



## MARTA BOARD OF DIRECTORS

### BOARD RETREAT

Friday, May 3, 2013

### MEETING SUMMARY

The MARTA Board of Directors held a Board Retreat on Friday, May 3, 2013 at 12:00 noon, 101 Auburn Avenue, NE, Atlanta, GA 30303.

#### **Board Members Present**

Robert Ashe III  
Harold Buckley, Sr.  
Wendy Butler  
Frederick L. Daniels, Jr.  
Jim Durrett  
Roderick E. Edmond  
Noni Ellison-Southall

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#### 1. Draft Code of Ethics – L. O’Neill/C. Pursley

The Code is due for revision. There have been no major changes to this document since its adoption in 1973. The Code is applicable to Board members, consultants, contractors and staff. Key areas of review will be:

- Language simplified
- Conflict of Interest
- Financial Disclosure Form
- Board of Ethics
- Addition of Censure Provision
- Duty to Act
- Professionalism

#### Specific Code Provisions

- Mirrors State cap
- No favor to any entity
- No gifts from contractors

#### 2. Staff Work Plan – K. Parker

MARTA’s leadership team presented an overview of their individual areas of responsibility. Together, they have created a vision to move the agency from its

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current state to a future state that will integrate a new business model. Areas of focus include:

- Continuous improvement – re-evaluation of services, standards and operating practices
- Customer service – provide exceptional customer service; being the cleanest, safest, friendliest and most system in the USA; providing convenience and ease of access. Focus on attracting non-riders
- Become an employer of choice – attract, recruit and retain a talented workforce, providing for an optimal work environment ensuring work/life balance consideration
- Assure financial health – healthy operating and capital reserves to achieve good state of repair amid economic fluctuations
- Pursue business development – diversify and increase revenues
- Partnerships – pursue enhanced partnerships by integration of services both within the MARTA system and with other transit providers, leveraging with other stakeholders to share costs and benefits
- Leverage technology – maximize the use of technology wherever possible

**3. FY 14 Budget Review – D. Allen**

Mr. Allen presented a vision for the future:

- |                                |                                       |
|--------------------------------|---------------------------------------|
| - Employee Incentive Payment   | - Service Restoration                 |
| - Re-opening Restrooms         | - Employer of Choice                  |
| - Healthcare Reform            | - Improved Public Perception          |
| - Operational Business Roadmap | - Improved Employee Morale            |
| - NO Fare Increase in FY 14    | - Balanced Budget                     |
| - Security Enhancements        | - Sustainability                      |
| - Employee Merit Increase      | - Regional Transit Provider of Choice |

**4. Board Strategic Plan – Facilitated by C. Axam**

**MARTA's Vision**

- Integral to the community, economy and transportation system in the region
- Mobility of choice
- Safe, secure and reliable
- Exceptional customer service
- Cost Effective

**Achieving the Vision**

- Focus on customer service
- Invest substantially in infrastructure and equipment
- Change in service standards
- Increase density of service and expand the service area
- Serve more locations more frequently
- Provide safe paths to transit
- Minimize transfer and transfer times
- Improved access to the system and to information about the system
- New partnerships with developers and local governments to support TOD
- Stronger partnerships with transit partners
- Increase community involvement
- Open to innovation and technology

**Funding the Vision**

**Required:**

- Substantial investment in infrastructure and equipment
- Increased operating subsidy

**Strategy**

- Conduct self-examination to assure funds are applied for maximum result
- Explore range of funding options
- Review least productive services and reallocate appropriately
- Attract and retain the most talented
- Reengineer MARTA for effective management of capital and operating programs
- Develop real estate/TOD subsidize circulators
- Partner with social service agencies for non-emergency medical transportation
- Increase state funding

**5. Creation of a MARTA Board "Think Tank" – F. Daniels**

There are many dynamic people who have served on the MARTA Board and would still like to contribute in some meaningful manner. Board and staff discussed the idea of a 'Think Tank' utilizing the expertise, skills and knowledge of former Board members. It was noted that it is also important to engage the business leadership of the region.

**6. Status of GM/CEO Evaluation – F. Daniels/C. Pursley**

Working with the GM/CEO, the Board will prescribe the GM/CEO's performance goals and the timeframe in which the work is to be achieved.

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The meeting adjourned at 4:17 p.m.