

# ATL Board Meeting

## June 4, 2020

### Proposed Agenda

- I. Call to Order
- II. Approval of the Board Minutes for May 27, 2020 – **Action Item**
- III. Approval of the Agenda for June 4, 2020 – **Action Item**
- IV. Public Comment
- V. 2020 ARTP Annual Update/Call for Projects Timeline
- VI. 2020 Annual Report & Audit Update
- VII. Project Performance Framework Update
- VIII. ATL Roadmap Project Update
- IX. Executive Director's Report
- X. Call to Adjourn



## ATL BOARD OF DIRECTORS MEETING

JUNE 4, 2020



# ATL REGION TRANSIT PLAN (ARTP) 2020 UPDATE

Aileen Daney

June 4, 2020

# ARTP AGENDA

- ▶ 2020 Update Schedule
- ▶ Project Sponsor Check-In Schedule
- ▶ Call for Projects Schedule
- ▶ Board Updates and Action Items

# ARTP 2020 UPDATE SCHEDULE

We are  
here



ARTP Tasks	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Review 2019 Methodology and Analysis												
2019/2020 Project Check-Ins and Evaluation												
District Downloads												
Draft & Final 2020 ARTP Report												

# ARTP SPONSOR CHECK-INS SCHEDULE



## Discuss Project Changes

**May 18<sup>th</sup> – May 22<sup>nd</sup>**

*Do you expect to make changes or additions to the project list?*



## Distribute Project Changes Survey

**May 26<sup>th</sup> – June 5<sup>th</sup>**

*Project sponsors indicate the type of information they expect to change.*



## Update Project Information

**June 8<sup>th</sup> – July 10<sup>th</sup>**

*Details on project information change(s) are made by the project sponsors.*

# ARTP CALL FOR PROJECTS SCHEDULE



**Develop Call for Projects Web Form**  
May 2020



**Announce Open Call for Projects**  
June 8, 2020



**Announce Close Call for Projects**  
July 10, 2020



**Ongoing Coordination with Project Sponsors**  
July and August 2020

# ARTP BOARD UPDATES & ACTION ITEMS

## June 4 Board Meeting



- ▶ Overview of 2020 ARTP Update

## August 6 Board Meeting



- ▶ Review of 2020 Call for Projects Process

## September 3 Planning Committee Meeting



- ▶ 2020 ARTP Update New Projects and Changes to Projects
- ▶ Overview of Public Engagement Process

## October 1 Board Meeting



- ▶ Project & Plan Level Analysis Results

## November 5 Planning Committee Meeting



- ▶ Draft Plan (Action Item)
- ▶ Summary of District Downloads

## December 3 Board Meeting



- ▶ Final Plan (Action Item)

**Thank you**

**Questions?**

# ATL ANNUAL REPORT AND AUDIT

Board Meeting

6/4/2020



Prepared by:  FOURSQUARE ITP

Andrew Zalewski, AICP  
Project Manager,  
Foursquare ITP

Naomi Stein,  
Principal,  
EBP



# INTRODUCTION



# INTRODUCTIONS – PROJECT TEAM AND PARTICIPANTS

## > **Foursquare Integrated Transportation Planning (Foursquare ITP)**

- Multi-modal transportation planning firm focused on providing innovative transportation solutions that are practical, focused, and implementable



## > **EBP (Formerly EDR Group)**

- Dedicated to advancing the start-of-the-art in economic development and analysis to support planning and policy in the areas of transportation, energy resources, urban development, and economic growth



# AGENDA



- > Overview of ARA Project
- > Retrospective look at 2019 ARA Report
- > Proposed changes to report
- > Discussion





## PROJECT OVERVIEW



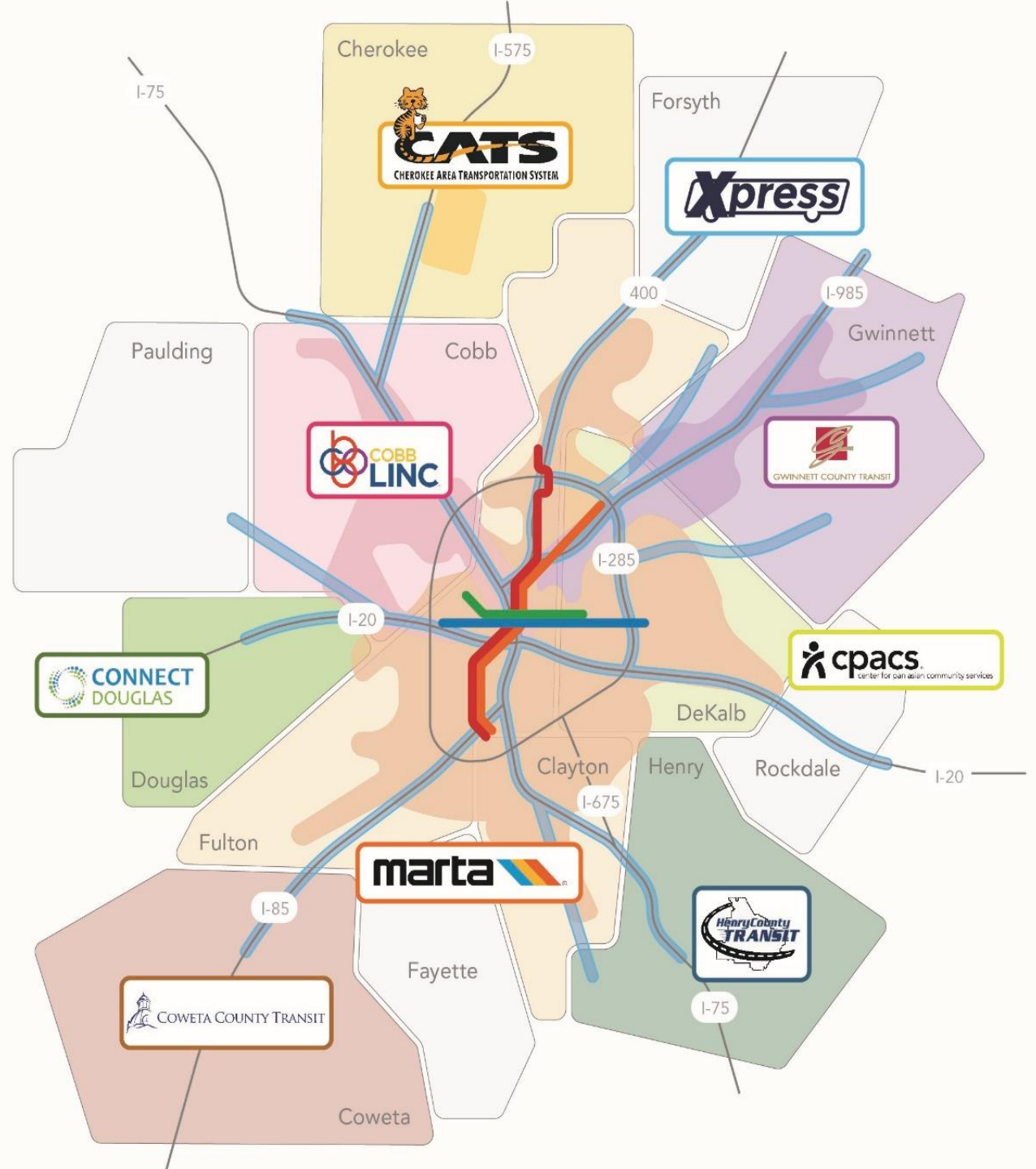
# PROJECT OVERVIEW



- > Annual Report and Audit of all transit planning, funding, and operations in the 13-county region of Atlanta
  - Required annually by ATL's enabling legislation (GA Code 50-39-13)
- > Report covers the period from July 1, 2019 – June 30, 2020
  - In some cases, we will build off of data collected last year to establish trend lines
- > Report will focus on performance of transit at the provider and regional level



# DATA PROVIDERS

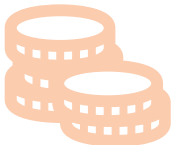


# DATA COLLECTED FROM OPERATORS



## Service Information

Types and levels of service, fare structure, ridership, revenue hours and miles, spare ratio, fleet size, miles of fixed guideway



