



2025

CUSTOMER EXPERIENCE

Strategic Workplan 2025-2030

CX

Message from the General Manager/CEO



MARTA Community,

Every day, over 4,500 MARTA employees dedicate themselves to delivering essential transportation services to our customers throughout the Atlanta region. MARTA's vision – **“People taking people where they want to go, today and tomorrow”** – is more than just words; this vision guides everything we do.

Like many transit systems across the country, we've faced our share of challenges since the start of the pandemic. However, our commitment to providing our customers with a high level of service and a positive transit experience has never wavered.

Here at MARTA, we continue to do our best to adapt, expand our services, and embrace new technologies, always putting the safety and well-being of our passengers and employees first. Through innovation and collaboration, our goal is to set the standard for modern transit.

This MARTA Customer Experience Strategic Workplan clearly lays out our commitment to our customers. We've listened to your feedback and identified several areas for improvement, from providing more accurate real-time service updates to enhancing accessibility and making our operations more sustainable.

We built this plan for you, our customers, who are at the heart of everything we do at MARTA. On your behalf, we work 24 hours a day, 365 days a year to ensure every trip is safe, reliable, and enjoyable.

Thank you for choosing MARTA. We are honored to serve you and are committed to exceeding your expectations today and tomorrow.

Sincerely,

Collie Greenwood

General Manager / CEO



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VISION - MISSION



The CX Strategic Workplan is designed to support MARTA in achieving its overarching strategic goals by aligning seamlessly with the Authority's Vision, Mission, and Values.

This alignment underscores MARTA's commitment to serving both its employees and riders, ensuring a customer-centric approach that reflects its core responsibilities and priorities.





VISION

People taking people where they want to go today and tomorrow.

MISSION

To advocate for and provide safe, multimodal transit services that advance prosperity, connectivity and equity for a more livable region.



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CORE VALUES

Empathy

People are the heart of our mission. We are dedicated to putting the needs and aspirations of our passengers, employees, and the communities we serve at the forefront of our decisions. Every action we take is driven by a deep commitment to enhancing lives and creating opportunities.

Stewardship

As agents of Atlanta's transit system, **we embrace the responsibility to protect and enhance the environment, resources, and assets entrusted to us.** Our sustainable practices and fiscal prudence ensure that MARTA remains a legacy for future generations.

Integrity

We uphold the highest standards in all that we do. Our commitment to transparency, honesty, and ethical conduct guides every decision and action, ensuring the trust and confidence of the communities we serve.

Innovation

We continuously seek creative solutions and embrace emerging technologies to improve the transit experience for our riders. **Our pioneering spirit drives us to lead in the development of smart, efficient, and sustainable transit solutions.**

Collaboration

We believe in the power of collective thinking. By working together with our employees, partners, and the communities we serve, we can achieve remarkable results. We foster a culture of teamwork and open communication in which diverse perspectives fuel innovation.



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INTRODUCTION

At MARTA, we recognize that CX is not just an acronym or a department title, but a fundamental component to our organization.



Our core values prioritize our customers, with the goal of providing a frictionless transit experience. The CX department, aligned with the Authority's vision and mission, is dedicated to deeply understanding our customers' needs and enhancing their experiences throughout their entire journey with us. By focusing on improving customer transit experiences, the CX department and MARTA at large aim to boost customer satisfaction, strengthen brand loyalty,

and ultimately retain and grow our ridership. The CX department's mission is to anticipate and address customer needs, providing solutions that enhance the rider journey and create a seamless, easy, and empowering ride. This commitment fosters a transformative relationship with our customers, positioning MARTA as a valuable and integral part of their lives, moving from a transactional relationship to an emotionally connected one.



Scope of the **CX STRATEGIC WORKPLAN**

This Customer Experience (CX) Strategic Workplan is aligned with the Authority's broader strategic objectives, ensuring that MARTA not only meets, but exceeds, its organizational goals. The workplan serves as a detailed roadmap for all customer-facing initiatives, driving the entire organization towards delivering an exceptional and continuously improving customer experience.

The workplan encompasses all projects that directly impact the customer journey, ensuring alignment with the Authority's strategic goals. This includes comprehensive planning across various customer touchpoints aimed at optimizing every aspect of the customer experience.

The workplan will be revisited and updated annually and informed by key performance indicators (KPIs), customer feedback via customer surveys, customer service interactions, and other relevant data sources and observations. These assessments will allow us to evaluate progress and make any necessary adjustments to stay on course for achieving our strategic objectives.

The strategic workplan will cover a five-year period, from 2025 to 2030.



Objectives of the **CX STRATEGIC WORKPLAN**

The goals of MARTA's CX strategic workplan are to provide the MARTA Board of Directors, General Manager/CEO, C-suite leadership, MARTA employees and the riding public with critical customer insights and a comprehensive action plan to enhance the experience for our riders. This strategy and workplan aims to:

01

ALIGN

Build unified organizational focus by embedding MARTA's guiding principles into every strategy, ensuring a cohesive effort that maximizes customer impact.

02

CULTIVATE

Deepen our connection with riders by actively listening to their needs and insights, fostering a culture of empathy that shapes meaningful experiences.

03

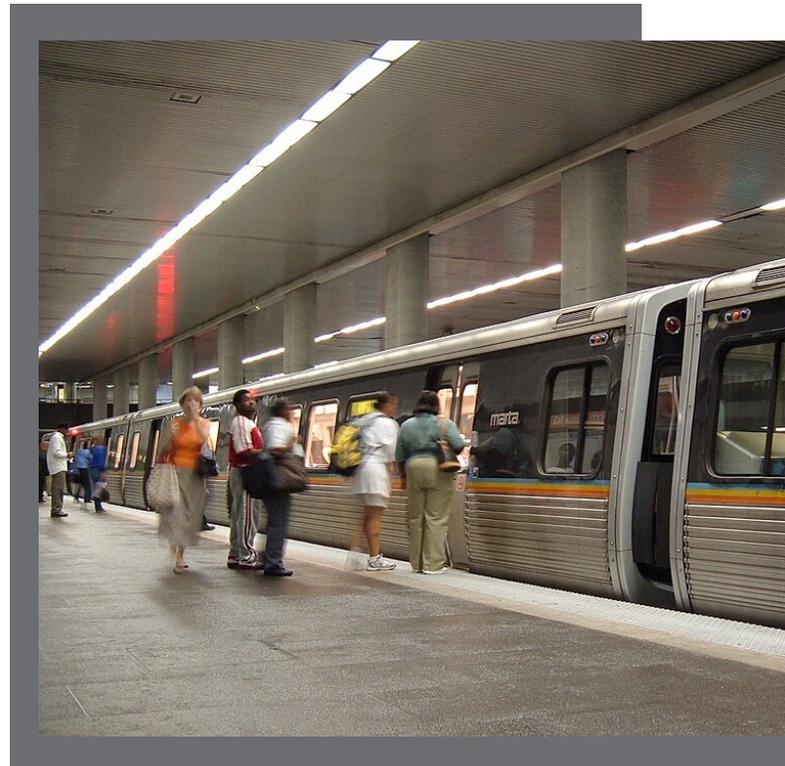
DELIVER

Design and implement cohesive, end-to-end journeys that enhance every interaction making MARTA a trusted part of our customers' daily lives.

04

DELIGHT

Elevate service excellence by ensuring all touchpoints reflect MARTA's unwavering commitment to exceptional quality, reliability, and satisfaction.

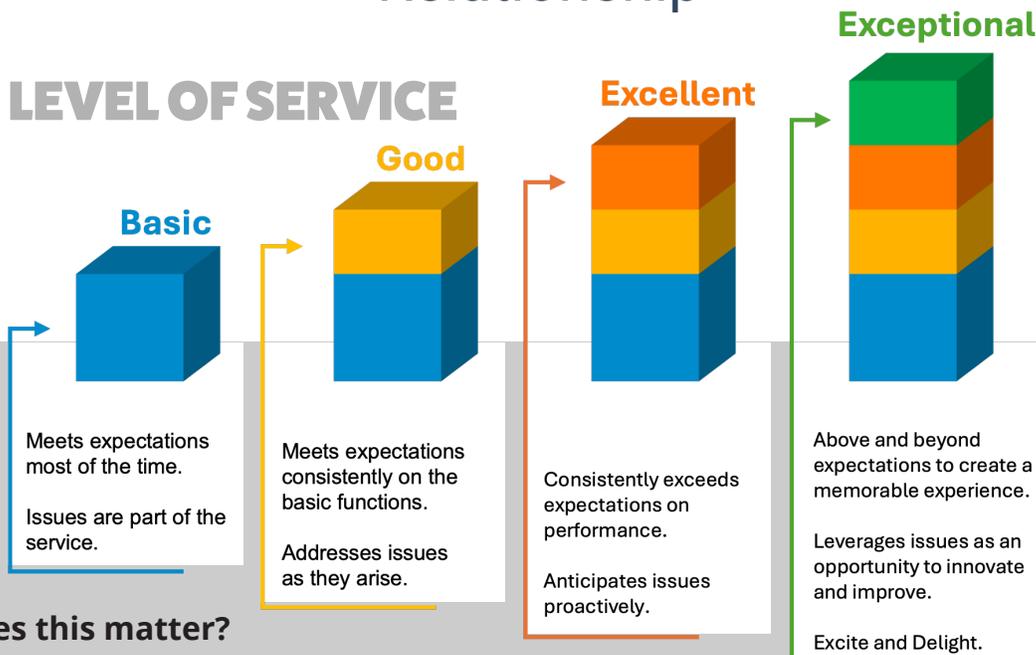


By implementing this CX strategy and workplan, MARTA will enhance the overall customer experience and improve satisfaction and loyalty, while contributing to our community at large.





Moving our Riders from a **TRANSACTIONAL** to an **EMOTIONAL** Relationship



Why does this matter?

