

FY2015 ADOPTED BUDGET BOOK



**DEPARTMENT OF FINANCE
Office of Management & Budget
September 2014**

FISCAL YEAR 2015
ADOPTED OPERATING & CAPITAL FUNDS BUDGET
(JULY 1, 2014 THROUGH JUNE 30, 2015)

MARTA

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TABLE OF CONTENTS

Letter from the General Manager/CEO	i	Summary of FY15 Expenses by Organization	66
Officers and Directors	iv	Graph of Total Authority Personnel by Fiscal Year	70
Executive and Senior Staff	v	Graph of Personnel by Status and Fiscal Year	71
Guide to Book Contents	vii	Graph of Personnel by Class and Fiscal Year	72
Marta History & Overview	1	Summary of Authority Personnel by Status	73
Fiscal Policy Guide	11	Division of the General Manger/CEO	85
Strategic Planning Process at MARTA.....	11	Department of the General Manager/CEO.....	87
Fiscal Year Budget Development	16	General Manager/CEO	91
Financial and Budgetary Policies.....	21	Board of Directors	95
Revenue Policies	30	Department of Internal Audit.....	99
Expenditure Policies	32	AGM Internal Audit.....	104
Source Documents	34	Information Systems Audit	108
Strategic Plan	35	Department of Communications & External Affairs	113
Organizational Goals	41	AGM Communications & External Affairs.....	121
Financial Summary	43	External Affairs	126
Financial Overview	43	Marketing & Sales	130
Authority Operating Expenses and Revenues.....	43	Government & Constituent Relations.....	134
Sources and Uses of Funds – Table 2.....	46	Media Communications	138
Available Funding for Operations – Table 3	47	Department of Safety & Quality Assurance	143
Summary of Operating Revenues – Table 4.....	49	AGM Safety & QA	149
Summary of Operating Budget Expenditures	51	Safety	153
Summary of Transit Subsidy – Table 5.....	53	Quality Assurance & Configuration Management	158
Three Year Projected Plan – Table 6.....	54	Division of Operations	163
Capital Program Funding	55	Department of Chief Operating Officer/COO	165
Debt Service Schedule.....	58	Chief Operating Officer/COO	168
Operating Budget	61	Department of Operations Support Services	173
Authority Organization Chart.....	61	Operations Support Services	176
2015 Chart of Gross Expenses by Category	62	Facilities	181
2015 Chart of Non Labor Expenses.....	63	Vertical Transportation	186

Department of Engineering & Development.....	191	Department of Technology	345
Engineering & Development.....	196	AGM Technology/CIO	352
Program & Contract Management.....	204	Technology Infrastructure & Production	356
Department of Bus Operations	209	Technology Applications.....	361
Bus Transportation.....	217	Technology Support Services.....	366
Bus Maintenance.....	222	Department of Planning	371
Mobility	227	AGM of Planning	378
Department of Rail Operations	233	Research and Analysis	382
Director of Operations	238	Transit System Planning.....	387
Rail Services	244	Architecture and Design.....	392
Rail Car Maintenance.....	249	Department of Police Services	397
Maintenance of Way.....	255	AGM Police Services	402
Division of Finance	261	Division of Chief Counsel Legal Services	407
Department of Chief Financial Officer/CFO	263	Department of Chief Counsel Legal Services	409
Chief Financial Officer/CFO	269	Chief Counsel Legal Services	413
Accounting	273	Chief of Corporate Law	417
Management & Budget.....	277	Chief of Litigation	420
Revenue Operations.....	281	Risk Management.....	423
Treasury	286	Division of Chief of Staff	427
Federal & State Programs	290	Department of Chief of Staff	429
Contracts & Procurement.....	294	Chief of Staff	434
Division of Administration	301	Transit Oriented Development.....	438
Department of Chief Administrative Officer/CAO	303	Capital Budget	442
Chief Administrative Officer/CAO	312	Capital Budget Overview.....	443
Department of Human Resources	317	Capital Improvement Program Infrastructure.....	457
AGM of Human Resources	322	Planning Program Overview	463
Human Resources	326	Capital Sources and Applications of Funds	466
Labor Relations.....	331	Approved Capital Projects Summary.....	468
Training	335	Approved Capital Projects Ten-year Forecast	469
Diversity & Equal Opportunity	340	Operating Budget Impact.....	486

Approved Projects Detail.....488
Federal Grant Detail572

Appendix

Employee Salary Structures.....589
Fare Structure607
Fare History.....611
Financial Performance Measures.....612
FY2015 Benefits Calculation613

MARTA Facts 614
Category and Sub-Category Expense Listing 617
Organizational Structure 618
Glossary 626

Index..... 631

Transit System Map

PREFACE

September 26, 2014



Letter from the General Manager/CEO

We start Fiscal Year 2015 on several positive notes, including an upgrade in our Bond Rating from Moody's Investors Service, the highly successful implementation and adoption of our "Ride With Respect Campaign," and measurable steps toward the beginning of Transit-Oriented Developments throughout metropolitan Atlanta. MARTA has weathered and overcome several economic challenges in recent years, and we are pleased with our fiscal outlook. We are now at a point

where we can see the tangible results of our cost-cutting initiatives. At the outset, we knew that many of these changes would not be easy for our customers, but we, executive management team along with our Board of Directors, knew the importance of getting our financial house in order.

Since arriving in December 2012, employees, customers and many other stakeholders have provided suggestions on how to save money, increase ridership and improve our image. Our plans for FY2015 indicate that we are listening, and the FY2015 budget reflects many of these ideas. A few highlights:

Employee Focus:

- Staff Appreciation Initiatives
- Employee Development Initiatives
- Merit Based Performance Mgmt. Program

Customer Focus:

Some of the budgetary highlights for FY15 are:

- No fare increase
- Q-Bus (Quality Care) Program to improve overall bus fleet reliability
- Additional Restrooms Openings
- Additional Transit Oriented Development Initiatives
- Security cameras on Buses and Mobility with Rail Cars installation soon.

Fiscal Focus:

- Moody's Investors Bond Rating upgrade
- Operating Reserves of \$170.0M at the end of FY2014
- Implementation of the Fare Policy in FY2015
- Reinstigate mass utilization of more durable and secure Paper Tickets

The Adopted FY15 Budget allocates \$415.6 million for operations and \$470.1 million for capital programs, which includes \$149.2 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 FY15 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 Summary [\$ In Millions]

Beginning FY2015 Carry-Over		\$170.0
Sales Tax (50% of Receipts)	\$185.6	
Passenger Revenue	\$141.3	
Station Parking	\$2.3	
Advertising Revenue	\$5.5	
Interest Income	\$0.3	
Other Transit Operating (Inc. Title Ad Valorem)	\$2.3	
Lease Income (Inc. TOD)	\$10.1	
Federal Operating Assistance	\$68.5	
Revenues		\$415.8
Total FY2015 Available Funding		\$585.7
Gross Expenses	\$479.0	
Capital Allocation	(\$63.4)	
Net Expenses		\$415.6
Ending FY2015 Carry-over		\$170.1

Operating Program Highlights

- Service Enhancements planned for *FY17 advanced to FY14 & FY15*
- Restrooms Openings planned for *FY15 advanced to FY14*
- Fare Increase deferred from *FY15 to FY16*
- Q-Bus (Quality Care) Program planned for *FY15*
- Bus L-Care to improve Customer Experience planned for *FY15*
- Additional Transit Oriented Development Initiatives for *FY15*
- Ride with Respect campaign in *FY14 & FY15*

- Secret Shopper Program to monitor/improve customer service
- Security cameras on Buses, Mobility and Rail Cars in *FY14 & FY15*
- ***No Fare Increase in FY14 or FY15***
- Implementation of the Fare Policy in *FY15*
- Reinstigate mass utilization of more durable and secure Paper Tickets
- Increase in Promotional Program discounts levels

Revenue Summary

Available funding for Transit Operations is \$585.7M, 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 programmed at \$185.6M. The December 2013 revised Sales Tax projections from the Georgia State Economic Forecasting Center resulted in a total projection of \$372.8M for FY15, including \$1.6M Ad Valorem Tax Fee Revenue.
- ***Passenger Revenue*** - The projected FY15 passenger revenue is \$141.3M. Projected daily ridership is approximately 440k+ riders.
- ***Federal Operating Assistance*** of \$68.5M, which includes the flex of 5309 Preventive Maintenance from Capital to Operating.

FY15 Planned Service Levels

- ***Bus Fixed Route Service*** is projected at approximately a 1% increase from 25.8M to 26.0M total miles of service operating 92 routes. There are 532 buses (158 – Diesel & 374 – CNG) that will provide this service.
- ***Demand-Response Mobility Service*** coverage for elderly and disabled patrons is projected remain at steady state of 8.0M total miles of service. There are 185 Mobility Vans available for this service.
- ***Rail Service Level*** is planned at approximately 1% decrease from 18.8M to 18.7M total rail car miles and 19% increase in hours due to reducing peak headway frequency to 10 minutes. 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 & 48 miles of double track in our rail service.

LETTER OF TRANSMITTAL

Capital Budget Summary [\$ In Millions]

FY2015 Adopted Budget	
Sources and Applications of Capital Funds	
FY2015 Beginning	\$94.7
Revenues	
Sales Tax	\$185.6
Interest and Other Capital Income	\$0.5
Federal Grants	\$55.4
State Grants	\$1.0
Debt Issue - Commercial Paper	\$134.0
	\$376.5
Total FY2015 Funding Sources	\$471.2
Application of Funds	
Capital Improvement Program	(\$320.9)
Debt Service (Bonds & CP)	(\$149.2)
Total Expenses	(\$470.1)
Ending FY2015 Balance	\$1.1

- Adopted Capital Funds Budget of \$470.1M for FY2015
- FY2015 Capital Improvement Program Adopted budget of \$320.9M

Revenue & Expenses Summary

Revenue

The Authority's \$471.2M 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 FY2015 are annotated in the table below.

Project Name	FY2015	Total
Brady Mobility Facility	\$29.5	\$30.0
Bus Replacement Program	\$29.3	\$286.6
Train Control Systems Upgrade	\$27.4	\$122.4
Fire Protection Systems Upgrade	\$21.7	\$29.9
Future Radio Infrastructure	\$12.8	\$41.7
Replace Running Rail and Yard Sw Ties	\$8.8	\$8.8
MARTA Reliability Centered Maintenance Program	\$8.0	\$101.0
Facilities Upgrade Program	\$7.3	\$95.9
Paratransit Van Replacement	\$7.2	\$65.1
CCTV System Expansion	\$6.5	\$10.1

The Authority's **Bond and Commercial Paper Debt Service Programs**, totaling \$149.2M is 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 2014 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 2014 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.

After several years of legislative and electoral activity as well as a voter referendum, 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. 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 on the following pages.)

Other Transit Options within the Metropolitan Area

Atlanta Street Car Project²

Atlanta had street cars operating as early as 1871 powered by horses or mules, and later by electricity. Operating under various companies, the street cars operated throughout Atlanta through the early nineteen hundreds. In 1937 the first gasoline powered trackless trolleys began service. By 1949 street car service ended entirely and only trackless trolleys and buses provided transportation.

In 2014, street car service will be reintroduced to Atlanta with the new **Atlanta Streetcar** project. Construction began in 2012 and as of June 2014, most construction is complete. Testing has started with service beginning later in the year with 2.7 miles of track and 12 stops (see route map³ on this page). Additional phases and expansion of the system are planned.

The **Atlanta Streetcar** project is the result of a collaborative public-private partnership between the City of Atlanta, the Atlanta Downtown Improvement District, MARTA. (The Atlanta Downtown Improvement District is a public-private partnership that works to create a livable environment in Downtown Atlanta. The District currently consist of 220

blocks within an area generally bounded by North Avenue on the north, Memorial Drive on the south, Piedmont Avenue and the Downtown Connector on the east, and the Norfolk-Southern rail line on the west.) The city of Atlanta and MARTA will jointly operate the downtown streetcar, which will have five stops at or near existing MARTA stations.



Other Transit Systems in the Region⁴

In addition to MARTA, the metropolitan area is served by the following fixed route bus agencies (see table on the following pages):

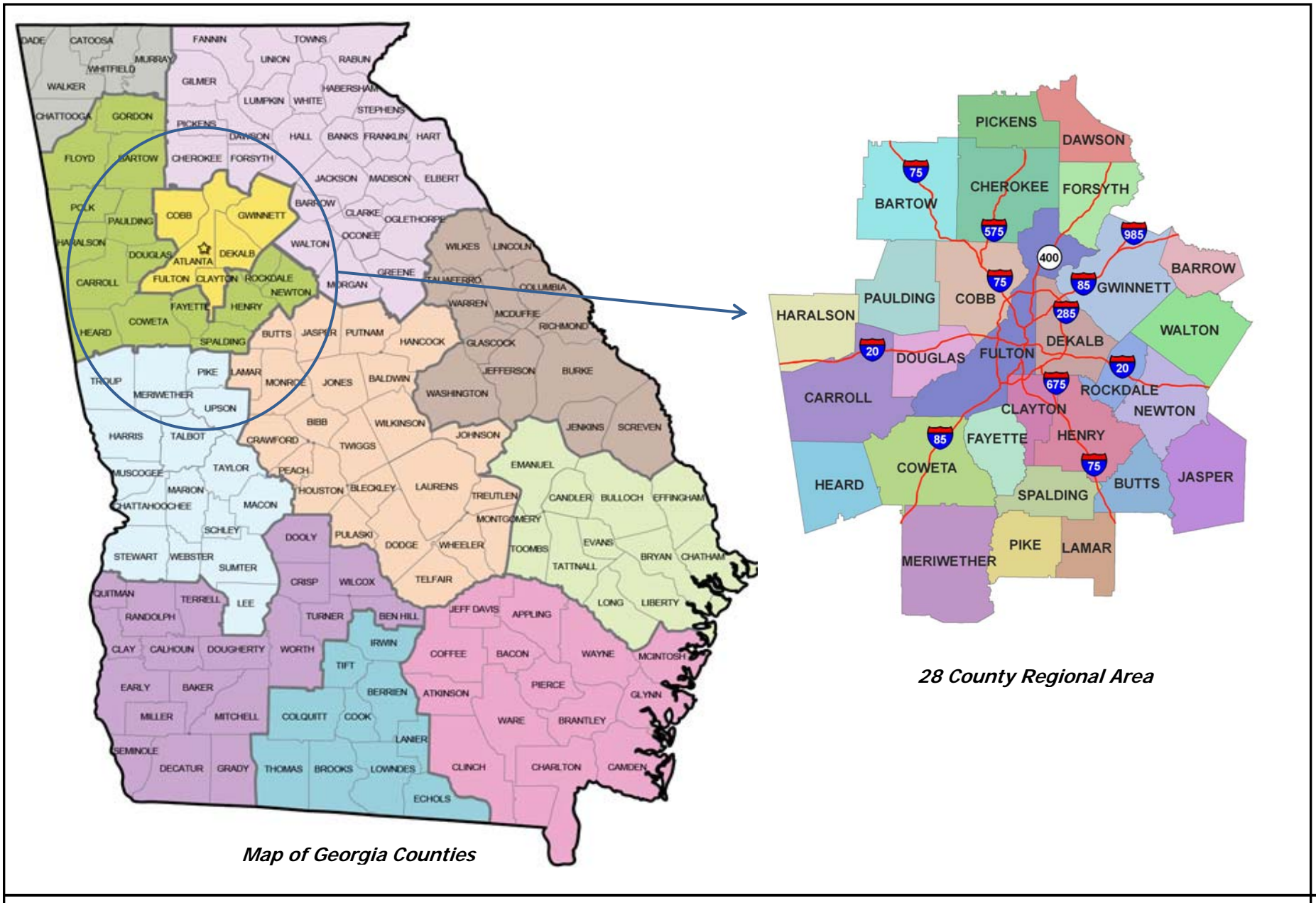
¹ About Atlanta, Atlanta Population and Atlanta Demographics, www.atlanta.net/visitors/population.
² Atlanta Streetcar, http://streetcar.atlantaga.gov/what-is-the-atlanta-streetcar/
³ Atlanta Streetcar Project, http://streetcar.atlantaga.gov/

⁴ Atlanta Regional Commission, http://www.atlantaregional.com/transportation/transit/existing-regional-transit-system

Existing Metropolitan Area Regional Transit Systems			
■ Fixed Route Rail or Bus	■ Circulators and Shuttles	■ On-Demand Service	■ Vanpool Services
<p><u>Georgia Regional Transportation Authority (GRTA) Xpress Bus</u> - 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. 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.</p>	<p><u>Atlantic Station Shuttle</u> - also known as FREE RIDE, is a free service that provides service between the Arts Center MARTA station and Atlantic Station in Atlanta.</p>	<p><u>Three Rivers Regional Commission</u> - 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.</p>	<p><u>vRide Vanpool Services</u> - 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 and partners with ARC and the Clean Air Campaign.</p>
<p><u>Cobb Community Transit (CCT)</u> - provides local bus service within Cobb County and commuter bus to and from Downtown and Midtown Atlanta. 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.</p>	<p><u>The buc</u> - is a free shuttle service that connects various destinations in the 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.</p>	<p><u>Coweta County Transit</u> - provides on-demand transit service to business, commercial, and activity centers within the county. Trips must be scheduled 24 hours ahead of time.</p>	<p><u>Rideshare by Enterprise</u> – is an online service that provides resources and information to commuters, employers, and transit agencies about the benefits of vanpooling and assists individuals in finding an appropriate vanpool or starting their own. Partners of this program include ARC and the Clean Air Campaign.</p>

Existing Metropolitan Area Regional Transit Systems			
■ Fixed Route Rail or Bus	■ Circulators and Shuttles	■ On-Demand Service	■ Vanpool Services
<p>Gwinnett County Transit (GCT) - provides local bus service within Gwinnett County and commuter bus to and from Downtown and Midtown Atlanta. 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.</p>	<p>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.</p>	<p>Henry County Transit – is a transit agency that provides on - demand, curb-to-curb service on a first-come-first-served reservation basis for all Henry County residents.</p>	<p>Douglas County Ride-Share – is a program that operates work-trip vanpools and assists in carpool matching.</p>
<p>Cherokee Area Transportation System (CATS) - provides fixed route service in and around Downtown Canton.</p>	<p>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.</p>	<p>Cherokee Area Transportation System (CATS) - provides demand response bus service for rural areas in Cherokee County. CATS also provides paratransit services for qualified riders.</p>	<p>Cherokee Area Transportation System (CATS) - provides a vanpool service that helps riders coordinate vanpools and provides vans for a monthly fee.</p>
<p>Hall Area Transit - has a fixed route service, The Red Rabbit, which serves the City of Gainesville. The Red Rabbit has 7 routes and runs Monday through Friday.</p>	<p>Georgia State University Transit Panther Express - provides a free shuttle service throughout its campus in Downtown Atlanta. It also provides service to and from student parking at Turner Field</p>	<p>Hall Area Transit – provides Dial-a-Ride, curb-to-curb service for the outlying areas of Hall County. The service uses a distance-based fare system and is available Monday through Friday.</p>	<p>Georgia Commute Options - are free services that help commuters and employers. These services make it easier to switch from driving alone to one of many commute options including vanpool.</p>

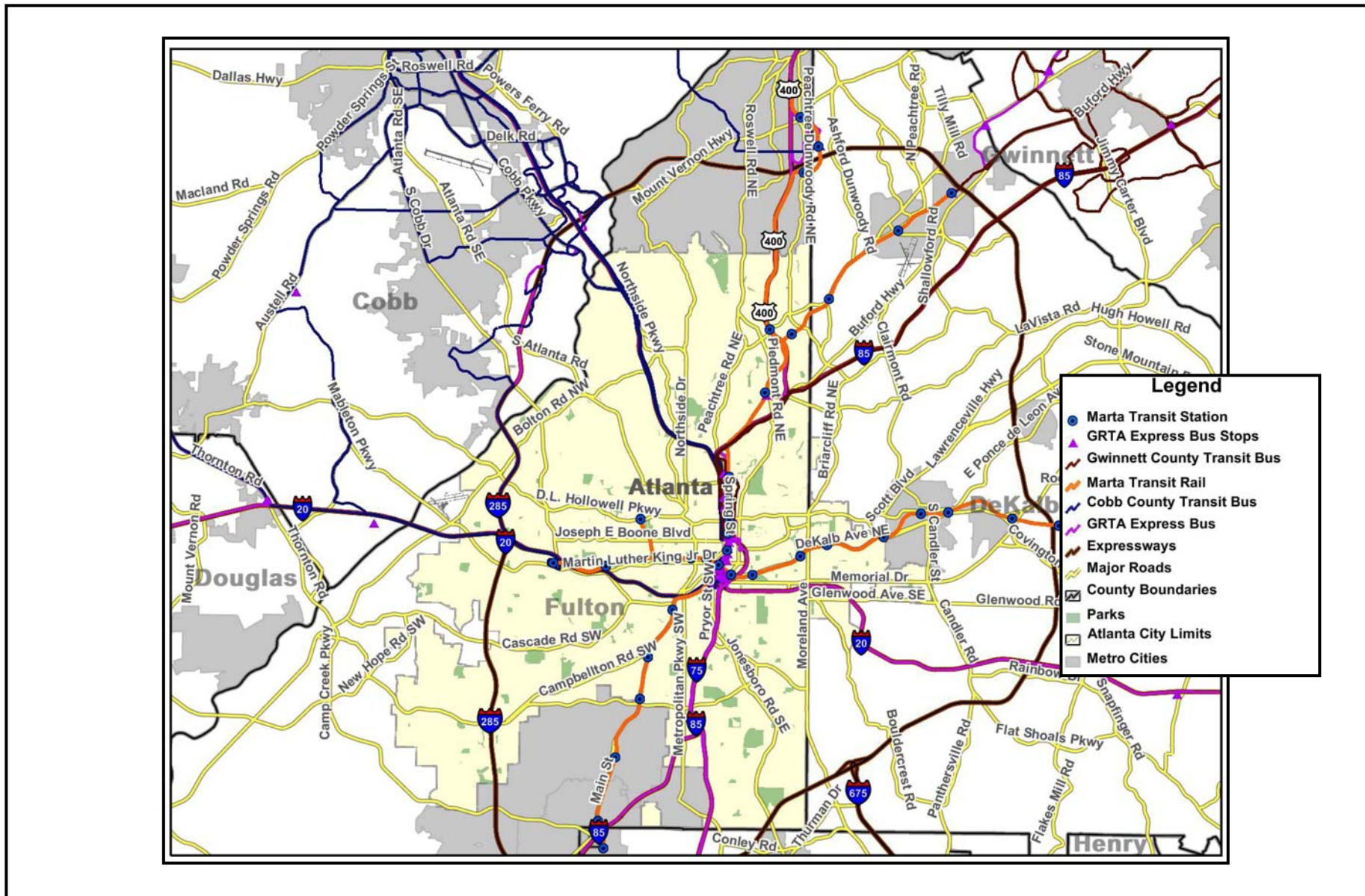
MARTA's Service Area



Map of Georgia Counties

28 County Regional Area

MARTA Rail Stations and Other Regional Transit Agencies⁵



⁵ Atlanta Regional Commission, <http://www.atlantaregional.com/info-center/gis-data-maps>

Area Population, Forecasts, and Demographic Information

The Atlanta Regional Commission (ARC), the regional planning and intergovernmental coordination agency for the 10-county region 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 Regional 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 from 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 on the following pages.)*

The most recent ARC forecasts for population and employment⁶ indicate that the Atlanta region will add an estimated three million residents and 1.5 million jobs during the next 30 years. This forecast 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

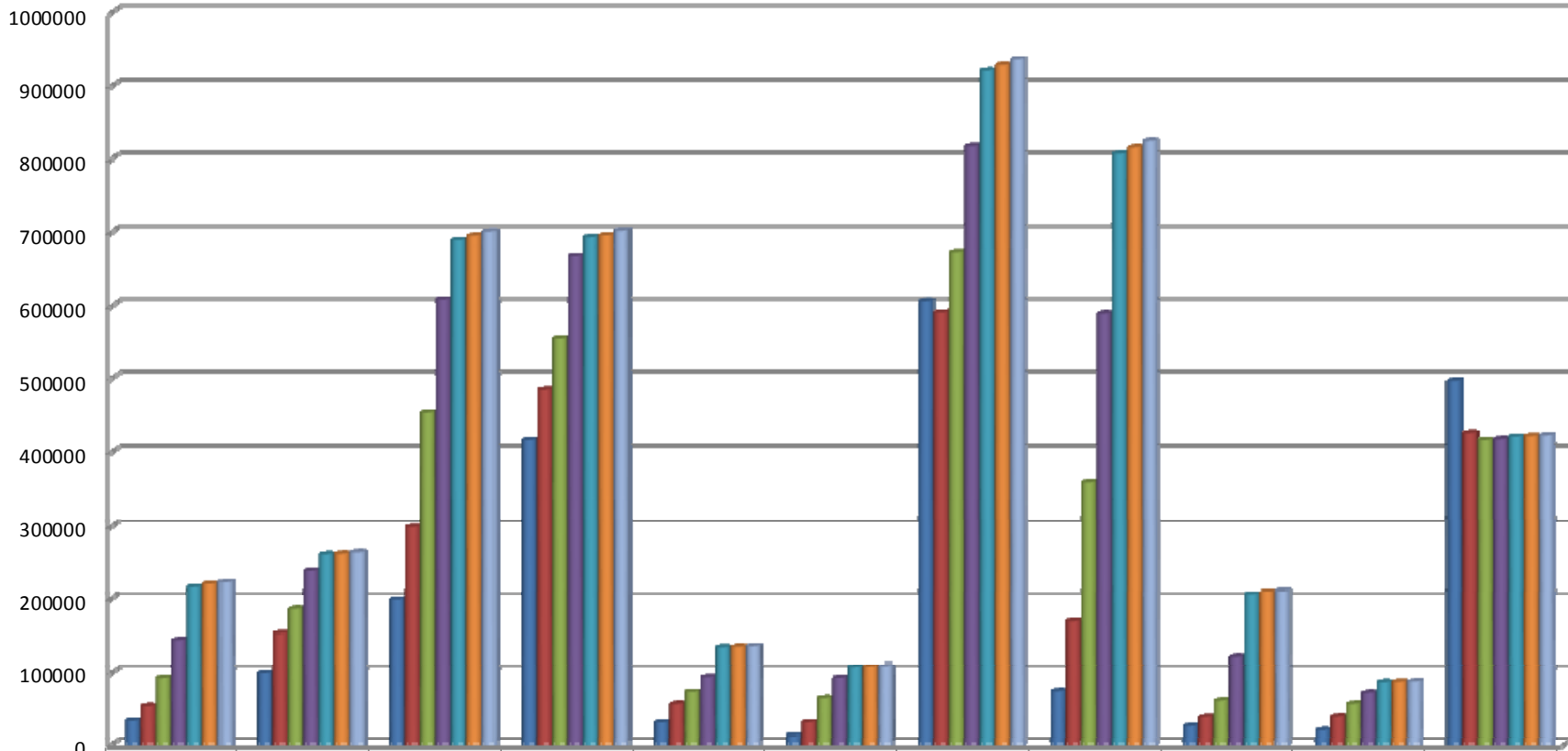
In terms of employment, Fulton County is expected to add more jobs than any other county with 360,000 new jobs over the next 30 years, giving Fulton County more than one million jobs, or roughly 28 percent of all jobs in the region. Gwinnett will add 220,000 jobs, ranking second in forecast job growth. 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 in this section detailing additional population data and demographic data.)

⁶ <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

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

Legislative Challenges

MARTA is currently undergoing a transformation by improving its efficiencies, continuing fiscal sustainability and enhancing revenue generation. MARTA's transformation is an effort to underscore for all of Georgia that the Authority is worth the investment. We are striving for a place where state funding is not a question mark.

The 2014 session of the Georgia General Assembly began on January 13, 2014 and adjourned sine die on March 21st. The cornerstone of the session featured HB 264, a bill that satisfied many long-term goals of the Authority. Most importantly for the short-term, the bill lifted the long-mandated 50/50 split restriction on sales tax proceeds between operations and capital investment for a period of 3 years. In addition, the bill accomplished the following:

- Empowered MARTA to engage in public-private partnerships and accept unsolicited proposals;
- Permission granted to MARTA to impose and collect fines from patrons violating the Authority's "Ride with Respect" code of conduct initiative;
- Changed the composition of the Board structure, beginning in 2017, by mandating the following:
 - 11 voting members and 2 non-voting members
 - One new Board seat to be appointed by the Governor
 - Staggered membership terms
 - Various stipulations re: the composition of County representation and from where in each participating County specific representatives come

The Assembly also passed HB 265/HB 1009, giving permission to Clayton County to consider levying a 1% sales tax to join MARTA. While just outside of FY14, it's worth noting that on July 5th the Clayton County Commission voted 3-1 in favor of introducing a ballot measure in November for voters to consider joining MARTA via a 1% sales tax increase

In addition, there were several peripheral, pro-transit bills passed that will immediately impact the Authority. Among them:

- HR 1573 – establishes a joint study Committee on Critical Transportation Infrastructure Funding; this committee will convene in August of 2014 and, after a series of meetings across the state, is charged with presenting a report outlining recommendations to the Governor by November 30, 2014;
- SR 735 – establishes a regional transit website, collecting all the various agencies (including MARTA) under one umbrella to ease trip planning and foster better public understanding of the interactivity of systems throughout the region; site went live July 1, 2014.

MARTA will continue to push for the maximum flexibility to run the authority in an effective, efficient and fiscally prudent manner.

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 organizational goals. Our objective is to remain fiscally viable by aligning the authority goals 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 **"The Six Organizational Goals"**. Increasing employee accountability, demonstrating excellence in daily operations; increasing efficiencies; establishing revenue through developed TOD program; improved customer experience; and greater service efficiencies through advanced technologies. These goals 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

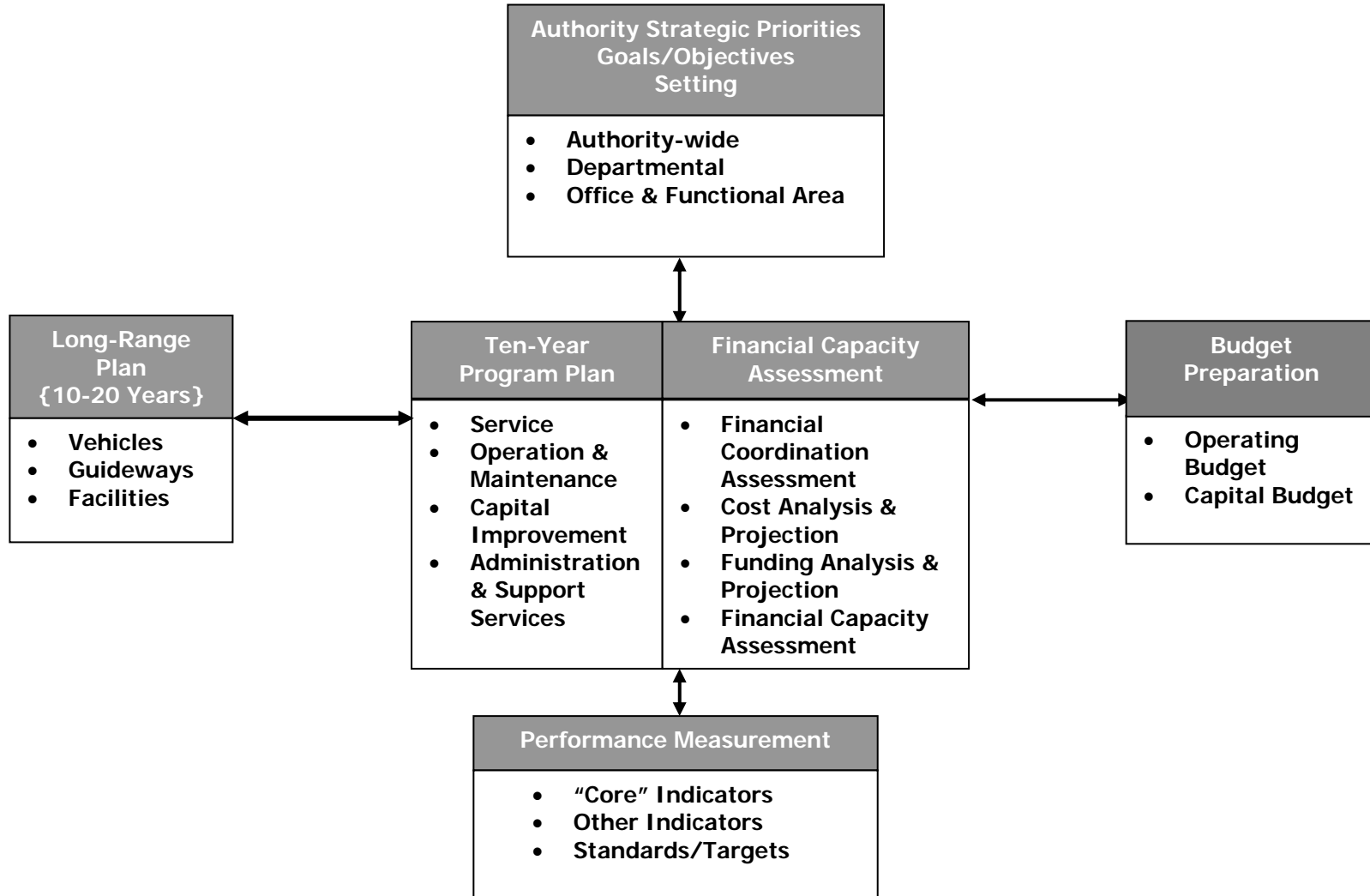
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

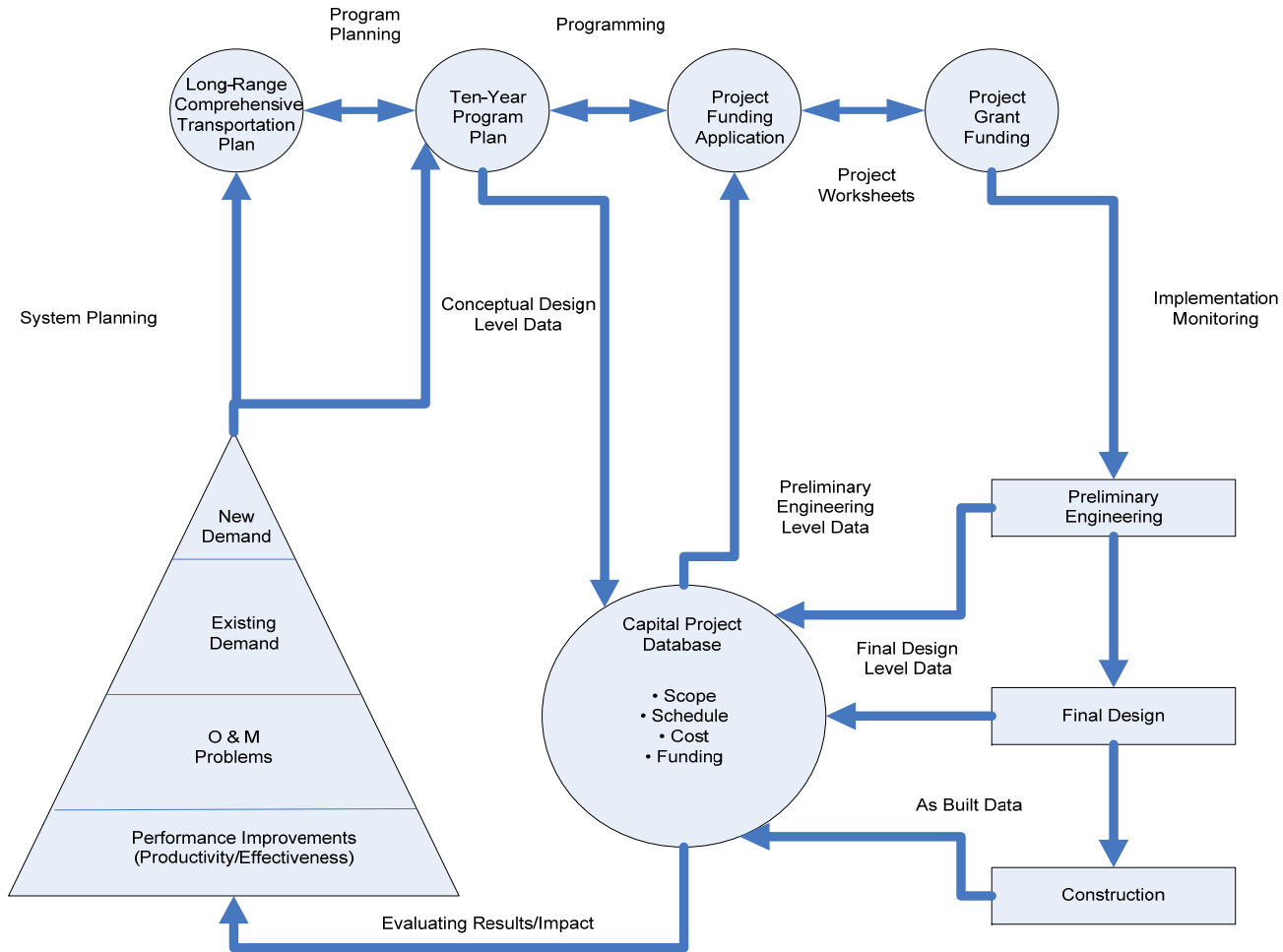
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

- 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.

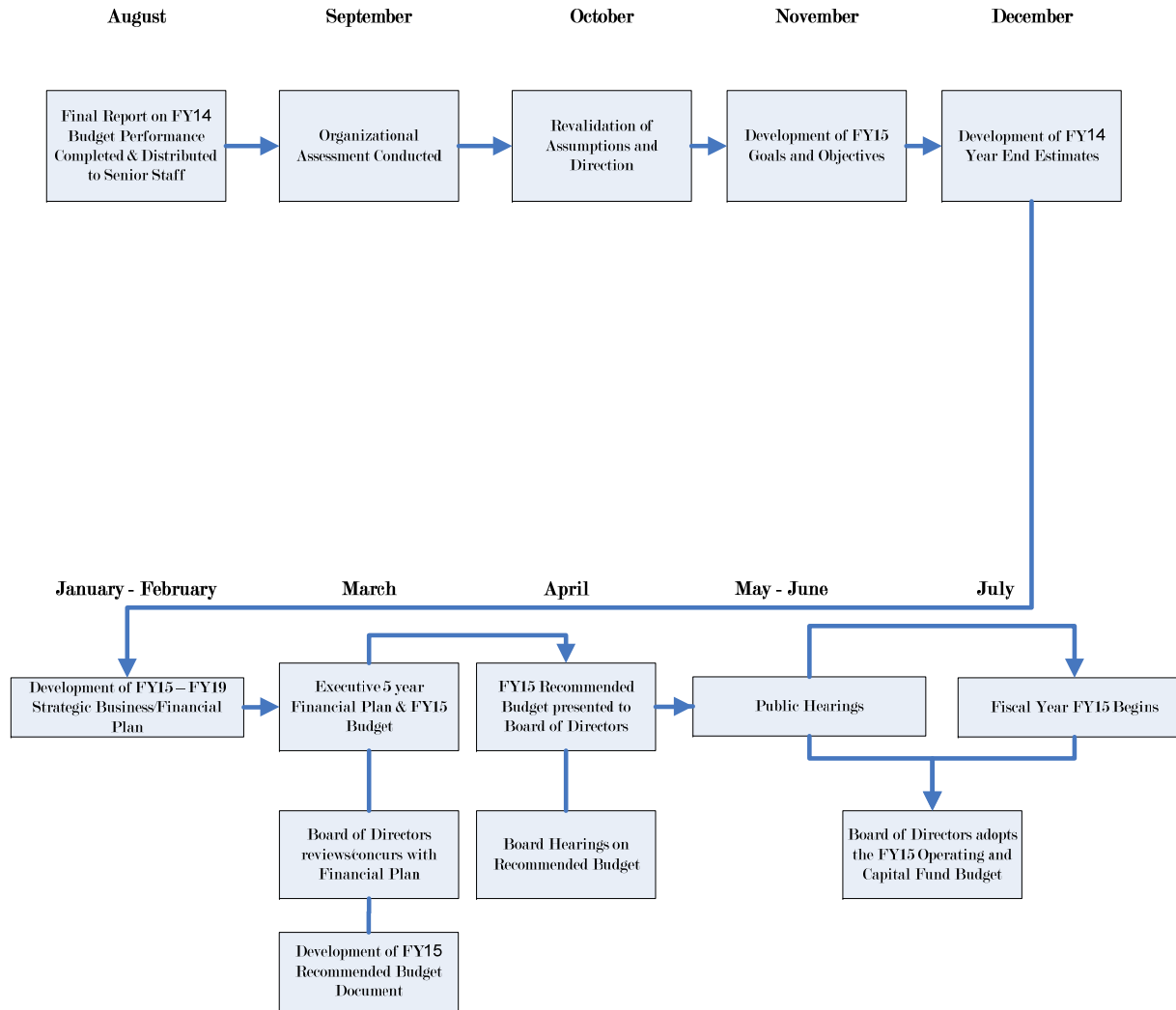
In addition to the budget development phase, opportunities for public comment occur formally and informally throughout the year. On an informal basis, Customer Question and Answer sessions are held at MARTA's rail stations periodically. On a formal basis, significant route changes or applications for 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 FY15 Budget**



**Exhibit # 4
Development of the FY15 Budget Major Milestones**

<u>Date</u>	<u>Event</u>
Dec 2013	December Service Levels Mark-Up
Jan 2014	Determine Corporate and Strategic Assumptions for the FY2015 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, etc.)
Jan 24, 2014	Distribution of FY2015 Budget Call Package
Jan-Feb	Draft Legislative, Budget and Service Plan Communications Strategy
Jan -April	Legislative Session
Feb 14, 2014	FY2015 Budget Call Package submissions due
Feb 2014	Briefing on the FY 2015 Draft Service Plan
Feb 2014	Board Briefing on Corporate and Strategic Assumptions for the FY2015 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy Plan, Reserves Utilization, Strategic Performance Objectives, Legislative Strategy, etc.)
March 2014	<u>Internal Budget Hearings</u> : EMT Review and Revisions of FY2015 Budget <u>Submissions</u> , Parking Plan, Fare Increase Plan, Fare Policy Plan, Revenue Projections & Service Plan
March 2014	Call for Public Hearing (Service and Budget)
March 2014	Legislative and jurisdictional Board briefings on service and budget

Exhibit # 4
Development of the FY15 Budget Major Milestones (continued)

<u>Date</u>	<u>Event</u>
March 2014	Revised Service Plan (based on outreach and budget refinements)
March 2014	EMT Review of the FY2015 Preliminary Operating & Capital Budgets, including Service Plan, Parking Plan & Fare Increase Plan (including Fare Policy Plan)
March 2014	Board Briefing on Budget Development Status & Updates
March – June 2014	Community Outreach Sessions by GM/CEO & EMT (fiscal focus strategy, customer focus strategy [i.e. fare policy & service plan], Employee focus strategy)
April 2014	Advertise for Public Hearings; Community Outreach Sessions
April 2014	Hold Public Hearing
April 2014	Briefing on the Revised Service Plan
April 2014	Board Retreat on the FY 2015 <u>Proposed</u> Operating & Capital Budgets, including Service Plan, Parking Plan, Fare increase Plan & Legislative Outcome; Board provides specific guidance and direction on the Proposed Service, Budgetary, Fare & Parking Plans for FY2015
May 2014	May Mark-Up
May 2014	Report Results of Public Hearing

Exhibit # 4
Development of the FY15 Budget Major Milestones (continued)

<u>Date</u>	<u>Event</u>
May 2014	Briefing on the Recommended FY 2015 Service Plan
May 2014	Board Presentation of FY 2015 Recommended Operating & Capital Budgets
June 2014	Board Adoption of FY 2015 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 Polices Adopted for Fiscal Year 2015

Fare Police Adopted for Fiscal Year 2015 (see appendix)

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.

**Exhibit #5
Fund Structure**

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Salaries	\$ 234,661,124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 234,661,124
Benefits	\$ 115,215,632	\$ 6,375	\$ -	\$ -	\$ (153)	\$ -	\$ 115,221,854
Contractual Services	\$ 32,002,404	\$ 4,536,253	\$ -	\$ 7,326,855	\$ -	\$ -	\$ 43,865,512
Material & Supplies Expenses	\$ 54,209,233	\$ 72,903	\$ -	\$ 4,138,842	\$ -	\$ -	\$ 58,420,978
Utilities	\$ 18,210,150	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,210,150
Taxes & Fees	\$ 84,404	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 84,404
Other Miscellaneous Expenses	\$ 17,808,272	\$ 1,163,708	\$ 72,010,110	\$ 712,869	\$ 142,381,181	\$ 20,507,698	\$ 254,583,838
Planning Grant Expenditure	\$ 1,667,464	\$ 61,009,724	\$ -	\$ 225,515,685	\$ -	\$ -	\$ 288,192,873
TOTAL EXPENDITURES	\$ 473,858,683	\$ 66,788,962	\$ 72,010,110	\$ 237,694,252	\$ 142,381,028	\$ 20,507,698	\$ 1,013,240,733
Cost Allocation	\$ (68,083,191)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (68,083,191)
TOTAL OPERATING EXPENDITURES	\$ 405,775,492	\$ 66,788,962	\$ 72,010,110	\$ 237,694,252	\$ 142,381,028	\$ 20,507,698	\$ 945,157,542

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Passenger	\$ 137,975,861	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 137,975,861
Station Parking	\$ 2,342,029	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,342,029
Other Operating	\$ 19,705,917	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,705,917
Operating Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenue Operating	\$ 345,824,837	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 345,824,837
Sales Tax Non-Capital Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax W/H Sinking Fund	\$ (132,722,988)	\$ -	\$ 132,722,988	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 130,284	\$ -	\$ 104,370	\$ -	\$ 21,055	\$ 30,980,394	\$ 31,236,103
Other Non-Operating Revenue	\$ 25,146,244	\$ 3,897	\$ -	\$ -	\$ 461,848	\$ -	\$ 25,611,990
Sales Tax Capital Related	\$ (40,189,431)	\$ -	\$ -	\$ -	\$ 40,189,431	\$ -	\$ -
Bonds Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local & Federal Capital Revenue	\$ 66,000,000	\$ 42,054,847	\$ -	\$ 78,012,026	\$ 196,000	\$ -	\$ 186,262,873
Contractual Services Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Clearing	\$ -	\$ (433,831)	\$ -	\$ (82,981,903)	\$ -	\$ -	\$ (83,415,734)
TOTAL REVENUES	\$ 424,212,754	\$ 41,624,913	\$ 132,827,358	\$ (4,969,877)	\$ 40,868,334	\$ 30,980,394	\$ 665,543,876

- 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 FY15 the total uses are \$885.7M, and the total sources are \$1.057B, which leaves a surplus of funds of \$171.2M. 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, 2016. 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 in 2008. 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 by the end 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 final review phase which is slated for completion spring 2015. 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 early 2015. 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. Phase II of Early Environmental scoping is scheduled to be completed winter 2014. 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. Other BRT concepts may be available in the previous corridors discussed.

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.
- MARTA has established the Office of Transit Oriented Development (TOD) and Real Estate to provide renewed focus on TOD. TOD projects are currently underway at three stations: King Memorial, Avondale, and Edgewood/Candler Park. MARTA will lease underutilized

parking lots at these stations to private developers for the construction of mixed-use projects in accordance with the TOD Guidelines. Additional TOD opportunities are currently being vetted.

- 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

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

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 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 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.

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 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 2015 Strategic Business Plan (FY15 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 FY15 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 Organizational Goals and Key Performance Indicators (KPI) that are specifically designed to measure the achievement of these Organizational Goals 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 Indicator's 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.

Organizational Goals

- 1. Increase employee accountability at every level in meeting organizational priorities.**
- 2. Demonstrate routine excellence in daily internal/external operations.**
- 3. Increase organizational efficiencies to reverse financial decline.**
- 4. Develop a model TOD program as an established stream of revenue.**
- 5. Improve the customer service experience.**
- 6. Increase the accuracy, frequency and availability of service through advanced information technology.**

STRATEGY MAP



KEY PERFORMANCE INDICATORS

Financial KPIs

KPI	Performance Owner	Data Owner	FY14 Year-End Target	FY14 Year-End	FY15 Target
Budget Variance	Individual Offices	Management & Budget	</= 0%	-0.5%	</= 0%
Ridership Combined (unlinked trips)	EMT	Research & Analysis	>/= 130.3M	129.1M	>/= 136.9M
Bus Cost per Passenger Trip	Bus Operations	Accounting	</= \$3.50	\$3.49	</= \$3.17
Rail Cost per Passenger Trip	Rail Operations	Accounting	</= \$2.52	\$2.55	</= \$2.60
Mobility Cost per Passenger Trip	Bus Operations	Accounting	</= \$37.24	\$37.10	</= \$39.91
Bus Cost per Revenue Mile	Bus Operations	Accounting	</= \$9.21	\$9.29	</= \$8.76
Rail Cost per Revenue Mile	Rail Operations	Accounting	</= \$9.85	\$9.70	</= \$10.71
Mobility Cost per Revenue Mile	Bus Operations	Accounting	</= \$3.29	\$3.29	</= \$3.70

Customer Service KPIs

KPI	Performance Owner	Data Owner	FY14 Year-End Target	FY14 Year-End	FY15 Target
Average Customer Call Wait Time	Customer Services	Customer Services	</= 0:40	0:47	</= 0:40
Customer Call Abandonment Rate	Customer Services	Customer Services	</= 5%	5.67%	</= 5%

Safety & Security KPIs

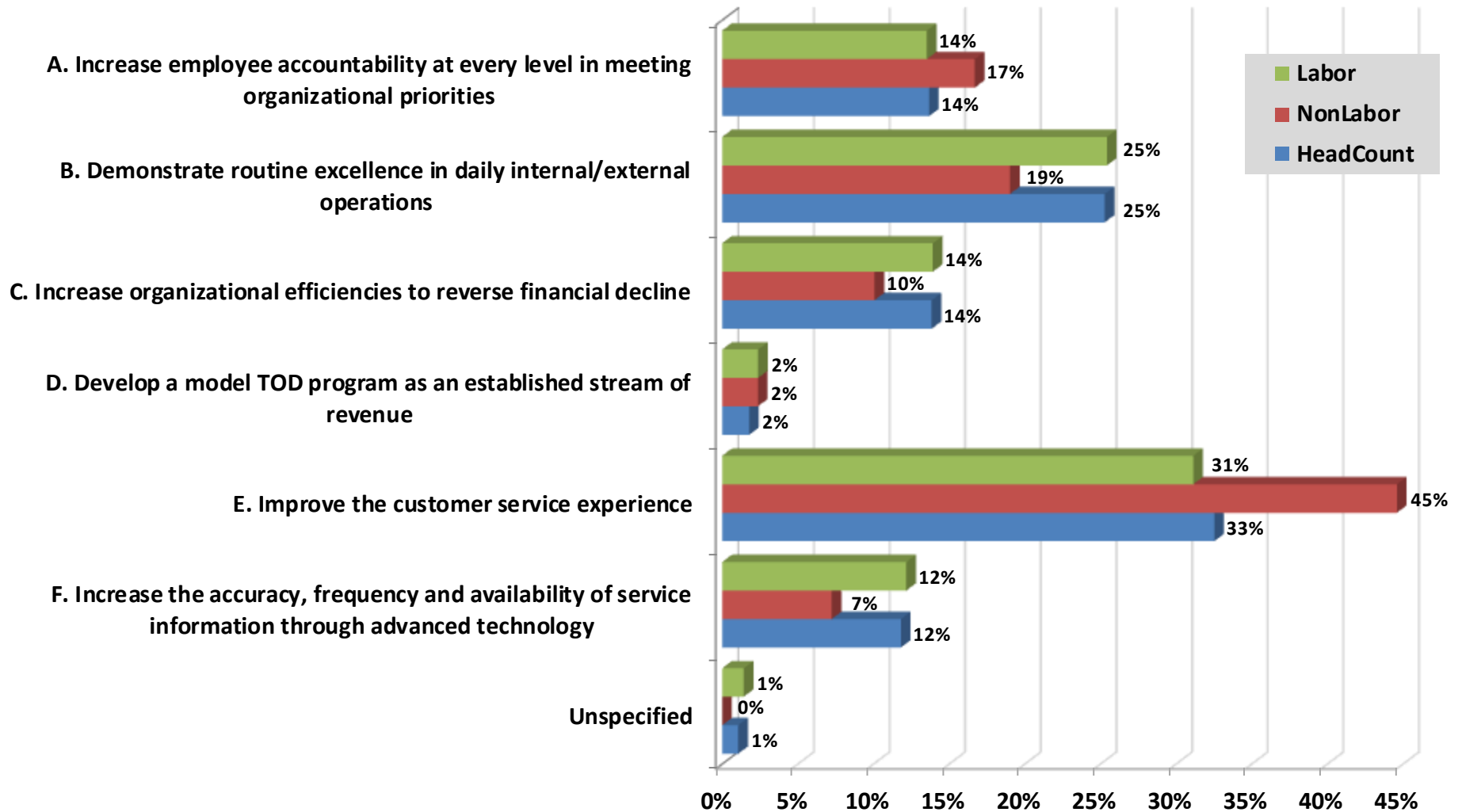
KPI	Performance Owner	Data Owner	FY14 Year-End Target	FY14 Year-End	FY15 Target
Part I Crime	Police	Police	</= 3.11	4.11	</= 3.80
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	</= 2.55	3.66	</= 3.70
Mobility Collision Rate per 100K Miles	Mobility	Safety	</= 2.85	2.81	</= 2.85
Employee Accidents per 100 Employees	Individual Offices	Safety	</= 15	16.70	</= 15

Operations KPIs

KPI	Performance Owner	Data Owner	FY14 Year-End Target	FY14 Year-End	FY15 Target
Bus OTP	Bus Transportation	Bus Transportation	>/= 76%	77.63%	>/= 78%
Bus MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 3,000	2,233	>/= 3,000
Bus Complaints per 100K Boardings	Bus Operations	Customer Services	</= 8	9.48	</= 8
Rail OTP	Rail Transportation	Rail Transportation	>/= 97.50%	96.36%	>/= 97.50%
Rail MDBF (NTD)	Rail Maintenance	Rail Maintenance	>/= 23,000	18,964	>/= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>/= 600	429	>/= 600
Rail Complaints per 100K Boardings	Rail Operations	Rail Operations	</= 1.00	0.72	</= 1.00
Mobility OTP	Mobility	Mobility	>/= 90%	84.13%	>/= 85%
Mobility MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 10,000	9,294	>/= 10,000
Mobility Trip Denial Rate	Mobility	Mobility	</= 0%	7.31%	</= 0%
Mobility Reservation Average Call Wait Time	Mobility	Customer Services	</= 2:00	2:19	</= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Customer Services	</= 5.50%	5.14%	</= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Services	</= 4.50	4.67	</= 4.50
Escalator Availability	Vertical Transportation	Vertical Transportation	>/= 97%	98.56%	>/= 97%
Elevator Availability	Vertical Transportation	Vertical Transportation	>/= 98.5%	99.36%	>/= 98.5%

ORGANIZATIONAL GOALS

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



Type	A	B	C	D	E	F	Unspecified	Total
Labor	49,452,777	92,980,836	50,926,487	8,702,273	113,861,343	44,511,055	5,204,752	\$ 365,639,523
NonLabor	18,921,455	21,565,998	11,416,669	2,668,211	50,553,041	8,211,723	0	\$ 113,337,097
HeadCount	673	1,244	681	88	1,601	581	52	4,920

Type		A	B	C	D	E	F	Unspecified	Total
Labor	%	14%	25%	14%	2%	31%	12%	1%	100%
	\$	49,452,777	92,980,836	50,926,487	8,702,273	113,861,343	44,511,055	5,204,752	\$365,639,523
NonLabor	%	17%	19%	10%	2%	45%	7%	0%	100%
	\$	18,921,455	21,565,998	11,416,669	2,668,211	50,553,041	8,211,723	0	\$113,337,097
Headcount	%	14%	25%	14%	2%	33%	12%	1%	100%
	#	673	1,244	681	88	1,601	581	52	4,920

- A.** Increase employee accountability at every level in meeting organizational priorities
- B.** Demonstrate routine excellence in daily internal/external operations
- C.** Increase organizational efficiencies to reverse financial decline
- D.** Develop a model TOD program as an established stream of revenue
- E.** Improve the customer service experience
- F.** Increase the accuracy, frequency and availability of service information through advanced technology

Unspecified Unspecified

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 2015 (FY15) and 2014 (FY14)

Fiscal year 2014 was focused on increasing productivity and efficiencies. The budget plan preserved existing transit service as well as added some back which had been previously eliminated, provided a strategy to stabilize the agency’s finances, improve the overall customer experience and build employee morale. Fiscal year 2015 continues along this path as well as adding back more service. Some highlights include:

- Service Enhancements planned for ***FY17 advanced to FY14 & FY15***
- Restrooms Openings planned *for FY15 advanced to FY14*
- Fare Increase deferred *from FY15 to FY16*
- Q-Bus (Quality Care) Program planned for ***FY15***
- Bus L-Care to improve Customer Experience planned for ***FY15***
- Additional Transit Oriented Development Initiatives for ***FY15***
- Ride with Respect campaign in ***FY14 & FY15***

The FY15 budget also anticipates some significant cost savings and healthcare reforms to make MARTA more effective and efficient.

