

FISCAL YEAR 2014
ADOPTED OPERATING & CAPITAL FUNDS BUDGET
(JULY 1, 2013 THROUGH JUNE 30, 2014)

MARTA

OFFICE OF MANAGEMENT AND BUDGET
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Metropolitan Atlanta Rapid Transit Authority (MARTA) for its annual budget for the fiscal year beginning July 1, 2012.

To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. MARTA has been the consistent recipient of this award since 1993.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Metropolitan Atlanta Rapid Transit Authority
Georgia**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill *Jeffrey R. Snow*

President

Executive Director

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Transit System Map

PREFACE

LETTER OF TRANSMITTAL

October 4, 2013



Letter from the General Manager/CEO

MARTA has withstood many tough years. The agency has been forced to dip into its budget reserves 13 of the last 15 years. Over the past four years, customers have endured a series of service cuts and some of the highest fare increases in the country. Most MARTA employees have not received raises in six years, while paying more towards health care. Most damaging, the constant barrage of negative news stories has seriously tarnished the agency's image. Not surprisingly,

MARTA's overall ridership has plummeted by more than 25 million passenger trips since 2009.

Working together, Fiscal Year 2014 is the year we turn the corner. Since I arrived in December 2012, employees, customers and many other stakeholders have provided suggestions on how to save money, increase ridership and improve our image. The FY2014 reflects many of these ideas. A few highlights:

Employee Relief:

- In December 2013, eligible non-represented employee will receive a 3% lump sum payment. Represented employees' wages are subject to labor discussions (which were not concluded as this document went to print).

Customer Relief:

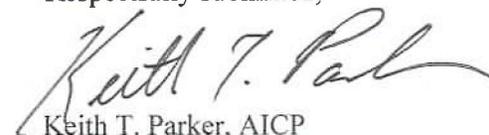
- No Fare increase in FY14
- Improved frequency on buses and trains, added throughout the year beginning in December 2013
- Performance Assurance Program which includes Secret Shopping and Peer Reviews to monitor and improve routine excellence in job performance and customer services agency-wide
- "Ride with Respect" campaign, which strengthens our code of conduct by providing suspensions for uncivil behavior on MARTA buses and trains

Fiscal Relief:

- Implementation of MARTA Transformation Initiative, which provides comprehensive cost-saving and efficiency-improving measures
- Staff Reorganization, resulting in the elimination of four senior level positions and support staff (\$1 million+ savings)
- Review of all major contracts

The Adopted FY14 Budget allocates \$426.9 million for Operations and \$430.5 million for Capital Programs, including \$141.1 million for Debt Service. Our objective is to implement programs and processes to ensure the continued fiscal stability of the Authority while meeting the needs of our customers, and restoring the confidence of all taxpayers. The budgets for FY14 are fiscally conservative and service-oriented, with the long-term objective to develop creative strategies that address future needs and challenges, including economic uncertainties.

Respectfully submitted,



Keith T. Parker, AICP
General Manager/CEO

LETTER OF TRANSMITTAL

Operating Budget Highlights

FY2014 Adopted Budget Sources and Applications of Operating Funds		
Beginning FY2014 Carry-Over		\$142,060,754
Sales Tax (50% of Receipts)	\$174,706,500	
Passenger Revenue	137,818,124	
Station Parking	2,220,000	
Advertising Revenue	6,800,000	
Interest Income	268,754	
Other Transit Operating	613,912	
Lease Income (Inc. TOD)	9,823,901	
Federal Operating Assistance	66,000,000	
Revenues		398,251,191
Total FY2014 Available Funding		540,311,945
Gross Expenses	\$482,753,120	
Capital Allocation	(55,799,743)	
Expenses		426,953,377
Ending FY2014 Carry-over		\$113,358,568

- FY14 Net Transit Operating Expenses: \$426.9M
- Steady State Service Levels through FY2016
- No Fare Increase for FY2014. Fares will remain as follows:
 - Base Fare: \$2.50
 - Weekly Fare: \$23.75
 - Monthly Fare: \$95
 - Reduced Fare: \$1.00
 - Mobility Base Fare: \$4
 - Mobility Monthly Pass: \$128

- Continued emphasis on safety, security, reliability, the customer experience and maintaining the system in a “state of good repair”
- To meet the challenge of increasing healthcare costs
- Pursuit of new revenue sources, such as advertising, vending opportunities and concessions

Revenue Summary

Available funding for Transit Operations is \$540.3M, which is funded through three primary sources (Sales Tax, Operating Revenues and Federal Sources), as well as Operating Reserves.

- **Sales Tax** – 50% of Sales Tax for operations at \$174.7M. The December 2012 revised Sales Tax projections from the Georgia State Economic Forecasting Center resulted in a total projection of \$349.4M for FY14.
- **Passenger Revenue** - The projected FY14 passenger revenue is \$137.8. Projected daily ridership is approximately 410k+ riders.
- **Federal Operating Assistance** of \$66M, which includes the flex of 5309 Preventive Maintenance from Capital to Operating.

FY14 Planned Service Levels

- **Bus Fixed Route Service** is projected at approximately 25.9M miles of service operating about 92 routes. There are 531 buses (158 – Diesel & 373 – CNG) that will provide this service.
- **Demand-Response Mobility Service** coverage for elderly and disabled patrons is projected to increase by 5% from 8.8M miles to 9.2M miles of service. There are 187 Mobility Vans available for this service.
- **Rail Service Level** is planned at approximately 18.4M rail car miles with peak service hours of 6:00 AM – 9:00 AM and 3:00 PM – 7:00 weekdays, with service until 1:00 AM each day. There are 38 Rail Stations and 48 miles of double track in our rail network. There are 338 rail cars with 318 in the active fleet.

LETTER OF TRANSMITTAL

Capital Budget Summary

FY2014 Adopted Budget Sources and Applications of Capital Funds	
FY14 Beginning Balance	\$ 64,660,784
Revenues	
Sales Tax	\$ 174,706,500
Interest and Other Capital Income	562,432
Federal Grants	51,739,000
State Grants	2,122,416
Debt Issue - Commercial Paper	138,000,000
	\$ 367,130,348
Total FY14 Funding Sources	\$ 431,791,132
Application of Funds	
Capital Improvement Program	\$ (289,398,031)
Debt Service (Bonds & CP)	\$ (141,072,719)
Total Expenses	\$ (430,470,750)
Ending FY2014 Balance	1,320,382

- Proposed Capital Funds Budget of \$430.47M for FY2014
- FY2014 Capital Improvement Program Proposed budget of \$289.39M

Revenue & Expenses Summary

Revenue

The Authority's \$431,791,132 **Capital Revenue Budget** is based on the capital funds on hand, the capital portion of sales tax receipts, the federal

and state grants, interest earned on capital investments, and the issuance of commercial paper.

Expenses

The Authority's **Capital Improvement Program** provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support system safety, transit operations and regulatory requirements. The program ensures that the transit system is maintained to enable the continued delivery of high quality service. Due to the resource constraints imposed by this budget, the Capital Improvement Program focuses primarily on safety, security, and regulatory requirements of the Authority. The top ten projects in terms of required funding in FY2014 are annotated in the table below. [In Thousands]

Project Name	FY2014	Ten Year Total
FY14 Bus Procurement	\$44,000	\$319,613
Brady Mobility Facility	\$22,000	\$30,690
Train Control Systems Upgrade	\$21,549	\$138,689
Fire Protection Systems Upgrade	\$16,407	\$45,975
Buckhead Station North Entrance	\$11,004	\$11,054
FY14 Paratransit Vans	\$9,710	\$52,100
AFC Smart Card Reader Upgrade MARTA Reliability Centered Maintenance Program	\$8,098	\$8,098
Facilities Upgrade Program	\$8,000	\$101,759
Vehicle Security Cameras	\$7,500	\$97,543
	\$7,270	\$8,845

The Authority's **Bond and Commercial Paper Debt Service Programs**, totaling \$141,072,719, are programmed for the principal and interest payments on outstanding fixed and variable-rate bonds and commercial paper.

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As prescribed by the Government Finance Officers Association, this budget document is intended for use as a policy document, operations guide, financial plan, and as a communications device. Each major section of the book is described below:

MARTA OVERVIEW

The MARTA Overview provides a summary of MARTA's history, its challenges and a description of MARTA's service area.

FISCAL POLICY GUIDE

The Fiscal Policy Guide describes the business planning process at MARTA, the development of the fiscal year budget, and the budgetary policies, processes, and financial management methods used to monitor expenditures. Additionally, this section addresses the correlation between the business plan and capital investment opportunities while outlining the strategic capital planning process.

STRATEGIC BUSINESS PLAN

This section addresses MARTA's Strategic Business Plan and Key Performance Indicators (KPI's) which measure the strategic priorities.

STRATEGIC PRIORITIES

This section describes the amount of fiscal and human resources allocated to each Strategy Priority. It provides an empirical depiction of how the Authority prioritizes the Strategic Priorities with respect to the level of resource consumption.

FINANCIAL SUMMARY

The Financial Summary discusses MARTA's current financial situation and challenges. It also provides an overview of expected revenues and expenditures in the Operating & Capital Funds Budget.

OPERATING BUDGET

The Operating Budget shows the authority budget as a whole by expense and personnel via tables and graphs broken down by division, then department, and within each department, by office. The department sections include department goals and objectives with KPIs, FY2012 Accomplishments, a summary of category expenses with an organization chart, and department personnel summary. The office sections include a description of functions and responsibilities, summary expense information by category, an organizational chart, and a summary of authorized positions.

CAPITAL BUDGET

The Capital Improvement Program outlines expenditures by project category and program funding. The section lists in detail all Fiscal Year 2013 capital improvement projects based on State of Good Repair, Service Enhancements, Safety, and Regulatory. This section also provides a description, project scope, operating impact, and expenditure forecast for all capital projects.

APPENDIX

The Appendix section includes: salary structure for represented and non-represented employees; fare history; the fare structure; financial performance measures; category and sub-category expense listing; an explanation of the Fiscal Year 2013 Benefits Calculation; MARTA facts; organization structure; debt service schedule; glossary of terms and MARTA's rapid rail system map.

The Office of Management & Budget would like to thank all MARTA staff and management personnel for their assistance in producing and publishing this document.

MARTA OVERVIEW

This section provides a summary of MARTA's history and a profile of the service area.

MARTA's History

In the 1950s, planners recognized the importance of public transportation to the growth of Atlanta and the region and in the 1960s regional planners and transit experts focused on proposals for rapid transit systems, highlighted by a Metropolitan Atlanta Transit Study Commission report recommending a 66-mile, five-county rail system with feeder bus operation and park-and-ride facilities. Action shifted to the legislative arena and by 1965, the Metropolitan Atlanta Rapid Transit Authority Act was passed by the state legislature and subsequently approved in four counties and the City of Atlanta, creating MARTA.

But it took several years of legislative and electoral activity as well as a voter referendum before MARTA was in a position, in February 1972, to purchase the Atlanta Transit System for \$12.9 million and take control of the area's primary bus transportation system. Fares were reduced from 40 cents to 15 cents throughout MARTA's Fulton and DeKalb County service area. By the end of 1972, more than nine million more passengers than anticipated had ridden MARTA buses since the fare reduction; after twelve months of reduced bus fare, MARTA had an overall increase of 21% and carried more than 65 million passengers – 11.5 million more than the previous year.

Through the 1970s, MARTA received grants of more than \$800 million from the federal government for planning, design, land acquisition and construction of a rapid rail system. The effort bore its first fruit on June 30, 1979 when MARTA's first train, the East Line, began operating between Avondale and Georgia State Station marking the start of MARTA's combined bus and rail service.

Later that year, construction began on the Airport rapid rail station, one of many rail construction projects during the 1980s. In May 1980, West Peachtree Street, between Baker and North Avenue, reopened to through traffic after being closed for more than two years for subway construction. By September 1982, the Peachtree Center and West End stations began revenue service; by December the Arts Center and Midtown stations began revenue service. And in December 1984, five new stations opened: Lindbergh Center, Lenox, Brookhaven, Oakland City and Lakewood/F. McPherson. Four months after opening the stations and nine miles of track, rail ridership was up 29%.

In August 1986, the East Point Station opened, extending the South Line by about two miles. A little more than a year later, the Chamblee Station began revenue service and served as the temporary end of the Northeast Line. By September 1990, trains began running on an eight-minute headway throughout the system. At the same time, all southbound trains began running to the airport and all northbound trains started going to the end of the line at Chamblee.

The expansion continued through the early 1990s. The Bankhead Station went into service in December 1992, and in June 1993, MARTA extended East Line services through Kensington to Indian Creek Station – the first time the rail line went beyond the I-285 perimeter.

By June 1996, MARTA had completed more than 20 major projects including the North Line, the new Perry Boulevard compressed natural gas (CNG) bus facility, new RideStores, ITS projects, escalator rehabilitation, mid-life overhaul of some rail cars, and automatic train announcements. The new seven-mile North Line included the Buckhead, Medical Center, and Dunwoody Stations and represented the first time in MARTA's history that a line segment spanned all three funding jurisdictions (City of Atlanta, Fulton County, and DeKalb County).

In the late 1990s, MARTA focused on transit's link to community development as an alternative to highway congestion. At the start of 1999, MARTA announced a partnership with BellSouth to create the Lindbergh Transit Oriented Development (TOD), a live, work and play community built around a rail station and the largest multi-use development of its kind in the United States at the time. The *Atlanta Business Chronicle* later named the Lindbergh TOD project the "Best Mixed-Use (Real Estate) Deal of the Year." Phase I of the Lindbergh City Center opened in November 2002. Carter & Associates was the master developer of the 47-acre site, which includes BellSouth office towers, a multi-tenant office building, new parking decks and a Main Street retail promenade, apartments and condominiums.

In March of 2000, MARTA carried its' 3.5 billionth customer. (MARTA's History excerpted from the MARTA website. Please see the complete history of MARTA and other MARTA facts at www.itsmarta.com.)

MARTA Service Area

MARTA operates in the Atlanta metropolitan area, commonly referred to as metro Atlanta. The Atlanta metropolitan area is the ninth-largest metropolitan area in the United States and consists of 28 counties in Georgia. With no natural boundaries, the metropolitan area sprawls over 8,376 square miles and encompasses 140 municipalities.¹ Residents from all 28 counties that constitute the Greater Metropolitan Atlanta Region regularly use the system; however, MARTA's operations are exclusively in Fulton and DeKalb County. (See map of MARTA's Service Area and map of MARTA Rail Stations and Other Regional Transit Agencies.)

Other Transit Systems in the Region²

In addition to MARTA, the metropolitan area is served by the following fixed route bus agencies:

Georgia Regional Transportation Authority (GRTA) Xpress Bus.

GRTA Xpress service is a commuter bus service that provides trips to and from 12 counties in the Atlanta region into Downtown and Midtown Atlanta and other regional employment centers. It operates Monday through Friday, primarily during the morning and afternoon/evening commute times. All of the routes connect to MARTA rail stations. There are various Xpress passes available for passengers in two different fare zones. Passengers may also use a Breeze Card to pay Xpress fare if it is loaded with stored cash value and to make free transfers between the MARTA system.

Cobb Community Transit (CCT). CCT provides local bus service within Cobb County and commuter bus to and from Downtown and Midtown Atlanta. Services operate Monday through Saturday. Breeze Cards can be used by passengers to transfer between the MARTA system. Breeze Cards can be used for non-transfer trips as well, if they are loaded with stored cash value or a CCT fare product. ADA complementary paratransit services are also available for qualified riders.

Gwinnett County Transit (GCT). GCT provides local bus service within Gwinnett County and commuter bus to and from Downtown and Midtown Atlanta. Services operate Monday through Saturday.

Breeze Cards can be used by passengers to transfer for free between the MARTA system. Breeze Cards can be used for non-transfer trips as well, if they are loaded with stored cash value or a GCT fare product. ADA complementary paratransit services are also available for qualified riders.

Cherokee Area Transportation System (CATS)

CATS provides fixed route service in and around Downtown Canton. CATS also provides vanpool services.

On-demand transportation services are provided by:

Coweta Transit Dial-a-Ride. Coweta County provides on-demand transit service to business, commercial, and activity centers within the county. Trips must be scheduled 24 hours ahead of time.

Henry County Transit. Henry County provides on-demand curb-to-curb service on a first-come-first-served reservation basis for all Henry County residents.

Paulding County Transit. Paulding County Transit provides a free, on demand service to locations throughout the county.

Fulton County Dial-a-Ride Transportation Services – DARTS. Fulton County Office of Aging provides a Dial-a-Ride service for seniors in Fulton County.

Three Rivers Regional Transit System. The Three Rivers Regional Commission provides on-demand transit service within Butts, Lamar, Pike, Spalding, and Upson counties. Service is offered Monday through Friday and requires 24-hour notice for reservations.

Shuttle services are provided by:

Atlantic Station Shuttle. The Atlantic Station Shuttle, also known as FREE RIDE, is a free service that provides service between the Arts Center MARTA station and Atlantic Station in Atlanta.

¹ **About Atlanta,** Atlanta Population and Atlanta Demographics, www.atlanta.net/visitors/population.

² **Atlanta Regional Commission,** <http://www.atlantaregional.com/transportation/transit/existing-regional-transit-system>

MARTA OVERVIEW

The Buc. The Buc is a free shuttle service that connects various destinations in Buckhead area of Atlanta, including area hotels, restaurants, offices, shopping, and the Buckhead and Lenox MARTA stations. There are two routes—one with weekday commute hours only and the other with Monday through Saturday service.

Cliff Shuttles. The Cliff Shuttles are a free service provided by Emory University, serving various locations on Emory's three campuses. There are 8 campus routes, 4 commuter routes, 3 hospital routes, and several other miscellaneous routes.

Stinger Bus and Tech Trolley. Georgia Institute of Technology provides free shuttle service throughout its campus and to and from the Midtown MARTA station in Atlanta. There are three routes that run Monday through Friday, and two that run 7 days a week.

Georgia State University Transit Panther Express. Georgia State University provides a free shuttle service throughout its campus in Downtown Atlanta. It also provides service to and from student parking at Turner Field.

College Park GoBus. The GoBus is a free, lunch-time circulator bus that serves various locations throughout College Park such as restaurants, shops, the Georgia International Convention Center, and the College Park MARTA station.

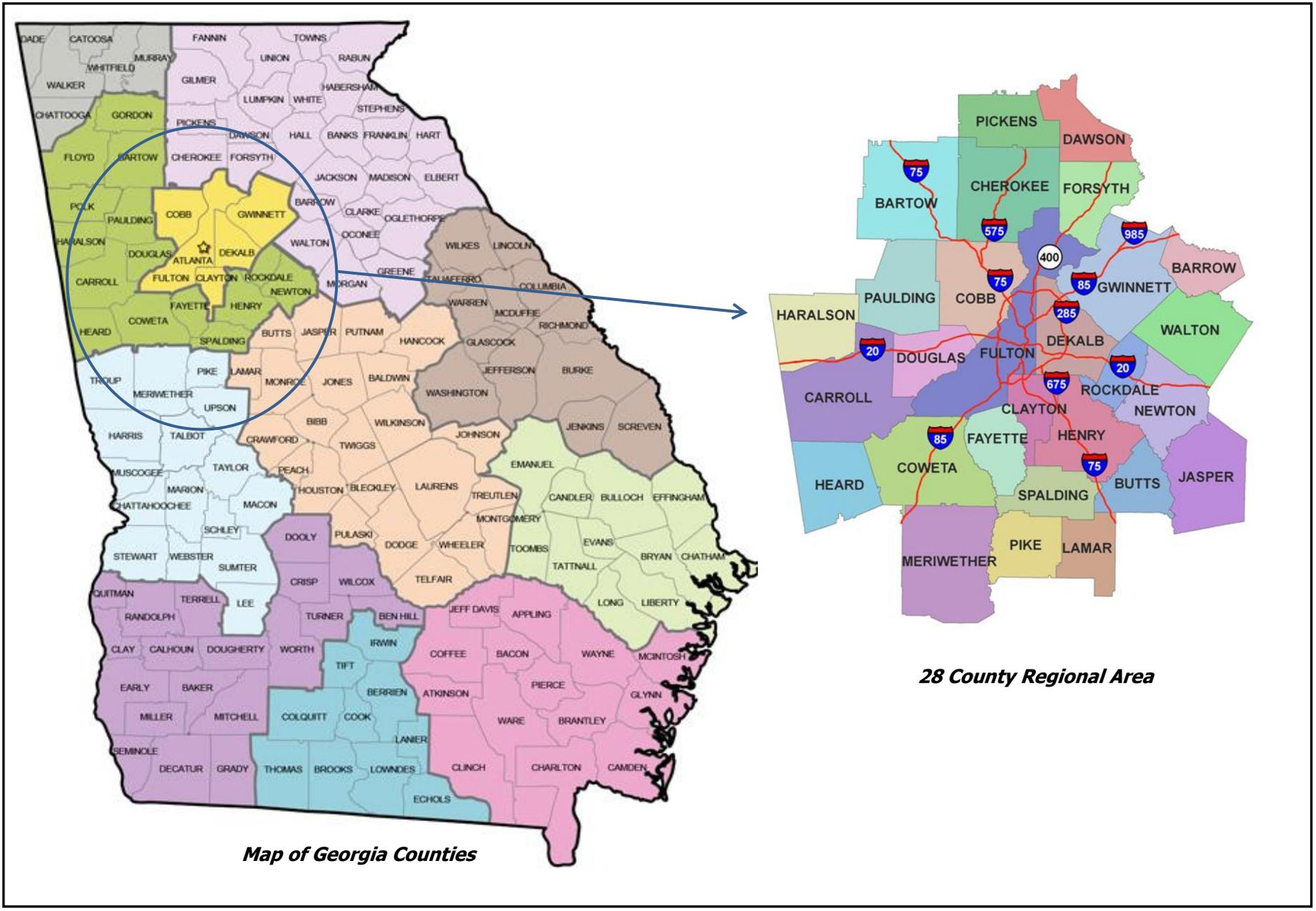
Vanpool services are provided by:

vRide Vanpool Services. vRide is an online vanpool and carpool matching system that allows users to search for potential rideshares in their area or to start their own. This service is part of GRTA's Regional Vanpool Program. Partners of this program include ARC and the Clean Air Campaign.

Rideshare by Enterprise. Rideshare is an online service that provides resources and information to commuters, employers, and transit agencies about the benefits of vanpooling. This service is part of GRTA's Regional Vanpool Program and partners include ARC and the Clean Air Campaign.

Douglas County Ride-Share. Douglas County Ride-Share program operates work-trip vanpools and assists in carpool matching.

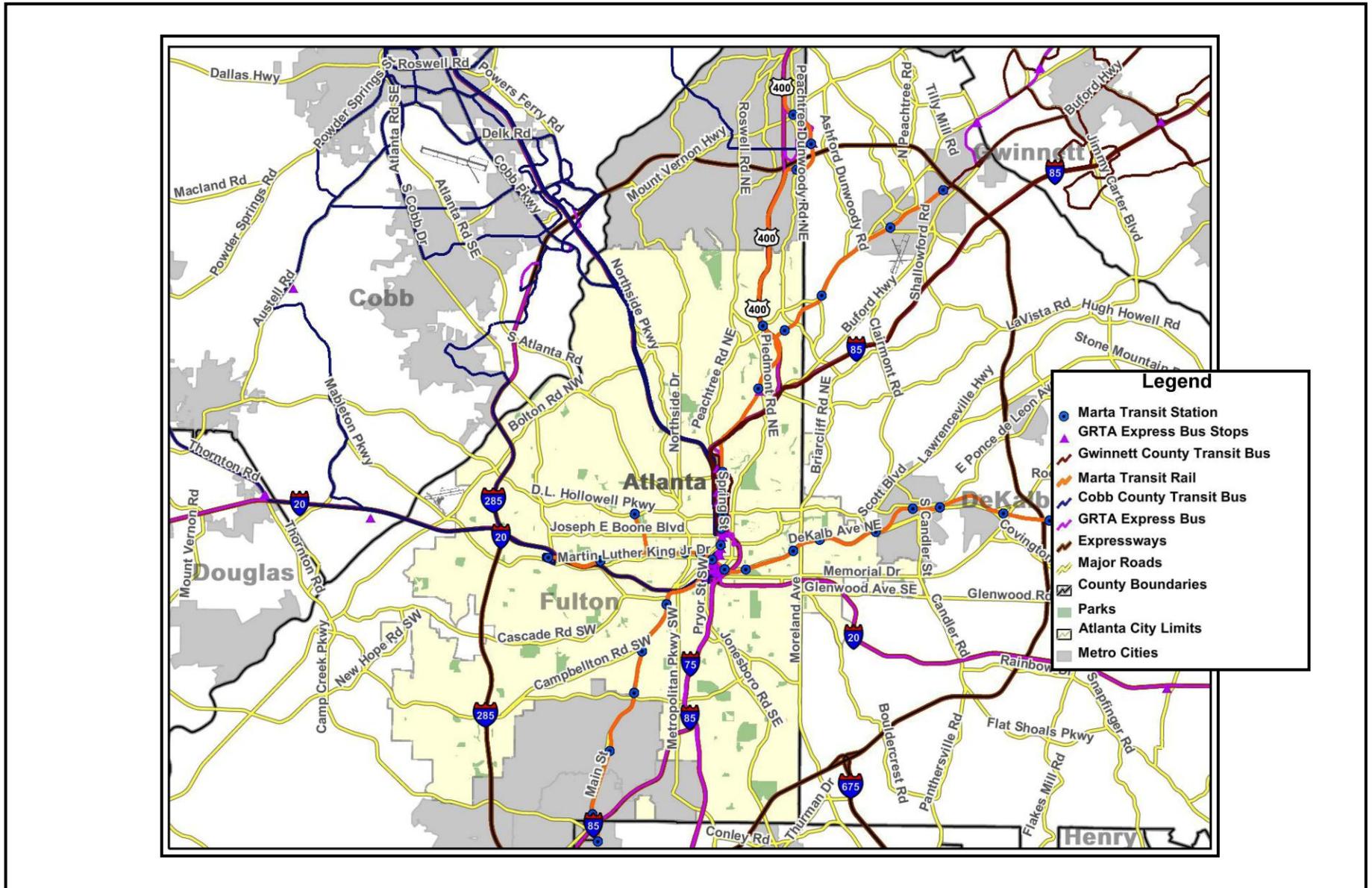
MARTA's Service Area



Map of Georgia Counties

28 County Regional Area

MARTA Rail Stations and Other Regional Transit Agencies³



³ Atlanta Regional Commission, <http://www.atlantaregional.com/info-center/gis-data-maps>

MARTA OVERVIEW

Area Population, Forecasts, and Demographic Information

The Atlanta Regional Commission (ARC), the regional planning and intergovernmental coordination agency for the 10-county which includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties, as well as the City of Atlanta, produces data about the Atlanta region necessary for planning.

In its August 2012 newsletter, *Regional Snapshot - 2012 Atlanta Region Population*, ARC estimated that the 10-county Atlanta region added 37,200 new residents between April 1, 2011, and April 1, 2012, a growth level much slower than in previous years. ARC attributes this decrease to the reduced migration resulting for the slowed national economy. It is noted that since 2010, 72,000 new residents moved into the region, compared to the 2000 decade in which the Atlanta region routinely added 100,000 residents. The 10 county region now has an estimated population of 4,179,500 within the 28 county region, per the 2010 Census, ranking third in overall growth in the entire nation between the years 2000 and 2010, being surpassed only by Dallas and Houston.

A review of Atlanta’s regional population growth by county and the City of Atlanta from 1970 to 2012 indicates that Gwinnett County once again led the region in annual growth, adding 9,000 new residents from 2011 to 2012. Ranking second in the 10 county region is Fulton County with 7,760 new residents over the same time period. Overall, the region added 77,500 new residents each year for a total of 1.6 million people over 1990 to 2010. (Please see the table of Average Annual County and City of Atlanta Population Growth by Decade of the following pages.)

The most recent ARC forecasts for population and employment⁴ indicate that the Atlanta region will add an estimated three million residents and 1.5 million jobs during the next 30 years. This forecasts indicates that five metro counties will double their population and 10 counties will experience a doubling of their job base by 2040.

Of these estimated three million new residents, nearly 800,000 will be in Fulton and Gwinnett counties thus accounting for 26 percent of the 20-county region’s forecast population growth. The result is that both of these counties will have more than one million people by 2040. Gwinnett

is forecast to add almost 413,000 people; Fulton 373,000; Henry 239,000; and Forsyth 202,000. The City of Atlanta is forecast to add more than 250,000 people.

County	1980 Population	2010 Estimated Population	2040 Forecast Population
Forsyth	27,958	176,800	378,400
Fulton	589,904	965,600	1,338,900
Gwinnett	166,815	758,000	1,170,600
Henry	36,309	193,500	432,600
City of Atlanta	425,022	482,300	736,100

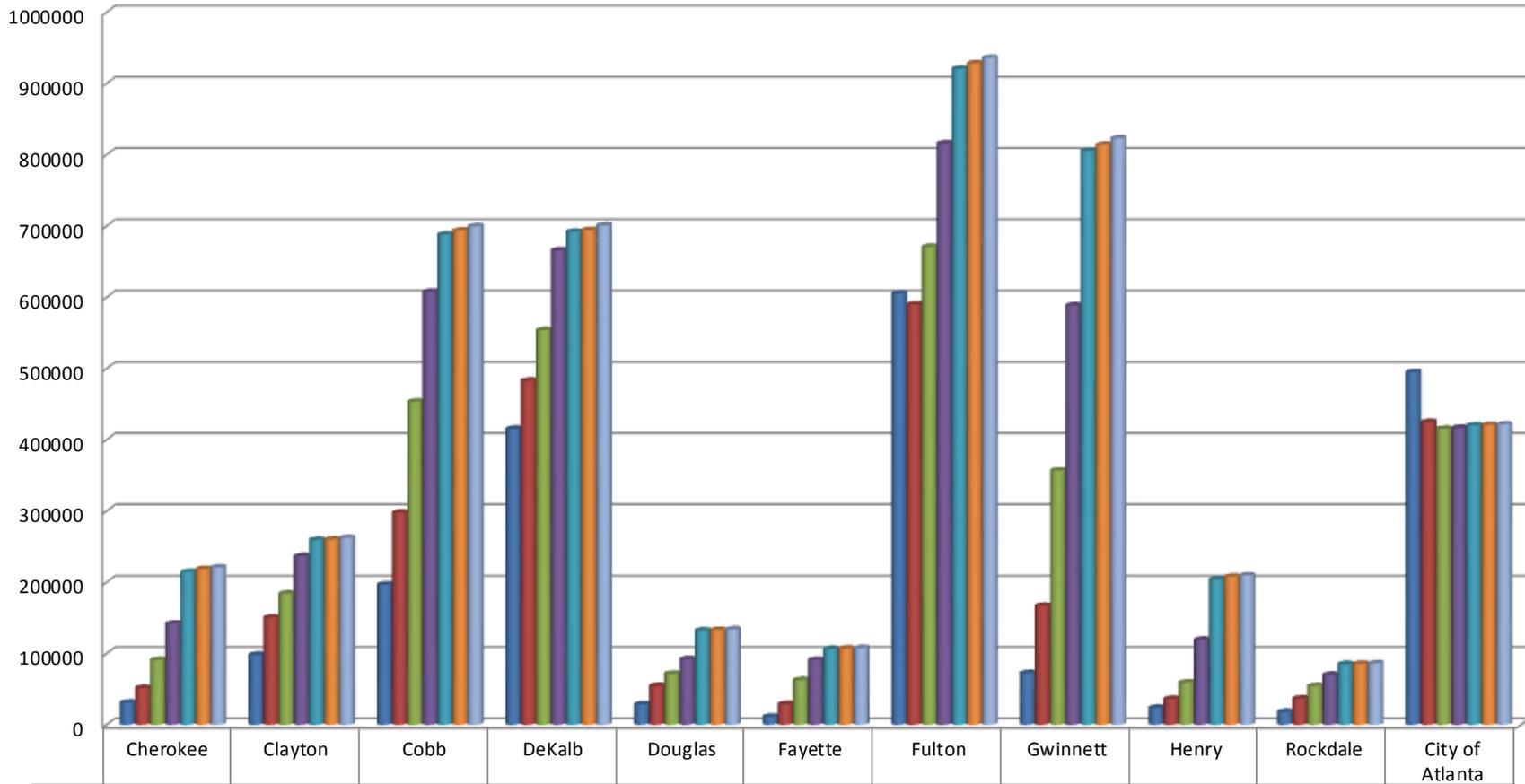
In terms of employment, Fulton County is expected to add more job than any other county with 360,000 new jobs over the next 30 years, giving Fulton County more than one million jobs, or roughly 28 percent of all jobs in the region. Gwinnett will add 220,000 jobs, ranking second in forecast job growth. Next are Cobb (+154,000) and DeKalb (+135,000). The City of Atlanta will add more than 200,000 jobs. Other counties are expected to increase over the next 30 years percentage wise as follows: Cherokee County at 166%; Henry County at 141%; Barrow County at 133%; and Forsyth County at 124%. The forecast also notes that 10 counties are expected to at least double their job base between now and 2040.

County	2010 Estimated Employment	2040 Forecast Employment
Barrow	14,600	34,000
Cherokee	43,600	116,100
Cobb	304,700	458,400
DeKalb	289,700	425,100
Forsyth	57,700	129,000
Fulton	672,000	1,032,700
Gwinnett	288,900	508,800
Henry	45,200	109,000
City of Atlanta	383,600	585,000

(Please see the table People Quick Facts on the following pages detailing additional population data and demographic data.)

⁴ <http://www.atlantaregional.com/info-center/arc-region/plan-2040-forecasts>

Average Annual County and City of Atlanta Population Growth by Decade



	Cherokee	Clayton	Cobb	DeKalb	Douglas	Fayette	Fulton	Gwinnett	Henry	Rockdale	City of Atlanta
1970	31059	98,126	196,793	415,387	28,659	11,364	605210	72,349	23,724	18,152	495,039
1980	51,699	150,357	297,718	483,024	54,573	29,043	589,904	166,808	36,309	36,747	424,922
1990	91,000	184,100	453,400	553,800	71,700	62,800	670,800	356,500	59,200	54,500	415,200
2000	141,903	236,517	607,751	665,865	92,174	91,263	816,006	588,448	119,341	70,111	416,474
2010	214,346	259,424	688,078	691,893	132,403	106,567	920,581	805,321	203,922	85,215	420,003
2011	218,500	260,000	693,600	694,400	133,000	107,100	928,200	814,100	207,800	85,600	420,700
2012	220,800	262,300	699,500	700,700	133,900	107,500	936,100	823,100	209,500	86,100	421,600

MARTA OVERVIEW

People Quick Facts	DeKalb County	Fulton County	Atlanta	Georgia
Population, 2011 estimate	699,893	949,599	NA	9,815,210
Population, 2010 (April 1) estimates base	691,893	920,583	420,003	9,687,653
Population, percent change, April 1, 2010 to July 1, 2011	1.2%	3.2%	0.8%	18.3%
Population, 2010	691,893	920,581	416,474	8,186,453
Persons under 5 years, percent, 2011	7.4%	6.8%	6.4%	7.1%
Persons under 18 years, percent, 2011	23.9%	23.7%	19.4%	25.7%
Persons 65 years and over, percent, 2011	9.4%	9.2%	9.8%	10.7%
Female persons, percent, 2011	51.9%	51.1%	50.2%	51.2%
White persons, percent, 2011 (a)	37.8%	47.5%	38.4%	59.7%
Black persons, percent, 2011 (a)	54.4%	44.5%	54.0%	30.5%
American Indian and Alaska Native persons, percent, 2011 (a)	0.6%	0.4%	0.2%	0.3%
Asian persons, percent, 2011 (a)	5.2%	5.8%	3.1%	3.2%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.1%	0.1%	Z	0.1%
Persons reporting two or more races, percent, 2011	2.0%	1.9%	2.0%	2.1%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	9.8%	8.1%	5.2%	8.8%
White persons not Hispanic, percent, 2011	30.1%	40.9%	36.3%	55.9%
Living in same house 1 year & over, 2006-2010	78.9%	78.4%	75.4%	82.3%
Foreign born persons, percent, 2006-2010	16.3%	13.0%	7.8%	9.6%
Language other than English spoken at home, pct age 5+, 2006-2010	18.1%	15.9%	10.6%	12.7%
High school graduates, percent of persons age 25+, 2006-2010	87.9%	89.6%	86.2%	83.5%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	38.7%	47.6%	45.0%	27.2%
Mean travel time to work (minutes), workers age 16+, 2006-2010	30.7	27.1	25.8	27
Housing units, 2010	304,968	437,105	224,573	4,088,801
Homeownership rate, 2006-2010	58.6%	56.0%	47.9%	67.2%
Housing units in multi-unit structures, percent, 2006-2010	36.6%	44.1%	53.4%	20.5%
Median value of owner-occupied housing units, 2006-2010	\$190,000	\$253,100	\$231,800	\$161,400
Households, 2006-2010	264,837	357,463	178,447	3,468,704
Persons per household, 2006-2010	2.53	2.39	2.16	2.66

MARTA OVERVIEW

People Quick Facts (Continued)	DeKalb County	Fulton County	Atlanta	Georgia
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$28,412	\$37,211	\$35,453	\$25,134
Median household income 2006-2010	\$51,349	\$56,709	\$45,171	\$49,347
Persons below poverty level, percent, 2006-2010	16.1%	15.3%	22.60%	15.70%
Business QuickFacts				
Total number of firms, 2007	73,184	106,113	50,970	901,105
Black-owned firms, percent, 2007	39.6%	26.7%	30.9%	20.4%
American Indian- and Alaska Native-owned firms, percent, 2007	0.9%	0.5%	0.6%	0.7%
Asian-owned firms, percent, 2007	6.8%	5.4%	4.4%	5.1%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	0.1%	S	F	0.1%
Hispanic-owned firms, percent, 2007	3.6%	3.2%	2.4%	3.6%
Women-owned firms, percent, 2007	37.2%	32.3%	33.4%	30.9%
Manufacturers' shipments, 2007 (\$1000)	7,489,009	10,428,483	5,304,252	144,280,774
Merchant wholesaler sales, 2007 (\$1000)	9,361,148	40,824,135	7,523,615	141,962,359
Retail sales, 2007 (\$1000)	7,973,387	13,239,670	5,594,126	117,516,907
Retail sales per capita, 2007	\$10,867	\$13,363	\$10,767	\$12,326
Accommodation and food services sales, 2007 (\$1000)	1,207,713	4,133,808	2,743,688	16,976,235
Geography QuickFacts				
Land area in square miles, 2010	267.58	526.64	133.15	57,513.49
Persons per square mile, 2010	2,585.7	1,748.0	3,154.3	168.4
<i>(a) Includes persons reporting only one race.</i>				
<i>(b) Hispanics may be of any race, so also are included in applicable race categories.</i>				
<i>FN: Footnote on this item for this area in place of data</i>				
<i>NA: Not available</i>				
<i>D: Suppressed to avoid disclosure of confidential information</i>				
<i>X: Not applicable</i>				
<i>S: Suppressed; does not meet publication standards</i>				
<i>Z: Value greater than zero but less than half unit of measure shown</i>				
<i>F: Fewer than 100 firms</i>				
Source: US Department of Commerce United States Census Bureau http://quickfacts.census.gov/qfd/index.html				

Legislative Challenges

On July 31, 2012 Georgia voters had the opportunity to vote on a transportation sales tax referendum that would have brought MARTA \$600 million for various projects that would have significantly extended the useful life of MARTA's existing critical infrastructure. However, the initiative, a 10-year Transportation Special Purpose Local Option Sales Tax (T-SPLOST) failed in all 10 metro Atlanta counties, with only 37% of voters voting for the tax, and 67% voting against it. Despite the failure of the measure, MARTA will continue to give its best effort to serve its customers with pride

Despite the failure of the referendum planning for two rail projects slated to be funded by the tax will continue. One of the projects along the Clifton Corridor is nearly 9 miles of new light rail service from the Lindberg Center MARTA Station to the Avondale station. The second is an I-20 east line connecting the Indian Creek train station to Stonecrest Mall. About 35 percent of the planning process has been completed on both projects.

Since the formation of MARTA, the Georgia state government has never contributed to MARTA operational funding. Currently, MARTA is the largest mass transportation system in the United States not to receive state funding. Revenue from the Georgia motor fuel tax is currently restricted to roads and bridges and cannot be used for public transportation MARTA.

The 2013 session of the Georgia General Assembly began on January 2, 2013 and included proposed legislation, HB 264 that would have made sweeping changes to MARTA's organization. This bill proposed to suspend the restriction of 50% of sales and use taxes as the maximum amount allowed for the operations of MARTA for an additional 3 years, and alters the powers of the Fulton County Board of Commissioners to appoint members to the MARTA Board. Additional revisions in this bill would also require privatization of some of MARTA's operations as

recommended in the recent KPMG audit, allows the Governor to appoint an arbitrator in any labor dispute between MARTA and the Amalgamated Transit Union, and transition MARTA to a defined contribution system for new employees.⁵

The Georgia General Assembly adjourned Sine Die on March 28th without passing any legislation making changes to the MARTA Act. The MARTOC Bill was passed by the House but was not considered by the Senate. Some legislators expressed that MARTA's new General Manager should be allowed the flexibility to manage the organization without items being legislated.

The following provisions included in the legislation will not be implemented this year:

- No mandated privatization of 12 areas identified in Transformation Plan
- No change in board governance or staggering of board terms
- No increase in GM's authorized contract level
- No change in Board policy regarding bond debt service limits
- No streamlining of arbitration process
- No extension of the 50/50 requirement

All legislation that did not pass this session remains alive for consideration in the 2014 session.⁶

In developing our Fiscal Year 2014 Budget, we have not included the extension of the 50/50 relief as a factor. Moreover, the reinstatement of the 50/50 restriction will not result in fare increases, transit service cuts or any changes for employees in Fiscal Year 2014.

While this will not impact our FY 2014 Budget, we will continue to push for MARTA to receive maximum flexibility to run our transit system in an effective, efficient and fiscally prudent manner.

⁵ <http://www.fultoncountyga.gov/component/content/article/224-intergovernmental-affairs/5749-2013-legislative-update>

⁶ **MARTA Stop** March 29, 2013.

FISCAL POLICY GUIDE

This section summarizes the Business Planning Process at MARTA, the development of the fiscal year budget, and the financial management methods used to monitor expenditures. This section also explains the relationship between the business plan and capital investment opportunities.

FISCAL POLICY

MARTA’s fiscal policy is based on our strategic priorities. Our objective is to remain fiscally viable by aligning the strategic priorities with the capital planning process and the fiscal year budget development process.

MARTA Strategic Planning Process

The Strategic Planning Process at MARTA is a continuous and interactive process of information gathering and communication to formally support management in developing, implementing, and monitoring Authority-wide goals and objectives. The planning cycle is structured to coordinate and facilitate awareness, understanding, planning, communication, and actions for the benefit of the entire Authority.

The Strategic Planning Cycle is outlined as a series of interdependent processes that continue throughout the year. The basic model for our Strategic Planning includes a five stage planning process as illustrated in the cycle diagram below:



I. Assessment of Conditions

Every organization must be aware of and understand the major influencing factors of its business and operating environment. These external and internal conditions should be considered in conducting current operations as well as preparing for future oriented goals, plans, and actions.

This phase in the Strategic Planning Process combines information on how well the organization is performing with external and internal business environmental analysis. This foundation of business information is critical to support planning assumptions and the subsequent management guidance process to refine policies, strategies, and short-term and long-term decisions. These decisions relate to service, organizational, management, and financial strategies.

Relevant information is compiled from appropriate departments, the Board of Directors, employees, and customers, as well as from other external agencies and organizations. The following functions and measures are critical to this assessment process:

- **Core Business Functions within the Authority** – Management must determine how well primary processes are functioning, with the focus on ***"We Serve with Pride."*** This principle will guide all operating and capital projects.
- **Critical Productivity, Effectiveness, and Efficiency Measures** - We need to guarantee that all resources are used to the optimum extent possible. Effective performance measurements are essential to ensure this is accomplished. We should endeavor to remain a reasonably priced transportation alternative.

II. Board and Management Guidance and Direction

As part of the planning process, management and the Board of Directors annually revisits the Strategic Plan and reviews the opportunities and challenges to determine if the Plan's assumptions and/or future direction are still valid or require updating. The process of re-evaluation will draw heavily from an updated assessment of conditions. Elements to be revalidated include the mission statement, vision statements, major strategies, and performance measures. Any changes will be communicated throughout MARTA as updated Board and Management guidance, and will provide standards for developing consistent and supportive departmental employee goals and objectives.

III. Organization Planning

Organization planning is critical to the overall success of the Strategic Planning process. Departments reassess their own objectives and strategies and develop their own specific plans in alignment with the Authority's Strategic Plan.

IV. Resource Allocation and Planning

This phase of the Strategic Planning Process involves the compilation and evaluation of the Authority's strategic activities to determine labor and non-labor resource requirements and operating capital resource availability. This phase serves as the foundation for the annual fiscal year budget development process.

V. Program Management & Performance Monitoring

This phase of the Strategic Planning Process involves the implementation of various approved Authority, departmental and cross-functional team plans and programs. MARTA will monitor, review, and evaluate progress using performance measures.

Operating Plan Summary

The Strategic Planning process provides a process to enhance our ability to comprehensively respond to a wide range of increasingly complex issues in a coordinated and effective manner. These issues arise out of changes in the external environment, shifts in customer desires,

demands for new services, responses to the aging of our facilities and equipment, and the development of our evolving priorities, objectives, organizational structure, functions and focus.

Budget Process Linkage to Capital Investment

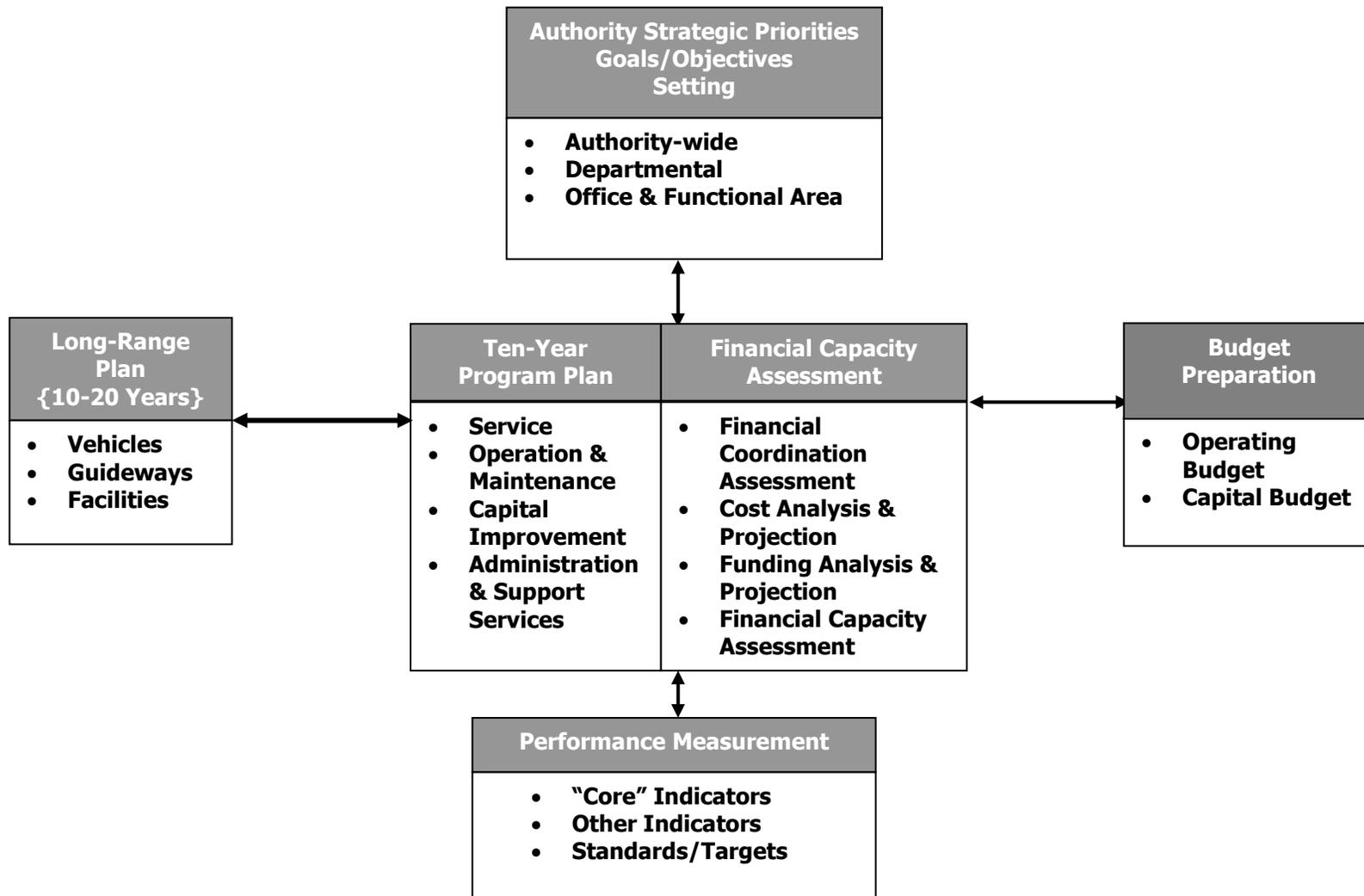
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which we can:

- Provide the MARTA Board and Staff with a long-range and short-range perspective regarding operating and capital revenue sources and requirements;
- Provide a foundation to assist in the development of the Regional Transportation Improvement Plan;
- Develop strategies for the submission of project applications to obtain potential federal funding;
- Coordinate annual grant applications more effectively;
- Serve as a management tool to implement key projects and programs that fulfill the Authority's responsibilities to the Board, the community, and the taxpayer.

MARTA Capital Plan Priorities & Issues

In the process of review, assessment, and development of the Capital Plan, MARTA staff identified and documented several systemic issues that are essential for the Authority to address during the planning cycle. Over the last several years we have re-focused our commitment to the Capital Improvement Program. An even greater commitment will be required during the planning years ahead. In addition, MARTA general funds now pay for preservation of capital infrastructure that at one time received federal funding. Because of the aging of our assets and the projected limited growth in our capital revenue, a more comprehensive capital planning process was needed to address the state of good repair of MARTA's capital assets.

**Exhibit # 1
Multi-Year Program Planning Process**



Capital Planning Process

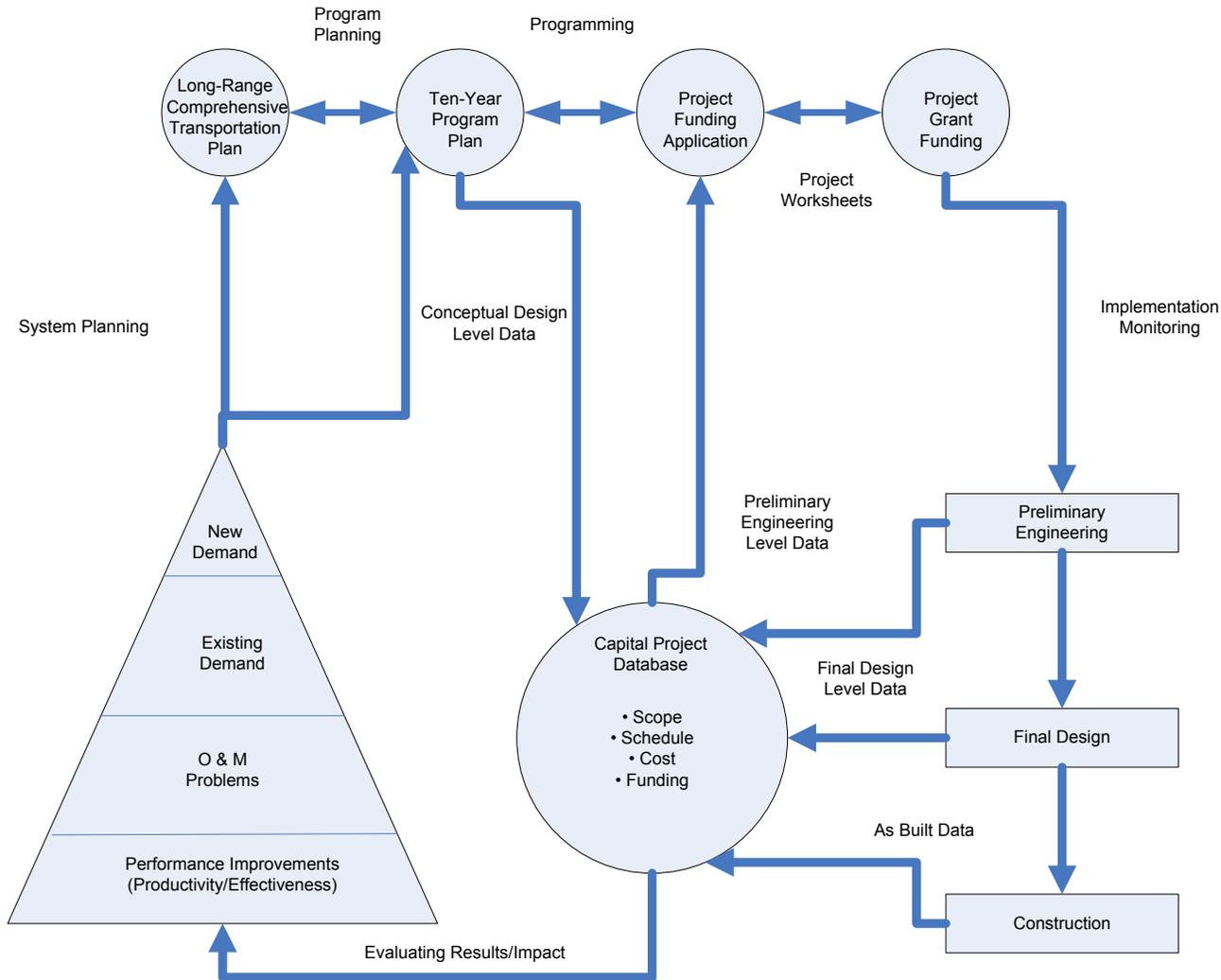
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

- The Authority-wide Long-Range Comprehensive Transportation Plan – This plan focuses on long-range, system-level planning. It will identify and analyze overall transit service issues, opportunities, problems, documented needs, and priorities from the Capital Improvement Program. This will provide management with the “big picture” of the capital program to ensure coordination among departments and the Authority’s ability to fund these programs and projects.
- Ten-Year Program Plan – This plan is a comprehensive ten-year Capital Program that must be in place to address

service and capital improvements to be made in each year of the plan. Plans to coordinate such service and capital improvements among bus and rail modes and customer service areas will be defined. The Ten-Year Program Plan is the “catalyst” for the Executive Management Team to manage the planning and implementation of capital programs, projects, and procurements. To do so, the Ten-Year Program Plan has:

- a) A clear linkage to the long-range comprehensive capital plan, as well as operating and capital budgets.
- b) Goals, objectives, and performance measures to be used internally for periodic evaluation of the progress in implementing the program’s plans.

Exhibit # 2
Relationship Among Major Construction Project Processes & Products



Fiscal Year Budget Development

The Authority conducts an extensive review of the fiscal year budgets, validates current and projected expenditures, and identifies outstanding issues for consideration during departmental budget reviews with the Executive Management Team. This takes place in April as shown in **Exhibit 3** and **Exhibit 4**.

The Recommended Budget considers estimates of current year spending and revenues, work program priorities, proposed expenditures, and projected revenues. The General Manager presents the Recommended Budget to the Board of Directors in April, focusing on the current financial position and the financial implications of the recommended plan.

Building upon last fiscal year's objectives, the following approach to developing the budget was again implemented:

- 1) **C – Capitalize** all eligible costs as aggressively as possible.
- 2) **O – Optimize** work flows & processes to reduce delay or waste of time & resources (shorten production time), reduce or eliminate duplicity of efforts, or seek automation of certain efforts. RE-ENGINEER TO DO MORE WITH LESS.
- 3) **R – Reallocation** of resources across categories of expense and across Departments in order to shift the Authority's resources toward core services (Rail Service, Bus Service and Para-transit Service).
- 4) **E – Employee Downsizing** must be considered. Each Office must consider the realities of deletions and plan accordingly.

In May or June, a summary of the Recommended Budget is presented to the citizens of Fulton and DeKalb counties at public hearings. Prior to and after the hearings, copies of the Recommended Budget are made

available to the public. At the public hearing, citizens are encouraged to comment verbally or in writing on the Authority's operational plan for the coming fiscal year. Senior Staff members and the General Manager are present at the hearings, and any questions that cannot be appropriately addressed at the hearings are forwarded to the respective areas for a response.

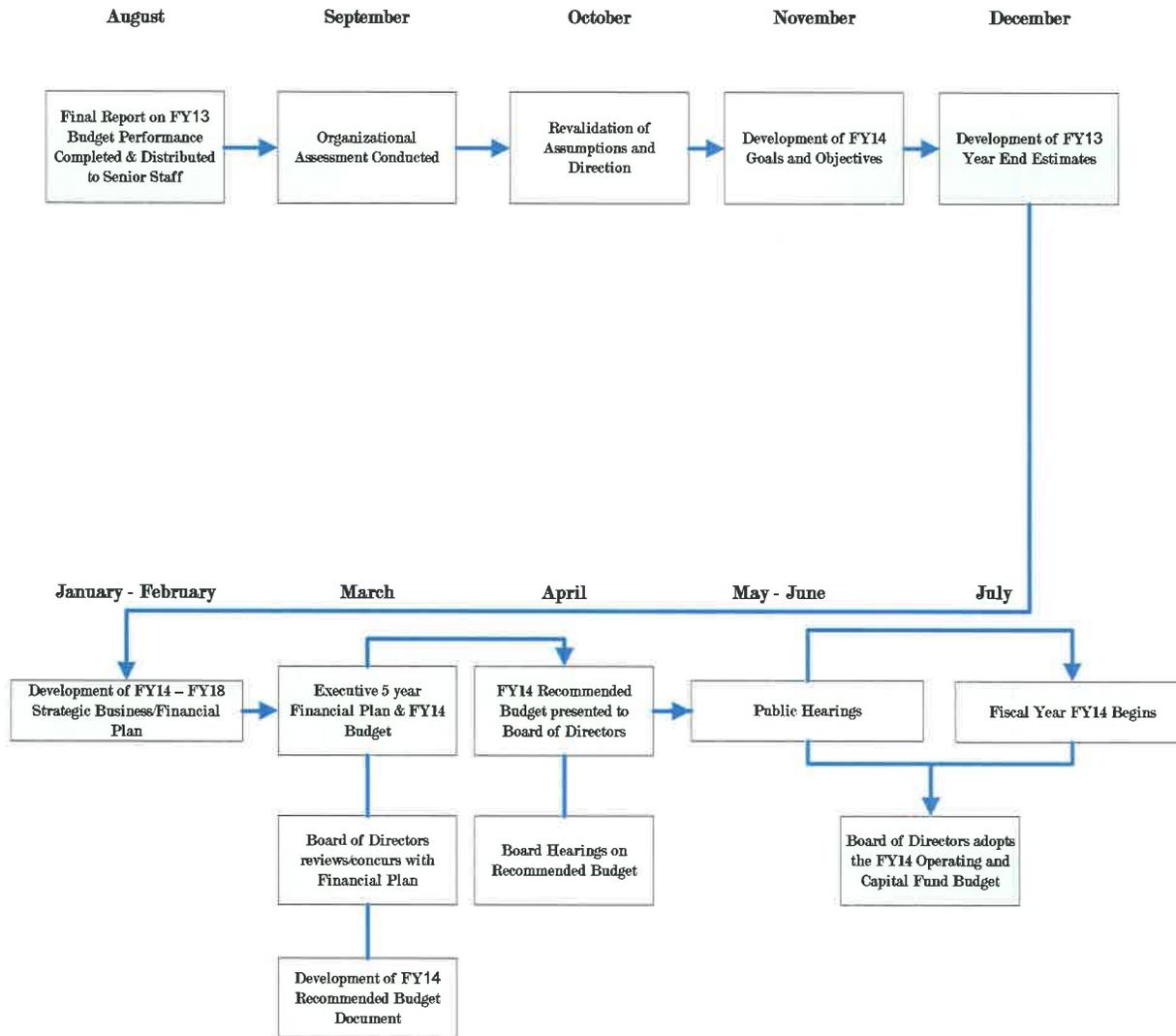
In addition to the budget development phase, opportunities for public comment occur formally and informally throughout the year. On an informal basis, Customer Question and Answer sessions are held at MARTA's rail stations periodically. On a formal basis, significant route changes or applications for a major federal capital grant may require a public hearing that provides further opportunities for public comment.

The budget is adopted on or before June 30th, the last day of the fiscal year, by resolution of the Board of Directors. The Adopted Budget Book is distributed to internal Authority personnel, local governments, and to private citizens or other interested parties upon request.

In case an amendment to the Adopted Budget is necessary due to changes in economic conditions or emergencies which cause the Fiscal Year Budget to increase beyond the Adopted Budget's Total Expenses, the Board may propose an amendment to the annual Adopted Budget by following the same procedure described above for adopting the original budget.

Requests for organizational changes that may arise during the fiscal year include requests to add or delete individual positions, or to change the organizational structure and/or functions of the division. Organizational changes must include a funding plan and supporting information justifying the request. Approval of organizational change requests is handled via the General Manager's authority.

**Exhibit # 3
Calendar for Development of the FY14 Budget**



**Exhibit # 4
Development of the FY13 Budget Major Milestones**

<u>Date</u>	<u>Event</u>
Oct 2012	Development of FY2014 Budget Development Plan & Major Milestones
Nov 2012	Determine Corporate and Strategic Assumptions for the FY2014 Budget Development (i.e. Service Levels, Reserves Utilization, Strategic Priorities revisions, etc.)
Nov 2012	Draft Service Plan to meet FY2014 Budget Target
Nov 2012	Briefing on December Mark-Up Modifications
Nov 2012	Legislative Strategy Development
Nov 2012	Determine Corporate and Strategic Assumptions for the FY2014 Budget Development (i.e. Service Levels, Fare/Parking Plan, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, Labor Negotiations, etc.)
Dec 2012	Budget Status Updates Jurisdictions and new Board.
Dec 2012	December Mark-up
Dec 2012	Board Briefing on Corporate and Strategic Assumptions for the FY2014 Budget Development (i.e. Service Levels, Fare/Parking Plan, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, Labor Negotiations, etc.)
Jan 2013	Distribution of FY2014 Budget Call Package
Jan 2013	Draft Legislative, Budget and Service Plan Communications Strategy
Jan - April 2013	Legislative Session

**Exhibit # 4
Development of the FY14 Budget Major Milestones (continued)**

<u>Date</u>	<u>Event</u>
Jan 2013	Mid Year Budget Adjustment Report
Jan 2013	Board Committee Briefing on Service Plan, Strategic Communication Plan & Fiscal Outlook for the FY2014 Budget Development process
Jan 2013	Community Outreach Sessions
Feb 2013	FY2014 Budget Call Package submissions due
Feb - Mar 2013	Begin Public outreach on service and budget
Feb 2013	Briefing on the FY 2014 Draft Service Plan
Feb 2013	Board Committee Briefing on FY2014 Budget Development progress, including community feedback and legislative outlook
Mar 2013	Board Committee Briefing on the FY2014 <u>Preliminary</u> Operating & Capital Budgets, including Service Plan, Fare/Parking Plan & Legislative Outlook
Mar 2013	Call for Public Hearing (Service and Budget)
Mar 2013	Legislative and jurisdictional briefings on service and budget
Mar 2013	Revised Service Plan (based on outreach and budget refinements)

**Exhibit # 4
Development of the FY14 Budget Major Milestones (continued)**

<u>Date</u>	<u>Event</u>
Mar 2013	Community Outreach Sessions
Mar 2013	EMT Review of the FY2014 Preliminary Operating & Capital Budgets, including Service Plan & Fare/Parking Plan
Apr 2013	<u>Budget Hearings</u> : EMT Review and Revisions of FY2013 Budget <u>Submissions</u> , Fare/Parking Plan, Revenue Projections & Service Plan
Apr 2013	Advertise for Public Hearings; Community Outreach Sessions
April 2013	April Mark Up
April 2013	Briefing on the Revised Service Plan
April 2013	Board Retreat on the FY2014 <u>Proposed</u> Operating & Capital Budgets, including Service Plan, Fare/Parking Plan & Legislative Outcome; Board provides specific guidance and direction on the Proposed Service, Budgetary & Fare/Parking Plans for FY2014
May 2013	Hold Public Hearing
May 2013	Report Results of Public Hearing
May 2013	Briefing on the Recommended FY 2014 Service Plan
May 2013	Board Presentation of FY2014 Recommended Operating & Capital Budgets
June 2013	Board Adoption of FY2014 Operating & Capital Budgets with Service Plan

Transportation Improvement Program (TIP)

The Atlanta Regional Transportation Improvement Program (TIP) is published each summer by the Atlanta Regional Commission (ARC). This document outlines the long-term transportation plan for the Atlanta Region based on input from MARTA and the Georgia Department of Transportation, as well as governmental and community groups in the member counties of Barrow, Bartow, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Hall, Henry, Newton, Paulding, Rockdale, Spalding, and Walton. The MARTA TIP process begins each November and continues until March when the ARC begins to compile input from each of the participants. The initial input received for the MARTA Strategic Business Plan is used as a vehicle for TIP development. The TIP documents a six-year program, broken down by two, three-year periods.

MARTA Grant Process

MARTA receives grant funds from the Federal Transit Administration (FTA) and other sources such as the Department of Homeland Security and the State of Georgia to support its operating and capital programs. Grant funds are available under various "sections" of the Federal Transit Act and are appropriated annually in conjunction with the federal budget cycle. MARTA generally applies for grant assistance during the first quarter of the Federal fiscal year. Due to the Federal appropriation cycle, adjustments of grants must sometimes be made later to reflect actual appropriation. Funds are typically awarded in February; however, the grant cycle continues as programs are re-evaluated and grants are amended and revised. A key factor in the grant process is the TIP cycle described above. Grant and TIP cycles are closely linked since federal assistance will only be granted to plans and programs approved by the Atlanta Regional Commission in the TIP.

Financial & Budgetary Policies

1) Creation and Organization

- The Metropolitan Atlanta Rapid Transit Authority (MARTA) was formed as a joint public instrumentality of the City of Atlanta and the counties of Fulton, DeKalb, Cobb, Clayton, and Gwinnett by action of the General Assembly of the State

of Georgia (the MARTA Act), to design and implement a rapid transit system for the Atlanta metropolitan area. MARTA operates a bus and rapid rail transportation system and continues to develop and construct further improvements to its integrated bus/rail transportation system.

- As required by the terms of MARTA’s Sales Tax Revenue Bond Trust Indentures, the financial activities of MARTA are accounted for using three separate funds, all of which are related to Capital or Debt Service, with the exception of a single Operating Fund. Such funds are combined for financial reporting purposes in order to present the financial position and results of operations of MARTA as a whole. They are as follows:
 - 1) **General Operating Fund** – MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.
 - 2) **Debt Service Funds** – MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.
 - 3) **Capital Projects Funds** - MARTA uses separate funds for major capital acquisition, construction and Authority’s planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.
- The State of Georgia determined oversight responsibility based on consideration of financial interdependency, selection of governing authority, designation of management, the ability to significantly influence management, and accountability for fiscal matters. No governmental units other than MARTA itself are included in the Authority reporting entity.

- MARTA is not included within the reporting entity of the City of Atlanta or any of the counties because these governments do not exercise significant influence over MARTA, and the city and counties are not accountable for MARTA's fiscal matters.
- MARTA is currently governed by a 12-member board of directors. MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), The Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a, has the ability to impose its will on the organization, or b, there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Prior to January 1, 2011 MARTA encompassed an eighteen member board, three members were appointed by Fulton County, five members by DeKalb County, four members by the City of Atlanta, and one member by each County of Clayton and Gwinnett. In addition, the Commissioner of the State Department of Transportation, the Commissioner of the State Department of Revenue, the Executive Director of the State Properties Commission, and the Executive Director of the Georgia Regional Transportation Authority served as ex-officio members of the Board. None of the participating

governments appointed a majority of MARTA's Board and none had an ongoing financial interest or responsibility.

- House Bill 277 32-9-14, commonly referred to as The Transportation Investment ACT (TIA) amended the 18-member Board provision to an 12-member board composed of 11 voting members and one non-voting member effective January 1, 2011. Of the voting members: three members are residents of the City of Atlanta and are nominated by the mayor and elected by the city council; four members are residents of DeKalb County and are appointed by the DeKalb County Board of Commissioners; three members are residents of Fulton County and are appointed by the local governing body thereof. Independent of the municipalities, The Commissioner of Transportation is a voting member on the board and the Executive Director of the Georgia Regional Transportation Authority is a non-voting member of the board.

2) Balanced Budget

- To measure the costs of providing mass transportation services, the revenues from those services and required subsidies, MARTA has adopted the accounting principles and methods appropriate for a governmental enterprise fund. In accordance with accounting standards applicable to enterprise funds, MARTA has elected not to apply pronouncements issued by the Financial Accounting Standards Board after November 30, 1989. This complies with the MARTA Act and Sales Tax Bond Trust Indentures legal requirements that all accounting systems and records, auditing procedures and standards, and financial reporting shall conform to generally accepted principles of governmental accounting.
- MARTA's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board. The budget is prepared on the same basis of

accounting as the financial statements, except that depreciation and interest expense are not budgeted. MARTA is structured as a single enterprise fund with revenues recognized when earned and measurable, not when they are received. Expenses are recognized when they are incurred, not when they are paid. Capital assets are capitalized and (except land) are depreciated over their useful lives. Cash amounts are restricted for debt service.

- The operating and capital budgets combined are balanced when expenditures do not exceed the sources of revenue. For FY14 the total uses are \$857.3M, and the total sources are \$982.4M, which leaves a surplus of funds of \$125.1M. MARTA has several sources of revenue as explained below.
- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- For historical information, under the law authorizing the levy of the sales and use tax, as amended May 10, 2002, MARTA is restricted as to its use of the tax proceeds as follows:
 - 1) No more than 50% of the annual sales and use tax proceeds can be used to subsidize the net operating costs, as defined, of the system, exclusive of depreciation and amortization, and other costs and charges as defined in Section 25(I) of the MARTA Act, except for the period beginning January 1, 2002 and ending December 31, 2008 when no more than 55% shall be used. The additional 5% of the Sales tax revenues may be applied to the operations of the transit system, to be used at the discretion of the General Manager.
 - 2) If more than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the deficit in operations must be made up during a period not to exceed the three succeeding years.

3) If less than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the excess may, at the discretion of MARTA’s Board of Directors, be reserved and later used to provide an additional subsidy for operations in any future fiscal year or years.

- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that, commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as “transit” related operating revenue” for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years 2002, 2003, and 2004 budget resolutions provided for the use of the future use reserved interest.
- The Authority shall fund and maintain an operating budget reserve of ten percent (10%) of the Authority’s prior year operating budget revenues. For purposes of this section, the term 'operating budget revenues' shall mean all funds received from federal, state, or local sources, including but not limited to grants, distributions from federal and state formula funds, or direct federal and state appropriations for projects or programs of the Authority, as well as fare box revenues and revenues received from rentals on property owned or operated by the Authority. Said operating budget reserve shall be utilized for ongoing operating expenses only in those circumstances requiring its use due to worsened economic conditions in the Atlanta region, or catastrophic loss such as an act of God or terrorism, which conditions cause a temporary shortfall in the Authority’s anticipated revenues. The temporary operating revenue shortfall so

noted shall be for a period of not less than six consecutive months during which total anticipated revenues are not less than two and one-half percent (2.5%) below the revenues received during the preceding fiscal year for the same six-month period. The first three percent (3%) of the reserve shall not be used in any six-month period. The purpose of said reserve shall be exclusively to pay the ongoing operating expenses during times of economic downturn and shall not be considered to be an available recurring revenue for operating budget purposes and under no circumstances shall the operating budget reserve be used to permanently replace the revenues which are reduced due to the economic conditions set forth above. Upon cessation of such economic downturn, as evidenced by cessation of the revenue shortfall required for the use of the reserve for Authority operating expenses, the operating budget reserve shall be replenished.

- The MARTA Act was amended by the Georgia Assembly under HB277 and commonly referred to as The Transportation Investment Act (TSA), became effective January 1, 2011 amending set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes shall be suspended for three years. No funds newly unrestricted during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses; or to increase the level of benefits of any kind.
- During each fiscal year the Board shall propose an annual operating budget for the ensuing fiscal year and hold a public hearing thereon. After such public hearing the Board shall review its proposed budget, and, on or before the last day of the fiscal year, it shall adopt an annual operating budget for the ensuing fiscal year.
- The Board shall propose and adopt an annual capital improvements budget. The proposed capital improvements budget shall show all capital improvement projects in

process of completion, those to be undertaken during the ensuing fiscal year and those anticipated to be undertaken during the ensuing ten years. The proposed budget shall also show the proposed method of financing each proposed project and the effect thereof on the debt structure of the Authority. After a public hearing the Board shall review its proposed budget and on or before the last day of the fiscal year it shall adopt an annual capital improvements budget for the ensuing fiscal year. No contract for the purchase or construction of any capital improvement project shall be authorized, except to meet a public emergency certified as such by the Board, unless it is included in the annual capital improvements budget; however, the Board may propose and adopt an amendment to the annual capital improvements budget by following the procedure herein prescribed for adopting the original budget.

- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in property and equipment. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.
- The FTA also provides funds for subsidizing operating costs involved in preventive maintenance of vehicles, system and equipment under Section 5307 of the Federal Transit Act.

3) Long-Range Planning

- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- MARTA issues Sales and Use Tax Revenue Bonds and Commercial Paper to raise capital funds for construction,

expansion, and rehabilitation of the transit system. During fiscal year 2007, MARTA initiated its current commercial paper program to provide flexibility and optimization to the issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.

- The FTA has also authorized other grant funds for the construction of bus transit facilities, replacement and rehabilitation of transit operating equipment, development work for construction support techniques, purchase and installation of a computer, and other purposes not directly related to the rail construction program. MARTA plans to fund its committed projects through the unencumbered capital portion of its sales tax, future bond proceeds, issuance of commercial paper and federal and state capital grants. MARTA also has lease and interest revenue and capital reserves available to supplement its needs.
- MARTA has entered into forward contracts to purchase low sulfur heating oil and natural gas at a specified time in the future at a guaranteed price. MARTA enters into these contracts to help plan its low sulfur diesel and natural gas costs for the year and to protect itself against market risk of the commodity. It is possible that the market price before or at the specified time to purchase low sulfur diesel and natural gas may be lower than the price at which the MARTA is committed to buy. This would reduce the value of the contract. MARTA could sell the forward contract at a loss, or if it were to continue to hold the contract, MARTA may make a termination payment to the counterparty to cancel its obligation under the contract and then buy low sulfur diesel and natural gas on the open market. MARTA currently has two fuel hedge transactions in place, one for diesel fuel and one for natural gas. The natural gas is scheduled to expire June 30, 2015 and the diesel contract is scheduled to expire, June 30, 2014. The MARTA staff will layer on additional hedge agreements as appropriated to further limit MARTA's

exposure to market fluctuations.

- MARTA considers all highly liquid debt securities with an original maturity of no more than three months at date of purchase to be cash equivalents except repurchase agreements and restricted investments, which are considered investments.
- Georgia statutes authorize MARTA to invest in U.S. Government obligations, U.S. Government agency obligations, obligations of any instrumentality of the U.S. Government, or in repurchase agreement collateralized by any of the aforesaid securities, prime Bankers' Acceptances or in State of Georgia obligations, or in the State of Georgia sponsored investment pool or in other obligations or instruments as allowed by Georgia Law. Under the terms of MARTA's Sales Tax Revenue Bond Trust Indenture, the Authority may not invest in securities with a remaining term to maturity greater than five years from the purchase date. In addition, MARTA requires that repurchase agreement collateral must have a market value ranging from 101% to 102% of the cost of the repurchase agreement, depending upon the maturity date and type of security. MARTA's policy states that collateral pledged for repurchase agreements and not delivered to MARTA's safekeeping agent must be held in custody or account agreeable to MARTA in MARTA's name.
- With the exception of those in the deferred compensation plan, investments are carried at cost or amortized cost plus accrued interest (which approximates market value). Investments in the deferred compensation plan are carried at market value.
- Reservations of Retained Earnings are used to indicate that a portion of retained earnings is legally segregated for a specific future use. Designations of retained earnings are not legally required reserves but are segregated for a specific purpose by an act of the Board of Directors of MARTA.

MARTA's long range plan is closely correlated with the regional transit vision articulated within by the Transit Planning Board Concept 3 Plan and has been formalized by the MARTA Board of Directors. This vision recognizes MARTA's role as the core of the regional transit system needed to accommodate the anticipated growth in the Atlanta region over the next 25 years. The vision also features expanding the existing system in 10 corridors. These corridors were identified as priorities in no particular ranking and were included in the approved 12th and 13th Amendments to the Rapid Transit Contract and Assistance Agreement.

BeltLine/Atlanta Streetcar

- On August 28, 2012 the Federal Transit Administration (FTA) approved the Record of Decision (ROD) signaling the completion of the first portion of the required environmental analysis for the Atlanta Beltline. This work was carried out jointly by the City of Atlanta (COA)-Atlanta Beltline Inc. (ABI) and MARTA. The Atlanta BeltLine is a proposed modern streetcar and multi-use trails system situated within a corridor of approximately 22 miles that would encircle the core of the City of Atlanta and would be connected to MARTA and the larger regional transit network. The transit and trails elements are part of a comprehensive economic development effort combining greenspace, trails, transit, and new development along its historic rail segments. The Beltline is also envisioned as the core of a streetcar network that the City of Atlanta is developing to serve the inner core areas as well as link with MARTA and the rest of the regional transit network.
- The ROD summarizes the BeltLine's Tier 1 Environmental Impact Statement (EIS) process and identifies the preferred transit and trails alternative and advances the project towards the Federal project development process required to be completed in order to seek Federal funding for transit elements of the project. Stakeholder and public input played a significant role in supporting MARTA's and the City's decision-making and FTA's subsequent release of the ROD.
- With FTA's issuance of the Tier 1 EIS ROD, the project can proceed to the Tier 2 environmental analysis as required by the

National Environmental Policies Act (NEPA). The NEPA process is not complete until the more detailed analysis is completed during the Tier 2 process. The major activities and decisions to be made in the Tier 2 process include details on the location and configuration of the transit and trail design elements, site specific impacts and mitigation. The City is continuing with these efforts. MARTA will continue to participate with the City in this effort through service on the Technical Advisory and Stakeholder committees.

- MARTA continues to assist the COA in the development of their TIGER II Streetcar project. The project involves a modern Streetcar which will run from Martin Luther King historic site on downtown streets to Centennial Olympic Park. The project is actively being constructed with utility relocation, the laying of track, the overhead contact system and the completion of the maintenance facility. The start of revenue service is scheduled for spring/summer of 2014. As part of the ongoing work, the Atlanta Beltline will involve extensions of the streetcar line.

I-20 East Transit Initiative

- The I-20 East Transit Initiative was undertaken by MARTA to identify transit investments that would improve east-west mobility between downtown Atlanta and eastern/ southeastern DeKalb County. Specifically, we are investigating accessibility to jobs and housing within the corridor, the provision of convenient and efficient transit service to accommodate the increasing transit demands within the corridor, and the support of corridor economic development and revitalization. A Detailed Corridor Analysis (DCA) has been completed to help identify the best transit solution, also known as the Locally Preferred Alternative (LPA) for the corridor.
- The LPA, as adopted by the MARTA Board of Directors in April 2012, is comprised of the extension of MARTA's existing east-west heavy rail transit (HRT) line from the Indian Creek Station to the Mall at Stonecrest in southeastern DeKalb County and a new Bus Rapid Transit (BRT) service along I-20 between

downtown Atlanta and Wesley Chapel Road, east of I-285 in DeKalb County. The adoption of the LPA by the MARTA Board of Directors in April 2012 marked the completion of the two-year long DCA phase of the I-20 East Transit Initiative. The project is currently in the draft review phase which is slated for completion summer 2013. This effort has been supported by an interactive public involvement/education program with active participation of a board based stakeholder group. We are also actively challenging our corridor partners to help identify ways to fund the cost to development this process.

West Line Corridor

- MARTA conducted a high-level reassessment and re-evaluation of transit improvements to the WestLine Corridor that were proposed in 2004. At that time, the MARTA Board adopted a Locally Preferred Alternative (LPA) that recommended a heavy rail extension from the existing H.E. Holmes station to the interchange of Martin Luther King, Jr. Drive and I-285 and a Bus Rapid Transit (BRT) segment along I-20 West to Fulton Industrial Boulevard. Since 2004, there have been many changes to study area demographics, land use, growth, and changes to Georgia DOT policies.
- Findings from the assessment indicate no real political or community desire to extend rail in the corridor. However, the study results also indicated a need to provide transit dependent residents with more frequent service to the Fulton Industrial Boulevard area. These results will be factored into MARTA’s short-range and long-range plans to improve transit services.

Clifton Corridor Transit Initiative

- Between 2009 and 2012, MARTA and the Clifton Corridor Transportation Management Association (CCTMA) partnered to conduct the Clifton Corridor Transit Initiative - Alternatives Analysis (AA). The Clifton Corridor AA involved investigating the need for high-capacity transit connections between MARTA’s Lindbergh Center/Armour Yard area in north-central Atlanta to

the Clifton Road employment centers and the City of Decatur in west-central DeKalb County. The Clifton Corridor includes some of the largest activity centers in metro Atlanta without convenient access to the existing interstate and system or MARTA rail system. These conditions have resulted in high levels of traffic congestion on a severely limited network of roadways. A Locally Preferred Alternative (LPA) was adopted by the MARTA Board of Directors in April 2012 and it encompassed 8.8 miles of new light rail service from MARTA’s Lindbergh Center Station to Avondale MARTA Station and generally includes operations adjacent to the CSX right-of-way. The LPA also includes in-street operations within the medians of Clifton Road (through the CDC/Emory area), Scott Boulevard, North Decatur Road, DeKalb Industrial Way and North Arcadia Avenue. The environmental impact study (EIS) is underway and is scheduled to be completed in 2014. As a part of this effort and based on more detailed engineering we have developed some design options to reduce the capital costs and more closely align with the needs and desires of the surrounding area and communities. These options are being examined as a part of the EIS effort. As with the I-20 East Corridor, stakeholders are being asked work with us to identify potential funding sources for the further development and construction of the project.

GA 400 Corridor Transit Initiative – Connect 400

- The Connect 400 – Alternatives Analysis (AA) was initially launched in late 2011 and involves an 18-month study to identify a potential high-capacity transit solution within a study area encompassing the GA 400 expressway between I-285 in the City of Sandy Springs and McGinnis Ferry Road in northern Fulton County. MARTA conducted an alternatives analysis within the study area in 2003 which resulted in a determination that the corridor was not supportive of high-capacity transit due to low household and employment densities, high household incomes, and low intensity land uses. Subsequently, the MARTA Board redirected planning activities to market analysis and policy planning to serve as a guide for future development in northern Fulton County.

- Since these 2003 planning efforts were completed, the GA 400 Corridor has emerged as one of the fastest growing sub-regions within the Atlanta metropolitan area. As a result, roadway congestion and travel times along the GA 400 expressway and surrounding arterials have continued to deteriorate. The Connect 400 Corridor Initiative will include a re-assessment of the previous alternatives analysis within the context of the new growth and land use changes that have taken place over the last nine years. Ultimately, the study will result in the identification and refinement of a set of transit solutions or locally preferred alternative (LPA) that can be applied to help address the transportation challenges within the GA 400 study area. Once this selection has been made, an environmental impact statement (EIS) will be developed followed by engineering and design activities. Early Environmental scoping is anticipated to take place in the fall of 2013. This effort is being continuously supported by an interactive and iterative public involvement program.

Arterial BRT

- The Regional Transit Vision plan Concept 3 includes several corridors for potential use of BRT. MARTA has already implemented a demonstration program in the Memorial Drive corridor. The project has been assessed and some modifications are being put in place for this fall. Other Corridors being investigated include Buford Highway and Roswell Road.

4) Asset Inventory

The largest portion of MARTA’s net assets each year represents its investment in capital assets (e.g., land, rail system, buildings, and transportation equipment); less any related outstanding debt used to acquire those assets. MARTA uses these capital assets to provide services to its customers; consequently, these assets are not available for future spending. Although MARTA’s investment in its capital assets is reported net of related debt, it should be noted that the resources to repay this debt must be provided from other sources, since the capital

assets themselves cannot be used to liquidate these liabilities.

- Capital Assets are carried at cost and depreciated using the straight-line method based on the estimated useful lives of the related assets, as follows:
 - Rail system and buildings 5-50 years
 - Transportation equipment 5-20 years
 - Other property and equipment 4-20 years
- MARTA uses a three-hundred-dollar capitalization threshold for its capital assets. Donated properties are stated at their fair value on the date donated. When assets are sold or retired, the cost of the asset and related accumulated depreciation is removed from the accounts and the resulting gain or loss, if any, is charged to non-operating revenue or expense. Ordinary maintenance and repairs are charged to expense as incurred, while property additions and betterments are capitalized. MARTA capitalizes, as a cost of its constructed assets, the interest expense based upon the weighted average cost of borrowings of MARTA.
- Materials (principally maintenance parts) and supplies inventories are stated at average cost and expenditure is based on the consumption method. MARTA has a complete capital asset inventory every two years, as required by FTA.
- Donated properties are stated at their fair market value on the date donated. Depreciation expense on assets acquired with federal capital grant funds is transferred to contribute capital. When assets are sold or retired, the cost of the asset and related accumulated depreciation is removed from the accounts and the resulting gain or loss, if any, is charged against either contributed capital or non-operating expenses. The portion charged to contributed capital represents the un-depreciated portion of the asset that was originally purchased with federal capital grant funds. The remaining gain or loss is charged against non-operating expenses as it represents MARTA’s share. Ordinary maintenance and repairs are charged to expenses as incurred, while property additions and betterments are capitalized. MARTA capitalizes, as a cost of its constructed assets, the interest

expense based upon the weighted average cost of borrowing.

Revenue Policies

1) Revenue Diversification

- The operating budget is funded through three primary sources (Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments. The Authority’s capital budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future sales tax revenue.
- Fare and parking revenue from transporting passengers, concessions, and advertising are reported as operating revenues. Transactions that are capital, financing or investing related, or which cannot be attributed to MARTA’s transportation focus, are reported as non-operating revenues.
- Bond Proceeds, Discount, Issue Costs and Losses on Refunding- Proceeds from the issuance of Sales Tax Revenue Bonds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the Trustee. MARTA requisitions the funds as needed for construction, rehabilitation and replacement of the transit system. Bond discount and issue costs are amortized, principally using the interest method, over the term of the related debt. Losses on debt refunding are deferred and amortized over the shorter of the life of the refunded debt or the new debt, on a basis consistent with the interest method.
- Passenger fares are recorded as revenue at the time services are performed. The MARTA Act places certain requirements on the rate that MARTA is to charge for transportation services. The rates charged to the public for transportation services must be such that the total transit-related revenues, exclusive of any federal operating subsidy, sales and use tax proceeds, and other non-transportation

related revenues received during each fiscal year, must be no less than 35% of the operating costs, exclusive of depreciation and amortization, of the preceding fiscal year. Under provisions of amendments to the MARTA Act, lease income, and interest earned on certain restricted investments (as discussed below), which are included in the non-operating revenues in the MARTA statement of revenues and expenses, are included in transit related revenues for the purposes of this calculation.

- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in capital assets. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with FTA provide for FTA holding a continuing interest in properties acquired and restrict the use of such properties to providing mass transportation services. Grants for capital asset acquisition, facility development, and rehabilitation are reported in the Statement of Revenues, Expenses, and Changes in Net Assets, after non-operating revenues and expenses as capital grants.
- During the year ended June 30, 2001, MARTA began construction of a Transit Oriented Development (TOD) Program whereby MARTA would lease office, retail, and residential space. The BellSouth towers and related parking and retail space were completed in October 2002. Several lease agreements have been signed, the terms of which provide for various payments to be made to MARTA over a variety of years. Since that time several other TOD projects have been initiated and completed while others are still ongoing.
- AGL constructed a refueling station on MARTA’s property at Perry Boulevard. MARTA leases this refueling station under an operating lease. The non-cancelable lease term is for five years after which the lease provides three renewal options of

five years each but does not include a bargain renewal option. MARTA has the option to purchase the refueling station at the remaining value of the outstanding options valued at \$125 per year. Total cost for such lease was \$538 for the year ended June 30, 2005 and \$574 for year ended June 30, 2004. The minimum future rental payments for year FY2006 is \$540. MARTA leases air rights and ground leases over and adjacent to its stations to third parties for the construction of office and other developments.

- Deferred revenue includes the remaining unamortized balance of the deferred amounts from the lease/leaseback arrangements in 2001, 2002, 2003, and 2004 and the as provided in the Act, of the preceding fiscal year. Under provisions of amendments to the MARTA Act, all revenues, except the sales and use taxes, are included in transit related revenues for purposes of this calculation.
- Except with regard to fixing, altering, charging, and provided in Section 9(f) of this Act, the power to fix, alter, charge, and collect fares, rates, rentals, and other charges for its facilities by zones or otherwise at reasonable rates to be determined exclusively by the Board, subject to judicial review as hereinafter provided.

3) Use of One-time Revenues

- MARTA’s enabling legislation, the MARTA Act, states that the Board shall make provisions for an annual operating budget and an annual capital improvements budget. Every budget, proposed or as finally adopted, shall conform to generally accepted budgetary standards of public bodies. In the annual operating budget each operating fund shall be set forth separately and show an estimate of the fund balance to be available at the beginning of the year, an estimate of anticipated credits during the year according to source, an estimate of anticipated charges, including capital outlay or debt service properly to be financed from anticipated revenues, and comparative data on the last two completed fiscal years and similar data, actual or estimated, for the

sale/leaseback arrangements in 1987 and 1988 of certain rail cars and buses. The deferred gains are being amortized over the remaining lives of the respective vehicles.

2) Fees and Charges

- The MARTA Act places certain requirements on the rates that MARTA is to charge for transportation services provided. The rates charged to the public for transportation services must be such that the total transit related revenues are no less than 35% of the operating costs, exclusive of depreciation and amortization, and other costs and charges

current year. In complying with this requirement the use of revenues must be planned well in advanced. MARTA’s finances are structured such that all revenues flow into a “General Operating and Capital Fund”. One time or unpredictable revenues serve to increase these fund balance and appear as carry forward balances in futures years to be addressed in subsequent planning and budgeting cycles.

4) Use of Unpredictable Revenues

- MARTA’s enabling legislation, the MARTA Act, states that the Board shall make provisions for an annual operating budget and an annual capital improvements budget. Every budget, proposed or as finally adopted, shall conform to generally accepted budgetary standards of public bodies. In the annual operating budget each operating fund shall be set forth separately and show an estimate of the fund balance to be available at the beginning of the year, an estimate of anticipated credits during the year according to source, an estimate of anticipated charges, including capital outlay or debt service properly to be financed from anticipated revenues, and comparative data on the last two completed fiscal years and similar data, actual or estimated, for the current year. In complying with this requirement the use of revenues must be planned well in advanced. MARTA’s finances are structured such that all revenues flow into a

"General Operating and Capital Fund". One time or unpredictable revenues serve to increase these fund balance and appear as carry forward balances in futures years to be addressed in subsequent planning and budgeting cycles.

Expenditure Policies

1) Debt Capacity, Issuance, and Management

- All expenses related to operating the bus and rail system are reported as operating expenses. Interest expense, financing costs, and planning costs are reported as non-operating expenses.
- MARTA issues Sales and Use Tax Revenue Bonds and Bond Anticipation Notes (Commercial Paper) to raise capital funds for construction and expansion, and rehabilitation of the transit system. During fiscal year 2005, MARTA initiated its commercial paper program, in the form of Bond Anticipation Notes, to provide flexibility and optimization to the issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.
- Legally, MARTA's estimated sales tax receipts must be at least twice the total debt service. MARTA's Board has placed an additional restriction on the debt service coverage requirement, limiting the maximum estimated annual debt service to no more than 45 percent of the corresponding year's estimated sale tax receipts.
- MARTA has a Swap & Derivative Policy that is governed by the Issuer's use and management of all Agreements. The Issuer is authorized under Section 8 of an Act approved March 10, 1965 (Ga. L. 1965, p. 2243), as amended, i.e. the "Metropolitan Atlanta Rapid Transit Authority Act of 1965" (hereinafter the "MARTA Act"), to enter into such Agreements to manage or reduce the amount and duration of the interest rate, spread, or similar risk when used in combination with the issuance of bonds and outstanding bonds of the Issuer.
- Contingent upon the approval of the Issuer's Board of Directors, the Issuer may enter into credit enhancement or liquidity agreements in connection with any Agreement containing such terms and conditions as the Issuer determines are necessary or desirable, provided that any such credit enhancement or liquidity agreement as the same source of payment as the related interest rate management agreement.
- In conjunction with the Debt Management Policy, the Policy shall be reviewed and, if necessary, updated at least annually. The General Manager/CEO, Assistant General Manager of Finance/CFO, Director of Treasury Services and the Manager of Financial Planning & Analysis are the designated administrators of the Issuer's Swap Policy (the "Policy Administrators"). The Director of Treasury Services and the Manager of Financial Planning & Analysis shall have the day-to-day responsibility for managing interest rate swaps.
- With respect to all or any portion of any of the Issuer's debt that it is authorized to issue under section 10 of the MARTA Act, as amended, that it has either issued or anticipates that will be issued, the Issuer may enter into, terminate, amend, or otherwise modify a Qualified Interest Rate Management Agreement under such terms and conditions as the Issuer may determine, including, without limitation, provisions permitting the Issuer to pay to or receive from any person or entity any loss of benefits under such agreement upon early termination thereof or default under such agreement.
- In fiscal 1994, MARTA adopted GASB Statement of Standards No. 23, "Accounting and Reporting for Refunding of Debt Reported by Proprietary Activities." As such, losses on these transactions are deferred and amortized over the life of the new debt on a straight-line basis.

2) Reserve or Stabilization Accounts

- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that,

commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as “transit related operating revenue” for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years 2002, 2003, and 2004 budget resolutions provided for the use of the future use reserved interest.

3) Operating & Capital Expenditure Accountability

- An annual Operating and Capital Budget is developed by MARTA’s Management. After a public hearing, the proposed budget is revised, if necessary, finalized and adopted by MARTA’s Board of Directors. The budget is prepared on the same basis of accounting as the financial statements except that depreciation, interest expense, gain/loss on sale of property, and non-operating general and administrative expenses are not budgeted. Management control for the operating budget is maintained at expenditure category levels. Management has flexibility of reprogramming funds in respective cost centers with approval of budget staff as long as the total budget authorization is not exceeded. Capital expenditures are controlled at the budget line item.
- MARTA allocates certain general and administrative expenses to transit operations and also capitalizes certain of these expenses in construction in progress based on its cost allocation plan prepared in accordance with FTA guidelines. General and administrative expenses not allocable to either transit operations or construction in progress under FTA guidelines are reflected as non-operating general and administrative expense in the accompanying statement of revenues, expenses, and changes in net assets.

- MARTA adopts its Operating and Capital Budget in June of each year. Once adopted, total budgeted revenues and/or expenses cannot change. Budgets are allocated to monthly spending levels and a monthly Budget Performance Report is prepared. The monthly Budget Performance Report analyzes expenditures by office relative to monthly and total budgets, and revenues anticipated for the reporting period.
- Budgets are controlled through accounting systems at a hierarchal level by account numbers within each expense category. Categories include labor related cost categories (salaries and benefits) and non-labor related cost categories (services, materials & supplies, utilities, casualty & liability, taxes, etc.).
- When expenditures are incurred or encumbered, funds must be sufficient within the category of the department's budget in order for processing the requisition, purchase order or invoice. If funds are non sufficient, the division must request a transfer of funds from one of the other non-labor categories.
- In the past, the Authority has determined that other means to bring the budget into balance were necessary. These included:
 - 1) Mandatory furloughs for all Non-Represented employees.
 - 2) A policy of freezing all merit-based increases for Non-Represented and no negotiated wage increase for Represented employees.
 - 3) An ongoing commitment from staff to reduce General and Administrative (G&A) costs and to realize improvements in efficiency and effectiveness. This included Bus Service and Rail Service Modifications, as well as other Reduction-In-Force (RIF) initiatives.
 - 4) Revenue enhancement initiatives.

Source Documents

The information used to develop the fiscal policy guide is provided by a variety of both internal and external sources. A listing of major resources is provided below:

- MARTA Act; HB277*
- Rapid Transit Contract and Assistance Agreement*
- Americans with Disabilities Act*
- Regional Transportation Plan*
- MARTA Strategic Plan*
- The Bond Trust Indentures*

- MARTA Investment Guidelines*
- Georgia State University (GSU) Sales tax Forecast*
- MARTA's Fixed Asset Management and Capital Policy*
- 1990 Clean Air Act*
- Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)*
- Sales Tax Bond Trust Indenture*
- Governmental Accounting Standards Board (GASB)*
- FTA Guidelines*
- MARTA's Swap & Derivative Policy*
- MARTA's Debt Management Policy*

STRATEGIC BUSINESS PLAN

This section explains the strategic direction of the Authority with a description of its strategic values, business plan, long-range vision, and Key Performance Indicators (KPI's).

INTRODUCTION

The Fiscal Year 2014 Strategic Business Plan (FY14 SBP) is designed to provide all members of the MARTA team with a clear direction as to how their jobs are linked to the overall effort and enabling them to work in a coordinated, collaborative fashion toward successfully achieving its Vision. The FY14 SBP paves the way for MARTA to convert its resources, organizational culture and employee knowledge into expected tangible outcomes.

Financial challenges have been facing MARTA since at least the mid 1990’s. In response, MARTA implemented a series of deficit reduction strategies. These included internal cost containment measures, fare and parking fee increases, legislative relief aimed at the removal of sales tax and interest use restrictions, the development of new revenue streams, transit service reductions, and the use of one-time federal economic recovery funds for eligible preventive maintenance purposes.

On June 10 2013, the MARTA Board of Directors adopted the Strategic Plan Framework represented on the following pages. The strategy map links the Authority’s Vision with the Vision Objectives and Key Performance Indicators (KPI) that are specifically designed to measure the achievement of these Vision Objectives over time. Detailed definitions, ownership designations and data source descriptions for each Key Performance Indicator are provided in the Balanced Scorecard tool accessible via MARTAnet.

In order to provide the MARTA Board of Directors with pertinent and timely information, and to maintain accountability in governing the Authority and managing its day-to-day operations, MARTA’s Executive Staff routinely reports on a variety of selected Key Performance Indicators at the MARTA Board of Directors monthly committee meetings.

Strategic Plan Framework

Vision Statement

MARTA is an integral part of the community, the economy and the transportation system in the region, providing a meaningful mobility

choice and attractive alternative to the automobile for all residents and visitors to the area.

MARTA is a safe, secure, and reliable public transportation system, with emphasis upon customer service and cost effectiveness.

It is a system with a positive image that the community understands, respects, and supports.

Vision Objectives

1. Expand MARTA’s Role in Providing Mobility (for Choice Riders)

MARTA must provide convenient, comfortable, and affordable service that allows the rider to reach a destination quickly and with minimum difficulty.

- Combined bus and rail system must provide service within walking distance of a large number of locations in the area
- Frequency of service must increase to make total travel times competitive with the automobile
- Bus, paratransit and rail service must be integrated and coordinated to provide smooth interchanges between routes and modes with minimum wait time
- Must integrate its services and fares with those of other transit service providers in the region to create a seamless experience for the rider
- Establish a public information and education program to inform potential users about the enhanced service building a new perception of MARTA

2. Refocus MARTA on its Only Product: Serving the Customer

Improved service requires substantial investment and a change in service standards.

- Conduct a market study of people who do not use transit to determine why they do not do so and what changed characteristics might make transit sufficiently attractive for them to use it (results of such a study will guide the development of enhanced quality service)

3. Reach More Riders Conveniently

With the demographics of the Atlanta metropolitan area changing, many new residents are younger wanting a more urban experience, including the use of transit, which requires increased density of service and an expanded service area.

- Serve more locations more frequently
- Structure routes and services to minimize transfers and transfer times to major destinations
- Provide safe paths to transit by improving access to bus stops and rail stations
- Develop criteria for implementing safe and comfortable bus stops, based on level of use, considering such factors as signage, separation from traffic, paving, lighting, seating, shelter, service and neighborhood information
- Create safe and secure bike storage at bus stops and rail stations to encourage biking to transit
- Provide persons with disabilities with improved access to bus and rail routes by paratransit service
- Work closely with the riding public, developers, and local governments

4. Partner with Developers and Local Governments

Developer Perspective:

Sprawl is not sustainable, and developers can maximize their return by increasing the density of their projects. Smart growth involves planned higher-density transit oriented development structured to cluster around transit facilities, thereby providing a critical mass of riders to achieve high quality service at a reasonable cost to the provider.

- Provide incentives to use transit
- Facilitate providing cost-effective, quality service

- Supplement paths to enhance access to transit facilities by providing circulator service within transit oriented developments where line-haul service is provided.

MARTA Perspective:

MARTA has a tremendous depth in transit and construction knowledge.

- Share these capabilities effectively with transit partners and other groups in pursuing physical and operational expansion of all transit within the region
- Be flexible and creative in partnerships with developers, governments, other regional agencies, and local communities so that all parties benefit
- Take some needed risks in order to have “skin in the game”
- Be open to innovation

5. Incrementally Intensify Existing Service

Service improvements will be pursued incrementally.

- Focus improvements in specific corridors
- Conduct small scale demonstrations of the enhancements which lead to broader applications
- Attract shorter trip and off-peak riders to increase equity by implementing a variable-based fare system

6. Provide Easy Access to Information

Increasing numbers of potential riders are proficient in using computers, tablets, and smart phones so we can make learning about the system easy with resources they already have.

- Install touch screens in stations with software that allow a rider to touch the origin and destination of their trip and get travel, fare and time information
- Establish similar software for computers and smart phones (ex: phones will soon be able to pay fares by just passing them over targets in stations and on buses)
- Structure the use of the information sources and the system itself to be intuitive
- Provide an option in software for riders to report issues to the Authority so that it can correct problems and report those actions to the public

- Use software to market both the service and information resources

7. Determine Final Recommendations for MARTA’s Transformation

The MARTA board of directors accepted an operational assessment report in October 2012, and has begun the process of assessing how best to prioritize and implement the recommendations identified in the report. How MARTA goes about this business will be clearly communicated to the public and all stakeholders, both within and outside of the Authority.

Funding the Vision

The plan described above requires substantial investment in both infrastructure and equipment, and increased operating subsidy to assure quality operation of the expanded service. In order to implement the strategic plan, MARTA must pursue a range of potential funding options to aggregate the necessary resources.

8. Find Funding Options to Enhance Services

Before asking others for help, MARTA must look to itself to assure that it is applying its own funds to achieve the maximum result.

- Review its least productive service and reallocate the resources from minimally performing service to more cost-effective uses
- Attract and train the most talented employees to do more with less fostering long-term growth and sustainability
- Reengineer the organization in order to provide more effective management of its capital and operating programs which will in turn improve the financial health of the agency
- Demonstrate being a good steward of its funds and communicate it to the public
- Develop substantial real estate inventory to generate an income stream to support operations
- Create transit-oriented developments which increases ridership revenue and increased rents to subsidize expanded service (more detail on maximizing TOD partnerships)
- Work with social service agencies to create cooperative agreements to share cost with MARTA when it provides paratransit services to the agencies’ clients
- Create interest at the state to assist MARTA in implementation after independent progress in strategic plan over time

STRATEGY MAP



KEY PERFORMANCE INDICATORS

Financial KPIs

KPI	Performance Owner	Data Owner	FY13 Year-End Target	FY13 Year-End	FY14 Target
Budget Variance	Individual Offices	Management & Budget	</= 0%	-8.97%	</= 0%
Ridership Combined (unlinked trips)	EMT	Research & Analysis	>/= 135.4M	129.9M	>/= 130.3M
Bus Cost per Passenger Trip	Bus Operations	Accounting	</= \$3.66	\$3.44	</= \$3.67
Rail Cost per Passenger Trip	Rail Operations	Accounting	</= \$2.58	\$2.46	</= \$2.64
Mobility Cost per Passenger Trip	Mobility	Accounting	</= \$33.21	\$32.73	</= \$38.97
Bus Cost per Revenue Mile	Bus Operations	Accounting	</= \$9.94	\$9.03	</= \$9.65
Rail Cost per Revenue Mile	Rail Operations	Accounting	</= \$10.52	\$9.56	</= \$10.30
Mobility Cost per Revenue Mile	Mobility	Accounting	</= \$3.21	\$2.89	</= \$3.44

Customer Service KPIs

KPI	Performance Owner	Data Owner	FY13 Year-End Target	FY13 Year-End	FY14 Target
Average Customer Call Wait Time	Customer Services	Customer Services	</= 0:45	0:29	</= 0:40
Customer Call Abandonment Rate	Customer Services	Customer Services	</= 6%	3.57%	</= 5%

Safety & Security KPIs

KPI	Performance Owner	Data Owner	FY13 Year-End Target	FY13 Year-End	FY14 Target
Part I Crime	Police	Police	</= 3.11	4.16	</= 3.11
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	</= 2.55	3.74	</= 2.55
Mobility Collision Rate per 100K Miles	Mobility	Safety	</= 2.85	3.43	</= 2.85
Employee Accidents per 100 Employees	Individual Offices	Safety	</= 15	19.74	</= 15

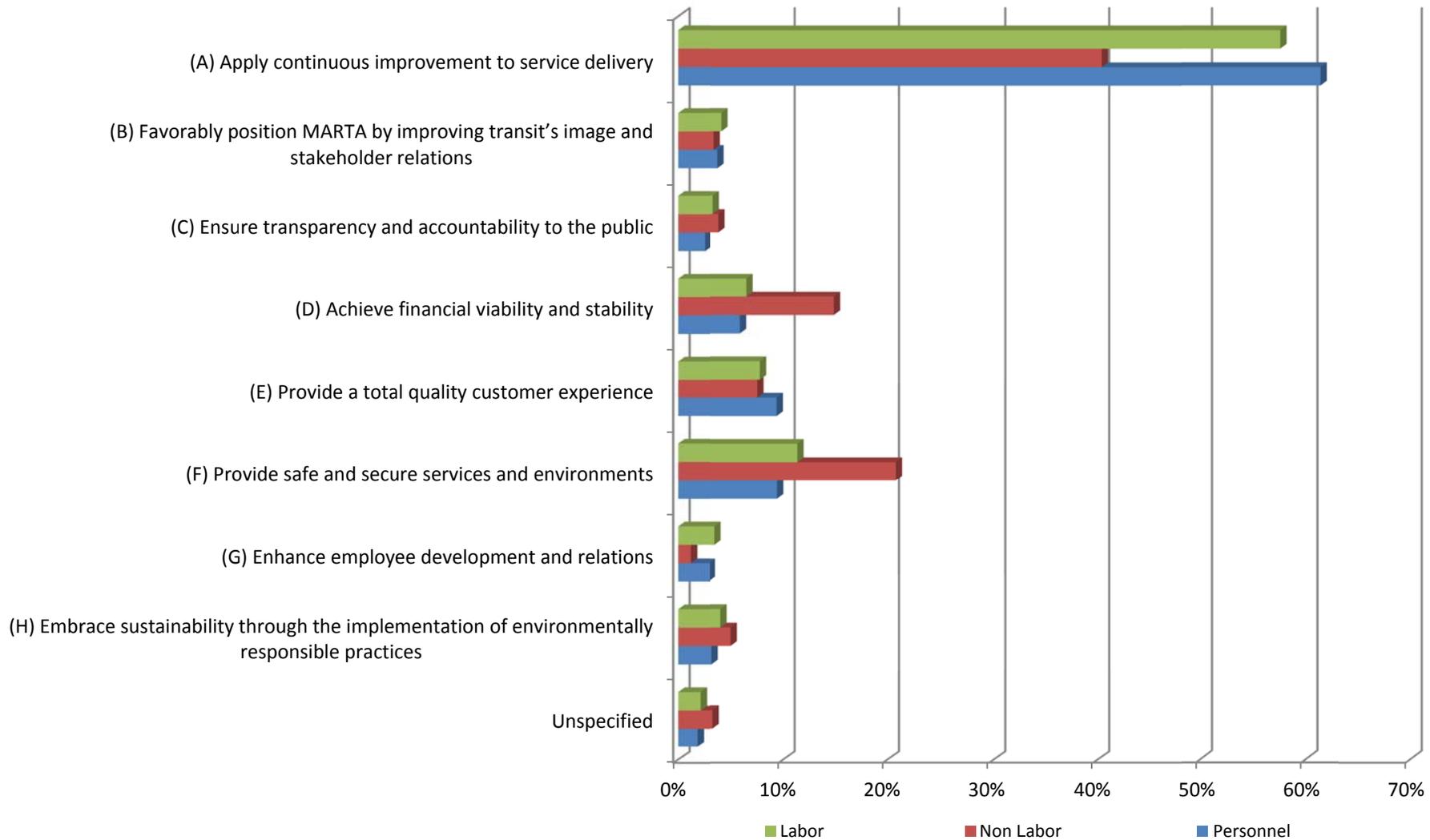
Operations KPIs

KPI	Performance Owner	Data Owner	FY13 Year-End Target	FY13 Year-End	FY14 Target
Bus OTP	Bus Transportation	Bus Transportation	>/= 76%	76.43%	>/= 76%
Bus MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 3,000	2,452	>/= 3,000
Bus Complaints per 100K Boardings	Bus Operations	Customer Services	</= 9	7.10	</= 8
Rail OTP	Rail Transportation	Rail Transportation	>/= 97.50%	97.54%	>/= 97.50%
Rail MDBF (NTD)	Rail Maintenance	Rail Maintenance	>/= 25,000	20,223	>/= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>/= 550	633	>/= 600
Rail Complaints per 100K Boardings	Rail Operations	Rail Operations	</= 1	0.55	</= 1
Mobility OTP	Mobility	Mobility	>/= 92%	87.43%	>/= 90%
Mobility MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 10,000	9,635	>/= 10,000
Mobility Trip Denial Rate	Mobility	Mobility	</= 0%	0.00%	</= 0%
Mobility Reservation Average Call Wait Time	Mobility	Customer Services	</= 2:30	1:58	</= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Customer Services	</= 5.50%	4.62%	</= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Services	</= 4.50	3.65	</= 4.50
Escalator Availability	Facilities	Facilities	>/= 98.5%	97.20%	>/= 97%
Elevator Availability	Facilities	Facilities	>/= 98.5%	99.05%	>/= 98.5%

STRATEGIC PRIORITIES

This section describes the amount of fiscal and human resources allocated to each Strategy Priority. It provides an empirical depiction of how the Authority prioritizes the Strategic Priorities with respect to the level of resource consumption.

Strategic Priorities



Type	A	B	C	D	E	F	G	H	Unspecified	Grand Total
Labor	\$213,499,329	\$15,284,613	\$12,224,844	\$24,064,394	\$28,803,766	\$41,930,490	\$12,811,241	\$14,928,688	\$7,599,242	371,146,606
NonLabor	\$44,988,952	\$3,774,005	\$4,272,496	\$16,452,097	\$8,380,374	\$23,138,651	\$1,284,111	\$5,564,704	\$3,653,370	111,508,759
Personnel	2,930	179	118	280	446	448	139	152	85	4,777

FY14 Strategic Priorities

A	B	C	D	E	F	G	H	Unspecified	Total
Labor									
57.5%	4.1%	3.3%	6.5%	7.8%	11.3%	3.5%	4.0%	2.0%	100.0%
\$213,499,329	\$15,284,613	\$12,224,844	\$24,064,394	\$28,803,766	\$41,930,490	\$12,811,241	\$14,928,688	\$7,599,242	\$371,146,606
NonLabor									
40.3%	3.4%	3.8%	14.8%	7.5%	20.8%	1.2%	5.0%	3.3%	100.0%
\$44,988,952	\$3,774,005	\$4,272,496	\$16,452,097	\$8,380,374	\$23,138,651	\$1,284,111	\$5,564,704	\$3,653,370	\$111,508,759
Personnel									
61.3%	3.7%	2.5%	5.9%	9.3%	9.4%	2.9%	3.2%	1.8%	100.0%
2,930	179	118	280	446	448	139	152	85	4,777

FINANCIAL SUMMARY

This section discusses MARTA's current financial position within the context of revenues, expenditures, and the development of strategies consistent with our business plan to ensure fiscal stability.

FINANCIAL OVERVIEW

Comparison of Fiscal Years 2014 (FY14) and 2013 (FY13)

For fiscal year 2013, the guiding principles implemented were based on the “We Serve with Pride” philosophy. Continuing with the same philosophy, fiscal year 2014 will be focused on increasing productivity and efficiencies. The budget plan preserves existing transit service, cancels a planned 25-cent fare increase, provides a strategy to stabilize the agency’s finances, improve the overall customer experience and build employee morale. Some highlights include:

- Re-opening rail station restrooms that had been previously closed to customers (FY15)
- Implementing a zero-tolerance policy against “uncivil behavior” (FY14)
- Restoring some transit service (FY17)
- A “secret shopper” program to monitor and improve customer service (FY14)

The FY14 budget also anticipates some significant cost savings and healthcare reforms to make MARTA more effective and efficient.

Authority Operating Expenses and Revenues

FY2014 Revenues vs. FY2013 Revenues

Budgeted FY2014 Sales Tax revenue for operations will be greater than FY2013 Actuals by \$4.6M or 2.7%. This is the result of the current

economic condition, as reported by the Georgia State University’s Economic Forecasting Center for Fulton and DeKalb Counties, including the City of Atlanta.¹

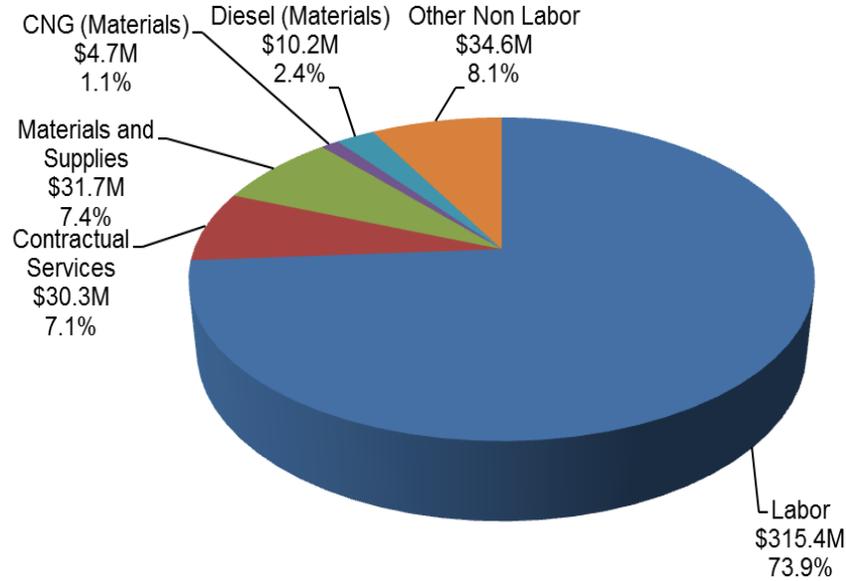
The FY2014 Passenger revenue decreased from FY2013 by \$0.8M or 0.6% (from \$138.6M to \$137.8M) primarily due to the FY2014 Budget being forecasted months prior to the end of FY2013, along with the latter months of FY2013 not meeting the projections. Underlying assumptions made regarding service hours for Bus and Rail, projections on the consumer price indexes and unemployment rates for Fulton and DeKalb counties, as well as average fares and monthly average seasonality factors were used to project the forecast for passenger revenues and ridership in FY2014. The information gathered from the consumer price indexes and unemployment rates were received from the Georgia State University Economic Forecasting Center. MARTA uses the information gathered from the economic forecasting center in conjunction with information from various in-house systems including Breeze. Once the information is gathered, it is analyzed using regression testing, various weighted average formulas, as well as linked and unlinked trip data to project the revenues and ridership into the future 120 months.

The largest difference from FY2013 to FY2014 is in Other Transit Related funds. This category decreased \$10.0M or 50% due to the Alternative Fuel Tax and the Title Ad Valorem Tax received in FY2013, but not budgeted for it in FY2014.

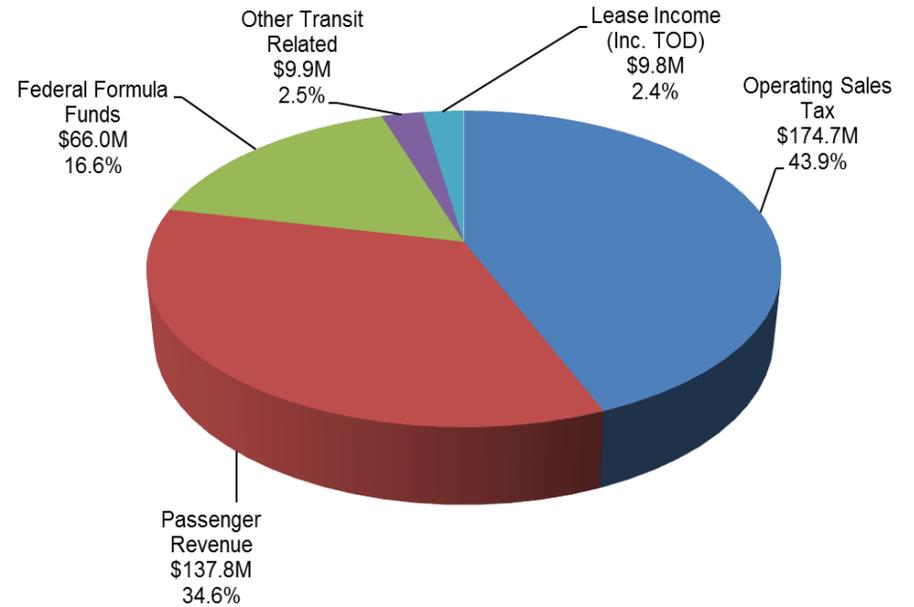
¹ Projections in this document are based upon Georgia State University’s Economic Forecasting Center’s December 2012 updated report, which serves as the basis for the forecast.

<u>Total Authority Operating Budget (Table 1)</u>	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Adopted FY14
Total Operating Costs (\$M)	438.43	437.66	454.31	451.36	482.66
Less: Capital Charges	(38.55)	(37.53)	(47.56)	(55.80)	(55.78)
Net Operating Costs (\$M)	399.88	400.13	406.75	395.57	426.87
\$ Change	13.83	0.24	6.62	(11.18)	31.31
% Change	0.04	0.00	0.02	(0.03)	0.08
Revenue (\$M)					
50% Sales Tax	158.89	159.61	196.47	170.14	174.71
Passenger Revenue	104.64	112.75	130.46	138.61	137.82
Other Transit Related	18.27	14.58	13.98	20.02	9.90
Federal Formula Funds	87.30	53.20	53.35	66.33	66.00
Lease Income (Inc. TOD)	6.02	6.38	6.63	6.87	6.82
Lease-to-Service Amortized Revenue	3.20	3.20	5.23	3.00	3.00
Prior Period Audit Adjustment		0.44	0.21		
Flex from ARC FHW Funds		15.00			
Total Revenue	378.32	365.17	406.32	404.96	398.25
\$ Change	45.39	(13.15)	41.16	(1.37)	(6.71)
% Change	0.14	(0.03)	0.11	(0.00)	(0.02)
Impact (\$M)					
FY Beginning Carry-Over	147.62	178.36	143.40	142.98	152.37
FY Overage/(Shortfall)	(21.56)	(34.96)	(0.42)	9.39	(28.62)
Inclusion of Real Estate Reserves	----	----	----	----	----
5% Sales Tax Reserve	----	----	----	----	----
Extension of 5% Sales Tax Reserves	0.00	0.00	0.00	0.00	0.00
Flexed Reserves from Capital Plan	52.30				
Sales Tax Forecast Inc (15%)					
FY Ending Carry-Over	178.36	143.40	142.98	152.37	123.75

FY2014 Net Operating Expenditures
(\$426.9M) (Chart 1)



FY2014 Operating Revenues
(\$398.3M) (Chart 2)



Summary of Sources and Uses of Funds

The Summary of Sources and Uses of Funds is an overview of MARTA's total funding sources and uses for FY2014. Details regarding funding

sources and uses for Transit Operations and Capital Programs respectively are explained in this section.

(Table 2)

SOURCES				USES	
Beginning Balance				Operating Expenses	\$ 482,655,363
Operating Sales Tax				Less: Capital Allocation	<u>\$ (55,781,166)</u>
(incl. 5% Sales Tax Res.)	\$ 152,372,629			Net Operating Expenses	\$ 426,874,197
Capital	<u>\$ 64,660,784</u>	\$	217,033,413		
Sales Tax		\$	349,413,000		
Operating Revenues (Exc. Sales Tax)		\$	157,544,691	Capital Programs	<u>\$ 289,398,031</u>
Federal Assistance				Bond Debt Service & Other Financing Costs	<u>\$ 141,072,719</u>
Federal Formula Funds	\$ 66,000,000				\$ 430,470,750
Capital Assistance	<u>\$ 51,739,000</u>	\$	117,739,000	USES TOTAL	<u>\$ 857,344,947</u>
State Capital Assistance		\$	2,122,416	FUNDS AVAILABLE - GENERAL FUND	
Financing Proceeds		\$	138,000,000	Operating Sales Tax	\$ 123,749,623
Interest & Other Capital Income		\$	562,432	Transfer to Oper Reserves from Cap Capital	\$ 1,320,382
				Transfer from Cap to Oper Reserves	
SOURCES TOTAL	<u>\$ 982,414,952</u>			TOTAL FUNDS AVAILABLE	<u>\$ 125,070,005</u>

Summary of Available Funding for Operations

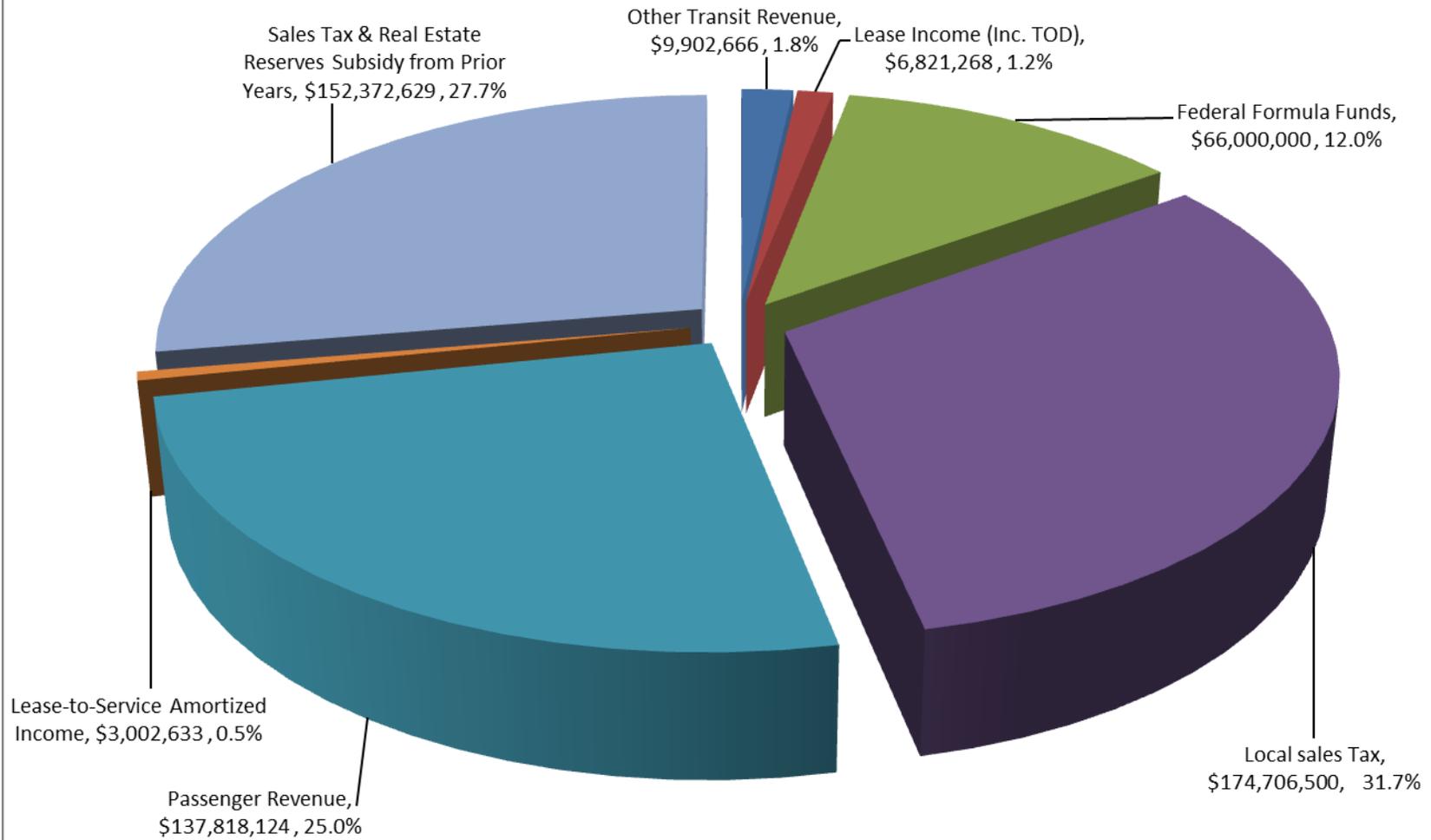
The Fiscal Year 2014 available funding sources for transit operations are \$550.6M, which are funded through four primary sources (Real Estate and Sales Tax Reserves, Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments.

The table below provides the dollar amount of the projected sources of funding available to fund operations in FY2014. Including the \$152.4M of Sales Tax and Other Reserves Carry-over from FY2013, the FY2014 Total Available Funding is projected to exceed FY2014 Net Operating Expenses by \$123.7M.

(Table 3)

<u>Sales Tax & Prior Year Carry-Over</u>		
Sales Tax Applied	\$	174,706,500
Subsidy Available from Prior Years <small>(Including Real Estate Reserves and Flex from Capital Sales Tax)</small>	\$	152,372,629
Total Sales Tax, Operations	\$	327,079,129
<u>Operating Revenues</u>		
Passenger Revenues	\$	137,818,124
Other Transit Revenues	\$	9,902,666
Lease Income (Inc. TOD)	\$	6,821,268
Lease-to-Service Amortized Rev	\$	3,002,633
Total Operating Revenues	\$	157,544,691
Total Federal Formula Funds	\$	66,000,000
Total Sources	\$	550,623,820
Net Operating Expenses	\$	(426,874,197)
Funds Available for Future Use	\$	123,749,623

FY14 Available Funding for Operations - \$550.62M (Chart 3)



Summary of Operating Revenues

Operating Revenues include the categories described below. Under the MARTA Act, the fare charged for transit services must be such that total transit related revenues, including any federal operating subsidy and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs from the preceding year. Under provisions of amendments to the MARTA Act, lease income and interest earned from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit-related operating revenue" for the purpose of this calculation. This criterion is expected to be met in FY14, even without the permitted inclusion of the capital rehabilitation and replacement reserve interest.

(Table 4)

FY13 Operating & Federal Revenues	=	\$ 234,821,279	=	57.73%
FY12 Net Operating Expenses		\$ 406,745,721		
The Adopted FY14 Budget is projected to meet this criterion:				
FY14 Operating & Federal Revenues	=	\$ 223,544,691	=	56.51%
FY13 Net Operating Expenses		\$ 395,566,098		

Local Sales Tax: 50% Current Year Sales Tax and Subsidy Available from Prior Years

Under the MARTA Act ("the Act") and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax ("Sales Tax") within Fulton County and DeKalb County.

In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA is permitted to use not more than 50% of the annual proceeds to subsidize the operating costs of the transit system.

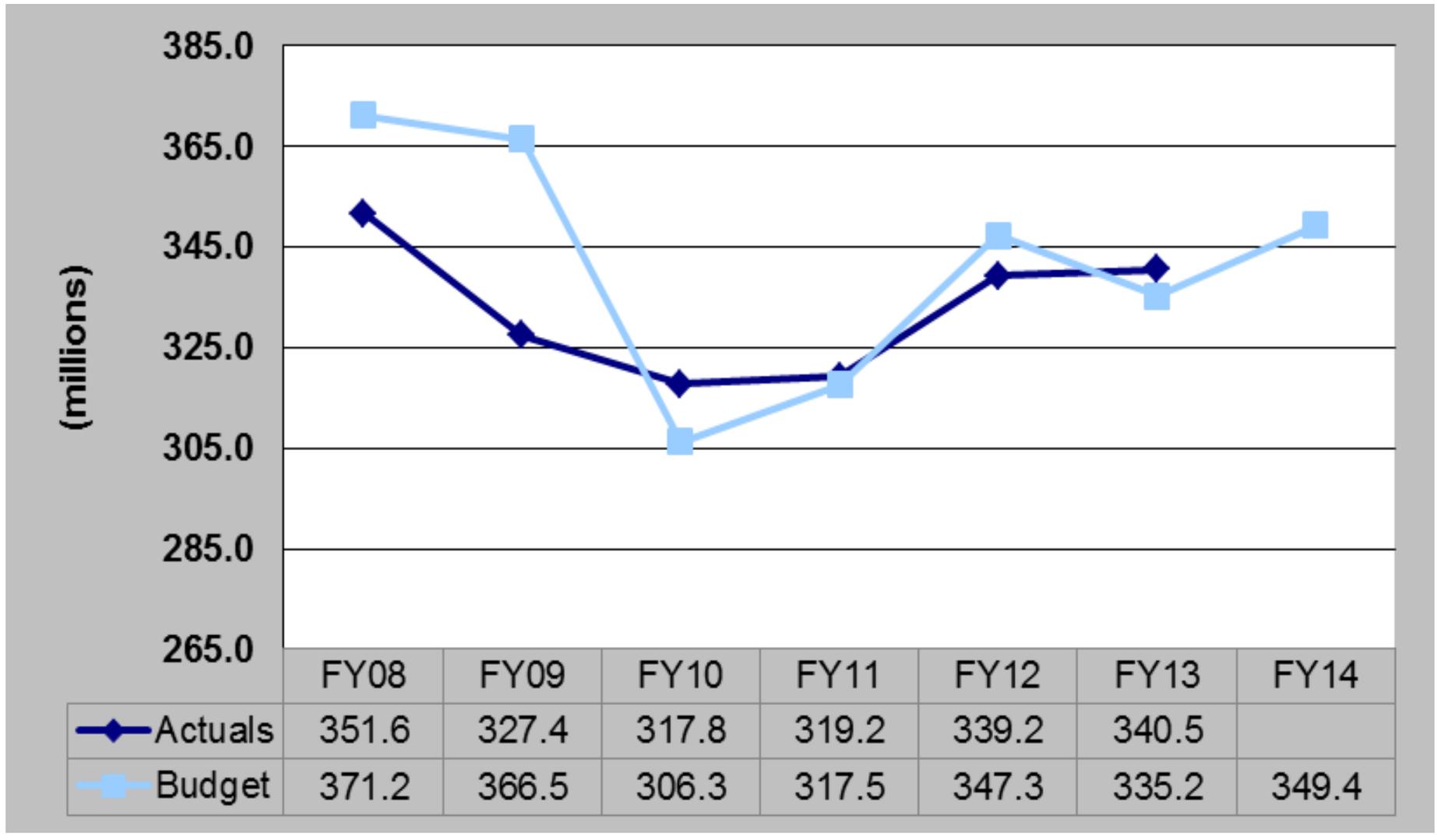
However, the State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This local operating subsidy represents the largest operating revenue source for MARTA. The remaining percentage of the Sales Tax revenue is used to fund capital development programs and address debt service needs.