When we provide only basic service, interactions remain purely transactional—limited to single, utilitarian exchanges. For our 4,500 employees, this means doing only what’s required, and for our riders and community, MARTA is merely a functional means of transportation from point A to point B. By delivering good service, we meet expectations, but the experience remains routine. However, by striving for excellent service, we create a more engaging and meaningful journey, fostering a deeper sense of satisfaction. When we reach exceptional service, we move beyond transactions to build emotional

connections. For employees, this shift instills pride and accountability, making them personally invested in enhancing the rider experience and strengthening the community. For riders, MARTA transforms from just a mode of transport into an integral part of their lives and identity. This emotional connection yields lasting benefits—riders who feel deeply connected to MARTA become brand advocates, driving loyalty and retention. They’ll not only continue riding but will also inspire others to join, demonstrating greater resilience and support even in challenging times.





Through a customer-focused strategy, MARTA aims to:

Increase customer **satisfaction**

Foster a **safe, clean** and **reliable** MARTA ecosystem

Retain and gain **loyal customers**

Enhance the lives of our riders and community

Contribute to Atlanta's **growth** and **vitality**



The goals of the **CX STRATEGY**

Align and Prioritize Customer-Centric Initiatives

Identify, prioritize, and implement projects that align with the Authority's strategic goals and directly improve the customer experience, ensuring optimal allocation of resources to deliver maximum customer value.

Foster Customer Understanding and Empathy

Build a culture of empathy by sharing customer insights across the organization and leveraging feedback to refine services.

Equip employees with the knowledge and tools to recognize and address the diverse needs of all customer segments.

Embed a Customer-First Mindset in Operations

Instill a customer-first approach in planning and decision-making, emphasizing the customer impact of all actions to enhance satisfaction, loyalty, and trust.

Streamline the Customer Journey

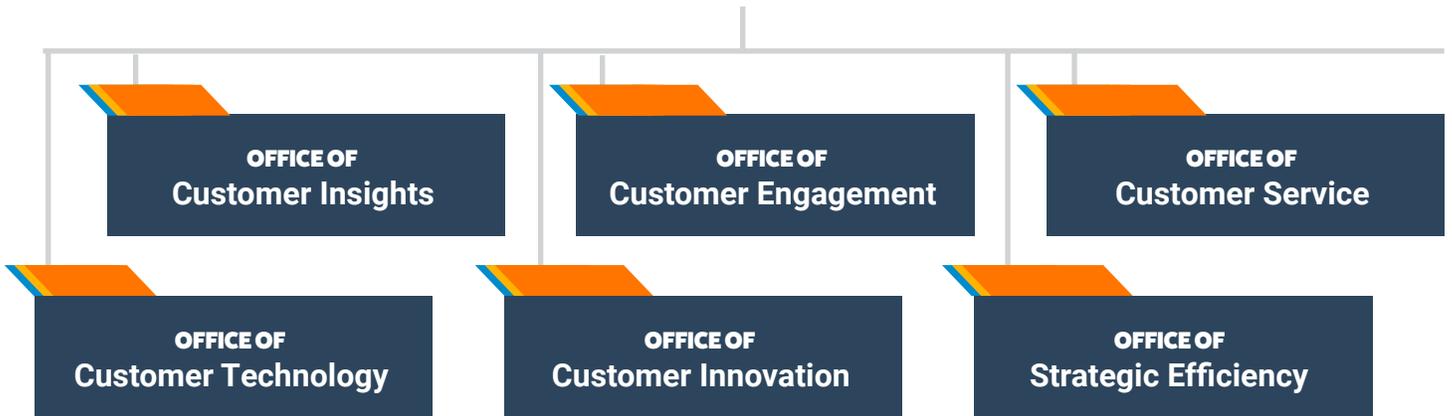
Develop strategies to create seamless, frictionless experiences across all MARTA touchpoints.

Continuously identify and address pain points to improve the overall customer journey.



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Customer Experience & Strategy TEAM



The Customer Experience (CX) department was created to position MARTA as a customer-focused organization. The department is designed and organized to better understand the needs and desires of our customers through customer intelligence and insights, across the entire

customer journey. The department is comprised of six specialized offices: Customer Insights, Customer Engagement, Customer Service, Customer Technology, Customer Innovation, and Strategic Efficiency, each dedicated to enhancing a unique aspect of customer engagement.





Customer Experience & Strategy **TEAM**

Customer Insights

The Office of Customer Insights is responsible for transforming customer data into actionable insights. Through the development and deep understanding of rider segments, analysis, and distribution of intelligence from surveys, customer input mechanisms and additional data, the Office helps infuse customer intelligence and empathy into actionable opportunities, identifying emerging trends and innovative solutions that deliver business results on all customer-facing projects and initiatives across the Authority – all to champion the improvement of the customer experience on MARTA.



Customer Technology

The Office of Customer Technology is responsible for advancing MARTA's technology to enhance operations and customer service, with a focus on implementing digital solutions that replace manual tools, offering real-time, user-friendly experiences to meet and exceed customer expectations. It oversees the production and delivery of real-time rider data, including schedule feeds, real-time vehicle tracking, arrival times/predictions, and service alerts. Additionally, the Office manages the delivery and presentation of rider information across various customer-facing platforms, such as the MARTA website, mobile apps, digital signage, and third-party applications.





Customer Experience & Strategy **TEAM**

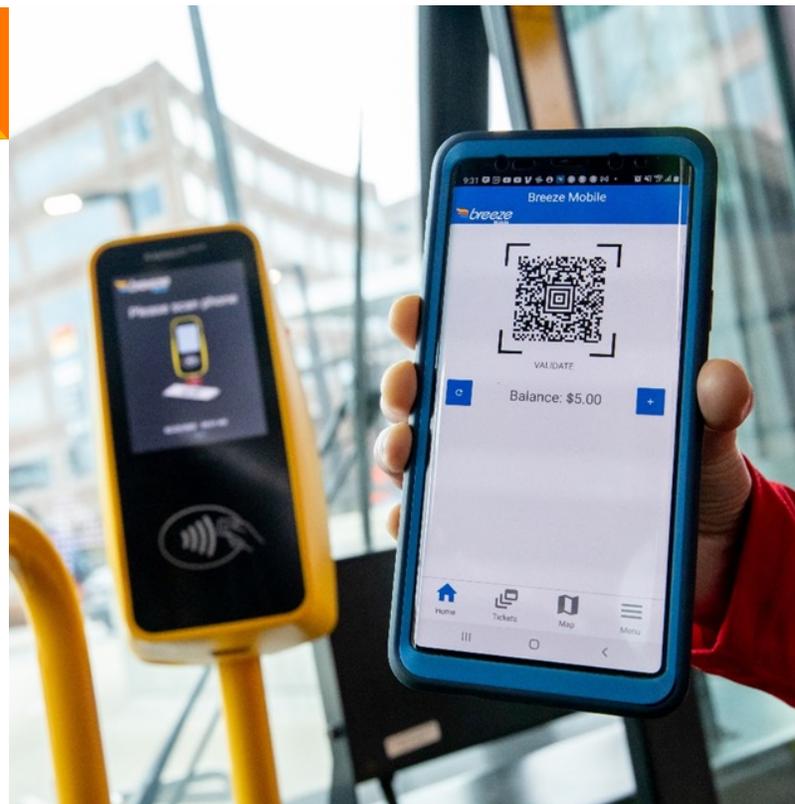


Customer Engagement

The Office of Customer Engagement spearheads initiatives aimed at fostering strong relationships with both employees and riders. For employees, the office facilitates roundtable discussions with management to gather valuable insights through open dialogue and organizes intramural sports and activity leagues to enhance camaraderie among staff. For riders, the office collaborates with social services and nonprofit organizations to support those riders needing special services, manages the Riders' Advisory Council (RAC), a forum that provides direct interface with the riding public, and supports the Authority at large-scale special events throughout the year, providing assistance and information to event riders at key stations and locations.

Customer Innovation

The Office of Customer Innovation is primarily focused on enhancing the customer experience through the implementation of innovative technology solutions and driving a culture of innovation throughout the Authority, leveraging customer insights to transition from renovative to truly innovative solutions that significantly improve the customer experience. The Office directs key projects and develops forward-thinking strategies designed to deliver superior customer-based solutions, such as a leading-edge digital customer resource management system (eCRM) to centralize customer data, and development of an advanced digital fare payment system, which encompasses faregates, ticket vending machines, and the fare structure to ensure frictionless access to the system.





Customer Experience & Strategy **TEAM**

Customer Service

The Office of Customer Service is the primary point of contact for customers seeking to engage with the Authority through phone, email, and social media. Serving approximately 1,700 riders daily, the Office of Customer Service assists patrons with trip planning, complaints and commendations, and lost items, with the goal of building and restoring trust through conflict resolution, while delivering exceptional service and clear, informed communication to our diverse community.



Strategic Efficiency

The Office of Strategic Efficiency drives strategic initiatives across MARTA aimed at improving operational efficiency, optimizing resource use, and identifying innovative practices that generate revenue or reduce costs. The office partners with internal teams and external experts to implement high-impact projects aligned with MARTA's long-term vision and strategic priorities. Its mission is to deliver positive results for employees, customers, and the community by championing efforts that strengthen workplace well-being, safety, health, employee retention, and stakeholder coordination. Additionally, the office leads research, performance tracking, and enterprise-wide reporting to ensure transparency and accountability in the execution of transformative programs that support MARTA's continued growth and service excellence.





UNDERSTANDING

our Riders & their specific needs

To deliver exceptional service, MARTA must leverage customer intelligence to truly understand the diverse community it serves. With approximately 65 million trips annually, our riders encompass a broad range of ages, abilities, genders, and racial, ethnic, and socio-economic backgrounds. These riders live and work in urban, rural, and suburban areas, each with distinct needs and challenges. To elevate the customer experience, it is essential to go beyond surface-level insights and view customer data through both a macro and micro lens.

A macro view of customer intelligence allows us to identify broad trends and high-level opportunities. These overarching insights are critical for understanding the larger forces shaping rider behavior and for making system-wide improvements that can benefit the majority.