## Financial

Fiscal year start/end dates, operating and capital budgets and expenses, revenue sources



## Productivity

Operating costs per passenger, per revenue hour/mile; passengers per revenue hour/mile; total unlinked trips (ridership); farebox recovery rate



## Service Quality

On-time performance, customer satisfaction and complaints

# DATA COLLECTED FROM OPERATORS



Condition of key assets and implications for quality of service

State of Good Repair



Crash, injury, safety incidents, maintenance-related incidents

Safety



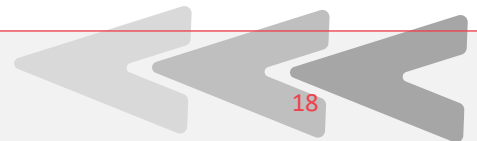
Dispatch/scheduling, asset management, APC, transit signal priority, AVL, camera systems, trip planning tools, GTFS, major system changes

Technology Used



DBE/MBE goals and performance, ridership demographic survey, riders using discount fare

Equity & Demographics



# PROJECT SCHEDULE HIGHLIGHTS



- > **June:** Lay groundwork for collection efforts.
  - Make requests for any missing 2019 data
- > **July 1<sup>st</sup>:** 2020 Data collection begins
- > **August & September:** Data processing and analysis
- > **Early October:** Share initial results with transit providers
- > **October – November:** Report development
  - October 26: Complete Draft Report
  - November 30: Complete Final Report
- > **December – January:** Update online data dashboards



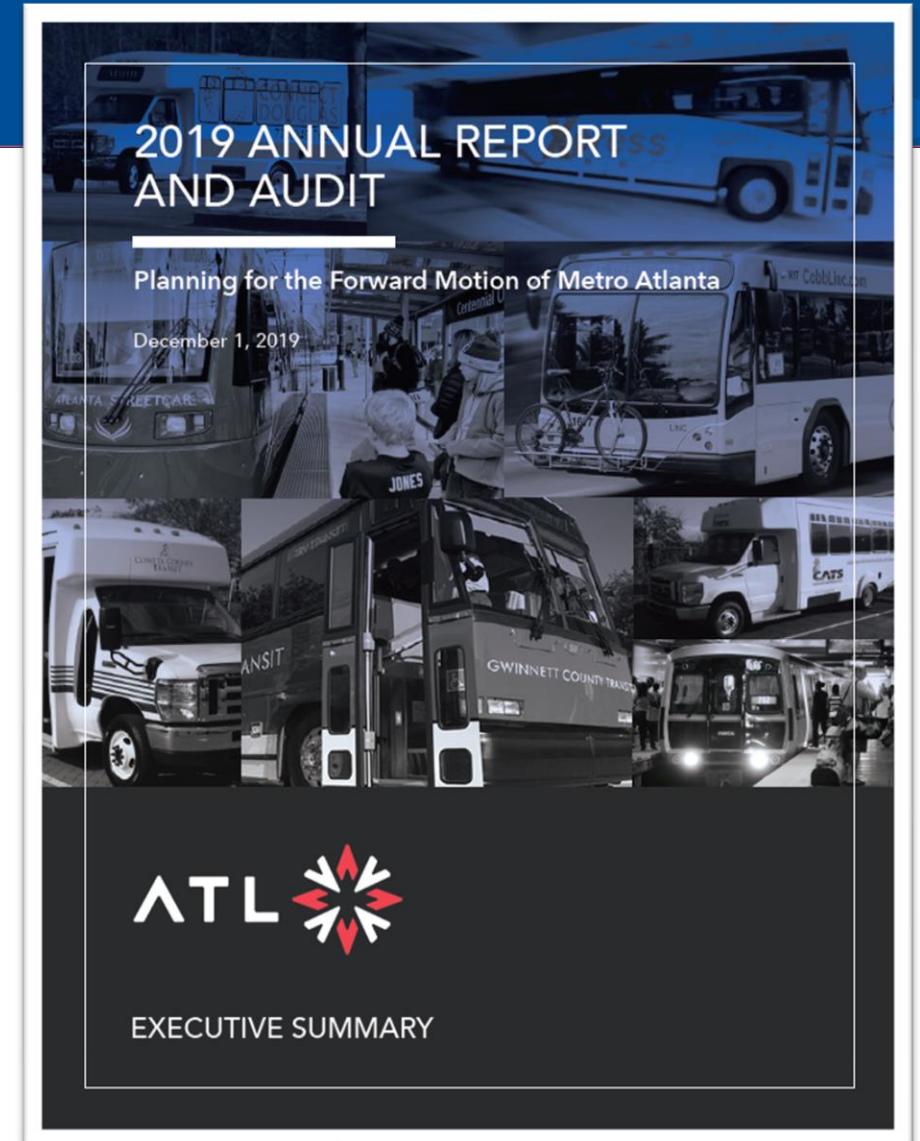


## REVIEW OF 2019 REPORT



# 2019 ANNUAL REPORT AND AUDIT

- > First annual report and audit
  - Established key performance indicators (KPIs) for study
  - Determined what types of data are available
  - Created process for collecting and reporting data
  - Provide baseline for future trends analysis
  
- > Report had two main focuses:
  - Report key performance metrics for transit operations in the region
  - Demonstrate the economic value of transit for the region





## PROPOSED CHANGES TO REPORT



# HIGHLIGHTS



- > The core of the report will remain KPIs and transit trends.
  
- > Based on previous discussions, we have identified new content for the report:
  - Highlight new initiatives
  - COVID-19 impact
  - Investment and recovery
    - > Frame economic impact of transit around post-pandemic context
  - Provider profiles



# HIGHLIGHTING NEW INITIATIVES

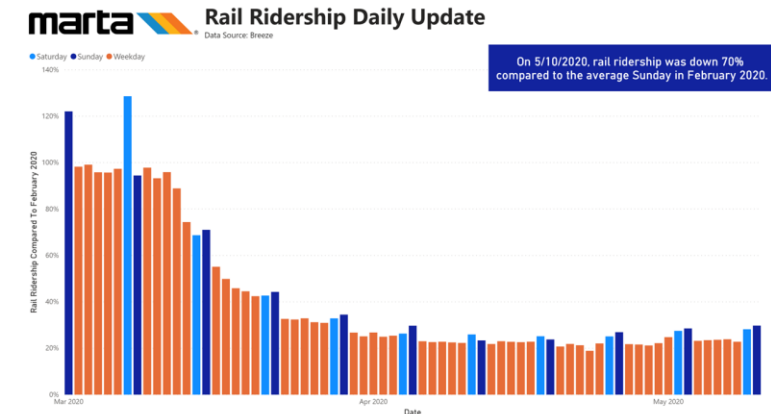


- > Update on the ARTP and ATL's financial plan.
- > Opportunities for regional coordination in bus fleet electrification.
- > New funding opportunities.
  - Ride-share fees.
  - Local ballot measures.
- > Any other areas?