If more than 50% is used to subsidize the operating costs of any one-year, the deficit in operations must be made up during a period not to exceed the three succeeding years. If less than 50% is used to subsidize operating costs, the excess may be reserved and later used to subsidize operations in future fiscal years.

The MARTA Act was amended by the Georgia Assembly under HB277 (commonly referred to as the Transportation Investment Act), and became effective January 1, 2011. HB277 set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes and suspends them for three years. No funds received during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses, or to increase the level of benefits of any kind.

The total estimated Sales Tax for FY14 is \$349.4M. A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY2008 – FY2014 Sales Tax Receipts (Chart 4)



In FY14, the Adopted Net Transit Operations expenditures are \$426.9M. Operating revenues from passenger revenues, other transit related revenues, lease income, other operating revenue, and federal operating assistance income are projected at a total of \$223.5M. This leaves a requirement of \$200.91M. We forecast the Operating share (50%) of FY14 Sales Tax Revenue to be \$174.7M. This will require the use of \$28.6M from other sources. Also, all of the 5% Sales Tax allowance collected since January 2002 will be available for operations. The balance of Subsidy Available from Prior Years at the end of FY13 is \$152.4M, which is sufficient to cover the shortfall without the Board approved utilization of other emergency reserves.

Passenger Revenue

The FY14 projected Passenger Revenues total of \$137.8M is based on planned service levels and passenger projections. Average fare per rider is expected to increase to \$1.06 in FY14. Ridership is expected to slightly increase from 129.9 million in FY13 to 130.3 million in FY14, for a total increase of 0.4M in annual boardings.

Other Transit Related Revenue

Other Transit Revenue totals \$9.9M, which includes fees for overnight parking at Lenox, Lindbergh, Brookhaven, Doraville, Dunwoody, Medical Center, College Park, Kensington, North Springs and Sandy Springs; advertising fees paid to MARTA for use of space on rail cars, buses and other facilities; and pay telephone and newspaper vending commissions. New revenue sources such as vending opportunities were implemented at specific rail stations and new avenues of vending enhancements and advertising are being considered. MARTA is reviewing the cost benefits of contracting out of parking services, including charging premium parking fees for customers outside the MARTA service area.

Lease Income

Lease income totaling \$6.8M from property leases (especially TOD), air-rights leases and right-of-way leases, including fiber optics and antennae sites, will be applied to operating expenses. The primary leasing locations are located at Lindbergh City Center and One Atlantic Center.

Federal Sources

FTA authorizes the use of Federal Section 5307 funds to be used to fund preventive maintenance. We have elected to use these funds in such a manner. Based on Federal Register information, we anticipate receiving \$66.0M in federal funds for preventive maintenance of our rolling stock and facilities.

Summary of Operating Budget Expenditures

The FY14 Gross Adopted Budget for Operating Expenditures totals \$482.7M. Of this amount, \$426.9M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining \$55.8M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

Salaries & Wages

The FY14 Adopted Budget for salaries reflects an increase of \$14.5M or 6.4% more than FY13 actuals. The majority of this increase is due to the programmed one-time bonus for employees and the filling of vacant positions, as well as salaries for capital positions flowing through the operating budget, and as capital charges are incurred the operating salaries are reduced and charged to the capital allocation.

Benefits

Benefits will increase \$7.8M or 6.3% above FY13 actual expenses. Aggressive efforts were made to shift some of the fiscal burden of medical insurance to the employees in the past few years, with the last increases for non-represented employees implemented in January 2013 and July 2013.

Contractual Services

Contractual Services reflect an increase of \$1.7M or 5.9% from FY13 actuals as less was spent on contracts for maintenance service-fare collection equipment, passenger facility maintenance and passenger/facility janitorial services than anticipated in FY13.

Materials & Supplies

Materials and Supplies show an increase of \$2.0M or 4.5% from FY13. This is attributable primarily to budgeting for the breeze card inventory in FY14.

Other Operating Expenses

Other Operating Expenses reflect a \$2.0M or 11.0% increase from FY13 primarily as the FY13 actuals were under budget for utilities, primarily in propulsion power.

Casualty & Liability Costs

Casualty and Liability is projected to increase \$1.5M or 20.1% over FY13 expenses, as less was spent on injury claims and insurance premiums than anticipated.

Miscellaneous Expenses

Miscellaneous Expenses from FY13 actuals are right on target with the FY14 Budget.

Other Non-Operating Expenses

Other Non-Operating expenses reflect an increase of \$1.8M or 56.9% above FY13, as now there is a budget for merchant fees.

Capitalized Expenditures

A total of \$55.8M is projected for capitalization of certain expenditures related to the various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with FTA guidelines.

Summary of Transit Subsidy (Table 5)

	Actual FY10	Actual FY11	Actual FY12	Actual FY13	Adopted FY14
Revenues					
Passenger Revenues	\$ 104,639,587	\$ 112,747,479	\$ 130,462,757	\$ 138,606,608	\$ 137,818,124
Other Transit Revenues	\$ 18,273,305	\$ 14,578,459	\$ 13,977,878	\$ 20,015,753	\$ 9,902,666
Lease Income (Inc. TOD)	\$ 6,019,442	\$ 6,381,076	\$ 6,632,106	\$ 6,870,739	\$ 6,821,268
Interest Income - Capital Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Lease-to-Service Amortized Inc	\$ 3,202,265	\$ 3,202,260	\$ 5,225,055	\$ 3,002,628	\$ 3,002,633
Token Re-evaluation	\$ -	\$ -	\$ -	\$ -	\$ -
Prior Period Audit Adjustment	\$ -	\$ 443,933	\$ 209,746	\$ -	\$ -
Federal Formula Funds	\$ 87,296,455	\$ 53,200,000	\$ 44,878,000	\$ 66,325,551	\$ 66,000,000
Flex from ARC FHW Funds	\$ -	\$ 14,999,996	\$ 8,468,998	\$ -	\$ -
Total Revenues	\$ 219,431,054	\$ 205,553,203	\$ 209,854,540	\$ 234,821,279	\$ 223,544,691
Expenditures					
Bus Operations	\$ (228,732,866)	\$ (228,872,149)	\$ (232,658,552)	\$ (226,263,808)	\$ (242,123,045)
Rail Operations	\$ (171,149,767)	\$ (171,253,986)	\$ (174,087,169)	\$ (169,302,290)	\$ (184,751,152)
Net Operating Expenses	\$ (399,882,633)	\$ (400,126,135)	\$ (406,745,721)	\$ (395,566,098)	\$ (426,874,197)
Sales Tax Required	\$ (180,451,579)	\$ (194,572,932)	\$ (196,891,181)	\$ (160,744,819)	\$ (203,329,506)
Total Sales Tax Receipts	\$ 317,775,336	\$ 319,229,176	\$ 339,156,492	\$ 335,454,000	\$ 349,413,000
% of Total Sales Tax Required	56.8%	61.0%	58.1%	47.9%	58.2%
50% of Sales Tax Applied	\$ 158,887,668	\$ 159,614,587	\$ 196,469,537	\$ 170,137,567	\$ 174,706,500
Additional Flex of Sales Tax					
Sales Tax Flex from Existing Capital					
Sales Tax Excess (Shortfall)	\$ (21,563,911)	\$ (34,958,345)	\$ (421,644)	\$ 9,392,748	\$ (28,623,006)
Transfer of Capital Reserve Funds	\$ 52,300,000				
Sales Tax Forecast Increase (15%)					
5% Sales Tax Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Funds Applied from Prior Year	\$ 147,623,781	\$ 178,359,870	\$ 143,401,525	\$ 142,979,881	\$ 152,372,629
Funds Eligible for Future Operating Subsidy	\$ 178,359,870	\$ 143,401,525	\$ 142,979,881	\$ 152,372,629	\$ 123,749,623
Carry-Over	\$ 178,359,870	\$ 143,401,525	\$ 142,979,881	\$ 152,372,629	\$ 123,749,623

Three-Year Projected Plan (Table 6)

	Audited Actual FY2010	Audited Actual FY2011	Audited Actual FY2012	Un-Audited Actual FY2013	Adopted FY2014	Projection FY2015	Projection FY2016	Projection FY2017
Operating Revenues	378,318,722	365,167,790 -3.5%	406,324,077 11.3%	404,958,846 -0.3%	398,251,191 -1.7%	408,468,307 2.6%	419,748,400 2.8%	429,002,130 2.2%
Net Operating Expenditures	399,882,633	400,126,135 0.1%	406,745,721 1.7%	395,566,098 -2.7%	426,874,197 7.9%	417,678,164 -2.2%	425,139,570 1.8%	433,445,682 2.0%
Impact on Reserves	(21,563,911)	(34,958,345)	(421,644)	9,392,748	(28,623,006)	(9,209,858)	(5,391,170)	(4,443,552)
Remaining Reserves	178,359,870	143,401,525	142,979,881	152,372,629	123,749,623	114,539,766	109,148,595	104,705,044

CAPITAL PROGRAM FUNDING

The Fiscal Year 2014 Capital Budget of \$430,470,750 in program expenditures is funded as follows:

<i>Local Sources</i>	
FY14 Beginning Balance	\$64,660,784
Sales Tax	\$174,706,500
Financing	
Debt Issue - CP	138,000,000
Investment, Lease & Other Income	562,432
<i>Federal, State and Other Sources</i>	
Federal Capital Assistance	51,739,000
State Grants	2,122,416
Total Sources	\$431,791,132
<i>Capital Expenditures</i>	
Capital Programs	(289,398,031)
Bond Debt and Other Bond Costs	(141,072,719)
Total Uses	(430,470,750)
End of Fiscal Year Balance	\$1,320,382

The Authority's Capital Budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues. Approximately 18% of the FY14 Capital Improvement Program is to be reimbursed from Federal and State grants. The Federal grant programs require participation in the form of a local match, which is funded through the Sales Tax and State grants.

Local Sources

Local sources of funding for the FY14 Capital Budget include the Sales Tax, a FY14 general fund beginning balance and investment income. MARTA is also authorized to sell sales tax revenue bonds and commercial paper. A description of the capital sources follows.

FY14 General Fund Beginning Balance

The beginning balance is the capital portion of the general fund balance at the end of the prior year. These funds are available for subsequent fiscal year use.

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton and DeKalb Counties and the City of Atlanta. In these jurisdictions, a local option sales tax of 1% is levied for the exclusive use of MARTA.

Investment & Other Income

Also available as a local source is investment income totaling \$562,432. This source includes interest income from all capital eligible portfolios.

Financing

MARTA is expected to issue \$138,000,000 in Commercial Paper to fund the FY14 Capital Program.

Federal, State and Other Sources

MARTA receives grant funds from the U.S Department of Transportation, Federal Transit Administration (FTA), Department of Homeland Security (DHS) and the State of Georgia. Other external sources of funds include the private sector.

Federal Grants Program

This program is designed to encompass Section 5309 Fixed Guideway Modernization, Surface Transportation Program, Congestion Mitigation and Air Quality, Discretionary Bus, Section 5307 Urbanized Area Formula

FINANCIAL SUMMARY

Grant Program, Department of Homeland Security, ARRA and reprogrammed Federal Highway Administration funds. Approximately \$51,739,000 is expected to be reimbursed in FY14.

State Grants Program

The State of Georgia participates in the procurement of clean fuel buses, rail projects, and Americans with Disabilities Act Paratransit vehicles and assistance. Funding from the State in FY14 is expected to total approximately \$2,122,416. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of \$430,470,750 for FY14 provides funding for the Capital Improvement Program and debt service expenses. These items are outlined below.

Capital Improvement Program

The Capital Improvement Program provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support transit operations, regulatory requirements, and system safety. The program ensures that the transit system is maintained to enable the continued delivery of high quality service. Total projects and procurements of \$289,398,031 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY14. The Transit Planning Program is also funded from within the Capital Improvement Program and provides for Regional Transit Planning, Transit Financial Planning, Short-Range and Long-Range Transit Planning and Special Planning Projects.

Debt Service Expenses

When necessary, MARTA raises additional local capital funds above the direct capital portion of sales tax receipts for the Capital Program by the issuance of Sales Tax Revenue Bonds and/or Tax Exempt Commercial Paper in the municipal markets. The proceeds are initially deposited with the Bond Trustee in a Construction Fund, as required by the Trust Indenture between MARTA and the Trustee.

MARTA requisitions the funds as needed for construction, replacement and rehabilitation of the transit system. Bond discount and issue costs are amortized, principally using the interest method, over the term of the related debt. The principal on all bonds is payable in an annual installment on July 1; interest is payable semi-annually on January 1 and July 1.

The bonds are payable from, and secured by, a first, second, and third liens on amounts deposited in the Sinking Funds (Debt Service) from sales and use tax receipts. Annual sales and use tax revenues are initially deposited into a Sinking Fund (Debt Service) held by the bond trustee as required by the Trust Indenture. Debt service expenses for FY14 are expected to total \$141,072,719.

Sales Tax Revenue Bonds as of July 01, 2013 [\$ million]

<u>Series</u>		<u>Year Issued</u>	<u>Original Principal Issued</u>	<u>Year of Maturity</u>	<u>Interest Rates %</u>	<u>Balance</u>
N	*	1992	122.245	2018	6.25	35.90
P	*	1992	296.755	2020	6.0 - 6.25	72.93
2000A		2000	100	2025	Var	97.20
2000B		2000	100	2025	Var	97.20
2003A	*	2003	103.075	2020	3.5 - 5	29.50
2005A	*	2005	190.49	2020	5	158.19
2006A	*	2006	163.54	2020	5	127.32
2007A	*	2007	145.725	2032	5.25	145.73
2007B		2008	389.83	2037	4.5 - 5	389.83
2009A		2009	250.00	2039	4.79 - 5.25	250.00
2012A		2012	311.10	2040	3 - 5	311.10
2012B		2012	17.93	2020	4 - 5	17.93
2013A		2013	22.98	2020	4 - 5	22.98
Total Sales Tax Revenue Bonds (\$ million)						1,755.81
<i>*Refunding Bonds</i>						

A detailed debt schedule has been included in the Appendix of this book.

FINANCIAL SUMMARY

- A total of \$141,072,719 is budgeted in FY14 for the principal and interest of outstanding and new debt. There are several limitations related to the Authority’s ability to issue debt. These limitations are outlined below.
- Based on a policy set forth by MARTA’s Board of Directors, no more than 45% of the proceeds from the one percent (1%) sales tax can be used to determine the total amount of the debt service. This percentage is computed by dividing the total annual debt service from new and previous bond sales by total forecasted annual sales tax receipts.

FY14 Sales Tax Receipt Budget	\$349,413,000
FY14 Debt Service	\$141,072,719
Total Sales Tax Debt Ratio = <i>(Requirement is at least 2 times)</i>	$\frac{\$141,072,719}{\$349,413,000} = 40.38\%$

- Based on requirements set forth by MARTA’s Bond Indenture, the following parity requirements and tests must be met prior to issuing new Sales Tax Revenue Bonds.
 1. None of the Bonds or payments under the Rapid Transit Contract may be in default.
 2. The total of all sums paid to the Trustee in any period of 12 consecutive calendar months out of the 15 months immediately prior to authentication and delivery of new parity bonds must meet the following three tests.

Test 1. The actual sales tax receipts must be at least two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments, which shall have become due during the period with respect to all bonds outstanding.

Sales Tax Receipts (FY13)	\$340,491,054
Total Outstanding Debt Service (FY13)	\$129,497,414
<i>(Requirement is at least 2 times) Ratio =</i>	$\frac{\$340,491,054}{\$129,497,414} = 2.63$

Test 2. The actual sales tax receipts must be at least equal to one and one-half times the maximum aggregate amount of interest and principal installments with respect to all new and outstanding bonds.

Sales Tax Receipts (FY13)	\$340,491,054
Total Outstanding Debt Service (FY14)	\$138,216,719
Annual Debt Service Required New Bond	2,856,000
Total Future Annual Debt Service	\$141,072,719
<i>(Requirement is at least 1.5) Ratio =</i>	$\frac{\$340,491,054}{\$141,072,719} = 2.41$

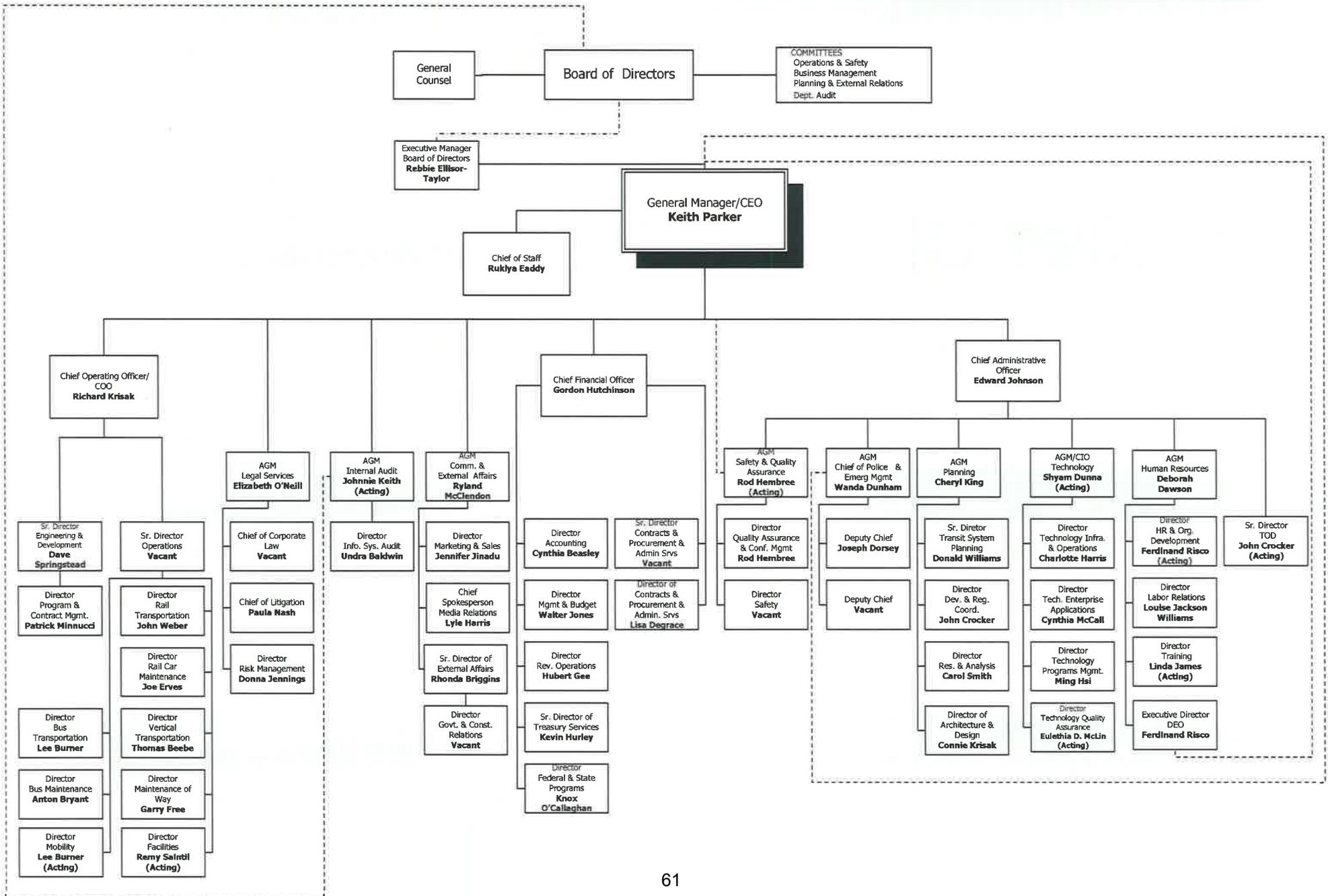
Test 3. The estimate of future annual sales tax receipts must be at least equal to two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments that will become due during each corresponding bond year with respect to all bonds outstanding.

FY14 Total Sales Tax Receipts Budget	\$349,413,000
Total Outstanding Debt Service (FY14)	\$138,216,719
Annual Debt Service Required New Bond	2,856,000
Total Future Annual Debt Service	\$141,072,719
<i>(Requirement is at least 2.0) Ratio =</i>	$\frac{\$349,413,000}{\$141,072,719} = 2.48$

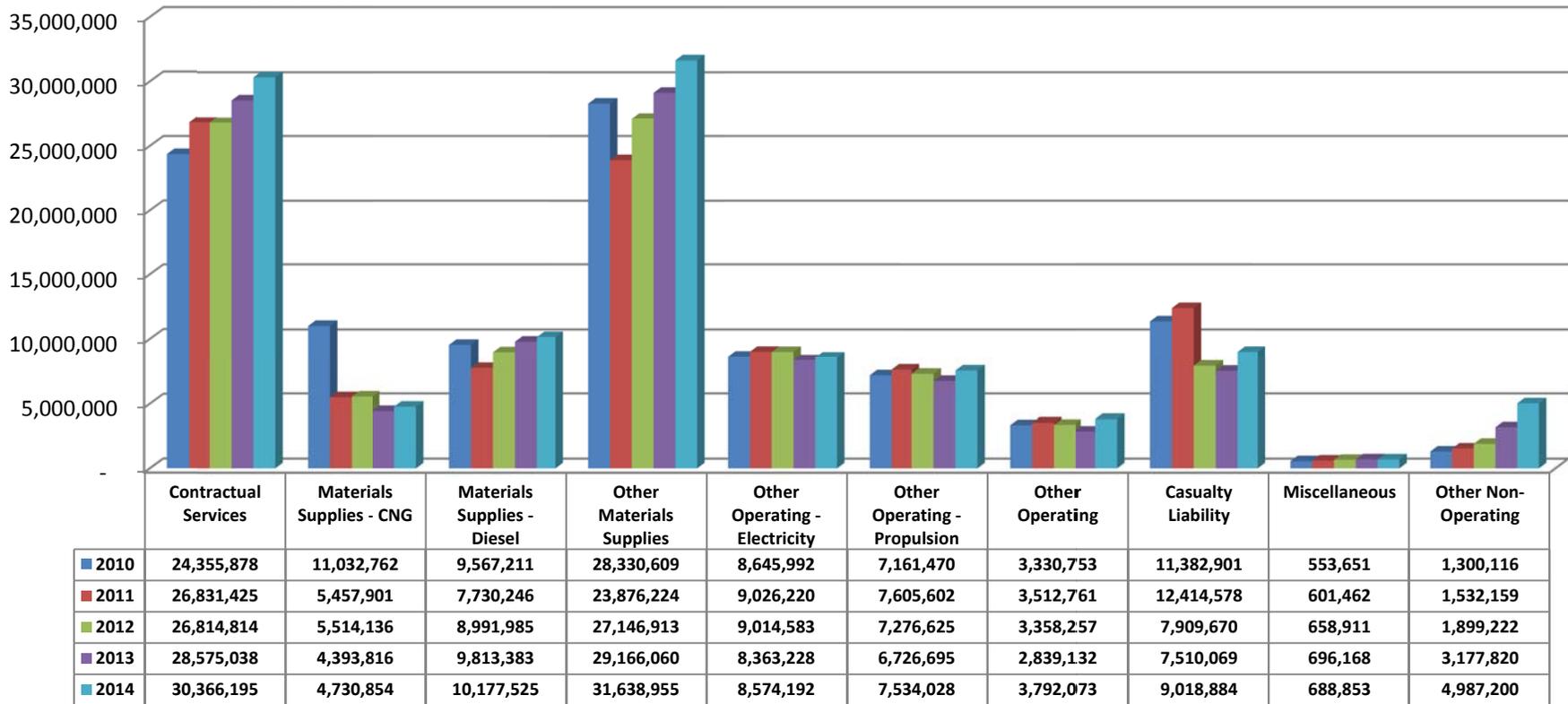
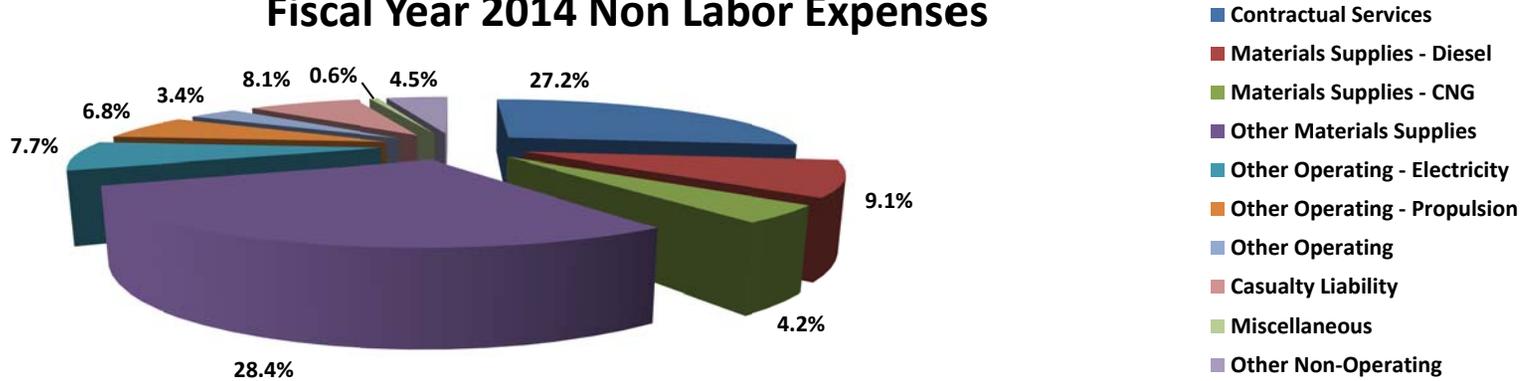
OPERATING BUDGET

This section provides an overall view of the operating budget for the Authority, including expenses by category and organizational structure.

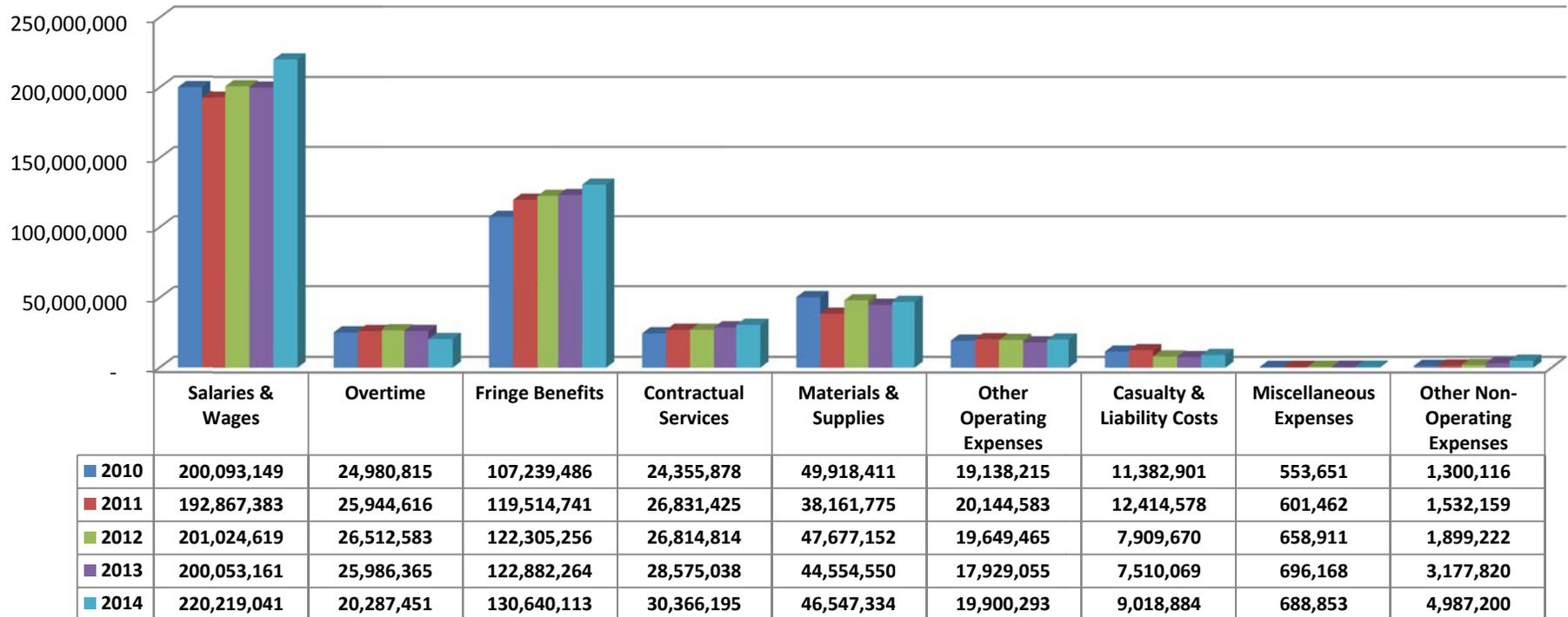
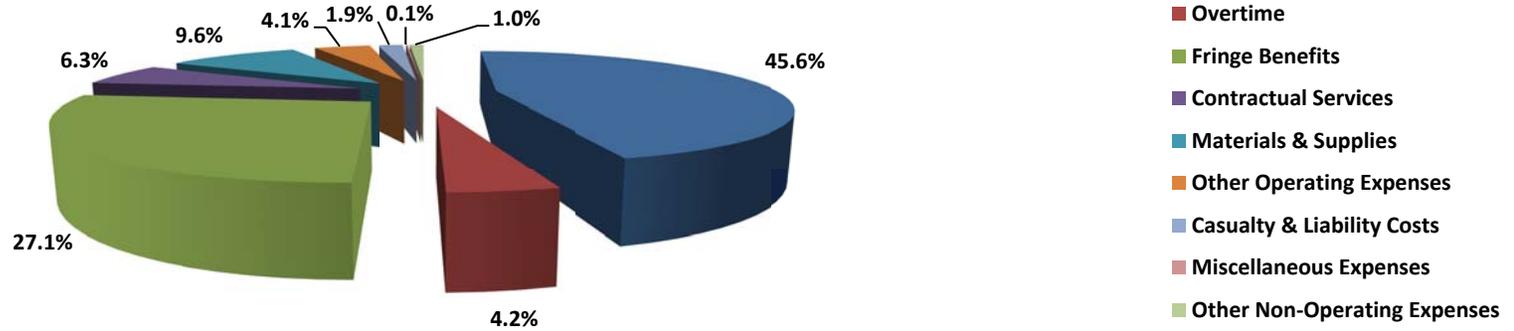
METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



Fiscal Year 2014 Non Labor Expenses



Fiscal Year 2014 Gross Expenses by Category



EXPENSES

Total Authority Summary of Category Expenses

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	200,093,149	192,867,383	201,024,619	200,053,161	220,219,041
Overtime	24,980,815	25,944,616	26,512,583	25,986,365	20,287,451
Fringe Benefits	107,239,486	119,514,741	122,305,256	122,882,264	130,640,113
Contractual Services	24,355,878	26,831,425	26,814,814	28,575,038	30,366,195
Materials & Supplies	48,930,582	37,064,371	41,653,034	43,373,259	45,344,029
Other Operating Expenses	19,138,215	20,144,583	19,649,465	17,929,055	19,900,293
Casualty & Liability Costs	11,382,901	12,414,578	7,909,670	7,510,069	9,018,884
Miscellaneous Expenses	553,651	601,462	658,911	696,168	688,853
Other Non-Operating Expenses	1,300,116	1,532,159	1,899,222	3,177,807	4,987,200
Authority Sub Total	\$437,974,793	\$436,915,318	\$448,427,574	\$450,183,186	\$481,452,059
Inventory Adjustment	987,829	1,097,404	6,024,118	1,181,304	1,203,305
Eligible Leases*	-273,539	-352,273	-142,741	----	----
Authority Gross Total	\$438,689,083	\$437,660,449	\$454,308,951	\$451,364,490	\$482,655,364
Capital Allocation	-\$38,547,319	-\$37,534,289	-\$47,563,171	-\$55,798,392	-\$55,781,167
Authority Net Operating Total	\$400,141,764	\$400,126,160	\$406,745,780	\$395,566,098	\$426,874,198
\$ Change from Prior Year	\$14,089,274	-\$15,604	\$6,619,620	-\$11,179,682	\$31,308,100
% Change from Prior Year	4%	0%	2%	-3%	8%

* Eligible Leases excluded from Sales Tax Subsidy Calculation per MARTA Act

EXPENSES

Total Authority Summary of Category Expenses - Expanded

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries Wages	200,093,149	192,867,383	201,024,619	200,053,161	220,219,041
Overtime	24,980,815	25,944,616	26,512,583	25,986,365	20,287,451
Fringe Benefits	107,239,486	119,514,741	122,305,256	122,882,264	130,640,113
Contractual Services	24,355,878	26,831,425	26,814,814	28,575,038	30,366,195
Materials Supplies - Diesel	9,567,211	7,730,246	8,991,985	9,813,383	10,177,525
Materials Supplies - CNG	11,032,762	5,457,901	5,514,136	4,393,816	4,730,854
Other Materials Supplies	28,330,609	23,876,224	27,146,913	29,166,060	30,435,650
Other Operating - Electricity	8,645,992	9,026,220	9,014,583	8,363,228	8,574,192
Other Operating - Propulsion	7,161,470	7,605,602	7,276,625	6,726,695	7,534,028
Other Operating	3,330,753	3,512,761	3,358,257	2,839,132	3,792,073
Casualty Liability	11,382,901	12,414,578	7,909,670	7,510,069	9,018,884
Miscellaneous	553,651	601,462	658,911	696,168	688,853
Other Non-Operating	1,300,116	1,532,159	1,899,222	3,177,820	4,987,200
Authority Sub Total	\$437,974,793	\$436,915,318	\$448,427,574	\$450,183,186	\$481,452,059
Inventory Adjustment	987,829	1,097,404	6,024,118	1,181,304	1,203,305
Eligible Leases*	-273,539	-352,273	-142,741	----	----
Authority Gross Total	\$438,689,083	\$437,660,449	\$454,308,951	\$451,364,490	\$482,655,364
Capital Allocation	-\$38,547,319	-\$37,534,289	-\$47,563,171	-\$55,798,392	-\$55,781,167
Authority Net Operating Total	\$400,141,764	\$400,126,160	\$406,745,780	\$395,566,098	\$426,874,198
\$ Change from Prior Year	\$14,089,274	-\$15,604	\$6,619,620	-\$11,179,682	\$31,308,100
% Change from Prior Year	4%	0%	2%	-3%	8%

* Eligible Leases excluded from Sales Tax Subsidy Calculation per MARTA Act

FY2014 Summary of Gross Expenses by Organization

Expenses

Organization	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Office of General Manager CEO	\$954,721	\$603,521	\$743,639	\$921,364	\$3,919,565
Office of Board of Directors	376,652	538,339	400,467	364,135	435,489
Department of General Manager CEO Total	\$1,331,373	\$1,141,860	\$1,144,106	\$1,285,499	\$4,355,054
Office of AGM Internal Audit	\$1,629,909	\$1,697,961	\$2,358,414	\$1,912,277	\$1,984,553
Office of Information Systems Audit	486,643	490,810	520,581	477,119	570,122
Department of Internal Audit Total	\$2,116,552	\$2,188,771	\$2,878,995	\$2,389,396	\$2,554,675
Office of AGM Legal Services	\$3,238,907	\$3,882,226	\$3,944,201	\$4,080,586	\$3,818,467
Office of Risk Management	10,505,234	11,812,544	7,198,991	6,912,626	7,640,700
Department of Legal Services Total	\$13,744,141	\$15,694,770	\$11,143,192	\$10,993,212	\$11,459,167
Office of AGM Comm & Ext Affairs	3,894,749	3,400,007	3,144,089	2,975,550	3,324,454
Office of External Affairs	772,273	774,123	655,911	593,446	631,374
Office of Marketing & Sales	1,483,254	1,711,420	1,644,158	1,816,780	1,859,804
Office of Government & Constituent Relations	161,518	221,714	403,910	412,866	443,008
Office of Media Communications	257,752	263,827	346,991	352,829	485,962
Department of Communication & Ext Affairs Total	\$6,569,546	\$6,371,091	\$6,195,059	\$6,151,471	\$6,744,603
Division of General Manager CEO Total	\$23,761,612	\$25,396,492	\$21,361,352	\$20,819,578	\$25,113,499
Office of Chief Operating Officer COO	1,357,001	2,306,069	2,575,796	2,353,620	1,916,666
Department of Chief Operating Officer COO Total	\$1,357,001	\$2,306,069	\$2,575,796	\$2,353,620	\$1,916,666
Office of AGM Bus Operations	----	----	----	----	----
Office of Bus Transportation	91,921,812	93,790,129	91,615,000	88,404,539	92,792,294
Office of Bus Maintenance	70,679,805	62,347,233	65,961,178	64,666,273	66,782,487
Office of Mobility	15,082,500	16,253,559	17,697,043	17,635,433	18,234,804
Department of Bus Operations Total	\$177,684,117	\$172,390,921	\$175,273,221	\$170,706,245	\$177,809,586

FY2014 Summary of Gross Expenses by Organization
Expenses

Organization	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Office of AGM Rail Operations	----	----	----	----	----
Office of Engineering & Development	17,746,899	18,799,676	4,781,287	5,636,043	8,753,939
Office of Rail Services	31,018,809	27,613,464	26,628,008	27,416,662	27,304,735
Office of Rail Car Maintenance	37,419,978	32,745,791	32,961,841	32,648,743	34,751,830
Office of Maintenance of Way	18,237,178	18,825,401	33,871,409	34,598,994	35,543,451
Office of Program & Contract Management	3,757,952	3,983,526	4,506,985	5,892,433	8,166,798
Office of Facilities	24,425,531	23,525,192	24,249,448	23,302,505	24,218,231
Office of Vertical Transportation	\$4,018,813	\$5,169,612	\$5,505,687	\$6,036,288	\$6,514,851
Department of Rail Operations Total	\$136,625,160	\$130,662,662	\$132,504,665	\$135,531,668	\$145,253,836
Division of Operations Total	\$315,666,278	\$305,359,652	\$310,353,682	\$308,591,533	\$324,980,088
Office of Chief Financial Officer CFO	\$531,799	\$545,388	\$784,172	\$748,643	\$902,636
Office of Accounting	3,404,995	3,555,517	3,660,976	3,671,180	4,242,206
Office of Management & Budget	1,495,838	1,270,953	1,141,011	1,413,775	1,922,961
Office of Revenue Operations	8,273,450	7,685,517	8,828,329	10,759,506	11,666,738
Office of Treasury	819,050	754,686	912,405	1,094,903	1,426,344
Office of Federal & State Programs	235,943	204,116	309,763	351,264	397,540
Office of Contracts & Procurement	9,987,488	9,750,310	10,234,364	9,693,173	11,069,839
Department of Chief Financial Officer CFO Total	\$24,748,563	\$23,766,487	\$25,871,020	\$27,732,444	\$31,628,264
Office of AGM Contracts & Procurement	----	----	----	----	----
Office of Administrative Services	----	----	----	----	----
Department of Contracts & Procurement Total	\$0	\$0	\$0	\$0	\$0
Division of Finance Total	\$24,748,563	\$23,766,487	\$25,871,020	\$27,732,444	\$31,628,264
Office of Chief Administrative Officer CAO	\$637,681	\$612,638	\$870,457	\$986,619	\$353,750
Department of Chief Administrative Officer CAO Total	\$637,681	\$612,638	\$870,457	\$986,619	\$353,750

FY2014 Summary of Gross Expenses by Organization

Expenses

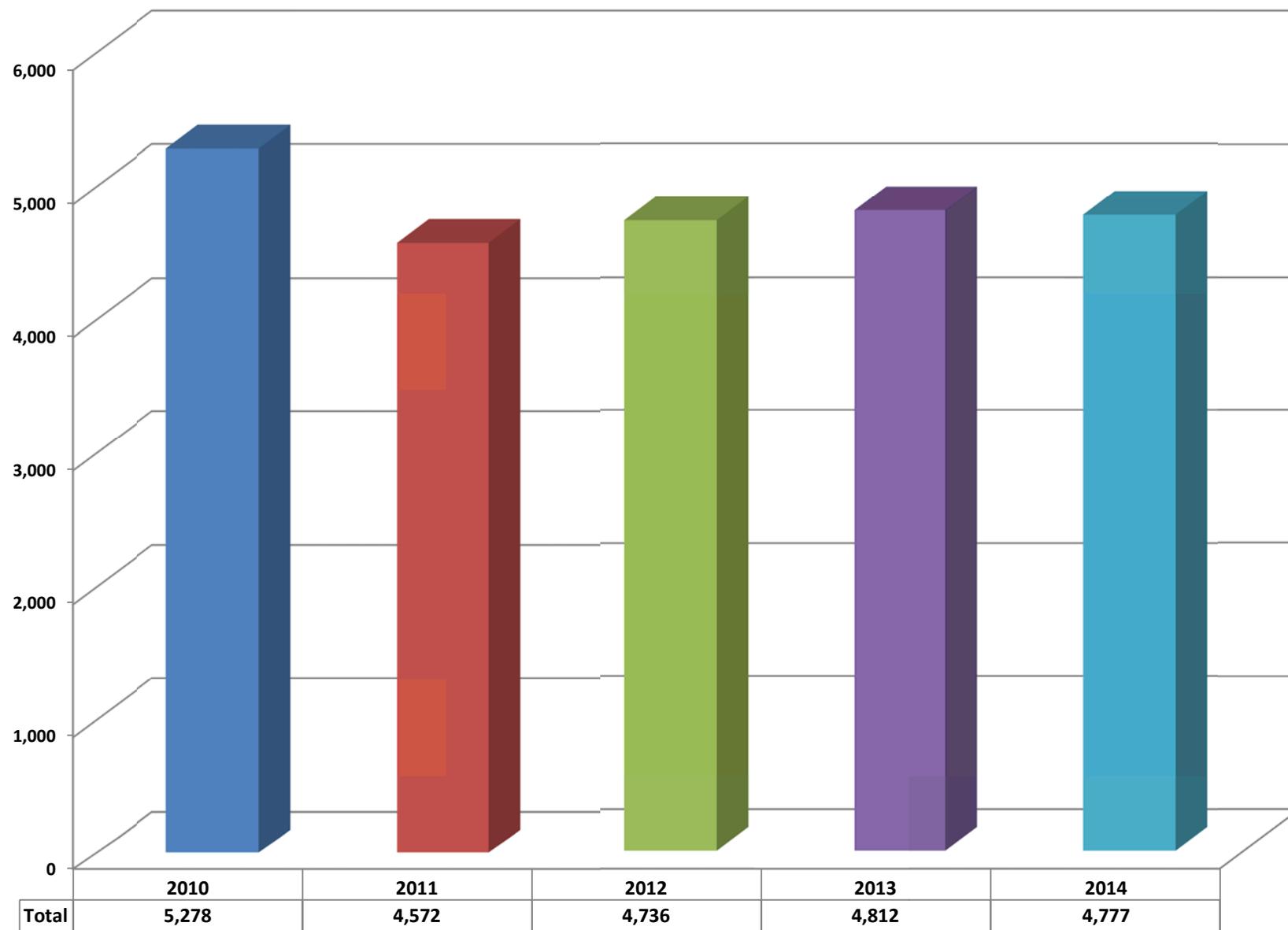
Organization	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Office of AGM Human Resources	309,990	392,874	345,054	322,763	367,196
Office of Human Resources	4,014,196	3,624,763	3,844,532	4,107,607	3,626,527
Office of Labor Relations	537,032	533,927	310,864	569,280	662,425
Office of Training	3,850,979	3,814,887	4,618,775	4,692,535	4,860,562
Office of Diversity & Equal Opportunity	1,384,113	1,359,026	1,603,265	1,526,369	1,844,809
Department of Human Resources Total	\$10,096,310	\$9,725,477	\$10,722,490	\$11,218,554	\$11,361,519
Office of AGM Technology CIO	\$361,320	\$522,532	\$375,758	\$685,808	\$1,652,893
Office of Tech Infrastructure & Ops	8,555,483	12,673,902	14,857,620	14,062,697	16,214,174
Office of Tech Enterprise Applications	5,184,332	6,481,831	6,265,417	6,961,766	7,560,980
Office of Technology Programs Management	2,164,003	2,094,048	2,838,407	2,057,459	2,815,192
Office of Tech Quality Assurance	112,483	112,271	94,736	1,440,986	2,029,732
Department of Technology Total	\$16,377,621	\$21,884,584	\$24,431,938	\$25,208,716	\$30,272,970
Office of AGM Planning	\$601,441	\$562,419	\$303,074	\$288,023	\$353,210
Office of Dev & Regional Coordination	929,152	1,033,066	1,447,933	1,886,965	1,622,520
Office of Research & Analysis	2,059,443	2,123,080	2,174,469	3,215,133	3,670,327
Office of Transit System Planning	2,552,026	2,372,795	2,371,615	2,403,999	2,642,134
Office of Architecture & Design	2,300,553	1,698,870	1,641,215	1,563,489	1,938,446
Department of Planning Total	\$8,442,615	\$7,790,230	\$7,938,306	\$9,357,609	\$10,226,637
Office of AGM Police Services	\$34,985,014	\$38,433,513	\$42,204,912	\$41,263,718	\$40,903,260
Department of Police Services Total	\$34,985,014	\$38,433,513	\$42,204,912	\$41,263,718	\$40,903,260
Office of AGM of Safety & QA	107,188	293,727	564,258	514,495	548,507
Office of Safety	1,690,739	1,814,643	1,734,963	1,909,539	2,713,792
Office of QA & Configuration Mgmt	1,461,172	1,837,875	2,374,196	2,580,381	3,349,773
Department of Safety & Quality Assurance Total	\$3,259,099	\$3,946,245	\$4,673,417	\$5,004,415	\$6,612,072

FY2014 Summary of Gross Expenses by Organization

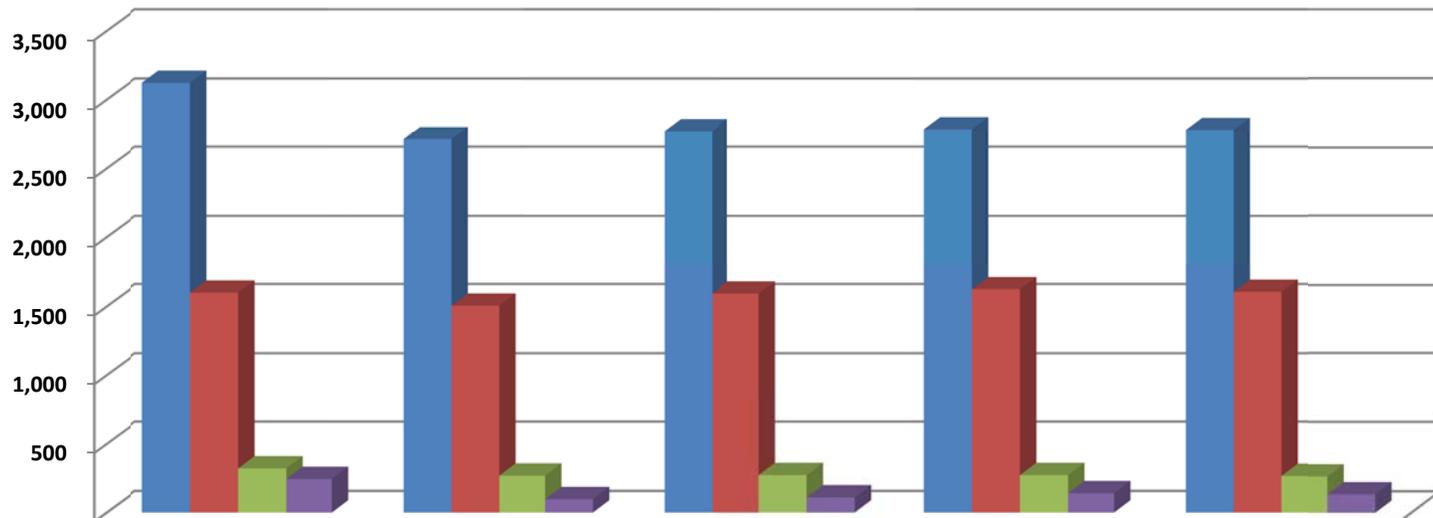
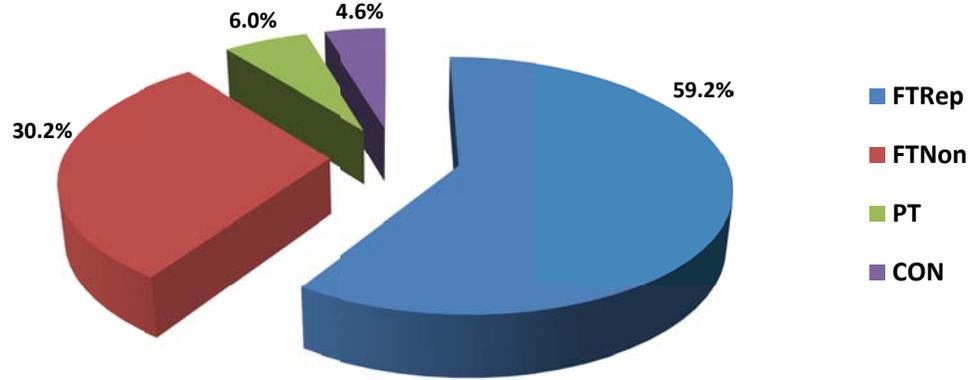
Expenses

Organization	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Division of Administration Total	\$73,798,340	\$82,392,687	\$90,841,520	\$93,039,631	\$99,730,209
Inventory Adjustment	987,829	1,097,404	6,024,118	1,181,304	1,203,305
Department of Other Total	\$987,829	\$1,097,404	\$6,024,118	\$1,181,304	\$1,203,305
Division of Other (Inventory Adjustment) Total	\$987,829	\$1,097,404	\$6,024,118	\$1,181,304	\$1,203,305
	\$438,962,622	\$438,012,722	\$454,451,692	\$451,364,490	\$482,655,364

Total Authority Personnel

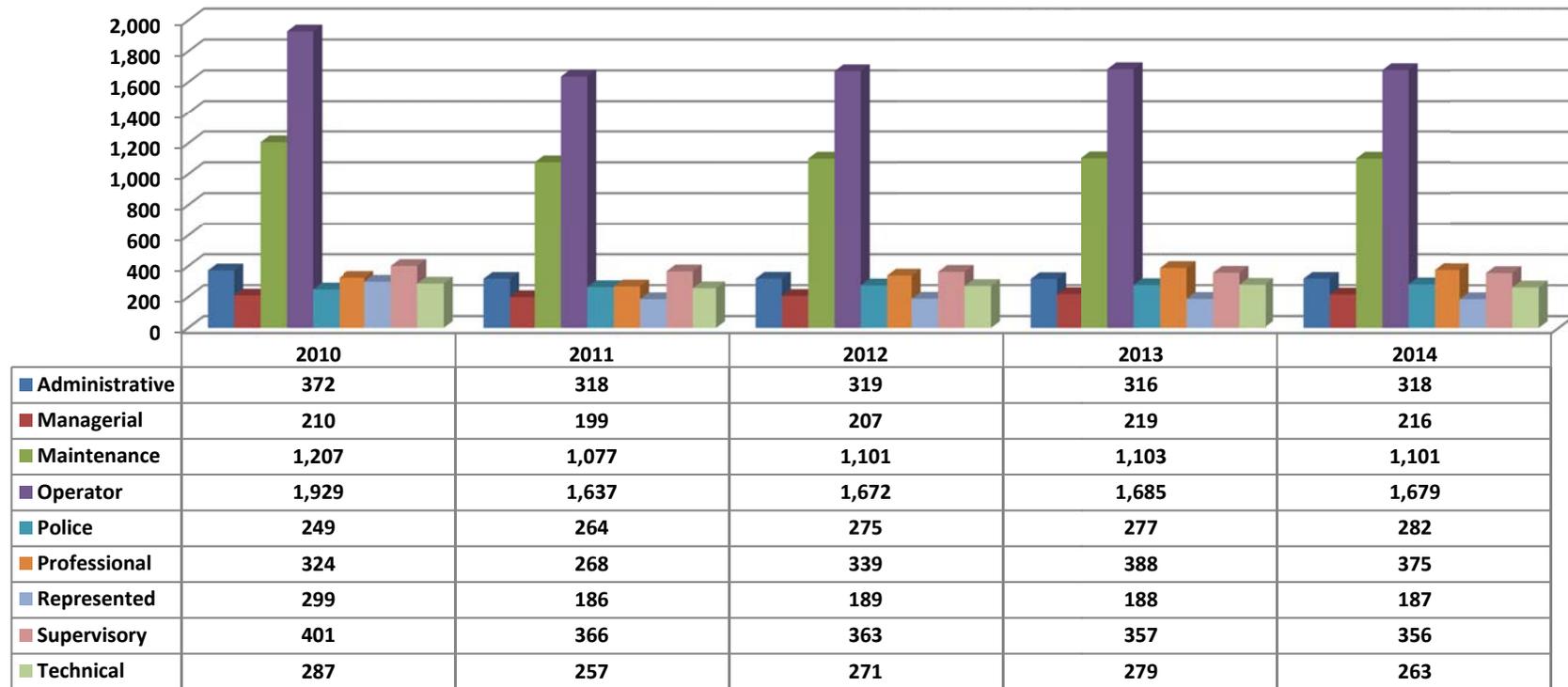
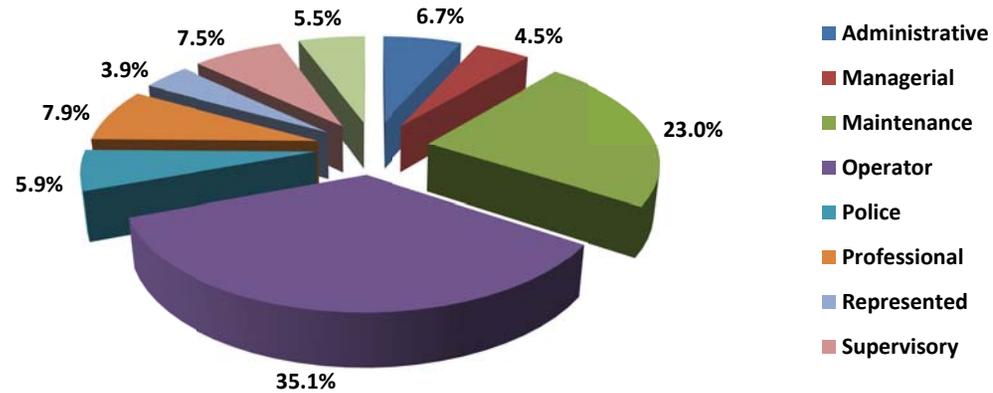


Fiscal Year 2014 Personnel by Status



	2010	2011	2012	2013	2014
■ Full Time Represented	3,125	2,712	2,771	2,785	2,780
■ Full Time Non Represented	1,593	1,498	1,586	1,618	1,599
■ Part-Time	318	266	270	270	264
■ Contract	242	96	109	139	134

Fiscal Year 2014 Personnel by Class



PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of Board of Directors	3	2	2	2	2
Office of General Manager CEO	2	1	1	3	5
Department of General Manager CEO	5	3	3	5	7
Office of AGM Internal Audit	14	13	13	13	13
Office of Information Systems Audit	4	4	4	4	4
Department of Internal Audit	18	17	17	17	17
Office of AGM Legal Services	12	11	12	12	12
Office of Risk Management	16	15	15	15	15
Department of Legal Services	28	26	27	27	27
Government & Constituent Relations	----	----	----	----	----
Office of AGM Comm & Ext Affairs	55	43	43	43	42
Office of Customer Services	----	----	----	----	----
Office of External Affairs	6	5	5	5	5
Office of Government & Constituent Relations	3	2	2	2	2
Office of Marketing & Sales	12	10	11	11	11
Office of Media Communications	4	2	3	3	3
Department of Communication & Ext Affairs	80	62	64	64	63
Division of General Manager CEO	131	108	111	113	114
AGM of Operations	----	----	----	----	----
Office of Chief Operating Officer COO	9	9	9	2	2
Senior Director of Transportation	----	----	----	----	----
Department of Chief Operating Officer COO	9	9	9	2	2

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of AGM Bus Operations	----	----	----	----	----
Office of Bus Maintenance	464	440	439	443	439
Office of Bus Transportation	1,328	1,198	1,214	1,205	1,205
Office of Mobility	271	271	288	306	305
Department of Bus Operations	2,063	1,909	1,941	1,954	1,949
Office of Communication & Cust Info	----	----	----	----	----
Office of Engineering & Development	36	35	59	86	82
Office of Facilities	287	258	264	265	264
Office of Maintenance of Way	243	216	222	223	223
Office of Program & Contract Management	35	35	53	61	70
Office of Rail Car Maintenance	417	343	350	352	352
Office of Rail Services	442	305	305	309	309
Office of Vertical Transportation	6	6	11	11	9
Department of Rail Operations	1,466	1,198	1,264	1,307	1,309
Office of AGM Infrastructure	----	----	----	----	----
Office of Engineering	----	----	----	----	----
Department of Infrastructure	----	----	----	----	----
Division of Operations	3,538	3,116	3,214	3,263	3,260

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of Accounting	41	39	39	40	40
Office of Chief Financial Officer CFO	2	3	3	2	2
Office of Contracts & Procurement	121	112	121	119	116
Office of Federal & State Programs	2	3	3	3	3
Office of Management & Budget	15	13	13	14	14
Office of Revenue Operations	102	86	86	86	86
Office of Treasury	7	9	8	8	8
Department of Chief Financial Officer CFO	290	265	273	272	269
Office of Administrative Services	----	----	----	----	----
Department of Contracts & Procurement	----	----	----	----	----
Division of Finance	290	265	273	272	269
Office of Chief Administrative Officer CAO	7	7	5	3	1
Department of Chief Administrative Officer CAO	7	7	5	3	1
Office of AGM Human Resources	2	2	2	2	2
Office of Diversity & Equal Opportunity	16	17	17	17	17
Office of Employee Availability	----	----	----	----	----
Office of Human Resources	38	31	31	32	32
Office of Labor Relations	4	4	5	5	5
Office of Training	40	39	51	49	49
Department of Human Resources	100	93	106	105	105

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of AGM Technology CIO	3	2	3	5	5
Office of Tech Enterprise Applications	42	39	37	36	33
Office of Tech Infrastructure & Ops	76	70	72	61	50
Office of Tech Quality Assurance	1	1	2	16	14
Office of Technology Programs Management	38	29	30	20	17
Department of Technology	160	141	144	138	119
Office of AGM Planning	2	2	2	2	2
Office of Architecture & Design	17	16	16	16	15
Office of Dev & Regional Coordination	12	12	12	12	11
Office of Research & Analysis	27	23	27	27	27
Office of Transit System Planning	28	26	27	27	26
Department of Planning	86	79	84	84	81
Office of AGM Police Services	363	362	376	378	383
Department of Police Services	363	362	376	378	383
Office of AGM of Safety & QA	4	3	4	2	2
Office of QA & Configuration Mgmt	22	20	22	23	23
Office of Safety	17	16	18	22	22
Department of Safety & Quality Assurance	43	39	44	47	47
Division of Administration	759	721	759	755	736
Authority Full-Time Personnel	4,718	4,210	4,357	4,403	4,379

PERSONNEL

Summary of Authority Personnel by Status

Part-Time Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of AGM Comm & Ext Affairs	4	2	2	2	2
Office of Customer Services	----	----	----	----	----
Department of Communication & Ext Affairs	4	2	2	2	2
Division of General Manager CEO	4	2	2	2	2
Office of Bus Transportation	151	114	119	119	125
Office of Mobility	72	72	72	72	60
Department of Bus Operations	223	186	191	191	185
Division of Operations	223	186	191	191	185
Office of Contracts & Procurement	----	----	----	----	----
Office of Revenue Operations	87	77	77	77	77
Department of Chief Financial Officer CFO	87	77	77	77	77
Division of Finance	87	77	77	77	77
Office of Human Resources	1	----	----	----	----
Department of Human Resources	1	----	----	----	----
Office of Research & Analysis	3	----	----	----	----
Department of Planning	3	----	----	----	----
Office of Safety	----	1	----	----	----
Department of Safety & Quality Assurance	----	1	----	----	----
Division of Administration	4	1	----	----	----
Authority Part-Time Personnel	318	266	270	270	264

PERSONNEL

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of AGM Internal Audit	----	----	----	----	1
Department of Internal Audit	----	----	----	----	1
Office of AGM Comm & Ext Affairs	----	----	----	----	4
Office of Customer Services	----	----	----	----	----
Office of Marketing & Sales	1	1	----	3	3
Office of Media Communications	1	----	----	----	----
Department of Communication & Ext Affairs	2	1	----	3	7
Division of General Manager CEO	2	1	----	3	8
Senior Director of Transportation	----	----	----	----	----
Department of Chief Operating Officer COO	----	----	----	----	----
Office of Mobility	----	5	----	5	6
Department of Bus Operations	----	5	----	5	6
Office of Engineering & Development	----	----	----	7	7
Office of Facilities	----	----	----	----	----
Office of Maintenance of Way	----	----	----	----	----
Office of Program & Contract Management	----	----	----	1	1
Office of Rail Car Maintenance	----	----	----	4	4
Office of Rail Services	----	2	3	3	3
Department of Rail Operations	----	2	3	15	15
Division of Operations	----	7	3	20	21

PERSONNEL

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of Chief Financial Officer CFO	----	1	1	2	2
Office of Contracts & Procurement	2	2	2	2	3
Office of Management & Budget	----	----	----	1	1
Office of Revenue Operations	11	----	----	----	----
Office of Treasury	----	----	1	1	1
Department of Chief Financial Officer CFO	13	3	4	6	7
Division of Finance	13	3	4	6	7
Office of Human Resources	----	----	----	----	----
Office of Training	7	1	1	1	1
Department of Human Resources	7	1	1	1	1
Office of AGM Technology CIO	----	----	----	13	10
Office of Tech Enterprise Applications	----	----	----	10	7
Office of Tech Infrastructure & Ops	----	5	5	15	12
Office of Tech Quality Assurance	----	----	----	5	3
Office of Technology Programs Management	----	----	----	5	5
Department of Technology	----	5	5	48	37
Office of Architecture & Design	----	----	----	1	1
Office of Research & Analysis	----	----	----	36	36
Office of Transit System Planning	2	----	----	----	----
Department of Planning	2	----	----	37	37
Office of AGM Police Services	----	15	15	17	16
Department of Police Services	----	15	15	17	16

PERSONNEL

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of QA & Configuration Mgmt	----	----	----	6	6
Office of Safety	----	----	----	1	1
Department of Safety & Quality Assurance	----	----	----	7	7
Division of Administration	9	21	21	110	98
Authority Contract Personnel	24	32	28	139	134

PERSONNEL

Summary of Authority Personnel by Status

Clayton Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Office of Customer Services	----	----	----	----	----
Office of Marketing & Sales	1	1	1	----	----
Department of Communication & Ext Affairs	1	1	1	----	----
Division of General Manager CEO	1	1	1	----	----
Office of AGM Bus Operations	----	----	----	----	----
Office of Bus Maintenance	----	----	----	----	----
Office of Bus Transportation	----	----	----	----	----
Office of Clayton County Transit	91	----	----	----	----
Office of Mobility	----	----	5	----	----
Department of Bus Operations	91	----	5	----	----
Office of Engineering & Development	----	----	7	----	----
Office of Facilities	2	2	2	----	----
Office of Program & Contract Management	----	----	1	----	----
Office of Rail Car Maintenance	1	1	1	----	----
Office of Rail Services	23	----	----	----	----
Department of Rail Operations	26	3	11	----	----
Division of Operations	117	3	16	----	----
Office of Accounting	2	----	----	----	----
Office of Chief Financial Officer CFO	1	----	----	----	----
Office of Contracts & Procurement	1	----	----	----	----
Office of Management & Budget	2	----	----	----	----
Office of Revenue Operations	2	----	----	----	----
Department of Chief Financial Officer CFO	8	----	----	----	----

PERSONNEL

Summary of Authority Personnel by Status

Clayton Personnel

Organization Description	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Division of Finance	8	----	----	----	----
Office of Human Resources	----	----	----	----	----
Office of Training	7	1	1	----	----
Department of Human Resources	7	1	1	----	----
Office of Tech Enterprise Applications	10	10	10	----	----
Office of Tech Infrastructure & Ops	11	6	6	----	----
Office of Technology Programs Management	5	5	5	----	----
Department of Technology	26	21	21	----	----
Office of Dev & Regional Coordination	6	----	----	----	----
Office of Research & Analysis	45	31	36	----	----
Office of Transit System Planning	4	----	----	----	----
Department of Planning	55	31	36	----	----
Office of AGM Police Services	1	3	2	----	----
Department of Police Services	1	3	2	----	----
Office of AGM of Safety & QA	----	----	----	----	----
Office of QA & Configuration Mgmt	2	3	3	----	----
Office of Safety	1	1	1	----	----
Department of Safety & Quality Assurance	3	4	4	----	----
Division of Administration	92	60	64	----	----
Clayton Personnel	218	64	81	----	----
	5,278	4,572	4,736	4,812	4,777

DIVISION OF GENERAL MANAGER/CEO

This Division includes the following Departments:

- **Department of General Manager/CEO**
- **Department of Internal Audit**
- **Department of Legal Services**
- **Department of Communications & External Affairs**

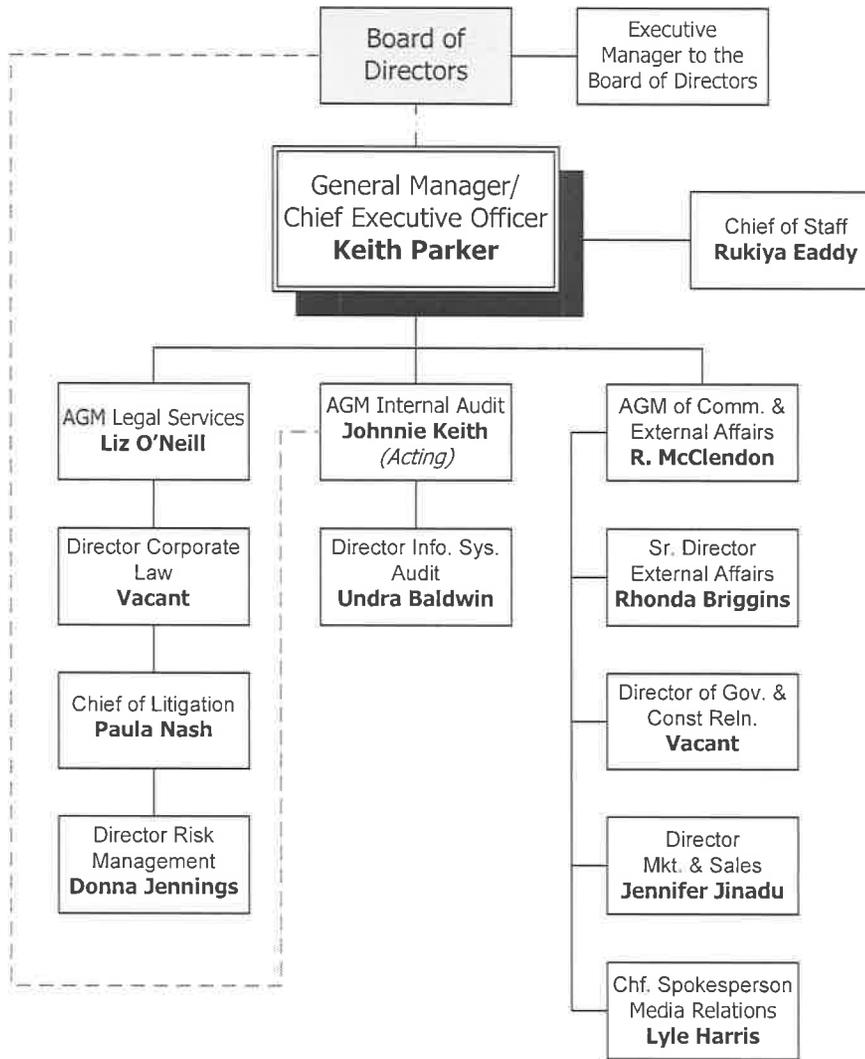
DIVISION OF GENERAL MANAGER CEO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	7,487,428	6,922,974	6,943,822	7,224,797	7,924,782
Overtime	136,687	37,031	34,227	51,612	51,338
Benefits	3,832,084	4,162,946	4,151,828	4,267,539	4,576,765
Labor Sub-Total	\$11,456,199	\$11,122,951	\$11,129,877	\$11,543,948	\$12,552,884
Contractual Services	3,245,877	3,817,408	4,261,329	3,874,276	5,506,787
Materials & Supplies	66,279	78,481	87,646	67,331	80,590
Other Operating	69	0	113	0	0
Casualty & Liability	8,383,933	9,545,836	4,992,382	4,536,307	5,529,448
Miscellaneous	244,840	379,261	460,600	488,456	420,664
Other Non Operating	364,415	452,555	429,405	309,260	1,023,126
Non Labor Sub-Total	\$12,305,413	\$14,273,541	\$10,231,475	\$9,275,630	\$12,560,615
Division Total	\$23,761,612	\$25,396,492	\$21,361,352	\$20,819,578	\$25,113,499
\$ Change from Prior Year		\$1,634,880	(\$4,035,140)	(\$541,774)	\$4,293,921
% Change from Prior Year		6.88%	-15.89%	-2.54%	20.62%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	103	86	89	92	94	Administrative	31	19	18	19	24
Represented	28	22	22	21	20	Management	28	24	25	28	29
Full-Time Total	131	108	111	113	114	Police	0	0	0	0	0
Non-Represented (PT)	2	0	0	0	0	Professional	38	36	38	39	40
Represented (PT)	2	2	2	2	2	Technical	2	2	2	2	2
Part - Time	4	2	2	2	2	Maintenance	0	0	0	0	0
Contract	3	2	1	3	8	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	30	24	24	23	22
Total	138	112	114	118	124	Supervisory	9	7	7	7	7
						Total	138	117	114	118	124

DIVISION OF GENERAL MANAGER CEO

ADM	24	Non-Rep	94
MGR	29	Rep	20
MNT	0	Total FT	114
OPR	0		
POL	0		
PRO	40	PT	2
REP	22	CON	8
SUP	7		
TEC	2	TOTAL	124



DEPARTMENT OF GENERAL MANAGER/ CEO

This Department includes the following Offices:

Department of General Manager/CEO

- Office of General Manager/CEO
- Office of Board of Directors

DEPARTMENT OF THE GENERAL MANAGER/CEO

FY2014 GOALS AND OBJECTIVES

The Office of the General Manager/CEO is the directing and coordinating mechanism for all Authority activities. The Office of the General Manager/CEO ensures adherence to the Authority's goals of becoming a regional transportation entity while meeting the transit needs of the

Metropolitan Atlanta Community. It is responsible for supporting the Board of Directors and directing the functions and operations of the Chief Operating Officer, Chief Financial Officer, Chief Administrative Officer, Chief of Staff, and the Assistant General Managers.

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.06%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-11.43%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	24.95%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-60.91%	</= 0%

DEPARTMENT OF GENERAL MANAGER CEO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	516,165	517,764	543,439	703,566	1,050,330
Overtime	0	0	0	0	0
Benefits	230,365	249,494	294,575	356,909	627,572
Labor Sub-Total	\$746,530	\$767,258	\$838,014	\$1,060,475	\$1,677,902
Contractual Services	319,133	40,102	21,413	55,355	1,899,400
Materials & Supplies	10,760	4,421	35,753	6,732	13,057
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,225	1,304	1,694	1,866	2,784
Other Non Operating	253,725	328,775	247,232	161,071	761,911
Non Labor Sub-Total	\$584,843	\$374,602	\$306,092	\$225,024	\$2,677,152
Department Total	\$1,331,373	\$1,141,860	\$1,144,106	\$1,285,499	\$4,355,054
\$ Change from Prior Year		(\$189,513)	\$2,246	\$141,393	\$3,069,555
% Change from Prior Year		-14.23%	0.20%	12.36%	238.78%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	5	3	3	5	7	Administrative	2	0	0	0	1
Represented	0	0	0	0	0	Management	3	2	2	4	5
Full-Time Total	5	3	3	5	7	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	1	1	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	5	3	3	5	7	Supervisory	0	0	0	0	0
						Total	5	3	3	5	7

DEPARTMENT OF THE GENERAL MANAGER/CEO

ADM	1	Non-Rep	6
MGR	5	Rep	0
MNT	0	Total FT	6
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	1
SUP	0		
TEC	0	TOTAL	7

General Manager/CEO
Keith Parker
(11100)

Office of the
 Board of
 Directors
(11200)

OFFICE OF THE GENERAL MANAGER/CEO

FUNCTIONS AND RESPONSIBILITIES

The Office of the General Manager/CEO is the directing and coordinating mechanism for all Authority activities. The Office of the General Manager/CEO ensures adherence to the Authority's goals of becoming a regional transportation entity while meeting the transit needs of the

Metropolitan Atlanta Community. It is responsible for supporting the Board of Directors and directing the functions and operations of the Chief Operating Officer, Chief Financial Officer, Chief Administrative Officer, Chief of Staff, and the Assistant General Managers.

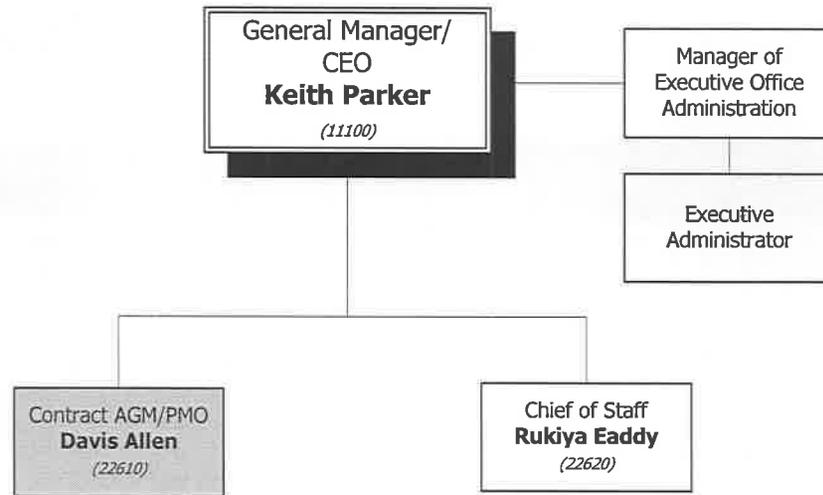
OFFICE OF GENERAL MANAGER CEO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	351,516	353,425	372,733	520,992	880,637
Overtime	0	0	0	0	0
Benefits	155,846	168,199	208,925	268,476	526,180
Labor Sub-Total	\$507,362	\$521,624	\$581,658	\$789,468	\$1,406,817
Contractual Services	319,133	40,099	21,413	55,275	1,899,400
Materials & Supplies	6,772	3,085	34,892	5,227	12,057
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	9	0	0	0	0
Other Non Operating	121,445	38,713	105,676	71,394	601,291
Non Labor Sub-Total	\$447,359	\$81,897	\$161,981	\$131,896	\$2,512,748
Office Total	\$954,721	\$603,521	\$743,639	\$921,364	\$3,919,565
\$ Change from Prior Year		(\$351,200)	\$140,118	\$177,725	\$2,998,201
% Change from Prior Year		-36.79%	23.22%	23.90%	325.41%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	2	1	1	3	5	Administrative	0	0	0	0	1
Represented	0	0	0	0	0	Management	2	1	1	3	4
Full-Time Total	2	1	1	3	5	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	0	0
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	2	1	1	3	5	Supervisory	0	0	0	0	0
						Total	2	1	1	3	5

OFFICE OF THE GENERAL MANAGER/CEO

ADM	1	Non-Rep	4
MGR	4	Rep	0
MNT	0	Total FT	4
OPR	0		
POL	0		
PRO	0	PT	0
REP	0	CON	1
SUP	0		
TEC	0	TOTAL	5



Capital Contract Positions (shaded)

OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Chief of Staff	B				1	1
Contract AGM - PMO	A				1	----
Director of Business Analysis & Assessment	23	1	----	----	----	----
Executive Administrator	17	----	----	----	----	1
General Manager CEO	X	1	1	1	1	----
General Manager CEO	A	----	----	----	----	1
Manager of Executive Office Administration	21	----	----	----	----	1
Non-Rep Subtotal		2	1	1	3	4
Total Full-Time		2	1	1	3	4
<u>Contract</u>						
Contract AGM - PMO	A				----	1
Total Contract					----	1

FUNCTIONS AND RESPONSIBILITIES

The Office of the Board of Directors serves as the primary liaison between MARTA staff and MARTA Board of Directors. This Office coordinates the various Board related meetings, travel, events and activities. The dissemination of information for and from the Board of Directors is primarily channeled through this office. Minutes, resolutions and statistics

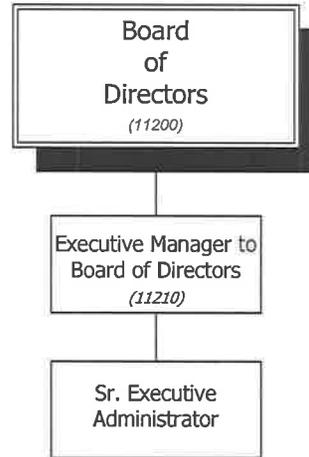
associated with the various Board Committee sessions and the General Board meetings are managed through this office. The office provides oversight and facilitation to every office within MARTA that submits a Board Resolution request.

OFFICE OF BOARD OF DIRECTORS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	164,649	164,339	170,706	182,574	169,693
Overtime	0	0	0	0	0
Benefits	74,519	81,295	85,650	88,433	101,392
Labor Sub-Total	\$239,168	\$245,634	\$256,356	\$271,007	\$271,085
Contractual Services	0	3	0	80	0
Materials & Supplies	3,988	1,336	861	1,505	1,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,216	1,304	1,694	1,866	2,784
Other Non Operating	132,280	290,062	141,556	89,677	160,620
Non Labor Sub-Total	\$137,484	\$292,705	\$144,111	\$93,128	\$164,404
Office Total	\$376,652	\$538,339	\$400,467	\$364,135	\$435,489
\$ Change from Prior Year		\$161,687	(\$137,872)	(\$36,332)	\$71,354
% Change from Prior Year		42.93%	-25.61%	-9.07%	19.60%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	3	2	2	2	2	Administrative	2	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	3	2	2	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	1	1	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	3	2	2	2	2	Supervisory	0	0	0	0	0
						Total	3	2	2	2	2

ADM	0	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2



OFFICE OF BOARD OF DIRECTORS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Executive Admin to Board of Directors	17	1	---	---	---	---
Executive Mgr To Board Of Dir	21	1	1	1	1	1
Executive Staff Assistant	19	1	---	---	---	---
Sr. Executive Administrator Board	19	---	1	1	1	1
Non-Rep Subtotal		3	2	2	2	2
Total Full-Time		3	2	2	2	2

DEPARTMENT OF INTERNAL AUDIT

This Department includes the following Office:

Department of Internal Audit

- Office of AGM of Internal Audit
- Office of Information Systems Audit

FY2014 GOALS AND OBJECTIVES

The goals and objectives of the Department of Internal Audit are:

- To responsibly assist the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent analyses, appraisals, recommendations, and pertinent comments concerning the activities under audit.
- To complete proposed audits in accordance to the adopted annual audit plan.
- To promptly respond to Board and Management audit requests, as appropriate.
- To promptly respond to Hotline calls and maintain confidentiality within the limits of the law.
- To ensure all auditors receive the required annual hours of training required by the Governmental Auditing Standards Board.

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.12%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-57.20%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-62.70%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-41.88%	</= 0%

FY2013 ACCOMPLISHMENTS

- **Operational Audit**

- 18 audits scheduled
- 16 audits issued
- 6 audits in-progress

- **IT Audit**

- 16 audits scheduled
- 5 audits issued
- 4 audits in-progress

- **Contract Audit**

- 121 estimated audit requests
- 90 audits issued
- 22 audits in-progress

- **Coordinated and Administered KPMG Management Review**

- KPMG assessed specific functions to improve its overall cost effectiveness, enhance organizational efficiency, business processes and/or restructure major functions to achieve lean, efficient and effective operations that can be phased in over time. As part of this project, KPMG compared specific MARTA functions to leading practices

in the public and private sectors, and developed work plans and options for MARTA implementation. The project outcomes will help MARTA strategically transform functions through innovation and leading practices. Strategic transformation opportunities include options for sourcing, shared services, applying leading practices, and reengineering processes with the goals of maintaining/improving service delivery, reducing costs, and enhancing revenues. One of the key project activities identified sourcing opportunities, including internal MARTA operations and business support services.

- **Special Projects**

- Cost Allocation Review
- Grant Process Review
- Breeze Card Processing Costs Review
- Non-Revenue Vehicles Fuel
- Special Investigations
- Revenue Enhancement / Cost containment projects:
 - Revenue Generation - Cameras
 - Visa Payroll Review
 - Fleet Management Review
 - Treasury Module

DEPARTMENT OF INTERNAL AUDIT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,239,256	1,231,650	1,301,593	1,369,006	1,370,168
Overtime	0	0	0	1,337	0
Benefits	571,208	618,348	651,713	609,926	782,188
Labor Sub-Total	\$1,810,464	\$1,849,998	\$1,953,306	\$1,980,269	\$2,152,356
Contractual Services	297,436	323,978	892,434	376,546	273,500
Materials & Supplies	2,208	2,448	2,870	3,634	11,500
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	6,444	12,347	30,385	28,947	117,319
Non Labor Sub-Total	\$306,088	\$338,773	\$925,689	\$409,127	\$402,319
Department Total	\$2,116,552	\$2,188,771	\$2,878,995	\$2,389,396	\$2,554,675
\$ Change from Prior Year		\$72,219	\$690,224	(\$489,599)	\$165,279
% Change from Prior Year		3.41%	31.53%	-17.01%	6.92%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	18	17	17	17	17	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	4	4	4	4
Full-Time Total	18	17	17	17	17	Police	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	12	12	12	13
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0
Contract	0	0	0	0	1	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0
Total	18	17	17	17	18	Supervisory	1	0	0	0
						Total	18	17	17	17

ADM	1	Non-Rep	17
MGR	4	Rep	0
MNT	0	Total FT	17
OPR	0		
POL	0		
PRO	13	PT	0
REP	0	CON	1
SUP	0		
TEC	0	TOTAL	18

AGM of Internal
Audit
Jonnie Keith
(Interim)
(12100)

Informations
Systems Audit
Undra G. Baldwin
(12200)

FUNCTIONS & RESPONSIBILITIES

The Department of Internal Audit is responsible for assisting the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent analyses, appraisals, recommendations, and pertinent comments concerning the activities under audit. The Department of Internal Audit is an independent appraisal function authorized to examine and evaluate all activities of MARTA. To achieve these objectives, the Department of Internal Audit is responsible for, but not limited to the following functions:

General:

- Determine the extent of compliance with established MARTA policies, guidelines, procedures, and appropriate governmental regulations, including the MARTA Act.
- Objectively report audit findings with recommendations for corrective actions.
- Facilitate the implementation of corrective actions for audit recommendations through an effective follow-up system.
- Determine the adequacy and timeliness of management responses to audit recommendations and provide follow-up status reports to the Board Audit Committee as appropriate.
- Administer the contract for external audit services and assist the external auditors in the analysis of the accounting records.

- Meet at least three times annually with the Audit Committee of the Board of Directors to apprise them of the areas under audit.
- Act as liaison with Federal and State audits and reviews and coordinate responses to any findings.

Operations Audit:

- Determine the reliability and integrity of financial and operational information.
- Determine the extent to which MARTA assets are accounted for and safeguarded from losses.
- Determine the economical and efficient use of resources.
- Determine compliance with MARTA policies and procedures and applicable laws, regulations and contracts.
- Determine that operational goals and objectives are accomplished and are consistent with MARTA's strategic plans.

Contracts Audit:

- Review all construction procurement contracts prior to close out to ensure compliance with contract provisions, MARTA procedures, and Federal and State laws and regulations.
- Review all contract change orders in excess of \$100,000 for price reasonableness before they are negotiated.
- Determine the compliance and cost effectiveness of federal grant funds expended by the Authority or subcontractors.

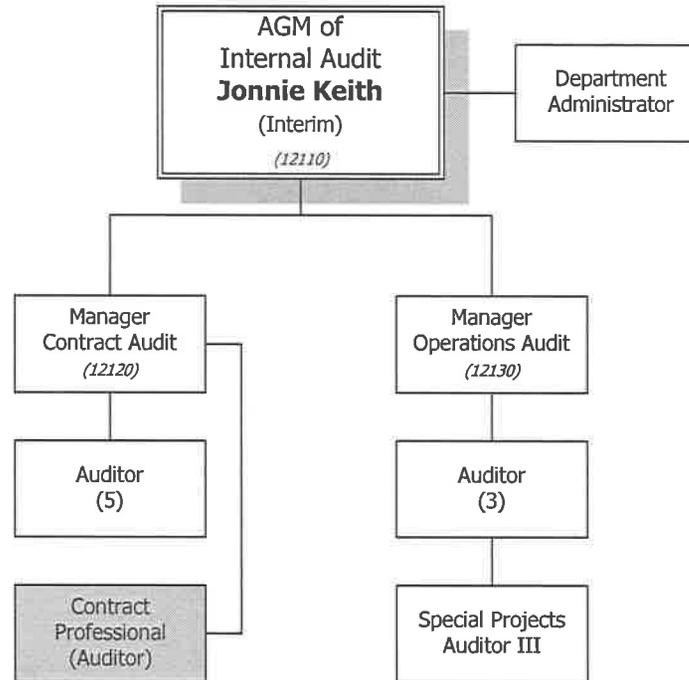
OFFICE OF AGM INTERNAL AUDIT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	900,643	900,975	952,533	1,056,975	1,031,813
Overtime	0	0	0	1,337	0
Benefits	423,998	459,033	483,509	447,468	580,021
Labor Sub-Total	\$1,324,641	\$1,360,008	\$1,436,042	\$1,505,780	\$1,611,833
Contractual Services	297,436	323,978	892,434	376,546	273,500
Materials & Supplies	2,208	2,448	2,870	3,634	11,500
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	5,624	11,527	27,068	26,317	87,720
Non Labor Sub-Total	\$305,268	\$337,953	\$922,372	\$406,497	\$372,720
Office Total	\$1,629,909	\$1,697,961	\$2,358,414	\$1,912,277	\$1,984,553
\$ Change from Prior Year		\$68,052	\$660,453	(\$446,137)	\$72,276
% Change from Prior Year		4.18%	38.90%	-18.92%	3.78%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	14	13	13	13	13	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	14	13	13	13	13	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	9	9	9	9	10
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	14	13	13	13	14	Supervisory	1	0	0	0	0
						Total	14	13	13	13	14

OFFICE OF THE AGM OF INTERNAL AUDIT

ADM	1	Non-Rep	13
MGR	3	Rep	0
MNT	0	Total FT	13
OPR	0		
POL	0		
PRO	10	PT	0
REP	0	CON	1
SUP	0		
TEC	0	TOTAL	14



OFFICE OF AGM INTERNAL AUDIT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	---	---	---	---
AGM Internal Audit	C	1	1	1	1	1
Audit Coordinator	15	---	1	1	1	---
Auditor I	12	2	2	1	1	1
Auditor II	16	1	1	2	---	---
Auditor III	18	5	5	5	7	7
Department Administrator	17	---	---	---	---	1
Mgr Audit	21	2	2	2	2	2
Special Projects Auditor III	19	1	1	1	1	1
Supv External Affairs	19	1	---	---	---	---
Non-Rep Subtotal		14	13	13	13	13
Total Full-Time		14	13	13	13	13
<u>Contract</u>						
Contract Professional	---	---	---	---	---	1
Total Contract		---	---	---	---	1

OFFICE OF INFORMATION SYSTEMS AUDIT

FUNCTIONS & RESPONSIBILITIES

The functions and responsibilities of Information Systems Audit are:

- To complete proposed audits in accordance to the adopted annual audit plan.
- To promptly respond to Board and Management audit requests, as appropriate.
- To review the management and use of computer resources for effectiveness and efficiency.
- To review and evaluate the adequacy of controls and accuracy of records within the computerized systems and operations.
- To review the controls and processes for safeguarding assets and verify the existence of assets, as appropriate.
- To determine the compliance with policies and procedures and effectiveness of data processing and security standards.
- To appraise the controls, economic values, and practicality of applications systems under development.

OFFICE OF INFORMATION SYSTEMS AUDIT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	338,613	330,675	349,060	312,031	338,355
Overtime	0	0	0	0	0
Benefits	147,210	159,315	168,204	162,458	202,167
Labor Sub-Total	\$485,823	\$489,990	\$517,264	\$474,489	\$540,523
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	820	820	3,317	2,630	29,599
Non Labor Sub-Total	\$820	\$820	\$3,317	\$2,630	\$29,599
Office Total	\$486,643	\$490,810	\$520,581	\$477,119	\$570,122
\$ Change from Prior Year		\$4,167	\$29,771	(\$43,462)	\$93,003
% Change from Prior Year		0.86%	6.07%	-8.35%	19.49%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	4	4	4	4	4	Administrative	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1
Full-Time Total	4	4	4	4	4	Police	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	3	3	3	3
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0
Total	4	4	4	4	4	Supervisory	0	0	0	0
						Total	4	4	4	4

OFFICE OF INFORMATION SYSTEMS AUDIT

ADM	0	Non-Rep	4
MGR	1	Rep	0
MNT	0	Total FT	4
OPR	0		
POL	0		
PRO	3	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	4

Director of
Information Systems
Audit
Undra G. Baldwin
(12210)

Sr. Information
Tech. Auditor
(3)
(12140)

OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Dir Information Tech Audit	23	1	1	1	1	1
Sr Information Tech Auditor	19	3	3	3	3	3
Non-Rep Subtotal		4	4	4	4	4
Total Full-Time		4	4	4	4	4

DEPARTMENT OF LEGAL SERVICES

This Department includes the following Offices:

Department of Legal Services

- Office of AGM of Legal Services
- Office of Risk Management

DEPARTMENT OF LEGAL SERVICES

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Liability Unit Payments Variance	The cost to resolve claims and the expense associated with the liability claims against the Authority	</= 3%	-16.73%	</= 3%
Workers' Compensation Payments Variance	The cost of occupational disability losses	</= 3%	7.43%	</= 3%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.10%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	94.25%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-19.77%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-57.63%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-5.53%	</= 0%

DEPARTMENT OF LEGAL SERVICES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,698,090	1,682,818	1,754,596	1,891,437	1,931,414
Overtime	0	0	0	139	0
Benefits	1,114,295	1,331,792	1,364,981	1,502,532	1,154,020
Labor Sub-Total	\$2,812,385	\$3,014,610	\$3,119,577	\$3,394,108	\$3,085,434
Contractual Services	2,472,315	3,041,209	2,921,170	2,978,860	2,765,259
Materials & Supplies	6,105	6,467	10,720	5,666	9,246
Other Operating	0	0	0	0	0
Casualty & Liability	8,383,933	9,545,836	4,992,382	4,536,307	5,529,448
Miscellaneous	0	0	0	0	0
Other Non Operating	69,403	86,648	99,343	78,271	69,780
Non Labor Sub-Total	\$10,931,756	\$12,680,160	\$8,023,615	\$7,599,104	\$8,373,733
Department Total	\$13,744,141	\$15,694,770	\$11,143,192	\$10,993,212	\$11,459,167
\$ Change from Prior Year		\$1,950,629	(\$4,551,578)	(\$149,980)	\$465,955
% Change from Prior Year		14.19%	-29.00%	-1.35%	4.24%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	26	24	25	25	25	Administrative	3	1	1	1	1
Represented	2	2	2	2	2	Management	9	9	10	10	10
Full-Time Total	28	26	27	27	27	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	13	13	13	13	13
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	2	2	2	2	2
Total	28	26	27	27	27	Supervisory	1	1	1	1	1
						Total	28	26	27	27	27

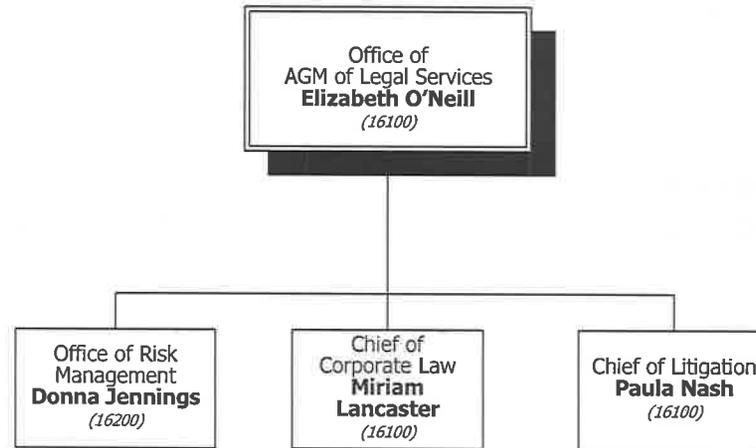
FY2014 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

DEPARTMENT OF LEGAL SERVICES

ADM	1	Non-Rep	25
MGR	10	Rep	2
MNT	0	Total FT	27
OPR	0		
POL	0		
PRO	13	PT	0
REP	2	CON	0
SUP	1		
TEC	0	TOTAL	27



FUNCTIONS & RESPONSIBILITIES

The Office of Legal provides legal advice and support as needed to the Authority's Board of Directors and staff units with the support of General Counsel and other outside counsel. The office provides general support for the Rail Program, including real estate acquisition and disposition, review and drafting of contract documents, advice and counsel with respect to contract award and administration, and legal representation of the Authority in the defense, negotiation, mediation, arbitration, and litigation of contract claims. Legal services is an integral part of the Authority's Development and Regional Coordination negotiating team

providing legal analysis of developer's proposals and coordination efforts in reaching acceptable agreements.

The Office Legal Services along with outside counsel, provides representation of the Authority in defense of personal injury claims, collection of subrogation claims, employment issues, labor issues, contract negotiations, arbitration, litigation and similar matters arising out of the operation of the bus and rail systems. In addition, the Office provides legal services within the scope of contractual matters, Federal and State regulations and other legal matters.

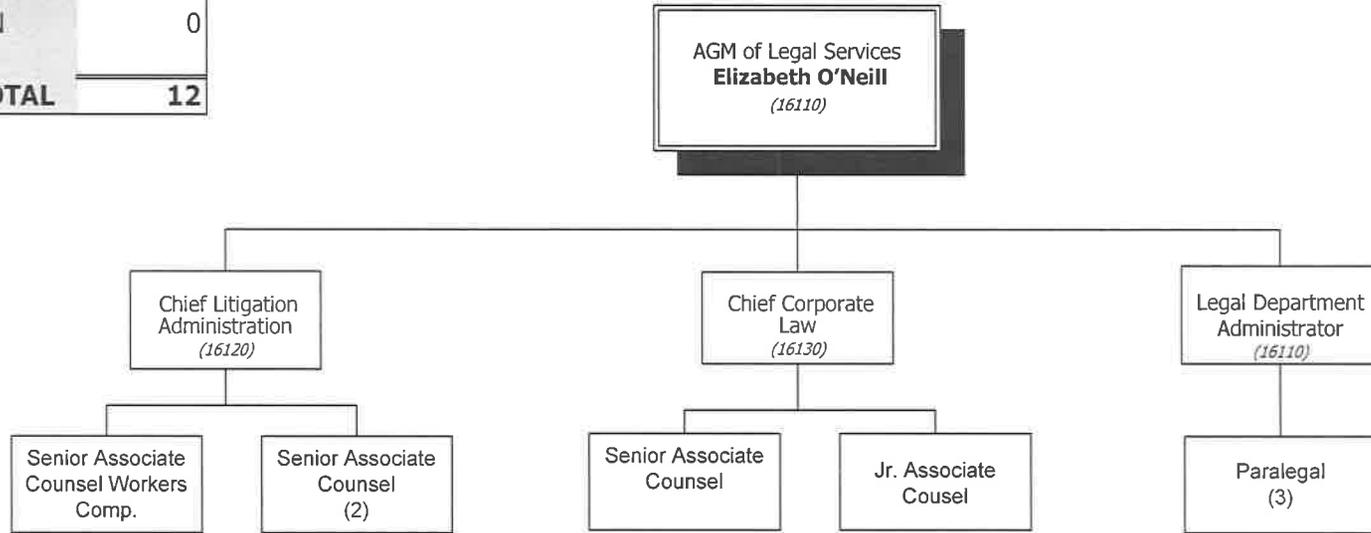
OFFICE OF AGM LEGAL SERVICES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	842,512	833,900	875,993	1,020,358	1,063,056
Overtime	0	0	0	139	0
Benefits	334,769	342,591	397,572	414,195	635,176
Labor Sub-Total	\$1,177,281	\$1,176,491	\$1,273,565	\$1,434,692	\$1,698,232
Contractual Services	1,994,423	2,628,280	2,518,688	2,572,616	2,059,404
Materials & Supplies	2,484	2,711	3,277	2,718	3,984
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	64,719	74,744	148,671	70,560	56,847
Non Labor Sub-Total	\$2,061,626	\$2,705,735	\$2,670,636	\$2,645,894	\$2,120,235
Office Total	\$3,238,907	\$3,882,226	\$3,944,201	\$4,080,586	\$3,818,467
\$ Change from Prior Year		\$643,319	\$61,975	\$136,385	(\$262,119)
% Change from Prior Year		19.86%	1.60%	3.46%	-6.42%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	12	11	12	12	12	Administrative	3	1	1	1	1
Represented	0	0	0	0	0	Management	6	6	7	7	7
Full-Time Total	12	11	12	12	12	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	3	4	4	4	4
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	12	11	12	12	12	Supervisory	0	0	0	0	0
						Total	12	11	12	12	12

OFFICE OF AGM LEGAL SERVICES

ADM	1	Non-Rep	12
MGR	7	Rep	0
MNT	0	Total FT	12
OPR	0		
POL	0		
PRO	4	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	12



OFFICE OF AGM LEGAL SERVICES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	---	---	---	---
AGM of Legal Services	C	1	1	1	1	1
Associate Counsel	20	1	1	1	---	---
Chief Corporate Law	24	1	1	1	1	1
Chief Litigation Administration	24	1	1	1	1	1
Jr Associate Counsel	18	---	1	1	1	1
Legal Department Administrator	17	1	1	1	1	1
Office Administrator I	14	1	---	---	---	---
Paralegal	13	3	3	3	3	3
Sr Associate Counsel	22	2	2	2	3	3
Sr Associate Counsel Wkrs Comp	22	---	---	1	1	1
Non-Rep Subtotal		12	11	12	12	12
Total Full-Time		12	11	12	12	12

FUNCTIONS & RESPONSIBILITIES

The Office of Risk Management is responsible for protecting the Authority's assets by the identification, analysis, elimination, reduction, assumption and funding of actual or potential losses.

The Office of Risk Management also administers several claims functions under a self-administered plan of self-funded and insured programs. The Office processes, investigates, and adjusts property damage and personal

injury claims incidental to MARTA's bus and rail operations, as well as administers workers' compensation claims.

The Office of Risk Management is responsible for the Coordinated (Wrap-Up) Construction Insurance Program for all contractors and subcontractors working on capital construction projects. This Program also provides major safety programs for construction projects.

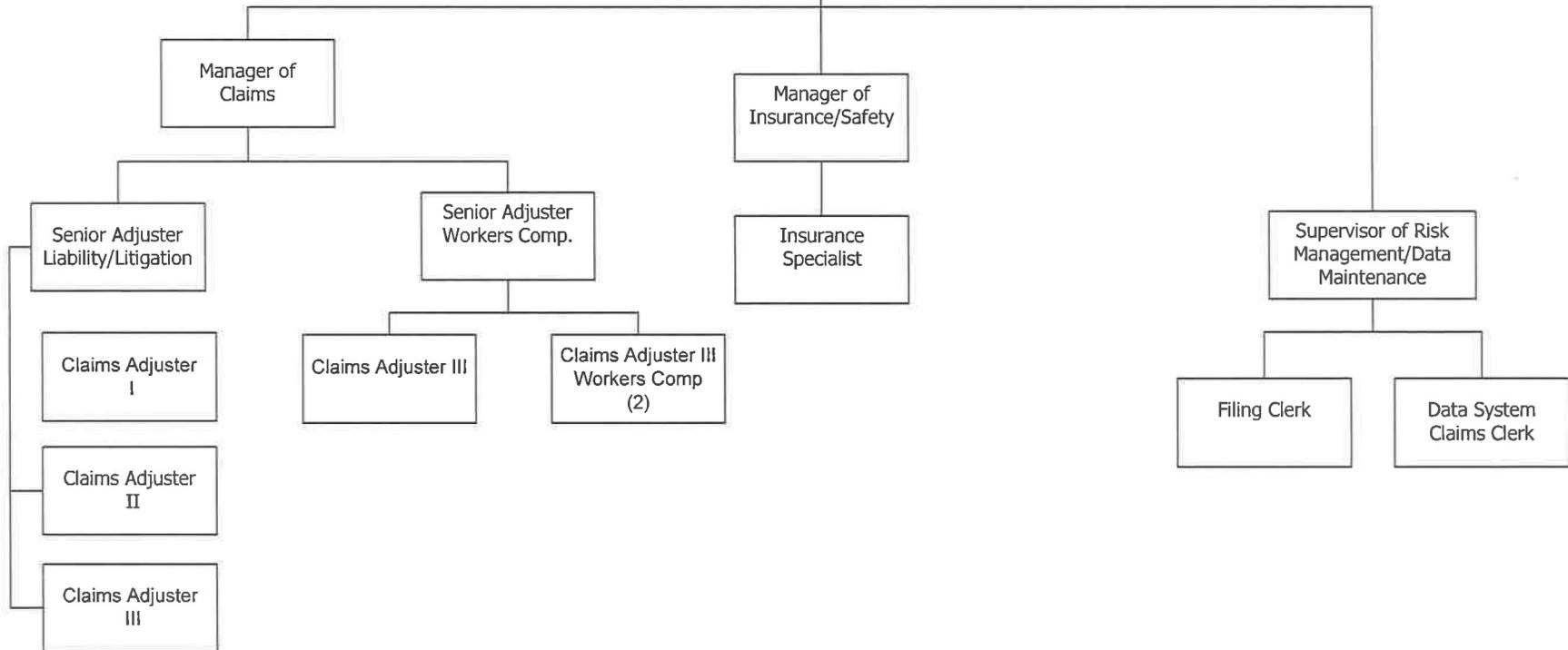
OFFICE OF RISK MANAGEMENT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	855,578	848,918	878,603	871,079	868,358
Overtime	0	0	0	0	0
Benefits	779,526	989,201	967,409	1,088,337	518,844
Labor Sub-Total	\$1,635,104	\$1,838,119	\$1,846,012	\$1,959,416	\$1,387,202
Contractual Services	477,892	412,929	402,482	406,244	705,855
Materials & Supplies	3,621	3,756	7,443	2,948	5,262
Other Operating	0	0	0	0	0
Casualty & Liability	8,383,933	9,545,836	4,992,382	4,536,307	5,529,448
Miscellaneous	0	0	0	0	0
Other Non Operating	4,684	11,904	-49,328	7,711	12,933
Non Labor Sub-Total	\$8,870,130	\$9,974,425	\$5,352,979	\$4,953,210	\$6,253,498
Office Total	\$10,505,234	\$11,812,544	\$7,198,991	\$6,912,626	\$7,640,700
\$ Change from Prior Year		\$1,307,310	(\$4,613,553)	(\$286,365)	\$728,074
% Change from Prior Year		12.44%	-39.06%	-3.98%	10.53%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	14	13	13	13	13	Administrative	0	0	0	0
Represented	2	2	2	2	2	Management	3	3	3	3
Full-Time Total	16	15	15	15	15	Police	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	10	9	9	9
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	2	2	2	2
Total	16	15	15	15	15	Supervisory	1	1	1	1
						Total	16	15	15	15

ADM	0	Non-Rep	13
MGR	3	Rep	2
MNT	0	Total FT	15
OPR	0		
POL	0		
PRO	9	PT	0
REP	2	CON	0
SUP	1		
TEC	0	TOTAL	15

Director of Risk Management
Donna Jennings
 (16210)



OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Claims Adjuster II	14	1	1	1	1	1
Claims Adjuster III	16	3	2	2	2	2
Claims Adjuster III-Wkrs Comp	16	2	2	2	2	2
Claims Adjuster I-Wkrs Comp	12	1	1	1	1	1
Dir Risk Management	23	1	1	1	1	1
Insurance Specialist	13	1	1	1	1	1
Mgr Claims	20	1	1	1	1	1
Mgr Insurance Safety	21	1	1	1	1	1
Sr Adjuster Liability Litig	18	1	1	1	1	1
Sr Adjuster Workers Comp	18	1	1	1	1	1
Supv Risk Mgmt Data Maint	11	1	1	1	1	1
Non-Rep Subtotal		14	13	13	13	13
<u>Represented</u>						
Data System Claims Clerk	UR-8	1	1	1	1	1
Filing Clerk	UR-8	1	1	1	1	1
Represented Subtotal		2	2	2	2	2
Total Full-Time		16	15	15	15	15

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

This Department includes the following Offices:

Department of Communications & External Affairs

- Office of the AGM of Communications & External Affairs
- Office of External Affairs
- Office of Marketing & Sales
- Office of Government & Constituent Relations
- Office of Media Communications

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2014 GOALS AND OBJECTIVES

Consistent with the Authority's mission, listed below are the goals and objectives we will focus our efforts on for the fiscal year:

Goals

- Establish customer focused service delivery to retain existing customers and attract new customers
- Improve MARTA's image by communicating proactively, effectively and accurately to inform the general public
- Increase public support through engagement with the community, business and elected officials
- Increase revenues to enhance transformation initiatives and build financial sustainability

Objectives

- Work with the MARTA Transformation Initiatives PMO to sponsor and lead the revenue enhance initiatives across the Authority (TOD, Concessions, Advertising, Parking, Fare Recovery)
- Initiate a Marketing Analysis study to examine the reasons for ridership decline
- Continue to strengthen relationships with national, state and local elected officials
- Increase and enhance the ongoing partnerships with TMAs and Pass Partners; complete the conversion of the UPASS program
- Strengthen relationships with the media by proactive engagement
- Implement employee initiatives to establish lines of communication with the General Manager
- Facilitate all Authority Public Hearings and community meetings as required
- Maintain a working relationship with Congressional Delegation and staff to positively position MARTA through the coordination of the Federal Lobbying team
- Develop key messages consistent with the Authority's mission and Board Strategic Plan
- Maximize Social Media to tell our story

- Launch Code of Conduct Education & *Ride with Respect* Campaign
- Launch a Real-time bus app as well as Web Watch
- Engage the developer community to support app development to enhance customer service
- Continue Station Destination Campaign
- Initiate Strategic Partnerships & Trades
- Benchmark media impressions in order to increase favorable awareness/coverage of MARTA
- Launch a full-scale crowdsourcing platform that improves/expands MARTA's narrative footprint
- Reorganize Office of Media Communications to expand internal capacity and external reach
- Coordinate with the Authority's management team to increase organizational focus on customer service by developing and implementing initiatives to improve the customer experience
- Continue to work with Technology to improve tracking and recovery of lost items through implementation of an enterprise-wide Lost & Found tracking system
- Improve customer access to MARTA's call centers by leveraging technology and enhancing internal processes and procedures. (H.E.A.T./CRM system upgrade)
- Continuously identify updates needed to (404) 848-5000 call tree menu and Interactive Voice Response System (IVR) to reflect service and operational changes including the Automated Next Bus / Next Rail IVR and the Breeze Balance Check IVR
- Continually improve team building and morale boosting activities for call center personnel to motivate and acknowledge staff for consistently meeting their performance goals and providing excellent customer service to MARTA's current and potential customers
- Provide on-going call management and customer service training to frontline staff to reinforce skills and techniques for maintaining a professional and courteous first point of contact to MARTA's customers

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

- Engage the community by actively participating in community meetings, special events, establishing organizational memberships and assigning staff to serve as liaisons throughout the service area

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2014 Key Performance Measures

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Average Call Wait Time	Average call wait time for customer calls (in minutes)	</= 0:45	0:29	</= 0:40
Call Abandonment Rate	Abandonment rate for customer calls	</= 6%	3.57%	</= 5%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.56%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	81.09%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-11.60%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-12.13%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-9.04%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-0.46%	</= 0%

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2013 ACCOMPLISHMENTS

Communications & External Affairs continues to perform its regular duties as the Authority's liaison to the community and the public in general. The following represents a high level overview of what was accomplished during FY2013. The accomplishments are shown as a composite not by specific office or function:

- Ensured a successful APTA Transit Board Members Seminar (July 2012) by working with APTA to plan and stage the event in Atlanta
- Worked with Contracts & Procurement to execute a new contract for Federal Lobbying services
- Worked with Finance to have the 2007 UGA Vinson report updated following the 2009 economic recession
- Supported MARTA's presence in the community by arranging Board and staff attendance at community events (GA Chamber, Civic League, ARC)
- Participated in speaking engagements on behalf of the Authority
- Coordinated the schedule for board members attending the APTA Legislative Conference and materials for distribution on Capitol Hill
- Worked closely with the new General Manager to introduce him to employees, media, elected officials, business and community; scheduled meetings for GM to make presentations
- Worked with all department staff on their department initiatives
- Worked with Executive Management staff on all cross functional events
- System Advertising generated the following revenue during FY12: Transit - \$5.7 million, Bus Shelters - \$1.0 million, CBS Rail Network/SignPost Networks - \$250,000
- Sales Programs generated the following revenue during FY12: Partnership Program - \$16.5 million, UPASS - \$6.1 million, K-12 School Program \$687K, Visitor Pass \$144K
- Worked with CBS Outdoor to maintain all of our bus shelters which saves MARTA \$300,000 per year. Additionally, CBS has built MARTA ten new bus shelters at an approximate cost of \$150,000 (to CBS) and will build approximately 20 more in FY14.
- Devised and executed APTA's National Dump the Pump Day campaign to employ daily riders, non-riders and MARTA employees to take transit and help save the environment and reduce traffic congestion. This year's campaign included a scavenger hunt, a regional video, and TDM webinar.
- Events undertaken include Customer appreciation Event and Customer Surprise Days (with live jazz events, WNBA Atlanta Dream mascot appearances, prize wheel, live radio remotes, Community Bus launch, Police CALEA Gold Standards Event, and GM Open Door Fridays). MARTA also participated in several green events celebrating Earth Day.
- Developed and implemented external communications plans for the following initiatives: Service Changes, Town Hall meetings, Community Forums, Public Hearings, Holiday Service Communications (New Years, July 4th, Memorial Day, Labor Day, Thanksgiving, and Christmas), Breeze information, single tracking, and vehicle security cameras.
- Successfully partnered with the following organizations to extend the MARTA reach and brand: Taste of Atlanta, WNBA Atlanta Dream, Peachtree Road Race, City of Atlanta Jazz Festival, National Black Arts Festival, Braves, High Museum of Art, Sweetwater 420 Fest, Americas Mart, U.S. Road Sports for the ING Marathon, 100 Black Men/Atlanta Football Classic, Atlanta Street Food Festival, The Atlanta Fair, BB&T Atlanta Open/Atlanta Tennis Championship, 91.9FM Jazz, and V103FM. Our Hispanic partnerships included Fiesta Atlanta, and Peachtree Latino Festival.
- Successful launch and branding of MPD See & Say application
- Designed and produced Annual Report, CAFR, Police annual report and MARTOC report

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

- Created and developed branding and communication materials for the Transit Board Members Seminar. Oversaw and implemented elements under MARTA’s responsibility as the host system
- Developed and launched several campaigns including Destination Campaign, nuisance initiative, and safety video
- Implemented website advertising pilot
- Launched MARTA Community Bus
- Developed new branding image for MARTA buses and police cars
- Recipient of the 2012 APTA Adwheel Awards in print collateral for the MARTAnomics Brochure
- Implemented all of the Authority’s FY2014 Public Hearings as required, to include public notification, scheduling, location selection, managing of volunteers, and outreach to customers /stakeholders
- Coordinated the Homeless Program for the Authority in partnership with the Georgia Law Center on Homelessness and the Atlanta Center for Self-Sufficiency
- Participated in approximately 300 outreach activities to engage and educate customers and the community
- Organized and facilitated several voter registration drives in partnership with community organizations and stakeholder groups
- Served as liaison for the Authority with several organizations, including the Georgia Transit Association (GTA), Conference of Minority Transportation Officials (COMTO), Women in Transportation Seminar (WTS), Metro Atlanta Chamber of Commerce, Georgia Chamber of Commerce, and others
- Coordinated special bus requests for the Authority, including those from elected officials and government organizations
- Coordinated facility and system tours for the Authority
- Coordinated visits from dignitaries and international groups to the Authority
- Represented the Authority during the 2013 session of the Georgia General Assembly, which resulted in a positive outcome for MARTA with no adverse legislation being adopted
- Established closer relationships with state House and Senate Leadership
- Maintained strong relations with local partner jurisdictions, including Fulton and DeKalb Counties and the City of Atlanta
- Managed contracts for external Federal and State Government Relations consultants
- Monitored Federal, State and Local government for any potential impacts to the Authority
- Coordinated Successful Media Events for key Authority Initiatives
- Positioned GM/CEO and key Staff as thought leaders and subject matter experts in numerous media outlets
- Continued to establish and improve working relationships with major local media reporters and management
- Successfully managed major commercial movie productions on MARTA that enhanced Authority’s image and generated revenue
- Served as Co-facilitator of process improvement activities with MARTA executive management in the development and implementation of employee engagement initiatives.
- Successfully coordinated reassignment of over 170 administrative, professional, and management team members in support of the 2012 New Year’s Eve, 2013 Primerica Convention and 4Th of July major special event activities.
- Processed 18,545 Reduced Fare and Mobility Breeze Cards. An increase of 6.9% above FY12
- Processed 5,770 lost items, fielded 5,856 customer inquiries, and customers reclaimed 911 of their lost items for an annual Lost Item Recovery rate of 15.8%

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

- Consistently remained below target for the Customer Care Center FY 13 Key Performance Indicators (KPIs).

KPIs	FY13 Target	FY13 Actual
Average Customer Call Wait Time (in seconds):	0:45	0:29
Average Customer Call Abandonment Rate:	6%	3.57%

- Upgraded the Trapeze Full Suite/V-12 worked with Technology to deploy version12 of the Trapeze application to for current trip itinerary planning software. Conducted user testing and trained staff
- Worked with Telephone Maintenance to install and implement improved telephone recording and monitoring software Digital Speech Systems (WinVCL)
- Provided weekly statistical data regarding the performance goals on KPIs
- Worked with Technology to install the Transit Master and Training software on all CIC workstations and trained staff on the functionality allowing the ability to provide the current bus location to customers
- Developed a week-long promotion in observance of the National Customer Service Week focusing on employee appreciation, award and motivation and assisted with the Authority-wide promotion of Customer Service Week
- Developed and implemented a monthly acknowledgement program to demonstrate appreciation and motivate staff for their daily accomplishments and promotion of MARTA
- Participated in the Authority-wide training and technical exercises to prepare for sustaining call center operations in the event of a major crisis or emergency that impacted bus/rail operations Continuity of Operations Plan (COOP)

- Ensured all call center staff members received N.I.M.S ICS-700 and ICS-100 certification in addition to the update and maintenance of an active Notifind list
- Provided training to MARTA Police communications employees on the functionality of the TTY phone system. Developed a training manual that explains the process for providing assistance to hearing impaired custom
- Participated on a multi-departmental committee that reviews and addresses customer issues regarding customer’s ability to communicate or utilize MARTA’s services due to language barriers (Title VI/Limited English Proficiency (LEP))
- Provided bimonthly briefings to the EDAAC to inform them of the number of ADA linked complaints that the Authority received for the previous two months (The presentation details the departments receiving complaints, the type of complaints received and the percentage of verified complaints.)
- Participated on a multi-departmental committee assisting in the development of a travel training program that will educate disabled customers on how to navigate through the MARTA system
- Managed and created a resolution process for crediting customers who received erroneous charges on their Credit/Debit cards due to a major Breeze Credit/Debit system failure
- Coordinated an action plan to inform all affected customers and a process for reversal of the charges or the loading of fare to their respective Breeze Card
- Developed a process of tracking and monitoring e-mails received from customers addressed to the General Manager and created a process of submitting a HEAT report, providing a customer response to include a Call ID number and the escalation of the submitted report for an immediate resolve
- Implemented a process for documenting complaints submitted by the “See and Say” app to track customer concerns and trends

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

- Conducted extensive cross-training of Customer Care Representatives in the duties of a Customer Care Field Representative to assist in the various garages

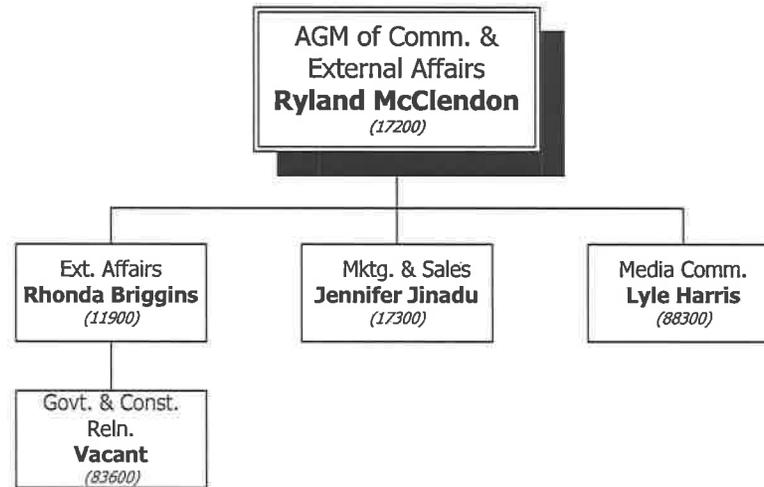
DEPARTMENT OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	4,033,917	3,490,742	3,344,194	3,260,788	3,572,870
Overtime	136,687	37,031	34,227	50,136	51,338
Benefits	1,916,216	1,963,312	1,840,559	1,798,172	2,012,985
Labor Sub-Total	\$6,086,820	\$5,491,085	\$5,218,980	\$5,109,096	\$5,637,192
Contractual Services	156,993	412,119	426,312	463,515	568,628
Materials & Supplies	47,206	65,145	38,303	51,299	46,787
Other Operating	69	0	113	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	243,615	377,957	458,906	486,590	417,880
Other Non Operating	34,843	24,785	52,445	40,971	74,116
Non Labor Sub-Total	\$482,726	\$880,006	\$976,079	\$1,042,375	\$1,107,411
Department Total	\$6,569,546	\$6,371,091	\$6,195,059	\$6,151,471	\$6,744,603
\$ Change from Prior Year		(\$198,455)	(\$176,032)	(\$43,588)	\$593,132
% Change from Prior Year		-3.02%	-2.76%	-0.70%	9.64%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	54	42	44	45	45	Administrative	25	17	16	17	21
Represented	26	20	20	19	18	Management	12	9	9	10	10
Full-Time Total	80	62	64	64	63	Police	0	0	0	0	0
Non-Represented (PT)	2	0	0	0	0	Professional	13	10	12	13	13
Represented (PT)	2	2	2	2	2	Technical	2	2	2	2	2
Part - Time	4	2	2	2	2	Maintenance	0	0	0	0	0
Contract	3	2	1	3	7	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	28	22	22	21	20
Total	87	66	67	69	72	Supervisory	7	6	6	6	6
						Total	87	71	67	69	72

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

ADM	21	Non-Rep	45
MGR	10	Rep	18
MNT	0	Total FT	63
OPR	0		
POL	0		
PRO	13	PT	2
REP	20	CON	7
SUP	6		
TEC	2	TOTAL	72



OFFICE OF AGM COMM & EXT AFFAIRS

FUNCTIONS & RESPONSIBILITIES

The Department of Communications and External Affairs is responsible for the public face of MARTA and serves as another facet of front line representation of the Authority in the public domain. The AGM's Office is responsible for coordinating and managing the four offices (External Affairs, Government & Constituent Relations, Marketing and Sales, and Media Communications), and one branch (Customer Services) that comprise the department to ensure that MARTA's vision and mission are achieved. To meet those objectives, the office oversees the development and dissemination of timely and consistent messages to internal and external audiences including customers, all levels of government,

stakeholders, employees, community, advocacy groups, and the media.

The office serves to enhance the image of the Authority by building customer loyalty, forming strategic alliances, and positioning MARTA as the subject matter expert for public transit. The office is the direct link to the Authority for facilitating the internal and external communications and publications, strategic marketing, customer service initiatives and community and government organization that will strengthen the MARTA brand and public perception.

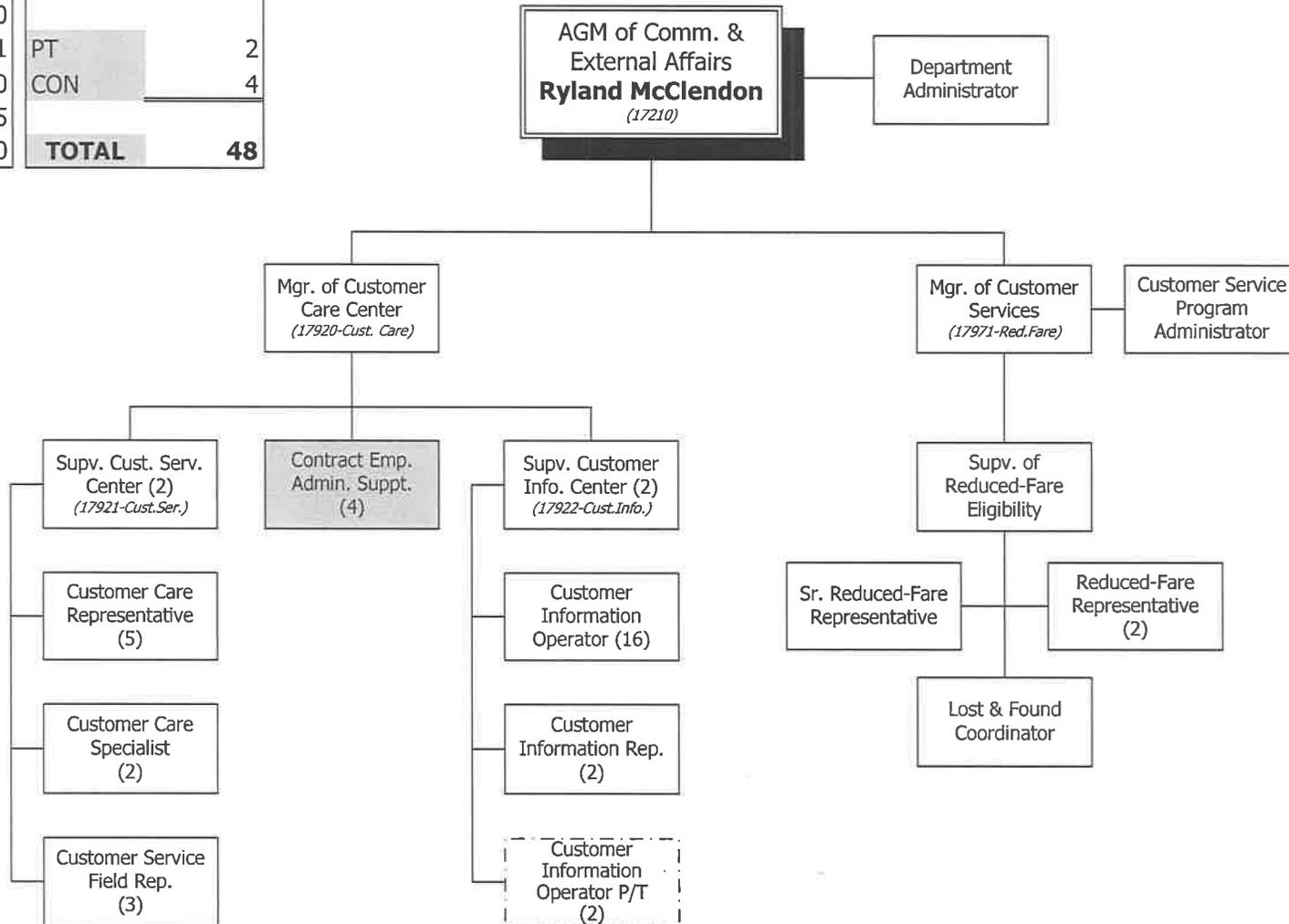
OFFICE OF AGM COMM & EXT AFFAIRS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,533,118	2,101,379	1,865,547	1,710,983	1,936,115
Overtime	136,492	37,031	34,170	48,826	51,338
Benefits	1,185,578	1,213,118	1,071,306	1,028,885	1,095,776
Labor Sub-Total	\$3,855,188	\$3,351,528	\$2,971,023	\$2,788,694	\$3,083,228
Contractual Services	-119	28,782	144,000	144,506	200,000
Materials & Supplies	19,128	10,920	13,760	14,814	18,973
Other Operating	0	0	113	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	3,960	3,210	3,450	11,262	7,200
Other Non Operating	16,592	5,567	11,743	16,274	15,053
Non Labor Sub-Total	\$39,561	\$48,479	\$173,066	\$186,856	\$241,226
Office Total	\$3,894,749	\$3,400,007	\$3,144,089	\$2,975,550	\$3,324,454
\$ Change from Prior Year		(\$494,742)	(\$255,918)	(\$168,539)	\$348,904
% Change from Prior Year		-12.70%	-7.53%	-5.36%	11.73%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	29	23	23	24	24	Administrative	21	15	14	15	19
Represented	26	20	20	19	18	Management	4	3	3	3	3
Full-Time Total	55	43	43	43	42	Police	0	0	0	0	0
Non-Represented (PT)	2	0	0	0	0	Professional	0	0	1	1	1
Represented (PT)	2	2	2	2	2	Technical	0	0	0	0	0
Part - Time	4	2	2	2	2	Maintenance	0	0	0	0	0
Contract	0	0	0	0	4	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	28	22	22	21	20
Total	59	45	45	45	48	Supervisory	6	5	5	5	5
						Total	59	50	45	45	48

OFFICE OF AGM COMM & EXT AFFAIRS

ADM	19	Non-Rep	24
MGR	3	Rep	18
MNT	0	Total FT	42
OPR	0		
POL	0		
PRO	1	PT	2
REP	20	CON	4
SUP	5		
TEC	0	TOTAL	48



Part Time - - - - -
Contract Positions (Shaded)

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
AGM Communications & Ext Aff	C	1	1	1	1	1
Breeze Card Specialist	13	4	---	---	---	---
Customer Care Field Rep	13	---	---	3	3	3
Customer Care Rep	13	7	7	5	5	5
Customer Care Spec	13	---	---	2	2	2
Customer Service Field Rep	13	4	3	---	---	---
Customer Svcs Program Admin	16	---	---	1	1	1
Department Administrator	17	1	1	1	1	1
Director of Customer Services	23	1	---	---	---	---
Lost & Found Coordinator	6	---	---	---	1	1
Mgr Customer & Station Svcs	20	1	1	1	1	1
Mgr Customer Care Center	20	1	1	1	1	1
Office Administrator II	16	1	1	---	---	---
Reduced Fare Representative	6	2	2	2	2	2
Sr Reduced Fare Representative	8	1	1	1	1	1
Supv Breeze Card Svcs	16	1	---	---	---	---
Supv Customer Info Centr	16	2	2	2	2	2
Supv Customer Services Center	16	1	2	2	2	2
Supv Reduced Fare Eligibility	16	1	1	1	1	1
Non-Rep Subtotal		29	23	23	24	24

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
Customer Info Representative	UR	2	2	2	2	2
Customer Information Operator	UR	23	18	18	17	16
Switchboard Operator	UR	1	----	----	----	----
Represented Subtotal		26	20	20	19	18
Total Full-Time		55	43	43	43	42
<u>Part-Time</u>						
Half-Fare Representative P/T	90902	1	----	----	----	----
Supv Customer Info Center PT	90902	1	----	----	----	----
Customer Info Operator Pt	90	2	2	2	2	2
Total Part-Time		4	2	2	2	2
<u>Contract</u>						
Contract Emp Admin Support	NR125	----	----	----	----	4
Total Contract		----	----	----	----	4

OFFICE OF EXTERNAL AFFAIRS

FUNCTIONS & RESPONSIBILITIES

The Office of the Sr. Director of External Affairs encompasses the Community Relations branch and the Government & Constituent Relations Office. This office is the frontline for MARTA's involvement in the community seeking to engage our riders and non-riders in the transit

conversation and is charged with facilitating community forums and public hearings. The office is responsible for developing and maintaining positive and effective relations with the community, transit advocacy groups and various levels of government (federal, state, and local).