Authority Operating Expenses and Revenues

FY2015 Revenues vs. FY2014 Revenues

Budgeted FY2015 Sales Tax revenue for operations will be greater than FY2014 Actuals by \$12.7M or 6.8%. 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

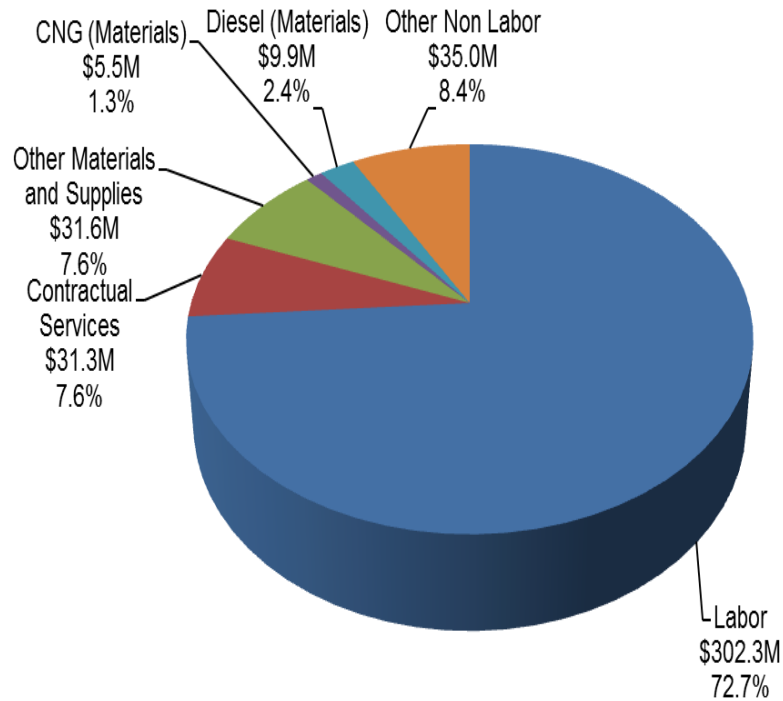
The FY2015 Passenger revenue increased from FY2014 by \$3.3M or 2.3% (from \$138.0M to \$141.3M) This is due in part to the inclement weather days during January and February this year as there was an extreme loss of customers. Underlying assumptions made regarding service hours for Bus and Rail, projections 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. 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 FY2014 to FY2015 is in Other Transit Related funds. This category decreased \$27.1M or 164% due to the Alternative Fuel Tax and the Title Ad Valorem Tax. Over \$21M was received in Title Ad Valorem Tax and over \$4M was received in the Alternative Fuel Tax in FY2014, but only \$1.6M is budgeted for these items in FY2015.

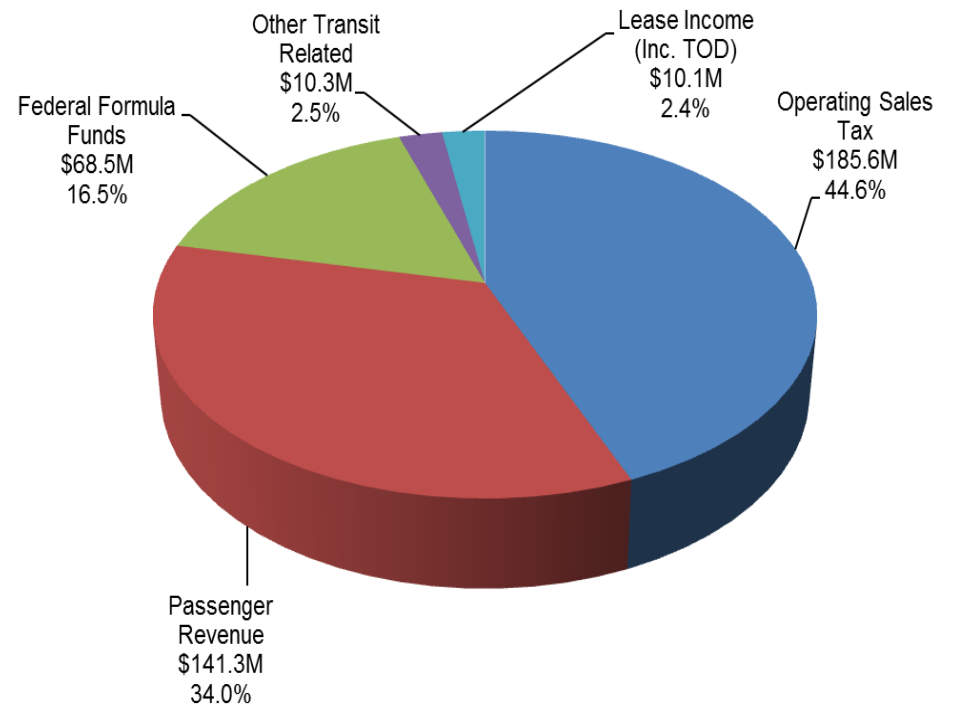
¹ Projections in this document are based upon Georgia State University’s Economic Forecasting Center’s December 2013 updated report, which serves as the basis for the forecast.

<u>Total Authority Operating Budget (Table 1)</u>	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Adopted FY15
Total Operating Costs (\$M)	\$437.7	\$454.3	\$452.2	\$462.9	\$479.0
Less: Capital Charges	(\$37.5)	(\$47.6)	(\$55.8)	(\$57.1)	(\$63.4)
Net Operating Costs (\$M)	\$400.1	\$406.7	\$396.4	\$405.8	\$415.6
\$ Change	\$0.2	\$6.6	(\$10.4)	\$9.4	\$9.8
% Change	\$0.0	\$0.0	(\$0.0)	\$0.0	\$0.0
Revenue (\$M)					
50% Sales Tax	\$159.6	\$196.5	\$170.1	\$172.9	\$185.6
Passenger Revenue	\$112.7	\$130.5	\$138.6	\$138.0	\$141.3
Other Transit Related	\$14.6	\$14.0	\$20.0	\$37.3	\$10.3
Federal Formula Funds	\$53.2	\$53.3	\$66.3	\$66.0	\$68.5
Lease Income (Inc. TOD)	\$6.4	\$6.6	\$6.9	\$6.9	\$7.1
Lease-to-Service Amortized Revenue	\$3.2	\$5.2	\$3.0	\$3.0	\$3.0
Prior Period Audit Adjustment	\$0.4	\$0.2	(\$0.0)		
Flex from ARC FHW Funds	\$15.0				
Total Revenue	\$365.2	\$406.3	\$405.0	\$424.2	\$415.8
\$ Change	(\$13.2)	\$41.2	(\$1.4)	\$19.2	(\$8.4)
% Change	(\$0.0)	\$0.1	(\$0.0)	\$0.0	(\$0.0)
Impact (\$M)					
FY Beginning Carry-Over	\$178.4	\$143.4	\$143.0	\$151.6	\$170.0
FY Overage/(Shortfall)	(\$35.0)	(\$0.4)	\$8.6	\$18.4	\$0.2
FY Ending Carry-Over	\$143.4	\$143.0	\$151.6	\$170.0	\$170.1

FY2015 Net Operating Expenditures
(\$415.6M) (Chart 1)



FY2015 Operating Revenues
(\$415.8M) (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 FY2015. 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	\$ 478,976,621		
Operating Sales Tax				Less: Capital Allocation	\$ (63,388,639)		
(incl. 5% Sales Tax & RE Res.)	\$ 169,956,449			Net Operating Expenses		\$ 415,587,982	
Capital	<u>\$ 94,650,000</u>	\$	264,606,449				
Sales Tax		\$	371,169,010				
Operating Revenues (Exc. Sales Tax)		\$	161,680,825	Capital Programs	<u>\$ 320,908,404</u>		
Federal Assistance				Bond Debt Service & Other Financing Costs	<u>\$ 149,200,987</u>		
Federal Formula Funds	\$ 68,500,000					\$ 470,109,391	
Capital Assistance	<u>\$ 55,432,000</u>	\$	123,932,000	USES TOTAL		\$ 885,697,373	
State Capital Assistance		\$	1,000,000	FUNDS AVAILABLE - GENERAL FUND			
Financing Proceeds		\$	134,000,000	Operating Sales Tax	\$ 170,133,802		
Interest & Other Capital Income		\$	515,000	Capital	\$ 1,072,109		
SOURCES TOTAL			<u>\$ 1,056,903,284</u>	TOTAL FUNDS AVAILABLE			<u>\$ 171,205,911</u>

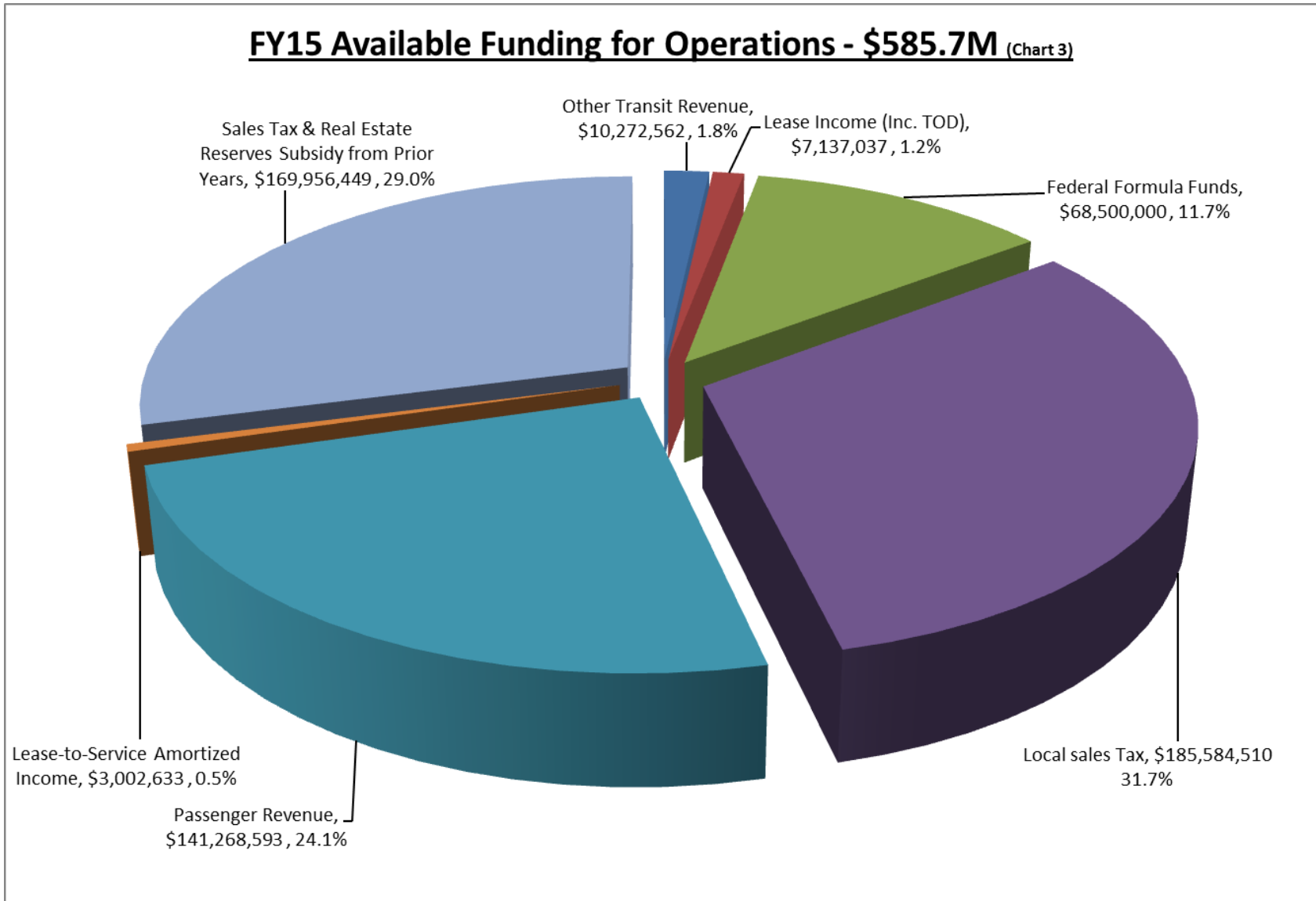
Summary of Available Funding for Operations

The Fiscal Year 2015 available funding sources for transit operations are \$585.7M, 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 FY2015. Including the \$170.0M of Sales Tax and Other Reserves Carry-over from FY2014, the FY2015 Total Available Funding is projected to exceed FY2015 Net Operating Expenses by \$170.1M.

(Table 3)

<u>Sales Tax & Prior Year Carry-Over</u>		
Sales Tax Applied	\$	185,584,510
Subsidy Available from Prior Years	\$	169,956,449
<small>(Including Real Estate Reserves and Flex from Capital Sales Tax)</small>		
Total Sales Tax, Operations	\$	355,540,959
<u>Operating Revenues</u>		
Passenger Revenues	\$	141,268,593
Other Transit Revenues	\$	10,272,562
Lease Income (Inc. TOD)	\$	7,137,037
Lease-to-Service Amortized Rev	\$	3,002,633
Total Operating Revenues	\$	161,680,825
Total Federal Formula Funds	\$	68,500,000
Total Sources	\$	585,721,784
Net Operating Expenses	\$	(415,587,982)
Funds Available for Future Use	\$	170,133,802



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 FY15, even without the permitted inclusion of the capital rehabilitation and replacement reserve interest.

(Table 4)

FY14 Operating & Federal Revenues	=	\$ 251,252,519	=	63.39%
FY13 Net Operating Expenses		\$ 396,371,130		
The Adopted FY15 Budget is projected to meet this criterion:				
FY15 Operating & Federal Revenues	=	\$ 230,180,825	=	56.73%
FY14 Net Operating Expenses		\$ 405,775,856		

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.

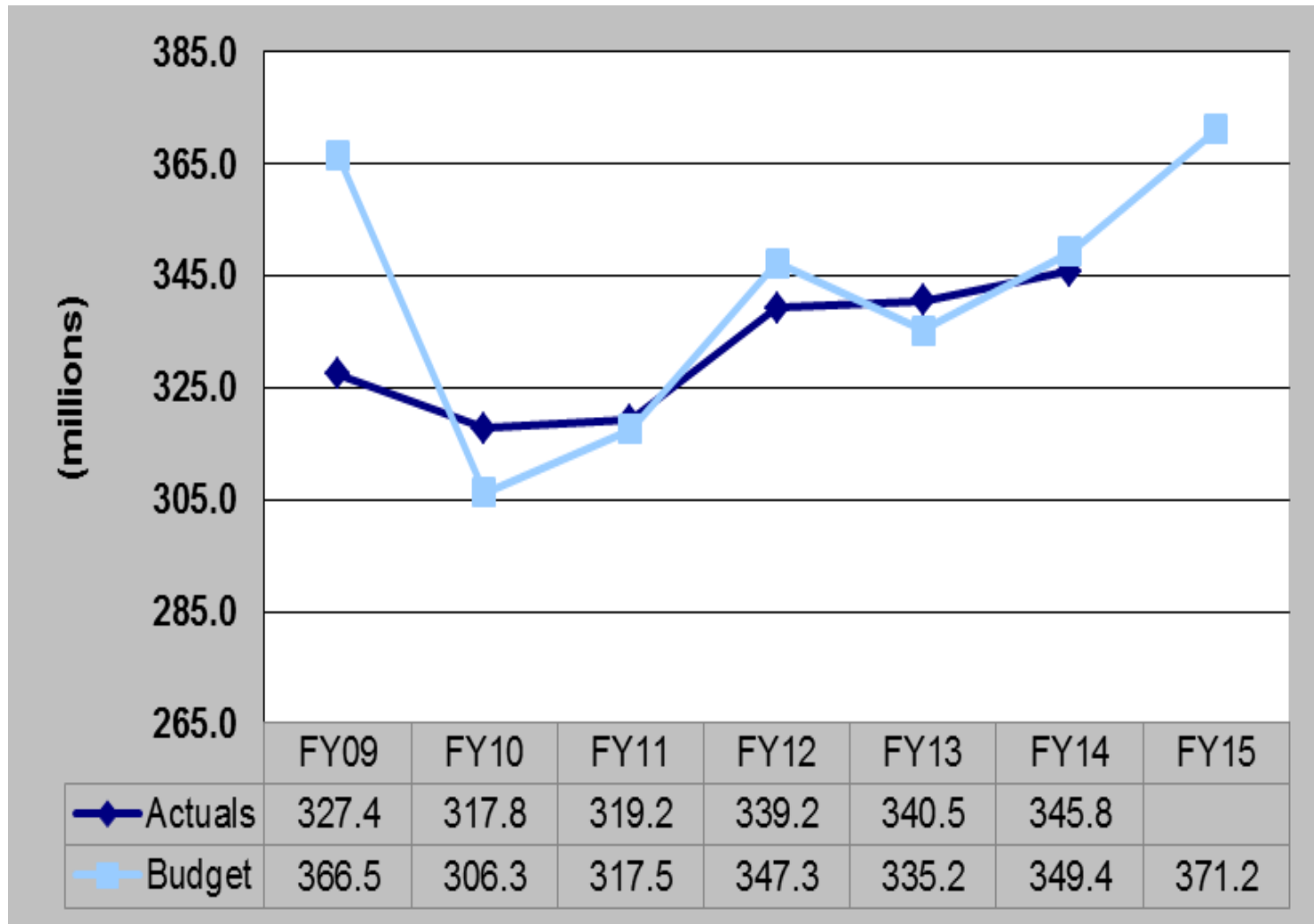
However, the State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This 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 FY15 is \$371.2M. A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY2009 – FY2015 Sales Tax Receipts (Chart 4)



In FY15, the Adopted Net Transit Operations expenditures are \$415.6M. 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 \$230.2M. This leaves a requirement of \$185.4M. We forecast the Operating share (50%) of FY15 Sales Tax Revenue to be \$185.6M. This will create a surplus of \$0.2M. The balance of Subsidy Available from Prior Years at the end of FY15 is thereby projected to be \$170.0M.

Passenger Revenue

The FY15 projected Passenger Revenues total of \$141.3M is based on planned service levels and passenger projections. Average fare per rider is expected to decrease to \$1.03 in FY15. Ridership is expected to increase from 129.1 million in FY14 to 136.9 million in FY15, for a total increase of 7.8M in annual boardings.

Other Transit Related Revenue

Other Transit Revenue totals \$10.3M, 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. Title Ad Valorem Tax of \$1.6M is included.

Lease Income

Lease income totaling \$10.1M 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

\$68.5M in federal funds for preventive maintenance of our rolling stock and facilities.

Summary of Operating Budget Expenditures

The FY15 Gross Adopted Budget for Operating Expenditures totals \$479.0M. Of this amount, \$415.6M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining \$63.4M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

Salaries & Wages (inc. Overtime)

The FY15 Adopted Budget for gross salaries/wages/overtime reflects an increase of \$4.0M or 1.7% more than FY14 actuals. The majority of this increase is due to the authorization of additional positions.

Benefits

Benefits will increase \$11.9M or 9.4% above FY14 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, July 2013 and July 2014.

Contractual Services

Contractual Services reflect a decrease of \$2.3M or 7.4% from FY14 actuals as more was spent on other miscellaneous services in FY14 due to the IT GCPS contractors.

Materials & Supplies

Materials and Supplies show an increase of \$2.3M or 5.1% from FY14. This is attributable primarily to budgeting for additional fuel due to service increases in FY15, and an adjustment to obsolete inventory in FY14.

Other Operating Expenses

Other Operating Expenses reflect a \$1.6M or 8.1% increase from FY15 primarily as the FY14 actuals were under budget for utilities, primarily in propulsion power.

Casualty & Liability Costs

Casualty and Liability is projected to decrease \$4.3M or 47.2% over FY14 expenses, as more was spent on injury claims and insurance premiums than anticipated.

Miscellaneous Expenses

Miscellaneous Expenses are projected to decrease \$0.3M or 42.1% over FY14 expenses due to lower anticipated general advertising expenses in FY15.

Other Non-Operating Expenses

Other Non-Operating expenses reflect an increase of \$1.7M or 31.3% above FY14 expenses, as the contingency for FY14 was virtually untouched.

Capitalized Expenditures

A total of \$63.4M 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 Accounting guidelines.

Summary of Transit Subsidy (Table 5)

	Actual FY11	Actual FY12	Actual FY13	Actual FY14	Adopted FY15
Revenues					
Passenger Revenues	\$ 112,747,479	\$ 130,462,757	\$ 138,606,611	\$ 137,969,246	\$ 141,268,593
Other Transit Revenues	\$ 14,578,459	\$ 13,977,878	\$ 20,015,753	\$ 37,342,281	\$ 10,272,562
Lease Income (Inc. TOD)	\$ 6,381,076	\$ 6,632,106	\$ 6,870,739	\$ 6,938,364	\$ 7,137,037
Interest Income - Capital Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Lease-to-Service Amortized Inc	\$ 3,202,260	\$ 5,225,055	\$ 3,002,628	\$ 3,002,628	\$ 3,002,633
Token Re-evaluation	\$ -	\$ -	\$ -	\$ -	\$ -
Prior Period Audit Adjustment	\$ 443,933	\$ 209,746	\$ (229)	\$ -	\$ -
Federal Formula Funds	\$ 53,200,000	\$ 44,878,000	\$ 66,325,551	\$ 66,000,000	\$ 68,500,000
Flex from ARC FHW Funds	\$ 14,999,996	\$ 8,468,998			
Total Revenues	\$ 205,553,203	\$ 209,854,540	\$ 234,821,053	\$ 251,252,519	\$ 230,180,825
Expenditures					
Gross Operating Expenses	(\$437,660,424)	(\$454,308,927)	(\$452,169,522)	(\$462,875,350)	(\$478,976,621)
Capital Allocation	\$37,534,289	\$47,563,206	\$55,798,392	\$57,099,494	\$63,388,639
Net Operating Expenses	(\$400,126,135)	(\$406,745,721)	(\$396,371,130)	(\$405,775,856)	(\$415,587,982)
Sales Tax Required	\$ (194,572,932)	\$ (196,891,181)	\$ (161,550,077)	\$ (154,523,337)	\$ (185,407,157)
Total Sales Tax Receipts	\$ 319,229,176	\$ 339,156,492	\$ 335,454,000	\$ 345,824,834	\$ 371,169,020
% of Total Sales Tax Required	61.0%	58.1%	48.2%	44.7%	50.0%
50% of Sales Tax Applied	\$ 159,614,587	\$ 196,469,537	\$ 170,137,565	\$ 172,912,417	\$ 185,584,510
Sales Tax Excess (Shortfall)	\$ (34,958,345)	\$ (421,644)	\$ 8,587,488	\$ 18,389,080	\$ 177,353
Funds Applied from Prior Year	\$ 178,359,870	\$ 143,401,525	\$ 142,979,881	\$ 151,567,369	\$ 169,956,449
Funds Eligible for Future Operating Subsidy	\$ 143,401,525	\$ 142,979,881	\$ 151,567,369	\$ 169,956,449	\$ 170,133,802
Carry-Over	\$ 143,401,525	\$ 142,979,881	\$ 151,567,369	\$ 169,956,449	\$ 170,133,802

Three-Year Projected Plan (Table 6)

	Audited Actual FY2011	Audited Actual FY2012	Audited Actual FY2013	Actual FY2014	Adopted FY2015	Projection FY2016	Projection FY2017	Projection FY2018
Operating Revenues	365,167,790	406,324,077 11.3%	404,958,618 -0.3%	424,164,936 4.7%	415,765,335 -2.0%	426,802,522 2.7%	436,413,397 2.3%	450,824,939 3.3%
Net Operating Expenditures	400,126,135	406,745,721 1.7%	396,371,130 -2.6%	405,775,856 2.4%	415,587,982 2.4%	430,683,628 3.6%	439,937,526 2.1%	449,382,904 2.1%
Impact on Reserves	(34,958,345)	(421,644)	8,587,488	18,389,080	177,353	(3,881,106)	(3,524,129)	1,442,035
Remaining Reserves	143,401,525	142,979,881	151,567,369	169,956,449	170,133,802	166,252,697	162,728,568	164,170,603

CAPITAL PROGRAM FUNDING

The Fiscal Year 2015 Capital Budget of \$470,109,391 in program expenditures is funded as follows:

<i>Local Sources</i>	
FY15 Beginning Balance	\$94,650,000
Sales Tax	\$185,584,500
Financing	
Debt Issue - CP	134,000,000
Investment, Lease & Other Income	515,000
<i>Federal, State and Other Sources</i>	
Federal Capital Assistance	55,432,000
State Grants	1,000,000
Total Sources	\$471,181,500
<i>Capital Expenditures</i>	
Capital Programs	(320,908,404)
Bond Debt and Other Bond Costs	(149,200,987)
Total Uses	(470,109,391)
End of Fiscal Year Balance	\$1,072,109

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 FY15 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 FY15 Capital Budget include the Sales Tax, a FY15 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.

FY15 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 \$515,000. This source includes interest income from all capital eligible portfolios.

Financing

MARTA is expected to issue \$134,000,000 in Commercial Paper and/or Floating Rate Notes to fund the FY15 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 Grant Program, Department of Homeland Security, ARRA and

reprogrammed Federal Highway Administration funds. Approximately \$55,432,000 is expected to be reimbursed in FY15.

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 FY15 is expected to total approximately \$1,000,000. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of \$470,109,391 for FY15 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 \$320,908,404 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY15. 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 FY15 are expected to total \$149,200,987.

Sales Tax Revenue Bonds as of July 01, 2014 [\$ million]

<u>Series</u>		<u>Year Issued</u>	<u>Original Principal Issued</u>	<u>Year of Maturity</u>	<u>Interest Rates % Rates %</u>	<u>Balance</u>
N	*	1992	122.245	2018	6.25	29.59
P	*	1992	296.755	2020	6.0 - 6.25	57.23
2000A		2000	100	2025	Var	95.60
2000B		2000	100	2025	Var	95.70
2005A	*	2005	190.49	2020	5	140.89
2006A	*	2006	163.54	2020	5	115.47
2007A	*	2007	145.725	2032	5.25	145.73
2007B		2008	389.83	2037	4.5 - 5	389.83
2009A		2009	250.00	2039	4.80 - 5.25	250.00
2012A	*	2012	311.10	2040	3 - 5	311.10
2012B	*	2012	17.93	2020	3 - 5	17.93
2013A	*	2013	22.98	2020	3 - 5	21.98
2014A	*	2014	286.7	2044	4 - 5	286.7
Total Sales Tax Revenue Bonds (\$ million)						1,957.75
<i>*Refunding Bonds</i>						

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

- A total of \$149,200,987 is budgeted in FY15 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.

FY15 Sales Tax Receipt Budget	\$371,169,000
FY15 Debt Service	\$149,200,987
Total Sales Tax Debt Ratio = (Requirement is at least 2 times)	$\frac{\$149,200,987}{\$371,169,000} = 40.19\%$

- 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 (FY14)	\$345,824,837
Total Outstanding Debt Service (FY14)	\$132,722,987
(Requirement is at least 2 times) Ratio =	$\frac{\$345,824,837}{\$132,722,987} = 2.61$

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.

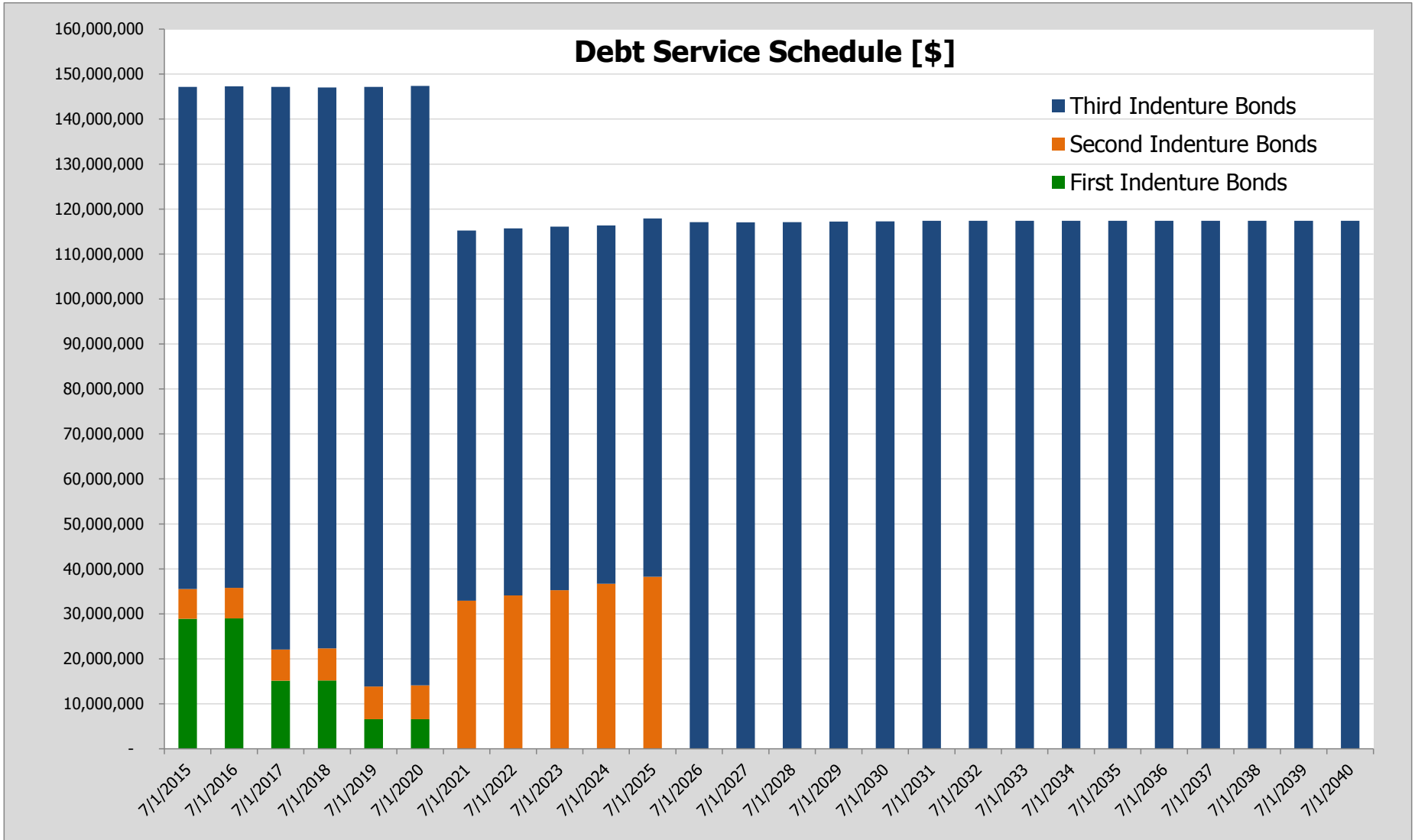
Sales Tax Receipts (FY14)	\$345,824,837
Total Outstanding Debt Service (FY15)	\$147,679,987
Annual Debt Service Required New Bond	1,521,000
Total Future Annual Debt Service	\$149,200,987
(Requirement is at least 1.5) Ratio =	$\frac{\$345,824,837}{\$149,200,987} = 2.32$

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.

FY15 Total Sales Tax Receipts Budget	\$371,169,000
Total Outstanding Debt Service (FY15)	\$147,679,987
Annual Debt Service Required New Bond	1,521,000
Total Future Annual Debt Service	\$149,200,987
(Requirement is at least 2.0) Ratio =	$\frac{\$371,169,000}{\$149,200,987} = 2.49$

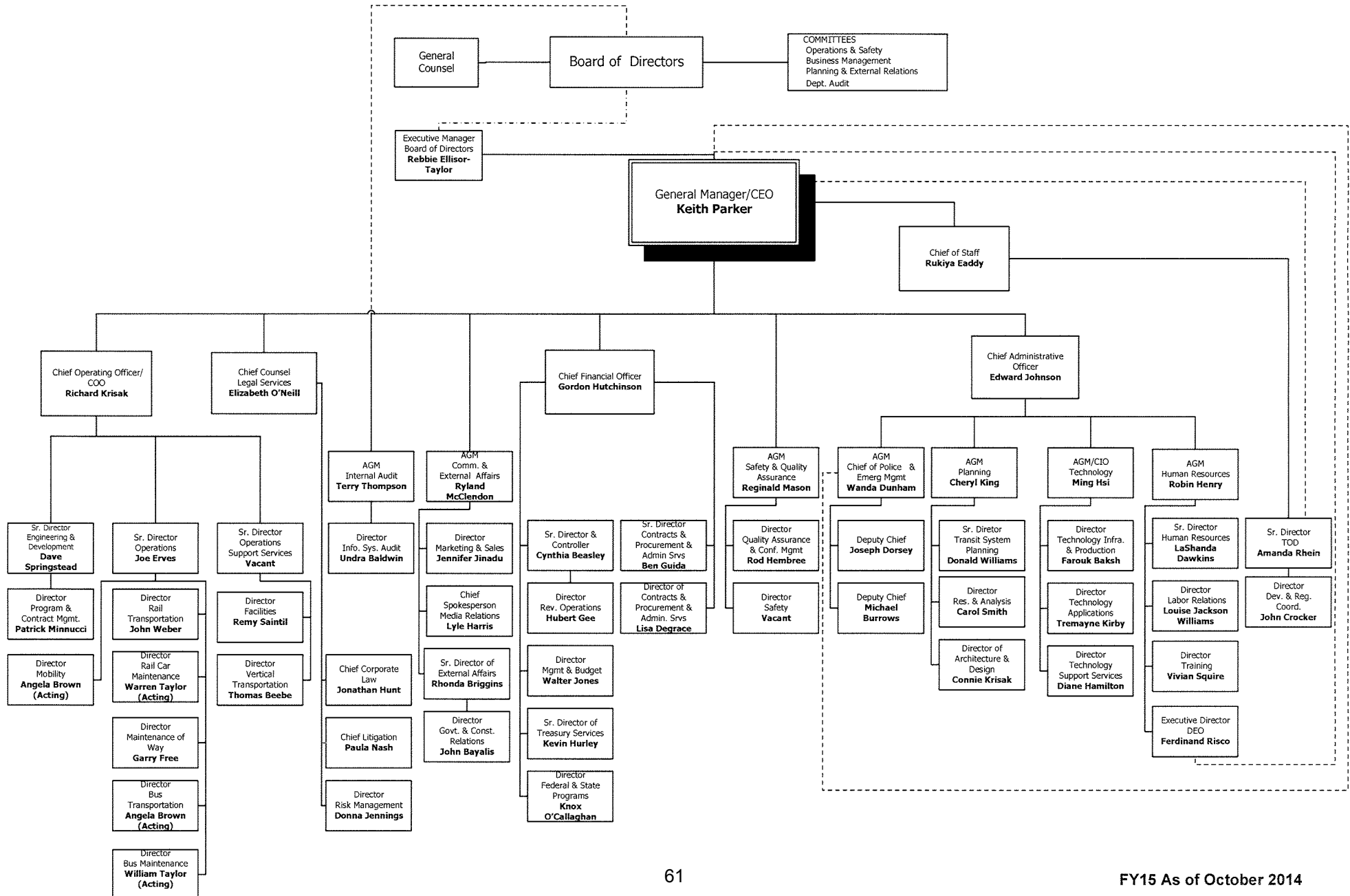
DEBT SERVICE SCHEDULE [\$]

Year	First Indenture Series N, P			Second Indenture Series 1998A, 2000A ⁽¹⁾ , 2002 (Refunded), 2003A			Third Indenture Series 2005A, 2006A, 2007A, 2007B, 2009A, 2012A, 2012B, 2013A, 2014A			Combined All Indentures		
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2015	23,460,000	5,426,875	28,886,875	3,300,000	3,347,750	6,647,750	32,665,000	78,939,550	111,604,550	59,425,000	87,714,175	147,139,175
7/1/2016	25,025,000	3,960,625	28,985,625	3,500,000	3,290,000	6,790,000	34,180,000	77,327,300	111,507,300	62,705,000	84,577,925	147,282,925
7/1/2017	12,735,000	2,396,563	15,131,563	3,700,000	3,228,750	6,928,750	49,450,000	75,639,300	125,089,300	65,885,000	81,264,613	147,149,613
7/1/2018	13,580,000	1,600,625	15,180,625	4,000,000	3,164,000	7,164,000	51,535,000	73,166,800	124,701,800	69,115,000	77,931,425	147,046,425
7/1/2019	5,820,000	751,875	6,571,875	4,200,000	3,094,000	7,294,000	62,670,000	70,627,850	133,297,850	72,690,000	74,473,725	147,163,725
7/1/2020	6,210,000	388,125	6,598,125	4,500,000	3,020,500	7,520,500	65,775,000	67,494,350	133,269,350	76,485,000	70,902,975	147,387,975
7/1/2021	-	-	-	30,000,000	2,941,750	32,941,750	18,080,000	64,205,600	82,285,600	48,080,000	67,147,350	115,227,350
7/1/2022	-	-	-	31,700,000	2,416,750	34,116,750	18,305,000	63,279,125	81,584,125	50,005,000	65,695,875	115,700,875
7/1/2023	-	-	-	33,400,000	1,862,000	35,262,000	18,510,000	62,340,188	80,850,188	51,910,000	64,202,188	116,112,188
7/1/2024	-	-	-	35,400,000	1,277,500	36,677,500	18,275,000	61,389,775	79,664,775	53,675,000	62,667,275	116,342,275
7/1/2025	-	-	-	37,600,000	658,000	38,258,000	19,185,000	60,450,013	79,635,013	56,785,000	61,108,013	117,893,013
7/1/2026	-	-	-	-	-	-	57,610,000	59,463,300	117,073,300	57,610,000	59,463,300	117,073,300
7/1/2027	-	-	-	-	-	-	60,260,000	56,805,513	117,065,513	60,260,000	56,805,513	117,065,513
7/1/2028	-	-	-	-	-	-	63,325,000	53,761,925	117,086,925	63,325,000	53,761,925	117,086,925
7/1/2029	-	-	-	-	-	-	66,550,000	50,658,400	117,208,400	66,550,000	50,658,400	117,208,400
7/1/2030	-	-	-	-	-	-	69,865,000	47,396,850	117,261,850	69,865,000	47,396,850	117,261,850
7/1/2031	-	-	-	-	-	-	73,270,000	44,122,375	117,392,375	73,270,000	44,122,375	117,392,375
7/1/2032	-	-	-	-	-	-	76,535,000	40,845,263	117,380,263	76,535,000	40,845,263	117,380,263
7/1/2033	-	-	-	-	-	-	79,960,000	37,420,163	117,380,163	79,960,000	37,420,163	117,380,163
7/1/2034	-	-	-	-	-	-	83,690,000	33,694,725	117,384,725	83,690,000	33,694,725	117,384,725
7/1/2035	-	-	-	-	-	-	87,515,000	29,864,400	117,379,400	87,515,000	29,864,400	117,379,400
7/1/2036	-	-	-	-	-	-	91,595,000	25,782,650	117,377,650	91,595,000	25,782,650	117,377,650
7/1/2037	-	-	-	-	-	-	95,870,000	21,508,100	117,378,100	95,870,000	21,508,100	117,378,100
7/1/2038	-	-	-	-	-	-	100,430,000	16,951,300	117,381,300	100,430,000	16,951,300	117,381,300
7/1/2039	-	-	-	-	-	-	105,205,000	12,176,000	117,381,000	105,205,000	12,176,000	117,381,000
7/1/2040	-	-	-	-	-	-	110,210,000	7,171,800	117,381,800	110,210,000	7,171,800	117,381,800
7/1/2041	-	-	-	-	-	-	16,270,000	2,763,400	19,033,400	16,270,000	2,763,400	19,033,400
7/1/2042	-	-	-	-	-	-	16,920,000	2,112,600	19,032,600	16,920,000	2,112,600	19,032,600
7/1/2043	-	-	-	-	-	-	17,595,000	1,435,800	19,030,800	17,595,000	1,435,800	19,030,800
7/1/2044	-	-	-	-	-	-	18,300,000	732,000	19,032,000	18,300,000	732,000	19,032,000
Total Outstanding	86,830,000	14,524,688	101,354,688	191,300,000	28,301,000	219,601,000	1,679,605,000	1,299,526,413	2,979,131,413	1,957,735,000	1,342,352,100	3,300,087,100

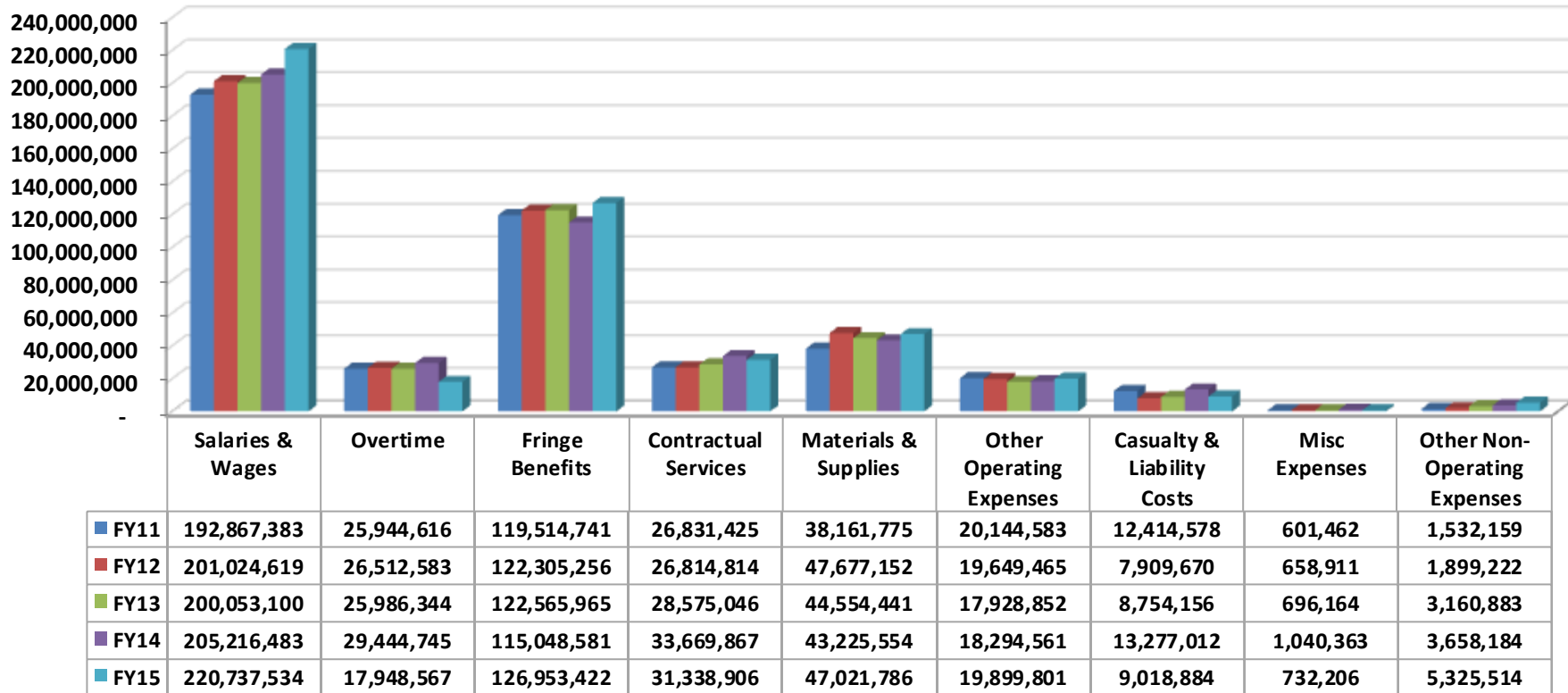
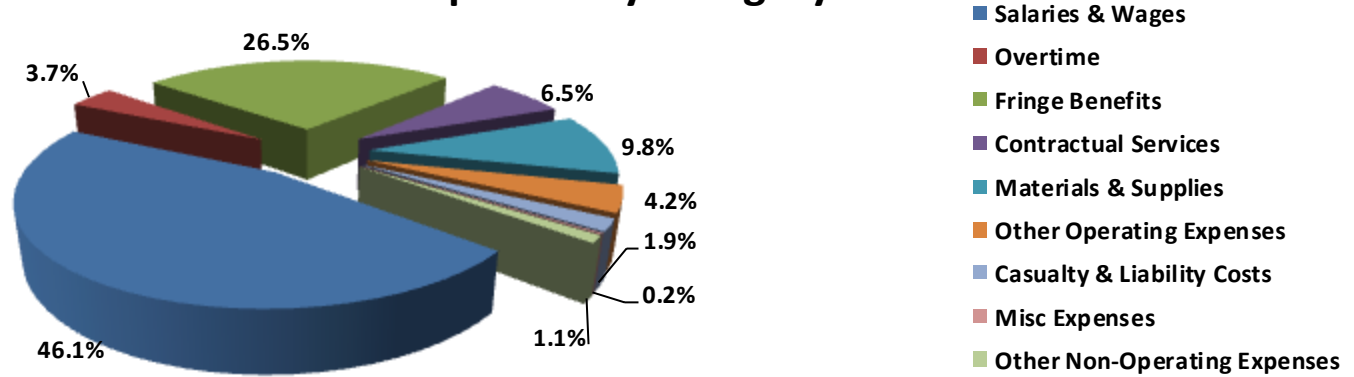


OPERATING BUDGET

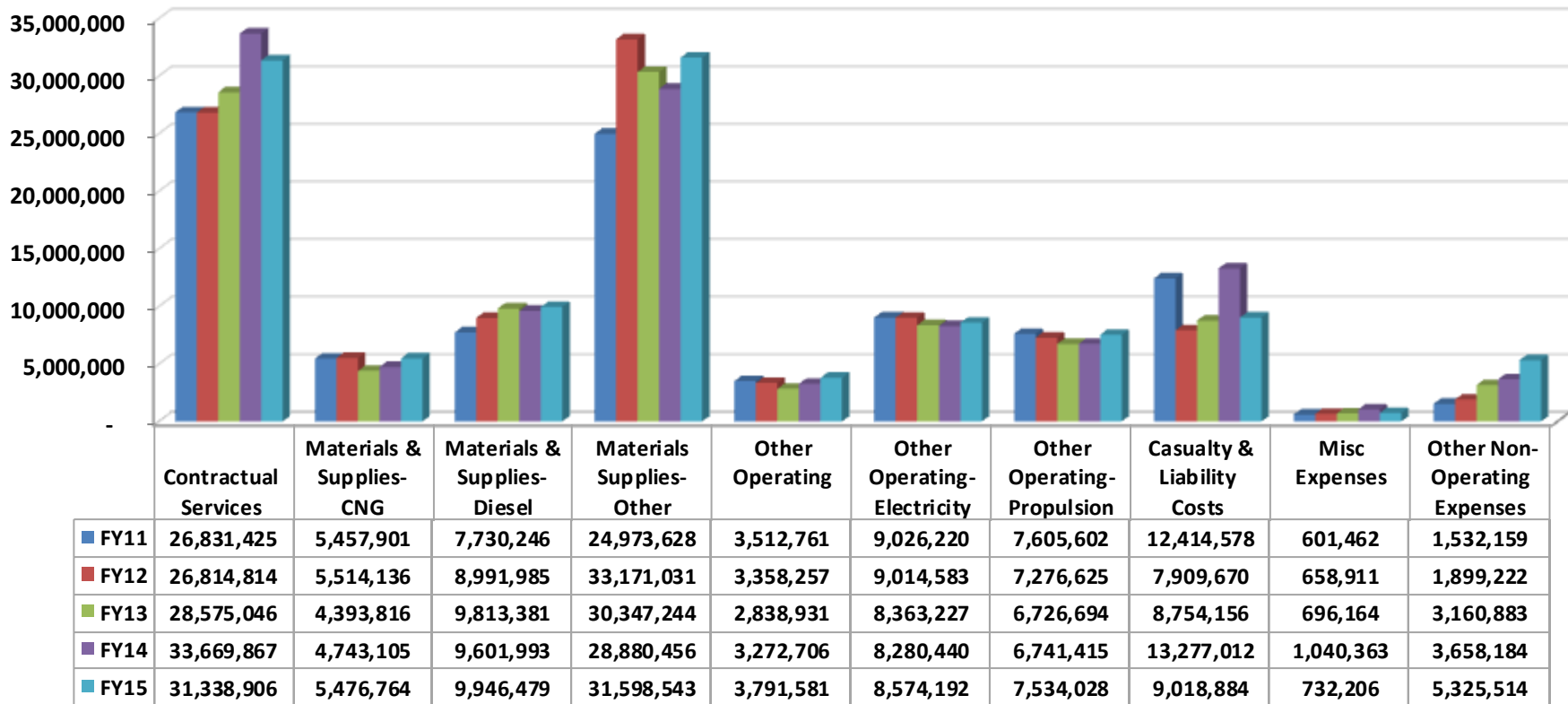
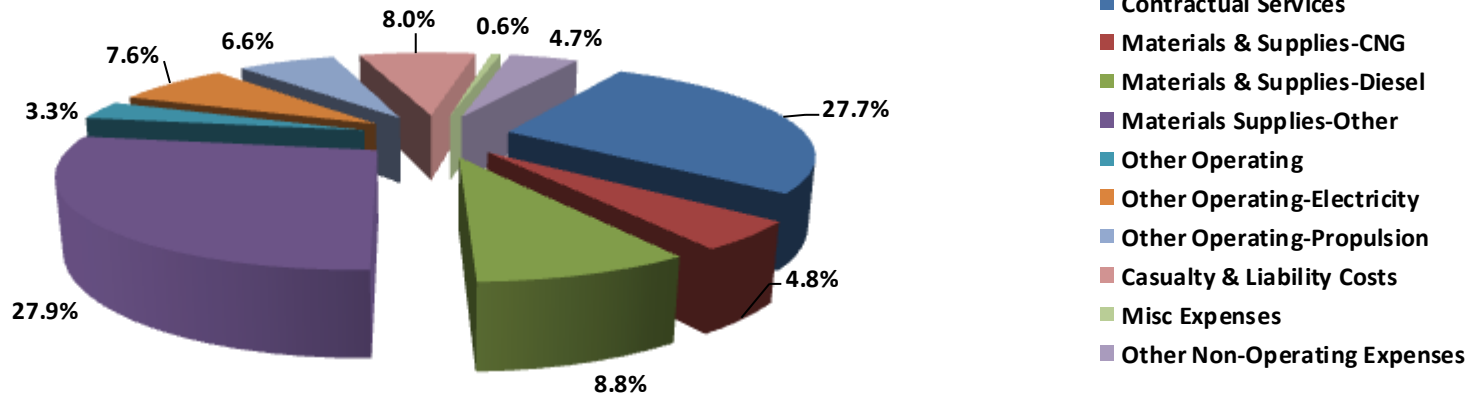
This section provides an overall view of the operating budget for the Authority, including expenses by category and organizational structure.