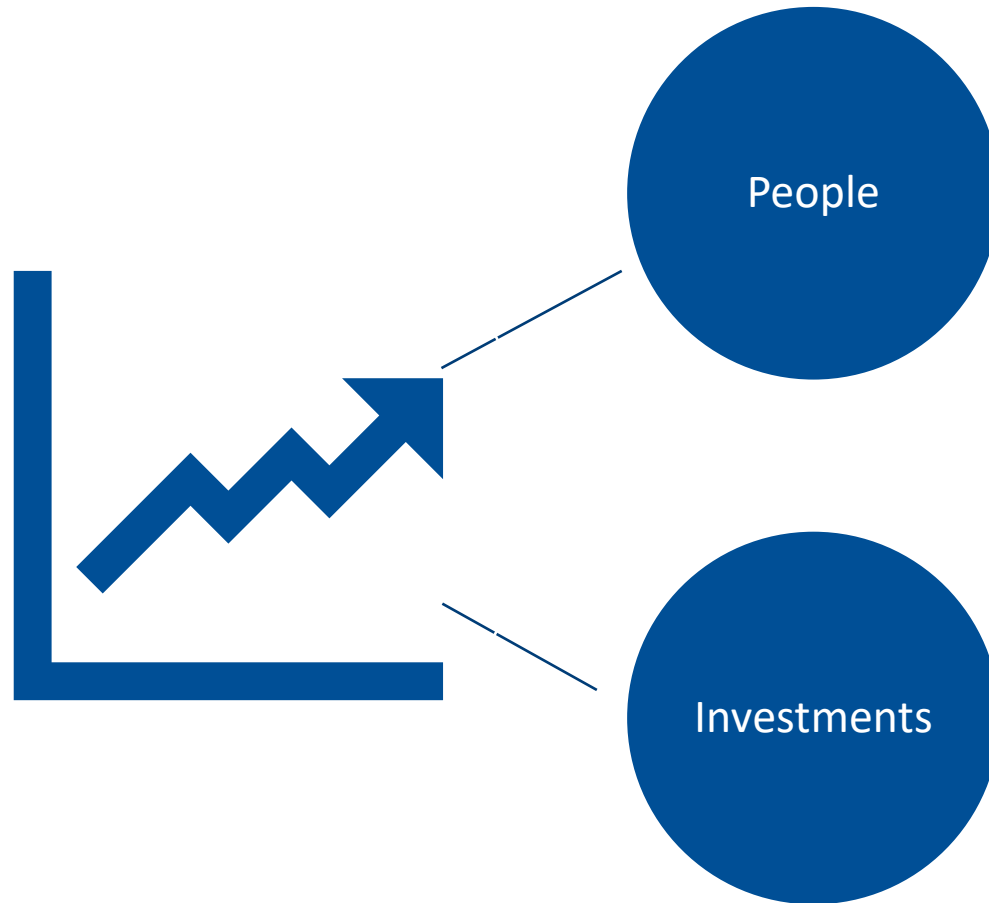


# COVID-19'S IMPACT ON THE ARA

- > The pandemic will have a significant impact on the report.
  - Many KPI's will see a negative trend starting in March 2020.
  - Plan to narratively and visually call out the period impacted by COVID-19.
  - Opportunity to highlight for the legislature how transit has been affected by COVID-19?
- > We want to highlight transit operator responses to the pandemic



# INVEST AND RECOVERY



- Essential workforce – transit usage by industry
- Equitable access
- Affordability

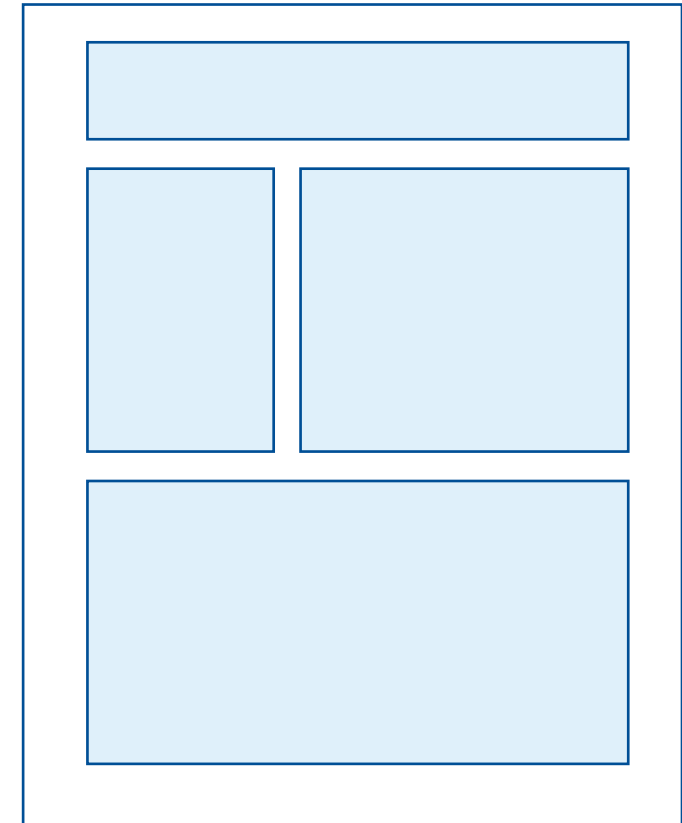
- Transit investments support jobs and business activity
- Lessons from the Great Recession
- Emerging Federal Stimulus
- Funding Opportunities (e.g. ride share)



# TELLING THE REGION'S TRANSIT STORY



- > Graphically rich fact sheets for each agency
- > Agency Interviews: Project/program/policy performance highlight(s)
- > Interviews to connect data on transit riders to their stories
  - Transit riders / rider organizations
  - Major employers
  - *Looking for operator recommendations*





## NEXT STEPS & DISCUSSION



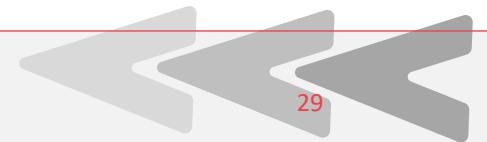
# NEXT STEPS & DISCUSSION



- > **June to August:** Data collection and transit provider engagement
- > **Early October:** Key findings to be presented to board

## WE WOULD LIKE BOARD INPUT ON THE FOLLOWING:

- > Feedback on COVID-19 measures we should highlight in the ARA
- > Feedback on post-pandemic messaging
  - What's our call to action?
  - What lessons did we learn from the Great Recession? Questions and Concerns
- > Feedback on report content and process





THANK YOU

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# PROJECT PERFORMANCE FRAMEWORK

Aileen Daney

June 4, 2020

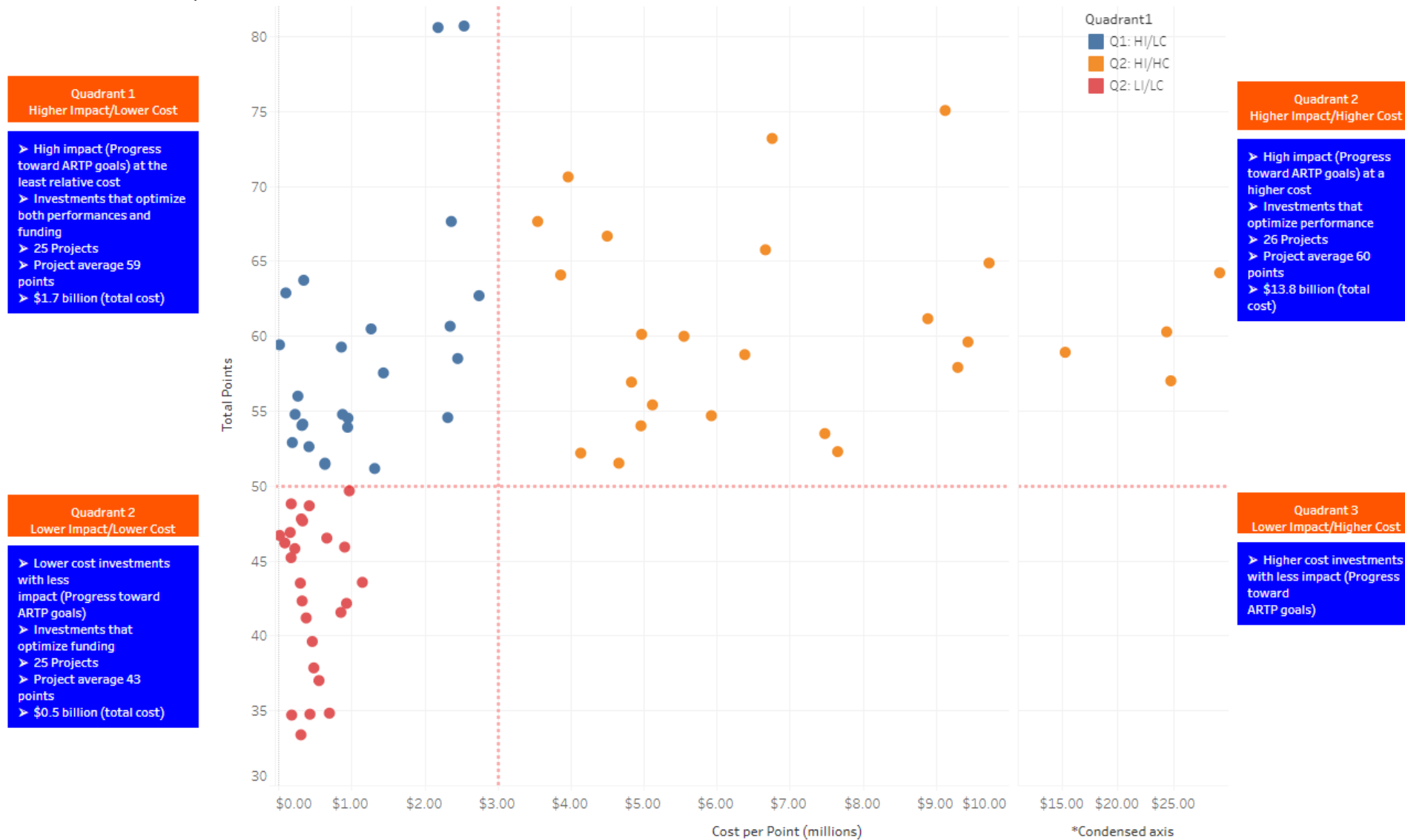
# AGENDA

- ▶ Overview of 2019 and 2020 Evaluation Processes
- ▶ Synthesizing Evaluation Processes into the Project Performance Framework
- ▶ Where We are in the Project Performance Framework

