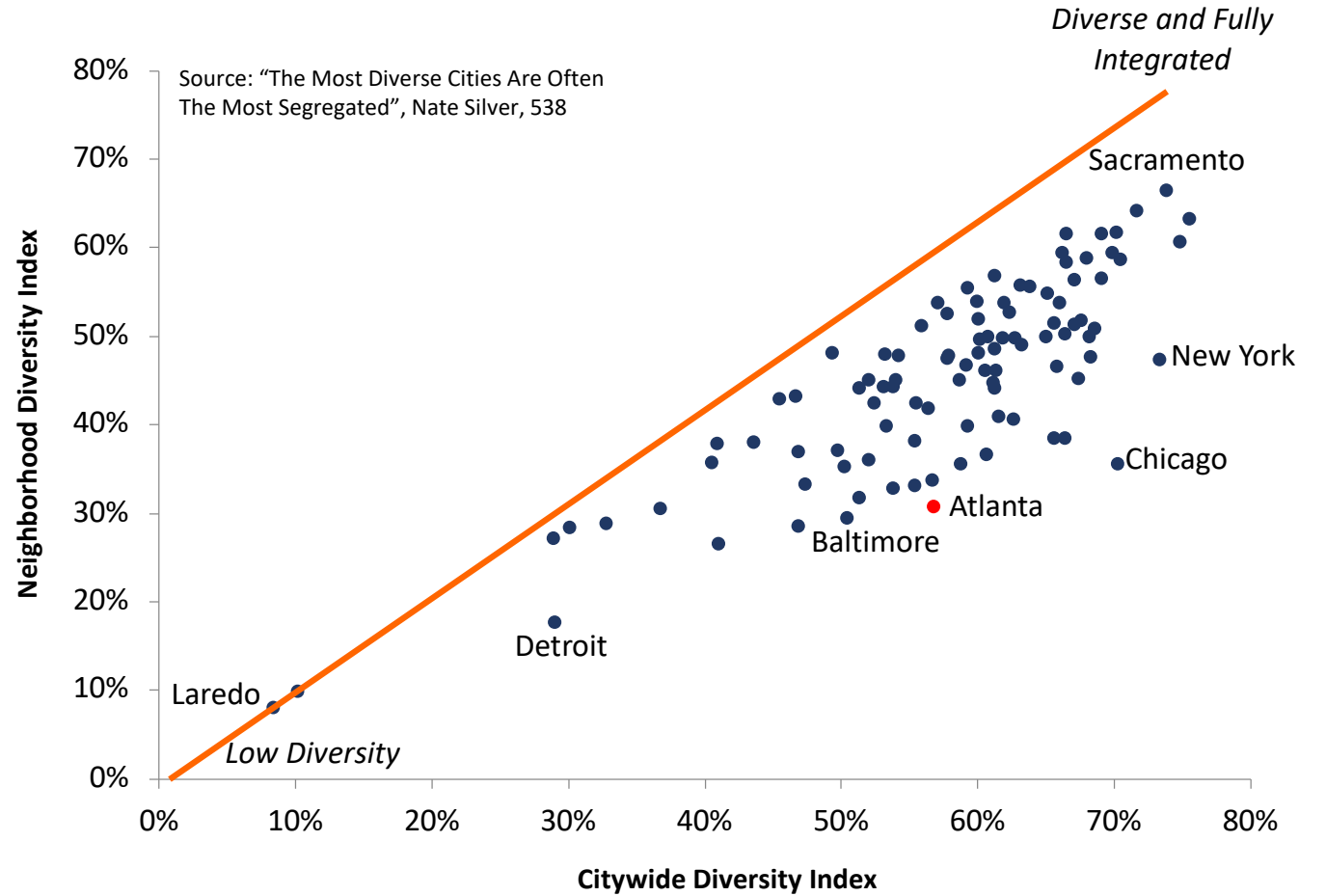
**Our North Star:**  
Make Atlanta the Best  
Place to Raise a Child

# EQUITY CHALLENGES ARE ACUTE AND COMPOUND AT THE NEIGHBORHOOD LEVEL

**Black Population**  
2020, %

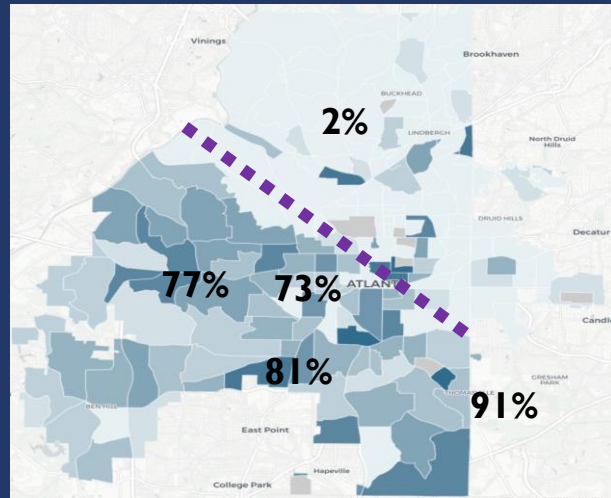


**Integration/Segregation Index For Largest US Cities**

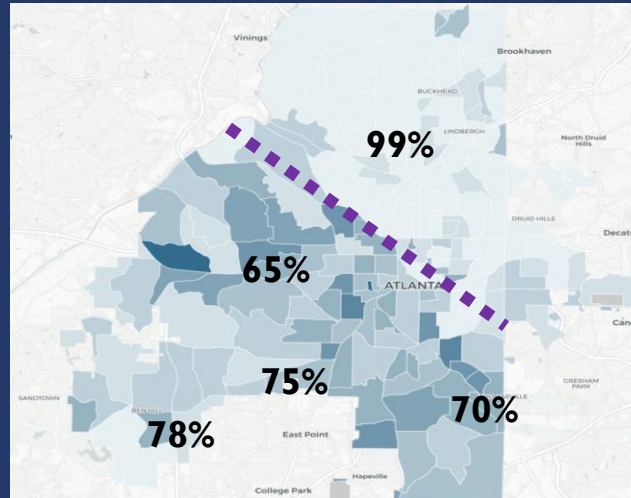




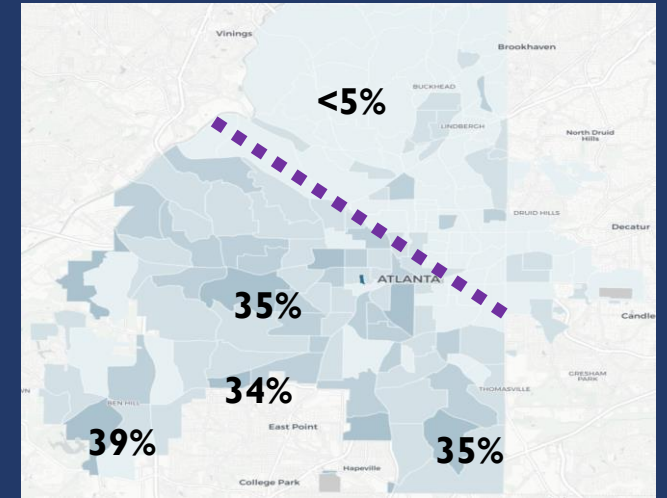
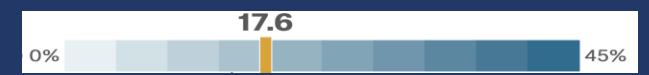
### % of Children Living in Poverty



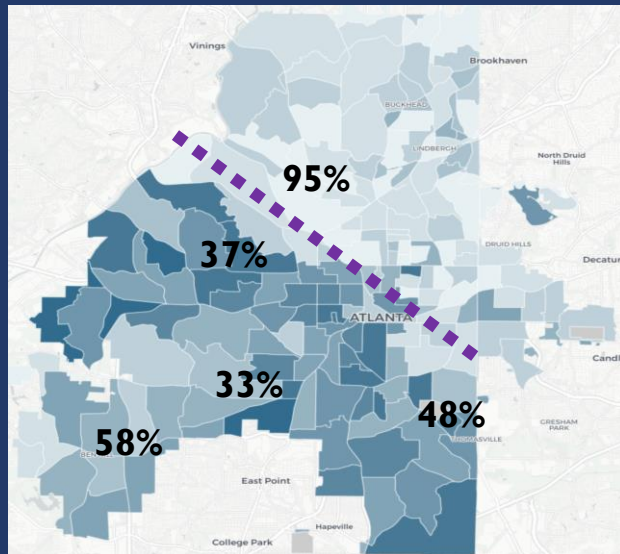
### High School Completion



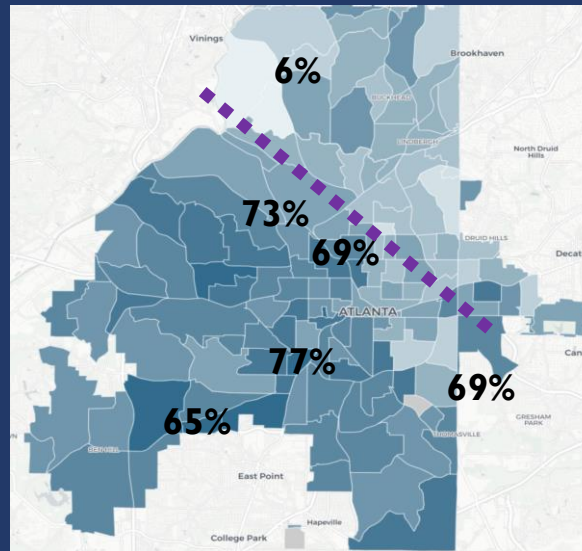
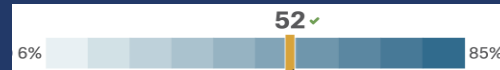
### % Uninsured



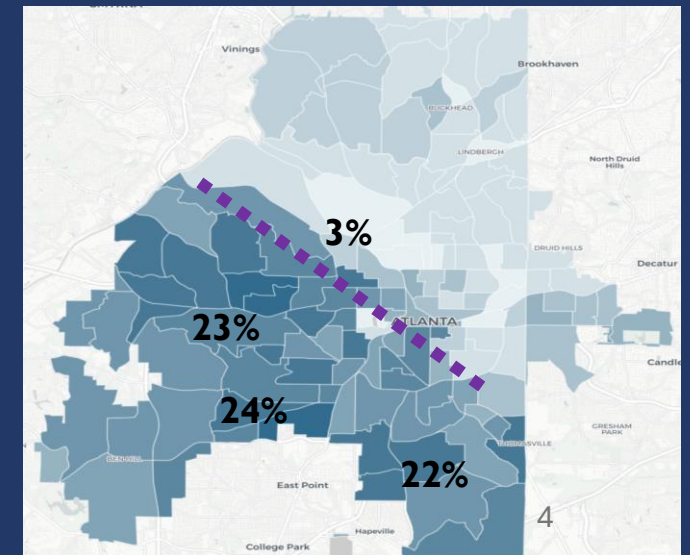
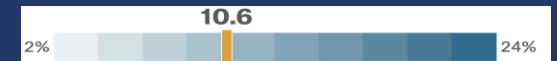
### Broadband Access