FY2015 Gross Expenses by Category



FY2015 Non-Labor Expenses by Category



Total Authority Summary of Category Expenses

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	192,867,383	201,024,619	200,053,100	205,216,483	220,737,534
Overtime	25,944,616	26,512,583	25,986,344	29,444,745	17,948,567
Fringe Benefits	119,514,741	122,305,256	122,565,965	115,048,481	126,953,422
Contractual Services	26,831,425	26,814,814	28,575,046	33,669,867	31,338,906
Materials & Supplies	37,064,371	41,653,034	43,373,150	43,479,178	45,818,481
Other Operating Expenses	20,144,583	19,649,465	17,928,852	18,294,561	19,899,801
Casualty & Liability Costs	12,414,578	7,909,670	8,754,156	13,277,012	9,018,884
Miscellaneous Expenses	601,462	658,911	696,164	1,040,363	732,206
Other Non-Operating Expenses	1,532,159	1,899,222	3,160,870	3,658,184	5,325,514
Authority Sub Total	\$436,915,318	\$448,427,574	\$451,093,647	\$463,128,874	\$477,773,315
Inventory Adjustment	1,097,404	6,024,118	1,181,304	-253,524	1,203,305
Eligible Leases**	-352,273	-142,741	-105,452	----	----
Authority Gross Total	\$437,660,449	\$454,308,951	\$452,169,499	\$462,875,350	\$478,976,620
Capital Allocation	-\$37,534,289	-\$47,563,171	-\$55,798,370	-\$57,099,494	-\$63,388,639
Authority Net Operating Total	\$400,126,160	\$406,745,780	\$396,371,129	\$405,775,856	\$415,587,981
\$ Change from Prior Year	-\$15,604	\$6,619,620	-\$10,374,651	\$9,404,727	\$9,812,125
% Change from Prior Year	0%	2%	-3%	2%	2%

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

Total Authority Summary of Category Expenses - Expanded

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	192,867,383	201,024,619	200,053,100	205,216,483	220,737,534
Overtime	25,944,616	26,512,583	25,986,344	29,444,745	17,948,567
Other Benefits	24,162,568	25,881,581	25,903,263	26,033,495	26,986,385
Healthcare Rep/NonRep	52,770,544	54,970,909	54,599,605	52,324,060	57,406,325
Pension Rep/NonRep	33,968,950	31,617,994	33,732,331	28,645,003	34,101,688
Workers Comp-Losses	8,612,679	9,834,772	8,330,766	8,045,923	8,459,025
Contractual Services	26,831,425	26,814,814	28,575,046	33,669,867	31,338,906
Materials Supplies-Other	23,876,224	27,146,913	29,165,953	29,134,080	30,395,238
Materials & Supplies-Diesel	7,730,246	8,991,985	9,813,381	9,601,993	9,946,479
Materials & Supplies-CNG	5,457,901	5,514,136	4,393,816	4,743,105	5,476,764
Other Operating	3,512,761	3,358,257	2,838,931	3,272,706	3,791,581
Other Operating-Electricity	9,026,220	9,014,583	8,363,227	8,280,440	8,574,192
Other Operating-Propulsion	7,605,602	7,276,625	6,726,694	6,741,415	7,534,028
Casualty & Liability Costs	12,414,578	7,909,670	8,754,156	13,277,012	9,018,884
Miscellaneous Expenses	601,462	658,911	696,164	1,040,363	732,206
Other Non-Operating Expenses	1,532,159	1,899,222	3,160,870	3,658,184	5,325,514
Authority Sub Total	\$436,915,318	\$448,427,574	\$451,093,647	\$463,128,874	\$477,773,315
Inventory Adjustment	1,097,404	6,024,118	1,181,304	-253,524	1,203,305
Eligible Leases**	-352,273	-142,741	-105,452	----	----
Authority Gross Total	\$437,660,449	\$454,308,951	\$452,169,499	\$462,875,350	\$478,976,620
Capital Allocation	-\$37,534,289	-\$47,563,171	-\$55,798,370	-\$57,099,494	-\$63,388,639
Authority Net Operating Total	\$400,126,160	\$406,745,780	\$396,371,129	\$405,775,856	\$415,587,981
\$ Change from Prior Year	-\$15,604	\$6,619,620	-\$10,374,651	\$9,404,727	\$9,812,125
% Change from Prior Year	0%	2%	-3%	2%	2%

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

EXPENSES by ORGANIZATION

Organization	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Office of General Manager CEO	603,521	743,639	920,368	1,477,454	3,408,368
Office of Board of Directors	538,339	400,467	363,971	338,446	395,985
<i>Department of General Manager CEO Total</i>	1,141,860	1,144,106	1,284,339	1,815,900	3,804,353
Office of AGM Internal Audit	1,697,961	2,358,414	1,911,533	1,655,966	1,912,203
Office of Information Systems Audit	490,810	520,581	476,806	362,348	569,009
<i>Department of Internal Audit Total</i>	2,188,771	2,878,995	2,388,339	2,018,314	2,481,213
Office of AGM Comm & Ext Affairs	3,400,007	3,144,089	2,973,204	2,660,310	3,193,203
Office of External Affairs	774,123	655,911	592,955	589,408	612,742
Office of Marketing & Sales	1,711,420	1,644,158	1,815,804	2,190,358	1,938,091
Office of Government & Constituent Relations	221,714	403,910	412,869	305,796	434,770
Office of Media Communications	263,827	346,991	352,826	299,772	513,416
<i>Department of Communication & Ext Affairs Total</i>	6,371,091	6,195,059	6,147,658	6,045,644	6,692,222
Office of AGM of Safety & QA	293,727	564,258	514,433	235,031	529,776
Office of Safety	1,814,643	1,734,963	1,908,757	1,902,470	2,619,021
Office of QA & Configuration Mgmt	1,837,875	2,374,196	2,579,341	2,882,155	3,377,636
<i>Department of Safety & Quality Assurance Total</i>	3,946,245	4,673,417	5,002,531	5,019,656	6,526,433
Division of General Manager CEO Total	13,647,967	14,891,577	14,822,867	14,899,514	19,504,220
Office of Chief Operating Officer COO	889,908	1,135,630	940,376	817,657	1,858,637
<i>Department of Chief Operating Officer COO Total</i>	889,908	1,135,630	940,376	817,657	1,858,637
Office of Sr Director of Operations Support Services	0	0	0	0	5,204,753
Office of Facilities	23,525,192	24,249,448	23,281,039	23,429,849	23,791,286
Office of Vertical Transportation	5,169,612	5,505,687	6,036,293	6,421,398	6,430,476
<i>Department of Operations Support Services Total</i>	28,694,804	29,755,135	29,317,332	29,851,247	35,426,515
Office of Engineering & Development	18,799,676	4,781,287	5,626,927	5,879,386	9,193,366
Office of Program & Contract Management	3,983,526	4,506,985	5,889,109	6,816,713	10,427,040
<i>Dept of Engineering & Development Total</i>	22,783,202	9,288,272	11,516,036	12,696,099	19,620,405

EXPENSES by ORGANIZATION

Organization	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Office of Bus Transportation	93,790,129	91,615,000	88,330,152	89,629,853	88,726,014
Office of Bus Maintenance	62,347,233	65,961,178	64,613,440	65,569,362	63,683,435
Office of Mobility	16,253,559	17,697,043	17,626,574	17,744,844	17,601,403
<i>Department of Bus Operations Total</i>	172,390,921	175,273,221	170,570,166	172,944,059	170,010,852
Office of Director of Operations	1,416,161	1,440,166	1,412,855	1,149,871	360,328
Office of Rail Services	27,613,464	26,628,008	27,388,609	27,988,835	29,137,844
Office of Rail Car Maintenance	32,745,791	32,961,841	32,619,808	34,241,128	31,299,413
Office of Maintenance of Way	18,825,401	33,871,409	34,584,133	34,498,891	35,487,766
<i>Department of Rail Operations Total</i>	80,600,817	94,901,424	96,005,405	97,878,725	96,285,351
Division of Operations Total	305,359,652	310,353,682	308,349,315	314,187,787	323,201,759
Office of Chief Financial Officer CFO	2,517,757	2,776,980	2,648,288	2,933,992	2,750,558
Office of Accounting	3,555,517	3,660,976	3,669,440	3,673,533	4,067,717
Office of Management & Budget	1,270,953	1,141,011	1,412,963	1,624,200	1,859,647
Office of Revenue Operations	5,713,148	6,835,521	8,835,313	8,303,526	9,530,214
Office of Treasury	754,686	912,405	1,094,304	1,016,508	1,758,471
Office of Federal & State Programs	204,116	309,763	351,158	346,097	513,176
Office of Contracts & Procurement	9,750,310	10,234,364	9,686,653	9,900,282	10,995,467
<i>Department of Chief Financial Officer CFO Total</i>	23,766,487	25,871,020	27,698,119	27,798,138	31,475,250
Division of Finance Total	23,766,487	25,871,020	27,698,119	27,798,138	31,475,250
Office of AGM Human Resources	392,874	345,054	322,760	283,118	355,668
Office of Human Resources	3,624,763	3,844,532	4,105,610	3,892,461	3,490,951
Office of Labor Relations	533,927	310,864	568,879	591,970	703,306
Office of Training	3,814,887	4,618,775	4,689,447	4,668,270	4,780,577
Office of Diversity & Equal Opportunity	1,359,026	1,603,265	1,525,719	1,484,534	1,859,265
<i>Department of Human Resources Total</i>	9,725,477	10,722,490	11,212,415	10,920,353	11,189,767

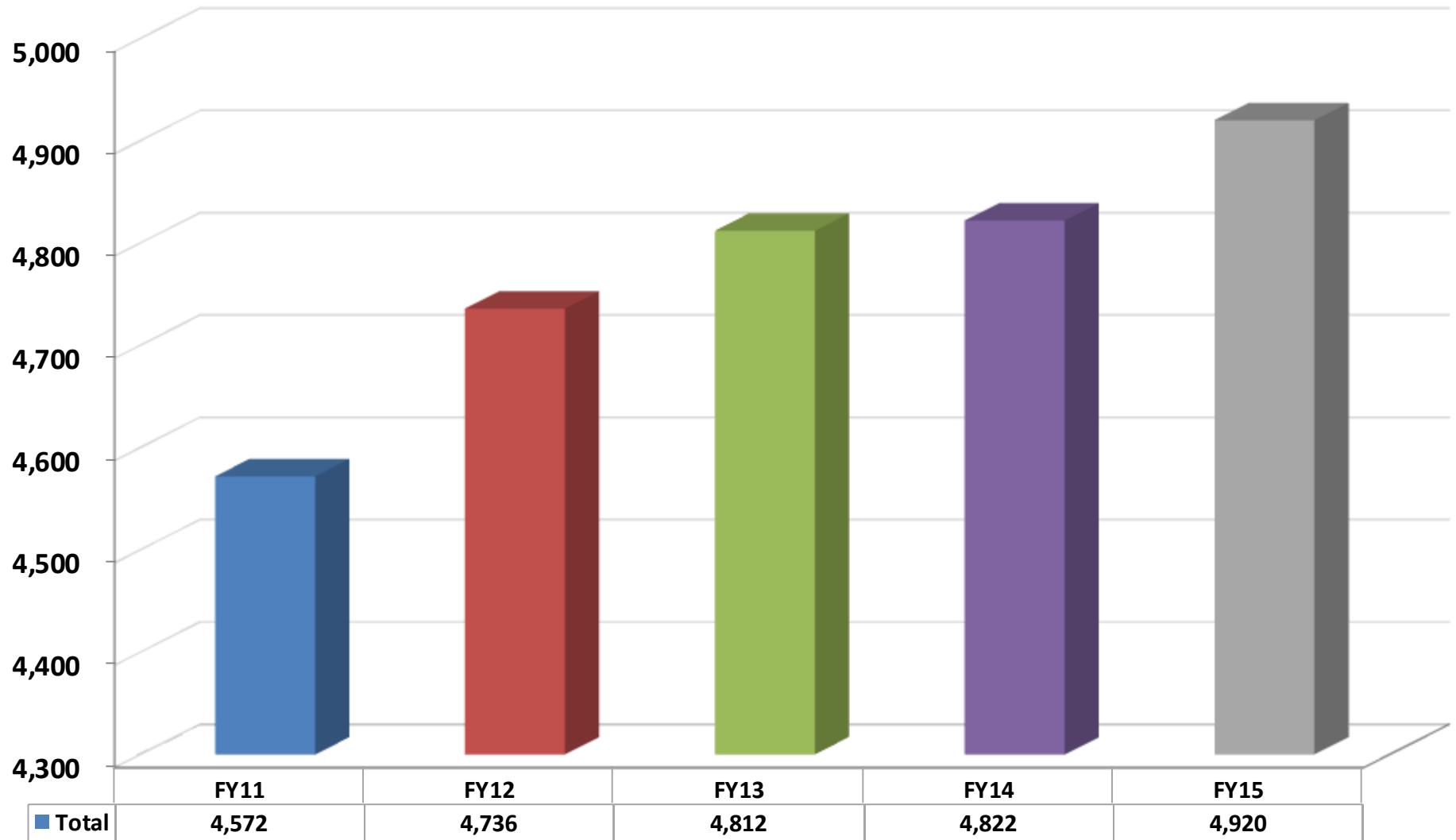
EXPENSES by ORGANIZATION

Organization	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Office of Chief Administrative Officer CAO	612,638	870,457	986,622	313,044	374,090
<i>Department of Chief Administrative Officer CAO Total</i>	612,638	870,457	986,622	313,044	374,090
Office of AGM Technology CIO	522,532	375,758	685,469	3,798,042	1,272,980
Office of Tech Infrastructure & Ops	12,673,902	14,857,620	14,054,671	14,807,363	16,787,281
Office of Tech Enterprise Applications	6,481,831	6,265,417	6,957,903	6,818,571	7,882,234
Office of Technology Programs Management	2,206,319	2,933,143	3,497,366	3,171,696	4,825,917
<i>Department of Technology Total</i>	21,884,584	24,431,938	25,195,409	28,595,672	30,768,412
Office of AGM Planning	562,419	303,074	287,914	265,594	341,162
Office of Research & Analysis	2,123,080	2,174,469	3,214,320	3,112,577	3,617,488
Office of Transit System Planning	2,372,795	2,371,615	2,403,147	2,414,616	2,559,864
Office of Architecture & Design	1,698,870	1,641,215	1,562,674	1,171,790	1,840,238
<i>Department of Planning Total</i>	6,757,164	6,490,373	7,468,055	6,964,577	8,358,752
Office of AGM Police Services	38,433,513	42,204,912	41,244,600	40,364,203	39,283,162
<i>Department of Police Services Total</i>	38,433,513	42,204,912	41,244,600	40,364,203	39,283,162
Division of Administration Total	77,413,376	84,720,170	86,107,101	87,157,849	89,974,184
Office of Chief Counsel Legal Services	3,341,968	3,359,600	3,158,332	3,202,665	2,705,914
Office of Chief of Corporate Law	422,988	385,819	418,811	246,284	497,815
Office of Chief Litigation	117,270	198,782	499,968	419,486	632,731
Office of Risk Management	11,812,544	7,198,991	8,152,904	12,562,182	7,624,970
<i>Department of Legal Services Total</i>	15,694,770	11,143,192	12,230,015	16,430,617	11,461,430
Division of Chief Counsel Legal Services Total	15,694,770	11,143,192	12,230,015	16,430,617	11,461,430
Office of Chief of Staff	0	0	0	168,563	384,102
Office of Transit Oriented Development	1,033,066	1,447,933	1,886,230	2,486,406	1,772,370
Office of Dev & Regional Coordination	0	0	0	0	0
<i>Department of Chief of Staff Total</i>	1,033,066	1,447,933	1,886,230	2,654,969	2,156,472

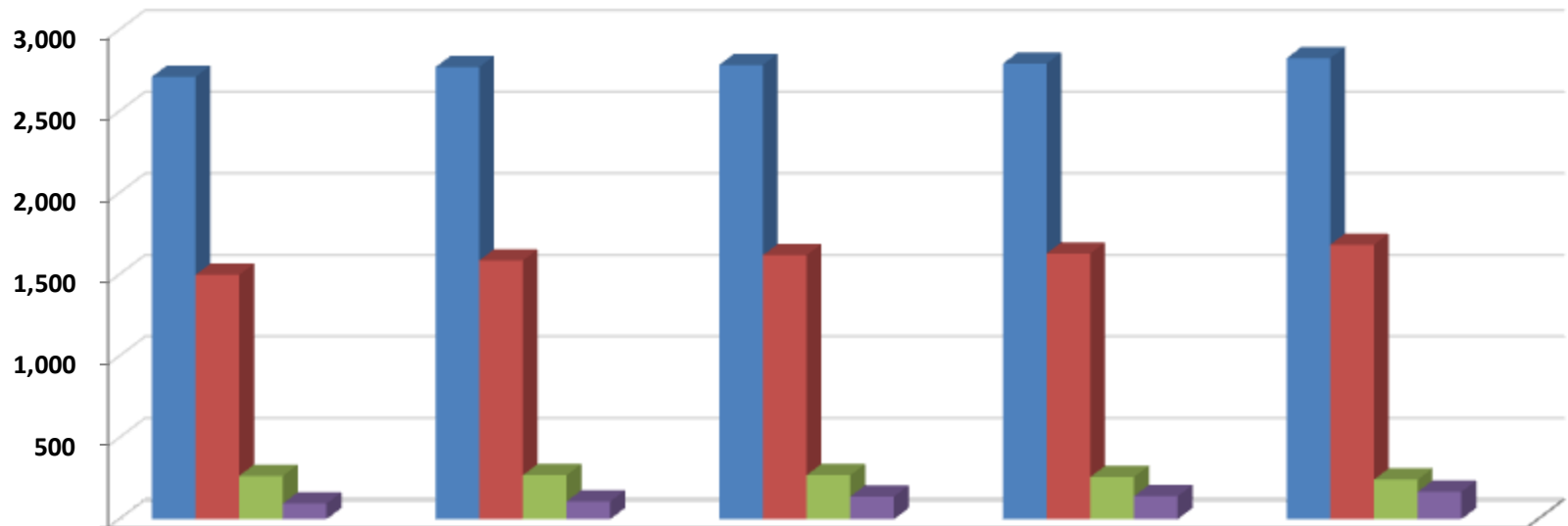
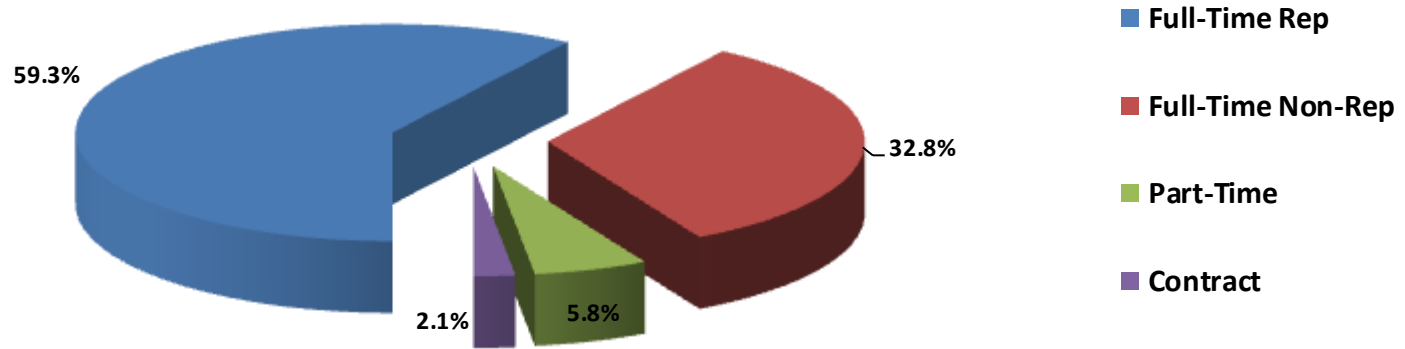
EXPENSES by ORGANIZATION

Organization	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Division of Chief of Staff Total	1,033,066	1,447,933	1,886,230	2,654,969	2,156,472
Inventory Adjustment	1,097,404	6,024,118	1,181,304	-253,524	1,203,305
<i>Department of Other Total</i>	1,097,404	6,024,118	1,181,304	-253,524	1,203,305
Division of Other (Inventory Adjustment) Total	1,097,404	6,024,118	1,181,304	-253,524	1,203,305
	438,012,722	454,451,692	452,274,951	462,875,350	478,976,620

Total Authority Personnel

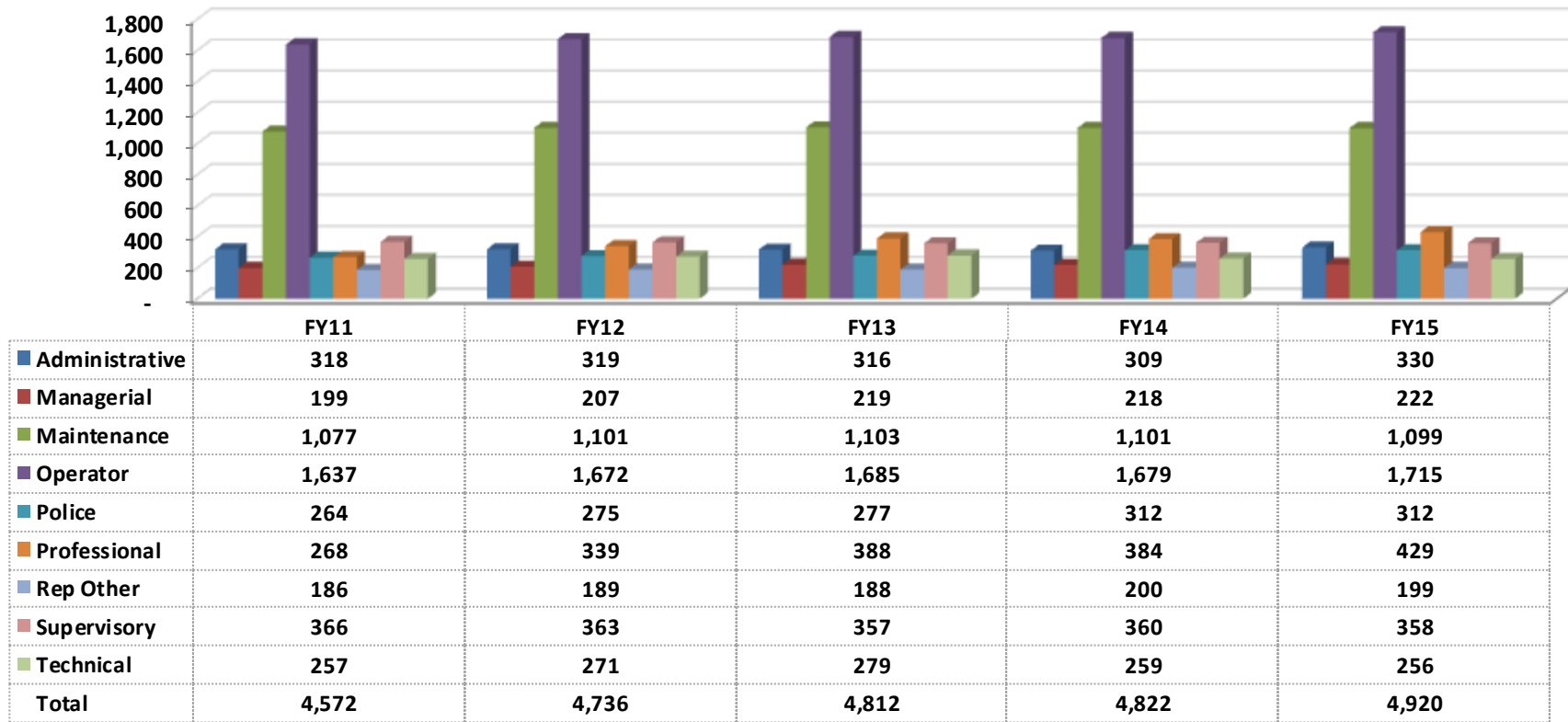
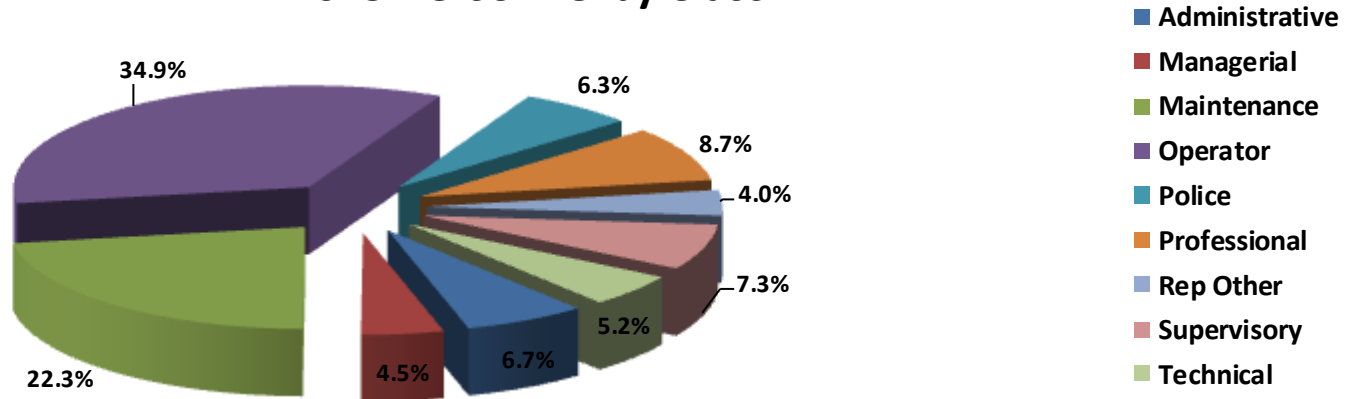


FY2015 Personnel by Status



	FY11	FY12	FY13	FY14	FY15
Full-Time Rep	2,712	2,771	2,785	2,793	2,826
Full-Time Non-Rep	1,498	1,586	1,618	1,629	1,683
Part-Time	266	270	270	259	243
Contract	96	109	139	141	168
Total	4,572	4,736	4,812	4,822	4,920

FY2015 Personnel by Class



Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of Board of Directors	2	2	2	2	2
Office of General Manager CEO	1	1	2	4	4
Department of General Manager CEO	3	3	4	6	6
Office of AGM Internal Audit	13	13	13	13	13
Office of Information Systems Audit	4	4	4	4	4
Department of Internal Audit	17	17	17	17	17
Government & Constituent Relations	----	----	----	----	----
Office of AGM Comm & Ext Affairs	43	43	43	43	43
Office of Customer Services	----	----	----	----	----
Office of External Affairs	5	5	5	5	5
Office of Government & Constituent Relations	2	2	2	2	2
Office of Marketing & Sales	10	11	11	11	11
Office of Media Communications	2	3	3	3	3
Department of Communication & Ext Affairs	62	64	64	64	64
Office of AGM of Safety & QA	3	4	2	2	2
Office of QA & Configuration Mgmt	20	22	23	24	24
Office of Safety	16	18	22	21	21
Department of Safety & Quality Assurance	39	44	47	47	47
Division of General Manager CEO	121	128	132	134	134
AGM of Operations	----	----	----	----	----
Office of Chief Operating Officer COO	7	6	2	3	3
Senior Director of Transportation	----	----	----	----	----
Department of Chief Operating Officer COO	7	6	2	3	3

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of Facilities	258	264	265	264	262
Office of Sr Director of Operations Support Services	----	----	----	----	52
Office of Vertical Transportation	6	11	11	9	8
Department of Operations Support Services	264	275	276	273	322
Office of Engineering & Development	35	59	86	81	90
Office of Program & Contract Management	35	53	61	70	93
Dept of Engineering & Development	70	112	147	151	183
Office of AGM Bus Operations	----	----	----	----	----
Office of Bus Maintenance	440	439	443	439	411
Office of Bus Transportation	1,198	1,214	1,205	1,205	1,211
Office of Mobility	271	288	306	305	305
Department of Bus Operations	1,909	1,941	1,954	1,949	1,927
Office of Communication & Cust Info	----	----	----	----	----
Office of Director of Operations	2	3	----	1	2
Office of Maintenance of Way	216	222	223	223	230
Office of Rail Car Maintenance	343	350	352	350	339
Office of Rail Services	305	305	309	324	355
Department of Rail Operations	866	880	884	898	926
Office of AGM Infrastructure	----	----	----	----	----
Office of Engineering	----	----	----	----	----
Department of Infrastructure	----	----	----	----	----
Division of Operations	3,116	3,214	3,263	3,274	3,361

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of Accounting	39	39	40	40	40
Office of Chief Financial Officer CFO	16	17	16	16	15
Office of Contracts & Procurement	112	121	119	117	116
Office of Federal & State Programs	3	3	3	3	4
Office of Management & Budget	13	13	14	14	14
Office of Revenue Operations	73	72	72	72	72
Office of Treasury	9	8	8	8	12
Department of Chief Financial Officer CFO	265	273	272	270	273
Office of Administrative Services	----	----	----	----	----
Department of Contracts & Procurement	----	----	----	----	----
Division of Finance	265	273	272	270	273
Office of AGM Human Resources	2	2	2	2	2
Office of Diversity & Equal Opportunity	17	17	17	17	17
Office of Employee Availability	----	----	----	----	----
Office of Human Resources	31	31	32	32	31
Office of Labor Relations	4	5	5	5	6
Office of Training	39	51	49	49	49
Department of Human Resources	93	106	105	105	105
Office of Chief Administrative Officer CAO	7	5	3	1	1
Department of Chief Administrative Officer CAO	7	5	3	1	1

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of AGM Technology CIO	2	3	5	5	5
Office of Tech Enterprise Applications	39	37	36	33	34
Office of Tech Infrastructure & Ops	70	72	61	50	48
Office of Tech Quality Assurance	1	2	16	13	----
Office of Technology Programs Management	29	30	20	16	26
Department of Technology	141	144	138	117	113
Office of AGM Planning	2	2	2	2	2
Office of Architecture & Design	16	16	16	15	15
Office of Research & Analysis	23	27	27	27	27
Office of Transit System Planning	26	27	27	26	26
Department of Planning	67	72	72	70	70
Office of AGM Police Services	362	376	378	411	411
Department of Police Services	362	376	378	411	411
Division of Administration	670	703	696	704	700
Office of Chief Counsel Legal Services	6	6	5	5	5
Office of Chief Litigation	1	3	4	4	4
Office of Chief of Corporate Law	4	3	3	3	3
Office of Risk Management	15	15	15	15	15
Department of Legal Services	26	27	27	27	27
Division of Chief Counsel Legal Services	26	27	27	27	27
Office of Chief of Staff	----	----	1	1	2
Office of Dev & Regional Coordination	12	12	12	11	----
Office of Transit Oriented Development	----	----	----	1	12
Department of Chief of Staff	12	12	13	13	14

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Division of Chief of Staff	12	12	13	13	14
Authority Full-Time Personnel	4,210	4,357	4,403	4,422	4,509

Summary of Authority Personnel by Status

Part-Time Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of AGM Comm & Ext Affairs	2	2	2	2	2
Office of Customer Services	----	----	----	----	----
Department of Communication & Ext Affairs	2	2	2	2	2
Office of Safety	1	----	----	----	----
Department of Safety & Quality Assurance	1	----	----	----	----
Division of General Manager CEO	3	2	2	2	2
Office of Bus Transportation	114	119	119	125	125
Office of Mobility	72	72	72	60	60
Department of Bus Operations	186	191	191	185	185
Division of Operations	186	191	191	185	185
Office of Chief Financial Officer CFO	64	64	64	59	43
Office of Contracts & Procurement	----	----	----	----	----
Office of Revenue Operations	13	13	13	13	13
Department of Chief Financial Officer CFO	77	77	77	72	56
Division of Finance	77	77	77	72	56
Office of Human Resources	----	----	----	----	----
Department of Human Resources	----	----	----	----	----
Office of Research & Analysis	----	----	----	----	----
Department of Planning	----	----	----	----	----
Division of Administration	----	----	----	----	----
Authority Part-Time Personnel	266	270	270	259	243

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of General Manager CEO	----	----	----	1	3
Department of General Manager CEO	----	----	----	1	3
Office of AGM Internal Audit	----	----	----	1	1
Department of Internal Audit	----	----	----	1	1
Office of AGM Comm & Ext Affairs	----	----	----	4	4
Office of Customer Services	----	----	----	----	----
Office of Marketing & Sales	1	----	3	3	3
Office of Media Communications	----	----	----	----	----
Department of Communication & Ext Affairs	1	----	3	7	7
Office of QA & Configuration Mgmt	----	----	6	6	6
Office of Safety	----	----	1	1	1
Department of Safety & Quality Assurance	----	----	7	7	7
Division of General Manager CEO	1	----	10	16	18
Senior Director of Transportation	----	----	----	----	----
Department of Chief Operating Officer COO	----	----	----	----	----
Office of Facilities	----	----	----	----	----
Department of Operations Support Services	----	----	----	----	----
Office of Engineering & Development	----	----	7	7	7
Office of Program & Contract Management	----	----	1	1	2
Dept of Engineering & Development	----	----	8	8	9
Office of Bus Transportation	----	----	----	----	10
Office of Mobility	5	----	5	6	4
Department of Bus Operations	5	----	5	6	14

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of Maintenance of Way	---	---	---	---	---
Office of Rail Car Maintenance	---	---	4	4	---
Office of Rail Services	2	3	3	3	3
Department of Rail Operations	2	3	7	7	3
Division of Operations	7	3	20	21	26
Office of Chief Financial Officer CFO	1	1	2	2	23
Office of Contracts & Procurement	2	2	2	3	4
Office of Federal & State Programs	---	---	---	1	---
Office of Management & Budget	---	---	1	1	1
Office of Revenue Operations	---	---	---	---	---
Office of Treasury	---	1	1	1	---
Department of Chief Financial Officer CFO	3	4	6	8	28
Division of Finance	3	4	6	8	28
Office of Human Resources	---	---	---	---	---
Office of Training	1	1	1	1	1
Department of Human Resources	1	1	1	1	1
Office of AGM Technology CIO	---	---	13	10	4
Office of Tech Enterprise Applications	---	---	10	7	7
Office of Tech Infrastructure & Ops	5	5	15	12	16
Office of Tech Quality Assurance	---	---	5	3	---
Office of Technology Programs Management	---	---	5	5	10
Department of Technology	5	5	48	37	37

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of Architecture & Design	----	----	1	1	1
Office of Research & Analysis	----	----	36	36	36
Office of Transit System Planning	----	----	----	----	----
Department of Planning	----	----	37	37	37
Office of AGM Police Services	15	15	17	21	21
Department of Police Services	15	15	17	21	21
Division of Administration	21	21	103	96	96
Authority Contract Personnel	32	28	139	141	168

Summary of Authority Personnel by Status

Clayton Personnel

Organization Description	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Office of Accounting	----	----	----	----	----
Office of Chief Financial Officer CFO	----	----	----	----	----
Office of Contracts & Procurement	----	----	----	----	----
Office of Management & Budget	----	----	----	----	----
Office of Revenue Operations	----	----	----	----	----
Department of Chief Financial Officer CFO	----	----	----	----	----
Division of Finance	----	----	----	----	----
Office of Human Resources	----	----	----	----	----
Office of Training	1	1	----	----	----
Department of Human Resources	1	1	----	----	----
Office of Technology Applications	10	10	----	----	----
Office of Technology Infrastructure & Production	6	6	----	----	----
Office of Technology Support Services	5	5	----	----	----
Department of Technology	21	21	----	----	----
Office of Research & Analysis	31	36	----	----	----
Office of Transit System Planning	----	----	----	----	----
Department of Planning	31	36	----	----	----
Office of AGM Police Services	3	2	----	----	----
Department of Police Services	3	2	----	----	----
Division of Administration	56	60	----	----	----
Office of Transit Oriented Development	----	----	----	----	----
Department of Chief of Staff	----	----	----	----	----
Division of Chief of Staff	----	----	----	----	----
Clayton Personnel	64	81	----	----	----

Summary of Authority Personnel by Status

PERSONNEL

4,572	4,736	4,812	4,822	4,920
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DIVISION OF GENERAL MANAGER/CEO

This Division includes the following Departments:

- **Department of General Manager/CEO**
- **Department of Internal Audit**
- **Department of Communications & External Affairs**
- **Department of Safety & Quality Assurance**

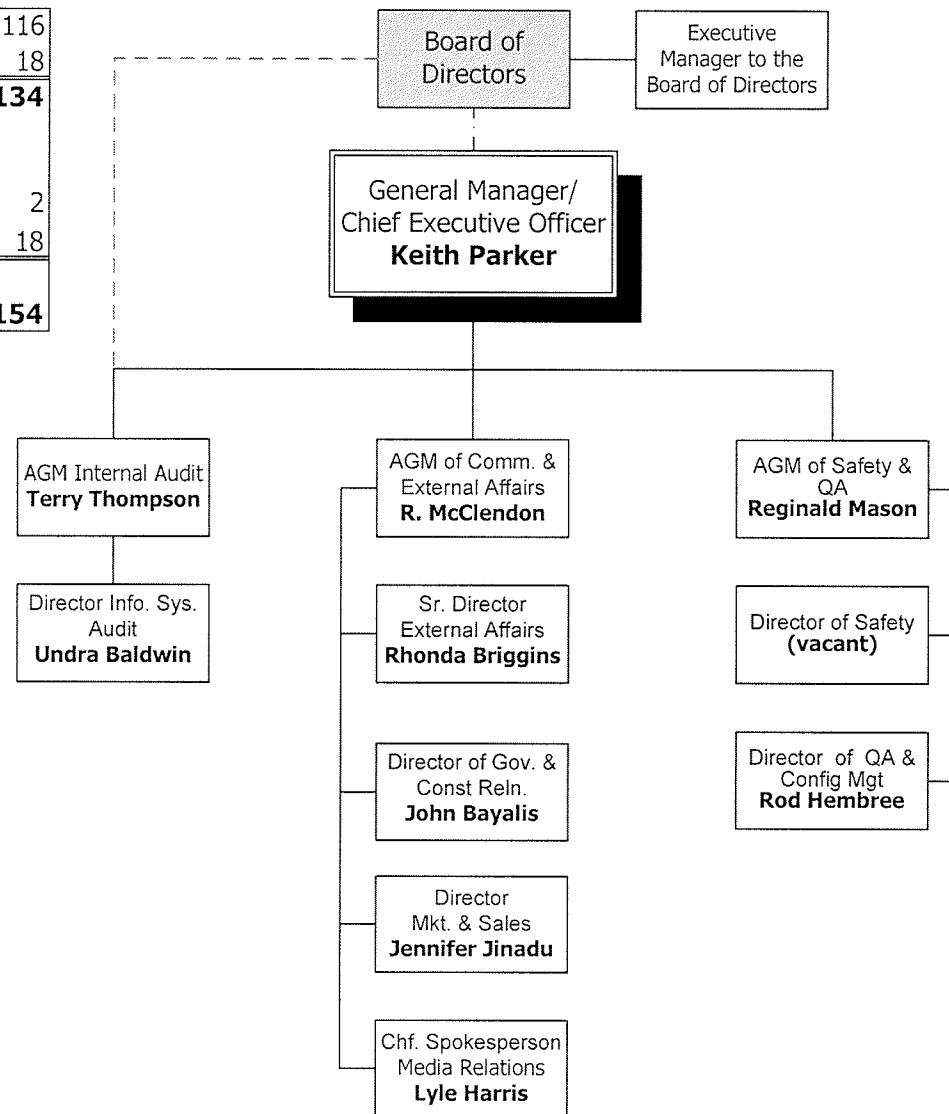
DIVISION OF GENERAL MANAGER CEO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	7,761,305	8,294,729	8,622,389	8,857,209	10,101,132
Overtime	49,248	50,537	94,985	95,978	50,644
Other Benefits	762,720	811,172	878,898	865,300	1,000,073
Healthcare Rep/NonRep	1,544,769	1,614,191	1,535,210	1,430,862	1,555,132
Pension Rep/NonRep	1,717,372	1,813,757	1,840,157	1,244,517	1,808,377
Workers Comp-Losses	183,154	-15,390	11,901	21,306	906,435
<i>Benefits Total</i>	4,208,015	4,223,730	4,266,166	3,561,985	5,270,017
Labor Total	<u>12,018,568</u>	<u>12,568,996</u>	<u>12,983,540</u>	<u>12,515,172</u>	<u>15,421,793</u>
Contractual Services	775,261	1,391,891	931,720	1,161,868	2,182,588
Materials Supplies-Other	81,347	107,266	93,552	73,090	79,246
<i>Materials Total</i>	81,347	107,266	93,552	73,090	79,246
Other Operating	0	385	0	0	0
<i>Other Total</i>	0	385	0	0	0
Casualty & Liability Costs	0	0	0	0	0
Miscellaneous Expenses	379,261	460,600	488,459	799,915	518,680
Other Non-Operating Expenses	393,530	362,439	325,596	349,469	1,301,913
Non Labor Total	<u>1,629,399</u>	<u>2,322,581</u>	<u>1,839,327</u>	<u>2,384,342</u>	<u>4,082,427</u>
Gross Operating Total	<u>13,647,967</u>	<u>14,891,577</u>	<u>14,822,867</u>	<u>14,899,514</u>	<u>19,504,220</u>
Cost Allocation	-2,447,612	-3,677,187	-4,185,009	-4,212,285	-4,614,445
Allocation Total	<u>-2,447,612</u>	<u>-3,677,187</u>	<u>-4,185,009</u>	<u>-4,212,285</u>	<u>-4,614,445</u>
Net Operating Expense	<u>11,200,355</u>	<u>11,214,390</u>	<u>10,637,858</u>	<u>10,687,229</u>	<u>14,889,775</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	101	108	113	116	116	Administrative	21	21	21	28	28
Represented	20	20	19	18	18	Management	24	24	27	29	29
Full-Time Total	<u>121</u>	<u>128</u>	<u>132</u>	<u>134</u>	<u>134</u>	Police	0	0	0	0	0
Non-Represented (PT)	1	0	0	0	0	Professional	32	34	41	51	58
Represented (PT)	2	2	2	2	2	Technical	24	27	27	17	13
Part - Time	<u>3</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Maintenance	0	0	0	0	0
Contract	<u>6</u>	<u>5</u>	<u>10</u>	<u>16</u>	<u>18</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	22	22	21	20	20
						Supervisory	7	7	7	7	6
Total	130	135	144	152	154	Total	130	135	144	152	154

DIVISION OF GENERAL MANAGER CEO

ADM	28	Non-Rep	116
MGR	29	Rep	18
MNT	0	Total FT	134
OPR	0		
POL	0		
PRO	58	PT	2
REP	20	CON	18
SUP	6		
TEC	13	TOTAL	154



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

FY2015 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.

FY2015 Key Performance Indicators

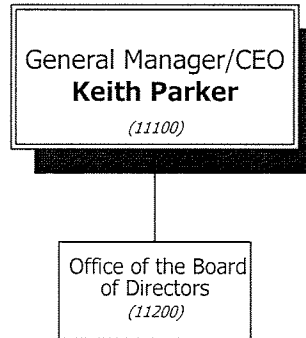
KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	90.15%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-56.79%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-17.04%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-80.47%	</= 0%

DEPT OF GENERAL MANAGER CEO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	517,764	543,439	703,562	1,044,360	1,168,584
Overtime	0	0	0	30	0
Other Benefits	29,596	31,572	87,473	71,037	99,477
Healthcare Rep/NonRep	45,893	67,971	55,219	64,379	67,662
Pension Rep/NonRep	174,005	195,032	213,062	119,258	171,818
Workers Comp-Losses	0	0	0	0	162,124
<i>Benefits Total</i>	249,494	294,575	355,754	254,674	501,082
Labor Total	<u>767,258</u>	<u>838,014</u>	<u>1,059,316</u>	<u>1,299,064</u>	<u>1,669,666</u>
Contractual Services	40,102	21,413	55,355	370,278	1,211,660
Materials Supplies-Other	4,421	35,753	6,733	12,381	11,132
<i>Materials Total</i>	4,421	35,753	6,733	12,381	11,132
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	1,304	1,694	1,866	827	1,000
Other Non-Operating Expenses	328,775	247,232	161,069	133,350	910,895
Non Labor Total	<u>374,602</u>	<u>306,092</u>	<u>225,023</u>	<u>516,836</u>	<u>2,134,687</u>
Gross Operating Total	<u>1,141,860</u>	<u>1,144,106</u>	<u>1,284,339</u>	<u>1,815,900</u>	<u>3,804,353</u>
Cost Allocation	-44,516	-60,683	-83,677	-138,267	-93,578
Allocation Total	<u>-44,516</u>	<u>-60,683</u>	<u>-83,677</u>	<u>-138,267</u>	<u>-93,578</u>
Net Operating Expense	<u>1,097,344</u>	<u>1,083,423</u>	<u>1,200,662</u>	<u>1,677,633</u>	<u>3,710,775</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	3	3	4	6	6	Administrative	0	0	0	1	0
Represented	0	0	0	0	0	Management	2	2	3	5	5
Full-Time Total	<u>3</u>	<u>3</u>	<u>4</u>	<u>6</u>	<u>6</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	1	1	1	4
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>3</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>3</u>	<u>3</u>	<u>4</u>	<u>7</u>	<u>9</u>	Total	<u>3</u>	<u>3</u>	<u>4</u>	<u>7</u>	<u>9</u>

ADM	1	Non-Rep	6
MGR	5	Rep	0
MNT	0	Total FT	6
OPR	0		
POL	0		
PRO	3	PT	0
REP	0	CON	3
SUP	0		
TEC	0	TOTAL	9



FUNCTIONS AND RESPONSIBILITIES

The Department 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

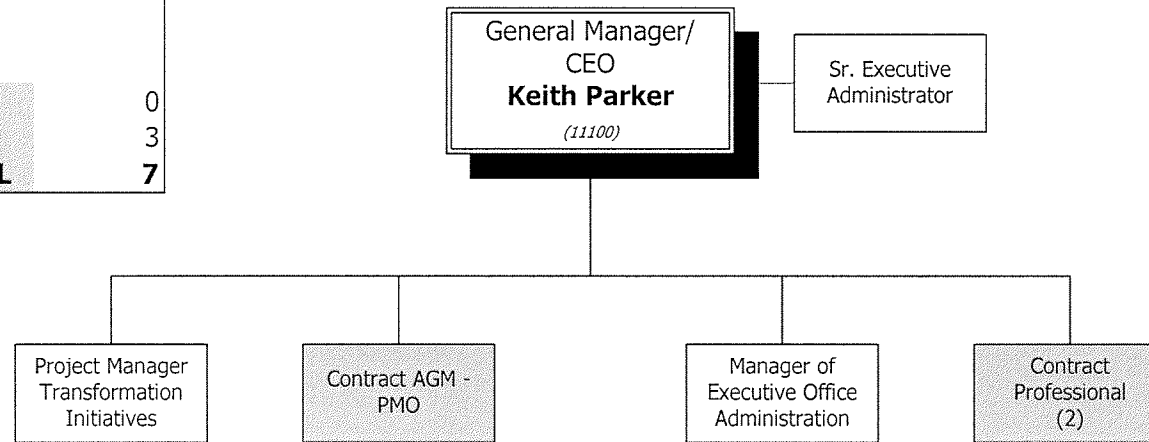
Chief Operating Officer, the Chief Financial Officer, the Deputy Chief Executive Officer, and the Assistant General Managers. The office is focused on working with employees, customers, transit stakeholders and the community to provide safe, efficient, and high quality transit services to the Atlanta region.

OFFICE OF GENERAL MANAGER CEO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	353,425	372,733	520,989	865,497	1,002,922
Overtime	0	0	0	30	0
Other Benefits	14,363	15,207	69,433	51,865	83,470
Healthcare Rep/NonRep	19,109	39,506	27,714	40,022	45,108
Pension Rep/NonRep	134,727	154,212	170,337	83,090	136,809
Workers Comp-Losses	0	0	0	0	138,783
<i>Benefits Total</i>	168,199	208,925	267,484	174,977	404,170
Labor Total	<u>521,624</u>	<u>581,658</u>	<u>788,473</u>	<u>1,040,504</u>	<u>1,407,093</u>
Contractual Services	40,099	21,413	55,275	368,415	1,211,660
Materials Supplies-Other	3,085	34,892	5,228	10,737	10,132
<i>Materials Total</i>	3,085	34,892	5,228	10,737	10,132
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	38,713	105,676	71,392	57,798	779,483
Non Labor Total	<u>81,897</u>	<u>161,981</u>	<u>131,895</u>	<u>436,950</u>	<u>2,001,275</u>
Gross Operating Total	<u>603,521</u>	<u>743,639</u>	<u>920,368</u>	<u>1,477,454</u>	<u>3,408,368</u>
Cost Allocation	-44,516	-60,683	-83,677	-138,267	-93,578
Allocation Total	<u>-44,516</u>	<u>-60,683</u>	<u>-83,677</u>	<u>-138,267</u>	<u>-93,578</u>
Net Operating Expense	<u>559,005</u>	<u>682,956</u>	<u>836,691</u>	<u>1,339,187</u>	<u>3,314,790</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	1	1	2	4	4	Administrative	0	0	0	1	0
Represented	0	0	0	0	0	Management	1	1	2	4	4
Full-Time Total	<u>1</u>	<u>1</u>	<u>2</u>	<u>4</u>	<u>4</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	0	0	3
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>3</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>1</u>	<u>1</u>	<u>2</u>	<u>5</u>	<u>7</u>	Total	<u>1</u>	<u>1</u>	<u>2</u>	<u>5</u>	<u>7</u>

ADM	1	Non-Rep	4
MGR	4	Rep	0
MNT	0	Total FT	4
OPR	0		
POL	0		
PRO	2		
REP	0	PT	0
SUP	0	CON	3
TEC	0	TOTAL	7



PERSONNEL COMPARISON

OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Contract AGM - PMO	A	----	----	1	----	----
Executive Administrator	17	----	----	----	1	----
General Manager CEO	X	1	1	1	----	----
General Manager CEO	A	----	----	----	1	1
Manager of Executive Office Administration	21	----	----	----	1	1
Project Manager-Transformation Initiatives	22	----	----	----	1	1
Sr Executive Administrator	19	----	----	----	----	1
Non-Rep Subtotal		1	1	2	4	4
Total Full-Time		1	1	2	4	4
<u>Contract</u>						
Contract AGM - PMO	A	----	----	----	1	1
CONTRACT PROFESSIONAL	----	----	----	----	----	2
Total Contract		----	----	----	1	3

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

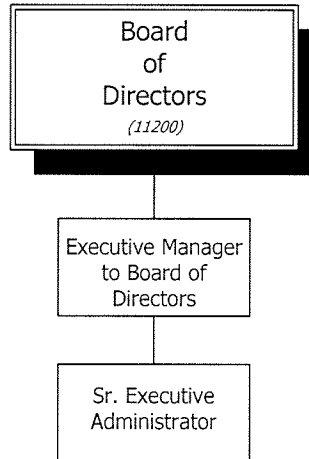
associated with the various Board Committee sessions and the General Board meetings are managed through this office. The office provides oversight and facilitation to every office within MARTA that submits a Board Resolution request.

OFFICE OF BOARD OF DIRECTORS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	164,339	170,706	182,573	178,863	165,661
Other Benefits	15,233	16,365	18,040	19,172	16,007
Healthcare Rep/NonRep	26,784	28,465	27,505	24,357	22,554
Pension Rep/NonRep	39,278	40,820	42,725	36,168	35,009
Workers Comp-Losses	0	0	0	0	23,342
<i>Benefits Total</i>	81,295	85,650	88,270	79,697	96,912
Labor Total	<u>245,634</u>	<u>256,356</u>	<u>270,843</u>	<u>258,560</u>	<u>262,573</u>
Contractual Services	3	0	80	1,863	0
Materials Supplies-Other	1,336	861	1,505	1,644	1,000
<i>Materials Total</i>	1,336	861	1,505	1,644	1,000
Miscellaneous Expenses	1,304	1,694	1,866	827	1,000
Other Non-Operating Expenses	290,062	141,556	89,677	75,552	131,412
Non Labor Total	<u>292,705</u>	<u>144,111</u>	<u>93,128</u>	<u>79,886</u>	<u>133,412</u>
Gross Operating Total	<u>538,339</u>	<u>400,467</u>	<u>363,971</u>	<u>338,446</u>	<u>395,985</u>
Net Operating Expense	<u>538,339</u>	<u>400,467</u>	<u>363,971</u>	<u>338,446</u>	<u>395,985</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	2	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	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	1	1	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Total	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>

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



PERSONNEL COMPARISON

OFFICE OF BOARD OF DIRECTORS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Executive Mgr To Board Of Dir	21	1	1	1	1	1
Sr. Executive Administrator Board	19	1	1	1	1	1
Non-Rep Subtotal		2	2	2	2	2
Total Full-Time		2	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

FY2015 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.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Audit Completion Rate	Percent audits completed on schedule	N/A	N/A	>/= 75%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	91.21%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-11.32%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-10.03%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-13.55%	</= 0%

FY2014 ACCOMPLISHMENTS

- **Operational Audit**

- 23 audits scheduled
- 10 audits issued
- 8 audits in-progress

- **IT Audit**

- 14 audits scheduled
- 7 audits issued
- 2 audits in-progress

- **Contract Audit**

- 100 estimated audit requests
- 76 audits issued
- 27 audits in-progress

- Fluke Digital Meters Review
- Hiring Practices Review
- Workers' Compensation Review
- Workers' Compensation Claim Review
- IT Contractor's Review
- Family Medical Leave Act (FMLA) Review
- MARTA Police Top-Down Review
- Charity Club Review

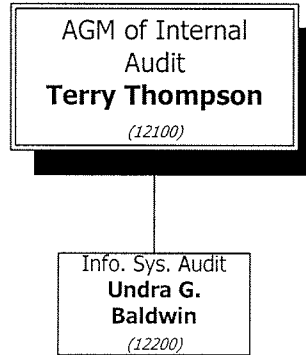
- **Special Projects**

DEPT OF INTERNAL AUDIT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,231,650	1,301,593	1,369,009	1,256,804	1,334,289
Overtime	0	0	1,336	1,859	0
Other Benefits	116,361	141,610	130,079	136,958	130,384
Healthcare Rep/NonRep	201,403	213,477	191,529	134,322	191,709
Pension Rep/NonRep	289,659	305,260	281,265	144,865	271,058
Workers Comp-Losses	10,925	-8,634	5,996	-4,317	160,883
<i>Benefits Total</i>	618,348	651,713	608,869	411,828	754,034
<u>Labor Total</u>	<u>1,849,998</u>	<u>1,953,306</u>	<u>1,979,214</u>	<u>1,670,491</u>	<u>2,088,323</u>
Contractual Services	323,978	892,434	376,546	265,227	265,800
Materials Supplies-Other	2,448	2,870	3,635	5,672	10,000
<i>Materials Total</i>	2,448	2,870	3,635	5,672	10,000
Other Non-Operating Expenses	12,347	30,385	28,944	76,924	117,090
<u>Non Labor Total</u>	<u>338,773</u>	<u>925,689</u>	<u>409,125</u>	<u>347,823</u>	<u>392,890</u>
<u>Gross Operating Total</u>	<u>2,188,771</u>	<u>2,878,995</u>	<u>2,388,339</u>	<u>2,018,314</u>	<u>2,481,213</u>
Cost Allocation	-998,310	-1,364,815	-1,248,517	-1,047,148	-902,150
<u>Allocation Total</u>	<u>-998,310</u>	<u>-1,364,815</u>	<u>-1,248,517</u>	<u>-1,047,148</u>	<u>-902,150</u>
<u>Net Operating Expense</u>	<u>1,190,461</u>	<u>1,514,180</u>	<u>1,139,822</u>	<u>971,166</u>	<u>1,579,063</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	17	17	17	17	17	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	4	4	4	4
<u>Full-Time Total</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	12	12	12	13
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
<u>Part - Time</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	0	0	0	1	1	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	17	17	17	18	18	Total	17	17	17	18

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



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 analysis, appraisals, recommendations, and pertinent comments concerning the various organizational activities. The purpose of Internal Audit's assessment is to assist the board, management, and related government entities in achieving their overall strategic goals and objectives. Internal Audit is responsible for, but not limited to the following functions:

General:

- Responding to calls received through the Fraud, Waste, and Abuse Hotline and following up on anonymous tips regarding fraud, waste, and abuse that are received through the mail, email, and other forms of communication.
- 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.
- Completing special projects at the request of Management or the Board of Directors.