# CRITERIA AND WEIGHTS FOR FOUR-QUADRANT MATRIX MODEL

Performance Measure Category	Project-Level Performance Measures	Expansion	Enhancement	SGR
<b>Market</b>		<b>42</b>	<b>27</b>	<b>15</b>
	Existing, Projected Population Density	6	4	3
	Existing Population - Communities of Interest	8	6	6
	Existing Employment Density	5	3	2
	Existing Low Wage Employment Density	7	5	4
	Land Use Mix - Existing, Planned (+/- Community Impacts)	8	4	0
	(Re) Development Potential	8	5	0
<b>Performance</b>		<b>30</b>	<b>50</b>	<b>70</b>
	Transit Trips	10	10	15
	Transit Reliability	15	20	25
	Increased Useful Life	0	10	25
	Elements to Improve Safety/Security/Environment	5	10	5
<b>Deliverability</b>		<b>28</b>	<b>23</b>	<b>15</b>
	Financial Plan	15	10	10
	Documented Project Support	4	4	0
	Project Readiness	4	4	0
	Regional Integration / Connectivity	5	5	5
<b>Cost-Effectiveness</b>	Cost per Point	NA	NA	NA

# FOUR-QUADRANT MATRIX MODEL RESULTS



# PLAN ALIGNMENT WITH GOVERNING PRINCIPLES



## Economic Development and Land Use

- Regional Integration and Connectivity
- Existing and Projected Population Density
- Existing Employment Density
- Land Use Mix and Community Impacts



## Innovation

- Transit Reliability
- Safety, Security, and Environmental Impacts



## Environmental Sustainability

- Transit Ridership Potential
- Increased Useful Life
- Safety, Security, and Environmental Impacts



## Mobility and Access

- Regional Integration and Connectivity
- Existing/Projected Population Density
- Existing Employment Density
- Transit Reliability



## Equity

















































- Existing Population – Communities of Interest
- Low Wage Employment Density
- Land Use Mix and Community Impacts
- (Re) Development Potential



## Return on Investment

- (Re) Development Potential
- Projected Population
- Transit Trips
- Land Use Mix and Community Impacts

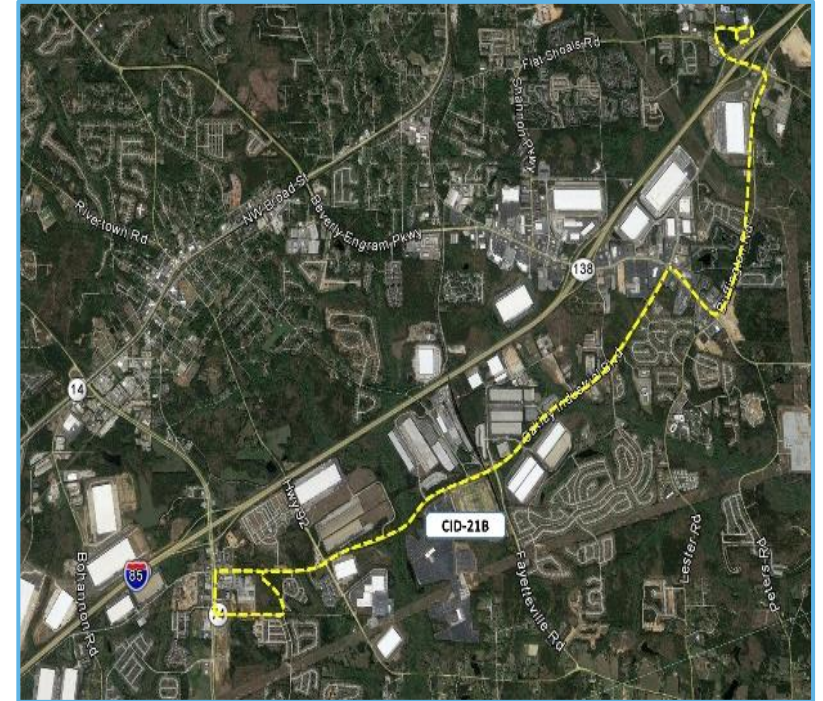
# PROJECT ALIGNMENT WITH GOVERNING PRINCIPLES

Project Name	Economic Development and Land Use	Environmental Sustainability	Equity	Innovation	Mobility and Access	Return on Investment (metrics)
BRT Project 1	 4	 4	 3	 4	 3	 2
Park and Ride	 3	 3	 2	 2	 3	 2
BRT Project 2	 4	 3	 4	 3	 3	 4
SGR	 3	 3	 1	 1	 4	 1
BRT Project 3	 1	 3	 1	 4	 2	 1
ART Project 1	 1	 1	 4	 3	 0	 2
HRT Project 1	 1	 1	 3	 4	 1	 1
ART Project 2	 0	 1	 4	 4	 0	 3

# PROJECT ALIGNMENT WITH GOVERNING PRINCIPLES

## Example Project - High Capacity Transit

Project Number 207	Q1
Project Type	Expansion
Project Description	Project includes defined stations with amenities and signage, route specific branding, transit signal prioritization, high frequency service, dedicated running way, off board fare collection and level platform boarding. Route runs along Highway 405 connecting to the MARTA rail station.
Jurisdiction	Sample County
District	11
Cost	\$348,000,000
6-year or 20-year	20-Year