### Rent Burdened Households (%)

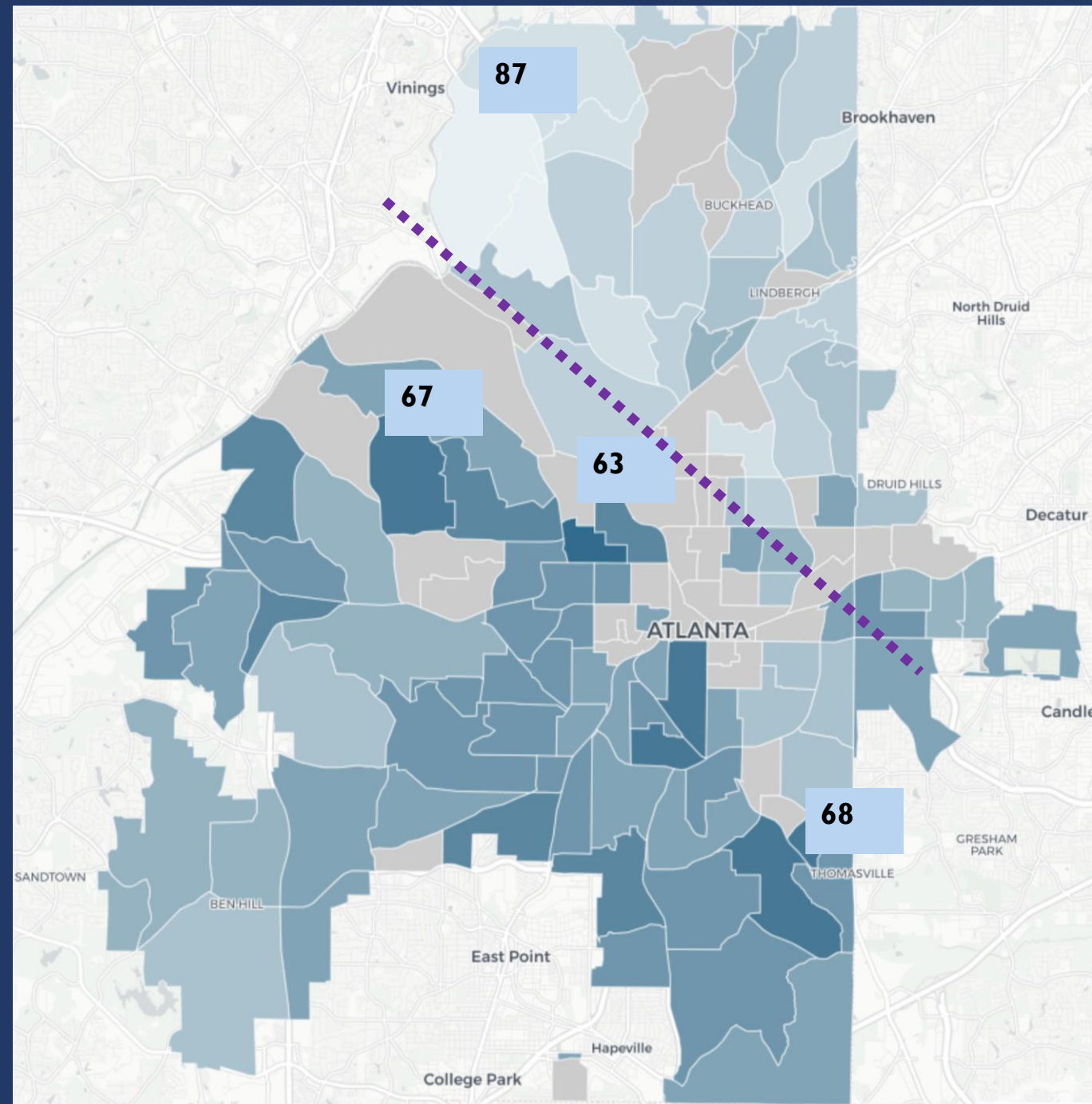
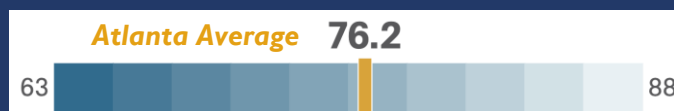


### % with Diabetes



# THE LIFE EXPECTANCY GAP

There is a **direct connection** between the **negative health, economic, and social outcomes** experienced by those living in **South and West Atlanta** and the decades of public policies designed to **foster racial segregation**





# GOAL AND STRATEGY

*The Mayor's Neighborhood Revitalization Initiative leverages a nationally proven place-based model, amplified by catalytic public investments and alignment. The initiative is partnered with citywide, equity-driven programs, policies, and initiative accelerating positive impact across domains, including public safety, youth development, workforce development, community revitalization, housing, mental health and wellness, and more.*

## Our goal and strategy

**Mayor Dickens' North Star is to make Atlanta the best place in the country to raise a child. Our goal is to eliminate persistent racial equity gaps in the city of Atlanta by ensuring that every child born in Atlanta lives in a healthy, thriving and accessible neighborhoods so that they are positioned to become happy, healthy and productive young adults.**

Starting with 7 key neighborhoods, we will revitalize distressed Atlanta neighborhoods through a comprehensive set of investments in housing, youth development and education, economic development, health, parks and recreation, and transportation and infrastructure. These public, commercial and philanthropic investments are tailored to the unique needs of our target neighborhoods and the specific vision these neighborhoods have developed and will steward for themselves



## Our focus neighborhoods

**Thomasville Heights:** Implementing a community-approved plan focused on the redevelopment of 120 underutilized acres of land

**English Avenue/Vine City:** Implementing the Westside Land Use Framework Plan, particularly coordinating J.P. Brawley Corridor investments

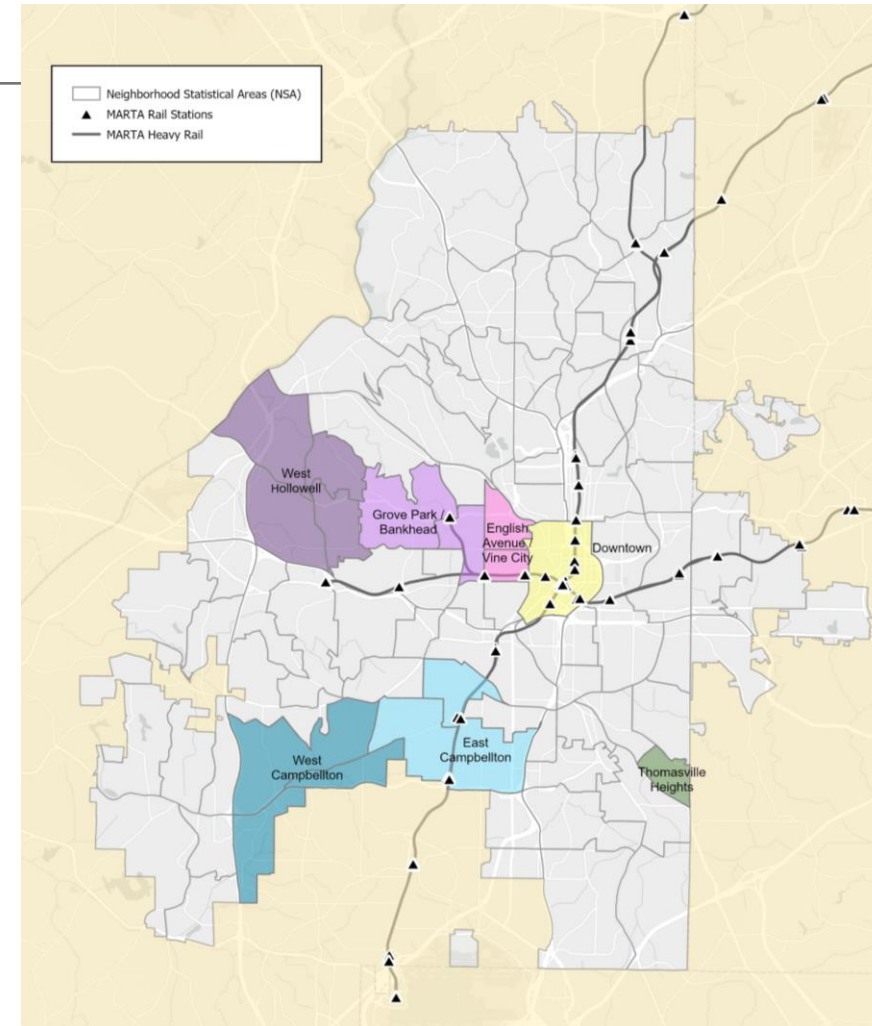
**Grove Park/Historic Westin Heights:** Delivering GPF strategy with focus on housing and economic development

**West Hollowell:** Focus on implementing Bowen Homes Choice Neighborhood Plan

**East Campbellton:** MARTA BRT Implementation Plan integrated with investments at Murphy's Crossing and Fort MacPherson

**West Campbellton:** MARTA BRT Implementation Plan with complimentary corridor investments in economic development and housing

**Downtown Atlanta:** Revitalizing the area through a series of key anchor projects and office-to-residential housing conversions, combined with cultural and social improvements





# ATLANTA IS A GROUP PROJECT

**Housing, education and transportation are inextricably linked in the lived experience of Atlanta families.**

No one actor can solve for these issues alone.

It takes deliberate partnership and mutual trust between local agencies and entities – from MARTA to APS to Atlanta Housing to City Hall – to achieve better outcomes across these dimensions.

The City and its partners must each contribute their unique resources and abilities to build a transit system that works for all residents.

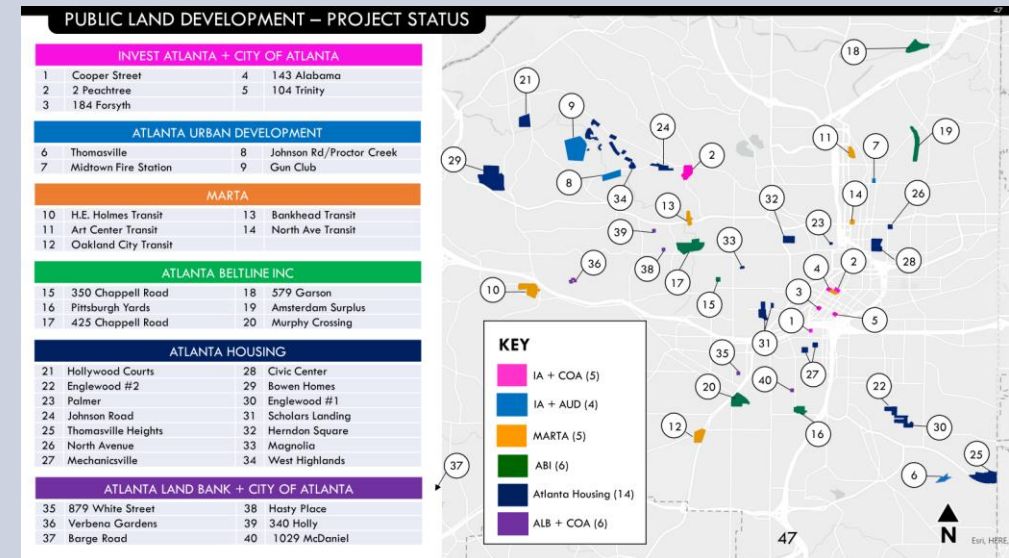
## Case Study: Mayor's Housing Strike Force

First convened May 2022

In the two years since its creation, the Mayor's Affordable Housing Strike Force has exemplified the "Atlanta group project" philosophy.