FY2014 OPERATING & CAPITAL BUDGETS

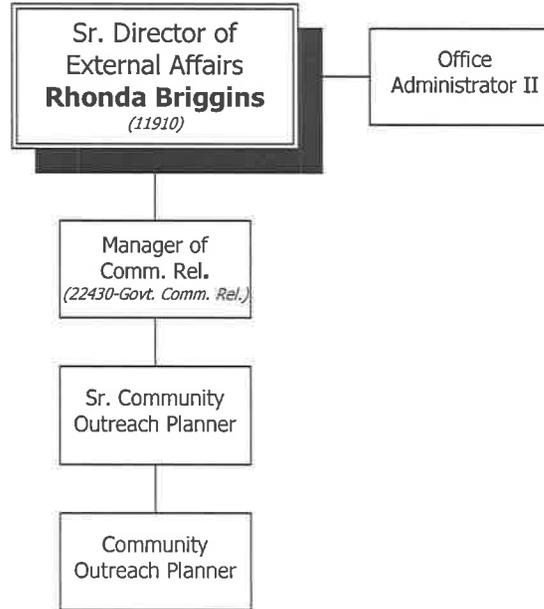
OFFICE OF EXTERNAL AFFAIRS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	481,816	377,706	377,625	357,635	371,485
Overtime	0	0	0	0	0
Benefits	268,598	240,530	239,706	215,095	221,962
Labor Sub-Total	\$750,414	\$618,236	\$617,331	\$572,730	\$593,447
Contractual Services	10,106	143,192	11,750	0	0
Materials & Supplies	4,810	7,065	453	9,550	4,000
Other Operating	69	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	2,302	128	1,100	0	2,080
Other Non Operating	4,572	5,502	25,277	11,166	31,847
Non Labor Sub-Total	\$21,859	\$155,887	\$38,580	\$20,716	\$37,927
Office Total	\$772,273	\$774,123	\$655,911	\$593,446	\$631,374
\$ Change from Prior Year		\$1,850	(\$118,212)	(\$62,465)	\$37,928
% Change from Prior Year		0.24%	-15.27%	-9.52%	6.39%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	6	5	5	5	5	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	2	2	2	2	2
Full-Time Total	6	5	5	5	5	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	3	2	2	2	2
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	6	5	5	5	5	Supervisory	0	0	0	0	0
						Total	6	5	5	5	5

OFFICE OF EXTERNAL AFFAIRS

ADM	1	Non-Rep	5
MGR	2	Rep	0
MNT	0	Total FT	5
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	5



OFFICE OF EXTERNAL AFFAIRS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Community Outreach Planner	16	2	1	1	1	1
Mgr Community Relations	20	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Sr Community Outreach Planner	19	1	1	1	1	1
Sr. Director of External Affairs	24	1	1	1	1	1
Non-Rep Subtotal		6	5	5	5	5
Total Full-Time		6	5	5	5	5

OFFICE OF MARKETING AND SALES**FUNCTIONS & RESPONSIBILITIES**

The Office of Marketing & Sales is responsible for creating all communication directed towards MARTA's daily riders, devising and implementing strategic marketing initiatives, developing strategic sales plans, oversight of MARTA's Bus Shelter Program, as well as identifying opportunities for the Authority to earn non-traditional revenue streams while increasing market share, building customer loyalty and brand awareness.

Our mission is to devise reasonable and effective marketing initiatives and plans that are measured by consumer awareness, a potential increase in ridership within the targeted market or an increase in customer loyalty and brand awareness. All of MARTA's daily customer communication (content, layout/design), which includes: system maps, rail maps, CBS Rail Network and CBS Digital displays, service changes, social media, itsmarta.com, martanet, and breezcard.com are the responsibility of this group. Additionally, the group coordinates the Authority's advertising initiatives, monitors the advertising vendors, forms strategic alliances and supervises special projects as they relate to the end user, the customer.

The Strategic Sales team, which is part of the Business Development group, primarily focuses on increasing group sales revenue and market share within the designated sales channels; Corporations, Government Agencies, Nonprofits (Employer Pass Program), University (UPass Program), School Systems K-12 (Student Pass Program), Conventions and Hospitality (Visitor Pass Program). These programs generate approximately \$23 million in annual revenue for the Authority and assist in building business relationships by providing mutually beneficial incentives to the members while contributing to the overall perception and viability of public transit. The Business Development group oversees three revenue generating contracts (Transit Advertising, Bus Shelter Advertising, and Digital Signs in the trains and on the platform) representing almost \$7 million annually to the Authority. In addition, the Business Development group takes the lead on identifying, conducting due diligence and developing a business case for all non-traditional revenue generating initiatives that will enhance the customers' experience while riding MARTA. Furthermore, this unit oversees the Bus Shelter Program by managing the installation, movement and maintenance of all shelters in the service area.

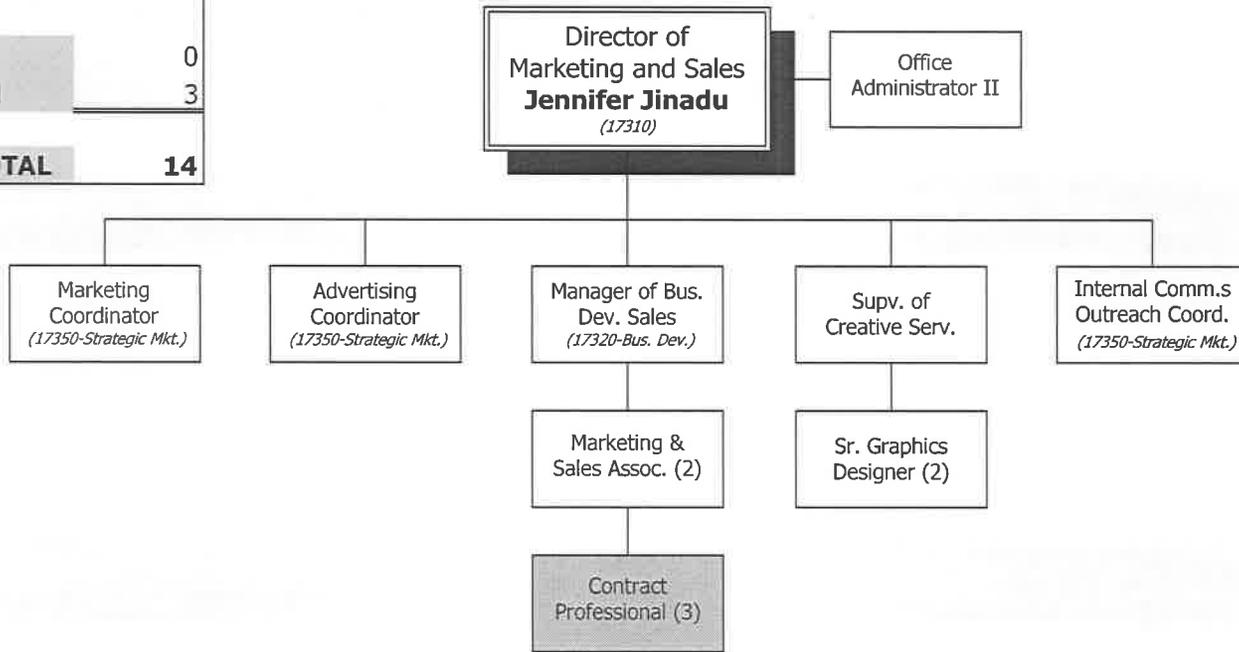
OFFICE OF MARKETING & SALES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	708,165	667,134	693,415	786,334	815,339
Overtime	195	0	57	1,310	0
Benefits	363,435	379,845	381,252	400,388	426,413
Labor Sub-Total	\$1,071,795	\$1,046,979	\$1,074,724	\$1,188,032	\$1,241,752
Contractual Services	147,006	240,145	87,816	122,896	184,128
Materials & Supplies	23,052	46,781	23,767	25,781	21,648
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	237,353	374,619	454,356	475,328	408,600
Other Non Operating	4,048	2,896	3,495	4,743	3,676
Non Labor Sub-Total	\$411,459	\$664,441	\$569,434	\$628,748	\$618,052
Office Total	\$1,483,254	\$1,711,420	\$1,644,158	\$1,816,780	\$1,859,804
\$ Change from Prior Year		\$228,166	(\$67,262)	\$172,622	\$43,024
% Change from Prior Year		15.38%	-3.93%	10.50%	2.37%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	12	10	11	11	11	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	2	2	2	2
Full-Time Total	12	10	11	11	11	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	7	6	6	8	8
Represented (PT)	0	0	0	0	0	Technical	2	2	2	2	2
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	2	2	1	3	3	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	14	12	12	14	14	Supervisory	1	1	1	1	1
						Total	14	12	12	14	14

OFFICE OF MARKETING & SALES

ADM	1	Non-Rep	11
MGR	2	Rep	0
MNT	0	Total FT	11
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	3
SUP	1		
TEC	2	TOTAL	14



OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Advertising Coordinator	17	1	1	1	1	1
Director of Marketing & Sales	23	1	1	1	1	1
Internal Comm Outreach Coord	17	1	1	1	1	1
Manager of Marketing	20	1	---	---	---	---
Marketing & Sales Associate	17	2	2	2	2	2
Marketing Coordinator	16	1	1	1	1	1
Mgr Business Dev Sales	22	1	1	1	1	1
Office Administrator I	14	1	1	1	1	1
Promotional Specialist	15	1	---	---	---	---
Sr Graphics Designer	16	1	1	2	2	2
Supv Creative Services	17	1	1	1	1	1
Non-Rep Subtotal		12	10	11	11	11
Total Full-Time		12	10	11	11	11
<u>Contract</u>						
Contract Employee/Professional	---	1	---	---	---	---
Contract Employee/Professional	16	---	1	---	---	---
Contract Professional	---	1	1	1	3	3
Total Contract		2	2	1	3	3

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

FUNCTIONS & RESPONSIBILITIES

The Office of Government & Constituent Relations is responsible for directing, developing, and maintaining positive and effective relations with the various levels of government (federal, state, and local) that

interface with or impact the financing, development, and operations of the Authority, as well as stakeholders in the community.

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	121,231	159,466	157,760	162,787	164,273
Overtime	0	0	0	0	0
Benefits	34,837	55,374	59,169	66,419	98,153
Labor Sub-Total	\$156,068	\$214,840	\$216,929	\$229,206	\$262,425
Contractual Services	0	0	179,000	178,000	168,500
Materials & Supplies	184	75	65	0	168
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	5,266	6,799	7,916	5,660	11,915
Non Labor Sub-Total	\$5,450	\$6,874	\$186,981	\$183,660	\$180,583
Office Total	\$161,518	\$221,714	\$403,910	\$412,866	\$443,008
\$ Change from Prior Year		\$60,196	\$182,196	\$8,956	\$30,142
% Change from Prior Year		37.27%	82.18%	2.22%	7.30%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	3	2	2	2	2	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	3	2	2	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	1	1	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	3	2	2	2	2	Supervisory	0	0	0	0	0
						Total	3	2	2	2	2

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

ADM	0	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2

Director of Govt. and
Cons. Reln.
Vacant
(22435)

Government
Affairs Officer

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Dir Government Relations	23	1	1	1	1	1
Government Affairs Officer	17	2	1	1	1	1
Non-Rep Subtotal		3	2	2	2	2
Total Full-Time		3	2	2	2	2

FUNCTIONS & RESPONSIBILITIES

The Office of Media Relations is responsible for fostering effective and open working relationships with local, national and industry-wide media in order to communicate pertinent information about MARTA; disseminate information regarding emergency situations; and communicate Authority

policy positions. Additionally, the Media Relations Office advises senior and executive staff on all matters related to the media, and disseminates timely, credible and accurate information related to the authority's strategies, goals, objectives, operations and image.

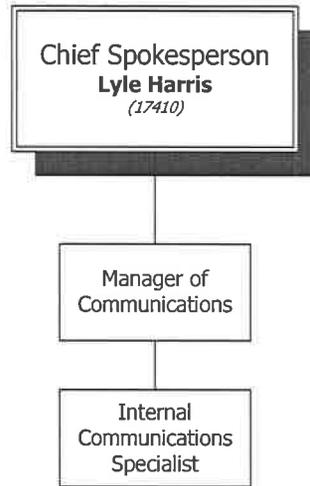
OFFICE OF MEDIA COMMUNICATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	189,587	185,057	249,847	243,049	285,658
Overtime	0	0	0	0	0
Benefits	63,768	74,445	89,126	87,385	170,681
Labor Sub-Total	\$253,355	\$259,502	\$338,973	\$330,434	\$456,339
Contractual Services	0	0	3,746	18,113	16,000
Materials & Supplies	32	304	258	1,154	1,998
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	4,365	4,021	4,014	3,128	11,625
Non Labor Sub-Total	\$4,397	\$4,325	\$8,018	\$22,395	\$29,623
Office Total	\$257,752	\$263,827	\$346,991	\$352,829	\$485,962
\$ Change from Prior Year		\$6,075	\$83,164	\$5,838	\$133,133
% Change from Prior Year		2.36%	31.52%	1.68%	37.73%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	4	2	3	3	3	Administrative	2	0	0	0	0
Represented	0	0	0	0	0	Management	2	1	1	2	2
Full-Time Total	4	2	3	3	3	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	1	2	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	1	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	5	2	3	3	3	Supervisory	0	0	0	0	0
						Total	5	2	3	3	3

OFFICE OF MEDIA COMMUNICATIONS

ADM	0	Non-Rep	3
MGR	1	Rep	0
MNT	0	Total FT	3
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	3



OFFICE OF MEDIA COMMUNICATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Chf Spokesperson	24	1	1	1	1	1
Internal Communications Spec	17	---	---	1	1	1
Mgr Communications	21	---	---	1	1	1
Mgr Internal Communications	19	1	---	---	---	---
Office Administrator II	16	1	---	---	---	---
Press Secretary	20	1	1	---	---	---
Non-Rep Subtotal		4	2	3	3	3
Total Full-Time		4	2	3	3	3
<u>Contract</u>						
Contract EMP PT (Call-Taker)	---	1	---	---	---	---
Total Contract		1	---	---	---	---

DIVISION OF OPERATIONS/ COO

This Division includes the following Departments:

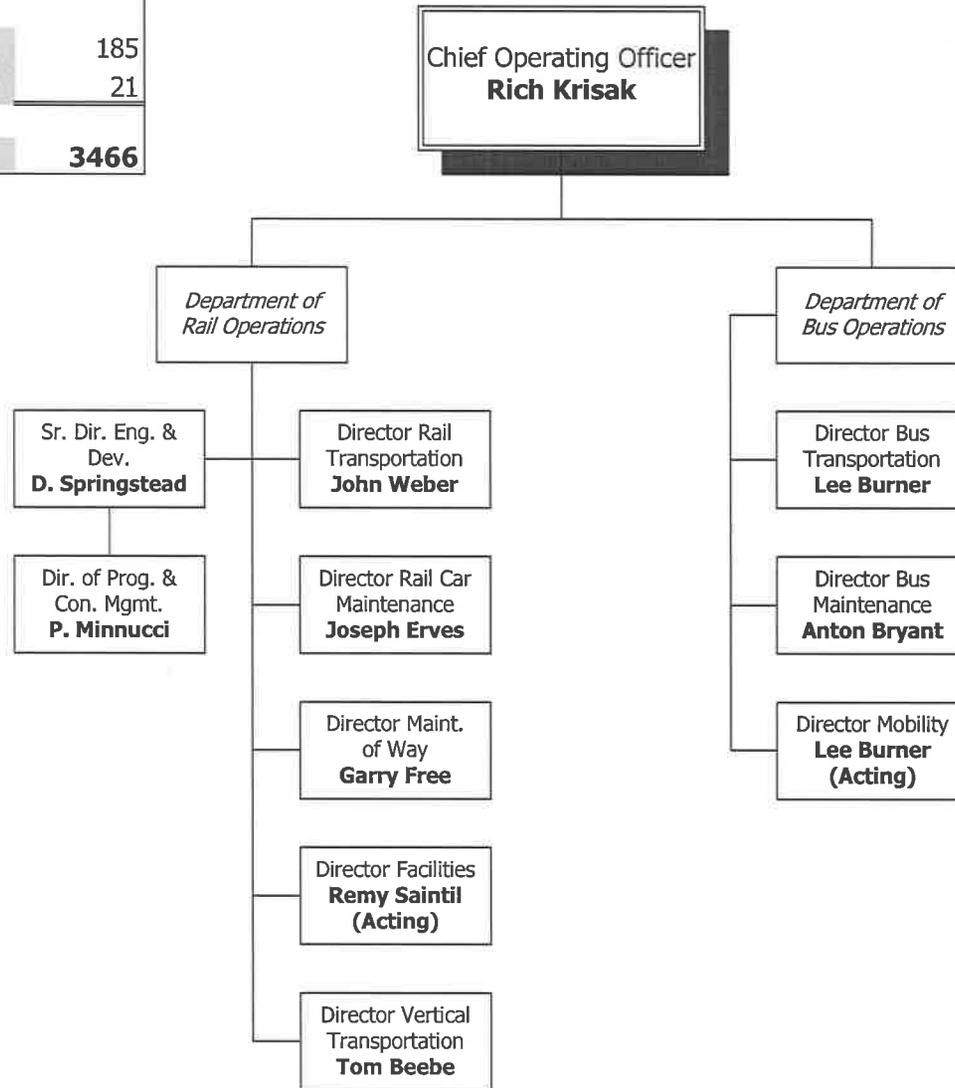
- **Department of Chief Operating Officer/COO**
- **Department of Bus Operations**
- **Department of Rail Operations**

DIVISION OF OPERATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	138,431,856	133,008,819	135,889,422	133,482,583	146,511,041
Overtime	20,431,058	19,943,907	18,835,766	19,342,534	13,607,822
Benefits	74,025,997	83,029,751	83,703,903	83,580,893	88,354,667
Labor Sub-Total	\$232,888,911	\$235,982,477	\$238,429,091	\$236,406,010	\$248,473,530
Contractual Services	14,049,176	11,708,207	11,485,958	11,766,255	12,401,430
Materials & Supplies	47,867,491	36,184,639	39,240,664	40,550,109	41,895,543
Other Operating	17,521,015	18,365,823	18,025,628	16,592,033	17,944,675
Casualty & Liability	3,013,161	2,874,328	2,929,837	2,977,262	3,489,436
Miscellaneous	133,912	26,002	35,832	36,951	78,343
Other Non Operating	192,612	218,176	206,672	262,913	697,131
Non Labor Sub-Total	\$82,777,367	\$69,377,175	\$71,924,591	\$72,185,523	\$76,506,558
Division Total	\$315,666,278	\$305,359,652	\$310,353,682	\$308,591,533	\$324,980,088
\$ Change from Prior Year		(\$10,306,626)	\$4,994,030	(\$1,762,149)	\$16,388,555
% Change from Prior Year		-3.27%	1.64%	-0.57%	5.31%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	559	533	588	620	621	Administrative	62	61	67	67	65
Represented	2,979	2,583	2,627	2,643	2,639	Management	85	83	88	95	96
Full-Time Total	3,538	3,116	3,215	3,263	3,260	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	42	20	57	74	67
Represented (PT)	223	186	191	191	185	Technical	137	126	146	158	165
Part - Time	223	186	191	191	185	Maintenance	1,182	1,053	1,063	1,067	1,065
Contract	26	10	19	20	21	Operator	1,929	1,637	1,672	1,685	1,679
Clayton	91	0	0	0	0	Represented	166	79	80	80	80
Total	3,878	3,312	3,425	3,474	3,466	Supervisory	275	253	251	248	249
						Total	3,878	3,341	3,424	3,474	3,466

ADM	65	Non-Rep	621
MGR	96	Rep	2639
MNT	1065	Total FT	3260
OPR	1679		
POL	277		
PRO	67	PT	185
REP	80	CON	21
SUP	249		
TEC	165	TOTAL	3466



DEPARTMENT OF CHIEF OPERATING OFFICER/COO

This Department includes the following Offices:

Department of Chief Operating Officer/COO

- Office of the Chief Operating Officer/COO

DEPARTMENT OF CHIEF OPERATING OFFICER COO

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.03%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-14.71%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-9.48%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-58.72%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-4.59%	</= 0%

DEPARTMENT OF CHIEF OPERATING OFFICER COO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	938,488	921,785	1,060,544	978,303	300,595
Overtime	0	1,311	0	0	0
Benefits	334,751	367,957	400,036	350,216	179,606
Labor Sub-Total	\$1,273,239	\$1,291,053	\$1,460,580	\$1,328,519	\$480,201
Contractual Services	14,975	939,779	1,043,622	990,060	1,000,000
Materials & Supplies	3,546	2,240	8,049	2,612	9,992
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	19,005	0	3,500	-200	44,892
Other Non Operating	46,236	72,997	60,045	32,629	381,581
Non Labor Sub-Total	\$83,762	\$1,015,016	\$1,115,216	\$1,025,101	\$1,436,465
Department Total	\$1,357,001	\$2,306,069	\$2,575,796	\$2,353,620	\$1,916,666
\$ Change from Prior Year		\$949,068	\$269,727	(\$222,176)	(\$436,954)
% Change from Prior Year		69.94%	11.70%	-8.63%	-18.57%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	9	9	9	2	2	Administrative	4	2	2	0	0
Represented	0	0	0	0	0	Management	3	3	3	1	1
Full-Time Total	9	9	9	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	3	3	1	1
Represented (PT)	0	0	0	0	0	Technical	1	1	1	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	9	9	9	2	2	Supervisory	0	0	0	0	0
						Total	9	9	9	2	2

DEPARTMENT OF CHIEF OPERATING OFFICER

ADM	0	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2

Chief Operating
Officer
Richard Krisak
(11810)

FUNCTIONS AND RESPONSIBILITIES

The Office of the **Chief Operating Officer (COO)** is responsible for the direction and management of the operations and maintenance of the Authority's transit system, as well as the delivery of the capital program. This includes engineering, project management, construction management, and capital program management, maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the bus, rail, and mobility systems.

There are 3,466 employees within the Division of Operations with a total budget of allocation of \$324,980,088. This represents 72% of all authority personnel and 76% of the total authority budget.

Functions include the following:

- The overall management and coordination of the Bus, Mobility, and Rail fleets, ensuring safe, efficient, and cost-effective transportation for MARTA riders. This includes the scheduling of vehicles, preparation for service, communication with all operators, control of rail vehicles, and supervision of daily transit operations.
- Maintenance of all transit and non-revenue vehicles to ensure safe,

reliable transportation. This includes daily service, scheduled repairs, on-demand maintenance, and vehicle overhaul and rebuilds. It also includes rebuilds and/or replacement of major vehicle components.

- Management of the Authority's Capital Programs. This includes development, programming, designing, and execution of all major capital investments. The Office of the Chief Operating Officer manages, coordinates, and directs activities to ensure that Rail, Bus, Mobility, Police and Safety service projects are successfully completed within scope, budget, and schedule.
- Management of the Operations & Safety Committee Meeting agenda and providing the MARTA Board of Directors visibility into the overall operation of the Authority which includes all procurements requiring board approval with the exception of those dealing with Legal services and Financial Service.

The Chief Operating Officer also identifies and implements initiatives, which reduce operating costs, enhance service quality, and increase revenues and ridership, and ensure that initiatives are aligned with the Authority's strategic objectives.

OFFICE OF CHIEF OPERATING OFFICER COO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	938,488	921,785	1,060,544	978,303	300,595
Overtime	0	1,311	0	0	0
Benefits	334,751	367,957	400,036	350,216	179,606
Labor Sub-Total	\$1,273,239	\$1,291,053	\$1,460,580	\$1,328,519	\$480,201
Contractual Services	14,975	939,779	1,043,622	990,060	1,000,000
Materials & Supplies	3,546	2,240	8,049	2,612	9,992
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	19,005	0	3,500	-200	44,892
Other Non Operating	46,236	72,997	60,045	32,629	381,581
Non Labor Sub-Total	\$83,762	\$1,015,016	\$1,115,216	\$1,025,101	\$1,436,465
Office Total	\$1,357,001	\$2,306,069	\$2,575,796	\$2,353,620	\$1,916,666
\$ Change from Prior Year		\$949,068	\$269,727	(\$222,176)	(\$436,954)
% Change from Prior Year		69.94%	11.70%	-8.63%	-18.57%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	9	9	9	2	2	Administrative	4	2	2	0	0
Represented	0	0	0	0	0	Management	3	3	3	1	1
Full-Time Total	9	9	9	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	3	3	1	1
Represented (PT)	0	0	0	0	0	Technical	1	1	1	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	9	9	9	2	2	Supervisory	0	0	0	0	0
						Total	9	9	9	2	2

OFFICE OF CHIEF OPERATING OFFICER/COO

ADM	0	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2



OFFICE OF CHIEF OPERATING OFFICER COO

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
AGM of Bus Operations	B	1	1	1	---	---
AGM of Rail Operations	B	1	1	1	---	---
Chief Operating Officer	A	---	---	---	1	1
Department Administrator	17	2	2	2	---	---
Deputy General Manager-Admin	A	1	1	---	---	---
DGM CHF Operations Officer	A	---	---	1	---	---
Executive Administrator	19	1	---	---	---	---
Office Administrator I	14	1	---	---	---	---
Radio Communications Engineer	22	1	1	1	---	---
Senior Executive Administrator	19	1	1	1	1	1
Statistical Performance Budget Analyst	20	---	2	2	---	---
Non-Rep Subtotal		9	9	9	2	2
Total Full-Time		9	9	9	2	2

DEPARTMENT OF BUS OPERATIONS

This Department includes the following Offices:

Department of Bus Operations

- Office of Bus Transportation
- Office of Bus Maintenance
- Office of Mobility Services

DEPARTMENT OF BUS OPERATIONS

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Bus Ridership	Number of unlinked Bus passenger boardings	>/= 61.7M	59.7M	>/= 59.9M
Mobility Ridership	Number of unlinked Mobility passenger boardings	>/=631K	583K	>/=585K
Bus Cost per Passenger Trip	Operating expense for Bus passenger boarding	</= \$3.66	\$3.44	</= \$3.67
Bus Cost per Revenue Mile	Operating expense for Bus revenue mile	</= \$9.94	\$9.03	</= \$9.65
Moblility Cost per Passenger Trip	Operating expense for Mobility passenger boarding	</= 33.21	\$32.73	</= 38.97
Moblility Cost per Revenue Mile	Operating expense for Mobility revenue mile	</= 3.21	\$2.89	</= 3.44
Bus OTP	Percent departures at scheduled departure time measured against defined time-points	>/= 76%	76.43%	>/= 76%
Bus MDBF	Mean distance between mechanical failures	>/= 3,000	2,452	>/= 3,000
Bus Complaints per 100K Boardings	Number of bus customer complaints per 100K boardings	</= 9	7.08	</= 8

DEPARTMENT OF BUS OPERATIONS

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Mobility OTP	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 92%	87.43%	>/= 90%
Mobility MDBF	Mean distance between mechanical failures	>/= 10,000	9,635	>/= 10,000
Mobility Trip Denial Rate	Percent of passenger pickups made more than 120 minutes after scheduled time	= 0.00	0.00	= 0.00
Mobility Reservation Average Call Wait Time	Average call wait time for Mobility reservation calls (in minutes)	</= 2:30	1:58	</= 2:00
Mobility Reservation Call Abandonment Rate	Abandonment rate for Mobility reservation calls	</= 5.5%	4.62%	</= 5.5%
Mobility Complaints per 1K Boardings	Number of Mobility customer complaints per 1K boardings	</= 4.50	3.64	</= 4.50
Bus Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.55	3.74	</= 2.55
Mobility Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.85	3.43	</= 2.85
Completed Trips (MARTA Mobility)	Percent of completed Mobility trips compared to scheduled Mobility trips	>/= 98%	99.77%	>/= 98%
MARTA Mobility Late Trips Rate	Percent of MARTA Mobility pickups made from 31 to 90 minutes after the scheduled pickup time	</= 8%	12.57%	</= 8%
AM Pullout (Mobility)	Percent of on-time AM Mobility vehicle pullouts	>/= 99%	87.58%	>/= 99%
PM Pullout (Mobility)	Percent of on-time PM Mobility vehicle pullouts	>/= 98%	84.26%	>/= 98%

DEPARTMENT OF BUS OPERATIONS

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
NTD Reportable Collision Rate (Bus)	The number of NTD reportable collisions involving a bus per 100,000 hub miles	</= 0.32	0.35	</= 0.32
NTD Reportable Collision Rate (Mobility)	The number of NTD reportable collisions involving Mobility vehicles per 100,000 hub miles	</= 0.21	0.22	</= 0.21
Employee Availability (Bus Operators)	Average number of days an employee is available for work	>/= 209.03	206.97	>/= 206.97
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.54%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	83.31%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-5.43%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-4.52%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-8.93%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	4.71%	</= 0%

FY2013 ACCOMPLISHMENTS**Office of Bus Maintenance**

- Developed several reports in FA to include a methodology to determine worst bus in fleet to prioritize maintenance
- Warranty reclaimed \$2.3 M in warranty in parts and labor
- Non revenue vehicle PM compliance increased by 10%
- Completed 50 Major Overhauls (Midlife or B-Care)
- New PM program revised and instituted
- Developed and managed over 19 contracts to include new bus and mobility procurement
- Mobility ADA MDBF improved 15%

Office of Bus Transportation

- Provided Special Events Services for:
 - Peachtree Road Race
 - Braves Games
 - New Year's Eve
 - Hosea Feed the Hungry
 - E-Bus
- Met Off The Lot Performance Goal of 99%
- Exceeded Customer Complaint Goal Of 9 per boarding
- Met the OTP Goal of 76%
- Completed MOSEL SOP
- Implemented field Supervisors Zones per division
- Began AM & PM pull-out initiative
- Established Pre-trip Committee to address operator pre-trip procedures
- Implemented CSI Training for bus operators
- Assessment of bus transportation implemented by TRA

Office of Mobility

- Mobility transported over a half million (582,693) passengers, which is a 2% increase.
- On Time performance improved by .40% to 87.43%
- Mobility Complaints per 1,000 boardings finished at 3.65, which was below the goal of 4.5
- Mobility kept the cost per passenger trip to \$32.09, below the budget target of \$33.21.
- Mobility's call abandonment rate was 4.62%, which is below the target of 5.5%. In addition, the call wait time decreased from 120 seconds to 118 seconds, which is below the target of 150 seconds.

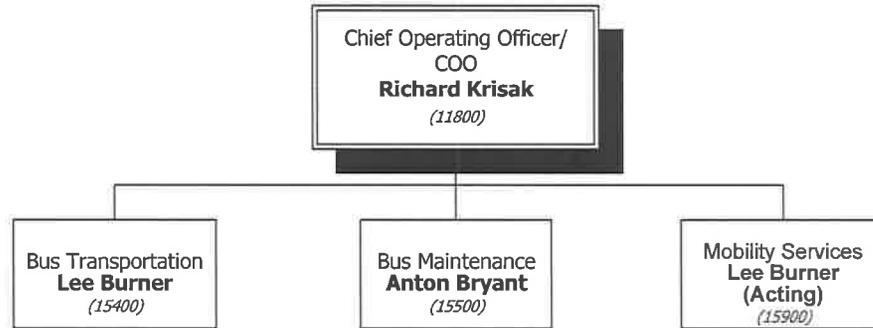
DEPARTMENT OF BUS OPERATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	79,305,498	78,674,777	79,682,072	76,642,312	82,782,668
Overtime	14,019,979	13,165,729	11,514,706	11,467,640	10,065,236
Benefits	44,257,817	50,547,180	51,503,825	49,773,854	50,188,430
Labor Sub-Total	\$137,583,294	\$142,387,686	\$142,700,603	\$137,883,806	\$143,036,334
Contractual Services	533,501	498,197	363,918	255,734	370,363
Materials & Supplies	38,177,678	28,286,052	30,944,842	31,262,233	32,713,074
Other Operating	10,172	2,186	3,093	2,945	3,459
Casualty & Liability	1,202,165	1,133,387	1,187,621	1,218,953	1,609,324
Miscellaneous	111,922	23,677	27,971	34,108	30,628
Other Non Operating	65,385	59,736	45,173	48,466	46,404
Non Labor Sub-Total	\$40,100,823	\$30,003,235	\$32,572,618	\$32,822,439	\$34,773,252
Department Total	\$177,684,117	\$172,390,921	\$175,273,221	\$170,706,245	\$177,809,586
\$ Change from Prior Year		(\$5,293,196)	\$2,882,300	(\$4,566,976)	\$7,103,341
% Change from Prior Year		-2.98%	1.67%	-2.61%	4.16%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	202	201	204	204	203	Administrative	37	37	39	39	38
Represented	1,861	1,708	1,738	1,750	1,746	Management	28	26	27	27	27
Full-Time Total	2,063	1,909	1,942	1,954	1,949	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	9	8	9	9	10
Represented (PT)	223	186	191	191	185	Technical	20	18	18	18	17
Part - Time	223	186	191	191	185	Maintenance	398	377	375	379	375
Contract	0	5	5	5	6	Operator	1,748	1,511	1,546	1,555	1,549
Clayton	91	0	0	0	0	Represented	13	6	7	7	7
Total	2,377	2,100	2,138	2,150	2,140	Supervisory	124	117	116	116	117
						Total	2,377	2,111	2,137	2,150	2,140

DEPARTMENT OF BUS OPERATIONS

ADM	38	Non-Rep	203
MGR	27	Rep	1746
MNT	375	Total FT	1949
OPR	1549		
POL	0		
PRO	10	PT	185
REP	7	CON	6
SUP	117		
TEC	17	TOTAL	2140



FUNCTIONS & RESPONSIBILITIES

The Office of Bus Transportation is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating garages that employ 1,330 employees, operating 531 buses. The combined fleet travels over 26 million miles annually on 92 bus routes including special events.

In addition, this Office is responsible for the Bus Radio Communication Center that serves as the critical 24-hour communication link between all buses and operations.

The communication Center includes the MARTA Intelligent Transportation System (ITS) component that provides the Automatic Vehicle Locator (AVL) System, the Automatic Passenger Counter (APC) System, and a direct link to the Georgia Department of Transportation (GDOT).

By Operating a safe, clean, and efficient bus system, this Office ensures customer safety, comfort, and satisfaction.

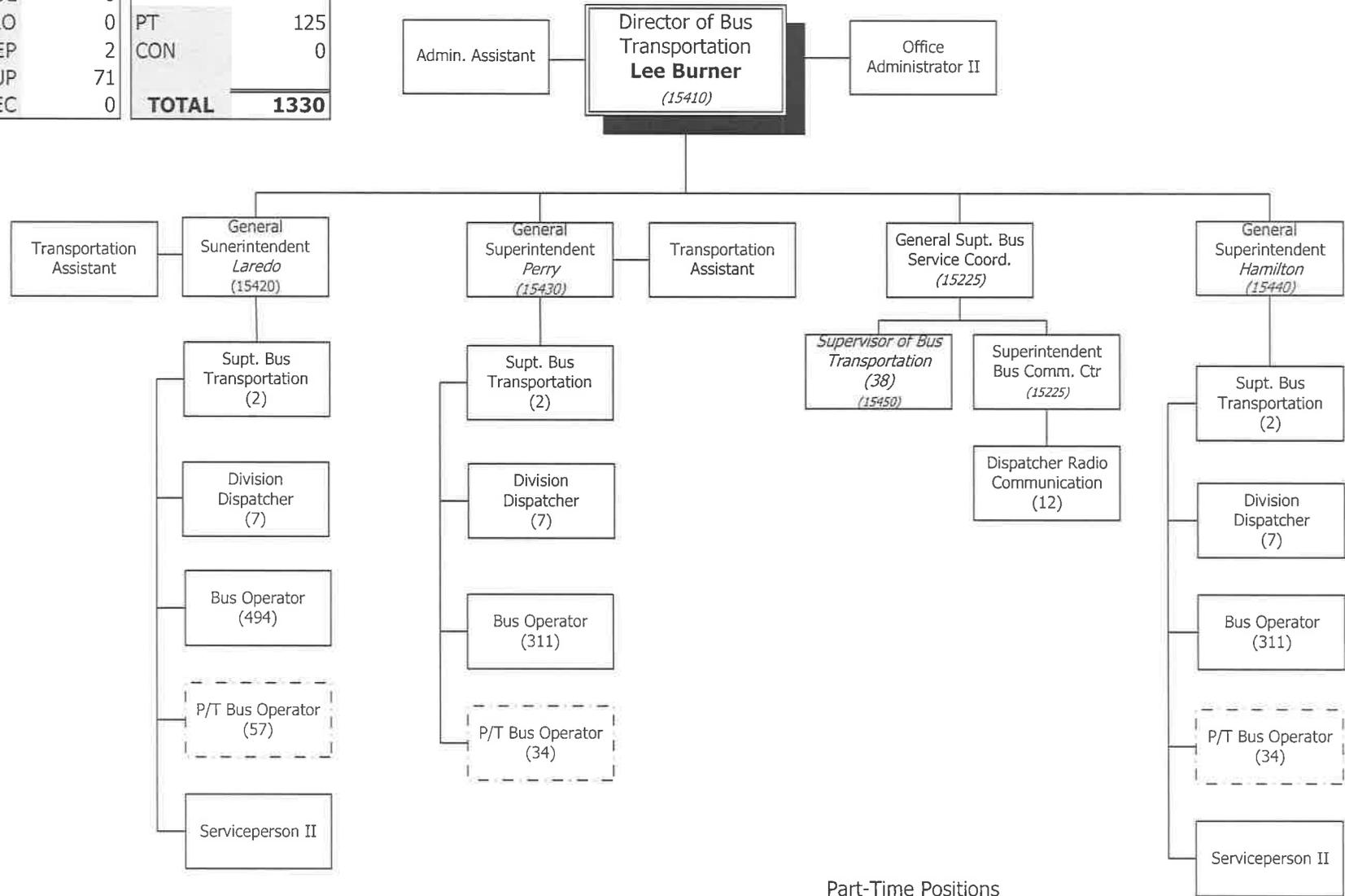
OFFICE OF BUS TRANSPORTATION

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	52,312,060	50,911,014	51,033,330	48,522,871	52,458,563
Overtime	9,705,103	8,735,146	7,541,259	7,691,943	6,852,425
Benefits	28,663,919	32,927,215	31,812,713	30,982,266	31,917,033
Labor Sub-Total	\$90,681,082	\$92,573,375	\$90,387,302	\$87,197,080	\$91,228,022
Contractual Services	48,000	90,433	37,067	4	0
Materials & Supplies	52,596	70,896	77,686	73,365	65,000
Other Operating	5,832	0	0	0	0
Casualty & Liability	1,125,197	1,045,966	1,107,562	1,130,770	1,486,178
Miscellaneous	30	118	533	527	27
Other Non Operating	9,075	9,341	4,850	2,793	13,068
Non Labor Sub-Total	\$1,240,730	\$1,216,754	\$1,227,698	\$1,207,459	\$1,564,273
Office Total	\$91,921,812	\$93,790,129	\$91,615,000	\$88,404,539	\$92,792,294
\$ Change from Prior Year		\$1,868,317	(\$2,175,129)	(\$3,210,461)	\$4,387,755
% Change from Prior Year		2.03%	-2.32%	-3.50%	4.96%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	74	85	85	85	85	Administrative	2	2	2	2
Represented	1,254	1,113	1,130	1,120	1,120	Management	11	11	12	12
Full-Time Total	1,328	1,198	1,215	1,205	1,205	Police	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	0
Represented (PT)	151	114	119	119	125	Technical	0	0	0	0
Part - Time	151	114	119	119	125	Maintenance	3	2	2	2
Contract	0	0	0	0	0	Operator	1,400	1,223	1,244	1,235
Clayton	0	0	0	0	0	Represented	2	2	2	2
Total	1,479	1,312	1,334	1,324	1,330	Supervisory	61	72	71	71
						Total	1,479	1,317	1,333	1,324

OFFICE OF BUS TRANSPORTATION

ADM	2	Non-Rep	85
MGR	12	Rep	1120
MNT	2	Total FT	1205
OPR	1205		
POL	0		
PRO	0	PT	125
REP	2	CON	0
SUP	71		
TEC	0	TOTAL	1330



Part-Time Positions

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	1	1	1	1
Asst Supt Radio Communication	16	1	1	---	---	---
Dir Bus Transportation	23	1	1	1	1	1
Dispatcher Radio Communication	15	9	12	12	12	12
Division Dispatcher	15	17	21	21	21	21
Gen Supt Bus Trans Operations	20	3	3	3	3	3
Gen Supt for Bus Svc Coordination	20	---	---	1	1	1
Office Administrator II	16	1	1	1	1	1
Supt Bus Communications Center	18	1	1	1	1	1
Supt Bus Transportation	18	6	6	6	6	6
Supv Bus Transportation	A4	34	---	---	---	---
Supv Bus Transportation	15	---	38	38	38	38
Non-Rep Subtotal		74	85	85	85	85
<u>Represented</u>						
Bus Operator	UR	1,221	1,109	1,116	1,116	1,116
Bus Operator (CAP)	UR	---	---	9	---	---
Serviceperson II	UR	3	2	2	2	2
Small Bus Operator FT	UR	28	---	---	---	---
Transportation Assistant	UR	2	2	2	2	2
Represented Subtotal		1,254	1,113	1,129	1,120	1,120
Total Full-Time		1,328	1,198	1,214	1,205	1,205

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Part-Time</u>						
PT Bus Operator	UR	131	114	119	119	125
Small Bus Operator PT	UR	20	----	----	----	----
Total Part-Time		151	114	119	119	125

OFFICE OF BUS MAINTENANCE**FUNCTIONS & RESPONSIBILITIES**

The office OF Bus Maintenance is responsible for the comprehensive maintenance of the Authority's buses, paratransit vans, police vehicles, maintenance vehicles and light duty vehicles. The office employs **439** employees and maintains 531 buses, 187 paratransit vans, and over 398 non-revenue and police vehicles. The Office of Bus Maintenance operates four bus maintenance garages (Perry, Hamilton, Laredo, and Brady) and one heavy maintenance facility (Browns Mill). Within each maintenance garage at Brady, Hamilton, Laredo, or Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, body and frame maintenance, repainting,

Non-revenue vehicle maintenance, and major component overhaul. There are two specialty groups within the Office of Bus Maintenance; Engineering and Planning. The Bus Engineering group maintains a current parts inventory, writes technical specifications, provides new technology information, oversees technical specifications of new vehicles during build, and provides technical assistance to the operating facilities. Planning schedules all maintenance work, conducts trend analysis, and provide trend feedback to Engineering. They are also responsible for maintaining all equipment maintenance records and key performance indicators.

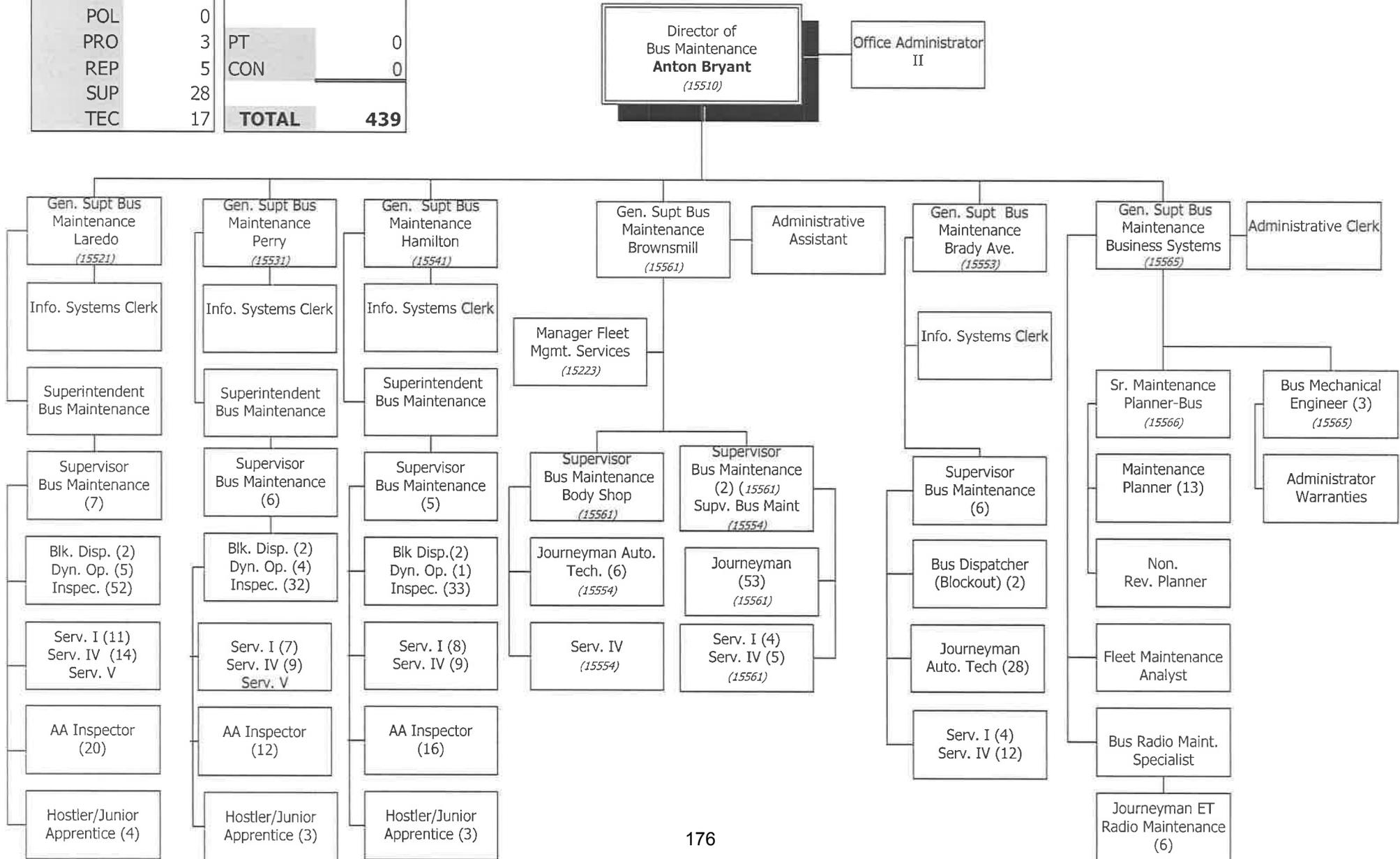
OFFICE OF BUS MAINTENANCE

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	19,045,153	19,004,789	19,093,100	18,643,921	19,650,363
Overtime	3,035,359	3,321,499	2,776,932	2,652,485	2,088,278
Benefits	9,873,652	11,364,971	12,887,071	11,904,310	12,096,549
Labor Sub-Total	\$31,954,164	\$33,691,259	\$34,757,103	\$33,200,716	\$33,835,190
Contractual Services	485,501	407,764	326,851	255,655	270,363
Materials & Supplies	38,118,286	28,208,212	30,861,007	31,180,794	32,640,156
Other Operating	4,340	2,186	3,093	2,945	3,459
Casualty & Liability	-30,585	-18,561	-29,122	-22,727	-6,360
Miscellaneous	111,874	23,492	27,368	33,400	30,400
Other Non Operating	36,225	32,881	14,878	15,490	9,279
Non Labor Sub-Total	\$38,725,641	\$28,655,974	\$31,204,075	\$31,465,557	\$32,947,297
Office Total	\$70,679,805	\$62,347,233	\$65,961,178	\$64,666,273	\$66,782,487
\$ Change from Prior Year		(\$8,332,572)	\$3,613,945	(\$1,294,905)	\$2,116,214
% Change from Prior Year		-11.79%	5.80%	-1.96%	3.27%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	74	62	62	62	62	Administrative	4	3	3	3
Represented	390	378	377	381	377	Management	12	11	11	11
Full-Time Total	464	440	439	443	439	Police	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	5	3	3	3
Represented (PT)	0	0	0	0	0	Technical	19	18	18	17
Part - Time	0	0	0	0	0	Maintenance	386	374	372	376
Contract	0	0	0	0	0	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	4	4	5	5
Total	464	440	439	443	439	Supervisory	34	27	27	27
						Total	464	445	439	443

OFFICE OF BUS MAINTENANCE

ADM	3	Non-Rep	62
MGR	11	Rep	377
MNT	372	Total FT	439
OPR	0		
POL	0		
PRO	3	PT	0
REP	5	CON	0
SUP	28		
TEC	17	TOTAL	439



OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Admin Bus Maintenance Policies	18	1	1	---	---	---
Administrative Assistant	10	1	1	1	1	1
Administrator - Warranties	17	1	1	1	1	1
Bus Mech Elec Engineer	18	---	2	3	3	3
Bus Radio Maintenance Specialist	16	1	1	1	1	1
Dir Bus Maintenance	23	1	1	1	1	1
Electrical Engineer VI	20	2	---	---	---	---
Fleet Maintenance Analyst	18	---	1	1	1	1
Fleet Management Analyst	14	1	---	---	---	---
Fleet Management Coordinator	10	1	---	---	---	---
Gen Supt Bus Maint	20	3	5	5	5	5
Gen Supt Bus Maint Bsn Sys	20	---	1	1	1	1
Gen Supt Heavy Maint	21	1	---	---	---	---
Maintenance Planner Bus	16	15	14	14	14	13
Mgr Engineering	21	1	---	---	---	---
Mgr Fleet Mgmt Services	20	1	1	1	1	1
Non Revenue Planner	16	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Radio Quality Analyst	16	1	---	---	---	---
Sr Maintenance Planner Bus	17	1	1	1	1	1
Sr Warranty Coordinator	15	1	---	---	---	---
Supt Bus Maintenance Garage	18	4	3	3	3	3

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Supt Heavy Maintenance	19	1	---	---	---	---
Supt Plant Operations	18	1	---	---	---	---
Supv Bus Maint - Body Shop	16	---	---	---	1	1
Supv Bus Maintenance	16	33	27	27	26	27
Non-Rep Subtotal		74	62	62	62	62

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
AA Inspector	UR	48	51	53	48	48
Admin Clerk	UR	1	1	1	1	1
Bus Dispatcher (blockout)	UR	8	8	8	8	8
Dynamometer Operator	UR	4	6	5	10	10
Hostler Junior Apprentice	UR	10	10	10	10	10
Information Systems Rec Clerk	UR	3	3	4	4	4
Inspector	UR	110	119	117	117	117
Journeyman Automotive Tech	UR	29	29	34	38	34
Journeyman Body Repair	UR	31	16	16	16	16
Journeyman ET-Radio Maintenance	UR	6	6	6	6	6
Journeyman Machinist	UR	3	2	1	1	1
Journeyman Overhauler	UR	36	36	30	30	30
Journeyman Painter	UR	7	4	5	5	5
Journeyman Welder	UR	2	2	1	1	1
Serviceperson I	UR	32	34	35	35	34
Serviceperson I (a)	UR	21	---	---	---	---
Serviceperson IV	UR	35	49	49	49	50
Serviceperson V	UR	4	2	2	2	2
Represented Subtotal		390	378	377	381	377
Total Full-Time		464	440	439	443	439

FUNCTIONS & RESPONSIBILITIES

The office of Mobility Services is responsible for directing and coordinating operations and administrative functions of demand-response paratransit services. This office effectively meets the service demands of certified customers in compliance with the Americans with Disabilities Act (ADA) of 1990. Providing complementary paratransit service or equivalent public transportation to individuals with disabilities who cannot board, ride or get to an accessible fixed route bus or train because of their disabilities is the mission of MARTA Mobility. The operation offers transportation on demand to customers who reserve trips up to seven days in advance to customers traveling anywhere for any purpose within $\frac{3}{4}$ of a mile of MARTA's fixed route service area. All customers are recertified to continue eligibility every four years. MARTA Mobility coordinates and partners with its community affairs department to communicate Mobility's goal and objectives to provide quality, reliable transportation for certified customers with disabilities.

MARTA Mobility Services operates in Fulton and DeKalb counties. The service operates to and from any point of origin or destination that is within a $\frac{3}{4}$ mile corridor on each side of each bus route or within a $\frac{3}{4}$ mile radius of each rail station within the MARTA service area. Specially equipped lift vehicles are capable of transporting up to three wheelchairs and/or nine (9) ambulatory customers.

The service operates to and from locations on a curb-to-curb basis, as a feeder service to the fixed route system, or upon request, origin-to-destination.

MARTA Mobility service is a shared ride and advanced reservation form of public transportation that complements MARTA's fixed route services.

This office employs 371 employees who transport, provide administrative support such as determining customer eligibility, scheduling service, managing day to day service or reconciling the data necessary to measure its efficiency and performance. The operation utilizes a fleet of 187 revenue L-Vans.

The office of Mobility services is also responsible for accomplishing its mission through the development, implementation, and management of comprehensive quality programs, procedures, and practices which pursues ADA compliance, improved on-time performance, reliability, customer satisfaction, and safe operations. In addition, the office is responsible for the MARTA Mobility Radio Communications Center that serves as a 24-hour communication link between Mobility operations, Bus, Rail and Police Communications.

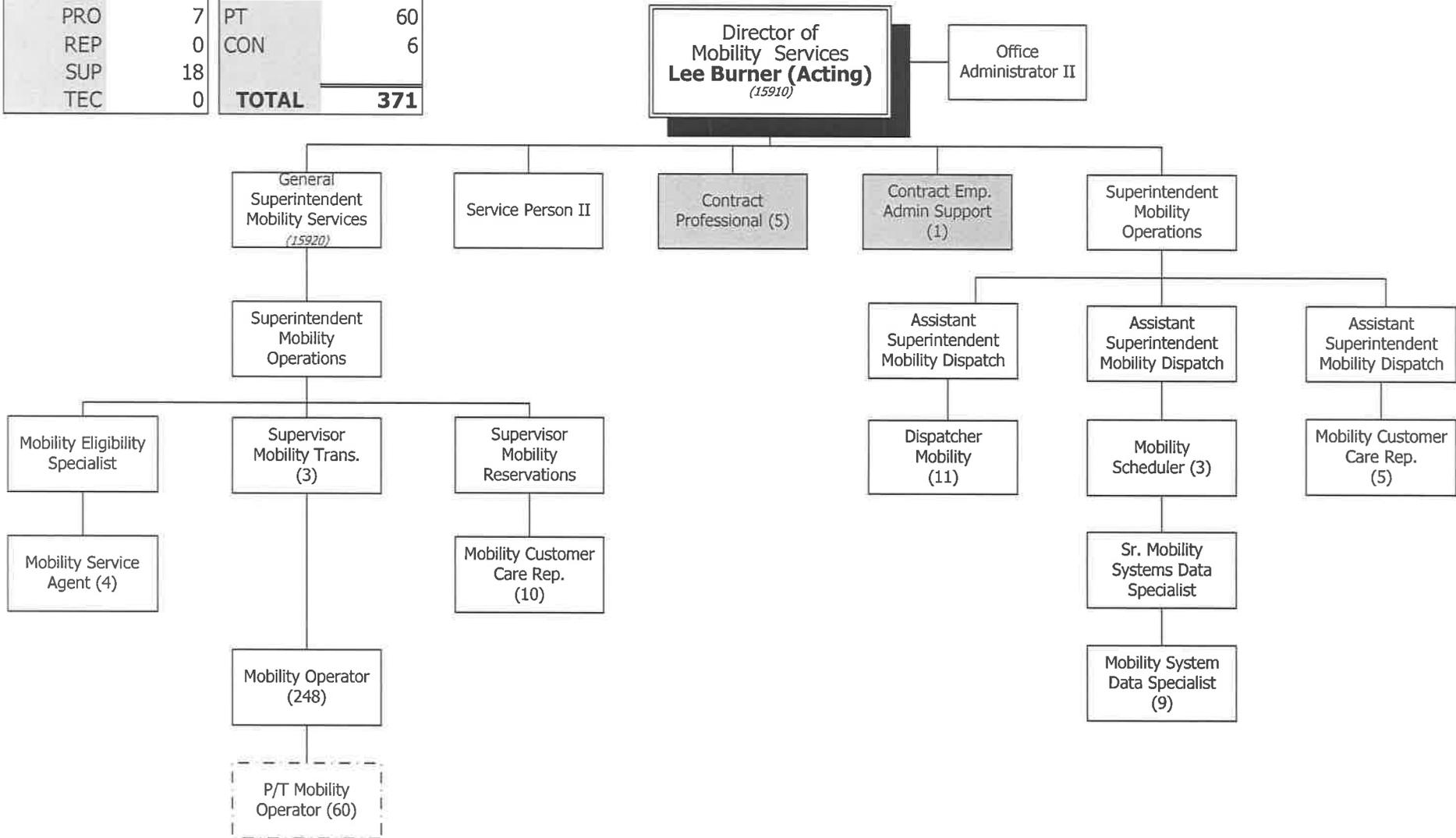
OFFICE OF MOBILITY

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	7,948,285	8,758,974	9,555,642	9,475,520	10,673,742
Overtime	1,279,517	1,109,084	1,196,515	1,123,212	1,124,532
Benefits	5,720,246	6,254,994	6,804,041	6,887,278	6,174,848
Labor Sub-Total	\$14,948,048	\$16,123,052	\$17,556,198	\$17,486,010	\$17,973,122
Contractual Services	0	0	0	75	100,000
Materials & Supplies	6,796	6,944	6,149	8,074	7,918
Other Operating	0	0	0	0	0
Casualty & Liability	107,553	105,982	109,181	110,910	129,506
Miscellaneous	18	67	70	181	201
Other Non Operating	20,085	17,514	25,445	30,183	24,057
Non Labor Sub-Total	\$134,452	\$130,507	\$140,845	\$149,423	\$261,682
Office Total	\$15,082,500	\$16,253,559	\$17,697,043	\$17,635,433	\$18,234,804
\$ Change from Prior Year		\$1,171,059	\$1,443,484	(\$61,610)	\$599,371
% Change from Prior Year		7.76%	8.88%	-0.35%	3.40%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	54	54	57	57	56	Administrative	30	32	34	34	33
Represented	217	217	231	249	249	Management	4	4	4	4	4
Full-Time Total	271	271	288	306	305	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	5	6	6	7
Represented (PT)	72	72	72	72	60	Technical	0	0	0	0	0
Part - Time	72	72	72	72	60	Maintenance	1	1	1	1	1
Contract	0	5	5	5	6	Operator	288	288	302	320	308
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	343	348	365	383	371	Supervisory	18	18	18	18	18
						Total	343	349	365	383	371

OFFICE OF MOBILITY

ADM	33	Non-Rep	56
MGR	4	Rep	249
MNT	1	Total FT	305
OPR	308		
POL	0		
PRO	7	PT	60
REP	0	CON	6
SUP	18		
TEC	0	TOTAL	371



Part-Time Positions -----
Contract Positions (Shaded)

OFFICE OF MOBILITY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Asst. Supt. Mobility Dispatch	16	3	3	3	3	3
Dir Mobility Services	23	1	1	1	1	1
Dispatcher Mobility	12	11	11	11	11	11
Gen Supt Mobility	20	1	1	1	1	1
Mgr Mobility PIng Scheduling	20	1	1	---	---	---
Mobility Customer Care Rep	13	14	14	15	15	15
Mobility Eligibility Specialist	16	1	1	1	1	1
Mobility Scheduler I	9	2	2	2	2	2
Mobility Scheduler II	11	1	1	1	1	1
Mobility Service Agent	8	4	4	4	4	4
Mobility System Data Specialist	9	8	8	9	9	9
Office Administrator II	16	1	1	1	1	1
Schedule Analyst III	16	---	---	1	1	---
Sr Mobility Sys Data Spec	12	1	1	1	1	1
Superintendent Mobility Operations	18	---	1	---	---	---
Supervisor Mobility Transportation	15	3	3	3	3	3
Supt Mobility Operations	18	1	---	2	2	2
Supv Mobility Reservations	16	1	1	1	1	1
Non-Rep Subtotal		54	54	57	57	56

OFFICE OF MOBILITY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
Mobility Operator	UR	216	216	230	248	248
Serviceperson II	UR	1	1	1	1	1
Represented Subtotal		217	217	231	249	249
Total Full-Time		271	271	288	306	305
<u>Part-Time</u>						
Pt Mobility Operator	UR	72	72	72	72	60
Total Part-Time		72	72	72	72	60
<u>Contract</u>						
Contract Emp Admin Support	----	----	2	2	2	1
Contract Professional	----	----	3	3	3	5
Total Contract		----	5	5	5	6

DEPARTMENT OF RAIL OPERATIONS

This Department includes the following Offices:

Department of Rail Operations

- Office of Engineering & Development
- Office of Rail Services
- Office of Rail Car Maintenance
- Office of Maintenance of Way
- Office of Program and Contract Management
- Office of Facilities
- Office of Vertical Transportation

FY2014 GOALS AND OBJECTIVES

The goals and objectives of the Department of Rail Operations are as follows: provide safe and efficient operation of all rail car movement within the MARTA rail system; provide safe and efficient operation of the Rail Control Center; maintain the rail fleet in a safe and reliable operating condition; provide rail cars in sufficient quantities to meet the daily

service milestones established by the Authority; provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers; and provide maintenance and management support for various communication systems critical to Operations.

DEPARTMENT OF RAIL OPERATIONS

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Rail Ridership	Number of unlinked Rail passenger boardings	>/= 73.1M	69.6M	>/= 69.9M
Rail Cost per Passenger Trip	Operating expense for Rail passenger boarding	</= \$2.58	\$2.46	</= \$2.64
Rail Cost per Revenue Mile	Operating expense for Rail revenue mile	</= \$10.52	\$9.56	</= \$10.30
Rail OTP	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 97.5%	97.54%	>/= 97.5%
Rail MDBF	Mean distance between mechanical failures	>/= 25,000	20,334	>/= 23,000
Rail MDBSI	Mean distance between service delays or lost trips (train miles)	>/= 550	633	>/= 600
Escalator Availability	Percent of revenue service time during which escalators are available for customer use	>/= 98.5%	97.20%	>/= 97%
Elevator Availability	Percent of revenue service time during which elevators are available for customer use	>/= 98.5%	99.05%	>/= 98.5%
Completed Trips	Percent of completed rail trips compared to scheduled rail trips	>/= 98.5%	99.50%	>/= 98.5%
Rail Car Availability	Rail cars available for service delivery during AM & PM peak periods	>/= 182	234	>/= 182
NTD Reportable Injury Rate	The number of NTD reportable injuries involving rail service per 100,000 rail unlinked boardings	= 0.00	0.03	= 0.00
Rail Customer Complaints Per 100,000 Boardings	The number of Rail service related customer complaints per 100,000 rail unlinked boardings	</= 1.0	0.55	</= 1.0

DEPARTMENT OF RAIL OPERATIONS

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.40%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	86.32%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-4.76%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-3.96%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-6.32%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	123.63%	</= 0%

DEPARTMENT OF RAIL OPERATIONS

FY2013 ACCOMPLISHMENTS

Office of Engineering & Development

- Completed construction of MARTA's new Integrated Operations Center (IOC) and Emergency Operations Center (EOC)
- Acquired new decision-making software, developed project prioritization criteria and prepared MARTA's FY14 Capital Improvement Program (CIP)
- Recognized by the United States Government Accountability Office (GAO) Report to the U.S. Senate Committee on Banking, Housing and Urban Affairs as a Leading Agency in *Transit Asset Management*
- Successfully co-designed and implemented a new technology for train alert and wayside worker safety under one of only two grants awarded nationally by the FTA
- Successfully used new 3D laser scanning technology to assess facility and infrastructure assets, develop detailed as-built drawings, and validated cost savings.
- Performed design and engineering services "in-house" for:
 - B15611 – Buckhead Station Pedestrian Bridge
 - B21350 – Hamilton Bus Facility Expansion
 - P22221 – Brady Facility Design Build
 - P22526 Doraville Structural Design Build
- Provided internal staff resources and managed the services of external professional and specialty consultants to support over 130 Capital Improvement Projects
- Strategically combined capital project delivery resources: the Offices of Engineering & Development, Program & Contract Management and Project Controls under one single delivery unit

Office of Rail Services

- Met or exceeded on-time performance of 97.5 %
- Provided support for numerous wayside maintenance and capital improvement projects
- Continued cross training for rail line supervisory to rail tower supervisory
- Rollout enforcement of Rules Compliance Program & Quality of Service Superintendents developing overarching plan

Office of Rail Car Maintenance

- Met or exceeded on-time performance of 97.5 %
- Experienced a 100% compliance rate for performing preventive maintenance inspections on the active fleet of Rail Cars
- Completed 52 rail cars including 160 trucks through the L-CARE program
- Provided numerous tours to Atlanta Metro Chamber of Commerce and Georgia Legislators, Atlanta Planning Department representatives, FTA representatives, Engineering groups, colleges, and schools
- Initiated system-wide preventive maintenance program for handheld radios and devices. Completed 273 handheld radio PM's and 1,483 for CCTV
- Preventive Maintenance Computers – Completed 623 PM's for Visual Passenger Announcement System (VPAS), Automated Train Destination System (ATDAS), Remote Terminal Unit (RTU) and Local Data Transit System (LDTS)
- Implemented, supported and or completed the following projects:
 - CP 32107, Maintenance of Way-Rail Work Cars – Rail Car Maintenance completed 90% of phase one tasks
 - CP 31999, Vehicle Security Cameras – Supported prototype installation for the project with car level engineering support and project workflow installation processes insight
 - CP 31703, Train Control System Upgrade – Supported several phases of the project which included vehicle prototyping, equipment design and layout, project planning and process review
 - CP 31703, Train Control System Upgrade – Provided technical support for Motorola at the IOC during inspection and testing of the radio communication equipment
 - CP-31965, Inoperable Communications - Radio maintenance personnel participated in prerequisite training for the MOTOROLA ASTRO-25 radio system
- Provided support, staffing, and the required number of vehicles for the following major events: NCAA Final Four, Atlanta Falcons, Atlanta Hawks, Atlanta Braves, NCAA Kickoff Classic
- Continued to cross train management personnel in Rail Transportation & Station Services
- Supported change management for transition to the new IOC.

DEPARTMENT OF RAIL OPERATIONS
Office of Maintenance of Way

- ATC completed the replacement of the obsolete GRS Generation 2 AF track circuit modules with the Alstom Generation 4 AF track circuit modules on the East and West rail lines.
- ATC completed the installation of obsolete US&S ground detectors with modern Bender ground detectors.
- ATC completed the replacement of faulty US&S transmitter boards.
- TRIII, replaced approximately 35,000 linear feet of running rail and timber in 23 #8 turnouts.
- Performed optical rail mapping of the rail system.
- Performed two automated geometry and two ultrasonic rail tests of the rail system.
- EP&E completed a System wide Lighting Control Upgrade Project, which required replacement of all lighting control system in all Station.
- EP&E replaced Traction Power Control Battery Banks at the following location. College Park, Doraville, Buckhead station, Lindberg Station, EEX Gap Breaker Station, Proctor Creek, Mosley Park Gap Breaker Station and HE Holmes.

Office of Program and Contract Management

- Transitioned JOC estimating software from Progen to RSMeans. The estimating group now uses the same standards for Capital and JOC efforts resulting in financial savings and improving estimating efficiency.
- Implemented Authority-owned Oracle Contract Management software to track the development, implementation and closeout of all JOC projects. JOC projects are now tracked at a more detailed level, visibility has been greatly improved and the Authority no longer needs to lease custom JOC tracking software.
- Reorganized Inspection Group to operate as a matrix organization as opposed to the previous project-based format. The new functional reporting relationship provides a more efficient utilization of the inspector resource pool and promotes cross-training of the individual inspectors.
- Expanded the use of SharePoint as a standard Project Management Information System (PMIS). Tracking projects in PMIS allows all stakeholders single site access to all design and contractual documents as well as performance criteria relating to scope, schedule, budget, issues and risks.

- Re-introduced the position of Senior Project Manager to standardize & streamline all project processes, develop manuals, guides & flow charts and formalize all project management procedures.

Office of Facilities Maintenance

- Headquarters Complex single stream recycling program partnership with Sustainability Program diverted approximately 36 tons of recyclable material from local landfills in FY 13
- Initiated participation into the Watershed Management "Diverted Water Program" which will allow the Authority to receive sewer credits from future City of Atlanta water bills
- Completed Phase 1 of the Headquarters Exterior Restoration Project to rejuvenate the weathered façade of the Headquarters Building
- Replaced damaged 500 ton cooling tower for Headquarters Building after 24 years of service to the facility
- Assisted with the Laredo security project by removing trees and making major landscape changes.
- Completed wayside marker signage replacement project
- Formation of MARTA's first Safety Confined Space Rescue Team.
- Completed a number of station "Spruce Up" projects
- Completed Bus Garage restroom make over projects
- Reorganized the Night Shift Crew to provide more coverage
- Completed annual required testing to include fire, sprinkler, extinguisher and backflow testing
- Replaced sewage eject pumps at Five Points
- Completed new "Roll-Up Door Installation" projects at Five Points and North Ave.

Office of Vertical Transportation

- Completed the modernization of six escalators, as part of The MARTA Renewing, Rebuilding, and Reinvesting effort bringing the escalators to a "like new condition" and current code compliance. Benefits include an improved ride for the patrons, due to the replacement of track sections and new steps. The escalators have the latest safety upgrades including comb impact, skirt impact, missing step, broken step, handrail inlet, up-thrust, and brake wear devices. This new equipment will reduce both the Authority's overall liability exposure and the severity of patron injuries.

DEPARTMENT OF RAIL OPERATIONS

- Due to project management efficiencies, two escalators valued at \$762,000 were added to Option 2 of the MARTA Contract CPB 5343. This was accomplished with no additional costs to the existing contract with MARTA.
- Conducted a very successful Industry Day with the four major global manufacturers of escalator and elevator equipment to introduce the next phase of our ten-year modernization program consisting of 116 escalators and 109 elevators.
- In conjunction with MARTA Marketing, developed and implemented new industry related imagery for barricades around all modernization activities in the MARTA Stations.
- With the assistance of Lerch Bates Inc., we delivered an elevator equipment inventory and condition dossier for the development of technical specifications on our forthcoming RFP project.
- Continued integration to Station Services management with Rail Transportation management.
- Continue support for TRA change management recommendations.
- Office of Vertical Transportation working with Lerch Bates Inc., developed technical specifications and are in process of finalizing the bid package for the next group of escalator modernizations. Group 2 of the modernizations will bring the remaining 116 escalators up to modern safety and reliability standards.
- Key Performance Indicators (KPI) improved again this year and totaled 99.04% for elevators and 99.83% for escalators (excluding units being modernized).
- The Office of Vertical Transportation Daily Tracking/Trend Analysis Tool has continued to evolve and has been updated allowing daily, near real-time tracking of all elevator and escalator call backs; this tool also allows for the tracking of root causes of passenger entrapments and patron injuries. This allows us to focus on equipment with the most interruptions in service and remedy the calls.

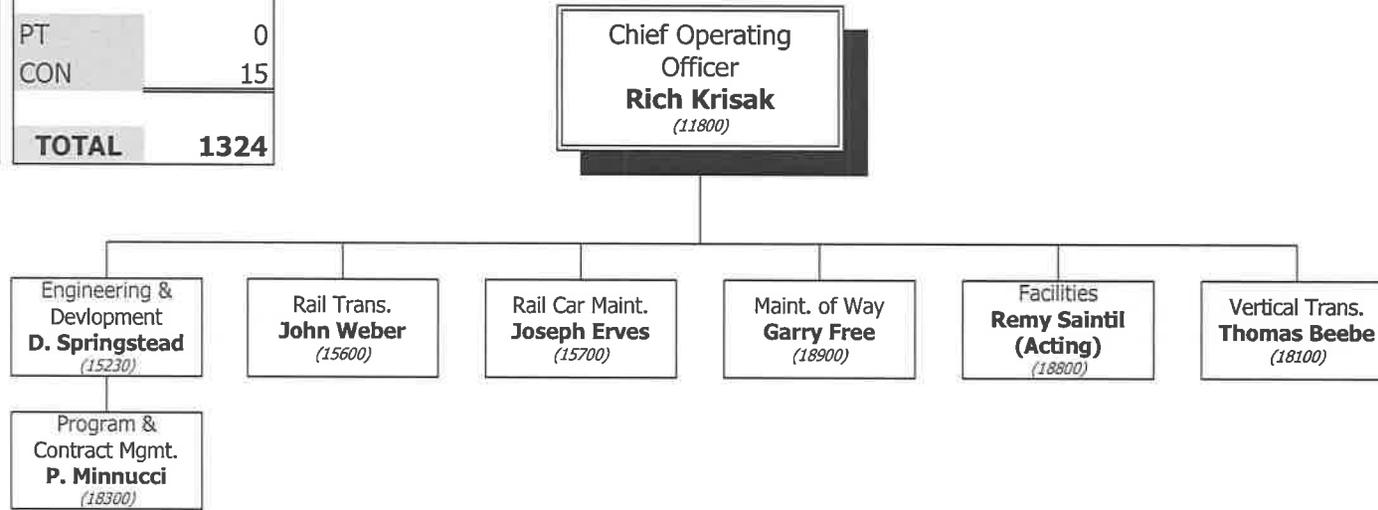
DEPARTMENT OF RAIL OPERATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	58,187,870	53,412,257	55,146,806	55,861,968	63,427,777
Overtime	6,411,079	6,776,867	7,321,060	7,874,894	3,542,586
Benefits	29,433,429	32,114,614	31,800,042	33,456,823	37,986,632
Labor Sub-Total	\$94,032,378	\$92,303,738	\$94,267,908	\$97,193,685	\$104,956,995
Contractual Services	13,500,700	10,270,231	10,078,418	10,520,461	11,031,067
Materials & Supplies	9,686,267	7,896,347	8,287,773	9,285,264	9,172,477
Other Operating	17,510,843	18,363,637	18,022,535	16,589,088	17,941,216
Casualty & Liability	1,810,996	1,740,941	1,742,216	1,758,309	1,880,112
Miscellaneous	2,985	2,325	4,361	3,043	2,823
Other Non Operating	80,991	85,443	101,454	181,818	269,146
Non Labor Sub-Total	\$42,592,782	\$38,358,924	\$38,236,757	\$38,337,983	\$40,296,841
Department Total	\$136,625,160	\$130,662,662	\$132,504,665	\$135,531,668	\$145,253,836
\$ Change from Prior Year		(\$5,962,498)	\$1,842,003	\$3,027,003	\$9,722,168
% Change from Prior Year		-4.36%	1.41%	2.28%	7.17%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	348	323	375	414	416	Administrative	21	22	26	28	27
Represented	1,118	875	889	893	893	Management	54	54	58	67	68
Full-Time Total	1,466	1,198	1,264	1,307	1,309	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	32	9	45	64	56
Represented (PT)	0	0	0	0	0	Technical	116	107	127	140	148
Part - Time	0	0	0	0	0	Maintenance	784	676	688	688	690
Contract	26	5	14	15	15	Operator	181	126	126	130	130
Clayton	0	0	0	0	0	Represented	153	73	73	73	73
Total	1,492	1,203	1,278	1,322	1,324	Supervisory	151	136	135	132	132
						Total	1,492	1,221	1,278	1,322	1,324

DEPARTMENT OF RAIL OPERATIONS

ADM	27	Non-Rep	419
MGR	68	Rep	890
MNT	687	Total FT	1309
OPR	130		
POL	0		
PRO	59	PT	0
REP	73	CON	15
SUP	132		
TEC	148	TOTAL	1324



OFFICE OF ENGINEERING & DEVELOPMENT

FUNCTIONS & RESPONSIBILITIES

The Office of Engineering and Development consists of Engineering, Project Controls and oversight of the Office of Program & Contract Management.

Engineering & Development provides design and engineering services in support of maintenance, rehabilitation and expansion of MARTA’s infrastructure, rolling-stock and related systems and assets that are critical to the safe and reliable operation of the MARTA systems.

Engineering and design services include: updating engineering design criteria; preparation of contract documents, technical specifications and drawings; and design services during construction. Core technical disciplines include train control, traction power, rail vehicles, auxiliary & emergency power and communications, as well as civil, structural, mechanical, fire protection and corrosion engineering.

Engineering & Development directs and manages the technical activities of the General Engineering Consultant (GEC), General Consultant Professional Services (GCPS), Rail Vehicle Consultant (RVC) and other specialty engineering consultants. The Office is responsible for defining technical requirements and scope of services for consultants’ annual work programs in support of the Authority’s long range Capital Improvement Program (CIP), Asset Management Plan (AMP), State of Good Repair (SGR), and Project Delivery & Project Controls (PD/PC) Program.

The Office also provides technical services in support of special projects requested by other MARTA Departments in support of regional planning

studies, Transit Oriented Development (TOD) and marketing campaigns.

The Office coordinates and monitors design and construction activities performed by non-MARTA entities impacting or adjacent to MARTA property or facilities. These activities protect MARTA patrons, employees, and property, supports operations and enforces compliance with local, state and federal regulations.

The Office of Program & Contract Management consists of Project Management, Construction Management, and Capital Program Management.

The Project Management group provides project management services in support of the CIP. Project Managers are responsible for managing and directing resources and activities to ensure that project goals and objectives are successfully completed within scope, schedule and budget.

The Construction Management group provides the services necessary to execute contracts in support of the CIP. Construction contracts include renovation, rehabilitation, and new buildings, structures and facilities for bus, mobility and rail operations

The Capital Improvement Program Management group is responsible capital project oversight and analyses, project and program performance analyses, preparation and maintenance of project schedules and budgets, and preparation of construction cost estimates.

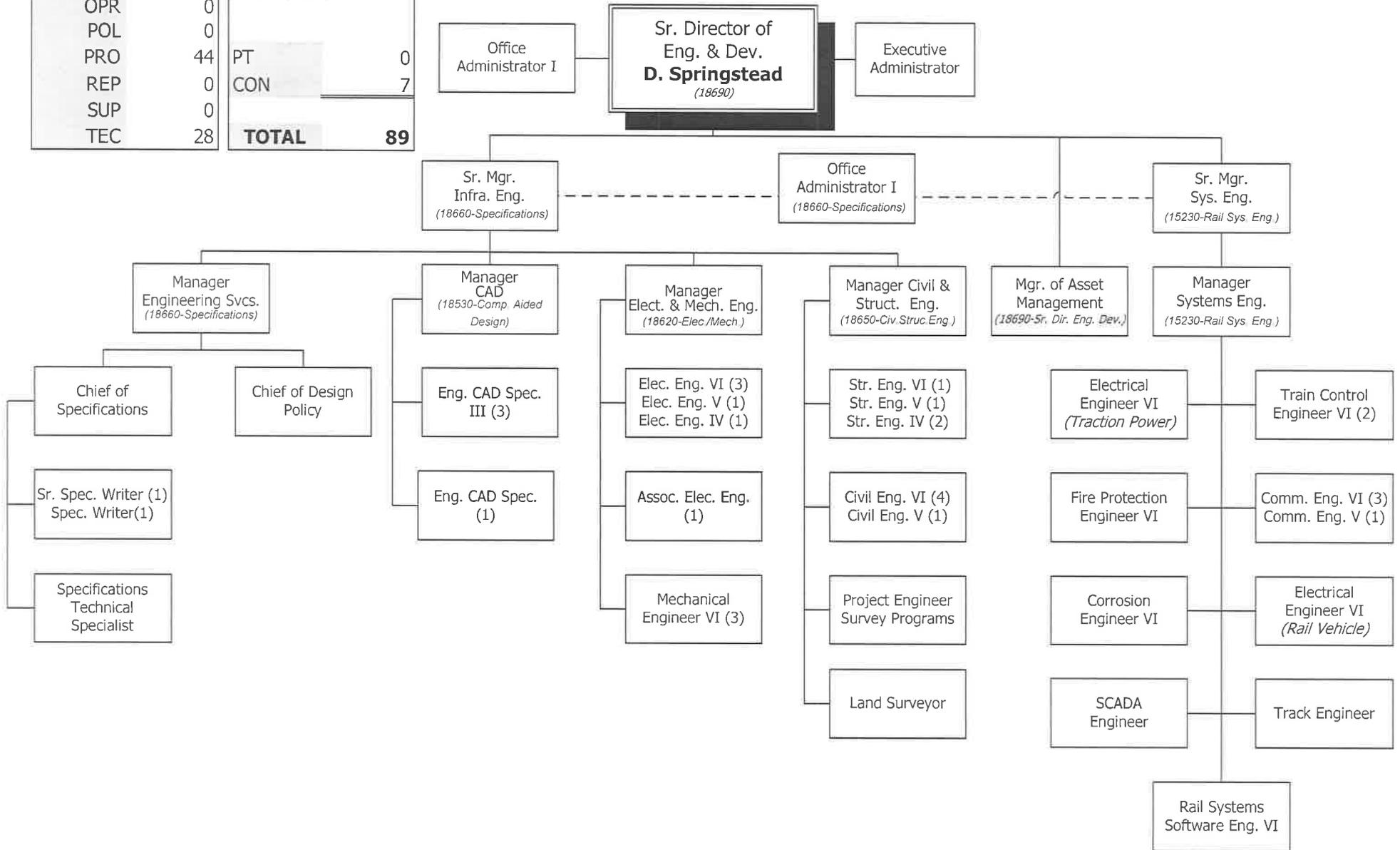
OFFICE OF ENGINEERING & DEVELOPMENT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,823,771	2,073,316	2,646,816	3,816,521	5,453,963
Overtime	0	3,700	12,614	32,100	0
Benefits	850,675	942,174	1,304,667	1,541,649	3,016,421
Labor Sub-Total	\$2,674,446	\$3,019,190	\$3,964,097	\$5,390,270	\$8,470,384
Contractual Services	261,936	200,822	72,490	121,925	140,000
Materials & Supplies	22,085	21,166	30,444	18,198	25,750
Other Operating	14,782,901	15,538,074	685,997	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	5,531	20,424	28,259	105,650	117,805
Non Labor Sub-Total	\$15,072,453	\$15,780,486	\$817,190	\$245,773	\$283,555
Office Total	\$17,746,899	\$18,799,676	\$4,781,287	\$5,636,043	\$8,753,939
\$ Change from Prior Year		\$1,052,777	(\$14,018,389)	\$854,756	\$3,117,896
% Change from Prior Year		5.93%	-74.57%	17.88%	55.32%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	36	35	56	83	79	Administrative	2	2	2	3	3
Represented	0	0	3	3	3	Management	9	8	10	14	14
Full-Time Total	36	35	59	86	82	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	2	27	47	41
Represented (PT)	0	0	0	0	0	Technical	23	23	24	26	28
Part - Time	0	0	0	0	0	Maintenance	0	0	3	3	3
Contract	0	0	7	7	7	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	36	35	66	93	89	Supervisory	0	0	0	0	0
						Total	36	35	66	93	89

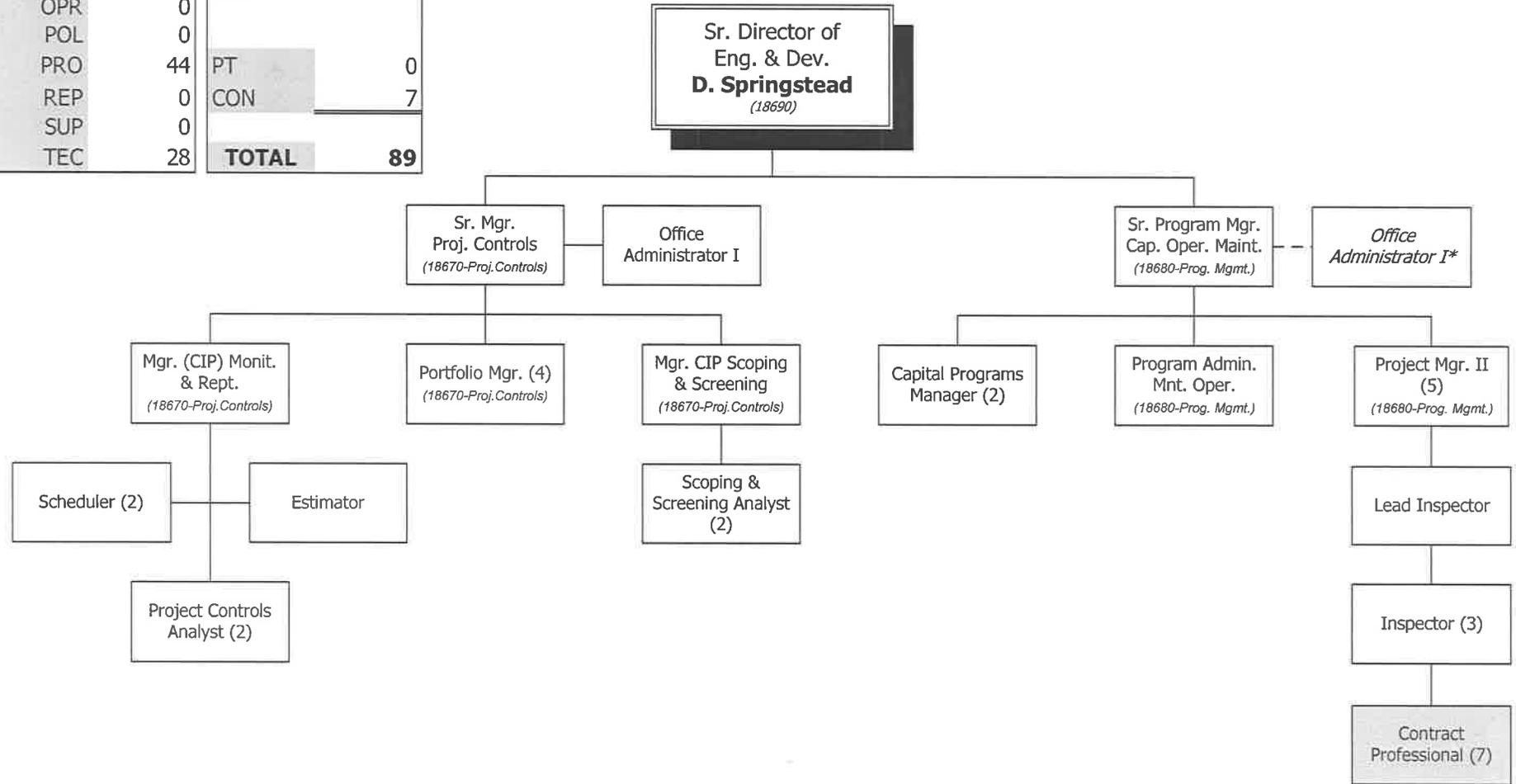
OFFICE OF ENGINEERING & DEVELOPMENT (Pg. 1)

ADM	3	Non-Rep	82
MGR	14	Rep	0
MNT	0	Total FT	82
OPR	0		
POL	0		
PRO	44	PT	0
REP	0	CON	7
SUP	0		
TEC	28	TOTAL	89



OFFICE OF ENGINEERING & DEVELOPMENT (Pg. 2)

ADM	3	Non-Rep	82
MGR	14	Rep	0
MNT	0	Total FT	82
OPR	0		
POL	0		
PRO	44	PT	0
REP	0	CON	7
SUP	0		
TEC	28	TOTAL	89



OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Associate Electrical Engineer	16	---	---	---	1	---
Associate Electrical Engineer	15	---	---	---	---	1
Capital Program Manager	22	---	---	---	2	2
Chf Project Scheduler	20	---	---	---	1	---
Chf Specifications	21	1	1	1	1	1
Chf Vehicle Engineering	20	1	---	---	---	---
Chief Estimator	20	---	---	---	1	---
Chief of Design Policy	21	---	---	---	1	1
Civil Engineer IV	17	1	1	1	---	---
Civil Engineer V	19	1	1	1	1	1
Civil Engineer VI	20	2	2	2	4	4
Communications Engineer V	19	---	---	1	1	1
Communications Engineer VI	20	2	2	2	3	3
Corrosion Control Engineer VI	20	---	---	1	1	1
Dir Engineering & Construction	23	1	---	---	---	---
Electrical Engineer IV	17	1	1	1	1	1
Electrical Engineer V	19	1	1	1	1	1
Electrical Engineer VI	20	2	3	3	5	5
Engineering CADD Specialist	16	1	1	1	1	---
Engineering CADD Specialist	17	---	---	---	---	4
Estimator	19	---	---	1	1	1
Executive Administrator	19	---	---	1	1	1

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Executive Administrator	17	---	1	---	---	---
Fire Protection Engineer VI	20	---	---	1	1	1
Land Surveyor	15	---	---	---	1	1
Lead Inspector	TBD	---	---	1	1	1
Manager CIP Scoping and Screening	22	---	---	---	1	1
Manager Monitoring & Reporting	21	---	---	1	---	---
Manager of Asset Management	21	---	---	---	1	1
Manager of Engineering Services	22	---	1	1	1	1
Manager of Systems Engineering	22	1	1	1	1	1
Mechanical Engineer VI	20	2	2	2	3	3
Mgr CAD	20	1	1	1	1	1
Mgr Civil & Struc Engineering	22	1	1	1	1	1
Mgr Elec & Mech Engineering	22	1	1	1	1	1
Mgr. - (CIP) Monitoring & Reporting	22	---	---	---	1	1
Office Administrator I	14	1	1	1	2	2
Office Administrator I	16	---	---	---	1	1
Office Administrator II	16	1	---	---	---	---
Portfolio Manager	21	---	---	---	6	4
Program Administrator Maint Operations	20	1	1	1	1	1
Project Controls Analyst	21	---	---	---	2	2
Project Eng Survey Programs	18	1	1	1	1	1
Project Manager II	22	---	---	5	5	5
Rail Sys Software Engineer VI	20	---	---	1	1	1

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
SCADA Engineer	20	----	----	1	1	1
Scheduler	19	----	----	1	2	2
Scoping and Screening Analyst	21	----	----	----	2	2
Senior Estimator	19	----	----	----	1	----
Senior Mgr. - Infrastructure Engineering	22	----	----	----	----	1
Senior Mgr. - Project Controls	22	----	----	----	----	1
Senior Mgr. - Systems Engineering	22	----	----	----	----	1
Specifications Tech Specialist	16	1	1	1	1	1
Specifications Writer	18	1	1	1	1	1
Sr Engineering Technical Spec	14	1	1	1	1	----
Sr Specifications Writer	19	----	----	1	1	1
Sr. Capital Program Specialist	20	----	----	2	----	----
Sr. Contract CAD Engineering Specialist	16	----	----	1	----	----
Sr. Dir EGINEERING & Develop	24	----	----	1	1	1
Sr. Dir Maintenance	24	1	1	----	----	----
Sr. Engineering CAD Specialist	17	----	----	----	1	----
Sr. Manager Infrastructure Engineering	TBD	----	----	1	----	----
Sr. Manager Infrastructure Engineering	22	----	----	----	1	----
Sr. Manager Project Controls	22	----	----	----	1	----
Sr. Manager Project Controls	23	----	----	1	----	----
Sr. Manager Systems Engineering	22	----	----	----	1	----
Sr. Manager Systems Engineering	TBD	----	----	1	----	----
Sr. Program Manager - Cap. Operations Maintenance	22	----	----	1	1	1

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Sr. Program Manager - Cap. Operations Maintenance	21	1	1	----	----	----
Structural Engineer IV	17	1	1	1	2	2
Structural Engineer V	19	1	1	1	----	----
Structural Engineer VI	20	2	1	1	2	2
Track Engineer	20	----	----	1	1	1
Track Engineer VI	20	1	1	----	----	----
Train Control Engineer VI	20	2	2	2	2	2
Non-Rep Subtotal		36	35	56	83	79
<u>Represented</u>						
Inspector	UR	----	----	3	3	3
Represented Subtotal		----	----	3	3	3
Total Full-Time		36	35	59	86	82
<u>Contract</u>						
Contract Professional	----	----	----	7	7	7
Total Contract		----	----	7	7	7

OFFICE OF RAIL SERVICES**FUNCTIONS & RESPONSIBILITIES**

The Office of Rail Transportation & Station Services is responsible for the Rail Services Control Center, Mainline Rail Operations, Yard Operations (Avondale, South Yard, and Armour Yard), Dispatch, and Station Services.

Rail Transportation is responsible for the safe and efficient operation of all rail car movement within the MARTA rail system. Rail Transportation & Station Services supports 104 miles of mainline track, three rail yards, dispatch, 38 stations, and 60 station agents. Rail is also responsible for the Rail Services Control Center in Decatur which is the command center for all of rail operations.

Included in Rail Transportation is Yard Operations staff which wash, store, and inspect rail vehicles and coordinate with Office of Rail Maintenance to ensure the required number of cars is

available for revenue service. The Yard Operations staff also controls all yard movement, including movement in and out of shops, and provides vehicle-testing support for operations and capital projects.

Other responsibilities in Rail Transportation & Station Services include:

- Dispatching scheduled work assignments to represented and non-represented personnel to ensure that all work is filled in accordance with the labor agreements
- Providing reports of vehicle performance to assist with failure diagnosis and repairs
- Monitoring and troubleshooting problems within rail cars
- Monitoring, directing, and evaluating the performance of all rail transportation personnel

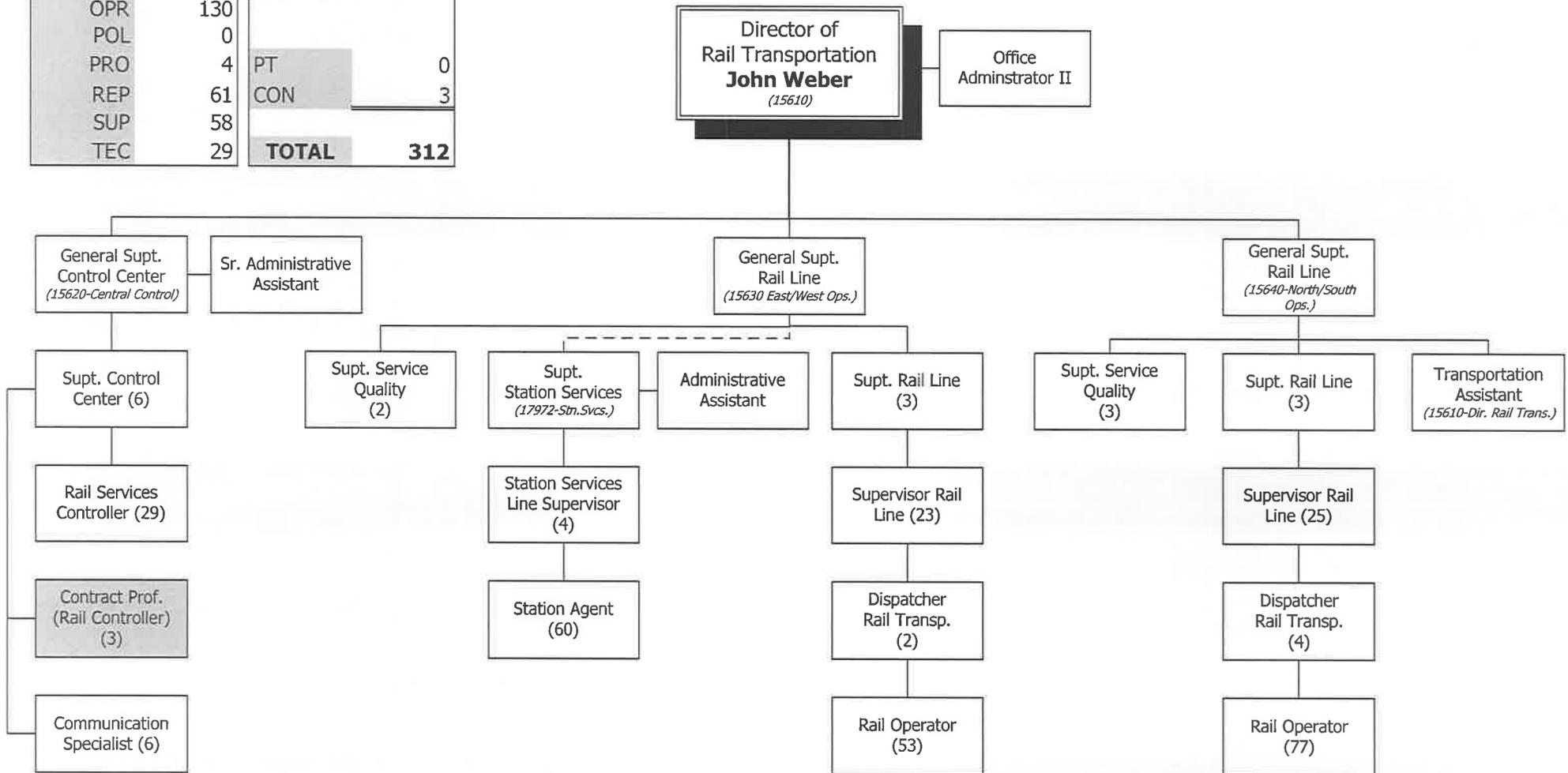
OFFICE OF RAIL SERVICES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	17,276,771	14,239,256	13,946,597	13,413,468	14,846,383
Overtime	3,087,549	2,727,280	2,668,689	3,386,195	1,492,399
Benefits	8,774,499	8,868,430	8,232,437	8,792,702	9,037,609
Labor Sub-Total	\$29,138,819	\$25,834,966	\$24,847,723	\$25,592,365	\$25,376,391
Contractual Services	1,949	2,181	377	2,751	1,260
Materials & Supplies	40,658	18,844	31,028	37,945	39,556
Other Operating	0	0	0	225	0
Casualty & Liability	1,824,751	1,751,508	1,745,139	1,777,376	1,880,112
Miscellaneous	0	750	0	24	0
Other Non Operating	12,632	5,215	3,741	5,976	7,416
Non Labor Sub-Total	\$1,879,990	\$1,778,498	\$1,780,285	\$1,824,297	\$1,928,344
Office Total	\$31,018,809	\$27,613,464	\$26,628,008	\$27,416,662	\$27,304,735
\$ Change from Prior Year		(\$3,405,345)	(\$985,456)	\$788,654	(\$111,927)
% Change from Prior Year		-10.98%	-3.57%	2.96%	-0.41%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	125	118	118	118	118	Administrative	7	8	8	8	8
Represented	317	187	187	191	191	Management	15	17	17	22	22
Full-Time Total	442	305	305	309	309	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	23	2	3	3	4
Represented (PT)	0	0	0	0	0	Technical	31	31	31	30	29
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	23	2	3	3	3	Operator	181	126	126	130	130
Clayton	0	0	0	0	0	Represented	136	61	61	61	61
Total	465	307	308	312	312	Supervisory	72	62	62	58	58
						Total	465	311	308	312	312

OFFICE OF RAIL SERVICES

ADM	8	Non-Rep	118
MGR	22	Rep	191
MNT	0	Total FT	309
OPR	130		
POL	0		
PRO	4	PT	0
REP	61	CON	3
SUP	58		
TEC	29	TOTAL	312



Contract Positions (Shaded)

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	----	1	1	1	1
Communications Specialist	12	6	6	6	6	6
Dir Rail Transportation	23	1	1	1	1	1
Dispatcher-Rail Transportation	15	8	6	6	6	6
Gen Supt Control Center	21	1	1	1	1	1
Gen Supt Rail Line	20	2	2	2	2	2
Gen Supt Station Svcs	20	1	----	----	----	----
Line Supervisor - Station Services	15	8	4	4	4	4
Office Administrator II	16	1	1	1	1	1
Rail Services Controller	17	31	31	31	30	29
Sr. Administrative Assistant	12	----	----	----	----	1
Supt Control Center	19	5	6	6	6	6
Supt Rail Line	18	4	6	6	6	6
Supt Service Quality	19	----	----	----	5	5
Supt Station Services	17	1	1	1	1	1
Supv Rail Line	15	38	36	36	34	----
Supv Rail Line	16	----	----	----	----	48
Supv Rail Yard Tower	16	18	16	16	14	----
Non-Rep Subtotal		125	118	118	118	118

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
Rail Operator	UR	181	126	126	130	130
Station Agent	UR	135	60	60	60	60
Transportation Assistant	UR	1	1	1	1	1
Represented Subtotal		317	187	187	191	191
Total Full-Time		442	305	305	309	309
<u>Contract</u>						
Contract Professional	----	3	2	3	3	3
Customer Attendants - CAP	----	20	----	----	----	----
Total Contract		23	2	3	3	3

OFFICE OF RAIL CAR MAINTENANCE**FUNCTIONS & RESPONSIBILITIES**

The Office of Rail Car Maintenance consists of 356 employees in seven primary functional areas: Administration, Light Maintenance, Heavy Maintenance, Reliability Engineering, Rail Car Appearance, Communications/Computer Maintenance, and Quality Control.

Light Maintenance is comprised of running repair and scheduled preventive maintenance inspections of the active rail car fleet. Heavy Maintenance is comprised of component repair/overhaul (Backshops), comprehensive scheduled inspections and the Life Cycle Assets Reliability Enhancement (LCARE) program. Reliability Engineering provides electrical and mechanical engineering support and analysis activities to improve vehicle reliability and maintenance processes. Rail Car Appearance provides minor and major interior and exterior cleaning of the Authority's rail car fleet. Rail Car Maintenance activities are performed at Armour Yard, Avondale and South Yard maintenance shops. Communications/Computer Maintenance is comprised of two functional areas; Radio Communications and Computer Maintenance. Radio Communications provides electrical/electronic maintenance services to

ensure critical communication systems work as designed. Computer maintenance focuses on maintaining and correcting hardware issues on the Authority's computer mainframes. New for FY 14 is the Quality Control group. This team's focus will center on improving products produced by Rail Car Maintenance through proven quality control processes and concepts.

The major function of Rail Car Maintenance is to ensure equipment is safe, reliable in manner that satisfies the Authority's milestones for service delivery and maintenance costs and clean to a level where appearance is visually pleasing. Maintenance programs are directly focused and intended to provide our customers with clean, efficient, reliable vehicles with fully functional operating systems and equipment.

Rail Car Maintenance is responsible for all maintenance and repair of the rail transit fleet and related assets through periodic and proactive maintenance designed and implemented to improve the operational reliability for the best possible customer experience.

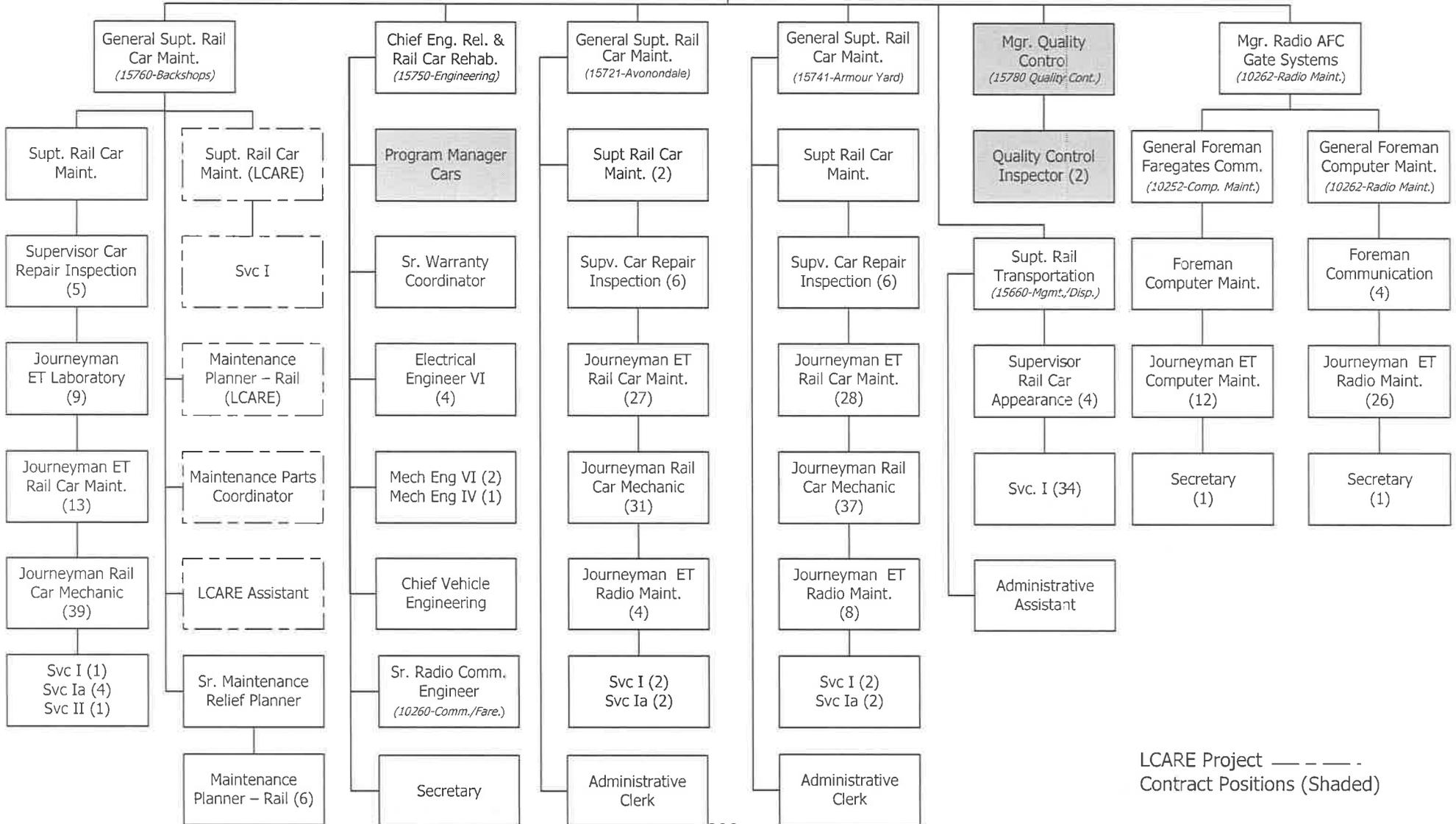
OFFICE OF RAIL CAR MAINTENANCE

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	16,093,890	14,965,485	15,567,827	15,207,874	16,732,176
Overtime	1,271,677	1,729,056	1,690,074	1,501,157	540,581
Benefits	8,136,546	8,911,233	8,948,304	8,830,818	9,942,923
Labor Sub-Total	\$25,502,113	\$25,605,774	\$26,206,205	\$25,539,849	\$27,215,680
Contractual Services	5,348,605	2,317,535	2,204,879	1,824,984	2,071,489
Materials & Supplies	6,346,327	4,590,661	4,346,428	5,090,513	5,246,133
Other Operating	190,359	205,326	178,553	171,452	195,000
Casualty & Liability	0	0	-2,923	0	0
Miscellaneous	2,942	1,544	4,354	2,766	2,808
Other Non Operating	29,632	24,951	24,345	19,179	20,720
Non Labor Sub-Total	\$11,917,865	\$7,140,017	\$6,755,636	\$7,108,894	\$7,536,150
Office Total	\$37,419,978	\$32,745,791	\$32,961,841	\$32,648,743	\$34,751,830
\$ Change from Prior Year		(\$4,674,187)	\$216,050	(\$313,098)	\$2,103,087
% Change from Prior Year		-12.49%	0.66%	-0.95%	6.44%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	64	56	62	64	64	Administrative	1	2	3	3	3
Represented	353	287	288	288	288	Management	12	11	13	14	14
Full-Time Total	417	343	350	352	352	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	1	3	3	3
Represented (PT)	0	0	0	0	0	Technical	20	15	17	20	20
Part - Time	0	0	0	0	0	Maintenance	348	282	283	283	283
Contract	1	1	1	4	4	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	5	5	5	5	5
Total	418	344	351	356	356	Supervisory	31	28	27	28	28
						Total	418	351	351	356	356

OFFICE OF RAIL CAR MAINTENANCE

ADM	3	Non-Rep	64
MGR	14	Rep	288
MNT	283	Total FT	352
OPR	0		
POL	0		
PRO	3	PT	0
REP	5	CON	4
SUP	28		
TEC	20	TOTAL	356



LCARE Project - - - - -
Contract Positions (Shaded)

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Admin Rail Maintenance Policies	18	1	---	---	---	---
Administrative Assistant	10	---	---	1	1	1
Chf Eng Reliability & RC Rehab	22	1	1	1	1	1
Chf Vehicle Engineering	20	---	---	1	1	1
Dir Rail Maintenance	23	1	1	1	1	1
Electrical Eng VI-Rail Car	20	1	---	---	---	---
Electrical Engineer VI	20	4	4	4	4	4
Foreman Communication	16	2	4	4	4	4
Foreman Computer Maintenance	16	1	1	1	1	1
Gen Foreman Computer Maint	18	1	1	1	1	1
Gen Foreman Faregates Comm	18	1	1	---	1	1
Gen Supt Rail Car Maintenance	21	3	3	3	3	3
LCARE Assistant	11	---	---	1	1	1
Maintenance Parts Coordinator	14	---	---	1	1	1
Maintenance Planner-Rail	16	5	4	5	7	7
Mechanical Engineer IV	17	1	1	1	1	1
Mechanical Engineer VI	20	2	1	2	2	2
Mgr Radio Afc Gate Systems	22	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Planner Comm Comptr & Farecoll	16	2	2	2	---	---
Radio Communications Engineer	22	---	---	---	1	1
Rail Car Maintenance Policies Coord	16	---	1	1	1	1

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Sr Engineering Technical Spec	14	1	----	----	----	----
Sr Maintenance Planner Relief	17	1	1	1	1	1
Sr Radio Communication Eng	21	1	1	1	1	1
Sr Warranty Coordinator	15	1	1	1	1	1
Supt Rail Car Maint	19	5	4	5	5	5
Supt Rail Transportation	18	1	1	1	1	1
Supv Car Repair Inspection	16	22	17	17	17	17
Supv Rail Car Appearance	15	4	4	4	4	4
Non-Rep Subtotal		64	56	62	64	64

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
Admin Clerk	UR	2	2	2	2	2
Apprentice ET - Rail Car Maint	UR	5	---	---	---	---
Apprentice Mechanic Rail	UR	2	---	---	---	---
Journeyman ET - Telephone Maintenance SONET	UR	16	---	---	---	---
Journeyman ET-Computer Maint	UR	12	12	12	12	12
Journeyman ET-Laboratory	UR	8	7	9	9	9
Journeyman ET-Radio Maintenance	UR	38	38	38	38	38
Journeyman ET-Rail Car Maint	UR	86	70	68	68	68
Journeyman Rail Car Mechanic	UR	120	107	107	107	107
Secretary (N8)	UR	---	---	1	1	1
Secretary (N8)	UR-8	1	1	---	---	---
Secretary (N9)	UR	2	1	2	2	2
Secretary (N9)	UR-9	---	1	---	---	---
Serviceperson I	UR	48	39	40	40	40
Serviceperson I (A)	UR	12	8	8	8	8
Serviceperson II	UR	1	1	1	1	1
Represented Subtotal		353	287	288	288	288
Total Full-Time		417	343	350	352	352

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Contract</u>						
Manager of Quality Control		---	---	---	1	1
Program Manager Cars	---	1	1	1	1	1
Quality Control Inspector	TBD	---	---	---	2	2
Total Contract		1	1	1	4	4

OFFICE OF MAINTENANCE OF WAY

FUNCTIONS & RESPONSIBILITIES

The Office of Maintenance of Way is responsible for managing the maintenance programs for the Authority's automatic train control and signaling system; traction, auxiliary and emergency power systems; track, structures, and right of way; for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages and real estate. The primary focus of this Office is to provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers. The Office of Maintenance of Way is committed to MARTA's strategic priorities and will meet those objectives and standards through the combined efforts of the Director and the following branches.

The Automatic Train Control branch is responsible for maintenance and repairs of the signaling and train control systems that guide rail vehicle movement. The function of this branch is to ensure the safe operation of trains by maintaining track circuits, impedance bonds, switch machines, vital control relays, encroachment detection systems, traffic signals, routing circuits, and automatic speed command systems.

The Electrical Power and Equipment branch is responsible for preventive maintenance and repair of the Authority's traction and auxiliary power systems. The traction power function of this branch is to deliver safe and reliable third rail power (750 dc) to propel the Authority's rail cars and to maintain the wayside emergency trip stations. The auxiliary power function of this branch is to deliver safe and reliable auxiliary power to the Authority's electrical loads, (lighting, elevators, escalators, heating and ventilation) for all rails, bus and support facilities. This branch also

performs general building electrical maintenance, and repair and minor installation in bus and rail facilities. The primary focus of this branch is to provide uninterrupted traction power, well-lighted passenger stations and parking lots, and electrical system integrity.

The Track & Structures branch is comprised of three major units: Track Inspection & Support, Track Maintenance and Structural Engineering, & Inspection.

The Track Inspection & Support unit provides track inspection services, scheduling services, Ultrasonic Testing, Geometry Testing, personnel administration services, contract administration services, material management services, predictive maintenance and track vehicle and equipment repair and maintenance services.

The Track Maintenance unit performs the majority of the track maintenance and repair programs, including ballasted track maintenance, direct fixation track maintenance, contact rail maintenance, running rail maintenance and turnout maintenance.

The Structural Engineering and Inspection unit provides structural inspection services, including the inspection of aerial structures, tunnels, right-of-way structures and passenger station structures on a biennial basis to ensure safety, strength and serviceability. This unit also furnishes conceptual engineering support for special projects and planning studies as requested by various MARTA departments and offices.

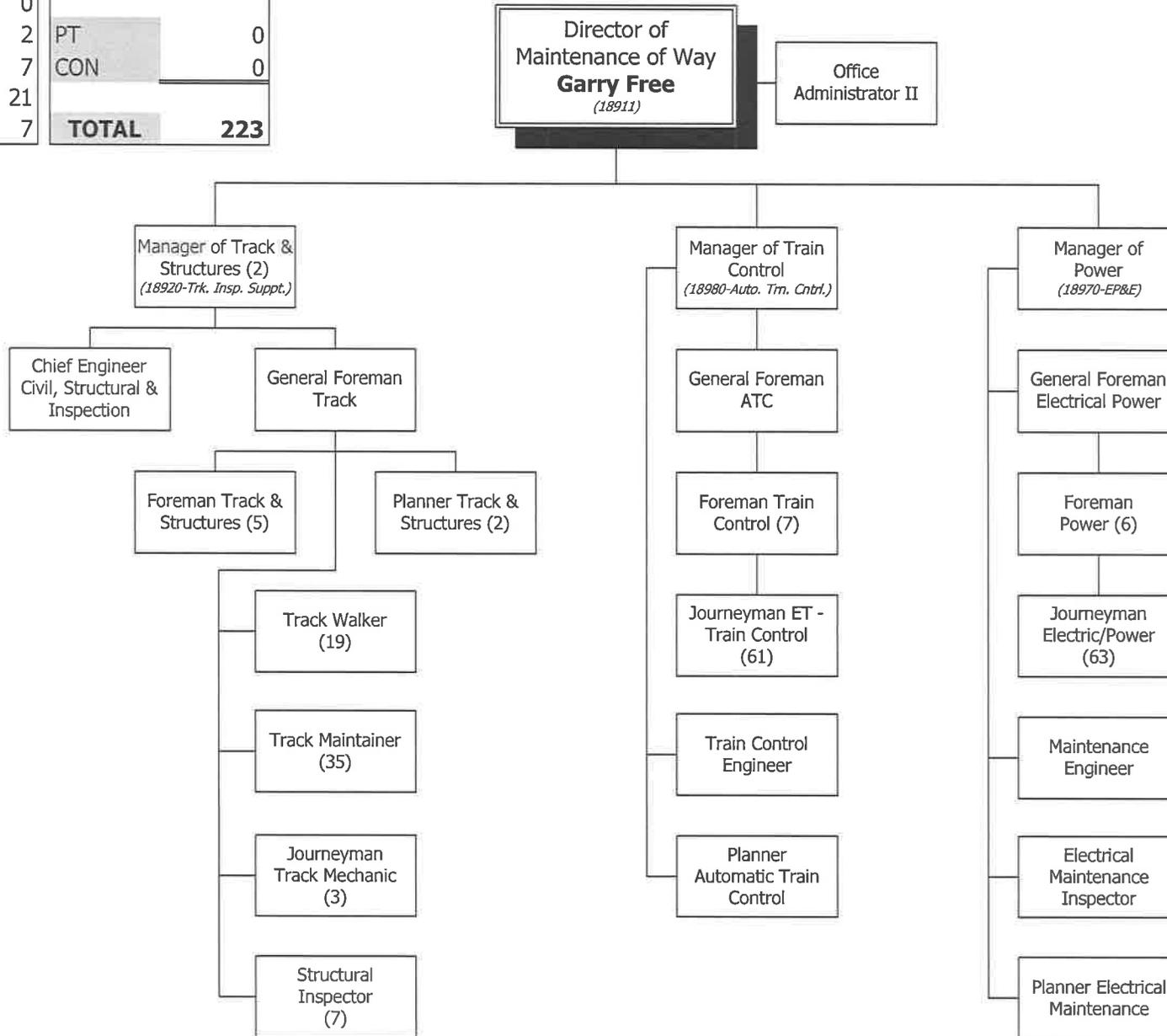
OFFICE OF MAINTENANCE OF WAY

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	10,100,261	9,599,000	10,059,818	9,609,610	10,622,471
Overtime	1,158,857	1,286,377	1,749,581	1,940,423	969,217
Benefits	5,176,001	6,006,314	5,762,546	5,981,231	6,519,705
Labor Sub-Total	\$16,435,119	\$16,891,691	\$17,571,945	\$17,531,264	\$18,111,394
Contractual Services	416,461	416,001	336,935	1,130,071	665,139
Materials & Supplies	1,370,088	1,508,805	1,491,195	1,842,138	1,649,685
Other Operating	0	0	14,453,633	14,082,886	15,058,220
Casualty & Liability	-2,325	-7,437	0	-2,021	0
Miscellaneous	35	31	7	0	0
Other Non Operating	17,800	16,310	17,694	14,656	59,013
Non Labor Sub-Total	\$1,802,059	\$1,933,710	\$16,299,464	\$17,067,730	\$17,432,057
Office Total	\$18,237,178	\$18,825,401	\$33,871,409	\$34,598,994	\$35,543,451
\$ Change from Prior Year		\$588,223	\$15,046,008	\$727,585	\$944,457
% Change from Prior Year		3.23%	79.92%	2.15%	2.73%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	41	34	34	35	35	Administrative	2	1	1	1	1
Represented	202	182	188	188	188	Management	6	6	6	6	6
Full-Time Total	243	216	222	223	223	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	0	2	2	0
Represented (PT)	0	0	0	0	0	Technical	9	6	6	7	7
Part - Time	0	0	0	0	0	Maintenance	192	175	179	179	181
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	10	7	7	7	7
Total	243	216	222	223	223	Supervisory	22	21	21	21	21
						Total	243	221	222	223	223

OFFICE OF MAINTENANCE OF WAY

ADM	1	Non-Rep	35
MGR	6	Rep	188
MNT	181	Total FT	223
OPR	0		
POL	0		
PRO	2	PT	0
REP	7	CON	0
SUP	21		
TEC	7	TOTAL	223



OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	---	---	---	---
Chf Eng-Civ Struct & Inspect	21	1	1	1	1	1
Dir Maintenance of Way	23	1	1	1	1	1
Electrical Maintenance Inspect	16	1	1	1	1	1
Foreman Power	16	6	6	6	6	6
Foreman Track & Strct	16	7	6	5	5	5
Foreman Train Control	16	7	7	7	7	7
Gen Foreman ATC	18	1	1	1	1	1
Gen Foreman Electrical Power	18	1	1	1	1	1
Gen Foreman Track & Struc II	19	---	---	1	1	1
Maintenance Eng	19	1	1	1	1	1
Mgr Power	21	1	1	1	1	1
Mgr Track & Strct	21	2	2	2	2	2
Mgr Train Control	22	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Planner Automatic Train Contr	16	2	---	---	1	1
Planner Electrical Maintenance	16	2	1	1	1	1
Planner Track & Structures	16	3	2	2	2	2
Structural Engineer V	19	1	---	---	---	---
Train Control Engineer	19	1	1	1	1	1
Non-Rep Subtotal		41	34	34	35	35

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
Journeyman Elec Power Elect	UR	63	63	63	63	63
Journeyman ET-Train Control	UR	55	55	61	61	61
Journeyman Track Mechanic	UR	4	3	3	3	3
Secretary (N8)	UR-8	2	---	---	---	---
Structural Inspector	UR	8	7	7	7	7
Tamper Operator	UR	---	---	1	1	---
Track Maintainer	UR	49	35	33	33	35
Track Walker	UR	21	19	19	19	19
Track Welder	UR	---	---	1	1	---
Represented Subtotal		202	182	188	188	188
Total Full-Time		243	216	222	223	223

OFFICE OF PROGRAM & CONTRACT MANAGEMENT**FUNCTIONS AND RESPONSIBILITIES**

The Office of Program & Contract Management consists of Project Management, Construction Management, and Capital Program Management & Oversight.

The Project Management group provides project management services in support of MARTA's Long-Range Capital Improvement Program. Project Managers are responsible for managing and directing resources and activities to ensure that project goals and objectives are successfully completed within scope, schedule and budget.

Project Management responsibilities include development and initiation of capital projects, managing conceptual design through bid documents, oversight of construction activity, and coordinating agreements with outside agencies. Project Management presents and briefs projects with MARTA senior management and Board of Directors.

Project Management participates in the development of annual work programs for the General Engineering Consultant and other Architectural/Engineering Consultants. Project Management monitors and manages the project functions and activities of the General Engineering Consultant and other Architectural/Engineering Consultants to ensure compliance with project scope, budget, and schedule.

The Capital Improvement Program Management and Oversight group is

responsible for developing and maintaining MARTA's Long-Range Capital

Improvement Program, including the systems and processes associated with executing the program. The Long-Range Capital Improvement Program is used to plan and program the resources necessary to keep the transit system in a state of good repair, comply with regulatory requirements, enhance existing service, and expand the transit system. The responsibilities for the capital improvement program include capital project oversight and analyses, project and program performance analyses, maintenance of the master project schedule, and preparation of construction cost estimates and project budgets.

The Construction Management group provides the services necessary to execute contracts in support of MARTA's Long-Range Capital Improvement Program. Construction contracts include new buildings, structures and facilities for bus and rail operations, renovation and rehabilitation of existing bus and rail facilities and equipment, and systems. Construction Management is responsible for contractor field activity, and federal, state, and city regulatory requirements; environmental and safety compliance. Construction Management is also responsible for coordinating, monitoring, and inspecting the construction activities performed by outside contractors or developers adjacent to MARTA property or facilities. To ensure the protection of MARTA patrons, employees, property, and operations.

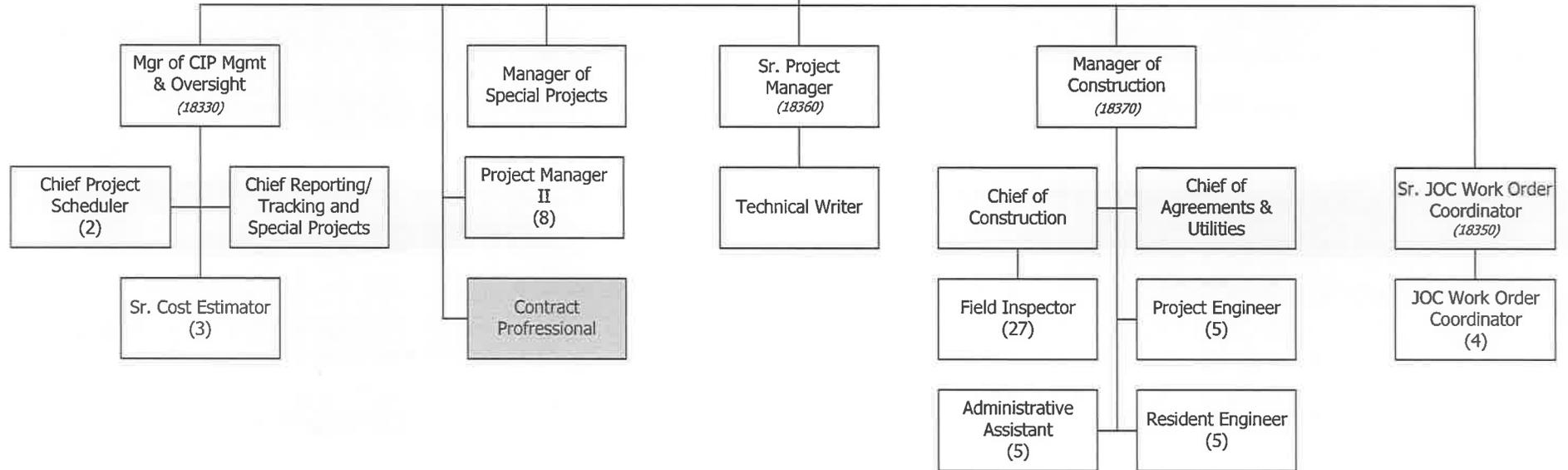
OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,350,737	2,384,982	2,831,100	3,784,315	4,983,680
Overtime	47,755	48,095	90,570	159,951	167,127
Benefits	1,143,018	1,241,442	1,379,323	1,882,172	2,959,589
Labor Sub-Total	\$3,541,510	\$3,674,519	\$4,300,993	\$5,826,438	\$8,110,395
Contractual Services	194,240	289,520	180,532	22,037	0
Materials & Supplies	8,990	5,994	9,365	13,601	5,000
Other Operating	0	0	438	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	13,212	13,493	15,657	30,357	51,403
Non Labor Sub-Total	\$216,442	\$309,007	\$205,992	\$65,995	\$56,403
Office Total	\$3,757,952	\$3,983,526	\$4,506,985	\$5,892,433	\$8,166,798
\$ Change from Prior Year		\$225,574	\$523,459	\$1,385,448	\$2,274,365
% Change from Prior Year		6.00%	13.14%	30.74%	38.60%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	35	35	53	61	70	Administrative	3	3	5	6	6
Represented	0	0	0	0	0	Management	7	7	7	6	7
Full-Time Total	35	35	53	61	70	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	2	4	5	4
Represented (PT)	0	0	0	0	0	Technical	23	23	38	45	54
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	1	1	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	35	35	54	62	71	Supervisory	0	0	0	0	0
						Total	35	35	54	62	71

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

ADM	6	Non-Rep	70
MGR	7	Rep	0
MNT	0	Total FT	70
OPR	0		
POL	0		
PRO	4	PT	0
REP	0	CON	1
SUP	0		
TEC	54	TOTAL	71



OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	2	2	4	5	5
Architect IV	17	1	1	1	---	---
Chf Agreements & Utilities	20	1	1	1	1	1
Chf Capital Programs	19	1	1	1	---	---
Chf Project Scheduler	19	1	1	---	---	---
Chf Project Scheduler	20	---	---	2	2	2
Chf Report Track Spec Projects	21	1	1	1	1	1
Chief Estimator	20	1	1	1	1	---
Chief of Construction	20	---	---	---	---	1
Dir Program & Contract Mgmt	23	1	1	1	1	1
Field Inspector	16	7	7	15	17	27
JOC Work Order Coordinator	17	3	3	3	4	4
Mgr Cip Mgmt Oversight	22	1	1	1	1	1
Mgr Construction	22	1	1	1	1	1
Mgr Special Projects	20	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Project Engineer	18	2	2	4	5	5
Project Manager I	20	1	1	---	---	---
Project Manager II	21	5	---	8	---	---
Project Manager II	22	---	5	---	8	8
Resident Engineer	21	3	3	4	5	5
Senior Estimator	19	1	1	3	3	3

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Sr. JOC Work Order Coordinator	19	---	---	---	1	1
Sr. Project Manager	22	---	---	---	2	1
Technical Writer	18	---	---	---	1	1
Non-Rep Subtotal		35	35	53	61	70
Total Full-Time		35	35	53	61	70
<u>Contract</u>						
Contract Professional	---	---	---	1	1	1
Total Contract		---	---	1	1	1

FUNCTIONS AND RESPONSIBILITIES

The Office of Facilities is responsible for managing the maintenance programs for the Authority's facilities management and maintenance, utilities (gas, water electricity), elevator/escalator, landscaping services and custodial services for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate. The primary focus of this Office is to provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers.

The Buildings and Support Equipment branch is responsible for the general maintenance, minor construction and repair for MARTA facilities including the bus garages, rail shops, rail stations, roads, parking lots and all associated mechanical, HVAC, water, sewer and fire protection systems.

The Custodial and Landscape Services branch is responsible for the general custodial services, landscape maintenance, manufacture, repair and installation of signage for all Authority owned buildings, rail stations, parking facilities, rail yards, bus garages and real estate.

The Headquarters Maintenance branch is responsible for the general custodial support, signage, landscape, painting and all associated mechanical, elevator, HVAC, water, sewer and fire protection systems in the Headquarters and HQ Annex buildings. This maintenance group maintains a safe and efficient environment for MARTA's business units.

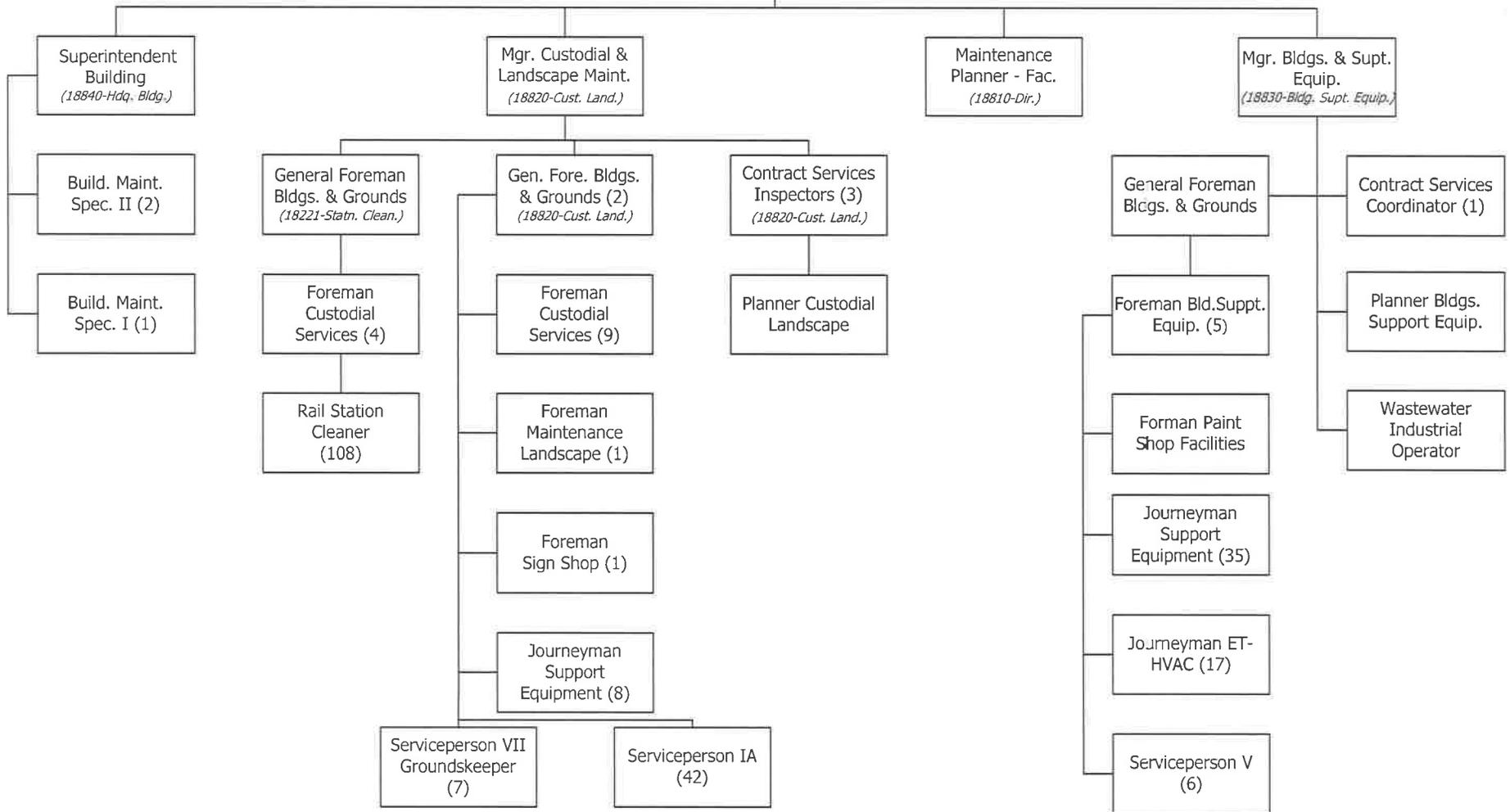
OFFICE OF FACILITIES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	10,542,440	10,150,218	9,837,318	9,427,117	10,073,588
Overtime	845,241	982,359	1,105,520	844,690	362,574
Benefits	5,352,690	6,145,021	6,081,041	6,186,056	6,080,124
Labor Sub-Total	\$16,740,371	\$17,277,598	\$17,023,879	\$16,457,863	\$16,516,286
Contractual Services	3,259,468	1,876,250	2,142,220	2,241,977	2,799,132
Materials & Supplies	1,897,872	1,750,056	2,377,843	2,281,185	2,204,353
Other Operating	2,537,583	2,620,237	2,703,914	2,334,253	2,687,996
Casualty & Liability	-11,430	-3,130	0	-17,046	0
Miscellaneous	8	0	0	253	0
Other Non Operating	1,659	4,181	1,592	4,020	10,464
Non Labor Sub-Total	\$7,685,160	\$6,247,594	\$7,225,569	\$6,844,642	\$7,701,945
Office Total	\$24,425,531	\$23,525,192	\$24,249,448	\$23,302,505	\$24,218,231
\$ Change from Prior Year		(\$900,339)	\$724,256	(\$946,943)	\$915,726
% Change from Prior Year		-3.69%	3.08%	-3.91%	3.93%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	41	39	41	42	41	Administrative	6	6	6	6	6
Represented	246	219	223	223	223	Management	4	4	4	4	4
Full-Time Total	287	258	264	265	264	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	2	4	2	2
Represented (PT)	0	0	0	0	0	Technical	5	4	4	5	4
Part - Time	0	0	0	0	0	Maintenance	244	219	223	223	223
Contract	2	2	2	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	2	0	0	0	0
Total	289	260	266	265	264	Supervisory	26	25	25	25	25
						Total	289	262	266	265	264

OFFICE OF FACILITIES

ADM	6	Non-Rep	41
MGR	4	Rep	223
MNT	223	Total FT	264
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	0
SUP	25		
TEC	4	TOTAL	264



OFFICE OF FACILITIES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Building Maint Spec II	14	2	2	2	2	2
Building Maintenance Spec I	12	1	1	1	1	1
Contract Services Coordinator	16	2	1	1	2	1
Contract Services Inspector	10	3	3	3	3	3
Dir Facilities	23	1	1	1	1	1
Foreman Buildings Supp Equip	16	5	5	5	5	5
Foreman Custodial Services	14	13	13	13	13	13
Foreman Maint Landscape	16	1	1	1	1	1
Foreman Paint Shop Facilities	16	2	1	1	1	1
Foreman Sign Shop	16	1	1	1	1	1
Gen Foreman Bldgs & Grounds	18	4	4	4	4	4
Maintenance Planner Facilities	16	----	----	1	1	1
Mgr Buildings & Support Equip	20	1	1	1	1	1
Mgr Custodial Landscape Maint	20	1	1	1	1	1
Office Administrator II	16	----	1	1	1	1
Planner Bldgs & Support Equip	16	1	1	1	1	1
Planner Custodial Landscape	16	2	1	1	1	1
Supt Building	19	1	1	1	1	1
Wastewater Industrial Operator	16	----	----	1	1	1
Non-Rep Subtotal		41	39	41	42	41

OFFICE OF FACILITIES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Represented</u>						
Journeyman ET-HVAC	UR	20	17	17	17	17
Journeyman Support Equipment	UR	44	38	43	43	43
Rail Station Cleaner	UR	108	108	108	108	108
Secretary (N8)	UR-8	2	----	----	----	----
Serviceperson I (a)	UR	47	43	42	42	42
Serviceperson V	UR	16	6	6	6	6
Serviceperson VII Groundskeeper	UR	9	7	7	7	7
Represented Subtotal		246	219	223	223	223
Total Full-Time		287	258	264	265	264
<u>Contract</u>						
Contract Professional	----	2	2	2	----	----
Total Contract		2	2	2	----	----

OFFICE OF VERTICAL TRANSPORTATION**FUNCTIONS AND RESPONSIBILITIES**

The Office of Vertical Transportation is responsible for the management of MARTA's Elevator and Escalator program to include the administration of maintenance and capital rehabilitation contracts. This office has major responsibility for completion of the appropriate activities necessary for the design, preparation, advertisement, and award of elevator and escalator contracts.