**Economic Development  
and Land Use**



**Environmental  
Sustainability**



**Equity**



**Innovation**

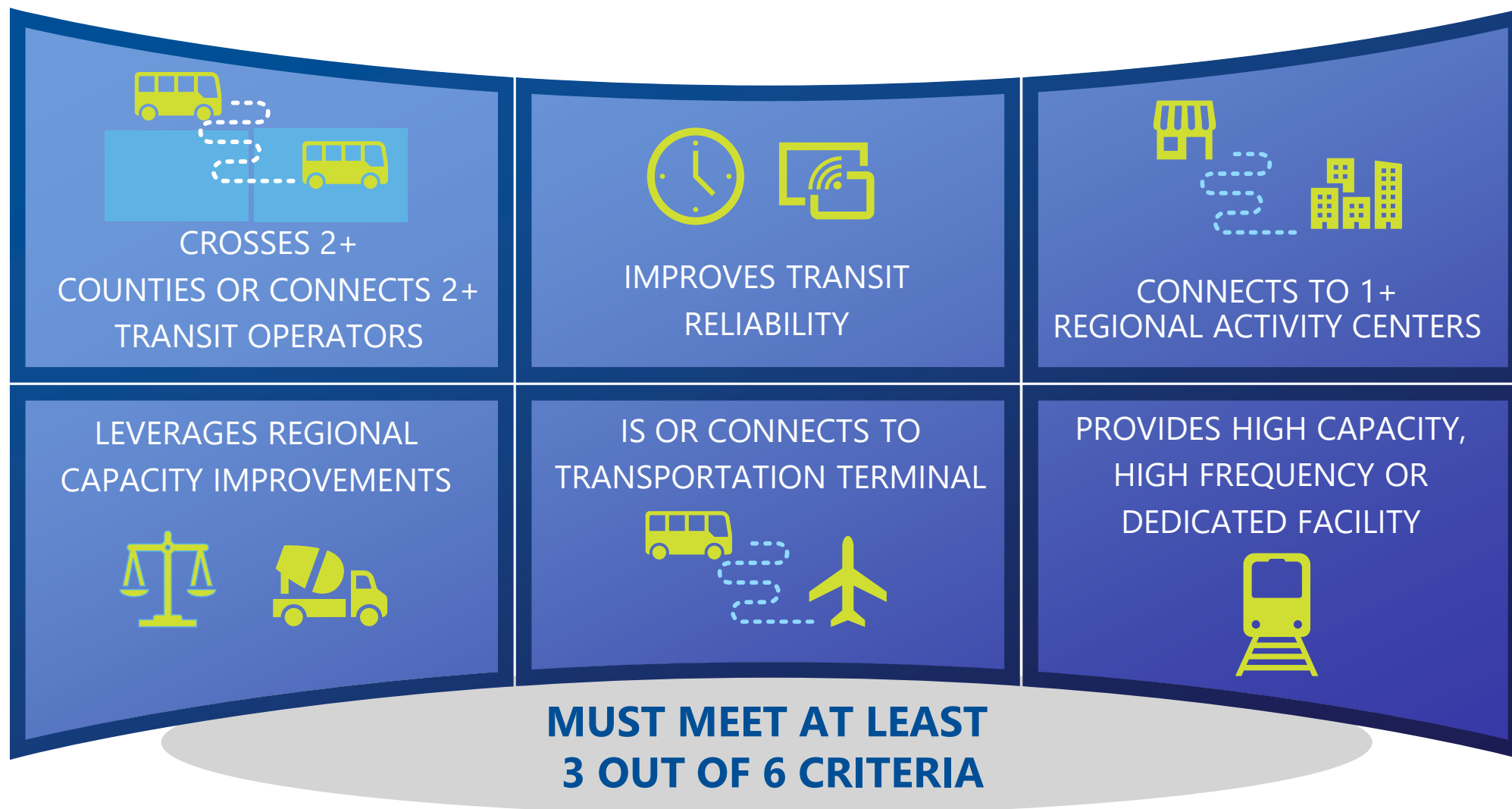


**Mobility and Access**



**Return on  
Investment**

# DEFINITION OF REGIONAL SIGNIFICANCE



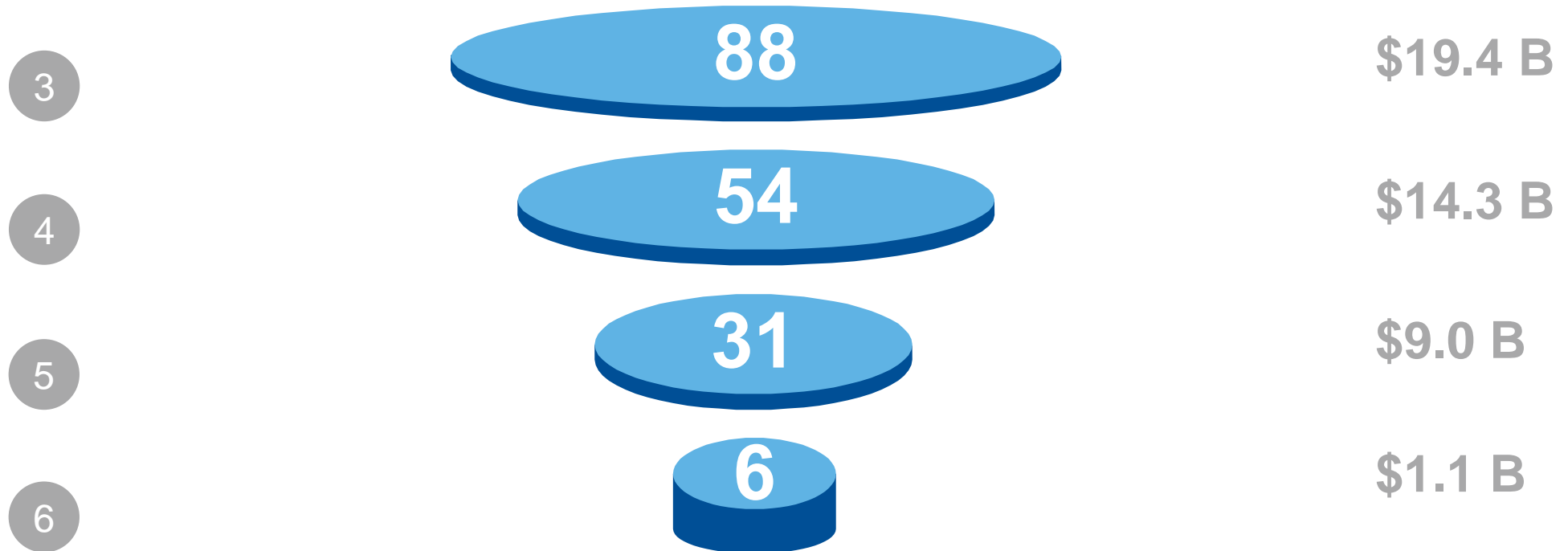
# PROJECTS OF REGIONAL SIGNIFICANCE RESULTS

2020

Number of Criteria  
a Project Meets

Number of Projects

Total Project Cost

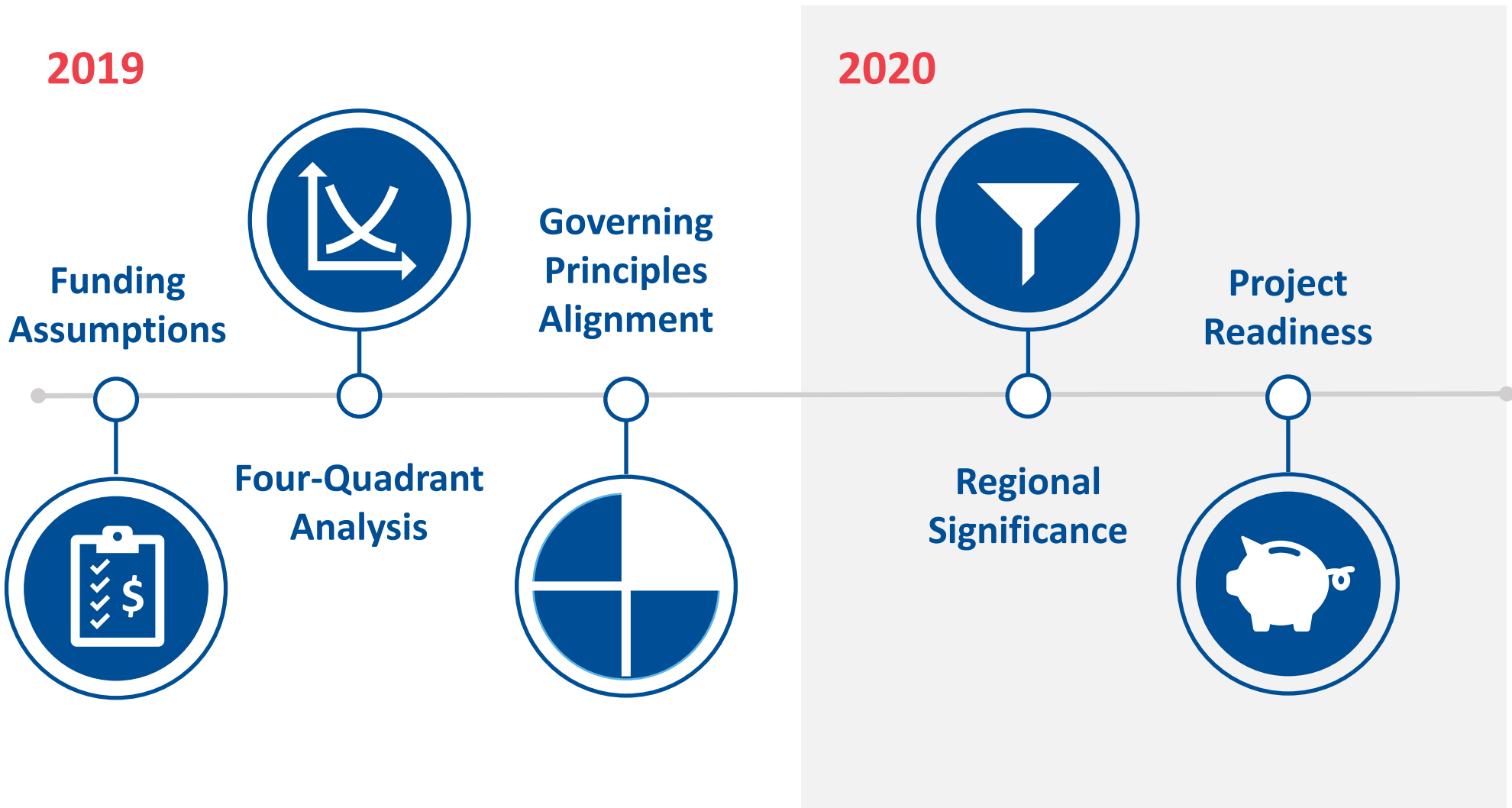


## DEFINITION OF PROJECT READINESS

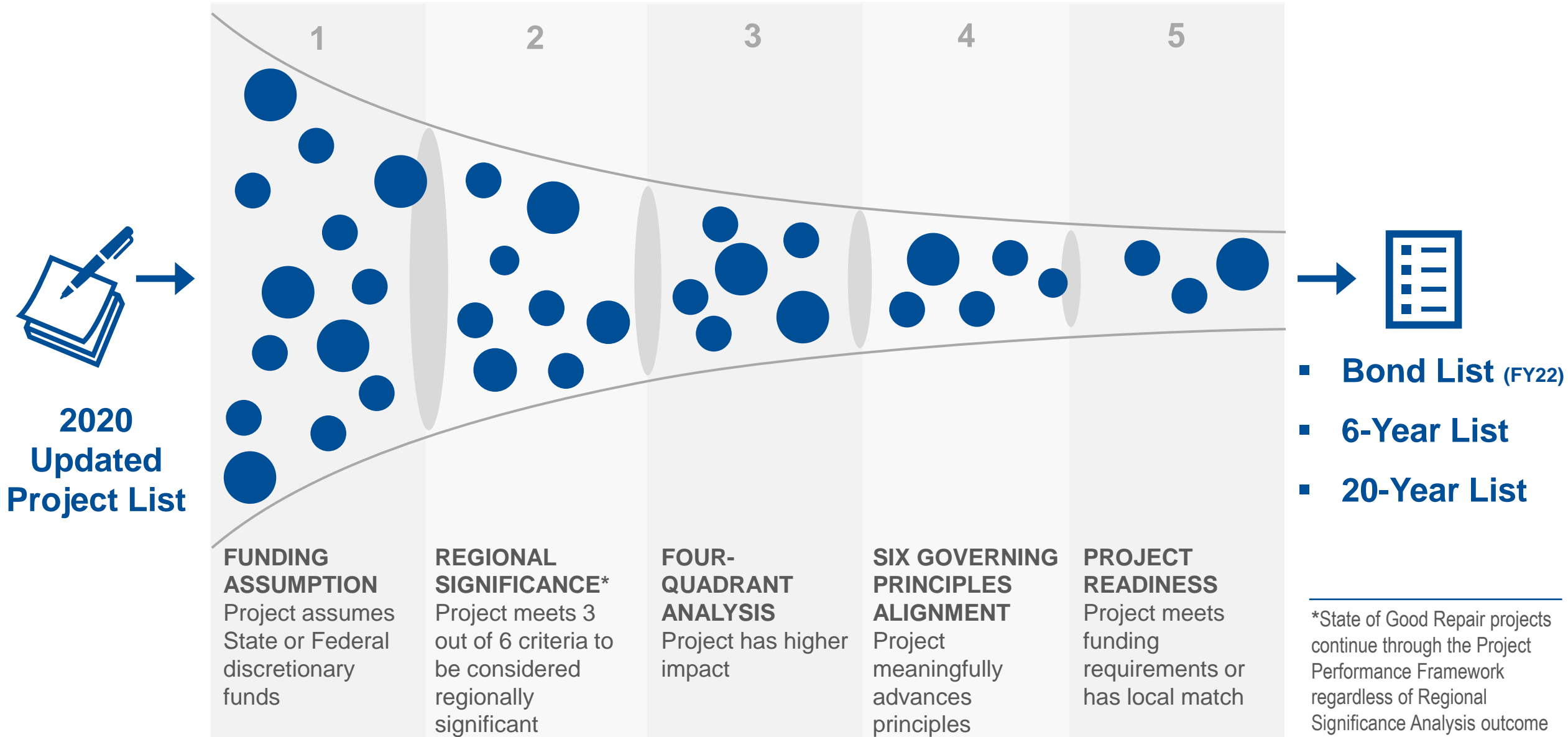


- ▶ A project is ready to the extent that it is **financially feasible in the near-term**, including the extent to which a local government has **secured matching funds** for capital or operating costs and has completed the proper phase status to advance project development
- ▶ For projects to be **eligible for the bond list** they must also demonstrate that they can reasonably **meet the 5-year spend down period**