Coordinating housing efforts between public agencies that have traditionally worked in separate lanes, the Strike Force was specifically designed to break down institutional siloes and maximize impact through a **whole-of-government approach** to housing.

To date, the Strike Force has advanced and accelerated affordable housing development projects on 40 underutilized public land sites across the City.



Strike Force public land pipeline as of August 2024

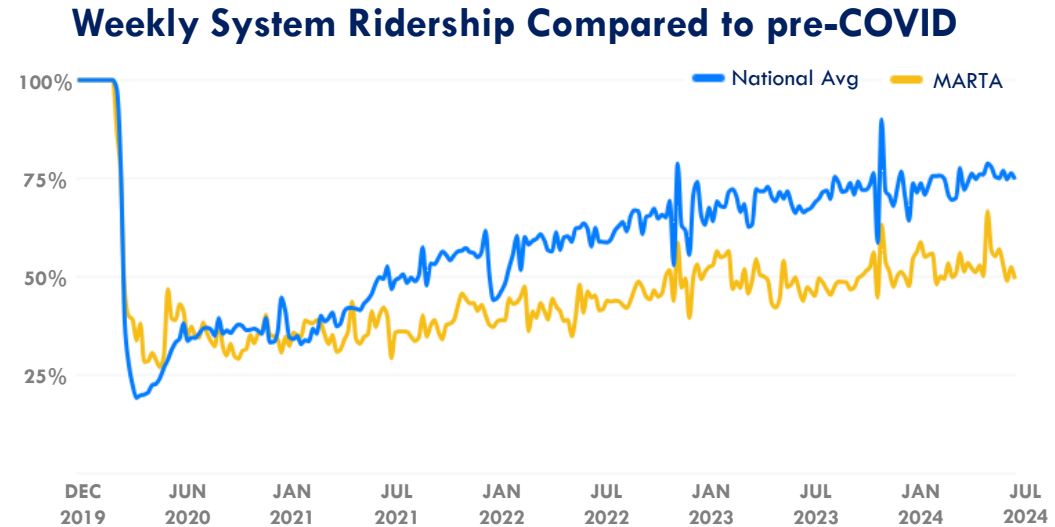
# EXISTENTIAL MOMENT

## Life-or-death moment for transit agencies around the country.

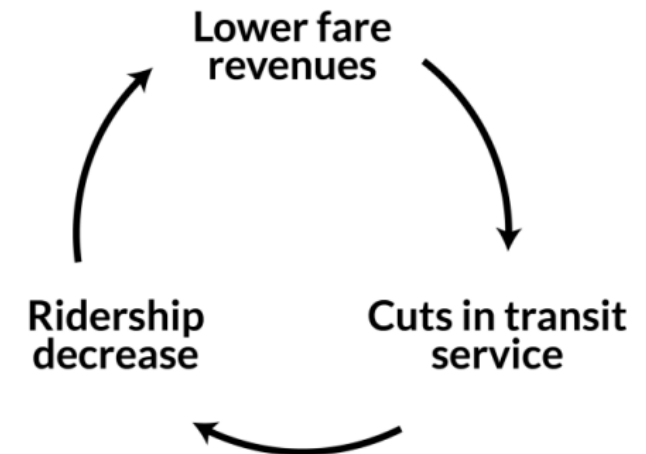
Ridership levels nationally are only 75% of their pre-COVID levels. In Atlanta, weekly ridership still hovers around 50% of pre-COVID ridership.

Fiscal cliff as infusions of federal funding – which covered operating losses during the pandemic – begin to taper off without replacement sources.

“Transit death loop” describes vicious cycle of depressed ridership leading to service cuts that render systems increasingly irrelevant.

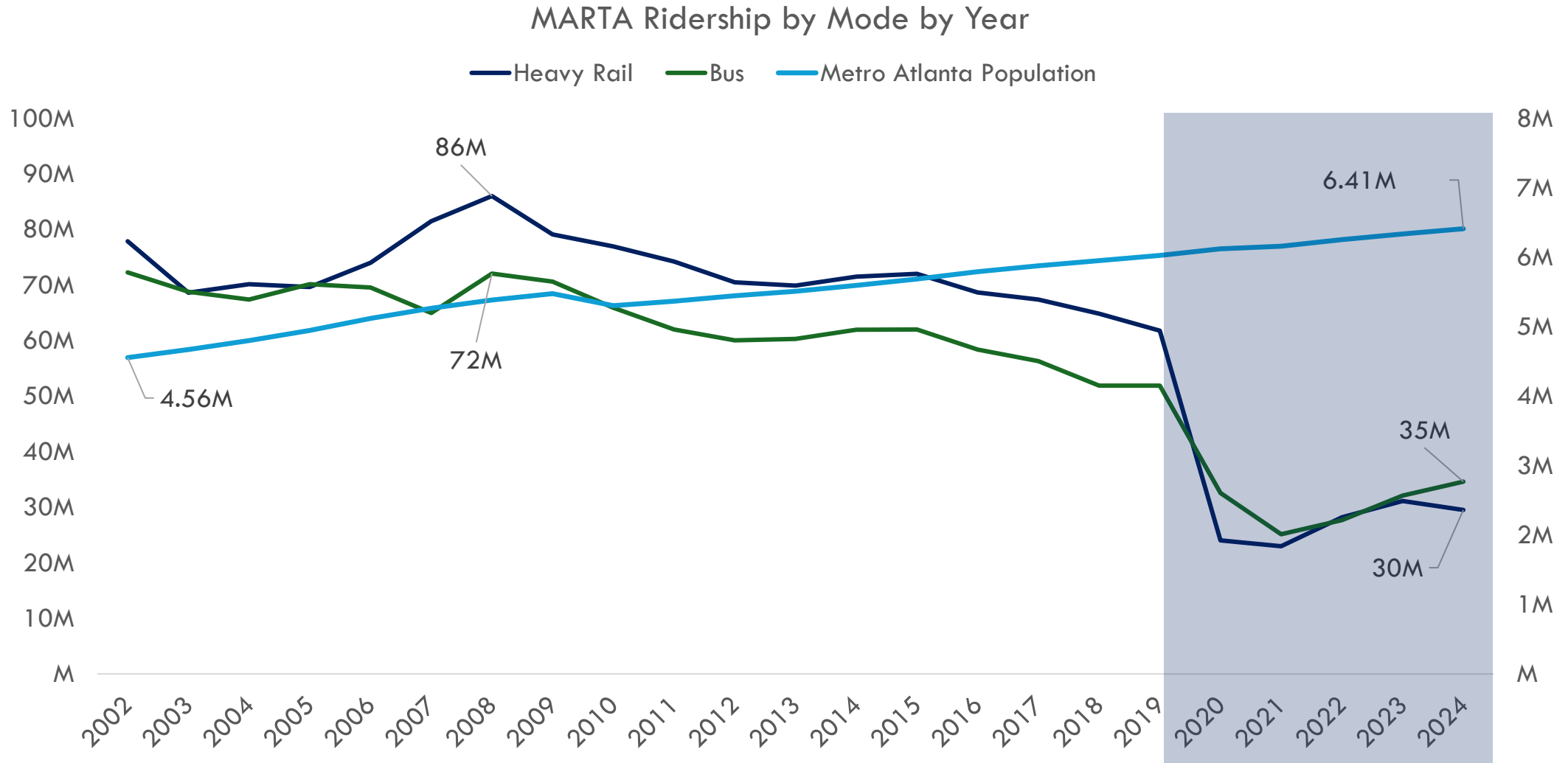


Source: APTA, Quarterly Report, as of July 2024



Source: Urban Institute

# EXISTENTIAL MOMENT



Source: National Transit Database, Calendar Year Unlinked Passenger Trips;  
US Census Bureau, Resident Population in Atlanta MSA

# FROM “VICIOUS” TO “VIRTUOUS” CYCLE

Focusing on these elements will **position Atlanta’s transit system and its users to thrive:**

## 1 INFILL STATIONS

*Filling gaps in our existing rail network to expand service catchments and dismantle barriers between neighborhoods, improving everyday quality of life for all residents.*

## 2 TRANSIT ORIENTED COMMUNITIES (TOC)

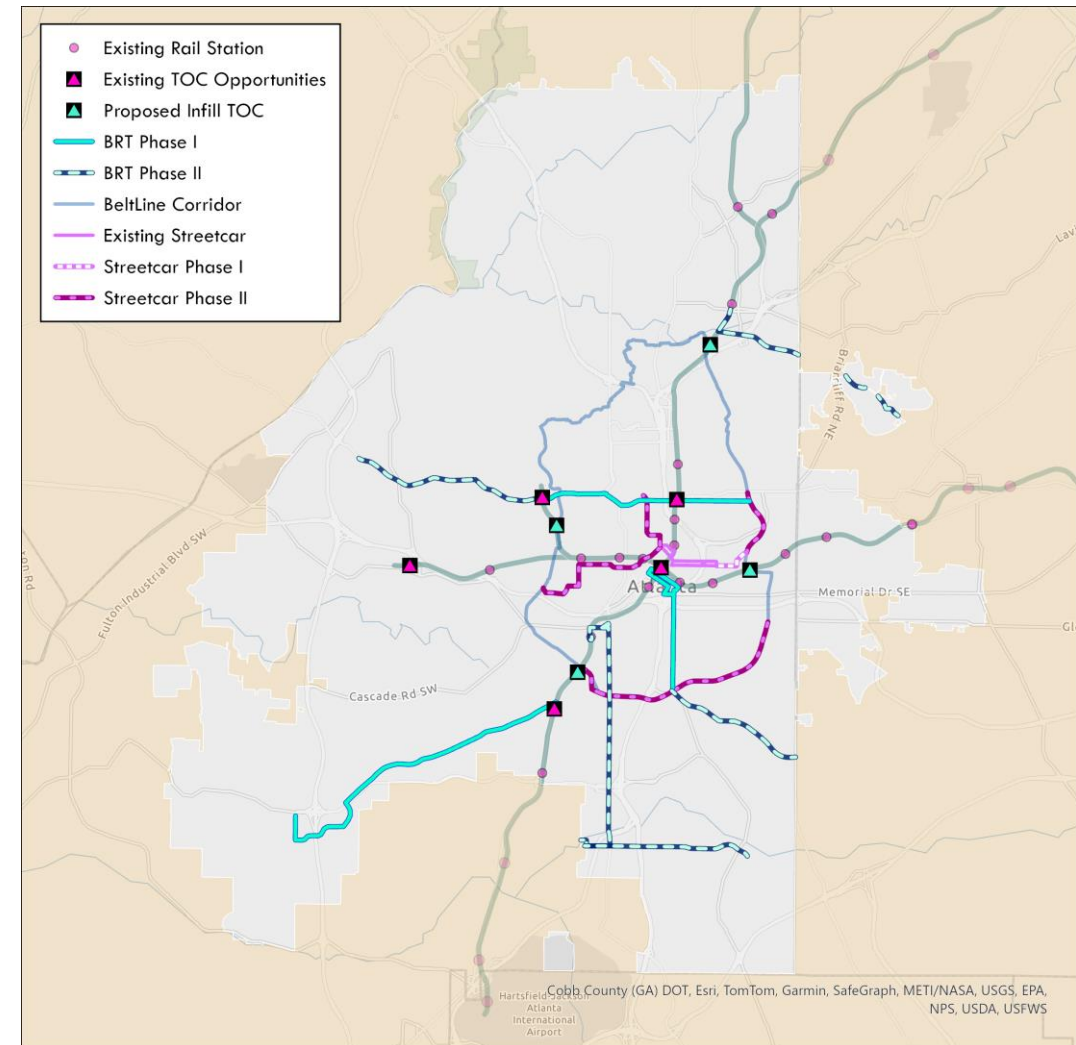
*Bring density to existing network, leveraging underutilized public land to both harness high-growth areas and stabilize low-growth intown neighborhoods.*