Additionally, the Office of Vertical Transportation: ensures contractors comply with contract technical specifications and requirements, as well as with any federal, state, city and local government requirements,

ordinances, codes, and all applicable safety requirements; oversees equipment inspections and troubleshooting process of MARTA's elevator and escalator electrical and mechanical equipment problems and tracks installation of repaired or acquired equipment; ensures other MARTA staff members such as Safety and Quality Assurance personnel, Project and Resident Engineers, and Project and Construction Managers are informed of the status of the elevator/escalator facilities on a routine basis; ensures timely 24hr/7-day week emergency response to all elevator/escalator incidents or accidents.

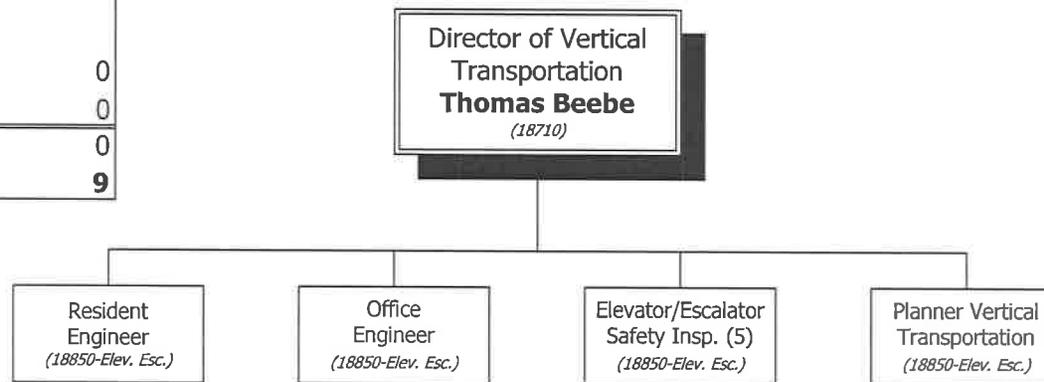
OFFICE OF VERTICAL TRANSPORTATION

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	0	0	257,330	603,063	715,517
Overtime	0	0	4,012	10,378	10,687
Benefits	0	0	91,724	242,195	430,260
Labor Sub-Total	\$0	\$0	\$353,066	\$855,636	\$1,156,464
Contractual Services	4,018,041	5,167,922	5,140,985	5,176,716	5,354,047
Materials & Supplies	247	821	1,470	1,684	2,000
Other Operating	0	0	0	272	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	15
Other Non Operating	525	869	10,166	1,980	2,325
Non Labor Sub-Total	\$4,018,813	\$5,169,612	\$5,152,621	\$5,180,652	\$5,358,387
Office Total	\$4,018,813	\$5,169,612	\$5,505,687	\$6,036,288	\$6,514,851
\$ Change from Prior Year		\$1,150,799	\$336,075	\$530,601	\$478,563
% Change from Prior Year		28.64%	6.50%	9.64%	7.93%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	6	6	11	11	9	Administrative	0	0	1	1	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	6	6	11	11	9	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	2	2	2
Represented (PT)	0	0	0	0	0	Technical	5	5	7	7	6
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	6	6	11	11	9	Supervisory	0	0	0	0	0
						Total	6	6	11	11	9

OFFICE OF VERTICAL TRANSPORTATION

ADM	0	Non-Rep	9
MGR	1	Rep	0
MNT	0	Total FT	9
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	0
SUP	0		0
TEC	6	TOTAL	9



OFFICE OF VERTICAL TRANSPORTATION

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	---	---	1	1	---
Dir Vertical Transportation	22	---	---	1	---	---
Dir Vertical Transportation	23	---	---	---	1	1
ELEV ESCALATOR SAFE INSPEC I	16	2	---	---	---	---
ELEV ESCALATOR SAFE INSPEC II	18	2	4	6	6	5
Manager of Elevators/Escalators	22	1	1	---	---	---
Office Engineer	TBD	---	---	1	1	1
Planner Elevators & Escalators	TBD	---	---	1	1	---
Planner Vertical Trans	TBD	---	---	---	---	1
Resident Engineer	21	1	1	1	1	1
Non-Rep Subtotal		6	6	11	11	9
Total Full-Time		6	6	11	11	9

DIVISION OF FINANCE

This Division includes the following Departments:

- **Department of Chief Financial Officer /CFO**

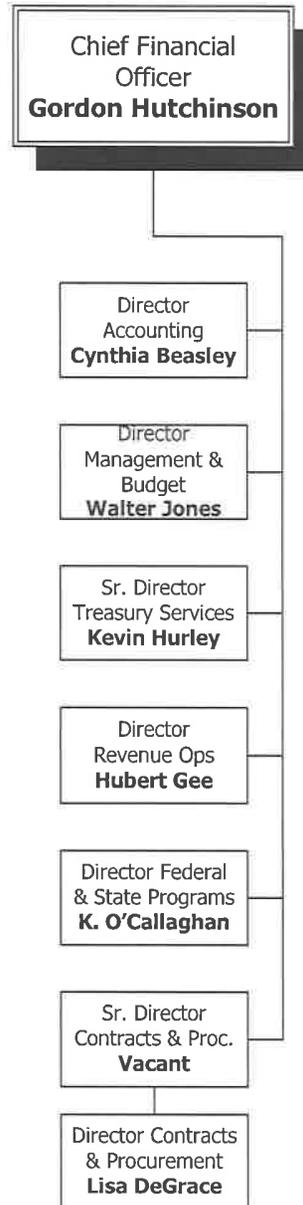
DIVISION OF FINANCE

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	15,378,368	14,016,230	14,554,738	14,452,868	15,881,691
Overtime	296,188	326,115	320,034	315,128	516,362
Benefits	7,439,043	7,912,687	8,004,204	8,063,815	9,108,058
Labor Sub-Total	\$23,113,599	\$22,255,032	\$22,878,976	\$22,831,811	\$25,506,111
Contractual Services	573,238	547,592	563,840	537,699	730,998
Materials & Supplies	500,954	415,128	1,855,981	2,350,804	2,922,287
Other Operating	251,757	254,139	308,421	253,235	240,000
Casualty & Liability	0	0	0	0	0
Miscellaneous	120,378	133,940	99,954	118,135	132,969
Other Non Operating	188,637	160,656	163,848	1,640,760	2,095,899
Non Labor Sub-Total	\$1,634,964	\$1,511,455	\$2,992,044	\$4,900,633	\$6,122,153
Division Total	\$24,748,563	\$23,766,487	\$25,871,020	\$27,732,444	\$31,628,264
\$ Change from Prior Year		(\$982,076)	\$2,104,533	\$1,861,424	\$3,895,820
% Change from Prior Year		-3.97%	8.86%	7.20%	14.05%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	202	187	195	194	191	Administrative	175	148	142	142	142
Represented	88	78	78	78	78	Management	29	29	28	26	27
Full-Time Total	290	265	273	272	269	Police	0	0	0	0	0
Non-Represented (PT)	80	77	77	77	77	Professional	67	60	84	89	87
Represented (PT)	7	0	0	0	0	Technical	6	6	1	1	1
Part - Time	87	77	77	77	77	Maintenance	4	3	3	3	3
Contract	21	3	4	6	7	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	91	75	75	75	75
Total	398	345	354	355	353	Supervisory	26	24	21	19	18
						Total	398	352	354	355	353

DIVISION OF FINANCE

ADM	142	Non-Rep	191
MGR	27	Rep	78
MNT	3	Total FT	269
OPR	0		
POL	0		
PRO	87	PT	77
REP	75	CON	7
SUP	18		
TEC	1	TOTAL	353



DEPARTMENT OF CHIEF FINANCIAL OFFICER

This Department includes the following Offices:

Department of Finance

- Office of Chief Financial Officer/ CFO
- Office of Accounting
- Office of Management & Budget
- Office of Revenue Operations
- Office of Treasury Services
- Office of Federal and State Programs
- Office of Contracts & Procurement

FY2014 GOALS AND OBJECTIVES

- Improve stability by reducing turn-over
- Improve communication to workforce
- Increase workforce development
- Increase use of technology to streamline financial operations
- Improve morale of employees
- Improve work environment for employees
- Improve financial viability by reducing costs, increasing revenue sources and maintaining reserves
- Develop and publish fiscal year Operating and Capital Budget Book
- Facilitate monthly Senior Staff/EMT organizational performance reviews
- Maintain and update Balanced Scorecard toolset
- Conducted various Performance Optimization and Efficiency studies
- Increase responsiveness to special events
- Continued improvement grant closeout performance
- Refine capital budget process for efficiency and incorporation of project control initiatives series 2000A and 2000B Bonds. Conduct analysis for more cost effective options.
- Examine potential options to replace letters of credit
- Adhere to the FY13 – FY16 Financial Plan that was agreed upon with the Board
- Facilitate the initiation of new Banking and Merchant Services contracts. Separate the current contract into two independent contracts and implement the replacement by the expiration on March 31, 2014.
- Monitor and limit counterparty risk associated with potential bank credit downgrades in relation to the Basis Swap, forward delivery agreements and other financial transactions.
- Continue to outperform portfolio earnings benchmarks
- Monitor remediated LILO transactions in the event that further closure opportunities present themselves. Further closure would eliminate potential future exposure to financial downturns.
- Maintain 97% inventory accuracy level on cyclic counts and external audit. Sell/Dispose of \$ 1.2 million in obsolete Material. Review alternative procurement methodologies for inventory reduction.
- Review supply chain options for implementation of inventory reduction programs (including vendor managed inventory, kitting, and destocking). Analyze the feasibility of automating the Records Accession process in conjunction with Technology, upgrade the Reprographic Services Workflow process/software

FY2014 Key Performance Indicator

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Average Inventory Service Level	Percent of Stock Issues out of the number of all requested stock items	>/= 95%	96.29%	>/= 95%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.74%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	85.43%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-4.84%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-18.92%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-32.83%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-38.25%	</= 0%

FY2013 ACCOMPLISHMENTS

- Improved financial viability by reducing costs, increasing revenue sources and maintaining reserves
- Involved APTA in the benchmarking process and obtained peer agencies support for benchmarking purposes on a continual basis
- Developed and published fiscal year Operating and Capital Budget Book
- Facilitated monthly Senior Staff/CEO Team organizational performance reviews
- Maintained and updated Balanced Scorecard toolset
- Conducted various Performance Optimization and Efficiency studies
- Provided financial planning and support effort for expansion studies and for Regional Transit Committee activities
- Maximized the receipt of federal and state grants assistance to MARTA and continued to maintain MARTA's eligibility to receive federal and state assistance; remain in compliance with regulations of all grants
- Successfully executed preventive maintenance grant funds from FHWA, due to expiring regional appropriations
- Increased leveraging of our assets to generate revenue
- Completed the fiscal year 2013 external Financial Audit, Single Audit, NTD Report, MARTOC Report (5 sections) and Comprehensive Annual Financial Report (CAFR)
- Increased responsiveness to special events
- Improved grant closeout performance
- Refined capital budget process for efficiency and incorporation of project control initiatives
- Finalized the development of the 30 year capital and operating model
- Continued the mitigation of fuel price risk fluctuations by incorporating additional hedge transactions into the fuel hedge program.
- Examined potential options to replace current commercial paper program with products that do not require a credit facility if analysis dictates replace 2000A and B credit facility
- Reviewed potential refund of series 2003A bonds and execute refunding if viable
- Executed Remediate final two LILO transactions with a low cost solution
- Properly recorded all financial transactions related to the issuance of the 2003 Bond Refunding and Commercial Papers
- Properly recorded all financial transactions related to the close-out of the LILO transactions
- Properly recorded all financial transactions relating to the termination of the LILO transactions
- Completed update of Cost Allocation Plan (CAP) and FTA review
- Overall Inventory investment reduced from \$29.9 mil to \$23.8mil (\$6.1 mil reduction) in FY13 through stock sales.
- Consistently maintained KPI Service Level of 95% or better to maintenance. Goal = 95%
- Achieved an inventory record accuracy of 99.4%
- Achieved an inventory service level of 96% by completing 26,326 Transfers providing inventory to Sub-Stores
- Assumed responsibility for processing small federally funded purchases from Contracts, freeing Contracts to focus on contracts
- Processed \$6,141,374 of inventory for sale reducing our inactive inventory by over 50%
- Converted 100% of the Authority's cell phones to newer generation equipment
- Established programs for end users to order supplies for the Canon copiers and for ordering paper. These new programs record usage by Cost Center which was not previously tracked and initiates replenishment using Oracle functionalization
- Developed and initiated a process that automatically notifies requesters by email when a Purchase Order has been approved for their requirements
- Achieved success rates better than 95% for services provided by Records Management, Mail and Meeting Services, and Facility Furniture and Moving
- Reprographics reduces leasing/printing costs by 33%
- By shifting work between presses and digital printing, Reprographics resulting in a 36% cost savings
- Developed a vendor database for procurement of printing supplies resulting in a cost savings of 57%
- Worked with Marketing to bring an additional 30% of their printing requirements in-house
- Developed and published fiscal year Capital Budget Book.

- Provided financial planning and support effort for expansion studies and for Regional Transit Committee activities.
- Completed MARTOC reporting requirements.
- Refined capital budget process for efficiency and incorporation of project control initiatives.
- Team continued to mitigate fuel pricing risk through use of swaps, while contemplating potential usage of futures and options for a portion of forecasted consumption to further enhance risk mitigation. The overall strategy saw greater formalization, while performance analytics were refined and improved.
- Investment Performance that exceeds the GA 1 Fund for FY 2013 by .065 basis points or 43.43% and the S&P GIP by .165 basis points.
- Efficiency increasing banking products such as Remote deposit were implemented.
- Bank RFP documents were created, updated, and refined ahead of Authority's upcoming selection process.
- Performed monthly Sales Tax and Debt Service Analysis on time and error free.
- Performed monthly Basis Swaps Transactions on time and error free.
- Assisted in the preparation of the Fuel Hedge program.
- Managed Dun and Bradstreet subscription and request or produced Financial Analysis reports for Contracts and Procurement personnel.
- Financial Analysis for Contracts and Procurement personnel comparison of vendors bids for doing business with the Authority. This includes companies registered and not registered in D & B.
- Performed TSA Explosive Detection Canine Program and Department of Homeland Security (DHS) program reimbursement Analysis.
- Prepared Reports and Schedules for External Auditors and assisted with external audit.
- Issue of 2012 C1 - D1Series.
- Executed 2013 A Series refunding saving the Authority 4.5M in NPV Debt Service Savings
- Provide support and analysis for update of regional transportation planning process
- Provide regional support and analysis for federal transportation funding apportionments/allocations under the Congressional Moving Ahead for Progress in the 21st Century Act (MAP-21)
- Successfully executed grant funds awarded from FHWA, from both the submittal process and due to expiring regional appropriations
- Maximized the receipt of federal and state grants assistance to MARTA and continued to maintain MARTA's eligibility to receive federal and state assistance; remain in compliance with regulations of all grants

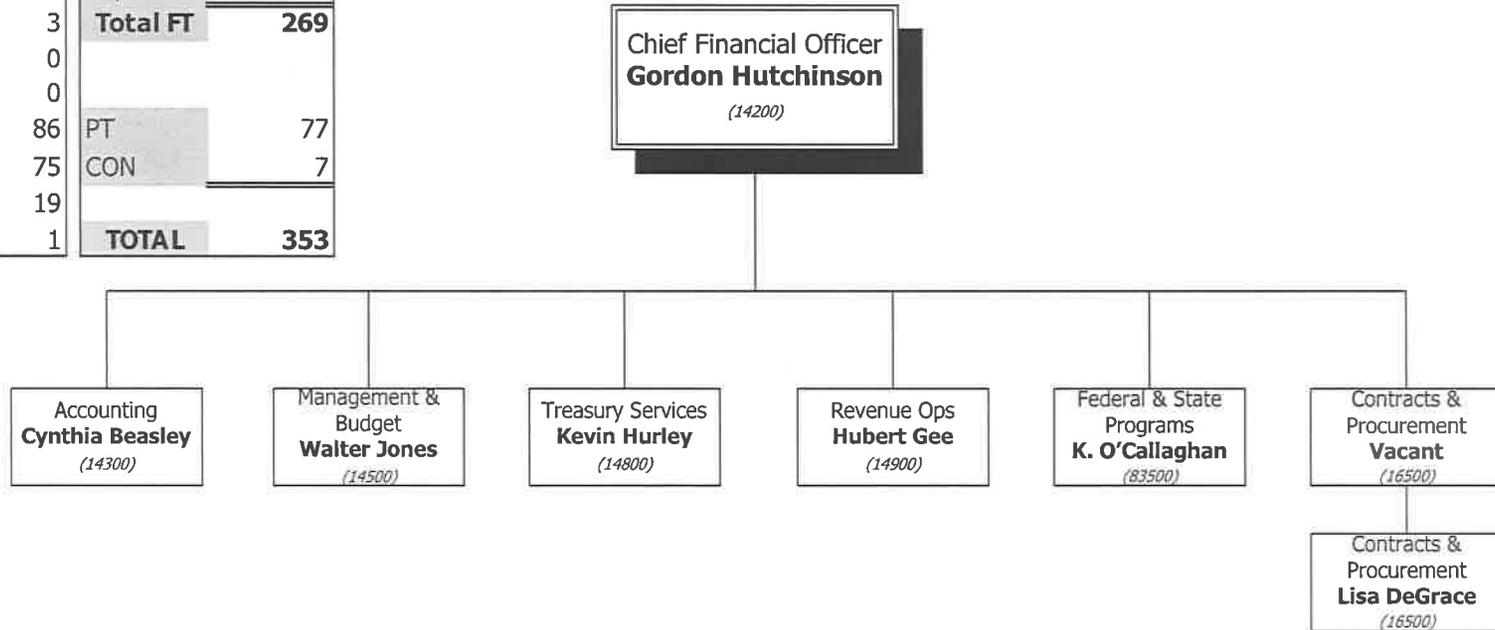
DEPARTMENT OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	15,378,368	14,016,230	14,554,738	14,452,868	15,881,691
Overtime	296,188	326,115	320,034	315,128	516,362
Benefits	7,439,043	7,912,687	8,004,204	8,063,815	9,108,058
Labor Sub-Total	\$23,113,599	\$22,255,032	\$22,878,976	\$22,831,811	\$25,506,111
Contractual Services	573,238	547,592	563,840	537,699	730,998
Materials & Supplies	500,954	415,128	1,855,981	2,350,804	2,922,287
Other Operating	251,757	254,139	308,421	253,235	240,000
Casualty & Liability	0	0	0	0	0
Miscellaneous	120,378	133,940	99,954	118,135	132,969
Other Non Operating	188,637	160,656	163,848	1,640,760	2,095,899
Non Labor Sub-Total	\$1,634,964	\$1,511,455	\$2,992,044	\$4,900,633	\$6,122,153
Department Total	\$24,748,563	\$23,766,487	\$25,871,020	\$27,732,444	\$31,628,264
\$ Change from Prior Year		(\$982,076)	\$2,104,533	\$1,861,424	\$3,895,820
% Change from Prior Year		-3.97%	8.86%	7.20%	14.05%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	202	187	195	194	191	Administrative	175	148	142	142
Represented	88	78	78	78	78	Management	29	29	28	27
Full-Time Total	290	265	273	272	269	Police	0	0	0	0
Non-Represented (PT)	80	77	77	77	77	Professional	67	60	84	89
Represented (PT)	7	0	0	0	0	Technical	6	6	1	1
Part - Time	87	77	77	77	77	Maintenance	4	3	3	3
Contract	21	3	4	6	7	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	91	75	75	75
Total	398	345	354	355	353	Supervisory	26	24	21	19
						Total	398	352	354	355

DEPARTMENT OF CHIEF FINANCIAL OFFICER / CFO

ADM	142	Non-Rep	191
MGR	27	Rep	78
MNT	3	Total FT	269
OPR	0		
POL	0		
PRO	86	PT	77
REP	75	CON	7
SUP	19		
TEC	1	TOTAL	353



FUNCTIONS AND RESPONSIBILITIES

The Office of the Assistant General Manager of Finance supervises the Authority's financial activities, and is responsible for the strategic direction, financial viability and daily management of the Department of Finance. The Department of Finance encompasses the Offices of Accounting, Management & Budget, Treasury Services, Revenue Operations, and Grant Programs.

The Office of Accounting serves as the primary source of financial and management information for the Authority. The Office prepares the monthly financial results and variance to budget for presentation to the Board of Directors and MARTA Senior Management. The Office processes bi-weekly payroll, disbursements, cash receipts and appropriate accounting allocation between operating, capital and grants. The Office maintains historical accounting records and oversees the annual external financial audit.

The Office of Management & Budget administers and develops the Authority's Annual Operating and Capital Budgets; monitors the Authority's expenditures on an ongoing basis; develops the Authority's Five-Year Financial Plan; manages strategic plan & Key Performance Indicators (KPI); provides support to the Authority in the areas of business and financial analysis and manages the Authority's Efficiency Improvement Program mandated by the Board of Directors. This Office also assists management in developing and monitoring strategies and performance measures to align operational, tactical and strategic processes with MARTA's strategic direction. The objective of this Office is to provide managerial and financial advising services that enable the Authority to optimize performance and productivity, while simultaneously containing or reducing cost.

The primary responsibilities of the Office of Treasury & Capital Programs are to provide support to the Authority in the areas of business and financial analysis; ensure maximum investment yield; and capital budget development. The Financial Planning & Analysis branch provides

programming, management, and management of the Authority's Capital Improvement Planning program. The Cash Management branch provides services to ensure maximum investment yield on the Authority's idle cash. This includes the receipt, investment, and disbursement of funds; preparation of short and long-range cash-flow plans; and development and maintenance of business relationships with banking and investment institutions that support Authority programs.

The primary responsibilities of the Office of Revenue Operations are to centrally manage the Authority's revenue collected and processed from all ticket vending machines, bus fareboxes, parking lots, ridestores, media encoding, and media sales. Also, the Office is responsible for all revenue settlement and clearinghouse duties to ensure that all transactions and revenue are accurately reported and apportioned according to regional agreements. The Office consists of eight branches: Revenue Administration, Maintenance oversight of ticket-vending machines/bus processing equipment, Revenue Collection, Revenue Processing, Media Encoding, Media Sales, Parking Services, Revenue Settlement and Clearinghouse.

The Office of Grant Programs coordinates the Authority's Federal and State funding programs, seeking to create, maintains and build relationships with federal and state funding agencies to have a positive impact on the financing, development and operations of MARTA.

The Office of Contracts & Procurement and Materials serves as the central procurement arm of the Authority. It provides contract administration, contract records management, storeroom operations, the Authority's inventory of parts and consumables, distribution of Authority-wide Policies and Procedures (in accordance with applicable federal and state requirements), reprographic services, furniture and facilities administration, mail and postal services, executive meeting services, and Wireless Communications.

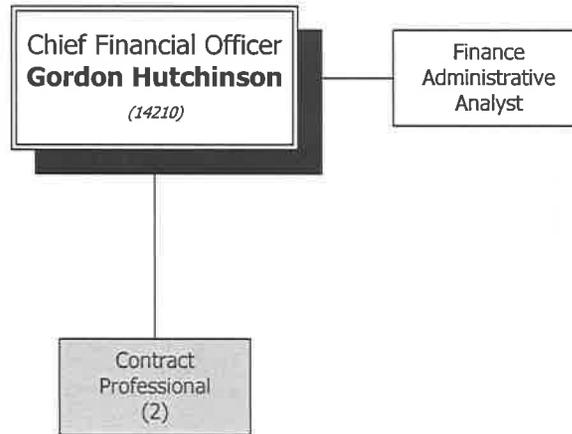
OFFICE OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	278,912	305,567	485,277	428,773	498,992
Overtime	0	0	2,470	5,625	0
Benefits	105,125	125,829	177,468	197,231	202,338
Labor Sub-Total	\$384,037	\$431,396	\$665,215	\$631,629	\$701,331
Contractual Services	0	0	4,950	11,488	0
Materials & Supplies	2,577	1,887	2,384	1,997	2,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	145,185	112,105	111,623	103,529	199,305
Non Labor Sub-Total	\$147,762	\$113,992	\$118,957	\$117,014	\$201,305
Office Total	\$531,799	\$545,388	\$784,172	\$748,643	\$902,636
\$ Change from Prior Year		\$13,589	\$238,784	(\$35,529)	\$153,993
% Change from Prior Year		2.56%	43.78%	-4.53%	20.57%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	2	3	3	2	2	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	1	2	2	1	1
Full-Time Total	2	3	3	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	1	1	2	2
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	1	1	1	2	2	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	3	4	4	4	4	Supervisory	0	0	0	0	0
						Total	3	4	4	4	4

OFFICE OF CHIEF FINANCIAL OFFICER / CFO

ADM	1	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	2
SUP	0		
TEC	0	TOTAL	4



OFFICE OF CHIEF FINANCIAL OFFICER CFO

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
AGM Finance	C	1	1	1	---	---
Chief Financial Officer	A	---	---	---	1	1
Finance Administrative Analyst	18	1	1	1	1	1
Mgr Financial Systems	22	---	1	1	---	---
Non-Rep Subtotal		2	3	3	2	2
Total Full-Time		2	3	3	2	2
<u>Contract</u>						
Contract Professional	---	1	1	1	2	2
Total Contract		1	1	1	2	2

FUNCTIONS AND RESPONSIBILITIES

The Office of Accounting serves as the primary source of financial and management information for the Authority. This office develops and implements accounting system policies and procedures; directs the Authority's accounting functions including union and non-union payroll, general disbursements, revenues, cash, receivables, construction, real estate, contracts, federal grants, fixed assets and property control, inventories, cost allocations, insurance program, special projects, etc.; develops and implements policies and procedures to support these functions; and anticipates future needs from an accounting and reporting standpoint for the Authority. The Office of Accounting maintains historical accounting records and data; tracks disbursements and receipts

of funds; and prepares reports, analyses, and trends. The Office oversees the annual external financial audit; prepares year-end audited financial statements and prepares the comprehensive annual financial report (CAFR).

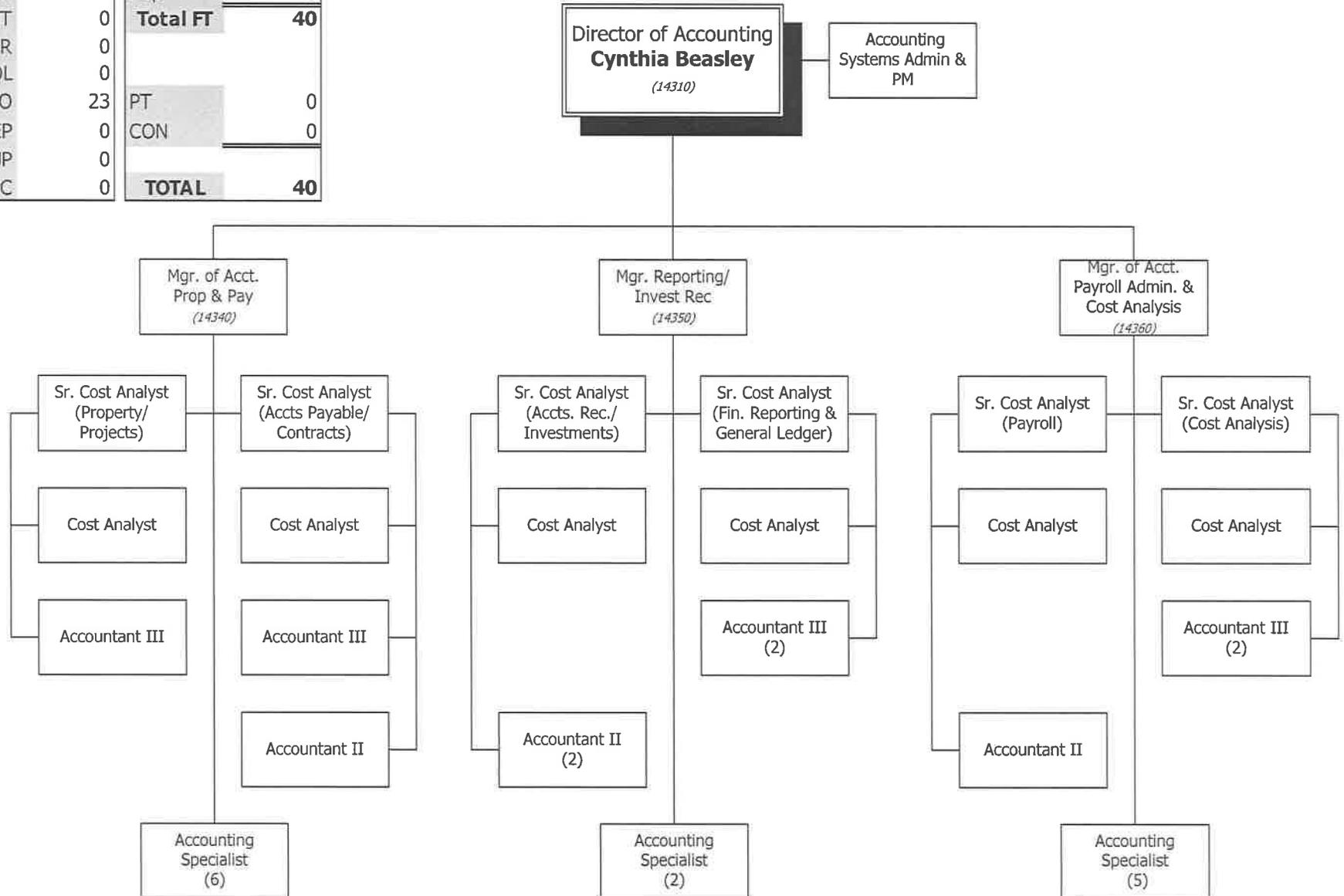
Specific responsibilities include: preparation of the monthly financial results and variance to budget for presentation to the Board of Directors and MARTA Senior Management; processing of biweekly payroll; processing of disbursements and cash receipts; and appropriate accounting allocation between operating, capital, and grants.

OFFICE OF ACCOUNTING

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,284,877	2,282,476	2,347,893	2,357,598	2,477,690
Overtime	18,534	23,191	22,210	9,785	127,063
Benefits	1,090,390	1,236,250	1,272,776	1,285,656	1,512,979
Labor Sub-Total	\$3,393,801	\$3,541,917	\$3,642,879	\$3,653,039	\$4,117,732
Contractual Services	1,419	0	490	545	102,724
Materials & Supplies	5,492	4,821	6,418	6,817	4,840
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	44	15	12	36
Other Non Operating	4,283	8,735	11,174	10,767	16,874
Non Labor Sub-Total	\$11,194	\$13,600	\$18,097	\$18,141	\$124,474
Office Total	\$3,404,995	\$3,555,517	\$3,660,976	\$3,671,180	\$4,242,206
\$ Change from Prior Year		\$150,522	\$105,459	\$10,204	\$571,026
% Change from Prior Year		4.42%	2.97%	0.28%	15.55%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	41	39	39	40	40	Administrative	15	14	13	13	13
Represented	0	0	0	0	0	Management	4	4	4	4	4
Full-Time Total	41	39	39	40	40	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	18	16	19	22	23
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	2	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	43	39	39	40	40	Supervisory	6	5	3	1	0
						Total	43	39	39	40	40

ADM	13	Non-Rep	40
MGR	4	Rep	0
MNT	0	Total FT	40
OPR	0		
POL	0		
PRO	23	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	40



OFFICE OF ACCOUNTING

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Accountant II	15	2	1	3	3	4
Accountant III	17	13	12	10	7	6
Accounting Specialist I	9	2	2	----	1	1
Accounting Specialist II	11	5	4	5	3	3
Accounting Specialist III	13	8	8	8	9	9
Accounting Sys Adm & Proj Mgr	20	1	1	1	1	1
Cost Analyst	18	----	1	2	6	6
Dir Accounting	23	1	1	1	1	1
Mgr Accounting	21	3	3	3	3	3
Sr Cost Analyst	20	----	1	3	5	6
Supv Accounting	19	6	5	3	1	----
Non-Rep Subtotal		41	39	39	40	40
Total Full-Time		41	39	39	40	40
<u>Contract</u>						
Contract Professional/Exempt Straight	----	2	----	----	----	----
Total Contract		2	----	----	----	----

FUNCTIONS AND RESPONSIBILITIES

The primary responsibilities of the Office of Management & Budget are to administer and develop the Authority's Annual Operating and Capital Budgets; monitor the Authority's expenditures on an ongoing basis; develop the Authority's Five-Year Financial Plan; monitor performance measurement activities; provide support to the Authority in the areas of business and financial analysis, and manage the Authority's Efficiency Improvement Program mandated by the Board of Directors. The objective of this office is to provide managerial and financial advising services, which enable the Authority to optimize performance and productivity, while simultaneously containing or reducing cost. Such efforts enable the attainment of the Authority's strategic goals.

Organizational assessment studies, industry comparative studies, efficiency studies, efficiency-improvement strategies, evaluation of the implementation processes, managerial advisory services, and budgetary reallocation and facilitation of the budgetary process represent the type of analytical services that the office provides.

The Office consists of two branches: the Budget branch and the Strategic Performance branch.

The Budget branch operates as "budgetary consultants" to the Authority. This branch develops the Authority's Operating & Capital Budgets and publishes a Recommended and an Adopted budget book each year. This requires adhering to various milestones, analyzing significant budgetary increases/decreases per expense category per office, assessing resource reallocation necessities and providing recommendations.

On a monthly basis, in conjunction with the department of Human Resources, position control is reconciled at the office level; variance analyses are performed; and department/office meetings are conducted for analyses and verification.

The branch works to identify solutions for organizational concerns, manages personnel authorization and requisition control, provides financial analysis to assure the best use of MARTA's financial resources, assesses the efficient use of our employees, monitors the functional components of the Authority, and determine how each function operates internally and cross-functionally.

Strategic Performance Management branch facilitates the collection, analysis and submission of mandatory NTD data and the development and implementation of MARTA's performance management process. It provides timely, accurate and actionable business intelligence that enables the Authority's senior management to effectively and efficiently improve performance in line with MARTA's strategic direction. This includes performance metrics tracking in line with Authority-wide annual Strategic Business Plan, particularly via Data Warehouse/Balanced Scorecard toolset; maintaining Strategic KPI data on public web-site Itsmarta.com; development of industry-wide benchmarking process for comparative and best practices research of performance tracking and improvement; and studies to optimize performance and improve efficiency of business processes system-wide at standing and ad hoc requests by senior management. The performance and efficiency optimization studies include those based on six sigma methodology. In addition to that, Strategic Performance Management staff is tasked with conducting thorough review and analysis of the current internal cost associated with maintaining functions identified for potential outsourcing in the Strategic Transformation program. On aggregate, Strategic Performance Management branch directly supports MARTA's commitment to fulfill Vision Objectives "Provide Easy Access to Information," "Determine Final Recommendations for MARTA's Transformation," and "Find Funding Options to Enhance Services."

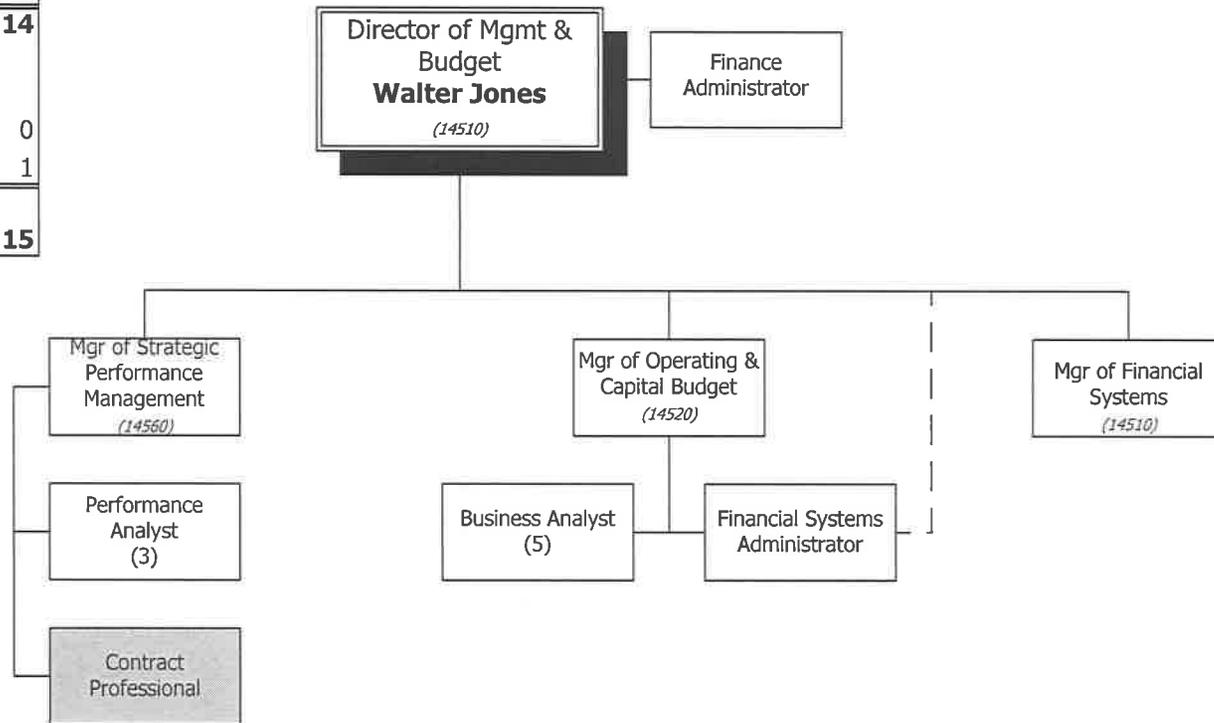
OFFICE OF MANAGEMENT & BUDGET

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,014,409	821,460	737,430	940,626	1,152,037
Overtime	2,958	0	0	175	0
Benefits	466,208	445,932	396,008	466,331	655,308
Labor Sub-Total	\$1,483,575	\$1,267,392	\$1,133,438	\$1,407,132	\$1,807,345
Contractual Services	5,935	0	0	0	100,000
Materials & Supplies	5,410	2,443	3,807	5,321	8,692
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	918	1,118	3,766	1,322	6,924
Non Labor Sub-Total	\$12,263	\$3,561	\$7,573	\$6,643	\$115,616
Office Total	\$1,495,838	\$1,270,953	\$1,141,011	\$1,413,775	\$1,922,961
\$ Change from Prior Year		(\$224,885)	(\$129,942)	\$272,764	\$509,186
% Change from Prior Year		-15.03%	-10.22%	23.91%	36.02%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	15	13	13	14	14	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	3	3	3	4	4
Full-Time Total	15	13	13	14	14	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	14	10	10	11	11
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	2	0	0	1	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	17	13	13	15	15	Supervisory	0	0	0	0	0
						Total	17	14	13	15	15

OFFICE OF MANAGEMENT & BUDGET

ADM	0	Non-Rep	14
MGR	4	Rep	0
MNT	0	Total FT	14
OPR	0		
POL	0		
PRO	11	PT	0
REP	0	CON	1
SUP	0		
TEC	0	TOTAL	15



OFFICE OF MANAGEMENT & BUDGET

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Business Analyst I	15	1	1	---	---	---
Business Analyst II	17	---	---	1	1	1
Business Analyst III	19	4	4	4	4	4
Dir Financial Mgmt & Budget	23	1	1	1	1	1
Finance Administrator	16	1	1	1	1	1
Financial Systems Admin	20	1	1	1	1	1
Mgr Financial Systems	21	---	---	---	1	1
Mgr Operating & Capital Budget	22	1	1	1	1	1
Mgr Strategic Performance	21	1	1	1	1	1
Performance Analyst	18	---	2	2	3	3
Project Mgr Org Efficiency	20	1	1	1	---	---
Strategic Planner I	15	1	---	---	---	---
Strategic Planner Sr	19	1	---	---	---	---
Transtat Analyst Opns Perform	18	1	---	---	---	---
Transtat Analyst Org Performan	18	1	---	---	---	---
Non-Rep Subtotal		15	13	13	14	14
Total Full-Time		15	13	13	14	14
<u>Contract</u>						
Contract Professional	---	2	---	---	1	1
Total Contract		2	---	---	1	1

FUNCTIONS AND RESPONSIBILITIES

The primary responsibilities of the Office of Revenue Operations are to centrally manage the Authority's revenue collected and processed from all ticket vending machines, bus fareboxes, parking lots, ridestores, media encoding, and media sales. Also the office is responsible for all revenue settlement and clearinghouse duties to ensure that all transactions and revenue are accurately reported and apportioned according to regional agreements. The Office consists of eight Branches: Revenue Administration, Maintenance oversight of ticket-vending machines/bus processing equipment, Revenue Collection, Revenue Processing, Media Encoding, Media Sales, Parking Services, Revenue Settlement, Aging and clearinghouse.

The Revenue Administration Branch oversees the reconciliation of actual coin and currency counts processed by the Revenue Processing Unit and by monitoring, auditing, and controlling transactional fraud and system access rules. These activities include identifying, preventing, investigating, resolving, and reporting discrepancies, unusual occurrences and variances. Total revenue monitored is approximately \$103.5 million annually. This Branch is also responsible for the management of the design, implementation, and operation of the Authority's fare collection system, encoding fare media and the administration of revenue contracts. The Ticket Vending/Bus processing equipment maintenance oversight Branch oversees equipment reported as out of service to prevent abuse and fraudulent transactions.

The mission of MARTA's Revenue Settlement and Clearinghouse is to ensure that fare payment transactions and revenue are accurately reported and apportioned according to Breeze Regional Agreements. All Regional Partner autoloads are investigated and resolved. The money settlement amounts are distributed to the Regional Partner transit agencies on a monthly basis. The office reconciles credit/debit settlement reports from the bank against the Breeze Vending Machine credit/debit sales reports and investigates transaction discrepancies. Responsibilities also include the review and investigation of Breeze customer inquiries requesting credit restore and limited cash refunds. Collections on Accounts Receivables are coordinated for each area producing the invoice and monthly reporting of the Aging of collections is reported.

The Revenue Collections Branch is responsible for securing the collection of approximately \$69 million from bus fareboxes and Ticket Vending machines. This Branch also works with other departments to handle special events and to assist patrons throughout the system.

The Revenue Processing Branch is responsible for securing the processing and banking of approximately \$69 million from bus fareboxes, parking lots, and Ticket Vending machines. This Branch is also responsible for supplying change of approximately \$6.2 million for the Ticket Vending machines. This Branch also works with other departments to handle special events and to assist patrons throughout the system.

The Media Encoding Branch is the central point of distribution and control for all fare media, including regional partners. Responsibilities include managing the fare media inventory, receiving and processing all bulk fare media orders, including initializing, encoding, quality assurance, printing, packaging, delivering, and tracking the receipt of each order.

The Media Sales Branch is responsible for Breeze MARTA's Ridestores and the sale of fare media at two locations within the rail system. The Ridestores are located at the Five Points and Airport rail stations. This Branch is also responsible for the distribution of MARTA fare media to non-profit government agencies, MARTA Partnerships programs, universities, MARTA Employees and at selected conventions held at the Georgia World Congress Center. In addition the Media Sales Branch manages and oversees Web ticketing for group and individual sales. This area is also responsible for the securing and collecting of approximately \$26.5 million annually.

The Parking Services Branch plans and administers the processes involved in operating the Authority's parking facilities, the collection and security of approximately \$2 million in revenue from long-term parking lots. The Sandy Springs and North Springs stations are the central cashiering facilities for parking only. These locations handle two of MARTA's largest parking decks in the system.

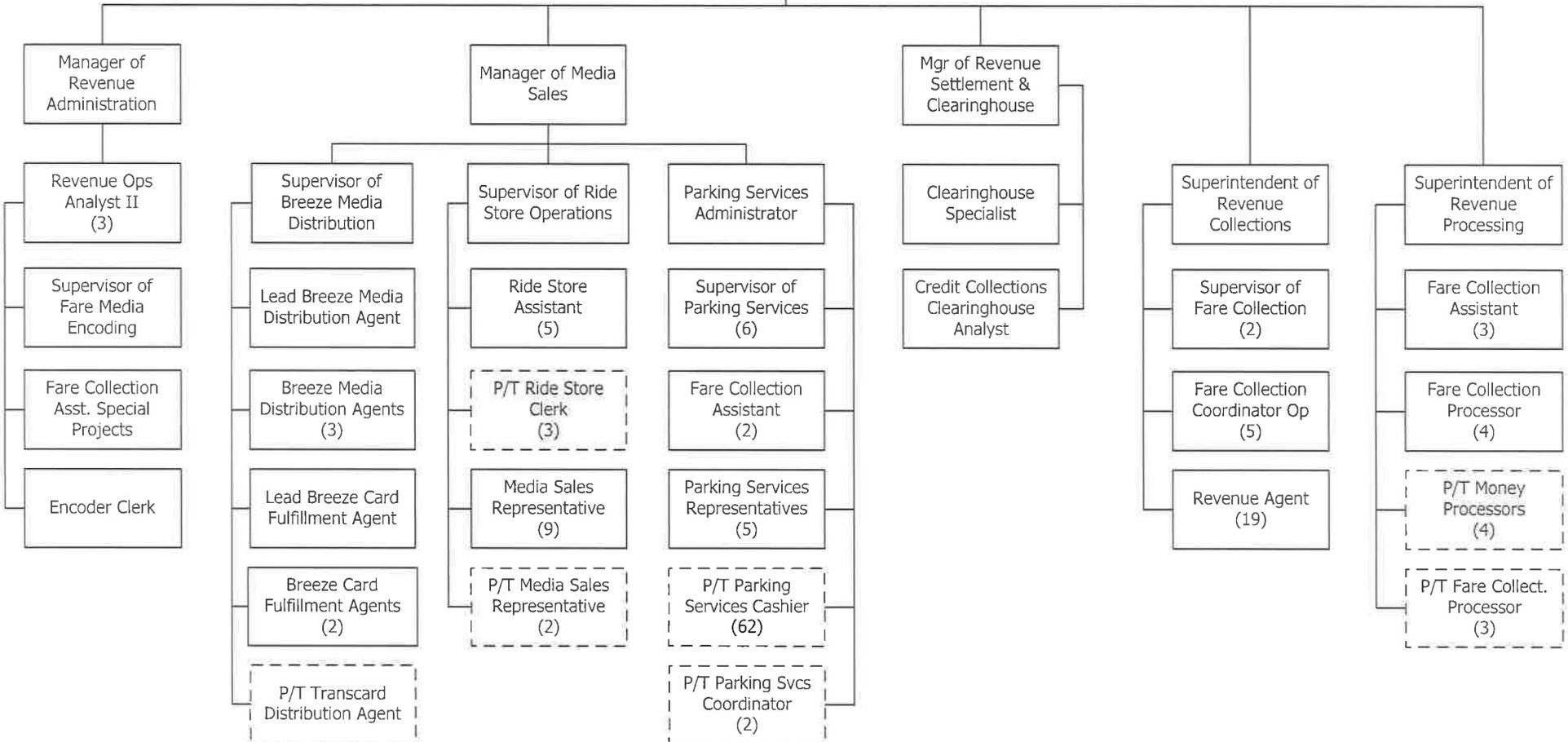
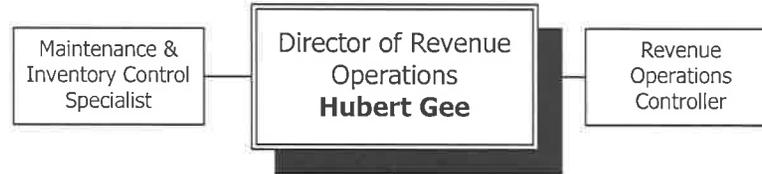
OFFICE OF REVENUE OPERATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	4,899,549	4,260,275	4,087,017	4,084,845	4,417,854
Overtime	145,786	195,269	194,400	165,162	271,634
Benefits	2,654,149	2,756,032	2,697,441	2,686,790	2,470,185
Labor Sub-Total	\$7,699,484	\$7,211,576	\$6,978,858	\$6,936,797	\$7,159,672
Contractual Services	464,017	424,485	335,007	373,309	420,111
Materials & Supplies	107,117	61,154	1,546,458	2,063,330	2,570,651
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	34	0	0	36
Other Non Operating	2,832	-11,732	-31,994	1,386,070	1,516,268
Non Labor Sub-Total	\$573,966	\$473,941	\$1,849,471	\$3,822,709	\$4,507,066
Office Total	\$8,273,450	\$7,685,517	\$8,828,329	\$10,759,506	\$11,666,738
\$ Change from Prior Year		(\$587,933)	\$1,142,812	\$1,931,177	\$907,232
% Change from Prior Year		-7.11%	14.87%	21.87%	8.43%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	80	66	66	66	66	Administrative	141	118	118	118	118
Represented	22	20	20	20	20	Management	7	7	6	6	6
Full-Time Total	102	86	86	86	86	Police	0	0	0	0	0
Non-Represented (PT)	80	77	77	77	77	Professional	13	7	8	8	8
Represented (PT)	7	0	0	0	0	Technical	0	0	0	0	0
Part - Time	87	77	77	77	77	Maintenance	0	0	0	0	0
Contract	13	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	29	20	20	20	20
Total	202	163	163	163	163	Supervisory	12	11	11	11	11
						Total	202	166	163	163	163

OFFICE OF REVENUE OPERATIONS

ADM	118	Non-Rep	66
MGR	6	Rep	20
MNT	0	Total FT	86
OPR	0		
POL	0		
PRO	8	PT	77
REP	20	CON	0
SUP	11		
TEC	0	TOTAL	163



OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Breeze Card Fulfillment Agent	8	2	2	2	2	2
Breeze Media Distribution Agt	13	3	3	3	3	3
Clearinghouse Specialist	13	1	1	1	1	1
Credit Collec Clearhse Analyst	16	1	1	1	1	1
Dir Revenue Operations	23	1	1	1	1	1
Fare Collect Asst Sp Proj	9	1	1	1	1	1
Fare Collection Asst	9	7	5	5	5	5
Fare Collection Coordinator Op	15	5	5	5	5	5
Fare Collection Processor	6	4	4	4	4	4
Ld Breeze Card Fulfillment Agt	9	1	1	1	1	1
Ld Breeze Media Dist Agent	14	1	1	1	1	1
Leadership Development Analyst	16	1	---	---	---	---
Maintenance & Inventory Control Specialist	16	---	---	1	1	1
Media Sales Rep	7	11	9	9	9	9
Mgr Media Sales	19	1	1	1	1	1
Mgr Rev Settlemt & Clearinghse	20	1	1	1	1	1
Mgr Revenue Administration	19	1	1	1	1	1
Parking Services Administrator	16	1	1	1	1	1
Parking Services Rep	6	5	5	5	5	5
Revenue Admin Special Services	16	1	---	---	---	---
Revenue Operations Analyst II	16	4	3	3	3	3
Revenue Operations Analyst III	18	1	---	---	---	---

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Revenue Operations Controller	17	1	1	1	1	1
Ridestore Assistant	9	10	5	5	5	5
Supt Revenue Collections	17	1	1	1	1	1
Supt Revenue Maintenance	17	1	1	---	---	---
Supt Revenue Processing	17	1	1	1	1	1
Supv Breeze Media Dist Ride St	16	1	1	1	1	1
Supv Fare Collection Operation	15	3	2	2	2	2
Supv Fare Media Encoding	16	1	1	1	1	1
Supv Parking Services	10	6	6	6	6	6
Supv Ridestore Operations	16	1	1	1	1	1
Non-Rep Subtotal		80	66	66	66	66
<u>Represented</u>						
Encoder Clerk	UR	1	1	1	1	1
Revenue Agent	UR	21	19	19	19	19
Represented Subtotal		22	20	20	20	20
Total Full-Time		102	86	86	86	86

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Part-Time</u>						
Fare Collection Asst Rev Pt	----	1	----	----	----	----
Fare Collection Processor PT	----	4	3	3	3	3
Lead Pt Transcard Dist Agent	----	1	----	----	----	----
Media Sales Rep PT	----	2	2	2	2	2
Money Processor PT	----	4	4	4	4	4
Parking Services Cashier PT	----	62	62	62	62	62
Parking Svcs Coordinator PT	----	2	2	2	2	2
Pt Transcard Distrib Agent	----	1	1	1	1	1
Ridestore Clerk PT	----	3	3	3	3	3
Revenue Agent PT	----	7	----	----	----	----
Total Part-Time		87	77	77	77	77
<u>Contract</u>						
Contract EMP PT (Call-Taker)	----	11	----	----	----	----
Contract Professional	----	1	----	----	----	----
Contract Professional	----	1	----	----	----	----
Total Contract		13	----	----	----	----

FUNCTIONS AND RESPONSIBILITIES

The primary responsibilities of the Office of Treasury & Capital Programs are to provide support to the Authority in the areas of cash management, business and financial analysis; ensure maximum investment yield; capital budget development and grant and debt program execution and management. The Office of Treasury and Capital Programs consists of two branches and one office: Financial Planning & Analysis branch, Cash Management branch and the Office of Federal & State Programs.

The Financial Planning & Analysis branch provides programming, management, administration and oversight of federal and state grants to include regional solicitation and designated recipient efforts; and analysis and forecasting of revenue. Another core function contained within this branch is the financial management of the Authority's Capital Improvement Planning Program. This branch also performs capital budget development and financial management, programming of funds, budgeting and tracking system development, planning, and preservation programs. In addition, the branch maintains and utilizes financial computer models to: develop and support short, intermediate and long-range planning; perform variance and financial

analysis; and produce ad hoc and periodic management reports.

The branch also develops, recommends and executes capital and operating debt and funding strategies. These strategies include the Authority's bond and commercial paper programs, structured program or any other financial instruments to optimize the Authority's financial position.

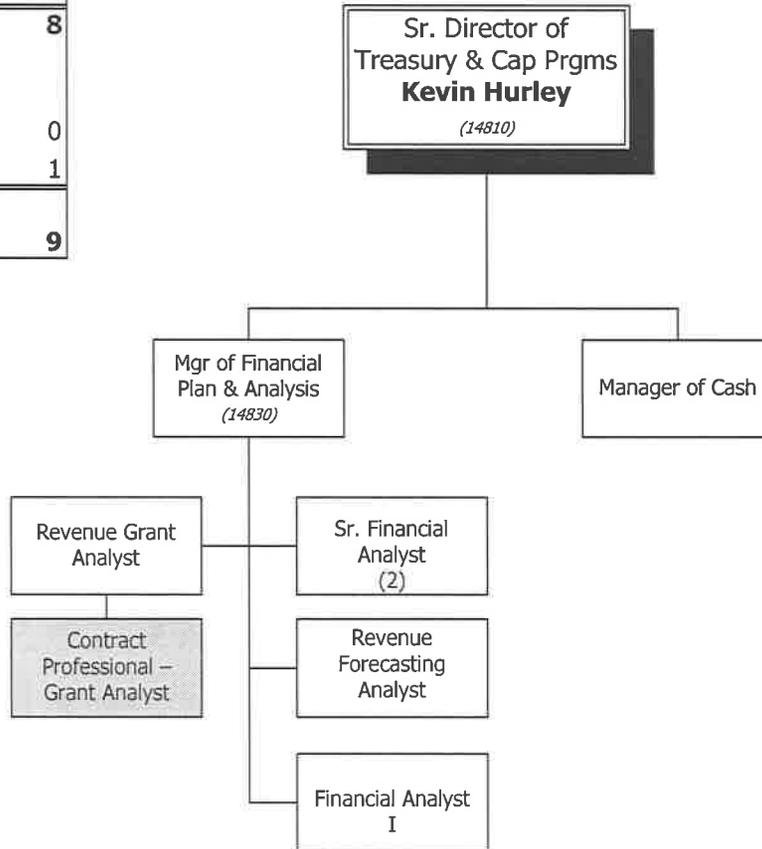
The Cash Management branch provides services to ensure maximum investment yield on the Authority's idle cash. This includes the receipt, investment, and disbursement of funds; preparation of short and long-range cash-flow plans; and development and maintenance of business relationships with banking and investment institutions that support Authority programs. This branch controls all disbursements, executes wire transfers, and ECHO-draws; develops and monitors cash management policies and procedures to ensure that cash is available when needed, and tracks short-term investments of available cash as compared to Authority benchmarks.

OFFICE OF TREASURY

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	539,071	461,568	591,361	622,126	743,737
Overtime	0	0	0	0	0
Benefits	277,018	291,198	317,464	350,042	408,917
Labor Sub-Total	\$816,089	\$752,766	\$908,825	\$972,168	\$1,152,654
Contractual Services	1,113	-860	0	700	0
Materials & Supplies	2,055	2,661	3,453	2,687	2,730
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	-207	119	127	119,348	270,960
Non Labor Sub-Total	\$2,961	\$1,920	\$3,580	\$122,735	\$273,690
Office Total	\$819,050	\$754,686	\$912,405	\$1,094,903	\$1,426,344
\$ Change from Prior Year		(\$64,364)	\$157,719	\$182,498	\$331,441
% Change from Prior Year		-7.86%	20.90%	20.00%	30.27%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	7	9	8	8	8	Administrative	1	1	0	0	0
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	7	9	8	8	8	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	3	5	6	6	6
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	1	1	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	7	9	9	9	9	Supervisory	0	0	0	0	0
						Total	7	9	9	9	9

ADM	0	Non-Rep	8
MGR	3	Rep	0
MNT	0	Total FT	8
OPR	0		
POL	0		
PRO	6	PT	0
REP	0	CON	1
SUP	0		
TEC	0	TOTAL	9



OFFICE OF TREASURY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Contract Grant Analyst	18	---	1	---	---	---
Financial Analyst I	16	---	---	1	1	1
Financial Analyst II	18	1	1	---	---	---
Mgr Cash	20	1	1	1	1	1
Mgr Financial Plan Analysis	22	1	1	1	1	1
Office Administrator I	14	1	1	---	---	---
Revenue Forecasting Analyst	20	1	1	1	1	1
Revenue Grant Analyst	19	---	1	1	1	1
Sr Dir Treas Cap Prg Treasurer	24	1	1	1	1	1
Sr Financial Analyst	20	1	1	2	2	2
Non-Rep Subtotal		7	9	8	8	8
Total Full-Time		7	9	8	8	8
<u>Contract</u>						
Contract Professional	---	---	---	1	1	1
Total Contract		---	---	1	1	1

OFFICE OF FEDERAL & STATE PROGRAMS**FUNCTIONS AND RESPONSIBILITIES**

The Office of Grant Programs coordinates the Authority's Federal Transit Administration (FTA) and State grant funding programs, and acts as the primary single point-of-contact with the FTA regarding grant and program management requirements. The Office seeks to create, maintain and build relationships with federal and state funding agencies to have a positive impact on the financing, development and operations of MARTA.

The Grant Programs Office, in conjunction with the Financial Planning and Analysis branch of the Office of Treasury Services, coordinates the development/submittal of grant applications and grant amendments to U.S. and state government funding agencies, primarily the FTA and Georgia DOT. In support of MARTA's role as Designated Recipient of FTA JARC and New Freedom funds for the Atlanta Region, the Office also jointly administers sub-grant agreements, which pass-through federal funds to sub-recipient entities.

Pursuant to its role as the day-to-day liaison with FTA Region IV, the Office is responsible for coordinating Authority requests and obtaining

FTA concurrence on various Federal program-related matters, as required. In addition, the Office coordinates the Authority's interaction and response to external FTA program oversight reviews on a periodic basis. The Office also coordinates the overall preparation and submittal of the Authority's annual National Transit Database (NTD) Report to the FTA.

The Office, in conjunction with the Office of Government and Constituent Relations, develops the Authority's annual Congressional Appropriations request package as well as project requests as may be submitted under the multi-year Surface Transportation Authorization bill.

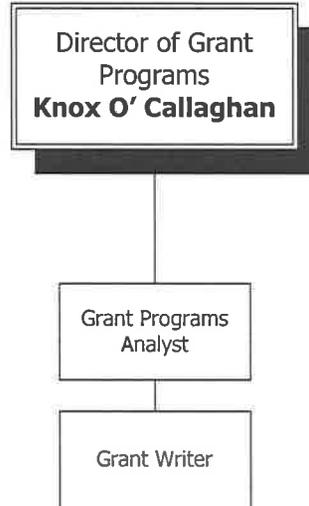
The Office monitors and tracks Federal transportation program policy and regulatory developments, and advises senior management of potential impacts to MARTA. In conjunction with the Office of Government Relations, the Office assists in representing the Authority's interests before respective national transit industry policy groups.

OFFICE OF FEDERAL & STATE PROGRAMS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	156,617	128,619	211,641	240,934	242,238
Overtime	0	0	0	0	0
Benefits	72,108	62,315	91,893	104,298	144,737
Labor Sub-Total	\$228,725	\$190,934	\$303,534	\$345,232	\$386,975
Contractual Services	100	0	0	0	650
Materials & Supplies	609	204	2,310	907	1,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	9,689	0	0	0
Other Non Operating	6,509	3,289	3,919	5,125	8,915
Non Labor Sub-Total	\$7,218	\$13,182	\$6,229	\$6,032	\$10,565
Office Total	\$235,943	\$204,116	\$309,763	\$351,264	\$397,540
\$ Change from Prior Year		(\$31,827)	\$105,647	\$41,501	\$46,276
% Change from Prior Year		-13.49%	51.76%	13.40%	13.17%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	2	3	3	3	3	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	3	3	3	3	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	2	2	2	2
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	2	3	3	3	3	Supervisory	0	0	0	0	0
						Total	2	3	3	3	3

ADM	0	Non-Rep	3
MGR	1	Rep	0
MNT	0	Total FT	3
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	3



OFFICE OF FEDERAL & STATE PROGRAMS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Dir Grant Programs	23	1	1	1	1	1
Grant Program Analyst	19	---	1	1	1	1
Grant Writer	16	1	1	1	1	1
Non-Rep Subtotal		2	3	3	3	3
Total Full-Time		2	3	3	3	3

OFFICE OF CONTRACTS & PROCUREMENT

FUNCTIONS & RESPONSIBILITIES

The Office of Contracts & Procurement and Materials serves as the central procurement arm of the Authority. It provides contract administration, contract records management, storeroom operations, the Authority's inventory of parts and consumables, distribution of Authority-wide Policies

and Procedures (in accordance with applicable federal and state requirements), reprographic services, furniture and facilities administration, mail and postal services, executive meeting services, and Wireless Communications.

OFFICE OF CONTRACTS & PROCUREMENT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	6,204,933	5,756,265	6,094,119	5,777,966	6,349,143
Overtime	128,910	107,655	100,954	134,381	117,665
Benefits	2,774,045	2,995,131	3,051,154	2,973,467	3,713,594
Labor Sub-Total	\$9,107,888	\$8,859,051	\$9,246,227	\$8,885,814	\$10,180,402
Contractual Services	100,654	123,967	223,393	151,657	107,513
Materials & Supplies	377,694	341,958	291,151	269,745	332,374
Other Operating	251,757	254,139	308,421	253,235	240,000
Casualty & Liability	0	0	0	0	0
Miscellaneous	120,378	124,173	99,939	118,123	132,897
Other Non Operating	29,117	47,022	65,233	14,599	76,653
Non Labor Sub-Total	\$879,600	\$891,259	\$988,137	\$807,359	\$889,437
Office Total	\$9,987,488	\$9,750,310	\$10,234,364	\$9,693,173	\$11,069,839
\$ Change from Prior Year		(\$237,178)	\$484,054	(\$541,191)	\$1,376,666
% Change from Prior Year		-2.37%	4.96%	-5.29%	14.20%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	55	54	63	61	58	Administrative	17	14	10	10	10
Represented	66	58	58	58	58	Management	10	9	9	7	8
Full-Time Total	121	112	121	119	116	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	17	19	38	38	35
Represented (PT)	0	0	0	0	0	Technical	6	6	1	1	1
Part - Time	0	0	0	0	0	Maintenance	4	3	3	3	3
Contract	3	2	2	2	3	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	62	55	55	55	55
Total	124	114	123	121	119	Supervisory	8	8	7	7	7
						Total	124	117	123	121	119

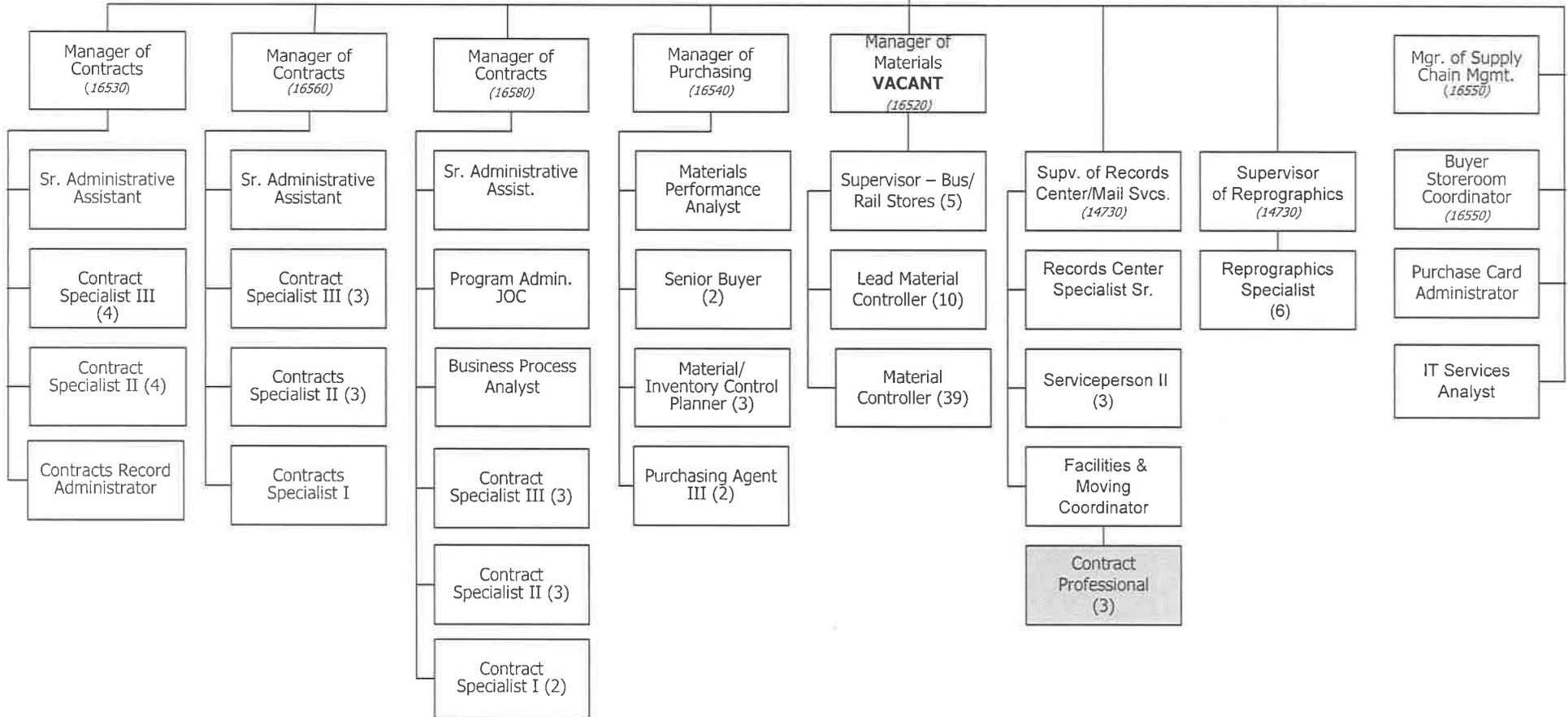
OFFICE OF CONTRACTS & PROCUREMENT

ADM	10	Non-Rep	58
MGR	8	Rep	58
MNT	3	Total FT	116
OPR	0		
POL	0		
PRO	35	PT	0
REP	55	CON	3
SUP	7		
TEC	1	TOTAL	119

Director of Contracts & Procurement
Lisa Degrace
(16510)

Sr. Director of Contracts & Procurement
Vacant
(16510)

Office Administrator II



OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	3	3	---	---	---
Administrator - Warranties	17	1	---	---	---	---
AE Contracts Engineer VI	20	1	1	---	---	---
AGM CONTRACTS & PROCUREMENT	C	1	1	1	---	---
Asst Purchase Card Admin	15	1	---	---	---	---
Business Process Analyst	19	1	1	1	1	1
Buyer Storeroom Coordinator	16	---	---	1	1	1
Chf Capital Contracts	20	1	---	---	---	---
Contract Specialist I	15	---	---	3	3	3
Contract Specialist II	17	---	---	10	10	10
Contract Specialist III	19	---	---	10	10	10
Contract Specialist Program Mgmt	18	1	1	---	---	---
Contracts Administrator I	16	1	1	---	---	---
Contracts Administrator Sr	19	2	2	---	---	---
Contracts Record Administrator	11	1	1	1	1	1
Cost Price Analyst	19	---	---	1	1	---
Dir Administrative Services	23	1	1	1	---	---
Dir Contracts Proc Materials	23	1	1	1	1	1
Facilities & Moving Coord	12	1	1	1	1	1
Field Inspector	16	1	1	---	---	---
Financial Information Spec	11	1	1	---	---	---
IT Contracts Administrator	18	---	1	---	---	---

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
IT Services Analyst	16	1	1	1	1	1
Lead Contract Specialist	TBD	---	---	2	2	---
Manager of Admin Services	22	---	---	---	1	---
Manager of Materials	22	---	---	---	1	---
Manager of Materials	20	---	---	---	---	1
Manager of Supply Chain Management	20	---	---	---	---	1
Material Inventory Control Pln	15	3	3	3	3	3
Materials Performance Analyst	15	1	1	1	1	1
Mgr AE Contracts	22	1	---	---	---	---
Mgr Contract Administration	20	1	1	---	---	---
Mgr Contracts Pol & Proc	22	---	---	1	---	---
Mgr of Contracts	22	1	2	3	3	3
Mgr Purchasing	20	1	1	1	1	1
Mgr Support Svcs	20	1	1	---	---	---
Office Administrator II	16	1	1	1	1	1
Program Administrator JOC	20	1	1	1	1	1
Project Engineer	18	2	2	---	---	---
Project Manager- CPM	20	1	1	1	---	---
Purchase Card Administrator	16	1	1	1	1	1
Purchasing Agent III	14	2	2	2	2	2
Records Center Specialist	09	1	---	---	---	---
Records Center Specialist Sr	10	1	1	1	1	1
Resident Engineer	21	1	1	---	---	---

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Sr Buyer	16	2	2	2	2	2
Sr Contract Specialist	19	4	6	---	---	---
Sr Contrt Spec Prgm Contrt Mgt	19	1	1	---	---	---
Sr Dir Contracts Proc Materials	24	---	---	---	---	1
Sr. Administrative Assistant	12	---	---	3	3	3
Supv Bus & Rail Stores	16	5	5	5	5	5
Supv Inventory Control	16	1	1	---	---	---
Supv Records Center Mail Svcs	16	1	1	1	1	1
Supv Reprographics	16	1	1	1	1	1
Technical Writer	18	---	---	1	1	---
Non-Rep Subtotal		55	54	63	61	58
<u>Represented</u>						
Material Controller	UR	45	39	39	39	39
Material Controller Lead	UR	10	10	10	10	10
Reprographics Spec I	UR	3	2	2	2	2
Reprographics Spec II	UR	1	1	1	1	1
Reprographics Spec III	UR	3	3	3	3	3
Serviceperson II	UR	4	3	3	3	3
Represented Subtotal		66	58	58	58	58
Total Full-Time		121	112	121	119	116

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Contract</u>						
Contract Emp Admin Support	----	2	----	1	1	1
Contract Emp Professional	----	----	1	----	----	----
Contract Professional	----	1	1	1	1	2
Total Contract		3	2	2	2	3

DIVISION OF ADMINISTRATION

This Division includes the following Departments:

- **Department of Chief Administrative Officer/ CAO**
- **Department of Human Resources**
- **Department of Technology**
- **Department of Planning**
- **Department of Police Services**
- **Department of Safety & Quality Assurance**

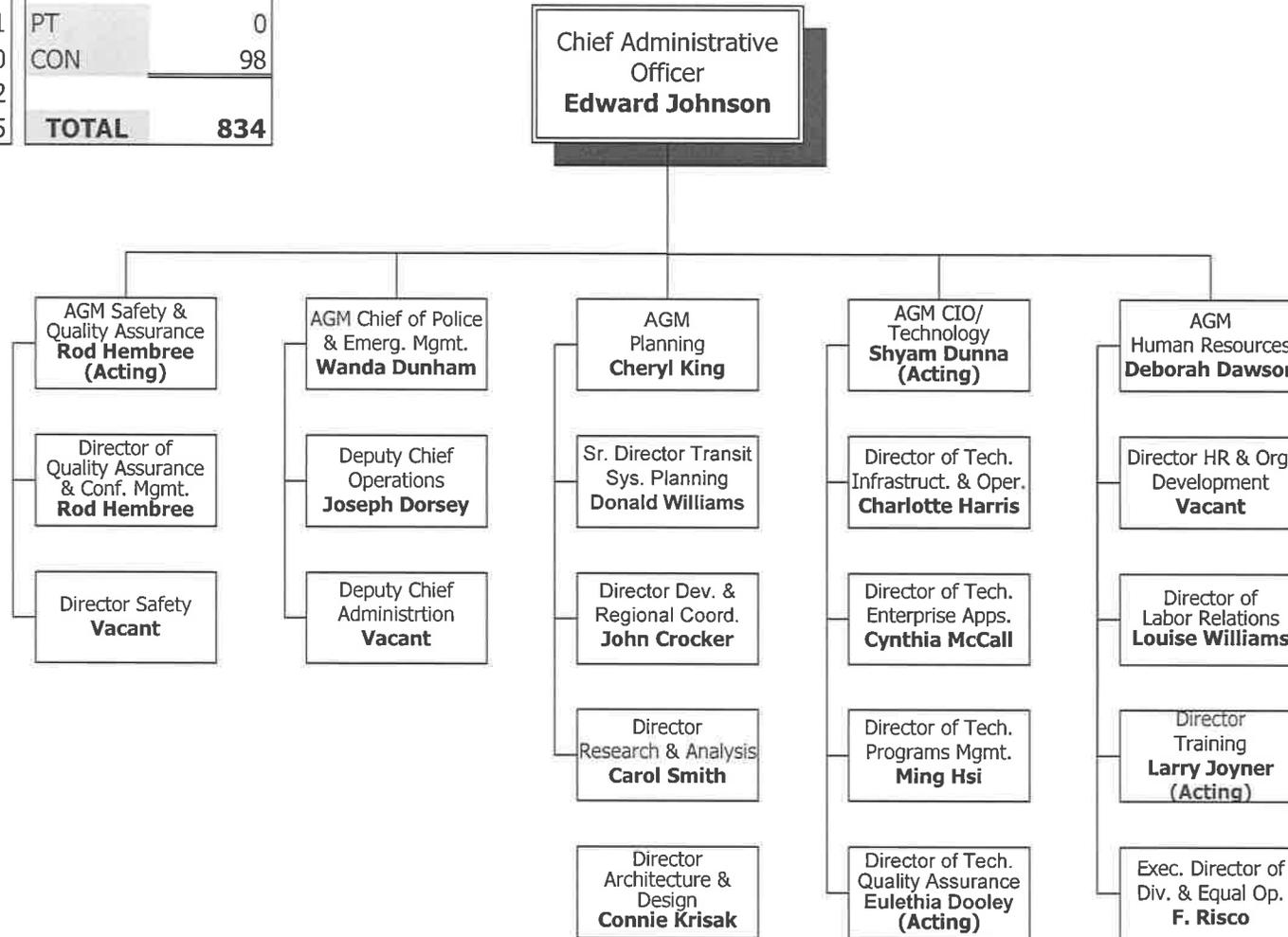
DIVISION OF ADMINISTRATION

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	38,795,497	38,919,360	43,636,637	44,892,913	49,901,528
Overtime	4,116,882	5,637,563	7,322,556	6,277,091	6,111,930
Benefits	21,942,362	24,409,357	26,445,321	26,970,017	28,600,623
Labor Sub-Total	\$64,854,741	\$68,966,280	\$77,404,514	\$78,140,021	\$84,614,081
Contractual Services	6,487,587	10,758,218	10,503,687	12,396,808	11,726,980
Materials & Supplies	495,858	386,123	468,743	405,015	445,609
Other Operating	1,365,374	1,524,621	1,315,303	1,083,787	1,715,618
Casualty & Liability	-14,193	-5,586	-12,549	-3,500	0
Miscellaneous	54,521	62,259	62,525	52,626	56,877
Other Non Operating	554,452	700,772	1,099,297	964,874	1,171,044
Non Labor Sub-Total	\$8,943,599	\$13,426,407	\$13,437,006	\$14,899,610	\$15,116,128
Division Total	\$73,798,340	\$82,392,687	\$90,841,520	\$93,039,631	\$99,730,209
\$ Change from Prior Year		\$8,594,347	\$8,448,833	\$2,198,111	\$6,690,578
% Change from Prior Year		11.65%	10.25%	2.42%	7.19%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	729	692	714	712	693	Administrative	104	90	92	88	87
Represented	30	29	45	43	43	Management	68	63	66	70	64
Full-Time Total	759	721	759	755	736	Police	249	264	275	277	282
Non-Represented (PT)	1	1	0	0	0	Professional	177	152	160	186	181
Represented (PT)	3	0	0	0	0	Technical	142	123	122	118	95
Part - Time	4	1	0	0	0	Maintenance	21	21	35	33	33
Contract	101	81	85	110	98	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	12	8	10	10	10
Total	864	803	844	865	834	Supervisory	91	82	84	83	82
						Total	864	808	844	865	834

DIVISION OF ADMINISTRATION

ADM	87	Non-Rep	693
MGR	64	Rep	43
MNT	33	Total FT	736
OPR	0		
POL	282		
PRO	181	PT	0
REP	10	CON	98
SUP	82		
TEC	95	TOTAL	834



DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER/ CAO

This Department includes the following Offices:

Department of Chief Administrative Officer

- Office of Chief Administrative Officer/ CAO

DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER CAO

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	N/A	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	N/A	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	N/A	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	N/A	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	N/A	</= 0%

DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	469,581	411,892	454,550	441,233	206,900
Overtime	1,538	912	0	0	0
Benefits	159,165	130,733	126,149	93,887	123,623
Labor Sub-Total	\$630,284	\$543,537	\$580,699	\$535,120	\$330,523
Contractual Services	7,042	38,795	203,061	253,987	0
Materials & Supplies	0	0	0	0	120
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	355	30,306	86,697	197,512	23,107
Non Labor Sub-Total	\$7,397	\$69,101	\$289,758	\$451,499	\$23,227
Department Total	\$637,681	\$612,638	\$870,457	\$986,619	\$353,750
\$ Change from Prior Year		(\$25,043)	\$257,819	\$116,162	(\$632,869)
% Change from Prior Year		-3.93%	42.08%	13.34%	-64.15%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	7	7	5	3	1	Administrative	2	1	1	0	0
Represented	0	0	0	0	0	Management	3	3	2	2	1
Full-Time Total	7	7	5	3	1	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	1	1	1	0
Represented (PT)	0	0	0	0	0	Technical	0	1	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	7	7	5	3	1	Supervisory	1	1	1	0	0
						Total	7	8	5	3	1

DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER CAO

ADM	0	Non-Rep	1
MGR	1	Rep	0
MNT	0	Total FT	1
OPR	0		
POL	0		
PRO	0	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	1

Chief
 Administrative Officer
Edward Johnson
(81100)

OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	469,581	411,892	454,550	441,233	206,900
Overtime	1,538	912	0	0	0
Benefits	159,165	130,733	126,149	93,887	123,623
Labor Sub-Total	\$630,284	\$543,537	\$580,699	\$535,120	\$330,523
Contractual Services	7,042	38,795	203,061	253,987	0
Materials & Supplies	0	0	0	0	120
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	355	30,306	86,697	197,512	23,107
Non Labor Sub-Total	\$7,397	\$69,101	\$289,758	\$451,499	\$23,227
Office Total	\$637,681	\$612,638	\$870,457	\$986,619	\$353,750
\$ Change from Prior Year		(\$25,043)	\$257,819	\$116,162	(\$632,869)
% Change from Prior Year		-3.93%	42.08%	13.34%	-64.15%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	7	7	5	3	1	Administrative	2	1	1	0	0
Represented	0	0	0	0	0	Management	3	3	2	2	1
Full-Time Total	7	7	5	3	1	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	1	1	1	1	0
Represented (PT)	0	0	0	0	0	Technical	0	1	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	7	7	5	3	1	Supervisory	1	1	1	0	0
						Total	7	8	5	3	1

ADM	0	Non-Rep	1
MGR	1	Rep	0
MNT	0	Total FT	1
OPR	0		
POL	0		
PRO	0	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	1

Chief
Administrative Officer
Edward Johnson
(81100)

OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Chief Administrative Officer	A	---	---	---	1	1
Chief of Business Support Services	A	1	1	1	---	---
Chief of Staff	23	1	---	---	---	---
Executive Administrator	17	---	---	1	---	---
Executive Administrator	19	1	---	---	---	---
Executive Office Administrator	18	1	1	---	---	---
IT Business Analyst II	17	---	1	---	---	---
Manager of Executive Office Administration	21	1	1	1	1	---
Mgr Internal Communications	19	---	1	---	---	---
Senior Executive Administrator	19	1	1	1	1	---
Supv External Affairs	19	1	1	1	---	---
Non-Rep Subtotal		7	7	5	3	1
Total Full-Time		7	7	5	3	1

DEPARTMENT OF HUMAN RESOURCES

This Department includes the following Office:

Department of Human Resources

- Office of AGM of Human Resources
- Office of Human Resources
- Office of Labor Relations
- Office of Training
- Office of Diversity & Equal Opportunity

DEPARTMENT OF HUMAN RESOURCES**FY2014 GOALS AND OBJECTIVES**

The Department of Human Resources includes the Office of Human Resources, Training, Diversity and Equal Opportunity, and Labor Relations. The department's primary goal for FY2014 is to continue to serve as a partner to all other MARTA departments by supporting the Authority's strategic priorities in the most effective and efficient manner possible. Key objectives of the Departments of Human Resources include enhancing the organization's overall effectiveness through development

of the MARTA work force. Our department's internal customer focused approach in the planning and implementation of various MARTA Human Resource programs provides the tools necessary to support Authority's internal operations. Ultimately, we are committed to improve HR's strategic alliances by becoming more engaged in MARTA's overall strategic goals and objectives and to provide better coordination and communication between departments/office.

DEPARTMENT OF HUMAN RESOURCES

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Critical Fill Rate	Percent of filled positions required for MARTA's core business units	>/= 96%	65.09%	>/= 96%
Voluntary Turnover Rate	Percent of MARTA employees leaving voluntarily	</= 6%	7.42%	</= 6%
Monthly Training Attendance	The number of training participants in a given month that attend training	>/= 293	705	>/= 293
Training Capacity Utilization Rate	Percent of available training slots utilized in a given month	>/= 80%	108%	>/= 80%
Monthly Training Expense Ratio	Training expenses as a percentage of payroll	>/= 2.14%	1.29%	>/= 2.14%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.68%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	86.98%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-9.90%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-11.33%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	2.95%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	22.60%	</= 0%

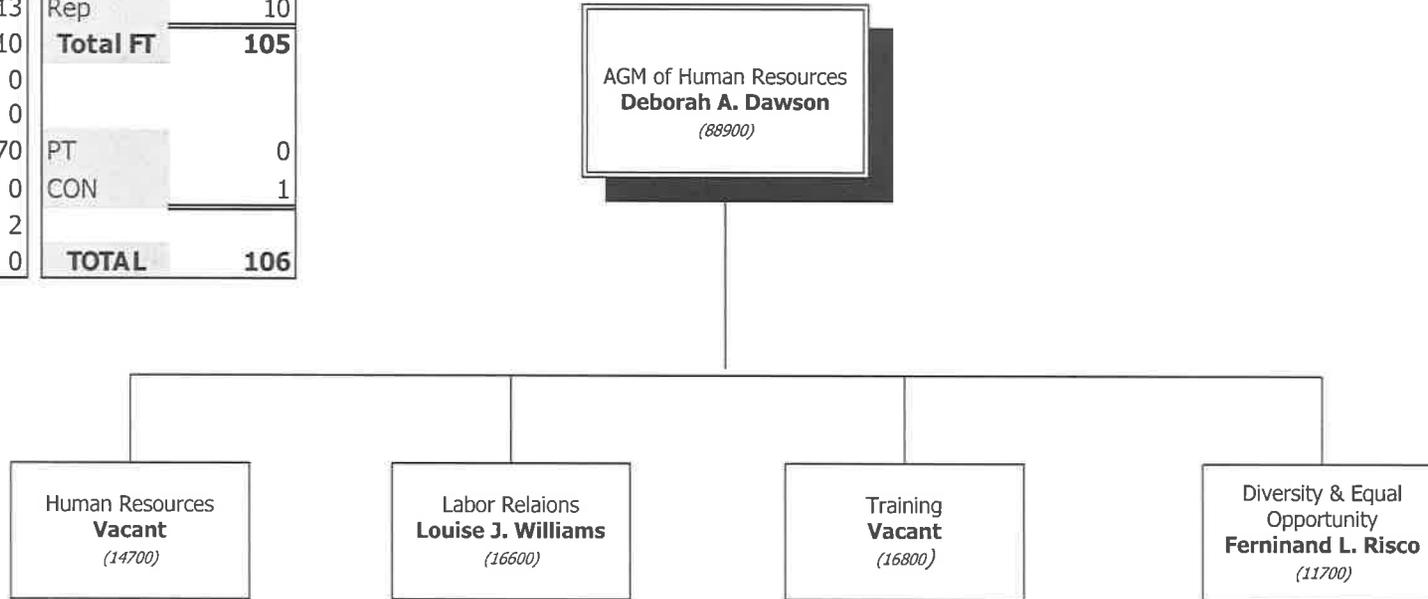
DEPARTMENT OF HUMAN RESOURCES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	6,125,015	5,661,134	6,185,385	6,445,199	6,459,969
Overtime	48,748	44,070	34,572	57,809	57,726
Benefits	3,143,086	3,320,129	3,444,296	3,658,070	3,849,362
Labor Sub-Total	\$9,316,849	\$9,025,333	\$9,664,253	\$10,161,078	\$10,367,056
Contractual Services	288,292	138,972	207,722	532,327	191,928
Materials & Supplies	22,768	22,375	30,999	32,445	38,584
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	49,835	58,941	61,222	47,577	49,793
Other Non Operating	418,566	479,856	758,294	445,127	714,158
Non Labor Sub-Total	\$779,461	\$700,144	\$1,058,237	\$1,057,476	\$994,463
Department Total	\$10,096,310	\$9,725,477	\$10,722,490	\$11,218,554	\$11,361,519
\$ Change from Prior Year		(\$370,833)	\$997,013	\$496,064	\$142,965
% Change from Prior Year		-3.67%	10.25%	4.63%	1.27%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	100	93	94	95	95	Administrative	14	11	11	11
Represented	0	0	12	10	10	Management	16	14	13	13
Full-Time Total	100	93	106	105	105	Police	0	0	0	0
Non-Represented (PT)	1	0	0	0	0	Professional	83	68	70	70
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	1	0	0	0	0	Maintenance	0	0	12	10
Contract	14	2	2	1	1	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0
Total	115	95	108	106	106	Supervisory	2	2	2	2
						Total	115	96	108	106

DEPARTMENT OF HUMAN RESOURCES

ADM	11	Non-Rep	95
MGR	13	Rep	10
MNT	10	Total FT	105
OPR	0		
POL	0		
PRO	70	PT	0
REP	0	CON	1
SUP	2		
TEC	0	TOTAL	106



OFFICE OF AGM HUMAN RESOURCES

FUNCTIONS AND RESPONSIBILITIES

The Office of the Assistant General Manager of Human Resources/Labor Relations/Training/DEO is a member of the Executive Management Team, responsible for leading and influencing the strategic development and implementation of comprehensive, Authority-wide Human Resources programs.

The Office of the AGM is responsible for designing, planning, developing, implementing and administering effective programs and services through

the offices of HR, Labor Relations, Training and DEO. Such programs and services are targeted to the best meet the needs of the Authority with emphasis on sustainability and change.

The Office of The AGM of Human Resources works closely with other members of the Executive Team to build partnerships and identify strategies to best support the day-to-day operations and overall growth.

OFFICE OF AGM HUMAN RESOURCES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	220,250	219,758	213,451	231,115	229,857
Overtime	0	0	0	0	0
Benefits	89,740	94,026	94,103	91,623	137,339
Labor Sub-Total	\$309,990	\$313,784	\$307,554	\$322,738	\$367,196
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	79,090	37,500	25	0
Non Labor Sub-Total	\$0	\$79,090	\$37,500	\$25	\$0
Office Total	\$309,990	\$392,874	\$345,054	\$322,763	\$367,196
\$ Change from Prior Year		\$82,884	(\$47,820)	(\$22,291)	\$44,433
% Change from Prior Year		26.74%	-12.17%	-6.46%	13.77%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	2	2	2	2	2	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	2	2	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	0	0
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	2	2	2	2	2	Supervisory	0	0	0	0	0
						Total	2	3	2	2	2

OFFICE OF AGM HUMAN RESOURCES

ADM	1	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	0	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2



OFFICE OF AGM HUMAN RESOURCES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
AGM Human Resources	C	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Non-Rep Subtotal		2	2	2	2	2
Total Full-Time		2	2	2	2	2

OFFICE OF HUMAN RESOURCES**FUNCTIONS AND RESPONSIBILITIES**

The Office of Human Resource partners with other operational and strategic business units within MARTA to assure the achievement of organizational goals and objectives. A primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's human resources. We provide oversight that ensures the office's vision is actualized - "Providing tools and support to inspire MARTA employees toward excellence". The HR Office is comprised of the Branches: Compensation & Benefits, Recruiting, Human Resources Information (HRIS) and Retirement Benefits.

The Office of Human Resources is the primary source to attract, develop, motivate, and retain a diverse team of highly skilled employees who are accountable for recognizing and responding to our customers needs while

promoting organizational and individual achievement. Our office designs and administers flexible, cost-effective benefit programs that can be individually tailored and are instrumental in attracting and retaining a talented and diverse workforce.

The Office of Human Resources plays a critical role in the organization, which is demonstrated by its ability to effectively balance the needs of both employees and the organization. HR provides the following comprehensive services: recruitment, salary administration, HRIS and employee records, tuition reimbursement, employee recognition, pension administration, job evaluations, market analysis, occupational medical services, administration of the Employee Assistance Program, etc.

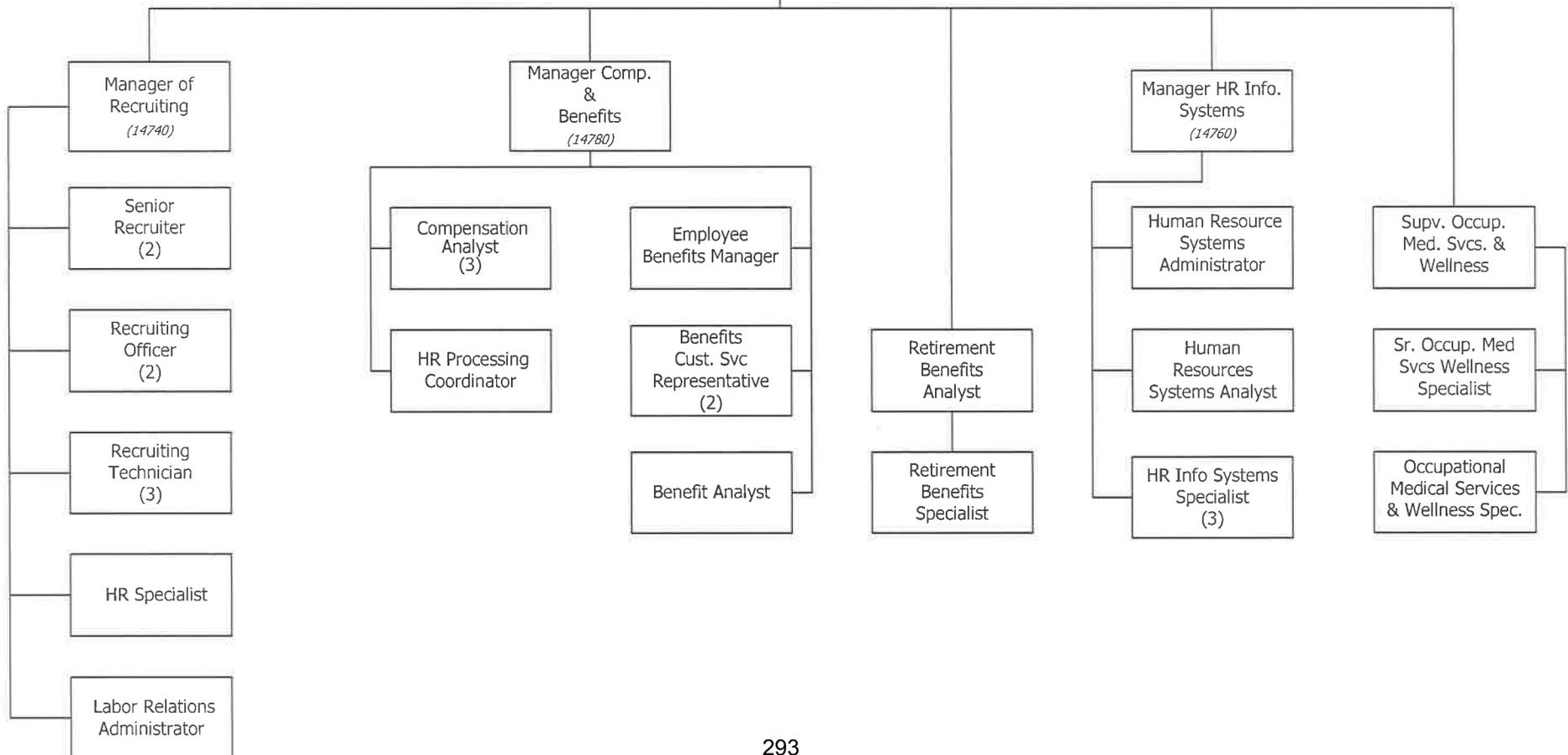
OFFICE OF HUMAN RESOURCES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,199,839	1,960,235	1,989,307	1,999,593	1,921,960
Overtime	1,070	391	30	1,508	0
Benefits	1,183,277	1,240,665	1,260,148	1,255,300	1,148,371
Labor Sub-Total	\$3,384,186	\$3,201,291	\$3,249,485	\$3,256,401	\$3,070,331
Contractual Services	222,587	60,416	155,373	476,695	106,708
Materials & Supplies	11,227	12,835	14,394	17,648	17,522
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	49,835	58,397	61,222	47,577	49,793
Other Non Operating	346,361	291,824	364,058	309,286	382,173
Non Labor Sub-Total	\$630,010	\$423,472	\$595,047	\$851,206	\$556,196
Office Total	\$4,014,196	\$3,624,763	\$3,844,532	\$4,107,607	\$3,626,527
\$ Change from Prior Year		(\$389,433)	\$219,769	\$263,075	(\$481,080)
% Change from Prior Year		-9.70%	6.06%	6.84%	-11.71%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	38	31	31	32	32	Administrative	10	8	8	8	8
Represented	0	0	0	0	0	Management	6	5	5	5	5
Full-Time Total	38	31	31	32	32	Police	0	0	0	0	0
Non-Represented (PT)	1	0	0	0	0	Professional	22	17	17	18	18
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	1	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	39	31	31	32	32	Supervisory	1	1	1	1	1
						Total	39	31	31	32	32

OFFICE OF HUMAN RESOURCES

ADM	8	Non-Rep	32
MGR	5	Rep	0
MNT	0	Total FT	32
OPR	0		
POL	0		
PRO	18	PT	0
REP	0	CON	0
SUP	1		
TEC	0	TOTAL	32



OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	---	---	---	---
Benefits Analyst	15	1	1	1	1	1
Benefits-Customer Svc Rep	13	2	2	2	2	2
Compensation Analyst III	17	3	3	3	3	3
Director of Human Resources	23	1	1	1	1	1
Emp Rel Wellness & Wk Dev Coord	14	1	1	---	---	---
Employee Relations Prog Admin	17	1	---	---	---	---
Employee Relations Specialist (ADR)	17	1	---	---	---	---
HR Info System Specialist II	12	3	3	3	3	3
Hr Information Systems Analyst	15	1	1	---	---	---
Human Resources Analyst	17	---	---	1	1	1
Human Resources Assistant	9	1	---	---	---	---
Human Resources Proc Coord	15	1	1	1	1	1
Human Resources Specialist	10	1	1	1	1	1
Human Resources Systems Admin	20	1	1	1	1	1
Human Resources Systems Analyst	17	---	---	1	1	1
Labor Relations Administrator	16	1	1	1	1	1
Mgr Compensation & Benefits	22	1	1	1	1	1
MGR Employ Rel Well Org Dev	21	1	---	---	---	---
Mgr Employee Benefits	21	1	1	1	1	1
Mgr Human Resources Info Sys	20	1	1	1	1	1
Mgr Recruiting	21	1	1	1	1	1

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Occupational Med Ser Well Spec	14	1	1	1	1	1
Org Learning Specialist III	17	1	---	---	---	---
Recruiting Officer II	16	2	1	1	2	2
Recruiting Technician I	10	1	1	1	1	1
Recruiting Technician II	12	2	2	2	2	2
Retirement Benefits Specialist	14	1	1	1	1	1
Retirement Benefit Analyst	16	1	1	1	1	1
Sr occup Med Svcs Well Spec	16	1	1	1	1	1
Sr Recruiter	17	2	2	2	2	2
Supv Occup Med Svcs Wellness	18	1	1	1	1	1
Non-Rep Subtotal		38	31	31	32	32
Total Full-Time		38	31	31	32	32
<u>Part-Time</u>						
Contract Professional Part-time	--	1	---	---	---	---
Total Part-Time		1	---	---	---	---

OFFICE OF LABOR RELATIONS

FUNCTIONS & RESPONSIBILITIES

The Office of Labor Relations administers the labor agreements with the Amalgamated Transit Union, Local 732, for the Authority. Maintaining a primary focus on promoting a healthy labor/management climate, the Office of Labor Relations is responsible for ensuring adherence to the terms of the collective bargaining agreement; planning, development and oversight of implementation of all labor relations programs at MARTA and oversight and implementation of short and long-range strategies to support the goals, objectives and strategic plans of the Authority and its departments.

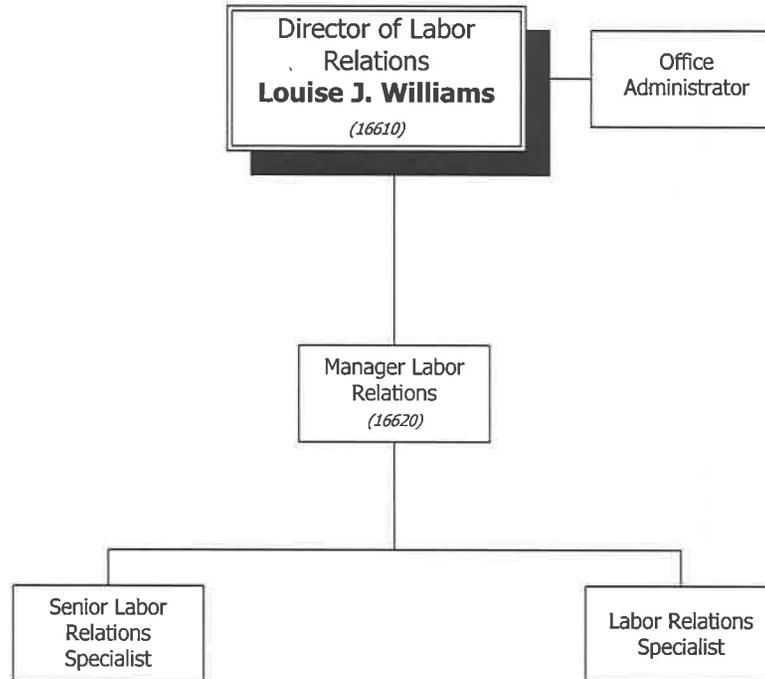
The Office of Labor Relations has direct oversight and management of the establishment of a labor strategy and spearheads all activities related to labor negotiations; assists Authority management on matters relative to labor activities, contract interpretation/administration; monitors the administration of discipline codes and work rules; coordinates the processing of grievances; represents the Authority in arbitrations; oversees all other aspects of labor/management relations; and works for the continued improvement of labor relations throughout the Authority.

OFFICE OF LABOR RELATIONS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	332,131	303,883	168,951	360,074	378,295
Overtime	0	0	0	0	0
Benefits	164,109	182,265	116,787	169,673	226,031
Labor Sub-Total	\$496,240	\$486,148	\$285,738	\$529,747	\$604,326
Contractual Services	40,242	46,357	23,931	34,705	49,200
Materials & Supplies	450	177	320	819	1,500
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	100	1,245	875	4,009	7,400
Non Labor Sub-Total	\$40,792	\$47,779	\$25,126	\$39,533	\$58,099
Office Total	\$537,032	\$533,927	\$310,864	\$569,280	\$662,425
\$ Change from Prior Year		(\$3,105)	(\$223,063)	\$258,416	\$93,145
% Change from Prior Year		-0.58%	-41.78%	83.13%	16.36%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	4	4	5	5	5	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	2	2	2
Full-Time Total	4	4	5	5	5	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	2	2	2
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	4	4	5	5	5	Supervisory	0	0	0	0	0
						Total	4	4	5	5	5

ADM	1	Non-Rep	5
MGR	2	Rep	0
MNT	0	Total FT	5
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	5



OFFICE OF LABOR RELATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Business Analyst	15	---	---	1	---	---
Dir Employee Availability Prog	21	1	---	---	---	---
Dir Labor Relations	23	1	1	1	1	1
Labor Relations Specialist	17	---	---	---	1	1
Manager of Employee Availability	21	---	1	---	---	---
Mgr Labor Relations	20	1	1	1	1	1
Office Administrator I	14	1	1	1	1	1
Sr Labor Relations Specialist	19	---	---	1	1	1
Non-Rep Subtotal		4	4	5	5	5
Total Full-Time		4	4	5	5	5

OFFICE OF TRAINING**FUNCTIONS AND RESPONSIBILITIES**

The Office of Training partners with other operational and strategic business units within MARTA to assure the achievement of organizational goals and objectives. The primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's workforce via effective training and business unit development programs. To maximize delivered training with minimal dollars, various training strategies and methods are utilized. The Office assesses Authority learning

needs and aligns workforce development strategies to utilize the most cost effective delivery method consistent with accepted pedagogy. External training resources are applied where internal development and delivery is not economical. Where appropriate, internal resources are allocated to effectively deliver instructor lead classroom and synchronous web based training, web based self-directed instruction, individual employee coaching and business unit organizational development.

OFFICE OF TRAINING

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,492,580	2,318,776	2,799,412	2,862,670	2,815,390
Overtime	47,678	43,679	34,429	56,301	57,726
Benefits	1,276,545	1,367,583	1,492,964	1,655,956	1,671,726
Labor Sub-Total	\$3,816,803	\$3,730,038	\$4,326,805	\$4,574,927	\$4,544,842
Contractual Services	-472	1,765	330	0	6,000
Materials & Supplies	3,062	5,343	8,952	11,954	12,199
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	31,586	77,741	282,688	105,654	297,520
Non Labor Sub-Total	\$34,176	\$84,849	\$291,970	\$117,608	\$315,720
Office Total	\$3,850,979	\$3,814,887	\$4,618,775	\$4,692,535	\$4,860,562
\$ Change from Prior Year		(\$36,092)	\$803,888	\$73,760	\$168,027
% Change from Prior Year		-0.94%	21.07%	1.60%	3.58%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	40	39	39	39	39	Administrative	1	0	0	0	0
Represented	0	0	12	10	10	Management	3	2	2	2	2
Full-Time Total	40	39	51	49	49	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	49	38	38	37	37
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	12	10	10
Contract	14	2	2	1	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	54	41	53	50	50	Supervisory	1	1	1	1	1
						Total	54	41	53	50	50

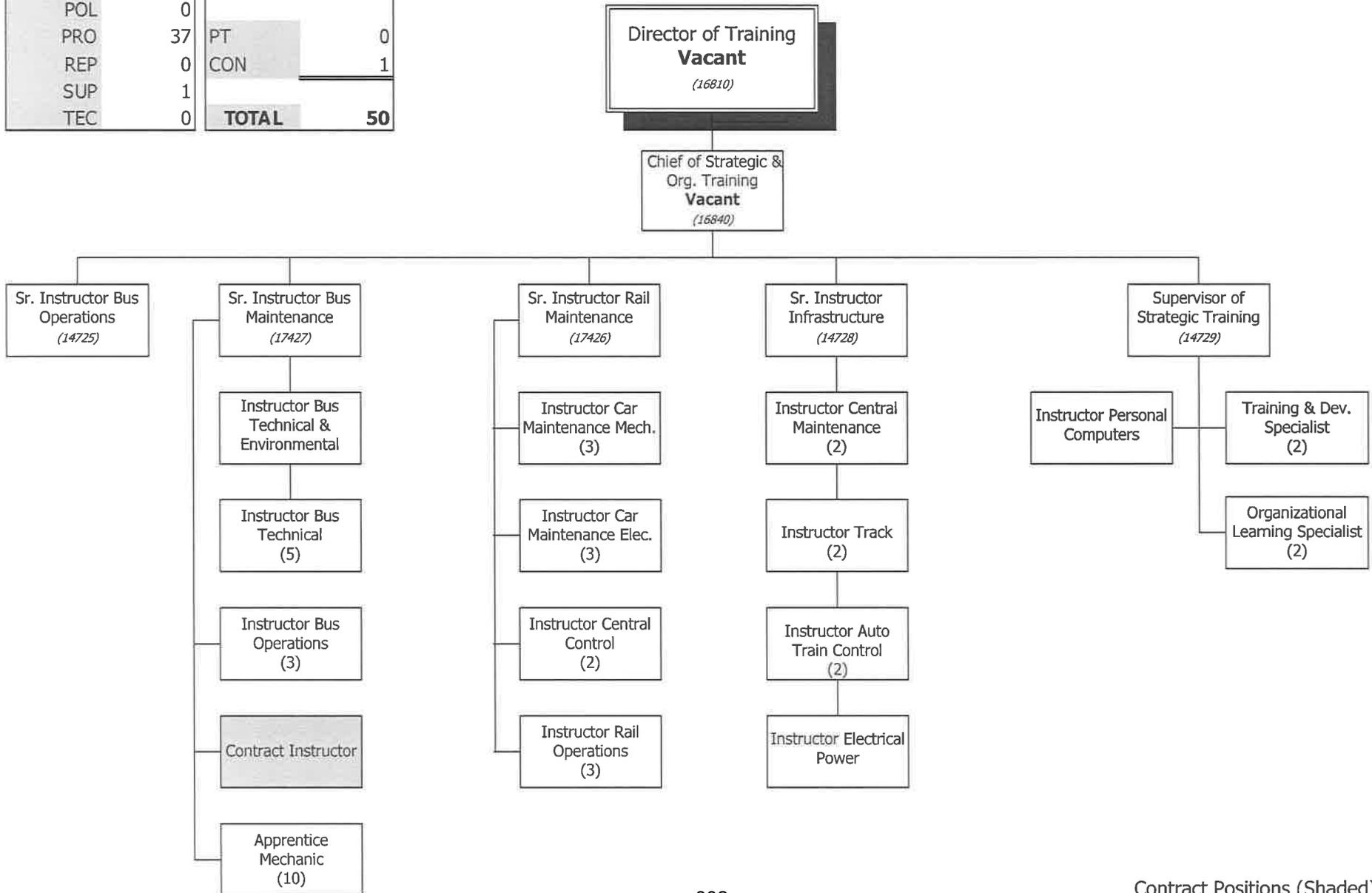
FY2014 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

OFFICE OF TRAINING

ADM	0	Non-Rep	39
MGR	2	Rep	10
MNT	10	Total FT	49
OPR	0		
POL	0		
PRO	37	PT	0
REP	0	CON	1
SUP	1		
TEC	0	TOTAL	50



OFFICE OF TRAINING

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Chief of Strategic & Organizational Training	21	1	1	1	1	1
Chief of Technical Training	21	1	---	---	---	---
Director of Training	23	1	1	1	1	1
Instructor Auto Train Control	16	2	2	2	2	2
Instructor Bus Operations	16	3	3	3	3	3
Instructor Bus Tech Environ	16	1	1	1	1	1
Instructor Bus Technical	16	5	5	5	5	5
Instructor Car Maint Elect	16	3	3	3	3	3
Instructor Car Maint Mech	16	3	3	3	3	3
Instructor Central Control	16	2	2	2	2	2
Instructor Central Maintenance	16	2	2	2	2	2
Instructor Electrical Power	16	1	1	1	1	1
Instructor Personal Computers	16	1	1	1	1	1
Instructor Rail Operations	16	3	3	3	3	3
Instructor Track	16	2	2	2	2	2
Office Administrator I	14	1	---	---	---	---
Org Learning Specialist III	17	1	2	2	2	2
Senior Instructor Bus Maintenance	18	1	1	1	1	1
Senior Instructor Bus Operations	18	1	1	1	1	1
Senior Instructor Infrastructure	18	1	1	1	1	1
Senior Instructor Rail Maintenance	18	1	1	1	1	1
Supervisor of Strategic Training	19	1	1	1	1	1

OFFICE OF TRAINING

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Training & Development Spec	15	2	2	2	2	2
Non-Rep Subtotal		40	39	39	39	39
<u>Represented</u>						
Apprentice ET - Rail Car Maint	UR	---	---	2	---	---
APPRENTICE MECHANIC	UR	---	---	10	10	10
Represented Subtotal		---	---	12	10	10
Total Full-Time		40	39	51	49	49
<u>Contract</u>						
Capital Contract DHS/TSA Security Instructor	---	2	---	---	---	---
Capital Contract Instructional Designer	---	4	1	---	---	---
Capital Contract Instructional Designer	TBD	---	---	1	---	---
Contract BTP Support	---	1	---	---	---	---
Contract Instructor	---	7	1	1	1	---
Contract Instructor	NR125	---	---	---	---	1
Total Contract		14	2	2	1	1

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

FUNCTIONS AND RESPONSIBILITIES

MISSION - The mission of the Office of Diversity and Equal Opportunity is to ensure that all MARTA decisions, activities, programs and services are equitable and do not adversely impact current or potential employees, customers, communities, businesses, or other stakeholders.

VISION - We will do this by ensuring that all perspectives are valued and respected.

VALUES - This mission will only be accomplished when all stakeholders work together to help create an environment where all are treated with respect, dignity and equality. To accomplish this mission, we believe that the following values must be the basis for all our actions:

INTEGRITY - We will have consistency in our actions, values, methods, measures, principles, expectations, and outcomes.

RESPECT - Every stakeholder must be treated with the utmost respect. We value diversity and recognize the contributions all make in the workplace and community.

INCLUSION - We will work to create an inclusive environment where all are invited to contribute and participate.

PROFESSIONALISM - We will strive to be professional, diligent and dedicated to carrying out the duties we have been charged with executing.

The core functions of the department are:

COMPLIANCE -

- Equal Employment Opportunity Program
- Title VI – Service and Fair Equity Analysis
- Environmental Justice
- Limited English Proficiency Program
- American with Disabilities Act
- Disadvantaged Business Enterprise Program
- Small Business Enterprise Program
- Departmental Protocols for discrimination complaints/investigations

EDUCATION –

- Sexual Harassment Prevention Training
- Inclusive Leadership and Strategic Diversity Management
- Inclusive Management and Supervision Training Series
- Respect in the Workplace Training
- Violence in the Workplace Prevention Training
- New Employee Orientation Training

OUTREACH -

- Elderly and Disabled Access Advisory Committee
- Inclusion Council
- Business Resource Groups
- Cross Cultural Mentoring Program
- Diversity Awareness Programing
- Cultural Diversity Programs
- Targeted Organization Memberships
- Cultural Program Attendance

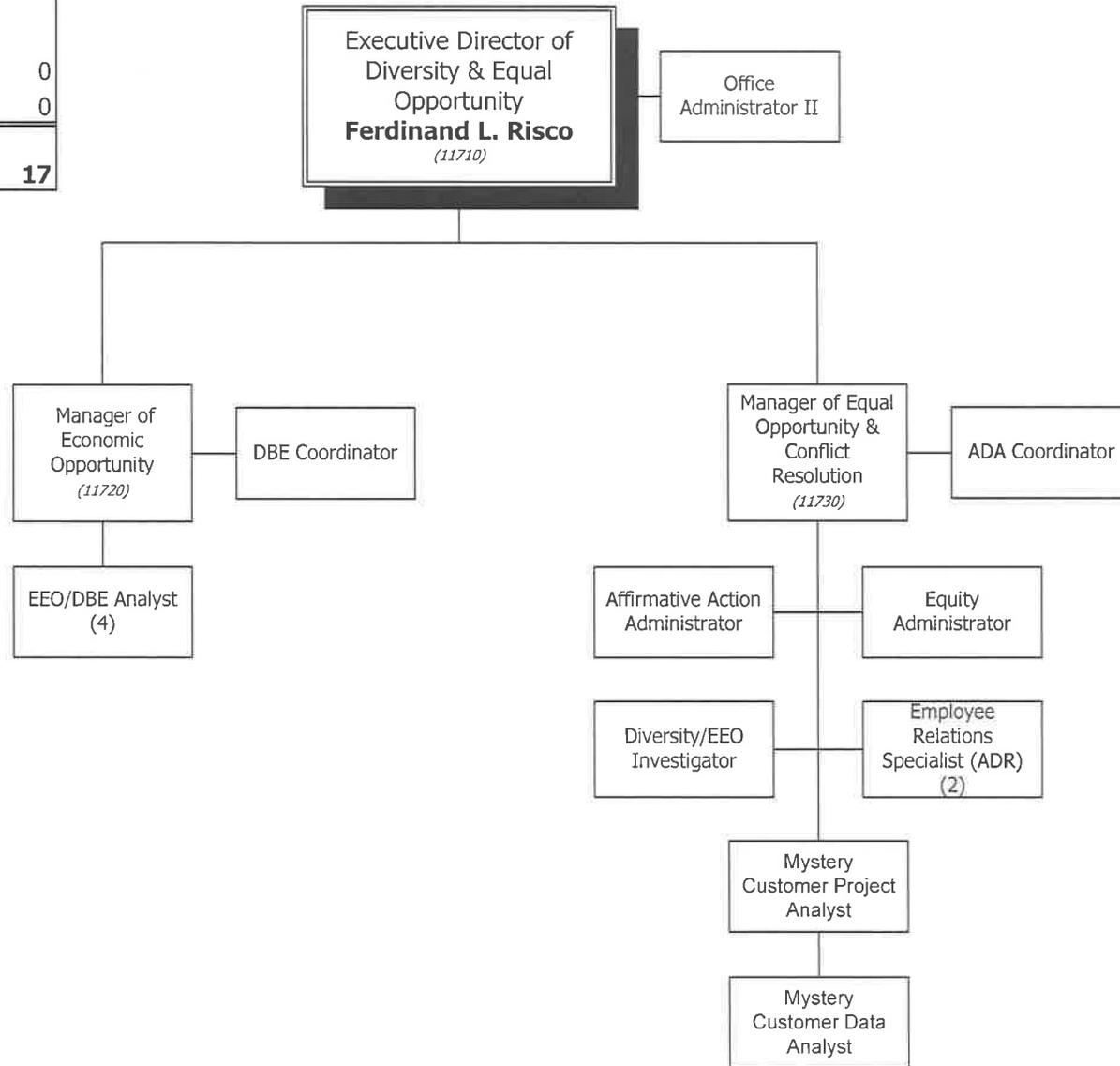
OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	880,215	858,482	1,014,264	991,747	1,114,467
Overtime	0	0	113	0	0
Benefits	429,415	435,590	480,294	485,518	665,894
Labor Sub-Total	\$1,309,630	\$1,294,072	\$1,494,671	\$1,477,265	\$1,780,361
Contractual Services	25,935	30,434	28,088	20,927	30,020
Materials & Supplies	8,029	4,020	7,333	2,024	7,363
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	544	0	0	0
Other Non Operating	40,519	29,956	73,173	26,153	27,065
Non Labor Sub-Total	\$74,483	\$64,954	\$108,594	\$49,104	\$64,448
Office Total	\$1,384,113	\$1,359,026	\$1,603,265	\$1,526,369	\$1,844,809
\$ Change from Prior Year		(\$25,087)	\$244,239	(\$76,896)	\$318,440
% Change from Prior Year		-1.81%	17.97%	-4.80%	20.86%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	16	17	17	17	17	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	16	17	17	17	17	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	12	13	13	13	13
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	16	17	17	17	17	Supervisory	0	0	0	0	0
						Total	16	17	17	17	17

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

ADM	1	Non-Rep	17
MGR	3	Rep	0
MNT	0	Total FT	17
OPR	0		
POL	0		
PRO	13	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	17



OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
ADA Coordinator	15	1	1	1	1	1
Affirm Act Administrator	19	1	1	1	1	1
DBE Coordinator	15	1	1	1	1	1
Diversity EEO Investigator	17	1	1	1	1	1
EEO DBE Analyst	17	4	4	4	4	4
Employee Relations Specialist (ADR)	17	1	2	2	2	2
Equity Administrator	19	1	1	1	1	1
Exec Director of Diversity & Equal Opportunity	24	1	1	1	1	1
Manager of Economic Opportunity	20	1	1	1	1	1
Manager of Equal Opportunity & Conflict Resolution	21	1	1	1	1	1
Mystery Customer Data Analyst	15	1	1	1	1	1
Mystery Customer Project Analy	17	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Non-Rep Subtotal		16	17	17	17	17
Total Full-Time		16	17	17	17	17

DEPARTMENT OF TECHNOLOGY

This Department includes the following Offices:

Department of Technology

- Office of AGM of Technology
- Office of Technology Infrastructure & Operations
- Office of Technology Enterprise Applications
- Office of Technology Programs Management
- Office of Technology Quality Assurance

FY2014 GOALS AND OBJECTIVES

Technology Goal#1

To provide and maintain sufficient technology software and hardware assets to support current business needs

Technology Objectives

1. Develop and maintain an Asset Management Life Cycle Plan
2. Minimize Service Interruption
3. Leverage ITSM tools for Configuration and Change Management
4. Transform the existing NOC to Operations Monitoring Center

Technology Goal#2

To protect and secure Technology Asset from internal and external threats

Technology Objectives

1. Implement and Rollout Authority security Program
2. Adopt and Enforce the Information Security Policy
3. Establish Information Security Standards and Integrate with Project Implementation Life Cycle
4. Monitor and Control Security to meet Compliance

Technology Goal#3

To provide Innovative New Technology to grow with the business units needs

Technology Objectives

1. Develop a new data center strategy
2. Develop a new infrastructure strategy
3. Develop a new telephony strategy
4. Develop an integrated infrastructure strategy
5. Innovate with Emerging Technology

Technology Goal#4

Improve Customer Service

Technology Objectives

1. Provide Customer Uninterrupted Services
2. Enhance Customer Experience
3. Create a single media for seamless transfer across regional transit

4. Build a Partnership with the internal business units and the regional partners to improve business processes

Technology Goal#5

Provide an easier process for internal and external stakeholder to do business with Technology

Technology Objectives

1. Brand the technology image as the best in the region
2. Create partnership program with our customers
3. Align BA process with PM process and the Authority process

Technology Goal#6

Recruit and Retain highly skilled IT Professionals

Technology Objectives

1. Develop a high performance technology workforce that is motivated, compensated and committed to service excellence
2. Establish a work environment that respects each other's diversity and different communication styles
3. Establish a balanced work life program
4. Publish a workforce training program

Technology Goal#7

Provide cost-effective and competitive technology services

Technology Objectives

1. Prepare a plan to support regional reciprocal agreements for technology services
2. Maintain Financial Funding
3. Better Procurement Strategy and Plan
4. Develop a plan for public and private partnerships
5. Propose best cost-benefit solutions

Technology Goal#8

Develop a partnership with the Stakeholders in the region to improve business processes by leveraging technology

Technology Objectives

1. To provide Technology services to regional partners

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.16%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	87.46%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-36.44%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-54.24%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-21.44%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	281.60%	</= 0%

FY2013 ACCOMPLISHMENTS**Finance:**

- Implemented Phase 2 of Oracle iRecruitment; currently being used by Human Resources.
- Completed Phase 1 of the 2012 year end legislative required patches for Oracle E-business suite.
- Complete the upgrade of the Oracle E-business applications to Release 12. This was the biggest upgrade of Oracle applications since their deployment in 2006.
- Completed the Phase 1 of Oracle Vendor Managed Inventory project; over 500 vendors are utilizing this web based system.
- Completed upgrade of TeleDriver applications to their latest release; this upgrade fixed a number of software bugs and delivered functionality enhancements
- Setup FY14 Capital Improvement Program (CIP) and Budget SharePoint sites
- Setup FY14 Operating budget packages

AFC/Breeze

- Received Federal funds to assist with Breeze costs supplemented by \$1.2M per year for the next 4 years. Grant awarded for Regional Projects, Breeze Regional Study, Regional BVM, and Regional TMA portal. Grant monies for projects \$1M.
- Implemented ZIP code capture on Vending Machines to reduce fraud and interchange costs. Required waiver from VISA.
- Completed Smart Card RFP development for solicitation. Board approval for tender to market.
- Implemented UPASS for Georgia State use. Placed UPASS purchases on Breeze Vending machines.
- Merchant Services RFP developed in conjunction with Revenue Operations. Banking contract expires in FY14 and prepared technical solicitation components.
- Provided Streetcar fare collection equipment design and quotes for fare collection process. Provided to City of Atlanta.
- Executed extensions with GRTA and CCT for Breeze participation agreements.
- Implemented multiple fixes to software within the system to improve operation and state of good repair for use. Patrons service improved.

Rail Operations

- Completed the testing and upgrading of all (38) Train Control Room (TCR) routers during the TCR Network Upgrade deployment.
- Completed Private Branch Exchange (PBX) upgrade at HQ and Rail Services Control Center (RSCC).
- Completed testing of Front End Processor (FEP) software and placed in service for Ethernet network communications to Remote Terminal Units (RTUs) in the Train Control Rooms.
- Installed PA interface device at Candler Park Station.
- Installed POTS line at Indian Creek Precinct.
- Oversaw the pull and termination of fiber between the Canterbury TCR and Canterbury bungalow and assisted with the installation and physical connectivity of network equipment at both locations to stabilize train control connectivity for Rail Services Control Center (RSCC).
- Configured, installed, & tested Model 3750 network switch for Canterbury & N. Druid Hills for Rail Services Control Center (RSCC).
- Completed work to enable physical connection for expansion of the network between the Disaster Recovery (DR) data center and the North Druid Hills TCR.
- Completed West Line Auxiliary Remote Terminal Units (RTU) conversion for Rail Services Control Center (RSCC).
- Completed Auxiliary Remote Terminal Unit (RTU) conversion of the South Line and four sites on the East Line.
- Completed Auxiliary RTU conversion for all station on the South East Line and 4 stations on the North Line. These conversions are to upgrade specific communications equipment at the stations to maintain state of good repair.
- Completed installation of new fare gates at the Lenox and the Dome stations. These gates will alleviate bottle necks and improve safety conditions at these stations.
- Deployed 44 network switches at 22 wayside locations and configured 20 Cisco Catalyst switches for upcoming deployment in the Wayside/Midspan locations during the first week in April 2012.

- Completed Automated Fare Collection (AFC) system upgrade to be in compliance with the Payment Card Industry (PCI) Security Standard
- Rolled out university pass Breeze card program
- Implemented FY13 fare increase for Mobility
- Completed modification to AFC system to accommodate credit card authorization migration from Bank of America to First Data
- Performed AFC disaster recovery tabletop exercise
- Setup FY14 Capital Improvement Program (CIP) and Budget SharePoint sites
- Implemented data warehouse budget dashboard for operator activities and modifications to FY13 balanced scorecard

Bus Operations

- Completed testing of the Bus Data Control Unit (DCU) software upgrade for MARTA Fixed Route.
- Completed the SOW for the Trapeze Suite upgrade to version 11 and completed the migration of the Trapeze databases to FalconStor SAN in testing environment in preparation for the Trapeze Full Suite Upgrade.
- Completed site survey and hardware configuration for increasing wireless coverage at the Perry Garage Bus Depot.
- Completed December 2011 data updates to Trapeze, AVL and GIS systems.
- Completed Development of Badge Renumbering Application for Teledriver. This application facilitates better management of the bus operator workforce.
- Setup RSCC Backup Control Center
- Setup and activated AT&T Managed Internet Service (MIS) and network equipments for the new Interoperable Communication Center (IOC).
- Responsible for the maintenance of AT&T Managed Internet Service (MIS) and network equipments for the new Interoperable Communication Center (IOC).

Planning

- Implemented 5 custom Route Performance Ranking reports for the Office of Planning.

Police

- Completed the upgrade of the PAMET application to the latest supported version.
- Completed the installation of the Audio and Video surveillance equipment for the Police Interrogation room at Wachovia.
- Completed the technical configuration requirements for CCTV On-board vehicle cameras.
- Upgraded the CCTV System from version 4.6 to 4.8 on 3/14/2012.
- Successfully integrated adaptive CCTV software solution. The adaptive software solution will allow for event monitoring and alarms
- Implemented See Say Smartphone App for iPhone and Android Phones
- Installed and Configured CCTV and GCIC equipment for Detective Media Room
- Set up wireless network in bus garages in support of Camera on Vehicle initiative
- Developed Data Warehouse Safety Reports
- Installed audio, video and computer equipment for detective media rooms, interview room and training rooms.
- Completed PAMET version upgrade
- Implemented Electronic Warrant Interchange system
- Upgrade Curator document management software to EMVision 360
- Completed payments for the PAMET version upgrade

Safety

- Implemented a custom On-Call Weekly Status report for the Office of Safety. This report allows quick visibility of weekly activities and deliverables for the Safety Accident/Incident Investigation Program.
- Developed and deployed custom reports for verification of attendance hours for all cost centers.

Authority-Wide

- Deployed version 2.1.3.1 of the MARTA iPhone app to include real-time bus tracking. Re-designed and deployed the App on new iOS platform. The redesign allows greater compatibility with new iPhones for a better user experience when using the App.