# HOW DO THESE FIVE EVALUATION METHODOLOGIES FIT TOGETHER?



# PROJECT PERFORMANCE FRAMEWORK FOR THE ARTP 2020 UPDATE



# PROJECT PERFORMANCE FRAMEWORK INTENT

- ▶ Use a **data-driven process** to **refine prioritization** and plan development
- ▶ Evaluate projects on their **performance** in the context of **how well they advance investment and regional goals**
- ▶ **Supplement** this performance evaluation with **deliverability criteria**, including financial feasibility

# PROJECT PERFORMANCE FRAMEWORK INTENT

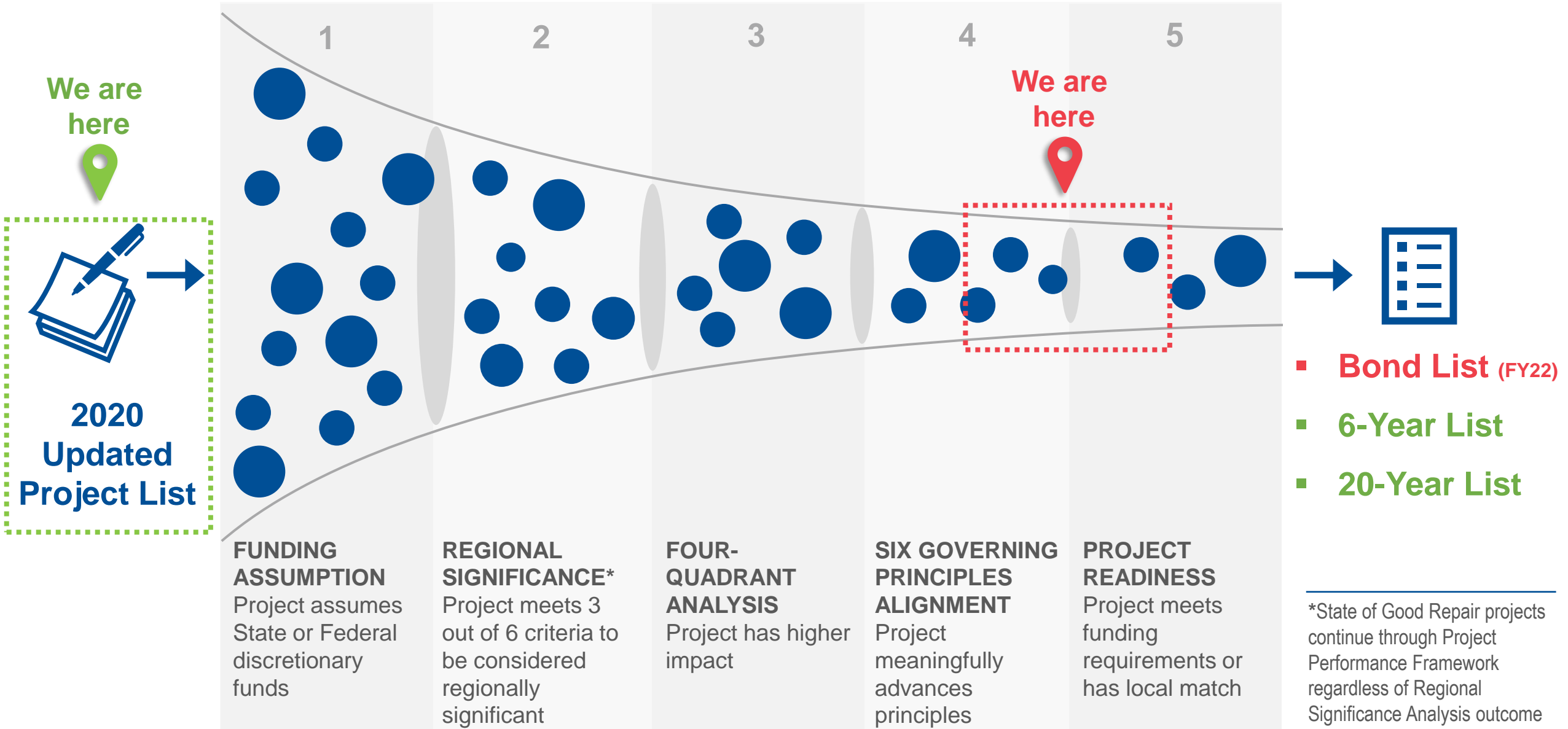
- ▶ Use a **data-driven process** to **refine prioritization** and plan development
- ▶ Evaluate projects on their **performance** in the context of **how well they advance investment and regional goals**
- ▶ **Supplement** this performance evaluation with **deliverability criteria**, including financial feasibility