## 3 BUS NETWORK REDESIGN AND BRT

*Filling in the gaps between the “spokes” of MARTA’s heavy rail network; extending high-quality service to densifying nodes and corridors; reducing commute times for transit-reliant residents.*

## 4 FIRST-AND-LAST-MILE CONNECTIVITY

*Strengthening connections where this network interfaces with world-class trails and first-and-last-mile options, to make transit the natural choice for more trips for more residents.*



Overview of comprehensive transit vision. Additional MoreMARTA projects outside areas of focus not shown



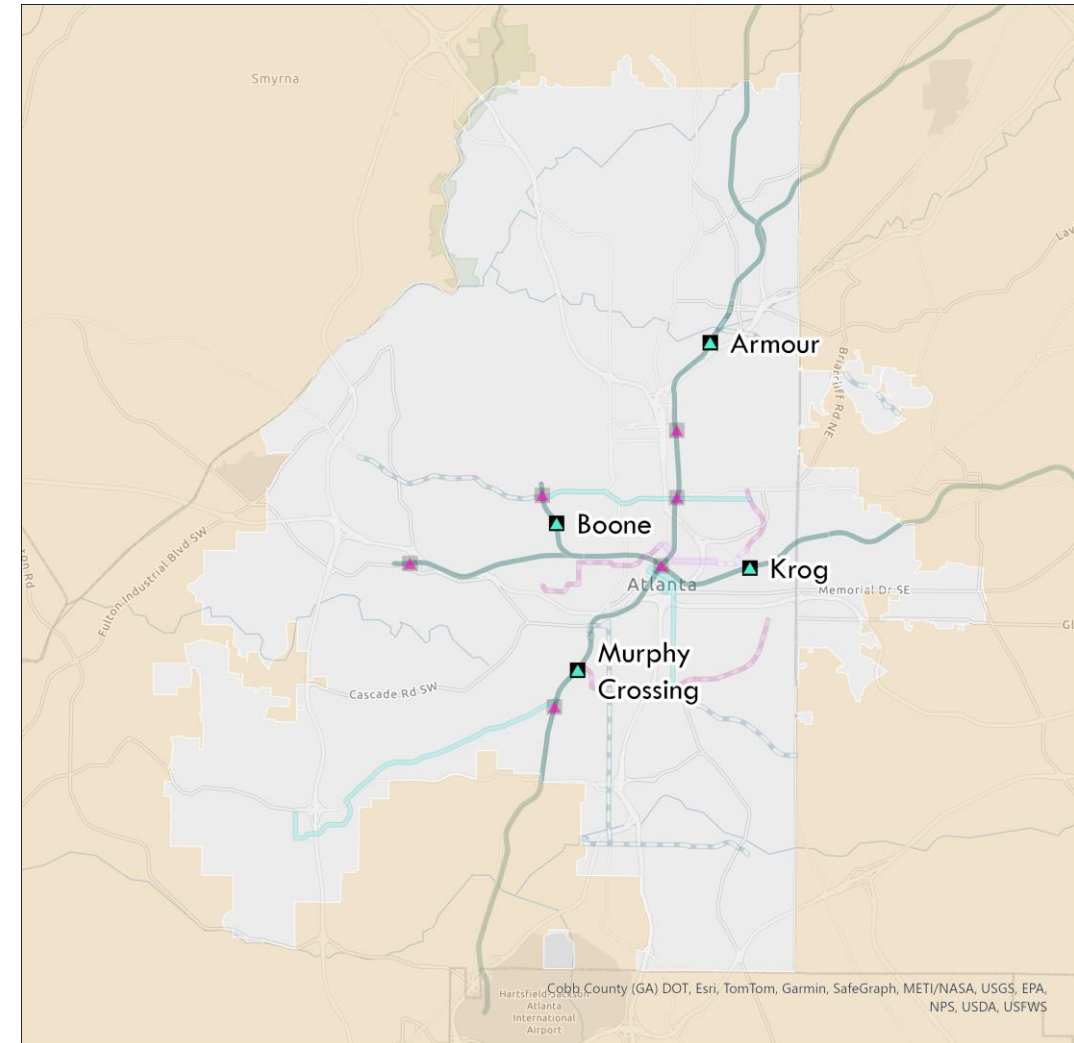
# INFILL STATIONS

**Filling in the gaps in existing rail network where they intersect the Beltline** to make transit the natural choice for *more trips for more residents*.

Proposed infill stations extend service to areas left “in limbo” between existing station walksheds. They interface with multi-use trails that provide first-and-last-mile options.

Infill stations would **create access to high-opportunity, high-density neighborhoods** with untapped ridership, job centers, and amenities.

They would also **stabilize neighborhoods experiencing population loss** due to lack of connectivity and other factors.



*Infill station opportunities overlaid on existing rail alignments, existing rail station half-mile buffers, and Beltline mainline trails*

# TRANSIT-ORIENTED COMMUNITIES (TOC)

**Aggressively advancing TOC opportunities will immediately stimulate ridership** and densify Atlanta's natural growth corridors.

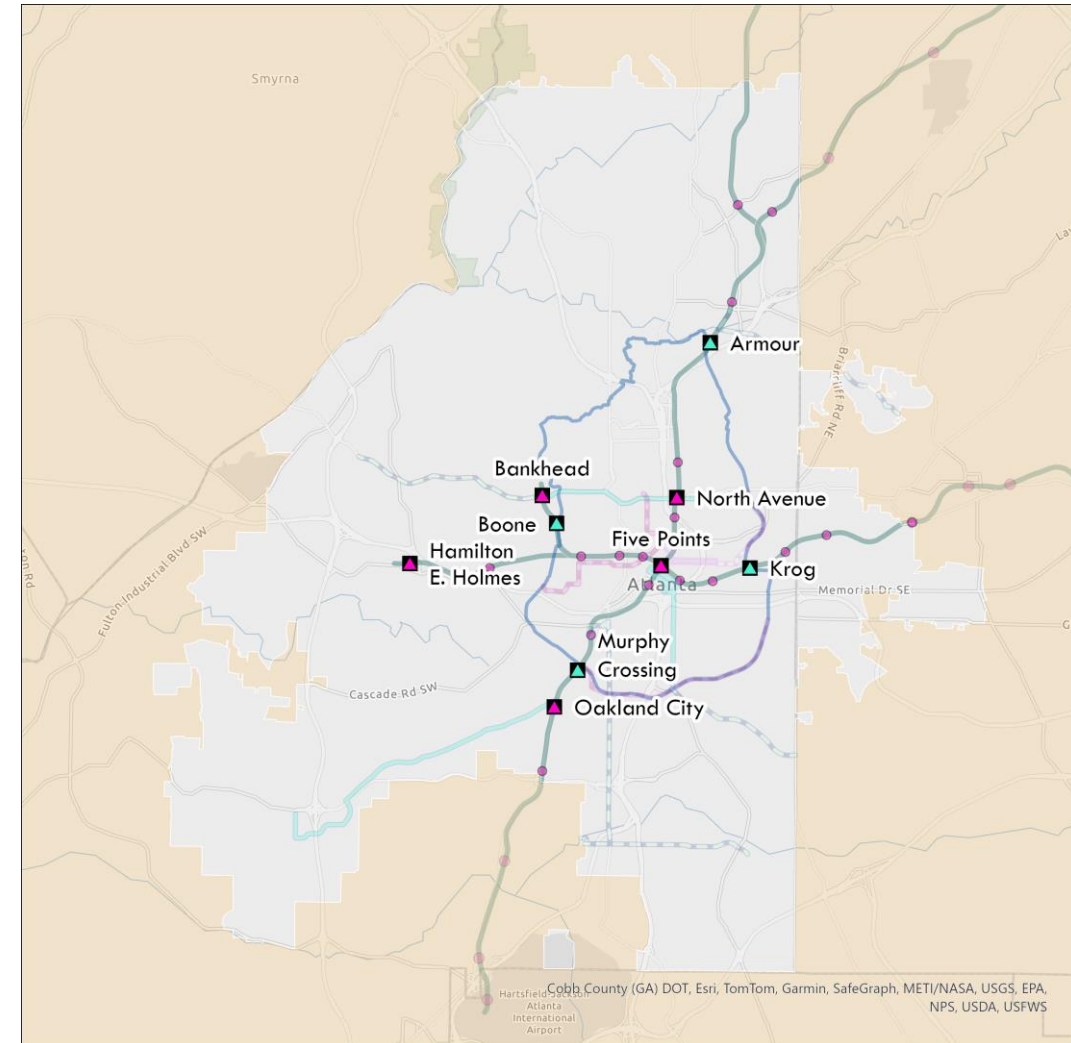
Growing the supply of transit-adjacent “rooftops” makes MARTA more resilient as new commuting patterns deemphasize traditional origins and destinations (e.g., fewer office commuters)

## **2,350+ units across five existing stations:**

- Arts Center – 500+ units
- Bankhead – 500+ units
- H.E. Holmes – 600-800 units
- North Avenue – 250+ units
- Oakland City – 500+ units

### **PROPOSED ADDITIONS:**

- Armour (Infill)**
- Boone (Infill)**
- Five Points (Existing)**
- Krog (Infill)**
- Murphy Crossing (Infill)**