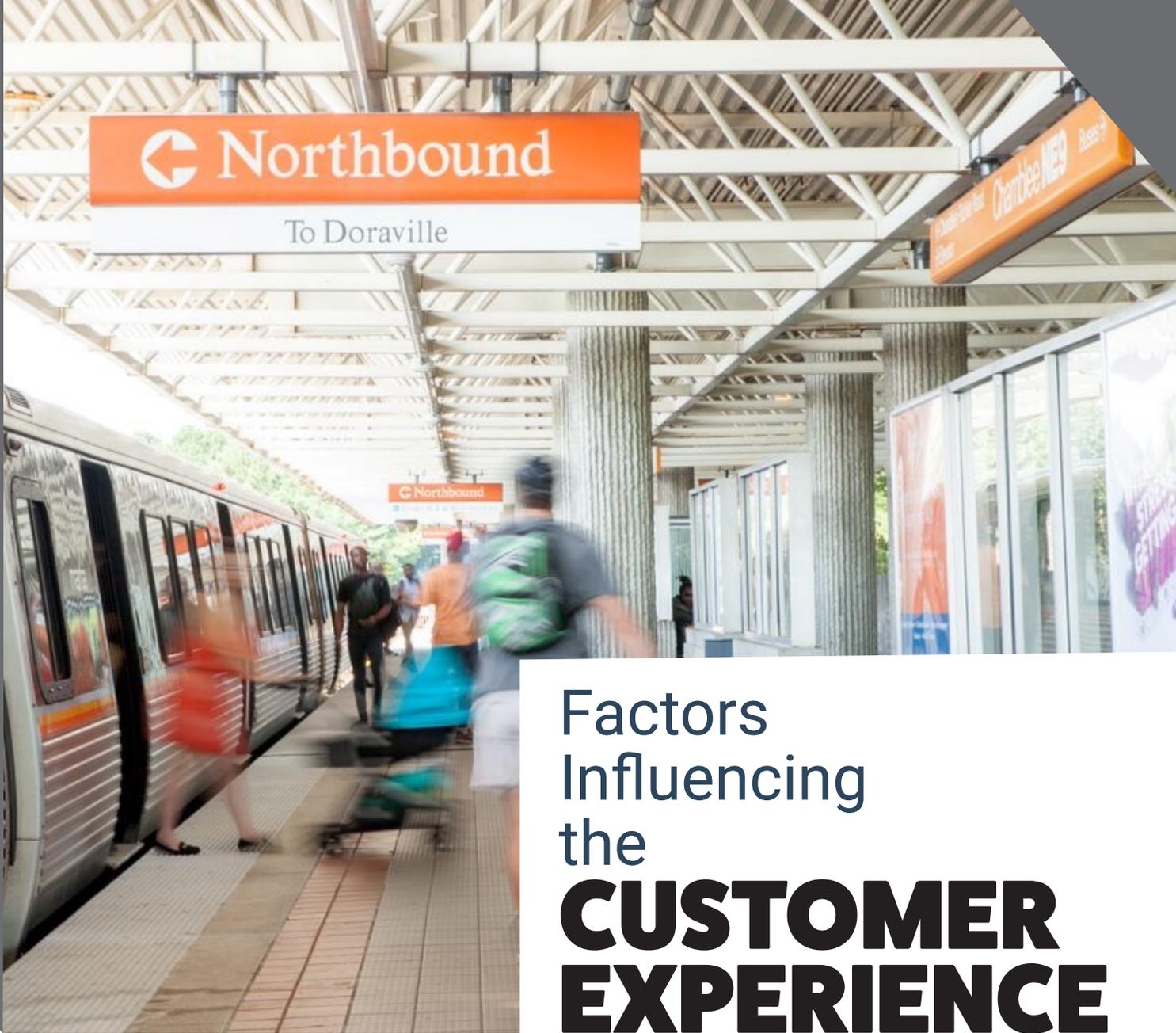
Additionally, by analyzing the specific characteristics and preferences of smaller rider segments, we uncover those pivotal “aha” moments—the insights that drive the most meaningful improvements. Riders today expect a transit system that not only meets their general needs but also aligns with their unique lifestyles, challenges, and stages of life. Treating

Each rider segment follows a distinct path to discovering, engaging with, and ultimately choosing to ride MARTA.

them as a homogeneous group risks creating a transactional relationship that fails to engage them on a deeper level. Delivering a high-quality experience requires an in-depth understanding of who our riders are, their reasons for using MARTA, their views on public transportation, and their travel patterns. Acknowledging both the similarities and differences among our riders enables us to empathize with their specific challenges and identify the key touchpoints that matter most to them.

Through this combined macro and micro approach, we can implement targeted solutions that ensure no rider feels overlooked, ultimately enhancing the overall customer experience and fostering stronger engagement with the entire MARTA community.





Factors Influencing the **CUSTOMER EXPERIENCE**

Customer-centered connections: Every engagement with MARTA—whether through our digital platforms or on the transit system—should prioritize empathy by addressing customer needs thoughtfully and with care. Leveraging innovative solutions will enable seamless and accessible experiences across all touchpoints.

Employee training: Empowering employees with comprehensive training ensures they can address customer concerns with integrity and collaboration. By fostering stewardship, staff will be equipped to take ownership of delivering exceptional customer experiences and resolving issues effectively.

Personalization: Delivering tailored experiences that respect the diverse needs and preferences of our customers demonstrates empathy and innovation. This approach highlights our commitment to creating meaningful and individualized solutions for every rider.

Core values alignment: Rider services must consistently embody MARTA's core values—empathy, stewardship, integrity, innovation, and collaboration. These principles are the foundation for building trust and cultivating lasting relationships with our community.





Let's Start with our **RIDER SEGMENTS**

Understanding the unique reasons our riders choose MARTA is essential.

Through extensive research, we've identified nine distinct customer segments within our riding population, each represented by detailed customer personas. A persona is a comprehensive profile of a target customer, designed to help us understand the key traits, behaviors, goals, responsibilities, and needs

of specific user types. These personas are informed by both qualitative and quantitative data gathered from market research and observations of our existing customers. Here are the customer personas that represent these segments, providing detailed profiles to better understand our diverse rider base.



Viola

Age 40
Nurse Technician
West End

Viola is a 40 year-old nurse technician and mother who is dependent on transit. Because her commute requires several transfers, on-time performance is critical.



Everyday Essential Riders

Ridership Proportion 22.4%

Income Third Lowest Income Group

Age Fourth Highest Age Group

- Hard-working
- Budget-conscious
- Resourceful
- Persevering
- Scheduled

Transit Usage



- Frequent
- Transit-dependent
- Work
- Groceries
- Errands



Kendrick

Age 35
Nurse Practitioner
Avondale Estates

Kendrick is a 35 year-old nurse practitioner, living in Avondale and commuting to Medical Center Station. Although he uses transit regularly, he supplements with ride hailing when necessary.



Millennial Mode Flexers

Ridership Proportion 19.9%

Income Fourth Highest Income Group

Age Fourth Youngest Age Group

- Practical
- Autonomous
- Tech-savvy
- Efficient
- Impatient

Transit Usage



- Frequent
- Not transit-dependent
- Work





Nelson

Age 37
Paralegal
Unincorporated DeKalb County

Nelson is a millennial, working as a paralegal in Midtown and living near Kensington Station. Although he uses transit frequently — including work commute — he'll drive when he's in a hurry.



Daily Choice Commuters

Ridership Proportion 17.2%

Income Middle Income Group

Age Middle Age Group

Resourceful Variety-seeking Savvy Eco-conscious
Socially engaged

Transit Usage



- Frequent
- Not transit-dependent
- Work



Elaine

Age 50
Senior Researcher
Alpharetta

Elaine is a 50 year-old senior researcher commuting to Atlanta from Alpharetta. Given her post-COVID hybrid schedule, she uses transit less frequently than before.



Discerning Choice Commuters

Ridership Proportion 14.1%

Income Second Highest Income Group

Age Third Highest Age Group

Selective Safety-conscious Confident Time-sensitive
Deliberate

Transit Usage



- Frequent
- Not transit-dependent
- Work





Jocelyn

Age 24
Student
Tucker

Jocelyn is a 24 year-old senior at Georgia State University, commuting from Tucker daily. She values affordable transit, but she wishes it ran more frequently and later at night.



Multitasking Metro Scholars

Ridership Proportion 8.2%

Income Fourth Lowest Income Group

Age Second Youngest Age Group

Cautious Future-oriented Improvising Open-minded
Semi-independent

Transit Usage



- Frequent
- Not transit-dependent
- School
- Work



Caleb

Age 68
Retired Mechanic
Southwest Atlanta

Caleb is a retired mechanic from Southwest Atlanta. His older age comes with some hurdles, but he's enjoying retirement and spending time with grandkids.



Lifeline Transit Riders

Ridership Proportion 7.1%

Income Second Lowest Income Group

Age Highest Age Group

Experienced Routine-dependent Resilient Practical
Vulnerable

Transit Usage



- Frequent
- Transit-dependent
- Medical
- Groceries
- Errands





Brian

Age 54
IT Executive
Johns Creek

Brian is an IT executive who is approaching retirement. He drives for all his needs, but uses transit for airport travel.



Airport Rail Riders

Ridership Proportion 3.7%

Income Highest Income Group

Age Second Highest Age Group

Convenience-driven Independent Uncompromising
Confident

Transit Usage



- Infrequent
- Not transit-dependent
- Airport
- Special Events



Simone

Age 20
Student, On-campus Receptionist
Morrow

Simone is a 20 year-old student living in Clayton County, commuting to Atlanta daily for school and work. She's very adaptable and tech savvy, but has to stay within budget.



Young Transit Navigators

Ridership Proportion 4.9%

Income Second Lowest Income Group

Age Youngest Age Group

Active Resource-conscious Savvy Vulnerable
Hopeful

Transit Usage



- Frequent
- Transit-dependent
- Work
- School
- Errands
- Groceries







Recreational Transit Dabblers

Ridership Proportion 2.5%

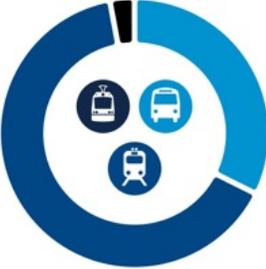
Income Third Highest Income Group

Age Third Youngest Age Group

Social
Convenience-oriented
Active
Critical

Adventurous

Transit Usage



-  Infrequent
-  Not transit-dependent
-  Special Events
-  Leisure
-  Airport

Emil
 Age 31
 Architect
 Candler Park

Emil is a 31 year-old architect. He lives in a transit-oriented development (TOD), but only uses transit for concerts and sporting events.