- 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 records.
- Determine the extent to which MARTA assets are accounted for and safeguarded.
- Determine the economical and efficient use of assets.
- Determine the extent of compliance with MARTA policies and procedures and applicable laws and regulations.

Contracts Audit:

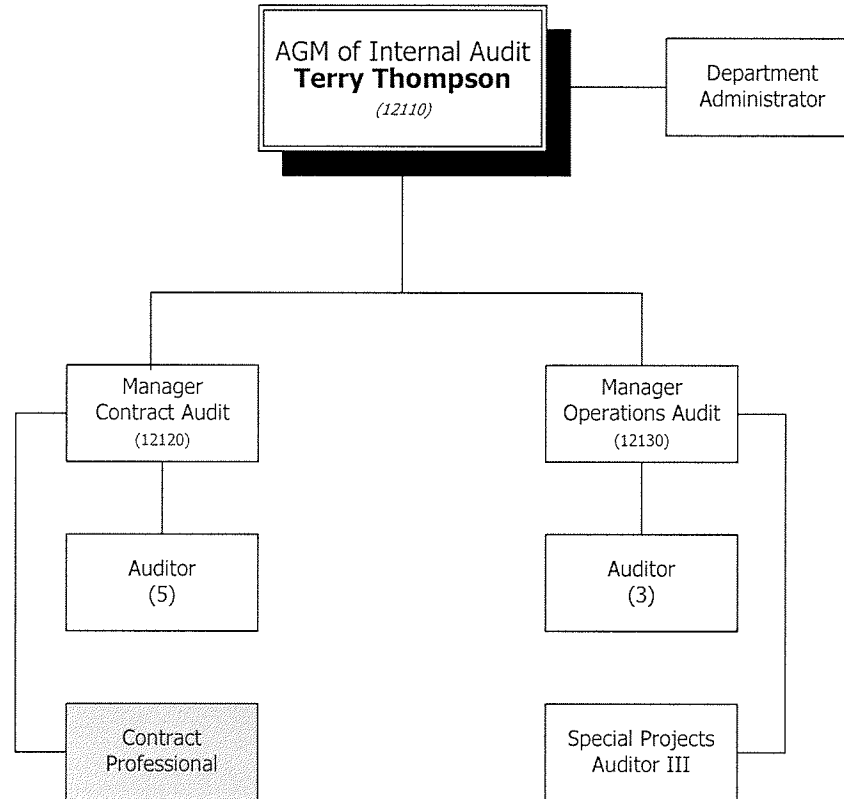
- Review contracts to ensure compliance with contract provisions, MARTA procedures, and applicable state and federal regulations.
- Review change orders, sole source contracts, and single bid contracts in excess \$100,000 for price reasonableness.
- Provide rate reviews to ensure prices are reasonable and in accordance with applicable regulations.

OFFICE OF AGM INTERNAL AUDIT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	900,975	952,533	1,056,980	1,005,636	1,000,131
Overtime	0	0	1,336	1,859	0
Other Benefits	85,736	108,480	99,751	112,862	98,153
Healthcare Rep/NonRep	150,689	157,943	144,534	103,433	146,601
Pension Rep/NonRep	211,683	225,720	196,440	95,880	200,440
Workers Comp-Losses	10,925	-8,634	5,997	-4,317	113,358
<i>Benefits Total</i>	459,033	483,509	446,722	307,858	558,552
Labor Total	<u>1,360,008</u>	<u>1,436,042</u>	<u>1,505,038</u>	<u>1,315,353</u>	<u>1,558,683</u>
Contractual Services	323,978	892,434	376,546	263,532	265,800
Materials Supplies-Other	2,448	2,870	3,635	5,672	10,000
<i>Materials Total</i>	2,448	2,870	3,635	5,672	10,000
Other Non-Operating Expenses	11,527	27,068	26,314	71,409	77,720
Non Labor Total	<u>337,953</u>	<u>922,372</u>	<u>406,495</u>	<u>340,613</u>	<u>353,520</u>
Gross Operating Total	<u>1,697,961</u>	<u>2,358,414</u>	<u>1,911,533</u>	<u>1,655,966</u>	<u>1,912,203</u>
Cost Allocation	-774,773	-1,118,675	-1,000,623	-862,158	-636,382
Allocation Total	<u>-774,773</u>	<u>-1,118,675</u>	<u>-1,000,623</u>	<u>-862,158</u>	<u>-636,382</u>
Net Operating Expense	<u>923,188</u>	<u>1,239,739</u>	<u>910,910</u>	<u>793,808</u>	<u>1,275,822</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	13	13	13	13	13	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3
Full-Time Total	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	9	9	9	10
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	13	13	13	14	14	Total	13	13	13	14

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



PERSONNEL COMPARISON

OFFICE OF AGM INTERNAL AUDIT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
AGM Internal Audit	C	1	1	1	1	1
Audit Coordinator	15	1	1	1	----	----
Auditor I	12	2	1	1	1	1
Auditor II	16	1	2	----	----	----
Auditor III	18	5	5	7	7	7
Department Administrator	17	----	----	----	1	1
Mgr Audit	21	2	2	2	2	2
Special Projects Auditor III	19	1	1	1	1	1
Non-Rep Subtotal		13	13	13	13	13
Total Full-Time		13	13	13	13	13
<u>Contract</u>						
Contract Professional	----	----	----	----	1	1
Total Contract		----	----	----	1	1

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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	330,675	349,060	312,029	251,168	334,157
Other Benefits	30,625	33,130	30,328	24,096	32,231
Healthcare Rep/NonRep	50,714	55,534	46,995	30,889	45,108
Pension Rep/NonRep	77,976	79,540	84,825	48,985	70,618
Workers Comp-Losses	0	0	-1	0	47,525
<i>Benefits Total</i>	159,315	168,204	162,147	103,970	195,482
Labor Total	<u>489,990</u>	<u>517,264</u>	<u>474,176</u>	<u>355,138</u>	<u>529,639</u>
Contractual Services	0	0	0	1,695	0
Other Non-Operating Expenses	820	3,317	2,630	5,515	39,370
Non Labor Total	<u>820</u>	<u>3,317</u>	<u>2,630</u>	<u>7,210</u>	<u>39,370</u>
Gross Operating Total	<u>490,810</u>	<u>520,581</u>	<u>476,806</u>	<u>362,348</u>	<u>569,009</u>
Cost Allocation	-223,537	-246,140	-247,894	-184,990	-265,768
Allocation Total	<u>-223,537</u>	<u>-246,140</u>	<u>-247,894</u>	<u>-184,990</u>	<u>-265,768</u>
Net Operating Expense	<u>267,273</u>	<u>274,441</u>	<u>228,912</u>	<u>177,358</u>	<u>303,241</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	4	4	4	4	4	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	3	3	3	3	3
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	Total	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>4</u>

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)

PERSONNEL COMPARISON

OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
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 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

FY2015 GOALS AND OBJECTIVES**GOALS:**

- Improve the customer service experience
- Retain existing customers and attract new customers
- Increase personnel accountability to meet organizational priorities
- Increase organizational efficiencies to stabilize finances
- Increase Sales program revenues
- Increase public support for MARTA through pro-active engagement with the community, business, media and elected officials
- Demonstrate routine excellence in daily internal/external operations

OBJECTIVES:

- Work with the MARTA Transformation Initiatives PMO and consultants to develop and implement internal/external communication strategies about the program.
- Increase and enhance the ongoing partnership with TMAs and Pass Partners; complete the conversion of the UPASS program.
- Develop an awareness campaign as a result of the marketing analysis survey.
- Continue the Station Destination videos.
- Improve customer access to MARTA's call centers by leveraging technology and enhancing internal processes and procedures. (H.E.A.T. 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.
- Continue to work with HR and Labor Relations to design a MARTA call center that is able to operate during major emergencies and inclement weather, allowing customers' access to staff for responding to trip planning inquiries and documenting concerns.

- Monitor the Customer Service Center performance to ensure that Key Performance Indicators (KPIs) are met.
- 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.
- Integrate MARTA Share-Point technology into Community Relations outreach database to enhance outreach efforts.
- Effectively communicate the benefits of Clayton County joining MARTA and dispel negative and erroneous information about Clayton joining MARTA.
- Maintain a working relationship with Congressional Delegation and staff to positively position MARTA through the coordination of the Federal Lobbying Team.
- Meet/confer with 100% of new incoming Members of the State Assembly prior to January 2014.
- Distribute a MARTA "orientation package" for freshman Members of Congress serving on committees of jurisdiction in the next Congressional Session (114th).
- Educate Clayton County stakeholders re: the expansion of MARTA into Clayton County.
- Coordinate with the Authority's management team to increase organizational focus on customer service by developing and implementing initiatives to improve the customer experience.
- Improve tracking and recovery of lost items through implementation of an enterprise-wide Lost & Found tracking system.
- Implement new software application to improve reassignment staffing process: facilitate and streamline schedule development, database communication, employee and management accountability and reporting and analytics.

FY2015 GOALS AND OBJECTIVES Cont.

- Overhaul the operational processes of the Reduced Fare Eligibility program, to include revision of the third-party agency certification process, streamlining of the customer registration process, improving customer access through revision operational hours.
- Leverage advertising buys with minority and community-based publications to facilitate an ongoing dialogue that allows MARTA to pro-actively share our messages on a consistent basis.
- Enlist the aid of contract writers to help report the positive news generating from different departments within the Authority.
- Position MARTA as a caring and valued community partner by publicizing outreach efforts created and attended by our community outreach team using available print, broadcast and online mediums.
- Provide the Authority ongoing communications, marketing and media support to enhance MARTA's brand.
- Develop a communications strategy that uses all mediums (TV, print, newsletters & social media) to support delivery of Authority programs and projects.

FY2015 Key Performance Measures

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Average Call Wait Time	Average call wait time for customer calls (in minutes)	</= 0:40	0:47	</= 0:40
Call Abandonment Rate	Abandonment rate for customer calls	</= 5%	5.67%	</= 5%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	91.62%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	81.82%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-10.89%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-17.65%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	22.05%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-11.81%	</= 0%

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2014 ACCOMPLISHMENTS

- Coordinated a successful 2014 Legislative Session that saw the Assembly lift MARTA's 50/50 mandate for 3 years, permit Ride with Respect fines, to accept unsolicited proposals, authorize a statewide transportation study committee and opened the opportunity to expand MARTA services into Clayton County.
- Developed and implemented the Ride with Respect Campaign incorporating Atlanta's personalities in television, radio and print ads. Scheduled Media Interviews for the GM to explain the new initiative.
- Developed and implemented 35th Anniversary program/events, including 35th commemorative video and magazine, 35th Anniversary The Way We Rode Event, Customer and Employee Appreciation Events.
- System Advertising generated the following revenue during FY14: Transit - \$5.7 million, Bus Shelters - \$1.1 million, CBS Rail Network/SignPost Networks - \$250,000.
- Sales Programs generated the following revenue during FY14: Partnership Program - \$15.8 million, UPASS - \$5.7 million, K-12 School Program \$812K, Visitor Pass \$589K.
- 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 was the 2nd Scavenger Hunt.
- Events undertaken included Customer appreciation Event, Customer Surprise Days (with live jazz events, WNBA Atlanta Dream mascot appearances, prize wheel, live radio remotes, Police CALEA Gold Standards Event, GM Open Door Fridays, Travel Training Ribbon Cutting Ceremony, Buckhead Bridge Ribbon Cutting Ceremony, Work Car Ribbon Cutting Ceremony, Falcon's Tailgate, Live Lego Build, Atlanta Symphony Orchestra in Arts Center station, and New Bus Launch). 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, inclement weather communications.
- Successfully partnered with organizations to extend the MARTA reach and brand: Taste of Atlanta, WNBA Atlanta Dream, COA Jazz Festival ... amongst others.
- Successful implemented phase II advertising with Police See & Say app with a print, radio and television campaign, which launched a new text feature.
- Designed and produced Annual Report, CAFR, Police annual report, MARTOC report, and the monthly Transit Times.
- Created and produced Destination Campaign videos for the following stations - Lenox, Airport, Decatur, North Avenue, Dome & Vine City, Dunwoody, H.E. Holmes, Ashby, West Lake and Bankhead, Indian Creek and Kensington.
- Coordinated GM/CEO local jurisdiction quarterly briefings for FY2014.
- Coordinated meetings between GM/CEO and local elected officials.
- Prepared briefing presentations for the GM/CEO for the numerous requests received across the service area for MARTA updates.
- Managed requests from elected officials and/or constituents by working with internal departments to resolve issues.
- Regularly kept elected officials abreast of MARTA related news and initiatives.
- Engaged the community by actively participating in over 200 community meetings, special events, serving as a MARTA liaison throughout the service area and facilitate all Public Hearings and community meetings as required.

FY2014 ACCOMPLISHMENTS (Cont.)

- Partnered with Fulton County, City of Atlanta, DeKalb County Schools and MARTA Police to discuss school safety, and the Ride with Respect initiative.
- Extensive outreach was conducted to educate citizens about the Code of Conduct Ride with Respect program through flyer distribution, rail station outreach, community meetings and presentations.
- Coordinated and conducted widespread outreach at various MARTA rail stations to educate patrons and visitors about tapping their Breeze cards properly and the launching of the new "Closing the Bus Doors" MARTA policy.
- Coordinated and managed request for numerous senior groups and organizations to provide special bus services for their unique transportation needs. This special bus service has been beneficial to the senior community by improving their overall quality of life and mobility.
- Employed the Community Bus and/or participated in approximately 18 special events to build relationships and provide information on MARTA services and programs.
- Worked with Technology to review the current complaint resolution software, Helpdesk Expert Assistance Tool – H.E.A.T., with the goal of upgrading to the most current software version, improving the functionality to improve efficiencies and providing a customer self-serve module for submitting comments to the Authority.
- Managed and scheduled staff to assure that the call center was properly staffed to handle large influx of customer calls regarding service levels during two 2014 winter storms. Managed the continuous updates/changes to bus, rail & Mobility service so that customers were provided with accurate information. Created a resolution and tracking process for crediting customers who were unable to use active passes during these service disruptions. Coordinated an action plan to inform all affected customers of their restitution and the process for loading this fare onto their respective Breeze Cards.
- Supported and assisted with the roll-out of this Authority-Wide Ride With Respect Campaign by training call center personnel regarding the various policies and procedures. Educated customers about this initiative as they called into the call centers and provided staff for educational events in the various rail stations.
- Developed and implemented new Cause Codes in the H.E.A.T. software to assist in the tracking and reporting of customer comments regarding these two pilot programs (Bus Door Closure & Cover Farebox) linked to the Fare Evasion Initiative program. Provided management with summary reports of comments received by the Customer Service Center.
- Reviewed and updated CSC employee handbooks to include revised call center procedures and processes including individual employee performance requirements.
- Coordinated and facilitated the Authority's Customer Service Week, where employees were recognized, encouraged and educated through daily festivities and training sessions. The theme for the week was "Think Service" with a concentration on the following attributes: Compassion, Appreciation, Teamwork, Patience & Respect and Excellence. Designed and coordinated call center specific acknowledgements so that employees were recognized daily for their contributions to MARTA and its riding public.
- Designed and coordinated a MARTA Call Center Challenge to identify a staff member that would represent MARTA in the APTA Call Center Challenge process. The "Challenge" was an opportunity for Authority-Wide staff to view the competition during their lunch hour and promote the high level of customer service & telephone skills represented in the call centers.

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS**FY2014 ACCOMPLISHMENTS (Cont.)**

- Coordinated CSC Kudos Fridays, quarterly motivational Customer Care Center staff meetings that focus on performance awards and training.
- Coordinated team building session for all call center personnel. External trainer provided educational points on how to work with others and how different individuals come together to make a team. Several team building exercises were conducted as part of the training.
- Served on the Authority's Suspension Appeals Panel, a weekly panel and provided subject matter expert testimony pertaining Breeze transactions. This information is vital in assisting the panel in making a determination of a customer's violation of the MARTA rules and the corresponding punitive action.
- Managed Authority wide media interviews, information requests and employee communications.
- Wrote and distributed internal employee newsletter, The MARTA Stop.
- Fielded non-commercial photography and filming requests.
- Managed media interviews, information requests and employee communications during inclement weather.
- Coordinated first-ever media briefing at HQ.
- Worked on successful Georgia Transit Awards submission
- Coordinated staffed several industry and local interviews for GM regarding state of MARTA, growth & progress
- Coordinated with MARTA's Board and staff to manage the Authority's media responses.
- Facilitated the development, recruitment and implementation of the MARTA Employee Advisory Council (MEAC).
- Successfully coordinated reassignment of over 500 administrative, professional, and management team members in support of the 2013 New Year's Eve, the July 4, 2013 special event activities, Labor Day weekend and the Fare Evasion Reduction and Operations Service change initiatives.
- Processed 25,280 Reduced Fare and Mobility Breeze Cards. An increase of 21.66% above FY14.
- Processed 6,878 lost items, customers reclaimed 1,031 of their lost items for an annual Lost Item Recovery rate of 14.99%.
- Coordinated Open Door Fridays with the GM/CEO for staff at three facilities.

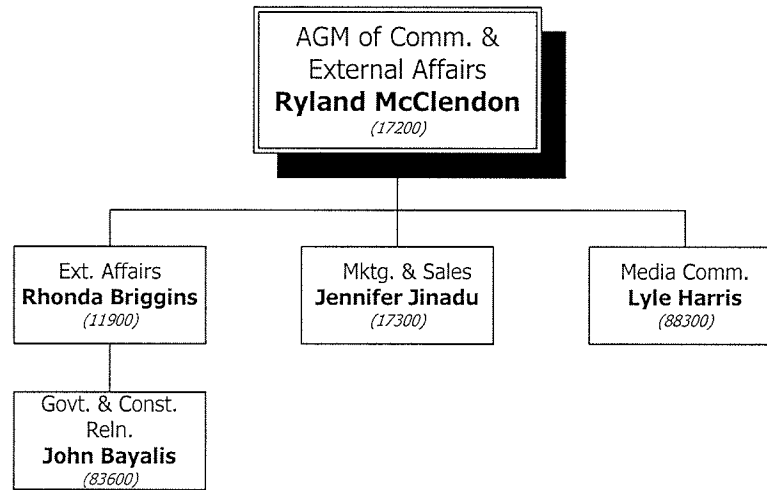
DEPT OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	3,490,742	3,344,194	3,260,782	3,113,944	3,470,359
Overtime	37,031	34,227	50,131	50,070	50,644
Other Benefits	364,250	361,539	337,924	333,238	376,149
Healthcare Rep/NonRep	875,026	830,463	781,155	692,349	765,742
Pension Rep/NonRep	695,435	654,863	669,673	501,130	621,533
Workers Comp-Losses	28,601	-6,306	5,622	3,323	148,547
<i>Benefits Total</i>	1,963,312	1,840,559	1,794,374	1,530,040	1,911,971
Labor Total	5,491,085	5,218,980	5,105,287	4,694,054	5,432,973
Contractual Services	412,119	426,312	463,514	460,973	613,628
Materials Supplies-Other	65,145	38,303	51,300	45,378	46,787
<i>Materials Total</i>	65,145	38,303	51,300	45,378	46,787
Other Operating	0	113	0	0	0
<i>Other Total</i>	0	113	0	0	0
Miscellaneous Expenses	377,957	458,906	486,591	799,088	517,680
Other Non-Operating Expenses	24,785	52,445	40,966	46,151	81,154
Non Labor Total	880,006	976,079	1,042,371	1,351,590	1,259,249
Gross Operating Total	6,371,091	6,195,059	6,147,658	6,045,644	6,692,222
Cost Allocation	-223,083	-239,206	-256,610	-243,777	-297,004
Allocation Total	-223,083	-239,206	-256,610	-243,777	-297,004
Net Operating Expense	6,148,008	5,955,853	5,891,048	5,801,867	6,395,218

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	42	44	45	46	46	Administrative	17	16	17	23	23
Represented	20	20	19	18	18	Management	9	9	10	10	10
Full-Time Total	62	64	64	64	64	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	10	12	13	12	12
Represented (PT)	2	2	2	2	2	Technical	2	2	2	2	2
Part - Time	2	2	2	2	2	Maintenance	0	0	0	0	0
Contract	2	1	3	7	7	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	22	22	21	20	20
						Supervisory	6	6	6	6	6
Total	66	67	69	73	73	Total	66	67	69	73	73

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

ADM	23	Non-Rep	46
MGR	10	Rep	18
MNT	0	Total FT	64
OPR	0		
POL	0		
PRO	12	PT	2
REP	20	CON	7
SUP	6		
TEC	2	TOTAL	73



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.

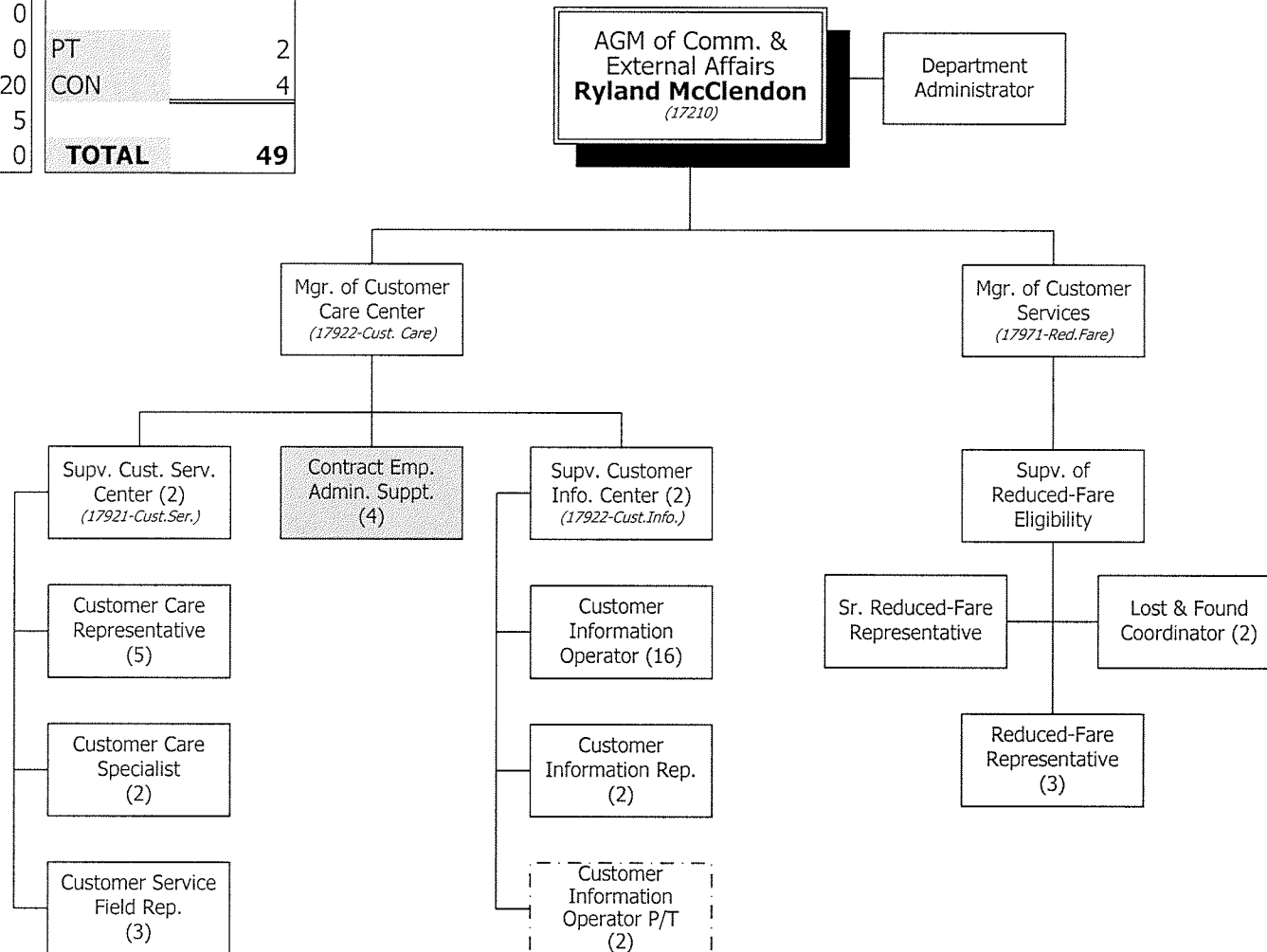
The office serves to enhance the image of the Authority by building customer loyalty, forming strategic alliances, and positioning MARTA as the subject matter expert for public transit. The office is the direct link to the Authority for facilitating the internal and external communications and publications, 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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,101,379	1,865,547	1,710,978	1,620,126	1,864,640
Overtime	37,031	34,170	48,823	45,539	50,644
Other Benefits	229,526	215,077	191,374	177,263	218,358
Healthcare Rep/NonRep	593,610	536,272	501,603	423,174	528,925
Pension Rep/NonRep	384,381	321,288	327,945	254,602	306,591
Workers Comp-Losses	5,601	-1,331	5,626	3,323	-21,982
<i>Benefits Total</i>	1,213,118	1,071,306	1,026,548	858,362	1,031,893
Labor Total	<u>3,351,528</u>	<u>2,971,023</u>	<u>2,786,349</u>	<u>2,524,027</u>	<u>2,947,177</u>
Contractual Services	28,782	144,000	144,506	96,000	200,000
Materials Supplies-Other	10,920	13,760	14,814	16,862	18,973
<i>Materials Total</i>	10,920	13,760	14,814	16,862	18,973
Other Operating	0	113	0	0	0
<i>Other Total</i>	0	113	0	0	0
Miscellaneous Expenses	3,210	3,450	11,262	10,205	7,000
Other Non-Operating Expenses	5,567	11,743	16,273	13,216	20,053
Non Labor Total	<u>48,479</u>	<u>173,066</u>	<u>186,855</u>	<u>136,283</u>	<u>246,026</u>
Gross Operating Total	<u>3,400,007</u>	<u>3,144,089</u>	<u>2,973,204</u>	<u>2,660,310</u>	<u>3,193,203</u>
Cost Allocation	-504	-1,217	-103	0	0
Allocation Total	<u>-504</u>	<u>-1,217</u>	<u>-103</u>	<u>0</u>	<u>0</u>
Net Operating Expense	<u>3,399,503</u>	<u>3,142,872</u>	<u>2,973,101</u>	<u>2,660,310</u>	<u>3,193,203</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	23	23	24	25	25	Administrative	15	14	15	21	21
Represented	20	20	19	18	18	Management	3	3	3	3	3
Full-Time Total	<u>43</u>	<u>43</u>	<u>43</u>	<u>43</u>	<u>43</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	1	1	0	0
Represented (PT)	2	2	2	2	2	Technical	0	0	0	0	0
Part - Time	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>4</u>	<u>4</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	22	22	21	20	20
						Supervisory	5	5	5	5	5
Total	45	45	45	49	49	Total	45	45	45	49	49

ADM	21	Non-Rep	25
MGR	3	Rep	18
MNT	0	Total FT	43
OPR	0		
POL	0		
PRO	0	PT	2
REP	20	CON	4
SUP	5		
TEC	0	TOTAL	49



Part Time _____
Contract Positions (Shaded)

PERSONNEL COMPARISON

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
AGM Communications & Ext Aff	C	1	1	1	1	1
Customer Care Field Rep	13	---	3	3	3	3
Customer Care Rep	13	7	5	5	5	5
Customer Care Spec	13	---	2	2	2	2
Customer Service Field Rep	13	3	---	---	---	---
Customer Svcs Program Admin	16	---	1	1	---	---
Department Administrator	17	1	1	1	1	1
Lost & Found Coordinator	6	---	---	1	2	2
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	---	---	---	---
Reduced Fare Representative	6	2	2	2	3	3
Sr Reduced Fare Representative	8	1	1	1	1	1
Supv Customer Info Centr	16	2	2	2	2	2
Supv Customer Services Center	16	2	2	2	2	2
Supv Reduced Fare Eligibility	16	1	1	1	1	1
Non-Rep Subtotal		23	23	24	25	25
<u>Represented</u>						
Customer Info Representative	UR	2	2	2	2	2
Customer Information Operator	UR	18	18	17	16	16
Represented Subtotal		20	20	19	18	18
Total Full-Time		43	43	43	43	43

PERSONNEL COMPARISON

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Part-Time						
Customer Info Operator Pt	90	2	2	2	2	2
Total Part-Time		2	2	2	2	2
Contract						
Contract Emp Admin Support	NR125	----	----	----	4	4
Total Contract		----	----	----	4	4

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

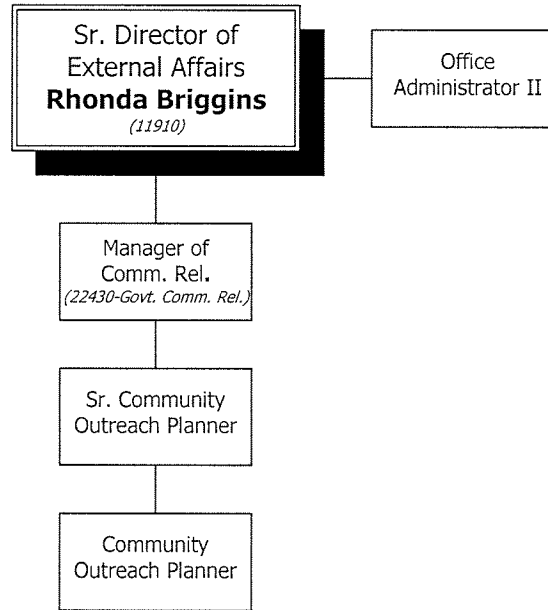
conversation and is charged with facilitating community forums and public hearings. The office is responsible for developing and maintaining positive and effective relations with the community, transit advocacy groups and various levels of government (federal, state, and local).

OFFICE OF EXTERNAL AFFAIRS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	377,706	377,625	357,633	334,728	362,659
Overtime	0	0	0	0	0
Other Benefits	41,557	42,488	36,133	46,108	36,067
Healthcare Rep/NonRep	98,745	102,490	91,185	76,185	56,385
Pension Rep/NonRep	100,228	94,728	87,291	65,072	76,641
Workers Comp-Losses	0	0	-2	0	43,063
<i>Benefits Total</i>	240,530	239,706	214,607	187,365	212,156
Labor Total	618,236	617,331	572,240	522,093	574,815
Contractual Services	143,192	11,750	0	36,711	0
Materials Supplies-Other	7,065	453	9,551	6,988	4,000
<i>Materials Total</i>	7,065	453	9,551	6,988	4,000
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	128	1,100	0	4,742	2,080
Other Non-Operating Expenses	5,502	25,277	11,164	18,874	31,847
Non Labor Total	155,887	38,580	20,715	67,315	37,927
Gross Operating Total	774,123	655,911	592,955	589,408	612,742
Cost Allocation	-161,659	-177,316	-186,219	-164,419	-237,576
Allocation Total	-161,659	-177,316	-186,219	-164,419	-237,576
Net Operating Expense	612,464	478,595	406,736	424,989	375,166

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	5	5	5	5	5	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	2	2	2	2
Full-Time Total	5	5	5	5	5	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	2	2	2
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
						Supervisory	0	0	0	0
Total	5	5	5	5	5	Total	5	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



PERSONNEL COMPARISON

OFFICE OF EXTERNAL AFFAIRS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Community Outreach Planner	16	1	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		5	5	5	5	5
Total Full-Time		5	5	5	5	5

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, executes MARTA's special events, and supervises special projects as they relate to the end user - the customer.

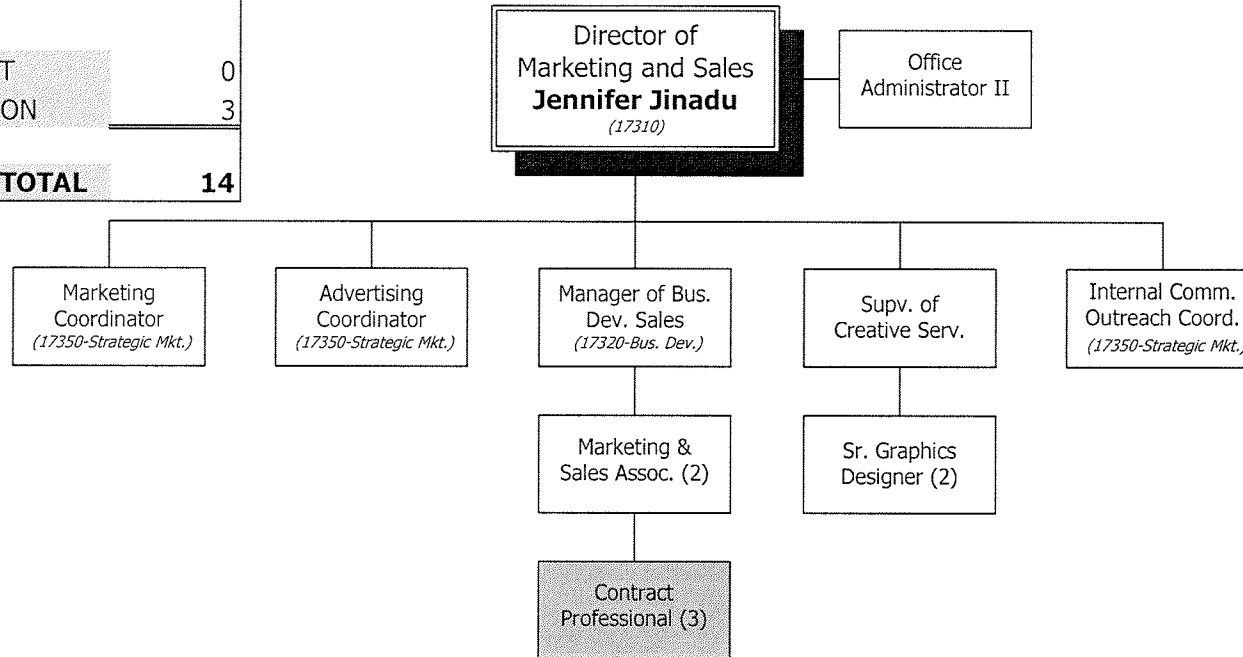
The Strategic Sales team, which is part of the Business Development group, primarily focuses on increasing group sales revenue and market share within the designated sales channels: Corporations, Government Agencies, Nonprofits (Employer Pass Program), University (UPass Program), School Systems K-12 (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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	667,134	693,415	786,337	827,392	805,848
Overtime	0	57	1,308	969	0
Other Benefits	66,689	71,169	75,695	77,577	79,938
Healthcare Rep/NonRep	141,229	154,065	149,525	159,152	124,047
Pension Rep/NonRep	148,927	160,993	174,192	148,725	145,904
Workers Comp-Losses	23,000	-4,975	-2	0	62,265
<i>Benefits Total</i>	379,845	381,252	399,410	385,454	412,154
Labor Total	<u>1,046,979</u>	<u>1,074,724</u>	<u>1,187,055</u>	<u>1,213,815</u>	<u>1,218,001</u>
Contractual Services	240,145	87,816	122,896	162,485	184,128
Materials Supplies-Other	46,781	23,767	25,781	20,388	21,648
<i>Materials Total</i>	46,781	23,767	25,781	20,388	21,648
Miscellaneous Expenses	374,619	454,356	475,329	784,141	508,600
Other Non-Operating Expenses	2,896	3,495	4,743	9,529	5,714
Non Labor Total	<u>664,441</u>	<u>569,434</u>	<u>628,749</u>	<u>976,543</u>	<u>720,090</u>
Gross Operating Total	<u>1,711,420</u>	<u>1,644,158</u>	<u>1,815,804</u>	<u>2,190,358</u>	<u>1,938,091</u>
Cost Allocation	-60,920	-60,673	-69,962	-78,935	-58,508
Allocation Total	<u>-60,920</u>	<u>-60,673</u>	<u>-69,962</u>	<u>-78,935</u>	<u>-58,508</u>
Net Operating Expense	<u>1,650,500</u>	<u>1,583,485</u>	<u>1,745,842</u>	<u>2,111,423</u>	<u>1,879,583</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	10	11	11	11	11	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	2	2	2	2
Full-Time Total	<u>10</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	6	6	8	8
Represented (PT)	0	0	0	0	0	Technical	2	2	2	2
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>2</u>	<u>1</u>	<u>3</u>	<u>3</u>	<u>3</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	1	1	1	1
Total	12	12	14	14	14	Total	12	12	14	14

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



PERSONNEL COMPARISON

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 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
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	----	----
Office Administrator II	16	----	----	----	1	1
Sr Graphics Designer	16	1	2	2	2	2
Supv Creative Services	17	1	1	1	1	1
Non-Rep Subtotal		10	11	11	11	11
Total Full-Time		10	11	11	11	11
<u>Contract</u>						
Contract Employee/Professional	16	1	----	----	----	----
Contract Professional	----	1	1	3	3	3
Total Contract		2	1	3	3	3

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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	159,466	157,760	162,787	106,332	160,370
Other Benefits	12,077	12,844	13,939	12,598	15,601
Healthcare Rep/NonRep	16,367	12,223	12,642	8,450	22,554
Pension Rep/NonRep	26,930	34,102	39,843	26,810	33,891
Workers Comp-Losses	0	0	0	0	21,770
<i>Benefits Total</i>	55,374	59,169	66,424	47,858	93,816
Labor Total	<u>214,840</u>	<u>216,929</u>	<u>229,211</u>	<u>154,190</u>	<u>254,187</u>
Contractual Services	0	179,000	178,000	148,500	168,500
Materials Supplies-Other	75	65	0	427	168
<i>Materials Total</i>	75	65	0	427	168
Other Non-Operating Expenses	6,799	7,916	5,658	2,679	11,915
Non Labor Total	<u>6,874</u>	<u>186,981</u>	<u>183,658</u>	<u>151,606</u>	<u>180,583</u>
Gross Operating Total	<u>221,714</u>	<u>403,910</u>	<u>412,869</u>	<u>305,796</u>	<u>434,770</u>
Cost Allocation	0	0	-326	0	0
Allocation Total	<u>0</u>	<u>0</u>	<u>-326</u>	<u>0</u>	<u>0</u>
Net Operating Expense	<u>221,714</u>	<u>403,910</u>	<u>412,543</u>	<u>305,796</u>	<u>434,770</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	2	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	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	1	1	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	2	2	2	2	2	Total	2	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
Government &
Constituent Relations
John Bayalis
(22435)

Government
Affairs Officer

PERSONNEL COMPARISON

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Dir Government Relations	23	1	1	1	1	1
Government Affairs Officer	17	1	1	1	1	1
Non-Rep Subtotal		2	2	2	2	2
Total Full-Time		2	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; disseminating information regarding emergency situations; and communicating Authority policy positions. Additionally, the Media

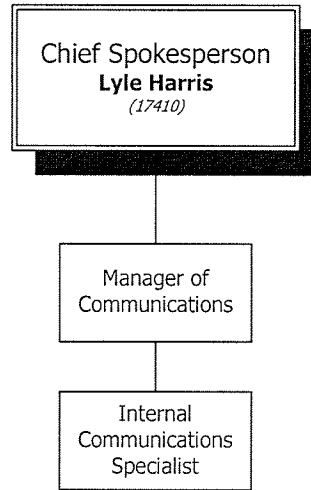
Relations Office advises senior and executive staff on all matters related to the media, and disseminates timely, credible, and accurate information related to the authority's strategies, goals, objectives, operations, and image.

OFFICE OF MEDIA COMMUNICATIONS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	185,057	249,847	243,047	225,366	276,841
Overtime	0	0	0	3,562	0
Other Benefits	14,401	19,961	20,783	19,692	26,185
Healthcare Rep/NonRep	25,075	25,413	26,200	25,388	33,831
Pension Rep/NonRep	34,969	43,752	40,402	5,921	58,505
Workers Comp-Losses	0	0	0	0	43,431
<i>Benefits Total</i>	74,445	89,126	87,385	51,001	161,952
Labor Total	<u>259,502</u>	<u>338,973</u>	<u>330,432</u>	<u>279,929</u>	<u>438,793</u>
Contractual Services	0	3,746	18,112	17,277	61,000
Materials Supplies-Other	304	258	1,154	713	1,998
<i>Materials Total</i>	304	258	1,154	713	1,998
Other Non-Operating Expenses	4,021	4,014	3,128	1,853	11,625
Non Labor Total	<u>4,325</u>	<u>8,018</u>	<u>22,394</u>	<u>19,843</u>	<u>74,623</u>
Gross Operating Total	<u>263,827</u>	<u>346,991</u>	<u>352,826</u>	<u>299,772</u>	<u>513,416</u>
Cost Allocation	0	0	0	-423	-920
Allocation Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>-423</u>	<u>-920</u>
Net Operating Expense	<u>263,827</u>	<u>346,991</u>	<u>352,826</u>	<u>299,349</u>	<u>512,497</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	2	3	3	3	3	Administrative	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	2	2
Full-Time Total	<u>2</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	2	1	1
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	2	3	3	3	3	Total	2	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



PERSONNEL COMPARISON

OFFICE OF MEDIA COMMUNICATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Chf Spokesperson	24	1	1	1	1	1
Internal Communications Spec	17	----	1	1	1	1
Mgr Communications	21	----	1	1	1	1
Press Secretary	20	1	----	----	----	----
Non-Rep Subtotal		2	3	3	3	3
Total Full-Time		2	3	3	3	3

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

FY2015 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

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Infrastructure NTD Reportable Injury Rate	The number of NTD reportable injuries on MARTA system per 100,000 rail unlinked boardings	</= 0.26	0.16	</= 0.26
Regulatory Compliance Rate	A score of compliance as it relates to internal and external inspections, audits, and testing	>/= 3.00	3.98	>/= 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	5.96	</= 5.50
Employee Injuries per 100 Employees	Number of employee accidents per 100 employees	</= 15	16.7	</= 15
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.67%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-38.71%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-38.32%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-43.14%	</= 0%

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

FY2014 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*.
- Expedited the implementation of the Office of Safety reorganization plan to align the office with upcoming changes to the FTA guidelines as amended in MAP-21 legislation.
- Facilitated the annual 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.
- Completed the revision of the *Distraction Policy*.
- Developed and implemented the *Accident Incident Report Procedure*.
- Completed the revision of revision of the Joint Health and Safety Committee (JHSC) Administrative Guidelines.
- Analyzed and categorized Authority accidents/incidents and graded as preventable/non-preventable.
- Reviewed and revised MARTA’s Accident/Incident Investigation Management Procedure.
- Ensured regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety and Security Oversight.
- Developed and implemented the *Facilities Inspection Procedure*.
- Conducted the *Safe Operator Recognition Awards* which included a formal award ceremony held in 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.
- Oversaw the completion of the Environmental Management System (EMS) and Stage II audits, in anticipation of obtaining EMS ISO 14001 Certification for the Armour Yard facility.
- 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.

- Maintained 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 the Countermeasure Plan (SPCC) at all maintenance facilities.
- Maintained the Environmental Policy Act (EPACT) rollout requirements for the Authority’s UST Programs.
- Reviewed and sustained *MARTA’s Emergency Response Spill Plans*.
- 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 that the Authority is cognizant and current with rules and regulations, best practices, compliance, and industry trends.
- Facilitated and managed the development of an Authority-Wide Environmental Management System (EMS).
- 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 MARTA’s Testing Program Plan (MTPP), thereby providing the certifying agent with the necessary test documentation. This process is ongoing and continual.
- Revised and updated the Quality Assurance Program Plan (QAPP), Quality Manual, and MARTA Testing Program Plan (MTPP).
- Continued stringent oversight of both safety and quality assurance of the TCSU Capital Project.
- Performed Parts and Materials receiving inspections.
- Facilitated activities to improve bus, railcar, and facilities and maintenance of way operations.
- Conducted internal Quality and Safety audits of the Authority’s processes and procedures.

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

- Filled Test Engineer vacancies.
 - Secured vendor-sponsored training courses for the Configuration Management staff from product developer, OpenText, regarding functionalities within the newly acquired configuration management software, emVision360.
 - Completed re-organization of the Configuration Management Branch.
 - Completed a partnership project with MARTA's Print Shop, regarding legacy project manuals that had not been previously uploaded into the configuration management database.
 - Finalized record storage activities, which included archiving over 150 storage boxes previously housed in the CM Branch storage facility.
 - Reviewed and updated Configuration Management Branch procedures and plans.
- 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.
 - Provided Safety support during special event reassignment activities.
 - In partnership with Transportation Safety Institute (TSI), hosted several safety and security courses.
 - As continuous improvement, participated in and completed various training such as National Incident Management System (NIMS), Scaffold and Fall Protection, Wayside Access, and Transit Supervisory Certifications.

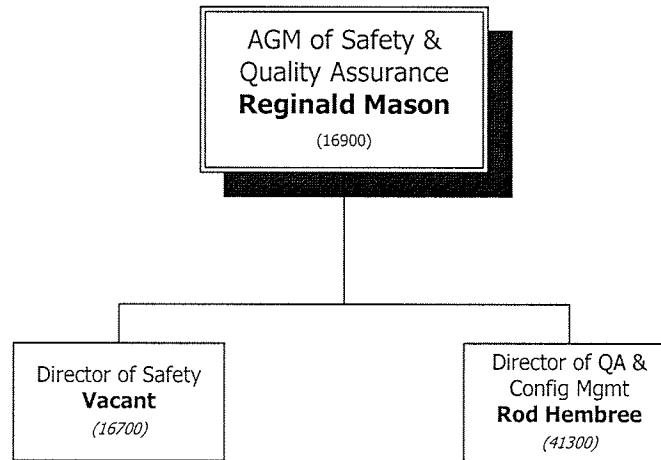
DEPT OF SAFETY & QUALITY ASSURANCE

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,521,149	3,105,503	3,289,036	3,442,101	4,127,901
Overtime	12,217	16,310	43,518	44,019	0
Other Benefits	252,513	276,451	323,422	324,067	394,063
Healthcare Rep/NonRep	422,447	502,280	507,307	539,812	530,019
Pension Rep/NonRep	558,273	658,602	676,157	479,264	743,968
Workers Comp-Losses	143,628	-450	283	22,300	434,881
<i>Benefits Total</i>	1,376,861	1,436,883	1,507,169	1,365,443	2,102,931
Labor Total	<u>3,910,227</u>	<u>4,558,696</u>	<u>4,839,723</u>	<u>4,851,563</u>	<u>6,230,832</u>
Contractual Services	-938	51,732	36,305	65,390	91,500
Materials Supplies-Other	9,333	30,340	31,884	9,659	11,327
<i>Materials Total</i>	9,333	30,340	31,884	9,659	11,327
Other Operating	0	272	0	0	0
<i>Other Total</i>	0	272	0	0	0
Casualty & Liability Costs	0	0	0	0	0
Miscellaneous Expenses	0	0	2	0	0
Other Non-Operating Expenses	27,623	32,377	94,617	93,044	192,774
Non Labor Total	<u>36,018</u>	<u>114,721</u>	<u>162,808</u>	<u>168,093</u>	<u>295,601</u>
Gross Operating Total	<u>3,946,245</u>	<u>4,673,417</u>	<u>5,002,531</u>	<u>5,019,656</u>	<u>6,526,433</u>
Cost Allocation	-1,181,703	-2,012,483	-2,596,205	-2,783,093	-3,321,714
Allocation Total	<u>-1,181,703</u>	<u>-2,012,483</u>	<u>-2,596,205</u>	<u>-2,783,093</u>	<u>-3,321,714</u>
Net Operating Expense	<u>2,764,542</u>	<u>2,660,934</u>	<u>2,406,326</u>	<u>2,236,563</u>	<u>3,204,719</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	39	44	47	47	47	Administrative	3	4	3	3	4
Represented	0	0	0	0	0	Management	9	9	10	10	10
Full-Time Total	<u>39</u>	<u>44</u>	<u>47</u>	<u>47</u>	<u>47</u>	Police	0	0	0	0	0
Non-Represented	1	0	0	0	0	Professional	9	9	15	25	29
Represented (PT)	0	0	0	0	0	Technical	22	25	25	15	11
Part - Time	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>4</u>	<u>4</u>	<u>7</u>	<u>7</u>	<u>7</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	1	1	1	1	0
Total	44	48	54	54	54	Total	44	48	54	54	54

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

ADM	4	Non-Rep	47
MGR	10	Rep	0
MNT	0	Total FT	47
OPR	0		
POL	0		
PRO	29	PT	0
REP	0	CON	7
SUP	0		
TEC	11	TOTAL	54



FUNCTIONS & RESPONSIBILITIES

The Office of AGM of Safety & QA oversees 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

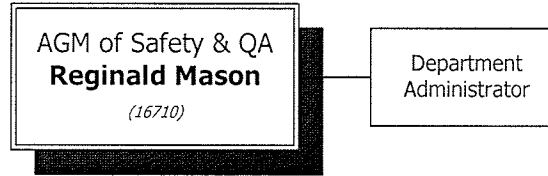
management, inspections, investigations, observations, and evaluations to determine whether activities and programs comply with applicable codes, standards, specifications, guidelines, etc., and reporting the same.