DEPARTMENT OF TECHNOLOGY

- Created several showcase banners, splash pages and master pages on itsmarta.com including Thanksgiving banner, Clifton Corridor, Potential Bid Opportunities page and Title VI information.
- Deployed several SharePoint site customizations and updates including EMIS/Board Paperless update, Train Control System Upgrade (TCSU) SharePoint customization and Atlanta Streetcar Vehicle Procurement SharePoint customization.
- Completed the upgrade of the SharePoint Infrastructure. The Infrastructure upgrade is required so that the current SharePoint content can be migrated to SharePoint 2010 enabling improved and enhanced collaboration tools.
- Completed the development and deployment of a SharePoint site for Budget Planning.
- Completed updates to the Balanced Scorecard Portal and published monthly data.
- Completed the interim upgrade of the C-Cure system to System 40 and increased licenses from 500 to 1,000. These additional licenses were necessary in order to enable planned additional security access to restroom doors and gates to have badge access.
- Completed repairs to re-establish connectivity for MARTA parking decks emergency Call Box systems. This upgrade included converting the existing analog system to a VOIP network communication system platform. The following upgrades took place: PCC 5/16, Garson & City Center 5/22, and Medical Center 5/23.
- Completed the Call Box repairs to re-establish connectivity for MARTA parking decks emergency call box systems.
- Completed testing, verification, labeling of copper spares for selected Fire protection locations across the Authority. This is an integral part of a project whose objective is to implement individual Fire Alarm Control panels with self-diagnostics and reporting at 105 facilities.
- Upgraded Geographic Information System (GIS) to the latest version of ArcGIS and ArcGIS Server
- Upgrade Fixed Route Scheduling System to latest version of Trapeze FX
- Processed invoices and maintenance cost for the latest version of ArcGIS and ArcGIS Server
- Completed the Citrix NetScaler installation at Candler Park and Headquarters datacenters. This installation facilitates load balancing of systems between the two data centers and is aimed at improving performance of the data centers.
- Completed the processing of: 923 Payroll employee checks average per month, 3,880 Direct Deposit paycheck advices average per month, 2,299 Risk Management checks and 1,010 Accounts Payable Checks average per month.
- Completed Installation of Utility Manager Pro software. This software allows the Authority to perform billing data analysis.
- Completed upgrade of Cisco Works to version 4.0. This upgrade is for state of good repair for the software that manages specific vendor equipment on the network.
- Upgraded Oracle E-Business Suite to version r12. The upgrade included all Human Resource, Finance, Procurement, and Payroll modules.
- Replaced approximately 600 failing desktops and laptops throughout the Authority.
- Upgraded email system to Exchange 2010
- Replaced approximately 600 failing desktops and laptops throughout the Authority as part of the PC refresh project..
- Completed Obsolete Equipment Auctions
- Supported contract Maintenance totaling \$14m throughout the authority.
- Tracked and maintained monthly Operating and capital financials.

Technology Governance

- Completed CCTV Service Level Agreement (SLA) for maintaining, supporting and ensuring camera surveillance for appropriate and designated areas of MARTA with the cooperation and teamwork of Police, Radio Maintenance, RSCC and Technology teams to remediate internal audit recommendation.
- Created and approved documentation on Help Desk Procedures to remediate internal audit recommendations.
- Converted all Technology policies and procedures to Archer GRC and conducted orientation for all Technology directors, managers, and subject matter experts.
- Participated in Table Top Exercise for Emergency Response (COOP).
- Developed Audit Plan and Strategy for proactively conducting areas of

DEPARTMENT OF TECHNOLOGY

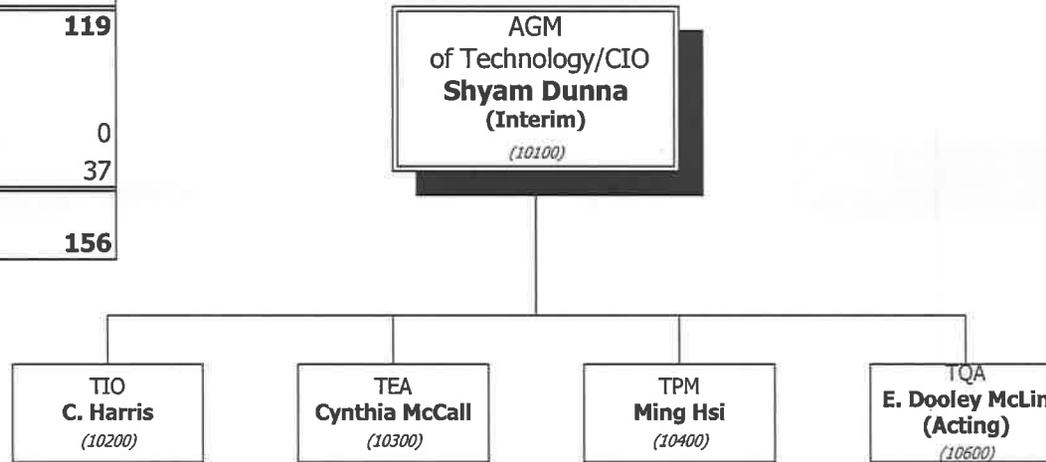
- audit and subsequent compliance for Department of Technology.
- Completed cyber security evaluation utilizing CSET (Cyber Security Evaluation Tool) in conjunction with Homeland Security.
- Completed six (6) proactive assessments of Technology areas (i.e. GCPS, Breeze Card, CSET [Cyber Security Evaluation Tool], AFC Access, Enterprise Management Center, and Service Desk).
- Completed documentation and testing of AFC DR Plan.
- Formulated action plan for response and remediation to APTA Peer Review recommendations/observations.
- Successfully deployed the Network Access Control (NAC) client agent on all PC devices in MARTA HQ. This software implements a layer of security that controls what devices are allowed to connect to the MARTA network.
- Announced the roll out of Archer/RSA Policy Management and Procedure Management on May 10, 2012. This application provides a consistent, efficient and sustainable approach to managing the lifecycle of technology policies and procedures.
- Completed the Desktop Inventory Audit.
- Three (3) Technology Compliance team members successfully completed Certified Information Systems Auditor (CISA) training and received Certificates.

DEPARTMENT OF TECHNOLOGY

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	6,065,050	6,753,541	9,044,653	9,171,502	11,617,828
Overtime	210,404	192,201	259,657	256,625	68,546
Benefits	2,479,462	2,902,345	3,704,782	3,613,840	5,384,980
Labor Sub-Total	\$8,754,916	\$9,848,087	\$13,009,092	\$13,041,967	\$17,071,354
Contractual Services	5,811,338	10,198,095	9,705,078	10,705,134	11,100,491
Materials & Supplies	376,906	241,379	283,354	257,983	283,283
Other Operating	1,368,935	1,524,621	1,315,031	1,083,787	1,715,618
Casualty & Liability	0	0	0	-2,021	0
Miscellaneous	0	0	0	0	0
Other Non Operating	65,526	72,402	119,383	121,866	102,225
Non Labor Sub-Total	\$7,622,705	\$12,036,497	\$11,422,846	\$12,166,749	\$13,201,617
Department Total	\$16,377,621	\$21,884,584	\$24,431,938	\$25,208,716	\$30,272,970
\$ Change from Prior Year		\$5,506,963	\$2,547,354	\$776,778	\$5,064,254
% Change from Prior Year		33.62%	11.64%	3.18%	20.09%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	139	120	121	115	96	Administrative	3	3	3	1	1
Represented	21	21	23	23	23	Management	12	13	18	20	17
Full-Time Total	160	141	144	138	119	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	38	38	35	55	43
Represented (PT)	0	0	0	0	0	Technical	105	87	84	80	66
Part - Time	0	0	0	0	0	Maintenance	21	21	23	23	23
Contract	26	26	26	48	37	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	186	167	170	186	156	Supervisory	7	5	7	7	6
						Total	186	167	170	186	156

ADM	1	Non-Rep	96
MGR	17	Rep	23
MNT	23	Total FT	119
OPR	0		
POL	0		
PRO	43	PT	0
REP	0	CON	37
SUP	6		
TEC	66	TOTAL	156



OFFICE OF AGM TECHNOLOGY CIO**FUNCTIONS AND RESPONSIBILITIES**

The Assistant General Manager/CIO leads the Department of Technology, which is responsible for providing efficient, reliable, cost-effective, and responsive technology services and dedicated support to all technology users throughout MARTA. The Assistant General Manager/CIO is responsible for the investment, implementation, operation and maintenance of all technology hardware, software, networks and services.

The Assistant General Manager/CIO of Technology manages four offices:

- Office of the AGM of Technology/CIO
- Office of Technology Infrastructure & Operations
- Office of Technology Enterprise Applications
- Office of Technology Programs Management
- Office of Technology Quality Assurance

In addition to managing these offices and branches, the Assistant General Manager/CIO's responsibilities also include setting strategies, policies and procedures for Technology and overall management and direction of the Authority's technology investments which contribute to MARTA's success through:

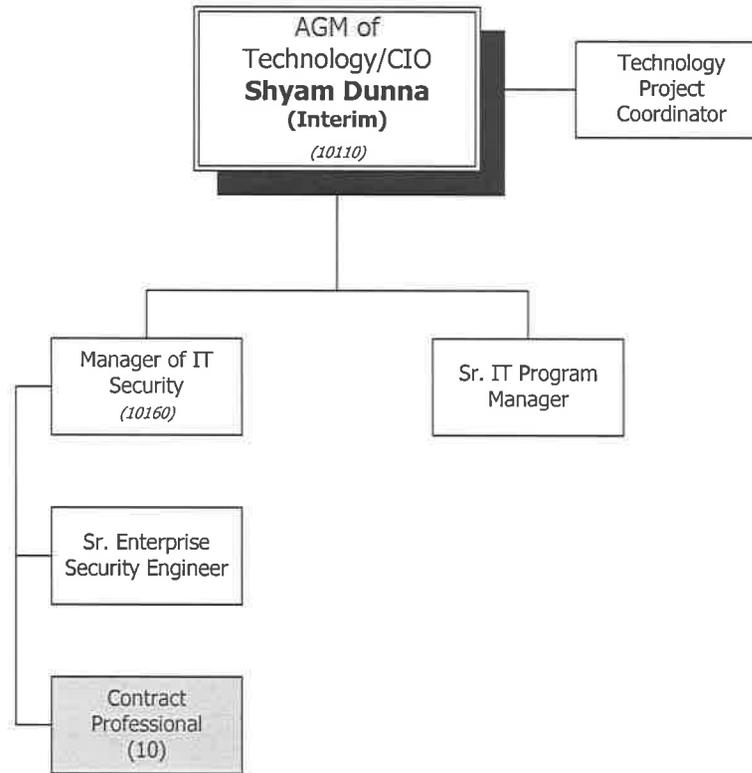
- Ensuring proper management control over the technology, fiscal and human resources of MARTA.
- Providing cost-effective, efficient, manageable, and maintainable support for MARTA critical enterprise operations.
- Upgrading and/or replacing MARTA's business and technology architecture, including hardware, software, and applications infrastructures.
- Directing and leadership of technology associated management groups including Technology Working Group (TWG), Source Evaluation Committee (SEC), and Technology Steering Committees (TSC).
- Ensuring sound and responsible business, financial and project practices for telecommunications, technology assets, fiscal and operating budgets and development of projects for technology and its customers.
- Successful implementation of new technology programs currently underway at MARTA including the Automated Fare Collection System (Breeze), Automatic Vehicle Locator system, Business Transformation Program, etc.

OFFICE OF AGM TECHNOLOGY CIO

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	216,630	199,284	155,172	432,780	1,190,776
Overtime	0	0	0	400	0
Benefits	87,664	91,867	61,308	81,874	338,795
Labor Sub-Total	\$304,294	\$291,151	\$216,480	\$515,054	\$1,529,571
Contractual Services	-13,107	196,037	105,512	94,735	65,000
Materials & Supplies	39,023	16,896	16,741	35,505	25,000
Other Operating	571	33	570	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	30,539	18,415	36,455	40,514	33,322
Non Labor Sub-Total	\$57,026	\$231,381	\$159,278	\$170,754	\$123,322
Office Total	\$361,320	\$522,532	\$375,758	\$685,808	\$1,652,893
\$ Change from Prior Year		\$161,212	(\$146,774)	\$310,050	\$967,085
% Change from Prior Year		44.62%	-28.09%	82.51%	141.01%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	3	2	3	5	5	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	2	1	2	2	2
Full-Time Total	3	2	3	5	5	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	14	11
Represented (PT)	0	0	0	0	0	Technical	1	1	1	2	2
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	13	10	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	3	2	3	18	15	Supervisory	0	0	0	0	0
						Total	3	2	3	18	15

ADM	0	Non-Rep	5
MGR	2	Rep	0
MNT	0	Total FT	5
OPR	0		
POL	0		
PRO	11	PT	0
REP	0	CON	10
SUP	0		
TEC	2	TOTAL	15



OFFICE OF AGM TECHNOLOGY CIO

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
AGM Technology	C	1	1	1	1	1
Manager of IT Security	22	---	---	1	1	1
Sr. Enterprise Security Engineer	20	---	---	---	1	1
Sr. IT Program Manager	20	---	---	---	1	1
Sr. Technology Quality Assurance Manager	22	1	---	---	---	---
Technology Project Coordinator	17	1	1	1	1	1
Non-Rep Subtotal		3	2	3	5	5
Total Full-Time		3	2	3	5	5
<u>Contract</u>						
Contract Professional	---	---	---	---	13	10
Total Contract		---	---	---	13	10

OFFICE OF TECH INFRASTRUCTURE & OPS
FUNCTIONS AND RESPONSIBILITIES

The Office of Technology Infrastructure & Operations is responsible for providing computing support for mainframe and enterprise client/server environments, technology data center processing services and maintenance and support of all technology systems. This office supports Authority-Wide business units in providing distributed desktop support, data network connectivity support, system operations support and telephony services support. This office operates and maintains an integrated Technology infrastructure that enables MARTA to operate effectively and efficiently in current and emerging business environments. Infrastructure plans, deploys and supports the rollout of network and server infrastructure, desktops, printers and associated software and controls the overall usage of technology tools throughout the Authority.

This department accomplishes these functions through the Technology Systems Support, Client Technologies, Enterprise Network Operations, and Telephony Operations branches.

The **Technology Systems Support and Client Technologies** branch responsibilities include:

- Providing mainframe payroll and human resources Tier I support.
- Tier I support of enterprise systems to include system monitoring for both the server farm environments and the enterprise network environment.
- 24x7x365 Technology Services Desk for distributed desk top support and fielding/escalation of all technology related production support areas.
- Managing 100+ Kiosks for Service Agents, Bus and Rail Maintenance, Bus, Rail and Mobility Operations.
- Monitoring Enterprise Backup of Critical Data and Managing Tape Storage and Rotation
- Data Center and Disaster Recovery Center Operations.

The **Technology Telephony Operations** branch supports and maintains Authority-Wide Telephony equipments in the following areas:

- Rail Station Communications
- Rail Station Public Address (PA)
- Rail Station Patrons Assist Phones
- Authority-Wide Back Office Phones
- Wayside Phones
- PBX Systems
- Voice Recording Systems
- Call Center Telephony Systems

The **Enterprise Network Operations** branch responsibilities include:

- Providing Authority-wide Tier II support (*diagnosing and resolving production support issues*) for enterprise server and data network.
- Managing and maintaining MARTA's core technology infrastructure, which includes Windows server systems, UNIX server systems, distributed printing components, and enterprise LAN/WAN components.
- Management of Authority-Wide data transport system (SONET).
- Facilitating Authority-wide network access, to include the deployment and management of networking components.
- Deployment and management of enterprise disaster recovery and storage area networking systems.
- Deployment and management of enterprise anti-virus systems.
- Support and Maintenance of the Enterprise Email and BlackBerry Services
- Providing support to the Police Emergency Response Systems, Incident Tracking Systems and Close-Circuit TV Systems
- Support and Maintenance of the Printing Services for the Authority.

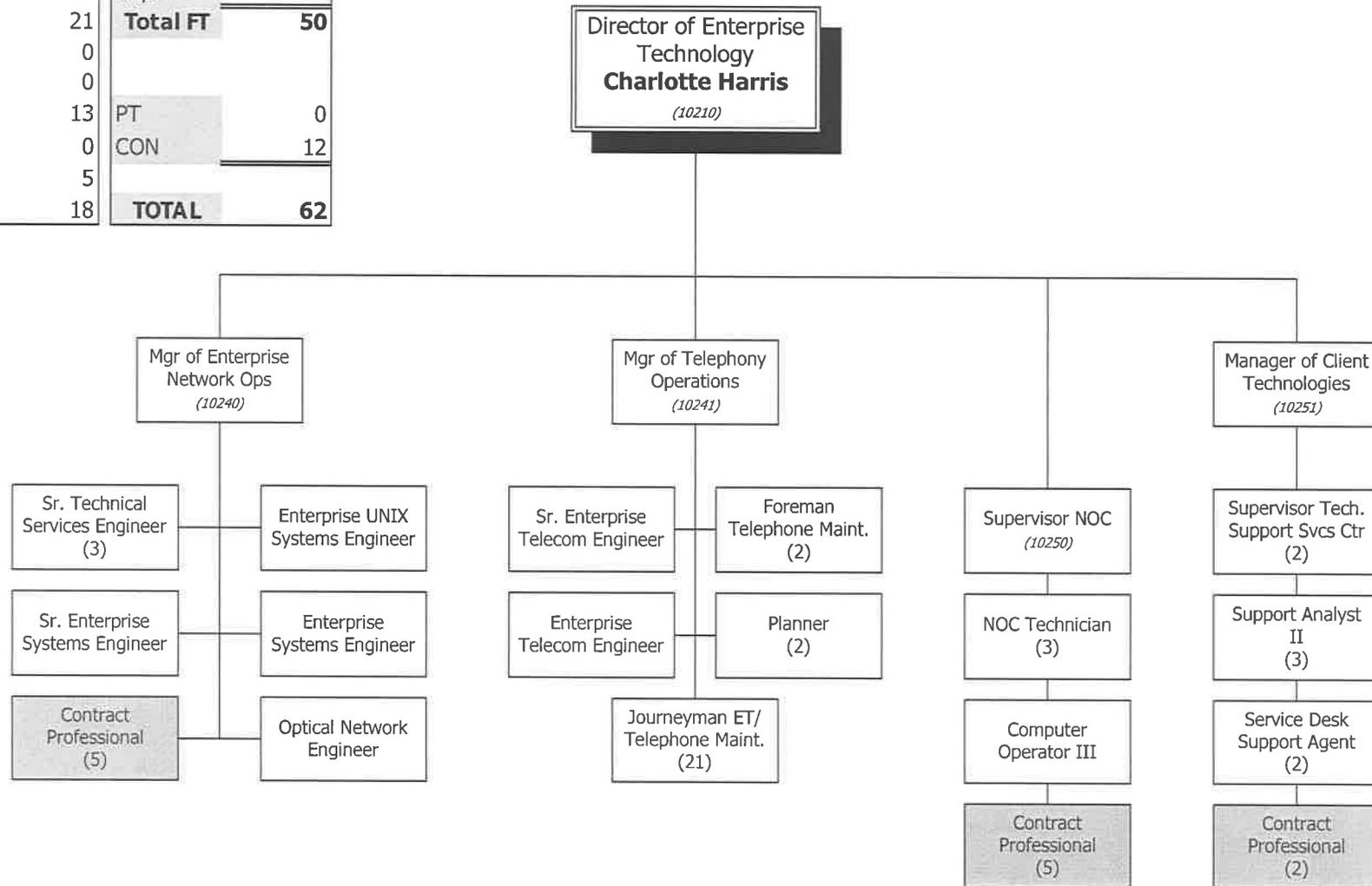
OFFICE OF TECH INFRASTRUCTURE & OPS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,434,935	3,006,952	4,123,323	3,649,679	4,008,864
Overtime	203,309	183,382	253,972	253,649	68,546
Benefits	979,582	1,277,983	1,696,996	1,577,922	1,870,751
Labor Sub-Total	\$3,617,826	\$4,468,317	\$6,074,291	\$5,481,250	\$5,948,161
Contractual Services	3,318,853	6,509,446	7,191,806	7,288,547	8,289,692
Materials & Supplies	313,298	209,021	255,080	201,471	248,193
Other Operating	1,290,721	1,472,897	1,314,461	1,083,787	1,715,618
Casualty & Liability	0	0	0	-2,021	0
Miscellaneous	0	0	0	0	0
Other Non Operating	14,785	14,221	21,982	9,663	12,510
Non Labor Sub-Total	\$4,937,657	\$8,205,585	\$8,783,329	\$8,581,447	\$10,266,013
Office Total	\$8,555,483	\$12,673,902	\$14,857,620	\$14,062,697	\$16,214,174
\$ Change from Prior Year		\$4,118,419	\$2,183,718	(\$794,923)	\$2,151,477
% Change from Prior Year		48.14%	17.23%	-5.35%	15.30%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	55	49	49	40	29	Administrative	3	3	3	1	1
Represented	21	21	23	21	21	Management	3	3	5	5	4
Full-Time Total	76	70	72	61	50	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	17	17	12	16	13
Represented (PT)	0	0	0	0	0	Technical	36	32	34	28	18
Part - Time	0	0	0	0	0	Maintenance	21	21	23	21	21
Contract	11	11	11	15	12	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	87	81	83	76	62	Supervisory	7	5	6	5	5
						Total	87	81	83	76	62

OFFICE OF TECH INFRASTRUCTURE & OPS

ADM	1	Non-Rep	29
MGR	4	Rep	21
MNT	21	Total FT	50
OPR	0		
POL	0		
PRO	13	PT	0
REP	0	CON	12
SUP	5		
TEC	18	TOTAL	62



OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Computer Operator III	10	3	3	3	1	1
Dir Enterprise Technology	23	---	---	1	1	1
Dir Tech Infra & Operations	23	1	1	---	---	---
Enterprise Network Engineer	18	1	---	---	---	---
Enterprise Systems Engineer	18	1	1	1	1	1
Enterprise Telecom Engineer	18	2	2	2	2	1
Enterprise Unix Sys Engineer	18	1	1	1	1	1
Foreman Fare Gate Maintenance	16	4	2	2	---	---
Foreman Telephone Maintenance	16	1	1	2	2	2
Manager Client Technologies	21	---	---	1	1	1
Manager Telephony Operations	22	---	---	1	1	1
Mgr Enterprise Network Ops	22	1	1	1	1	1
Mgr Tech Systems Support	22	1	1	1	1	---
Network Operations Center Tech	16	3	3	3	3	3
Optical Network Engineer	18	1	1	1	1	1
Planner Comm Compnr & Farecoll	16	1	1	2	2	2
Senior Enterprise Telecom Engineer	19	---	---	1	1	1
Service Desk Analyst	12	6	6	---	---	---
Service Desk Support Agent	12	2	1	7	7	2
Sr Enterprise Systems Engineer	20	3	3	2	2	1
Sr Technical Services Engineer	20	15	13	9	4	3
Sr. Enterprise Security Engineer	20	1	1	1	---	---

OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Support Analyst II	15	5	5	5	5	3
Supv Network Operations Center	18	1	1	1	1	1
Supv Tech Support Svcs Centr	19	1	1	1	2	2
Non-Rep Subtotal		55	49	49	40	29
<u>Represented</u>						
Journeyman ET-Telephone Maint	UR	21	21	23	21	21
Represented Subtotal		21	21	23	21	21
Total Full-Time		76	70	72	61	50
<u>Contract</u>						
Contract Professional	----	5	5	11	15	12
Contract Professional/Exempt Straight	----	6	6	----	----	----
Total Contract		11	11	11	15	12

OFFICE OF TECH ENTERPRISE APPLICATIONS
FUNCTIONS AND RESPONSIBILITIES

The Office of Technology Enterprise Applications is responsible for development and implementation of new applications and the maintenance and modifications of existing applications for all of the Authority. This office is also responsible for providing technology stewardship for MARTA enterprise technology applications. This office accomplishes these functions and responsibilities through the ITS Applications, Business Applications, Client Server Applications, Database Applications and Automated Fare Collection (Breeze) Program Management branches.

The ITS Applications branch is responsible for providing advanced applications development and maintenance across the MARTA enterprise. Office responsibilities include:

- Internet, Intranet and Universal Web Portal architecture, development and maintenance
- Application daily operation and maintenance for the Automated Fare Collection and the Bus Automated Vehicle Locator systems
- Application daily operation and maintenance for the Regional Trip Planning and Scheduling systems
- Geographical Information Systems data collection, system development, and user support

The Client Server Applications branch is responsible for providing applications development, maintenance, and centralized data management as a corporate resource across the MARTA enterprise. Office responsibilities include:

- Business Intelligence, Data Warehouse and Balanced Scorecard Development and Support
- Supporting major systems in production, including Train Control System, Police Management Information System and Document Management

The Business Application branch is responsible for planning, designing, developing or acquiring, implementing and supporting new and advanced business applications in MARTA's technology environment. Office responsibilities:

- Coordinating systems requirements with executives and clients
- Implementing and maintaining the Business Transformation Program which includes Automated Dispatch, Enterprise Resource Planning and Enterprise Asset Management systems
- Making continual enhancements in business applications to support legislative changes, audit requests and business user requests
- Implement new business solutions through purchase of off the shelf software or development of applications

The Breeze Program Office focuses on what is required to Operate, Support, Monitor, and Improve the Breeze System

- Supports MARTA and Regional Automated Fare Collection (AFC) Program
- Serves as liaison for all Regional Partners (Cobb Community Transit, Clayton County Transit, Gwinnett County Transit and GRTA) on Breeze Program
- Collects and performs analysis on user requests and manages implementation of the solutions
- Assists with vendor management and coordination with the assigned contract administrators for Breeze Program

The Database Administration Office maintains operational support for the authority wide databases and data warehouses.

- Vendor Management for relational databases and associated applications
- Database architecture, development, administration, and management of all data repositories

OFFICE OF TECH ENTERPRISE APPLICATIONS

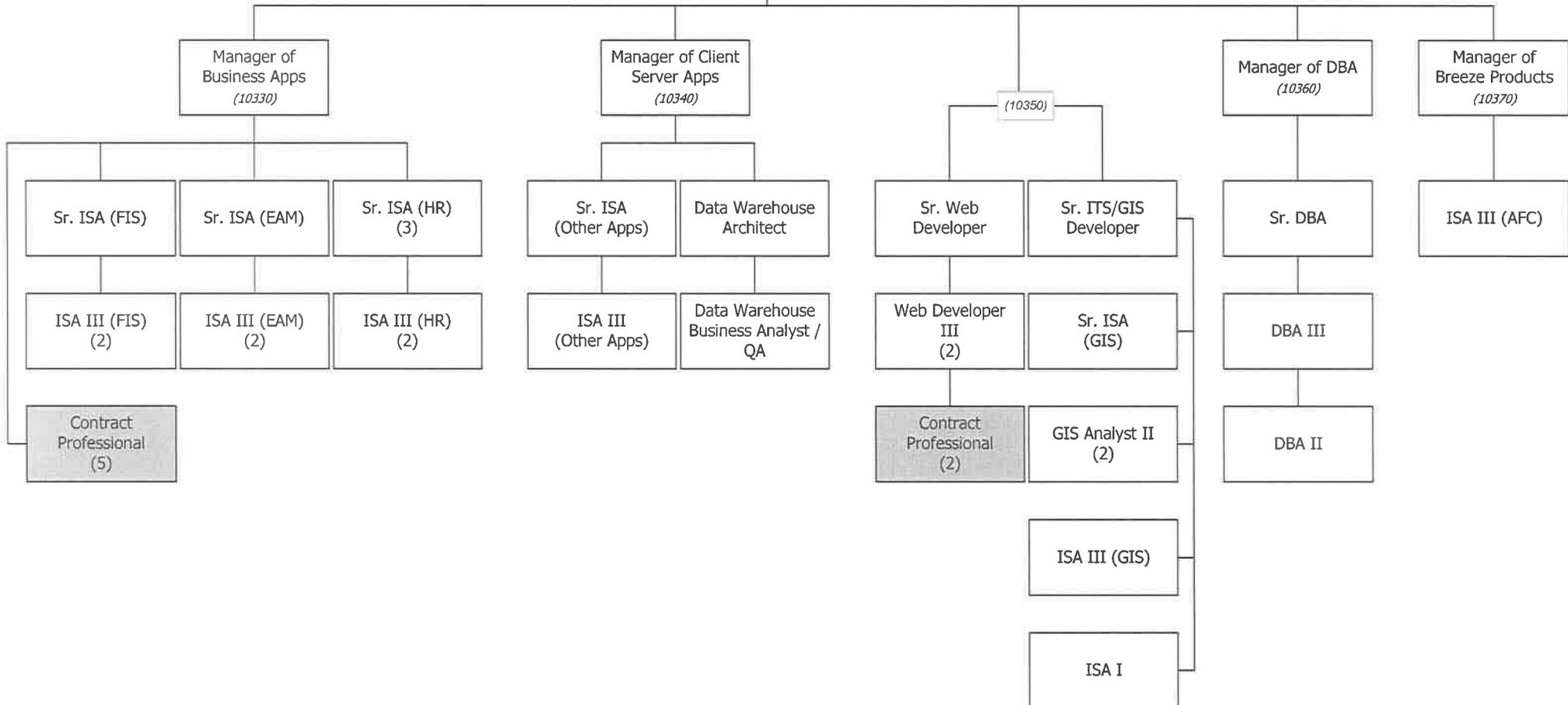
Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,048,491	2,113,740	2,698,617	2,707,634	3,320,583
Overtime	55	2,996	2,310	2,336	0
Benefits	938,592	997,974	1,250,338	1,142,341	1,658,788
Labor Sub-Total	\$2,987,138	\$3,114,710	\$3,951,265	\$3,852,311	\$4,979,371
Contractual Services	2,180,947	3,343,649	2,290,402	3,084,138	2,563,422
Materials & Supplies	3,346	4,572	1,501	4,173	2,000
Other Operating	2,026	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	10,875	18,900	22,249	21,144	16,187
Non Labor Sub-Total	\$2,197,194	\$3,367,121	\$2,314,152	\$3,109,455	\$2,581,609
Office Total	\$5,184,332	\$6,481,831	\$6,265,417	\$6,961,766	\$7,560,980
\$ Change from Prior Year		\$1,297,499	(\$216,414)	\$696,349	\$599,214
% Change from Prior Year		25.03%	-3.34%	11.11%	8.61%

	Authorized Positions by Status					Authorized Positions by Class				
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14
Non-Represented	42	39	37	36	33	Administrative	0	0	0	0
Represented	0	0	0	0	0	Management	3	4	5	5
Full-Time Total	42	39	37	36	33	Police	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	13	12	12	11
Represented (PT)	0	0	0	0	0	Technical	36	33	30	29
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0
Contract	10	10	10	10	7	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0
Total	52	49	47	46	40	Supervisory	0	0	0	0
						Total	52	49	47	46

OFFICE OF TECH ENTERPRISE APPLICATIONS

ADM	0	Non-Rep	33
MGR	5	Rep	0
MNT	0	Total FT	33
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	7
SUP	0		
TEC	27	TOTAL	40

Director of Enterprise Technology
Cynthia McCall
 (10310)



OFFICE OF TECH ENTERPRISE APPLICATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Breeze Business Analyst	17	1	1	---	---	---
Breeze Business Process Consultant	18	1	---	---	---	---
Breeze Product Manager	21	---	1	---	---	---
Data Warehouse Architect	20	1	1	1	1	1
Data Warehouse Business Analyst QA	18	1	1	1	1	1
Database Administrator II	18	2	1	1	1	1
Database Administrator III	19	5	3	2	2	1
Dir Enterprise Applications	23	1	1	---	---	---
Dir Enterprise Technology	23	---	---	1	1	1
GIS Analyst	18	2	2	2	---	---
GIS Analyst II	18	---	---	---	2	2
Information Systems Analyst I	16	---	---	1	1	1
Information Systems Analyst II	18	---	1	2	2	---
Information Systems Analyst III	19	12	11	9	10	9
Manager Client Server Application	22	---	---	1	1	1
Manager DBA	22	---	---	1	1	1
MGR Breeze Products	21	---	---	1	1	1
Mgr Business Applications	22	1	1	1	1	1
Mgr ITS Applications	22	1	1	1	1	---
Oracle HR Payroll Technical Writer	16	2	1	1	---	---
Sr Information Systems Analyst	20	4	4	5	5	7
Sr ITS GIS Developer	20	1	1	1	1	1

OFFICE OF TECH ENTERPRISE APPLICATIONS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Sr Technical Services Engineer	20	----	2	----	----	----
Sr Web Developer	20	1	1	1	1	1
Sr. Database Administrator	20	2	2	1	1	1
Web Developer II	18	2	2	1	----	----
Web Developer III	19	2	1	2	2	2
Non-Rep Subtotal		42	39	37	36	33
Total Full-Time		42	39	37	36	33
<u>Contract</u>						
Contract Professional	----	----	10	10	10	7
Contract Professional/Exempt Straight	----	10	----	----	----	----
Total Contract		10	10	10	10	7

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT
FUNCTIONS AND RESPONSIBILITIES

The Technology Programs Management office is responsible for program, project, budget and contractual oversight for the Department and for analyzing and researching new transit technologies and programs.

The Program Management branch develops business requirements, justifications and senior management approval for new business initiatives and tracks the schedule and budgets of existing projects.

- Project management including responsibility for matrix management of the implementation teams for technology projects, serving as the contracting representative for all technology contracts support and coordination of Authority needs, resolving conflicts that impact project schedule and cost.
- Implementing a project tracking tool which provides a common methodology across technology projects.
- Maintain a Technology Scorecard for monitoring project and technology performance.
- This branch assigns, prioritizes, and monitors technology projects. In addition, the branch tracks achievement of goals and objectives for divisional reporting.
- Manages customer liaison activities between Technology and the business units of the Authority.

The Technology Business Management (TBM) branch is responsible for managing contract and financial administration, maintenance of technology related policies and procedures and administration of Technology professional services. This branch is accountable for performance reporting, contract administration, resource administration (staffing, training, labor relations) and budget administration including the analysis of financial condition and communication to Authority Executive staff.

The Technology Business Management branch responsibilities include the following:

- Manages Technology Programs responsible for providing, financial administration, telecommunications and technology assets management.
- Oversees & helps department managers manage their capital and operating budgets.

- Assists department management in analyzing all vendor contracts for Technology and advises on best practices.
- Assists departmental management in preparing and completing business cases.
- Monitors cell phone and pager use in the Authority.
- Administers contracts with all vendors.
- Prepares and updates policies and procedures. Monitors, authenticates and prepares responses for all internal and external audit activities.
- Develops various business presentations and reviews procedures and guidelines for financial planning.
- Analyzes the financial condition of Technology and communicates the results to executive decision makers.

The Technology Asset Management (TAM) branch is responsible for overseeing and administering the technology asset portfolio, maintaining accurate, up-to-date information on IT asset inventories, and tracking, monitoring, and reporting on assets on a scheduled basis.

The Technology Asset Management branch responsibilities include the following:

- Establishes and maintains a standard lifecycle for IT software and hardware assets.
- Works with management to develop a Lifecycle Replacement Plan for IT assets.
- Evaluates new equipment/software requests and monitors procurement and deployment activities.
- Ensures software license optimization and compliance.
- Determines the total cost of ownership, verifies financial data, and monitors and reconciles changes in inventory.
- Performs spot checks to ensure process and system quality.
- Establishes an initial, current and disposal value for the state's IT assets and reports on these assets as required.
- Assists in developing enterprise-wide IT purchasing standards and procedures.
- Documents and maintains asset management processes and procedures.

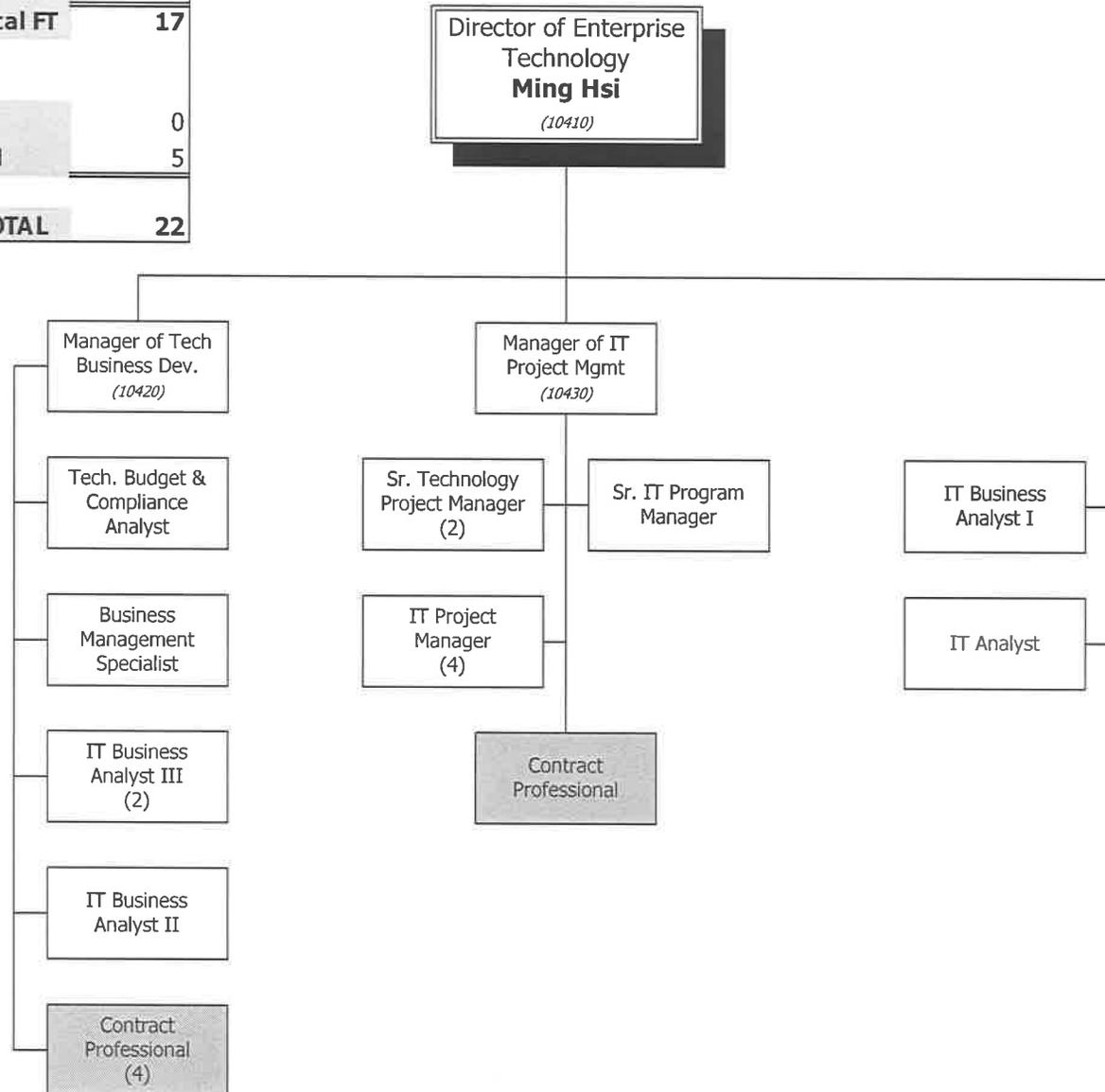
OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,294,932	1,366,727	2,016,287	1,466,252	1,845,762
Overtime	7,040	5,823	3,375	240	0
Benefits	433,462	491,028	656,621	469,481	850,766
Labor Sub-Total	\$1,735,434	\$1,863,578	\$2,676,283	\$1,935,973	\$2,696,528
Contractual Services	324,645	148,963	117,058	65,922	71,868
Materials & Supplies	18,980	8,950	6,369	10,199	6,590
Other Operating	75,617	51,691	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	9,327	20,866	38,697	45,365	40,206
Non Labor Sub-Total	\$428,569	\$230,470	\$162,124	\$121,486	\$118,664
Office Total	\$2,164,003	\$2,094,048	\$2,838,407	\$2,057,459	\$2,815,192
\$ Change from Prior Year		(\$69,955)	\$744,359	(\$780,948)	\$757,733
% Change from Prior Year		-3.23%	35.55%	-27.51%	36.83%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	38	29	30	20	17	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	3	4	5	4	3
Full-Time Total	38	29	30	20	17	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	8	9	11	8	7
Represented (PT)	0	0	0	0	0	Technical	32	21	19	13	12
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	5	5	5	5	5	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	43	34	35	25	22	Supervisory	0	0	0	0	0
						Total	43	34	35	25	22

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

ADM	0	Non-Rep	17
MGR	3	Rep	0
MNT	0	Total FT	17
OPR	0		
POL	0		
PRO	7	PT	0
REP	0	CON	5
SUP	0		
TEC	12	TOTAL	22



OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Business Management Specialist	18	1	1	1	1	1
Configuration Management Analyst	19	1	1	1	---	---
Dir Enterprise Technology	23	---	---	1	1	1
Dir Tech Enter Png & Mgmt	23	1	1	---	---	---
IT Analyst	18	1	1	1	1	1
IT Asset Manager	20	---	1	---	---	---
IT Asset Manager	TBD	---	---	1	---	---
IT Auditor	21	---	1	1	---	---
IT Business Analyst I	15	3	2	2	2	1
IT Business Analyst II	17	2	2	2	1	1
IT Business Analyst III	19	3	1	1	2	2
IT Compliance Coordinator	18	---	1	---	---	---
IT Compliance Coordinator	TBD	---	---	1	---	---
IT Contracts Administrator	18	2	1	1	---	---
IT Project Manager	18	10	6	4	4	4
IT Project Support Coordinator	TBD	---	---	1	1	---
IT Project Support Coordinator	15	---	1	---	---	---
IT Quality Assurance Analyst	18	2	1	1	---	---
IT Quality Assurance Engineer	19	4	3	3	---	---
ITS Project Manager	19	1	---	---	---	---
Manager IT Project Management	22	---	---	1	1	1
Manager of IT Assets Acquisition	21	---	---	---	1	---

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Manager of IT Compliance	22	---	1	1	---	---
Manger IT Quality Assurance	21	1	1	1	---	---
Mgr Tech Business Development	22	1	---	1	1	1
Senior Technology Project Manager	20	2	2	2	2	2
Sr. Enterprise Network Engineer	20	1	1	1	---	---
Sr. IT Program Manager	20	---	---	1	1	1
Sr. Project Management Analyst	19	1	---	---	---	---
Tech Budget & Compliance Analyst	20	---	---	---	1	1
Technology Analyst	18	1	---	---	---	---
Non-Rep Subtotal		38	29	30	20	17
Total Full-Time		38	29	30	20	17
<u>Contract</u>						
Contract Professional	---	---	5	5	5	5
Contract Professional/Exempt Straight	---	5	---	---	---	---
Total Contract		5	5	5	5	5

OFFICE OF TECH QUALITY ASSURANCE
FUNCTIONS AND RESPONSIBILITIES

The Office of **Technology Control Quality Compliance (CQC)** is responsible and involved in the development of all new products and services delivered by the Technology Department for the entire Authority. This office supports the early quality involvement in all Technology projects, which allows this department to effect the development of assured quality outcomes. The goal of early intervention is to “do it right the first time.” In other words avoid rework. Furthermore, early involvement affords Technology CQC the opportunity to identify and recommend process improvements. Technology CQC develops test plans and conducts tests on the finished product before it is released to the Authority’s business owners. This office develops and tracks metrics (measures) and follows up to assure the quality of new product releases. Technology CQC also develops test plans and conducts tests on the finished product before it is released to the business customers. The alternative is to move software and hardware products directly from development into production. The results of this alternative would be more customer complaints, lost productivity, more hardware failures and higher maintenance costs. A worldwide best practice is to maintain and deliver quality assurance functions for all hardware and software implementations.

Technology CQC manages the Breeze Fare Gates’ Preventative Maintenance function that implements a comprehensive enterprise-wide process to perform effective preventative maintenance on all Breeze Fare Gates, while administering the required resources and processes to ensure Fare Gate availability, perform other designated duties, and to produce performance reports for management.

Finally Technology CQC fulfills Technology Department Compliance through proper processes, documentation, and writing of proper process and procedures, and technology audit.

The **Technology Quality Assurance** branch responsibilities include:

- Improve the quality of Technology products and services by reducing waste and rework while improving customer satisfaction
- Provide safe and secure services and a total quality customer experience
- Responsible for quality assurance methodology for all capital projects and operational initiatives

- Ascertain and monitor a collection of Quality Metrics to promote continuous Technology improvement
- To establish and enforce security processes and procedures that prevent IT security breaches
- To support and monitor new and updated technology projects through phase gate and change management processes
- Responsible for monthly quality control on all Breeze fare gates
- Perform corrective maintenance on all non-Breeze AFC rail station equipment as required
- Manage all Breeze tickets and vendor via FA Suites and Altiris
- Enter tickets into the Altiris system
- Close Maximus and Altiris tickets
- Monitor and reconcile Cubic reports
- Maintain inventory of non-Breeze equipment replacement parts
- ITIL Change Management

The **Technology Compliance** branch supports and maintains Authority-Wide Technology Compliance through the following:

- Assure that MARTA Technology engagements, investigations, responses receive management concurrence and are made on schedule
- Protect the Authority's Technology Assets through compliance with audit and regulatory recommendations and requirements
- To minimize risks to Technology's operations and infrastructure through effective risk management
- To establish governance and compliance through the development, maintenance and control of technology policies and procedures
- To centralize and control Technology documentation, standards, repository and scheduling
- To initiate and monitor audit compliance reports to over 9 separate audit entities, including internal, external, GASB51, IRS1099, PCI, MARTOC, Safety, etc.
- Risk metrics as defined in the Risk Management plan for PCI for Technology External Audit

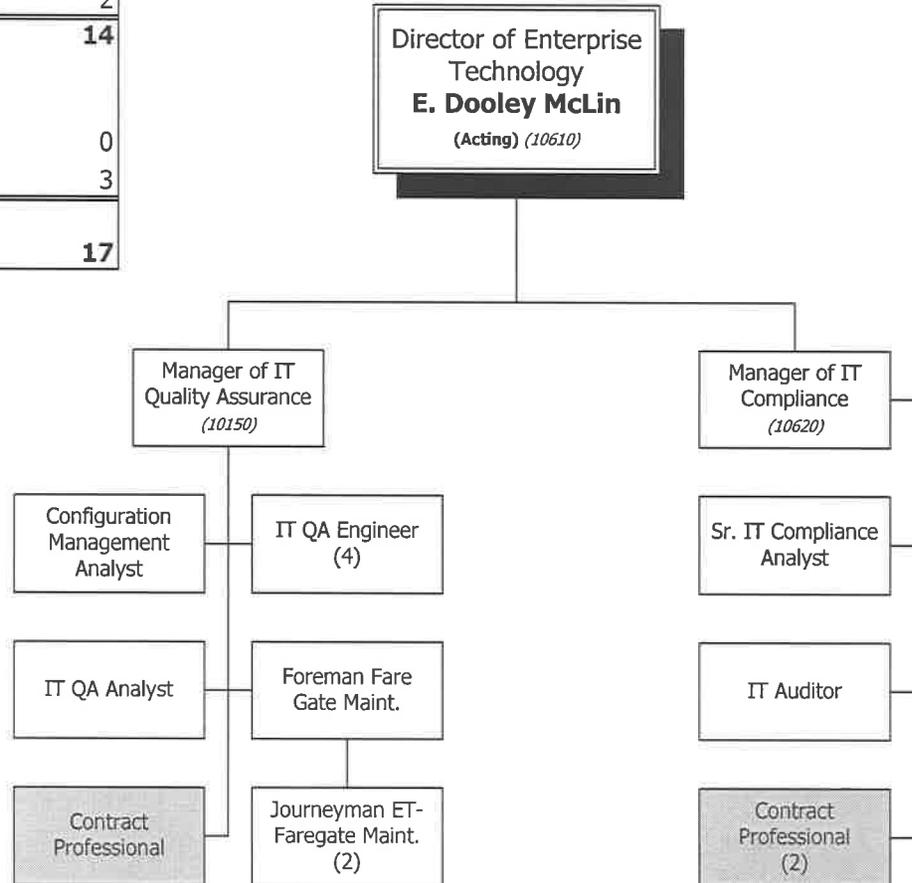
OFFICE OF TECH QUALITY ASSURANCE

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	70,062	66,838	51,254	915,157	1,251,844
Overtime	0	0	0	0	0
Benefits	40,162	43,493	39,519	342,222	665,880
Labor Sub-Total	\$110,224	\$110,331	\$90,773	\$1,257,379	\$1,917,723
Contractual Services	0	0	300	171,792	110,509
Materials & Supplies	2,259	1,940	3,663	6,635	1,500
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	0	5,180	0
Non Labor Sub-Total	\$2,259	\$1,940	\$3,963	\$183,607	\$112,009
Office Total	\$112,483	\$112,271	\$94,736	\$1,440,986	\$2,029,732
\$ Change from Prior Year		(\$212)	(\$17,535)	\$1,346,250	\$588,746
% Change from Prior Year		-0.19%	-15.62%	1421.05%	40.86%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	1	1	2	14	12	Administrative	0	0	0	0	0
Represented	0	0	0	2	2	Management	1	1	1	3	3
Full-Time Total	1	1	2	16	14	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	6	4
Represented (PT)	0	0	0	0	0	Technical	0	0	0	8	7
Part - Time	0	0	0	0	0	Maintenance	0	0	0	2	2
Contract	0	0	0	5	3	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	1	1	2	21	17	Supervisory	0	0	1	2	1
						Total	1	1	2	21	17

OFFICE OF TECHNOLOGY QUALITY ASSURANCE

ADM	0	Non-Rep	12
MGR	3	Rep	2
MNT	2	Total FT	14
OPR	0		
POL	0		
PRO	4	PT	0
REP	0	CON	3
SUP	1		
TEC	7	TOTAL	17



OFFICE OF TECH QUALITY ASSURANCE

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Configuration Management Analyst	19	----	----	----	1	1
Dir Enterprise Technology	23	----	----	1	1	1
Director of Technology Quality Assurance	23	1	1	----	----	----
Foreman Fare Gate Maintenance	16	----	----	----	2	1
Gen Foreman Faregates Comm	18	----	----	1	----	----
IT Auditor	19	----	----	----	1	1
IT Quality Assurance Analyst	18	----	----	----	1	1
IT Quality Assurance Engineer	19	----	----	----	4	4
Manager of IT Compliance	22	----	----	----	1	1
Manger IT Quality Assurance	21	----	----	----	1	1
Oracle HR Payroll Technical Writer	16	----	----	----	1	----
Sr IT Compliance Analyst	20	----	----	----	1	1
Non-Rep Subtotal		1	1	2	14	12
<u>Represented</u>						
Journeyman ET-Faregate Maintenance	UR	----	----	----	2	2
Represented Subtotal		----	----	----	2	2
Total Full-Time		1	1	2	16	14
<u>Contract</u>						
Contract Professional	----	----	----	----	5	3
Total Contract		----	----	----	5	3

DEPARTMENT OF PLANNING

This Department includes the following Offices:

Department of Planning

- Office of AGM of Planning
- Office of Development & Regional Coordination
- Office of Research & Analysis
- Office of Transit System Planning
- Office of Architecture and Design

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	86.89%	>/= 96%
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	90.60%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	16.03%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-4.99%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	120.80%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	45.02%	</= 0%

FY2013 ACCOMPLISHMENTS

Office of Research & Analysis

- Budget Development: Prepared FY13 Detailed Projections of modal passenger revenue, ridership, and service levels for Budget, Planning, and Strategic Performance tracking of monthly KPIs. Successfully completed Fare Elasticity Re-Calibration project contract with TranSystems (for period since Fall 2011 fare increase) on time and within budget. Performed FY14 - 18 Fare Elasticity and Patronage Forecasting Model runs to inform Finance of potential effects on ridership and revenue from proposed Five-Year Plan fare change scenarios.
- National Transit Database Reporting: Successfully completed NTD external audit of processes and entry of all required Service Consumed (ridership) and Service Supplied (miles and hours) data, ahead of schedule, as well as addressed all resulting "issues" for FY2012 annual reporting. Provided information and expertise in support of US Department of Transportation Office of Inspector General's review of MARTA's National Transit Database policies and procedures and Federal Transit Administration program oversight.
- System Sustainability: Continually monitored data received from the Breeze system and the AVL/APC system to ensure individual system health. Contributed information and expertise on MARTA's use of Breeze data for March 2013 Mass Transit magazine article entitled "Data with an Unknown Outcome".
- AVA Bus Announcement Validation: Created, associated, and validated all designated ADA bus announcements in compliance with ADA and FTA guidelines and developed standard operating procedures for maintaining and sustaining the bus announcements for the AVA system.
- Rail Announcement Validation: Developed and Implemented Rail Announcements Validation project. Coordinated and managed scheduling of announcements on rail system. Validated operator guidelines and procedures for mandatory announcements made by the PA or operators to communicate with customers while operating MARTA trains.
- Quality of Service Survey: The survey provides a tracking instrument to examine changes in customer perceptions of MARTA service as well as customer demographics. Data was collected among General, Reduced-Fare, and Mobility riders between July 2012 and June 2013.
- Passenger Environment Survey (PES): The PES inspected all MARTA transit environments: rail cars, rail stations, fixed-route buses, and Mobility vans. The PES measured 142 service indicators in four categories: cleanliness and appearance, customer information, functioning equipment, and operations.
- Bus On Time Performance Report/Rail On Time Performance Report: Reported daily, weekly and monthly bus on time performance by route and conducted root cause analysis to address issues impacting on time performance. Presented trend line analysis, conducted benchmark studies and information sessions at the garages; and reported on time performance on a quarterly and annual basis. Additionally, partnered with Scheduling, IT, AVL Team, and Bus Operations for improving Authority's on time performance beyond the current target.
- Rail Maximum Load Passenger Check: Conducted quarterly manual data collection and analysis of passenger load at nine maximum load location stations to provide line load, load factor by time period and 1-hr crush load to support service modifications for mark-up and Rail Fleet Management Study.
- System Parking & Reciprocal Ridership – 2013: Provided quarterly update on weekday System Parking and Reciprocal ridership for stakeholders.
- Validation of Automated Systems: Conducted 12-month validation of NTD trips in order to validate Trapeze ITS APC System to satisfy FTA requirement for use of data generated by automated systems. Conducted validation of AVL data in support

FY2013 ACCOMPLISHMENTS (continued)

of reliable on time performance reporting and the launch of new technologies such as Web Watch, Next Bus and Real Time.

- Title VI Assessment Reporting/NTD Report: Provided Title VI Assessment ridership analysis and reports for each mark-up in FY13. Provided Average Trip Distance Monthly Report for annual FTA reporting. Data was collected manually using Think Pad and processed through RSM software.
- Internal Consulting: FY13 increase in requests for assistance in

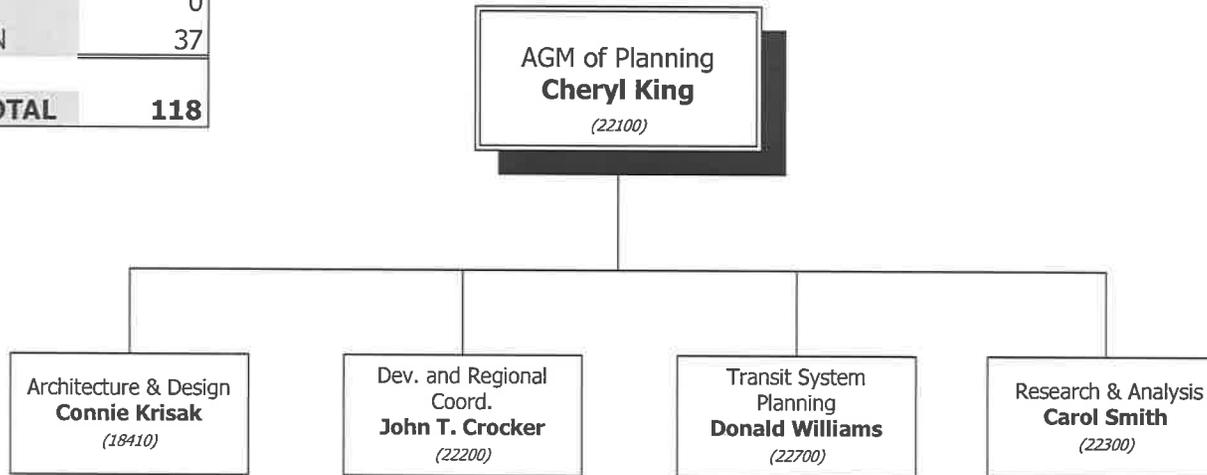
Research & Analysis, Data Collection, Benchmarking / Best Practices, Return on Investment Study, Cost/Benefit Analysis and Statistical Analysis. R&A produced a substantial amount of work for the departments of Police, Bus, Rail, Mobility, Finance, GM's Office, Safety, Revenue, Planning, AVL stakeholders, HR, DEO, Training, External Affairs / Government Relations, Payroll, and Consultant groups, among others. Completed over sixty projects in FY13.

DEPARTMENT OF PLANNING

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	5,574,606	4,991,263	5,125,107	5,850,589	6,487,627
Overtime	57,998	70,435	85,631	124,521	76,466
Benefits	2,514,924	2,451,434	2,422,709	2,541,376	3,324,499
Labor Sub-Total	\$8,147,528	\$7,513,132	\$7,633,447	\$8,516,486	\$9,888,592
Contractual Services	234,006	209,045	209,732	753,633	220,562
Materials & Supplies	19,942	20,141	29,393	17,529	23,653
Other Operating	48	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	10	-1,586	0	242	1,084
Other Non Operating	41,081	49,498	65,734	69,719	92,746
Non Labor Sub-Total	\$295,087	\$277,098	\$304,859	\$841,123	\$338,045
Department Total	\$8,442,615	\$7,790,230	\$7,938,306	\$9,357,609	\$10,226,637
\$ Change from Prior Year		(\$652,385)	\$148,076	\$1,419,303	\$869,028
% Change from Prior Year		-7.73%	1.90%	17.88%	9.29%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	78	71	74	74	71	Administrative	37	26	26	26	24
Represented	8	8	10	10	10	Management	18	16	16	17	15
Full-Time Total	86	79	84	84	81	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	43	32	40	40	41
Represented (PT)	3	0	0	0	0	Technical	15	13	13	13	13
Part - Time	3	0	0	0	0	Maintenance	0	0	0	0	0
Contract	57	31	36	37	37	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	11	8	10	10	10
Total	146	110	120	121	118	Supervisory	22	15	15	15	15
						Total	146	113	120	121	118

ADM	24	Non-Rep	71
MGR	15	Rep	10
MNT	0	Total FT	81
OPR	0		
POL	0		
PRO	41	PT	0
REP	10	CON	37
SUP	15		
TEC	13	TOTAL	118



FUNCTIONS & RESPONSIBILITIES

The Office of the Assistant General Manager of Planning oversees a wide variety of programs and activities that involve diverse constituencies, planning for the expansion of transit in various corridors, service planning and scheduling, environmental analysis, transit oriented development, real estate acquisition and management, regional service coordination and research and analysis.

Other offices in the department of Planning are the following:

- **Transit System Planning**
- **Development and Regional Service Coordination**
- **Research and Analysis**
- **Architecture & Design**

The **Office of Transit System Planning** directs the Authority's Transit Planning initiatives, and is responsible for immediate, short-range and long-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment within the community. This office oversees MARTA's long range system planning; expansion plans for key service corridors; coordinates all Authority regional and planning initiatives which include identifying and structuring new and revised service to growing markets; and identifies new bus and rail technologies while overseeing the Unified Planning Work Program (UPWP) that is reported to the ARC and FTA.

The **Office of Development and Regional Coordination** is responsible for directing the Authority's joint development activities, managing all real estate holdings, developing and managing the Authority's concession program, providing support to the Regional Transit Committee and managing relationships with other transit operators and agencies within the Atlanta region.

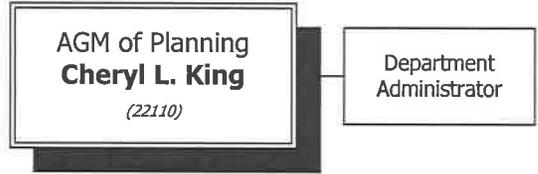
Transit Oriented Development (TOD) staff is involved in developing transit oriented development policies and guidelines. The office directs the Authority's joint development initiative by assessing the potential of property for development and directing the eventual development of this property in order to increase transit ridership and generate new revenue. This office manages the Authority's real estate holdings; including acquisition, evaluation, relocation, and disposition of properties. It also promotes the development of private property around MARTA rail stations and manages the Authority's lease portfolio. The Retail Concessions Planning branch manages and develops the Authority's retail concession program. Regional Service Coordination staff directs the Authority's service coordination activities with partner transit operators and planning agencies as well as providing advice and consultation on special projects that arise from time to time within the region. This office works with the Office of Transit Systems Planning to oversee and coordinate all regional and planning initiatives for the Authority.

The **Office of Research & Analysis (R&A)** is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue data to assess system service levels and performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

The **Office of Architecture and Design** provides the Authority with complete architectural design services in support of operating and capital programs for rehabilitation of existing facilities as well as for new capital projects. The Office establishes design programming, design criteria, technical services including designs, design reviews, interphase with other disciplines, design services during construction, and inspections. The Office ensures architectural code compliance throughout including all ADA compliance requirements necessary throughout the Authority.

OFFICE OF THE AGM OF PLANNING

ADM	1	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	0	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2



OFFICE OF AGM PLANNING

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	439,162	339,755	205,882	207,063	209,016
Overtime	0	0	0	0	0
Benefits	150,685	131,188	74,261	66,274	124,887
Labor Sub-Total	\$589,847	\$470,943	\$280,143	\$273,337	\$333,903
Contractual Services	0	81,861	1,500	0	0
Materials & Supplies	4,433	4,811	8,510	3,430	3,237
Other Operating	48	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	1,084
Other Non Operating	7,113	4,804	12,921	11,256	14,986
Non Labor Sub-Total	\$11,594	\$91,476	\$22,931	\$14,686	\$19,307
Office Total	\$601,441	\$562,419	\$303,074	\$288,023	\$353,210
\$ Change from Prior Year		(\$39,022)	(\$259,345)	(\$15,051)	\$65,187
% Change from Prior Year		-6.49%	-46.11%	-4.97%	22.63%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	2	2	2	2	2	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	2	2	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	0	0
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	2	2	2	2	2	Supervisory	0	0	0	0	0
						Total	2	2	2	2	2

OFFICE OF AGM PLANNING

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
AGM Planning	C	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Non-Rep Subtotal		2	2	2	2	2
Total Full-Time		2	2	2	2	2

OFFICE OF DEV & REGIONAL COORDINATION**FUNCTIONS & RESPONSIBILITIES**

The Office of Development and Regional Coordination is responsible for all transit-oriented development, real estate activities, concession programs and regional service coordination activities. These responsibilities are divided among four branches; the Joint Development branch, the Real Estate branch, the Concessions branch and Regional Coordination branch.

The Joint Development Branch is responsible for all activities related to the Authority's transit-oriented joint development program.

This includes:

- Assessing properties for joint development potential
- Overseeing the implementation and dissemination of MARTA's Transit Oriented Development Guidelines
- Overseeing the development of joint development projects

The Real Estate branch is responsible for working with Engineering to certify parcels for acquisition, appraisal and establishment of Just

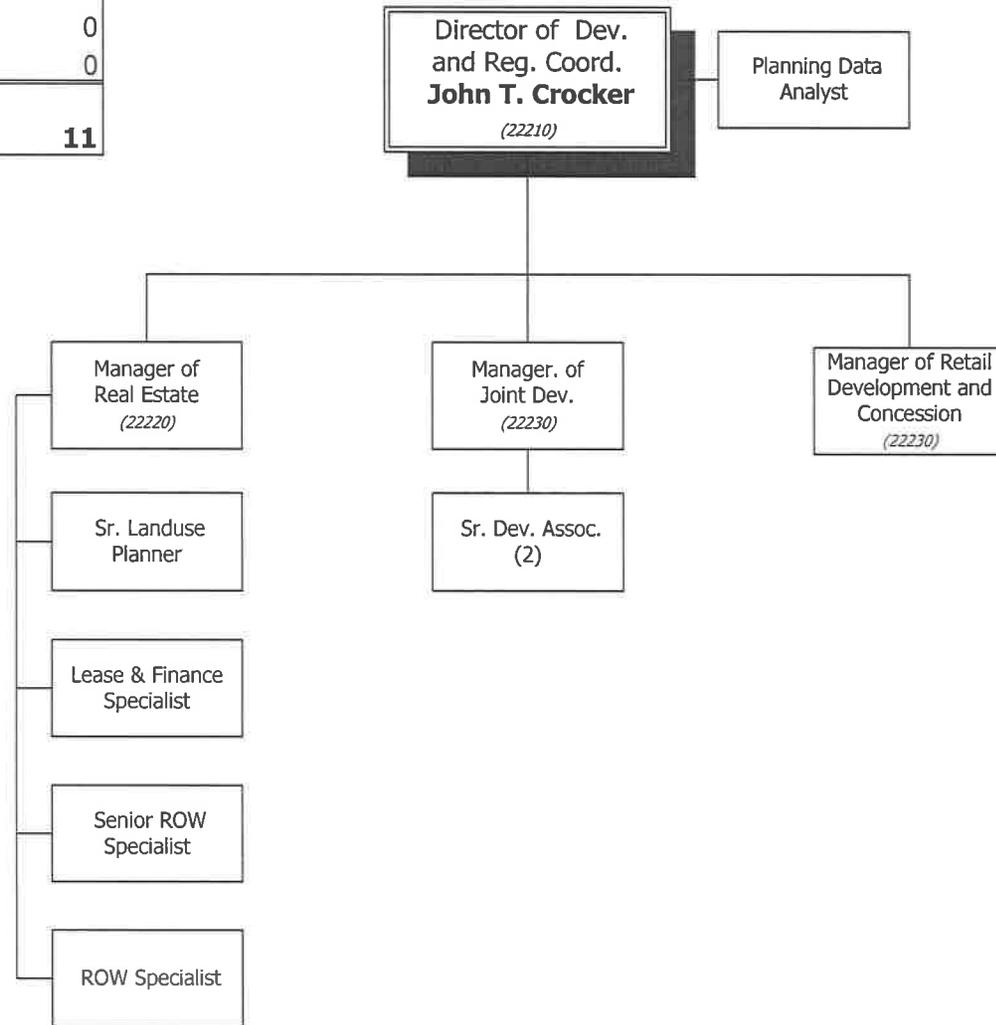
Compensation, property acquisition, project management, clearance and demolition, relocation claims, relocation appeals, property disposition to private parties, property transfers to public agencies and working with adjacent property owners on non-MARTA transit-oriented developments to encourage ridership.

The Concessions branch is responsible for the development of proposals and management of existing contracts for concessions on MARTA properties.

The Regional Coordination branch is responsible for establishing, managing and coordinating with external transit operators in the Atlanta region and other agencies involved with delivery of services within Atlanta. Additionally, this staff provides the in-kind technical support to the Regional Transit Committee (RTC) of the Atlanta Regional Commission as part of MARTA's partnership and full participation as a member of the RTC. This branch also supports the efforts of the Office of Transit Systems Planning as it relates to development of long-term projects and development of the Long Range Transportation Plan (RTP) and Transportation Improvement Plan (TIP).

OFFICE OF DEV & REGIONAL COORDINATION

ADM	0	Non-Rep	11
MGR	4	Rep	0
MNT	0	Total FT	11
OPR	0		
POL	0		
PRO	7	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	11



OFFICE OF DEV & REGIONAL COORDINATION

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	489,349	625,930	863,617	779,385	866,800
Overtime	0	0	0	0	0
Benefits	229,789	270,411	367,476	340,858	517,913
Labor Sub-Total	\$719,138	\$896,341	\$1,231,093	\$1,120,243	\$1,384,713
Contractual Services	206,142	127,184	206,762	750,204	220,112
Materials & Supplies	1,758	3,988	4,642	1,513	5,187
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	242	0
Other Non Operating	2,114	5,553	5,436	14,763	12,508
Non Labor Sub-Total	\$210,014	\$136,725	\$216,840	\$766,722	\$237,807
Office Total	\$929,152	\$1,033,066	\$1,447,933	\$1,886,965	\$1,622,520
\$ Change from Prior Year		\$103,914	\$414,867	\$439,032	(\$264,445)
% Change from Prior Year		11.18%	40.16%	30.32%	-14.01%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	12	12	12	12	11	Administrative	1	0	0	0	0
Represented	0	0	0	0	0	Management	6	5	5	5	4
Full-Time Total	12	12	12	12	11	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	11	7	7	7	7
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	6	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	18	12	12	12	11	Supervisory	0	0	0	0	0
						Total	18	12	12	12	11

OFFICE OF DEV & REGIONAL COORDINATION

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Data Analyst*	15	---	1	---	---	---
Dir Developmt & Regional Coord	23	---	---	1	1	1
Dir Regional Services Coord	22	1	1	---	---	---
Dir Transit Oriented Dev	23	1	---	---	---	---
Lease & Finance Specialist	19	1	1	1	1	1
Manager of Retail Development and Concessions	22	1	1	1	1	1
Mgr Joint Development	21	1	1	1	1	1
Mgr Real Estate	21	1	1	1	1	1
Mgr Regional Services Coord	20	1	1	1	1	---
Office Administrator I	14	1	---	---	---	---
Planning Data Analyst	16	---	---	1	1	1
Right of Way Specialist	16	1	1	1	1	1
Sr Development Associate	19	2	2	2	2	2
Sr Landuse Planner	19	---	1	1	1	1
Sr Right Of Way Specialist	19	1	1	1	1	1
Non-Rep Subtotal		12	12	12	12	11
Total Full-Time		12	12	12	12	11

OFFICE OF DEV & REGIONAL COORDINATION

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Contract</u>						
Asset Manager	---	3	---	---	---	---
Real Estate Finance Specialist	---	3	---	---	---	---
Total Contract		6	---	---	---	---

FUNCTIONS & RESPONSIBILITIES

The Office of Research & Analysis (R&A) is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue data to assess system service levels and performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

Since 1985, the Transit Research Unit has captured system usage, customer demographics, and feedback, while tracking industry standards data for the evaluation of service delivery. Transit Research provides actionable information to assist in decision-making and effective stewardship of resources. The Quality of Service, System-wide Factors, and Breeze Fare Collection System studies provide continuous assessment of internal performance and external environmental factors. The unit also conducts a number of ad hoc studies to assess the impact of dynamic factors such as car ownership, high gas prices, and sensitivity to environmental concerns. Transit Research assists other MARTA departments to stay abreast of best practices in the transit industry by conducting peer studies on various timely subjects.

The primary function of the Transit Analysis Unit is to collect data and perform calculations on a monthly basis in support of mandated reporting to the Federal Transit Administration's National Transit Database. Reports include analyses of the quantity of service MARTA makes available in miles and hours and the quantity of service MARTA's customers consume, measured by passenger trips and revenue. These statistics help determine MARTA's federal funding, and support various

performance measures required by the strategic plan. Transit Analysis is tasked with analyzing historical data in order to forecast future MARTA passenger revenue and ridership for budget purposes. These analyses may include the evaluation of proposed changes in the fare structure and service levels. Transit Analysis also tracks trends in the data produced by the Bus Radio / Automatic Vehicle Location / Automatic Passenger Counter system and by the Breeze Automatic Fare Collection system for the purpose of system health monitoring and sustainability. The unit also performs standard and ad hoc analyses of system data for the purpose of responding to internal and external data requests.

The Service Monitoring Unit collects, analyzes and reports systemwide MARTA bus/rail ridership data at the route, block, trip and stop levels; bus and rail on time performance by route and station; system parking; and reciprocal data. Service Monitoring also reports and supports TrapezeITS AVL/APC system sustainability KPIs and validation efforts. National Transit Database (NTD) and service level data are collected, analyzed and reported through Title VI Assessment and On Time Performance reports. Service Monitoring utilizes both manually collected data and output from Intelligent Transportation System technology – TrapezeITS AVL/APC and Breeze Systems. Additionally, Service Monitoring uses handheld technology and RSM software to collect and analyze ridership and service level data. Service Monitoring conducts rail line-load and load factor analysis; evaluates the impact of mark-up changes and new initiatives such as BRT, Web Watch/Real Time and Street Car Project; and conducts special/ad-hoc studies that include establishing ridership methodologies, developing data filters, and creating new processes for ridership reporting.

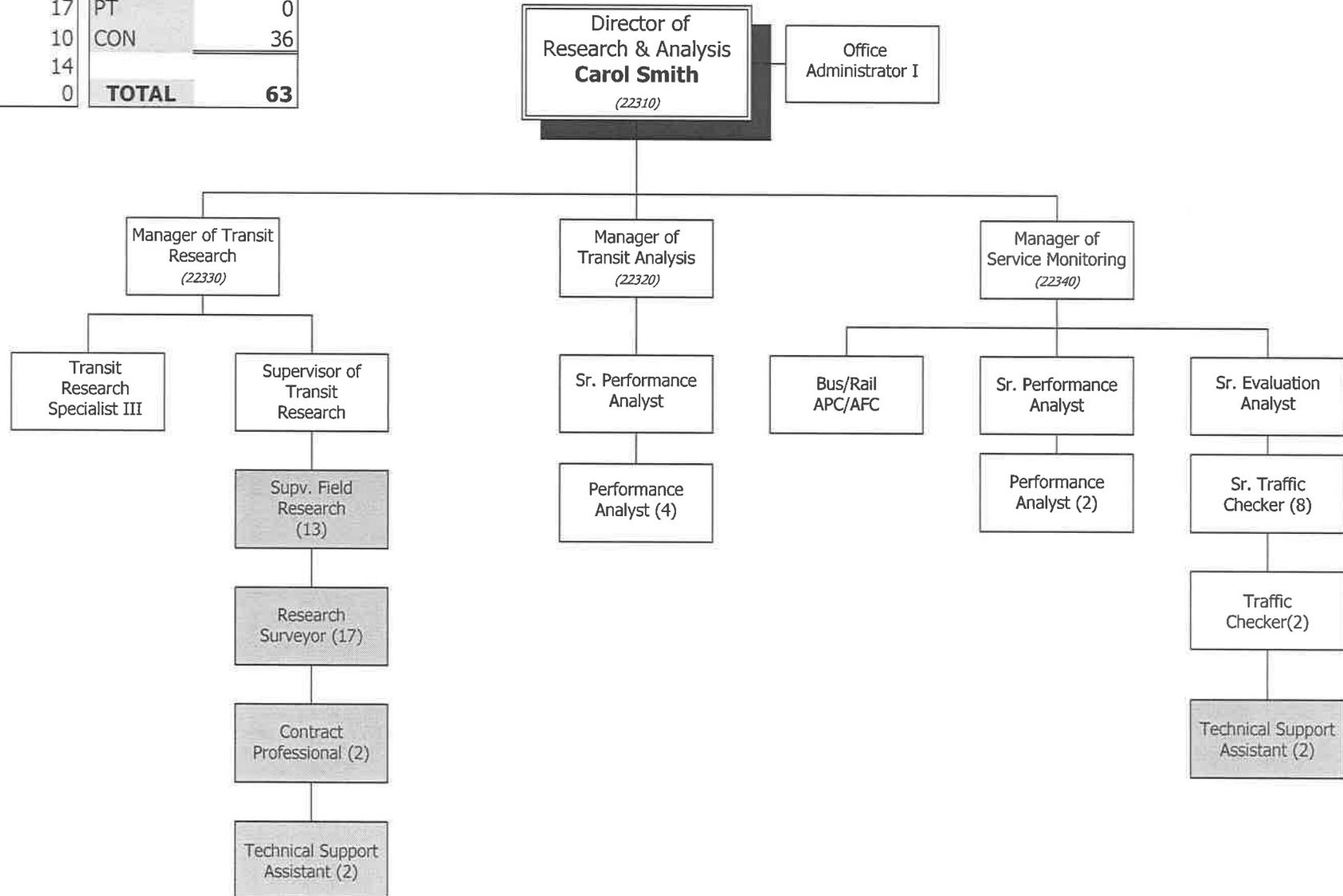
OFFICE OF RESEARCH & ANALYSIS

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,365,215	1,368,525	1,414,717	2,256,325	2,566,330
Overtime	54,765	66,230	82,978	123,980	76,466
Benefits	588,619	669,944	649,456	805,355	1,007,596
Labor Sub-Total	\$2,008,599	\$2,104,699	\$2,147,151	\$3,185,660	\$3,650,391
Contractual Services	27,864	0	1,095	0	0
Materials & Supplies	1,567	1,290	1,811	2,341	3,329
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	21,413	17,091	24,412	27,132	16,607
Non Labor Sub-Total	\$50,844	\$18,381	\$27,318	\$29,473	\$19,936
Office Total	\$2,059,443	\$2,123,080	\$2,174,469	\$3,215,133	\$3,670,327
\$ Change from Prior Year		\$63,637	\$51,389	\$1,040,664	\$455,194
% Change from Prior Year		3.09%	2.42%	47.86%	14.16%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	19	15	17	17	17	Administrative	28	18	18	18	18
Represented	8	8	10	10	10	Management	3	3	3	4	4
Full-Time Total	27	23	27	27	27	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	13	11	18	17	17
Represented (PT)	3	0	0	0	0	Technical	0	0	0	0	0
Part - Time	3	0	0	0	0	Maintenance	0	0	0	0	0
Contract	45	31	36	36	36	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	11	8	10	10	10
Total	75	54	63	63	63	Supervisory	20	14	14	14	14
						Total	75	57	63	63	63

OFFICE OF RESEARCH & ANALYSIS

ADM	18	Non-Rep	17
MGR	4	Rep	10
MNT	0	Total FT	27
OPR	0		
POL	0		
PRO	17	PT	0
REP	10	CON	36
SUP	14		
TEC	0	TOTAL	63



OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	---	---	---	---
AVL Specialist	12	1	---	---	---	---
Bus/Rail APC AFC Analyst III	17	1	1	1	1	1
Dir Transit Research Analysis	23	1	1	1	1	1
Mgr Service Monitoring	21	1	1	1	1	1
Mgr Transit Analysis	21	1	1	1	1	1
Mgr Transit Research	21	---	---	1	1	1
Office Administrator I	14	1	1	1	1	1
Performance Analyst	18	6	6	6	6	6
Service Evaluation Specialist III	13	1	---	---	---	---
Sr Evaluation Analyst	18	1	1	1	1	1
Sr. Performance Analyst	19	---	---	1	2	2
Supv Transit Research	16	1	1	1	1	1
Trans Research Specialist II	15	1	1	1	---	---
Trans Research Specialist III	17	2	1	1	1	1
Non-Rep Subtotal		19	15	17	17	17
<u>Represented</u>						
Sr Traffic Checker	UR	8	8	8	8	7
Traffic Checker	UR	---	---	2	2	3
Represented Subtotal		8	8	10	10	10
Total Full-Time		27	23	27	27	27

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Part-Time</u>						
P/T Traffic Checker	9	3	----	----	----	----
Total Part-Time		3	----	----	----	----
<u>Contract</u>						
Contract Professional	----	1	1	2	2	2
Research Surveyor	----	25	17	17	17	17
Supervisor Field Research	----	19	13	13	13	13
Technical Support Assistant	TBD	----	----	4	4	4
Total Contract		45	31	36	36	36

OFFICE OF TRANSIST SYSTEM PLANNING

FUNCTIONS & RESPONSIBILITIES

The Office of Transit System Planning (TSP) is responsible for the planning, design, scheduling and monitoring of all bus and rail service. This includes development of service plans as required for the Authority's operating budget, intermediate service initiatives, and long range expansion projects. TSP is responsible for the planning due diligence of the Authority's expansion program and participating in other projects sponsored by the regional planning partners. TSP is the primary touch point for the Authority's engagement in the regional transportation planning process to develop the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP) and for facilitating the Authority's submittal of activities and accomplishments for the development of regional Unified Planning Work Program (UPWP). These responsibilities are accomplished with two office branches;

- Service Planning & Scheduling (SPS) Branch
- Special Projects & Analysis (SPA) Branch

Service Planning & Scheduling is responsible for designing, monitoring, and evaluating bus and rail service. The branch proactively develops service plans with community input, maintains MARTA'S Service Standards that are approved annually by the MARTA Board of Directors

and coordinates with local public/private agencies with bus and shuttle services (Transportation Management Associates and Community Improvement Districts). This branch is also responsible for the scheduling of all bus and rail service in coordination with Operations and Maintenance to ensure safe, efficient and cost effective transportation for our riders. The branch also conducts transit operations studies to improve/enhance bus, rail and mobility services.

Special Projects & Analysis (SPA) is responsible for GIS mapping and analysis, bus stop management, and print distribution. These duties include developing GIS data, mapping and analysis, maintaining the bus stop inventory, keeping bus stops in a state of good repair, and stocking printed schedule information at transit stations and bus stops. Many of SPA's activities provide support to staff in other branches of TSP and groups in other departments, including Marketing, Facilities Maintenance, and Customer Service. This branch represents the Authority with Regional, State, Federal and Local Agencies and participates in studies and projects throughout the region to increase support of and expansion of transit initiatives and priorities. This branch also conducts Long-range Planning to include guiding system expansion projects through the Federal Funding process, ridership modeling and identifying future locations for capital expansion projects (fixed-guideway, bus-rapid transit). This branch also reviews environmental impact, historical and archaeological studies as required by State and Federal laws.

OFFICE OF TRANSIT SYSTEM PLANNING

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,675,447	1,491,249	1,512,590	1,530,141	1,629,941
Overtime	3,070	4,205	2,653	541	0
Benefits	858,089	860,127	833,456	851,598	973,889
Labor Sub-Total	\$2,536,606	\$2,355,581	\$2,348,699	\$2,382,280	\$2,603,830
Contractual Services	0	0	375	3,429	450
Materials & Supplies	9,450	8,200	9,832	6,598	7,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	10	0	0	0	0
Other Non Operating	5,960	9,014	12,709	11,692	30,854
Non Labor Sub-Total	\$15,420	\$17,214	\$22,916	\$21,719	\$38,304
Office Total	\$2,552,026	\$2,372,795	\$2,371,615	\$2,403,999	\$2,642,134
\$ Change from Prior Year		(\$179,231)	(\$1,180)	\$32,384	\$238,135
% Change from Prior Year		-7.02%	-0.05%	1.37%	9.91%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	28	26	27	27	26	Administrative	7	6	6	6	5
Represented	0	0	0	0	0	Management	5	4	4	4	3
Full-Time Total	28	26	27	27	26	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	17	13	14	14	15
Represented (PT)	0	0	0	0	0	Technical	3	2	2	2	2
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	6	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	34	26	27	27	26	Supervisory	2	1	1	1	1
						Total	34	26	27	27	26

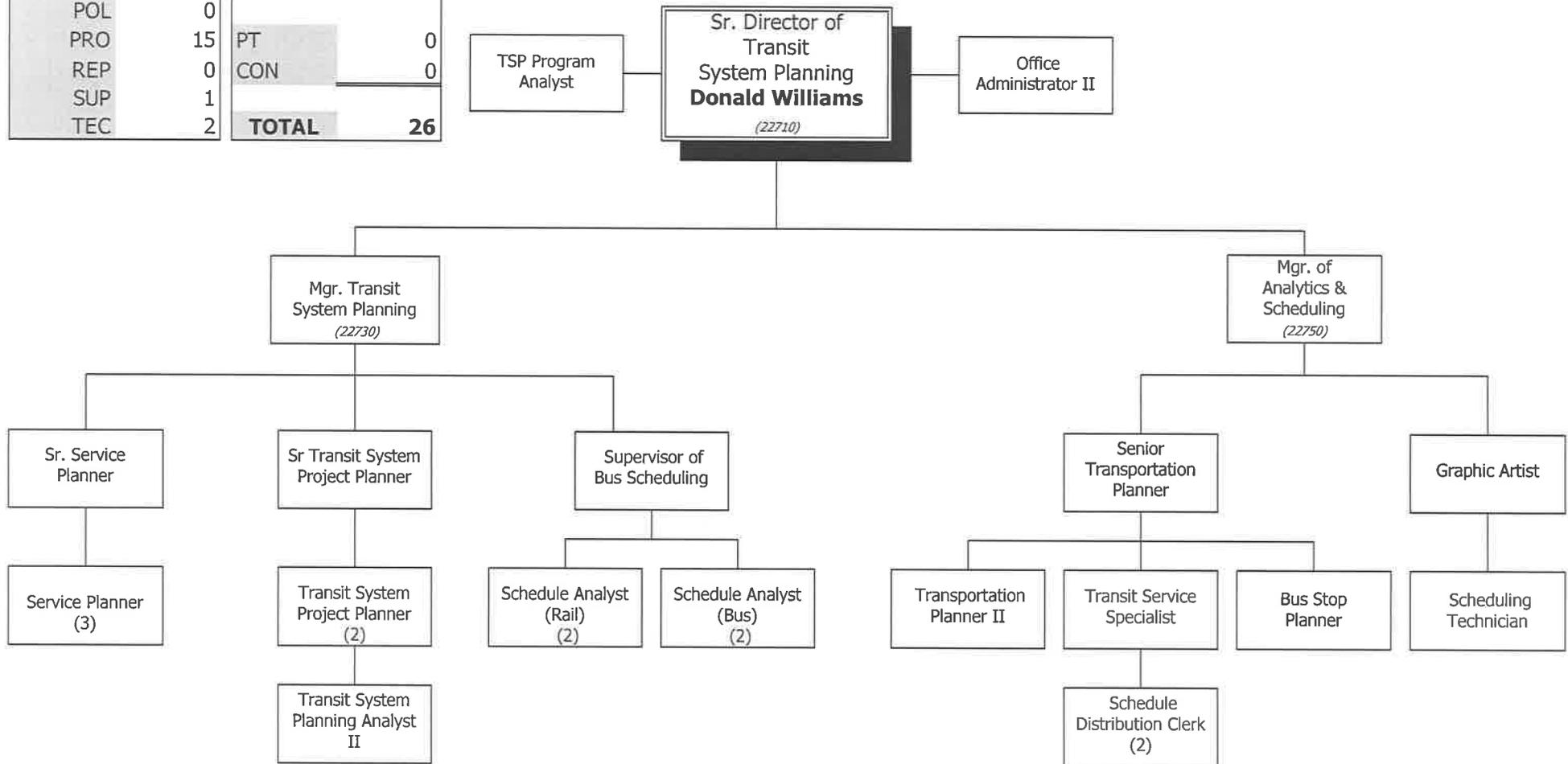
FY2014 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

OFFICE OF TRANSIT SYSTEM PLANNING

ADM	5	Non-Rep	26
MGR	3	Rep	0
MNT	0	Total FT	26
OPR	0		
POL	0		
PRO	15	PT	0
REP	0	CON	0
SUP	1		
TEC	2	TOTAL	26



OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Bus Stop Planner	16	1	1	1	1	1
Graphic Artist	14	1	1	1	1	1
Mgr Analytics & Scheduling	19	---	---	---	---	1
Mgr Planning Initiatives	20	1	---	---	---	---
Mgr Regional Planning & Analys	20	1	1	1	1	---
Mgr Special Projects & Analysi	20	1	1	1	1	---
Mgr Svc Planning & Scheduling	21	1	1	1	1	---
Mgr Transit System Planning	19	---	---	---	---	1
Office Administrator I	14	1	1	---	---	---
Office Administrator II	16	---	---	1	1	1
Regional Planner III	17	1	1	1	---	---
Schedule Analyst II	14	2	2	2	1	1
Schedule Analyst III	16	3	2	2	3	3
Schedule Distribution Clerk	06	2	3	3	3	2
Scheduling Technician	09	1	1	1	1	1
Service Planner II	15	3	2	2	1	1
Service Planner III	17	---	---	1	2	2
Sr Dir Transit System Planning	24	1	1	1	1	1
Sr Regional Planner	19	1	2	2	3	---
Sr Service Planner	19	1	1	1	1	1
Sr. Transit System Project Planner	19	---	---	---	---	1
Sr. Transportation Planner	19	---	---	---	---	1

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Supv Bus Scheduling	19	1	1	1	1	1
Supv Rail Scheduling	18	1	---	---	---	---
Transit Service Specialist	09	1	1	1	1	1
Transit System Planner II	17	2	2	---	---	---
Transit System Plng Analyst	16	1	1	1	---	---
Transit System Plng Analyst II	17	---	---	---	1	1
Transit System Project Planners	19	---	---	---	---	2
Transportation Planner II	15	---	---	---	1	1
Transportation Planner III	17	---	---	2	1	---
TSP Program Analyst	19	---	---	---	---	1
Non-Rep Subtotal		28	26	27	27	26
Total Full-Time		28	26	27	27	26
<u>Contract</u>						
Contract Emp Admin Support	---	2	---	---	---	---
Contract Professional	---	2	---	---	---	---
Graphic Artist	CAP	1	---	---	---	---
Transit Corridor Project Manager	---	1	---	---	---	---
Total Contract		6	---	---	---	---

OFFICE OF ARCHITECTURE & DESIGN**FUNCTIONS AND RESPONSIBILITIES**

The Office of Architecture and Design provides the Authority with complete architectural design services in support of operating and capital programs for rehabilitation of existing facilities as well as for new capital projects. The Office establishes design programming, design criteria, technical services including designs, design reviews, interphase with other disciplines, design services during construction, and inspections. The Office ensures architectural code compliance throughout including all ADA compliance requirements necessary throughout the Authority.

The Office participates in the selection and negotiation of Architectural/Engineering contracts and manages architectural services for the Authority with other consultants as required.

The Office furnishes conceptual architectural support for special projects and planning studies for revenue service expansion projects as requested by various MARTA departments and offices. It also supports and provides design services for revenue generating projects for TOD and Marketing.

The Office develops and manages an environmental baseline and implemented a comprehensive Sustainability Master Plan for the Authority. The Office manages the Sustainability Program, including reducing MARTA's environmental footprint, and increasing MARTA's use of green products and services. The Office is also charged with increasing the volume of recycled materials, and increasing savings and

return on investment through greening strategies.

The Office also oversees and is responsible for all System-wide signage. It oversees all related design implementation to signage modifications and ensures code compliance as related to signage issues.

The Office is also responsible for the management of the Roofing Program for the Authority. This include the continuous inspection of over 200 facility roofs, preparation of contract documents for roof replacement contracts, inspection and acceptance of new roofing construction. The Office is responsible for compiling the database with the newest information regarding the roof's condition, and performance of Design Services during Construction (DSDC) for roof replacement contracts.

The Office is also responsible for developing and managing all space planning efforts for the Authority. It also oversees all design and implementation of space changes throughout the Authority. The Office oversees general code compliance and life safety issues as it relates to general office space modifications.

The Office provides input and technical support to other MARTA offices and departments: Program and Contract Management, Safety, Quality Assurance, Engineering, Rail and Bus Operations, Planning, Marketing & Customer Relations, Technology, Financial Management & Treasury Services, and Facilities and Wayside Maintenance.

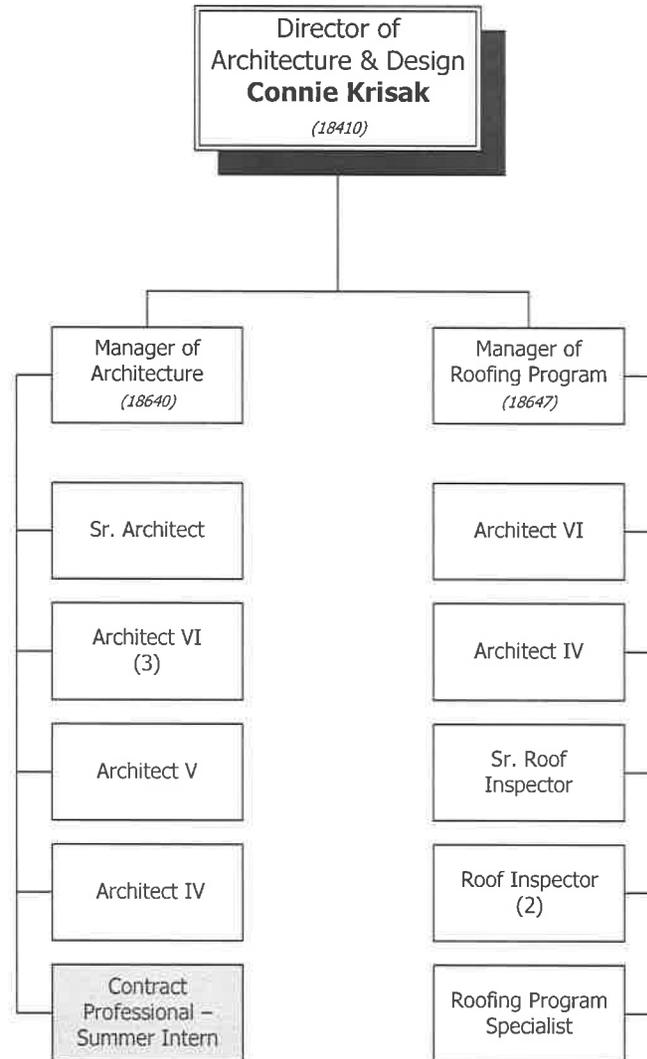
OFFICE OF ARCHITECTURE & DESIGN

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,605,433	1,165,804	1,128,301	1,077,675	1,215,541
Overtime	163	0	0	0	0
Benefits	687,742	519,764	498,060	477,291	700,214
Labor Sub-Total	\$2,293,338	\$1,685,568	\$1,626,361	\$1,554,966	\$1,915,755
Contractual Services	0	0	0	0	0
Materials & Supplies	2,734	1,852	4,598	3,647	4,900
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	-1,586	0	0	0
Other Non Operating	4,481	13,036	10,256	4,876	17,791
Non Labor Sub-Total	\$7,215	\$13,302	\$14,854	\$8,523	\$22,691
Office Total	\$2,300,553	\$1,698,870	\$1,641,215	\$1,563,489	\$1,938,446
\$ Change from Prior Year		(\$601,683)	(\$57,655)	(\$77,726)	\$374,957
% Change from Prior Year		-26.15%	-3.39%	-4.74%	23.98%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	17	16	16	16	15	Administrative	0	1	1	1	0
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	17	16	16	16	15	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	2	1	1	2	2
Represented (PT)	0	0	0	0	0	Technical	12	11	11	11	11
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	1	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	17	16	16	17	16	Supervisory	0	0	0	0	0
						Total	17	16	16	17	16

OFFICE OF ARCHITECTURE & DESIGN

ADM	1	Non-Rep	15
MGR	3	Rep	0
MNT	0	Total FT	15
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	1
SUP	0		
TEC	12	TOTAL	16



OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Architect III	15	---	1	---	---	---
Architect IV	17	1	1	2	2	2
Architect V	19	---	---	1	1	1
Architect VI	20	5	4	5	5	4
Director of Architecture & Design	23	1	1	1	1	1
Horticulturalist	17	1	---	---	---	---
Landscape Architect VI	20	1	---	---	---	---
Mgr Architecture	22	1	1	1	1	1
Mgr Roofing Program	22	1	1	1	1	1
Office Administrator II	16	---	1	1	1	---
Roof Inspector	15	2	2	2	2	2
Roofing Program Arch IV	17	1	1	---	---	---
Roofing Program Design Architect VI	20	1	1	---	---	---
Roofing Program Specialist	12	1	1	1	1	1
Sr Architect	21	---	---	---	---	1
Sr Roof Inspector	17	1	1	1	1	1
Non-Rep Subtotal		17	16	16	16	15
Total Full-Time		17	16	16	16	15

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Contract</u>						
Contract Professional	----	---	---	----	1	1
Total Contract		----	----	----	1	1

DEPARTMENT OF POLICE SERVICES

This Department includes the following Offices:

Department of Police Services

- Office of AGM of Police Services

DEPARTMENT OF POLICE SERVICES

FY2014 GOALS AND OBJECTIVES

The goals and objectives of the Department of Police include the following:

- Maintain or decrease the FY14 Part 1 Crime Rate.
- Continue Target Hardening Operational Response (THOR) operations.
- Increase enforcement of loitering/truancy/nuisance behavior (suspension policy) throughout the system.
- Specialized Patrol Units (SPU) will increase patrol on bus routes and rail.
- Start the installation of Mobile CCTV's on buses and complete the planning process to add video analytics to the CCTV system.
- Implement System Security Policies (SSI).
- Complete requirements of TSA (Transportation Security Administration).
- Complete recommendations identified by the GDOT (Georgia Department of Transportation) System Security Audit.
- Complete the implementation of bar coding property and evidence.
- Increase the Department's recruiting goals to hire a diverse (Caucasian, Asian, & Hispanic) number of officers.
- Establish a Community Emergency Response Team (CERT Program) which is mandated by TSA.
- Continue to rollout new initiatives for the "See Something, Say Something" Campaign.
- Rollout "Not on My Shift" Program (a counterterrorism awareness program for all employees).
- Implement a paperless report system for police reports.
- Continue WMD (Weapons of Mass Destruction) table top and full scale exercises as mandated by the Department of Homeland Security.

DEPARTMENT OF POLICE SERVICES

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Part I Crime Rate	Number of Part I Crimes (4 types violent and 4 types of property crimes) per 1M passenger boarding	</= 3.11	4.16	</= 3.11
Security Cameras Availability	Percent of properly operating security cameras	>/= 98.00%	99.62%	>/= 98.00%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.81%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-13.43%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-13.31%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-28.98%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-2.77%	</= 0%

FY2013 ACCOMPLISHMENTS

- Successfully completed a Regional Training Exercise with more than 300 staff and local jurisdictions participating.
- Successfully conducted Executive Management Emergency Preparedness Training- with 100% Executive Team participation rate.
- Developed and implemented Management-level Emergency Preparedness Training with more than 60 managers receiving training.
- Conducted two Regional Transit Security Working Group meetings with local and national participation.
- Successfully launched the See & Say mobile application
- Successfully implemented the second phase of the See Something, Say Something public awareness campaign, partnering with more than 40 radio stations, newspapers, and magazines.
- Completed installation of cameras on 444 buses as part of the Vehicle Security Camera project; successfully expending over \$9 million dollars in grant funds.
- Successfully closed on 4 open grant awards totaling over \$13 million dollars in grant funds.
- Procurement of 10 new AED units for Authority
- Supported the development and implementation of grant administration policies for the Authority.
- Decreased Bus Operator assaults by 32%.
- Increased patrol on buses and trains utilizing plain clothes and uniformed officers. Deployed SPU to troubled routes and trains for increased visibility.
- Increased Bus Marshals Program by covering additional bus routes. Deployed uniformed Bus Marshals on buses which provided expanded bus on-going coverage to troubled routes.
- Detectives were able to clear 142 cases by arrest and 32 were unfounded.
- Received the Transportation Security Administration's (TSA) Gold Standard award for excellent security practices.
- Sworn personnel received a total of 24,548 hours of training for this period.
- First ever 100% Gold Standard CALEA re-certification during 2012.
- Received State of Georgia Re-Certification June 2013
- Completed Countermeasures Assessments and Security Experts (CACE) Audit research.
- Obtained a 100% audit compliance for the Annual Property & Evidence Audit for three consecutive years.
- Obtained a 100% audit compliance for the tri-annual Marijuana Lab Audit.
- Completed initial testing for the usage of a scanner/bar code system in Property & Evidence.
- Entered initial updates and classified more than 7,000 incidents in the Police Management Information.
- Received, responded to and documented more than 130,000 calls in the Police Management Information System (PMIS);
- Implemented the operational function of the See & Say App with over 4,000 downloads to date.
- All of the canine teams received a 100% or better on their field certification/evaluation for 2013.
- Added an additional vapor canine to the unit for a total of 14 teams. We now have four vapor canines from Auburn University Canine Detection Training Center in the unit.
- Trained the department in active shooter training.
- Conducted over 50 Target Hardening Operational Response exercises (THOR).
- Conducted bus and train assault training with Gwinnett County, Cobb County, Fulton County, Atlanta, Union City, DeKalb County and Federal Air Marshals.
- Conducted Visible Intermodal Prevention and Response (VIPR) operations with the Federal Air Marshals and TSA.
- Successfully handled multiple conventions and sporting events and concerts at the Georgia World Convention Center and Georgia Dome.
- Provided staff support for Town Hall Meetings and Public Hearings.
- Attended various community meetings to include Neighborhood Planning Unit (NPU) meetings A-Z and the NPU-X Public Safety meeting, District 12, Atlanta Hartsfield-Jackson International Airport, Sylvan Hills Neighborhood Association, Capitol View

DEPARTMENT OF POLICE SERVICES

Neighborhood Association, Seniors and Law Enforcement Together (S.A.L.T.) and the various local law enforcement jurisdictions.

- Utilized Reserve Officers to augment precinct staffing to keep overtime to a minimum
- Raised approximately \$32,000 for the Georgia Special Olympics.

- Juvenile Crime Prevention Officers attended GREAT Training programs to foster better relationships between school systems and MARTA.
- Hosted the Citizen's Police Academy, Kids in Transit, Youth Leadership Academy.

DEPARTMENT OF POLICE SERVICES

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	18,341,716	18,580,381	19,721,439	19,695,336	20,967,808
Overtime	3,788,542	5,317,728	6,926,386	5,794,615	5,909,193
Benefits	12,655,084	14,227,855	15,310,502	15,553,819	13,763,084
Labor Sub-Total	\$34,785,342	\$38,125,964	\$41,958,327	\$41,043,770	\$40,640,084
Contractual Services	129,690	174,249	126,362	115,422	122,500
Materials & Supplies	70,578	92,895	94,657	65,171	87,776
Other Operating	-3,609	0	0	0	0
Casualty & Liability	-14,193	-5,586	-12,549	-1,479	0
Miscellaneous	4,676	4,904	1,303	4,805	6,000
Other Non Operating	12,530	41,087	36,812	36,029	46,900
Non Labor Sub-Total	\$199,672	\$307,549	\$246,585	\$219,948	\$263,176
Department Total	\$34,985,014	\$38,433,513	\$42,204,912	\$41,263,718	\$40,903,260
\$ Change from Prior Year		\$3,448,499	\$3,771,399	(\$941,194)	(\$360,458)
% Change from Prior Year		9.86%	9.81%	-2.23%	-0.87%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	362	362	376	378	383	Administrative	45	46	47	47	48
Represented	1	0	0	0	0	Management	9	8	8	8	8
Full-Time Total	363	362	376	378	383	Police	249	264	275	277	282
Non-Represented (PT)	0	0	0	0	0	Professional	2	4	5	5	3
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	1	18	17	17	16	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	1	0	0	0	0
Total	364	380	393	395	399	Supervisory	58	58	58	58	58
						Total	364	380	393	395	399

FY2014 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

DEPARTMENT OF POLICE SERVICES

ADM	48	Non-Rep	383
MGR	8	Rep	0
MNT	0	Total FT	383
OPR	0		
POL	282		
PRO	3	PT	0
REP	0	CON	16
SUP	58		
TEC	0	TOTAL	399

AGM/Chief of
Police and Emergency
Management
Wanda Dunham
(19200)

OFFICE OF AGM POLICE SERVICES**FUNCTIONS & RESPONSIBILITIES**

The Office of the AGM of Police Services is responsible for providing police services to MARTA patrons and all related facilities as well as providing protection and security for all Authority assets. The operation of the Office of the AGM of Police Services is based on accepted law enforcement standards. The Office applies these standards to the needs of the Authority, its patrons, and the community in general, while enforcing the rules of the Authority. This is consistent with the mission and purpose of MARTA. The Office of the AGM of Police Services is committed to MARTA's goal of being a customer focused organization that concentrates on the needs and expectations of existing and potential riders. Using both sworn and non-sworn personnel, the Office provides the Authority, its customers, and its employees with a full-service police agency dedicated to reducing crime and improving the perception of

crime on the system, and continuing to target and harden the system against acts of terror both foreign and domestic, thereby maintaining current riders and attracting new riders to the system.

As an integral part of its policing and security related functions, the Department of Police Services also has the primary emergency management responsibility for the Authority. By taking an all hazards approach to preparedness, the AGM for Police Services utilizes a systemic focus on prevention, mitigation, response and recovery. Emergency management is a continuing program designed to minimize 21st century risks and vulnerabilities, and to strategically increase the resiliency of the Authority.

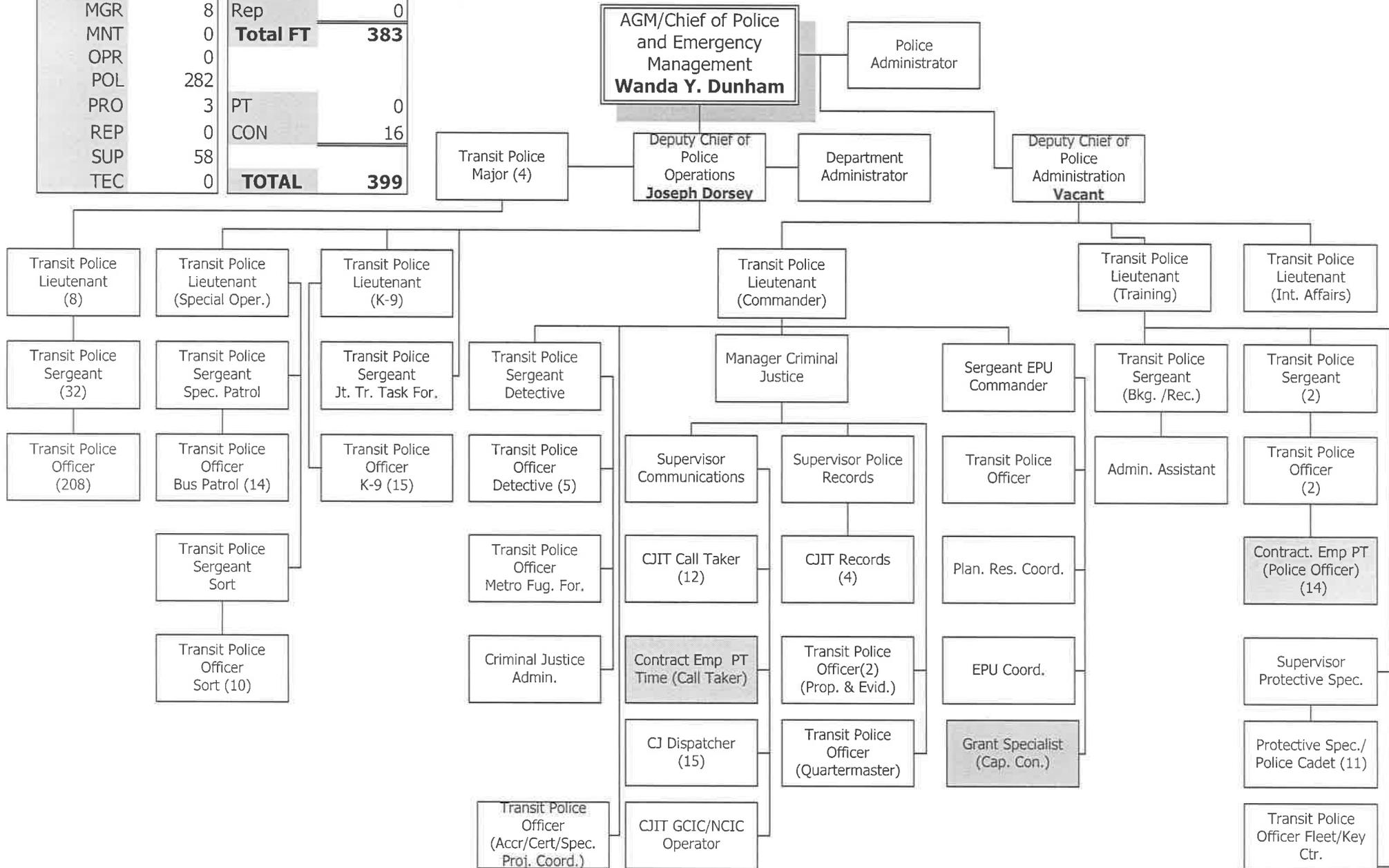
OFFICE OF AGM POLICE SERVICES

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Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	1	18	17	17	16	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	1	0	0	0	0
Total	364	380	393	395	399	Supervisory	58	58	58	58	58
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OFFICE OF AGM POLICE SERVICES

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MNT	0	Total FT	383
OPR	0		
POL	282		
PRO	3	PT	0
REP	0	CON	16
SUP	58		
TEC	0	TOTAL	399



OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	1	1	1	1
AGM Chf Police & Emerg Mgmt	C	----	----	1	1	1
AGM Police Services	C	1	1	----	----	----
CJIT GCIC NCIC Operator	12	1	1	1	1	1
CJIT-Call Taker	10	12	12	12	12	12
CJIT-Police Dispatcher	12	15	15	15	15	15
Crime Scene Investigator	16	----	----	1	1	----
Criminal Justice Administra	12	1	1	1	1	1
Criminal Justice Info Tech Rec	10	4	4	4	4	4
Department Administrator	17	1	1	1	1	1
Deputy Chief of Police	23	2	1	1	1	2
Emergency Prep Unit Coordinator	16	----	----	1	1	1
Mgr Criminal Justice Comm/recd	19	1	1	1	1	1
Planning Research Development Coordinator	16	1	1	1	1	1
Police Administrator	17	1	1	1	1	1
Protective Spec Police Cadet	9	9	10	10	10	11
Supv Communications	15	3	3	3	3	3
Supv Police Records	15	1	1	1	1	1
Supv Protective Specialists	12	1	1	1	1	1
Transit Police Lieutenant	11P	13	13	13	13	13
Transit Police Major	20	5	5	5	5	4
Transit Police Officer	8P	72	72	84	31	36

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Transit Police Officer Special	13P	50	50	50	50	50
Transit Police Officer Sr	12P	127	127	127	182	182
Transit Police Sergeant	10P	40	40	40	40	40
Non-Rep Subtotal		362	362	376	378	383
<u>Represented</u>						
Security Guard	UR	1	---	---	---	---
Represented Subtotal		1	---	---	---	---
Total Full-Time		363	362	376	378	383
<u>Contract</u>						
Contract EMP PT (Call-Taker)	10	---	---	1	1	1
Contract EMP PT Police Officer	NR125	---	15	14	14	14
Contract Professional	---	1	3	2	2	1
Total Contract		1	18	17	17	16

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

This Department includes the following Offices:

Department of Safety & Quality Assurance

- Office of the AGM of Safety & Quality Assurance
- Office of Safety
- Office of Quality Assurance & Configuration Management

DEPARTMENT OF SAFETY & QUALITY ASSURANCE
GOALS AND OBJECTIVES

- Promote safety culture throughout the Authority to provide a safe environment for MARTA employees, passengers, and the general public.
- Train Configuration Management staff on the new configuration management software.
- Complete the re-organization of the Configuration Management branch.
- Establish a Configuration Management boilerplate for use in the development of projects, programs, and contracts.
- Continue safety certification and quality assurance of the Train Control Systems Upgrade and Fire Protection Upgrade projects
- Continue partnership with Print Shop regarding legacy Project Manuals not currently uploaded into the Configuration Management Data Base.
- Complete Record Storage activity involving the archival of over 150 storage boxes
- Enhance Bus/Rail receiving inspection of life/safety and critical components by partnering with the CP&M stores personnel.
- Provide test documentation in support of system safety certification.
- Develop and update Quality Assurance, Configuration Management, and Test procedures.
- Review Quality Assurance, Configuration Management, and Test program plans.
- Conduct 12 internal quality audits.
- Partner with Bus Maintenance in facilitating a 5S program.
- Continue stringent Quality Assurance oversight over the Train Control SCADA Upgrade (TCSU) project.
- Complete the refinement of the APTA Reverse Engineering effort and distribute all legitimate findings to the appropriate stakeholders.
- Fill Quality Assurance vacancies and improve the Quality Assurance coverage of Capital Contract Oversight
- Develop and implement a Quality Assurance Engineer syllabus.
- Complete and implement an Authority-wide Hazard Management Program.
- Complete Distraction Policy.
- Complete Accident / Incident Report Procedure.
- Complete the Accident Review Board Guidelines.
- Complete and implement Facilities Inspection Procedure.
- Revise the Joint Health and Safety Committee Administrative Guidelines.
- Develop, implement, and manage a comprehensive DSQA corrective action database, perform trend analysis and data reporting.
- Establish a comprehensive Environmental Inspection Program Plan, which integrates the principles of hazard management in all environmental compliance programs.
- Analyze and categorize accidents/incidents and grading as preventable/non-preventable.
- Partner with Operations to identify strategies to reduce accident/incident rates through hazard management, training and safety awareness programs.
- Develop handbooks for System Safety Programs positions
- Implement Respiratory Fit-Test and Training program
- Review and sustain MARTA's Emergency Response Spill plans
- Review and revise MARTA System Safety Program Plan
- Review and revise MARTA Distraction Avoidance Policy
- Review and revise MARTA Accident/incident Investigation Management Procedure
- Facilitate internal and external audits and reviews
- Execute MARTA Safety Award Program for safe operator recognition
- Facilitate ISO 14001 Certification of the MARTA Armour Yard Rail Car Facility
- Continue to develop an Environmental Management System (EMS) authority-wide
- Ensure regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety and Security Oversight

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

FY2014 Key Performance Indicators

KPI	Definition	FY13 Target	FY13 Year-End	FY14 Target
Infrastructure NTD Reportable Injury Rate	The number of NTD reportable injuries on MARTA system per 100,000 rail unlinked boardings	</= 0.26	0.18	</= 0.26
Regulatory Compliance Rate	A score of compliance as it relates to internal and external inspections, audits, and testing	>/= 3.00	4.00	>/= 3.00
Employee Lost Time Accidents per 100 Employees	Employee accident rate for accidents resulting in a loss of 7 or more calendar days per 100 employees	</= 5.50	5.45	</= 5.50
Employee Injuries per 100 Employees	Number of employee accidents per 100 employees	</= 15	19.65	</= 15
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.52%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-34.42%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-29.78%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-65.66%	</= 0%

DEPARTMENT OF SAFETY & QUALITY ASSURANCE
FY2013 ACCOMPLISHMENTS

- Successfully submitted for GDOT approval three documents required for compliance: the *System Safety Program Plan*, the *Hazard Management Plan*, and the *Accident/Incident Investigation Procedure*
- Completed the assessment of the Office of Safety reorganization plan to align the office with upcoming changes to the FTA guidelines as amended in MAP-21 legislation.
- Participated on the Transit Rail Advisory Committee for Safety (TRACS) working groups for guidance on the development of the *National Public Transportation Safety Plan* and the *Public Transit Agency Safety Plans*
- Facilitated a new yearly educational partnering luncheon, hosted by the Department of Safety and Quality Assurance, between MARTA, Georgia Department of Transportation – Intermodal Division, and the Federal Transit Administration Plan to minimize risk associated with public transportation.
- Developed and implemented the *Accident Responder Training* for Bus Supervisors
- Developed the MARTA *BloodBorne Pathogen Awareness Training* procedure for implementation
- Initiated and formalized the *Operator Shop/Unit Level Safety Committee Pilot Program*
- Developed and implemented the *Fire/Life Safety Plan* and the *Construction Safety Plan*
- Implemented the *Safety Operator Recognition and Award Procedure* including a planned award ceremony for the Fall of 2013
- As part of MARTA's Recycling Program, instituted efforts to improve measurement of tons of materials recycled and diverted from the landfill. For FY 2013, MARTA estimated that approximately 17-tons of materials were recycled from single stream recycling methods at MARTA's bus and rail maintenance facilities.
- Oversaw the completion of the Environmental Management System (EMS) Pre-assessment and Stage I audits, in anticipation of obtaining EMS ISO 14001 Certification for the Armour Yard facility in December 2013
- Maintained "in good standing" at all maintenance facilities with the following regulatory compliance programs: Air Compliance, Hazardous Waste Management, Storm Water Pollution Prevention and Spill Response (SWPP-SR) and Underground Storage Tank (UST) Management.
- Implemented successful soil and groundwater remediation systems at the Brady, Georgia Avenue, Hamilton, and Laredo facilities that are operating according to design specifications.
- Updated and improved implementation of Spill Prevention Control, and Countermeasure Plan (SPCC), Storm Water Pollution Prevention Plan (SWPPP), and Storm Water Management Plans (SWMP) at all maintenance facilities
- Met the Environmental Policy Act (EPACT) rollout requirements for the Authority's UST Programs.
- Permitted the new Compressed Natural Gas fueling bay at Perry Garage increasing operational bays at this facility to four.
- Facilitated internal audits as necessary to comply with state and federal mandates
- Facilitated and managed the Joint Health and Safety Committee and the Safety Hazard Notification and Escalation Process (Safety 1st) to enhance MARTA's hazard management and improve employee morale
- Represented the Authority to federal, state and industry agencies, including but not limited to the Federal Transit Administration, the National Transportation Safety Board, the Georgia Department of Transportation, and the American Public Transportation Association ensuring the Authority is cognizant and current with rules and regulations, best practices, and industry trends
- Continued participation with MARTA Police Department in developing a COOP plan
- Continued Safety certification and verification activities and testing efforts to manage acceptance testing in accordance with the MARTA Testing Program Plan, thereby providing the certifying agent with the necessary test documentation. This process is ongoing and continual.
- Continued stringent oversight of both safety and quality assurance of TCSU capital project
- Conducted Gap analysis on appropriate processes and procedures
- Completed reorganization of Configuration Management Branch to align with Office objectives
- Completed install and implementation of upgraded CMDB software (emVision360)
- Completed archival of over 150 storage boxes with stakeholder Record Management; approximately 20 records per box indexed for future retrieval
- Created and implemented a Department Integrated Numbering System Procedure

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

- Created and implemented a Department Control of Documents Procedure
- Configuration Management Staff completed essential training regarding core business functions (ex. Transit Supervisor Program, OpenText Database Training, Auditing for Improvement, etc.)
- Conducted five Internal Safety Audits
- Conducted 17 Quality Assurance Audits
- Generated and submitted quarterly and annual Corrective Action Monitoring Log, GDOT State Safety Oversight Report, and Letter of Certification to the GDOT State Safety Oversight on time
- Supported and participated in special event reassignment activities
- Hosted the NTI sponsored TCRP Report 155: Track Design Handbook for Light Rail Transit, Second Edition webinar.
- Hosted American Society of Quality (ASQ) sponsored 'Auditing for Improvement' training course
- In partnership with Transportation Safety Institute (TSI), served as auditing instructor
- Facilitated the Receiving Inspection Non-conformance Reporting process improvements in partnership with Contracts and Procurement & Materials (CP&M)
- As continuous improvement, participated in and completed various training such as National Incident Management System (NIMS), Scaffold and Fall Protection, Wayside Access, Configuration Management Database, CPR/AED, Drug and Alcohol Policy Refresher, and Transit Supervisory Certification.
- Provided Quality Assurance and Testing oversight on an average 22 capital project contracts monthly including dedicated staff oversight on Train Control and SCADA Upgrade

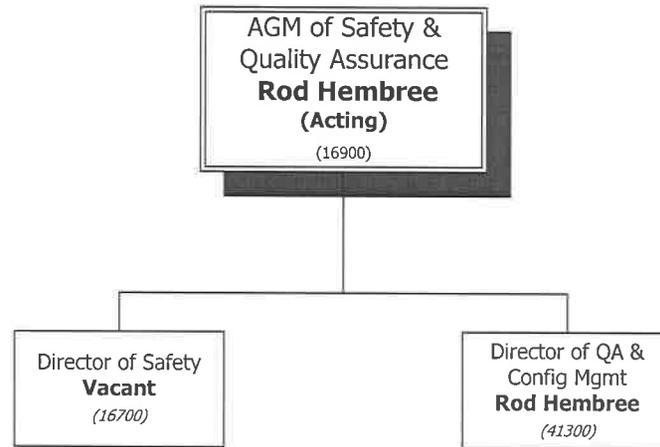
DEPARTMENT OF SAFETY & QUALITY ASSURANCE

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	2,219,529	2,521,149	3,105,503	3,289,054	4,161,396
Overtime	9,652	12,217	16,310	43,521	0
Benefits	990,641	1,376,861	1,436,883	1,509,025	2,155,075
Labor Sub-Total	\$3,219,822	\$3,910,227	\$4,558,696	\$4,841,600	\$6,316,471
Contractual Services	17,219	-938	51,732	36,305	91,500
Materials & Supplies	5,664	9,333	30,340	31,887	12,193
Other Operating	0	0	272	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	2	0
Other Non Operating	16,394	27,623	32,377	94,621	191,908
Non Labor Sub-Total	\$39,277	\$36,018	\$114,721	\$162,815	\$295,601
Department Total	\$3,259,099	\$3,946,245	\$4,673,417	\$5,004,415	\$6,612,072
\$ Change from Prior Year		\$687,146	\$727,172	\$330,998	\$1,607,657
% Change from Prior Year		21.08%	18.43%	7.08%	32.12%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	43	39	44	47	47	Administrative	3	3	4	3	3
Represented	0	0	0	0	0	Management	10	9	9	10	10
Full-Time Total	43	39	44	47	47	Police	0	0	0	0	0
Non-Represented (PT)	0	1	0	0	0	Professional	10	9	9	15	24
Represented (PT)	0	0	0	0	0	Technical	22	22	25	25	16
Part - Time	0	1	0	0	0	Maintenance	0	0	0	0	0
Contract	3	4	4	7	7	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	46	44	48	54	54	Supervisory	1	1	1	1	1
						Total	46	44	48	54	54

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

ADM	3	Non-Rep	47
MGR	10	Rep	0
MNT	0	Total FT	47
OPR	0		
POL	0		
PRO	14	PT	0
REP	0	CON	7
SUP	1		
TEC	26	TOTAL	54



FUNCTIONS & RESPONSIBILITIES

Oversee the macro-functions of the Office of Safety and the Office of Quality Assurance. Assess the Authority's safety concerns and manage plans to remediate the items via the aforementioned offices. Oversees audits, assessments, hazard management, inspections, investigations,

observations, and evaluations to determine whether activities and programs comply with applicable codes, standards, specifications, guidelines, etc., and reporting the same.

OFFICE OF AGM OF SAFETY & QA

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	74,935	223,718	347,100	290,683	218,940
Overtime	0	0	0	0	0
Benefits	17,157	74,983	134,425	137,977	130,817
Labor Sub-Total	\$92,092	\$298,701	\$481,525	\$428,660	\$349,757
Contractual Services	11,257	-11,257	43,305	28,012	70,000
Materials & Supplies	2,028	5,570	24,913	6,066	5,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	2	0
Other Non Operating	1,811	713	14,515	51,755	123,750
Non Labor Sub-Total	\$15,096	(\$4,974)	\$82,733	\$85,835	\$198,750
Office Total	\$107,188	\$293,727	\$564,258	\$514,495	\$548,507
\$ Change from Prior Year		\$186,539	\$270,531	(\$49,763)	\$34,012
% Change from Prior Year		174.03%	92.10%	-8.82%	6.61%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	4	3	4	2	2	Administrative	2	2	2	1	1
Represented	0	0	0	0	0	Management	2	1	1	1	1
Full-Time Total	4	3	4	2	2	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	0	0	0	0	0
Represented (PT)	0	0	0	0	0	Technical	0	0	1	0	0
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	4	3	4	2	2	Supervisory	0	0	0	0	0
						Total	4	3	4	2	2

OFFICE OF AGM OF SAFETY & QUALITY ASSURANCE

ADM	1	Non-Rep	2
MGR	1	Rep	0
MNT	0	Total FT	2
OPR	0		
POL	0		
PRO	0	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	2



OFFICE OF AGM OF SAFETY & QA

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	---	---	1	---	---
AGM INFRASTRUCTURE	C	1	---	---	---	---
AGM Safety & QA	C	---	1	1	1	1
Department Administrator	17	1	1	1	1	1
Executive Director of Safety	24	1	---	---	---	---
Office Administrator II	16	1	1	---	---	---
Project Manager II	22	---	---	1	---	---
Non-Rep Subtotal		4	3	4	2	2
Total Full-Time		4	3	4	2	2

FUNCTIONS & RESPONSIBILITIES

The Office of Safety strives to promote safety, efficiency, effectiveness, and accountability in the Authority. This is accomplished through audits, assessments, hazard management, inspections, investigations, observations, and evaluations to determine whether activities and programs comply with applicable codes, standards, specifications, guidelines, etc., and reporting the same.

The Office of Safety provides data collection, objective analysis, and recommendations through the performance of:

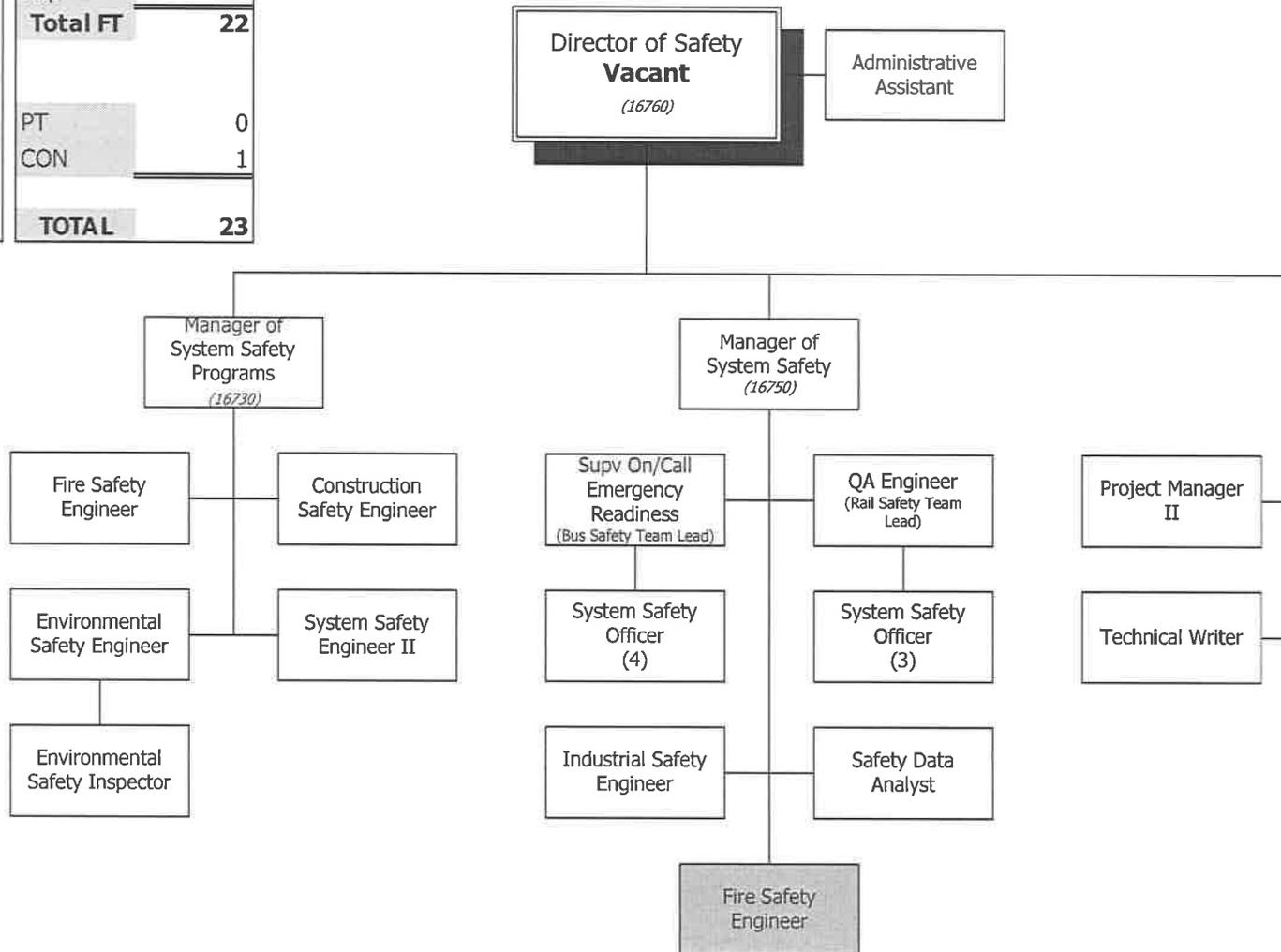
- audits, assessments, inspections, investigations, observations, and evaluations;
- preliminary, interim, and final reporting;
- stakeholder meetings

OFFICE OF SAFETY

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	1,175,403	1,190,146	1,147,305	1,232,784	1,691,844
Overtime	9,652	9,381	6,000	3,675	0
Benefits	488,116	583,150	563,057	619,232	962,088
Labor Sub-Total	\$1,673,171	\$1,782,677	\$1,716,362	\$1,855,691	\$2,653,932
Contractual Services	3,997	9,739	1,407	-1,114	0
Materials & Supplies	3,382	1,942	2,509	25,181	5,100
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	10,189	20,285	14,685	29,781	54,760
Non Labor Sub-Total	\$17,568	\$31,966	\$18,601	\$53,848	\$59,860
Office Total	\$1,690,739	\$1,814,643	\$1,734,963	\$1,909,539	\$2,713,792
\$ Change from Prior Year		\$123,904	(\$79,680)	\$174,576	\$804,253
% Change from Prior Year		7.33%	-4.39%	10.06%	42.12%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	17	16	18	22	22	Administrative	0	0	0	1	1
Represented	0	0	0	0	0	Management	2	2	2	3	3
Full-Time Total	17	16	18	22	22	Police	0	0	0	0	0
Non-Represented (PT)	0	1	0	0	0	Professional	2	2	2	3	3
Represented (PT)	0	0	0	0	0	Technical	13	13	14	15	15
Part - Time	0	1	0	0	0	Maintenance	0	0	0	0	0
Contract	1	1	1	1	1	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	18	18	19	23	23	Supervisory	1	1	1	1	1
						Total	18	18	19	23	23

ADM	1	Non-Rep	22
MGR	3	Rep	0
MNT	0	Total FT	22
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	1
SUP	1		
TEC	16	TOTAL	23



OFFICE OF SAFETY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	---	---	---	1	1
Construction Safety Engineer	19	1	1	1	1	1
Director of Safety	23	---	---	---	1	1
Environmental Safety Engineer	19	1	1	1	1	1
Environmental Safety Inspector	17	1	1	1	1	1
Fire Safety Engineer	19	---	---	---	1	1
Industrial Safety Engineer	19	1	1	1	1	1
Mgr Sys Safety Acct/Inc Invest	21	1	1	1	1	1
Mgr System Safety Programs	21	1	1	1	1	1
Project Manager II	22	---	---	---	1	1
QA Engineer	19	1	1	1	1	1
Safety Data Analyst	16	---	---	1	1	1
Safety Data Analyst	19	1	1	---	---	---
Supv On-Call Emerg Readiness	19	1	1	1	1	1
System Safety Auditor	19	1	1	---	---	---
System Safety Engineer	20	1	1	---	---	---
System Safety Engineer II	18	---	---	1	1	1
System Safety Officer	18	5	5	7	7	7
Technical Writer	15	1	---	---	---	---
Technical Writer	18	---	---	1	1	1
Non-Rep Subtotal		17	16	18	22	22

OFFICE OF SAFETY

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Total Full-Time		17	16	18	22	22
<u>Part-Time</u>						
Technical Writer PT	NR125	---	1	---	---	---
Total Part-Time		---	1	---	---	---
<u>Contract</u>						
Contract Professional	---	---	---	---	1	1
Fire Safety Engineer	CAP	1	1	1	---	---
Total Contract		1	1	1	1	1

OFFICE OF QA & CONFIGURATION MGMT**FUNCTIONS & RESPONSIBILITIES**

The Quality Assurance Branch directly supports the operations and capital projects by developing, implementing, maintaining, and monitoring activities outlined in the Quality Assurance and Testing Program Plans. The Quality Assurance Program Plan ensures that assemblies, structures, systems of vehicles, equipment, and facilities are designed, engineered, manufactured, installed, and maintained in accordance with specified contractual, industry, and government requirements. Quality Assurance also assesses Operations and Infrastructure Maintenance groups' Standard Operating Procedures, processes, and practices whereby enhancing and improving operability. The Test Program continuously reviews, modifies, and amends procedures and methodologies to improve systems performance and efficiency.