These personas are informed by both qualitative and quantitative data gathered from market research and observations of our existing customers.





CUSTOMER JOURNEYS

Each rider segment follows a distinct path to discovering, engaging with, and ultimately choosing to ride MARTA.

The journey begins when a mobility need arises, sparking the moment MARTA becomes a consideration. Understanding the nuances of these riders is vital, as their processes for awareness, learning, interest, and decision-making vary.

Equally important is understanding each rider's journey across all touchpoints. From initial interactions to ongoing experiences, every step of their journey reveals critical insights into their expectations, challenges, and satisfaction.

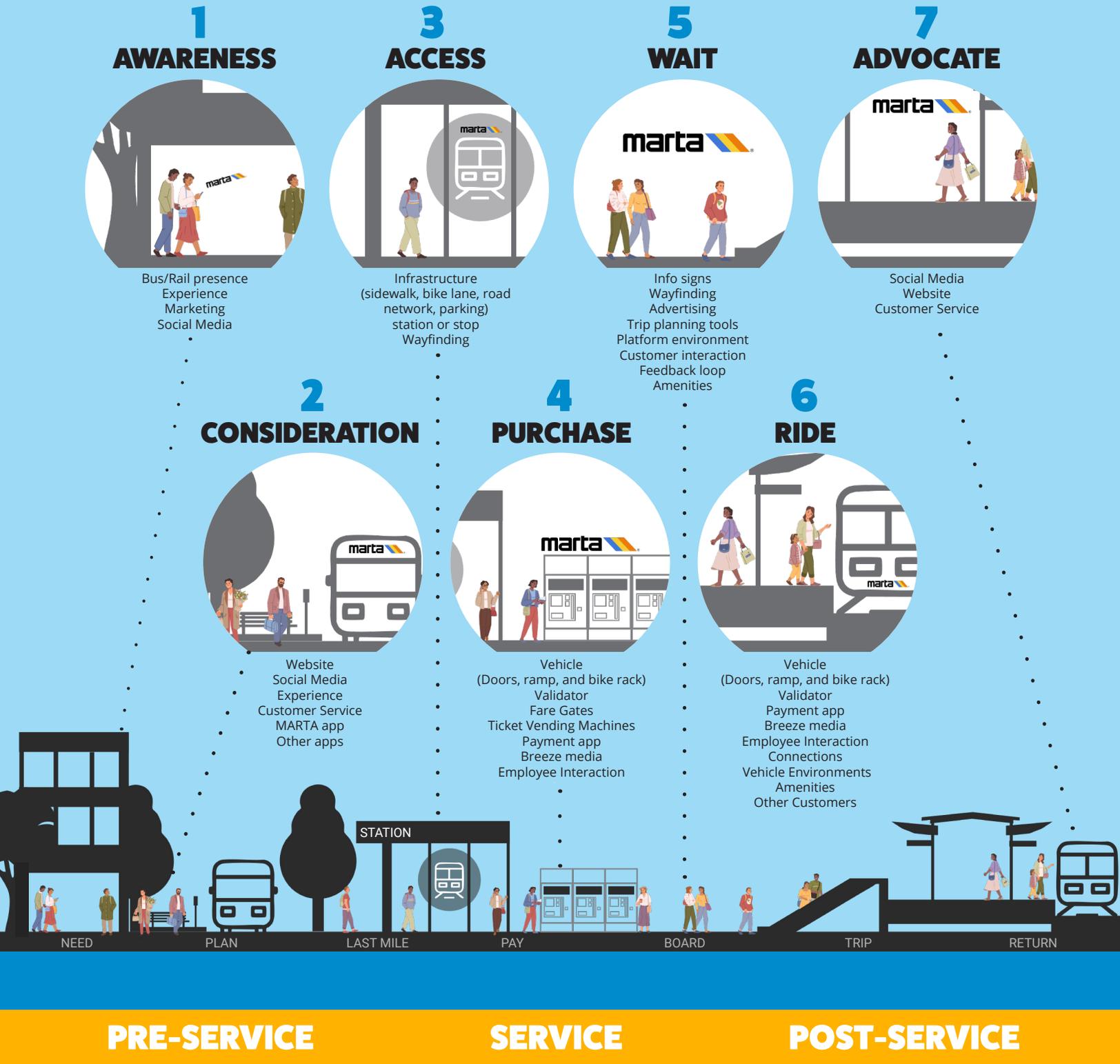
By recognizing both the positive and negative aspects of these experiences, we can identify opportunities to address pain points and elevate the overall experience.

To build deeper empathy and meet rider needs more effectively, we must integrate insights about their journeys. Anticipating these needs allows us to design targeted solutions that foster meaningful connections and make their MARTA experience smoother, more enjoyable, and ultimately more valuable.



Therefore, establishing Customer Journeys for each rider segment is essential. This helps us clearly outline their perceptions of how we are delivering at every step along their journey. As our region grows and becomes more diverse, the wants, needs, desires, and expectations of our riders evolve.

Consequently, we must continually evaluate and enhance our product and service offerings, not just on buses and trains, but throughout the entire journey. The following details the unique rider journeys and customer touchpoints for each segment.





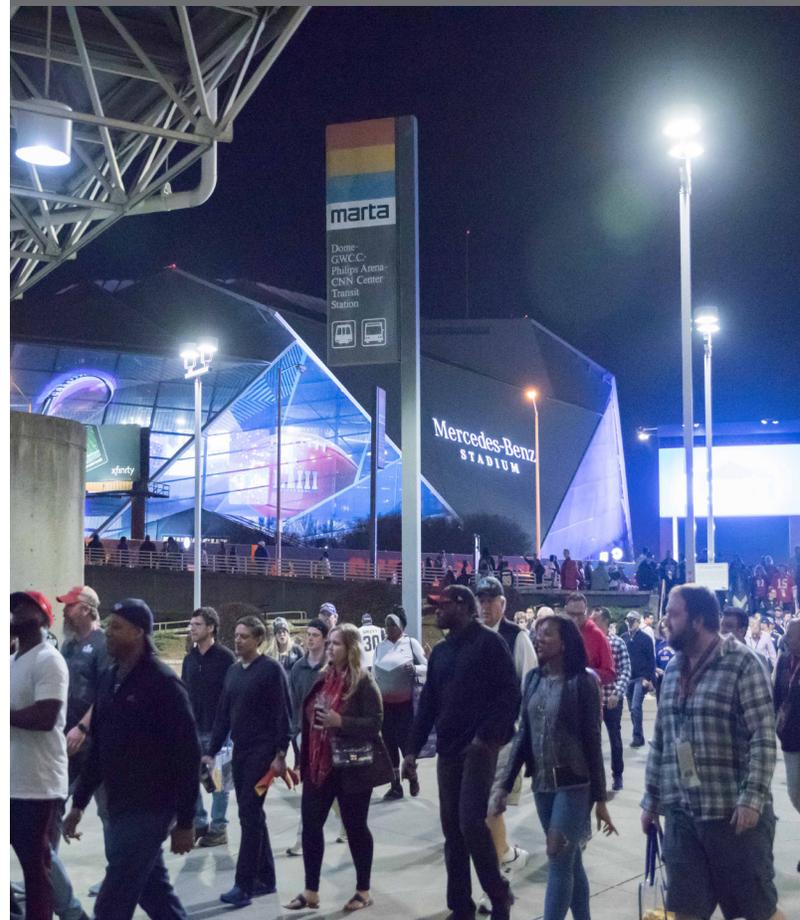
We are **LISTENING** to our customers

To improve the customer experience, it's critical to listen to our customers. We solicit feedback from our customers and communicate with patrons needing assistance. The customer information we gather comes through survey and social media comments, customer and employee focus groups, community engagement, and ongoing feedback from our frontline operators, ambassadors, and customer service teams. Patrons needing assistance contact the Customer Service center, who respond to and log customer needs and requests.

MARTA conducts an annual Voice-of-the-Customer (VOC) survey. The VOC is a comprehensive study that measures customer satisfaction, performance ratings, travel behaviors, and demographics. The VOC provides the Authority with a tracking instrument to examine changes in customer perception, satisfaction, and ridership characteristics over time.

Additionally, the Riders' Advisory Council (RAC) is a group of approximately 25 engaged riders who represent our riding community. The RAC fosters a continuous, two-way communication loop, allowing members to gain a deeper understanding of the MARTA system while providing valuable feedback to enhance the overall riding experience.

Constant listening,
learning, and improving
is how MARTA elevates
the customer experience



What are riders telling us about their **EXPERIENCES?**

8 of 10 riders are satisfied with MARTA (% Satisfied or Very Satisfied)



Satisfaction is consistent across Rail and Bus Services (% Satisfied or Very Satisfied)



RAIL SERVICE
84.4%



BUS SERVICE
82.3%



OVERALL
79%



Building Deeper Connections: **ELEVATING MARTA'S RIDER EXPERIENCE**

Achieving all three attributes is key to moving from a transactional to an emotional relationship with our riders.

Must Haves

Must Haves are what our core competency is all about and what are expected by our customers. These can be fundamental barriers to riding.

FOR EXAMPLE

Reliability to get from point A to point B with the confidence to navigate the system safely and free from harm.

Performers

The Performers are those things that give us an advantage over alternatives. The better the performance, the higher the satisfaction.

FOR EXAMPLE

The use of "Real-Time Information"

Surprise & Delight

Surprise and Delight are the unexpected offerings that put the experience over the top. Over time these advances become expected.

FOR EXAMPLE

Being able to use your phone to enter the system was a welcome addition, but is now the norm and expected.



Moving our Riders from a **TRANSACTIONAL** to an **EMOTIONAL** Relationship

MARTA's identified strategic priorities serve as the foundation through which the Customer Experience strategic plan has been established. Highlighted in this section are MARTA's customer-facing projects designed to improve the rider experience through upgraded must-have deliverables, enhanced performance features and breakthrough innovation to surprise and delight our riders.