OFFICE OF AGM OF SAFETY & QA

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	223,718	347,100	290,678	65,923	213,739
Other Benefits	15,639	21,837	41,011	13,723	19,695
Healthcare Rep/NonRep	16,309	45,965	34,597	25,300	22,554
Pension Rep/NonRep	43,035	66,623	62,314	31,656	45,170
Workers Comp-Losses	0	0	0	0	37,618
<i>Benefits Total</i>	74,983	134,425	137,922	70,679	125,037
Labor Total	<u>298,701</u>	<u>481,525</u>	<u>428,600</u>	<u>136,602</u>	<u>338,776</u>
Contractual Services	-11,257	43,305	28,012	34,790	70,000
Materials Supplies-Other	5,570	24,913	6,066	2,644	2,500
<i>Materials Total</i>	5,570	24,913	6,066	2,644	2,500
Miscellaneous Expenses	0	0	2	0	0
Other Non-Operating Expenses	713	14,515	51,753	60,995	118,500
Non Labor Total	<u>-4,974</u>	<u>82,733</u>	<u>85,833</u>	<u>98,429</u>	<u>191,000</u>
Gross Operating Total	<u>293,727</u>	<u>564,258</u>	<u>514,433</u>	<u>235,031</u>	<u>529,776</u>
Cost Allocation	-32,742	-128,732	-127,892	-46,382	-71,265
Allocation Total	<u>-32,742</u>	<u>-128,732</u>	<u>-127,892</u>	<u>-46,382</u>	<u>-71,265</u>
Net Operating Expense	<u>260,985</u>	<u>435,526</u>	<u>386,541</u>	<u>188,649</u>	<u>458,511</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	3	4	2	2	2	Administrative	2	2	1	1	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	<u>3</u>	<u>4</u>	<u>2</u>	<u>2</u>	<u>2</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	0	0	0
Represented (PT)	0	0	0	0	0	Technical	0	1	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	3	4	2	2	2	Total	3	4	2	2	2

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



PERSONNEL COMPARISON

OFFICE OF AGM OF SAFETY & QA

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	----	1	----	----	----
AGM Safety & QA	C	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Office Administrator II	16	1	----	----	----	----
Project Manager II	22	----	1	----	----	----
Non-Rep Subtotal		3	4	2	2	2
Total Full-Time		3	4	2	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:

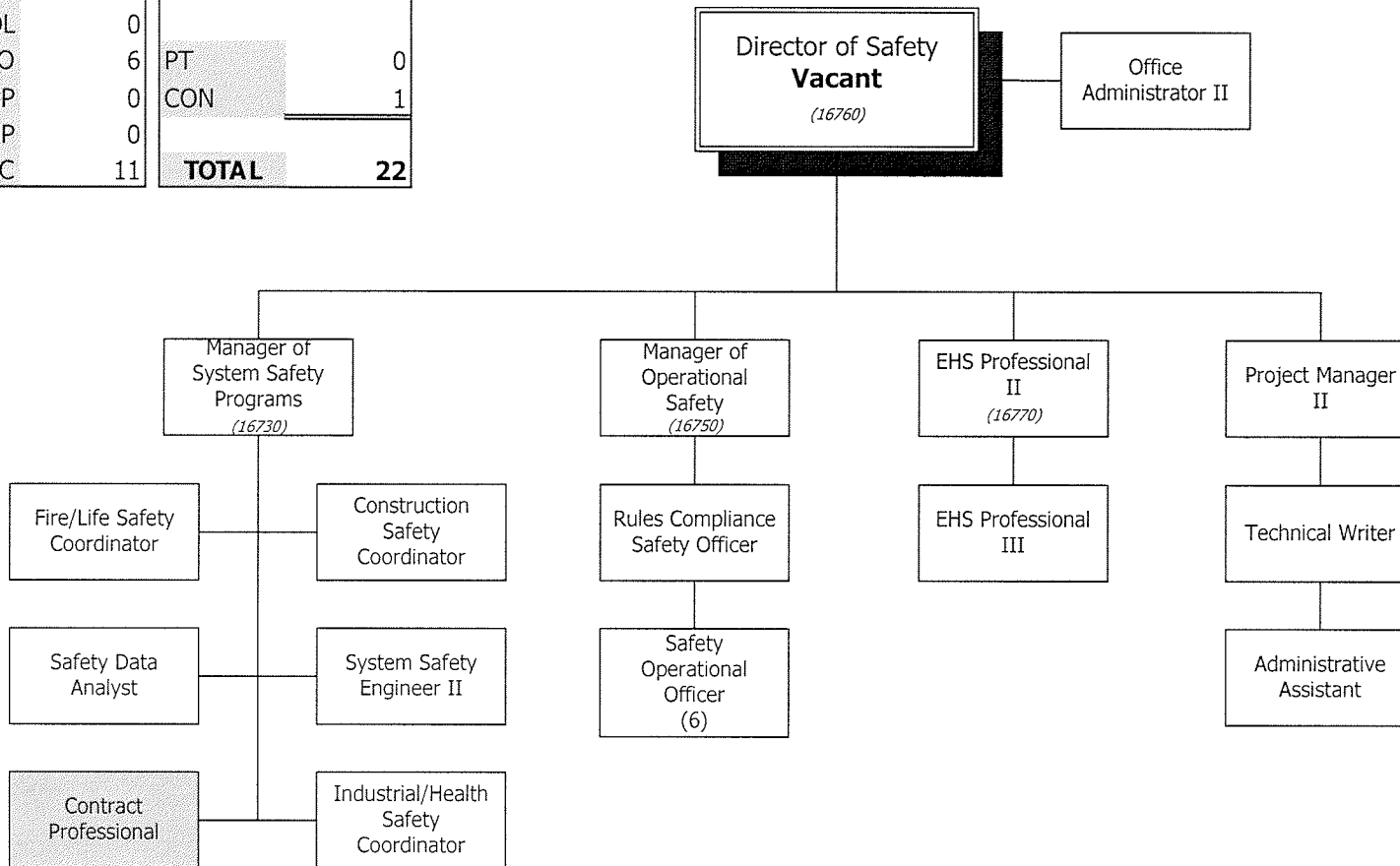
- audits, assessments, inspections, investigations, observations, and evaluations;
- preliminary, interim, and final reporting;
- stakeholder meetings

OFFICE OF SAFETY

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,190,146	1,147,305	1,232,776	1,270,373	1,637,772
Overtime	9,381	6,000	3,675	4,622	0
Other Benefits	132,372	106,587	118,106	121,956	160,254
Healthcare Rep/NonRep	217,054	221,321	237,086	260,034	236,817
Pension Rep/NonRep	233,724	235,149	263,274	176,180	326,520
Workers Comp-Losses	0	0	-3	22,300	186,910
<i>Benefits Total</i>	583,150	563,057	618,463	580,470	910,501
Labor Total	<u>1,782,677</u>	<u>1,716,362</u>	<u>1,854,914</u>	<u>1,855,465</u>	<u>2,548,273</u>
Contractual Services	9,739	1,407	-1,114	20,096	0
Materials Supplies-Other	1,942	2,509	25,178	3,570	6,700
<i>Materials Total</i>	1,942	2,509	25,178	3,570	6,700
Casualty & Liability Costs	0	0	0	0	0
Other Non-Operating Expenses	20,285	14,685	29,779	23,339	64,048
Non Labor Total	<u>31,966</u>	<u>18,601</u>	<u>53,843</u>	<u>47,005</u>	<u>70,748</u>
Gross Operating Total	<u>1,814,643</u>	<u>1,734,963</u>	<u>1,908,757</u>	<u>1,902,470</u>	<u>2,619,021</u>
Cost Allocation	-446,175	-570,274	-723,662	-738,758	-943,518
Allocation Total	<u>-446,175</u>	<u>-570,274</u>	<u>-723,662</u>	<u>-738,758</u>	<u>-943,518</u>
Net Operating Expense	<u>1,368,468</u>	<u>1,164,689</u>	<u>1,185,095</u>	<u>1,163,712</u>	<u>1,675,503</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	16	18	22	21	21	Administrative	0	0	1	1	2
Represented	0	0	0	0	0	Management	2	2	3	3	3
Full-Time Total	<u>16</u>	<u>18</u>	<u>22</u>	<u>21</u>	<u>21</u>	Police	0	0	0	0	0
Non-Represented	1	0	0	0	0	Professional	2	2	3	3	6
Represented (PT)	0	0	0	0	0	Technical	13	14	15	14	11
Part - Time	<u>1</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	1	1	1	1	0
Total	18	19	23	22	22	Total	18	19	23	22	22

ADM	2	Non-Rep	21
MGR	3	Rep	0
MNT	0	Total FT	21
OPR	0		
POL	0		
PRO	6	PT	0
REP	0	CON	1
SUP	0		
TEC	11	TOTAL	22



PERSONNEL COMPARISON

OFFICE OF SAFETY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Administrative Assistant	10	----	----	1	1	1
Construction Safety Coordinator	19	----	----	----	----	1
Construction Safety Engineer	19	1	1	1	1	----
Director of Safety	23	----	----	1	1	1
EHS Professional II (new)	18	----	----	----	----	1
EHS Professional III (new)	19	----	----	----	----	1
Environmental Safety Engineer	19	1	1	1	1	----
Environmental Safety Inspector	17	1	1	1	1	----
Fire Safety Engineer	19	----	----	1	1	----
Fire/Life Safety Coordinator (See Note 3)	19	----	----	----	----	1
Industrial Safety Engineer	19	1	1	1	1	----
Industrial/Health Safety Coordinator	19	----	----	----	----	1
Mgr Operational Safety	21	----	----	----	----	1
Mgr Operational Safety	21	----	----	----	1	----
Mgr Sys Safety Acct/Inc Invest	21	1	1	1	----	----
Mgr System Safety Programs	21	1	1	1	1	1
Office Administrator II	16	----	----	----	----	1
Project Manager II	22	----	----	1	1	1
QA Engineer	19	1	1	1	----	----
Rules Compliance Safety Officer (Note 3) (19	----	----	----	----	1
Safety Data Analyst	16	----	1	1	1	1
Safety Data Analyst	19	1	----	----	----	----
Safety Operational Officer	19	----	----	----	----	6
Supv On-Call Emerg Readiness	19	1	1	1	1	----
System Safety Auditor	19	1	----	----	----	----

PERSONNEL COMPARISON

OFFICE OF SAFETY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
System Safety Engineer	20	1	----	----	----	----
System Safety Engineer II	18	----	1	1	1	1
System Safety Officer	18	5	7	7	7	----
Technical Writer	18	----	1	1	1	1
Non-Rep Subtotal		16	18	22	21	21
Total Full-Time		16	18	22	21	21
<u>Part-Time</u>						
Technical Writer PT	NR125	1	----	----	----	----
Total Part-Time		1	----	----	----	----
<u>Contract</u>						
Contract Professional	----	----	----	1	1	1
Fire Safety Engineer	CAP	1	1	----	----	----
Total Contract		1	1	1	1	1

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.

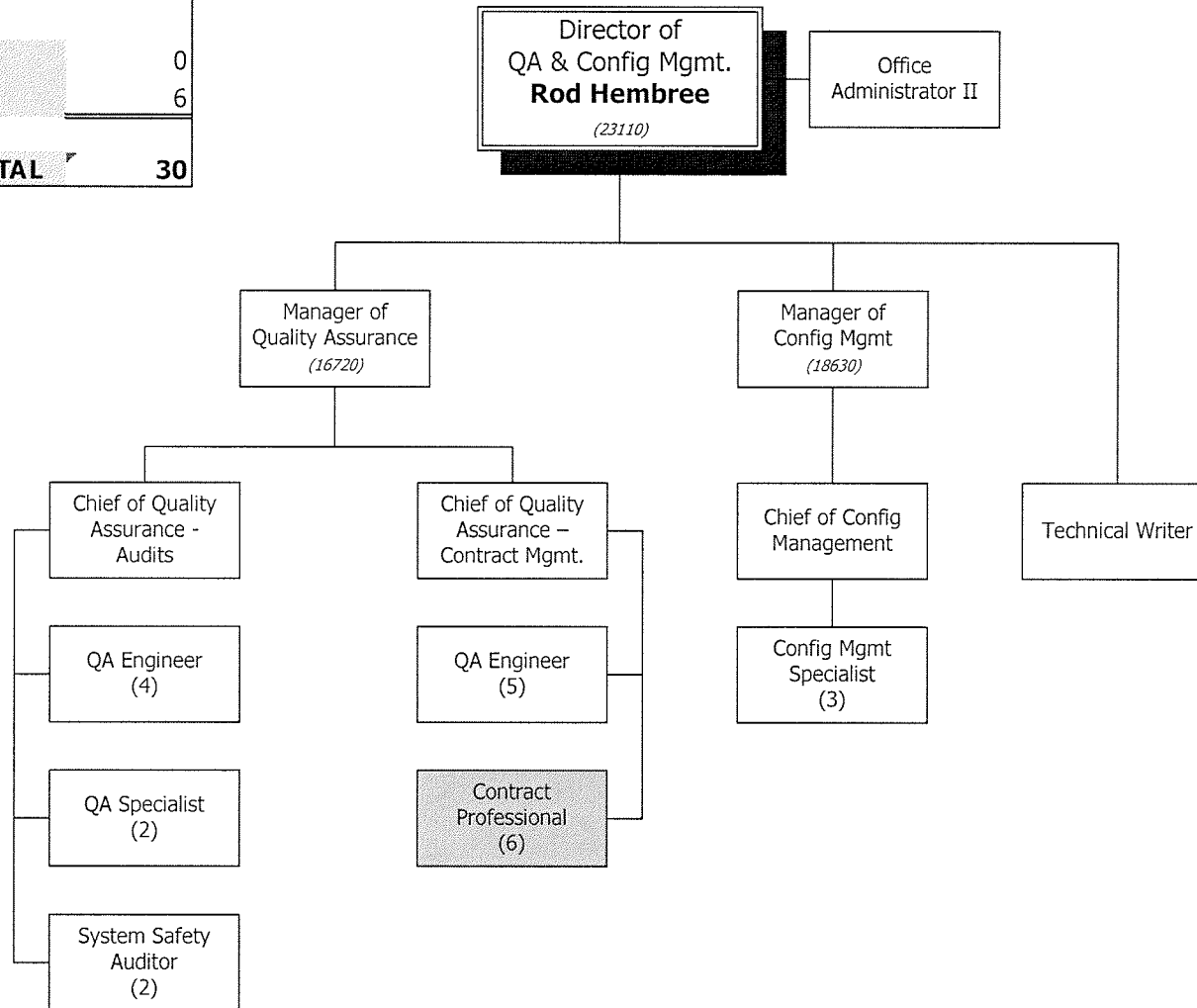
The Configuration Management Branch is responsible for the control, distribution and storage of all documentations for various Departments throughout the Authority. The Office assists Facilities, Maintenance, Rail Systems Engineering, Rail Operations, and Safety and Quality Assurance. Configuration Management 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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,107,285	1,611,098	1,765,582	2,105,805	2,276,390
Overtime	2,836	10,310	39,843	39,397	0
Other Benefits	104,502	148,027	164,305	188,388	214,113
Healthcare Rep/NonRep	189,084	234,994	235,624	254,478	270,648
Pension Rep/NonRep	281,514	356,830	350,569	271,428	372,278
Workers Comp-Losses	143,628	-450	286	0	210,353
<i>Benefits Total</i>	718,728	739,401	750,784	714,294	1,067,392
Labor Total	<u>1,828,849</u>	<u>2,360,809</u>	<u>2,556,209</u>	<u>2,859,496</u>	<u>3,343,783</u>
Contractual Services	580	7,020	9,407	10,504	21,500
Materials Supplies-Other	1,821	2,918	640	3,445	2,127
<i>Materials Total</i>	1,821	2,918	640	3,445	2,127
Other Operating	0	272	0	0	0
<i>Other Total</i>	0	272	0	0	0
Other Non-Operating Expenses	6,625	3,177	13,085	8,710	10,226
Non Labor Total	<u>9,026</u>	<u>13,387</u>	<u>23,132</u>	<u>22,659</u>	<u>33,853</u>
Gross Operating Total	<u>1,837,875</u>	<u>2,374,196</u>	<u>2,579,341</u>	<u>2,882,155</u>	<u>3,377,636</u>
Cost Allocation	-702,786	-1,313,477	-1,744,651	-1,997,953	-2,306,931
Allocation Total	<u>-702,786</u>	<u>-1,313,477</u>	<u>-1,744,651</u>	<u>-1,997,953</u>	<u>-2,306,931</u>
Net Operating Expense	<u>1,135,089</u>	<u>1,060,719</u>	<u>834,690</u>	<u>884,202</u>	<u>1,070,704</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	20	22	23	24	24	Administrative	1	2	1	1
Represented	0	0	0	0	0	Management	6	6	6	6
Full-Time Total	<u>20</u>	<u>22</u>	<u>23</u>	<u>24</u>	<u>24</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	7	7	12	22
Represented (PT)	0	0	0	0	0	Technical	9	10	10	1
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>3</u>	<u>3</u>	<u>6</u>	<u>6</u>	<u>6</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	23	25	29	30	30	Total	23	25	29	30

ADM	1	Non-Rep	24
MGR	6	Rep	0
MNT	0	Total FT	24
OPR	0		
POL	0		
PRO	23	PT	0
REP	0	CON	6
SUP	0		
TEC	0	TOTAL	30



PERSONNEL COMPARISON

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Chf Config Mgmt	18	----	----	1	1	1
Chf Doc Control Config Mgmt	18	1	1	----	----	----
Chief of Quality Assurance - Audits	20	1	1	1	1	1
Chief of Quality Assurance - Contract Mgm	20	1	1	1	1	1
Config Mgmt Specialist II	14	1	1	----	----	----
Config Mgmt Specialist III	16	----	----	3	3	3
Director of QA & Configuration Mgmt	23	1	1	1	1	1
Document Management Specialist	TBD	----	1	----	----	----
Document Management Specialist	12	1	----	----	----	----
Manager of Config Mgt Sp Plng Land Ar	21	1	----	----	----	----
Manager of Quality Assurance	22	1	1	1	1	1
Mgr Configuration Mgmt	21	----	1	1	1	1
Office Administrator II	16	----	1	1	1	1
QA Engineer	19	6	6	8	8	9
QA Engineer Receiving	19	1	1	1	1	----
QA Specialist	16	2	2	2	2	2
Sr Config Mgmt Specialist	16	1	1	----	----	----
Sr Documentation Control Spec	15	1	1	----	----	----
System Safety Auditor	19	----	1	1	2	2
Technical Writer	18	1	----	1	1	1
Technical Writer	15	----	1	----	----	----
Non-Rep Subtotal		20	22	23	24	24
Total Full-Time		20	22	23	24	24

PERSONNEL COMPARISON

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Contract						
Contract Professional	----	----	----	6	6	6
Technical Specialist	----	1	1	----	----	----
Test Engineer	----	2	2	----	----	----
Total Contract		3	3	6	6	6

DIVISION OF OPERATIONS/COO

This Division includes the following Departments:

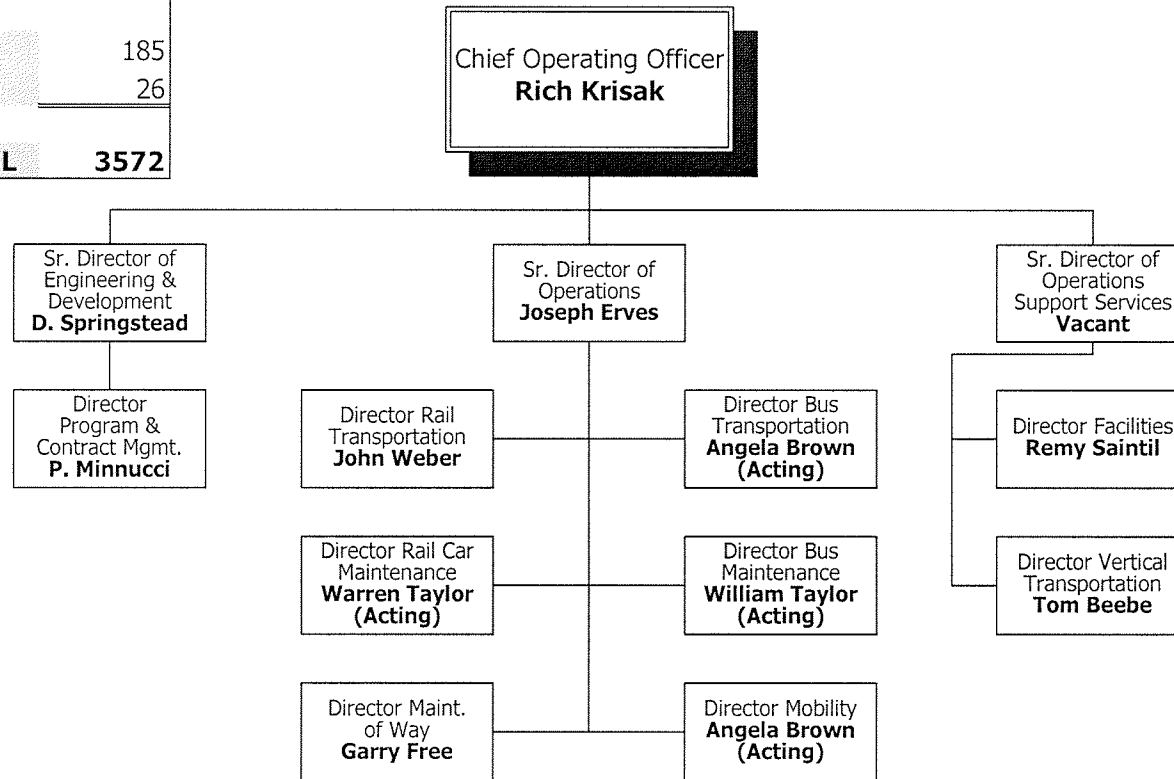
- **Department of Chief Operating Officer/COO**
- **Department of Operations Support Services**
- **Department of Engineering & Development**
- **Department of Bus Operations**
- **Department of Rail Operations**

DIVISION OF OPERATIONS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	133,008,819	135,889,422	133,482,570	137,116,369	146,268,679
Overtime	19,943,907	18,835,766	19,342,529	22,390,601	13,085,366
Other Benefits	16,727,884	17,935,636	17,706,179	17,705,909	18,700,928
Healthcare Rep/NonRep	39,785,203	41,290,847	41,299,613	39,672,385	43,820,029
Pension Rep/NonRep	18,880,371	15,508,903	16,744,149	15,611,395	19,644,247
Workers Comp-Losses	7,636,293	8,968,517	7,588,809	7,503,037	4,075,633
<i>Benefits Total</i>	83,029,751	83,703,903	83,338,750	80,492,726	86,240,838
Labor Total	<u>235,982,477</u>	<u>238,429,091</u>	<u>236,163,849</u>	<u>239,999,696</u>	<u>245,594,883</u>
Contractual Services	11,708,207	11,485,958	11,766,265	12,847,742	12,826,242
Materials Supplies-Other	22,996,492	24,734,543	26,342,877	26,812,891	27,088,481
Materials & Supplies-Diesel	7,730,246	8,991,985	9,813,381	9,601,993	9,946,479
Materials & Supplies-CNG	5,457,901	5,514,136	4,393,816	4,743,105	5,476,764
<i>Materials Total</i>	36,184,639	39,240,664	40,550,074	41,157,989	42,511,724
Other Operating	1,734,001	1,734,420	1,502,111	1,688,849	1,835,963
Other Operating-Electricity	9,026,220	9,014,583	8,363,227	8,280,440	8,574,192
Other Operating-Propulsion	7,605,602	7,276,625	6,726,694	6,741,415	7,534,028
<i>Other Total</i>	18,365,823	18,025,628	16,592,032	16,710,704	17,944,183
Casualty & Liability Costs	2,874,328	2,929,837	2,977,258	3,112,095	3,489,436
Miscellaneous Expenses	26,002	35,832	36,944	26,674	24,764
Other Non-Operating Expenses	218,176	206,672	262,893	332,887	810,528
Non Labor Total	<u>69,377,175</u>	<u>71,924,591</u>	<u>72,185,466</u>	<u>74,188,091</u>	<u>77,606,877</u>
Gross Operating Total	<u>305,359,652</u>	<u>310,353,682</u>	<u>308,349,315</u>	<u>314,187,787</u>	<u>323,201,759</u>
Cost Allocation	-13,798,779	-16,885,145	-21,795,824	-22,332,680	-27,623,284
Allocation Total	<u>-13,798,779</u>	<u>-16,885,145</u>	<u>-21,795,824</u>	<u>-22,332,680</u>	<u>-27,623,284</u>
Net Operating Expense	<u>291,560,873</u>	<u>293,468,537</u>	<u>286,553,491</u>	<u>291,855,107</u>	<u>295,578,475</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	533	588	620	621	670	Administrative	61	67	67	64	75
Represented	2,583	2,627	2,643	2,653	2,691	Management	83	88	95	97	97
Full-Time Total	<u>3,116</u>	<u>3,215</u>	<u>3,263</u>	<u>3,274</u>	<u>3,361</u>	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	20	57	74	69	110
Represented (PT)	186	191	191	185	185	Technical	126	146	158	163	163
Part - Time	<u>186</u>	<u>191</u>	<u>191</u>	<u>185</u>	<u>185</u>	Maintenance	1,053	1,063	1,067	1,065	1,068
Contract	<u>10</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>26</u>	Operator	1,637	1,672	1,685	1,679	1,715
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	79	80	80	94	93
						Supervisory	253	251	248	249	251
Total	3,312	3,425	3,474	3,480	3,572	Total	3,312	3,424	3,474	3,480	3,572

ADM	75	Non-Rep	670
MGR	97	Rep	2691
MNT	1068	Total FT	3361
OPR	1715		
POL	0		
PRO	110	PT	185
REP	93	CON	26
SUP	251		
TEC	163	TOTAL	3572



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

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.02%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-7.81%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-16.39%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-5.12%	</= 0%

DEPT OF CHIEF OPERATING OFFICER COO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	593,994	713,778	671,498	339,418	382,719
Overtime	0	0	0	0	0
Other Benefits	37,411	47,371	45,466	23,919	34,308
Healthcare Rep/NonRep	61,147	72,676	65,924	29,315	33,831
Pension Rep/NonRep	140,559	154,148	139,186	31,698	80,880
Workers Comp-Losses	0	0	-1	0	74,871
<i>Benefits Total</i>	239,117	274,195	250,575	84,932	223,891
Labor Total	833,111	987,973	922,073	424,350	606,610
Contractual Services	0	97,011	0	304,330	800,000
Materials Supplies-Other	252	4,682	1,582	47,554	9,992
<i>Materials Total</i>	252	4,682	1,582	47,554	9,992
Miscellaneous Expenses	0	3,500	0	2,798	11,208
Other Non-Operating Expenses	56,545	42,464	16,721	38,625	430,827
Non Labor Total	56,797	147,657	18,303	393,307	1,252,027
Gross Operating Total	889,908	1,135,630	940,376	817,657	1,858,637
Cost Allocation	-50,812	-91,717	-97,094	-49,488	-55,850
Allocation Total	-50,812	-91,717	-97,094	-49,488	-55,850
Net Operating Expense	839,096	1,043,913	843,282	768,169	1,802,787

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	7	6	2	3	3	Administrative	1	1	0	0	0
Represented	0	0	0	0	0	Management	2	2	1	1	1
Full-Time Total	7	6	2	3	3	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	3	3	1	2	2
Represented (PT)	0	0	0	0	0	Technical	1	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
						Supervisory	0	0	0	0	0
Total	7	6	2	3	3	Total	7	6	2	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

Chief Operating
Officer/COO
Richard Krisak
(11800)

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 3,572 employees within the Division of Operations with a total gross budget of allocation of \$323,201,967. This represents 73% of all authority personnel and 68% 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.

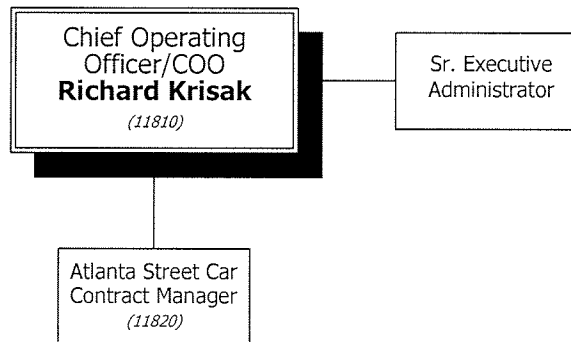
The Chief Operating Officer also identifies and implements initiatives, which reduce operating costs, enhance service quality, and increase revenues and ridership, and ensure that initiatives are aligned with the Authority's strategic goals.

OFFICE OF CHIEF OPERATING OFFICER COO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	593,994	713,778	671,498	339,418	382,719
Overtime	0	0	0	0	0
Other Benefits	37,411	47,371	45,466	23,919	34,308
Healthcare Rep/NonRep	61,147	72,676	65,924	29,315	33,831
Pension Rep/NonRep	140,559	154,148	139,186	31,698	80,880
Workers Comp-Losses	0	0	-1	0	74,871
<i>Benefits Total</i>	239,117	274,195	250,575	84,932	223,891
Labor Total	<u>833,111</u>	<u>987,973</u>	<u>922,073</u>	<u>424,350</u>	<u>606,610</u>
Contractual Services	0	97,011	0	304,330	800,000
Materials Supplies-Other	252	4,682	1,582	47,554	9,992
<i>Materials Total</i>	252	4,682	1,582	47,554	9,992
Miscellaneous Expenses	0	3,500	0	2,798	11,208
Other Non-Operating Expenses	56,545	42,464	16,721	38,625	430,827
Non Labor Total	<u>56,797</u>	<u>147,657</u>	<u>18,303</u>	<u>393,307</u>	<u>1,252,027</u>
Gross Operating Total	<u>889,908</u>	<u>1,135,630</u>	<u>940,376</u>	<u>817,657</u>	<u>1,858,637</u>
Cost Allocation	-50,812	-91,717	-97,094	-49,488	-55,850
Allocation Total	<u>-50,812</u>	<u>-91,717</u>	<u>-97,094</u>	<u>-49,488</u>	<u>-55,850</u>
Net Operating Expense	<u>839,096</u>	<u>1,043,913</u>	<u>843,282</u>	<u>768,169</u>	<u>1,802,787</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	7	6	2	3	3	Administrative	1	1	0	0	0
Represented	0	0	0	0	0	Management	2	2	1	1	1
Full-Time Total	<u>7</u>	<u>6</u>	<u>2</u>	<u>3</u>	<u>3</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	3	3	1	2	2
Represented (PT)	0	0	0	0	0	Technical	1	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>7</u>	<u>6</u>	<u>2</u>	<u>3</u>	<u>3</u>	Total	<u>7</u>	<u>6</u>	<u>2</u>	<u>3</u>	<u>3</u>

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



PERSONNEL COMPARISON

OFFICE OF CHIEF OPERATING OFFICER COO

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
AGM of Rail Operations	B	1	1	----	----	----
Atlanta Street Car Contract Manager	21	----	----	----	1	1
Chief Operating Officer	A	----	----	1	1	1
Department Administrator	17	1	1	----	----	----
Deputy General Manager-Admin	A	1	----	----	----	----
DGM CHF Operations Officer	A	----	1	----	----	----
Radio Communications Engineer	22	1	----	----	----	----
Senior Executive Administrator	19	1	1	1	1	----
Sr Executive Administrator	19	----	----	----	----	1
Statistical Performance Budget Analyst	20	2	2	----	----	----
Non-Rep Subtotal		7	6	2	3	3
Total Full-Time		7	6	2	3	3

DEPARTMENT OF OPERATIONS SUPPORT SERVICES

This Department includes the following Office:

Department of Operation Support Services

- Office of Operations Support Services
- Office of Facilities
- Office of Vertical Transportation

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.02%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-7.81%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-16.39%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-5.12%	</= 0%

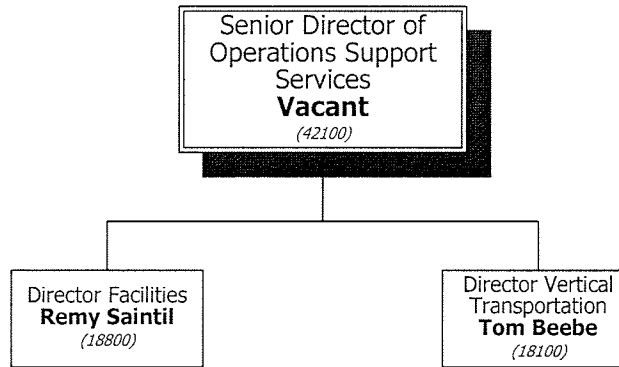
DEPT OF OPERATIONS SUPPORT SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	10,150,218	10,094,648	10,030,180	10,154,818	13,391,087
Overtime	982,359	1,109,532	855,068	1,160,092	437,717
Other Benefits	1,231,647	1,341,248	1,318,847	1,305,325	1,732,936
Healthcare Rep/NonRep	3,062,792	3,269,257	3,335,113	3,170,026	4,041,423
Pension Rep/NonRep	1,483,229	1,237,332	1,293,538	1,259,892	2,007,308
Workers Comp-Losses	367,353	324,928	459,296	230,073	133,480
<i>Benefits Total</i>	6,145,021	6,172,765	6,406,794	5,965,316	7,915,146
Labor Total	17,277,598	17,376,945	17,292,042	17,280,226	21,743,950
Contractual Services	7,044,172	7,283,205	7,418,695	7,905,368	8,769,152
Materials Supplies-Other	1,750,877	2,379,313	2,282,865	2,036,031	2,206,353
<i>Materials Total</i>	1,750,877	2,379,313	2,282,865	2,036,031	2,206,353
Other Operating	1,526,489	1,552,336	1,327,488	1,478,880	1,637,996
Other Operating-Electricity	1,093,748	1,151,578	1,007,035	1,136,946	1,050,000
<i>Other Total</i>	2,620,237	2,703,914	2,334,523	2,615,826	2,687,996
Casualty & Liability Costs	-3,130	0	-17,046	-11,070	0
Miscellaneous Expenses	0	0	253	0	0
Other Non-Operating Expenses	5,050	11,758	6,000	24,866	19,064
Non Labor Total	11,417,206	12,378,190	12,025,290	12,571,021	13,682,565
Gross Operating Total	28,694,804	29,755,135	29,317,332	29,851,247	35,426,515
Cost Allocation	-523,052	-427,577	-507,957	-681,438	-1,570,646
Allocation Total	-523,052	-427,577	-507,957	-681,438	-1,570,646
Net Operating Expense	28,171,752	29,327,558	28,809,375	29,169,809	33,855,869

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	45	52	53	50	97	Administrative	6	7	7	6	11
Represented	219	223	223	223	225	Management	5	5	5	5	8
Full-Time Total	264	275	276	273	322	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	6	4	4	11
Represented (PT)	0	0	0	0	0	Technical	9	11	12	10	43
Part - Time	0	0	0	0	0	Maintenance	219	223	223	223	223
Contract	2	2	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	2
						Supervisory	25	25	25	25	24
Total	266	277	276	273	322	Total	266	277	276	273	322

DEPARTMENT OF OPERATIONS SUPPORT SERVICES

ADM	11	Non-Rep	97
MGR	8	Rep	225
MNT	223	Total FT	322
OPR	0		
POL	0		
PRO	11	PT	0
REP	2	CON	0
SUP	24		
TEC	43	TOTAL	322



FUNCTIONS AND RESPONSIBILITIES

The Office of Operations Support Services has oversight of the following offices:

The **Office of Facilities** consists of 264 employees and 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, 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.

The **Office of Vertical Transportation** consists of 9 employees and 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.

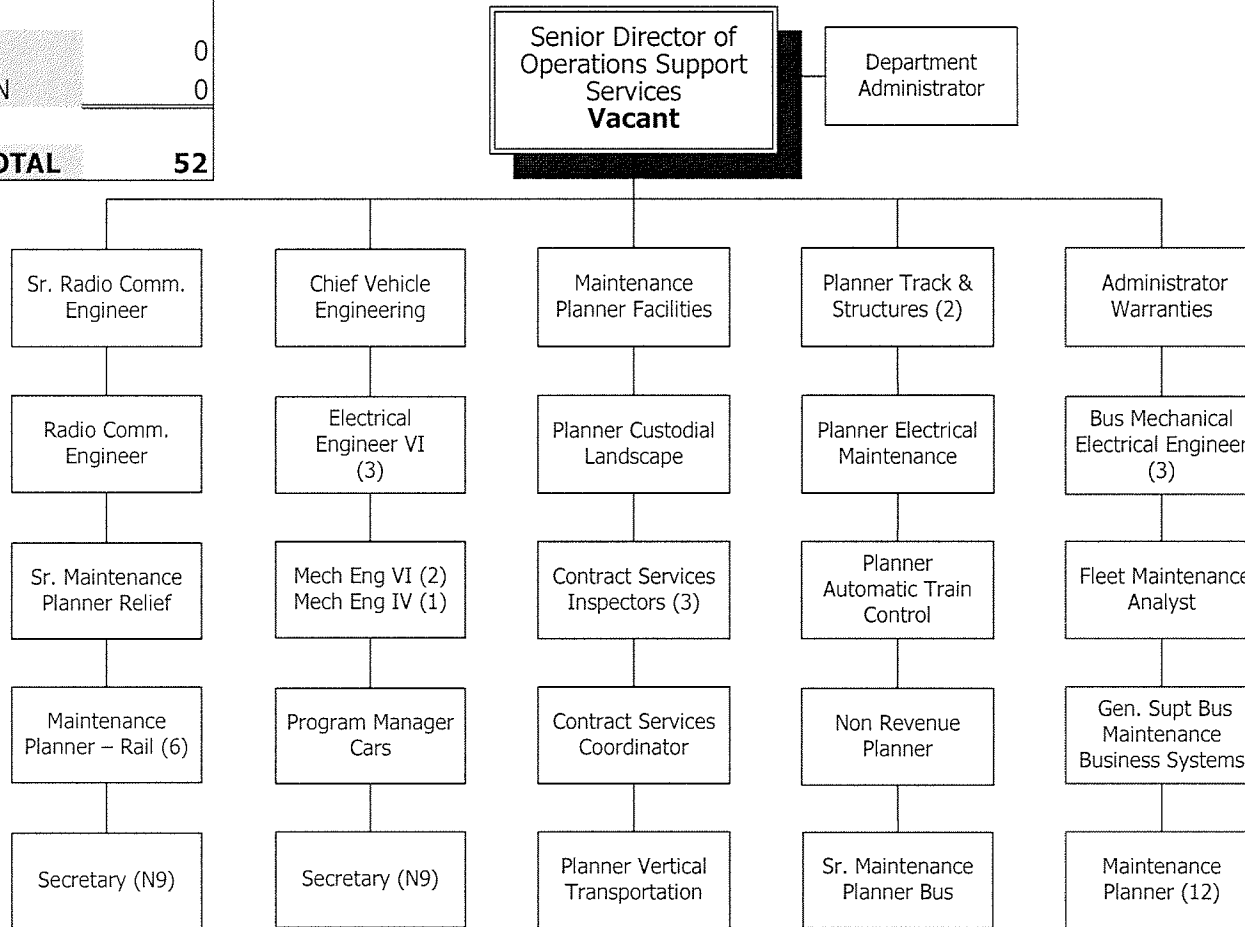
OFFICE OF OPERATIONS SUPPORT SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	0	0	0	0	3,229,785
Overtime	0	0	0	0	68,095
Other Benefits	0	0	0	0	338,706
Healthcare Rep/NonRep	0	0	0	0	589,850
Pension Rep/NonRep	0	0	0	0	688,224
Workers Comp-Losses	0	0	0	0	290,093
<i>Benefits Total</i>	0	0	0	0	1,906,873
Labor Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	5,204,753
Gross Operating Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	5,204,753
Cost Allocation	0	0	0	0	-959,962
Allocation Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	-959,962
Net Operating Expense	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	4,244,791

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	0	0	0	0	50	Administrative	0	0	0	0	6
Represented	0	0	0	0	2	Management	0	0	0	0	3
Full-Time Total	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	52	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	0	0	9
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	32
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	2
						Supervisory	0	0	0	0	0
Total	0	0	0	0	52	Total	0	0	0	0	52

OFFICE OF OPERATIONS SUPPORT SERVICES

ADM	6	Non-Rep	50
MGR	3	Rep	2
MNT	0	Total FT	52
OPR	0		
POL	0		
PRO	9	PT	0
REP	2	CON	0
SUP	0		
TEC	32	TOTAL	52



PERSONNEL COMPARISON

OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Administrator - Warranties	17	----	----	----	----	1
Bus Mech Elec Engineer	18	----	----	----	----	3
Chf Vehicle Engineering	20	----	----	----	----	1
Contract Services Coordinator	16	----	----	----	----	1
Contract Services Inspector	10	----	----	----	----	3
Department Administrator	17	----	----	----	----	1
Electrical Engineer VI	20	----	----	----	----	3
Fleet Maintenance Analyst	18	----	----	----	----	1
Gen Supt Bus Maint Bsn Sys	20	----	----	----	----	1
Maintenance Planner Bus	16	----	----	----	----	12
Maintenance Planner Facilities	16	----	----	----	----	1
Maintenance Planner-Rail	16	----	----	----	----	6
Mechanical Engineer IV	17	----	----	----	----	1
Mechanical Engineer VI	20	----	----	----	----	2
Non Revenue Planner	16	----	----	----	----	1
Planner Automatic Train Contr	16	----	----	----	----	1
Planner Custodial Landscape	16	----	----	----	----	1
Planner Electrical Maintenance	16	----	----	----	----	1
Planner Track & Structures	16	----	----	----	----	2
Planner Vertical Trans	16	----	----	----	----	1
Program Manager Cars	----	----	----	----	----	1
Radio Communications Engineer	22	----	----	----	----	1
Sr Maintenance Planner Bus	17	----	----	----	----	1
Sr Maintenance Planner Relief	17	----	----	----	----	1
Sr Radio Communication Eng	21	----	----	----	----	1

PERSONNEL COMPARISON

OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Sr. Director Operations Support	24	----	----	----	----	1
Non-Rep Subtotal		----	----	----	----	50
<u>Represented</u>						
Secretary (N9)	UR	----	----	----	----	2
Represented Subtotal		----	----	----	----	2
Total Full-Time		----	----	----	----	52

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), 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.

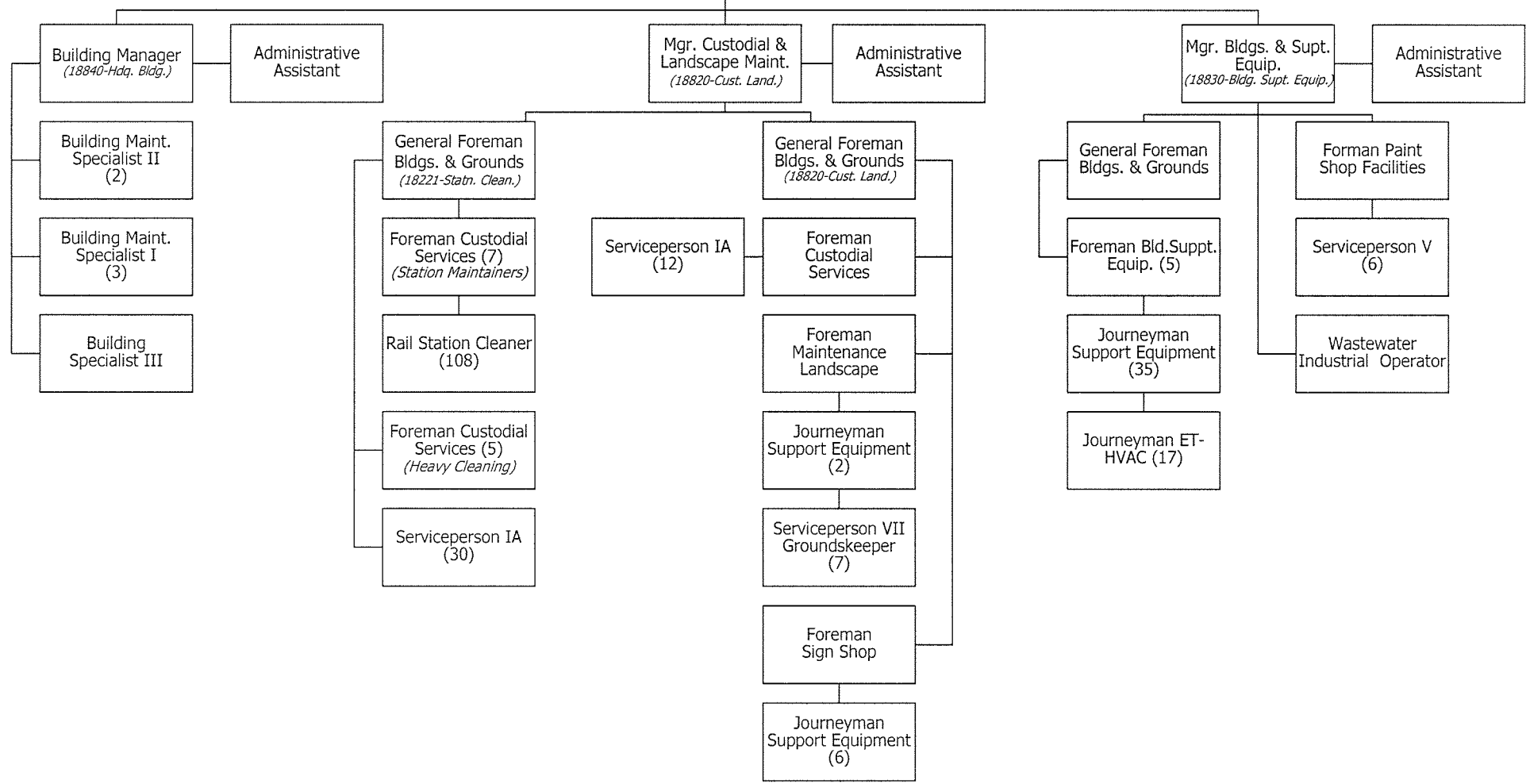
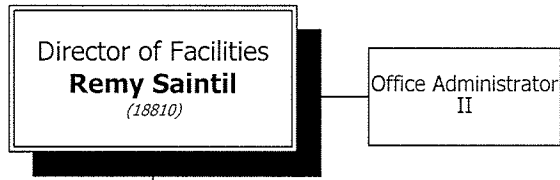
The Headquarters Building Management branch is responsible for the oversight of the operational tasks associated with custodial support, fire safety equipment, life safety equipment, HVAC equipment, electrical equipment, plumbing equipment, landscaping, painting, signage, and utilities for the buildings which comprise the Headquarters Building Complex. This maintenance group maintains a clean, safe, and comfortable work environment for MARTA's internal business units.

OFFICE OF FACILITIES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	10,150,218	9,837,318	9,427,113	9,567,303	9,573,587
Overtime	982,359	1,105,520	844,689	1,131,247	351,841
Other Benefits	1,231,647	1,312,133	1,262,353	1,248,639	1,332,940
Healthcare Rep/NonRep	3,062,792	3,250,507	3,262,971	3,087,101	3,350,080
Pension Rep/NonRep	1,483,229	1,193,473	1,179,979	1,218,923	1,191,278
Workers Comp-Losses	367,353	324,928	459,296	230,073	-214,395
<i>Benefits Total</i>	6,145,021	6,081,041	6,164,599	5,784,736	5,659,903
Labor Total	<u>17,277,598</u>	<u>17,023,879</u>	<u>16,436,401</u>	<u>16,483,286</u>	<u>15,585,331</u>
Contractual Services	1,876,250	2,142,220	2,241,978	2,285,289	3,298,542
Materials Supplies-Other	1,750,056	2,377,843	2,281,182	2,034,152	2,204,353
<i>Materials Total</i>	1,750,056	2,377,843	2,281,182	2,034,152	2,204,353
Other Operating	1,526,489	1,552,336	1,327,216	1,478,880	1,637,996
Other Operating-Electricity	1,093,748	1,151,578	1,007,035	1,136,946	1,050,000
<i>Other Total</i>	2,620,237	2,703,914	2,334,251	2,615,826	2,687,996
Casualty & Liability Costs	-3,130	0	-17,046	-11,070	0
Miscellaneous Expenses	0	0	253	0	0
Other Non-Operating Expenses	4,181	1,592	4,020	22,366	15,064
Non Labor Total	<u>6,247,594</u>	<u>7,225,569</u>	<u>6,844,638</u>	<u>6,946,563</u>	<u>8,205,955</u>
Gross Operating Total	<u>23,525,192</u>	<u>24,249,448</u>	<u>23,281,039</u>	<u>23,429,849</u>	<u>23,791,286</u>
Cost Allocation	-523,052	-427,577	-449,019	-622,330	-548,422
Allocation Total	<u>-523,052</u>	<u>-427,577</u>	<u>-449,019</u>	<u>-622,330</u>	<u>-548,422</u>
Net Operating Expense	<u>23,002,140</u>	<u>23,821,871</u>	<u>22,832,020</u>	<u>22,807,519</u>	<u>23,242,864</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	39	41	42	41	39	Administrative	6	6	6	6	4
Represented	219	223	223	223	223	Management	4	4	4	4	4
Full-Time Total	<u>258</u>	<u>264</u>	<u>265</u>	<u>264</u>	<u>262</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	4	2	2	1
Represented (PT)	0	0	0	0	0	Technical	4	4	5	4	6
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	219	223	223	223	223
Contract	<u>2</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	25	25	25	25	24
Total	260	266	265	264	262	Total	260	266	265	264	262

ADM	4	Non-Rep	39
MGR	4	Rep	223
MNT	223	Total FT	262
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	0
SUP	24		
TEC	6	TOTAL	262



PERSONNEL COMPARISON

OFFICE OF FACILITIES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Administrative Assistant	10	----	----	----	----	3
Building Maint Spec II	14	2	2	2	2	2
Building Maintenance Spec I	12	1	1	1	1	3
Building Manager	20	----	----	----	----	1
Building Specialist III	16	----	----	----	----	1
Contract Services Coordinator	16	1	1	2	1	----
Contract Services Inspector	10	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	1	1	1	1	1
Foreman Sign Shop	16	1	1	1	1	1
Gen Foreman Bldgs & Grounds	18	4	4	4	4	3
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	1
Planner Bldgs & Support Equip	16	1	1	1	1	----
Planner Custodial Landscape	16	1	1	1	1	----
Supt Building	19	1	1	1	1	----
Wastewater Industrial Operator	16	----	1	1	1	1
Non-Rep Subtotal		39	41	42	41	39

PERSONNEL COMPARISON

OFFICE OF FACILITIES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Represented</u>						
Journeyman ET-HVAC	UR	17	17	17	17	17
Journeyman Support Equipment	UR	38	43	43	43	43
Rail Station Cleaner	UR	108	108	108	108	108
Serviceperson I (a)	UR	43	42	42	42	42
Serviceperson V	UR	6	6	6	6	6
Serviceperson VII Groundskeeper	UR	7	7	7	7	7
Represented Subtotal		219	223	223	223	223
Total Full-Time		258	264	265	264	262
<u>Contract</u>						
Contract Professional	----	2	2	----	----	----
Total Contract		2	2	----	----	----

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; and ensures timely 24 hour a day, seven days a week emergency response to all elevator/escalator incidents or accidents.

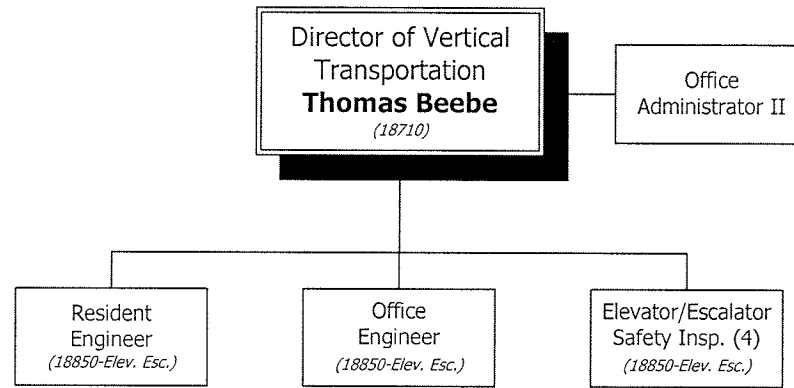
OFFICE OF VERTICAL TRANSPORTATION

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	0	257,330	603,067	587,515	587,715
Overtime	0	4,012	10,379	28,845	17,781
Other Benefits	0	29,115	56,494	56,686	61,289
Healthcare Rep/NonRep	0	18,750	72,142	82,925	101,493
Pension Rep/NonRep	0	43,859	113,559	40,969	127,806
Workers Comp-Losses	0	0	0	0	57,781
<i>Benefits Total</i>	0	91,724	242,195	180,580	348,370
Labor Total	0	353,066	855,641	796,940	953,866
Contractual Services	5,167,922	5,140,985	5,176,717	5,620,079	5,470,610
Materials Supplies-Other	821	1,470	1,683	1,879	2,000
<i>Materials Total</i>	821	1,470	1,683	1,879	2,000
Other Operating	0	0	272	0	0
<i>Other Total</i>	0	0	272	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	869	10,166	1,980	2,500	4,000
Non Labor Total	5,169,612	5,152,621	5,180,652	5,624,458	5,476,610
Gross Operating Total	5,169,612	5,505,687	6,036,293	6,421,398	6,430,476
Cost Allocation	0	0	-58,938	-59,108	-62,261
Allocation Total	0	0	-58,938	-59,108	-62,261
Net Operating Expense	5,169,612	5,505,687	5,977,355	6,362,290	6,368,214

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	6	11	11	9	8	Administrative	0	1	1	0	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	6	11	11	9	8	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	2	2	2	1
Represented (PT)	0	0	0	0	0	Technical	5	7	7	6	5
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
						Supervisory	0	0	0	0	0
Total	6	11	11	9	8	Total	6	11	11	9	8

OFFICE OF VERTICAL TRANSPORTATION

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



PERSONNEL COMPARISON

OFFICE OF VERTICAL TRANSPORTATION

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Administrative Assistant	10	----	1	1	----	----
Dir Vertical Transportation	22	----	1	----	----	----
Dir Vertical Transportation	23	----	----	1	1	1
ELEV ESCALATOR SAFE INSPEC II	18	4	6	6	5	4
Manager of Elevators/Escalators	22	1	----	----	----	----
Office Administrator II	16	----	----	----	----	1
Office Engineer	TBD	----	1	1	1	----
Office Engineer	19	----	----	----	----	1
Planner Elevators & Escalators	TBD	----	1	1	----	----
Planner Vertical Trans	TBD	----	----	----	1	----
Resident Engineer	21	1	1	1	1	1
Non-Rep Subtotal		6	11	11	9	8
Total Full-Time		6	11	11	9	8

DEPARTMENT OF ENGINEERING & DEVELOPMENT

This Department includes the following Office:

Department of Engineering & Development

- Office of Engineering & Development
- Office of Program & Contract Management

DEPARTMENT OF ENGINEERING & DEVELOPMENT**FY2015 GOALS AND OBJECTIVES**

The goals and objectives of the Department of Engineering and Development are as follow:

- Support agency and department Strategic Goals & Objectives.
- Provide quality infrastructure, systems design and engineering services in support of maintenance, rehabilitation, expansion of MARTA's infrastructure, rolling-stock, related systems and assets critical to the safe and reliable operation of the MARTA system.
- Partner closely with key business units, particularly Operations, Contracts & Procurement and Materials, Safety & Quality Assurance, IT, and Police for effective/efficient advertisement, selection and contract award of contractor/consultant professional services.
- Direct and manage the technical services of the General Engineering Consultants (GEC), Rail Vehicle Consultant (RVC) and other specialized professional consultants. Maintain active work orders at 95% of plan.
- Implement a series of efficiency initiatives to improve competency and capacity within the Office of Engineering & Development:
 - Evaluate the overall structure/framework and interface within infrastructure related offices
 - Assess and upgrade Standard Specifications
 - Expand and enhance Engineering's Technical Library
 - Assess and upgrade Design Criteria and Standard Drawing
- Plan, manage, and direct resources and activities to ensure that MARTA's Long-Range Capital Improvement Program (CIP) is efficiently and effectively delivered to stakeholders' satisfaction and within scope, schedule and budget.
- Maintain transparency and visibility to all aspects of the project life cycle.
- Develop and implement Program and Contract Management's Project Management Information System (PMIS) for managing CIP projects.
- Complete implementation of MARTA's Enterprise Asset Management (EAM) System – Capital Program Module in support of FTA's State of Good Repair initiative.
- Mentor, develop and promote in-house personnel; provide technical training in state of the art technology; and professional training to acquire licenses, certification & continuing education. Establish and maintain recognition for providing valuable and professional technical competencies within MARTA, the Atlanta region and the transit industry.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.02%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-7.81%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-16.39%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-5.12%	</= 0%

DEPARTMENT OF ENGINEERING & DEVELOPMENT

FY2014 ACCOMPLISHMENTS

Re-organized Department structure to align resources with long range Capital Improvement Program to right-size staff to adequately support project delivery and reduce dependency on consultant services.