The Configuration Management Branch is responsible for the control, distribution and storage of all documentations for various Departments throughout the Authority. The Office assists Facilities, Maintenance, Rail Systems Engineering, Rail Operations, and Safety and Quality Assurance. Configuration Management creates and updates documents for infrastructure, rolling stock and systems components. The Configuration Management Branch also ensures standardization and consistency; accuracy of information; reduces unauthorized usage of security sensitive documents; builds a sound Configuration Management database; and enables efficient system changes and upgrades. All updated configured final documents are to be filed electronically on existing "EmVision 360" data storage system which is managed by the Configuration Management Branch.

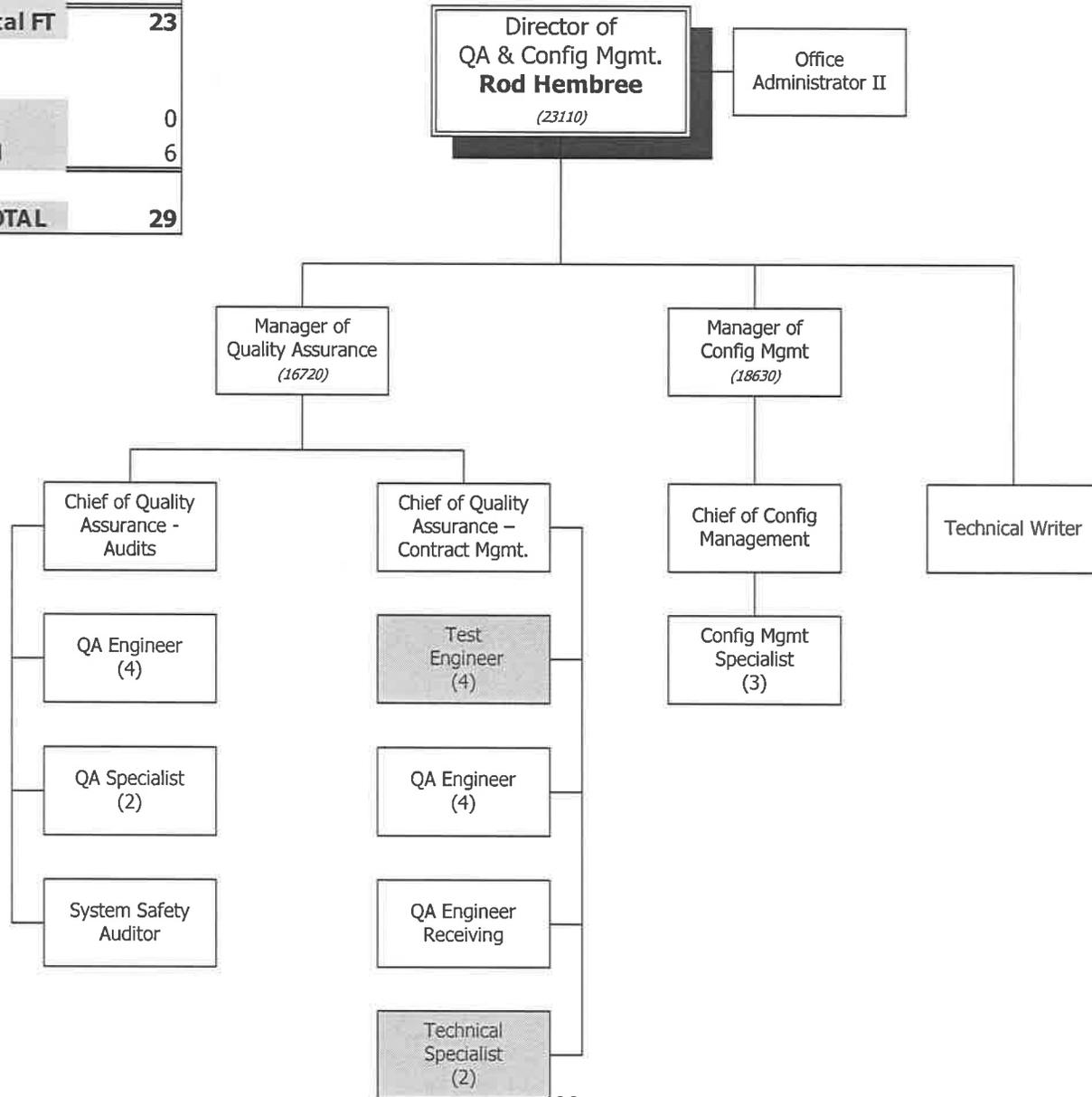
OFFICE OF QA & CONFIGURATION MGMT

Categories of Expense	FY10 Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Adopted
Salaries & Wages	969,191	1,107,285	1,611,098	1,765,587	2,250,611
Overtime	0	2,836	10,310	39,846	0
Benefits	485,368	718,728	739,401	751,816	1,062,171
Labor Sub-Total	\$1,454,559	\$1,828,849	\$2,360,809	\$2,557,249	\$3,312,782
Contractual Services	1,965	580	7,020	9,407	21,500
Materials & Supplies	254	1,821	2,918	640	2,093
Other Operating	0	0	272	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	4,394	6,625	3,177	13,085	13,398
Non Labor Sub-Total	\$6,613	\$9,026	\$13,387	\$23,132	\$36,991
Office Total	\$1,461,172	\$1,837,875	\$2,374,196	\$2,580,381	\$3,349,773
\$ Change from Prior Year		\$376,703	\$536,321	\$206,185	\$769,392
% Change from Prior Year		25.78%	29.18%	8.68%	29.82%

	Authorized Positions by Status					Authorized Positions by Class					
	FY10	FY11	FY12	FY13	FY14	FY10	FY11	FY12	FY13	FY14	
Non-Represented	22	20	22	23	23	Administrative	1	1	2	1	1
Represented	0	0	0	0	0	Management	6	6	6	6	6
Full-Time Total	22	20	22	23	23	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	8	7	7	12	21
Represented (PT)	0	0	0	0	0	Technical	9	9	10	10	1
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0	0
Contract	2	3	3	6	6	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
Total	24	23	25	29	29	Supervisory	0	0	0	0	0
						Total	24	23	25	29	29

OFFICE OF QA & CONFIGURATION MGMT

ADM	1	Non-Rep	23
MGR	6	Rep	0
MNT	0	Total FT	23
OPR	0		
POL	0		
PRO	12	PT	0
REP	0	CON	6
SUP	0		
TEC	10	TOTAL	29



400

Contract Positions (Shaded)

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
<u>Non-Represented</u>						
Chf Config Mgmt	18	---	---	---	1	1
Chf Doc Control Config Mgmt	18	1	1	1	---	---
Chief of Quality Assurance - Audits	20	1	1	1	1	1
Chief of Quality Assurance - Contract Mgmt	20	1	1	1	1	1
Config Mgmt Specialist II	14	1	1	1	---	---
Config Mgmt Specialist III	16	---	---	---	3	3
Director of QA & Configuration Mgmt	23	1	1	1	1	1
Document Management Specialist	12	1	1	---	---	---
Document Management Specialist	TBD	---	---	1	---	---
Manager of Config Mgt Sp Plng Land Ar	21	1	1	---	---	---
Manager of Quality Assurance	22	1	1	1	1	1
Mgr Configuration Mgmt	21	---	---	1	1	1
Office Administrator II	16	---	---	1	1	1
QA Engineer	19	6	6	6	8	8
QA Engineer Receiving	19	1	1	1	1	1
QA Personnel	19	1	---	---	---	---
QA Specialist	16	2	2	2	2	2
Sr Config Mgmt Specialist	16	1	1	1	---	---
Sr Documentation Control Spec	15	1	1	1	---	---
System Safety Auditor	19	---	---	1	1	1
Technical Specialist	12	1	---	---	---	---
Technical Writer	18	---	1	---	1	1

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY10 Authorized	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Adopted
Technical Writer	15	1	----	1	----	----
Non-Rep Subtotal		22	20	22	23	23
Total Full-Time		22	20	22	23	23
<u>Contract</u>						
Contract Professional	----	----	----	----	6	6
Technical Specialist	----	----	1	1	----	----
Test Engineer	----	2	2	2	----	----
Total Contract		2	3	3	6	6

CAPITAL BUDGET

This section summarizes FY14 capital expenditures and funding, and defines the Authority's capital policies and procedures. The section further defines MARTA's Ten-Year Capital Program and the infrastructure and planning efforts that it supports. In the end, it details the Federal Grants that support the funding of the FY14 CIP and beyond.

This section includes the following:

- **Capital Budget Overview**
- **Capital Infrastructure**
- **Planning Program Overview**
- **Capital Sources & Applications of Funds**
- **Approved Capital Budget Summary**
- **Approved Projects Ten-year Forecast**
- **Operating Budget Impact**
- **Approved Project Detail**
- **Federal Grant Detail**

CAPITAL BUDGET OVERVIEW

OVERVIEW

MARTA’s Capital Budget provides for the rehabilitation, replacement, enhancement and expansion of the Authority’s infrastructure, facilities, equipment and rolling stock. Additionally, funding is included for the Authority’s planning needs and the retirement of bond debt.

Capital Policy

MARTA is required to adhere to a system of financial accounting that complies with Generally Accepted Accounting Principles (GAAP). Consistent with this requirement, MARTA developed and adopted Procedure 10.3.21, “Fixed Asset Management and Capital Policy.” This procedure sets forth definitions of fixed asset and capital policies, the applicability of these policies, and the responsibilities in carrying out these stated policies (included in this section). As defined, the major categories of fixed assets include the following:

- Land
- System and Facility Improvements
- Vehicles (Revenue and Service)
- Operating Equipment
- Office Furnishings and Equipment

Definition of Fixed Assets

MARTA defines fixed assets as property, plant and equipment items that benefit future periods and have a useful life of greater than one year, a minimum cost per unit of \$300, and that have the characteristics of property. They are classified as real or personal, tangible or intangible, and can be new or used. The major characteristics of tangible fixed assets are that they have physical substance, are relatively long-lived, provide measurable future economic benefits, can be inventoried, are actively used in MARTA’s operations, and are not held as an investment for resale.

Authority Capital Policy

In addition to adhering to the definition of fixed assets, MARTA’s capital policy for property, plant and equipment divides expenditures for fixed assets into two categories: costs at acquisition or construction and costs

incurred during the useful life of an existing asset that increase its efficiency, capacity, useful life or economy.

1. **Costs at acquisition or construction** include the initial costs of the property, plant and equipment and any additional charges incurred to prepare them for their intended use.
 - Expenditures to add omitted construction work within a reasonable time (12 months) after an asset has been placed into service may be capitalized and added to the existing asset base unit; however,
 - Expenditures for corrective work resulting from latent defects and inferior construction are not eligible for capitalization but are considered non-operating expenses (according to MARTA Act).

2. **Costs incurred during the useful life of an existing asset** are those that increase its efficiency, capacity, useful life or economy. Expenditures of this kind are capital and classified as follows:
 - **Additions to Asset Base Unit** - Examples are extensions, enlargements or expansions made to existing assets.
 - **Extraordinary Repairs or Major Overhauls to Asset Base Units** - Expenditures of this kind normally involve very large amounts, are not recurring in nature, and tend to increase the utility or extend the service life of the asset’s existing life. Examples of this kind of repair include the midlife overhaul of the rail cars and station rehabilitation projects.
 - **Replacement of Asset Base Unit Components** - The removal of a major part or component of an existing asset and the substitution of a new component having essentially the same type and performance capacities.
 - **Improvements to Asset Base Units** - This includes the removal of an existing asset and the substitution of a different asset having improved or increased overall efficiency and tends to extend useful life of the unit.

CAPITAL BUDGET OVERVIEW

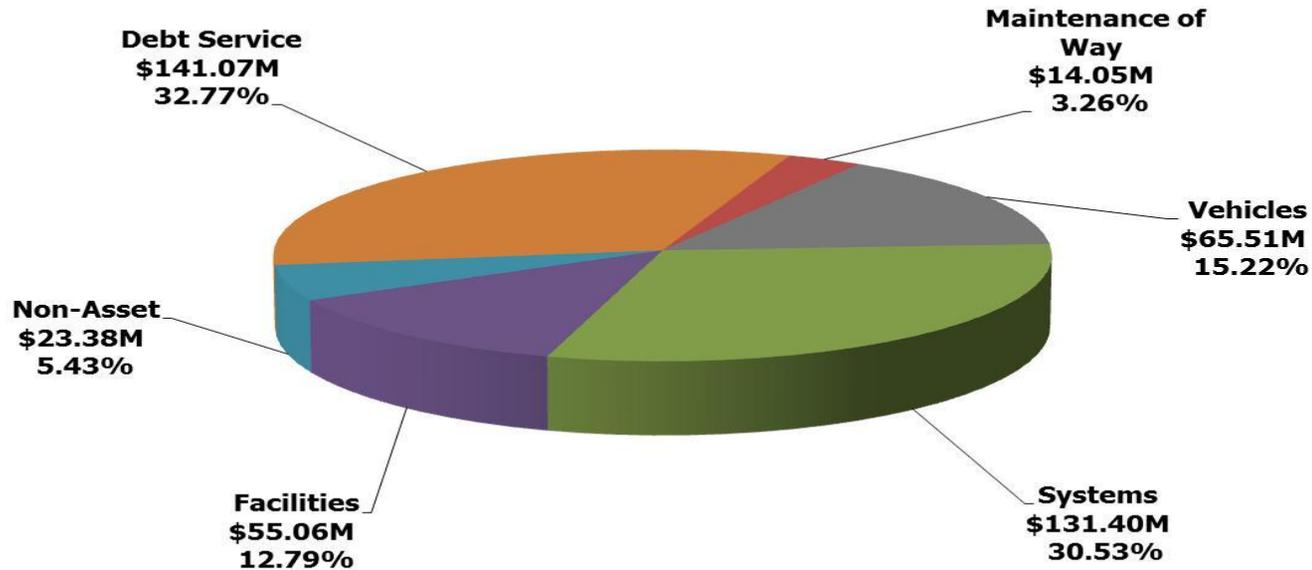
FY14 Capital Expenditures

Expenditures within MARTA’s Capital Program fall into two categories: Capital Improvement and Debt Service on Bonds and Commercial Paper. The Capital Improvement Program provides for the rehabilitation, replacement, enhancement and expansion of MARTA’s infrastructure, facilities, equipment and rolling stock.

MARTA is authorized to sell bonds and/or issue tax exempt commercial paper to fund its capital improvement program with the resulting debt service funded from the capital program.

The Capital Improvement Program is detailed in the following sections of this document. MARTA’s bond and debt service are discussed in the Financial Summary Section in the front of this book.

**FY14 Capital Expenditures
(\$430.47)**



CAPITAL BUDGET OVERVIEW

FY14 Capital Expenditures Summary Table

FY14 Capital Expenditures	Federal	State	MARTA	Total
Capital Improvement Projects	\$51,739,000	\$2,122,416	235,536,615	289,398,031
Maintenance of Way	534,352		13,509,949	14,044,301
Vehicles	12,905,000		52,604,464	65,509,464
Systems	26,239,648	2,122,416	103,041,340	131,403,404
Facilities	11,260,000		43,797,494	55,057,494
Non-Asset	800,000		22,583,368	23,383,368
Debt Service on Bonds	\$0	\$0	\$141,072,719	\$141,072,719
Total	\$51,739,000	\$2,122,416	\$376,609,334	\$430,470,750

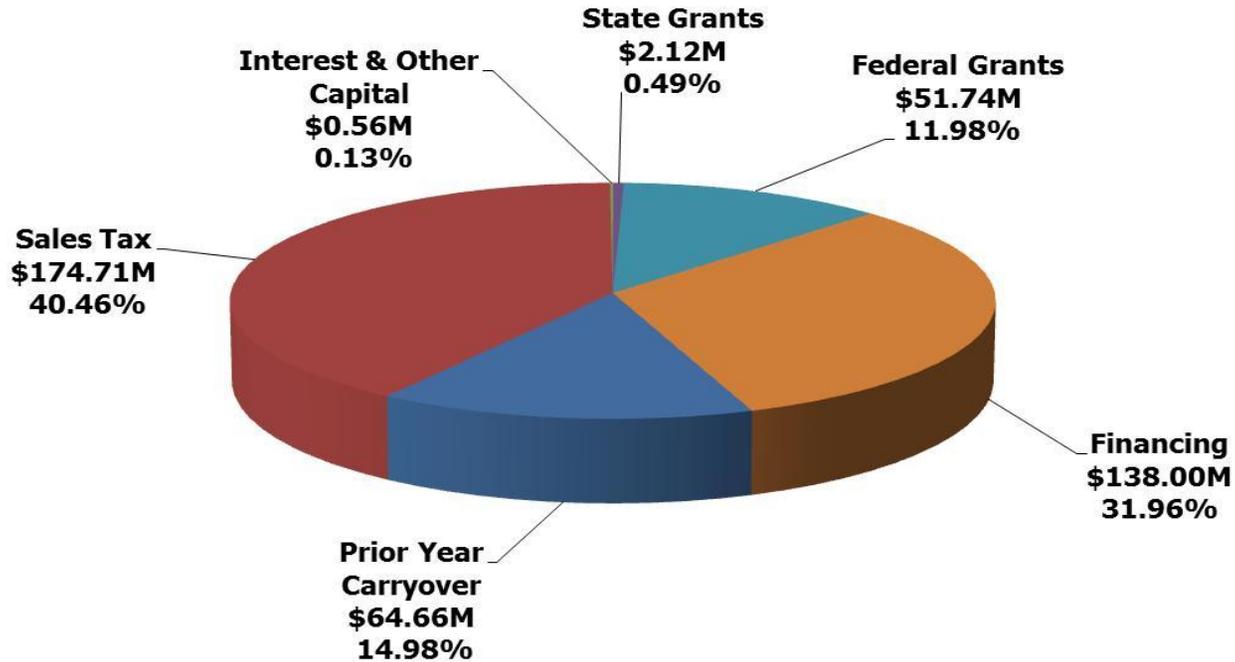
CAPITAL BUDGET OVERVIEW

FY14 Capital Funding

Funding for the FY14 Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, 50% of the sales tax revenue, bond proceeds, allowable investment income,

and Federal and State grants. Each of these funding sources is discussed in the Financial Summary section in the front of this document.

**FY14 Capital Revenue
(\$431.79)**



CAPITAL BUDGET OVERVIEW

FY14 Capital Program Revenue Summary Table

Capital Program Revenues	FY12 Funding Level	FY13 Funding Level	FY14 Adopted Budget
General Fund Beginning Balance	\$100,944,366	\$52,624,386	\$64,660,784
Sales Tax	169,578,246	170,245,527	174,706,500
Interest Income	342,032	403,291	562,432
Federal Grants ¹	42,977,728	56,575,000	51,739,000
Finance/Bonds/Reserves ²	100,000,000	100,000,000	138,000,000
State Grants ¹	0	1,119,000	2,122,416
Total Revenues (currently known)	\$413,842,372	\$380,967,204	\$431,791,132

¹ Federal Contribution to Capital

² The financing source decision will be made at the time that the funds are needed based on current economic conditions and restrictions

A FY14 General Fund Beginning Balance totaling \$64,660,784 will be available to fund the FY14 Capital Program. After recognizing FY14 capital and other general fund revenues and expenditures, a FY14 Ending

Balance of \$1,320,382 is anticipated to be available to fund the Capital Program beyond FY14. The sales tax shown represents only 50% of the total sales tax revenue.

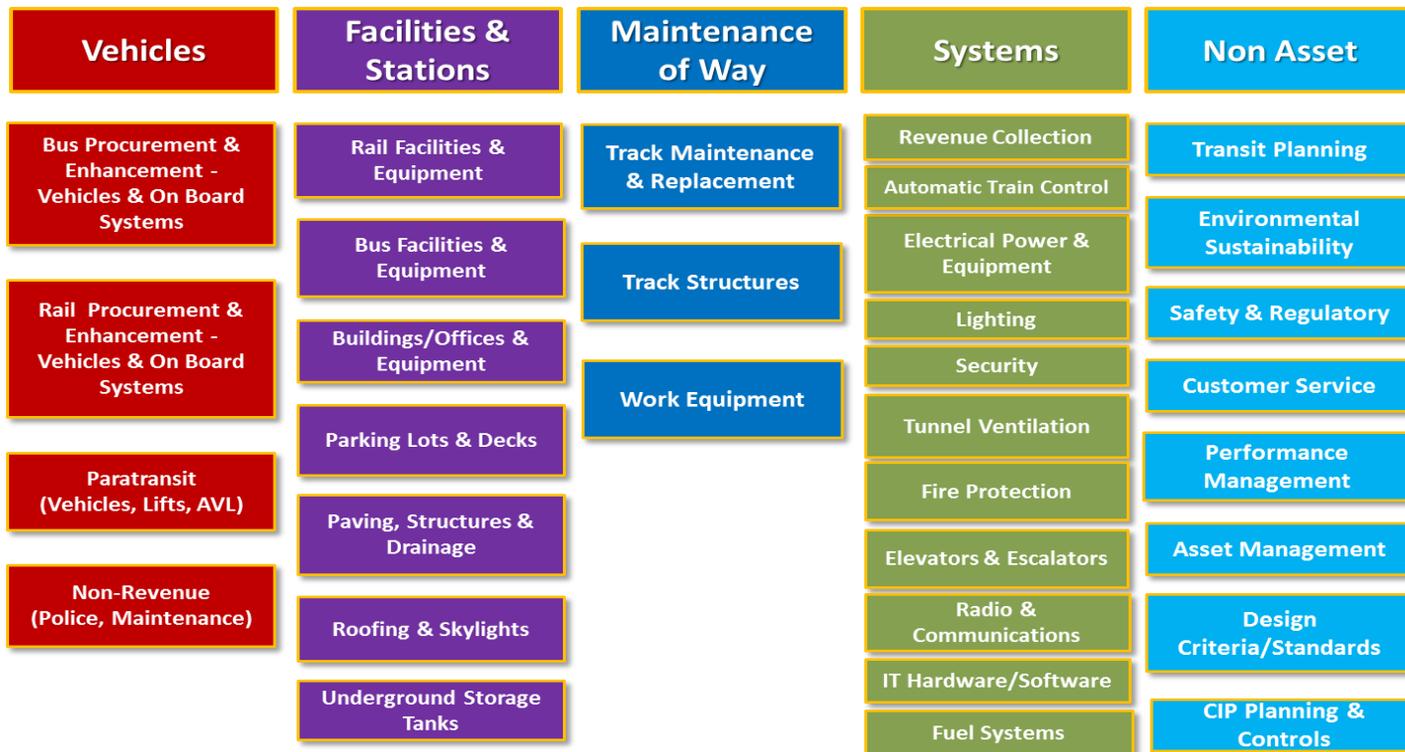
CAPITAL BUDGET OVERVIEW

Capital Improvement Program

MARTA launched capital improvement projects that will help preserve its capability for high-quality service delivery over a ten-year range.

The long-range CIP consists of a portfolio of programs and projects organized by the major asset categories of a transit authority. The CIP also includes a category for non-asset projects. These categories, which were adapted from the Federal Transit Administration’s (FTA) asset

management guidelines are vehicles; facilities and stations; maintenance of way; systems; and non-asset. Each of these categories then includes a number of on-going programs and each program may contain one or more projects. The CIP categories are depicted below, followed by a description of each of the categories.



CAPITAL BUDGET OVERVIEW**I. Vehicles**

The vehicles category includes the acquisition and enhancement of vehicles and supporting systems required for MARTA operations. The programs within the vehicles category include:

- Bus vehicle procurement and enhancement
- Rail vehicle procurement and enhancement
- Paratransit vehicles
- Non-revenue vehicles

Bus Vehicle Procurement and Enhancement

This program area consists of the procurement and enhancement of bus vehicles including major on board systems such as automatic vehicle location (AVL) and automatic passenger counting systems (APC). The Authority's bus fleet consists of 530 diesel and compressed natural gas (CNG) buses. The fleet composition is split between 158 diesel buses and 372 CNG buses. The average age of the fleet is seven years. MARTA's capital planning process typically provides for the replacement of buses on a 12-year cycle or 500,000 miles whichever comes first. This cycle helps increase the fleet reliability and reduce long-term maintenance costs.

Over the last three years, MARTA has elected to postpone replacement of buses to conserve capital for other projects. This has created a need to "catch up" by increasing the number of buses replaced over the next few years. Because of issues with the fuel tanks on a number of buses reaching the end of their useful life before the bus itself and the increasing possibility of engine failures, MARTA has decided to accelerate the acquisition of new buses in FY14, FY15, and FY16 versus retrofitting new tanks into buses which would be used for only a short period of time before retirement of the vehicle. 88 new buses are planned for acquisition in each of the next three fiscal years.

Rail Vehicle Procurement and Enhancement

This program area consists of the procurement, modernization, upgrade and enhancement of rail cars and major on-board systems. The Authority's rail car fleet consists of 338 heavy rail vehicles obtained under three procurement contracts, CQ310, CQ311 and CQ312. A rehabilitation program was completed in FY09 to extend the useful life of the CQ310 and CQ311 rail cars for an additional 12 years. The CQ312

rail cars were delivered in the early 2000's and the average age of these rail cars is 11 years with a life expectancy of 30 years. A new lifecycle enhancement program for the CQ312 cars will be initiated during FY14. Planning for the replacement of the Authority's CQ310 and CQ311 rail cars will be initiated in FY14 and targeted for completion during FY 15. The outcomes of this planning project will then be included in the FY16 CIP planning window. Projects within the rail vehicle program to be executed in FY14 include:

- Continuation of the CQ312 rail vehicle modification and vehicle overhaul initiatives
- Initiation of the MARTA reliability centered rail vehicle lifecycle enhancement initiative
- Start-up of the planning phase for the replacement of the CQ310 and CQ311 rail vehicles.

Paratransit Vehicles

The Authority's paratransit fleet consists of 187 vehicles. As with the larger transit buses, replacement of these vehicles was postponed to conserve capital funding. The buses, which are engineered to last approximately two years, have an average age of approximately four years and are increasingly unreliable. Thus, the FY14 CIP includes a complete replacement of the paratransit vehicle fleet. The new vans are programmed for replacement on a five-year cycle pending mileage and reliability of the vehicles.

Non-Revenue Vehicles

The Authority maintains a non-revenue fleet of 426 vehicles. The fleet consists of sedans/trucks/vans/and various types of dedicated specialty support vehicles for both rail and bus. The specialty vehicles include crew cabs and tow trucks. Funding has been included in the FY14 CIP to support replacement of any non-revenue vehicles which reach end-of-life status.

CAPITAL BUDGET OVERVIEW

II. Facilities & Stations

The facilities and stations asset category includes program areas which support design, development, preservation and rehabilitation of various MARTA facilities.

Programs in the facilities and stations asset category include:

- Rail facilities and equipment
- Bus facilities and equipment
- Buildings/ offices and equipment
- Parking lots and parking decks
- Paving, structures and drainage
- Roofing and skylights
- Underground storage tanks

Rail Facilities and Equipment

This program area includes design, construction and renovation of MARTA rail stations and rail maintenance facilities and the major systems at these facilities. This program area also includes the acquisition and installation of new rail maintenance equipment.

The MARTA rail transit system has 38 passenger stations, some of which began service June 1979 while the most recent opened in December 2000. The rail stations are comprised of civil, structural, architectural, electrical, mechanical, and communications systems, all of which have a different service life. Specific life cycle rehabilitation/replacement programs have been developed for each of the major systems.

MARTA has three rail operations/maintenance and support facilities.

Bus Facilities and Equipment

This program area includes design, construction and renovation of MARTA bus facilities and major systems at these facilities. This program area also includes the acquisition and installation of new bus maintenance equipment. Bus facilities include three bus operations, one heavy bus maintenance facility and one Mobility facility. Significant renovation projects are either underway or planned for each of these facilities during this ten-year CIP window.

Building/Offices and Equipment

This program area includes design, construction and renovation of MARTA buildings and offices and associated major systems and

equipment. These types of facilities are located throughout the Metropolitan Atlanta Area. Facilities within this program area include five police facilities, one administrative/headquarters facility and two revenue facilities.

Parking Lots and Parking Decks

This program area includes design, construction, renovation and major rehabilitation of parking lots and parking deck facilities throughout the MARTA system.

Paving, Structures and Drainage

This program area includes paving and drainage improvements and major structural rehabilitation projects performed at or within MARTA facilities throughout the system.

Roofing and Skylights

This program area includes major repair and replacement of roofing systems and skylights throughout the MARTA system.

Underground Storage Tanks

This program area includes activities mandated by the EPA, the Georgia Environmental Protection Division and other regulatory agencies to monitor and remediate underground storage tanks at Authority facilities.

Some examples of projects within the facilities and stations asset category to be executed in FY14 include:

- Renovation of the Brady Mobility facility
- Continuation of construction of the Buckhead Station North Entrance
- Renovation of the Hamilton Bus facility
- On-going construction of the Integrated Operations Center (IOC)
- Doraville Structural Rehabilitation
- Completion of the replacement of the roof at Arts Center Station
- Ongoing monitoring and remediation of various underground storage tanks
- High priority and time sensitive renovations within various MARTA facilities.

CAPITAL BUDGET OVERVIEW

III. Maintenance of Way

The maintenance of way asset category includes the design, development and rehabilitation of railroad track infrastructure. Program areas within this asset category include:

- Track maintenance and replacement
- Track structures
- Work equipment

Track Maintenance and Replacement

This program area includes maintenance, rehabilitation and replacement of the Authority's track way. The Authority's 124 total miles of track consists of 104 miles of mainline track and twenty miles (20) of yard track. Ninety six (96) of the 104 mainline miles are double track (i.e., left and right tracks for east/west or north/south travel), and the other eight (8) miles consist of pocket track. The 20 miles of yard track are located within the three rail yards: Armour, Avondale and South Yard.

Track Structures

This program area includes rehabilitation and replacement of structures on the track way. The Authority has 140 structures consisting of track support systems, bridges, retaining walls, culverts and parking decks. The track support systems consist of aerial, at-grade and subway structures.

Work Equipment

This program area includes the acquisition and enhancement of specialized work equipment to perform maintenance of way operations.

Examples of projects within the maintenance of way asset category to be executed in FY14 include:

- At-grade track slab rehabilitation at various location on the track way
- Replacement of running rail and switch ties at various locations
- Ongoing rehabilitation of various track structures.

IV. Systems

The systems asset category includes the design, development, implementation and major enhancement of various systems which support MARTA operations. Program areas within the systems asset category include:

- Revenue collection
- Automatic train control
- Electrical power and equipment
- Lighting
- Security
- Tunnel ventilation
- Fire protection
- Elevators and escalators
- Radio and communications
- Information technology hardware
- Information technology software
- Fuel systems

Revenue Collection

The revenue collection program area includes planning, design, implementation and enhancement of the Authority's automated revenue collection systems.

The Breeze project provides the Authority with the ability to implement an automatic fare collection system throughout the Atlanta region. The fare collection system consists of fare vending, fare gates, revenue processing and cash handling in support of MARTA patrons, regional partners, and Transportation Management Associations (TMA) in the service area.

The ten-year CIP planning window includes projects to continually enhance and upgrade the existing fare collection system, as well as projects to plan for and implement the next generation fare collection system including support for a variable fare structure. This program area within the FY14 CIP also includes planning, design and implementation of new parking control systems Authority-wide.

CAPITAL BUDGET OVERVIEW**Automatic Train Control**

This program area includes planning, design, implementation and enhancement of the Authority's automatic train control system. The Authority's train control system manages safe train movement utilizing 49 train control rooms (TCRs), the Rail Service Control Center (RSCC) located in Avondale, and numerous field devices (switches, signals, receivers, transmitters).

For the FY14 CIP, this program area includes implementation of the Train Control Systems Upgrade project, as well as an on-going project which is designed to continue to stabilize the current system to sustain operations during the multi-year transition to the new train control system.

Electrical Power and Equipment

This program area includes planning, design, implementation and ongoing support and rehabilitation of the various electrical power systems Authority-wide. These systems were installed in phases as the rail and bus transit systems were designed and constructed. Some of these systems have been in service since 1979 and a number of them are ready for rehabilitation or replacement.

Traction Power

The Authority's traction power system delivers 750V DC power to the third rail (contact rail) for vehicle propulsion utilizing 52 traction power substations and 16 gap breaker stations located at all passenger stations, the three rail yards and multiple intermediate locations along the right of way (between stations).

Auxiliary Power

The Authority's auxiliary power system delivers power to station and facility loads such as lighting, elevators, escalators, communications, fare gates, HVAC etc., via 106 substations located in all passenger stations and operations/maintenance facilities.

Uninterruptible Power Supply (UPS) Systems

The Authority's UPS system delivers battery backed emergency power to life safety critical station and facility loads such as lighting, communications, train control, fire detection etc. in the event of a loss of

normal power. The UPS system consists of 94 UPS units and battery banks located in passenger stations and operations/maintenance support facilities.

Emergency Trip Stations (ETS)

The traction power system has an Emergency Trip Station (ETS) system comprised of 454 individual trip stations located at the ends of station platforms, tunnels, and exit/entry points along the rail right of way. The ETS provides, in case of an emergency, a means of shutting-down power to the contact rail. This system also includes a phone to allow for communications with the Rail Services Control Center in the event an emergency occurs and power is shut-down.

Current projects within this program area include an ongoing initiative to replace traction power substations and gap breakers system-wide; an on-going initiative to replace UPS systems Authority-wide; and replacement of parts of the ETS system on the South line.

Lighting

The lighting program area includes planning, design, implementation and ongoing support and rehabilitation of the lighting system Authority-wide. The Authority's lighting system is vast and includes lighting for all stations, tunnels, operations/maintenance facilities, parking lots and decks located within the MARTA service area. Within the lighting system there are emergency powered lights and exit signs required for safe outlet under a loss of power scenario.

Current projects within this program area include enhancement of tunnel lighting Authority-wide; a lighting controls upgrade; and a lighting fixtures upgrade.

Security

The security program area includes planning, design, implementation and ongoing support and rehabilitation of security systems and the implementation of various transit security and emergency management initiatives. Current projects within this program area include expansion of the closed circuit television (CCTV) system Authority-wide; acquisition and implementation of in-vehicle security cameras for all MARTA trains and buses; the design and implementation of a video analytics program

CAPITAL BUDGET OVERVIEW

to assist in monitoring and analyzing data from these on-board cameras; on-going support for the Authority's Canine team; a comprehensive homeland security training program; and on-going initiatives to upgrade facility security and access controls system-wide.

Tunnel Ventilation

This program area includes planning, design, implementation and rehabilitation of tunnel ventilation systems Authority-wide. The Authority owns 81 ventilation fans installed at specific locations in the subway sections of the rail system to push or pull air through the tunnels in the event of an emergency and the tunnel fills with smoke. Projects within this program area include planning, design and implementation of a major upgrade to the Authority's tunnel ventilation systems, as well as an on-going initiative to maintain/operate the current systems during the implementation of the upgrade project.

Fire Protection

This program area includes planning, design, implementation, enhancement and rehabilitation of fire protection, detection and suppression systems that are required to ensure life safety by federal, state and local codes. Within the ten-year CIP, this program area includes a major upgrade which is currently underway to fire protection systems Authority-wide.

Elevators and Escalators

This program area includes planning, design, implementation, enhancement and rehabilitation of elevators and escalators across the MARTA system.

Elevators

The Authority operates and maintains 111 elevators in rail stations, parking decks and facilities throughout the transit system. An Authority-wide assessment of elevators was recently completed. All elevators have been inspected and all safety issues have been resolved. A modernization plan has now been developed based upon the final assessment report.

Escalators

The Authority operates and maintains 149 escalators in rail stations. MARTA has had an ongoing escalator modernization program in place since 2008. There are multiple projects to support the phased modernization of all Authority escalators.

Major projects within this program area include initiating implementation of the elevator modernization and continuing the on-going modernization of escalators Authority-wide.

Radio and Communications

This program area includes planning, design, implementation and ongoing support and rehabilitation of the radio system and other Authority-wide communication systems.

Current projects within this program area include implementation of a new Audio Visual Information System (AVIS) Authority-wide; on-going implementation of an enhanced voice communications infrastructure; and planning, design and implementation of a new radio infrastructure for the Authority. This program area also includes a telephone sustainability initiative to provide for on-going support of the current telephony system during the multi-year transition to the new voice communications infrastructure.

Information Technology Hardware

This program area includes planning, design, implementation and ongoing upgrade/enhancement of the information technology infrastructure required to support MARTA operations including the Authority's data centers, network (wired and wireless), servers, desktops/laptops and Authority-owned mobile computing devices.

Major initiatives in this program area include initial planning for the replacement of the Authority's data center environment; ongoing upgrades of the current data centers; and various on-going projects to upgrade the Authority's network, servers and desktop/laptop environments.

CAPITAL BUDGET OVERVIEW

Information Technology Software

This program area includes planning, design, implementation and enhancement of application systems which support MARTA operations.

Some of the projects in this program area include:

- A significant enhancement of ITSMARTA.com including expanded mobile capabilities
- An upgrade of the Authority's Trapeze System which supports system scheduling and other functions
- Ongoing upgrades and enhancements of the Authority's enterprise resource planning system (ERP) which supports the finance, accounting, human resources, payroll and procurement business functions
- Planning, design and implementation of a new Risk Management Information System (RMIS)
- Planning, design and implementation of a new system to support the operations of MARTA's Office of Diversity and Equal Opportunity (DEO)
- Implementation of an upgrade to the Authority's customer service system to address an end-of-life situation with the current version of the commercial-off-the-shelf software solution being utilized to support this business function.

Fuel Systems

This program area includes planning, design, implementation and enhancement of systems which support the management and delivery of fuel to MARTA vehicles. Current projects within this program area include an upgrade of the CNG protection systems; completion of an upgrade of the CNG facility at Perry Boulevard; and continuation of a clean fuel bus technology initiative.

V. Non-Asset

The non-asset category includes the design, development and implementation of various business initiatives which do not specifically implement or rehabilitate an asset. This category also includes transit planning; programs which support regulatory compliance and programs which support planning for and monitoring the execution of the CIP.

The program areas within the non-asset category include:

- Transit planning
- Environmental sustainability
- Safety and regulatory
- Customer service
- Performance measurement
- Asset management
- Design criteria/standards
- CIP Planning/Controls

Transit Planning

The transit planning program area includes transit feasibility studies; alternatives analysis, environmental review and preliminary engineering for proposed system expansion initiatives; general planning activities; planning for and management of transit oriented development (TOD) activities; and coordination with regional partners.

Planning for System Expansion

The MARTA Rapid Transit Contract and Assistance Agreement (RTCAA) set the framework for MARTA's expansion program. In order for the expansion program to be fully realized, MARTA must continue to plan and move its projects forward. Continuing with the project development process affords MARTA an opportunity to compete for federal New Starts funding. Below is a list of MARTA expansion corridors which are actively in the planning process:

- I-20 East High Capacity Transit – Southeast DeKalb County
- Clifton Corridor High Capacity Transit – West Central DeKalb County
- GA 400 North Line Alternative Analysis Study – North Fulton.

General Planning/System Sustainability

Funds are budgeted in the FY14 CIP for these projects so the planning efforts can continue in the respective corridors. However, the budgets for planning projects provide only minimum funding to keep the projects moving forward.

CAPITAL BUDGET OVERVIEWTransit Oriented Development

This program initiative includes funds for continued planning efforts for future development projects located on MARTA property.

Regional Coordination and Integration

This effort involves planning activities in support of progress towards the advancement of the regional, integrated transit network, and other activities in support of MARTA's full engagement with the overall federal, state and regional planning processes. Activities include coordination with other public agencies such as land use changes, transit service coordination with other providers, special projects with external partners such as Community Improvement Districts, and other on-going technical activities.

Environmental Sustainability

This program area includes a number of initiatives both regulatory and non-regulatory which promote and support environment sustainability and stewardship. Current projects within this program area include the Authority-wide pollution prevention program; design and implementation of the Authority's hazardous materials management plan; asbestos abatement activities; an on-going environmental greening initiative and the on-going implementation of an environmental management system Authority-wide.

One example of a project in this program area is the environmental greening initiative. This is an agency wide initiative developed to establish and implement "green" initiatives by promoting sustainability through various campaigns that reduce the Authority's carbon footprint, as well as reduces our energy and water consumption. This initiative has proven to be a major commitment and the Authority has benefited from the implementation. Efforts have included the establishment of the Authority's carbon footprint, incorporation of Leadership in Energy and Environmental Design (LEED) into recent design efforts, water harvesting in some of our facilities, the award of a major grant for solar panel installation to offset energy cost at the Laredo Bus Facilities, and smaller efforts such as recycling, LED lights installations at some facilities, and high power hand dryers in place of paper towels as well as the chemical protocol assessment program.

Safety

The safety program area includes various initiatives to improve safety within the MARTA system for MARTA patrons and employees. Some examples of projects within this program area include an on-going safety and health initiative; a phased implementation of vehicle event recorders in MARTA vehicles; and a wayside worker safety equipment pilot.

Customer Service

The customer service program area includes planning, design and implementation of various customer service initiatives. Current projects in this program area include the on-going implementation of rail station concessions, the Authority's mystery rider program and implementation of a travel training initiative. In terms of the station concession program, during this CIP planning window, it is anticipated that the initial food and beverage offering will be expanded by adding convenience, news, gifts and specialty retail concepts.

Performance Management

Performance management includes various research, planning and analysis activities to support CIP projects and Authority business expansion initiatives. It also includes the planning, design and implementation of various Authority strategic planning and performance measurement initiatives.

Asset Management

This program area includes the establishment and on-going expansion of the Authority's asset management program. This includes implementing asset management standards and procedures; planning and conduct of condition assessments of Authority assets; planning for and implementing processes to obtain asset management related certifications; and implementing management systems to support asset management activities and to better integrate asset condition information into the CIP planning cycle.

During FY14, two major initiatives within the asset management program will be initiating the process to obtain PAS 55 - Optimal management of physical assets certification for MARTA; and implementing a new capital planning module of the FASuite asset

CAPITAL BUDGET OVERVIEW

management system to support enhanced identification and prioritization of assets which are ready for replacement as part of the planning for future CIPs.

Design Criteria/Standards

This program area includes the establishment and on-going update of MARTA design criteria and design standards. It also includes design and implementation of configuration management initiatives required for regulatory compliance and to support execution of the CIP.

CIP Planning/Controls

The CIP Planning/Controls program area includes the financial planning and on-going project controls, monitoring and reporting functions required to support delivery of the CIP. It also includes the ongoing effort required to plan for future CIP windows.

During FY14, the Authority is planning to implement enhanced program and project controls and monitoring processes to support delivery of the CIP. This effort will build upon an enhanced CIP planning process that was implemented as part of the development of the FY14 CIP.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

This section identifies the infrastructure supported by the FY14 Capital Improvement Program Budget.

CAPITAL INFRASTRUCTURE

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY14 Capital Improvement Program Budget includes facilities (maintenance and administrative support), revenue rolling stock (rail cars, buses and paratransit vans), rail system infrastructure including rail stations and a vast array of tools and equipment. Maintenance of these assets is critical to ensure a high level of service, reliability and optimized operating costs.

Support Facilities

Maintenance and support facilities are located throughout the Metropolitan Atlanta Area. Projects are in place within the Capital Improvement Program to ensure these facilities receive the capital improvements necessary to maintain them in a state of good repair and to serve their functions in the safest and most economical manner possible. The table below provides a summary of MARTA's support facilities.

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Airport Ridestore	Retail media sales	14
Armour Yard	Heavy Rail Vehicle Maintenance	8
Avondale Administration	Rail system administration	34
Avondale Car Maintenance	Rail car heavy maintenance	34
Avondale Central Control	Rail system operations center	34
Avondale Maintenance of Way	Rail system/infrastructure maintenance	34
Avondale Yard	Rail car storage	34
Avondale Zone Center	ATC Administration	34
Brady Bus Garage	Paratransit operations & maintenance	34
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	37
Candler Center	Record Storage, Police Precinct, Radio Repair	16
Chamblee Yard	Secondary rail car maintenance & inspection	26
College Park Police Precinct	Police precinct & system security	15
Decatur Avenue Radio Shop	Radio repair shop	42
Dunwoody Police Precinct	Police precinct & system security	16
Five Points Police Precinct	Police precinct & system security	19
Five Points Ridestore	Retail media sales	32
Garnett Cash Handling	Fare processing center	31
Georgia Avenue	Systemwide custodial & landscaping services	29
Hamilton Bus Garage	Bus operations, dispatch & maintenance	37
Indian Creek Police Precinct	Police precinct	20
Lakewood Zone Center	Storage	29

CAPITAL INFRASTRUCTURE

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Lindbergh Zone Center	Storage	29
MARTA Headquarters Complex	Authority administration	26
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	52
North Springs Central Cashiering	Ridestore and Parking Cashier	13
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	17
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	13
South Rail Yard	Rail car maintenance & storage	25
West Lake Zone Center	Storage	33

Revenue Rolling Stock

MARTA's FY14 bus fleet currently consists of 531 diesel and compressed natural gas (CNG) buses. The split composition is split between 158 diesel and 373 CNG buses. The average age of the fleet is 8.5 years. MARTA's capital planning process provides for the

replacement of 35ft and 40ft buses on a 12-year cycle or 500,000 mile cycle and 30ft buses on a 10-year or 350,000 mile cycle . This cycle helps increase the fleet reliability and reduce long-term maintenance costs. The make-up of MARTA's bus fleet is shown in the table below.

<i>Service Date</i>	<i>Manufacturer</i>	<i>Lift Equipped</i>	<i>Quantity</i>	<i>Eligible for Retirement</i>
9/00	New Flyer, Low Floor, CNG	Yes	34	FY12
9/01	New Flyer, Low Floor, CNG	Yes	85	FY12
1/01	New Flyer, Low Floor, CNG	Yes	8	FY11
9/02	Orion, Low Floor, CNG	Yes	59	FY14
11/02	Orion, Low Floor, Diesel	Yes	10	FY14
4/04	Orion, Low Floor, Diesel	Yes	39	FY16
9/04	Orion, Low Floor, CNG	Yes	30	FY16
1/05	New Flyer, Low Floor, Diesel	Yes	55	FY16
12/05	New Flyer, Low Floor, Diesel	Yes	54	FY16
2/07	New Flyer, Low Floor, CNG	Yes	55	FY19
3/10	New Flyer, Low Floor, CNG	Yes	102	FY22
Total			531	

CAPITAL INFRASTRUCTURE

Rolling Stock Continued

A paratransit van and small bus fleet consisting of 187 vehicles is also maintained. The current capital planning process provides for the replacement of Mobility vans on a 7-year or 250,000 mile cycle.

This will apply to the new procurement of Mobility vans set to start arriving in July 2013.

<i>Service Date</i>	<i>Manufacturer</i>	<i>Quantity</i>	<i>Eligible for Retirement</i>
2007	GM- Glavel – L-Van	30	FY14
2008	GM- Glavel – L-Van	157	FY15
Total		187	

Rolling Stock Continued

The Authority’s rail car fleet has 338 heavy rail vehicles. These cars were obtained under three procurements and range from new to 33 years in age. A rehabilitation program was completed in FY09 to extend the

maximum useful life of the CQ310 and CQ311 rail cars for an additional 15 years. The CQ312 rail cars are currently an average of nine years old with a life expectancy of 30 years and will not require replacement within immediate future.

<i>Manufacture Date</i>	<i>Contract Model</i>	<i>Manufacturer</i>	<i>Quantity</i>
1979	CQ310	Societe Franco Belge	48
1980	CQ310	Societe Franco Belge	34
1981	CQ310	Societe Franco Belge	20
1981	CQ310	Societe Franco Belge	16
1984	CQ311	Hitachi	6
1985	CQ311	Hitachi	44
1986	CQ311	Hitachi	4
1987	CQ311	Hitachi	42
1988	CQ311	Hitachi	24
2000	CQ312	Breda	10
2001	CQ312	Breda	20
2002	CQ312	Breda	44
2003	CQ312	Breda	12
2004	CQ312	Breda	6
2005	CQ312	Breda	8
		Total	338

CAPITAL INFRASTRUCTURE

Rail System Infrastructure

The current operating rail system consists of 48 miles of double track and 38 passenger stations. The system was originally placed into operation in June 1979 with the latest segments placed into service in December 2000. Capital programs are in place to assure the safety, integrity and maintainability of the rail system encompassing aerial structures,

subway, and the at-grade segments. A map of the rail system is provided in the Appendix of this document. An overview of the rail stations is as follows:

<i>Rail Station</i>	<i>Line</i>	<i>Revenue Service</i>	<i>Parking Capacity</i>
Georgia State	East Line	6/79	0
King Memorial	East Line	6/79	21
Inman Park-Reynoldstown	East Line	6/79	401
Edgewood-Candler Park	East Line	6/79	611
East Lake	East Line	6/79	621
Decatur	East Line	6/79	0
Avondale	East Line	6/79	738
Kensington	East Line	6/93	1,966
Indian Creek	East Line	6/93	2,364
Five Points	West Line	12/79	0
Dome/GWCC/Philips/CNN	West Line	12/79	0
Vine City	West Line	12/79	27
Ashby	West Line	12/79	160
West Lake	West Line	12/79	391
Hamilton E. Holmes (formerly Hightower)	West Line	12/79	1,436
Bankhead	Proctor Creek Line	12/92	12
Civic Center	North Line	12/81	0
North Avenue	North Line	12/81	0
Peachtree Center	North Line	9/82	0
Midtown	North Line	12/82	13
Arts Center	North Line	12/82	29
Lindbergh	North Line	12/84	1,349
Buckhead	North Line	6/96	0

CAPITAL INFRASTRUCTURE

<i>Rail Station</i>	<i>Line</i>	<i>Revenue Service</i>	<i>Parking Capacity</i>
Medical Center	North Line	6/96	167
Dunwoody	North Line	6/96	1,165
North Springs	North Line	12/00	2,378
Sandy Springs	North Line	12/00	1,098
Lenox	Northeast Line	12/84	575
Brookhaven-Oglethorpe	Northeast Line	12/84	1,460
Chamblee	Northeast Line	12/87	1,149
Doraville	Northeast Line	12/92	1,257
Garnett	South Line	12/81	0
West End	South Line	9/82	472
Oakland City	South Line	12/84	350
Lakewood-Fort McPherson	South Line	12/84	1,048
East Point	South Line	8/86	927
College Park	South Line	6/88	2,056
Airport	South Line	6/88	0
TOTAL			24,241

PLANNING PROGRAM

This section identifies the Planning Program of the Capital Improvement Program.

PLANNING PROGRAM OVERVIEW

Planning Program

MARTA's Planning Program is contained within the Capital Improvement Program and consists of three primary components. The components are Regional Transit Planning, Transit Financial Planning and Short-Range Transit Planning.

Regional Transit Planning

This component includes all work done in support of the Atlanta Regional Transportation Planning Program of the Atlanta Regional Commission (ARC). Recent developments include active participation in the recently formed Transit Planning Board that works in coordination with the ARC process. Examples of regional activities include participation in the Transportation Coordination Committee (TCC), clearinghouse reviews and coordination of specific projects within the transit program, and support for the following ARC activities:

- Updating the regional development and regional transportation plan
- Maintaining the transportation planning process
- Assisting in transportation air quality planning
- Participating in suburban transportation and inter-modal studies
- Analyzing sensitive sub-regional issues
- Planning for Transportation System Management Projects
- Developing a congestion management system
- Evaluating MARTA's bicycle access policies and facilities
- Refining transportation demand forecast models
- Preparing transit networks
- Providing technical assistance on transit issues in activities that expand the role of public transit in non-MARTA counties

Long-range planning projects may include:

- Updating data on referendum corridors
- Identifying new corridors for rail and bus system expansion
- Collecting, processing, analyzing and documenting MARTA's National Transit Database (NTD) non-financial operating data
- Activities related to implementing the Clean Air Act Amendments
- Coordinating land use and transportation policies
- Transportation strategic planning and special studies

Transit Financial Planning

This planning component includes the development of long-range financial and business plans for MARTA's expense and revenue management. In support of these plans there will be an ongoing effort which analyzes the impact of reduced federal funds, alternative fare policies and structures, operational alternatives, and alternative funding sources. Also included will be activities related to obtaining Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) flexible funding for transit projects, planning and coordination required to refine and enhance MARTA's strategic planning process.

Short-Range Transit Planning

This planning component provides for work by MARTA staff to refine and continue to apply the transit planning process to define transit services and operating formats and policies required to meet the public transportation needs of the MARTA service area. As part of this component, information about transit riders and non-riders will be captured and applied to system and service development activities.

Major activities will include the identification and development of service plans and strategies for transit markets with growth potential, refinement of existing service plans based on corridor level service needs and route level alignment studies, and special projects including MARTA's strategic planning activities.

Also included are studies to improve the efficiency and effectiveness of MARTA's operation, to coordinate with ARC and Georgia DOT in fulfilling planning requirements of SAFETEA-LU, and provide technical information and support to regional transit planning. Modifications of service levels and analysis of operating policies and programs are also included.

MARTA also maintains an ongoing monitoring program to determine the impact of the rail transit construction and operational demand. Activities will include evaluating the effectiveness of marketing strategies, developing strategies for changing factors which impact ridership, and evaluating demographic changes and their impact on ridership. Research

PLANNING PROGRAM OVERVIEW

support from the Georgia Institute of Technology and Georgia State University is also funded by this component.

Strategies to implement MARTA’s comprehensive service plan and programs for disabled persons and the development of a customer information system will continue to be established. Other activities include studies relating to management operations, capital requirements, and economic feasibility concerning the improved efficiency and effectiveness of MARTA’s transportation system, facilities and equipment. Also included are activities associated with engineering, design and evaluation of transportation facilities and/or projects. These activities consist of items such as: technical studies; engineering and architectural surveys; and the development of plans and specifications.

Planning Processes

In addition to specialized planning studies, many cyclical efforts take place within the Planning Program that support the ongoing operations and management of MARTA. These efforts are interrelated and complement the comprehensive planning program. The table below lists the major plans that are developed and maintained by the Authority on a regular basis.

The Authority’s Strategic Plan forms the backbone of the planning process and guides the development of all other plans. The development of the other plans identified is an iterative process that involves the balancing of competing demands for limited resources in a manner which best serves the Strategic Plan.

The Business Plan serves as the first step in addressing these competing demands and serves to resolve these issues. The Annual Budget then refines the information developed for the Business Plan.

<i>Plan</i>	<i>Purpose</i>	<i>Update Frequency</i>
Strategic Plan	Overall direction and purpose to the Authority	Every Five Years
Strategic Business Plan	Identifies resource allocations to accomplish Strategic Plan	Annually
Annual Operating & Capital Budgets	Refinement of 1st year of Business Plan, annual road map	Annually
Transportation Improvement Program	Linkage between regional and MARTA transportation plans	Annually
Capital Asset Replacement Plans	Identify asset needs, support Annual Budget & Business Plan	Annually
Regional Transportation Plan	Prioritize regional projects for greatest benefit to the region	Every three years
Source and Application of Funds	Analysis of capital financial capacity and status	As Required

CAPITAL SOURCES AND APPLICATIONS OF FUNDS

Sources and Applications of Funds

The following section describes the capital program sources and applications of funds in the format of a ten-year plan.

CAPITAL SOURCES AND APPLICATIONS OF FUNDS

Sources and Applications of Funds

The following table describes the capital program sources and applications of funds in the format of a ten-year plan. The information

includes a beginning balance derived from prior year carryover, forecast revenues, forecast Capital Improvement Program expenditures, forecast debt service, and ends with the forecast yearend balance.

**Metropolitan Atlanta Rapid Transit Authority
FY14-FY23 Capital Program Sources and Uses of Funds
[\$millions]**

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	Totals
Beginning Balance	64.7										
Revenues											
Sales Tax	174.7	181.2	189.5	198.6	210.7	222.9	229.5	235.3	249.1	263.2	2,154.7
Federal Funds	51.7	40.4	14.3	17.2	18.9	12.9	13.0	13.0	23.1	49.3	253.8
Other Revenue	2.7	2.7	2.8	2.9	3.0	3.0	3.1	3.2	3.3	3.3	30.0
Debt Issue	138.0	240.0	231.0	192.0	161.0	186.0	241.0	200.0	114.0	42.0	1,745.0
Total Sources of Funds	431.8	465.7	438.7	412.0	395.0	426.0	487.9	452.6	390.4	359.1	
Expenditures											
Capital Program Summary	289.4	316.8	273.7	234.9	209.0	229.4	276.6	229.2	199.4	164.1	2,422.4
Debt Service (Bonds & CP)	141.1	147.8	163.7	175.6	184.8	195.3	210.3	222.4	189.8	193.8	1,824.6
Total Uses of Funds	430.5	464.5	437.4	410.5	393.8	424.7	486.8	451.6	389.2	357.9	

CAPITAL PROJECTS SUMMARY

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY14. The total funds budgeted for capital improvement is \$289,398,031.

APPROVED PROJECTS SUMMARY

Approved Ten-year by Program

[\$ In Thousands]

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
1. Vehicles	65,509	62,230	70,579	57,200	66,352	65,791	46,901	42,140	41,600	49,232
2. Facilities & Stations	55,057	50,570	33,600	17,430	26,433	31,799	48,884	36,721	45,864	27,050
3. Maintenance of Way	14,044	10,834	2,777	3,939	1,565	5,045	4,786	3,811	3,346	1,800
4. Systems	131,403	169,320	143,275	136,968	95,437	106,703	155,914	116,337	79,596	55,464
5. Non-Asset	23,383	23,808	23,456	19,364	19,185	20,058	20,084	30,224	30,588	32,119
Total Approved Projects	289,398	316,761	273,687	234,901	208,971	229,397	276,568	229,232	200,995	165,665

Approved Capital Project Ten-Year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY14 to FY23.

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>1. Vehicles</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
30100 Service Vehicles	150	125	150	150	150	150	150	210	210	210
31465 CQ310 & CQ311 Rail Car Rehab	278	0	0	0	0	0	0	0	0	0
31591 Overhaul Bus Engines	275	167	167	177	145	135	135	135	135	135
31592 Rehab Bus Transmissions	100	289	307	251	234	234	234	234	234	234
31669 Bus Midlife Overhaul	0	0	0	1,800	2,400	2,100	4,100	4,100	4,100	4,100
31691 CQ312 42M	0	0	1,718	1,761	1,793	1,827	1,861	1,897	1,933	1,970
31726 CQ311 42M	2,632	2,632	2,199	2,253	2,294	2,368	2,379	381	0	0
31728 LCARE Program: CQ312 Overhaul	525	524	4,400	8,100	9,200	12,760	2,115	0	0	0
31748 FY14 Bus Procurement	44,000	45,000	44,000	26,659	26,659	26,659	26,659	26,659	26,659	26,659
31758 CQ312 60M	0	0	1,411	1,447	1,474	1,502	1,531	1,560	1,591	1,622
31759 CQ312 84M	2,135	2,135	3,217	3,309	3,365	3,422	3,480	3,541	3,604	3,668
31760 CQ311 60M	0	0	941	965	984	1,023	1,023	189	0	0
31761 CQ311 84M	0	0	0	0	0	2,658	0	0	0	0
31888 FY14 Paratransit Vans	9,710	2,210	2,210	2,210	9,710	9,710	2,210	2,210	2,210	9,710
31918 Service Vehicles for Police	166	124	162	314	301	382	274	274	174	174
31926 CQ312 Rail Car Mod Program	1,060	2,950	4,054	3,179	2,950	112	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>1. Vehicles</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
31959 Door Safety Interlock	296	891	1,113	0	0	0	0	0	0	0
32125 MARTA Reliability Centered Lifecycle Enhancement Program	0									
32130 CQ310 CQ 311 Rail Car Replacement Program	200	1,201	0	0	0	0	0	0	0	0
32131 Rail Car Rotables (FY14-FY23)	750	750	750	750	750	750	750	750	750	750
32133 CQ310 42M	2,848	2,848	2,981	3,055	3,109	0	0	0	0	0
32134 CQ310 60M	385	385	799	819	835	0	0	0	0	0
1. Vehicles Total	65,509	62,230	70,579	57,200	66,352	65,791	46,901	42,140	41,600	49,232

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>2. Facilities & Stations</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
30600 Office Equipment	15	15	15	15	15	15	15	15	15	15
30640 Furniture	25	25	25	25	25	25	25	25	25	50
30740 Small Tools & Equipment	175	150	200	200	200	200	200	500	500	500
31098 Hamilton Blvd UST Program	346	352	358	365	372	378	386	393	401	408
31305 Roofing Rehabilitation Program	1,500	1,400	2,500	2,500	2,500	2,500	7,825	9,500	9,500	9,500
31325 UST Management	186	189	191	193	196	198	201	204	207	210
31335 Brady UST Program	326	330	335	340	123	125	128	130	133	136
31346 Laredo UST Program	250	325	328	250	180	183	186	189	192	195
31537 Georgia Avenue UST Program	325	329	333	336	340	344	348	352	357	361
31589 Bus Shelters and Benches	179	193	196	200	203	207	211	214	218	222
31616 Arts Center Roof Rehab	1,095	0	0	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	150	0	0	0	0	0	255	1,911	1,875	255
31672 Hamilton Bus Facility	2,400	26,358	17,572	680	0	0	0	0	0	0
31734 Rail Supervisor Booths	0	0	0	0	0	0	0	0	700	1,724
31812 West Lake TCR Waterproofing and Renovations	6	0	0	0	0	0	0	0	0	0
31956 Train Wash Replacement	0	0	0	0	0	0	0	565	6,705	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>2. Facilities & Stations</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
31967 Laredo Facility Solar Canopies	30	0	0	0	0	0	0	0	0	0
31970 Integrated Operations Center	1,343	1,215	1,226	0	0	0	0	0	0	0
31973 Annex Roof Rehabilitation	14	0	0	0	0	0	0	0	0	0
31980 Doraville Structural Rehab	2,251	0	0	0	0	0	0	0	0	0
32061 Replace Bus Maintenance Equipment	1,215	0	0	0	5,171	2,548	0	0	0	0
32063 Brady Mobility Facility	20,000	8,690	0	0	0	0	0	0	0	0
32067 Browns Mill Systems Renovation	0	0	0	0	0	742	9,295	2,129	36	0
32068 Laredo Systems Renovation	0	0	0	0	0	500	9,861	5,257	56	0
32069 Perry Systems Renovation	0	0	0	0	0	0	900	1,820	11,859	200
32076 Printshop Equipment Lease	97	97	97	141	105	105	105	105	105	105
32091 Bus Wash Systems Replacement	878	788	798	0	0	0	0	0	0	0
32092 Fall Protection System Install	250	0	0	0	0	0	0	0	0	0
32099 Cyclone Blower Systems Installation	1,250	1,312	0	0	0	0	0	0	0	0
32104 Station Access Program	908	155	158	161	164	166	170	173	176	179
32109 Standby Power Supply Replacement: Generators	474	577	247	300	300	2,000	1,121	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

2. Facilities & Stations	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
32121 Armour Yard Vehicle Maintenance Facility Ventilation	78	268	0	0	0	0	0	0	0	0
32123 MARTA HQ Renovation	787	0	0	0	0	0	0	0	0	0
32124 Facilities Upgrade Program	7,500	7,250	7,500	7,500	7,500	9,000	12,628	12,715	12,804	12,896
BB003 Rail Car Cleaning Platforms	0	0	0	0	638	2,680	700	20	0	0
F0143 Buckhead Station Nrth Entrance	11,004	50	0	0	0	0	0	0	0	0
G1001 Avondale Vehicle Maintenance Facility Jack/Lift Up	0	0	0	2,265	4,035	0	0	0	0	0
G1003 Avondale Vehicle Maintenance Facility	0	0	0	0	556	7,920	3,575	53	0	0
G1003A Avondale Maintenance Facility Concept Definition	0	0	0	100	0	0	0	0	0	0
G1006 Propulsion Bench Test Equipment	0	0	0	0	120	1,151	0	0	0	0
G1031 Sandy Springs Parking Deck Rehabilitation	0	0	0	0	400	300	750	450	0	0
G1050 Back-up Integrated Operations Center	0	500	1,400	0	0	0	0	0	0	0
POC06 Bus and Rail Training Simulators	0	0	0	0	3,215	0	0	0	0	0
POC08 Safety QA Office Renovations	0	0	0	0	0	0	0	0	0	94

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

2. Facilities & Stations	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
POC41 Rail Car Mover Procurement	0	0	0	0	74	512	0	0	0	0
POC45 Avondale Wheel Truing Replacement	0	0	120	1,860	0	0	0	0	0	0
2. Facilities & Stations Total	55,057	50,570	33,600	17,430	26,433	31,799	48,884	36,721	45,864	27,050

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>3. Maintenance of Way</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
31662 Structural Rehabilitation	2,320	750	0	0	0	0	0	0	0	0
31701 Rpl Running Rail & Yrd Sw Ties	975	0	0	0	0	0	0	0	0	0
31739 Decatur Tunnel Remediation	0	0	0	177	110	1,804	58	0	0	0
31810 CN915 & CE530 Girder	10	0	0	0	0	0	0	0	0	0
31811 Girder Grout & Seal	0	315	2,027	2,258	0	0	0	0	0	0
31813 At-Grade Track Slab Rehab	5,000	500	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	0	0	0	205	205	1,741	1,729	0	0	0
31833 Rpl Running Rail & Yrd Sw Ties	5,739	8,769	0	0	0	0	0	0	0	0
31934 Repl. Impedance Bonds Ph 2	0	500	750	1,050	1,000	1,000	1,000	2,000	2,000	1,050
31978 Structural Assess & Correct 2	0	0	0	250	250	500	500	1,150	1,150	750
31979 W Lk Drain & Holmes E Abut Reh	0	0	0	0	0	0	0	661	196	0
32107 Maintenance of Way - Rail Work Cars	0	0	0	0	0	0	1,499	0	0	0
3. Maintenance of Way Total	14,044	10,834	2,777	3,939	1,565	5,045	4,786	3,811	3,346	1,800

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

4. Systems	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
30540 Security Related Equipment	250	250	0	0	0	0	0	0	0	0
31449 Upgrade Fare Collection System	2,950	1,200	1,500	1,500	2,000	12,000	52,000	26,108	6,658	7,257
31583 Facilities Security	762	762	0	0	0	0	0	0	0	0
31614 Upgrade Aging Equipment - Server	0	0	0	0	0	4,500	3,500	4,500	5,126	3,878
31624 ERP/EAM System	1,548	1,470	1,360	1,400	2,200	2,100	2,000	2,000	2,000	1,900
31626 Upgrade Aging Equipment - Desktop	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
31643 CNG Facility at Perry Blvd	550	0	0	0	0	0	0	0	0	0
31644 Canine Training Program (100 Fed Non-ARRA)	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	7,100
31651 Replace UPS Systems	225	175	47	49	50	0	0	0	0	0
31683 Auxiliary Power Switch Gear	50	0	0	0	0	0	0	0	0	0
31684 Voice Com Infrastructure	1,250	1,000	1,000	2,000	8,000	7,000	10,000	10,500	2,482	1,349
31687 Repl Impedance Bonds Ph 1	399	525	0	0	0	0	0	0	0	0
31689 Wayside Encroachment Detection	0	0	0	0	0	0	0	2,012	2,296	2,440
31690 Loops/Interlockings Phs 2 & 3	5,300	4,276	500	0	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

4. Systems	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
31698 Fire Protection Systems Upgrade	16,407	21,454	8,114	0	0	0	0	0	0	0
31703 Train Control Systems Upgrade	21,550	30,385	34,871	36,285	0	0	0	0	15,599	0
31704 Traction Power Substation (TPSS) & Gap Breaker (GBS) Program	2,750	5,400	6,000	4,000	5,850	13,998	10,383	4,000	4,000	4,000
31705 Emergency Trip Sts Gr 2: South	1,800	0	0	0	0	0	0	0	0	0
31707 Tunnel Lighting	3,700	3,700	3,700	3,700	3,200	610	0	0	0	0
31709 Audio Visual Information System (AVIS)	5,538	18,927	18,736	18,547	4,284	0	0	0	0	0
31733 IT Data Center Rehabilitation	1,537	275	275	275	275	275	275	275	875	875
31840 AF Track Circuit Modules	2,245	2,853	0	0	0	0	0	0	0	0
31853 Emergency Trip Sts Gr 2: South	1,000	1,436	2,782	4,050	4,050	2,792	124	0	0	0
31893 Upgrade Aging Equipment - Network	250	250	2,479	2,123	2,572	3,192	5,463	3,479	1,758	3,922
31900 Homeland Sec Access Controls	1,188	487	312	666	775	566	0	0	0	0
31927 Elevator Rehabilitation	1,500	2,500	2,500	4,500	4,500	5,997	8,267	8,267	3,798	867
31936 CCTV System Expansion	4,023	7,116	4,060	0	0	0	0	0	0	0
31939 Security Training & Awareness	1,500	1,200	300	300	300	300	300	300	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

4. Systems	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
31968 RSCC Stabilization	1,300	1,933	437	0	0	0	0	0	0	0
31969 Lighting Controls Upgrade	35	0	0	0	0	0	0	0	0	0
31977 Rehab Tunnel Ventilation Fans	1,669	14,622	22,920	22,527	22,728	20,327	23,250	12,000	1,497	0
31984 Vital Relays with Processors	0	0	0	0	0	0	500	5,763	8,063	0
31985 Digital T/C Systemwide	0	0	0	0	0	0	2,500	2,500	2,500	2,500
31987 Future Radio Infrastructure	1,500	10,500	4,973	4,264	8,700	6,248	6,645	345	345	676
31991 Oracle Applications Compl Upgrade	196	0	0	0	0	0	0	0	0	0
31992 Enterprise Appls Security Mgmt	558	0	0	0	0	0	0	0	0	0
31993 Auto Parking Control System	400	0	0	0	0	1,908	2,903	0	0	0
31995 Purch Card Industry Compliance	500	24	0	0	0	0	0	0	0	0
31999 Vehicle Security Cameras	7,270	1,576	0	0	0	0	0	0	0	0
32000 Video Analytics	2,173	1,012	100	0	0	0	0	0	0	0
32001 Clean Fuel Bus Technology Test	775	0	0	0	0	0	0	0	0	0
32060 TPSS SS1 Equipment Rplcment	1,800	34	0	0	0	0	0	0	0	0
32062 UPS Replacement Program	876	4,555	4,894	3,235	3,235	2,282	1,310	3,502	3,000	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

4. Systems	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
32064 CNG Protection Systems Upgrade	3,000	8,806	1,726	0	0	0	0	0	0	0
32072 Telephone Sustainability	1,550	1,653	1,780	1,896	650	0	0	0	0	0
32074 DWDM Communications Upgrade - Delayed Start	0	0	0	0	0	0	0	6,904	0	0
32077 Trapeze Full Suite Upgrade	3,103	0	0	0	300	0	0	0	300	0
32079 Vendor Managed Inventory	588	0	0	0	0	0	0	0	0	0
32081 AFC Smart Card Reader Upgrade	8,098	0	0	0	0	0	0	0	0	0
32087 Comm. Emergency Response Team	10	10	10	10	0	0	0	0	0	0
32088 Hi-Rail Security Upgrade	0	0	0	0	350	500	1,050	1,055	0	0
32089 Security and Emergency Mgmt	800	504	2,500	2,600	1,702	1,240	0	0	0	0
32096 Lighting Fixtures Upgrade	826	2,262	1,275	4,631	5,275	3,055	249	0	0	0
32097 Escalators Gr 2	2,500	2,500	4,000	8,000	5,614	8,014	14,095	14,142	8,760	11,920
32100 Enterprise Data Storage Upgrade	1,204	1,000	2,125	1,500	1,000	2,350	4,000	1,000	1,350	1,050
32102 Merchant Services	498	0	0	0	0	0	0	0	0	0
32110 Risk Management Information System (RMIS) Upgrade	1,193	14	0	0	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

4. Systems	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
32118 Data Center Replacement	520	0	0	0	0	0	0	0	0	0
32119 Enterprise Wireless LAN Systems Upgrade - FY '14 Funding Only	200	0	0	0	0	0	0	0	0	0
32120 SharePoint Departmental Special Projects - FY '14 Funding Only	520	0	0	0	0	0	0	0	0	0
32122 Avondale Fire Hydrant System Renovation	1,000	4,200	500	0	0	0	0	0	0	0
32126 ItsMARTA.com and Mobile Upgrade	1,203	438	0	0	0	0	0	0	0	0
32127 HEAT Upgrade	166	935	0	0	0	0	0	0	0	0
32128 DEO Automation	500	500	500	151	0	0	0	0	0	0
32129 Enterprise Technology Security	500	500	500	1,500	1,500	1,350	1,000	1,000	1,350	1,000
G1009 Electrical Sub-Metering for Transit Facilities	0	0	0	0	0	0	0	585	1,740	2,080
POC05 Bus and Rail Supervisor Street Management Tablets	0	0	0	0	0	0	0	0	0	55
POC10 Software for Safety and Env	0	0	0	0	0	0	0	0	0	95
POC15 Bring Your Own Device	0	0	400	360	0	0	0	0	0	0
POC17 Chemical Detection System	0	0	0	800	227	0	0	0	0	0
4. Systems Total	131,403	169,320	143,275	136,968	95,437	106,703	155,914	116,337	79,596	55,464

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>5. Non-Asset</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
30940 General Planning	3,059	3,142	3,227	3,840	3,405	3,499	3,595	3,693	3,817	3,817
31078 Unallocated Insurance	35	35	35	35	35	35	35	35	35	35
31106 Financial Planning	1,023	1,047	1,073	1,099	1,125	1,152	1,180	1,209	1,238	1,238
31137 Pollution Prevention Plan	825	831	838	844	851	857	865	873	880	888
31237 Safety & Health Program	750	785	766	774	782	790	799	808	817	826
31314 Hazardous Materials Mgmt Plan	301	303	305	308	310	313	315	318	321	324
31490 TOD General Planning	850	867	885	903	922	941	961	981	1,002	1,024
31570 I-20 East Corridor AA/DEIS	2,000	2,000	2,000	2,000	0	0	0	0	0	0
31571 Asbestos Abatement	350	353	357	360	363	367	370	373	377	381
31717 Clifton Corridor AA	2,700	2,900	2,136	0	0	0	0	0	0	0
31735 Configuration Management	1,091	1,091	1,091	1,091	1,091	1,455	1,455	1,455	1,455	1,455
31738 Asset Management Program	527	250	250	0	0	0	0	0	0	0
31741 Environmental Greening Init.	188	188	188	188	188	223	226	228	230	233
31904 Research & Analysis Planning	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750	3,750
31905 Mystery Rider Prgm Planning	609	628	646	666	686	706	727	749	772	795
31906 Strat Performance Planning	546	562	579	596	614	633	652	671	691	712
31912 I-20 East Project Development	0	0	0	0	0	0	0	9,726	9,757	9,909

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

<u>5. Non-Asset</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
31963 Rail Station Concessions	600	600	500	262	270	278	286	295	304	313
31964 Travel Training - Complete Current	25	0	0	0	0	0	0	0	0	0
31988 Vehicle Event Recorders	0	0	0	0	108	1,146	150	255	128	128
31996 Regional Transit Comm Planning	104	110	117	124	131	120	124	128	131	135
31997 Regional Service Plan & Coord	169	185	196	208	221	202	208	214	221	228
32083 West Line Extension Assessment	60	0	0	0	0	0	0	0	0	0
32084 North Line Transit Assessment	1,700	2,150	2,335	0	0	0	0	0	0	0
32085 Environmental Mgmt System	450	457	465	473	482	490	499	508	517	526
32105 Scoping and Screening of Future CIP Projects	600	525	640	640	640	640	2,574	2,636	2,699	2,764
32106 Project Delivery/Project Controls Improvement Initiative	675	650	675	675	675	675	800	800	800	800
32108 Wayside Worker Safety Equipment Pilot	0	0	0	0	0	0	0	0	125	65
32111 Short Range Planning Projects	296	299	301	303	305	410	414	417	421	424
32132 Environmental Management - Annual Fee Program	100	100	100	100	100	100	100	100	100	100
G1021 MARTA Design Criteria Update	0	0	0	125	2,130	1,275	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY14 to FY23.

(\$ In Thousands)

5. Non-Asset	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
POC09 DSQA Authoritywide Oversight Program	0	0	0	0	0	0	0	0	0	1,000
POC22 Systemwide Safety Awareness Program	0	0	0	0	0	0	0	0	0	250
5. Non-Asset Total	23,383	23,808	23,456	19,364	19,185	20,058	20,084	30,224	30,588	32,119
Approved Projects Total	289,398	316,761	273,687	234,901	208,971	229,397	276,568	229,232	200,995	165,665

Operating Budget Impact

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2014 through 2016.

OPERATING BUDGET IMPACT

Operating Budget Impact

The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2014 through 2016 [\$.].

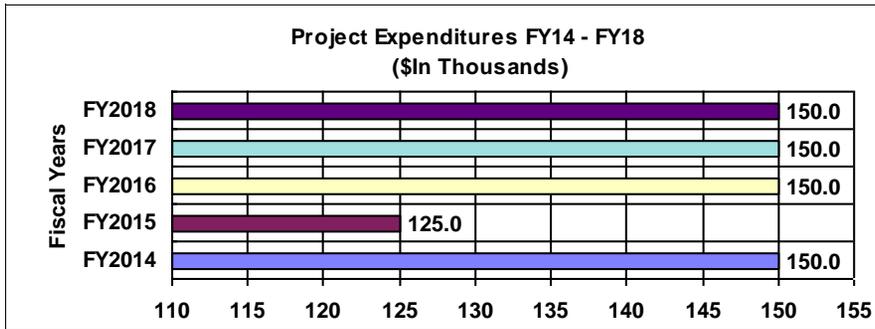
Major Program Name/ Project Number	Project Name	FY2014 Operating Budget Impact (\$)	FY2015 Operating Budget Impact (\$)	FY2016 Operating Budget Impact (\$)	Total FY2014 - FY2016
Systems		7,501,294	7,822,322	7,866,967	23,190,583
31449	Upgrade Fare Collection System	6,534,327	6,855,355	6,900,000	20,289,682
31684	Voice Com Infrastructure	633,410	633,410	633,410	1,900,230
31707	Tunnel Lighting	334,870	334,870	334,870	1,004,610
31733	HQ Data Center Rehabilitation	26,745	26,745	26,745	80,235
31893	Upgr Aging Equipment - Network	41,860	41,860	41,860	125,580
31969	Lighting Controls Upgrade	(942,750)	(942,750)	(942,750)	(2,828,250)
31995	Purch Card Industry Compliance	22,500	22,500	22,500	67,500
32064	CNG Protection Systems Upgrade	100,000	100,000	100,000	300,000
32077	Trapeze Full Suite Upgrade	53,000	53,000	53,000	159,000
32079	Vendor Managed Inventory	157,332	157,332	157,332	471,996
32089	Security and Emergency Mgmt	540,000	540,000	540,000	1,620,000
Facilities & Stations		298,284	298,284	298,284	894,852
31967	Laredo Facility Solar Canopies	(107,835)	(107,835)	(107,835)	(323,505)
F0143	Buckhead Station Nrth Entrance	406,119	406,119	406,119	1,218,357
Non-asset		(1,322,000)	(1,310,772)	(1,370,000)	(4,002,772)
31738	Asset Management Program	48,000	59,228	-	107,228
31963	Rail Station Concessions	(650,000)	(650,000)	(650,000)	(1,950,000)
31964	Travel Training	(720,000)	(720,000)	(720,000)	(2,160,000)
Grand Total		6,477,578	6,809,834	6,795,251	20,082,663

Approved Project Detail

The following report provides details for FY14 approved projects. The data displays cost, scope, and the operating impacts of the projects.

APPROVED PROJECT DETAIL

30100 Service Vehicles



Project Scope

The scope of this project is to purchase Bus Supervisor vehicles and any other NRV that is justified for replacement through a cost assessment.

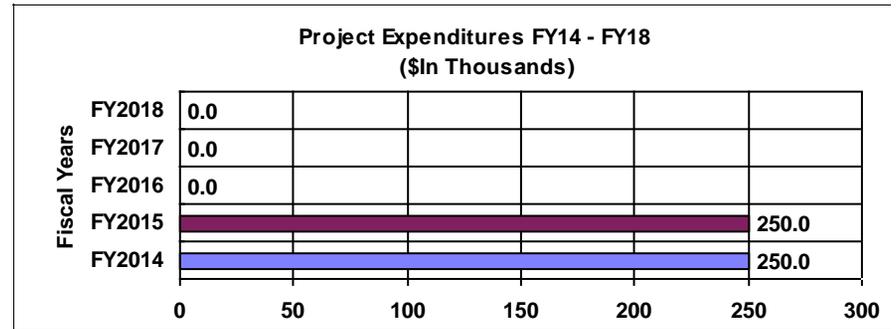
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

30540 Security Related Equipment



Project Scope

This project provides for security equipment and security projects to replace equipment that is no longer serviceable, efficient, or relevant to the security needs of the Authority, such as weapons, Kushman vehicles, sky watch towers, and implement security projects as required to maintain the immediate safety and security of MARTA's patrons and employees.

Operating Budget Impact

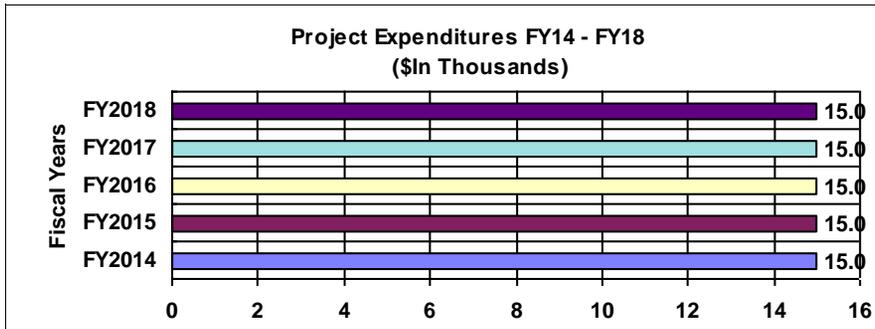
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

30600 Office Equipment



Project Scope

This project provides for the procurement of office equipment Authority-wide; this will include the procurement of new equipment upgrade, replacement, and/or capital leasing.

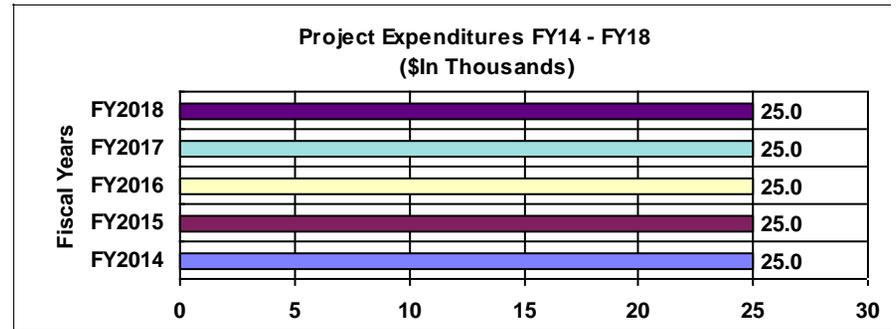
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

30640 Furniture



Project Scope

This project provides for the procurement of office furniture and furnishings Authority-wide. These items must meet the capital threshold requirements.

Operating Budget Impact

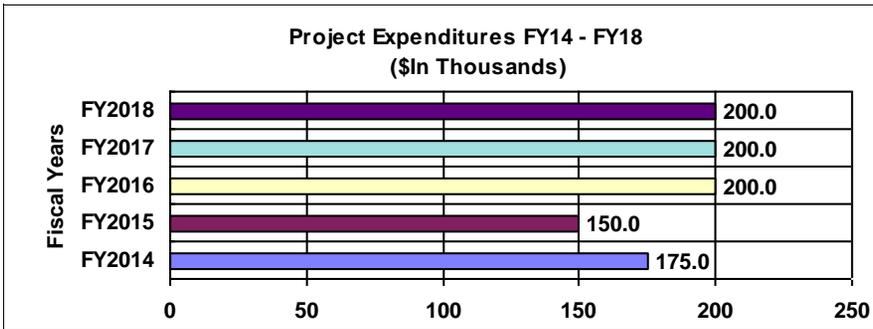
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

30740 Small Tools & Equipment



Project Scope

This program provides for the procurement of small tools, shop equipment, machinery, and spare parts for the equipment to support the operations of the rail and bus fleets, maintenance of facilities, and maintenance of the rail line. These items must meet capital threshold requirements.

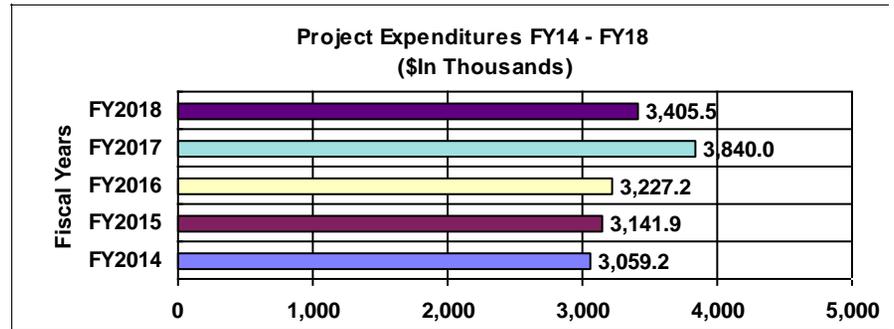
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

30940 General Planning



Project Scope

The scope of this project is to compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. Additionally, activities under this scope include conceptual and initial planning for other Authority-sponsored planning initiatives such as updates of the rail station patronage forecasts/mode of access analysis, the bus stop inventory, Alternative Fare Strategy analysis, Expansion Strategy development, programs that support compliance to the Americans with Disabilities Act (ADA), customer travel patterns and other regional planning activities related to positioning MARTA favorably.

Operating Budget Impact

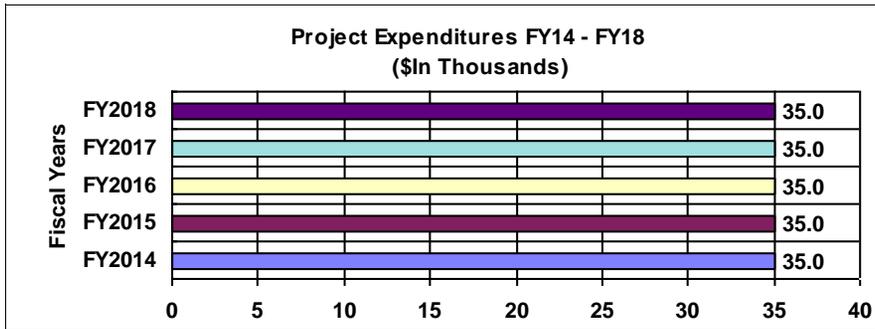
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31078 Unallocated Insurance



Project Scope

This project provide for insurance costs that cannot be charged directly or allocated to any particular capital project. Particularly the planned close out of the legacy construction wrap-up program insurance program that was in place from MARTA's inception to June, 2003. Due to the number of years the program was in place there are still open claims and reserves that are adjusted on an annual basis. In calendar year 2008 the Office of Risk Management began to pursue the close out of this program. In order to close out the program, MARTA will need to provide final funding to the insurance company to cover all remaining open claim reserves. All of the projects that the legacy wrap-up covered are now closed out. Therefore, the funding will need to come from this account.

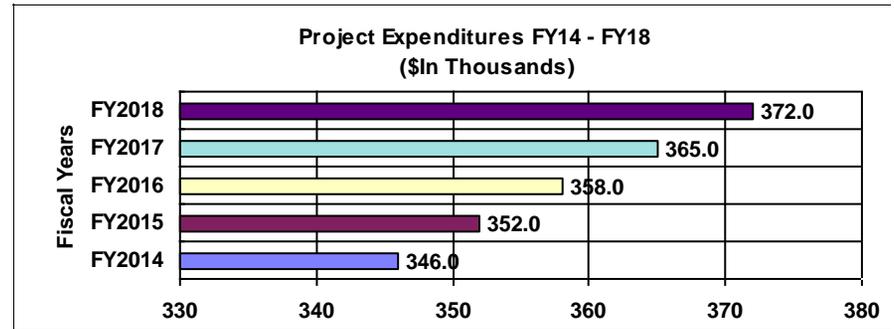
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31098 Hamilton Blvd UST Program



Project Scope

This project provides funding for continued efforts for groundwater contamination clean-up. MARTA is required to meet the GA EPD corrective action clean-up goals according to the federal and state regulations. The state also requires MARTA to develop and implement a corrective action plan (CAP) geared toward site closure. The CAP must provide for remedial technologies and site wide monitoring and reporting. Funds from this capital program are applied to meet the requirements and state mandates.

Operating Budget Impact

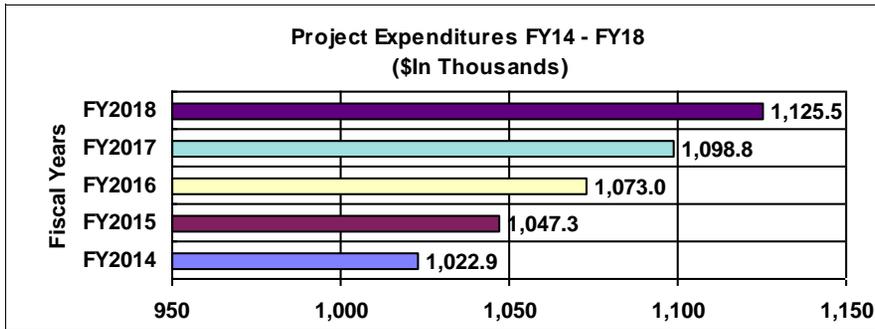
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31106 Financial Planning



Project Scope

The scope of this project encompasses several areas associated with Financial Planning. The project supports the capital financial planning efforts of the Office of Treasury Services, financial advisory and legal services related to financial planning and/or transaction proposal evaluation, subscription services for financial analysis and financial market research and the sponsorship and sales tax forecast fees from the GSU Economic Forecasting Center. In addition, due to the financial nature of MARTA's lobbying efforts, the project directly addresses MARTA's lobbying cost. It also supports the MARTA Energy Savings Program and the consultant fees derived from it.

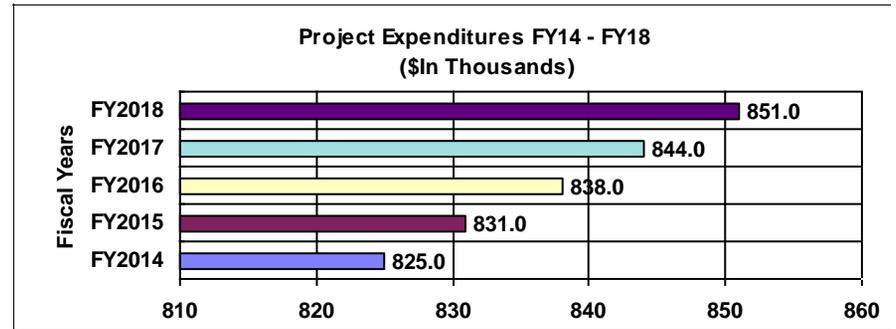
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31137 Pollution Prevention Plan



Project Scope

This project provides for developing and implementing a Storm Water Pollution Prevention Plan (SWPPP) and Spill Prevention plans (SPCC) for all bus and rail maintenance facilities. Programs and Plans require to be updated every five years or when significant operations change.

Operating Budget Impact

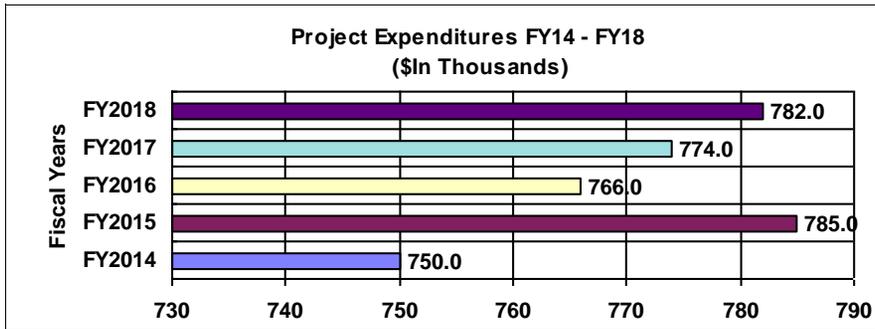
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31237 Safety & Health Program



Project Scope

This project provides safety and health services including, but not limited to, safety assessments, development of corrective action plans, mandated safety projects, and procedures for compliance issues. It differs from the Wellness Program administered by Human Resources in that it provides for air quality studies, asbestos assessments, industrial hygiene, etc.

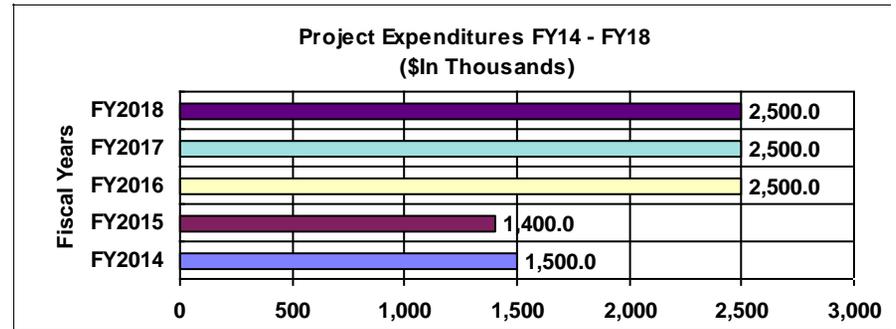
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31305 Roofing Rehabilitation Program



Project Scope

The current project scope is to continuously inspect, rehab and replace the 200+ roofs that MARTA has.

Operating Budget Impact

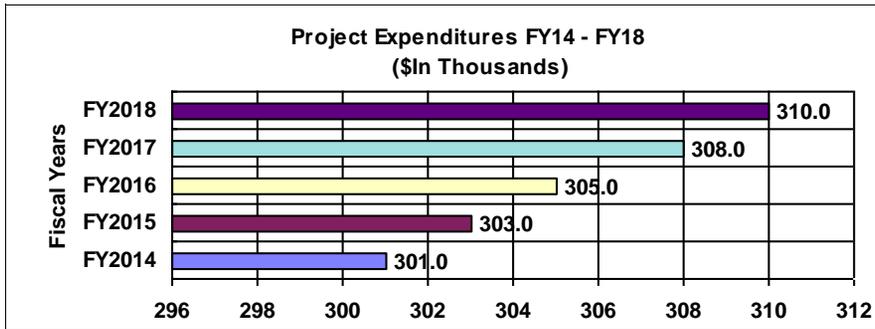
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31314 Hazardous Materials Mgmt Plan



Project Scope

This project provides funding necessary for air permitting assistance, hazardous waste management, and contract and regulatory program development. The work scope also includes development of hazardous material management programs to be incorporated in operations and procurement. Funding from this program provides regulatory assistance to the Authority during hazardous waste and air permit inspections conducted by federal and state regulatory agencies.

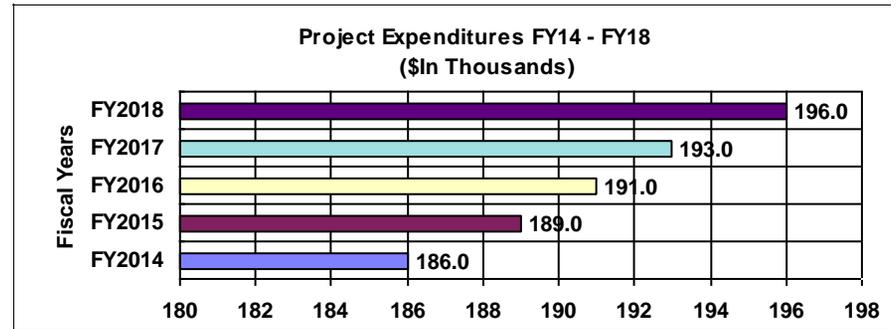
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31325 UST Management



Project Scope

The scope of this project is to bring MARTA's underground storage tanks (UST's) into compliance with relevant environmental regulations. The project consists of four parts: completion of the UST assessment and report, development of a long range capital upgrade and replacement plan for the UST's, establishment of an operations and maintenance program for all UST's, and management of all UST related projects, including assessment and removal of contamination resulting from leaking UST's.

Operating Budget Impact

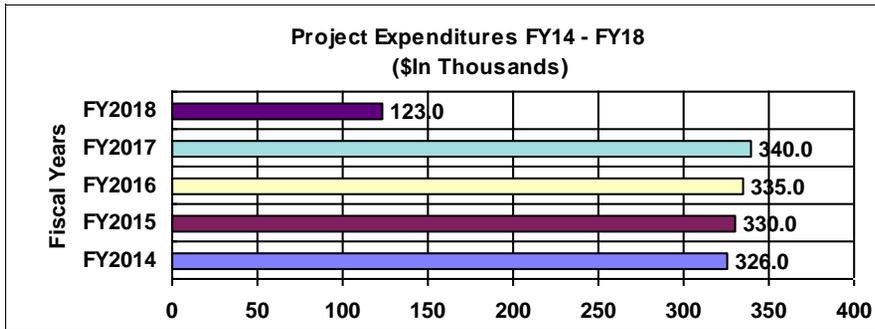
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31335 Brady UST Program



Project Scope

This project provides funding for continued efforts for groundwater contamination clean-up. MARTA is required to meet the GA EPD corrective action clean-up goals according to the federal and state regulations.

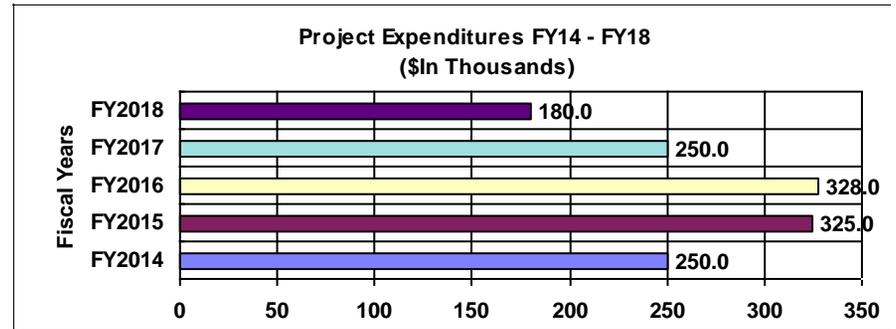
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31346 Laredo UST Program



Project Scope

This project provides funding for continued efforts for groundwater contamination clean-up. MARTA is required to meet the GA EPD corrective action clean-up goals according to the federal and state regulations.

Operating Budget Impact

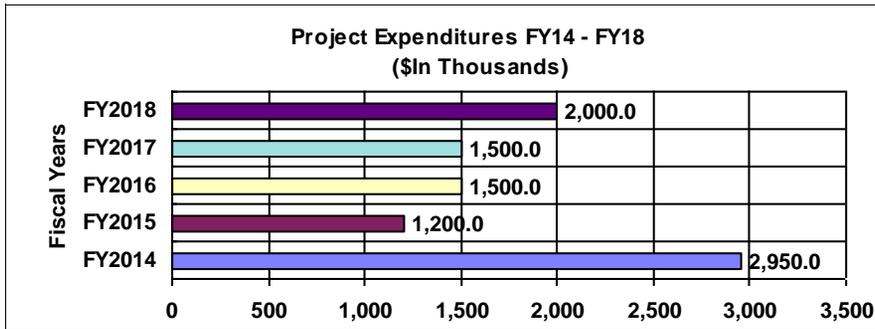
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31449 Upgrade Fare Collection System



Project Scope

The scope of this project is to replace an aging token fare collection system with a new smart card system wide fare collection system that would expand across regional transit agencies. The project included new rail fare collection equipment, bus fare equipment, Paratransit (Mobility) fare equipment, parking, and revenue control equipment. The project also included procurement for technology hardware and software implementation.

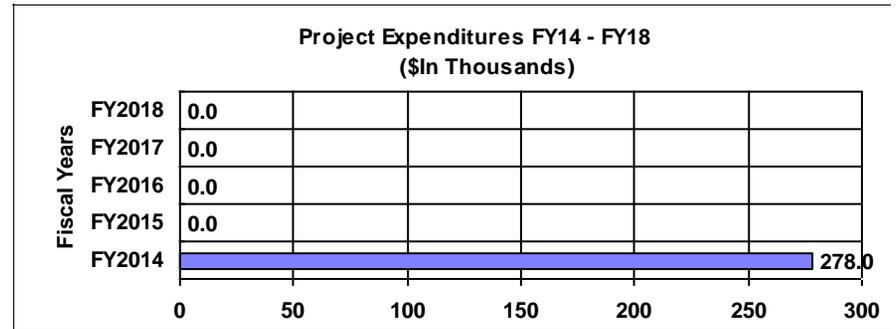
Operating Budget Impact

These costs cover the maintenance of the fare collection equipment and software throughout the Authority as outlined in contract with CUBIC (vendor).

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
6,534,327	6,855,355	6,900,000

31465 CQ310 & CQ311 Rail Car Rehab



Project Scope

The scope of this project is to develop and implement a rehabilitation program for the existing CQ310 and CQ311 rail cars fleet.

Operating Budget Impact

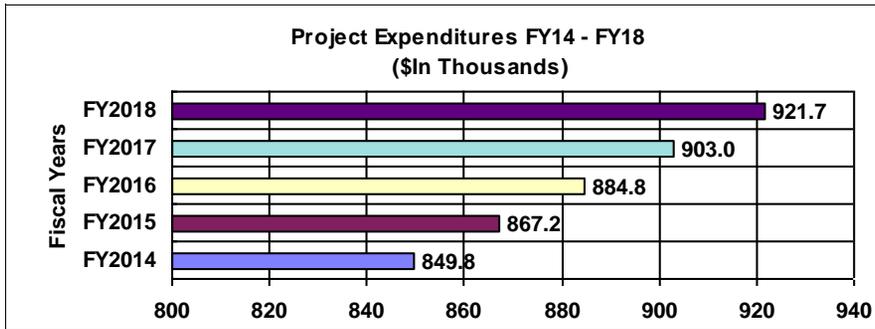
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31490 TOD General Planning



Project Scope

This project expands planning activities in support of transit oriented developments (TODs) on MARTA-owned land at or near transit stations. Activities include conceptual planning, site evaluation, market analysis, planning and land use, real estate appraisal, preparation of marketing materials and requests for proposals (RFPs), legal support and MARTA staff time.

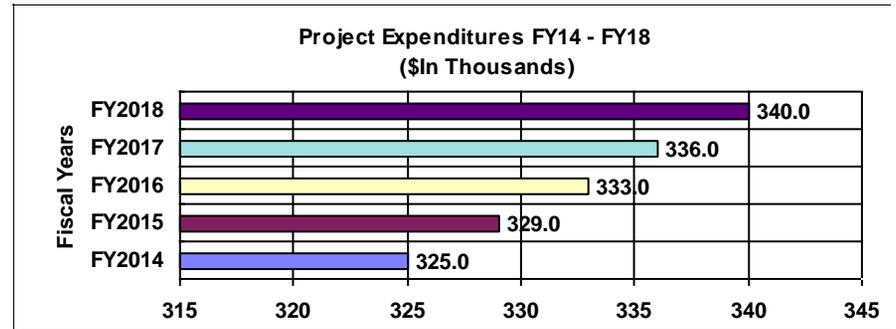
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31537 Georgia Avenue UST Program



Project Scope

This project provides for assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks.

Operating Budget Impact

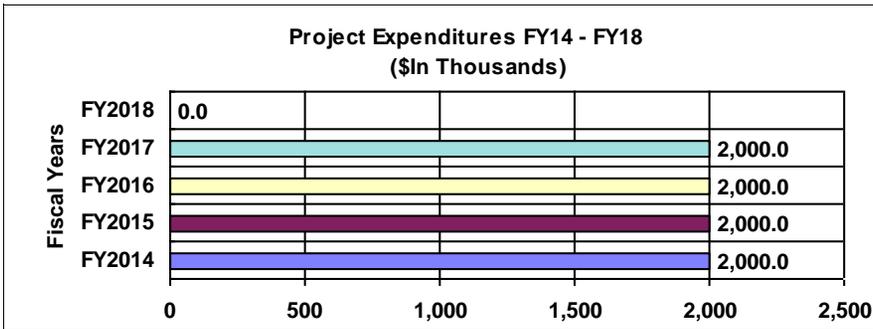
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31570 I-20 East Corridor AA/DEIS



Project Scope

This project conducts initial planning and required studies in preparation for construction of high capacity transit in the South DeKalb "I-20 East Corridor."

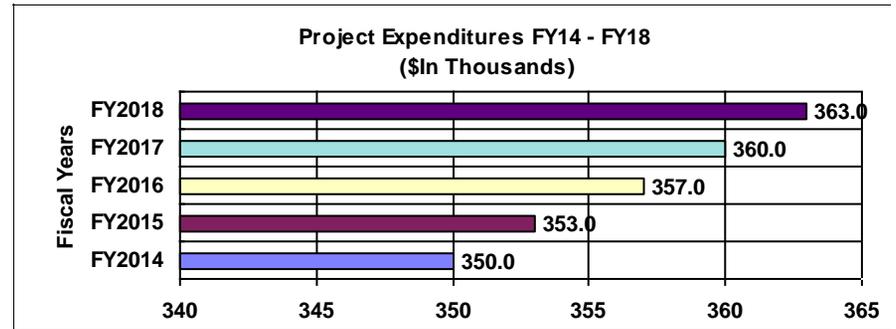
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31571 Asbestos Abatement



Project Scope

This project provides for the remediation and removal of asbestos, as it is discovered in the course of upgrading and renovating MARTA facilities and equipment. The program also supports the management and disposal of bioremediation materials relating to toxic materials, such as lead-based paint, mercury containing materials, and biologically degraded substances.

Operating Budget Impact

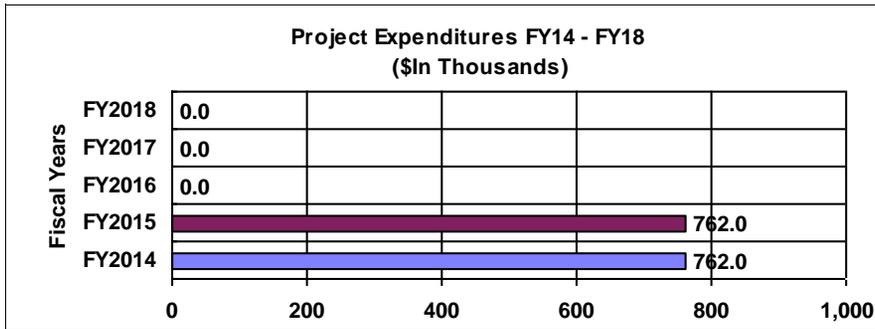
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31583 Facilities Security



Project Scope

The scope of this project is to remediate small to medium sized security related efforts throughout the Authority. These are efforts that do not rise to the level of full scaled projects. This includes but is not limited to fences serving as perimeter security at locations considered to be critical infrastructure, doors, locks, access card readers and other elements that functions as layers within the overall security system.

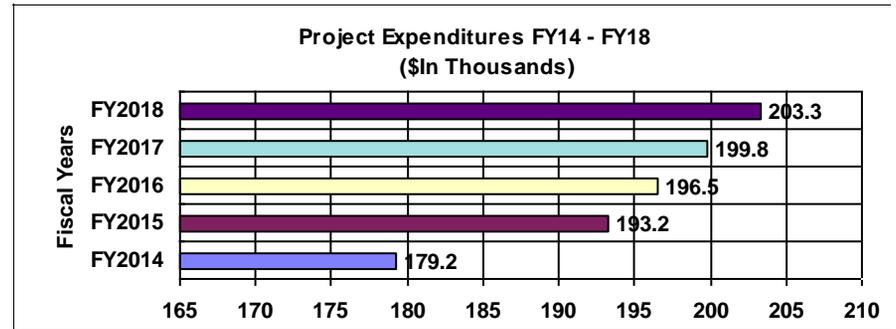
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31589 Bus Shelters and Benches



Project Scope

This project provides additions, reductions and upgrades to the MARTA Bus shelter system (including benches) that will encourage transit as a means of transportation.

Operating Budget Impact

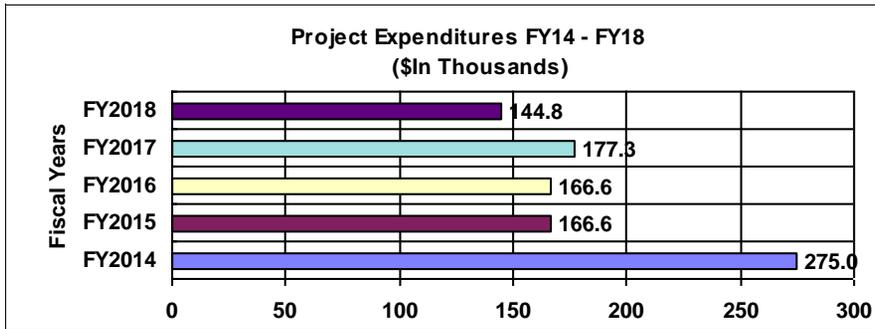
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31591 Overhaul Bus Engines



Project Scope

This project is to cover an unexpected engine failure that may occur outside of the midlife program. The engine failure rate is minimal since the midlife program has been initiated.

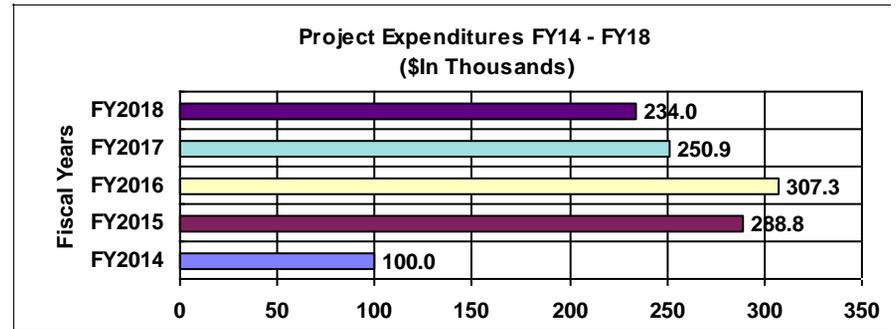
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31592 Rehab Bus Transmissions



Project Scope

The scope of this project is to rehabilitate failing or inoperative transmissions between mid life overhauls.

Operating Budget Impact

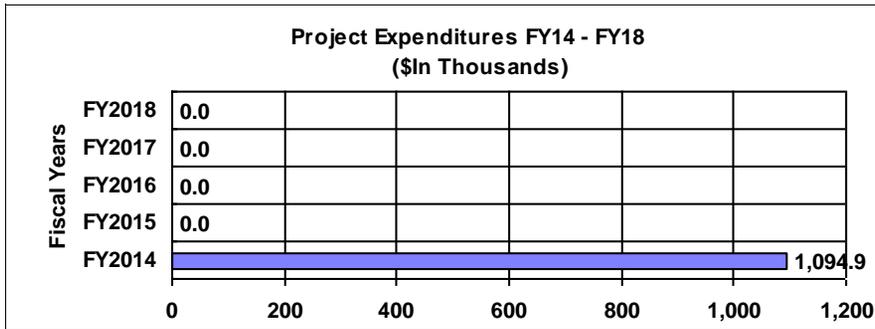
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31616 Arts Center Roof Rehab



Project Scope

This project provides for the following:

- 1) Roofing: Roofing at Lombardy Way entry roof and the Bus Canopy roof, remove the existing roof down to the structure and replace with built-up roof.
- 2) Architectural: Prep and repaint underside of bus canopy roof.
- 3) Electrical: Remove conduit and cable from existing roof and run new conduit exposed on ceiling of bus canopy. Replace missing and broken light fixtures. Remove lightning protection system for roof rehabilitation and re-install upon completion of work. Reroute conduit from roof for PA and CCTV systems.
- 4) Structural: Repair cracks with epoxy ejection; include allowance for replacing failed metal roof deck.
- 5) Asbestos: Remove asbestos in the base flashing material.
- 6) Lead: Abate and remove lead base paint from ceiling of bus canopy roof prior to painting.

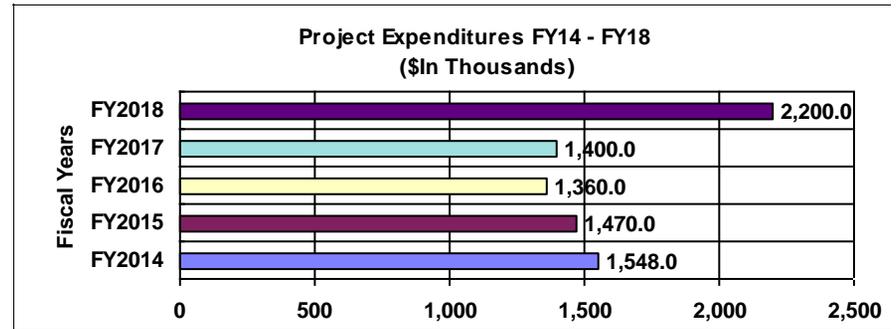
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31624 ERP/EAM System



Project Scope

This project provides for the following:

- 1) Implement Oracle Self Service for Employees and Managers;
- 2) Implement Oracle Time and Labor;
- 3) Implement Oracle applications such as I-Learning and
- 4) FMLA Implementation.

Operating Budget Impact

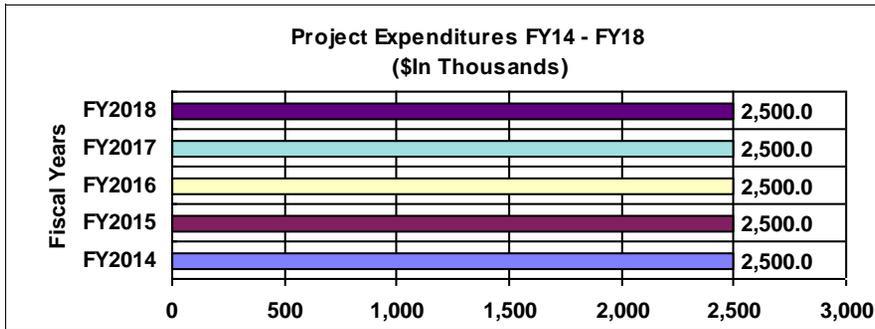
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31626 Upgrade Aging Equipment - Desktop



Project Scope

The scope of this project is to replace or upgrade aging or failing end-user computing equipment, desktop software, and desktop operating system software for desktop and laptop users throughout the Authority. Examples of replacement equipment include the following: 1. Personal computers 2. Laptops 3. Desktop Printers 4. Monitors 5. Spare parts, such as computer memory, hard disks, power adaptors, cables, docking stations, keyboards, mice, etc.

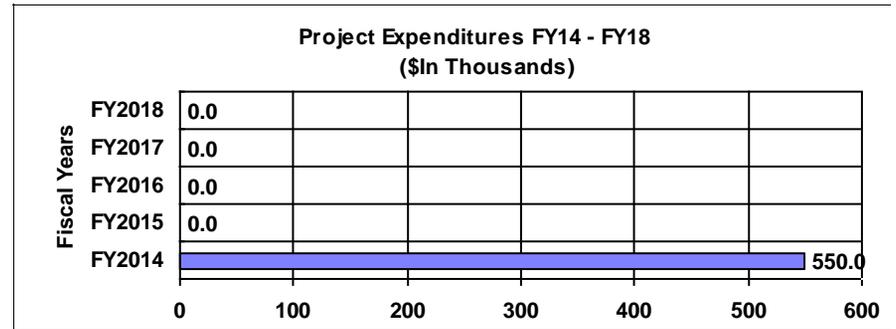
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31643 CNG Facility at Perry Blvd



Project Scope

This project will install a fourth CNG compressor at the Perry Boulevard bus facility and perform repairs to CNG compressors and perform a vibration analysis for future repairs.

Operating Budget Impact

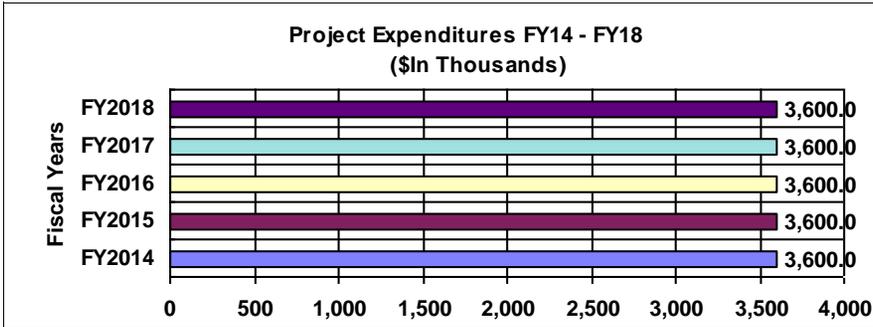
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31644 Canine Training Program (100 Fed Non-ARRA)



Project Scope

This project specifically addresses both MARTA’s security plan and regional strategies in that each plan identifies the implementation of training specific to terrorist activity as a goal. It addresses that goal by providing training that will increase the proactive capabilities of the Authority to prevent, detect, and respond to possible terrorist activity. This project will continue to provide critical support for the training program MARTA has initiated with previous grant funds, both in-house and off-site as well as supplemental training for MARTA’s canine and Explosive Ordinance Division (EOD) programs.

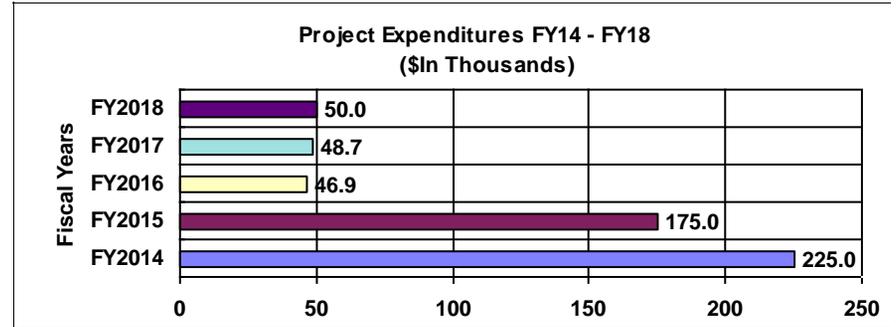
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31651 Replace UPS Systems



Project Scope

This project will provide and install new UPS equipment, batteries, and mechanical cooling systems in train control and battery rooms while removing and disposing of the existing non-functional equipment. Where possible, the UPS equipment for the auxiliary rooms and the train control rooms will be combined to minimize the need for new equipment. Provide automatic transfer switches, disconnect switches, and the conduit, cabling, and rewiring required to ensure dual power feeds. Provide load shedding equipment for locations where the ATC and auxiliary power UPS are combined.

Operating Budget Impact

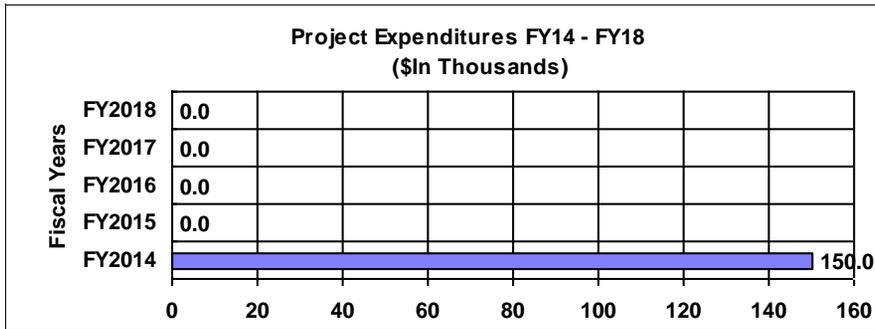
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31660 Renovate Pedestrian Bridges



Project Scope

The scope of this project includes: replacement of deteriorated deck system due to corrosion of steel elements, improvement of the drainage system within the bridges, replacement of existing expansion joints, and improvement of the vibration behavior under pedestrian loads.

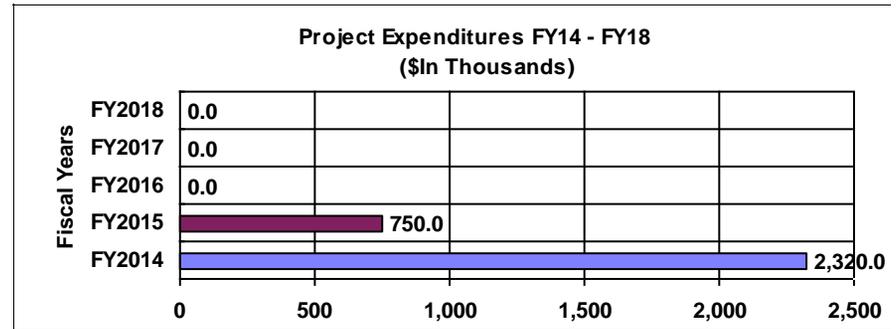
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31662 Structural Rehabilitation



Project Scope

This project will provide surface preparation and structural steel coating of the MARTA bridge over I-20. The contract is in final design and will go to Procurement in the beginning of FY14.

Operating Budget Impact

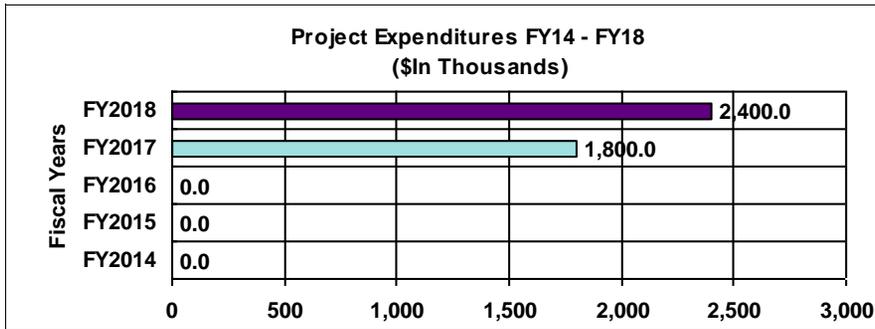
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31669 Bus Midlife Overhaul



Project Scope

This project provides for the rehabilitation of the buses that have entered into their 6th year of service and/or have accumulated 250,000 to 300,000 miles for continued service to the authority. This project also includes the conversion of buses during midlife-overhaul to use the EMP.

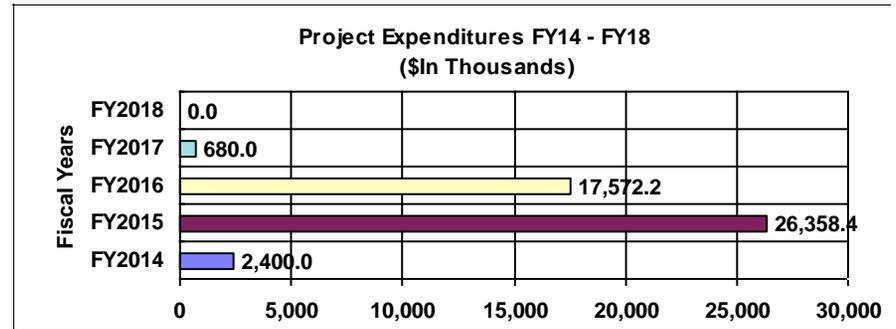
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31672 Hamilton Bus Facility



Project Scope

This project provides for capital improvements to the Hamilton Boulevard Bus Operations and Maintenance Facility to improve on-site fueling, bus cleaning, fare collection, staging, and maintenance of buses. Design, construction, and start up of a new Industrial Wastewater Treatment Plant (IWTP).

Operating Budget Impact

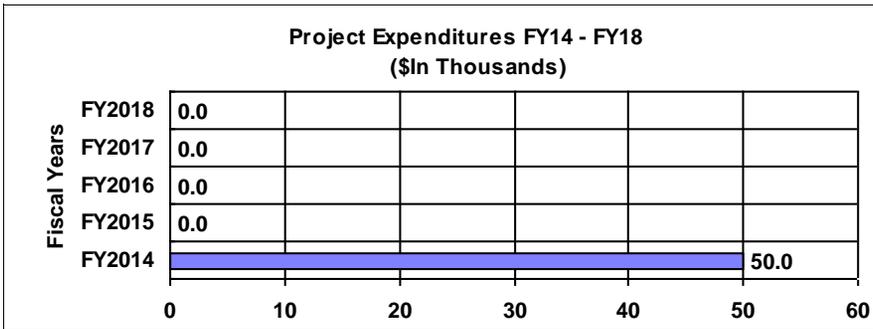
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31683 Auxiliary Power Switch Gear



Project Scope

The scope of this project is to replace aging (~30 year old) auxiliary power substation switchgear and transformer at the Arts Center Station. This project shall serve as a pilot for future auxiliary power equipment replacements.

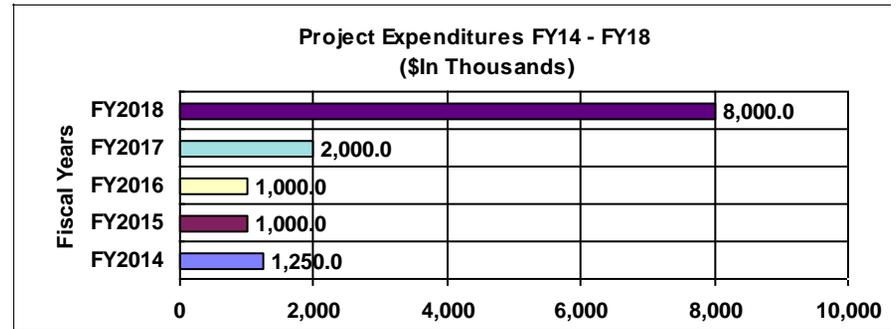
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31684 Voice Com Infrastructure



Project Scope

The scope of this project is to replace an aging and substandard voice communications system with a system that will utilize IP Telephony, also known as, Voice over Internet Protocol (VoIP) throughout the Authority. MARTA's existing telephone system is two decades old and has past its life expectancy. The system communicates over outdated infrastructure and contains components that are no longer manufactured.

Operating Budget Impact

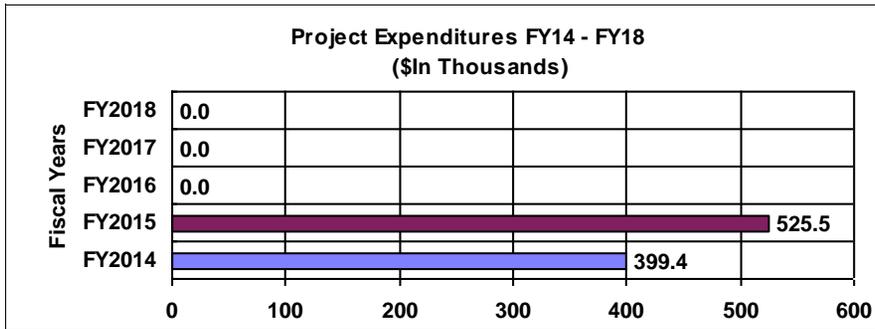
These costs are for training and Cisco Maintenance/Technical Support for Network and Data communication hardware and software (Includes VoIP phones).

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
633,410	633,410	633,410

APPROVED PROJECT DETAIL

31687 Repl Impedance Bonds Ph 1



Project Scope

This project is the first phase of a two-phase program to replace 578 mainline audio frequency track circuit impedance bonds, compatible with the Alstom audio frequency track circuit dual module.

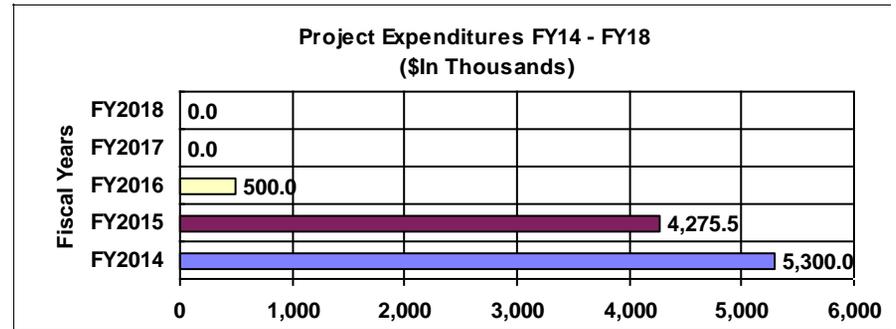
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31690 Loops/Interlockings Phs 2 & 3



Project Scope

This project provides for the replacement of interlocking audio frequency track circuit and loop wayside equipment with AC Track Circuit design on the East, West, and Northeast Rail Lines at 8 mainline interlocking locations. In addition, this project will install Train Alert Lights on the North and Northeast Rail Lines at 8 locations. The AC Track Circuit design is a safer and more reliable type of train detection track circuit compared to the original audio frequency design.

Operating Budget Impact

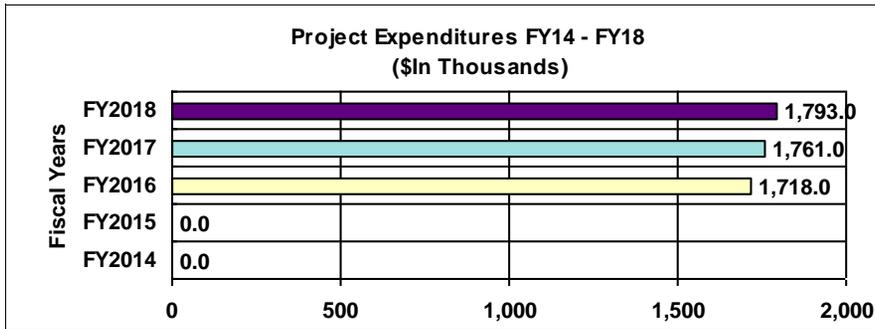
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31691 CQ312 42M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months intervals in addition to a mid-life overhaul.

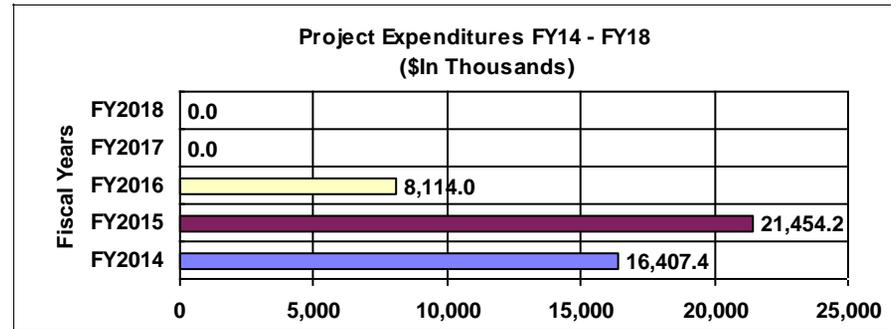
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31698 Fire Protection Systems Upgrade



Project Scope

This project will upgrade the fire detection, suppression and notification systems, located within 105 Authority facilities, to be in compliance with all current governing codes and laws. Each facility will be individually controlled by an intelligent Fire Alarm Control Panel (FACP) with built-in self-diagnostic and reporting capabilities. All FACP s will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center.