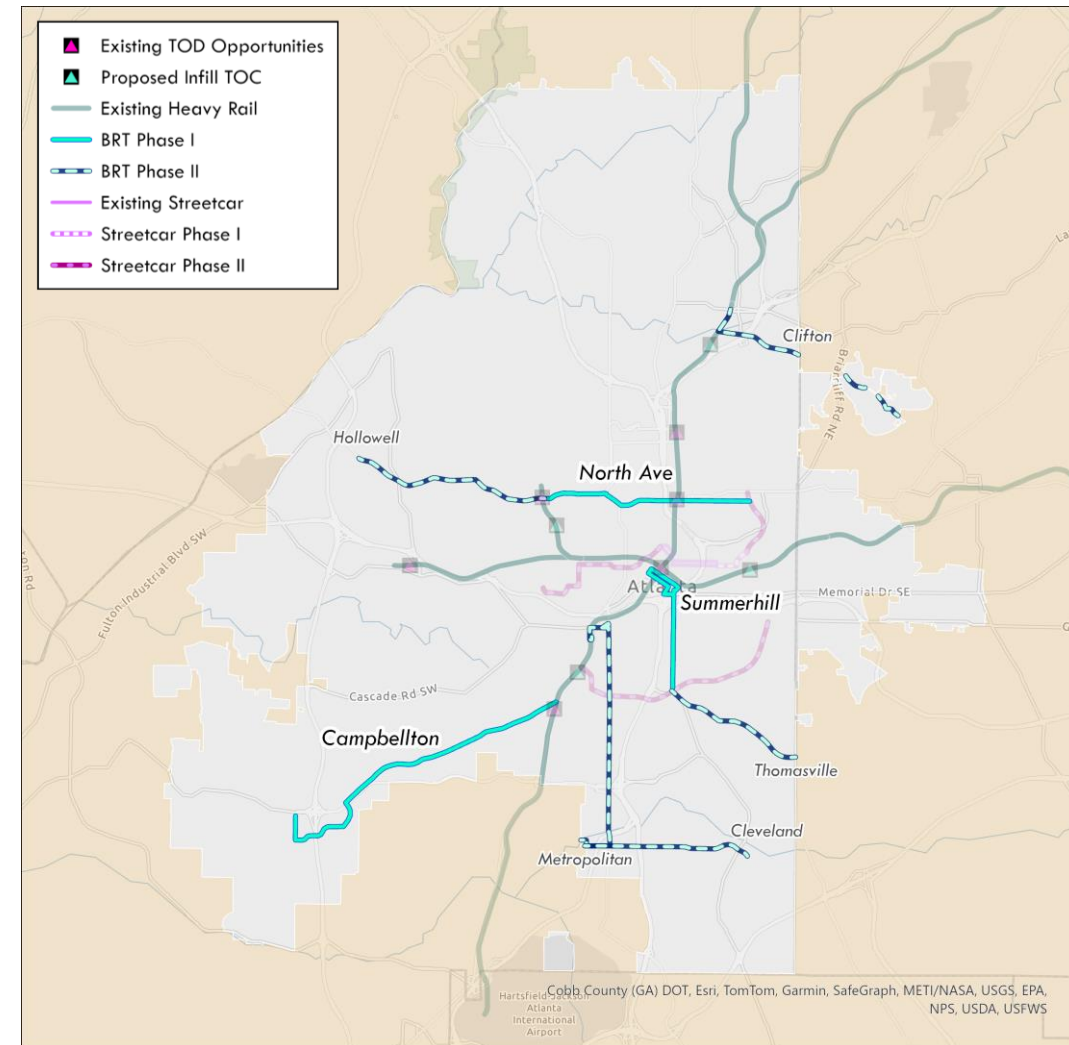
*TOC opportunities at existing heavy rail stations and proposed infill, overlaid on existing rail alignment and priority neighborhoods*

# BUS NETWORK REDESIGN AND BRT EXPANSION

**Comprehensive bus network redesign, including expanded BRT, will address urgent gaps in service, deliver high-quality transit to underserved communities, and make car-free living a realistic prospect for more neighborhoods.**

Building on significant growth in anticipation of Summerhill and Campbellton alignments, reach other densifying nodes of high bus ridership by:

- Expanding **North Ave – Hollowell BRT** west to future Bowen redevelopment (2,000 future units)
- Expanding **Summerhill BRT** along McDonough to serve Englewood and Thomasville Heights (1,300 to 1,500 future units, combined)
- Exploring BRT alignments into **Upper Westside**



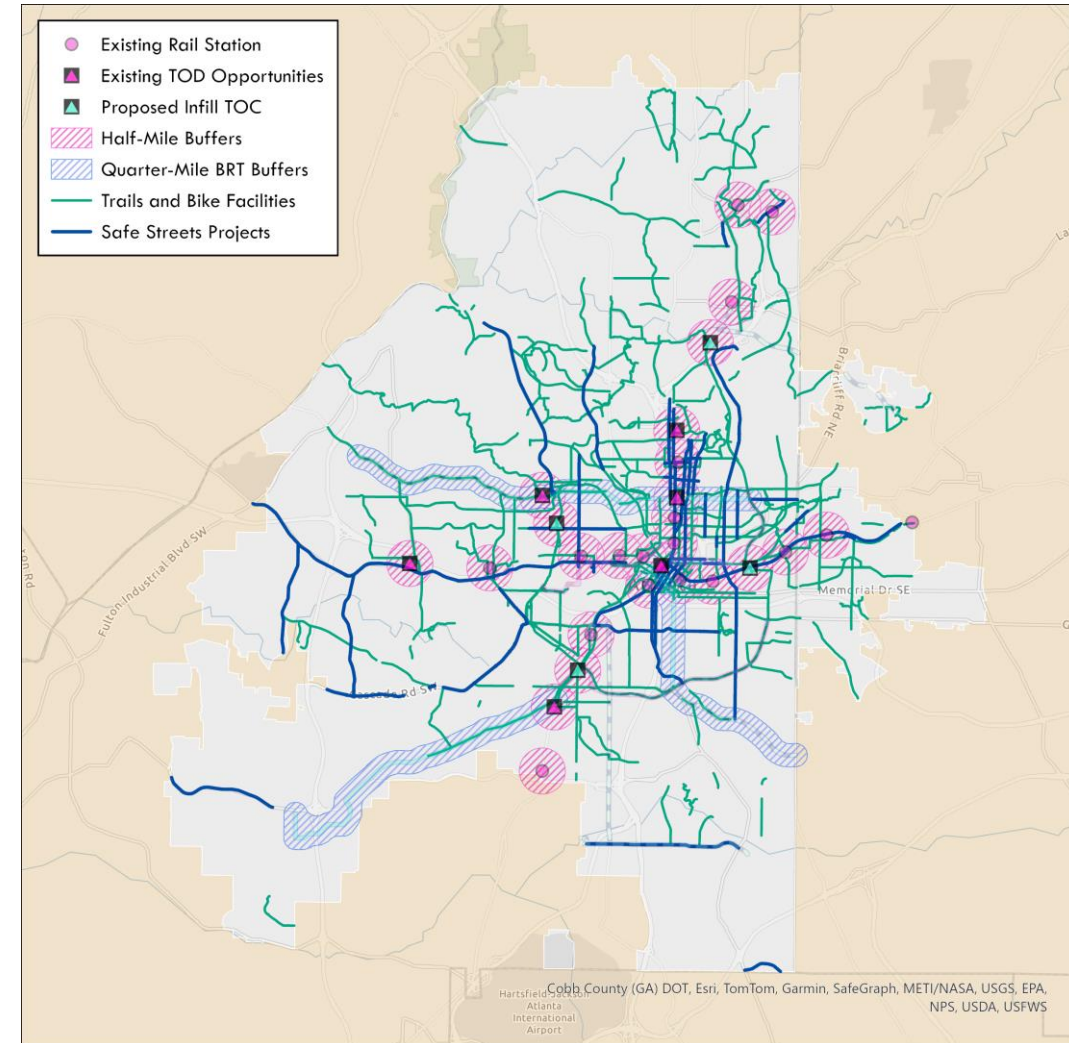
*BRT corridors – including proposed extensions in two phases*

# FIRST-AND-LAST-MILE CONNECTIVITY

**Building a trails-to-transit network** that interfaces seamlessly with walkable & bikeable infrastructure will unlock new origins and destinations that weren't previously feasible.

This network must capitalize on logical nodes of activity, density, and high-quality infrastructure. It must also design for amenities and services that make traveling by transit faster, smoother, and more flexible, such as:

- Relaunching a **local public bikeshare** program, with docking stations at high-traffic transit stops
- Expanding MARTA Reach **on-demand rideshare** program to extend existing catchment areas



Existing and proposed MARTA rail stations overlaid on combined connectivity network

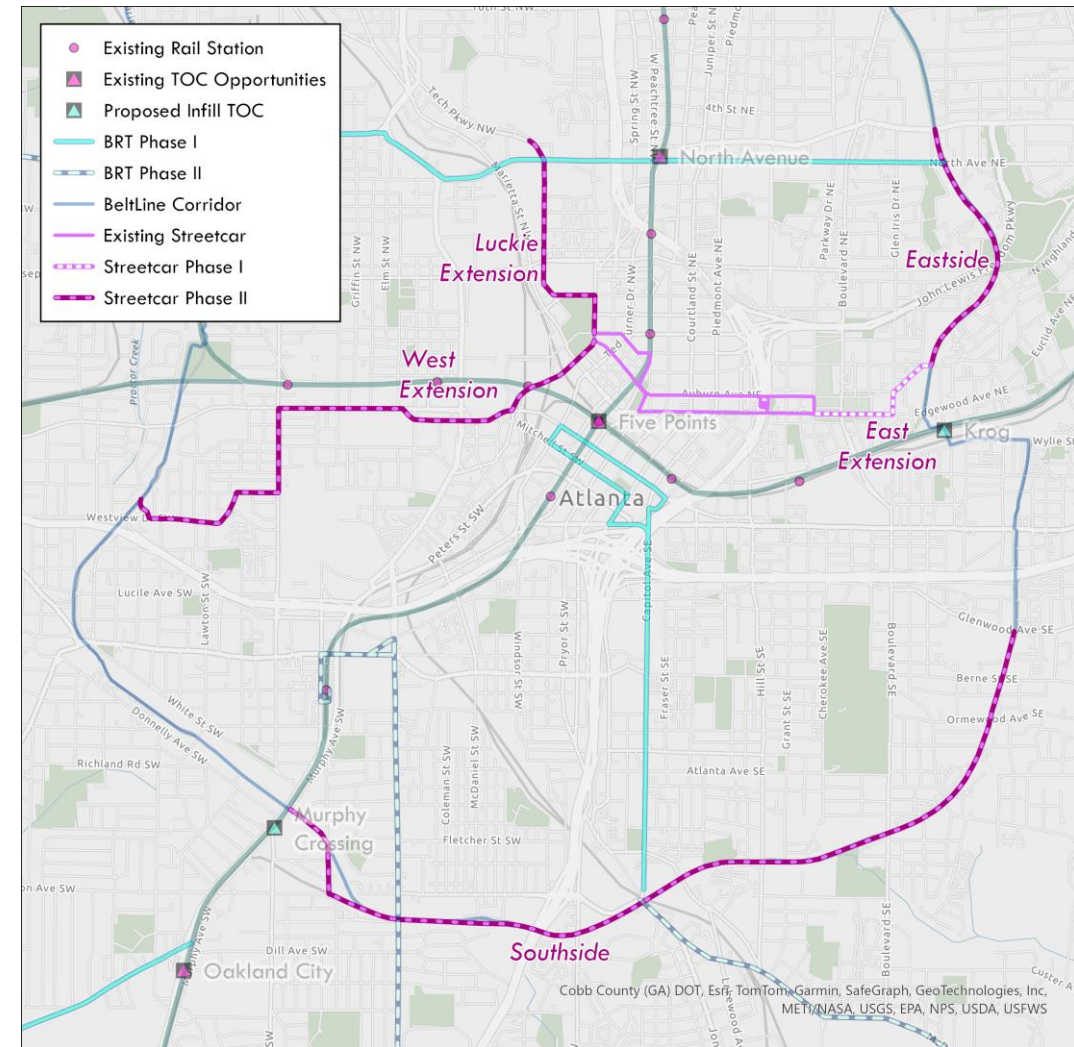


# FILLING IN “THE DONUT”

The Beltline encircles the city with 22-miles of dedicated transportation corridor. It’s a world-class recreational amenity, but it can – and should – be even more.