**Operational
Excellence**

**Workforce
Development**

**Fiscal
Responsibility**

**Capital
Programs**

**Digital
Transformation**

**Customer
Focused**





Customer Focused

Maximizing MARTA's impact requires intertwining the experiences of employees, customers, and the community through a customer-focused, empathetic approach. Well-trained, engaged employees drive exceptional service, creating a positive cycle where their satisfaction leads to delighted customers and long-term organizational success. When customers feel their needs are anticipated and met, they enjoy seamless interactions, fostering loyalty and enhancing MARTA's reputation. Smoother operations and positive experiences attract more riders, build community trust, and position MARTA as more than just a transportation utility—transforming it into a brand that enhances lives and inspires advocacy.



Workforce Development

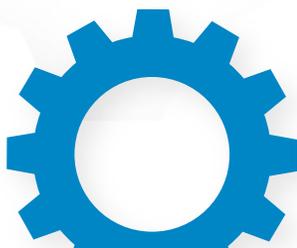
Employee experience is the foundation of exceptional customer service at MARTA. Engaged, well-trained, and mission-driven employees directly shape the customer journey, creating positive interactions that foster trust and loyalty. When employees feel valued and supported, they are more committed, proactive, and willing to go the extra mile, enhancing customer satisfaction and organizational success. A strong employee experience also boosts productivity, reduces turnover, and cultivates a stable workforce where long-term employees mentor new hires and enrich the work environment. By prioritizing its people, MARTA builds a resilient, customer-focused culture that strengthens its impact.





Operational Excellence

Operational excellence is crucial to shaping an outstanding customer experience in transit services. By delivering a transit experience that is safe, secure, clean, reliable, and frequent, MARTA can eliminate discomfort, delays, and disturbances, ensuring passengers have a smooth journey. Consistency in operations is key to preventing confusion and friction, as it helps customers navigate the system with ease and confidence. When every aspect of the transit experience—from cleanliness and punctuality to the clarity of information—is handled with precision and reliability, it not only enhances passenger satisfaction but also builds trust and loyalty in the service.



Digital Transformation

Implementing a robust digital transformation strategy will significantly enhance the customer experience by modernizing MARTA's technology and operations. By advancing our digital tools, we can offer both high-tech and low-tech solutions that cater to diverse rider needs, empowering passengers to navigate the system with greater confidence and efficiency. Customers increasingly prefer self-service options, and by providing intuitive digital tools, we enable them to manage their transit experience independently. This empowerment not only boosts their confidence in using MARTA but also ensures a smoother, more effective transportation experience, aligning with their expectations for modern, accessible, and user-friendly services.





Fiscal Responsibility

Practicing fiscal responsibility positively impacts the customer experience by ensuring that MARTA efficiently manages its financial resources, leading to both immediate and long-term benefits. By carefully budgeting, projecting, reviewing, and optimizing expenditures, MARTA can reduce costs and increase revenues, which allows for reinvestment in services and infrastructure. These financial savings can be directed toward sustainability strategies that improve the transit system's overall quality and effectiveness. For instance, investments in sustainable practices can enhance the built environment, making it more appealing and functional for riders. These efforts not only attract new business and investment but also encourage residents and visitors to engage more with the transit system and the surrounding areas. Ultimately, being fiscally responsible supports a more reliable and attractive transit experience, aligning with broader environmental, social, and economic goals.



Capital Programs

Capital programs play a pivotal role in enhancing the customer experience by enabling MARTA to deliver safe, reliable, and innovative transit services. Through strategic investments in infrastructure and technology, these programs help build a seamless, connected mobility network that meets the evolving needs of riders. By incorporating desired amenities and modernizing facilities, MARTA can ensure that every aspect of the transit experience aligns with passenger expectations, providing a more enjoyable and efficient journey. This commitment to capital improvements reinforces MARTA's position as the region's trusted transit authority, fostering greater satisfaction and confidence among its riders.



Current PROJECTS



Arterial Rapid Transit (ART)

These projects deliver more frequent bus service and improved amenities along high ridership corridors. Enhancements include new shelters, real-time arrival kiosks at rail station termini, traffic signal priority (TSP), mid-block crossings, and side-boarding islands in areas with bike lanes for easy access. (2026 – 2029)

- Cleveland Ave/Metropolitan Way (More MARTA Atlanta)
- Buford Highway (DeKalb County)
- Candler Road (DeKalb County)



Art in Transit

MARTA's Art in Transit Program, Artbound, partners with local artists, businesses, government agencies, and other Atlanta-based organizations to create visual and performing arts that capture the spirit and vitality of the region, making travel by MARTA more attractive and welcoming. (Ongoing)



The Automated Parking and Revenue Control (APARC) Project

This project is upgrading MARTA's 10 long-term paid parking facilities with new payment machines, automatic gates, and license plate readers to create a seamless, user-friendly parking experience that also generates revenue. (April 2025)





Automated Fare Collection (AFC) System 2.0

Replacing the current gating, payment, and ticket fare purchasing systems to provide a more innovative and future-proof customer experience. The new system will accept a variety of fare media, including smart cards, paper tickets, and open payment methods such as contactless bank cards, making it easier for customers to pay and access the system. Physical smart cards can be converted to virtual smart cards, which can be created directly from a mobile wallet. Customers will also have access to a dedicated website and mobile app to manage their accounts.

New validators will be installed at station fare gates, on buses, and at bus rapid transit (BRT) stops and streetcar stations to enhance reliability and ease of use. Updated Ticket Vending Machines (TVMs) at stations will allow customers to purchase fare media, manage accounts, and load fare products onto existing media. New fare gates will include hands-free functionality to help people with disabilities enter and exit without physically tapping their fare media. Additionally, new parking pay stations and exit gates will read fare media, determine eligibility, and communicate with the pay station/exit gate to support free or reduced-rate parking. (April 2026)



Audio-Visual Information System (AVIS) 2.0

The existing system of digital signage and audio public address infrastructure is located in MARTA's 38 rail stations. The system is currently used to communicate real-time train arrivals, upcoming scheduled bus departures, service alerts, and general customer information. With the initial deployment of AVIS now several years old, our current focus is the AVIS Enhancements project which is upgrading the content communicated via AVIS as follows:

Modify train arrival displays to show the specific number of cars for an upcoming train so that patrons know where to stand along platform; this information will become more important as the new CQ400 trains enter service (Q3/Q4 2025).





Bus Network Redesign

The Bus Network Redesign Program will comprehensively redesign the Authority's bus system for higher ridership by accounting for current and future land use/development, travel behavior, and changes in demographics. (June 2026)



Bus Rapid Transit (BRT) Projects

MARTA is designing multiple projects with new 60' articulated electric buses that will run in designated lanes with traffic signal priority, elevated platforms and enhanced stations. Current Rapid lines in planning and/or execution include: (2025-2033)

Rapid A Line (aka Summerhill)

Rapid Campbellton

Georgia 400: North Fulton

Clayton SR 54

Clayton Southlake



Bus Shelters and Benches

This program installed 1,000 amenities at selected MARTA bus stops. These include trash cans, shelters, benches, and Simme seats. The type of amenity depends on the stop location and utilization. All upgraded stops received a new concrete pad to provide a safe and stable surface for passengers. (Completed, transitioning to Safe Routes to Transit program. See below)



Bus Stop Sign Replacement Upgrade (MARTA Rapid)

Purchase or fabrication of new bus stop signage, assembly with route and service information, removal of existing bus stop signage, and installation of the new signage. New signage can be based on designs completed by ARC's Unified Bus Stop Signage Design Project. System-wide at roughly 8,800 bus stops. (June 2025)





MARTA Market

Sources locally grown produce for sale to MARTA customers who might not otherwise make it to a farmer's market. Each market stand operates one day a week at six different stations. MARTA is also partnering with the City of Atlanta on a pilot project to create a market in a shipping container along a high-ridership bus route. (Ongoing)



Climate Action and Resilience Plan

The CARP outlines strategies for MARTA to mitigate operational greenhouse gas (GHG) emissions, thereby minimizing its environmental footprint and contribution to global climate change. Additionally, it focuses on adapting MARTA's infrastructure to enhance resilience against the adverse effects of climate change. (May 2025)



Clean Sweep

MARTA will unveil partnerships with local community groups to reduce litter and improve station cleanliness across the system to ensure a clean environment for our riders. (Ongoing)