Engineering & Development

- Completed the design and engineering “in-house” for:
 - Hamilton Bus Facility Expansion to include CNG Fueling Station
 - Rail Vehicle Door Safety Interlock
 - Maintenance of Way Work Cars
 - Brady Mobility Facility (conceptual design)
- Qualified Proposals (RFP) and prepared Best and Final Offers (BAFO) for proponent negotiations:
 - Audio Visual Information System (AVIS)
 - Tunnel Ventilation System (TVS) Rehabilitation
- Completed the P25 core upgrade project for the Future Radio Infrastructure program.
- Implemented the Capital Improvement Program (CIP) Module in the EAM software system.
- Established the CIP Change Control Team (CCT) to manage and control budget changes and transfers.
- Used a new decision-making software to qualify and prioritize existing and new capital projects to maximize and finalize the FY15 CIP budget.
- Trained staff on new 3D modeling software.
- Managed the services of external professional and specialty consultants to support over 115 CIP projects.
- Strategically mapped engineering, construction and project management resources to right-size staff for delivery of the CIP 10-Year Plan including reducing reliance on consultant services for core competencies.
- Advertised and selected multiple firms for new professional services contracts including surveying, geotechnical and materials testing.
- Enterprise Management System - Initiated ISO14001 Certification

- Train Control System and SCADA Upgrade installations:
 - Train Control Field Units (TCFU) at 8 locations (East Line)
 - SCADA Field Units (SFU) at 23 locations
 - Auxiliary SCADA Field Units (SFU) at 19 locations
 - Completed the Proof of Concept and installed the Train-Wayside-Communication at 2 locations
 - Integrated Operations Center (IOC) - Completed System Build Review 1 and System Build Review 2-Demo
 - Rail Car Upgrades: Installed three pairs of cars with new FIMS and TWC for Mini Fleet Testing

Program and Contract Management

- Completed construction of the Buckhead North Entrance and Pedestrian Bridge over GA-400
- Began construction of the new Brady Mobility Facility
- Completed the first year of the re-engineered Job Order Contracting (JOC) program with enhanced design, monitoring and compliance processes.
- Fire Protection Upgrade – installation completed at 11 Stations and three facilities; a total of 14 locations.
- Vehicle Security Cameras – completed installation on existing bus fleet.
- Completed construction for 15 JOC projects.
- Closed out the following projects:
 - CNG Upgrades at Perry and Laredo Bus Facilities
 - Laredo Solar Canopy
 - CN915 & CE530 Concrete Girder Rehabilitation
 - West Lake Station Train Control Room Waterproofing and Renovation
 - Bus Supervisor Booths
 - Tunnel Lighting Upgrade Phase 1
 - Annex Roof Replacement

DEPT OF ENGINEERING & DEVELOPMENT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	4,458,298	5,477,916	7,600,832	8,802,025	12,263,415
Overtime	51,795	103,184	192,050	328,677	161,309
Other Benefits	410,302	500,723	698,184	813,581	1,256,424
Healthcare Rep/NonRep	771,618	1,042,493	1,197,432	1,305,334	2,074,968
Pension Rep/NonRep	1,001,696	1,140,774	1,501,731	1,055,247	2,475,419
Workers Comp-Losses	0	0	14,039	-2,492	1,046,863
<i>Benefits Total</i>	2,183,616	2,683,990	3,411,386	3,171,670	6,853,673
Labor Total	6,693,709	8,265,090	11,204,268	12,302,372	19,278,397
Contractual Services	490,342	253,022	143,963	283,293	94,200
Materials Supplies-Other	27,160	39,809	31,802	23,582	33,100
<i>Materials Total</i>	27,160	39,809	31,802	23,582	33,100
Other Operating	0	438	0	36	0
Other Operating-Electricity	7,932,472	355,258	0	0	0
Other Operating-Propulsion	7,605,602	330,739	0	0	0
<i>Other Total</i>	15,538,074	686,435	0	36	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	33,917	43,916	136,003	86,816	214,708
Non Labor Total	16,089,493	1,023,182	311,768	393,727	342,008
Gross Operating Total	22,783,202	9,288,272	11,516,036	12,696,099	19,620,405
Cost Allocation	-7,137,858	-6,827,018	-9,923,621	-10,971,767	-16,488,090
Allocation Total	-7,137,858	-6,827,018	-9,923,621	-10,971,767	-16,488,090
Net Operating Expense	15,645,344	2,461,254	1,592,415	1,724,332	3,132,315

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	70	109	144	148	183	Administrative	5	7	9	8	12
Represented	0	3	3	3	0	Management	15	17	20	21	21
Full-Time Total	70	112	147	151	183	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	4	31	52	46	73
Represented (PT)	0	0	0	0	0	Technical	46	62	71	81	86
Part - Time	0	0	0	0	0	Maintenance	0	3	3	3	0
Contract	0	8	8	8	9	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	70	120	155	159	192	Total	70	120	155	159	192

DEPARTMENT OF ENGINEERING AND DEVELOPMENT

ADM	12	Non-Rep	183
MGR	21	Rep	0
MNT	0	Total FT	183
OPR	0		
POL	0		
PRO	73	PT	0
REP	0	CON	9
SUP	0		
TEC	86	TOTAL	192

Sr. Director of
Engineering & Dev.
David Springstead
(15230)

Program &
Contract Mgmt.
Patrick Minucci
(18300)

FUNCTIONS & RESPONSIBILITIES

Office of Engineering and Development consists of the Office of Infrastructure Engineering, Systems Engineering, Project Controls and has oversight over the Office the Program & Contract Management.

Engineering & Development provides infrastructure and systems 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 Project Controls group is responsible for capital project oversight and analyses, project and program performance analyses, preparation and maintenance of project scope, schedules and budgets, and preparation of construction cost estimates.

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 and Construction 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.

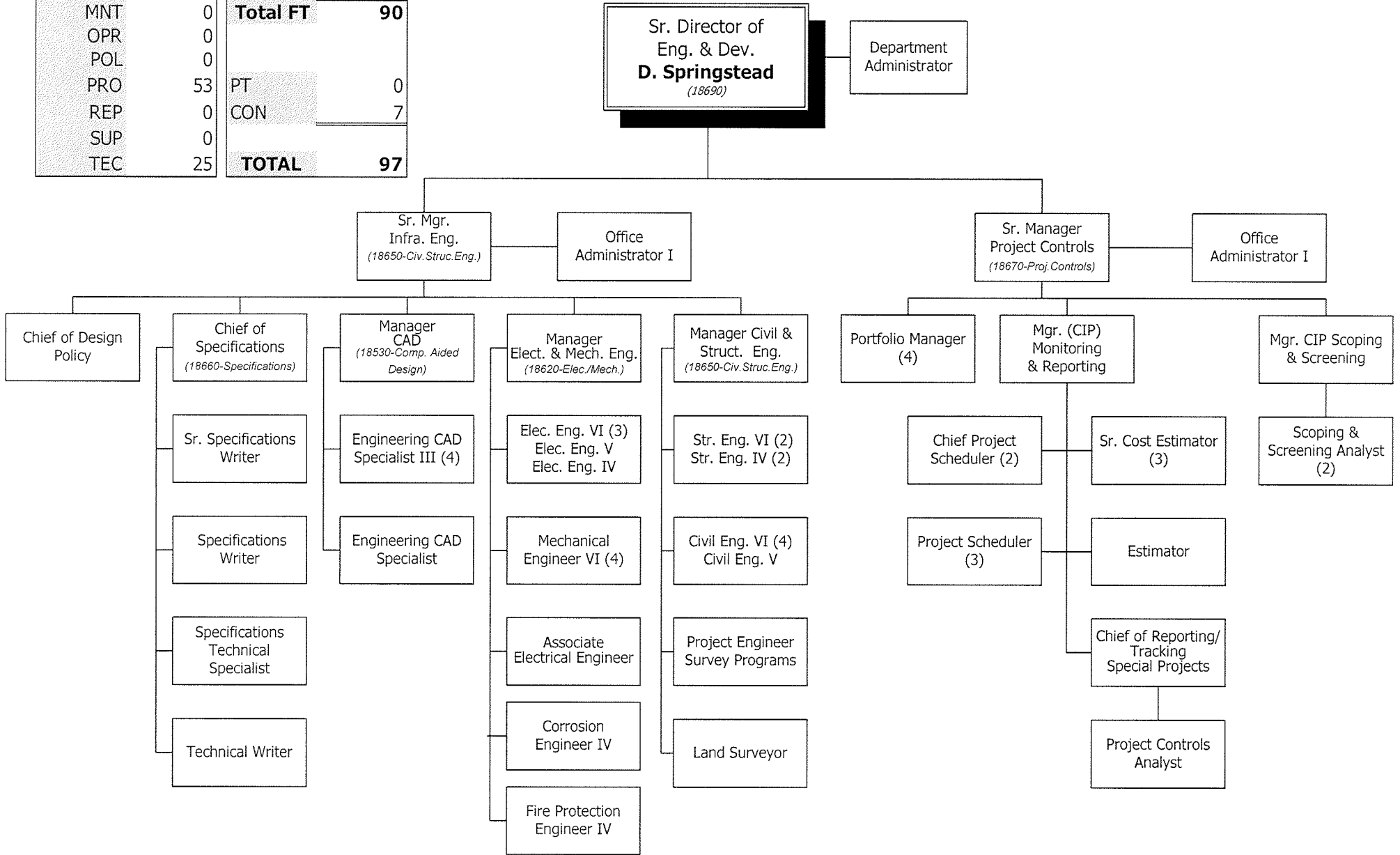
The Construction Management group provides the services necessary to execute contracts in support of the CIP. Construction contracts include renovation, rehabilitation, and new buildings, structures and facilities for bus, mobility and rail operations. Job Order Contracting (JOC) annually executes 40 to 50 time-sensitive projects for the Authority. Typical project types include facilities upgrades, life-safety upgrades, civil-site improvements and systems upgrades. JOC focuses on delivering quality projects safely.

OFFICE OF ENGINEERING & DEVELOPMENT

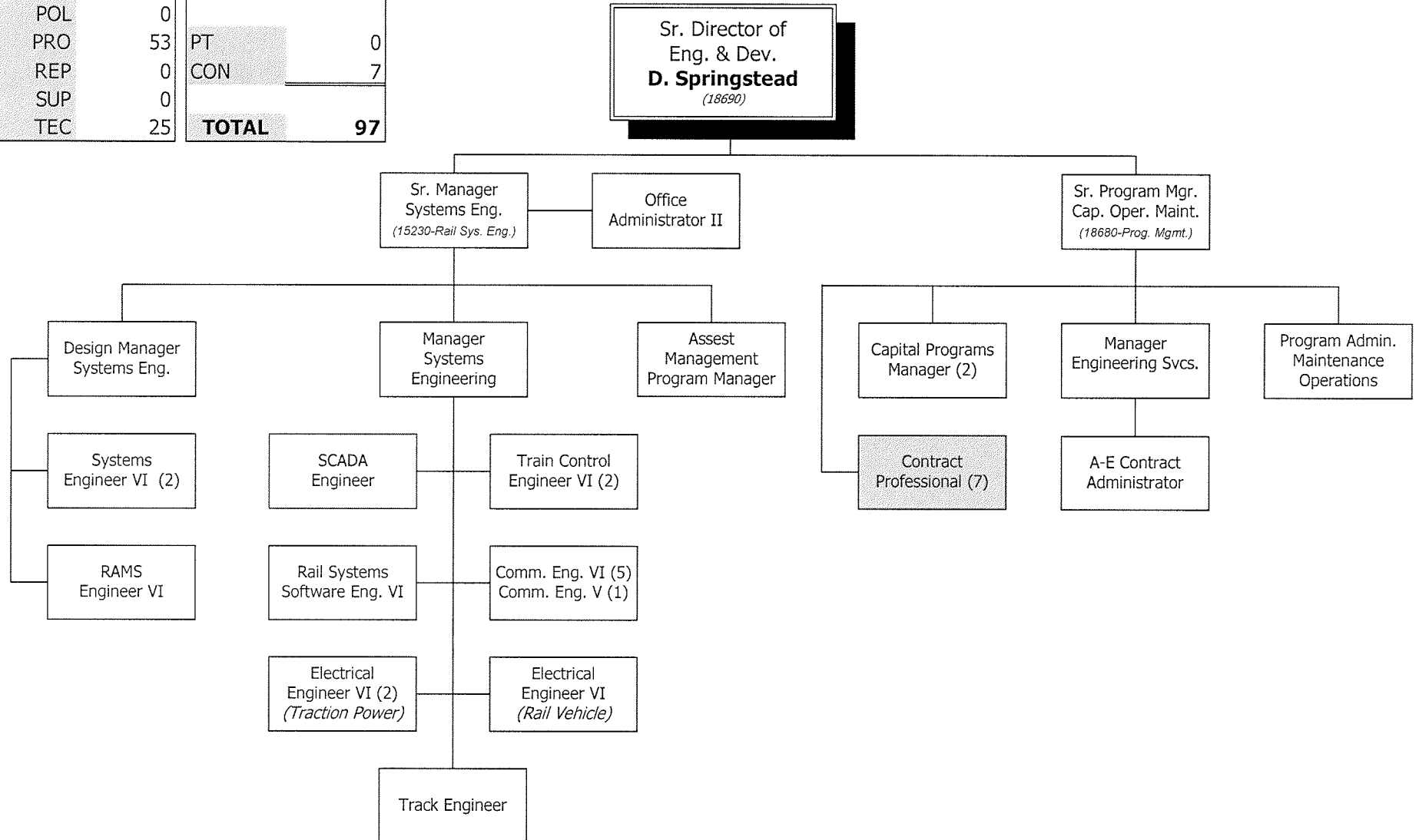
Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,073,316	2,646,816	3,816,514	4,243,515	5,787,011
Overtime	3,700	12,614	32,101	43,688	0
Other Benefits	174,173	227,478	327,733	367,997	593,909
Healthcare Rep/NonRep	350,964	575,353	561,789	500,835	1,026,207
Pension Rep/NonRep	417,037	501,836	630,524	419,265	1,114,878
Workers Comp-Losses	0	0	12,496	-942	387,805
<i>Benefits Total</i>	942,174	1,304,667	1,532,542	1,287,155	3,122,799
Labor Total	<u>3,019,190</u>	<u>3,964,097</u>	<u>5,381,157</u>	<u>5,574,358</u>	<u>8,909,811</u>
Contractual Services	200,822	72,490	121,925	235,895	94,200
Materials Supplies-Other	21,166	30,444	18,200	11,574	26,050
<i>Materials Total</i>	21,166	30,444	18,200	11,574	26,050
Other Operating	0	0	0	36	0
Other Operating-Electricity	7,932,472	355,258	0	0	0
Other Operating-Propulsion	7,605,602	330,739	0	0	0
<i>Other Total</i>	15,538,074	685,997	0	36	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	20,424	28,259	105,645	57,523	163,305
Non Labor Total	<u>15,780,486</u>	<u>817,190</u>	<u>245,770</u>	<u>305,028</u>	<u>283,555</u>
Gross Operating Total	<u>18,799,676</u>	<u>4,781,287</u>	<u>5,626,927</u>	<u>5,879,386</u>	<u>9,193,366</u>
Cost Allocation	-3,916,737	-3,133,160	-4,856,355	-4,992,027	-7,683,613
Allocation Total	<u>-3,916,737</u>	<u>-3,133,160</u>	<u>-4,856,355</u>	<u>-4,992,027</u>	<u>-7,683,613</u>
Net Operating Expense	<u>14,882,939</u>	<u>1,648,127</u>	<u>770,572</u>	<u>887,359</u>	<u>1,509,752</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	35	56	83	78	90	Administrative	2	2	3	2	4
Represented	0	3	3	3	0	Management	8	10	14	14	15
Full-Time Total	<u>35</u>	<u>59</u>	<u>86</u>	<u>81</u>	<u>90</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	27	47	42	53
Represented (PT)	0	0	0	0	0	Technical	23	24	26	27	25
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	3	3	3	0
Contract	<u>0</u>	<u>7</u>	<u>7</u>	<u>7</u>	<u>7</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	35	66	93	88	97	Total	35	66	93	88	97

ADM	4	Non-Rep	90
MGR	15	Rep	0
MNT	0	Total FT	90
OPR	0		
POL	0		
PRO	53	PT	0
REP	0	CON	7
SUP	0		
TEC	25	TOTAL	97



ADM	4	Non-Rep	90
MGR	15	Rep	0
MNT	0	Total FT	90
OPR	0		
POL	0		
PRO	53	PT	0
REP	0	CON	7
SUP	0		
TEC	25	TOTAL	97



PERSONNEL COMPARISON

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
A-E Contract Administrator	18	----	----	----	----	1
Asset Management Program Mgr	21	----	----	----	1	1
Associate Electrical Engineer	15	----	----	----	1	1
Associate Electrical Engineer	16	----	----	1	----	----
Capital Program Manager	22	----	----	2	2	2
CHF PROJECT SCHEDULER	20	----	----	1	----	2
CHF REPORT TRACK SPEC PROJECTS	21	----	----	----	----	1
Chf Specifications	21	1	1	1	1	1
Chief Estimator	20	----	----	1	----	----
Chief of Design Policy	21	----	----	1	1	1
Civil Engineer IV	17	1	1	----	----	----
Civil Engineer V	19	1	1	1	1	1
Civil Engineer VI	20	2	2	4	4	4
Communications Engineer V	19	----	1	1	1	1
Communications Engineer VI	20	2	2	3	3	5
Corrosion Control Engineer VI	20	----	1	1	1	1
Department Administrator	17	----	----	----	----	1
Design Manager Systems Engineering	22	----	----	----	----	1
Electrical Engineer IV	17	1	1	1	1	1
Electrical Engineer V	19	1	1	1	1	1
Electrical Engineer VI	20	3	3	5	5	6
Engineering CADD Specialist	17	----	----	----	----	1
Engineering CADD Specialist	16	1	1	1	----	----
Engineering CADD Specialist III	17	----	----	----	4	4
Estimator	19	----	1	1	1	1

PERSONNEL COMPARISON

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Executive Administrator	17	1	----	----	----	----
Executive Administrator	19	----	1	1	----	----
Fire Protection Engineer VI	20	----	1	1	1	1
Land Surveyor	15	----	----	1	1	1
Lead Inspector	TBD	----	1	1	1	----
Manager CIP Scoping and Screening	22	----	----	1	----	----
Manager CIP Scoping and Screening	22	----	----	----	1	1
Manager Monitoring & Reporting	21	----	1	----	----	----
Manager of Asset Management	21	----	----	1	----	----
Manager of Engineering Services	22	1	1	1	1	1
Manager of Systems Engineering	22	1	1	1	1	1
Mechanical Engineer VI	20	2	2	3	3	4
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	1
Office Administrator I	14	1	1	2	1	2
Office Administrator I	16	----	----	1	1	----
Office Administrator II	16	----	----	----	1	1
Portfolio Manager	21	----	----	----	4	4
Portfolio Manager	21	----	----	6	----	----
Program Administrator Maint Operations	20	1	1	1	1	1
Project Controls Analyst	21	----	----	2	2	1
Project Eng Survey Programs	18	1	1	1	1	1
Project Manager II	22	----	5	5	5	----
Project Scheduler	19	----	----	----	2	3

PERSONNEL COMPARISON

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Rail Sys Software Engineer VI	20	----	1	1	1	1
RAMS Engineer VI	17	----	----	----	----	1
SCADA Engineer	20	----	1	1	1	1
Scheduler	19	----	1	2	----	----
Scoping and Screening Analyst	21	----	----	2	2	2
Senior Estimator	19	----	----	1	----	----
Senior Mgr. - Infrastructure Engineering	22	----	----	----	1	1
Senior Mgr. - Project Controls	22	----	----	----	1	1
Senior Mgr. - Systems Engineering	22	----	----	----	1	1
Specifications Tech Specialist	16	1	1	1	1	1
Specifications Writer	18	1	1	1	1	1
Sr Cost Estimator	19	----	----	----	----	3
Sr Engineering Technical Spec	14	1	1	1	----	----
Sr Specifications Writer	19	----	1	1	1	1
Sr. Capital Program Specialist	20	----	2	----	----	----
Sr. Contract CAD Engineering Specialist	16	----	1	----	----	----
Sr. Dir Egeineering & Develop	24	----	1	1	1	1
Sr. Dir Maintenance	24	1	----	----	----	----
Sr. Engineering CAD Specialist	17	----	----	1	----	----
Sr. Manager Infrastructure Engineering	TBD	----	1	----	----	----
Sr. Manager Infrastructure Engineering	22	----	----	1	----	----
Sr. Manager Project Controls	23	----	1	----	----	----
Sr. Manager Project Controls	22	----	----	1	----	----
Sr. Manager Systems Engineering	TBD	----	1	----	----	----
Sr. Manager Systems Engineering	22	----	----	1	----	----
Sr. Program Manager - Cap. Operations M	22	----	1	1	1	1

PERSONNEL COMPARISON

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Sr. Program Manager - Cap. Operations M	21	1	----	----	----	----
STRUCTURAL ENGINEER IV	17	1	1	2	2	2
Structural Engineer V	19	1	1	----	----	----
Structural Engineer VI	20	1	1	2	2	2
Systems Engineer VI	17	----	----	----	----	2
TECHNICAL WRITER	18	----	----	----	----	1
Track Engineer	20	----	1	1	1	1
Track Engineer VI	20	1	----	----	----	----
Train Control Engineer VI	20	2	2	2	2	2
Non-Rep Subtotal		35	56	83	78	90
<u>Represented</u>						
Inspector	UR	----	3	3	3	----
Represented Subtotal		----	3	3	3	----
Total Full-Time		35	59	86	81	90
<u>Contract</u>						
Contract Professional	----	----	7	7	7	7
Total Contract		----	7	7	7	7

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

The Office of Program & Contract Management consists of Project Management, Construction Management and Job Order Contracting (JOC).

The Project Management group provides project management services in support of MARTA's Long-Range Capital Improvement Program. Project Managers are responsible for planning, 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 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.

JOC annually executes 40 to 50 time-sensitive projects for the Authority. Typical project types include facilities upgrades, life-safety upgrades, civil-site improvements and systems upgrades. JOC focuses on delivering quality projects safely.

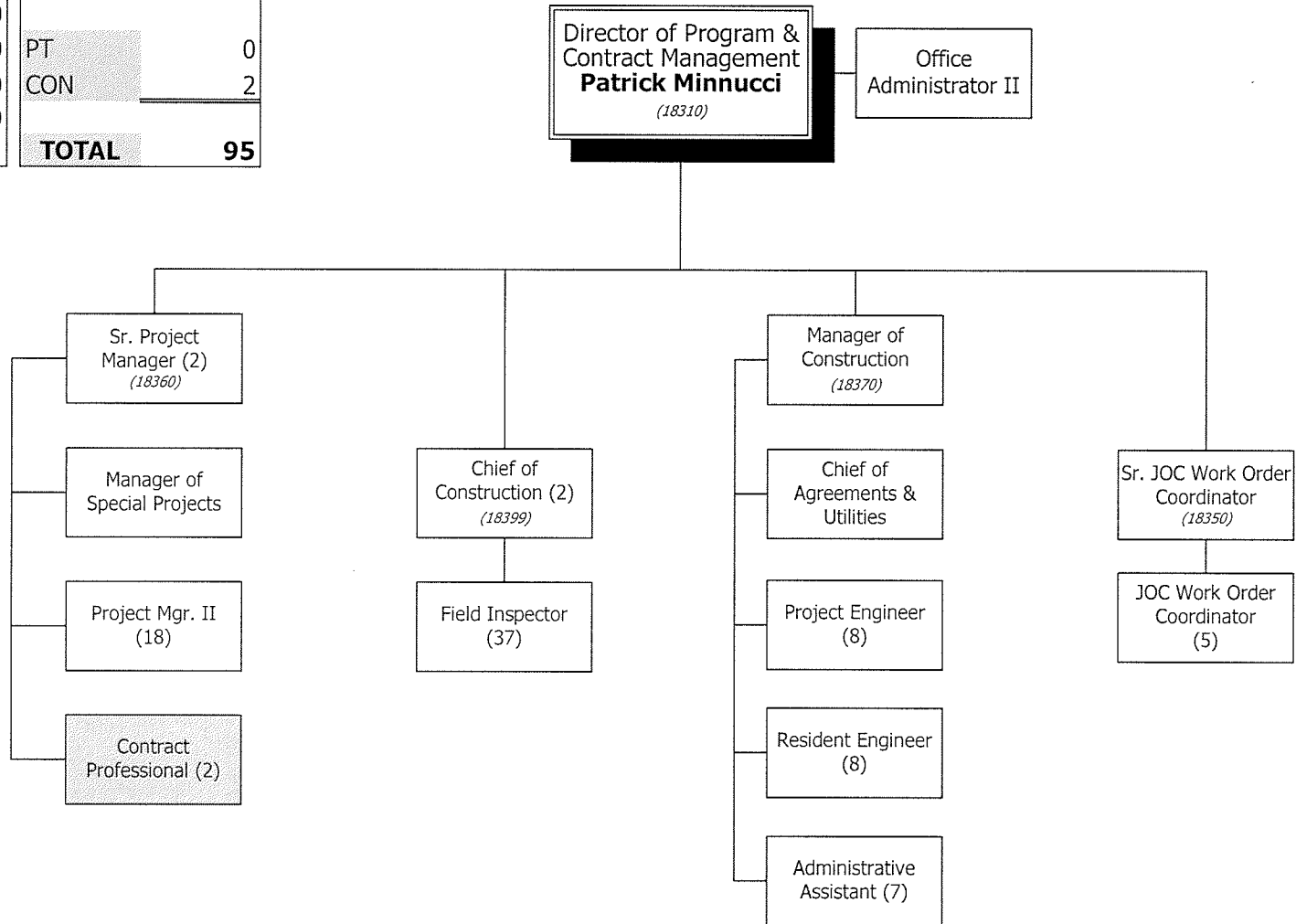
OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,384,982	2,831,100	3,784,318	4,558,510	6,476,404
Overtime	48,095	90,570	159,949	284,989	161,309
Other Benefits	236,129	273,245	370,451	445,584	662,514
Healthcare Rep/NonRep	420,654	467,140	635,643	804,499	1,048,761
Pension Rep/NonRep	584,659	638,938	871,207	635,982	1,360,540
Workers Comp-Losses	0	0	1,543	-1,550	659,058
<i>Benefits Total</i>	1,241,442	1,379,323	1,878,844	1,884,515	3,730,874
Labor Total	<u>3,674,519</u>	<u>4,300,993</u>	<u>5,823,111</u>	<u>6,728,014</u>	<u>10,368,587</u>
Contractual Services	289,520	180,532	22,038	47,398	0
Materials Supplies-Other	5,994	9,365	13,602	12,008	7,050
<i>Materials Total</i>	5,994	9,365	13,602	12,008	7,050
Other Operating	0	438	0	0	0
<i>Other Total</i>	0	438	0	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	13,493	15,657	30,358	29,293	51,403
Non Labor Total	<u>309,007</u>	<u>205,992</u>	<u>65,998</u>	<u>88,699</u>	<u>58,453</u>
Gross Operating Total	<u>3,983,526</u>	<u>4,506,985</u>	<u>5,889,109</u>	<u>6,816,713</u>	<u>10,427,040</u>
Cost Allocation	-3,221,121	-3,693,858	-5,067,266	-5,979,740	-8,804,477
Allocation Total	<u>-3,221,121</u>	<u>-3,693,858</u>	<u>-5,067,266</u>	<u>-5,979,740</u>	<u>-8,804,477</u>
Net Operating Expense	<u>762,405</u>	<u>813,127</u>	<u>821,843</u>	<u>836,973</u>	<u>1,622,562</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	35	53	61	70	93	Administrative	3	5	6	6	8
Represented	0	0	0	0	0	Management	7	7	6	7	6
Full-Time Total	<u>35</u>	<u>53</u>	<u>61</u>	<u>70</u>	<u>93</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	4	5	4	20
Represented (PT)	0	0	0	0	0	Technical	23	38	45	54	61
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	35	54	62	71	95	Total	35	54	62	71	95

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

ADM	8	Non-Rep	93
MGR	7	Rep	0
MNT	0	Total FT	93
OPR	0		
POL	0		
PRO	20	PT	0
REP	0	CON	2
SUP	0		
TEC	61	TOTAL	95



PERSONNEL COMPARISON

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	2	4	5	5	7
Architect IV	17	1	1	----	----	----
Chf Agreements & Utilities	20	1	1	1	1	1
Chf Capital Programs	19	1	1	----	----	----
Chf Project Scheduler	19	1	----	----	----	----
Chf Project Scheduler	20	----	2	2	2	----
Chf Report Track Spec Projects	21	1	1	1	1	----
Chief - Construction Management	20	----	----	----	1	2
Chief Estimator	20	1	1	1	----	----
Dir Program & Contract Mgmt	23	1	1	1	1	1
Field Inspector	16	7	15	17	27	37
Joc Work Order Coordinator	17	3	3	4	4	5
Mgr Cip Mgmt Oversight	22	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	4	5	5	8
Project Manager I	20	1	----	----	----	----
Project Manager II	21	----	8	----	----	----
Project Manager II	22	5	----	8	8	18
Resident Engineer	21	3	4	5	5	8
Senior Estimator	19	1	3	3	3	----
Sr. JOC Work Order Coordinator	19	----	----	1	1	1
Sr. Project Manager	22	----	----	2	1	2
Technical Writer	18	----	----	1	1	----

PERSONNEL COMPARISON

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Rep Subtotal		35	53	61	70	93
Total Full-Time		35	53	61	70	93
<u>Contract</u>						
Contract Professional	----	----	1	1	1	2
Total Contract		----	1	1	1	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

FY2015 GOALS AND OBJECTIVES**Bus Transportation**

- Improve on-time performance
 - Continue to have BCC and Transportation Supervisors monitor routes and take corrective action when buses depart early or late.
 - Participate in the SIT process to identify improvements for low performing routes.
 - Ensure all Operators conduct post-trip inspections and
 - Increase Customer Satisfaction
 - Bus Transportation
 - Support the MARTA Experience Team's efforts to educate the public on how to ride
- Reduce Vehicle Collisions
 - Continue to provide 8 hour Defensive Driving training for every Operator.
 - Conduct accident prevention/awareness campaigns to promote safe operations and "accident free days".
 - Continue to identify hazards along the routes that contribute to collisions.
 - Conduct regular safety meetings.
- Improve Employee Attendance
 - Increase the number of operators on the extra board to ensure additional coverage for absent operators.
 - Reward employees with perfect attendance as outlined in the CBA.

- Ensure consistent application of discipline occurrences.
- Counsel employees to improve attendance
- Ensure consistent application of procedures for FMLA.

Bus Maintenance

- Improve Preventive Maintenance
 - Finalize and implement new Preventative Maintenance Inspection (PMI) process to increase throughput and inspection quality.
 - Continue to analyze fleet failures to determine patterns for follow-up (i.e., system reliability per specific fleet and the percent of return repairs by mechanics), and prioritized repairs based upon individual bus performance.
 - Finalize chassis dynamometers and integrate into engine and transmission repair and PM process.
- Increase Customer Satisfaction
 - Continue implementation and execution of the Quality Bus (Q-Bus) Program to maintain fleet in like new condition.
 - Implementation of New Graffiti Remediation Program.
 - In partnership with Facilities, oversee installation of new wash racks at Perry and Laredo Maintenance Garages.
 - Implementation of a Clean Sweep Program to improve facility organization, cleanliness, and safety.
 - Update Bus Maintenance Standard Operating Procedures

Office of Mobility

- Improve the customer service experience
 - Address employee availability through the development and implementation of employee retention and incentive plans.
 - Complete the replacement of the mobility van fleet.
 - Increase the Mobility Van fleet to commensurate with the growth of the Mobility service

Increase the accuracy, frequency, and availability of service through advanced technology

- Implement pilot program designed to outfit the mobility fleet with voice activated, turn-by-turn global positioning system (GPS).
- Upgrade the Transit Master System to better interface with the existing scheduling software.
- Improve the customer experience through enhancement of the Interactive Voice Response (IVR).
- Coordinate with the Technology Department to automate/update Mobility's manual processes

Increase employee accountability at every level in meeting organizational priorities

- Coordinate with the Department of Training to develop refresher customer service training for front line employees.
- Coordinate with the Department of Training to redesign the Operator candidate training program.
- Coordinate with the Department of Human Resources to develop successful operator candidate competencies.

Demonstrate routine excellence in daily internal/external operations

- Revamp the Eligibility and Certification process to include in person interviews and functional assessments.
- Enhance the Travel Training program to attract the intended audience.
- Publish the revised Mobility Customer Guide to ensure customers understand Mobility policies and procedures.
- Coordinate with the Amalgamated Transit Union Local732 to develop joint Union-Management Committee to assist with issues causing absenteeism.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Bus Ridership	Number of unlinked Bus passenger boardings	>/= 59.9M	59.8M	>/= 63.4M
Mobility Ridership	Number of unlinked Mobility passenger boardings	>/=585K	578K	>/= 613K
Bus Cost per Passenger Trip	Operating expense for Bus passenger boarding	</= \$3.50	\$3.49	</= \$3.17
Bus Cost per Revenue Mile	Operating expense for Bus revenue mile	</= \$9.21	\$9.29	</= \$8.76
Mobility Cost per Passenger Trip	Operating expense for Mobility passenger boarding	</= 37.24	\$37.10	</= 39.91
Mobility Cost per Revenue Mile	Operating expense for Mobility revenue mile	</= 3.29	\$3.29	</= 3.70
Bus OTP	Percent departures at scheduled departure time measured against defined time-points	>/= 76%	77.63%	>/= 78%
Bus MDBF	Mean distance between mechanical failures	>/= 3,000	2,233	>/= 3,000
Bus Complaints per 100K Boardings	Number of bus customer complaints per 100K boardings	</= 8	9.48	</= 8
Mobility OTP	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 90%	84.13%	>/= 85%
Mobility MDBF	Mean distance between mechanical failures	>/= 10,000	9,294	>/= 10,000
Mobility Trip Denial Rate	Percent of passenger trips denied due to capacity constraints	= 0.00	7.31	= 0.00
Mobility Reservation Average Call Wait Time	Average call wait time for Mobility reservation calls (in minutes)	</= 2:00	2:19	</= 2:00
Mobility Reservation Call Abandonment Rate	Abandonment rate for Mobility reservation calls	</= 5.5%	5.14%	</= 5.5%

FY2015 Key Performance Indicators (Continued)

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Mobility Complaints per 1K Boardings	Number of Mobility customer complaints per 1K boardings	</= 4.50	4.67	</= 4.50
Bus Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.55	3.66	</= 3.70
Mobility Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.85	2.81	</= 2.85
Completed Trips (MARTA Mobility)	Percent of completed Mobility trips compared to scheduled Mobility trips	>/= 98%	99.59%	>/= 98%
MARTA Mobility Late Trips Rate	Percent of MARTA Mobility pickups made from 31 to 90 minutes after the scheduled pickup time	</= 8%	15.87%	</= 8%
AM Pullout (Mobility)	Percent of on-time AM Mobility vehicle pullouts	>/= 99%	86.39%	>/= 99%
PM Pullout (Mobility)	Percent of on-time PM Mobility vehicle pullouts	>/= 98%	81.51%	>/= 98%
NTD Reportable Collision Rate (Bus)	The number of NTD reportable collisions involving a bus per 100,000 hub miles	</= 0.32	0.37	</= 0.32
NTD Reportable Collision Rate (Mobility)	The number of NTD reportable collisions involving Mobility vehicles per 100,000 hub miles	</= 0.21	0.23	</= 0.21
Employee Availability (Bus Operators)	Average number of days an employee is available for work	>/= 206.95	204.74	>/= 204.74
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.04%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	82.23%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-2.16%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-2.12%	</= 0%

FY2015 Key Performance Indicators (Continued)

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-2.33%	</= 0%

FY2014 ACCOMPLISHMENTS**Office of Bus Transportation**

- Provided Special Events Services for:
 - Peachtree Road Race
 - Braves Games
 - New Year's Eve
 - Hosea Feed the Hungry
 - E-Bus
 - Mayor's Ball
 - SEC Play offs
- Met Off The Lot Performance Goal of 98%
- Met the OTP Goal of 76%
- Added 96 Q-Buses to our fleet & initiated the Q-Bus Program
- Participated in MARTA's Table Top exercises
- Developed Supervisor's Training Manual
- Developed SOP for Supervisors
- Initiated Unit Review Program with General Superintendents

Office of Bus Maintenance

- MARTA procured New Flyer Excelsior revenue buses – 97 new buses were put into service in FY14
- Vehicle security cameras were installed on 531 revenue buses
- Developed and implemented a new MARTA Quality Bus (Q-Bus) Program
- Developed and implemented a new MARTA Fleet Appearance Program
- The revenue bus fleet maintained a 99% Off-The-Lot (OTL) rate
- The Major Clean on-time-performance rate sharply increased from 88% to 97%

- The Bus Warranty Department reclaimed \$2.2M in warranty parts/labor
- MARTA procured Coach Mobility L-Vans – 93 new revenue vans were put into service in FY14
- The Paint and Body Shop painted and decaled the MARTA Police vehicle fleet with the new MARTA paint scheme
- The Non-Revenue Preventive Maintenance (PM) compliance increased to 96%
- Collected \$372,786 in the auction/sale of the Authorities non-revenue vehicles and buses

Office of Mobility

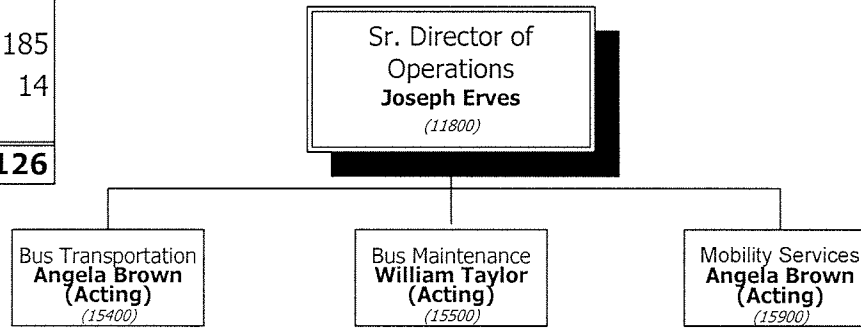
- MARTA Mobility provided transportation support for the Sheppard Center for the Peachtree Road Race.
- Cameras were installed on 93 Mobility vehicles.
- MARTA Mobility Reservation Call Center annual call abandonment rate of 5.14% remained below the target of 5.5%.
- Mobility received 91 Mobility vehicles in revenue service.
- MARTA Mobility Reservation Call Center began new operating hours in accordance with FTA audit recommendations to MARTA Mobility.
- Mobility Service began monitoring service denials in accordance with FTA audit recommendations to MARTA Mobility.
- MARTA Mobility provided transportation service to essential employees during winter storm.
- In November 2013, the Travel Training Facility ribbon cutting ceremony was held.
- The Brady construction project began with no major impact to Mobility service delivery.

DEPT OF BUS OPERATIONS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	78,674,777	79,682,072	76,642,302	77,536,990	78,527,515
Overtime	13,165,729	11,514,706	11,467,639	13,089,934	9,644,777
Other Benefits	10,045,170	10,664,934	10,521,508	10,414,953	10,314,131
Healthcare Rep/NonRep	24,844,639	25,465,513	25,349,303	24,130,536	25,952,914
Pension Rep/NonRep	9,788,036	7,563,331	8,028,353	7,846,980	9,435,748
Workers Comp-Losses	5,869,335	7,810,047	5,738,649	5,960,728	732,438
<i>Benefits Total</i>	50,547,180	51,503,825	49,637,813	48,353,197	46,435,231
Labor Total	<u>142,387,686</u>	<u>142,700,603</u>	<u>137,747,754</u>	<u>138,980,121</u>	<u>134,607,522</u>
Contractual Services	498,197	363,918	255,735	532,200	488,588
Materials Supplies-Other	15,097,905	16,438,721	17,055,018	17,695,935	17,819,056
Materials & Supplies-Diesel	7,730,246	8,991,985	9,813,381	9,601,993	9,946,479
Materials & Supplies-CNG	5,457,901	5,514,136	4,393,816	4,743,105	5,476,764
<i>Materials Total</i>	28,286,052	30,944,842	31,262,215	32,041,033	33,242,299
Other Operating	2,186	3,093	2,943	2,121	2,967
<i>Other Total</i>	2,186	3,093	2,943	2,121	2,967
Casualty & Liability Costs	1,133,387	1,187,621	1,218,953	1,298,201	1,609,324
Miscellaneous Expenses	23,677	27,971	34,103	19,782	10,748
Other Non-Operating Expenses	59,736	45,173	48,463	70,601	49,404
Non Labor Total	<u>30,003,235</u>	<u>32,572,618</u>	<u>32,822,412</u>	<u>33,963,938</u>	<u>35,403,330</u>
Gross Operating Total	<u>172,390,921</u>	<u>175,273,221</u>	<u>170,570,166</u>	<u>172,944,059</u>	<u>170,010,852</u>
Cost Allocation	-882,327	-1,763,852	-1,394,421	-385,163	-845,090
Allocation Total	<u>-882,327</u>	<u>-1,763,852</u>	<u>-1,394,421</u>	<u>-385,163</u>	<u>-845,090</u>
Net Operating Expense	<u>171,508,594</u>	<u>173,509,369</u>	<u>169,175,745</u>	<u>172,558,896</u>	<u>169,165,762</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	201	204	204	203	181	Administrative	37	39	39	38	37
Represented	1,708	1,738	1,750	1,746	1,746	Management	26	27	27	27	26
Full-Time Total	<u>1,909</u>	<u>1,942</u>	<u>1,954</u>	<u>1,949</u>	<u>1,927</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	8	9	9	10	15
Represented (PT)	186	191	191	185	185	Technical	18	18	18	17	0
Part - Time	<u>186</u>	<u>191</u>	<u>191</u>	<u>185</u>	<u>185</u>	Maintenance	377	375	379	375	369
Contract	<u>5</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>14</u>	Operator	1,511	1,546	1,555	1,549	1,555
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	6	7	7	7	7
						Supervisory	117	116	116	117	117
Total	2,100	2,138	2,150	2,140	2,126	Total	2,100	2,137	2,150	2,140	2,126

ADM	37	Non-Rep	181
MGR	26	Rep	1746
MNT	369	Total FT	1927
OPR	1555		
POL	0		
PRO	15	PT	185
REP	7	CON	14
SUP	117		
TEC	0	TOTAL	2126



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 532 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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	50,911,014	51,033,330	48,522,869	49,637,473	50,682,235
Overtime	8,735,146	7,541,259	7,691,947	8,383,655	6,547,635
Other Benefits	6,510,550	6,807,169	6,634,411	6,623,382	6,473,031
Healthcare Rep/NonRep	15,943,818	15,934,629	15,821,237	14,986,945	16,420,322
Pension Rep/NonRep	5,985,185	4,488,316	4,669,754	4,676,732	5,926,264
Workers Comp-Losses	4,487,662	4,582,599	3,782,482	3,980,131	1,112,254
<i>Benefits Total</i>	32,927,215	31,812,713	30,907,884	30,267,190	29,931,871
Labor Total	<u>92,573,375</u>	<u>90,387,302</u>	<u>87,122,700</u>	<u>88,288,318</u>	<u>87,161,741</u>
Contractual Services	90,433	37,067	4	4,111	0
Materials Supplies-Other	70,896	77,686	73,360	107,135	64,480
<i>Materials Total</i>	70,896	77,686	73,360	107,135	64,480
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Casualty & Liability Costs	1,045,966	1,107,562	1,130,769	1,213,291	1,486,178
Miscellaneous Expenses	118	533	527	154	547
Other Non-Operating Expenses	9,341	4,850	2,792	16,844	13,068
Non Labor Total	<u>1,216,754</u>	<u>1,227,698</u>	<u>1,207,452</u>	<u>1,341,535</u>	<u>1,564,273</u>
Gross Operating Total	<u>93,790,129</u>	<u>91,615,000</u>	<u>88,330,152</u>	<u>89,629,853</u>	<u>88,726,014</u>
Cost Allocation	-43,416	-104,329	-155,807	-185,325	-59,861
Allocation Total	<u>-43,416</u>	<u>-104,329</u>	<u>-155,807</u>	<u>-185,325</u>	<u>-59,861</u>
Net Operating Expense	<u>93,746,713</u>	<u>91,510,671</u>	<u>88,174,345</u>	<u>89,444,528</u>	<u>88,666,153</u>

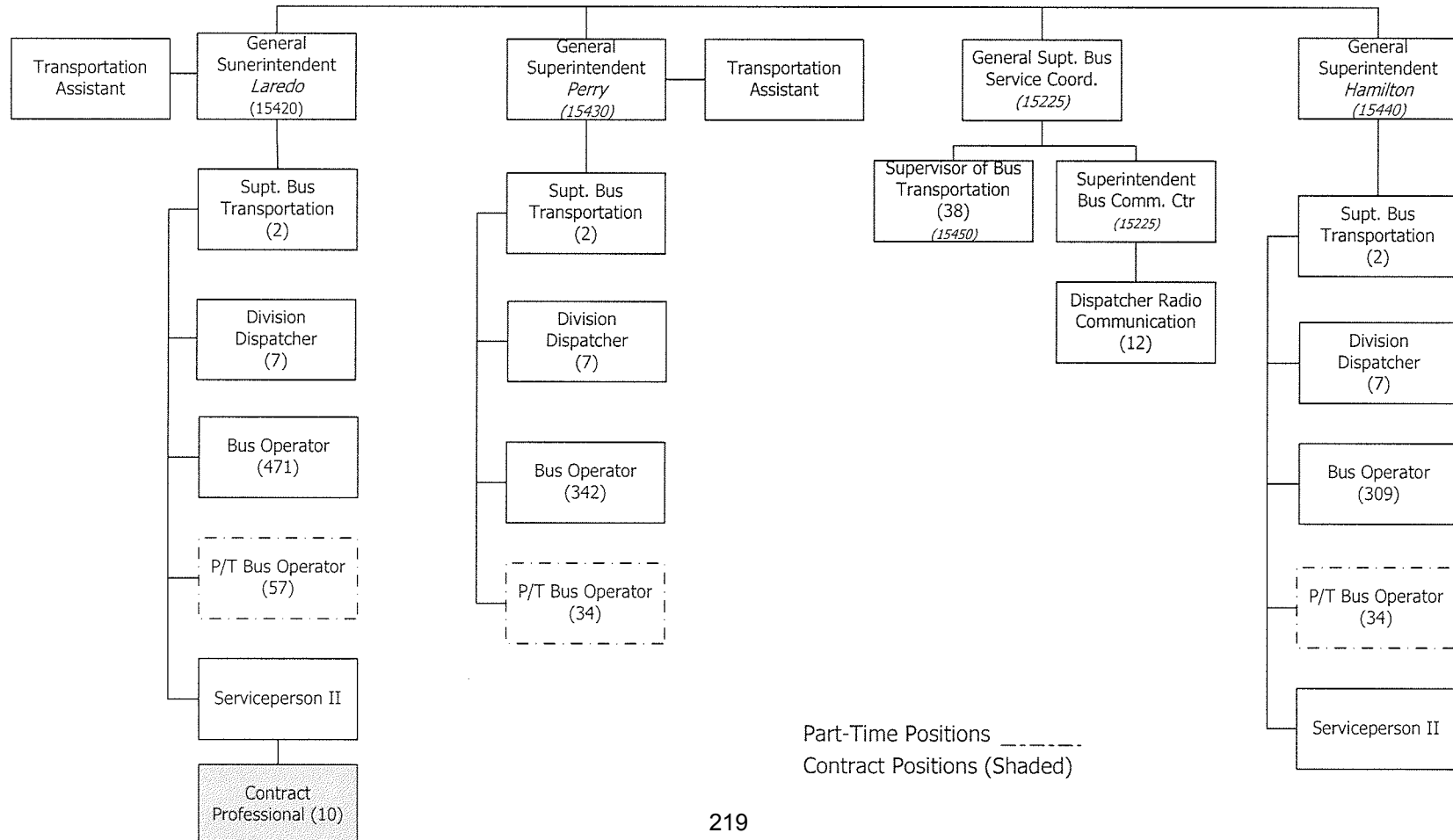
	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	85	85	85	85	85	Administrative	2	2	2	2	2
Represented	1,113	1,130	1,120	1,120	1,126	Management	11	12	12	12	12
Full-Time Total	<u>1,198</u>	<u>1,215</u>	<u>1,205</u>	<u>1,205</u>	<u>1,211</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	0	0	10
Represented (PT)	114	119	119	125	125	Technical	0	0	0	0	0
Part - Time	<u>114</u>	<u>119</u>	<u>119</u>	<u>125</u>	<u>125</u>	Maintenance	2	2	2	2	2
Contract	0	0	0	0	10	Operator	1,223	1,244	1,235	1,241	1,247
Clayton	0	0	0	0	0	Represented	2	2	2	2	2
						Supervisory	72	71	71	71	71
Total	1,312	1,334	1,324	1,330	1,346	Total	1,312	1,333	1,324	1,330	1,346

FY2015 OPERATING & CAPITAL BUDGETS



OFFICE OF BUS TRANSPORTATION

ADM	2	Non-Rep	85
MGR	12	Rep	1126
MNT	2	Total FT	1211
OPR	1247		
POL	0		
PRO	0	PT	125
REP	2	CON	10
SUP	71		
TEC	0	TOTAL	1346



Part-Time Positions _____
Contract Positions (Shaded)

PERSONNEL COMPARISON

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	1	1	1	1
Asst Supt Radio Communication	16	1	----	----	----	----
Dir Bus Transportation	23	1	1	1	1	1
Dispatcher Radio Communication	15	12	12	12	12	12
Division Dispatcher	15	21	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	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	15	38	38	38	38	38
Non-Rep Subtotal		85	85	85	85	85
<u>Represented</u>						
Bus Operator	UR	1109	1116	1116	1,116	1,122
Bus Operator (CAP)	UR	----	9	----	----	----
Serviceperson II	UR	2	2	2	2	2
Transportation Assistant	UR	2	2	2	2	2
Represented Subtotal		1,113	1,129	1,120	1,120	1,126
Total Full-Time		1,198	1,214	1,205	1,205	1,211
<u>Part-Time</u>						
Pt Bus Operator	UR	114	119	119	125	125
Total Part-Time		114	119	119	125	125

PERSONNEL COMPARISON

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Contract</u>						
CONTRACT PROFESSIONAL	15	----	----	----	----	10
Total Contract		----	----	----	----	10

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 411 employees and maintains 532 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).

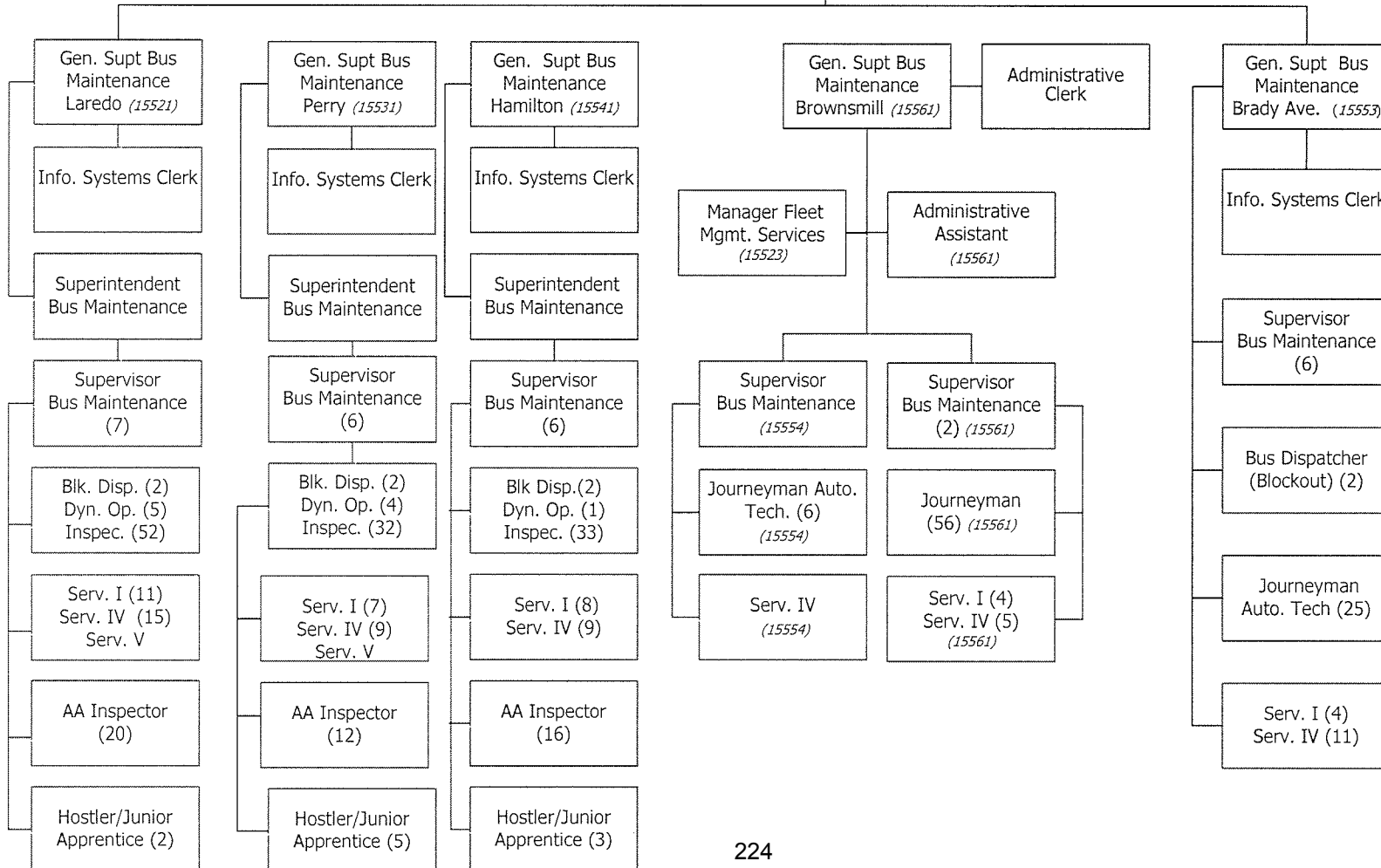
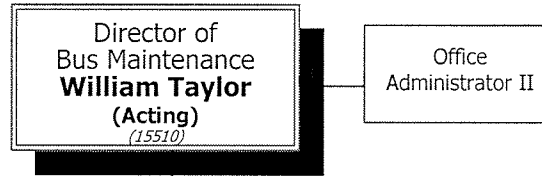
Within each maintenance garage at Brady, Hamilton, Laredo, or Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, body and frame maintenance, repainting, Non-revenue vehicle maintenance, and major component overhaul.