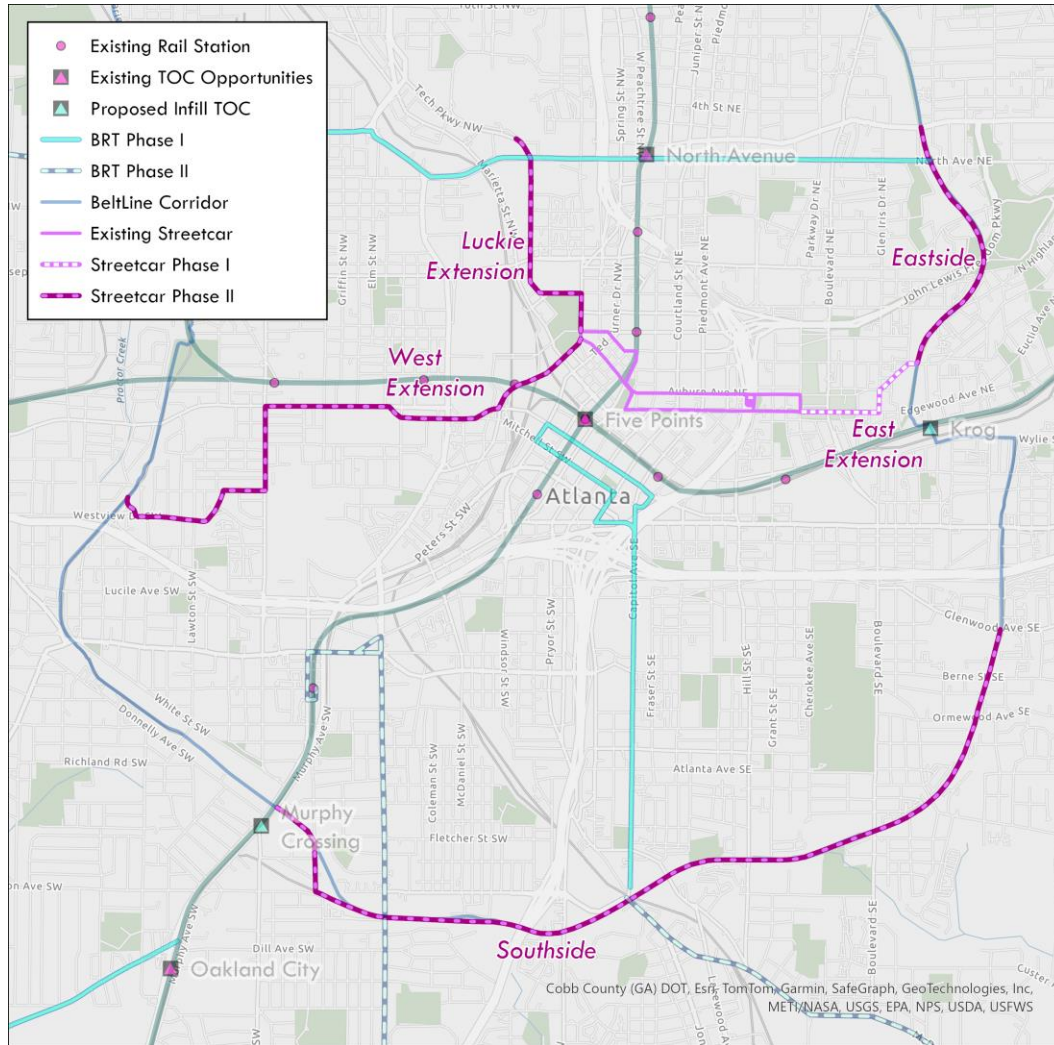
High-quality streetcar & light rail transit that maximizes this dedicated corridor, paired with high-quality bike/ped connections and frequent transit service along arterials inside the Beltline, can create truly multimodal in-town neighborhoods.

- Finally connecting Downtown to the Beltline via the **Streetcar East Extension**
- Advancing the **Streetcar West Extension** to connect Downtown to AUC and/or Georgia Tech
- Utilizing dedicated ROW on the **Southside Trail**

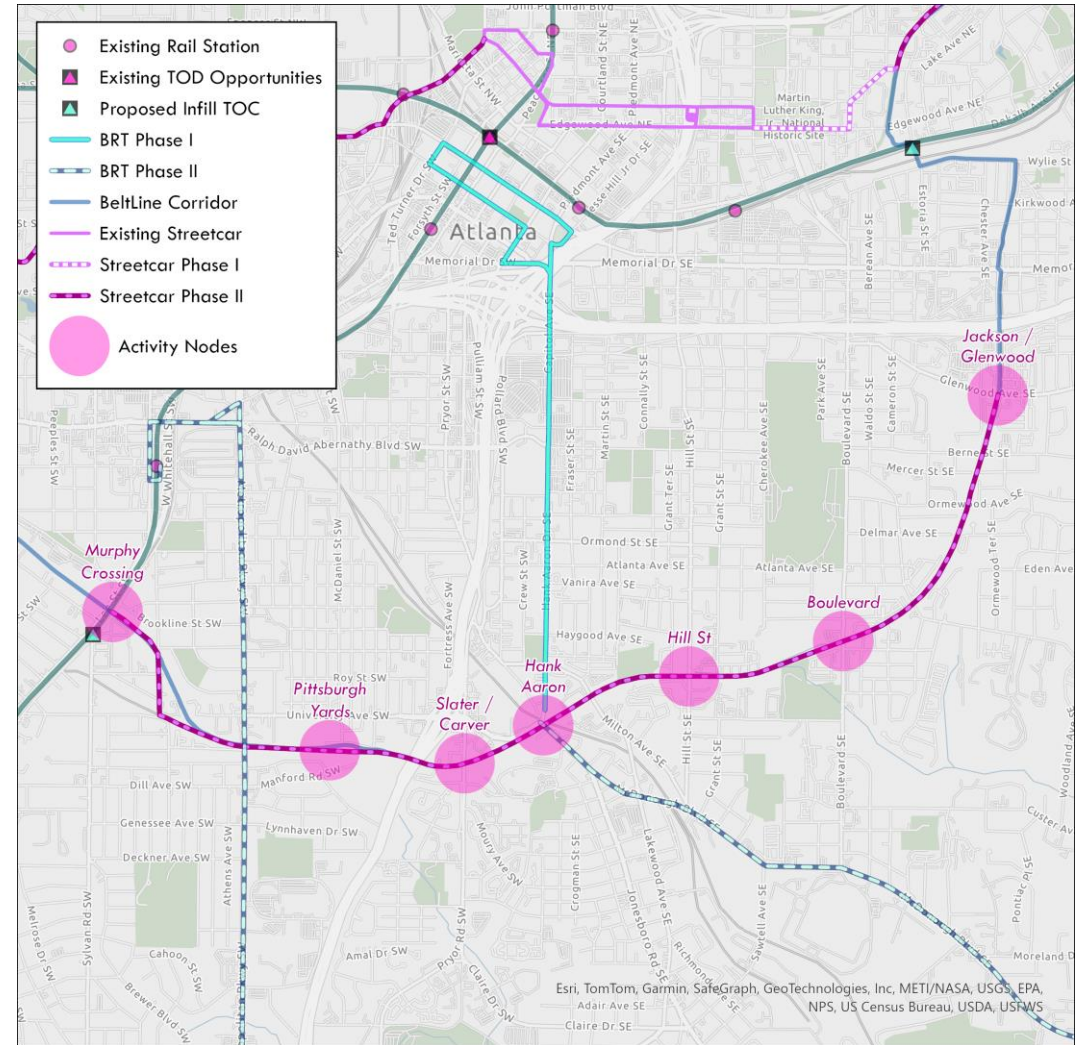


Phased implementation of Beltline and east-west Streetcar service

# FILLING IN "THE DONUT"



Phased implementation of Beltline and east-west Streetcar service



Critical Southside nodes not yet served by heavy rail

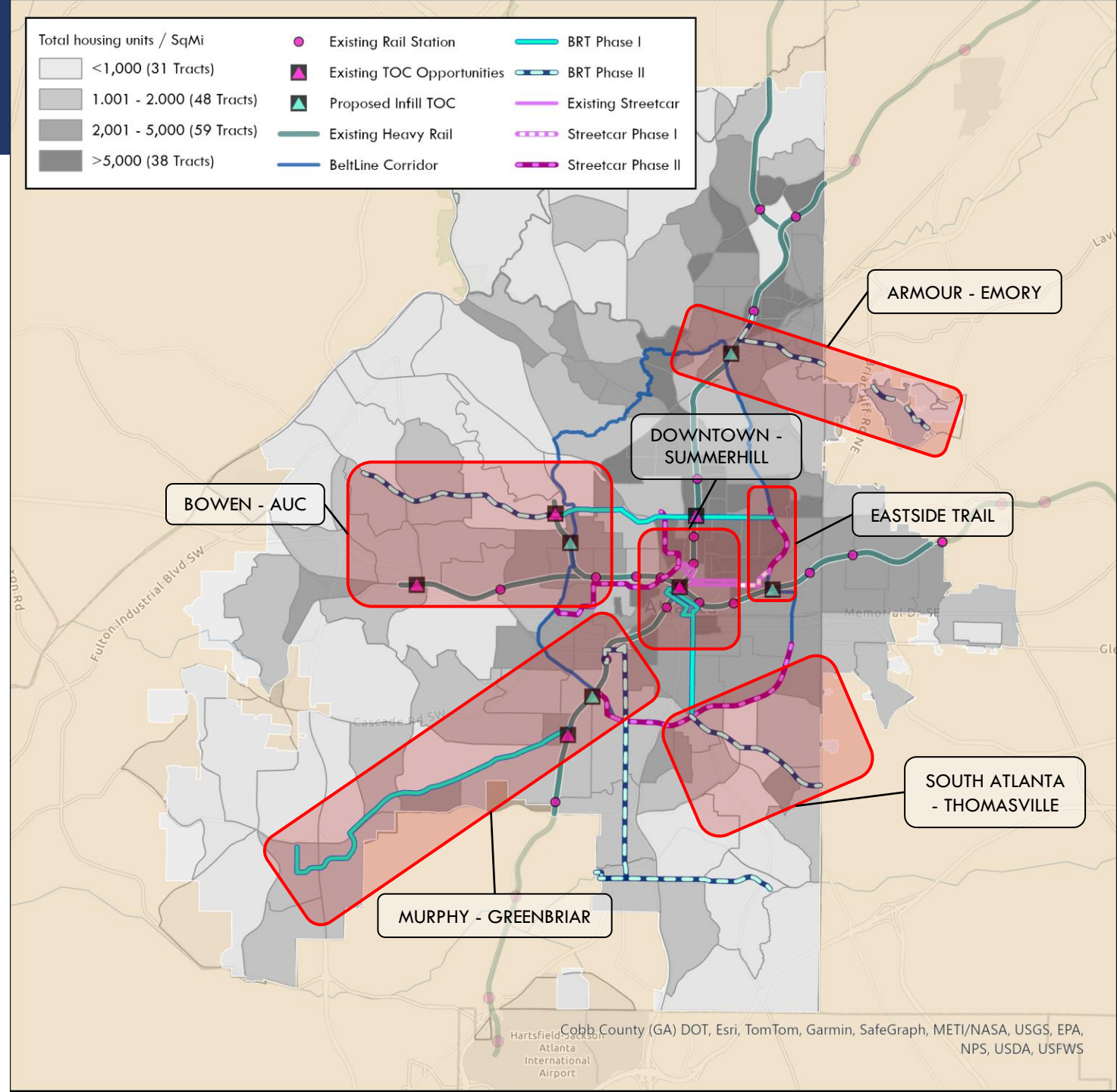


# FIFTEEN-MINUTE CITY

By linking existing density with areas poised for growth, we can set stage for generations of Atlantans to thrive. **Not just today's residents – but also their children and grandchildren.**