MARTACONnect

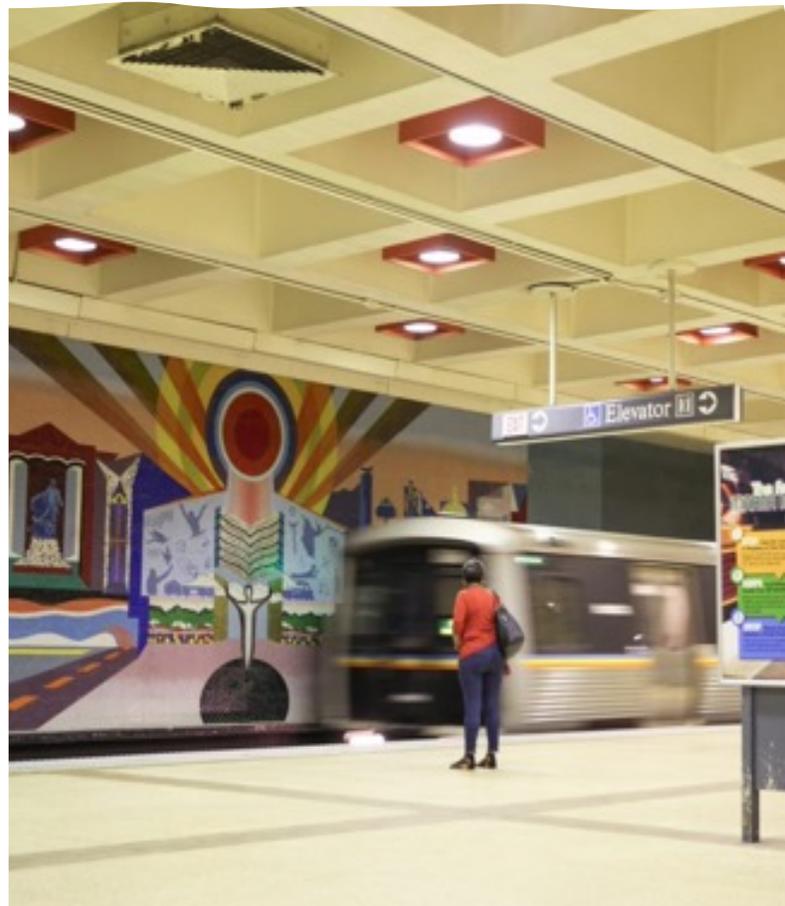
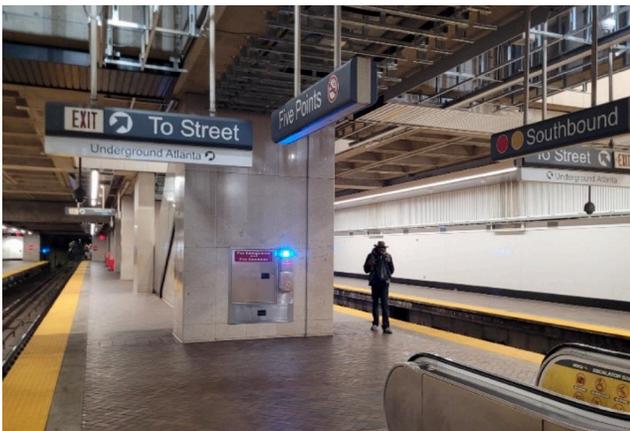
MARTA has partnered with Uber and Lyft to ensure customers have a seamless transportation experience during service disruptions. MARTACONnect offers on-demand, app-based rides at a discounted price during planned and unplanned rail service interruptions, or during chronic gaps in bus service. This program is designed to provide mobility options and maintain connectivity, ensuring riders can get to their destinations promptly and efficiently, regardless of disruptions to normal MARTA operations. (Ongoing)





Customer Segmentation and Rider Journey Mapping Project

Aims to enhance MARTA’s understanding of its diverse rider base by defining key customer segments, developing detailed personas, and mapping out typical rider journeys. This project will involve extensive data analysis, customer surveys, and stakeholder interviews to identify distinct groups based on demographics, travel behavior, and needs. By creating personas that represent these segments and outlining their typical interactions with MARTA, the project will provide actionable insights to tailor services, improve customer experiences, and guide future initiatives. The goal is to ensure that MARTA’s offerings align more closely with the specific expectations and preferences of each rider group, leading to greater satisfaction and loyalty. (September 2025)



Demand Response Platform (MARTA Reach)

As part of the comprehensive plan for zonal Demand Response (DR) services like MARTA Reach, this program will procure integrated back-end and front-end systems needed for dispatch, operations, and customers. (June 2033)



Design and Wayfinding Standardization

The purpose of this project is for customers to have improved information from MARTA, in both physical and digital forms, at every location and channel. The outcome will be consistent, accessible, easy-to-understand information across the customer journey. (Phase 1 - September 2024, Phase 2 – September 2025)





Digitization of Maps and Wayfinding

To enhance the travel experience for our riders, MARTA is transitioning its bus and rail schedules to digital formats. This initiative leverages cutting-edge digital technology to provide current schedules and routing and streamline information dissemination, making travel more convenient and efficient. By utilizing QR codes, we ensure easy access to the most up-to-date information, eliminating the need for printed materials. This project is part of a broader sustainability effort to reduce environmental impacts and maintain fiscal responsibility by minimizing paper usage, waste, and the associated costs of clean-up and distribution. (April 2025)



Enterprise Customer Relationship Management (eCRM)

Designed to manage and analyze customer interactions and data throughout the customer lifecycle significantly enhancing the customer experience through several key features and benefits:

- Centralized Customer Data
- Personalized Communication
- Improved Customer Service
- Real-Time Feedback and Surveys
- Enhanced Mobility and Accessibility
- Data-Driven Decision Making
- Seamless Integration

By implementing this new system, MARTA will foster stronger relationships with passengers, improve service quality, and create a more responsive and customer-centric environment. This ultimately leads to increased passenger satisfaction and loyalty, contributing to the success and sustainability of the transportation system. (July 2025)





Electric Buses

MARTA is seeking to continue integrating electric buses into its fleet to align with FTA environmental sustainability guides. (June 2034)



Escalator Rehabilitation

System-wide escalator modernization program. New safety devices will be installed to comply with current code requirements and existing controls will be replaced. (Ongoing)



Elevator Rehabilitation

System-wide elevator modernization program. (Ongoing)



EV Conversion

Installation of infrastructure to support six Battery Electric buses at Edgewood/Candler Park, Laredo Bus Facility, and Hamilton Bus Maintenance Facility. (July 2026)



Facilities Upgrade Program

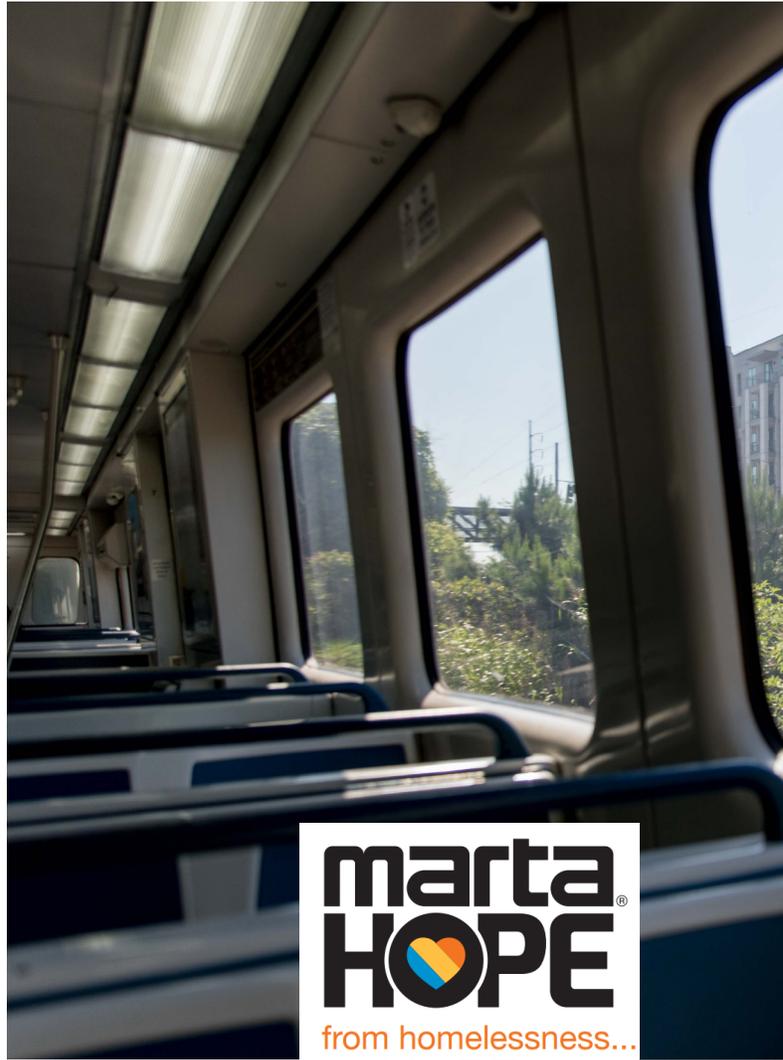
Supports repair and replacement of critical safety infrastructure Authority-wide. Includes sidewalks, platform safety strips, signage, artwork, lighting, fire alarms, drainage, HVAC units, handrails, and all other time-sensitive and safety-critical projects that require immediate attention. (Ongoing)





General Manager (GM) Breakfast and Roundtable

The General Manager (GM) breakfast is a monthly initiative to engage MARTA employees providing an open forum for questions, feedback, and ideas. This event aims to break down work silos and foster a collaborative team approach. The General Manager meets with a diverse group of randomly selected employees including operators, customer service representatives, and other frontline staff who interact with our riders daily. This platform gives these essential employees a voice in improving the customer experience. Direct access to the General Manager also helps boost employee morale and encourages a sense of unity and shared purpose. (Ongoing)



MARTA HOPE

MARTA HOPE is a partnership forged with HOPE Atlanta to provide resources and support for unsheltered individuals who are seeking refuge on the transit system. In response to the rise in homelessness since the pandemic and the shortage of affordable housing in metro Atlanta, the program deploys outreach teams composed of trained case managers who engage with unsheltered individuals on MARTA property seven days a week. These outreach teams work tirelessly to connect individuals with stable, supportive housing solutions, access to mental health services, alcohol and substance abuse treatment, family reunification as well as coordinated efforts with other organizations across the region to ensure comprehensive support and care. (Ongoing)





Intramural Sports Program

MARTA believes its greatest asset is its employees who serve the community. To invest in our employees' well-being, we have established the MARTA Intramural Sports Program. This initiative is designed to support the health and wellness goals of the Authority by offering various sports for employees to participate in. By promoting physical activity and team building through sports, we aim to enhance the employee experience, leading to more committed and engaged employees. This increased engagement and commitment positively impacts the customer experience, as our staff is healthier, happier, and more motivated to provide excellent service. (Ongoing)



MARTA On the Go (MOTG) Mobile Application Replacement

The MOTG Replacement project will deliver a modern, unified, high-quality, multi-purpose application, capable of providing real-time multimodal trip planning with functionality for all aspects of a user experience within the application. The mobile application will provide MARTA customers an easily accessible, user-friendly solution to view schedules and service times, plan multimodal trips, purchase tickets, and provide real-time service alerts and notifications. Customers expressed a desire for a single app to manage all their mobility needs, and the new MOTG app will offer a comprehensive range of services and options to meet those needs efficiently. (Phase 1 December 2025, Phase 2 - August 2026)



Passenger Information Needs

This project is focused on understanding and improving the digital information riders rely on, such as websites, apps, and digital signage. By listening to our riders through focus groups and surveys, we aim to enhance their experience with clearer, more accessible information. Supported by various MARTA teams, this project will ensure that the insights gathered directly shape the future of how you interact with MARTA's digital tools. (September 2025)