Operating Budget Impact

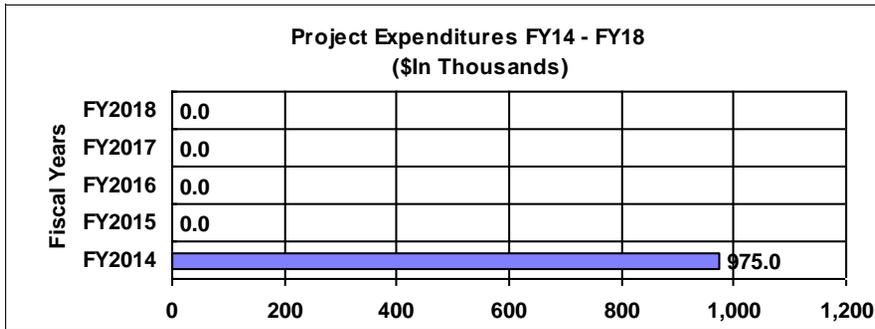
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31701 Rpl Running Rail & Yrd Sw Ties



Project Scope

This project will replace track steel and fasteners on the E-W line.

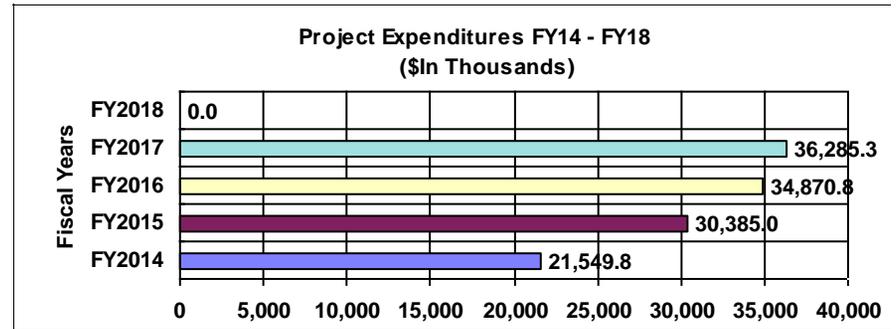
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31703 Train Control Systems Upgrade



Project Scope

This project seeks to acquire technology components and professional services to implement an upgrade to the current Train Control and SCADA Systems. In addition this project will integrate the various elements of the Train Control into one single platform for ease of use, efficiency and eliminate clutter in the control center. The Train Control & SCADA System Upgrade project will create a single integrated platform that directs the movements of all trains, controls third rail power, and monitors other auxiliary functions. This system will be a direct replacement for two independent systems (TC & S&C) that currently reside in the RSCC.

Operating Budget Impact

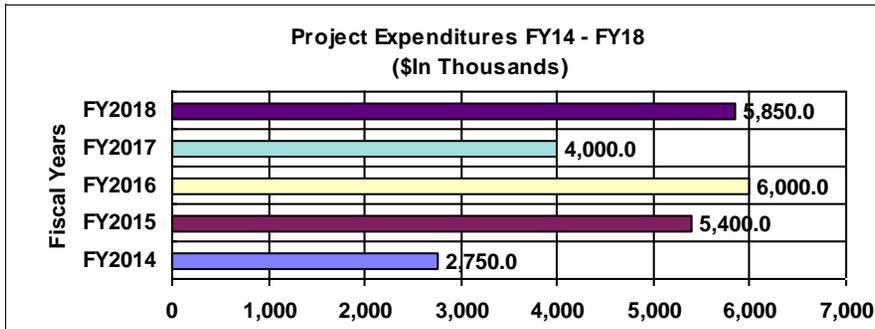
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31704 Traction Power Substation (TPSS) & Gap Breaker



Project Scope

This project will develop a program approach for the replacement of all remaining Traction Power and Gap Breaker equipment.

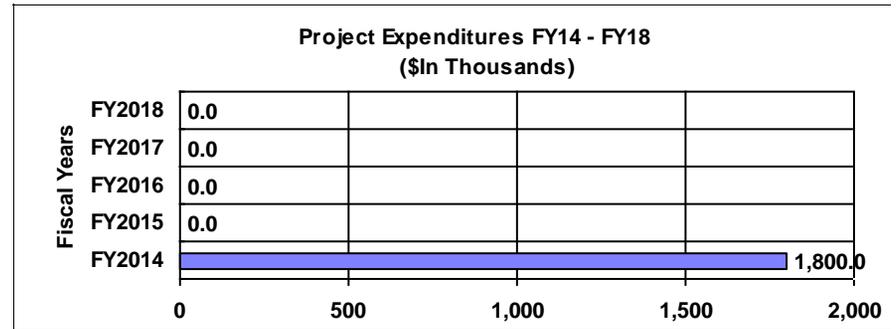
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31705 Emergency Trip Sts Gr 2: South



Project Scope

This project provides for the procurement and installation of new emergency trip stations, cabling and emergency telephone wiring at all locations along the South Rail Line.

Operating Budget Impact

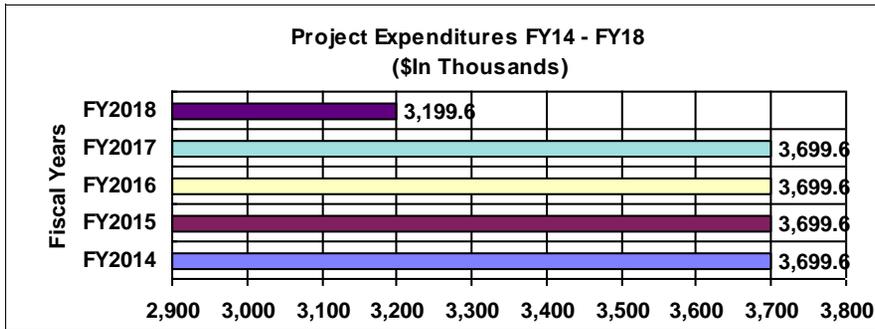
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31707 Tunnel Lighting



Project Scope

The scope of this project is to upgrade lighting throughout MARTA System wide Tunnels. This change will replace MARTA’s original installed fixtures of High Pressure Sodium (Yellow/Orange light). Fluorescent, and LED fixtures will be used along with new lighting technology to achieve the NFPA 130 required lighting levels for the tunnels. The lighting will improve the egress for emergency evacuation and to assist with track maintenance conditions. Signage within the tunnels will be replaced and updated to meet the NFPA 130 code requirements. All Emergency Exits will have increased lighting for emergency evacuation and renovated if needed.

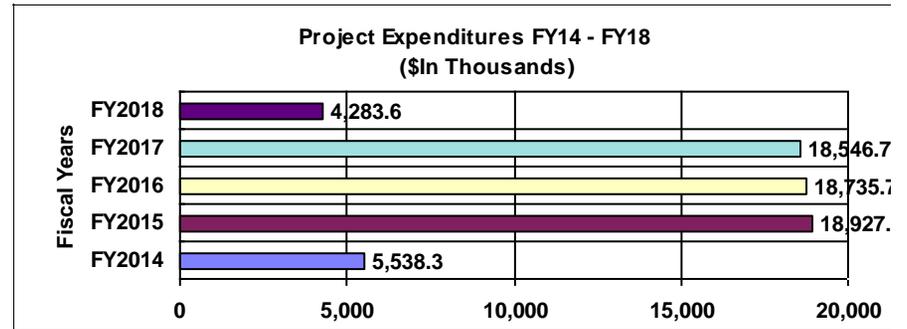
Operating Budget Impact

The yearly impact is comprised of: Salaries & Wages: \$325,000 for (5) additional employees due to amount of fixtures increasing from 2400 to 4800 Materials & Supplies: \$9,870 due to the cost to replace the LED fixture selected for the Tunnel Light Project.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
334,870	334,870	334,870

31709 Audio Visual Information System (AVIS)



Project Scope

The scope of this project is to provide and install an Audio Visual Information System (AVIS) front-end application program, capable of generating/distributing synchronized audible and text messages. AVIS will initially communicate information to passengers in the transit stations, but will be eventually expanded to all MARTA facilities. AVIS will be designed to remotely report intelligent maintenance & performance criteria.

Operating Budget Impact

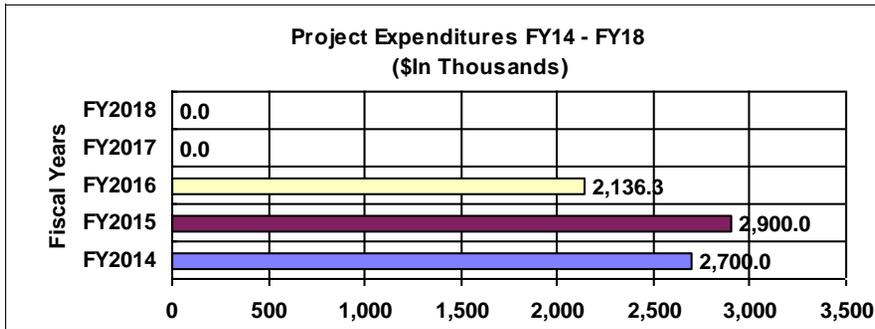
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31717 Clifton Corridor AA



Project Scope

MARTA in coordination with the Clifton Corridor Transportation Management Association (CCTMA) is conducting an Alternatives Analysis (AA) for the Clifton Corridor. The Clifton Corridor AA is designed to capitalize upon the previous work completed in the Corridor with the objective of preparing a transit project for formal entry into the Federal Transit Administration (FTA) project development process.

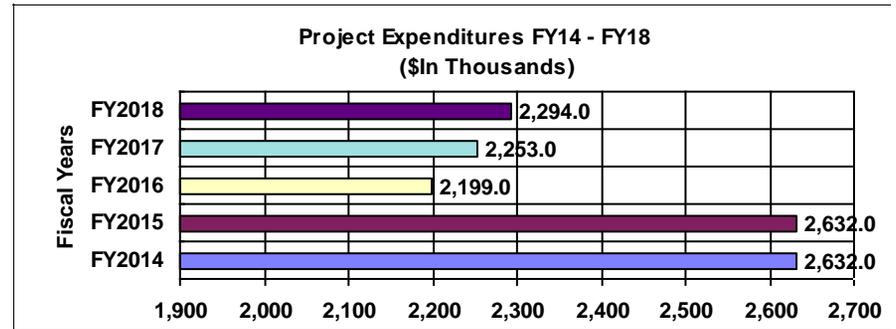
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31726 CQ311 42M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

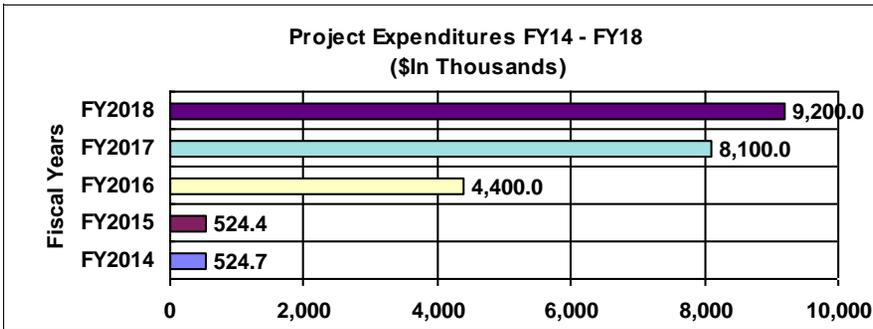
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31728 LCARE Program: CQ312 Overhaul



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

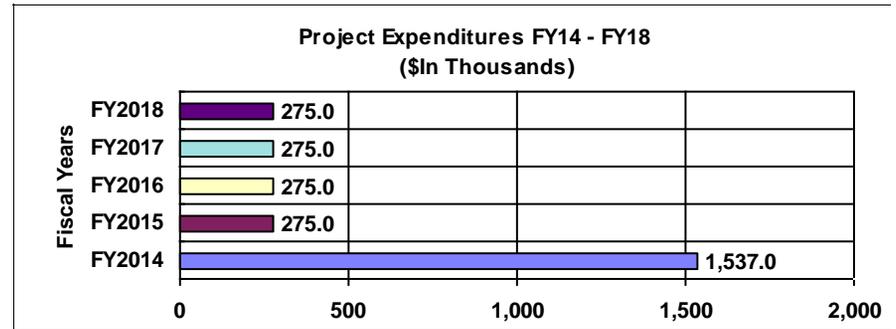
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31733 IT Data Center Rehabilitation



Project Scope

This project will provide the following upgrades: a racking cube system that will store 9 usable 10kw racks, four 8.5 ton CRAC units and one PDU; a 230 KW generator to provide backup support for additional power and cooling; installation of new copper and fiber cabling to accommodate servers and switches that will be housed in the new racks. This configuration will accommodate 3 to 4 years growth until a long term solution has been established.

Operating Budget Impact

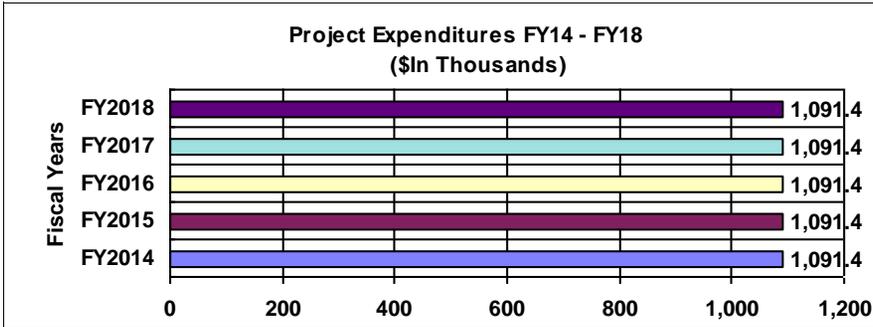
These costs are for maintaining the Datacenter infrastructure equipment such as CRAC units, etc.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
26,745	26,745	26,745

APPROVED PROJECT DETAIL

31735 Configuration Management



Project Scope

This project will provide for the configuration management of MARTA's fixed and operating assets, infrastructure and rolling stock. It will be conducted in two phases; Phase 1 - Planning; Phase 2 - Implementation. Planning would include gathering information, hardware and software assessment, reviewing with project sponsors and incorporating their configuration needs. Implementation would include setting up all procedures, updating/ acquiring new hardware/software and updating/revising documents. It also includes incorporating documents into electronic format, training the Configuration Management staff for use of the software. In addition to training the end users and technical staff for the use of the Curator system.

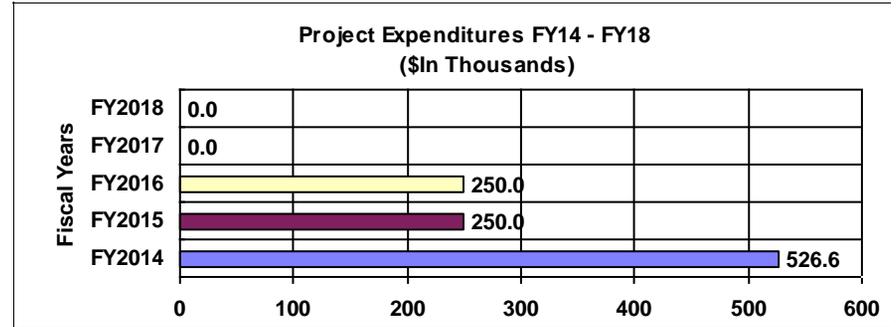
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31738 Asset Management Program



Project Scope

The objective of this project is to complete implementation of upgrades to the current Enterprise Asset Management (EAM) system, FASuite. The upgrades include implementation of the following new modules: Performance Measures and Monitors, KPI/Dashboard Portal, ActionMap and Capital Planning. This project also includes developing asset management policies and desk procedures and providing training on the new modules. Implementation of this project will continue through December, 2013. Phase II of this project is an initiative to align MARTA's Asset Management Program with existing PAS 55 and pending ISO 55000 standards. The objective is to obtain ISO 55000 certification with accompanying project documentation focused on the business case cost and benefits. This AMP Phase II will run concurrently with the already federally funded Phase I and result in the establishment of an industry leading transit business model.

Operating Budget Impact

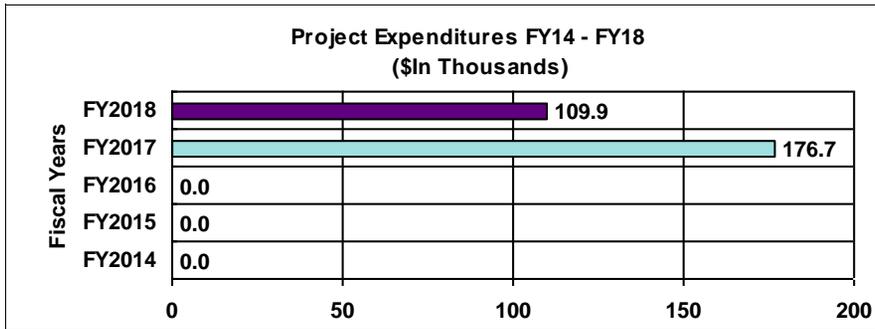
These costs are for software maintenance.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
48,000	59,228	0

APPROVED PROJECT DETAIL

31739 Decatur Tunnel Remediation



Project Scope

This project will evaluate the Authority’s current railcar wheel conditions, wheel/wheel interface equipment maintenance practices, and suspension application, to determine what car-borne improvements can be implemented to reduce the vibration and noise transmitted from passing MARTA trains to residences along Sycamore Street near Decatur Station.

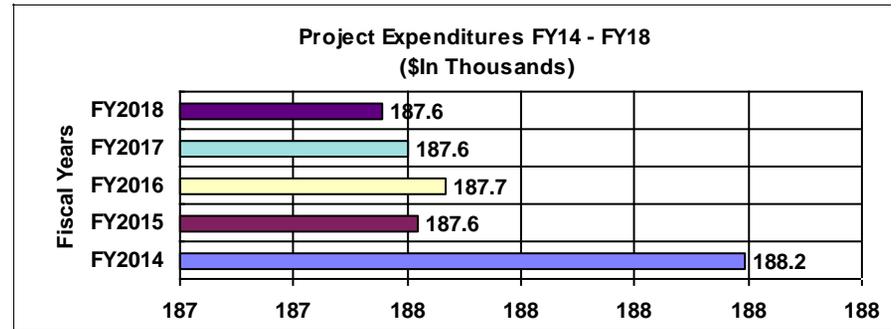
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31741 Environmental Greening Init.



Project Scope

The scope of this project is to implement new and continue already established greening initiatives throughout the Authority. These initiatives include recycling of all materials, use of green cleaning products, reduction of water use, paper use and other products; promote LEED accreditation throughout any upcoming design projects, develop funding opportunities and provide training to implement initiatives ; monitor and report the necessary data as required for the Laredo Bus Facility PV panels.

Operating Budget Impact

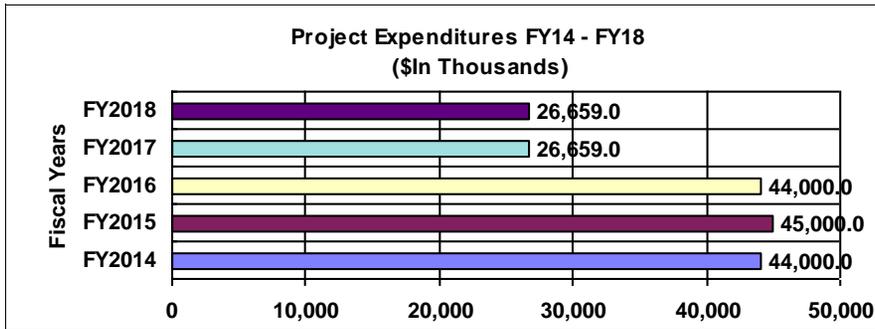
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31748 FY14 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type, bus size and changing EPA emission standards. Expenditures under this program are deemed critical to the services provided by the Authority and to support the efficient operation of the Authority's bus fleet.

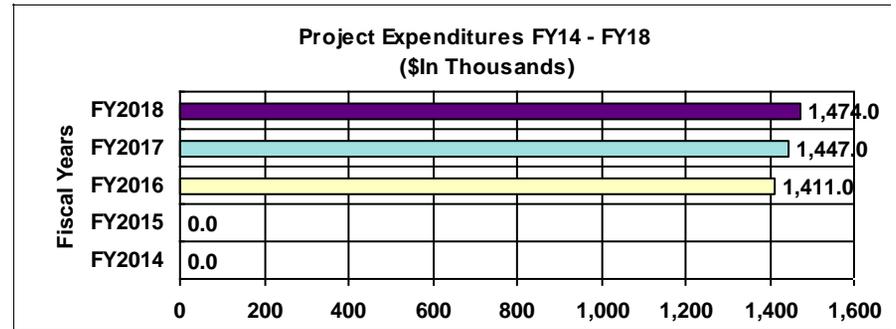
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31758 CQ312 60M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 60-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

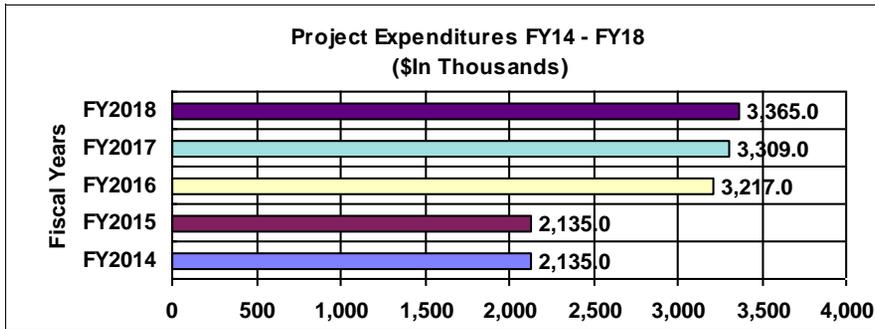
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31759 CQ312 84M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 84-months intervals in addition to a mid-life overhaul.

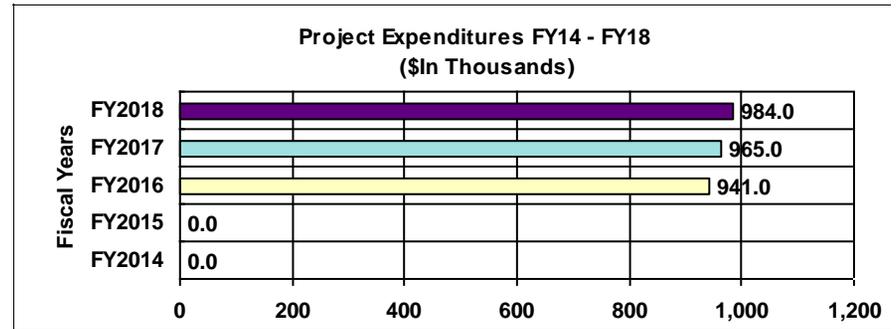
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31760 CQ311 60M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 60-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

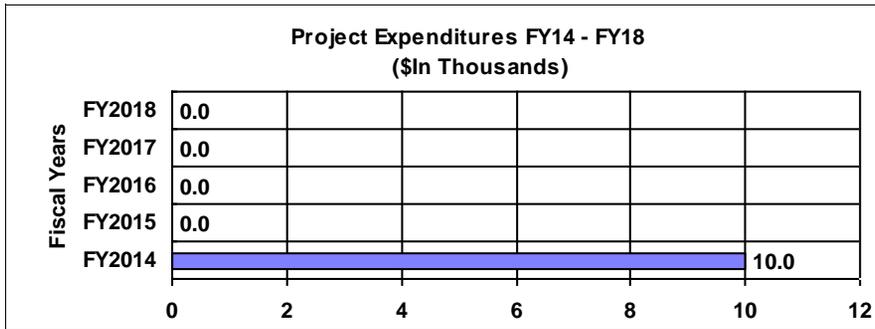
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31810 CN915 & CE530 Girder



Project Scope

This project will provide for rehabilitation of AASHTO girders at CN915 and CE530, erosion mitigation and rehabilitation of eroded areas under the CN915 aerial structures.

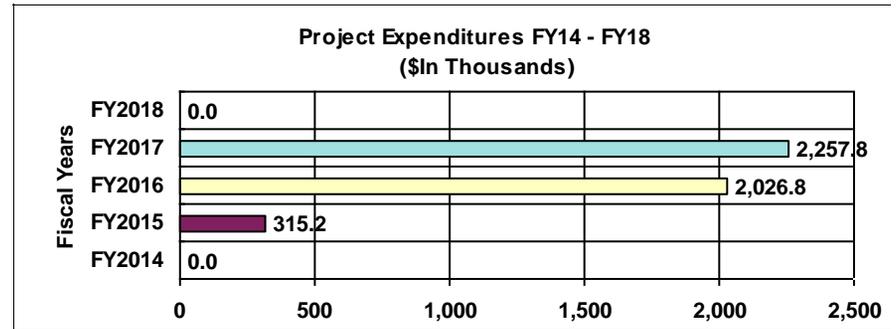
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31811 Girder Grout & Seal



Project Scope

This project will address crack formation and water infiltration within the post-tensioned end anchorages and along the post-tension cable profiles of several track girders on the East (Blue) and South (Red-Yellow) lines, and water seepage through the joints of the segmental aerial structure on the South (Yellow- Red) line, south of West End Station.

Operating Budget Impact

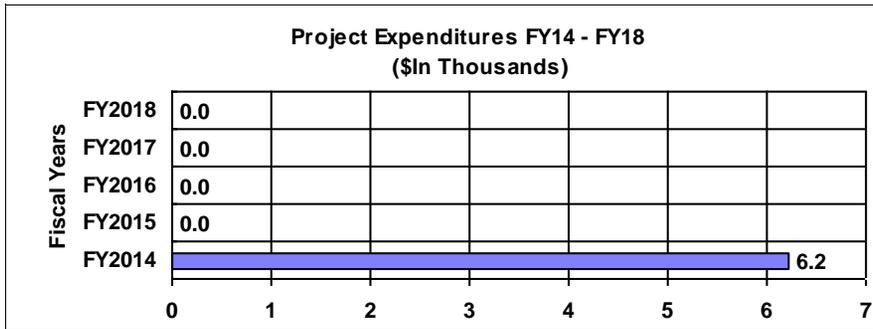
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31812 West Lake TCR Waterproofing and Renovations



Project Scope

The scope of this project is to replace the pavers and waterproof the TCR roofs at West Lake Station and the Georgia Toll Plaza; improve drainage at the east wall of the TCR at West Lake Station.

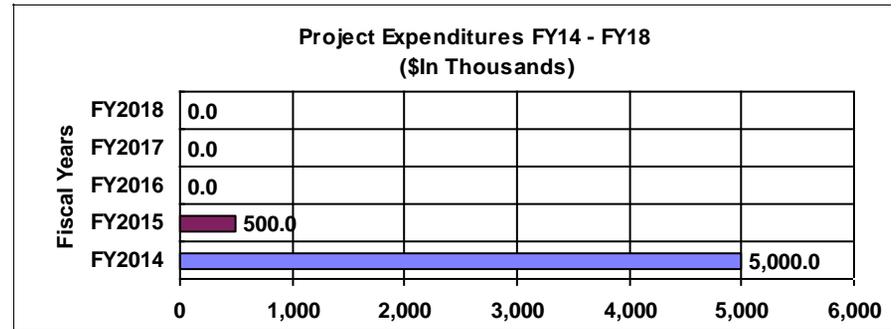
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31813 At-Grade Track Slab Rehab



Project Scope

The scope of this project is to strengthen track slab supporting structures and restore the track profile at several at-grade MARTA structures. The detailed scope of work will include slab jacking, rail replacement, and drainage improvement of the track slab supporting structure.

Operating Budget Impact

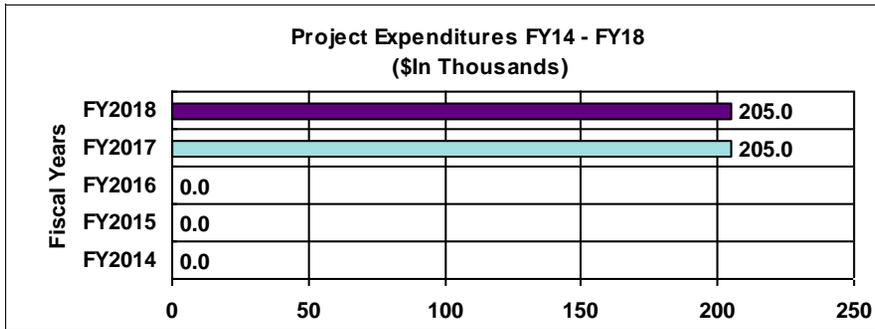
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31820 Bridge Fatigue Retro



Project Scope

This project provides for the assessment and corrective actions of the fatigue crack prone cracks within the steel track girders system wide.

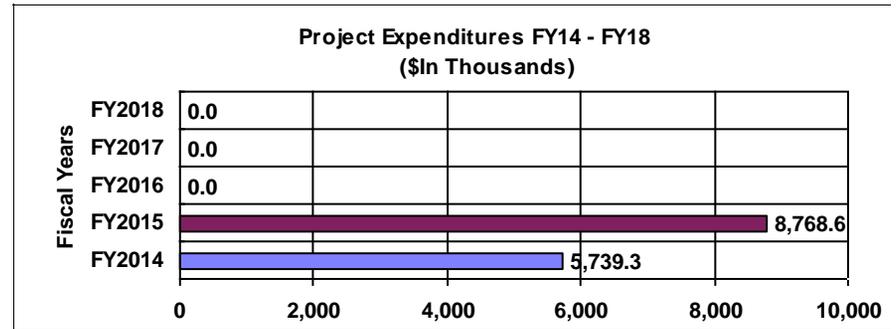
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31833 Rpl Running Rail & Yrd Sw Ties



Project Scope

This project replaces running rail at 51 curves and performs rail grinding throughout the MARTA system. Additionally, the project consists of replacing switch ties in turnouts and replacing H-10 rail fasteners with F-20RO fasteners at Avondale and South Yards. Renovations of pedestrian and vehicle grade crossings will occur at Avondale Yard. Two of the vehicle crossings will be upgraded to hi-rail access. The underdrain system in the Avondale Yard Throat area will be cleaned and inspected. Contact rails will also be installed at Avondale and South Yard in an effort to reduce gaps and prevent power loss of trains.

Operating Budget Impact

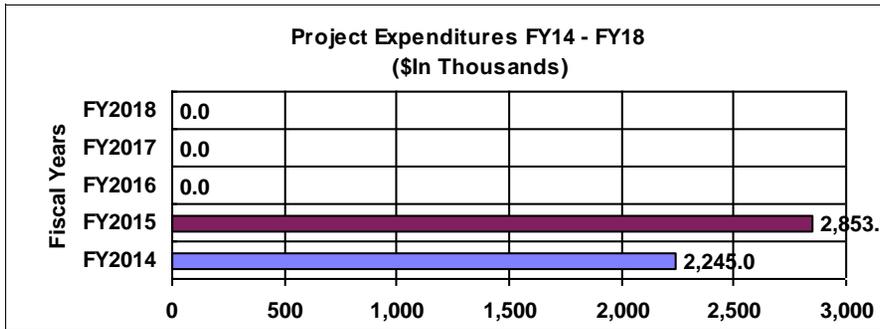
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31840 AF Track Circuit Modules



Project Scope

The project will include a procurement contract for 575 audio frequency dual track circuit modules as well as the labor cost for MARTA personnel to remove and exchange the modules. This equipment is located in train control rooms. The MARTA east/west line incorporates 275 of the modules. This line was first converted to the revised impedance bond in 1994, and will be the first priority. The MARTA northeast/south line incorporates 300 of the modules and will be the second priority. The replacement work will have minimal impact on track allocation. The project will require a sole source procurement contract to provide new audio frequency dual track circuit modules to replace the old obsolete single track circuit modules.

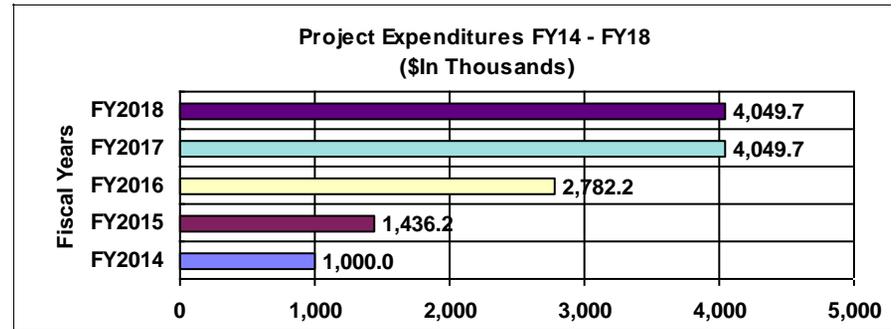
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31853 Emergency Trip Sts Gr 2: South



Project Scope

The scope of this project is to procure and install new emergency trip stations (ETS), cabling, and emergency telephone wiring at all locations along North Line.

Operating Budget Impact

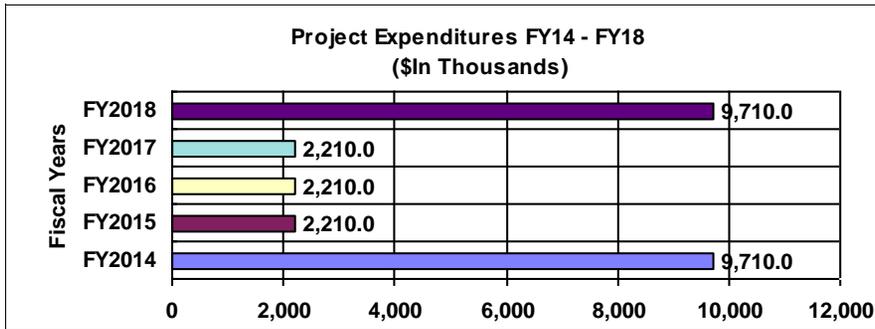
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31888 FY14 Paratransit Vans



Project Scope

The scope of this project is to replace aging Mobility fleet.

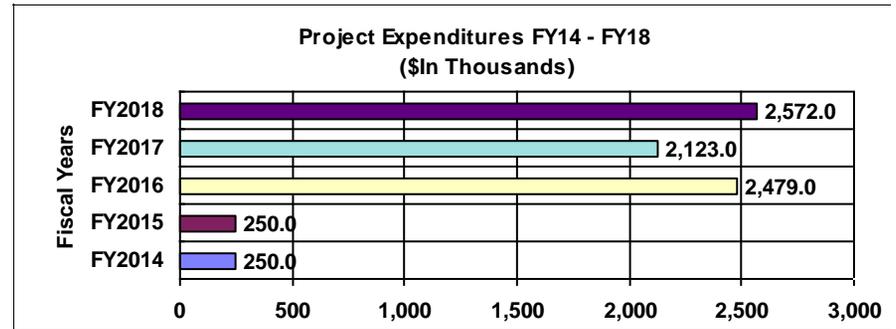
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31893 Upgrade Aging Equipment - Network



Project Scope

This project proposes to identify, upgrade, and replace aging, failing, or out-dated network equipment in the Authority to ensure that the network infrastructure continues to keep pace with technology and remain in a state of good repair. A comprehensive upgrade of aging and failing equipment will be performed during the appropriate lifecycle. Between the comprehensive upgrades, an effort will be instigated to sustain MARTA's baseline network infrastructure as technology advances and user needs evolve. It is designed to preserve and enhance network equipment reliability by replacing components before they actually fail or when a failure occurs.

Operating Budget Impact

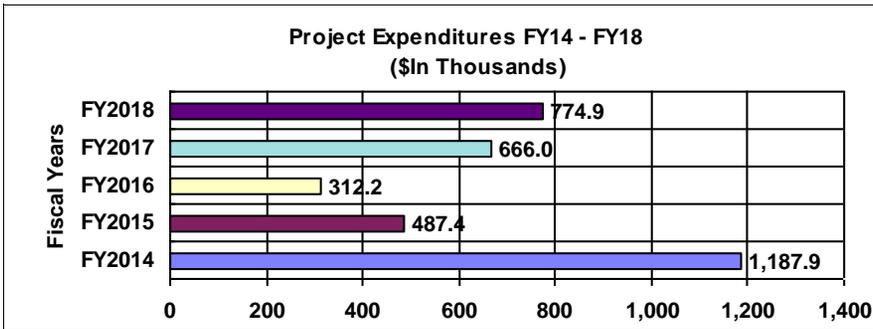
The annual costs are for Cisco Maintenance/Technical Support for Network and Data communication hardware and software.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
41,860	41,860	41,860

APPROVED PROJECT DETAIL

31900 Homeland Sec Access Controls



Project Scope

The scope of this investment continues the efforts of the Authority to meet the implementation goals of the National Infrastructure Protection Plan through the installation of measures to help prevent and protect critical transportation infrastructure against potential terrorist activities. The target capabilities addressed by this project are critical infrastructure protection and risk management. Specifically, this includes the installation and/or upgrading of gates, fencing and access control card readers.

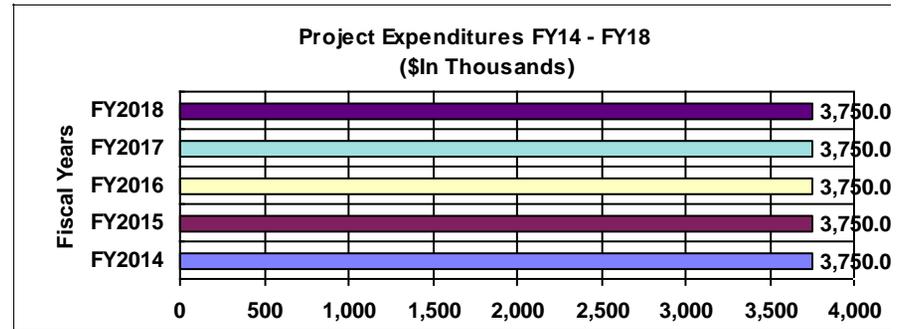
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31904 Research & Analysis Planning



Project Scope

The scope of this project is to compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue information data to assess system service levels and performance.

Operating Budget Impact

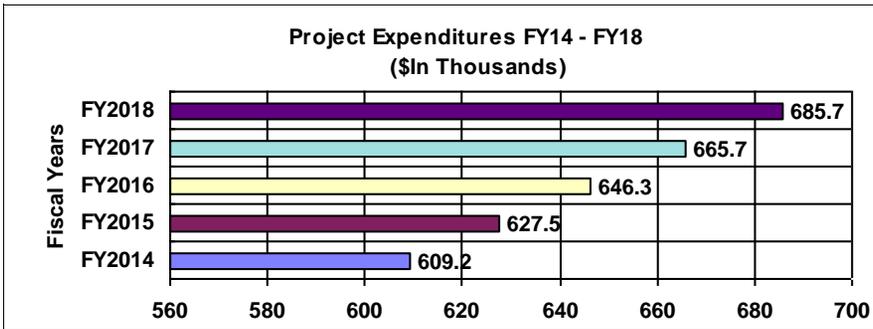
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31905 Mystery Rider Prgrm Planning



Project Scope

The ADA Court Settlement Agreement requires that the Authority have an independent consultant to implement the Mystery Rider Program Contract. The Mystery Rider Program Contractor is Dover Staffing. They carry out mystery shops on fixed route bus, rail, and mobility service and in the rail stations. This is done on a daily basis to meet a schedule number of shops that have to be done in all areas on a weekly, monthly and quarterly basis. While the primary purpose of the Mystery Rider Program Contract is to measure services provided for seniors and individuals with disabilities, the Authority uses this contract to obtain data regarding other operational matters that can be used for transit planning and front line personnel operational improvements.

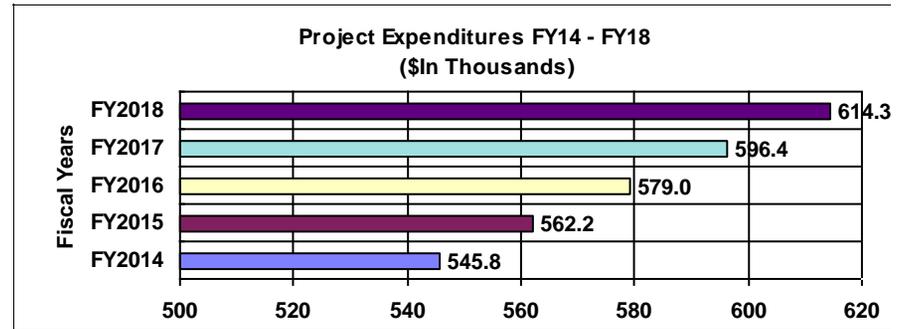
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31906 Strat Performance Planning



Project Scope

The scope of the project includes the collection, analysis and submission of NTD data; development and implementation of MARTA's performance management process and providing timely, accurate and actionable business intelligence that enables the Authority's senior management to effectively and efficiently improve performance in line with MARTA's strategic direction. This includes performance metrics tracking in line with Authority-wide annual Strategic Business Plan, particularly via Data Warehouse/Balanced Scorecard toolset; development of industry-wide benchmarking process for comparative and best practices research of performance tracking and improvement; and studies to optimize performance and improve efficiency of business processes system-wide, including those based on six sigma methodology.

Operating Budget Impact

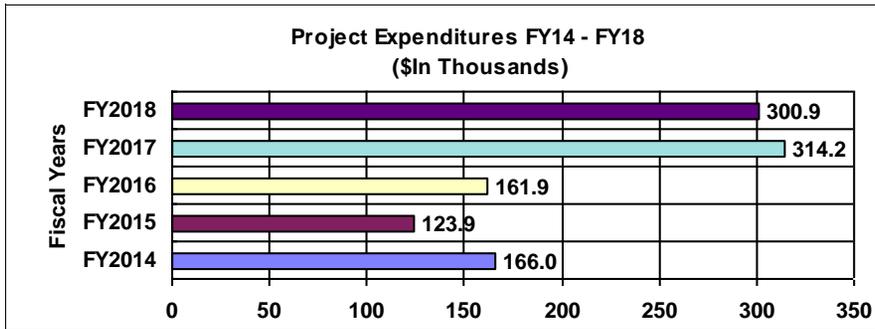
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31918 Service Vehicles for Police



Project Scope

The scope of this project is to purchase replacement vehicles for Police services that have met the Authority’s criteria of 100,000 miles.

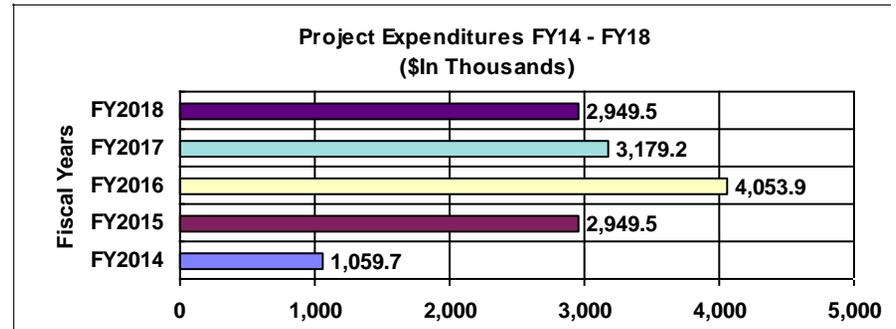
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31926 CQ312 Rail Car Mod Program



Project Scope

This project will provide for the configuration management of the fleet of CQ312 rail cars.

Operating Budget Impact

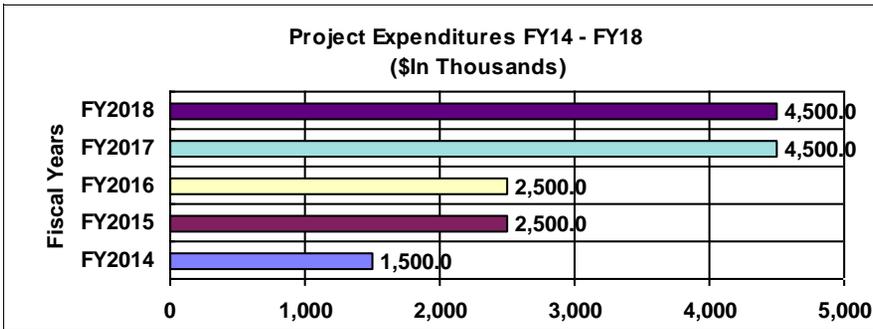
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31927 Elevator Rehabilitation



Project Scope

The goal of this project is to develop a system-wide elevator modernization program. We will be utilizing available and unplanned maintenance data from the Office of Vertical Transportation, which will be combined with elevator condition inspection and evaluation information from an independent consultant, including code and ADA compliance items, to determine a recommended system-wide rehabilitation/replacement program. A specification will be developed to be placed out for public bid.

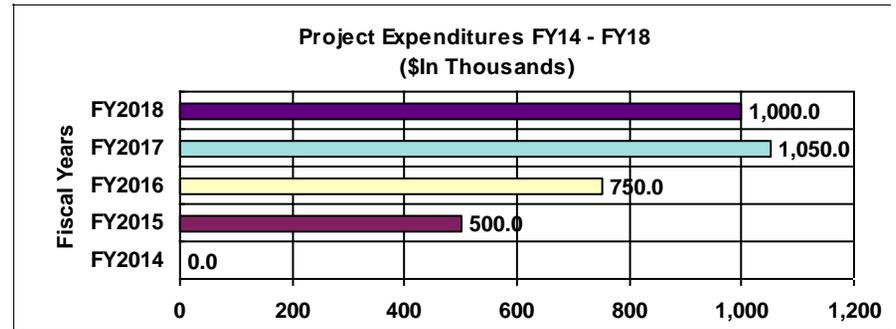
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31934 Repl. Impedance Bonds Ph 2



Project Scope

This project is the second phase of a two-phase program to replace approximately 380 mainline audio frequency track circuit impedance bonds, compatible with the Alstom audio frequency track circuit dual module.

Operating Budget Impact

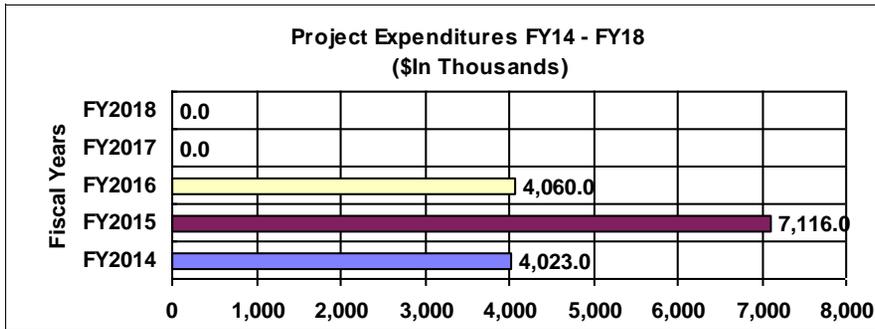
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31936 CCTV System Expansion



Project Scope

The scope of this project is to generate sustainable retail revenue streams through the strategic development of prioritized retail concepts. Retail concessions will be implemented through a phased approach of which the initial phase, Phase I (beverage vending 2010 and snack vending 2013) were successfully launched in rail stations. The next phase, Phase II, is currently under development with an initial projected occupancy date of July 2014. Final occupancy is expected to be completed by September of 2016.

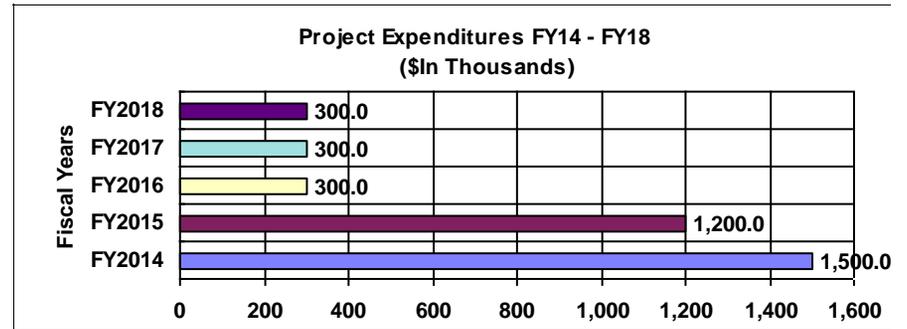
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31939 Security Training & Awareness



Project Scope

This project is for training activities related to security, both specific to MARTA Police Services and also Authority-wide.

Operating Budget Impact

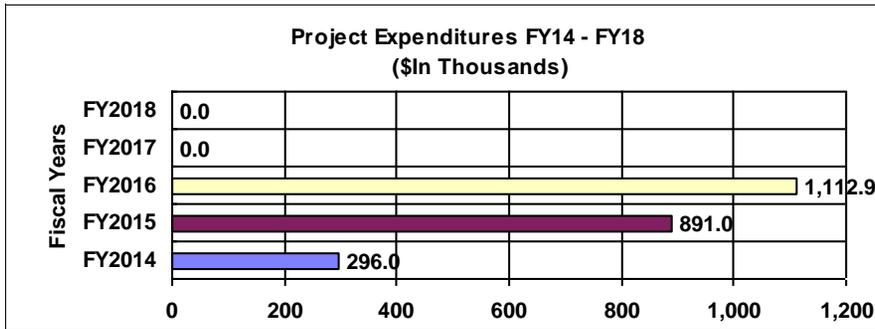
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31959 Door Safety Interlock



Project Scope

The scope of this project is to provide the necessary track equipment to allow rail cars to stop at precise predetermined points along the platform in each rail station and to prevent the unintentional opening of doors on the wrong side of the train while at the platform.

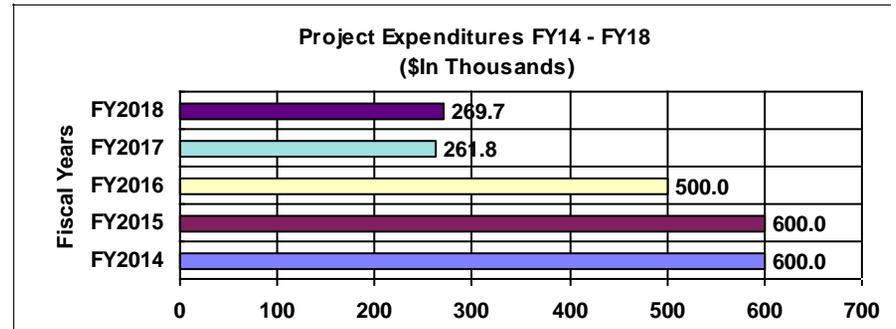
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31963 Rail Station Concessions



Project Scope

This project will generate sustainable retail revenue streams through the strategic development of prioritized retail concepts. Retail concessions will be implemented through a phased approach of which the initial phase, Phase I (beverage vending) was successfully launched in rail stations in October of 2010. The next phase, Phase II is currently under development with an initial occupancy date of December of 2012. Due to varying factors unrelated to the concessions program, initial occupancy dates for Food, Beverage and Specialty Retail have been extended until December of 2012. Final occupancy is expected to be completed by September of 2014 (dates are estimated).

Operating Budget Impact

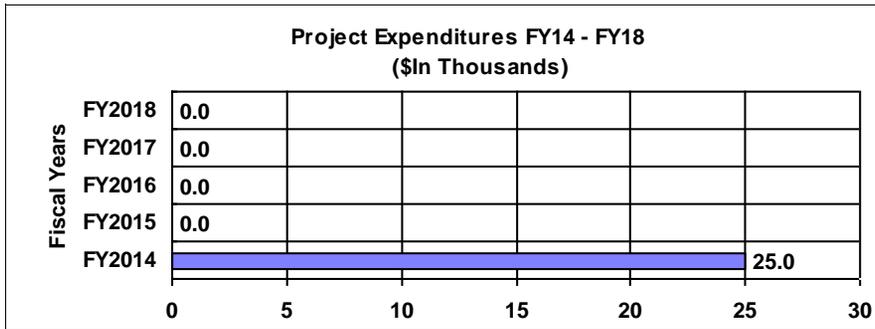
The savings result from additional revenue from retail concessions.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
-650,000	-650,000	-650,000

APPROVED PROJECT DETAIL

31964 Travel Training - Complete Current



Project Scope

The scope of this project is to develop a travel training program that will expand the mobility options for its conditionally eligible Mobility customers with disabilities through hands on instruction how to ride buses and trains for trips that are not ADA eligible. Phase I - Development of Program and Infrastructure and collateral materials to support the goals of Travel Training. Phase II - Implementation of Program to instruct 200 conditionally eligible customers to utilize MARTA’s accessible bus and train service through education and hands on orientations and individual instruction.

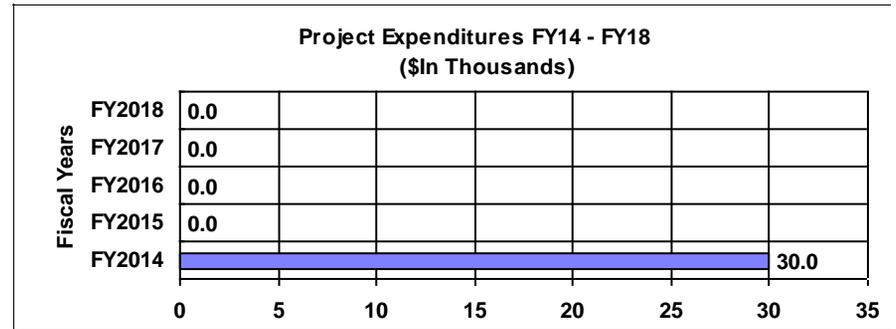
Operating Budget Impact

MARTA stands to avoid \$720,000 per year if each of the 200 passangers use fixed routes ten times per month.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
-720,000	-720,000	-720,000

31967 Laredo Facility Solar Canopies



Project Scope

The scope of this project is to provide canopies with integrated grid tied photovoltaic cells to be erected at the bus storage area of Laredo. LED lights will be installed in the underside of the structure to provide ample light for safety and maintenance.

Operating Budget Impact

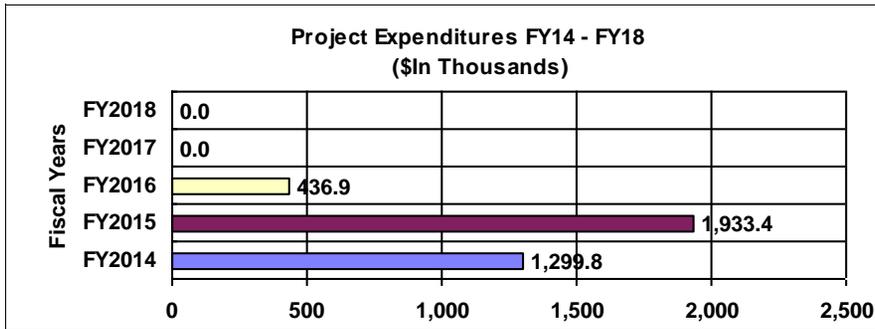
Energy cost savings are \$107,835 per year.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
-107,835	-107,835	-107,835

APPROVED PROJECT DETAIL

31968 RSCC Stabilization



Project Scope

This project was created to assess the current state of the entire Automatic Train Control (ATC) and SCADA environments at RSCC. The program includes multiple related projects that simultaneously stabilize the current Train Control and Supervisory & Control systems through repair and replacement while seeking sustainable long term solutions until implementation of the Train Control and Supervisory & Control and Data Acquisition (SCADA) System Upgrade Project (31703).

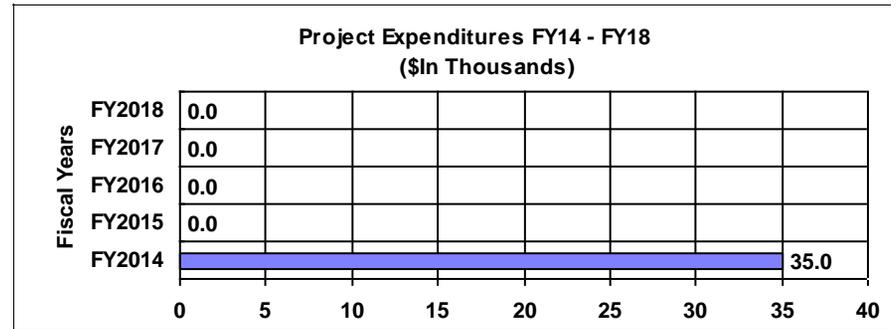
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31969 Lighting Controls Upgrade



Project Scope

The purpose of the project is to upgrade the station Lighting controls for thirty-eight Rail Stations.

Operating Budget Impact

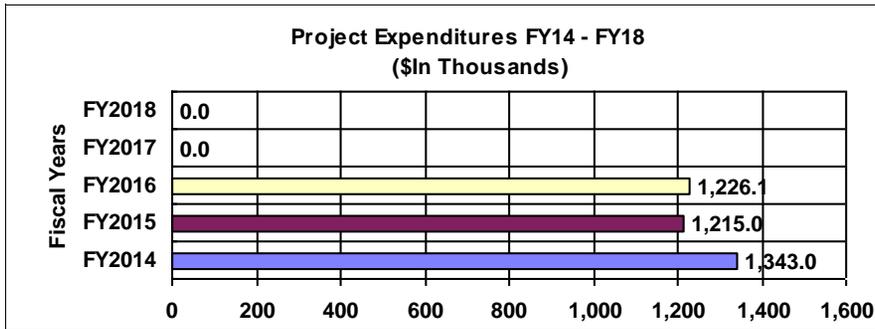
The savings result from less maintenance, extending the life of the lamps, less energy usage and less manpower hours.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
-942,750	-942,750	-942,750

APPROVED PROJECT DETAIL

31970 Integrated Operations Center



Project Scope

The scope of this project is to prepare a new space suitable to house Rail Services Control Center, Bus Control Center, Police Communications Center, and an Emergency Operations Center in one integrated facility. This facility will include the control center theater, staff offices, training space, computer equipment and maintenance rooms, and all communications and train control equipment for the new Train Control Systems planned under the upgrade (TCSU) program. This facility will be developed in conjunction with Project 31703 – Train Control & SCADA Systems Upgrade (TCSU).

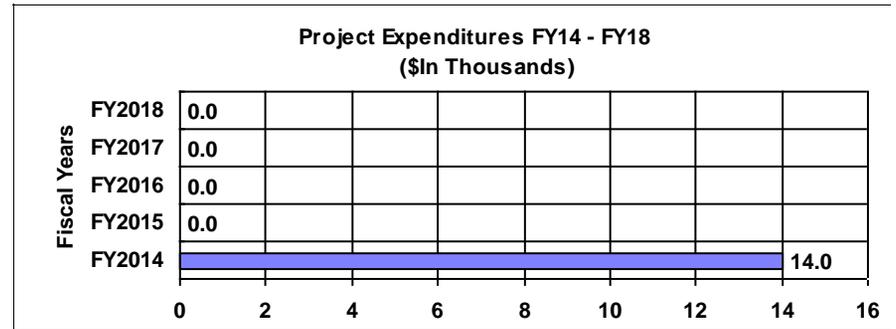
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31973 Annex Roof Rehabilitation



Project Scope

The scope of this project consists of removing the existing coal tar pitch roof, gravel, cover board, insulation, and vapor barrier down to the existing concrete deck and furnishing and installing an all new coal tar pitch roof at Section D (approximately 23,500 square feet) and at Section B (approximately 51,800 square feet) at the MARTA Annex Building. Also, included in the bid will be the removal of approximately 500 square feet of roofing repair materials that contain asbestos in Section B.

Operating Budget Impact

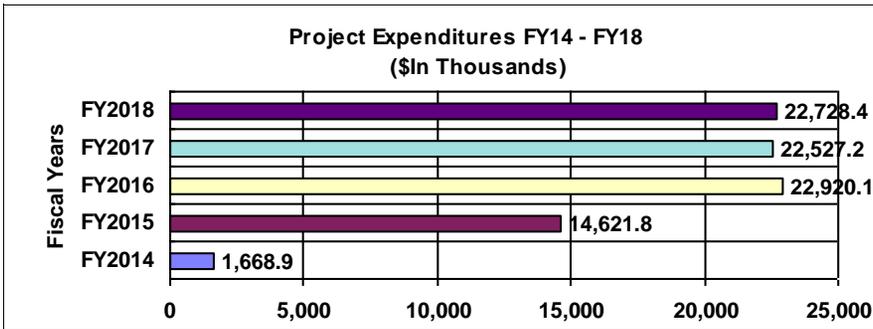
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31977 Rehab Tunnel Ventilation Fans



Project Scope

This project is to review and assess the current state of the entire Tunnel Ventilation System for the subterranean segments of the rail system. It involves simultaneously stabilizing the current systems through repair and replacement while seeking sustainability for the long term. It is in the Authority’s best interest to remediate the system prior to full implementation of the Train Control System Upgrade (TCSU) which includes SCADA System modernization.

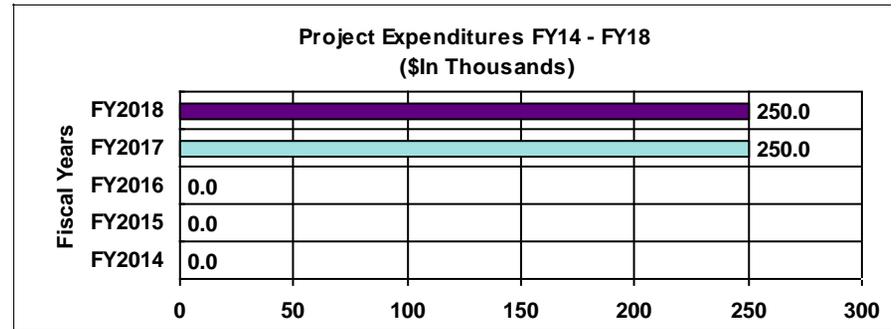
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31978 Structural Assess & Correct 2



Project Scope

The scope of the project consists of retaining the services of a highly qualified engineering firm to perform a structural assessment (detailed inventory and comprehensive inspection) of MARTA's tunnels, U-walls and retaining walls, culverts, and the scour evaluation of several MARTA structures over several creeks. The engineering firm will also perform quality control on MARTA's performed bridge inspections; provide recommendations on levels of rehabilitation needed to preserve MARTA's assets, and provide design services for rehabilitation of the structures.

Operating Budget Impact

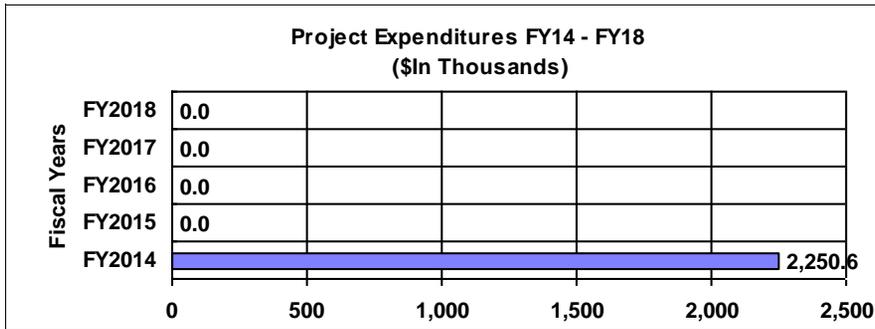
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31980 Doraville Structural Rehab



Project Scope

This project rehabilitates existing beams and girders that are inadequately reinforced at the Doraville Station. The project also rehabilitates beams, columns, and slabs at the Doraville Parking Deck.

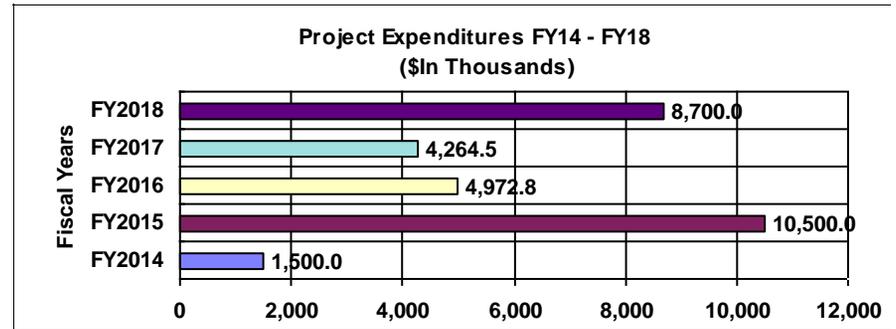
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31987 Future Radio Infrastructure



Project Scope

This project is designed to replace the existing 4.1 Smart Zone MARTA Radio Infrastructure currently in use by MARTA. System replacement will bring the Authority’s complete radio infrastructure from analog technology to a fully digital voice/data, seamless, integrated, interoperable, scalable and operational system using Project 25 (P-25) technology. The Radio System Replacement is to be implemented system wide; the core Master Site, operations or dispatch centers, above ground transceiver sites, underground transceiver sites and subscriber units.

Operating Budget Impact

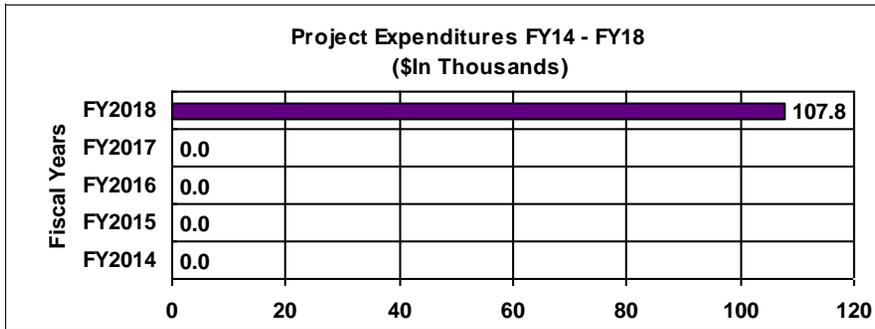
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31988 Vehicle Event Recorders



Project Scope

The scope of this project is to install video event recorders in all buses, mobility vans, and non-revenue vehicles to monitor driver performance during a recorded event.

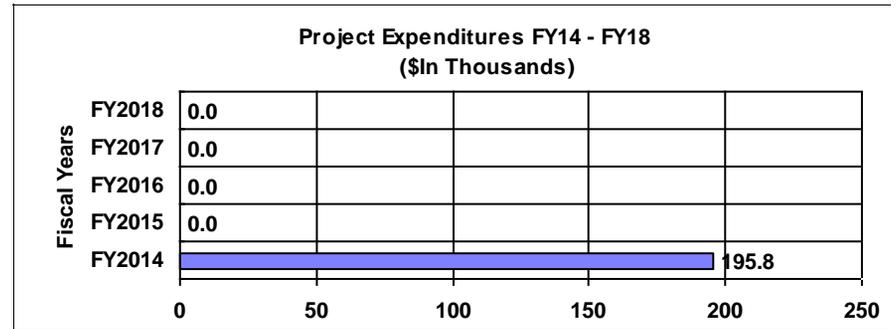
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31991 Oracle Applications Compl Upgrade



Project Scope

The scope of this project is to perform legislatively mandated payroll tax upgrades throughout the year, perform Upgrade of Oracle databases and related technologies to stay in compliance with technical specifications of Oracle software to continue to receive resolution to problems or software bugs and perform upgrade of business applications as they are released by Oracle

Operating Budget Impact

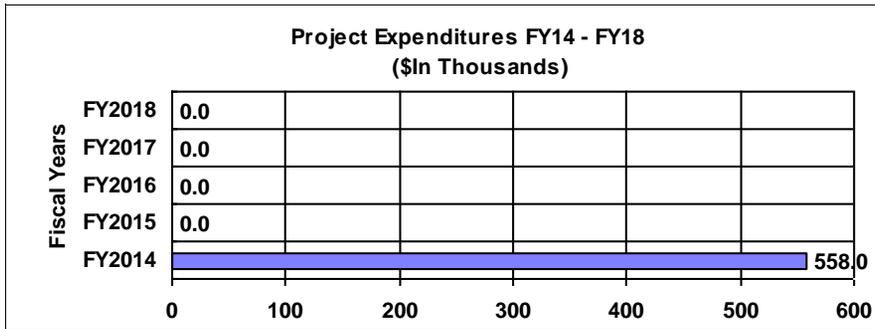
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31992 Enterprise Appls Security Mgmt



Project Scope

The scope of this project is to centrally monitor and control implementation of MARTA's Technology Security Policy and centrally manage the deployment of the policy across all systems and services. The solution will also allow MARTA to achieve compliance with External and Internal audit recommendations.

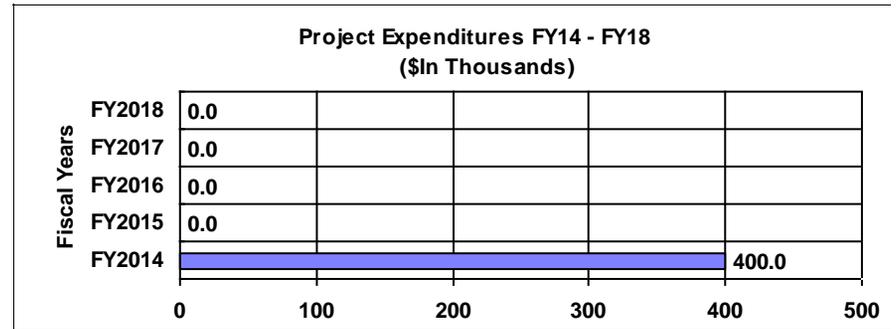
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31993 Auto Parking Control System



Project Scope

The scope of this project is to automate MARTA's (10) ten controlled parking locations by purchasing certified parking equipment and installing infrastructure necessary for full functionality system-wide, including a centralized monitoring system; and replacing 6 of the (10) ten parking booths.

Operating Budget Impact

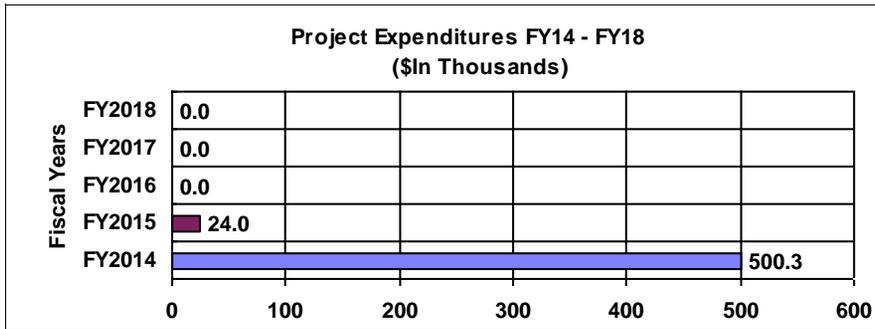
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31995 Purch Card Industry Compliance



Project Scope

The scope of this project is to implement hardware, software modifications and security policies to ensure MARTA’s Automated Fare Collection (AFC) system is compliant with the Payment Card Industry Data Security Standard 2.0 regulation.

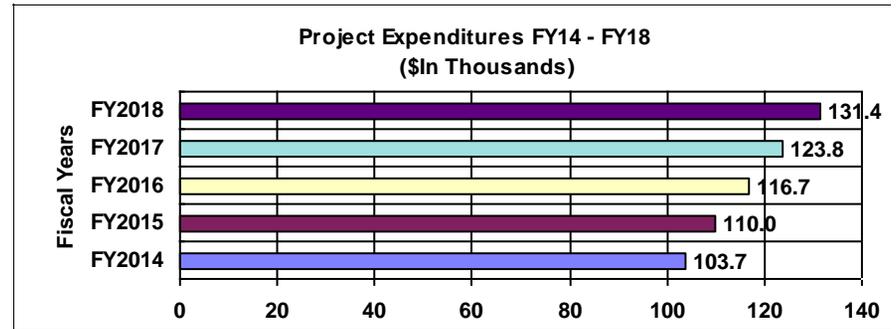
Operating Budget Impact

These costs cover hardware and software maintenance for File Integrity Monitor and HSM (Hardware Security Modules).

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
22,500	22,500	22,500

31996 Regional Transit Comm Planning



Project Scope

This project provides in-kind technical support to the Regional Transit Committee of the Atlanta Regional Commission. In FY14, the RTC work program includes supporting the update of Plan 2040 (the long range transportation plan), a fare efficiency study (the next phase will be renegotiation of reciprocal transfer agreements), and design of joint bus stop signage.

Operating Budget Impact

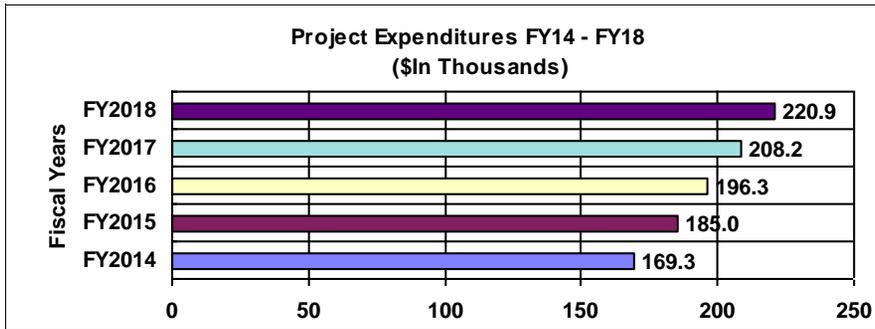
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

31997 Regional Service Plan & Coord



Project Scope

This project supports various issues that arise, requiring coordination with other transit operators in the Atlanta region or other partners. Currently, projects underway include monitoring the implementation of the 2009 Offset projects, coordination with land use and other transportation plans, coordination with issues resolving service (i.e. Megabus at Civic Center) and other projects.

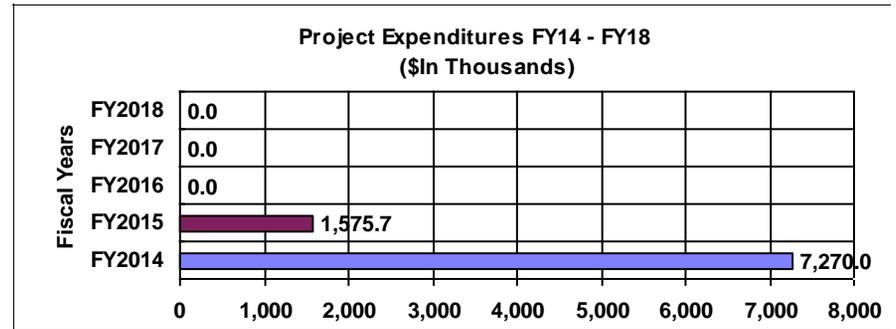
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

31999 Vehicle Security Cameras



Project Scope

The scope of this project is to implement a Vehicle Security Camera Solution with standardized equipment and functionality across the bus, mobility and rail fleet.

Operating Budget Impact

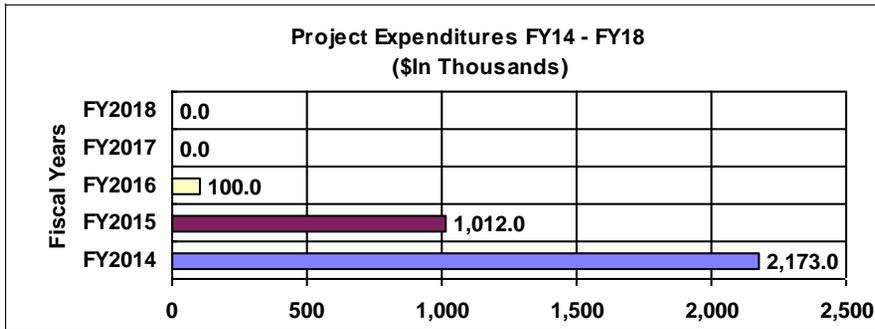
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32000 Video Analytics



Project Scope

The scope of this project is to implement a modern Video Analytic (VA) System to continuously and autonomously monitor the video images captured by the Authority's CCTV Cameras. The VA System will be programmed to detect activities that may threaten the safety and security of MARTA's patrons, staff, equipment and facilities.

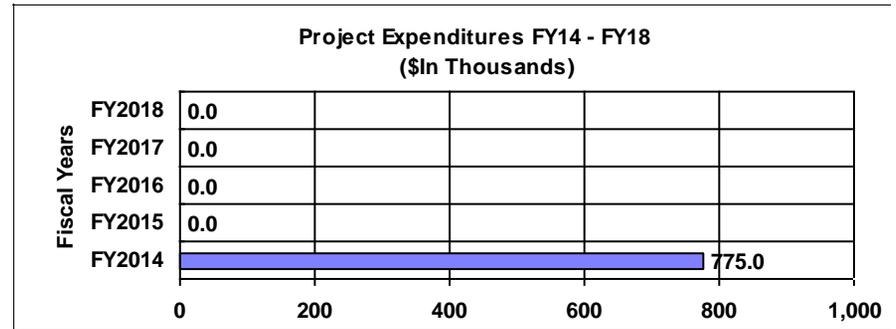
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32001 Clean Fuel Bus Technology Test



Project Scope

The scope of this project is to test and validate a newer, next generations electrical cooling system that includes a variable speed water pump and remote thermostat and to test and verify the performance of an advanced technology electrical storage system. Both will reduce fuel consumption and maintenance costs without sacrificing fleet reliability.

Operating Budget Impact

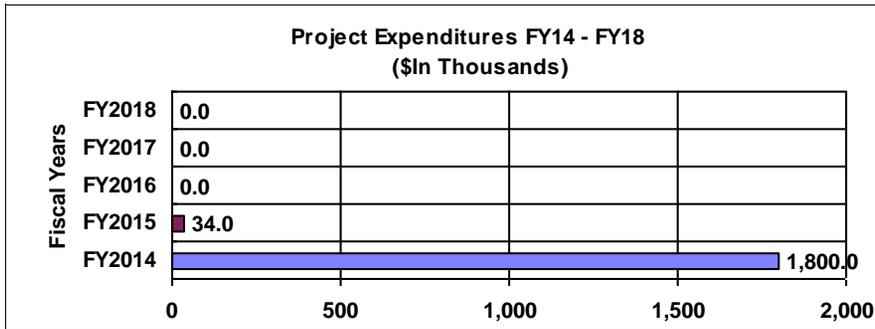
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32060 TPSS SS1 Equipment Rplcment



Project Scope

This project provides for Traction Power Substation (TPSS) SS1 Equipment replacement.

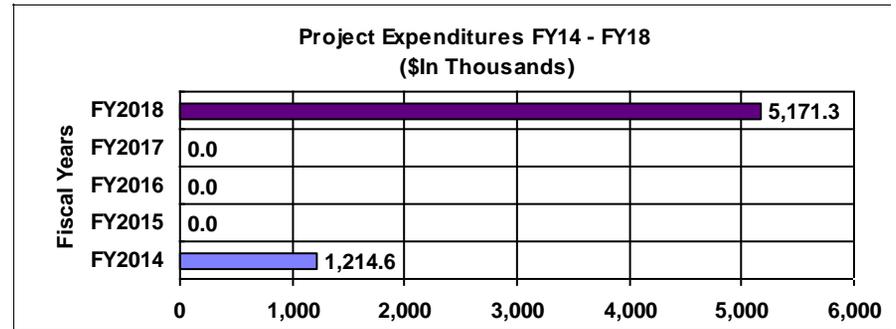
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32061 Replace Bus Maintenance Equipment



Project Scope

The scope of this project is to replace Bus Maintenance Equipment including chassis dynamometers at Perry, Laredo, and Hamilton, lifts at Hamilton and Browns Mill, upgrade fuel focus equipment on the bus fleet, renovate and upgrade existing transmission dynamometer.

Operating Budget Impact

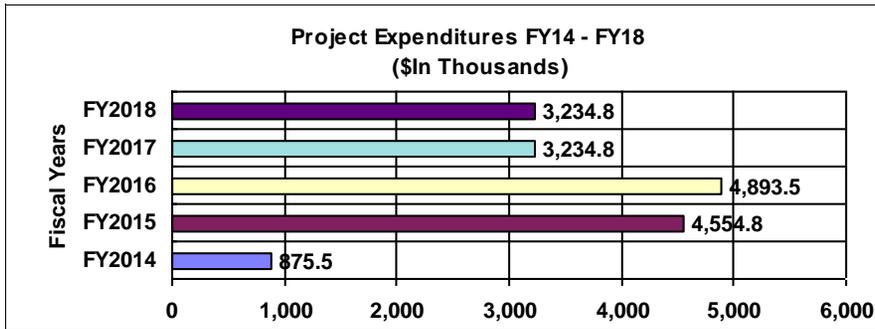
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32062 UPS Replacement Program



Project Scope

This project will provide and install new UPS equipment and batteries, while removing and disposing of the existing non-functional equipment. Where possible, the UPS equipment for the auxiliary rooms and the train control rooms will be combined to minimize the need for new equipment. Provide automatic transfer switches, disconnect switches, and the conduit, cabling, and rewiring required to ensure dual power feeds. Provide load shedding equipment for locations where the ATC and auxiliary power UPS are combined.

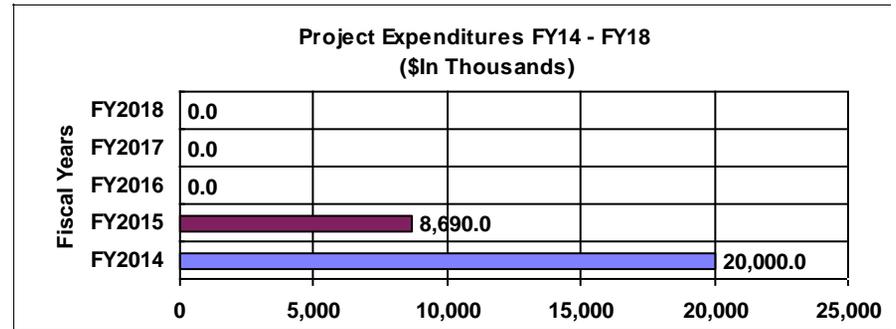
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32063 Brady Mobility Facility



Project Scope

The scope of this project includes the following:

- Relocate non-revenue fleet vehicle service from Brady;
- Construct a new building combining Maintenance and Mobility Operations, which will accommodate office space for maintenance administrative staff, maintenance parts storage, and Mobility operations;
- Build new parking lots for mobility vans and employees;
- Build new fueling, bus wash and cleaner buildings;
- Remove and dispose environmentally contaminated soil.

Operating Budget Impact

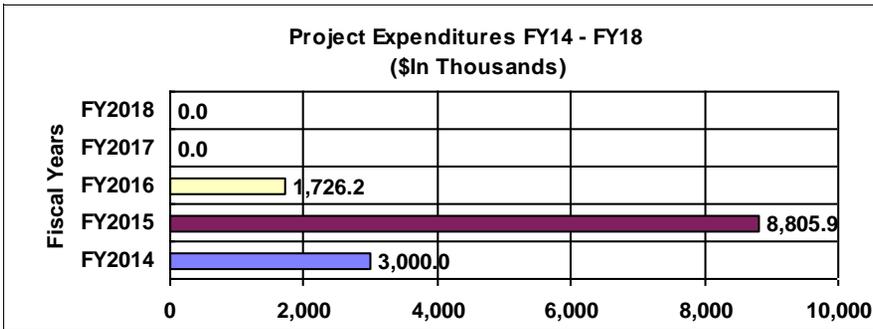
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32064 CNG Protection Systems Upgrade



Project Scope

The scope of this project includes the following activities:

- Evaluate the condition of the Natural Gas Monitoring Systems at Perry, Laredo and Browns Mill Bus Facilities;
- Install portable Natural Gas Detection Systems at Laredo and Browns Mill as a temporary measure. Emergency procurement;
- Replace three beam detectors located in the Browns Mill Paint Booths;
- Completely replace the Natural Gas Detection Systems located at Perry, Laredo and Browns Mill Bus Facilities. The new system will have remote monitoring and diagnostic capabilities;
- Upgrade aging ancillary CNG Protection Systems at Perry, Laredo and Browns Mill Bus Facilities. Include Motor Control Panels, Fans, Louvers and electrical distribution systems.

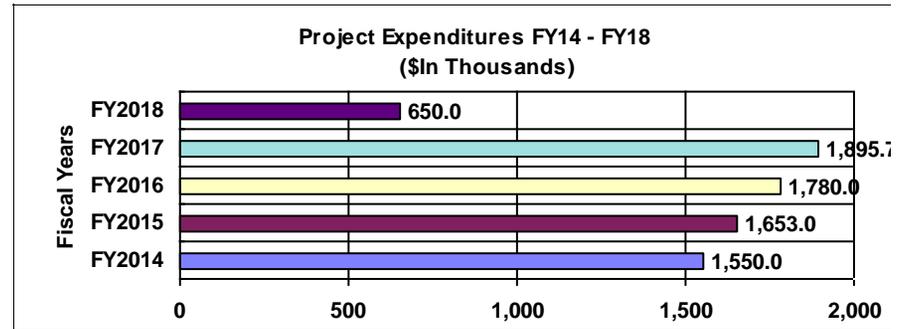
Operating Budget Impact

These costs cover the maintenance contract to CNG firm to calibrate, test, and maintain equipment at Browns Mill, Laredo, and Perry.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
100,000	100,000	100,000

32072 Telephone Sustainability



Project Scope

This project encompasses various initiatives to sustain the existing Telephony Infrastructure throughout MARTA. This should include upgrading/replacing and maintaining the aging voice systems infrastructure to improve system availability, reliability, and integrity.

Operating Budget Impact

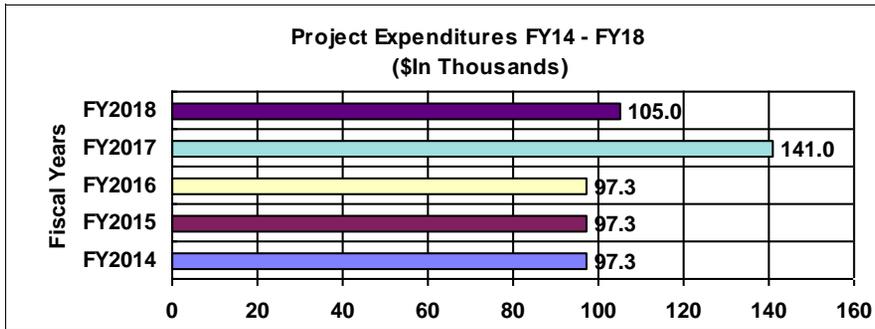
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32076 Printshop Equipment Lease



Project Scope

This project will renew the lease for digital printing equipment currently used by MARTA's Print Shop. This renewal creates the most cost effective solution based on current and future equipment configuration and workflow to provide the most efficient process improvements for the Authority's document requirements.

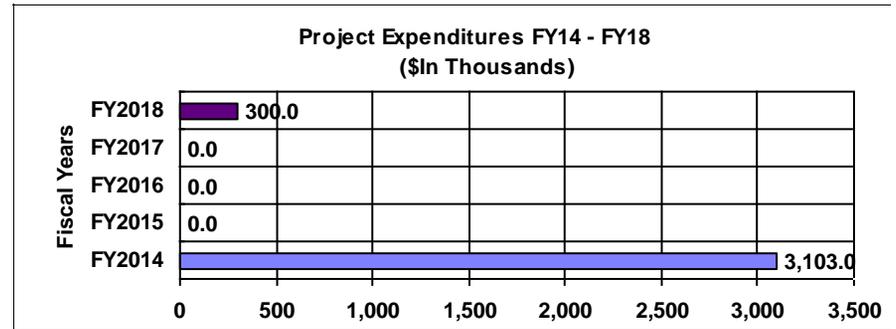
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32077 Trapeze Full Suite Upgrade



Project Scope

This project provides for upgrading of the Trapeze suite products. The current Trapeze suite of products provides numerous internal and external stakeholders with advanced technologies as it relates to fixed route scheduling, bus and rail trip planning for Customer Service Agents and via web and phone for our patrons, mobility services trip scheduling and trip booking, trip cancellations & confirmation capabilities via the web and via phone for our mobility patrons, and most recently Breeze Card balance check via phone.

Operating Budget Impact

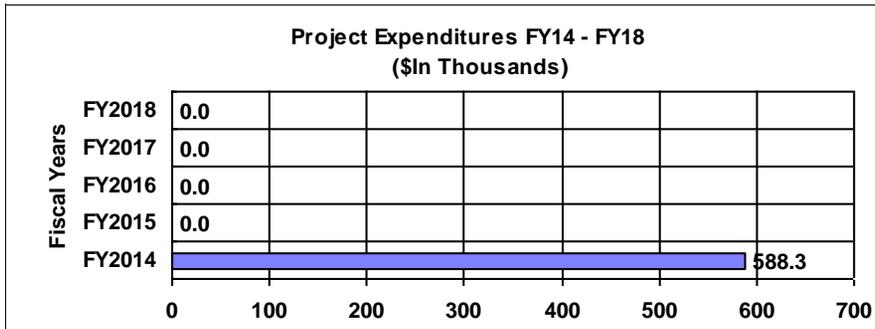
It will be an increase in the operating costs for the new applications Bus Stop Maintenance and Blockbuster in FY14, FY15 and FY16. Estimated amount is \$53,000/year.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
53,000	53,000	53,000

APPROVED PROJECT DETAIL

32079 Vendor Managed Inventory



Project Scope

The scope of this project is to enhance MARTA’s current Oracle Enterprise Resource Planning (ERP) systems to include Oracle Sourcing and iSupplier functionality. Oracle Sourcing will enable the authority to do more and better sourcing through online collaboration and negotiation. In addition, it increases the sourcing bandwidth of procurement professionals, so they can exploit many more savings opportunities and capture more value from each. Online collaboration and negotiation makes it easy for experts from multiple organizations to exchange information, define requirements, conduct negotiation, and create new contracts.

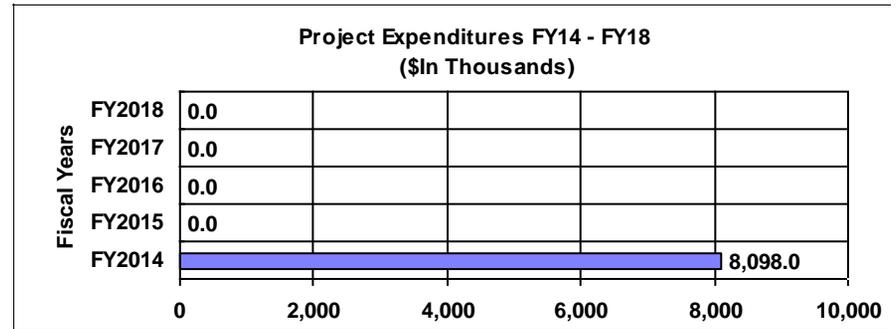
Operating Budget Impact

These costs are for software license maintenance.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
157,332	157,332	157,332

32081 AFC Smart Card Reader Upgrade



Project Scope

The smart card reader upgrade project will procure and upgrade the current smart card reader to an upgraded reader which will enable future processing functionalities, including contactless bank cards, contactless prepaid cards, smart-card enabled mobile phones, and support a variable base fare collection system. MARTA’s Breeze Fare Automated Collection system is a contactless card system. The core of the system is the smart card reader which reads the fares stored on the Breeze Cards (smart cards). The smart card reader is embedded in all devices installed throughout the Authority (Breeze Vending Machines, Fare Gates, Fare Boxes, Light Validators, Ticket Office Machines). There are over 2000+ smart card readers installed throughout the Breeze System. The current smart card readers were installed in 2005 and have no room for expansion in functionality.

Operating Budget Impact

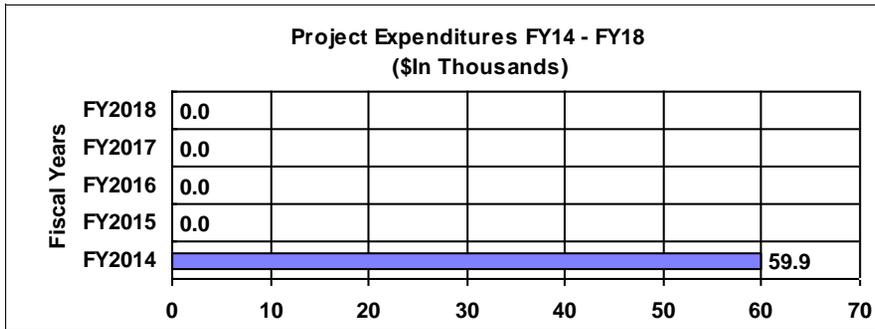
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32083 West Line Extension Assessment



Project Scope

The purpose of this project is to provide a high-level assessment and evaluation of potential transit improvements in the West Line corridor. In order to initiate the project in a timely fashion, the work activities have been divided into two phases. Phase I includes the project startup and initial outreach and coordination activities. Phase II, if needed, includes the balance of the project activities.

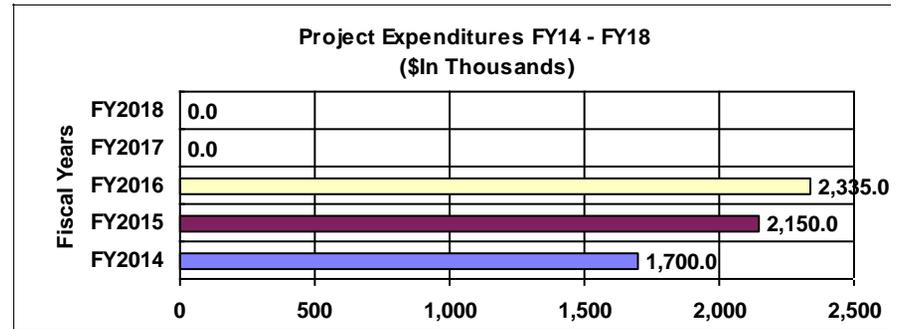
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32084 North Line Transit Assessment



Project Scope

The GA 400 corridor, in North Fulton County, has become a regional center for population and employment growth. MARTA is conducting an Alternatives Analysis (AA) for the GA 400 Corridor. The AA is designed to capitalize upon the previous work completed in the Corridor with the objective of preparing a transit project for formal entry into the Federal Transit Administration (FTA) project development process. After the adoption of the Locally Preferred Alternative (LPA), MARTA will examine the social, environmental, and economic impacts associated with the LPA as well as strategies to mitigate these impacts as required by the National Environmental Policy Act of 1969.

Operating Budget Impact

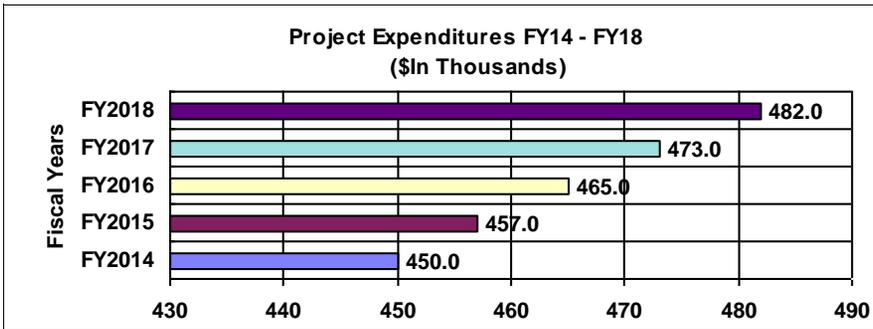
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32085 Environmental Mgmt System



Project Scope

This project supports implementation of MARTA's EMS at Armour Yard Rail Vehicle Maintenance Facility. The purpose of the EMS program is to help MARTA analyze, control, and reduce the environmental impact of its activities, products, and services and operate with greater efficiency and control. Individual projects related to significant environmental aspects have been identified and are underway to aid in the goal.

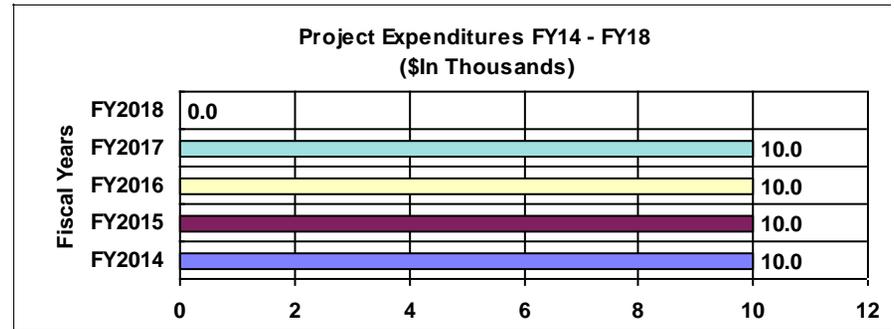
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32087 Comm. Emergency Response Team



Project Scope

The scope of this project is to develop a community based emergency response team. This team would be comprised of volunteers within the local community who desire to support and augment MARTA's emergency responders during a major incident. Once the team is developed, they will be trained and equipped with the necessary tools and equipment to support an emergency operation.

Operating Budget Impact

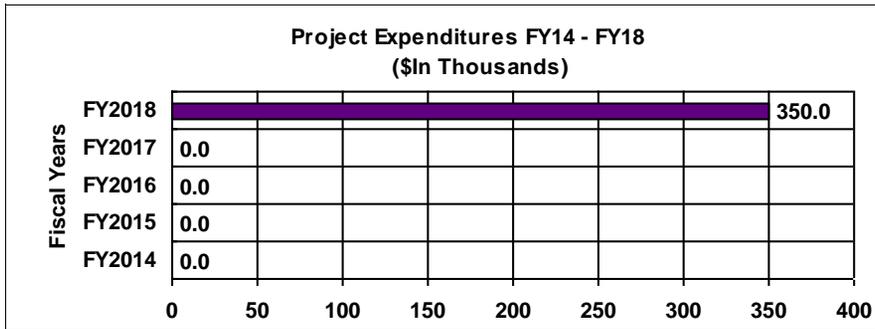
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32088 Hi-Rail Security Upgrade



Project Scope

This project will provide target hardening of the hi-rail access points within the system, implement access control, CCTV, and intrusion detection technologies at each location.

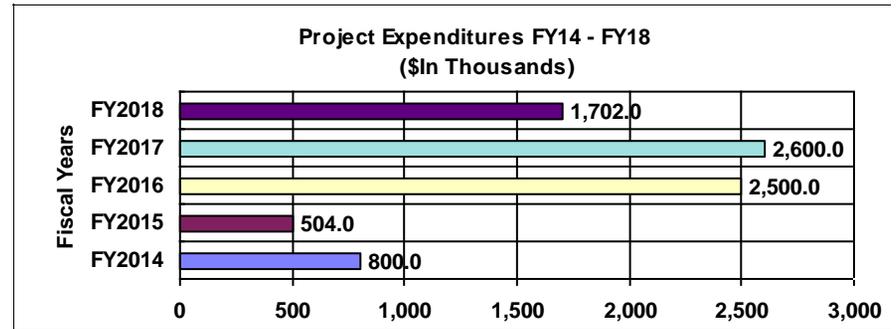
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32089 Security and Emergency Mgmt



Project Scope

The scope of this project is to develop and implement a comprehensive security and emergency management program; implement the appropriate infrastructure to capture and analyze data on security related events that are not criminal; capture and analyze FEMA related hazard data/ events and develop an overall emergency management hazard analysis program; implement a solution that integrates the various security systems within the Authority to facilitate better management of those systems, allow for the predictive strategy implementation, and to maximize the benefits of the collective use of the CCTV, Access Control, Video Analytic, and intrusion detection technologies; manage all of the security related capital projects and the associated security related grants; conduct annual security audits of all physical assets and elements within the overall security profile.

Operating Budget Impact

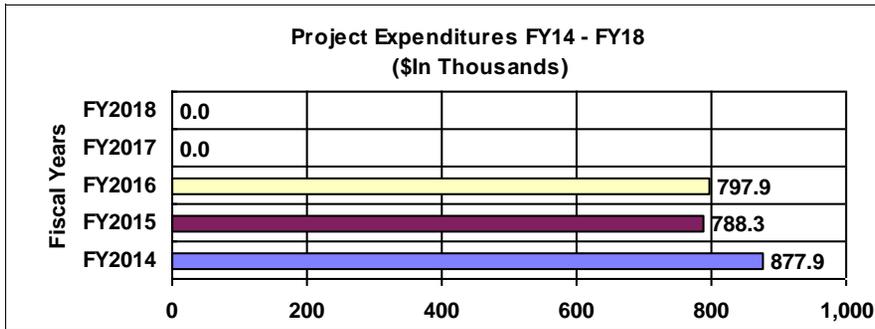
The creation of this program will add to the operating budget by \$540,000 annually.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
540,000	540,000	540,000

APPROVED PROJECT DETAIL

32091 Bus Wash Systems Replacement



Project Scope

The scope of this project is to upgrade bus wash system at Perry, Laredo and Hamilton Garages. This entails specific scope for each facility, including removing and replacing the water reclamation system. In addition to bus wash components, electrical, mechanical, and utility trades are included.

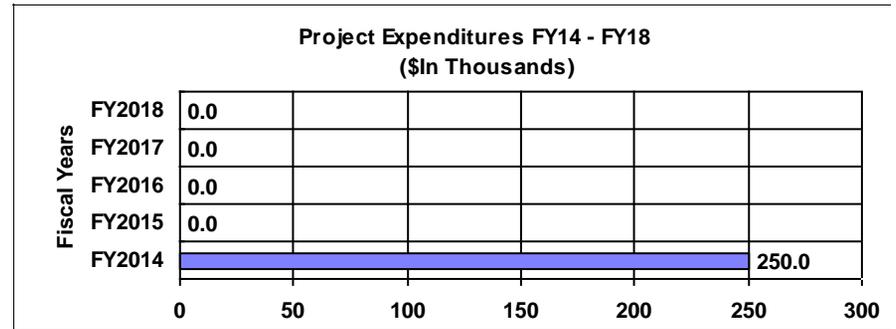
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32092 Fall Protection System Install



Project Scope

The scope of this project is to install 4 fall protection scaffolding systems in all garages.

Operating Budget Impact

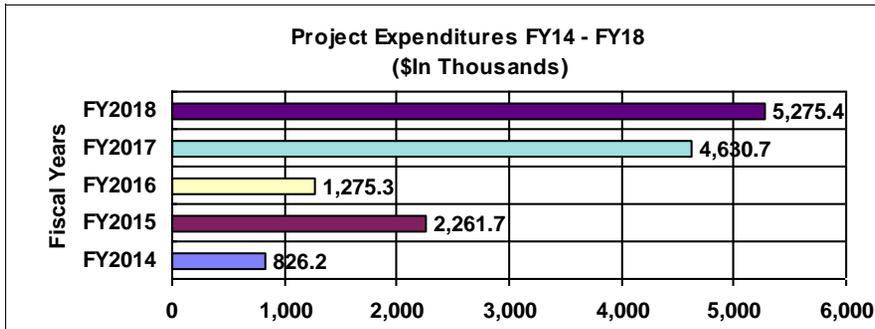
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32096 Lighting Fixtures Upgrade



Project Scope

This project will replace existing mercury vapor and high pressure sodium lighting fixtures with LED lights, which are more energy efficient, require lower maintenance and are environmentally friendly. This project will also include any emergency upgrades to existing fluorescent fixtures.

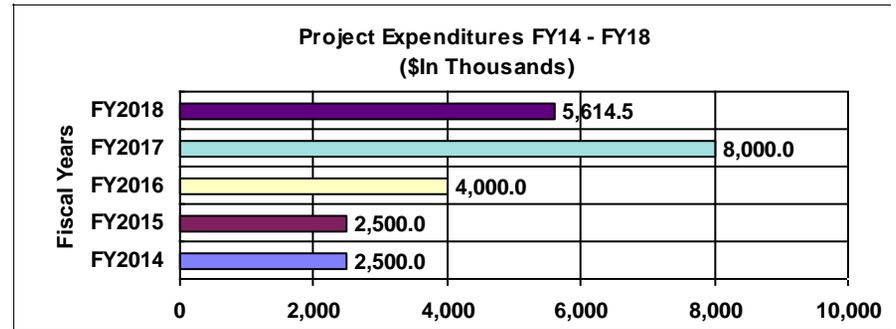
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32097 Escalators Gr 2



Project Scope

This project will provide means for replacement or refurbishment of designated escalators that have reached or exceeded their useful lives. Existing escalator equipment to be replaced includes motors, wiring, drive chain, sprockets, steps, racks, guide tracks, and comb plates. New safety devices will be installed to comply with current code requirements and existing controls will be replaced with new remote-monitoring-ready, microprocessor-based controllers which are capable of being connected to a future remote-monitoring system. The contract will also provide for removal of existing escalator equipment and testing of the new or refurbished escalators.

Operating Budget Impact

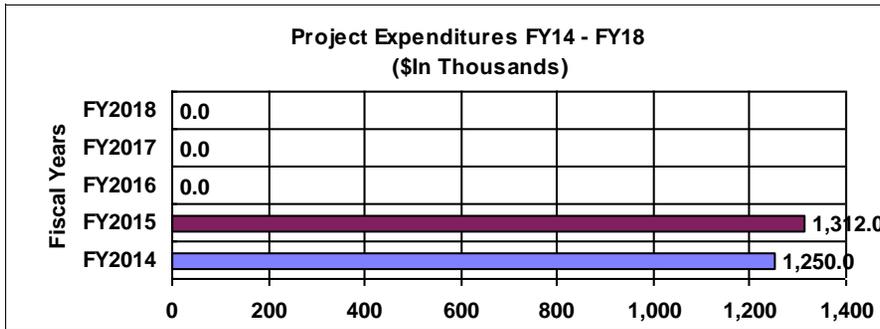
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32099 Cyclone Blower Systems Installation



Project Scope

This project involves purchasing and installing Bellows Cyclone Vacuum Systems at each fueling bay to eliminate dirt and trash during the nightly service process. There will be three systems at each facility (Perry, Laredo, and Brady) that will be installed in a staggered timing to get new systems on-line sooner.

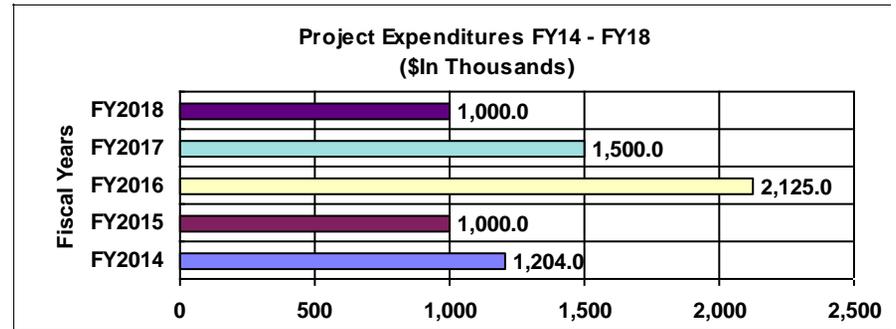
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32100 Enterprise Data Storage Upgrade



Project Scope

The Enterprise Data Storage Upgrade project will upgrade and expand the existing data storage infrastructure located at the MARTA Headquarters and Disaster Recovery Datacenters. The planned upgrades are intended to accommodate the Authority's current and near-future data storage needs. It also will provide for the development of strategies designed to improve storage capacity planning and manage the growth of data.

Operating Budget Impact

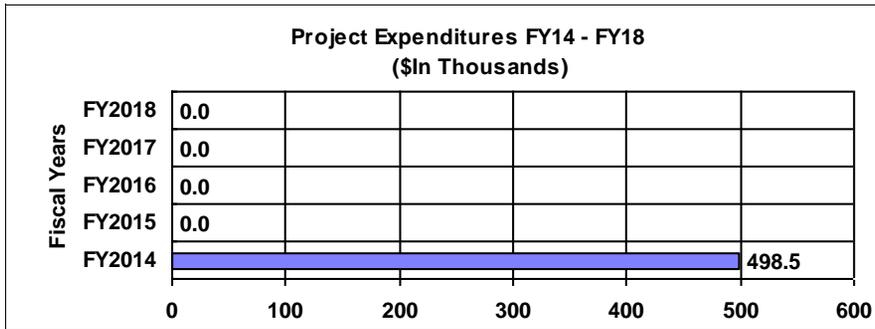
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32102 Merchant Services



Project Scope

Each year MARTA incurs charges connected with projects that must be undertaken because of varied changes in credit card organization regulations and/or banking regulations. These changes often require MARTA to make technical modifications to facilitate bank-end processing of our merchant agreement with Bank of America. This project will provide funding for Professional Services and labor to implement any future regulated changes that may occur in FY2014.

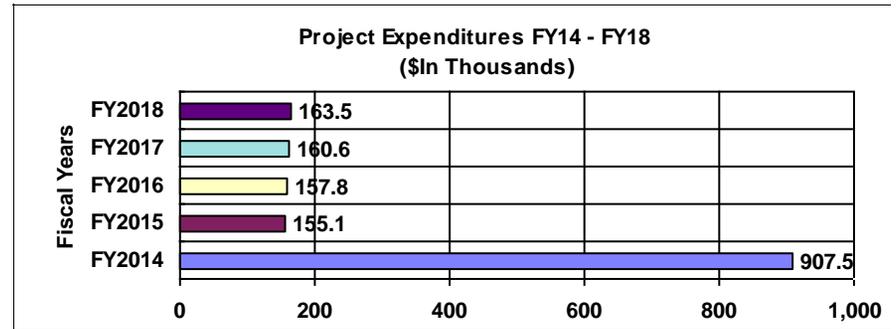
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32104 Station Access Program



Project Scope

This project will identify and prioritize station access improvements needed to implement the policies of Station Access hierarchy adopted in the Transit Oriented Development Guidelines. Project team will work with Engineering, Architecture and facilities to identify specific projects and then with Finance to identify funding opportunities such as federal funding or from the Atlanta Regional Commission.

Operating Budget Impact

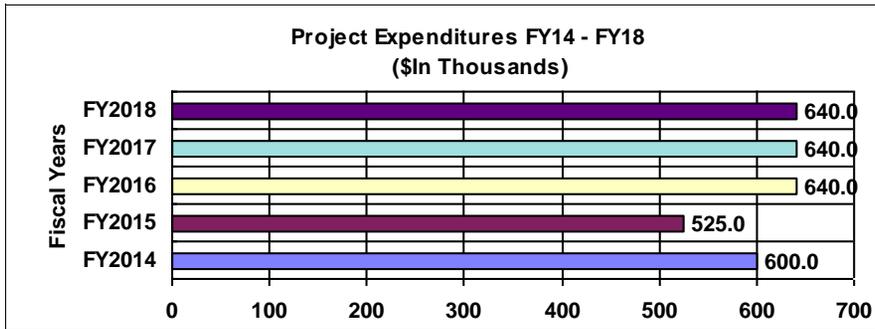
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32105 Scoping and Screening of Future CIP Projects



Project Scope

This project includes required ongoing project planning activities to define the scope, schedule and budget for project concepts prior to their consideration as candidates for inclusion in the capital program and subsequently the capital budget for FY 2014 and forward. This project includes completion of initial project checklists, project origination documents and feasibility studies, where requested for candidate CIP projects.

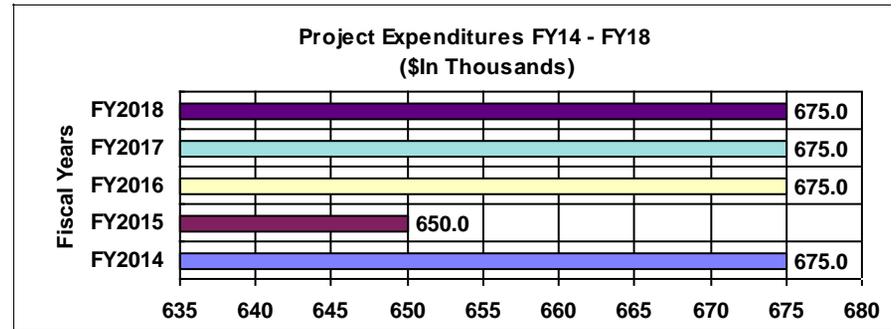
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32106 Project Delivery/Project Controls Improvement In



Project Scope

The scope of this project is to improve project control and delivery in a phased approach.

Operating Budget Impact

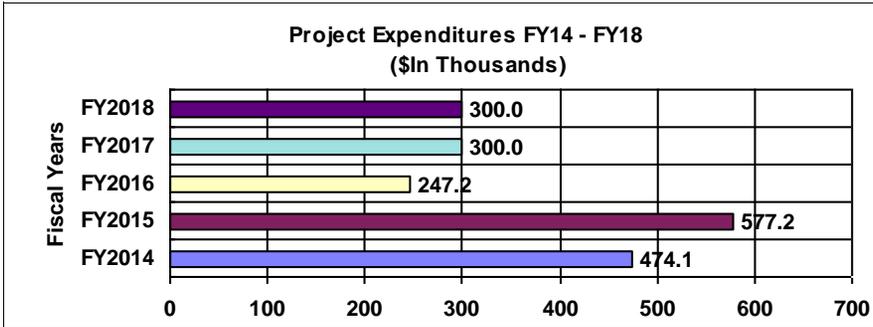
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32109 Standby Power Supply Replacement: Generators



Project Scope

MARTA’s standby power supply network is comprised of stationary generators of varying age and condition. The generators provide temporary, back-up power to critical functions at bus and rail operating and maintenance facilities, the Garnett Street revenue collection processing facility and bus radio telecommunication towers in Alpharetta and Union City. This project will fund the replacement of 18 generators assessed to be of highest priority and lowest condition rating.

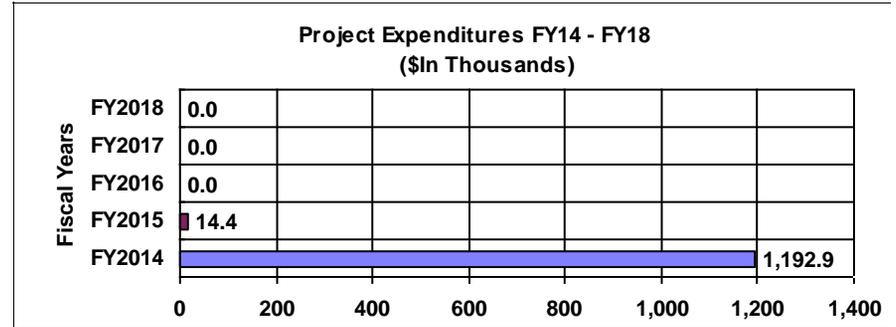
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32110 Risk Management Information System (RMIS) Up



Project Scope

This project pertains to procure hardware and software to establish a new Risk Management Information System (RMIS). The Authority is self-insured and self-administers both liability and workers’ compensation claims. This effort includes taking incident reports and statements, performing investigative work, interacting with government entities and dispersing payments to injured parties along with a host of other activities. The RMIS is the most important tool the staff uses on a daily basis to handle the claims administration process. The Office of Risk Management cannot operate efficiently and effectively without this critical knowledge base.

Operating Budget Impact

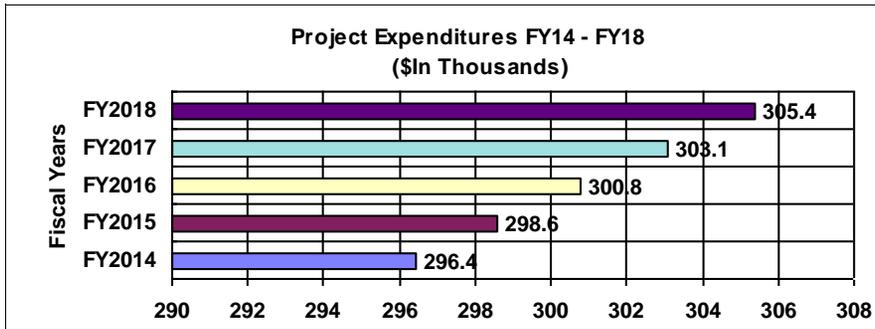
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32111 Short Range Planning Projects



Project Scope

This project will assist MARTA in developing a more strategic approach to expanding transit service in the short-term. This will include implementation of Express Bus Service, Bus Rapid Transit, and other short-term infrastructure improvements. Recognizing MARTA’s current budget constraints and the need to continue to improve transit service, this project will identify low cost short range transit solutions that will improve MARTA’s current operations. The work will serve as the foundation for MARTA’s Five-Year Strategic Service Plan and will be integrated into MARTA’s long range transit improvement plan.

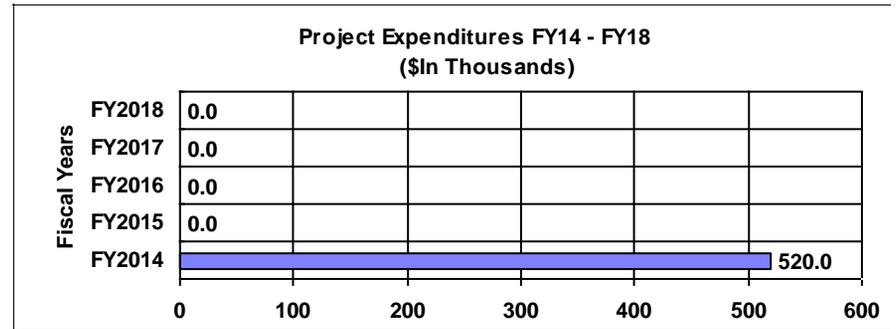
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32118 Data Center Replacement



Project Scope

The scope of this project will include construction of a new complete lights-out, fully redundant and secure data center. This new facility shall comply with the Telecommunications Infrastructure Standard for Data Centers ANSI/TIA-942. The work will include, but is not limited to the following:

- 1) Installation of structured cabling;
- 2) Adequate generator and UPS capacity;
- 3) Power distribution;
- 4) Fire detection and suppression;
- 5) Accommodation for future growth.

Operating Budget Impact

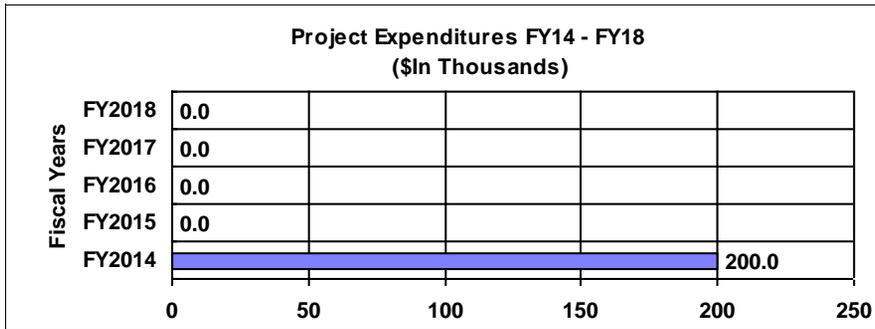
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32119 Enterprise Wireless LAN Systems Upgrade - FY '14



Project Scope

This project will upgrade and expand the current wireless Local Area Network (LAN) to provide wireless LAN connectivity at all desired MARTA locations. Additionally, it will provide an increase in bandwidth to satisfy users communication needs, increase scalability to support an increasing number of users as MARTA grows, improve security to defend the network against various attacks, improve management capabilities, guarantee reliability and performance, support future technology developments and accommodate enterprise-class network demands.

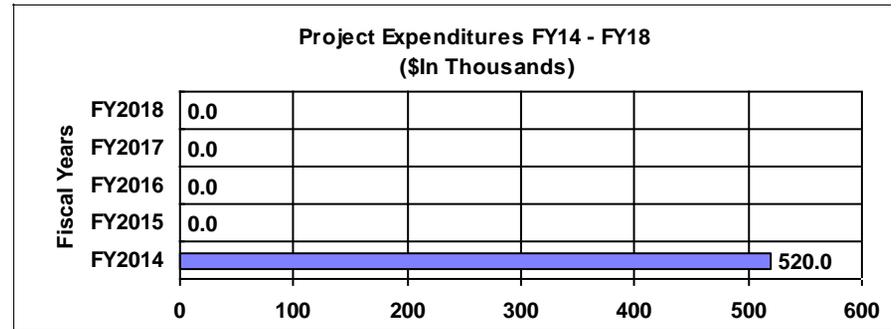
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32120 SharePoint Departmental Special Projects - FY '14



Project Scope

This project seeks to continue the Departmental and end user build out of SharePoint sites, environments, workflows and customizations requested.

Operating Budget Impact

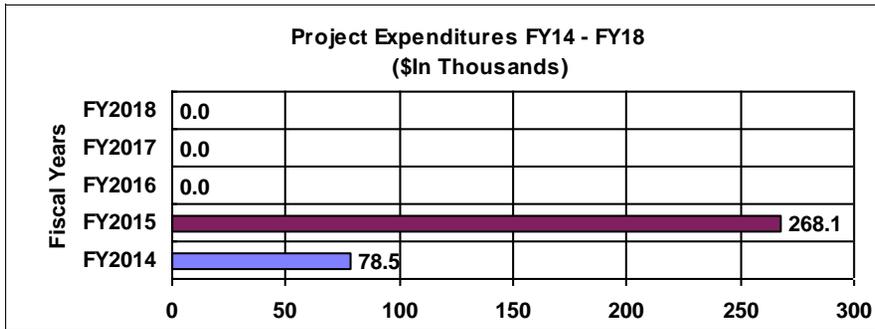
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32121 Armour Yard Vehicle Maintenance Facility Ventil



Project Scope

Installation of High Volume Low Speed Ceiling Fans in the Roofing system to promote the movement of air throughout the shop floor.

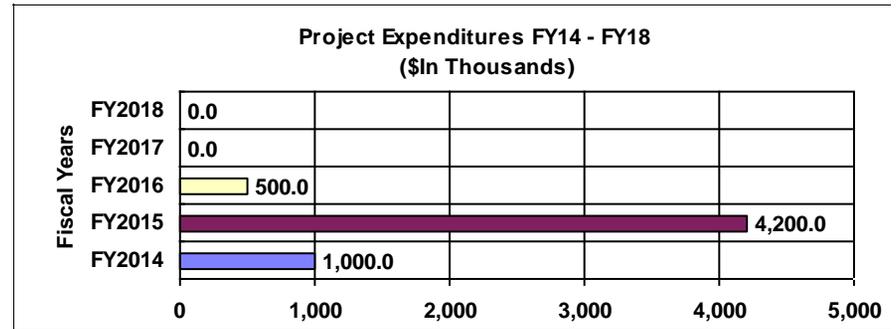
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32122 Avondale Fire Hydrant System Renovation



Project Scope

The scope of this project is to design and construct/rehab the Fire Protection System for Avondale Yard.

Operating Budget Impact

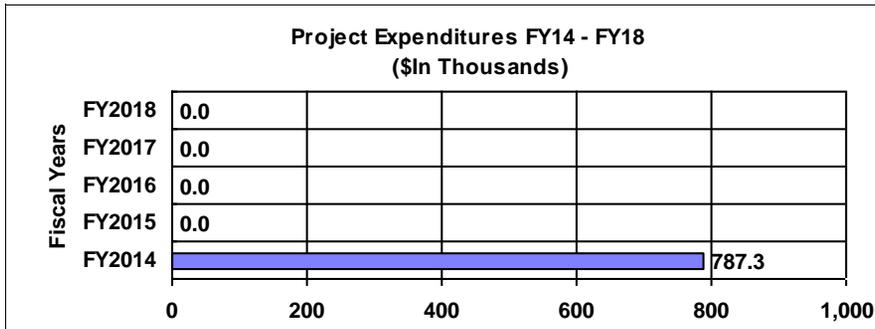
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32123 MARTA HQ Renovation



Project Scope

The primary scope is to replace the failing HVAC units on the building. Other small projects would consist of upgrades and replacements of other failing assets including: HVAC, Plumbing, Electrical, Systems, & Architectural systems.

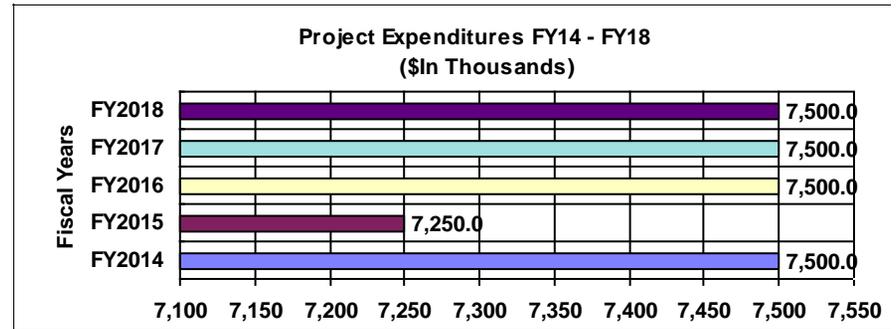
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32124 Facilities Upgrade Program



Project Scope

This program is to rehabilitate, replace, secure and respond to life safety critical and time-sensitive projects including infrastructure throughout the Authority. This includes rehabilitation or replacement of sidewalks, flooring replacing station platform safety warning strips, signage, and artwork; installing lighting, fire alarm, drainage systems, hvac units, rehabilitating handrail structures, replacement or rehabilitation of parking lots, renovate or rehabilitation of existing mechanical equipment, structural rehabilitation, track rehabilitation, small interior renovations, roofing rehabilitation, security related projects, and all other time sensitive and safety critical projects that requires immediate attention.

Operating Budget Impact

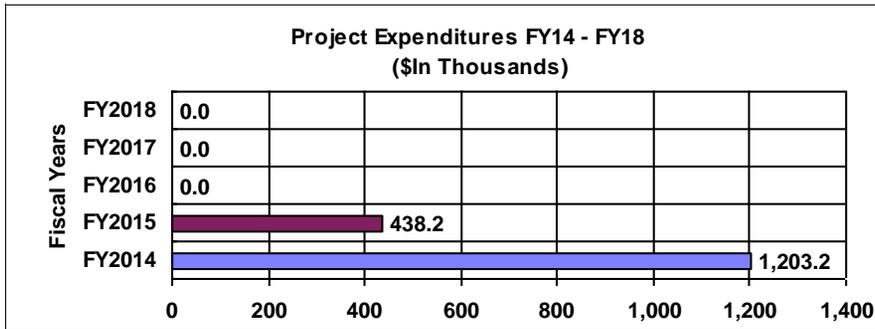
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32126 ItsMARTA.com and Mobile Upgrade



Project Scope

The scope of this project is to build a new infrastructure to support the latest versions of Microsoft web applications and also upgrade the web tools and legacy web applications.

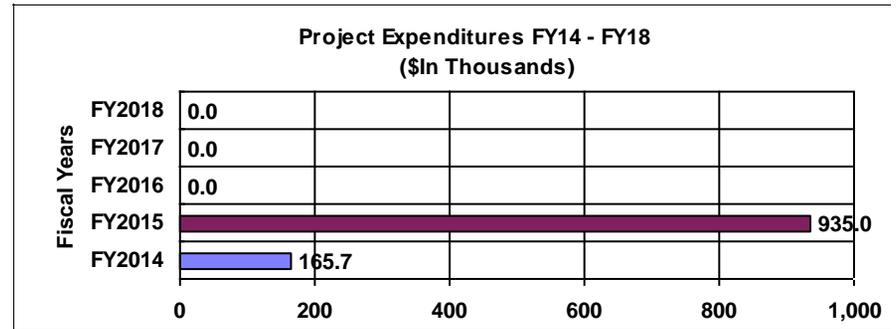
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32127 HEAT Upgrade



Project Scope

The scope of this project is to bring the Customer Care system to a current state:

1. Procure and build hardware to support the latest software version.
2. Upgrade HEAT and implement the new Web User Interface.
3. Implement the Heat Survey Tool to enable Customer Care to poll users on their service.
4. HMC - Monitors e-mail address to determine if the email files are requesting trouble assistance.
5. Upgrade ORACLE Database 11G Release 2.

Operating Budget Impact

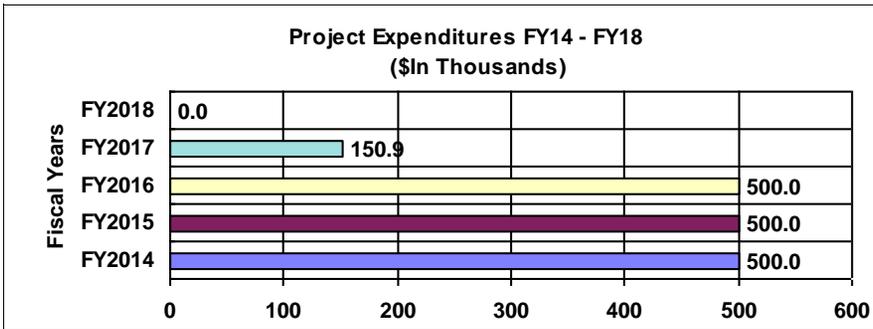
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32128 DEO Automation



Project Scope

The scope of this project is to fund the Planning stage to Concept Definition stage. DEO will conduct an assessment of the marketplace to solicit vendors that provide an automated solution that supports the complex DEO case management responsibilities. The new system will enable MARTA to perform spend analysis, capture demographical data target for the disadvantaged for business opportunities, develop capabilities to cross-reference EEO complaints, and enable electronic scan and upload of forms and supporting documentation.

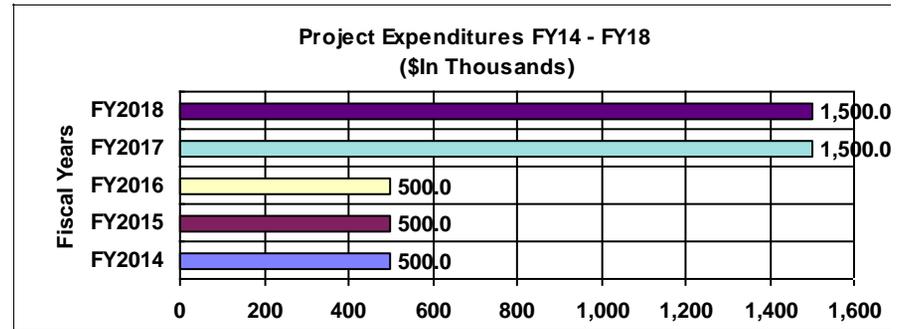
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32129 Enterprise Technology Security



Project Scope

Enterprise Technology Security (ETS) is the platform to ensure that the Authority is meeting all regulatory requirements for information technology security, not exposing sensitive infrastructure operations, and mitigating unwanted information risks of the Authority and its' stakeholders. Proactive security oversight management must anticipate and model various threats, likelihoods, and impacts to the Authority, in addition to the selection of and prioritization of controls to bring information systems in line with acceptable risk tolerance.

Operating Budget Impact

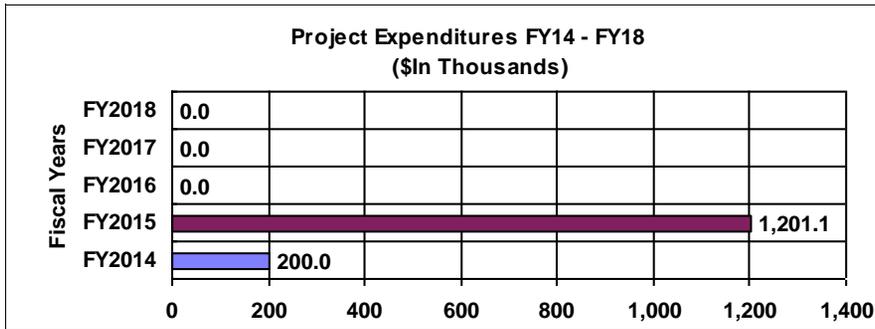
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32130 CQ310 CQ 311 Rail Car Replacement Program



Project Scope

The scope of this project is to develop new car specification incorporating new technology, and enhancements for the purchase and delivery of new cars in conjunction with the existing CQ310/CQ311 cars reaching their 40 year useful life dates. The specification and procurement strategy shall include various cost saving strategies including alternatives for MARTA Senior Management consideration such as vendor owned fleet, contractor maintenance and a two option vehicle procurement.