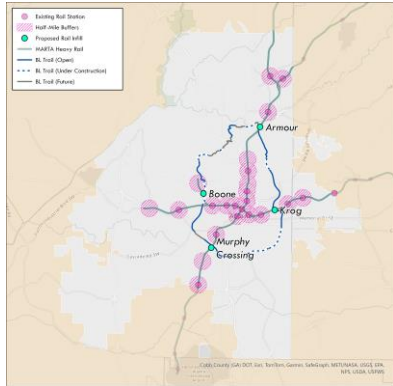
Forging connections between housing, job centers, fresh food, and other amenities will help us make Atlanta a **network of truly connected, healthy, thriving neighborhoods.**

Through a combination of world-class BRT and light rail, greenways, intentional transit-oriented communities, and comfortable bike/ped facilities, we can usher areas long underserved by existing heavy rail into Atlanta's "fifteen-minute city."

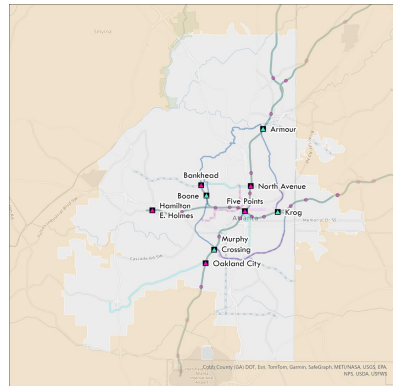


# ACHIEVING THE “VIRTUOUS” CYCLE

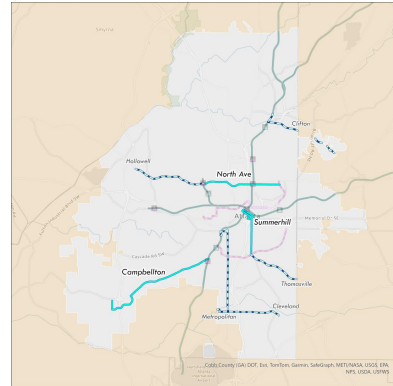
## INFILL STATIONS



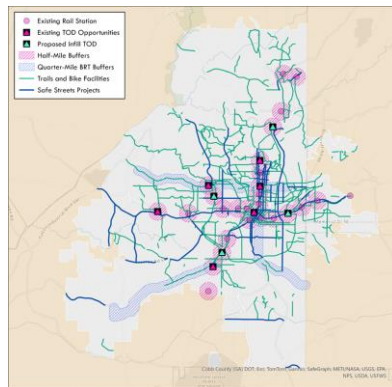
## TRANSIT ORIENTED COMMUNITIES



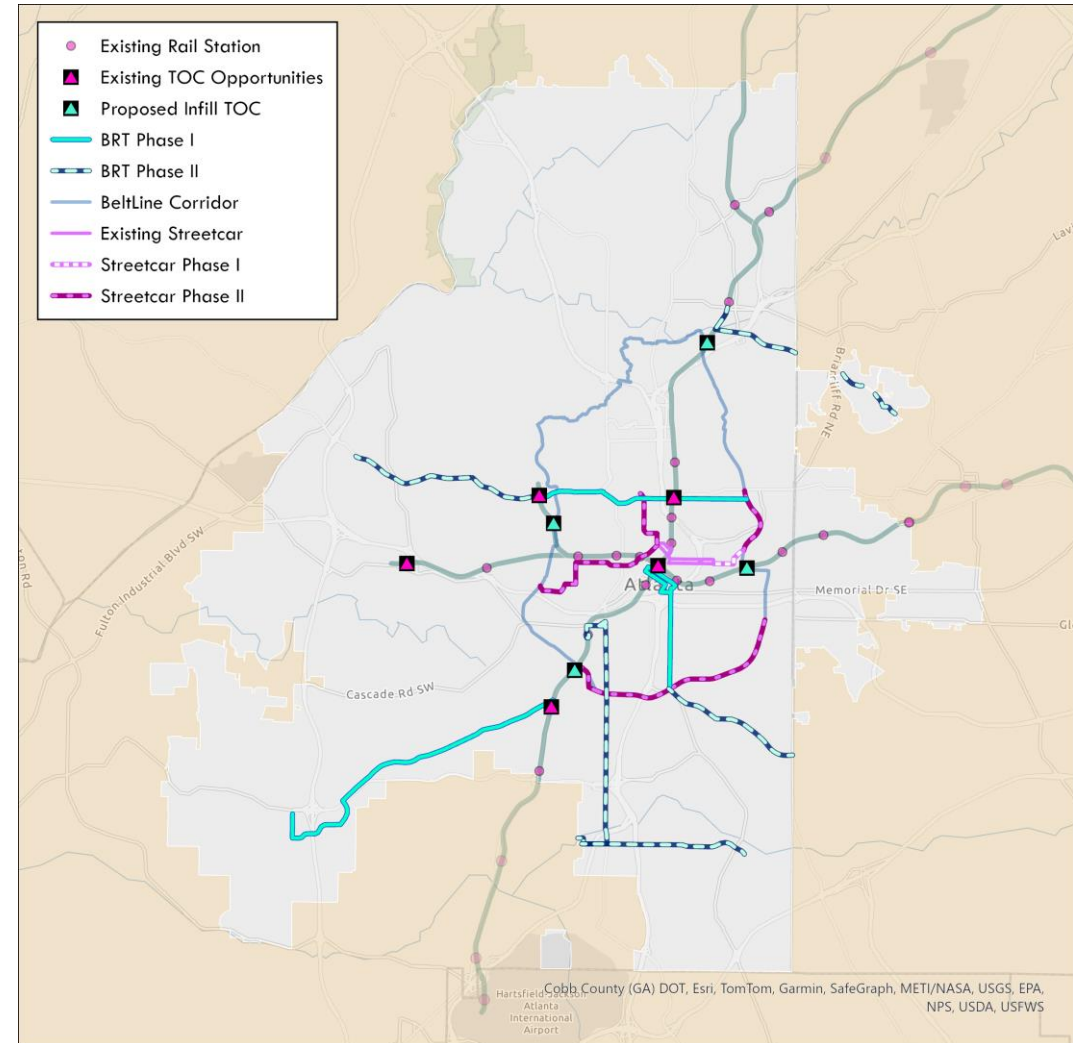
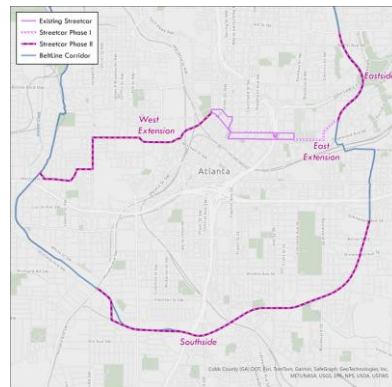
## BUS REDESIGN AND BRT



## FIRST AND LAST MILE



## FILLING THE DONUT





QUESTIONS

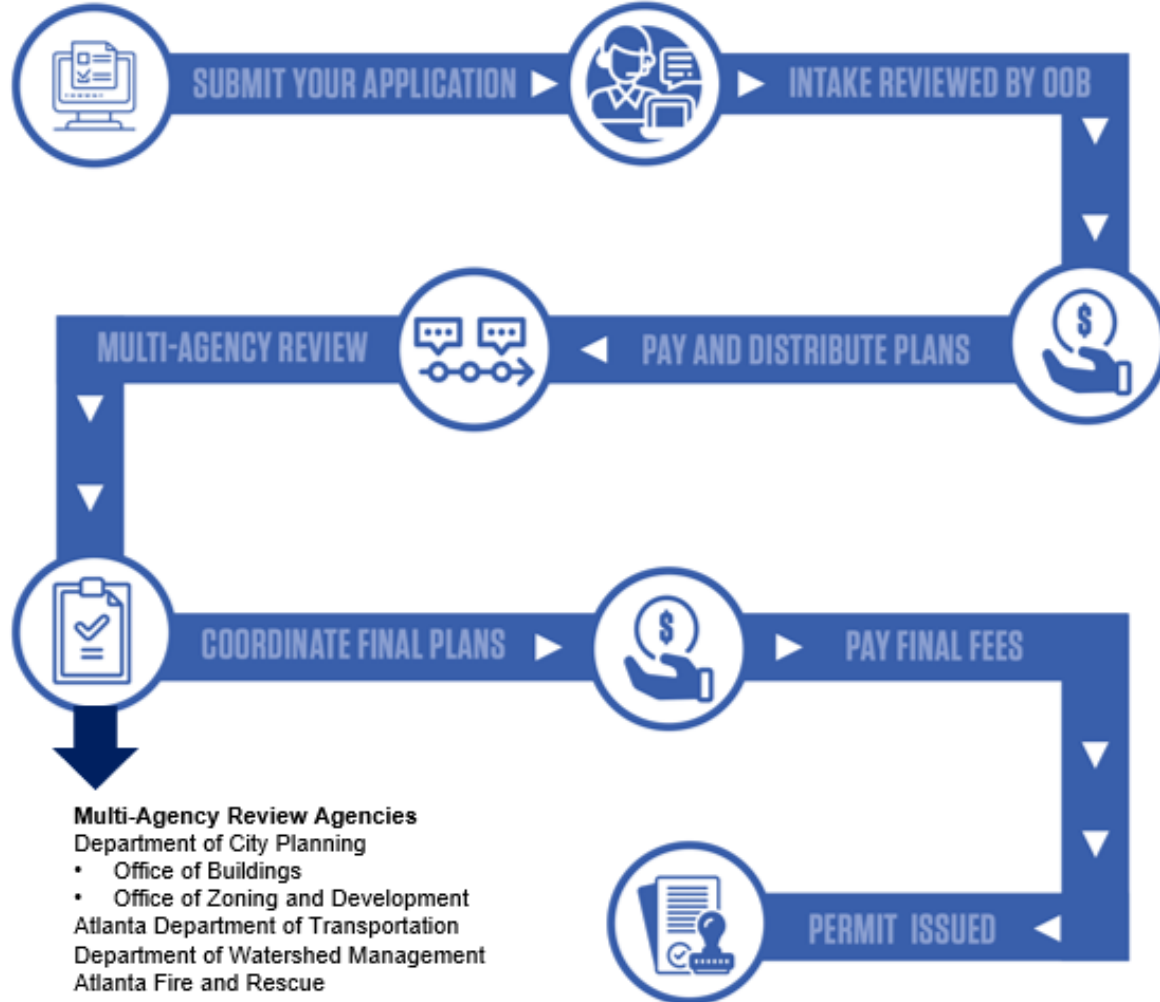


# City of Atlanta Permitting Process

March 13, 2025

# PERMITTING

WITH THE OFFICE OF BUILDINGS



# Collaborative Meetings



## ***City of Atlanta held four collaborative meetings***

(3/6/24; 3/20/24; 4/3/24 and 5/16/24)

May 16<sup>th</sup> Collaborative Meeting was held at MARTA Headquarters

- Reviewed the required permits
- Discussed Special Administrative Permit waiver process
- Conducted Site Walk at MARTA 5 Points Station

## ***MARTA cancelled seven collaborative meetings***

(7/10; 7/24; 8/7; 8/21; 9/4; 10/2 and 10/16)





P1 – Canopy Deconstruction

P2 – Demolition of Walls

P3 – Civil/Site Work

The scope of work includes the installation of underground utilities and infrastructure and preparing the ground for the new building.