The Project Performance Framework enables us to:

- ▶ Establish **prioritized program of projects** for **6 and 20-year horizons**
- ▶ Develop **funding and support strategies** with our **partners** to successfully **implement those projects**

# PROJECT PERFORMANCE FRAMEWORK FOR THE ARTP 2020 UPDATE



**Thank you**

**Questions?**



## **ATL ROADMAP**

Adelee Le Grand, AICP

June 4, 2020

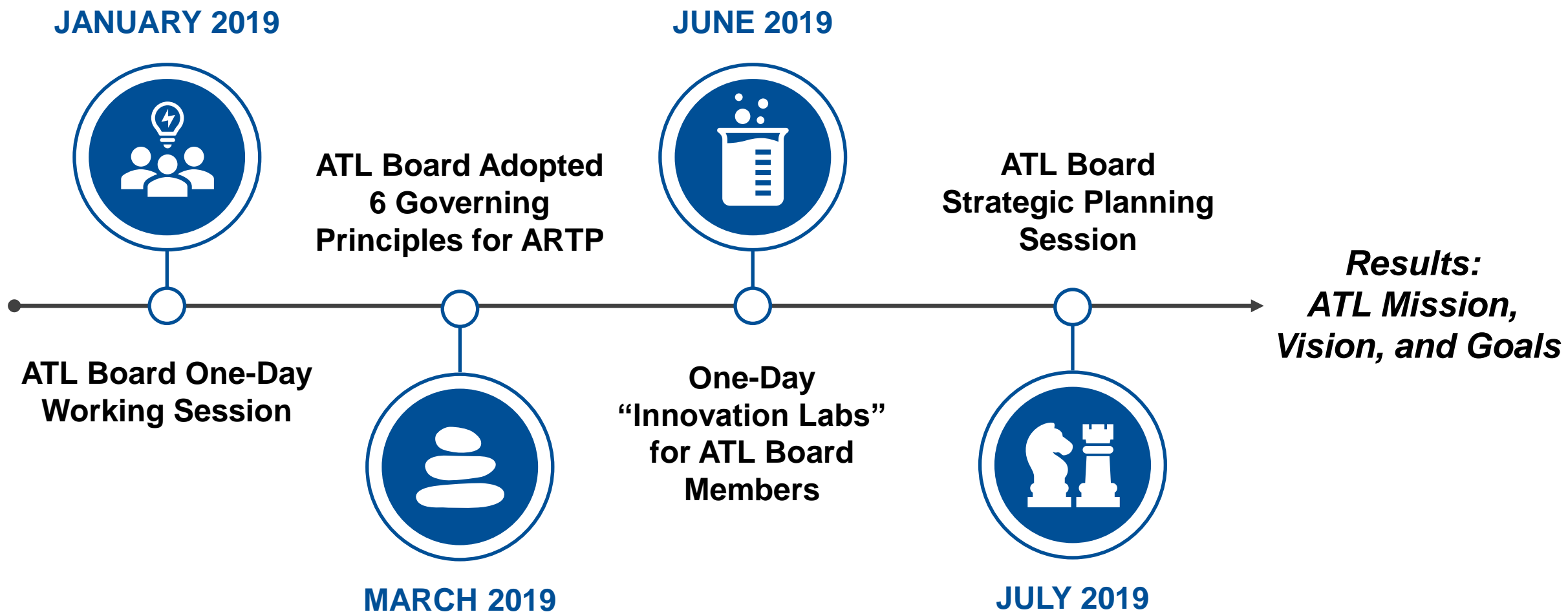
# WHAT IS THE ROADMAP?

## Strategic plan for regional transit

- ▶ **Mission** why we exist
- ▶ **Vision** what we want to be
- ▶ **Goals** what we need to achieve vision
- ▶ **Objective** intended outcome of goal
- ▶ **Strategies** how we accomplish objectives
- ▶ **Actions** how we implement strategies



# 2019 ATL STRATEGIC PLANNING ACTIVITIES



# 2020 ATL STRATEGIC PLANNING ACTIVITIES - ROADMAP



## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

The team reviewed the elements from the 2019 Strategy Lab workshop

- ▶ **Mission:** To improve regional mobility and connectivity through coordinated planning and strategic investments in transit.
- ▶ **Vision:** Reliably connecting Metro Atlanta residents and visitors to the places that matter to them.
- ▶ **Goals:** Five goals to support the vision statement, including elevating customer experience as an independent goal
- ▶ **Strategies:** Eleven strategies to address the goals
- ▶ **Action Items:** Twenty-nine action items to achieve the strategies

## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

- ▶ **Mission: To improve regional mobility and connectivity through coordinated planning and strategic investments in transit.**

*The mission statement clearly articulates the value of ATL to the region – **no change necessary.***

## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

- ▶ **Vision: Reliably connecting Metro Atlanta residents and visitors to the places that matter to them.**

*Could the vision statement be more aspirational –  
**consider revising?***

- ▶ A vision statement describes an organization's **aspirations for the future** and helps set a **broad strategy** for leaders, staff, and stakeholders to **rally around without being watered down**.
- ▶ The draft vision statement is it the best representation of the ATL's aspiration for the future?

# **2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS**

## **2019 Draft Strategic Goals:**

**Goal 1 – Become a trusted advisor and source of information to establish a regional mindset for transit mobility**

**Goal 2 – Improve coordinated planning and service delivery across local governments and transit systems in the region**

**Goal 3 – Maximize available funding channels and identify and advocate for new sustained sources of transit funding**

**Goal 4 – Enhance customer experience and encourage use of multi-modal options through integrated consumer-facing solutions**

# **2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS**

## **Revised Strategic Goals:**

**Goal 1 – Become a Trusted Advisor**

**Goal 2 – Improve Regional Planning and Service Delivery**

**Goal 3 – Advocate for Sustained Sources of Transit Funding**

**Goal 4 – Encourage Use of Multi-modal Options**

**Goal 5 – Enhance Customer Experience**

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Goal 1 – Become a Trusted Advisor

*Strategy: Develop effective collaboration and communications strategies and tools that enable regional information sharing and support the needs of regional partners*

- TA1** Continue co-hosting regional Transit Operators Working Group (TOG) meetings on a bi-monthly basis with ARC
- TA2** Host quarterly Transit Executives Group meetings with active participation from all fixed-route transit operators, and executives from partners at GDOT and ARC
- TA3** Position ATL as the primary resource of objective performance and financial information related to transit in the Atlanta region with federal and state policymakers

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Goal 1 – Become a Trusted Advisor

*Strategy: Establish strategic resources for mobility innovation and private sector partnership that can be leveraged by local planners and operators*