Parking Lot Improvement Program

This project improves sidewalks, crosswalks, ADA parking spaces, lighting, landscaping, striping, and paving of parking lots at 12 rail stations. Five stations are complete. (June 2027)



Paratransit Vans

We're expanding our mobility services with the procurement of new paratransit vehicles. In FY25, we'll be introducing 16 large vans and 20 minivans to enhance our fleet and improve service accessibility. Additional vehicles are planned for future acquisition, enabling us to better support the needs of our paratransit users and enhance our overall mobility. (Ongoing)



MARTA Police K-9 Program

Continued deployment of the MARTA K-9 Team including oversight of the program, care and shelter for the animals, training and other requirements to comply with TSA recertifications. (Ongoing)



Real Time Crime Center

The MARTA Police Department is standing up a full-time staffed crime center that will enhance MARTA's ability to fight crime, using several technology platforms integrated within the CCTV camera system. (Ongoing)



New Rail Car Procurement

Purchase and phased delivery of new railcars as the existing fleet reaches its 40-year useful life date. (2026 - 2031)





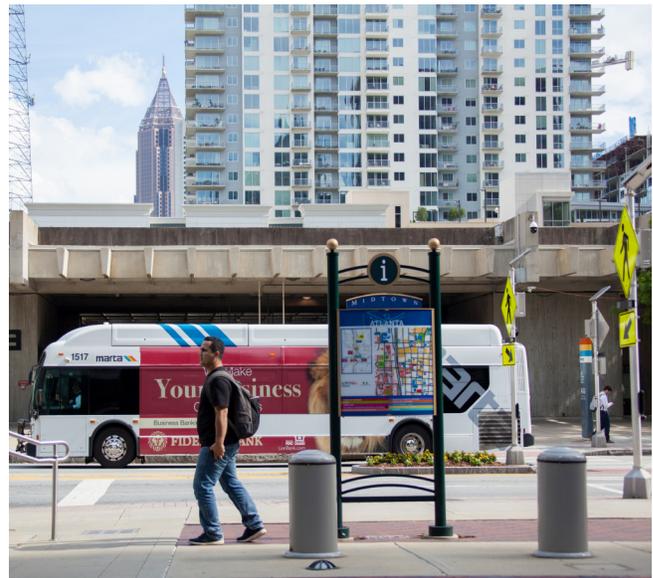
Renewable Energy and Zero-Emission Strategy

The strategy involves evaluating various renewable energy and zero-emission technologies to assess their feasibility to make recommendations on which technologies should be pursued to advance the goal of decarbonizing operations. By implementing these sustainable practices, MARTA will not only reduce its environmental impact but also enhance the customer experience by offering a cleaner, quieter, and more efficient transit system that aligns with the values of environmentally conscious riders. (June 2025)



Riders' Advisory Council (RAC)

The Riders' Advisory Council (RAC), established in 2020, is comprised of 30 dedicated riders who represent our diverse transit community. Serving two-year terms, RAC members provide valuable feedback and help enhance MARTA's customer-focused initiatives. Meeting monthly, they receive updates, visit transit facilities, and share insights, bridging the gap between MARTA and its riders. This collaboration fosters informed advocates who champion MARTA's benefits and improvements within the community. (Ongoing)



Safe Routes to Transit

This project will remove barriers and provide safe access to bus stops through a variety of pedestrian and ADA improvements. These will include a mix of high-visibility crosswalks, signage, curb extensions, medians and refuge islands, rectangular rapid-flash and pedestrian hybrid beacons, and installation of sidewalks, curb ramps, and other accessibility features. (June 2026)





Security-Related Equipment

Acquisition of security-related equipment as approved by the MARTA Chief of Police. (Ongoing)



The SMART Restroom Program

The SMART Restroom Program is upgrading restrooms at 38 MARTA rail stations to improve the rider experience. Enhancements include touchless fixtures for better hygiene, secure electronic access, smart motion sensors, real-time supply monitoring, a two-way emergency alarm system, and modern wall and floor finishes. (July 2027)



Solar Energy Procurement Agreement

The SEPA is a contractual arrangement between MARTA and a solar energy provider for the procurement of solar-generated electricity. For customers, this commitment to renewable energy promotes sustainability and supports a cleaner environment, enhancing the overall experience of riding public transportation. (December 2025)



Transit Hubs

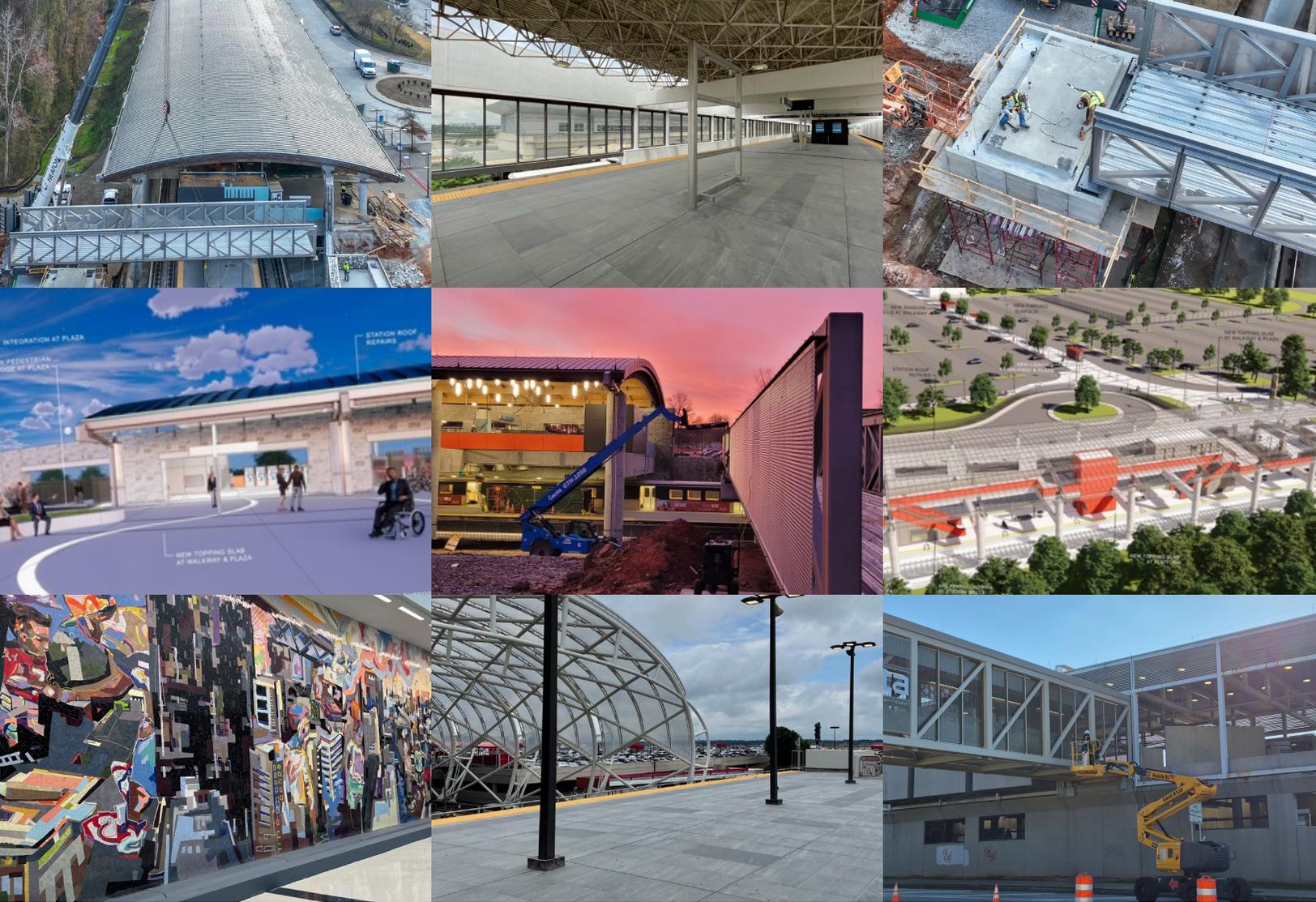
Transit Hubs will connect multiple transit options at a centralized location, with shelter, restrooms, fare vending machines, and operator rest facilities.

South DeKalb Transit Hub - In the vicinity of the former South DeKalb Mall on Candler Road in South DeKalb County. (December 2027)

Stonecrest Transit Hub - In the vicinity of the Mall at Stonecrest in South DeKalb County. (August 2028)

Clayton Justice Center Transit Hub - In Clayton County. (February 2028)





Station Rehabilitation

Upgrading all rail stations to be cleaner, safer, and more welcoming. Includes new designs, durable materials, and better amenities, like improved landscaping, new benches, and more trash receptacles.

Lenox Station

Construction (January 2027)

College Park Station

Construction (March 2025)

Indian Creek Station

Construction (January 2026)

East Lake Station Pedestrian Bridge Replacement

Construction (March 2026)

Brookhaven Station

Construction (July 2026)

H.E. Holmes Station

Design (May 2028)

Peachtree Center Station

Garnett Station

Georgia State Station

Vine City Station

Chamblee Station

Doraville Station

Edgewood/Candler Park Station

Arts Center Station





The Office of Strategic Efficiency Plan (SEP)

The SEP aligns MARTA’s strategic vision to guide the successful implementation of major initiatives across the organization. This framework supports the integration of enterprise-level changes that deliver measurable benefits to the public and the Authority, ensuring MARTA remains agile, responsive, and forward-thinking.

This plan outlines organizational commitments to address long-term risks, operational efficiencies, and customer expectations through systemic change. It includes clear procedures and actions to be implemented across departments to enhance service delivery, reduce operational impacts, and reinforce MARTA’s role as a leader in modern public transportation.

A key area of focus includes operational resilience and emissions reduction, with reference to the Climate Action and Resilience Plan (CARP) as a guide for adopting best practices and implementing initiatives that strengthen community well-being and system reliability. (January 2025)



Strategic Efficiency Management Committee

The Strategic Efficiency Management Committee is a voluntary group of senior staff members responsible for championing transformative initiatives that support MARTA’s strategic vision and long-term organizational growth. The Committee plays a pivotal role in setting enterprise priorities, aligning cross-functional projects, and guiding initiatives that improve system performance, customer experience, and operational resilience.