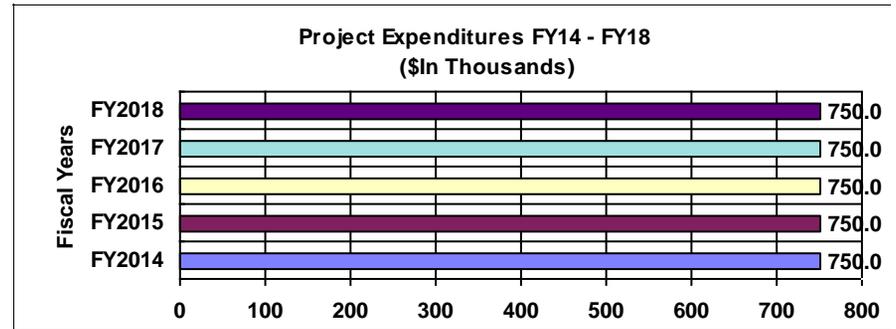
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32131 Rail Car Rotables (FY14-FY23)



Project Scope

The purpose of this project is to provide Rail Car Maintenance a means for procuring spare parts that are identified as Rotables which are not purchased through MARTA's inventory process and are outside the LCARE Program. Rotables purchased by this project will be used specifically for running repairs to vehicles (subsystem equipment) that are not being serviced by other concurrent rail car programs.

Operating Budget Impact

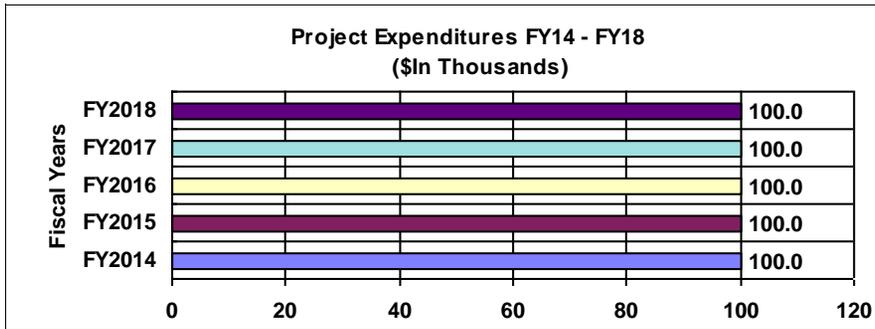
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32132 Environmental Management - Annual Fee Progra



Project Scope

This project funds the annual funding needs for MARTA's annual environmental management fee program.

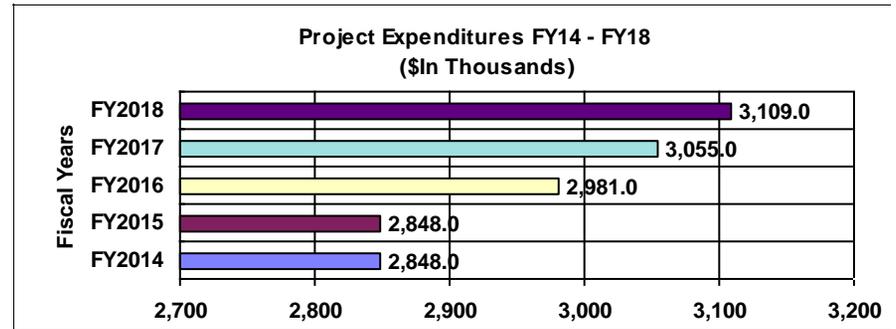
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

32133 CQ310 42M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

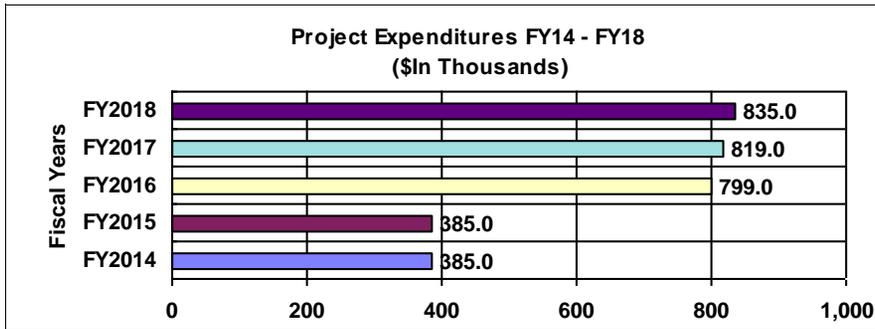
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

32134 CQ310 60M



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 60-months intervals in addition to a mid-life overhaul.

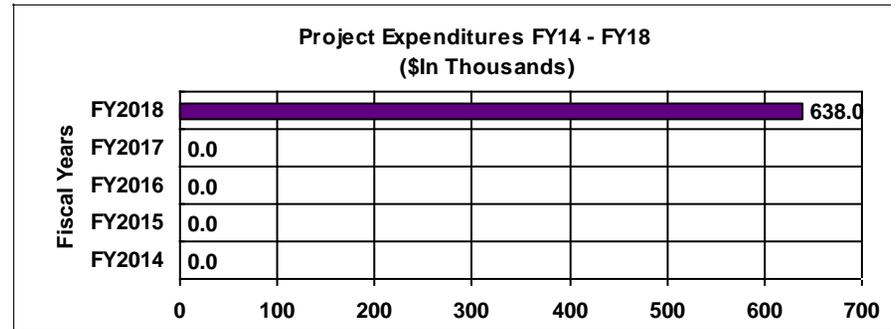
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

BB003 Rail Car Cleaning Platforms



Project Scope

The scope of this project is to construct and build a cleaning platform similar to that of Armour Yard. This will reduce the need for employees to enter the yard at ground level while performing vehicle servicing.

Operating Budget Impact

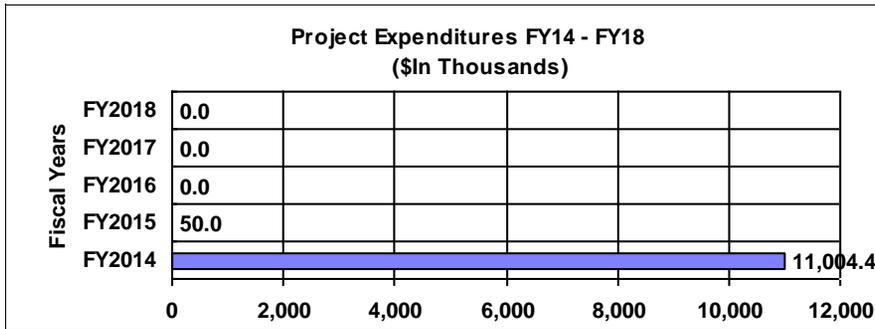
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

F0143 Buckhead Station Nrth Entrance



Project Scope

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 to connect to existing and future developments. There is a stair/elevator tower on the east side of GA 400. The entrance includes new fare gate array, stairs and elevator. There is an elevated ramp and walkway on the west side of GA 400. The existing emergency stair and bridge over GA 400 southbound will be removed.

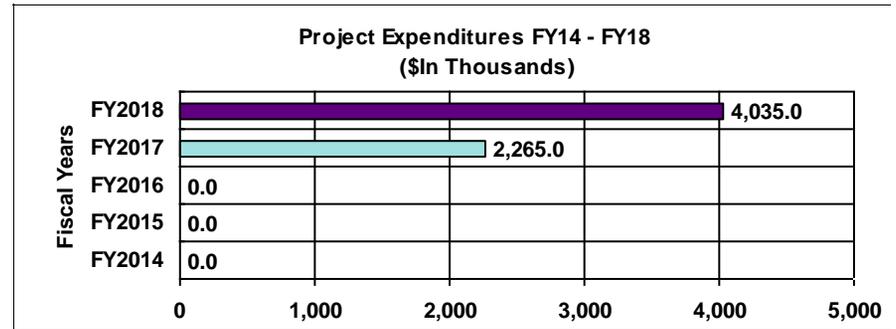
Operating Budget Impact

The operating impact is comprised of: Annual maintenance cost of \$ 39,000; Annual custodial cost of \$51,574; Annual security cost of \$315,545 for additional police officer; Annual station agents cost of \$199,895.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
406,119	406,119	406,119

G1001 Avondale Vehicle Maintenance Facility Jack/Lift



Project Scope

The scope of this project is to replace aging vehicle and truck shop equipment lift systems. This will enhance the effectiveness and production capability of the rail car maintenance staff and provide reliable lift system that will increase the availability of the equipment.

Operating Budget Impact

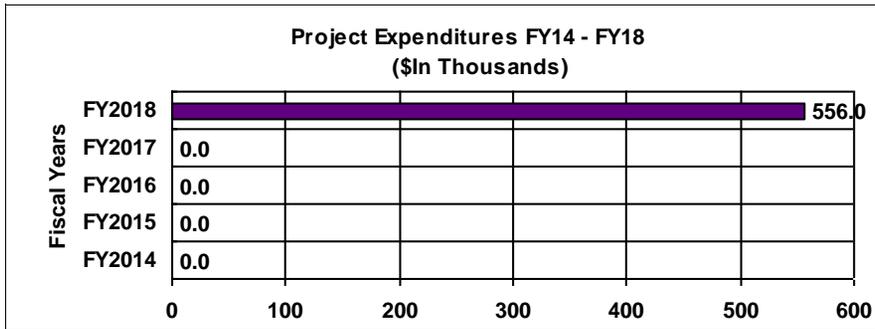
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

G1003 Avondale Vehicle Maintenance Facility



Project Scope

The scope of this project is to extend the useful life of the Avondale rail car maintenance through major overhaul and improvement. This overhaul and improvement will enhance efficiency and increase capacity by adding 2 in floor vehicle lifts, modernizing the roof to increase natural lighting, coating/painting the ceiling and walls with light reflectance paint, installing high volume ceiling fans, replacing all missing windows installing high efficiency windows, and leveling and resurfacing all floors. Additionally, HVAC system in the blow-pit needs to be upgraded, a vacuum system and platform level access added.

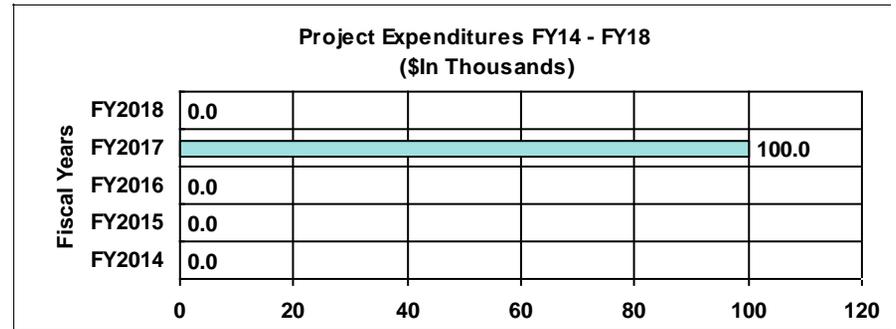
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

G1003A Avondale Maintenance Facility Concept Definiti



Project Scope

This project covers the concept definition of the capital project G1003 Avondale Vehicle Maintenance Facility.

Operating Budget Impact

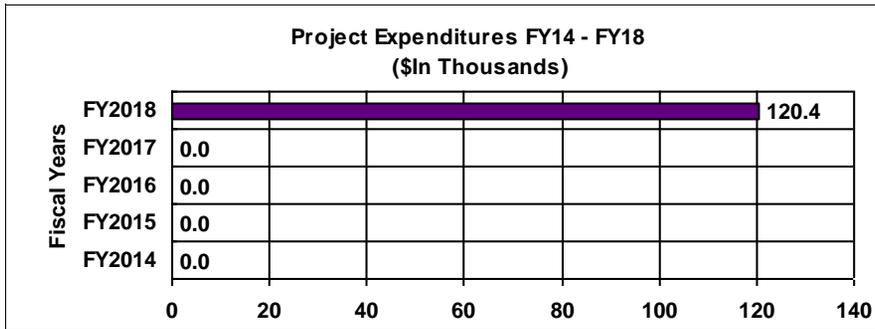
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

G1006 Propulsion Bench Test Equipment



Project Scope

This project provides for the procurement and installation of new fully integrated bench test equipment for the troubleshooting and repair of the Rail Car Propulsion System Components.

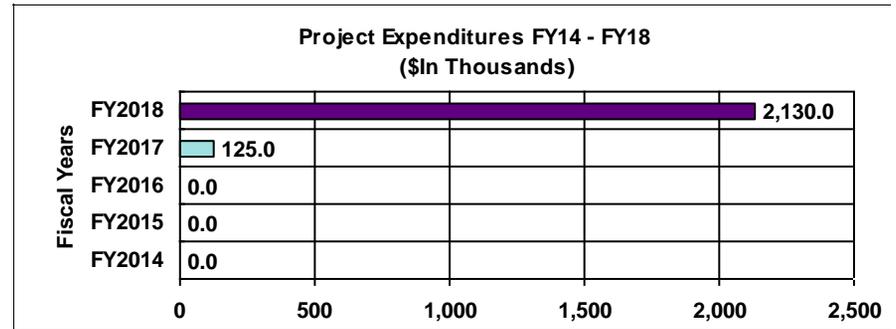
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

G1021 MARTA Design Criteria Update



Project Scope

The scope of this project is to upgrade and revise the MARTA Design Criteria standards for civil and structural with other engineering disciplines to follow. The other disciplines that will be improved are electrical, mechanical, communication, systems and architecture. This will be the initial phase of improving and revising all MARTA Design Criteria Guidelines to adhere to current industry standards and implement new design practices. The design criteria standards have not been updated since the late 1980's and have been long overdue for improvement.

Operating Budget Impact

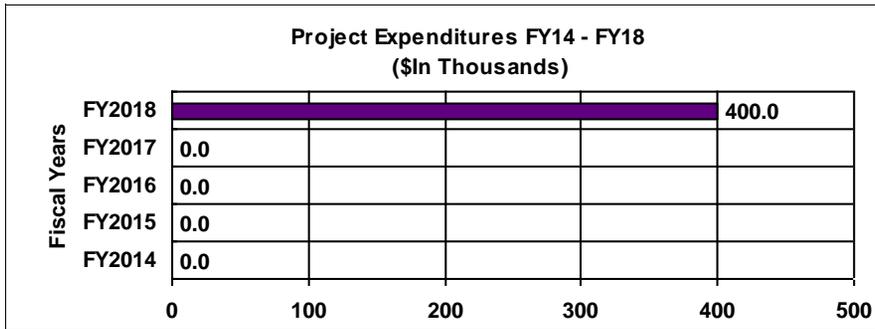
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

G1031 Sandy Springs Parking Deck Rehabilitation



Project Scope

The scope of this project is to rehabilitate the patterned full-depth cracks at the slab-column interface within the Sandy Springs Station parking deck.

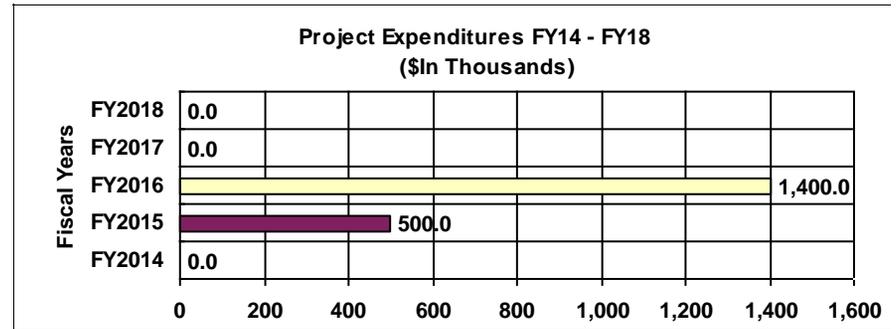
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

G1050 Back-up Integrated Operations Center



Project Scope

The scope of this project is to establish a Backup Integrated Operations Center to house facilities for: Rail Operations, Bus Operations, Police Communications Operations and Emergency Command Room.

Operating Budget Impact

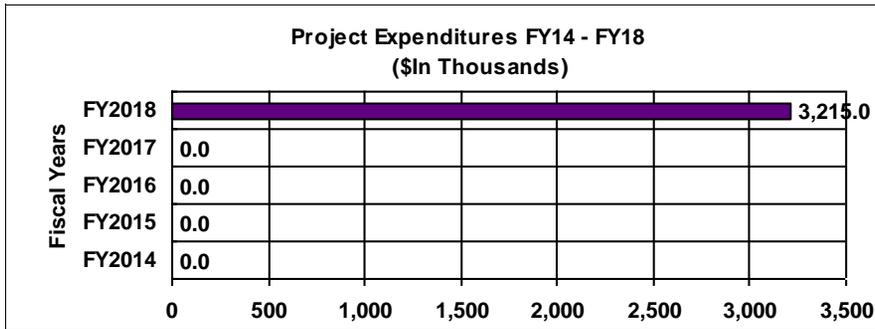
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

POC06 Bus and Rail Training Simulators



Project Scope

This project provides for procuring and installing bus and rail training simulators. This will allow for "street" to occur at any time without tying up trainer resources. Being able to simulate any route, rail alignment or service district corridor provides a complete training experience. Having the ability to simulate any driving condition can only benefit students under real on street situations.

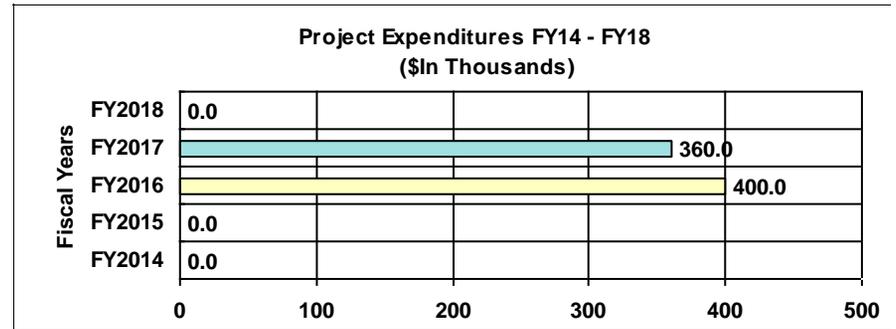
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

POC15 Bring Your Own Device



Project Scope

The scope of this project is to develop a policy and procedures to manage all smart mobile devices (smart phones and laptops) that synchronize or access MARTA's enterprise system and control MARTA's data. The product of choice must have the ability to manage the access of mobile devices and its content in compliance with the preset policies.

Operating Budget Impact

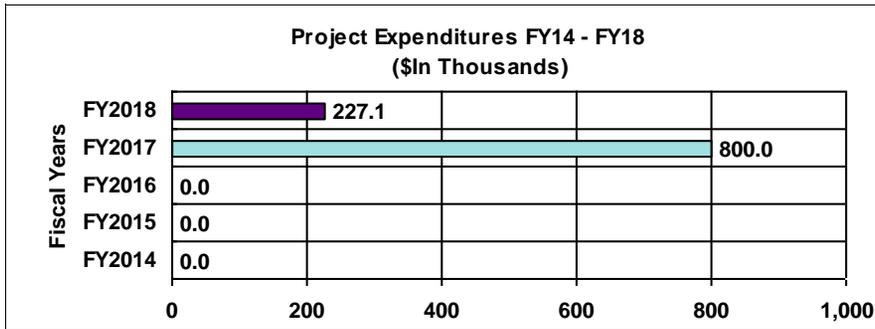
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

APPROVED PROJECT DETAIL

POC17 Chemical Detection System



Project Scope

This project provides for developing a chemical detection system with sensors, cameras, computerized chemical analysis and controlling ventilation to detect and contain a lethal chemical dispersal in and around the MARTA Five Points Station.

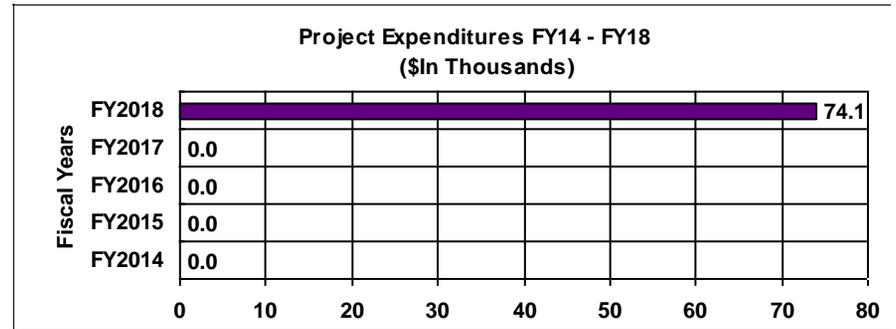
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

POC41 Rail Car Mover Procurement



Project Scope

This project provides for the procurement of a rail car mover. Utilizing a Remote controlled Rail Car Mover will provide the Maintenance Department the ability to move cars within the shop/yard limits with minimum personnel required, allow precise and safe control of the car when the brakes are cut out and the car is being moved, and allow the wheel truing machine operators the ability to correctly locate the wheels on their machines the first time. This rail car mover will be used for internal shop moves, combined with revised procedures; this equipment should reduce the reliance on yard operators.

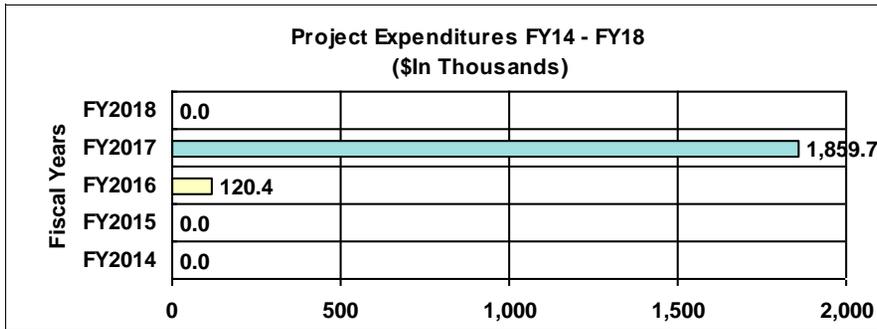
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

POC45 Avondale Wheel Truing Replacement



Project Scope

This project provides for the installation of a newly manufactured wheel truing machine, chip collection system, and control system. Additionally contract should include options for contract yearly preventive maintenance services and contract operations services for Rail Car Maintenance oversight.

Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2014 (\$)	FY2015 (\$)	FY2016 (\$)
0	0	0

Federal Grants

This section details the federal grants that support the funding of the FY14 Capital Improvement Program and beyond.

FEDERAL GRANT DETAIL

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY14 Capital Improvement Program is supported by a general fund with revenue sources as follows: \$51,739,000 of federal funding, \$2,122,416 of State of Georgia funding, and \$235,536,615 of MARTA funding. The following pages detail the Federal Grants that

support the funding of the FY14 Capital Improvement Program. The Capital Improvement Program (CIP) is funded from four primary sources. These sources are defined in the Financial Summary Section of this document. The following outlines the funding of the FY14 CIP.

Funding Source	Description	FY14 Funding Level
MARTA	Salex Tax, Bond Sales, Interest	235,536,615
Federal	GA-03-0081	480,000
	GA-04-0031	16,700,000
	GA-05-0031	14,029,071
	GA-56-0001	250,000
	GA-58-0001	640,000
	GA-58-0002	620,000
	GA-66-X001	620,240
	GA-90-X130	640,000
	GA-90-X131	3,254,060
	GA-90-X269	3,285,000
	GA-90-X313	926,277
	GA-95-X015	534,352
	GA-95-X027	2,600,000
	GA-95-X028	200,000
	GA-96-X005	6,360,000
	FY11/12 TSGP	600,000
	SUBTOTAL	51,739,000
State	Track Rehabilitation Grants	2,122,416
	TOTAL	53,861,416

FEDERAL GRANT DETAIL

Federal Grant: **GA-03-0081**
 Date Awarded: July 2006
 Est Completion: December 2015

Scope

This grant will provide additional federal funding under FTA Section 5309 Bus and Bus Facilities Program for the renovations and upgrades of the MARTA Hamilton Boulevard Bus Garage. The project will update the facility to accommodate clean fuel (CNG) technology and bring the facility to a state of good repair. The scope of work includes build out of auxiliary facilities such as the fueling and bus wash operations and security and lighting improvements.

GA-03-0081	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	2,428,541	0	480,000	1,948,541
MARTA Capital	607,135	0	120,000	487,135
Total	3,035,676	0	600,000	2,435,676
<i>Budget</i>				
Hamilton Renovations	3,035,676	0	600,000	2,435,676
Total	3,035,676	0	600,000	2,435,676

FEDERAL GRANT DETAIL

Federal Grant: **GA-04-0031**
 Date Awarded: February 2013
 Est Completion: December 2016

Scope

This grant award includes FTA FY10 and FY11 State of Good Repair Discretionary program funding and includes three Marta projects: Brady Mobility Phase I/II, Brownsmill Bus Facility, and the Asset Management System. The Brady Mobility Project is a two-phased reconstruction and replacement program for the MARTA Brady Mobility Facility, which operates and maintains MARTA's Mobility Fleet. The project increases operational effectiveness as well as brings the facility to a state of good repair. Phase I replaces modular trailers with a permanent-use facility. Phase II includes sitework and infrastructure improvements and construction of new vehicle wash, fueling and cleaning facilities. The renovations to the Brownsmill Bus Facility, which opened in 1977, include environmental and ADA upgrades, HVAC and lighting improvements, and CNG detection system replacement. The Asset Management Improvement Project will provide upgrades to MARTA's existing asset management system to include elements compliant with ongoing FTA State of Good Repair efforts. A grant amendment subsequently submitted includes funding support for the Hamilton Bus Facility renovations, MARTA's clean fuel bus procurement, and additional funding support for the Asset Management Program.

GA-04-0031	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	53,231,200	0	16,700,000	36,531,200
MARTA Capital	13,307,800	0	4,175,000	9,132,800
Total	66,539,000	0	20,875,000	45,664,000
<i>Budget</i>				
Brady Mobility Phase I/II	40,500,000	0	11,425,000	29,075,000
Brownsmill Bus Facility	7,035,000	0	200,000	6,835,000
Bus Procurement	8,750,000	0	8,750,000	0
Hamilton Renovations	8,125,000	0	0	8,125,000
Asset Mgt System	2,129,000	0	500,000	1,629,000
Total	66,539,000	0	20,875,000	45,664,000

FEDERAL GRANT DETAIL

Federal Grant: GA-05-0031
 Date Awarded: September 2007
 Est Completion: December 2015

Scope

This grant is funded through the annual FTA Section 5309 Fixed Guideway Modernization Formula Grant allocation to the Atlanta Metropolitan region and includes FFY06-FFY11 suballocations. The projects include partial funding of the comprehensive railcar rehabilitation program of the CQ310/CQ311 railcar fleet, partial or full funding for various track renovation projects, the train control system upgrade (TCSU) project, preventive maintenance and the CQ311 railcar conversion from DC to AC propulsion. The currently available grant funds are programmed for track renovations and train control projects. These are multi-year phased programs.

GA-05-0031	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	147,409,477	129,288,094	14,029,071	4,092,312
Federal Operating	16,000,000	16,000,000		0
MARTA Capital	36,852,370	32,322,023	3,507,268	1,023,079
MARTA Operating	4,000,000	4,000,000		0
Total	204,261,847	181,610,117	17,536,339	5,115,391
<i>Budget</i>				
Railcar Rehab Program	102,155,285	102,155,285	0	0
Preventive Maintenance	20,000,000	20,000,000	0	0
Track/Rail Stn Renov	82,106,562	59,454,832	17,536,339	5,115,391
Total	204,261,847	181,610,117	17,536,339	5,115,391

FEDERAL GRANT DETAIL

Federal Grant: GA-56-0001
 Date Awarded: May 2009
 Est Completion: September 2013

Scope

This grant is funded by the American Recovery and Reinvestment Act of 2009 (ARRA) Fixed Guideway funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA, for the Systemwide Fire Protection Upgrade project. This project will upgrade and replace the fire protection system for MARTA rail stations, lines, and facilities. This project includes fire detection, suppression and notification systems. The new system will integrate with multiple subsystems such as the public address system and will be in compliance with all current governing codes and laws.

GA-56-0001		Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>					
	Federal Capital	7,380,854	7,130,854	250,000	0
	MARTA Capital	0	0	0	0
	Total	7,380,854	7,130,854	250,000	0
<i>Budget</i>					
	System Fire Protect Upgrade	7,380,854	7,130,854	250,000	0
	Total	7,380,854	7,130,854	250,000	0

FEDERAL GRANT DETAIL

Federal Grant: GA-58-0001
 Date Awarded: August 2007
 Est Completion: December 2015

Scope

This grant is funded from FFY06-FFY09 Section 5308 Discretionary Bus and Bus Facilities Program funding. The initial grant award provides funding for the procurement of CNG and clean fuel technology buses. A subsequent amendment provides funding support for the Hamilton bus facility renovation to accommodate clean fuel technology (CNG) and increase operation and cost efficiencies.

GA-58-0001	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	13,977,090	10,311,206	640,000	3,025,884
State Capital	1,308,635	1,308,635	0	0
MARTA Capital	2,185,137	1,269,166	160,000	755,971
Total	17,470,862	12,889,007	800,000	3,781,855
<i>Budget</i>				
Bus Procurement	12,889,007	12,889,007	0	0
Hamilton Maint Fac Renov	4,581,855	0	800,000	3,781,855
Total	17,470,862	12,889,007	800,000	3,781,855

FEDERAL GRANT DETAIL

Federal Grant: **GA-58-0002**
 Date Awarded: May 2012
 Est Completion: December 2014

Scope

This project will retrofit ten (10) existing MARTA transit buses with new commercial version, advanced lithium iron battery and electrical control systems. The vehicle battery and control system technologies will be retrofitted as a kit on existing transit buses under the scope of this project. This project will also engineer, develop and install the advanced second generation Engineered Machine Product electrical cooling system with variable speed water pumps on twenty (20) buses in the current MARTA bus fleet.

GA-58-0002	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	840,000	120,000	620,000	100,000
MARTA Capital	210,000	30,000	155,000	25,000
Total	1,050,000	150,000	775,000	125,000
<i>Budget</i>				
Electronic Vehicle Thermal Management System (EVTMS)	900,000	0	775,000	125,000
Lithium Ion Battery	150,000	150,000	0	0
Total	1,050,000	150,000	775,000	125,000

FEDERAL GRANT DETAIL

Federal Grant: **GA-66-X001**
 Date Awarded: November 2009
 Est Completion: October 2013

Scope

This grant is funded by American Recovery and Reinvestment Act of 2009 (ARRA) Transit Capital Assistance flexed from FHWA. The projects included in this grant award are preventive maintenance for bus and rail operations and trackway renovations.

GA-66-X001	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	5,547,434	4,927,194	620,240	0
Federal Operating	24,452,566	24,452,566	0	0
Total	30,000,000	29,379,760	620,240	0
<i>Budget</i>				
Preventive Maintenance	24,452,566	24,452,566	0	0
Trackway Renovations	5,047,434	4,427,194	620,240	0
Project Administration	500,000	500,000	0	0
Total	30,000,000	29,379,760	620,240	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X130**
 Date Awarded: March 2000
 Est Completion: December 2015

Scope

This grant is funded from flexed FHWA funds. The initial grant award and first amendment funded the conversion of the Laredo bus maintenance garage to a CNG fueling facility and the procurement of CNG fueled buses. Additional enhancements were made to the facilities at Laredo through rehabilitation and/or replacement of some of the service buildings. Subsequent amendments for \$10,000,000 have been awarded to partially fund the renovations at the Hamilton bus maintenance garage, purchase of real estate and equipment to support the renovation. The Hamilton Renovation project is funded with various FTA grant awards and Marta local funds.

GA-90-X130	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	32,278,400	24,403,402	640,000	7,234,998
MARTA Capital	8,069,600	6,100,851	160,000	1,808,749
Total	40,348,000	30,504,253	800,000	9,043,747
<i>Budget</i>				
Laredo CNG Conversion	16,819,107	16,819,107	0	0
Hamilton Renovation	10,001,649	157,902	800,000	9,043,747
Bus Procurement	13,527,244	13,527,244	0	0
Total	40,348,000	30,504,253	800,000	9,043,747

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X131**
 Date Awarded: December 2000
 Est Completion: February 2014

Scope

This grant was awarded for construction of the Buckhead Station North Concourse and Pedestrian Bridge/Walkway. This project will connect the northern end of the Buckhead rail station to the office, retail and residential developments on either side of the GA400 tollway. The original grant funds received are for Phase I of the construction project. An amendment was subsequently awarded for \$6,925,000 for Phase II of the Buckhead North Entrance for a total grant amount of \$13,850,000. Construction was started in the third quarter of FY2012.

GA-90-X131	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	11,080,000	7,825,940	3,254,060	0
MARTA Capital	2,089,094	1,275,579	813,515	0
City of Atlanta	680,906	680,906	0	0
Total	13,850,000	9,782,425	4,067,575	0
<i>Budget</i>				
Buckhead North Entrance	13,850,000	9,782,425	4,067,575	0
Total	13,850,000	9,782,425	4,067,575	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X269**
 Date Awarded: July 2007
 Est Completion: July 2014

Scope

This grant funds the MARTA Memorial Drive Bus Rapid Transit (BRT) project. The grant funds will be used to procure equipment (including passenger vehicles), acquire right-of-way for BRT stations and a park/ride facility, and design and construct the infrastructure necessary to implement a BRT system in the Memorial Drive Corridor, a major thoroughfare within the MARTA service area. The planned BRT service is intended to provide current and new transit riders with a more enhanced level of service in this corridor. The service is to include both BRT Express Service and BRT Limited Service (implemented in phases).

GA-90-X269	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	3,285,000	0	3,285,000	0
MARTA Capital	821,250	0	821,250	0
Total	4,106,250	0	4,106,250	0
<i>Budget</i>				
Bus Replacement	3,396,250	0	3,396,250	0
Paratransit Vehicle	620,000	0	620,000	0
Project Administration	90,000	0	90,000	0
Total	4,106,250	0	4,106,250	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X313**
 Date Awarded: TBD
 Est Completion: June 2014

Scope

This Section 5307 grant awarded is for funds allocated per the FTA’s Urbanized Area Formula Program for the Federal Fiscal Year 2012. Currently identified efforts to be funded by this grant include preventive maintenance activities, fuel allotment for electric propulsion, transit enhancement project for the Audio Visual Information System (AVIS) program, and various security projects. The grant amendment subsequently submitted provides additional funding for the continuation of preventive maintenance and security projects.

GA-90-X313	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	926,277	0	926,277	0
Federal Operating	43,236,063	28,997,000	14,239,063	0
MARTA Capital	231,569	0	231,569	0
MARTA Operating	10,809,016	7,249,250	3,559,766	0
Total	55,202,925	36,246,250	18,956,675	0
<i>Budget</i>				
Preventive Maintenance	52,178,374	35,312,898	16,865,476	0
Fuel Allotment	1,866,705	933,352	933,353	0
Transit Enhancement	578,923	0	578,923	0
Surveillance/ Security	578,923	0	578,923	0
Total	55,202,925	36,246,250	18,956,675	0

FEDERAL GRANT DETAIL

Federal Grant: GA-95-X015
 Date Awarded: June 2011
 Est Completion: May 2014

Scope

This grant is funded with flexed FY2010 Federal Highway Administration L230 (FHWA) funds to the Federal Transit Administration (FTA), for use by eligible projects. MARTA has programmed the flexed funds for the following three (3) capital assistance projects: A)MARTA Preventive Maintenance for Bus and Rail Vehicles and Infrastructure; B)MARTA Capital Improvement Project – Replace Running Rail/Yard Switch Ties; C) MARTA ADA Paratransit Service.

GA-95-X015	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	3,000,000	2,465,648	534,352	0
Federal Operating	37,336,094	37,336,094	0	0
MARTA Capital	750,000	616,412	133,588	0
MARTA Operating	9,334,024	9,334,024	0	0
Total	50,420,118	49,752,178	667,940	0
<i>Budget</i>				
Preventive Maintenance	43,670,118	43,670,118	0	0
Running Rail/yard Switch Ties	3,750,000	3,082,060	667,940	0
ADA Paratransit Service	3,000,000	3,000,000	0	0
Total	50,420,118	49,752,178	667,940	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-95-X027**
 Date Awarded: TBD
 Est Completion: December 2014

Scope

This grant award is funded with FY12 FHWA flexible funding under the FTA Surface Transportation Program for bus and rail operations preventive maintenance, ADA Accessibility at the MARTA rail stations, and Rail System renovation projects to include the Audio Visual Information System project and the Tunnel Fan renovation/rehabilitation project.

<i>GA-95-X027</i>	<i>Grant Budget</i>	Prior Year Expense	<i>FY14 Budget</i>	Future Years
<i>Funding</i>				
Federal Capital	10,200,000	0	2,600,000	7,600,000
Federal Operating	5,000,000	5,000,000	0	0
MARTA Capital	2,550,000	0	650,000	1,900,000
MARTA Operating	1,250,000	1,250,000	0	0
Total	19,000,000	6,250,000	3,250,000	9,500,000
<i>Budget</i>				
Vehicle Procurement	2,500,000	0	2,500,000	0
Preventive Maintenance	6,250,000	6,250,000	0	0
Rail Renovation Projects	5,250,000	0	375,000	4,875,000
ADA Accessibility	5,000,000	0	375,000	4,625,000
Total	19,000,000	6,250,000	3,250,000	9,500,000

FEDERAL GRANT DETAIL

Federal Grant: **GA-95-X028**
 Date Awarded: July 2013
 Est Completion: December 2015

Scope

This grant will provide funding from FFY10 flexible funding under the FTA Surface Transportation Program (STP) for the renovations and upgrades of the MARTA Hamilton Boulevard Bus Garage. The project will update the facility to accommodate clean fuel technology and bring the facility to a state of good repair. The scope of work includes build out of auxiliary facilities such as the fueling and bus wash operations and security and lighting improvements.

GA-95-X028	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	2,000,000	0	200,000	1,800,000
MARTA Capital	500,000	0	50,000	450,000
Total	2,500,000	0	250,000	2,250,000
<i>Budget</i>				
Hamilton Renovations	2,500,000	0	250,000	2,250,000
Total	2,500,000	0	250,000	2,250,000

FEDERAL GRANT DETAIL

Federal Grant: **GA-96-X005**
 Date Awarded: August 2009
 Est Completion: October 2014

Scope

This grant is funded by the American Recovery and Reinvestment Act of 2009 (ARRA) Transit Capital Assistance funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA per the regional policy. The projects included in this grant award are preventive maintenance for bus and rail operations, procurement of replacement buses, fire protection system upgrade, transit enhancement, security, and operating assistance. The bus procurement is for clean fuel replacement buses to maintain the bus fleet in optimum operating condition. The fire protection system project will upgrade and replace the system in MARTA rail stations, lines, and facilities.

GA-96-X005	Grant Budget	Prior Year Expense	FY14 Budget	Future Years
<i>Funding</i>				
Federal Capital	34,925,119	14,682,115	6,360,000	13,883,004
Federal Operating	22,750,662	22,750,662	0	0
MARTA Operating	0	0	0	0
MARTA Capital	0	0	0	0
Total	57,675,781	37,432,777	6,360,000	13,883,004
<i>Budget</i>				
Bus Procurement	6,965,041	6,965,041	0	0
Preventive Maintenance	17,818,825	17,818,825	0	0
Operating Assistance	4,931,837	4,931,837	0	0
Fire Protection Sys Upgr	25,305,078	5,531,037	5,960,000	13,814,041
Proj Adm Fire Protect	2,000,000	2,000,000	0	0
Security Equipment	555,000	86,037	400,000	68,963
Transit Enhancements	100,000	100,000	0	0
Total	57,675,781	37,432,777	6,360,000	13,883,004

FEDERAL GRANT DETAIL

Federal Grant: DHS FY2011/FY2012

Date Awarded: April 2008
 Est Completion: August 2015

Scope

These grant awards are funded under the Department of Homeland Security FFY2011-2012 Infrastructure Protection Program: Transit Security funds. These funds were appropriated by the U.S. Department of Homeland Security. The grant scope includes security equipment procurement, training, system security projects, system operating projects and exercises. The exercises include emergency personnel from multiple jurisdictions and MARTA frontline and operations staff.

<i>DHS FY2011/FY2012</i>	<i>Grant Budget</i>	Prior Year Expense	<i>FY14 Budget</i>	Future Years
<i>Funding</i>				
Federal Operating	2,459,359	0	150,000	2,309,359
Federal Capital	1,665,315	0	450,000	1,215,315
Total	4,124,674	0	600,000	3,524,674
<i>Budget</i>				
Security Projects	1,665,315	0	200,000	1,465,315
Training, Exercises	2,059,359	0	250,000	1,809,359
Operating Assistance	400,000	0	150,000	250,000
Total	4,124,674	0	600,000	3,524,674

APPENDIX

This section consists of compensation and benefits information, miscellaneous operations data, awards, and terminology. It includes:

- **Salary Structures for all Employees**
- **Fare Structure**
- **Fare History**
- **Financial Performance Measures**
- **FY2014 Benefits Calculation**
- **MARTA Facts**
- **Category and Subcategory Expense Listing**
- **Organizational Structure**
- **Debt Service Schedule**
- **Glossary of Terms**

NON - REPRESENTED SALARY STRUCTURE

Effective 03-01-08

Grade	Minimum	Midpoint	Maximum
6	\$20,638	\$25,798	\$30,958
7	\$22,383	\$27,979	\$33,575
8	\$24,261	\$30,326	\$36,391
9	\$26,302	\$32,878	\$39,454
10	\$28,512	\$35,640	\$42,768
11	\$30,915	\$38,644	\$46,373
12	\$33,517	\$41,896	\$50,275
13	\$36,330	\$45,412	\$54,494
14	\$39,399	\$49,249	\$59,099
15	\$42,716	\$53,395	\$64,074
16	\$46,310	\$57,888	\$69,466
17	\$50,200	\$62,750	\$75,300
18	\$54,433	\$68,041	\$81,649
19	\$59,008	\$73,760	\$88,512
20	\$63,974	\$79,968	\$95,962
21	\$69,370	\$86,713	\$104,056
22	\$75,195	\$93,994	\$112,793
23	\$81,514	\$101,893	\$122,272
24	\$88,388	\$110,485	\$132,582
C	\$110,334	\$137,917	\$165,500
B	\$127,308	\$159,135	\$190,962
A	\$200,000	\$250,000	\$300,000

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
TRANSPORTATION						
F/T Bus and Rail Operators						
1st 12 months	\$13.68	\$28,457.29	\$13.68	\$28,457.29	\$13.68	\$28,457.29
2nd 12 months	\$15.64	\$32,528.74	\$15.64	\$32,528.74	\$15.64	\$32,528.74
3rd 12 months	\$17.61	\$36,621.61	\$17.61	\$36,621.61	\$17.61	\$36,621.61
Thereafter	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
P/T Operators						
Thereafter	\$13.68	\$17,785.80	\$13.68	\$17,785.80	\$13.68	\$17,785.80
F/T Paratransit Operators						
1st 12 months	\$11.23	\$23,357.26	\$11.23	\$23,357.26	\$11.23	\$23,357.26
2nd 12 months	\$11.82	\$24,578.70	\$11.82	\$24,578.70	\$11.82	\$24,578.70
3rd 12 months	\$12.54	\$26,078.70	\$12.54	\$26,078.70	\$12.54	\$26,078.70
4th 12 months	\$13.19	\$27,428.71	\$13.19	\$27,428.71	\$13.19	\$27,428.71
5th 12 months	\$13.84	\$28,778.72	\$13.84	\$28,778.72	\$13.84	\$28,778.72
Thereafter	\$14.62	\$30,407.30	\$14.62	\$30,407.30	\$14.62	\$30,407.30
P/T Paratransit Operators						
1st 24 months	\$11.23	\$14,598.29	\$11.23	\$14,598.29	\$11.23	\$14,598.29
2nd 24 months	\$11.82	\$15,361.68	\$11.82	\$15,361.68	\$11.82	\$15,361.68
3rd 24 months	\$12.54	\$16,299.19	\$12.54	\$16,299.19	\$12.54	\$16,299.19
4th 24 months	\$13.19	\$17,142.94	\$13.19	\$17,142.94	\$13.19	\$17,142.94
5th 24 months	\$13.84	\$17,986.70	\$13.84	\$17,986.70	\$13.84	\$17,986.70
Thereafter	\$14.62	\$19,004.56	\$14.62	\$19,004.56	\$14.62	\$19,004.56
F/T Small Bus Operators						
1st 12 months	\$11.23	\$23,357.26	\$11.23	\$23,357.26	\$11.23	\$23,357.26
2nd 12 months	\$11.82	\$24,578.70	\$11.82	\$24,578.70	\$11.82	\$24,578.70
3rd 12 months	\$12.54	\$26,078.70	\$12.54	\$26,078.70	\$12.54	\$26,078.70
4th 12 months	\$13.19	\$27,428.71	\$13.19	\$27,428.71	\$13.19	\$27,428.71
5th 12 months	\$13.84	\$28,778.72	\$13.84	\$28,778.72	\$13.84	\$28,778.72
Thereafter	\$14.62	\$30,407.30	\$14.62	\$30,407.30	\$14.62	\$30,407.30

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

P/T Small Bus Operators

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
1st 24 months	\$11.23	\$14,598.29	\$11.23	\$14,598.29	\$11.23	\$14,598.29
2nd 24 months	\$11.82	\$15,361.68	\$11.82	\$15,361.68	\$11.82	\$15,361.68
3rd 24 months	\$12.54	\$16,299.19	\$12.54	\$16,299.19	\$12.54	\$16,299.19
4th 24 months	\$13.19	\$17,142.94	\$13.19	\$17,142.94	\$13.19	\$17,142.94
5th 24 months	\$13.84	\$17,986.70	\$13.84	\$17,986.70	\$13.84	\$17,986.70
Thereafter	\$14.62	\$19,004.56	\$14.62	\$19,004.56	\$14.62	\$19,004.56

MAINTENANCE

Hostler/Junior Apprentice

1st 6 months	\$14.75	\$30,685.87	\$14.75	\$30,685.87	\$14.75	\$30,685.87
2nd 6 months	\$15.52	\$32,271.59	\$15.52	\$32,271.59	\$15.52	\$32,271.59
Thereafter	\$16.35	\$34,007.32	\$16.35	\$34,007.32	\$16.35	\$34,007.32

Apprentices

1st 6 months	\$17.27	\$35,914.47	\$17.27	\$35,914.47	\$17.27	\$35,914.47
2nd 6 months	\$17.75	\$36,921.62	\$17.75	\$36,921.62	\$17.75	\$36,921.62
3rd 6 months	\$18.86	\$39,235.91	\$18.86	\$39,235.91	\$18.86	\$39,235.91
Thereafter	\$19.04	\$39,600.20	\$19.04	\$39,600.20	\$19.04	\$39,600.20

Station Agents

1st 6 months	\$14.97	\$31,135.87	\$14.97	\$31,135.87	\$14.97	\$31,135.87
2nd 6 months	\$15.75	\$32,764.45	\$15.75	\$32,764.45	\$15.75	\$32,764.45
3rd 6 months	\$16.86	\$35,078.75	\$16.86	\$35,078.75	\$16.86	\$35,078.75

Inspectors

1st 6 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 6 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21

A Inspectors

Less than 3 years experience

1st 6 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
2nd 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

3 years experience

Thereafter

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50

AA Inspectors

Less than 3 years experience

1st 6 months

2nd 6 months

Thereafter

3 years experience

Thereafter

1st 6 months	\$20.23	\$42,085.93	\$20.23	\$42,085.93	\$20.23	\$42,085.93
2nd 6 months	\$20.31	\$42,235.93	\$20.31	\$42,235.93	\$20.31	\$42,235.93
Thereafter	\$20.38	\$42,385.93	\$20.38	\$42,385.93	\$20.38	\$42,385.93
Thereafter	\$21.06	\$43,800.22	\$21.06	\$43,800.22	\$21.06	\$43,800.22

Journeyman

Less than 3 years experience

1st 6 months

2nd 6 months

Thereafter

3 years experience

Thereafter

1st 6 months	\$19.75	\$41,078.78	\$19.75	\$41,078.78	\$19.75	\$41,078.78
2nd 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
Thereafter	\$20.38	\$42,385.93	\$20.38	\$42,385.93	\$20.38	\$42,385.93
Thereafter	\$21.06	\$43,800.22	\$21.06	\$43,800.22	\$21.06	\$43,800.22

**Structural Inspector, Maintainer,
Tamper Operator, Track Walker**

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

Thereafter

1st 6 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 6 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
3rd 6 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
4th 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
5th 6 months	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50

SERVICE

Serviceperson I and II

1st 6 months

2nd 6 months

Thereafter

1st 6 months	\$13.87	\$28,843.00	\$13.87	\$28,843.00	\$13.87	\$28,843.00
2nd 6 months	\$14.65	\$30,471.58	\$14.65	\$30,471.58	\$14.65	\$30,471.58
Thereafter	\$15.30	\$31,821.59	\$15.30	\$31,821.59	\$15.30	\$31,821.59

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

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	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
Serviceperson I(A) & VII						
1st 6 months	\$14.03	\$29,185.86	\$14.03	\$29,185.86	\$14.03	\$29,185.86
2nd 6 months	\$14.82	\$30,835.87	\$14.82	\$30,835.87	\$14.82	\$30,835.87
Thereafter	\$15.52	\$32,271.59	\$15.52	\$32,271.59	\$15.52	\$32,271.59
Serviceperson III - Rail Car Cleaners Serviceperson VI - Station Cleaners						
1st 6 months	\$11.55	\$24,021.55	\$11.55	\$24,021.55	\$11.55	\$24,021.55
2nd 6 months	\$12.26	\$25,500.13	\$12.26	\$25,500.13	\$12.26	\$25,500.13
3rd 6 months	\$12.93	\$26,892.99	\$12.93	\$26,892.99	\$12.93	\$26,892.99
Thereafter	\$13.66	\$28,414.43	\$13.66	\$28,414.43	\$13.66	\$28,414.43
Serviceperson IV						
1st 6 months	\$14.75	\$30,685.87	\$14.75	\$30,685.87	\$14.75	\$30,685.87
2nd 6 months	\$15.52	\$32,271.59	\$15.52	\$32,271.59	\$15.52	\$32,271.59
Thereafter	\$16.35	\$34,007.32	\$16.35	\$34,007.32	\$16.35	\$34,007.32
Serviceperson V						
1st 6 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 6 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
3rd 6 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
4th 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
5th 6 months	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50
Serviceperson - Paratransit						
1st 12 months	\$10.16	\$21,128.68	\$10.16	\$21,128.68	\$10.16	\$21,128.68
2nd 12 months	\$10.46	\$21,750.11	\$10.46	\$21,750.11	\$10.46	\$21,750.11
3rd 12 months	\$10.82	\$22,500.11	\$10.82	\$22,500.11	\$10.82	\$22,500.11
4th 12 months	\$11.16	\$23,207.26	\$11.16	\$23,207.26	\$11.16	\$23,207.26
5th 12 months	\$11.46	\$23,828.69	\$11.46	\$23,828.69	\$11.46	\$23,828.69

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Thereafter

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
Thereafter	\$11.93	\$24,814.41	\$11.93	\$24,814.41	\$11.93	\$24,814.41

BLOCKOUT

Blockout

1st 6 months
2nd 6 months
3rd 6 months
4th 6 months
Thereafter

1st 6 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 6 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
3rd 6 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
4th 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
Thereafter	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35

REVENUE COLLECTION

Revenue Agents

1st 6 months
2nd 6 months
3rd 6 months
4th 6 months
5th 6 months
Thereafter

1st 6 months	\$17.88	\$37,200.19	\$17.88	\$37,200.19	\$17.88	\$37,200.19
2nd 6 months	\$18.45	\$38,378.77	\$18.45	\$38,378.77	\$18.45	\$38,378.77
3rd 6 months	\$18.73	\$38,957.34	\$18.73	\$38,957.34	\$18.73	\$38,957.34
4th 6 months	\$19.10	\$39,728.77	\$19.10	\$39,728.77	\$19.10	\$39,728.77
5th 6 months	\$19.49	\$40,543.06	\$19.49	\$40,543.06	\$19.49	\$40,543.06
Thereafter	\$19.86	\$41,314.50	\$19.86	\$41,314.50	\$19.86	\$41,314.50

P/T Revenue Agents

Thereafter

Thereafter	\$17.88	\$23,250.12	\$17.88	\$23,250.12	\$17.88	\$23,250.12
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STORES

Material Controllers

1st 6 months
2nd 6 months
3rd 6 months
4th 6 months
5th 6 months
6th 6 months
Thereafter

1st 6 months	\$17.88	\$37,200.19	\$17.88	\$37,200.19	\$17.88	\$37,200.19
2nd 6 months	\$18.30	\$38,057.34	\$18.30	\$38,057.34	\$18.30	\$38,057.34
3rd 6 months	\$18.72	\$38,935.91	\$18.72	\$38,935.91	\$18.72	\$38,935.91
4th 6 months	\$19.12	\$39,771.63	\$19.12	\$39,771.63	\$19.12	\$39,771.63
5th 6 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
6th 6 months	\$19.96	\$41,507.35	\$19.96	\$41,507.35	\$19.96	\$41,507.35
Thereafter	\$20.37	\$42,364.50	\$20.37	\$42,364.50	\$20.37	\$42,364.50

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

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Lead Material Controllers

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
1st 6 months	\$18.50	\$38,485.91	\$18.50	\$38,485.91	\$18.50	\$38,485.91
2nd 6 months	\$18.91	\$39,343.06	\$18.91	\$39,343.06	\$18.91	\$39,343.06
3rd 6 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
4th 6 months	\$19.74	\$41,057.35	\$19.74	\$41,057.35	\$19.74	\$41,057.35
5th 6 months	\$20.16	\$41,935.93	\$20.16	\$41,935.93	\$20.16	\$41,935.93
6th 6 months	\$20.57	\$42,793.07	\$20.57	\$42,793.07	\$20.57	\$42,793.07
Thereafter	\$20.99	\$43,650.22	\$20.99	\$43,650.22	\$20.99	\$43,650.22

SECURITY

Security Guards

1st 6 months	\$14.74	\$30,664.44	\$14.74	\$30,664.44	\$14.74	\$30,664.44
2nd 6 months	\$14.82	\$30,835.87	\$14.82	\$30,835.87	\$14.82	\$30,835.87
Thereafter	\$15.07	\$31,350.16	\$15.07	\$31,350.16	\$15.07	\$31,350.16

CLERICAL

N7 Clerical

1st 6 months	\$11.58	\$24,085.84	\$11.58	\$24,085.84	\$11.58	\$24,085.84
2nd 6 months	\$12.12	\$25,200.13	\$12.12	\$25,200.13	\$12.12	\$25,200.13
3rd 6 months	\$12.84	\$26,700.14	\$12.84	\$26,700.14	\$12.84	\$26,700.14
4th 6 months	\$13.52	\$28,114.43	\$13.52	\$28,114.43	\$13.52	\$28,114.43
Thereafter	\$14.11	\$29,357.29	\$14.11	\$29,357.29	\$14.11	\$29,357.29

N8 Clerical

1st 6 months	\$12.40	\$25,800.13	\$12.40	\$25,800.13	\$12.40	\$25,800.13
2nd 6 months	\$13.16	\$27,364.42	\$13.16	\$27,364.42	\$13.16	\$27,364.42
3rd 6 months	\$13.90	\$28,907.29	\$13.90	\$28,907.29	\$13.90	\$28,907.29
4th 6 months	\$14.62	\$30,407.30	\$14.62	\$30,407.30	\$14.62	\$30,407.30
Thereafter	\$15.24	\$31,693.02	\$15.24	\$31,693.02	\$15.24	\$31,693.02

F/T Customer Information Operators

1st 6 months	\$12.40	\$25,800.13	\$12.40	\$25,800.13	\$12.40	\$25,800.13
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REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
2nd 6 months	\$13.16	\$27,364.42	\$13.16	\$27,364.42	\$13.16	\$27,364.42
3rd 6 months	\$13.90	\$28,907.29	\$13.90	\$28,907.29	\$13.90	\$28,907.29
4th 6 months	\$14.93	\$31,050.16	\$14.93	\$31,050.16	\$14.93	\$31,050.16
Thereafter	\$15.24	\$31,693.02	\$15.24	\$31,693.02	\$15.24	\$31,693.02

P/T Customer Information Operators

Thereafter	\$12.40	\$16,125.08	\$12.40	\$16,125.08	\$12.40	\$16,125.08
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N9 Clerical

1st 6 months	\$13.71	\$28,521.57	\$13.71	\$28,521.57	\$13.71	\$28,521.57
2nd 6 months	\$14.52	\$30,193.01	\$14.52	\$30,193.01	\$14.52	\$30,193.01
3rd 6 months	\$15.21	\$31,628.73	\$15.21	\$31,628.73	\$15.21	\$31,628.73
4th 6 months	\$15.98	\$33,235.88	\$15.98	\$33,235.88	\$15.98	\$33,235.88
Thereafter	\$16.74	\$34,821.61	\$16.74	\$34,821.61	\$16.74	\$34,821.61

TRAFFIC CHECKERS

Traffic Checkers

1st 6 months	\$11.35	\$23,614.41	\$11.35	\$23,614.41	\$11.35	\$23,614.41
2nd 6 months	\$12.02	\$25,007.27	\$12.02	\$25,007.27	\$12.02	\$25,007.27
Thereafter	\$12.73	\$26,485.85	\$12.73	\$26,485.85	\$12.73	\$26,485.85

Sr. Traffic Checkers

1st 6 months	\$14.25	\$29,635.86	\$14.25	\$29,635.86	\$14.25	\$29,635.86
2nd 12 months	\$14.88	\$30,943.01	\$14.88	\$30,943.01	\$14.88	\$30,943.01
Thereafter	\$15.59	\$32,421.59	\$15.59	\$32,421.59	\$15.59	\$32,421.59

PRINT SHOP

Reprographics Specialist I

1st 6 months	\$11.52	\$23,957.26	\$11.52	\$23,957.26	\$11.52	\$23,957.26
2nd 6 months	\$11.97	\$24,900.13	\$11.97	\$24,900.13	\$11.97	\$24,900.13
3rd 6 months	\$12.43	\$25,864.42	\$12.43	\$25,864.42	\$12.43	\$25,864.42
Thereafter	\$12.69	\$26,400.13	\$12.69	\$26,400.13	\$12.69	\$26,400.13

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Reprographics Specialist II

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
1st 6 months	\$14.01	\$29,143.00	\$14.01	\$29,143.00	\$14.01	\$29,143.00
2nd 6 months	\$14.55	\$30,257.30	\$14.55	\$30,257.30	\$14.55	\$30,257.30
3rd 6 months	\$15.16	\$31,543.02	\$15.16	\$31,543.02	\$15.16	\$31,543.02
Thereafter	\$15.75	\$32,764.45	\$15.75	\$32,764.45	\$15.75	\$32,764.45

Reprographics Specialist III

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
1st 12 months	\$16.80	\$34,950.18	\$16.80	\$34,950.18	\$16.80	\$34,950.18
2nd 12 months	\$17.48	\$36,364.47	\$17.48	\$36,364.47	\$17.48	\$36,364.47
3rd 12 months	\$18.18	\$37,821.62	\$18.18	\$37,821.62	\$18.18	\$37,821.62
4th 12 months	\$18.91	\$39,343.06	\$18.91	\$39,343.06	\$18.91	\$39,343.06
5th 12 months	\$19.67	\$40,907.35	\$19.67	\$40,907.35	\$19.67	\$40,907.35
Thereafter	\$20.44	\$42,514.50	\$20.44	\$42,514.50	\$20.44	\$42,514.50

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 2- Hired After 07/01/2002

TRANSPORTATION

F/T Bus and Rail Operators

	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
1st 12 months	\$13.68	\$28,457.29	\$13.68	\$28,457.29	\$13.68	\$28,457.29
2nd 12 months	\$15.14	\$31,500.16	\$15.14	\$31,500.16	\$15.14	\$31,500.16
3rd 12 months	\$16.61	\$34,543.03	\$16.61	\$34,543.03	\$16.61	\$34,543.03
4th 12 months	\$18.08	\$37,607.33	\$18.08	\$37,607.33	\$18.08	\$37,607.33
Thereafter	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21

P/T Operators

Thereafter	\$13.68	\$17,785.80	\$13.68	\$17,785.80	\$13.68	\$17,785.80
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F/T Paratransit Operators

1st 12 months	\$11.23	\$23,357.26	\$11.23	\$23,357.26	\$11.23	\$23,357.26
2nd 12 months	\$11.82	\$24,578.70	\$11.82	\$24,578.70	\$11.82	\$24,578.70
3rd 12 months	\$12.54	\$26,078.70	\$12.54	\$26,078.70	\$12.54	\$26,078.70
4th 12 months	\$13.19	\$27,428.71	\$13.19	\$27,428.71	\$13.19	\$27,428.71
5th 12 months	\$13.84	\$28,778.72	\$13.84	\$28,778.72	\$13.84	\$28,778.72
Thereafter	\$14.62	\$30,407.30	\$14.62	\$30,407.30	\$14.62	\$30,407.30

P/T Paratransit Operators

1st 24 months	\$11.23	\$14,598.29	\$11.23	\$14,598.29	\$11.23	\$14,598.29
2nd 24 months	\$11.82	\$15,361.68	\$11.82	\$15,361.68	\$11.82	\$15,361.68
3rd 24 months	\$12.54	\$16,299.19	\$12.54	\$16,299.19	\$12.54	\$16,299.19
4th 24 months	\$13.19	\$17,142.94	\$13.19	\$17,142.94	\$13.19	\$17,142.94
5th 24 months	\$13.84	\$17,986.70	\$13.84	\$17,986.70	\$13.84	\$17,986.70
Thereafter	\$14.62	\$19,004.56	\$14.62	\$19,004.56	\$14.62	\$19,004.56

F/T Small Bus Operators

1st 12 months	\$11.23	\$23,357.26	\$11.23	\$23,357.26	\$11.23	\$23,357.26
2nd 12 months	\$11.82	\$24,578.70	\$11.82	\$24,578.70	\$11.82	\$24,578.70
3rd 12 months	\$12.54	\$26,078.70	\$12.54	\$26,078.70	\$12.54	\$26,078.70
4th 12 months	\$13.19	\$27,428.71	\$13.19	\$27,428.71	\$13.19	\$27,428.71
5th 12 months	\$13.84	\$28,778.72	\$13.84	\$28,778.72	\$13.84	\$28,778.72
Thereafter	\$14.62	\$30,407.30	\$14.62	\$30,407.30	\$14.62	\$30,407.30

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
(continued from previous page)						
P/T Small Bus Operators						
1st 24 months	\$11.23	\$14,598.29	\$11.23	\$14,598.29	\$11.23	\$14,598.29
2nd 24 months	\$11.82	\$15,361.68	\$11.82	\$15,361.68	\$11.82	\$15,361.68
3rd 24 months	\$12.54	\$16,299.19	\$12.54	\$16,299.19	\$12.54	\$16,299.19
4th 24 months	\$13.19	\$17,142.94	\$13.19	\$17,142.94	\$13.19	\$17,142.94
5th 24 months	\$13.84	\$17,986.70	\$13.84	\$17,986.70	\$13.84	\$17,986.70
Thereafter	\$14.62	\$19,004.56	\$14.62	\$19,004.56	\$14.62	\$19,004.56
MAINTENANCE						
Hostler/Junior Apprentice						
1st 6 months	\$14.75	\$30,685.87	\$14.75	\$30,685.87	\$14.75	\$30,685.87
2nd 6 months	\$15.52	\$32,271.59	\$15.52	\$32,271.59	\$15.52	\$32,271.59
Thereafter	\$16.35	\$34,007.32	\$16.35	\$34,007.32	\$16.35	\$34,007.32
Apprentices						
1st 6 months	\$17.27	\$35,914.47	\$17.27	\$35,914.47	\$17.27	\$35,914.47
2nd 6 months	\$17.75	\$36,921.62	\$17.75	\$36,921.62	\$17.75	\$36,921.62
3rd 6 months	\$18.86	\$39,235.91	\$18.86	\$39,235.91	\$18.86	\$39,235.91
Thereafter	\$19.04	\$39,600.20	\$19.04	\$39,600.20	\$19.04	\$39,600.20
Station Agents						
1st 8 months	\$14.97	\$31,135.87	\$14.97	\$31,135.87	\$14.97	\$31,135.87
2nd 8 months	\$15.75	\$32,764.45	\$15.75	\$32,764.45	\$15.75	\$32,764.45
3rd 8 months	\$16.86	\$35,078.75	\$16.86	\$35,078.75	\$16.86	\$35,078.75
Inspectors						
1st 8 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 8 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
A Inspectors						
Less than 3 years experience						
1st 8 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
2nd 8 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
(continued from previous page)						
Thereafter	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
3 years experience						
Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50
AA Inspectors						
Less than 3 years experience						
1st 8 months	\$20.23	\$42,085.93	\$20.23	\$42,085.93	\$20.23	\$42,085.93
2nd 8 months	\$20.31	\$42,235.93	\$20.31	\$42,235.93	\$20.31	\$42,235.93
Thereafter	\$20.38	\$42,385.93	\$20.38	\$42,385.93	\$20.38	\$42,385.93
3 years experience						
Thereafter	\$21.06	\$43,800.22	\$21.06	\$43,800.22	\$21.06	\$43,800.22
Journeyman						
Less than 3 years experience						
1st 8 months	\$19.75	\$41,078.78	\$19.75	\$41,078.78	\$19.75	\$41,078.78
2nd 8 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
Thereafter	\$20.38	\$42,385.93	\$20.38	\$42,385.93	\$20.38	\$42,385.93
3 years experience						
Thereafter	\$21.06	\$43,800.22	\$21.06	\$43,800.22	\$21.06	\$43,800.22
Structural Inspector, Maintainer, Tamper Operator, Track Walker						
1st 8 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 8 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
3rd 8 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
4th 8 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
5th 8 months	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50
SERVICE						
Serviceperson I and II						
1st 8 months	\$13.87	\$28,843.00	\$13.87	\$28,843.00	\$13.87	\$28,843.00
2nd 8 months	\$14.65	\$30,471.58	\$14.65	\$30,471.58	\$14.65	\$30,471.58

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10	Hourly	Annual	Hourly	Annual	Hourly	Annual
Tier 2- Hired After 07/01/2002	11/23/11	11/23/11	11/23/12	11/23/12	11/23/13	11/23/13
(continued from previous page)						
Thereafter	\$15.30	\$31,821.59	\$15.30	\$31,821.59	\$15.30	\$31,821.59
Serviceperson I(A) & VII						
1st 8 months	\$14.03	\$29,185.86	\$14.03	\$29,185.86	\$14.03	\$29,185.86
2nd 8 months	\$14.82	\$30,835.87	\$14.82	\$30,835.87	\$14.82	\$30,835.87
Thereafter	\$15.52	\$32,271.59	\$15.52	\$32,271.59	\$15.52	\$32,271.59
Serviceperson III - Rail Car Cleaners						
Serviceperson VI - Station Cleaners						
1st 8 months	\$11.55	\$24,021.55	\$11.55	\$24,021.55	\$11.55	\$24,021.55
2nd 8 months	\$12.26	\$25,500.13	\$12.26	\$25,500.13	\$12.26	\$25,500.13
3rd 8 months	\$12.93	\$26,892.99	\$12.93	\$26,892.99	\$12.93	\$26,892.99
Thereafter	\$13.66	\$28,414.43	\$13.66	\$28,414.43	\$13.66	\$28,414.43
Serviceperson IV						
1st 6 months	\$14.75	\$30,685.87	\$14.75	\$30,685.87	\$14.75	\$30,685.87
2nd 6 months	\$15.52	\$32,271.59	\$15.52	\$32,271.59	\$15.52	\$32,271.59
Thereafter	\$16.35	\$34,007.32	\$16.35	\$34,007.32	\$16.35	\$34,007.32
Serviceperson V						
1st 8 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 8 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
3rd 8 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
4th 8 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
5th 8 months	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50
Serviceperson - Paratransit						
1st 12 months	\$10.16	\$21,128.68	\$10.16	\$21,128.68	\$10.16	\$21,128.68
2nd 12 months	\$10.46	\$21,750.11	\$10.46	\$21,750.11	\$10.46	\$21,750.11
3rd 12 months	\$10.82	\$22,500.11	\$10.82	\$22,500.11	\$10.82	\$22,500.11
4th 12 months	\$11.16	\$23,207.26	\$11.16	\$23,207.26	\$11.16	\$23,207.26

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	Hourly	Annual	Hourly	Annual	Hourly	Annual
	11/23/11	11/23/11	11/23/12	11/23/12	11/23/13	11/23/13
(continued from previous page)						
5th 12 months	\$11.46	\$23,828.69	\$11.46	\$23,828.69	\$11.46	\$23,828.69
Thereafter	\$11.93	\$24,814.41	\$11.93	\$24,814.41	\$11.93	\$24,814.41
BLOCKOUT						
Blockout						
1st 8 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
2nd 8 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
3rd 8 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
4th 8 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
Thereafter	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
REVENUE COLLECTION						
Revenue Agents						
1st 8 months	\$17.88	\$37,200.19	\$17.88	\$37,200.19	\$17.88	\$37,200.19
2nd 8 months	\$18.45	\$38,378.77	\$18.45	\$38,378.77	\$18.45	\$38,378.77
3rd 8 months	\$18.73	\$38,957.34	\$18.73	\$38,957.34	\$18.73	\$38,957.34
4th 8 months	\$19.10	\$39,728.77	\$19.10	\$39,728.77	\$19.10	\$39,728.77
5th 8 months	\$19.49	\$40,543.06	\$19.49	\$40,543.06	\$19.49	\$40,543.06
Thereafter	\$19.86	\$41,314.50	\$19.86	\$41,314.50	\$19.86	\$41,314.50
P/T Revenue Agents						
Thereafter	\$17.88	\$23,250.12	\$17.88	\$23,250.12	\$17.88	\$23,250.12
STORES						
Material Controllers						
1st 8 months	\$17.88	\$37,200.19	\$17.88	\$37,200.19	\$17.88	\$37,200.19
2nd 8 months	\$18.30	\$38,057.34	\$18.30	\$38,057.34	\$18.30	\$38,057.34
3rd 8 months	\$18.72	\$38,935.91	\$18.72	\$38,935.91	\$18.72	\$38,935.91
4th 8 months	\$19.12	\$39,771.63	\$19.12	\$39,771.63	\$19.12	\$39,771.63
5th 8 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
6th 8 months	\$19.96	\$41,507.35	\$19.96	\$41,507.35	\$19.96	\$41,507.35

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
(continued from previous page)						
Thereafter	\$20.37	\$42,364.50	\$20.37	\$42,364.50	\$20.37	\$42,364.50
Lead Material Controllers						
1st 8 months	\$18.50	\$38,485.91	\$18.50	\$38,485.91	\$18.50	\$38,485.91
2nd 8 months	\$18.91	\$39,343.06	\$18.91	\$39,343.06	\$18.91	\$39,343.06
3rd 8 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
4th 8 months	\$19.74	\$41,057.35	\$19.74	\$41,057.35	\$19.74	\$41,057.35
5th 8 months	\$20.16	\$41,935.93	\$20.16	\$41,935.93	\$20.16	\$41,935.93
6th 8 months	\$20.57	\$42,793.07	\$20.57	\$42,793.07	\$20.57	\$42,793.07
Thereafter	\$20.99	\$43,650.22	\$20.99	\$43,650.22	\$20.99	\$43,650.22
SECURITY						
Security Guards						
1st 8 months	\$14.74	\$30,664.44	\$14.74	\$30,664.44	\$14.74	\$30,664.44
2nd 8 months	\$14.82	\$30,835.87	\$14.82	\$30,835.87	\$14.82	\$30,835.87
Thereafter	\$15.07	\$31,350.16	\$15.07	\$31,350.16	\$15.07	\$31,350.16
CLERICAL						
N7 Clerical						
1st 8 months	\$11.58	\$24,085.84	\$11.58	\$24,085.84	\$11.58	\$24,085.84
2nd 8 months	\$12.12	\$25,200.13	\$12.12	\$25,200.13	\$12.12	\$25,200.13
3rd 8 months	\$12.84	\$26,700.14	\$12.84	\$26,700.14	\$12.84	\$26,700.14
4th 8 months	\$13.52	\$28,114.43	\$13.52	\$28,114.43	\$13.52	\$28,114.43
Thereafter	\$14.11	\$29,357.29	\$14.11	\$29,357.29	\$14.11	\$29,357.29
N8 Clerical						
1st 8 months	\$12.40	\$25,800.13	\$12.40	\$25,800.13	\$12.40	\$25,800.13
2nd 8 months	\$13.16	\$27,364.42	\$13.16	\$27,364.42	\$13.16	\$27,364.42
3rd 8 months	\$13.90	\$28,907.29	\$13.90	\$28,907.29	\$13.90	\$28,907.29
4th 8 months	\$14.62	\$30,407.30	\$14.62	\$30,407.30	\$14.62	\$30,407.30
Thereafter	\$15.24	\$31,693.02	\$15.24	\$31,693.02	\$15.24	\$31,693.02

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
(continued from previous page)						
F/T Customer Information Operators						
1st 8 months	\$12.40	\$25,800.13	\$12.40	\$25,800.13	\$12.40	\$25,800.13
2nd 8 months	\$13.16	\$27,364.42	\$13.16	\$27,364.42	\$13.16	\$27,364.42
3rd 8 months	\$13.90	\$28,907.29	\$13.90	\$28,907.29	\$13.90	\$28,907.29
4th 8 months	\$14.93	\$31,050.16	\$14.93	\$31,050.16	\$14.93	\$31,050.16
Thereafter	\$15.24	\$31,693.02	\$15.24	\$31,693.02	\$15.24	\$31,693.02
P/T Customer Information Operators						
Thereafter	\$12.40	\$16,125.08	\$12.40	\$16,125.08	\$12.40	\$16,125.08
N9 Clerical						
1st 8 months	\$13.71	\$28,521.57	\$13.71	\$28,521.57	\$13.71	\$28,521.57
2nd 8 months	\$14.52	\$30,193.01	\$14.52	\$30,193.01	\$14.52	\$30,193.01
3rd 8 months	\$15.21	\$31,628.73	\$15.21	\$31,628.73	\$15.21	\$31,628.73
4th 8 months	\$15.98	\$33,235.88	\$15.98	\$33,235.88	\$15.98	\$33,235.88
Thereafter	\$16.74	\$34,821.61	\$16.74	\$34,821.61	\$16.74	\$34,821.61
TRAFFIC CHECKERS						
Traffic Checkers						
1st 8 months	\$11.35	\$23,614.41	\$11.35	\$23,614.41	\$11.35	\$23,614.41
2nd 8 months	\$12.02	\$25,007.27	\$12.02	\$25,007.27	\$12.02	\$25,007.27
Thereafter	\$12.73	\$26,485.85	\$12.73	\$26,485.85	\$12.73	\$26,485.85
Sr. Traffic Checkers						
1st 12 months	\$14.25	\$29,635.86	\$14.25	\$29,635.86	\$14.25	\$29,635.86
2nd 12 months	\$14.88	\$30,943.01	\$14.88	\$30,943.01	\$14.88	\$30,943.01
Thereafter	\$15.59	\$32,421.59	\$15.59	\$32,421.59	\$15.59	\$32,421.59
PRINT SHOP						
Reprographics Specialist I						
1st 8 months	\$11.52	\$23,957.26	\$11.52	\$23,957.26	\$11.52	\$23,957.26
2nd 8 months	\$11.97	\$24,900.13	\$11.97	\$24,900.13	\$11.97	\$24,900.13
3rd 8 months	\$12.43	\$25,864.42	\$12.43	\$25,864.42	\$12.43	\$25,864.42
Thereafter	\$12.69	\$26,400.13	\$12.69	\$26,400.13	\$12.69	\$26,400.13

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12	Hourly 11/23/13	Annual 11/23/13
(continued from previous page)						
Reprographics Specialist II						
1st 8 months	\$14.01	\$29,143.00	\$14.01	\$29,143.00	\$14.01	\$29,143.00
2nd 8 months	\$14.55	\$30,257.30	\$14.55	\$30,257.30	\$14.55	\$30,257.30
3rd 8 months	\$15.16	\$31,543.02	\$15.16	\$31,543.02	\$15.16	\$31,543.02
Thereafter	\$15.75	\$32,764.45	\$15.75	\$32,764.45	\$15.75	\$32,764.45
Reprographics Specialist III						
1st 16 months	\$16.80	\$34,950.18	\$16.80	\$34,950.18	\$16.80	\$34,950.18
2nd 16 months	\$17.48	\$36,364.47	\$17.48	\$36,364.47	\$17.48	\$36,364.47
3rd 16 months	\$18.18	\$37,821.62	\$18.18	\$37,821.62	\$18.18	\$37,821.62
4th 16 months	\$18.91	\$39,343.06	\$18.91	\$39,343.06	\$18.91	\$39,343.06
5th 16 months	\$19.67	\$40,907.35	\$19.67	\$40,907.35	\$19.67	\$40,907.35
Thereafter	\$20.44	\$42,514.50	\$20.44	\$42,514.50	\$20.44	\$42,514.50

Effective February 21, 2008

		Minimum										Maximum
		E	1	2	3	4	5	6	7	8	9	10
Lt.	Annual	\$54,496.00	\$56,680.00	\$58,947.20	\$61,297.60	\$63,752.00	\$66,310.40	\$68,972.80	\$71,739.20	\$74,609.60	\$80,308.80	
	Bi-Weekly	\$2,096.00	\$2,180.00	\$2,267.20	\$2,357.60	\$2,452.00	\$2,550.40	\$2,652.80	\$2,759.20	\$2,869.60	\$3,088.80	
	Hourly	\$26.20	\$27.25	\$28.34	\$29.47	\$30.65	\$31.88	\$33.16	\$34.49	\$35.87	\$38.61	
Sgt.	Annual	\$44,553.60	\$46,342.40	\$48,193.60	\$50,128.00	\$52,124.80	\$54,204.80	\$56,368.00	\$58,614.40	\$60,964.80	\$63,398.40	\$65,936.00
	Bi-Weekly	\$1,713.60	\$1,782.40	\$1,853.60	\$1,928.00	\$2,004.80	\$2,084.80	\$2,168.00	\$2,254.40	\$2,344.80	\$2,438.40	\$2,536.00
	Hourly	\$21.42	\$22.28	\$23.17	\$24.10	\$25.06	\$26.06	\$27.10	\$28.18	\$29.31	\$30.48	\$31.70
Spec.	Annual	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40	\$54,787.20	\$56,971.20
	Bi-Weekly	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40	\$2,107.20	\$2,191.20
	Hourly	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33	\$26.34	\$27.39
Sr. Officer	Annual	\$37,024.00	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40	\$54,787.20
	Bi-Weekly	\$1,424.00	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40	\$2,107.20
	Hourly	\$17.80	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33	\$26.34
Police Officer	Annual	\$35,609.60	\$37,024.00	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40
	Bi-Weekly	\$1,369.60	\$1,424.00	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40
	Hourly	\$17.12	\$17.80	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33

FARE STRUCTURE

Full Base: \$2.50 • Mobility Base: \$4.00 • Reduced Base: \$1.00									
	Media		Rider Class	Fare	Sales Channel				x(Base)
	Card	Ticket			V	M	R	W	
Cash Fares: Paid on Bus Farebox Per Trip									
Bus Cash Full Fare			Full	\$2.50					1.0
Bus Cash Reduced Fare			Reduced	\$1.00					1.0
Mobility Cash Fare			Paratransit	\$4.00					1.0
Fare Products: Trips									
1 Trip	√	√	Full	\$2.50	√	√	√	√	1.0
1 Trip Reduced Fare	√		Reduced	\$1.00	√	√	√	√	1.0
2 Trips	√	√	Full	\$5.00	√	√	√	√	2.0
2 Trip Reduced Fare	√		Reduced	\$2.00	√	√	√	√	2.0
2 Trip Legal Clinic		√	Full	\$2.50		√			2.0
10 Trip	√	√	Full	\$25.00	√	√	√	√	10.0
10 Trip K-12	√	√	Student	\$14.40		√			5.8
10 Trip Reduced Fare	√		Reduced	\$10.00	√	√	√	√	10.0
20 Trip	√	√	Full	\$42.50	√	√	√	√	17.0
20 Trip Mobility	√	√	Paratransit	\$68.00	√	√	√	√	17.0
20 Trip Reduced Fare	√		Reduced	\$17.00	√	√	√	√	17.0
Fare Products: Time Based Pass - Unlimited rides from first use									
1 Day Pass	√	√	Full	\$9.00	√	√	√	√	3.6
2 Day Pass	√	√	Full	\$14.00	√	√	√	√	5.6
3 Day Pass	√	√	Full	\$16.00	√	√	√	√	6.4
4 Day Pass	√	√	Full	\$19.00	√	√	√	√	7.6
7 Day Pass	√		Full	\$23.75	√	√	√	√	9.5
7 Day Pass Legal Clinic		√	Full	\$11.85		√			4.7
30 Day Pass	√		Full	\$95.00	√	√	√	√	38.0
30 Day Mobility	√		Paratransit	\$128.00	√	√	√	√	32.0

Rider Classes:

Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass; University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and EDAAC

V=BVM; M=Media Sales;
R=Ride Stores; W=Web Sales

FARE STRUCTURE

Full Base: \$2.50 • Mobility Base: \$4.00 • Reduced Base: \$1.00									
	Media		Rider Class	Fare	Sales Channel				x(Base)
	Card	Ticket			V	M	R	W	
Fare Products: Calendar Based Pass - Unlimited rides aligns with Calendar									
Calendar Monthly	√		Partnership	\$95.00		√			38.0
Calendar Monthly - Student	√	√	UPass	\$68.50	√	√			27.4
Calendar Monthly Staff/Faculty	√	√	UPass	\$83.80	√	√			33.5
Annual Pass (Invoiced as Calendar Monthly)	√		Full	\$95.00		√			38.0
Mobility Calendar Monthly Pass	√	√	Paratransit	\$128.00		√			32.0
Fare Products: Stored Value									
Per Trip	√		Full	\$2.50	√	√	√	√	1.0
Per Trip Reduced Fare	√		Reduced	\$1.00	√	√	√	√	1.0
Per Trip Mobility	√	√	Paratransit	\$4.00	√	√	√	√	1.0
Fare Products: Non Revenue									
Employee	√		Employee	\$0.00		√			0.0
Employee Retired	√		Employee	\$0.00		√			0.0
Contractor	√		Contractor	\$0.00		√			0.0
EDAAC	√		EDAAC	\$0.00		√			0.0
Child Fare (2 children 46" and under with paid adult)				\$0.00					0.0

Rider Classes:

Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass; University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and EDAAC

V=BVM; M=Media Sales;
R=Ride Stores; W=Web
Sales

FARE STRUCTURE

		Discount Levels					
		1 - 199	200 - 499	500 - 999	1,000 - 4,999	5,000 - 9,999	10,000+
Promotional Programs							
Convention / Visitors	1 Day Pass	0%	5%	6%	7%	8%	15%
	2 Day Pass	0%	5%	6%	7%	8%	15%
	3 Day Pass	0%	5%	6%	7%	8%	15%
	4 Day Pass	0%	5%	6%	7%	8%	15%
	7 Day Pass	0%	5%	6%	7%	8%	15%
Partnership Program		1- 49	50 - 149	150 - 1,999	2,000 - 2,999	3,000 - 5,999	6000+ or TMA
Partnership	Mobility Calendar Monthly Pass	0%	3%	5%	7%	8%	10%
	Annual Pass (Invoiced as Calendar Monthly)	0%	3%	5%	7%	8%	10%

		Media		Price
		Card	Ticket	
Fare/Breeze Related Policies				
MARTA	Rail/Bus; Bus/Bus; Bus/Rail (Max 4 transfers within 3 hours)	√	√	Free
Regional	Transfer Fare (Reciprocal Agreements for Fixed Route Services)	√	√	Free
	Card Fee	√		\$ 1.00
	Replacement Card Fee (Reduced Fare & Mobility Only) - Initial	√		\$ 1.00
	Replacement Card Fee (Reduced Fare & Mobility Only) - Subsequent	√		\$ 5.00
	Ticket Fee		√	\$ 0.50
	Maximum Stored Value Allowed		√	√

Parking Fee Structure		
Daily Parking	All daily parking lots and parking decks, except in the designated long-term lots at Brookhaven/Oglethorpe University, Kensington, Medical Center, the deck at Lenox, and College Park are free for patrons parking less than 24 hours.	FREE
Long Term Parking	Customers parking in the designated long-term parking lots at Brookhaven/Oglethorpe University, Kensington, Medical Center, and the deck at Lenox	\$ 5.00
	Customers parking in the designated long-term parking lot at College Park	\$ 8.00
	Customers parking 24 hours or more in the designated long-term parking lots at Dunwoody and Sandy Springs	\$ 5.00
	Customers parking 24 hours or more in the designated long-term parking lots at Lindbergh, Doraville and North Springs	\$ 8.00

Rider Classes:
 Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass; University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and EDAAC

V=BVM; M=Media Sales;
 R=Ride Stores; W=Web Sales

MARTA FARE HISTORY

----- MARTA FARE HISTORY -----							
Date	Half Fare	Base Fare	Tokens	TransCard		Rail Station Parking	
	Yes/No			Monthly	Weekly	Daily	Long-Term
1972 - Sep '74	No	\$0.15					
1975 - 1978	Yes	\$0.15					
Mar '79 - Nov '79	Yes	\$0.25		\$10.00			
May '80	Yes	\$0.25	\$0.25	\$10.00			
July '80	Yes	\$0.50	\$0.50	\$17.00	\$4		
Jul '81 - Jul '83	Yes	\$0.60	\$0.60	\$21.00	\$5		
Jul '85	Yes	\$0.60	\$0.60	\$25.00	\$6	\$0.60	
Jun '87	Yes	\$0.75	\$0.75	\$28.00	\$7	\$0.75/\$12	
Jul '88	Yes	\$0.85	\$0.85	\$32.00	\$8	.85/\$14	
Jul '90	Yes	\$1.00	\$1.00	\$35.00	\$9	1.00/\$15	
Jun '92	Yes	\$1.25	\$1.25	\$43.00	\$11	1.00/\$15	
Jul '95	Yes	\$1.50	\$1.50	\$45.00	\$12	1.00/\$15	
Jan '01	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$3.00 or \$6.00
Jul '06	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$4.00 or \$7.00
Oct '09	Yes	\$2.00	\$2.00	\$60.00	\$15	Free	\$5.00 or \$8.00
Oct '10	Yes	\$2.00	N/A	\$68.00	\$17	Free	\$5.00 or \$8.00
Oct '11	Yes	\$2.50	N/A	\$95.00	\$23.75	Free	\$5.00 or \$8.00

FINANCIAL PERFORMANCE MEASURES

Passenger Revenue vs. Net Operating Cost	<u>FY10 Actuals</u>	<u>FY11 Actuals</u>	<u>FY12 Actuals</u>	<u>FY13 Actuals*</u>	<u>FY14 Projected</u>
Passenger Revenue (\$millions)	\$104.6	\$112.8	\$130.5	\$138.6	\$137.8
Net Operating Expenses (\$millions)**	\$399.9	\$400.1	\$406.8	\$395.6	\$426.9
Farebox Recovery	26.2%	28.2%	32.1%	35.0%	32.3%

Passenger Revenue per Boarding	<u>FY10 Actuals</u>	<u>FY11 Actuals</u>	<u>FY12 Actual</u>	<u>FY13 Actuals*</u>	<u>FY14 Projected</u>
Passenger Revenue (\$millions)	\$104.6	\$112.8	\$130.5	\$138.6	\$137.8
Total Unlinked Passengers (millions)	146.3	139.9	134.9	129.9	130.3
Average Fare	\$0.72	\$0.81	\$0.97	\$1.07	\$1.06

Net Operating Cost per Boarding	<u>FY10 Actuals</u>	<u>FY11 Actuals</u>	<u>FY12 Actuals</u>	<u>FY13 Actuals*</u>	<u>FY14 Projected</u>
Net Operating Expenses (\$millions)**	\$399.9	\$400.1	\$406.8	\$395.6	\$426.9
Total Unlinked Passengers (millions)	146.3	139.9	134.9	129.9	130.3
Cost Per Passenger	\$2.73	\$2.86	\$3.02	\$3.05	\$3.28

* Unaudited Actuals

** Calculated on a Sales Tax Subsidy Basis

<u>BENEFIT CATEGORY</u>	<u>BUDGETED</u>	<u>EXPENSED</u>
Medical Insurance	Authority budget distributed by number of employees	Actual expenses allocated by covered employees
Federal Insurance Compensation Act (Social Security and Medicare Tax)	Federal Insurance Compensation Act (FICA) (7.65% of earned salaries)	7.65% of actual salaries paid to employees (6.2% on first \$106,800 for Social Security Tax and 1.45% on all wages for Medicare Tax)
Pension	Represented Defined Benefit Plan: <ul style="list-style-type: none"> • 6.22% (1st half FY) and 8.09% (2nd half FY) of salaries Non-Rep. Defined Benefit Plan: <ul style="list-style-type: none"> • 18.00% of salaries Non-Rep. Defined Contribution Plan: <ul style="list-style-type: none"> • 3.00% of salaries 	Actual payment to the plan for employee
Workers Compensation	As calculated by the actuaries	Actual expenditures of the cost center
State Unemployment Tax	Authority budget allocated to office by cost per employee (maximum cost is \$274.55 per authorized employee)	Actual payment is charged directly to cost center based on the first \$8,500 earned per employee at a rate of 1.66%.
Laundry/Uniform	Developed by offices and varies by offices (Union Agreement)	Actual Expenditures (depends on use by cost center)
Operator Uniform Allowance	Budgeted \$250 per Operator (Union Agreement)	Actual Expenditures
Mechanic Tool Allowance	Budgeted \$225 per Mechanic (Union Agreement)	Actual Expenditures

MARTA FACTS

General Facts:

Creation Date of Authority by the Georgia State Legislature	March 1965
Acquisition Date of Assets of Atlanta Transit System	February 1972
Organization Structure	Board of Directors with General Manager/CEO
Number of Board Members	12
Counties in which Authority Operates	Fulton and DeKalb
Population of Fulton and DeKalb Counties	1,781,030
Size of Area Served	805 Square Miles
Type of Tax Support	1% Sales Tax in Fulton and DeKalb Counties

Operational Facts:

System Utilization

Available Parking Spaces (Park/Ride & Rail Stations).....	25,940
Annual Passenger Boardings (FY14 Projected).....	130,315,751
Average Weekday Passenger Boardings (FY14 Projected)	414,600
Gallons of Unleaded Gasoline (FY14 Estimate).....	365,702

Bus (Fixed Route)

Number of Routes	92
Number of large buses (CNG).....	373
Number of large buses (Diesel)	158
Number of small buses	0
Directional Route Miles.....	1439.54
Annual Total Vehicle Miles (FY14 Projected)	25,849,502
Annual Total Vehicle Hours (FY14 Projected).....	2,008,796
Number of Bus Shelters	645
Number of Bus Benches.....	90
Number of SIMME Seats	4
Number of garages (Laredo, Perry, and Hamilton).....	3
Number of Heavy Maintenance Facilities (Brownsmill).....	1
Gallons of Diesel Fuel (FY14 Estimate)	2,108,437
Dekatherms of CNG (FY14 Estimate)	1,037,468

Mobility (Demand Responsive)

Number of Vehicles (FY14 Projected).....	187
Annual Total Vehicle Miles (FY14 Projected).....	8,037,249
Annual Total Vehicle Hours (FY14 Projected).....	461,223
Gallons of Diesel Fuel (FY14 Estimate).....	1,092,043

MARTA FACTS

Police

Number of Police Precincts (Lindbergh, College Park, Indian Creek, Five Points).....	4
All Sworn Police Officers; including higher ranking officers (FY14 Adopted)	342

Rail

Number of Rail Cars.....	338
Number of Rail Cars in Active Fleet	318
Length of System (Route Miles).....	48
Number of Stations.....	38
Annual Total Vehicle Car Miles (FY14 Projected)	18,040,662
Annual Total Vehicle Car Hours (FY14 Projected).....	128,134
Number of Rail Yards (Avondale, South and Armour)	3
Automatic Train Control & SCADA.....	1 System
Traction Power Substations	52

Other

Regional transit backbone—9th largest transit system in the nation
Removes 185,000 daily cars from Atlanta roads

Financial Facts:

Beginning Operating Reserves (FY13 Actual)	\$152.37M
Operating Revenues (FY14 Estimate)	\$398.25M
Total Available Operating Funding (FY14 Estimate)	\$550.62M
Net Operating Expenses (FY14 Estimate)	\$426.87M
Yearend Operating Carryover (FY14 Estimate)	\$110.71M
Capital Allocation (FY14 Estimate)	\$55.87M
Beginning Capital Revenues (FY14 Estimate)	\$64.66M
Capital Revenues (FY14 Estimate).....	\$367.13M
Total Available Capital Funding (FY14 Estimate)	\$431.79M
Total Capital Expenses (FY14 Estimate).....	\$430.47M
Ending Capital Carryover (FY14 Estimate)	\$1.32M
Passenger Revenue (FY14 Estimate)	\$137.82M
Sales Tax Revenue (FY14 Estimate)	\$349.41M
Farebox Recovery (FY14 Estimate)	32.3%
Cost Per Passenger (FY14 Estimate)	\$3.28
Average Fare (FY14 Estimate)	\$1.06
Fare Subsidy Per Passenger (FY14 Estimate)	\$2.22
Last Fare Increase.....	October 2, 2011

Employees

Number of Total Employees (FY14 Adopted).....4,777

	FT	PT	CON	Total
ADM	217	77	24	318
MGR	215		1	216
MNT	1,101			1,101
OPR	1,494	185		1,679
POL	268		14	282
PRO	296		79	375
REP	185	2		187
SUP	343		13	356
TEC	260		3	263
Total	4,379	264	134	4,777

<i>Classifications</i>	<i>Descriptions</i>
ADM	All other non-represented positions
MGR	Middle and Upper Management level positions
MNT	Represented positions responsible for bus, rail, and facility maintenance
OPR	Represented Bus, Mobility, and Rail vehicle operator positions
POL	Non-management police officers positions
PRO	Non-represented, non-management positions requiring a 4-year degree or equivalent
REP	Other Represented positions not included in other categories
SUP	Non-represented first-line supervisory positions
TEC	Non-represented positions with technical skill requirements, generally requiring 2 and/or 4-year degrees

CATEGORY AND SUBCATEGORY EXPENSE LISTING

SALARIES AND WAGES (60 accounts)

Major account lines include:

- Salaries & Wages
- Overtime
- Paid Leave

FRINGE BENEFITS (38 accounts)

Major account lines include:

- FICA
- State Unemployment
- Mechanic Tool Allowance
- Health Care Costs
- Disability Insurance
- Operator Uniform Allowance
- Life Insurance
- Workers Compensation
- Pension
- Tuition Reimbursements

CONTRACTUAL SERVICES (118 accounts)

Major account lines include:

- L-Van Service Contracts
- Office Equipment Services
- Service Vehicle Maintenance Service
- Building & Grounds
- Operating Equipment Services
- Office Equipment Rental & Lease
- External Support Services
- Passenger Facilities Services
- Operating Equipment - Lease & Rental
- Consultants
- Bldg. & Equip. Maintenance Services
- Real Property - Lease & Rental
- Revenue Vehicle Maintenance Services
- Track Vehicle Maintenance Services
- Rent - Furniture

MATERIALS & SUPPLIES (113 accounts)

Major account lines include:

- Fuel & Lubricants
- Track Vehicle Material/Supplies Bldg.
- Maintenance Repairs
- Cleaning Supplies
- Admin. Vehicle Material/Supplies

MATERIALS & SUPPLIES (Continued)

- Equipment Maintenance & Repairs
- Rebuilds & Repairable
- Fare Collection
- Building Supplies
- Auxiliary Replacement Parts
- Passenger Facilities – Materials
- Office Supplies
- Accidents
- Track & Structures
- Vandalism
- Service Vehicle Materials/Supplies

OTHER OPERATING EXPENSE (16 accounts)

Major account lines include:

- Utilities (Electricity, Propulsion Power, Telephone, Gas, Water)
- Taxes & Fees (Diesel, Natural Gas and Gasoline Taxes, Revenue and Non-Revenue vehicle registration and license fees)

CASUALTY & LIABILITY COSTS (14 accounts)

Major account lines include:

- Direct Insurance
- Injuries and Damages

MISCELLANEOUS EXPENSES (17 accounts)

Major account lines include:

- Mail & Shipping Expenses
- GA 400 Toll Expenses
- Advertising & Promotions

OTHER NON-OPERATING EXPENSES (78 accounts)

Major account lines include:

- Dues & Subscriptions
- Travel & Meetings
- Training Expenses
- Corporate Losses
- Physicals and Drug Testing

MARTA has nine (9) expense categories supported by approximately 450 accounts. Currently, MARTA has approximately 228 cost centers.

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
General Manager CEO	General Manager CEO	11100	General Manager CEO	11110	General Manager CEO
General Manager CEO	General Manager CEO	11100	General Manager CEO	22610	Program Management Office
General Manager CEO	General Manager CEO	11100	General Manager CEO	22620	Chief of Staff
General Manager CEO	General Manager CEO	11200	Board of Directors	11210	Board of Directors
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	11910	Dir of External Affairs
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	22410	Dir of Government & Community Relations
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	22430	Government & Community Relations
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	22740	Public Policy Planning
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17210	AGM of Communication & External Affairs
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17910	Dir of Customer Services
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17920	Customer Care
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17921	Customer Service Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17922	Customer Information Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17923	Breeze Card Service Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17970	Customer & Station Svcs
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17971	Reduced Fare Eligibility
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17310	Dir of Marketing & Sales
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17320	Business Development
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17350	Strategic Marketing
General Manager CEO	Communication & Ext Affairs	83600	Govt & Constituent Relations	22435	Dir of Govt & Constituent Relations
General Manager CEO	Communication & Ext Affairs	83600	Govt & Constituent Relations	22440	Government Relations
General Manager CEO	Communication & Ext Affairs	88300	Media Communications	17410	Dir of Media Communications
General Manager CEO	Internal Audit	12100	AGM Internal Audit	12110	AGM of Internal Audit
General Manager CEO	Internal Audit	12100	AGM Internal Audit	12120	Contracts Audit
General Manager CEO	Internal Audit	12100	AGM Internal Audit	12130	Operational Audit
General Manager CEO	Internal Audit	12200	Information Systems Audit	12140	Information Systems Audit
General Manager CEO	Internal Audit	12200	Information Systems Audit	12210	Dir of Information Systems Audit
General Manager CEO	Legal Services	16100	AGM Legal Services	16110	AGM of Legal Services Chief Counsel
General Manager CEO	Legal Services	16100	AGM Legal Services	16120	Litigation
General Manager CEO	Legal Services	16100	AGM Legal Services	16130	Corporate Law
General Manager CEO	Legal Services	16100	AGM Legal Services	16140	Legal Administration
General Manager CEO	Legal Services	16200	Risk Management	16210	Dir of Risk Management

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
General Manager CEO	Legal Services	16200	Risk Management	16230	Claims
General Manager CEO	Legal Services	16200	Risk Management	16240	Insurance
Operations	Bus Operations	15400	Bus Transportation	15225	Bus Communications
Operations	Bus Operations	15400	Bus Transportation	15410	Dir of Bus Transportation
Operations	Bus Operations	15400	Bus Transportation	15420	Laredo Garage
Operations	Bus Operations	15400	Bus Transportation	15430	Perry Garage
Operations	Bus Operations	15400	Bus Transportation	15440	Hamilton Garage
Operations	Bus Operations	15400	Bus Transportation	15450	Transportation Services
Operations	Bus Operations	15400	Bus Transportation	15460	Small Bus Services Brady Garage
Operations	Bus Operations	15500	Bus Maintenance	15223	Fleet Management
Operations	Bus Operations	15500	Bus Maintenance	15511	Dir of Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15521	Laredo Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15523	Laredo L-Vans
Operations	Bus Operations	15500	Bus Maintenance	15531	Perry Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15541	Hamilton Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15551	Brady Garage Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15553	Brady Garage L-Vans
Operations	Bus Operations	15500	Bus Maintenance	15554	Brady Garage Non-Revenue Vehicles
Operations	Bus Operations	15500	Bus Maintenance	15555	Small Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15561	Brownsmill Heavy Maint Revenue Vehicles
Operations	Bus Operations	15500	Bus Maintenance	15565	Bus Engineering
Operations	Bus Operations	15500	Bus Maintenance	15566	Systems Planning & Administration
Operations	Bus Operations	15500	Bus Maintenance	15567	Radio Communication Maintenance
Operations	Bus Operations	15900	Mobility	15910	Dir of Mobility
Operations	Bus Operations	15900	Mobility	15920	Brady Garage (Mobility)
Operations	Bus Operations	15900	Mobility	15925	Laredo Mobility
Operations	Bus Operations	15900	Mobility	15930	Brady Garage (Fleet Management)
Operations	Bus Operations	15900	Mobility	15940	Brady Garage (Special Services)
Operations	Bus Operations	15900	Mobility	15950	Mobility Scheduling
Operations	Bus Operations	15900	Mobility	17924	Mobility Reservations
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	11810	Chief Operating Officer COO
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	11811	Rodeos

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15220	AVL
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15224	Capital Operations Maintenance
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15510	AGM of Bus Operations
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15810	AGM of Rail Operations
Operations	Rail Operations	15230	Engineering & Development	10510	Dir of Communications & Cust Info
Operations	Rail Operations	15230	Engineering & Development	15230	Rail System Engineering
Operations	Rail Operations	15230	Engineering & Development	18530	Computer Aided Design CAD
Operations	Rail Operations	15230	Engineering & Development	18610	Dir of Engineering
Operations	Rail Operations	15230	Engineering & Development	18620	Electrical & Mechanical
Operations	Rail Operations	15230	Engineering & Development	18650	Civil & Structural Engineering
Operations	Rail Operations	15230	Engineering & Development	18660	Specifications
Operations	Rail Operations	15230	Engineering & Development	18670	Project Control
Operations	Rail Operations	15230	Engineering & Development	18680	Rail System Program Management
Operations	Rail Operations	15230	Engineering & Development	18690	Dir of Rail System Engineering
Operations	Rail Operations	15600	Rail Services	15610	Dir of Rail Transportation
Operations	Rail Operations	15600	Rail Services	15620	Central Control
Operations	Rail Operations	15600	Rail Services	15630	East West Operations
Operations	Rail Operations	15600	Rail Services	15640	North South Operations
Operations	Rail Operations	15600	Rail Services	15645	Armour Operations
Operations	Rail Operations	15600	Rail Services	15650	Rail Service Operations
Operations	Rail Operations	15600	Rail Services	15670	Future Use
Operations	Rail Operations	15600	Rail Services	17972	Station Services
Operations	Rail Operations	15700	Rail Car Maintenance	10252	Computer Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	10260	Communications & Faregates
Operations	Rail Operations	15700	Rail Car Maintenance	10262	Radio Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15660	Rail Service Management & Dispatch
Operations	Rail Operations	15700	Rail Car Maintenance	15710	Dir of Rail Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15721	Avondale Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15731	South Yard Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15741	Armour Yard Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15750	Engineering
Operations	Rail Operations	15700	Rail Car Maintenance	15760	Backshops

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Rail Operations	15700	Rail Car Maintenance	15770	Rail Car Appearance
Operations	Rail Operations	15700	Rail Car Maintenance	15780	Rail Maint Quality Control
Operations	Rail Operations	18100	Vertical Transportation	18710	Dir of Vertical Transportation
Operations	Rail Operations	18100	Vertical Transportation	18850	Escalators & Elevators
Operations	Rail Operations	18300	Program & Contract Management	18310	Dir of Program & Contract Management
Operations	Rail Operations	18300	Program & Contract Management	18320	A & E Contracts
Operations	Rail Operations	18300	Program & Contract Management	18330	CIP Management & Oversight
Operations	Rail Operations	18300	Program & Contract Management	18340	Construction & JOC
Operations	Rail Operations	18300	Program & Contract Management	18350	Job Order Contract JOC
Operations	Rail Operations	18300	Program & Contract Management	18360	Program Management
Operations	Rail Operations	18300	Program & Contract Management	18370	Construction Management
Operations	Rail Operations	18800	Facilities	18810	Dir of Facilities
Operations	Rail Operations	18800	Facilities	18820	Custodial & Landscape
Operations	Rail Operations	18800	Facilities	18821	Station Cleaning
Operations	Rail Operations	18800	Facilities	18830	Buildings & Support Equipment
Operations	Rail Operations	18800	Facilities	18840	Headquarters Building
Operations	Rail Operations	18900	Maintenance of Way	18911	Dir of Maintenance of Way
Operations	Rail Operations	18900	Maintenance of Way	18912	Assistant Director Track & Structures
Operations	Rail Operations	18900	Maintenance of Way	18920	Track Inspection & Support
Operations	Rail Operations	18900	Maintenance of Way	18930	Track Maintenance
Operations	Rail Operations	18900	Maintenance of Way	18940	Field Structural Inspection
Operations	Rail Operations	18900	Maintenance of Way	18950	Structural Maintenance
Operations	Rail Operations	18900	Maintenance of Way	18960	Work Equipment
Operations	Rail Operations	18900	Maintenance of Way	18970	Electric Power & Equipment
Operations	Rail Operations	18900	Maintenance of Way	18980	Automatic Train Control
Finance	Chief Financial Officer CFO	14200	Chief Financial Officer CFO	14210	Chief Financial Officer CFO
Finance	Chief Financial Officer CFO	14300	Accounting	14310	Dir of Accounting
Finance	Chief Financial Officer CFO	14300	Accounting	14340	Accounting - Property & Payables
Finance	Chief Financial Officer CFO	14300	Accounting	14350	Accounting - General Accounting
Finance	Chief Financial Officer CFO	14300	Accounting	14360	Accounting - Payroll Admin Cost Analysis
Finance	Chief Financial Officer CFO	14500	Management & Budget	14510	Dir of Management & Budget
Finance	Chief Financial Officer CFO	14500	Management & Budget	14520	Operating & Capital Budgets

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Finance	Chief Financial Officer CFO	14500	Management & Budget	14560	Strategic Performance Management
Finance	Chief Financial Officer CFO	14800	Treasury	14810	Dir of Treasury
Finance	Chief Financial Officer CFO	14800	Treasury	14820	Financial Planning & Analysis
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14830	Clearinghouse
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14910	Dir of Revenue Operations
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14940	Revenue Collections Processing
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14951	Revenue Operations Administration
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14952	Media Sales Transcard Distribution
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14953	Media Sales Ridestores
Finance	Chief Financial Officer CFO	14900	Revenue Operations	14960	Parking Services
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	14730	Support Services
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16510	Dir of Contracts & Procurement
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16520	Materials Management
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16530	Contracts
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16540	Purchasing
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16550	Supply Chain Mgmt
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16560	Contracts Administration
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16565	Contract Policies
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16580	A & E Contracts Management
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16910	AGM of Contracts & Procurement
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	22810	Dir of Administrative Services
Finance	Chief Financial Officer CFO	83500	Federal & State Programs	22420	Dir of Grant Programs
Administration	Chief Admin Officer CAO	81100	Chief Administrative Officer CAO	22510	Chief Administrative Officer CAO
Administration	Human Resources	11700	Diversity & Equal Opportunity	11710	Dir of DEO
Administration	Human Resources	11700	Diversity & Equal Opportunity	11720	Economic Opportunity
Administration	Human Resources	11700	Diversity & Equal Opportunity	11730	Equal Opportunity
Administration	Human Resources	14700	Human Resources	14710	Dir of Human Resources
Administration	Human Resources	14700	Human Resources	14720	Employee Organizational Development
Administration	Human Resources	14700	Human Resources	14721	Occupational Medical Services
Administration	Human Resources	14700	Human Resources	14722	Employee Relations
Administration	Human Resources	14700	Human Resources	14740	Recruiting
Administration	Human Resources	14700	Human Resources	14750	Management Pension Administration

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Human Resources	14700	Human Resources	14760	HRIS
Administration	Human Resources	14700	Human Resources	14780	Compensation
Administration	Human Resources	14700	Human Resources	14790	Clerical Pool
Administration	Human Resources	14700	Human Resources	16220	Benefits
Administration	Human Resources	16600	Labor Relations	16610	Dir of Labor Relations
Administration	Human Resources	16600	Labor Relations	16620	Arbitrations
Administration	Human Resources	16600	Labor Relations	22910	Employee Availability
Administration	Human Resources	16800	Training	14724	Rail Transportation Training
Administration	Human Resources	16800	Training	14725	Bus Transportation Training
Administration	Human Resources	16800	Training	14726	Rail Maintenance Training
Administration	Human Resources	16800	Training	14727	Bus Maintenance Training
Administration	Human Resources	16800	Training	14728	Infrastructure Facility Training
Administration	Human Resources	16800	Training	14729	Strategic Training
Administration	Human Resources	16800	Training	16810	Dir of Training
Administration	Human Resources	16800	Training	16820	Chief Maintenance Training
Administration	Human Resources	16800	Training	16830	Chief Operations Training
Administration	Human Resources	16800	Training	16840	Chief Strategic & Org Training
Administration	Human Resources	16800	Training	16841	Organizational Training
Administration	Human Resources	88900	AGM Human Resources	16310	AGM of Human Resources
Administration	Planning	22100	AGM Planning	22110	AGM of Planning
Administration	Planning	22200	Dev & Regional Coordination	22210	Dir of Development & Regional Coordination
Administration	Planning	22200	Dev & Regional Coordination	22220	Real Estate
Administration	Planning	22200	Dev & Regional Coordination	22230	Joint Development
Administration	Planning	22200	Dev & Regional Coordination	23210	Regional Service Coordination
Administration	Planning	22300	Research & Analysis	22310	Dir of Research & Analysis
Administration	Planning	22300	Research & Analysis	22320	Transit Analysis
Administration	Planning	22300	Research & Analysis	22330	Transit Research
Administration	Planning	22300	Research & Analysis	22340	System Service Monitoring
Administration	Planning	22700	Transit System Planning	22710	Dir of Transit System Planning
Administration	Planning	22700	Transit System Planning	22720	Regional Planning & Analysis
Administration	Planning	22700	Transit System Planning	22730	Scheduling
Administration	Planning	22700	Transit System Planning	22750	Special Projects & Analysis

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Planning	22700	Transit System Planning	22760	Planning Initiatives
Administration	Planning	88500	Architecture & Design	18410	Dir of Architecture & Design
Administration	Planning	88500	Architecture & Design	18640	Architecture & Civil Engineering
Administration	Planning	88500	Architecture & Design	18645	Configuration Management Architect
Administration	Planning	88500	Architecture & Design	18647	Roofing Program
Administration	Police Services	19200	AGM Police Services	19210	AGM Chief of Police Services
Administration	Police Services	19200	AGM Police Services	19230	Asst Chf of Police Administration
Administration	Police Services	19200	AGM Police Services	19240	Asst Chf of Police Operations
Administration	Police Services	19200	AGM Police Services	19250	Criminal Justice
Administration	Police Services	19200	AGM Police Services	19290	Seized Property
Administration	Safety & Quality Assurance	16700	Safety	16730	Safety
Administration	Safety & Quality Assurance	16700	Safety	16750	Prevention
Administration	Safety & Quality Assurance	16700	Safety	16760	Dir of Safety
Administration	Safety & Quality Assurance	16900	AGM of Safety & QA	16710	AGM of Safety & Quality Assurance
Administration	Safety & Quality Assurance	41300	QA & Configuration Mgmt	16720	Quality Assurance
Administration	Safety & Quality Assurance	41300	QA & Configuration Mgmt	16740	Test and Inspection
Administration	Safety & Quality Assurance	41300	QA & Configuration Mgmt	18630	Config Mgmt Space Plng & Landscape
Administration	Safety & Quality Assurance	41300	QA & Configuration Mgmt	23110	Dir of Quality Assurance
Administration	Technology	10100	AGM Technology CIO	10110	AGM of Technology CIO
Administration	Technology	10100	AGM Technology CIO	10160	Enterprise Security
Administration	Technology	10200	Tech Infrastructure & Ops	10210	Dir of Tech Infrastructure & Operations
Administration	Technology	10200	Tech Infrastructure & Ops	10240	Network & Technical Support
Administration	Technology	10200	Tech Infrastructure & Ops	10241	Telephone Maintenance
Administration	Technology	10200	Tech Infrastructure & Ops	10250	Mainframe Operations
Administration	Technology	10200	Tech Infrastructure & Ops	10251	Technology Help Desk
Administration	Technology	10300	Tech Enterprise Applications	10310	Dir of Tech Enterprise Applications
Administration	Technology	10300	Tech Enterprise Applications	10330	Technology Programs
Administration	Technology	10300	Tech Enterprise Applications	10340	Client Server Applications
Administration	Technology	10300	Tech Enterprise Applications	10350	Application Development
Administration	Technology	10300	Tech Enterprise Applications	10360	Database Administration
Administration	Technology	10300	Tech Enterprise Applications	10370	Breeze Products
Administration	Technology	10400	Technology Programs Management	10130	Technology Business & Development

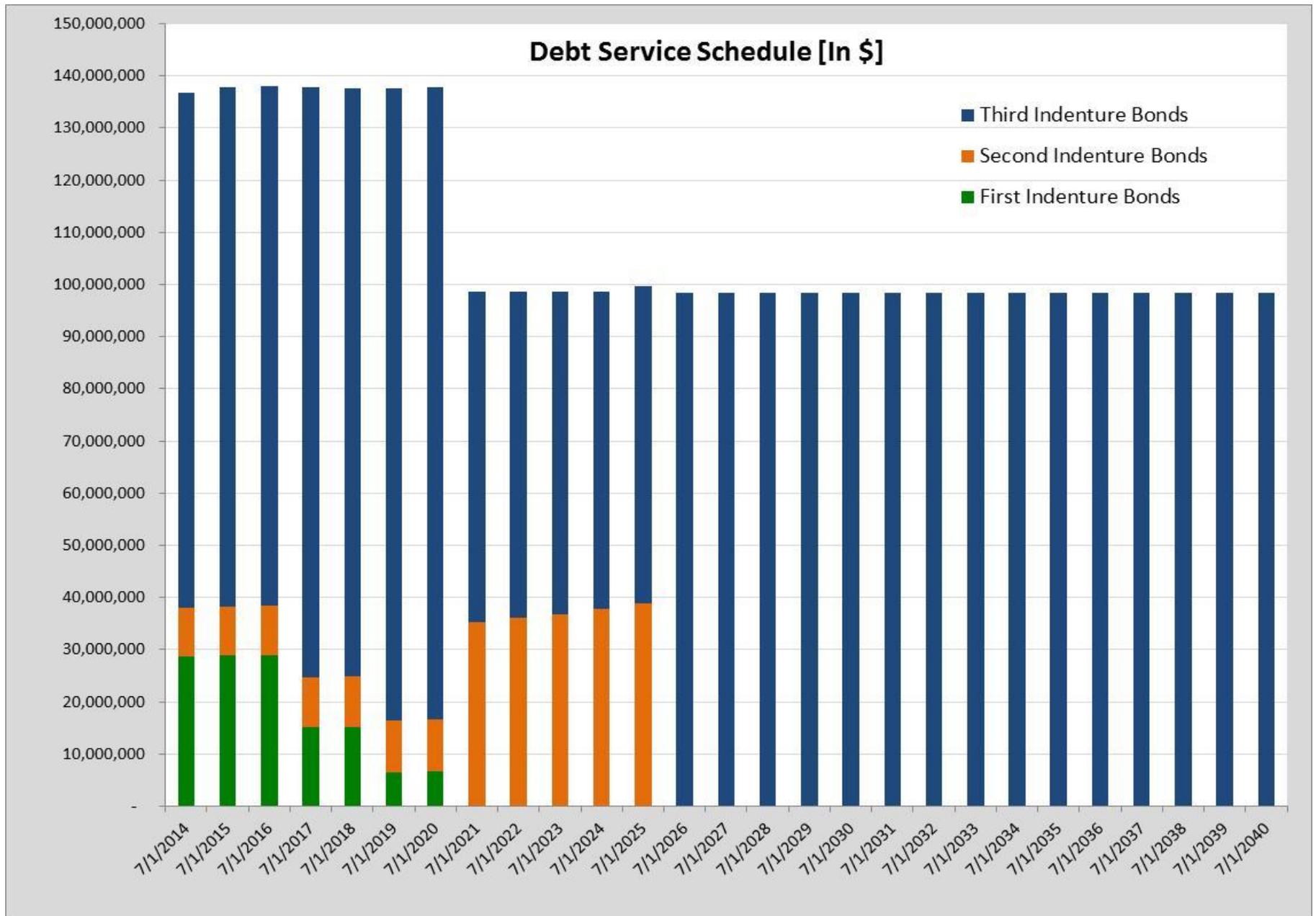
ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Technology	10400	Technology Programs Management	10140	Transit System Enhancement
Administration	Technology	10400	Technology Programs Management	10410	Dir of Technology Programs Management
Administration	Technology	10400	Technology Programs Management	10420	Technology Business Services
Administration	Technology	10400	Technology Programs Management	10430	Technology Projects Management
Administration	Technology	10400	Technology Programs Management	10450	Info Tech Assets
Administration	Technology	10600	Tech Quality Assurance	10150	Technology Quality Assurance
Administration	Technology	10600	Tech Quality Assurance	10261	Faregate Maintenance
Administration	Technology	10600	Tech Quality Assurance	10610	Dir of Tech Quality Assurance
Administration	Technology	10600	Tech Quality Assurance	10620	Info Tech Compliance
Other	Other	91000	Inventory Adjustment	91000	Inventory Adjustment
Other	Other	91800	Other	91800	Contract Employees-Capital Projects

DEBT SERVICE SCHEDULE

Year	First Indenture Series N, P			Second Indenture Series 1998A, 2000AB ⁽¹⁾ , 2002 (Refunded), 2003A			Third Indenture Series 2005A, 2006A, 2007A, 2007B, 2009A, 2012A, 2012B, 2013A			Combined All Indentures		
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2014	22,005,000	6,802,188	28,807,188	3,100,000	6,220,800	9,320,800	30,150,000	68,402,000	98,552,000	55,255,000	81,424,988	136,679,988
7/1/2015	23,460,000	5,426,875	28,886,875	3,300,000	6,121,600	9,421,600	32,665,000	66,914,500	99,579,500	59,425,000	78,462,975	137,887,975
7/1/2016	25,025,000	3,960,625	28,985,625	3,500,000	6,016,000	9,516,000	34,180,000	65,302,250	99,482,250	62,705,000	75,278,875	137,983,875
7/1/2017	12,735,000	2,396,563	15,131,563	3,700,000	5,904,000	9,604,000	49,450,000	63,614,250	113,064,250	65,885,000	71,914,813	137,799,813
7/1/2018	13,580,000	1,600,625	15,180,625	4,000,000	5,785,600	9,785,600	51,535,000	61,141,750	112,676,750	69,115,000	68,527,975	137,642,975
7/1/2019	5,820,000	751,875	6,571,875	4,200,000	5,657,600	9,857,600	62,670,000	58,602,800	121,272,800	72,690,000	65,012,275	137,702,275
7/1/2020	6,210,000	388,125	6,598,125	4,500,000	5,523,200	10,023,200	65,775,000	55,469,300	121,244,300	76,485,000	61,380,625	137,865,625
7/1/2021	-	-	-	30,000,000	5,379,200	35,379,200	11,075,000	52,180,550	63,255,550	41,075,000	57,559,750	98,634,750
7/1/2022	-	-	-	31,700,000	4,419,200	36,119,200	10,945,000	51,604,325	62,549,325	42,645,000	56,023,525	98,668,525
7/1/2023	-	-	-	33,400,000	3,404,800	36,804,800	10,865,000	51,033,388	61,898,388	44,265,000	54,438,188	98,703,188
7/1/2024	-	-	-	35,400,000	2,336,000	37,736,000	10,405,000	50,465,225	60,870,225	45,805,000	52,801,225	98,606,225
7/1/2025	-	-	-	37,600,000	1,203,200	38,803,200	10,985,000	49,918,963	60,903,963	48,585,000	51,122,163	99,707,163
7/1/2026	-	-	-	-	-	-	49,010,000	49,342,250	98,352,250	49,010,000	49,342,250	98,352,250
7/1/2027	-	-	-	-	-	-	51,235,000	47,114,463	98,349,463	51,235,000	47,114,463	98,349,463
7/1/2028	-	-	-	-	-	-	53,825,000	44,522,125	98,347,125	53,825,000	44,522,125	98,347,125
7/1/2029	-	-	-	-	-	-	56,550,000	41,798,600	98,348,600	56,550,000	41,798,600	98,348,600
7/1/2030	-	-	-	-	-	-	59,415,000	38,937,050	98,352,050	59,415,000	38,937,050	98,352,050
7/1/2031	-	-	-	-	-	-	62,270,000	36,080,575	98,350,575	62,270,000	36,080,575	98,350,575
7/1/2032	-	-	-	-	-	-	65,105,000	33,243,463	98,348,463	65,105,000	33,243,463	98,348,463
7/1/2033	-	-	-	-	-	-	68,075,000	30,275,563	98,350,563	68,075,000	30,275,563	98,350,563
7/1/2034	-	-	-	-	-	-	71,325,000	27,025,525	98,350,525	71,325,000	27,025,525	98,350,525
7/1/2035	-	-	-	-	-	-	74,660,000	23,689,800	98,349,800	74,660,000	23,689,800	98,349,800
7/1/2036	-	-	-	-	-	-	78,225,000	20,122,250	98,347,250	78,225,000	20,122,250	98,347,250
7/1/2037	-	-	-	-	-	-	81,965,000	16,382,500	98,347,500	81,965,000	16,382,500	98,347,500
7/1/2038	-	-	-	-	-	-	85,965,000	12,381,900	98,346,900	85,965,000	12,381,900	98,346,900
7/1/2039	-	-	-	-	-	-	90,165,000	8,185,200	98,350,200	90,165,000	8,185,200	98,350,200
7/1/2040	-	-	-	-	-	-	94,565,000	3,782,600	98,347,600	94,565,000	3,782,600	98,347,600
7/1/2041	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2042	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2043	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2044	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2045	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2046	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2047	-	-	-	-	-	-	-	-	-	-	-	-
Total	108,835,000	21,326,875	130,161,875	194,400,000	57,971,200	252,371,200	1,423,055,000	1,127,533,163	2,550,588,163	1,726,290,000	1,206,831,238	2,933,121,238

DEBT SERVICE SCHEDULE



GLOSSARY

Accounting Basis - MARTA uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

Americans with Disabilities Act (ADA) – Federal legislation that provides guidelines for assuring access to persons with disabilities.

Assistant General Manager (AGM) - MARTA has several AGM's who directly report to the General Manager.

Associated Capital Maintenance (ACM) - A Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

Atlanta Regional Commission (ARC) -An organization dedicated to improving the quality of life for all citizens of the Atlanta region through professional planning initiatives and the provision of objective information; Board membership currently comprised of 10 counties and 64 municipalities.

Balanced Operating Budget - The budget is balanced when expenditures do not exceed the sources of revenue. These sources include sales tax revenue, interest income, funds under Section 5307 of the Federal Transit Act for preventive maintenance of vehicles, system and equipment, and 5% of the Sales tax revenues reserves may be applied to the operations of the transit system. (See Fiscal Policy Guide)

Balanced Capital Improvements Budget – A balanced capital improvement budget is created by a Ten-Year Plan as set forth in the MARTA ACT and further restricted by the MARTA Board of Directors that the corresponding year's debt service be no more than 45% of the corresponding year's sales tax receipts. Basically, a balanced capital improvement budget is mandatory per MARTA's policy. (See Fiscal Policy Guide)

Bond Proceeds - Additional local capital funds raised, when necessary, by issuance of sales tax revenue bonds in the municipal markets. The proceeds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the

Trustee. MARTA requisitions the funds as needed for the Capital Investment Program.

Bus Rapid Transit (BRT) - BRT is a new program where buses have dedicated right-of-way and a limited number of stops. Some routes may utilize the HOV lanes.

Business Transformation Program (BTP) - A fully integrated solution which will provide modern, integrated support for MARTA's Finance, Maintenance, and Human Resources Business Areas. This initiative will not only meet MARTA's current business and technical requirements but is flexible and scaleable to meet MARTA's future needs. Integration will be achieved using software from Oracle, MAXIMUS, and Bentley Systems. This will improve MARTA's core business processes by eliminating manual/non-value added processes, automating computer functionality, and creating safeguards that reduce data errors.

Capital Budget - The portion of the budget that provides for the funding of improvements, projects and major equipment purchases. Generally, a capital item is one that has a cost in excess of \$300, increases the life or capacity of an asset, and has an economic life in excess of one year.

Capital Expenditures - Expenditures which provide for the procurement of capital assets or increase the efficiency, capacity, useful life or economy of an existing asset; generally support the Rail Development Program, Capital Improvement Program, Planning Program and the debt service on revenue bonds.

Capital Projects Funds - MARTA uses separate funds for major capital acquisition, construction and Authority's planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.

Capital Revenues - Funds available to support the capital budget; sources include 50% of the sales tax, federal grants, state grants, interest income from the investment of capital funds, proceeds from the sale of revenue bonds and limited private sector participation.

Clean Air Act Amendments (CAAA) - Federal legislation that protects and enhances the quality of the nation's air resources; initiates and accelerates a national research and development program to prevent and control air pollution; provides technical and financial assistance to state and local governments for air pollution control programs; and encourages and assists regional air pollution control programs.

Commercial driver's license (CDL) - Bus drivers are required to have a passing score on the written CDL test prior to employment. The practical exam for the completion of the CDL license is conducted as a component of the bus operator certification program.

Compressed Natural Gas (CNG) - A fuel used in a clean engine technology.

Congestion Mitigation & Air Quality (CMAQ) - This program is a federal program which funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

Contingency Funds - Operating and Capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.

Cost Allocation - The assignment of expenses accounted for in one fund to another fund. For example, certain operating expenses of a division may be charged to a capital grant.

Debt Service Funds - MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.

Enterprise Fund - Accounts for business-like activities that provide goods and/or services to the public and are financed primarily through user charges.

Federal Operating Assistance - Revenue received from federal sources to compensate operating expenses.

Federal Transit Administration (FTA) - The agency of the Federal government within the U.S. Department of Transportation that is responsible for providing, administering and monitoring funds to transit agencies.

Feeder Service - Bus service which delivers passengers to a rail station from the surrounding geographic area.

Fixed Route Bus System - Bus routes that do not vary in schedule or route from day-to-day.

General Operating Fund - MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.

Grant - Revenue from another governmental body or organization, usually in support of a specific program or function.

Half-Fare Program - A MARTA program to subsidize the transit costs of the elderly and handicapped. Eligible participants may apply for an annual pass that allows the payment of a reduced fare.

Headway - The time between the arrival of buses or trains on the same route.

Intelligent Transportation Systems (ITS) - Advanced electronics and computer systems that increase the efficiency and safety of highway transportation and transit. At MARTA this includes Computer Aided Dispatch and Automated Vehicle Location, Automatic Passenger Counting, Audio and Video Announcement Devices, and the Advanced Traveler Information System.

Interest Income on Capital Reserves - Income gained from interest on funds that have been placed in reserve for capital replacement and interest on real estate proceeds to be used to subsidize operations, as authorized by the MARTA Act with Board Approval.

Life Cycle Asset Reliability Enhancement (L-CARE) - The L-CARE program directs preventive and predictive actions to be performed before failures occur in order to maintain the rail cars in a safe and reliable condition.

GLOSSARY

Lift-Van (L-Van) Service - Demand responsive paratransit service that provides service upon scheduled request to serve the handicapped. The vehicles are equipped with a mechanism to lift wheel chairs.

Linked Trip - A trip from point of origin to the final destination, regardless of how many modes or vehicles were used.

MARTA Act - The legislation initially passed by the Georgia Legislature on March 10, 1965, which created and enabled the Metropolitan Atlanta Rapid Transit Authority.

Mean Distance Between Failures (MDBF) - This is a performance measurement.

Obligations - Funds that have been obligated to a specific purpose but have not been expended.

Operating Budget - The portion of the budget that provides for the day-to-day operations of the Authority: including salaries, benefits, services, materials, and other expenses.

Paratransit Service - Complementary transportation services for elderly and disabled established in accordance with the Americans with Disabilities Act (ADA).

Passenger Revenue - Revenue earned through fares charged directly to passengers for transit services.

Peak Period - The period during which the maximum amount of travel occurs. It may be specified as morning (a.m.), afternoon or evening (p.m.) peak.

Prior Years Carry-Over - Funds which are available to fund subsequent fiscal years. The unexpended operating revenues provide carry-over funding for the operating budget while unexpended capital revenues fund the capital carry-over.

Revenue Bonds - A bond on which debt service is payable solely from a restricted revenue source. MARTA issues bonds obligating future sales tax revenues.

Revenue Passengers - Transit passengers who enter the system through the payment of a fare as distinguished from those who enter via an employee or complimentary pass or transfer.

Revenue Service - Transit service for the purpose of generating revenue as distinguished from trips which place vehicles at route beginning or ending points; trips run for maintenance purposes; or trips which carry passengers without charge.

SAFETEA-LU - Surface Transportation Reauthorization Act is a federal law passed in 2005 to replace TEA-21 (Transportation Equity Act of 1998). It authorizes highway, highway safety, transit and other transportation programs for five years. The act provides operating and capital funds to MARTA.

Sales Tax - A tax levied and collected by the State for the benefit of the Authority. The "MARTA Sales Tax" is a 1% sales and use tax generated in Fulton and DeKalb counties.

Section 5309 (Formerly Section 3) - A federal grant authorized under Section 5309 of the Transportation Equity Act for the 21st Century (TEA-21, previously authorized under Section 3 of the Intermodal Surface Transportation Efficiency Act). These grants generally provide capital funds for acquisition of new rolling stock, new construction, and rail modernization.

Section 5307 (Formerly Section 9) - A federal grant authorized under Section 5307 of the Transportation Equity Act for the 21st Century (TEA-21, previously authorized under Section 9 of the Intermodal Surface Transportation Efficiency Act). These grants generally provide funds for routine capital replacement, planning, and operating assistance programs.

Senior Staff - MARTA management team at the Director level and above.

Trackway renovations, phase II (TRII) - A large multi-year program consisting of several individual projects to renovate the trackway.

GLOSSARY

Transit Oriented Development (TOD) - MARTA has several TOD projects that are designed to increase ridership and advance the use of public transportation by promoting economic development activities in and around MARTA rail stations.

Transit Operations - Those Authority functions directly or indirectly related to the provision of transportation service.

Unlinked Trip - A passenger count based on each portion, or leg, of a transit trip. For example, a passenger journey that begins by bus, transfers to rail and then transfers to bus again before leaving the system counts as three unlinked trips.

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- BLUE LINE**
- INTERSTATE HIGHWAYS**
- GREEN LINE**
Service to Edgewood/Candler Park:
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weekdays 5am-3pm Sat - Sun until 7 pm
- GREEN LINE**
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- STATIONS WITH LONG-TERM AND FREE DAILY PARKING**
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Located at Peachtree St. entrance.
- REDUCED FARE OFFICE**
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595

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