**TA 4** Support efforts to improve and coordinate high quality regional data that allows for enhanced trip planning, including GTFS feeds

*Strategy: Facilitate development of local strategies that support regional mobility through direct technical assistance*

**TA5** Partner with local governments and CIDs to conduct transit planning studies through ATL contracting and project management capacity

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Goal 2 – Improve Regional Planning and Service Delivery

*Strategy: Advance transit investments in the region and establish a defined set of metrics and benchmarks for transit operators to improve consistency of service delivery*

- RP1** Update the ARTP annually to reflect current transit priorities in the region and create a framework for transit investment opportunities
- RP2** Issue an annual call for projects from local jurisdictions, operators, and CIDs
- RP3** Update projects of Regional Significance lists for 6-year and 20-year planning horizons as needed depending on new project submissions
- RP4** Issue an Annual Report and Audit of all transit operators in the region, measuring fiscal and operational performance, and regional economic impact

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Goal 2 – Improve Regional Planning and Service Delivery

*Strategy: Implement a unified co-branding approach across operators*

- RP5** Work with transit operators to incorporate ATL logo and brand concepts into existing systems and marketing materials by January 1, 2023
- RP6** Market the ATL brand to the public as the indicator of a coordinated, comprehensive network
- RP7** Develop a package of benefits to both operators and the public for being part of the ATL network

## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

### Goal 3 – Advocate for Sustained Sources of Transit Funding

*Strategy: Secure sources of funding for regional transit projects, including non-traditional and non-governmental sources, that address funding gaps in the Atlanta Regional Transit Plan (ARTP)*

- TF1** Develop funding strategies for the 6- and 20-year project lists in the ARTP
- TF2** Advocate for new or additional funding at the federal and state level to increase the amount of transit funding available to the region.
- TF3** Ensure discretionary applications for Federal Transit Administration and U.S. DOT funding for transit are being submitted in a coordinated regional fashion
- TF4** Identify projects of Regional Significance to be submitted by ATL Board to Legislature and Governor for consideration of State Bond funding

## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

### Goal 3 – Advocate for Sustained Sources of Transit Funding

*Strategy: Optimize existing funding in the region to bolster and integrate existing programs and projects*

**TF5** Ensure annual FTA Apportionments are properly distributed

**TF6** Support counties transitioning from the FTA 5311 Rural Program fully into the FTA 5307 Large Urban Program

## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

### Goal 3 – Advocate for Sustained Sources of Transit Funding

*Strategy: Work with partners to prioritize funding for transit projects through existing programs already aligned with ATL goals*

**TF7** Collaborate with ARC to ensure that their programs align with the region's transit priorities

**TF8** Collaborate with county governments to ensure that their transit initiatives align with regional transit priorities

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Goal 4 – Encourage Use of Multi-modal Options

*Strategy: Make it easy for people to plan trips and pay for transit and mobility services*

- MO1** Develop and deploy a regional trip planning mobile application
- MO2** Identify long-term strategies for ongoing app support through public or private sectors, after deployment of the trip planning mobile application
- MO3** Develop regional fare policy and report that can be implemented in 3-5 years, including fare collection concepts, fare policy scenarios, and fare model

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Goal 4 – Encourage Use of Multi-modal Options

*Strategy: Improve public awareness of transit and mobility options across the region to promote new ridership through public engagement*

**MO4** Support effort to add unify bus stop signage across the region

**MO5** Coordinate regional public outreach for customer initiatives such as unified mobile application, transit signal prioritization implementation, and mobile fare payment with regional partners

## 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

### Goal 5 – Enhance Customer Experience with Transit and Other Mobility Options

*Strategy: Introduce new mobility solutions to enhance the customer experience*

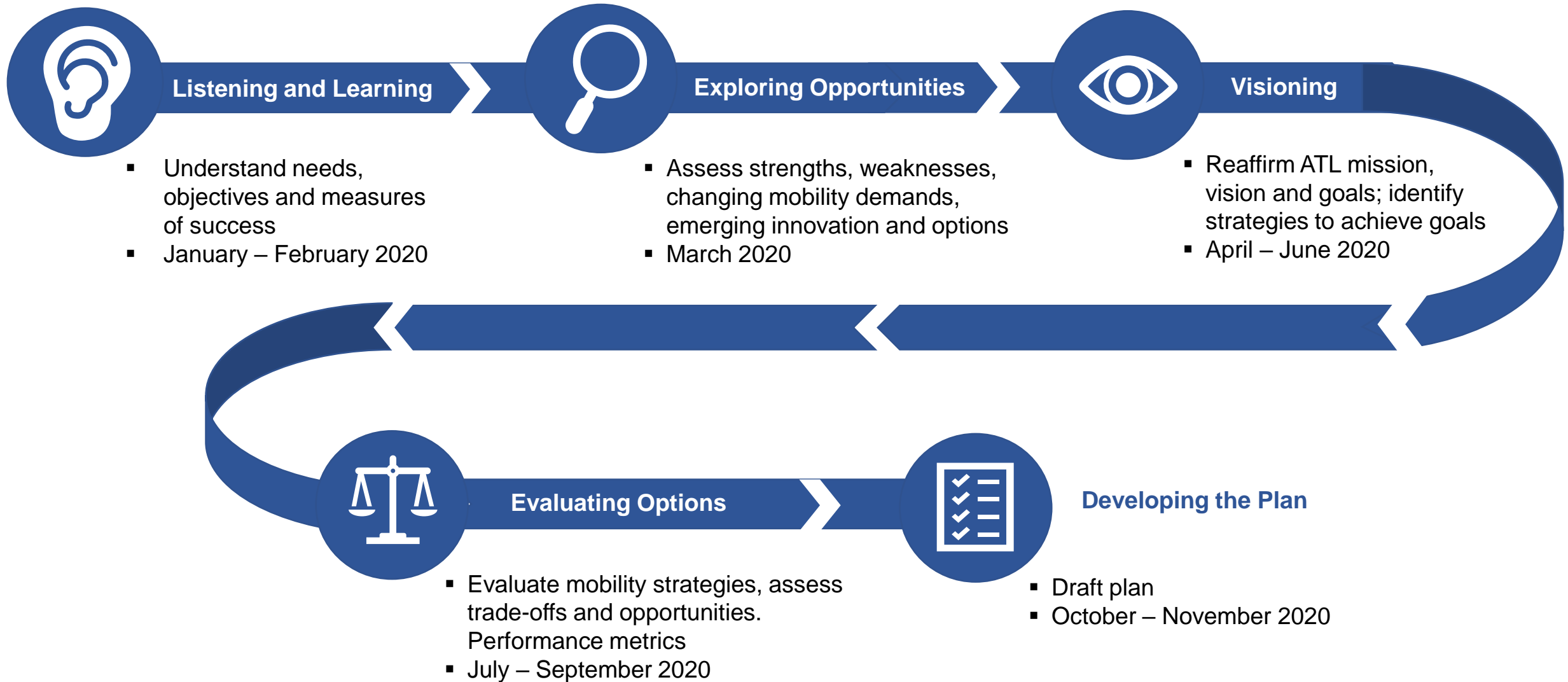
- CE1** Provide real-time mobility information
- CE2** Support operators and communities in exploring and implementing context-specific micro-transit mobility options
- CE3** Encourage the introduction of amenities for customers at regional transit stations, bus stops, and park and ride
- CE4** Implement account-based reward program to incentivize transit usage

# 2020 ATL ROADMAP ACTIVITIES – VALIDATE DRAFT ROADMAP COMPONENTS

## Summary of Roadmap Validation

- ▶ **Mission:** To improve regional mobility and connectivity through coordinated planning and strategic investments in transit.
- ▶ **Vision:** Reliably connecting Metro Atlanta residents and visitors to the places that matter to them.
- ▶ **Goals:** Five goals to support the vision statement, including elevating customer experience as an independent goal
- ▶ **Strategies:** Eleven strategies to address the goals
- ▶ **Action Items:** Twenty-nine action items to achieve the strategies

# THE ROADMAP PROCESS – NEXT STEPS



**Thank you**

**Questions?**



## ATL BOARD OF DIRECTORS MEETING

JUNE 4, 2020