The Committee will oversee the development of a comprehensive Change Impact Report, providing transparent insights into MARTA’s progress on key organizational goals, including improved service reliability, reduced risk, and value delivery to the public. This work ensures that enterprise changes are coordinated, measurable, and grounded in the needs of MARTA’s riders and stakeholders.

By focusing on high-impact, system-wide improvements, the Committee helps position MARTA as a responsive, modern transit system—equipped to meet future challenges while enhancing the experience for all customers. (Ongoing)



Transit Impact Report

Transit Impact is an innovative tool that enables riders to track their environmental impact by entering their Breeze card number. This tool provides personalized mobility data, including the carbon footprint reduction achieved by choosing public transportation over driving. Additionally, riders can see how their sustainability efforts compare to those of other MARTA Breeze card holders, fostering a sense of community and encouraging further eco-friendly choices. (April 2025)





MARTA Transit Ambassador Program

During large-scale special events, MARTA Transit Ambassadors are deployed to enhance the experience for our riders. These ambassadors assist customers at Breeze vending machines and faregates, guide crowds entering and exiting stations, and help those unfamiliar with our transit system. This special service is particularly valuable during major events when many attendees are not regular riders and may require additional assistance. Additionally, the ambassadors help manage crowd control, ensuring a safe and smooth transit experience for all passengers. (Ongoing)



Transportation Assistance Program (TAP)

MARTA's Transportation Assistance Program (TAP) offers a vital opportunity for qualified 501(c)(3) nonprofit agencies and government entities to provide access to essential services for people experiencing homelessness, domestic abuse survivors, and other at-risk individuals. Eligible organizations receive a 50% discount on round-trip Breeze passes and 7-day tickets, enabling their clients to access opportunities and resources they might not otherwise have. This program is a commitment to supporting vulnerable communities and fostering greater inclusivity and mobility across the region. (Ongoing)



The Learning and Innovation Lab

The Learning and Innovation Lab is a CX think tank dedicated to leveraging customer insights to develop innovative solutions. By analyzing customer data both quantitative and qualitative through various methodologies, the lab will use advanced software to perform open text analysis across various sources, such as surveys, focus groups, and social media. This approach allows for deeper insight identification and a clearer understanding of customer needs. Additionally, the lab facilitates live customer engagement sessions to gather real-time feedback and foster idea generation. (June 2026)





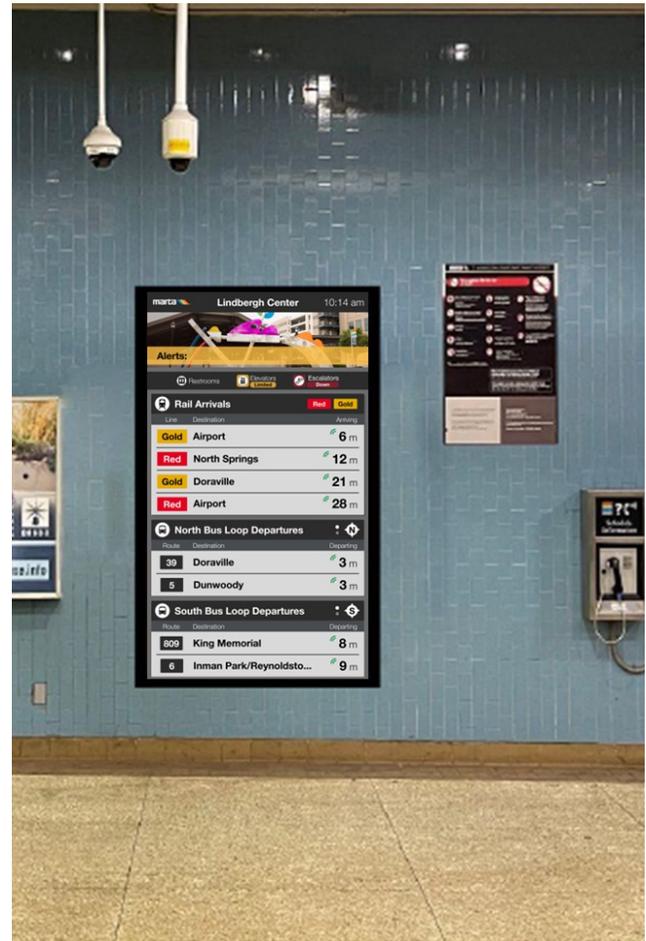
The Transit Rider Information and Passenger Signage (TRIPS)

The TRIPS initiative at MARTA is a comprehensive digital signage program designed to enhance the quality and accessibility of digital information across all MARTA's fixed route modes. The TRIPS program has three primary components:

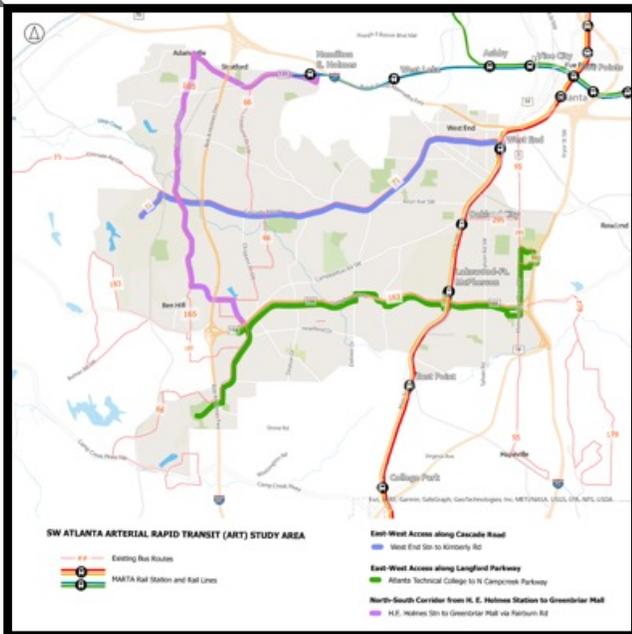
TRIPS-Stations: This component involves the installation of additional digital signage at MARTA rail stations, providing passengers with up-to-date information and improving their overall transit experience.

TRIPS-Stops: This involves introducing new digital signage at select bus stops. These signs will provide location-sensitive, real-time arrival information, service alerts, and MARTA service notifications. Additionally, they will include audio-equivalency features to assist persons with disabilities, ensuring accessibility for all passengers.

TRIPS-Vehicles: Digital signage will be installed on MARTA's fixed-route buses, delivering important updates and information directly to riders during their journey.



The TRIPS initiative is aimed at enhancing the passenger experience by providing timely and accurate information, thereby improving the reliability and convenience of MARTA's transit services. (1st phase – Q4 2025)



MARTA Website Replacement

The newly developed MARTA website delivers a fresh, user-centered digital experience that keeps riders informed with real-time vehicle tracking, estimated arrival times, and important alerts. This modern, mobile-responsive platform enhances accessibility and usability across all devices, from desktops to smartphones. With improved Search Engine Optimization (SEO) and an intuitive, sleek interface, the site ensures that riders can quickly and easily find the information they need. The new design prioritizes accessibility, making transit information more inclusive for all users. (April 2026)



Customer Facing Projects Appendix

INITIATIVE\DESCRIPTION	TIMELINE				
	FY '25	FY '26	FY '27	FY '28	FY '29
The Arterial Rapid Transit (ART) Project	X	X	X	X	X
Art in Transit	X	X	X	X	X
The Automated Parking and Revenue Control (APARC) Project	X				
The new Automated Fare Collection (AFC) System 2.0	X	X			
AVIS Electronic Signage	X	X			
Bus Network Redesign	X	X			
Bus Rapid Transit (BRT) Projects	X	X	X	X	X
Bus Shelters and Benches	X				
Bus Stop\Rail MARTA Market	X	X			
Bus Stop Sign Replacement Upgrade	X				
New Bus Procurement	X	X	X	X	X
Climate Action and Resilience Plan (CARP)	X				
Clean Sweep	X	X	X	X	X
MARTA Connect	X	X	X	X	X
Customer Segmentation and Rider Journey Mapping	X	X	X	X	X
Demand Response Platform (MARTA Reach)	X	X	X	X	
Design and Wayfinding Standardization	X	X	X		
Digitization of Maps and Wayfinding	X				
Enterprise Customer Relationship Management (eCRM)	X	X			
Electric Buses	X	X	X	X	X
Elevator Rehabilitation	X	X	X	X	X
Escalator Rehabilitation	X	X	X	X	X
EV Conversion	X	X	X		
Facilities Upgrade Program	X	X	X	X	X
General Manager (GM) Breakfast and Roundtable	X	X	X	X	X
The Learning and Innovation Lab	X	X			
MARTA HOPE Program	X	X	X	X	X
Intramural Sports Program	X	X	X	X	X
MARTA-on-the Go (MOTG) Mobile Application Replacement	X	X	X		
The Passenger Information Needs (PIN)	X				
Pavement Repair Program	X	X	X	X	X
Paratransit Vans	X	X	X	X	X
MARTA Police Canine Program	X	X	X	X	X
New Rail Car Procurement	X	X	X	X	X
Renewable Energy and Zero-Emission Strategy	X	X	X		
Real-Time Crime Center	X	X			
Riders' Advisory Council (RAC)	X	X	X	X	X
Safe Routes to Transit	X	X	X	X	X
Security Related Equipment	X	X	X	X	X
The SMART Restroom Program	X	X	X		
Solar Energy Procurement Agreement (SEPA)	X	X			
Station Rehabilitation	X	X	X	X	X
Strategic Efficiency Plan (SEP)	X	X	X	X	X
Transit Impact Report	X				
MARTA Transit Ambassador Program	X	X	X	X	X
Transportation Assistance Program (TAP)	X	X	X	X	X
Transit Hubs	X	X	X	X	X
The Transit Rider Information and Passenger Signage (TRIPS) initiative	X	X	X		
MARTA Website Replacement	X	X	X		





THANK YOU!