P4 – Vertical Transportation Construction

The scope of work includes the construction of the conveying systems: elevators (construction of the elevator shaft) and escalators.

P5 – Build Back – New Construction

The scope of work includes new construction of all vertical walls and roof structures.

ATLDOT Permits

Scope of work relative to the Right-of-Way (public property), Road Closure permits, Sidewalk Closure permits, Dumpster permits, Street lights and Sign Markings

Ashby Station for relocation

**Permits Required  
for  
5 Points**



# Courtesy Review of P5 Build Back – New Construction

## Courtesy Review Timeline:

- 8/30/24 Link emailed to City of Atlanta
- 9/3/24 City notified MARTA link was not accessible
- 9/12/24 MARTA provided an updated link with 799 pages
- 11/16/24 City provided **71** comments back on the Courtesy Review

# Ashby Station Timeline



CITY OF ATLANTA

NOVEMBER

DECEMBER

JANUARY

FEBRUARY

MARCH

2024

2025

**11/20/2024**

MARTA submitted application for Ashby Station in Accela

**12/20/2024**

After consistent communication, MARTA submitted the attachments correctly in Accela

**1/10/2025**

Fees waived in Accela  
**City provided comments to MARTA**  
- Fire Site Review  
- Plumbing Review

**1/13/2025**

**City provided comments to MARTA**  
-Electrical Review

**1/24/2025**

**City provided comments to MARTA**  
- Site Development Review  
- Arborist Review

**1/28/2025**

**City provided comments to MARTA**  
- Water Service Review

**As of 3/13/25, the City received revisions for Water Services, Fire Site, Arborist, and Site Development. We are pending revisions from the applicant for Plumbing & Electrical reviews**

# 5 Points Demolition Permit Timeline

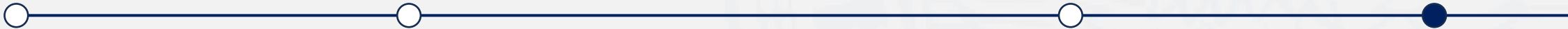


NOVEMBER – DECEMBER

JANUARY

FEBRUARY 2025

MARCH 2025



**2024**

**2025**

**11/12/2024**

MARTA submitted P1 and P2 for 5 Points in Accela without an SAP Waiver

**12/4/2024**

MARTA submitted P1 and P2 SAP Application

**1/9/2025**

MARTA's outside counsel submitted a request for SAP waiver for the demolition.

**1/10/2025**

City requested MARTA's outside counsel to request waiver for demolition AND construction or reconstruction

**1/15/2025**

MARTA's outside counsel resubmitted waiver request

**1/16/2025**

City provided SAP waiver with no fees required

**1/24/2025**

MARTA resubmitted P1 and P2 Application with approved SAP waiver

**2/12/2025**

City sent comments back for revisions

**2/26/2025**

City received revisions (note: MARTA indicated they sent revisions on 2/25/25. After sharing information from Accela, MARTA admitted that the information was not submitted on 2/25/25).

**3/3/2025**

Email sent with "Ready to Issue" once all documents received

**3/7/2025**

Email sent to request an update Business License from Skanska

**3/11/2025**

City received updated Business License




**3/13/2025**

Permit anticipated to be issued



# Important Notes



-  **Demolition Permits (P1 & P2) expire in 60 business days**
-  Ashby Station has six (6) outstanding comments
-  Applications have not been received in Accela for
  - P3 – Civil/Site Work
  - P4 – Vertical Transportation
  - P5 – Build Back
- Complete applications have not been received for ATLDOT permits

Thank You



[WWW.ATLANTAGA.GOV](http://WWW.ATLANTAGA.GOV)



# Metropolitan Atlanta Rapid Transit Authority

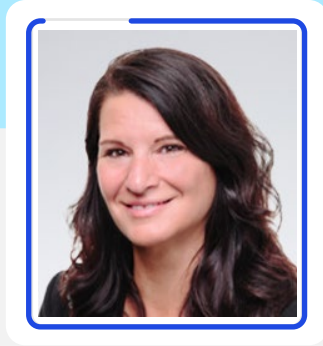
## *More MARTA Atlanta Program Assessment*

Executive Presentation

March 13, 2025







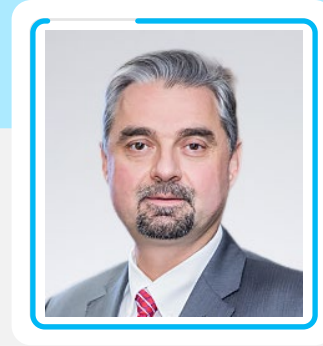
**Julie Barrientos**

KPMG Engagement  
Managing Director  
responsible for the  
overall quality of work  
performed



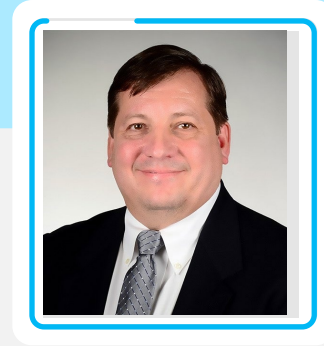
**Victoria Fenley**

KPMG Engagement  
Director involved  
throughout the  
planning, execution,  
and reporting phases  
of the project



**Emil Tzanov**

MARTA Head of  
Internal Audit –  
Project Sponsor



**Kevin Hurley**

MARTA Chief  
Financial Officer –  
Project Sponsor

# Our Experience & Qualifications



## KPMG is a Leader Among Professional Services Firms

- KPMG LLP is one of the **Big 4 accounting firms** in the United States, providing **audit, tax, and advisory services** to our clients.
- We have more than **90 offices** in the United States serving clients in **all 50 states, including Atlanta**.
- **KPMG** was one of the first major accounting firms to align their services by industry.



## Our Government Practice

- **The KPMG Government practice has been in existence for over 100 years**, and serves clients at **all levels of government**, including Federal, State, City, County, higher education, **and transit organizations**.
- **Our government practice** consists of **more than 1,700 professionals** who devote their efforts to serving more than **2,300 government clients** nationwide.

## Our Transit Practice

### Our US Transportation Footprint

- We are proud of our footprint in the transportation industry, and have provided professional services to **nine of the ten largest transit agencies** in the United States.

# Project Objective, Approach and Deliverables

## Objective

Provide an analysis and assessment of the cost allocation methodologies used to attribute costs for bus and mobility services to the More MARTA Atlanta Program against leading practices in the industry.

## Project

## Approach

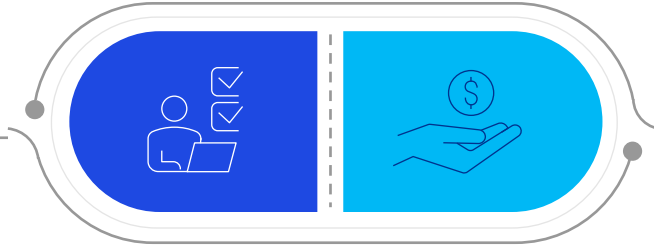
We conducted a series of interviews and workshops to gain an understanding of the cost allocation methodologies currently in use. We recalculated the current state cost allocation methodologies, evaluated gaps in the processes and provided recommendations for improvement. We were provided full access to information required to complete our work, which included:

- Relevant documentation, such as policies and procedures and description of the cost allocation methodology
- Access to individuals involved in the cost allocation process

## Deliverables

1. Current state assessment of the cost allocation methodology in use today
2. Recommendations to improve the current state methodology
3. A roadmap to implement our recommendations.

# Observations and Recommendations



## **“Enhanced Bus Service” pertaining to the More MARTA Atlanta Program should be clearly defined and documented by MARTA.**

- Cost allocation is the process of identifying and allocating costs based on a measurable factor that acts as the basis for assigning costs proportionally.
- MARTA defined “enhanced bus service” in two different ways and built two methods to allocate costs – the threshold method assigns all changes since 2017 to the More MARTA Program; the proportional method uses stabilized 2019 data and distributes service changes across the entire MARTA system allowing for a more accurate and fair allocation of resources.
- The two definitions resulted in significantly different amounts of costs owed to the Capital Reserve Fund (e.g., \$82 million under the Threshold Method vs. \$865 thousand under the Proportional Method.)

## **MARTA should collaborate with the City of Atlanta to amend the IGA for the MORE MARTA Program to provide clear guidance on how the funding should be used..**

- The IGA should provide specifics as to how the funding should be allocated between operations and capital projects
- The IGA should incorporate structured procedures to approve and document changes in funding allocations or capital projects.
- The IGA should document the process, cadence, and format to report costs to the City.



# Observations and Recommendations

## Streamline & Automate Cost Allocation Process

Create a single, integrated workbook, use comprehensive and clear formulas, automate where possible using tools or software solution, and incorporate internal controls to promote accuracy and validate total amounts calculated.

## Develop Policies and Procedures

Establish policies and procedures that include, at a minimum, roles and responsibilities for completing the cost allocation calculations and specific procedures that incorporate internal controls to prevent errors.

MARTA should also implement cross-training for team members across the departments involved in preparing the cost allocation calculations.



## Validate Cost Allocation Assumptions

Periodically validate cost allocation assumptions by comparing planned versus actual data to ensure differences are insignificant. This can be done for VRH and VRM, sustaining capital averages, etc.

## Consider Use of Advanced Technology for Route Specific Information

Evaluate use of advanced vehicle location technology to track More MARTA routes separately, enabling the use of actual VRH and VRM data to validate assumptions and optimize cost allocation.

Q&A



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