OFFICE OF BUS MAINTENANCE

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	19,004,789	19,093,100	18,643,919	18,504,808	17,520,404
Overtime	3,321,499	2,776,932	2,652,480	3,385,150	1,998,910
Other Benefits	2,442,222	2,567,638	2,537,362	2,480,041	2,430,114
Healthcare Rep/NonRep	5,632,597	6,192,745	6,246,177	5,877,618	5,274,080
Pension Rep/NonRep	2,702,982	2,096,451	2,281,096	2,210,930	2,160,743
Workers Comp-Losses	587,170	2,030,237	786,871	649,286	721,808
<i>Benefits Total</i>	11,364,971	12,887,071	11,851,506	11,217,875	10,586,745
Labor Total	<u>33,691,259</u>	<u>34,757,103</u>	<u>33,147,905</u>	<u>33,107,833</u>	<u>30,106,060</u>
Contractual Services	407,764	326,851	255,656	522,551	388,588
Materials Supplies-Other	15,020,065	16,354,886	16,973,583	17,583,013	17,746,658
Materials & Supplies-Diesel	7,730,246	8,991,985	9,813,381	9,601,993	9,946,479
Materials & Supplies-CNG	5,457,901	5,514,136	4,393,816	4,743,105	5,476,764
<i>Materials Total</i>	28,208,212	30,861,007	31,180,780	31,928,111	33,169,901
Other Operating	2,186	3,093	2,943	2,121	2,967
<i>Other Total</i>	2,186	3,093	2,943	2,121	2,967
Casualty & Liability Costs	-18,561	-29,122	-22,728	-27,976	-6,360
Miscellaneous Expenses	23,492	27,368	33,396	19,628	10,000
Other Non-Operating Expenses	32,881	14,878	15,488	17,094	12,279
Non Labor Total	<u>28,655,974</u>	<u>31,204,075</u>	<u>31,465,535</u>	<u>32,461,529</u>	<u>33,577,375</u>
Gross Operating Total	<u>62,347,233</u>	<u>65,961,178</u>	<u>64,613,440</u>	<u>65,569,362</u>	<u>63,683,435</u>
Cost Allocation	-838,911	-1,609,534	-1,169,270	-188,089	-755,115
Allocation Total	<u>-838,911</u>	<u>-1,609,534</u>	<u>-1,169,270</u>	<u>-188,089</u>	<u>-755,115</u>
Net Operating Expense	<u>61,508,322</u>	<u>64,351,644</u>	<u>63,444,170</u>	<u>65,381,273</u>	<u>62,928,320</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	62	62	62	62	40	Administrative	3	3	3	3	2
Represented	378	377	381	377	371	Management	11	11	11	11	10
Full-Time Total	<u>440</u>	<u>439</u>	<u>443</u>	<u>439</u>	<u>411</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	3	3	3	3	0
Represented (PT)	0	0	0	0	0	Technical	18	18	18	17	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	374	372	376	372	366
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	4	5	5	5	5
						Supervisory	27	27	27	28	28
Total	<u>440</u>	<u>439</u>	<u>443</u>	<u>439</u>	<u>411</u>	Total	<u>440</u>	<u>439</u>	<u>443</u>	<u>439</u>	<u>411</u>

ADM	2	Non-Rep	40
MGR	10	Rep	371
MNT	366	Total FT	411
OPR	0		
POL	0		
PRO	0	PT	0
REP	5	CON	0
SUP	28		
TEC	0	TOTAL	411



PERSONNEL COMPARISON

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Admin Bus Maintenance Policies	18	1	----	----	----	----
Administrative Assistant	10	1	1	1	1	1
Administrator - Warranties	17	1	1	1	1	----
Bus Mech Elec Engineer	18	2	3	3	3	----
Bus Radio Maintenance Specialist	16	1	1	1	1	----
Dir Bus Maintenance	23	1	1	1	1	1
Fleet Maintenance Analyst	18	1	1	1	1	----
Gen Supt Bus Maint	20	5	5	5	5	5
Gen Supt Bus Maint Bsn Sys	20	1	1	1	1	----
Maintenance Planner Bus	16	14	14	14	13	----
Mgr Fleet Mgmt Services	20	1	1	1	1	1
Non Revenue Planner	16	1	1	1	1	----
Office Administrator II	16	1	1	1	1	1
Sr Maintenance Planner Bus	17	1	1	1	1	----
Supt Bus Maintenance Garage	18	3	3	3	3	3
Supv Bus Maint - Body Shop	16	----	----	1	1	1
Supv Bus Maintenance	16	27	27	26	27	27
Non-Rep Subtotal		62	62	62	62	40

PERSONNEL COMPARISON

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Represented</u>						
AA Inspector	UR	51	53	48	48	48
Admin Clerk	UR	1	1	1	1	1
Bus Dispatcher (blockout)	UR	8	8	8	8	8
Dynamometer Operator	UR	6	5	10	10	10
Hostler Junior Apprentice	UR	10	10	10	10	10
Information Systems Rec Clerk	UR	3	4	4	4	4
Inspector	UR	119	117	117	117	117
Journeyman Automotive Tech	UR	29	34	38	31	31
Journeyman Body Repair	UR	16	16	16	19	19
Journeyman ET-Radio Maintenance	UR	6	6	6	6	----
Journeyman Machinist	UR	2	1	1	1	1
Journeyman Overhauler	UR	36	30	30	30	30
Journeyman Painter	UR	4	5	5	5	5
Journeyman Welder	UR	2	1	1	1	1
Serviceperson I	UR	34	35	35	34	34
Serviceperson IV	UR	49	49	49	50	50
Serviceperson V	UR	2	2	2	2	2
Represented Subtotal		378	377	381	377	371
Total Full-Time		440	439	443	439	411

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 369 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.

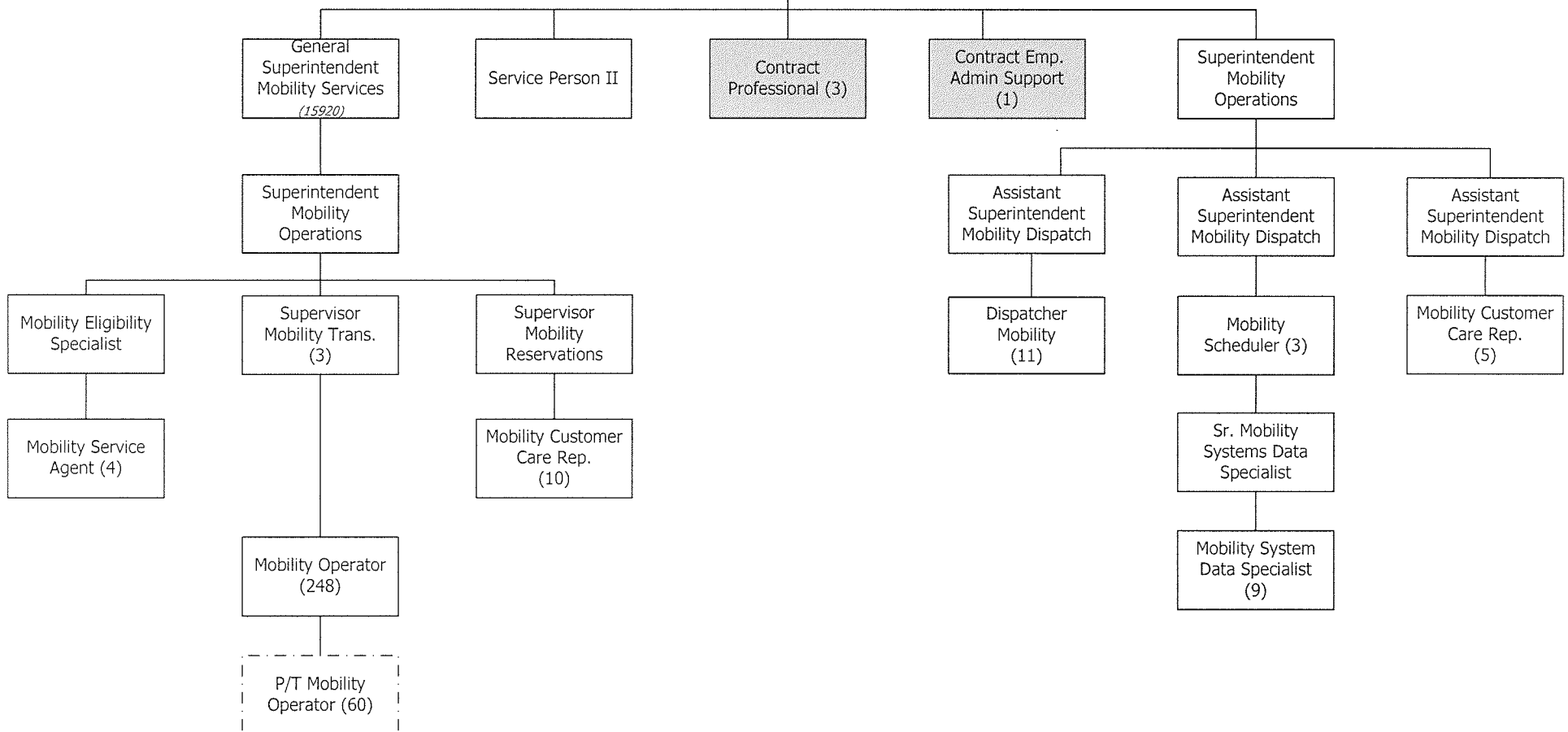
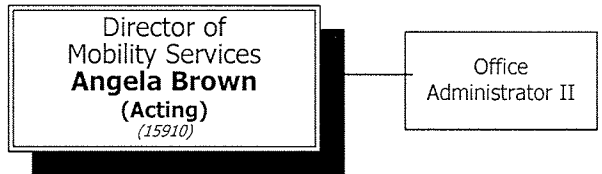
The office of Mobility services is also responsible for accomplishing its mission through the development, implementation, and management of comprehensive quality programs, procedures, and practices which pursues ADA compliance, improved on-time performance, reliability, customer satisfaction, and safe 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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	8,758,974	9,555,642	9,475,514	9,394,709	10,324,876
Overtime	1,109,084	1,196,515	1,123,212	1,321,129	1,098,231
Other Benefits	1,092,398	1,290,127	1,349,735	1,311,530	1,410,985
Healthcare Rep/NonRep	3,268,224	3,338,139	3,281,889	3,265,973	4,258,512
Pension Rep/NonRep	1,099,869	978,564	1,077,503	959,318	1,348,741
Workers Comp-Losses	794,503	1,197,211	1,169,296	1,331,311	-1,101,625
<i>Benefits Total</i>	6,254,994	6,804,041	6,878,423	6,868,132	5,916,614
Labor Total	<u>16,123,052</u>	<u>17,556,198</u>	<u>17,477,149</u>	<u>17,583,970</u>	<u>17,339,721</u>
Contractual Services	0	0	75	5,538	100,000
Materials Supplies-Other	6,944	6,149	8,075	5,787	7,918
Materials & Supplies-Diesel	0	0	0	0	0
<i>Materials Total</i>	6,944	6,149	8,075	5,787	7,918
Casualty & Liability Costs	105,982	109,181	110,912	112,886	129,506
Miscellaneous Expenses	67	70	180	0	201
Other Non-Operating Expenses	17,514	25,445	30,183	36,663	24,057
Non Labor Total	<u>130,507</u>	<u>140,845</u>	<u>149,425</u>	<u>160,874</u>	<u>261,682</u>
Gross Operating Total	<u>16,253,559</u>	<u>17,697,043</u>	<u>17,626,574</u>	<u>17,744,844</u>	<u>17,601,403</u>
Cost Allocation	0	-49,989	-69,344	-11,749	-30,113
Allocation Total	<u>0</u>	<u>-49,989</u>	<u>-69,344</u>	<u>-11,749</u>	<u>-30,113</u>
Net Operating Expense	<u>16,253,559</u>	<u>17,647,054</u>	<u>17,557,230</u>	<u>17,733,095</u>	<u>17,571,290</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	54	57	57	56	56	Administrative	32	34	34	33	33
Represented	217	231	249	249	249	Management	4	4	4	4	4
Full-Time Total	<u>271</u>	<u>288</u>	<u>306</u>	<u>305</u>	<u>305</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	5	6	6	7	5
Represented (PT)	72	72	72	60	60	Technical	0	0	0	0	0
Part - Time	<u>72</u>	<u>72</u>	<u>72</u>	<u>60</u>	<u>60</u>	Maintenance	1	1	1	1	1
Contract	<u>5</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>4</u>	Operator	288	302	320	308	308
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	18	18	18	18	18
Total	348	365	383	371	369	Total	348	365	383	371	369

ADM	33	Non-Rep	56
MGR	4	Rep	249
MNT	1	Total FT	305
OPR	308		
POL	0		
PRO	5	PT	60
REP	0	CON	4
SUP	18		
TEC	0	TOTAL	369



Part-Time Positions _____
Contract Positions (Shaded)

PERSONNEL COMPARISON

OFFICE OF MOBILITY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 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 Plng Scheduling	20	1	----	----	----	----
Mobility Customer Care Rep	13	14	15	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	9	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	----	2	2	2	2
Supv Mobility Reservations	16	1	1	1	1	1
Non-Rep Subtotal		54	57	57	56	56
<u>Represented</u>						
Mobility Operator	UR	216	230	248	248	248
Serviceperson II	UR	1	1	1	1	1
Represented Subtotal		217	231	249	249	249

PERSONNEL COMPARISON

OFFICE OF MOBILITY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Total Full-Time		271	288	306	305	305
<u>Part-Time</u>						
Pt Mobility Operator	UR	72	72	72	60	60
Total Part-Time		72	72	72	60	60
<u>Contract</u>						
Contract Emp Admin Support	----	2	2	2	1	1
Contract Professional	----	3	3	3	5	3
Total Contract		5	5	5	6	4

DEPARTMENT OF RAIL OPERATIONS

This Department includes the following Offices:

Department of Rail Operations

- Office of Director of Operations
- Office of Rail Services
- Office of Rail Car Maintenance
- Office of Maintenance of Way

FY2015 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.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Rail Ridership	Number of unlinked Rail passenger boardings	>/= 69.9M	68.8M	>/= 72.9M
Rail Cost per Passenger Trip	Operating expense for Rail passenger boarding	</= \$2.52	\$2.55	</= \$2.60
Rail Cost per Revenue Mile	Operating expense for Rail revenue mile	</= \$9.85	\$9.70	</= \$10.71
Rail OTP	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 97.5%	96.36%	>/= 97.5%
Rail MDBF	Mean distance between mechanical failures	>/= 23,000	19,099	>/= 23,000
Rail MDBSI	Mean distance between service delays or lost trips (train miles)	>/= 600	429	>/= 600
Escalator Availability	Percent of revenue service time during which escalators are available for customer use	>/= 97%	98.56%	>/= 97%
Elevator Availability	Percent of revenue service time during which elevators are available for customer use	>/= 98.5%	99.36%	>/= 98.5%
Completed Trips	Percent of completed rail trips compared to scheduled rail trips	>/= 98.5%	98.98%	>/= 98.5%
Rail Car Availability	Rail cars available for service delivery during AM & PM peak periods	>/= 182	212	>/= 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	0.72	</= 1.0
Slow Order Miles & Hours	The number of track miles multiplied by the number of hours when operating at a reduced speed due to a track maintenance slow order.	N/A	N/A	</= 25

FY2015 Key Performance Indicators (Continued)

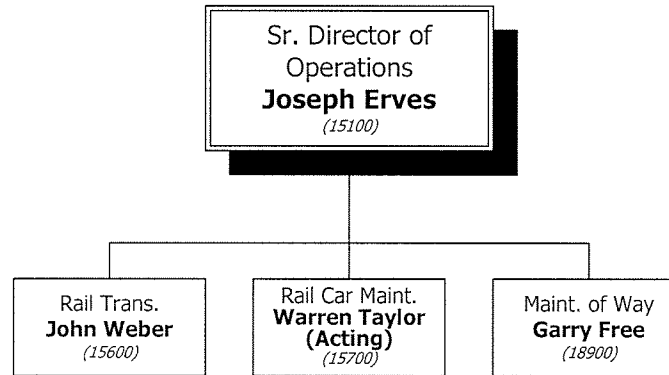
KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.08%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	85.92%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-2.79%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-2.32%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-3.73%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	148.23%	</= 0%

DEPT OF RAIL OPERATIONS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	39,131,532	39,921,008	38,537,758	40,283,118	41,703,944
Overtime	5,744,024	6,108,344	6,827,772	7,811,898	2,841,563
Other Benefits	5,003,354	5,381,360	5,122,174	5,148,131	5,363,130
Healthcare Rep/NonRep	11,045,007	11,440,908	11,351,841	11,037,174	11,716,893
Pension Rep/NonRep	6,466,851	5,413,318	5,781,341	5,417,578	5,644,892
Workers Comp-Losses	1,399,605	833,542	1,376,826	1,314,728	2,087,982
<i>Benefits Total</i>	23,914,817	23,069,128	23,632,182	22,917,611	24,812,897
Labor Total	68,790,373	69,098,480	68,997,712	71,012,627	69,358,404
Contractual Services	3,675,496	3,488,802	3,947,872	3,822,551	2,674,302
Materials Supplies-Other	6,120,298	5,872,018	6,971,610	7,009,789	7,019,980
<i>Materials Total</i>	6,120,298	5,872,018	6,971,610	7,009,789	7,019,980
Other Operating	205,326	178,553	171,680	207,812	195,000
Other Operating-Electricity	0	7,507,747	7,356,192	7,143,494	7,524,192
Other Operating-Propulsion	0	6,945,886	6,726,694	6,741,415	7,534,028
<i>Other Total</i>	205,326	14,632,186	14,254,566	14,092,721	15,253,220
Casualty & Liability Costs	1,744,071	1,742,216	1,775,351	1,824,964	1,880,112
Miscellaneous Expenses	2,325	4,361	2,588	4,094	2,808
Other Non-Operating Expenses	62,928	63,361	55,706	111,979	96,525
Non Labor Total	11,810,444	25,802,944	27,007,693	26,866,098	26,926,947
Gross Operating Total	80,600,817	94,901,424	96,005,405	97,878,725	96,285,351
Cost Allocation	-5,204,730	-7,774,981	-9,872,731	-10,244,824	-8,663,609
Allocation Total	-5,204,730	-7,774,981	-9,872,731	-10,244,824	-8,663,609
Net Operating Expense	75,396,087	87,126,443	86,132,674	87,633,901	87,621,743

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	210	217	217	217	206	Administrative	12	13	12	12	15
Represented	656	663	667	681	720	Management	35	37	42	43	41
Full-Time Total	866	880	884	898	926	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	3	8	8	7	9
Represented (PT)	0	0	0	0	0	Technical	52	55	57	55	34
Part - Time	0	0	0	0	0	Maintenance	457	462	462	464	476
Contract	3	4	7	7	3	Operator	126	126	130	130	160
Clayton	0	0	0	0	0	Represented	73	73	73	87	84
						Supervisory	111	110	107	107	110
Total	869	884	891	905	929	Total	869	884	891	905	929

ADM	15	Non-Rep	206
MGR	41	Rep	720
MNT	476	Total FT	926
OPR	160		
POL	0		
PRO	9	PT	0
REP	84	CON	3
SUP	110		
TEC	34	TOTAL	929



FUNCTIONS AND RESPONSIBILITIES

The Office of the Senior Director of Operations is responsible for the overall operation and maintenance of the Authority's bus, mobility and rail transit systems. The primary responsibilities of the general management function are to manage and direct all activities related to bus, mobility and rail transit system development, and the maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the bus and rail systems.

- The overall management and coordination of the bus, mobility and rail fleets, ensuring safe, efficient, and cost-effective transportation for our 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 rail transit 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 support of the Authority's Rail Capital Programs including development, programming, designing, and execution of all major capital investments. The Office of the Senior Director of Operations manages, coordinates, and directs activities to ensure that new bus, mobility and rail projects are successfully completed within scope, budget, and schedule.
- Long and short range scheduling for bus, mobility and rail services for providing and improving service delivery and reliability.

The responsibilities of the respective areas housed within Operations include the following:

The **Office of Bus Maintenance** is responsible for the comprehensive maintenance of the Authority's buses, mobility vans, police vehicles, maintenance vehicles and light duty vehicles. The office employs 411 full-time employees and maintains 531 buses, 187 mobility vans, and over 398 non-revenue and police vehicles. Additionally, 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.

The **Office of Bus Transportation** consists of 1,346 employees and 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 532 buses. The combined fleet travels over 34 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 **Office of Mobility Services** consists of 369 employees and is responsible for directing and coordinating operations and administrative functions of demand-response mobility services. This office effectively meets the service demands of certified customers in compliance with the Americans with Disabilities Act (ADA) of 1990. Providing complementary mobility 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. 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.

FUNCTIONS AND RESPONSIBILITIES (Cont.)

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

The Office of **Rail Car Maintenance** consists of 339 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. FY14 saw the implementation of the Quality Control group with focus 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 and 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.

The **Office of Rail Services** consists of 358 employees and is responsible for the Rail Services Control Center, Mainline Rail Operations, Yard Operations (Avondale, South Yard, and Armour Yard), Dispatch, and Station Services.

Rail Services is responsible for the safe and efficient operation of all rail car movement within the MARTA rail system. Rail Transportation and Station Services supports 104 miles of mainline track, three rail yards, dispatch, 38 stations, and 74 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 Services** 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.

FUNCTIONS AND RESPONSIBILITIES (Cont.)

Other responsibilities in **Rail 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

The **Office of Maintenance of Way** consists of 230 employees and 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 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, and Maintenance & 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, 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.

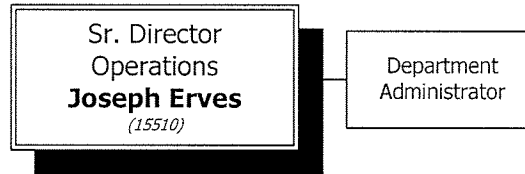
The Structural Engineering, Maintenance and Inspection unit provides structural inspection services, including the inspection of aerial structures, tunnels, right-of-way structures and passenger station structures on a biennial basis to ensure safety, strength and serviceability. Maintenance services include structural component cleaning, structural concrete repair and inspection, expansion joint repair and replacement, drain maintenance, structural bolt maintenance and bearing pad replacement and maintenance.

OFFICE OF OPERATIONS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	327,791	346,766	306,807	117,485	206,516
Overtime	1,311	0	0	0	0
Other Benefits	24,201	25,013	23,645	10,526	19,141
Healthcare Rep/NonRep	29,470	29,687	26,993	14,298	22,554
Pension Rep/NonRep	63,793	68,235	54,139	38,005	43,643
Workers Comp-Losses	11,376	2,906	-5,529	0	35,473
<i>Benefits Total</i>	128,840	125,841	99,248	62,829	120,812
Labor Total	<u>457,942</u>	<u>472,607</u>	<u>406,055</u>	<u>180,314</u>	<u>327,328</u>
Contractual Services	939,779	946,611	990,064	967,759	15,000
Materials Supplies-Other	1,988	3,367	1,031	136	5,000
<i>Materials Total</i>	1,988	3,367	1,031	136	5,000
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	-200	0	0
Other Non-Operating Expenses	16,452	17,581	15,905	1,662	13,000
Non Labor Total	<u>958,219</u>	<u>967,559</u>	<u>1,006,800</u>	<u>969,557</u>	<u>33,000</u>
Gross Operating Total	<u>1,416,161</u>	<u>1,440,166</u>	<u>1,412,855</u>	<u>1,149,871</u>	<u>360,328</u>
Cost Allocation	-41,512	-113,903	-181,610	-179,564	-49,381
Allocation Total	<u>-41,512</u>	<u>-113,903</u>	<u>-181,610</u>	<u>-179,564</u>	<u>-49,381</u>
Net Operating Expense	<u>1,374,649</u>	<u>1,326,263</u>	<u>1,231,245</u>	<u>970,307</u>	<u>310,947</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	2	3	0	1	2	Administrative	1	1	0	0	1
Represented	0	0	0	0	0	Management	1	1	0	1	1
Full-Time Total	<u>2</u>	<u>3</u>	<u>0</u>	<u>1</u>	<u>2</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	0	0	0
Represented (PT)	0	0	0	0	0	Technical	0	1	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>2</u>	<u>3</u>	<u>0</u>	<u>1</u>	<u>2</u>	Total	<u>2</u>	<u>3</u>	<u>0</u>	<u>1</u>	<u>2</u>

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



PERSONNEL COMPARISON

OFFICE OF OPERATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
AGM of Bus Operations	B	1	1	----	----	----
Department Administrator	17	1	1	----	----	1
Radio Communications Engineer	22	----	1	----	----	----
Senior Director - Operations	24	----	----	----	1	1
Non-Rep Subtotal		2	3	----	1	2
Total Full-Time		2	3	----	1	2

FUNCTIONS & RESPONSIBILITIES

The Office of Rail Transportation and 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 who wash, store, and inspect rail vehicles and coordinate with Office of Rail Maintenance to ensure the required number of cars are 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 and Station Services include:

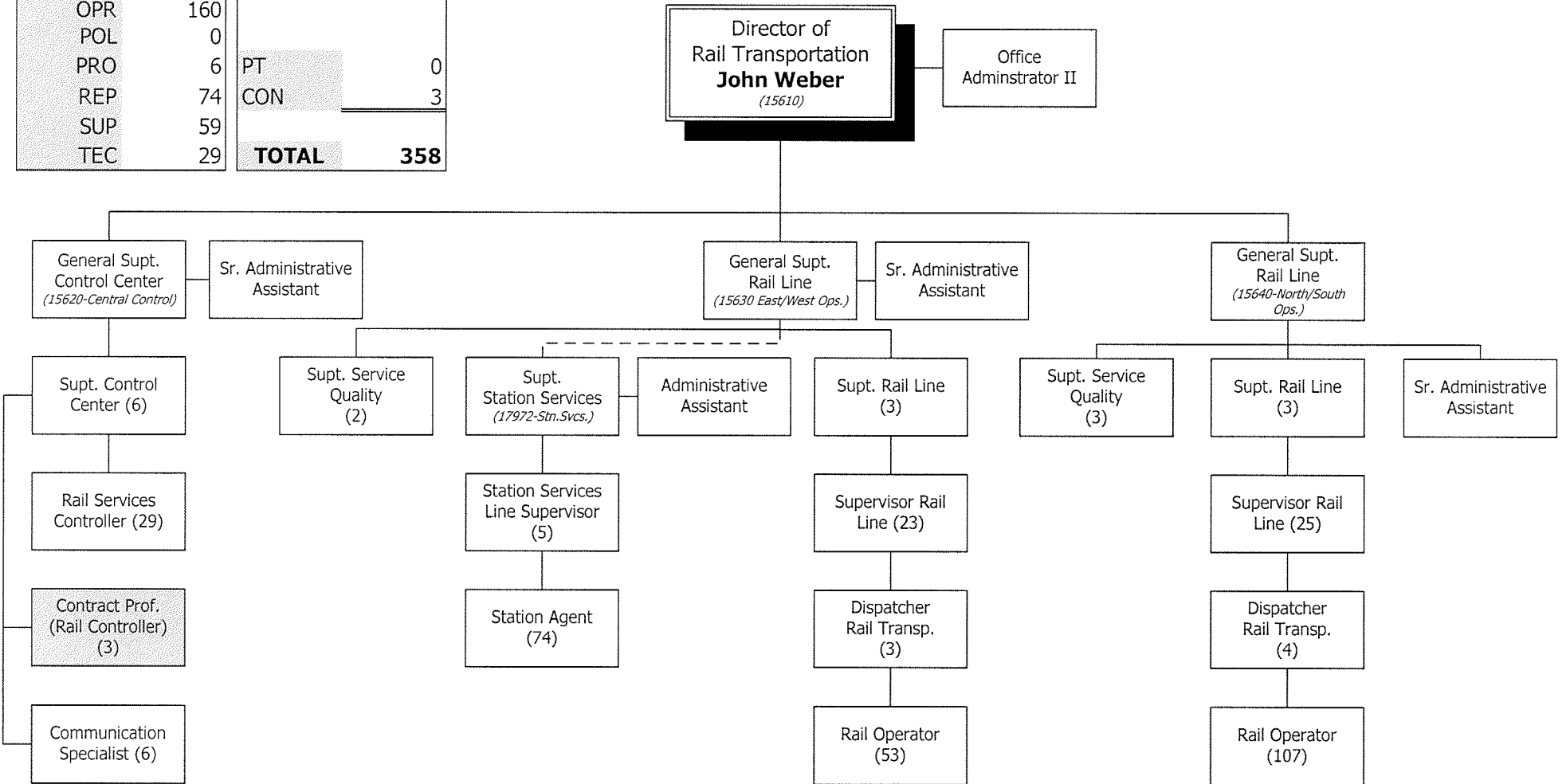
- Dispatching scheduled work assignments to represented and non-represented personnel to ensure that all work is filled in accordance with the labor agreements
- Providing reports of vehicle performance to assist with failure diagnosis and repairs
- Monitoring and troubleshooting problems within rail cars
- Monitoring, directing, and evaluating the performance of all rail transportation personnel
- Staff 17 key stations including end of the line and transfer stations

OFFICE OF RAIL SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	14,239,256	13,946,597	13,413,458	14,968,164	16,229,540
Overtime	2,727,280	2,668,689	3,386,194	3,219,201	1,342,206
Other Benefits	1,871,321	1,927,172	1,774,800	1,819,282	1,997,743
Healthcare Rep/NonRep	3,724,837	3,654,762	3,600,973	3,570,385	4,417,794
Pension Rep/NonRep	2,654,883	2,315,766	2,460,066	2,227,294	2,459,763
Workers Comp-Losses	617,389	334,737	928,828	253,247	764,558
<i>Benefits Total</i>	8,868,430	8,232,437	8,764,667	7,870,208	9,639,858
Labor Total	25,834,966	24,847,723	25,564,319	26,057,573	27,211,604
Contractual Services	2,181	377	2,751	2,486	1,260
Materials Supplies-Other	18,844	31,028	37,943	51,099	40,576
<i>Materials Total</i>	18,844	31,028	37,943	51,099	40,576
Other Operating	0	0	225	0	0
<i>Other Total</i>	0	0	225	0	0
Casualty & Liability Costs	1,751,508	1,745,139	1,777,372	1,826,727	1,880,112
Miscellaneous Expenses	750	0	24	30	0
Other Non-Operating Expenses	5,215	3,741	5,975	50,920	4,292
Non Labor Total	1,778,498	1,780,285	1,824,290	1,931,262	1,926,240
Gross Operating Total	27,613,464	26,628,008	27,388,609	27,988,835	29,137,844
Cost Allocation	-334,048	-436,734	-496,122	-340,992	-260,437
Allocation Total	-334,048	-436,734	-496,122	-340,992	-260,437
Net Operating Expense	27,279,416	26,191,274	26,892,487	27,647,843	28,877,406

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	118	118	118	119	121	Administrative	8	8	8	8
Represented	187	187	191	205	234	Management	17	17	22	22
Full-Time Total	305	305	309	324	355	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	3	3	4
Represented (PT)	0	0	0	0	0	Technical	31	31	30	29
Part - Time	0	0	0	0	0	Maintenance	0	0	0	0
Contract	2	3	3	3	3	Operator	126	126	130	130
Clayton	0	0	0	0	0	Represented	61	61	61	75
						Supervisory	62	62	58	59
Total	307	308	312	327	358	Total	307	308	312	327

ADM	8	Non-Rep	121
MGR	22	Rep	234
MNT	0	Total FT	355
OPR	160		
POL	0		
PRO	6	PT	0
REP	74	CON	3
SUP	59		
TEC	29	TOTAL	358



Contract Positions (Shaded)

PERSONNEL COMPARISON

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	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	6	6	6	7	7
Gen Supt Control Center	21	1	1	1	1	1
Gen Supt Rail Line	20	2	2	2	2	2
Line Supervisor - Station Services	15	4	4	4	5	5
Office Administrator II	16	1	1	1	1	1
Rail Services Controller	17	31	31	30	29	29
Sr Administrative Assistant	12	----	----	----	----	3
Sr. Administrative Assistant	12	----	----	----	1	----
Supt Control Center	19	6	6	6	6	6
Supt Rail Line	18	6	6	6	7	7
Supt Service Quality	19	----	----	5	5	5
Supt Station Services	17	1	1	1	----	----
Supv Rail Line	15	36	36	34	----	----
Supv Rail Line	16	----	----	----	47	47
Supv Rail Yard Tower	16	16	16	14	----	----
Non-Rep Subtotal		118	118	118	119	121
<u>Represented</u>						
Rail Operator	UR	126	126	130	130	160
Station Agent	UR	60	60	60	74	74
Transportation Assistant	UR	1	1	1	1	----
Represented Subtotal		187	187	191	205	234

PERSONNEL COMPARISON

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Total Full-Time		305	305	309	324	355
<u>Contract</u>						
Contract Professional	----	2	3	3	3	3
Total Contract		2	3	3	3	3

FUNCTIONS & RESPONSIBILITIES

The Office of Rail Car Maintenance consists of 339 employees in six primary functional areas: Administration, Light Maintenance, Heavy Maintenance, 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. Rail Car Appearance performs 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 facilities. 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 works as designed. Computer maintenance

focuses on maintaining and correcting hardware issues on the Authority's computer mainframes. The Quality Control teams' focus centers 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, and reliable in a 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.

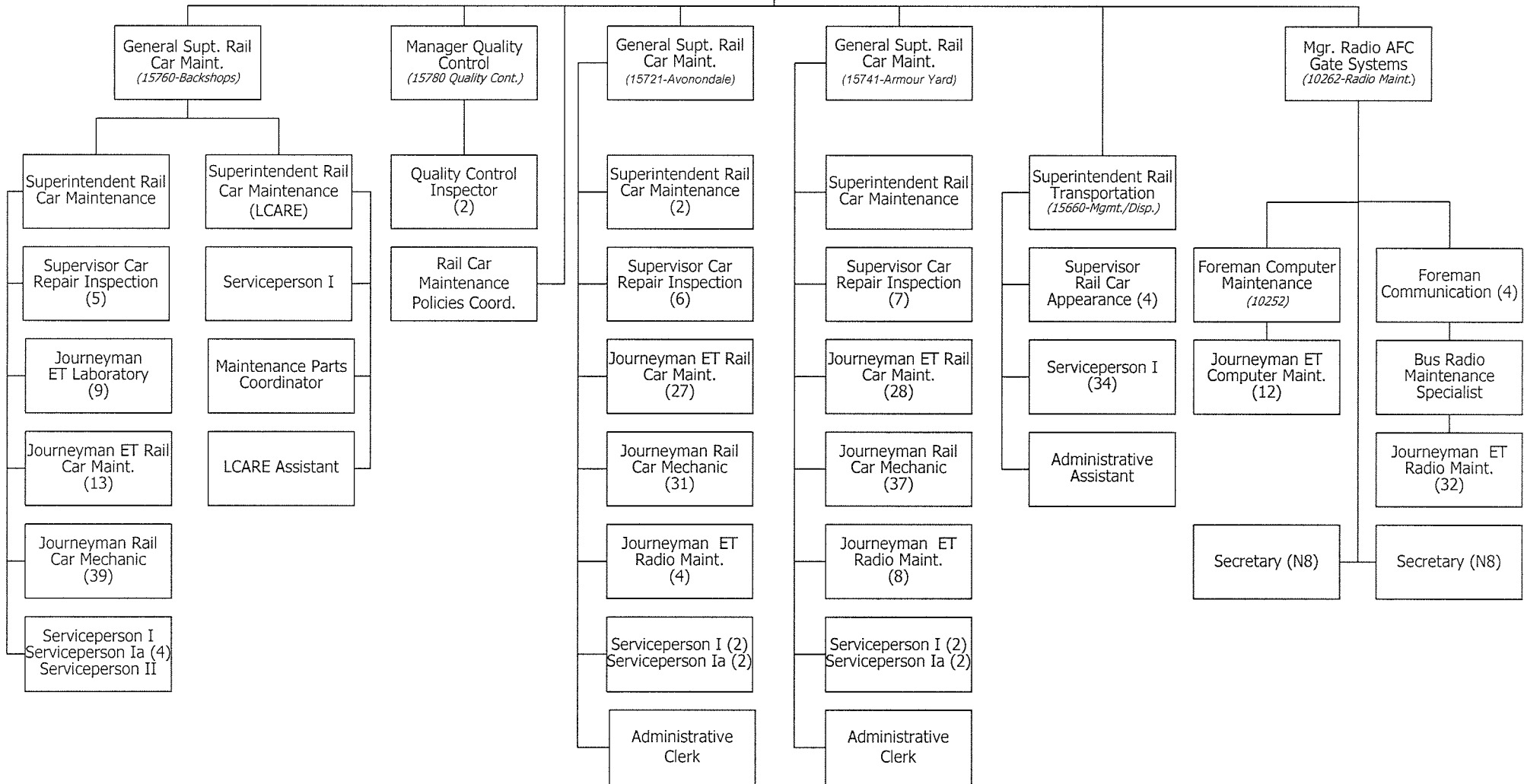
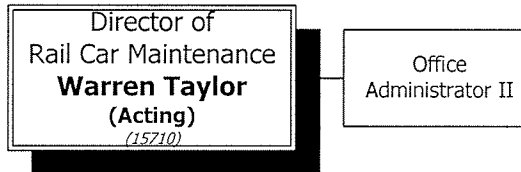
Rail Car Maintenance is responsible for all maintenance and repair of the rail transit fleet and related assets through periodic and proactive maintenance designed and implemented to improve the operational reliability for the best possible customer experience.

OFFICE OF RAIL CAR MAINTENANCE

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	14,965,485	15,567,827	15,207,880	15,459,677	14,797,797
Overtime	1,729,056	1,690,074	1,501,153	2,028,453	516,226
Other Benefits	1,898,559	2,063,694	1,988,026	1,963,544	1,948,952
Healthcare Rep/NonRep	4,359,253	4,666,904	4,608,317	4,457,046	4,337,296
Pension Rep/NonRep	2,259,031	1,797,425	1,975,156	1,873,598	1,783,607
Workers Comp-Losses	394,390	420,281	230,396	578,278	679,384
<i>Benefits Total</i>	8,911,233	8,948,304	8,801,895	8,872,466	8,749,240
Labor Total	<u>25,605,774</u>	<u>26,206,205</u>	<u>25,510,928</u>	<u>26,360,596</u>	<u>24,063,263</u>
Contractual Services	2,317,535	2,204,879	1,824,986	2,252,322	1,992,903
Materials Supplies-Other	4,590,661	4,346,428	5,090,501	5,378,197	5,024,719
<i>Materials Total</i>	4,590,661	4,346,428	5,090,501	5,378,197	5,024,719
Other Operating	205,326	178,553	171,455	207,731	195,000
<i>Other Total</i>	205,326	178,553	171,455	207,731	195,000
Casualty & Liability Costs	0	-2,923	0	-1,763	0
Miscellaneous Expenses	1,544	4,354	2,764	4,064	2,808
Other Non-Operating Expenses	24,951	24,345	19,174	39,981	20,720
Non Labor Total	<u>7,140,017</u>	<u>6,755,636</u>	<u>7,108,880</u>	<u>7,880,532</u>	<u>7,236,150</u>
Gross Operating Total	<u>32,745,791</u>	<u>32,961,841</u>	<u>32,619,808</u>	<u>34,241,128</u>	<u>31,299,413</u>
Cost Allocation	-3,675,179	-4,443,299	-5,477,401	-5,111,646	-4,213,671
Allocation Total	<u>-3,675,179</u>	<u>-4,443,299</u>	<u>-5,477,401</u>	<u>-5,111,646</u>	<u>-4,213,671</u>
Net Operating Expense	<u>29,070,612</u>	<u>28,518,542</u>	<u>27,142,407</u>	<u>29,129,482</u>	<u>27,085,743</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	56	62	64	62	47	Administrative	2	3	3	3	3
Represented	287	288	288	288	292	Management	11	13	14	14	12
Full-Time Total	<u>343</u>	<u>350</u>	<u>352</u>	<u>350</u>	<u>339</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	3	3	3	3
Represented (PT)	0	0	0	0	0	Technical	15	17	20	19	2
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	282	283	283	283	289
Contract	<u>1</u>	<u>1</u>	<u>4</u>	<u>4</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	5	5	5	5	3
						Supervisory	28	27	28	27	27
Total	344	351	356	354	339	Total	344	351	356	354	339

ADM	3	Non-Rep	47
MGR	12	Rep	292
MNT	289	Total FT	339
OPR	0		
POL	0		
PRO	3	PT	0
REP	4	CON	0
SUP	27		
TEC	2	TOTAL	339



PERSONNEL COMPARISON

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	----	1	1	1	1
Bus Radio Maintenance Specialist	16	----	----	----	----	1
Chf Eng Reliability & RC Rehab	22	1	1	1	1	----
Chf Vehicle Engineering	20	----	1	1	1	----
Dir Rail Maintenance	23	1	1	1	1	1
Electrical Engineer VI	20	4	4	4	4	----
Foreman Communication	16	4	4	4	4	4
Foreman Computer Maintenance	16	1	1	1	1	1
Gen Foreman Computer Maint	18	1	1	1	1	----
Gen Foreman Faregates Comm	18	1	----	1	----	----
Gen Supt Rail Car Maintenance	21	3	3	3	3	3
LCARE Assistant	11	----	1	1	1	1
Maintenance Parts Coordinator	14	----	1	1	1	1
Maintenance Planner-Rail	16	4	5	7	6	----
Manager of Quality Control	21	----	----	----	----	1
Mechanical Engineer IV	17	1	1	1	1	----
Mechanical Engineer VI	20	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	----	----	----
Quality Control Inspector	TBD	----	----	----	----	2
Radio Communications Engineer	22	----	----	1	1	----
Rail Car Maintenance Policies Coord	16	1	1	1	1	1
Sr Maintenance Planner Relief	17	1	1	1	1	----
Sr Radio Communication Eng	21	1	1	1	1	----

PERSONNEL COMPARISON

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Sr Warranty Coordinator	15	1	1	1	1	----
Supt Rail Car Maint	19	4	5	5	5	5
Supt Rail Transportation	18	1	1	1	1	1
Supv Car Repair Inspection	16	17	17	17	17	18
Supv Rail Car Appearance	15	4	4	4	4	4
Non-Rep Subtotal		56	62	64	62	47
Represented						
Admin Clerk	UR	2	2	2	2	2
Journeyman ET-Computer Maint	UR	12	12	12	12	12
Journeyman ET-Laboratory	UR	7	9	9	9	9
Journeyman ET-Radio Maintenance	UR	38	38	38	38	44
Journeyman ET-Rail Car Maint	UR	70	68	68	68	68
Journeyman Rail Car Mechanic	UR	107	107	107	107	107
Secretary (N8)	UR	----	1	1	1	1
Secretary (N8)	UR-8	1	----	----	----	----
Secretary (N9)	UR-9	1	----	----	----	----
Secretary (N9)	UR	1	2	2	2	----
Serviceperson I	UR	39	40	40	40	40
Serviceperson I (a)	UR	8	8	8	8	8
Serviceperson II	UR	1	1	1	1	1
Represented Subtotal		287	288	288	288	292
Total Full-Time		343	350	352	350	339

PERSONNEL COMPARISON

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Contract						
Manager of Quality Control	21	----	----	1	1	----
Program Manager Cars	----	1	1	1	1	----
Quality Control Inspector	TBD	----	----	2	2	----
Total Contract		1	1	4	4	----

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 and reliable 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, and 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.

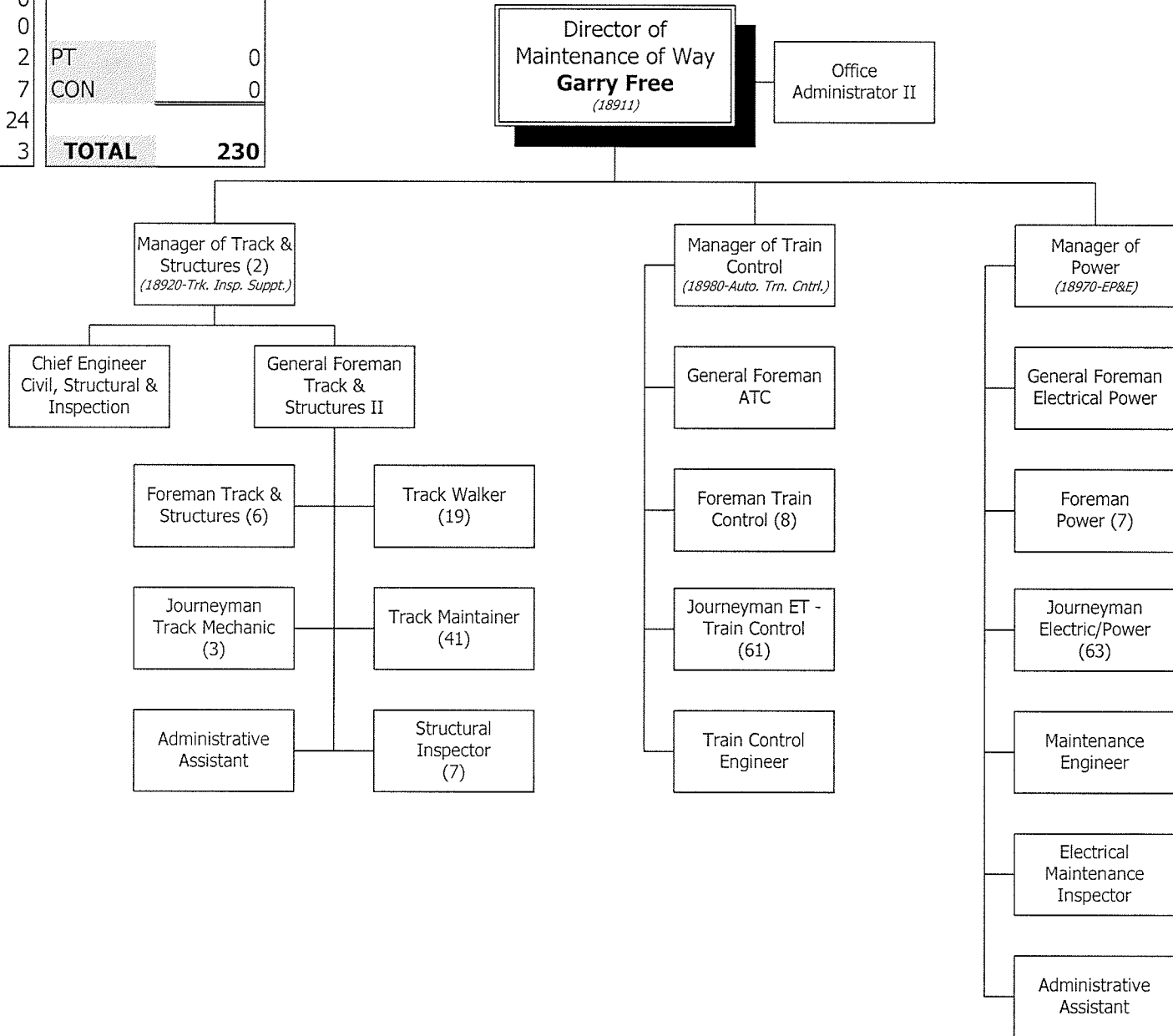
The Structural Engineering and Inspection unit provides structural inspection services, including the inspection of aerial structures, tunnels, right-of-way structures and passenger station structures on a biennial basis to ensure safety, strength and serviceability. This unit also furnishes conceptual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

OFFICE OF MAINTENANCE OF WAY

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	9,599,000	10,059,818	9,609,613	9,737,792	10,470,091
Overtime	1,286,377	1,749,581	1,940,425	2,564,244	983,131
Other Benefits	1,209,273	1,365,481	1,335,703	1,354,779	1,397,294
Healthcare Rep/NonRep	2,931,447	3,089,555	3,115,558	2,995,445	2,939,249
Pension Rep/NonRep	1,489,144	1,231,892	1,291,980	1,278,681	1,357,878
Workers Comp-Losses	376,450	75,618	223,131	483,203	608,566
<i>Benefits Total</i>	6,006,314	5,762,546	5,966,372	6,112,108	6,302,987
Labor Total	<u>16,891,691</u>	<u>17,571,945</u>	<u>17,516,410</u>	<u>18,414,144</u>	<u>17,756,209</u>
Contractual Services	416,001	336,935	1,130,071	599,984	665,139
Materials Supplies-Other	1,508,805	1,491,195	1,842,135	1,580,357	1,949,685
<i>Materials Total</i>	1,508,805	1,491,195	1,842,135	1,580,357	1,949,685
Other Operating	0	0	0	81	0
Other Operating-Electricity	0	7,507,747	7,356,192	7,143,494	7,524,192
Other Operating-Propulsion	0	6,945,886	6,726,694	6,741,415	7,534,028
<i>Other Total</i>	0	14,453,633	14,082,886	13,884,990	15,058,220
Casualty & Liability Costs	-7,437	0	-2,021	0	0
Miscellaneous Expenses	31	7	0	0	0
Other Non-Operating Expenses	16,310	17,694	14,652	19,416	58,513
Non Labor Total	<u>1,933,710</u>	<u>16,299,464</u>	<u>17,067,723</u>	<u>16,084,747</u>	<u>17,731,557</u>
Gross Operating Total	<u>18,825,401</u>	<u>33,871,409</u>	<u>34,584,133</u>	<u>34,498,891</u>	<u>35,487,766</u>
Cost Allocation	-1,153,991	-2,781,045	-3,717,598	-4,612,622	-4,140,120
Allocation Total	<u>-1,153,991</u>	<u>-2,781,045</u>	<u>-3,717,598</u>	<u>-4,612,622</u>	<u>-4,140,120</u>
Net Operating Expense	<u>17,671,410</u>	<u>31,090,364</u>	<u>30,866,535</u>	<u>29,886,269</u>	<u>31,347,647</u>

	Authorized Positions by Status						Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15		FY11	FY12	FY13	FY14	FY15
Non-Represented	34	34	35	35	36	Administrative	1	1	1	1	3
Represented	182	188	188	188	194	Management	6	6	6	6	6
Full-Time Total	<u>216</u>	<u>222</u>	<u>223</u>	<u>223</u>	<u>230</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	2	2	0	0
Represented (PT)	0	0	0	0	0	Technical	6	6	7	7	3
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	175	179	179	181	187
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	7	7	7	7	7
						Supervisory	21	21	21	21	24
Total	216	222	223	223	230	Total	216	222	223	223	230

ADM	3	Non-Rep	36
MGR	6	Rep	194
MNT	187	Total FT	230
OPR	0		
POL	0		
PRO	2	PT	0
REP	7	CON	0
SUP	24		
TEC	3	TOTAL	230



PERSONNEL COMPARISON

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	----	----	----	----	2
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	7
Foreman Track & Strct	16	6	5	5	5	6
Foreman Train Control	16	7	7	7	7	8
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	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	----	----	1	1	----
Planner Electrical Maintenance	16	1	1	1	1	----
Planner Track & Structures	16	2	2	2	2	----
Train Control Engineer	19	1	1	1	1	1
Non-Rep Subtotal		34	34	35	35	36

PERSONNEL COMPARISON

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Represented</u>						
Journeyman Elec Power Elect	UR	63	63	63	63	63
Journeyman ET-Train Control	UR	55	61	61	61	61
Journeyman Track Mechanic	UR	3	3	3	3	3
Structural Inspector	UR	7	7	7	7	7
Tamper Operator	UR	----	1	1	----	----
Track Maintainer	UR	35	33	33	35	41
Track Walker	UR	19	19	19	19	19
Track Welder	UR	----	1	1	----	----
Represented Subtotal		182	188	188	188	194
Total Full-Time		216	222	223	223	230

DIVISION OF FINANCE

This Division includes the following Departments:

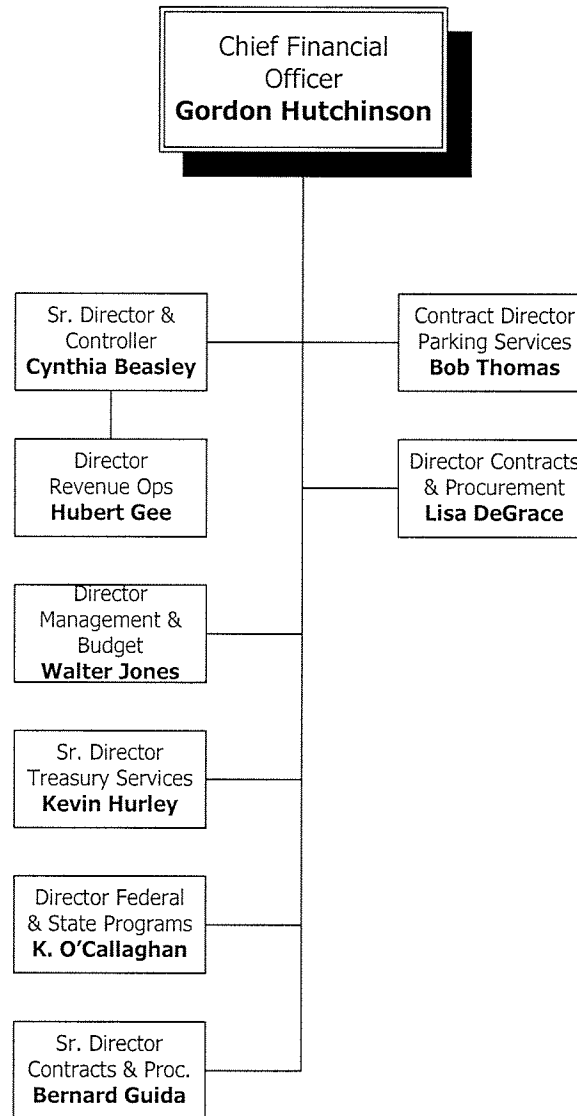
- **Department of Chief Financial Officer/CFO**

DIVISION OF FINANCE

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	14,016,230	14,554,738	14,452,869	15,246,260	16,023,150
Overtime	326,115	320,034	315,126	382,264	489,976
Other Benefits	1,526,789	1,612,837	1,609,728	1,626,839	1,768,805
Healthcare Rep/NonRep	3,508,489	3,452,989	3,386,164	3,343,042	3,549,602
Pension Rep/NonRep	2,856,715	2,754,762	2,901,083	2,464,399	2,934,654
Workers Comp-Losses	20,694	183,616	149,679	46,651	683,348
<i>Benefits Total</i>	7,912,687	8,004,204	8,046,654	7,480,931	8,936,409
Labor Total	<u>22,255,032</u>	<u>22,878,976</u>	<u>22,814,649</u>	<u>23,109,455</u>	<u>25,449,536</u>
Contractual Services	547,592	563,840	537,700	662,616	722,262
Materials Supplies-Other	415,128	1,855,981	2,350,727	1,827,022	2,764,425
<i>Materials Total</i>	415,128	1,855,981	2,350,727	1,827,022	2,764,425
Other Operating	254,139	308,421	253,034	249,858	240,000
Other Operating-Electricity	0	0	0	0	0
<i>Other Total</i>	254,139	308,421	253,034	249,858	240,000
Casualty & Liability Costs	0	0	0	0	0
Miscellaneous Expenses	133,940	99,954	118,137	123,266	132,969
Other Non-Operating Expenses	160,656	163,848	1,623,872	1,825,921	2,166,058
Non Labor Total	<u>1,511,455</u>	<u>2,992,044</u>	<u>4,883,470</u>	<u>4,688,683</u>	<u>6,025,714</u>
Gross Operating Total	<u>23,766,487</u>	<u>25,871,020</u>	<u>27,698,119</u>	<u>27,798,138</u>	<u>31,475,250</u>
Cost Allocation	-4,259,580	-5,031,302	-5,513,143	-5,623,005	-6,036,719
Allocation Total	<u>-4,259,580</u>	<u>-5,031,302</u>	<u>-5,513,143</u>	<u>-5,623,005</u>	<u>-6,036,719</u>
Net Operating Expense	<u>19,506,907</u>	<u>20,839,718</u>	<u>22,184,976</u>	<u>22,175,133</u>	<u>25,438,531</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	187	195	194	193	196	Administrative	148	142	142	132	135
Represented	78	78	78	77	77	Management	29	28	26	27	30
Full-Time Total	<u>265</u>	<u>273</u>	<u>272</u>	<u>270</u>	<u>273</u>	Police	0	0	0	0	0
Non-Represented (PT)	77	77	77	72	56	Professional	60	84	89	95	96
Represented (PT)	0	0	0	0	0	Technical	6	1	1	1	1
Part - Time	<u>77</u>	<u>77</u>	<u>77</u>	<u>72</u>	<u>56</u>	Maintenance	3	3	3	3	3
Contract	3	4	6	8	28	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	75	75	75	74	74
						Supervisory	24	21	19	18	18
Total	345	354	355	350	357	Total	345	354	355	350	357

ADM	135	Non-Rep	196
MGR	30	Rep	77
MNT	3	Total FT	273
OPR	0		
POL	0		
PRO	96	PT	56
REP	74	CON	28
SUP	18		
TEC	1	TOTAL	357



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
- Office of Federal and State Programs
- Office of Contracts & Procurement

FY2015 GOALS AND OBJECTIVES

- Improve stability by reducing turnover
- 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
- Conduct various Performance Optimization and Efficiency studies
- Increase responsiveness to special events
- Continued improvement in grant closeout performance
- Refine capital budget process for efficiency and incorporation of project control initiatives.
- Execute more cost effective options for series 2000A and 2000B.
- Execute options to replace letters of credit
- Adhere to the FY15 – FY18 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, 2015.
- consolidate and manage all travel related functions in one area, which reduces the amount of time, errors and inconsistencies related to employee travel
- Monitor and limit counterparty risk associated with potential bank credit downgrades in relation to 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.
- Achieve and maintain 98% inventory accuracy
- Achieve and maintain an Inventory Service Level of 95% or better
- Work with Maintenance to determine inventory that no longer has application and can be disposed. Sell/dispose of all inventory determined to be obsolete for our needs
- Continue current methods and programs to minimize the inventory investment and continue to determine and implement new methods to minimize this investment
- Evaluate automated Records Accession and Management systems and determine the feasibility of implementing an automated system. Prepare a project request and secure the necessary funding for project implementation
- Maintain the Authority's eligibility for the continued receipt of Federal grant assistance
- Reintroduce paper tickets into the TVM which allows patrons flexibility and more choices
- implement AP Self Invoicing, which reduces the manual matching of three-way and four-way purchase orders
- implement Oracle web base expense reporting, which reduces the manual functions related to processing expense reports and employee advances
- implement ACH electronic payment for Accounts Payable, which reduces the amount of paper checks processed
- Replace current fare media with more secure and durable fare media

FY2015 Key Performance Indicator

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Average Inventory Service Level	Percent of Stock Issues out of the number of all requested stock items	>/= 95%	96.06%	>/= 95%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.93%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	84.57%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-15.42%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-12.98%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-7.13%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-27.13%	</= 0%

FY2014 ACCOMPLISHMENTS

- Developed and published fiscal year Operating and Capital Budget Book. Received GFOA as a distinguished budgetary presentation award.
- Facilitated monthly Executive Management Team organizational performance reviews
- Maintained and updated Balanced Scorecard toolset
- Provided financial planning and support effort for expansion studies and for Regional Transit Committee activities (Clayton County * Atlanta Street car initiatives)
- Maximized the receipt of federal grants assistance to MARTA and continued to maintain MARTA's eligibility to receive federal assistance; remain in compliance with regulations of all grants
- Successfully obtained allocation of flexible federal preventive maintenance funds from ARC
- Completed the most recent fiscal year external Financial Audit, NTD Report, and Comprehensive Annual Financial Report (CAFR)
- Continued the mitigation of fuel price risk fluctuations by incorporating additional hedge transactions into the fuel hedge program.
- Completed update of Cost Allocation Plan (CAP)
- Team continued to mitigate fuel pricing risk through use of swaps, while still contemplating strategically targeted usage of futures and options for a portion of forecasted consumption to further enhance risk mitigation
- Exceeded the GA 1 Fund Investment Performance FY14 by .068 basis points or 58.25% and the S&P GIP by .136 basis points.
- Performed monthly Sales Tax and Debt Service Analysis on time and error free.
- Improved financial viability by reducing Parking Services operational costs and increased revenue by 11.5%.
- Conducted Parking Industry Day with much success in preparation of sourcing Parking Services.
- Reestablished internal controls in Parking Services to reduce leakage/shrinkage.
- Implemented new processes resulting in a 96% reduction in credit card fraud
- Performed TSA Explosive Detection Canine Program reimbursement Analysis.
- Developed a Request for Proposal to solicit proposals to design and install a fully Automated Parking Access and Revenue Control System at MARTA's 11 long term paid parking facilities (in progress)
- Successfully secured grant award of federal TSGP funds to support the Authority's Homeland Security program.
- Remarketed Series 2000A Floating Rate Notes (\$95.6 million) with three year maturity at SIFMA plus 30 basis point spread (.36% all in rate), a .325% reduction from the cost of commercial paper.
- Issued \$300 Million par refunding of CP (\$200M) and new money (\$100M) at 3.77% with present value savings over the targeted rate of 4.2% of approximately \$4.2 Million over the life of the bonds.
- Closed five (5) federal grants.
- Terminated Interest Rate Basis Swaps after approval Granted at Full Board on December 9, 2013. Net proceeds of \$2.651 million.
- Received Moody's Credit Upgrade on Third Indenture Series Bonds.
- Received \$1.5 Billion Bond Validation which included anticipated needs for refunding's, restructuring and new money transactions.
- Closed and sold \$100M in Commercial Paper C-2 D-2 with Favorable Letter of Credit (LOC) Backing in August 2013.
- Successfully completed Federal Transit Administration (FTA) Triennial Review.
- Provide regional support and analysis for federal transportation funding apportionments/allocations under the Moving Ahead for Progress in the 21st Century Act (MAP-21)
- Successfully executed grant funds awarded from FTA
- Moved 100% of all employees to Direct Deposit
- GCPS payments to vendors were brought within a 30 day net
- Emergency COOP Plan tested during ice storm and snow storm
- Updated Standard Operating Procedure manual for Contracts & Procurements Materials (CPM) General Consultant Professional Services (GCPS) policy updated for contracted consultants to limit overspending and excessive chargebacks to MARTA
- Implemented Oracle Employee Self Service to all MARTA Employees which provides all employees with electronic access to View Pay slips, W2 Forms, Personal Information to include Job and Salary History, view and update Direct Deposit Information, Tax Withholding Information as well as Request Employment Verification

- Procured and received 88 CNG Buses and 92 L-vans
- iSupplier system installed, tested and rolling out with vendors to increase purchasing efficiency and manage documentation
- iSource training video developed and added to itsmarta.com website for vendor support
- Obsolete Material: managed 97 auctions for the year bringing in \$380,506 in additional revenue to the company
- Revised and corrected over 4,500 Item Record Descriptions
- Set up program for Material Controller CDL Physical requirements and achieved 100% compliance
- Set up the Material Controller Fork-Lift Certification program
- Completed a project to identify all part numbers not appearing in either the Item Cross Reference or the Manufacturer Part Number fields on the Item record and adding them to the Item Cross Reference and maintain this process
- Developed and received approval for Service Level Agreement of Wireless Devices
- Upgrade all air cards – Authority wide
- Introduction of Purchase Card Annual Recertification Testing in MARTA University for Cardholders and Approvers through partnership with Strategic Training
- Completion of the writing, routing and publishing of the Purchase Card Policy and Procedure Manual months ahead of due date
- In Partnership with the Georgia Department of Administrative Services received a \$61,527.11 rebate check based on the Purchase Card Program Spending. Out of the five tier rebate percentage, with the help of program participants, MARTA achieved tier four
- Met with Police Services to start printing their citation books that were initially outsourced saving the Authority \$8,000.00 annually
- Met with Bus Operations to produce an in-house "Emergency Transfer" book
- Initiated a profitable recycling program that has generated money for the authority from our used toners.

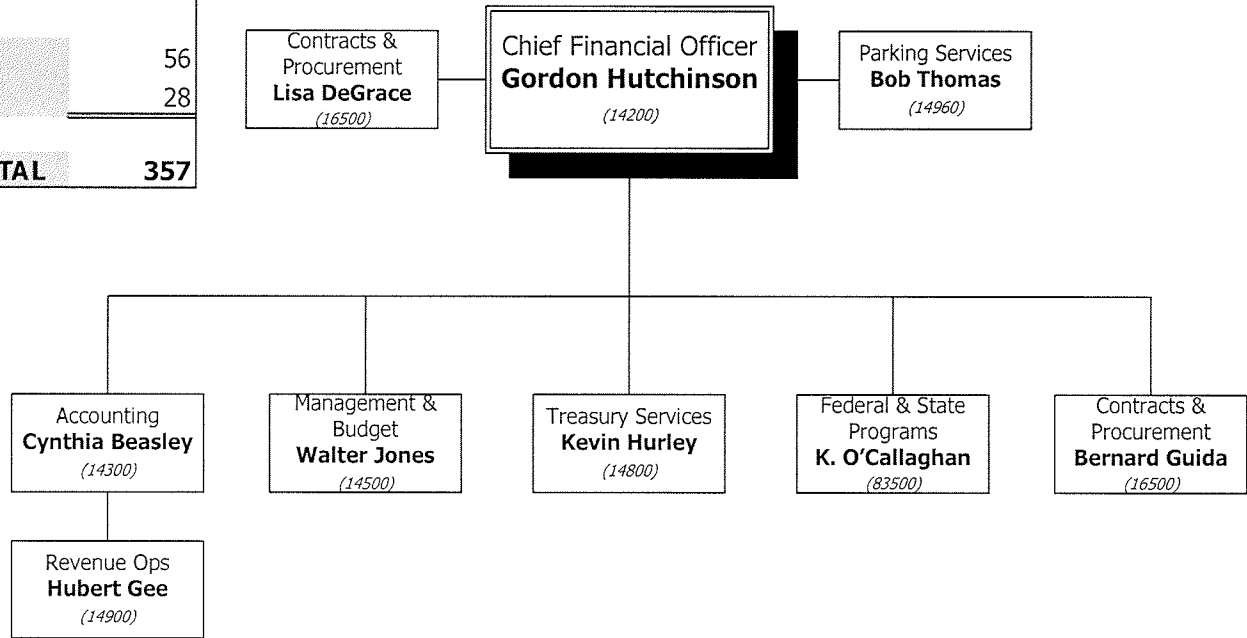
DEPT OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	14,016,230	14,554,738	14,452,869	15,246,260	16,023,150
Overtime	326,115	320,034	315,126	382,264	489,976
Other Benefits	1,526,789	1,612,837	1,609,728	1,626,839	1,768,805
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Other Operating	254,139	308,421	253,034	249,858	240,000
Other Operating-Electricity	0	0	0	0	0
<i>Other Total</i>	254,139	308,421	253,034	249,858	240,000
Casualty & Liability Costs	0	0	0	0	0
Miscellaneous Expenses	133,940	99,954	118,137	123,266	132,969
Other Non-Operating Expenses	160,656	163,848	1,623,872	1,825,921	2,166,058
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Gross Operating Total	<u>23,766,487</u>	<u>25,871,020</u>	<u>27,698,119</u>	<u>27,798,138</u>	<u>31,475,250</u>
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Allocation Total	<u>-4,259,580</u>	<u>-5,031,302</u>	<u>-5,513,143</u>	<u>-5,623,005</u>	<u>-6,036,719</u>
Net Operating Expense	<u>19,506,907</u>	<u>20,839,718</u>	<u>22,184,976</u>	<u>22,175,133</u>	<u>25,438,531</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	187	195	194	193	196	Administrative	148	142	142	132	135
Represented	78	78	78	77	77	Management	29	28	26	27	30
Full-Time Total	<u>265</u>	<u>273</u>	<u>272</u>	<u>270</u>	<u>273</u>	Police	0	0	0	0	0
Non-Represented	77	77	77	72	56	Professional	60	84	89	95	96
Represented (PT)	0	0	0	0	0	Technical	6	1	1	1	1
Part - Time	<u>77</u>	<u>77</u>	<u>77</u>	<u>72</u>	<u>56</u>	Maintenance	3	3	3	3	3
Contract	3	4	6	8	28	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	75	75	75	74	74
						Supervisory	24	21	19	18	18
Total	345	354	355	350	357	Total	345	354	355	350	357

DEPARTMENT OF CHIEF FINANCIAL OFFICER/CFO

ADM	135	Non-Rep	196
MGR	30	Rep	77
MNT	3	Total FT	273
OPR	0		
POL	0		
PRO	96	PT	56
REP	74	CON	28
SUP	18		
TEC	1	TOTAL	357



FUNCTIONS AND RESPONSIBILITIES

The Office of Chief Financial Officer CFO 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, Parking Services, and Federal & State 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 Federal & State 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.

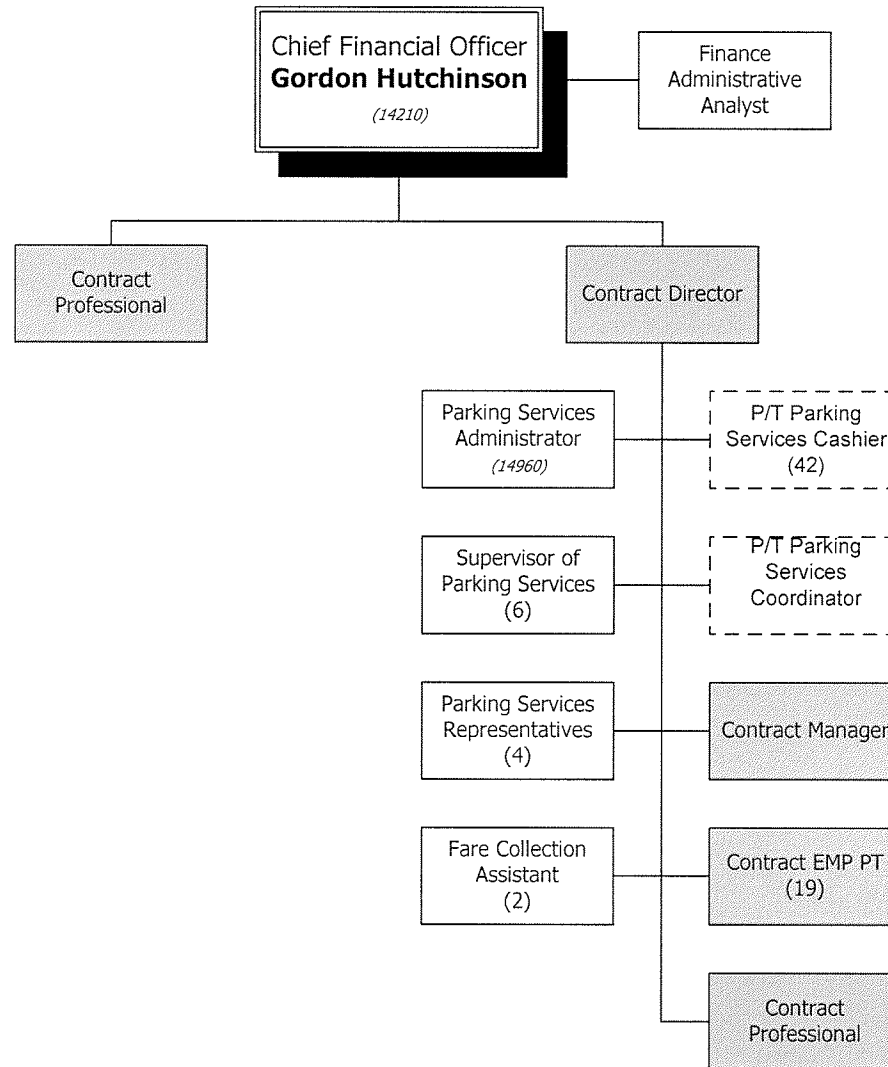
OFFICE OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,360,040	1,564,009	1,489,939	1,694,033	1,719,078
Overtime	32,396	43,649	20,842	46,209	57,023
Other Benefits	172,868	197,593	226,425	217,300	178,545
Healthcare Rep/NonRep	560,520	513,535	466,086	440,439	411,611
Pension Rep/NonRep	163,077	190,019	196,465	129,487	263,341
Workers Comp-Losses	3,645	56,337	22,244	-450	-216,699
<i>Benefits Total</i>	900,110	957,484	911,220	786,776	636,798
Labor Total	<u>2,292,546</u>	<u>2,565,142</u>	<u>2,422,001</u>	<u>2,527,018</u>	<u>2,412,899</u>
Contractual Services	108,662	95,166	116,251	129,899	124,264
Materials Supplies-Other	2,946	3,043	3,058	6,171	9,195
<i>Materials Total</i>	2,946	3,043	3,058	6,171	9,195
Other Operating-Electricity	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Casualty & Liability Costs	0	0	0	0	0
Other Non-Operating Expenses	113,603	113,629	106,978	270,904	204,200
Non Labor Total	<u>225,211</u>	<u>211,838</u>	<u>226,287</u>	<u>406,974</u>	<u>337,659</u>
Gross Operating Total	<u>2,517,757</u>	<u>2,776,980</u>	<u>2,648,288</u>	<u>2,933,992</u>	<u>2,750,558</u>
Cost Allocation	-235,349	-329,695	-320,203	-408,843	-280,668
Allocation Total	<u>-235,349</u>	<u>-329,695</u>	<u>-320,203</u>	<u>-408,843</u>	<u>-280,668</u>
Net Operating Expense	<u>2,282,408</u>	<u>2,447,285</u>	<u>2,328,085</u>	<u>2,525,149</u>	<u>2,469,890</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	16	17	16	16	15	Administrative	71	72	72	67	69
Represented	0	0	0	0	0	Management	2	2	1	1	3
Full-Time Total	<u>16</u>	<u>17</u>	<u>16</u>	<u>16</u>	<u>15</u>	Police	0	0	0	0	0
Non-Represented	64	64	64	59	43	Professional	2	2	3	3	3
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>64</u>	<u>64</u>	<u>64</u>	<u>59</u>	<u>43</u>	Maintenance	0	0	0	0	0
Contract	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>23</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	6	6	6	6	6
Total	81	82	82	77	81	Total	81	82	82	77	81

OFFICE OF CHIEF FINANCIAL OFFICER / CFO

ADM	69	Non-Rep	15
MGR	3	Rep	0
MNT	0	Total FT	15
OPR	0		
POL	0		
PRO	3	PT	43
REP	0	CON	23
SUP	6		
TEC	0	TOTAL	81



PERSONNEL COMPARISON

OFFICE OF CHIEF FINANCIAL OFFICER CFO

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
AGM Finance	C	1	1	----	----	----
Chief Financial Officer	A	----	----	1	1	1
Fare Collection Asst	9	1	2	2	2	2
Finance Administrative Analyst	18	1	1	1	1	1
Mgr Financial Systems	22	1	1	----	----	----
Parking Services Administrator	16	1	1	1	1	1
Parking Services Rep	6	5	5	5	5	4
Supv Parking Services	10	6	6	6	6	6
Non-Rep Subtotal		16	17	16	16	15
Total Full-Time		16	17	16	16	15
<u>Part-Time</u>						
Parking Services Cashier PT	----	62	62	62	57	42
Parking Svcs Coordinator PT	----	2	2	2	2	1
Total Part-Time		64	64	64	59	43
<u>Contract</u>						
Contract Director	----	----	----	----	----	1
CONTRACT EMP PT	----	----	----	----	----	18
CONTRACT EMP PT	NR137	----	----	----	----	1
Contract Manager	NR137	----	----	----	----	1
Contract Professional	----	1	1	2	2	2
Total Contract		1	1	2	2	23

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

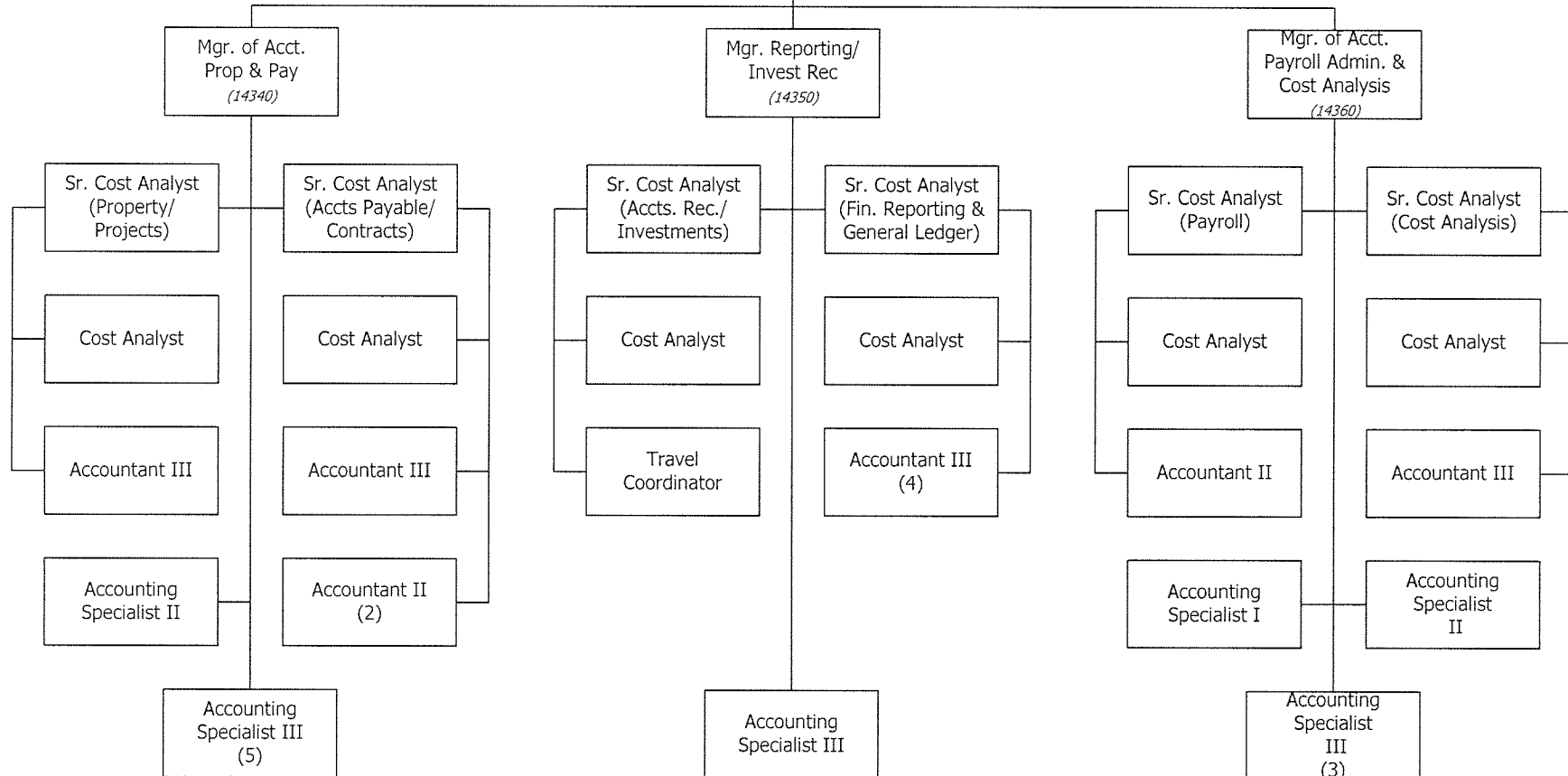
Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,282,476	2,347,893	2,357,595	2,387,912	2,398,062
Overtime	23,191	22,210	9,786	12,801	113,286
Other Benefits	219,781	229,288	229,843	232,120	260,252
Healthcare Rep/NonRep	439,856	453,481	438,553	426,632	462,357
Pension Rep/NonRep	576,613	587,456	620,410	552,667	529,744
Workers Comp-Losses	0	2,551	-4,890	74	179,542
<i>Benefits Total</i>	1,236,250	1,272,776	1,283,916	1,211,493	1,431,896
Labor Total	<u>3,541,917</u>	<u>3,642,879</u>	<u>3,651,297</u>	<u>3,612,206</u>	<u>3,943,243</u>
Contractual Services	0	490	545	27,507	102,724
Materials Supplies-Other	4,821	6,418	6,817	19,280	4,840
<i>Materials Total</i>	4,821	6,418	6,817	19,280	4,840
Miscellaneous Expenses	44	15	12	149	36
Other Non-Operating Expenses	8,735	11,174	10,769	14,391	16,874
Non Labor Total	<u>13,600</u>	<u>18,097</u>	<u>18,143</u>	<u>61,327</u>	<u>124,474</u>
Gross Operating Total	<u>3,555,517</u>	<u>3,660,976</u>	<u>3,669,440</u>	<u>3,673,533</u>	<u>4,067,717</u>
Cost Allocation	-1,099,575	-1,147,243	-1,159,400	-1,148,562	-1,143,333
Allocation Total	<u>-1,099,575</u>	<u>-1,147,243</u>	<u>-1,159,400</u>	<u>-1,148,562</u>	<u>-1,143,333</u>
Net Operating Expense	<u>2,455,942</u>	<u>2,513,733</u>	<u>2,510,040</u>	<u>2,524,971</u>	<u>2,924,383</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	39	39	40	40	40	Administrative	14	13	13	13	12
Represented	0	0	0	0	0	Management	4	4	4	4	4
Full-Time Total	<u>39</u>	<u>39</u>	<u>40</u>	<u>40</u>	<u>40</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	16	19	22	23	24
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	5	3	1	0	0
Total	39	39	40	40	40	Total	39	39	40	40	40

ADM	12	Non-Rep	40
MGR	4	Rep	0
MNT	0	Total FT	40
OPR	0		
POL	0		
PRO	24	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	40

Sr. Director &
Controller
Cynthia Beasley
(14310)

Accounting
Systems Admin &
PM



PERSONNEL COMPARISON

OFFICE OF ACCOUNTING

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Accountant II	15	1	3	3	2	3
Accountant III	17	12	10	7	8	7
Accounting Specialist I	9	2	----	1	1	1
Accounting Specialist II	11	4	5	3	3	2
Accounting Specialist III	13	8	8	9	9	9
Accounting Sys Adm & Proj Mgr	20	1	1	1	1	1
Cost Analyst	18	1	2	6	6	6
Dir Accounting	23	1	1	1	----	----
Mgr Accounting	21	3	3	3	3	3
Sr Cost Analyst	20	1	3	5	6	6
Sr Director & Controller	24	----	----	----	1	1
Supv Accounting	19	5	3	1	----	----
Travel Coordinator	15	----	----	----	----	1
Non-Rep Subtotal		39	39	40	40	40
Total Full-Time		39	39	40	40	40

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.

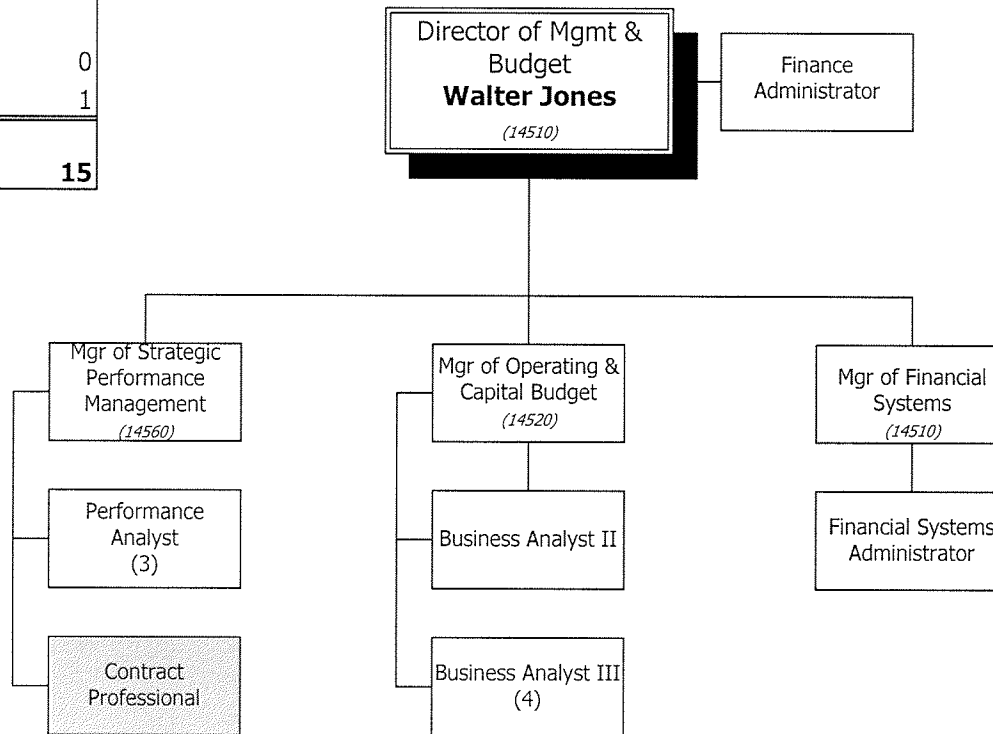
Strategic Performance Management branch facilitates the collection, analysis and submission of mandatory NTD data and the development and implementation of MARTA's performance management process. It provides timely, accurate and actionable business intelligence that enables the Authority's senior management 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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	821,460	737,430	940,620	1,118,052	1,144,672
Overtime	0	0	174	366	0
Other Benefits	79,978	75,238	87,918	101,073	110,887
Healthcare Rep/NonRep	149,806	137,528	157,207	187,133	157,878
Pension Rep/NonRep	216,148	183,242	220,404	180,970	227,384
Workers Comp-Losses	0	0	-2	0	138,209
<i>Benefits Total</i>	445,932	396,008	465,527	469,176	634,358
Labor Total	<u>1,267,392</u>	<u>1,133,438</u>	<u>1,406,321</u>	<u>1,587,594</u>	<u>1,779,031</u>
Contractual Services	0	0	0	30,732	65,000
Materials Supplies-Other	2,443	3,807	5,320	4,693	8,692
<i>Materials Total</i>	2,443	3,807	5,320	4,693	8,692
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	1,118	3,766	1,322	1,181	6,924
Non Labor Total	<u>3,561</u>	<u>7,573</u>	<u>6,642</u>	<u>36,606</u>	<u>80,616</u>
Gross Operating Total	<u>1,270,953</u>	<u>1,141,011</u>	<u>1,412,963</u>	<u>1,624,200</u>	<u>1,859,647</u>
Cost Allocation	-555,422	-488,140	-672,417	-780,542	-691,876
Allocation Total	<u>-555,422</u>	<u>-488,140</u>	<u>-672,417</u>	<u>-780,542</u>	<u>-691,876</u>
Net Operating Expense	<u>715,531</u>	<u>652,871</u>	<u>740,546</u>	<u>843,658</u>	<u>1,167,771</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	13	13	14	14	14	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	3	3	4	4	4
Full-Time Total	<u>13</u>	<u>13</u>	<u>14</u>	<u>14</u>	<u>14</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	10	10	11	11	11
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	13	13	15	15	15	Total	13	13	15	15	15

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



PERSONNEL COMPARISON

OFFICE OF MANAGEMENT & BUDGET

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Business Analyst I	15	1	----	----	----	----
Business Analyst II	17	----	1	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	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	3
Project Mgr Org Efficiency	20	1	1	----	----	----
Non-Rep Subtotal		13	13	14	14	14
Total Full-Time		13	13	14	14	14
<u>Contract</u>						
Contract Professional	----	----	----	1	1	1
Total Contract		----	----	1	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, 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.

OFFICE OF REVENUE OPERATIONS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	3,205,802	3,008,285	3,023,682	3,144,522	3,118,481
Overtime	162,873	153,221	149,943	110,717	206,090
Other Benefits	369,067	374,427	363,686	354,594	380,944
Healthcare Rep/NonRep	925,983	922,513	902,365	855,831	930,982
Pension Rep/NonRep	665,723	591,987	649,244	571,389	593,244
Workers Comp-Losses	20,978	28,498	49,846	8,005	-77,965
<i>Benefits Total</i>	1,981,751	1,917,425	1,965,141	1,789,819	1,827,205
<u>Labor Total</u>	<u>5,350,426</u>	<u>5,078,931</u>	<u>5,138,766</u>	<u>5,045,058</u>	<u>5,151,776</u>
Contractual Services	315,823	244,791	268,546	275,520	312,149
Materials Supplies-Other	60,095	1,545,799	2,062,269	1,470,627	2,405,344
<i>Materials Total</i>	60,095	1,545,799	2,062,269	1,470,627	2,405,344
Miscellaneous Expenses	34	0	0	0	36
Other Non-Operating Expenses	-13,230	-34,000	1,365,732	1,512,321	1,660,909
<u>Non Labor Total</u>	<u>362,722</u>	<u>1,756,590</u>	<u>3,696,547</u>	<u>3,258,468</u>	<u>4,378,438</u>
<u>Gross Operating Total</u>	<u>5,713,148</u>	<u>6,835,521</u>	<u>8,835,313</u>	<u>8,303,526</u>	<u>9,530,214</u>
Cost Allocation	-388,767	-480,079	-680,311	-669,580	-652,075
<u>Allocation Total</u>	<u>-388,767</u>	<u>-480,079</u>	<u>-680,311</u>	<u>-669,580</u>	<u>-652,075</u>
<u>Net Operating Expense</u>	<u>5,324,381</u>	<u>6,355,442</u>	<u>8,155,002</u>	<u>7,633,946</u>	<u>8,878,139</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	53	52	52	52	52	Administrative	48	47	47	47
Represented	20	20	20	20	20	Management	7	6	6	6
<u>Full-Time Total</u>	<u>73</u>	<u>72</u>	<u>72</u>	<u>72</u>	<u>72</u>	Police	0	0	0	0
Non-Represented	13	13	13	13	13	Professional	6	7	7	7
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
<u>Part - Time</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	<u>13</u>	Maintenance	0	0	0	0
Contract	0	0	0	0	0	Operator	0	0	0	0
Clayton	0	0	0	0	0	Represented	20	20	20	20
						Supervisory	5	5	5	5
Total	86	85	85	85	85	Total	86	85	85	85

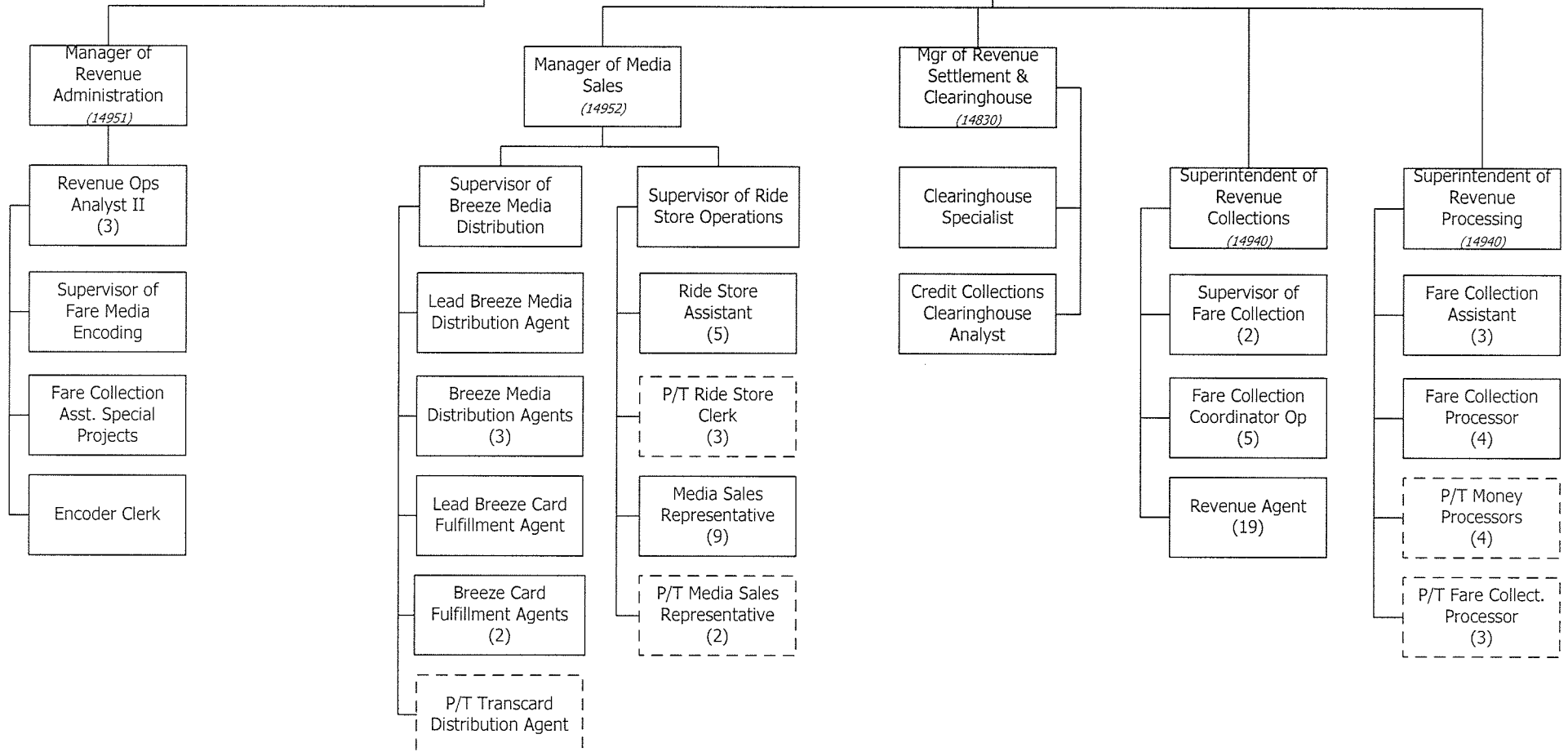
ADM	47	Non-Rep	52
MGR	6	Rep	20
MNT	0	Total FT	72
OPR	0		
POL	0		
PRO	7	PT	13
REP	20	CON	0
SUP	5		
TEC	0	TOTAL	85

Sr. Director & Controller
Cynthia Beasley
(14310)

Director of Revenue Operations
Hubert Gee
(14910)

Revenue Operations Controller

Maintenance & Inventory Control Specialist



PERSONNEL COMPARISON

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
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	4	3	3	3	3
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
Maintenance & Inventory Control Specialist	16	----	1	1	1	1
Media Sales Rep	7	9	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
Revenue Operations Analyst II	16	3	3	3	3	3
Revenue Operations Controller	17	1	1	1	1	1
Ridestore Assistant	9	5	5	5	5	5
Supt Revenue Collections	17	1	1	1	1	1
Supt Revenue Maintenance	17	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	2	2	2	2	2
Supv Fare Media Encoding	16	1	1	1	1	1

PERSONNEL COMPARISON

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Supv Ridestore Operations	16	1	1	1	1	1
Non-Rep Subtotal		53	52	52	52	52
<u>Represented</u>						
Encoder Clerk	UR	1	1	1	1	1
Revenue Agent	UR	19	19	19	19	19
Represented Subtotal		20	20	20	20	20
Total Full-Time		73	72	72	72	72
<u>Part-Time</u>						
Fare Collection Processor PT	----	3	3	3	3	3
Media Sales Rep PT	----	2	2	2	2	2
Money Processor PT	----	4	4	4	4	4
Pt Transcard Distrib Agent	----	1	1	1	1	1
Ridestore Clerk PT	----	3	3	3	3	3
Total Part-Time		13	13	13	13	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; CIP management and oversight and capital budget development; grant and debt program execution and management. The Office of Treasury and Capital Programs consists of three branches: Financial Planning & Analysis branch, Cash Management branch and the Capital Improvement Program Management and Oversight branch.

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. 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.

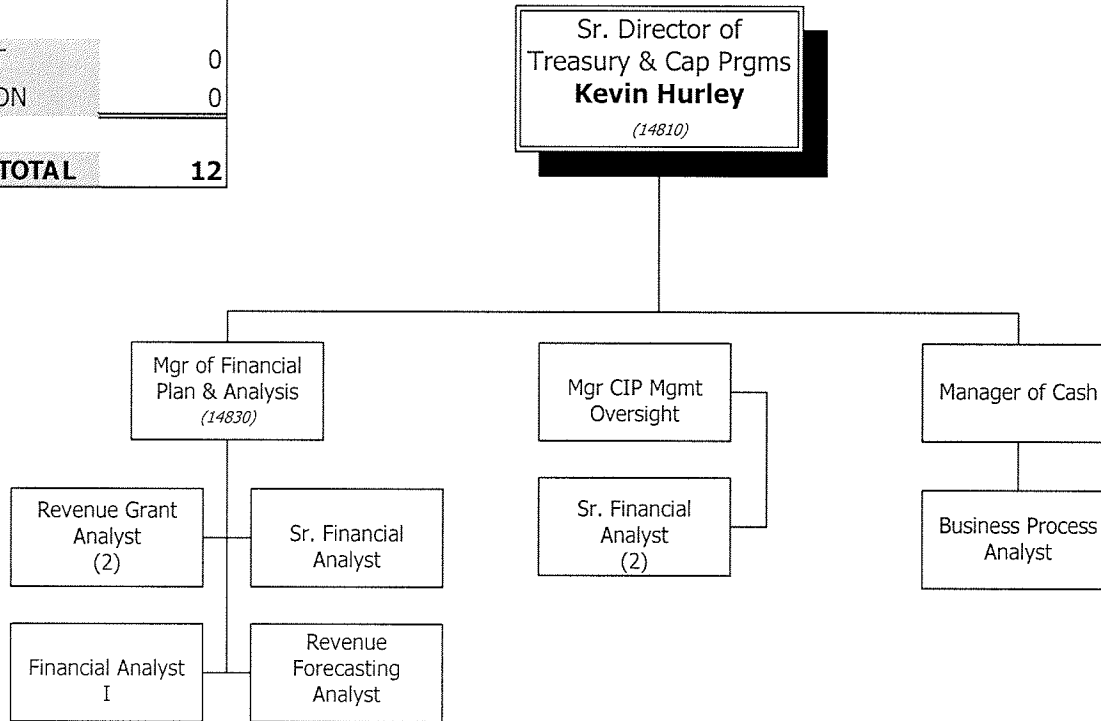
The Capital Improvement Program Management and Oversight group is responsible for the financial management of the Authority's Capital Improvement Planning Program, capital project oversight and analyses, project and program performance analyses, capital budget development and financial management, programming of funds, budgeting and tracking system development, planning, and preservation programs.

OFFICE OF TREASURY

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	461,568	591,361	622,124	629,951	980,935
Other Benefits	47,464	58,388	58,511	57,927	95,041
Healthcare Rep/NonRep	114,271	120,021	115,389	107,900	135,324
Pension Rep/NonRep	129,463	139,055	175,548	172,501	207,302
Workers Comp-Losses	0	0	-2	0	136,180
<i>Benefits Total</i>	291,198	317,464	349,446	338,328	573,847
Labor Total	<u>752,766</u>	<u>908,825</u>	<u>971,570</u>	<u>968,279</u>	<u>1,554,781</u>
Contractual Services	-860	0	700	46,013	0
Materials Supplies-Other	2,661	3,453	2,686	340	2,730
<i>Materials Total</i>	2,661	3,453	2,686	340	2,730
Other Non-Operating Expenses	119	127	119,348	1,876	200,960
Non Labor Total	<u>1,920</u>	<u>3,580</u>	<u>122,734</u>	<u>48,229</u>	<u>203,690</u>
Gross Operating Total	<u>754,686</u>	<u>912,405</u>	<u>1,094,304</u>	<u>1,016,508</u>	<u>1,758,471</u>
Cost Allocation	-518,369	-629,575	-734,788	-675,004	-998,372
Allocation Total	<u>-518,369</u>	<u>-629,575</u>	<u>-734,788</u>	<u>-675,004</u>	<u>-998,372</u>
Net Operating Expense	<u>236,317</u>	<u>282,830</u>	<u>359,516</u>	<u>341,504</u>	<u>760,099</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	9	8	8	8	12	Administrative	1	0	0	0
Represented	0	0	0	0	0	Management	3	3	3	4
Full-Time Total	<u>9</u>	<u>8</u>	<u>8</u>	<u>8</u>	<u>12</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	5	6	6	8
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	9	9	9	9	12	Total	9	9	9	12

ADM	0	Non-Rep	12
MGR	4	Rep	0
MNT	0	Total FT	12
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	12



PERSONNEL COMPARISON

OFFICE OF TREASURY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Business Process Analyst	19	----	----	----	----	1
Contract Grant Analyst*	18	1	----	----	----	----
Financial Analyst I	16	----	1	1	1	1
Financial Analyst II	18	1	----	----	----	----
Mgr Cash	20	1	1	1	1	1
MGR CIP MGMT OVERSIGHT	22	----	----	----	----	1
Mgr Financial Plan Analysis	22	1	1	1	1	1
Office Administrator I	14	1	----	----	----	----
Revenue Forecasting Analyst	20	1	1	1	1	1
Revenue Grant Analyst	19	1	1	1	1	2
Sr Dir Treas Cap Prg Treasurer	24	1	1	1	1	1
Sr Financial Analyst	20	1	2	2	2	3
Non-Rep Subtotal		9	8	8	8	12
Total Full-Time		9	8	8	8	12
<u>Contract</u>						
Contract Professional	----	----	1	1	1	----
Total Contract		----	1	1	1	----

FUNCTIONS AND RESPONSIBILITIES

The Office of Federal & State Programs coordinates the Authority's Federal and State grant funding programs, including grants from the Federal Transit Administration (FTA) and the U.S. Department of Homeland Security (DHS). The office 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 Federal & State 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, DHS, Department of Justice and GEMA. In support of MARTA's role as Designated Recipient of FTA JARC and New Freedom funds for the Atlanta Region, the Office also is responsible for the administration of 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/monthly National Transit Database (NTD) Report to the FTA.

The Office of Federal & State Programs, beginning in FY14, also administers Homeland Security, Emergency Management and Public Safety grants to MARTA in coordination with MARTA's Department of Police Services. In conjunction with MARTA's Office of Treasury Services, the Office works closely with the Atlanta Regional Commission (ARC) in fulfillment of the Authority's responsibilities as the Designated Recipient of FTA Section 5307 Formula Program funds for Atlanta Urbanized Area.

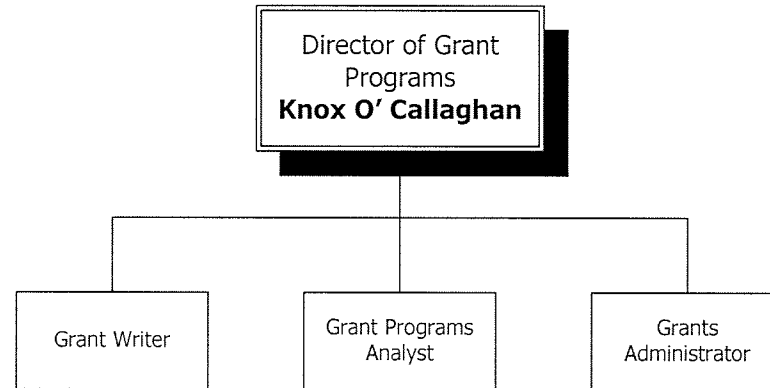
The Office monitors and tracks Federal transportation program policy and regulatory developments, and advises senior management of potential impacts to MARTA. In conjunction with the Office of Government Relations, the Office assists in representing the Authority's interests before respective national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

OFFICE OF FEDERAL & STATE PROGRAMS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	128,619	211,641	240,936	241,918	315,947
Overtime	0	0	0	5,661	0
Other Benefits	11,833	19,659	21,354	22,095	30,834
Healthcare Rep/NonRep	20,947	25,536	26,165	26,542	45,108
Pension Rep/NonRep	29,535	46,698	56,673	42,650	66,769
Workers Comp-Losses	0	0	0	0	42,118
<i>Benefits Total</i>	62,315	91,893	104,192	91,287	184,829
Labor Total	<u>190,934</u>	<u>303,534</u>	<u>345,128</u>	<u>338,866</u>	<u>500,776</u>
Contractual Services	0	0	0	150	900
Materials Supplies-Other	204	2,310	906	1,795	1,250
<i>Materials Total</i>	204	2,310	906	1,795	1,250
Miscellaneous Expenses	9,689	0	0	0	0
Other Non-Operating Expenses	3,289	3,919	5,124	5,286	10,250
Non Labor Total	<u>13,182</u>	<u>6,229</u>	<u>6,030</u>	<u>7,231</u>	<u>12,400</u>
Gross Operating Total	<u>204,116</u>	<u>309,763</u>	<u>351,158</u>	<u>346,097</u>	<u>513,176</u>
Cost Allocation	-187,376	-280,141	-312,295	-307,195	-421,867
Allocation Total	<u>-187,376</u>	<u>-280,141</u>	<u>-312,295</u>	<u>-307,195</u>	<u>-421,867</u>
Net Operating Expense	<u>16,740</u>	<u>29,622</u>	<u>38,863</u>	<u>38,902</u>	<u>91,309</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	3	3	3	3	4	Administrative	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1
Full-Time Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	2	3	3
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>0</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>	<u>4</u>	Total	<u>3</u>	<u>3</u>	<u>3</u>	<u>4</u>

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



PERSONNEL COMPARISON

OFFICE OF FEDERAL & STATE PROGRAMS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Dir Grant Programs	23	1	1	1	1	1
Grant Program Analyst	19	1	1	1	1	1
Grant Writer	16	1	1	1	1	----
Grant Writer	17	----	----	----	----	1
Grants Administrator	18	----	----	----	----	1
Non-Rep Subtotal		3	3	3	3	4
Total Full-Time		3	3	3	3	4
<u>Contract</u>						
Contract Professional	----	----	----	----	1	----
Total Contract		----	----	----	1	----

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.

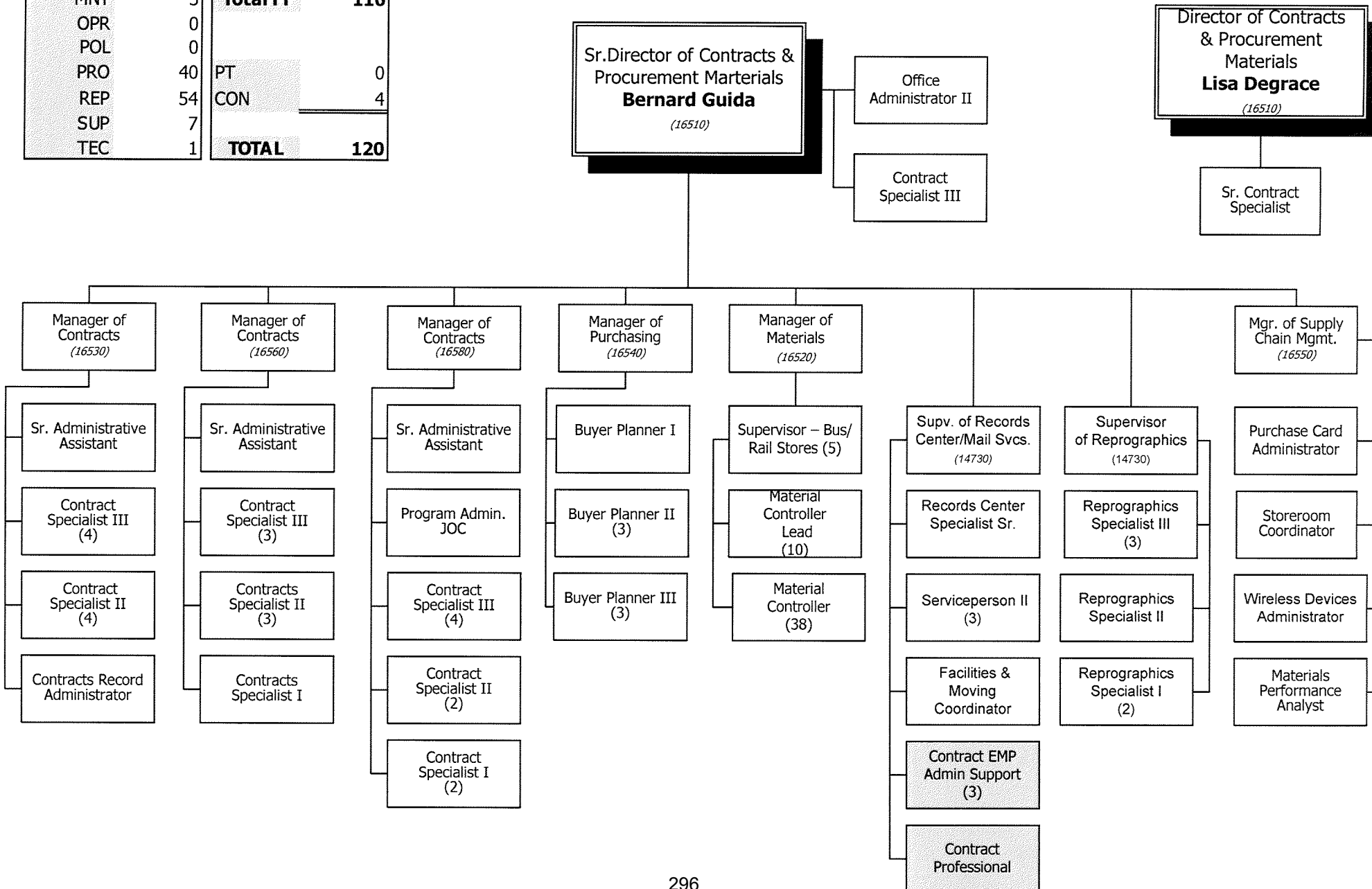
OFFICE OF CONTRACTS & PROCUREMENT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	5,756,265	6,094,119	5,777,973	6,029,872	6,345,976
Overtime	107,655	100,954	134,381	206,510	113,577
Other Benefits	625,798	658,244	621,991	641,730	712,301
Healthcare Rep/NonRep	1,297,106	1,280,375	1,280,399	1,298,565	1,406,343
Pension Rep/NonRep	1,076,156	1,016,305	982,339	814,735	1,046,869
Workers Comp-Losses	-3,929	96,230	82,483	39,022	481,964
<i>Benefits Total</i>	2,995,131	3,051,154	2,967,212	2,794,052	3,647,477
Labor Total	<u>8,859,051</u>	<u>9,246,227</u>	<u>8,879,566</u>	<u>9,030,434</u>	<u>10,107,030</u>
Contractual Services	123,967	223,393	151,658	152,795	117,225
Materials Supplies-Other	341,958	291,151	269,671	324,116	332,374
<i>Materials Total</i>	341,958	291,151	269,671	324,116	332,374
Other Operating	254,139	308,421	253,034	249,858	240,000
<i>Other Total</i>	254,139	308,421	253,034	249,858	240,000
Miscellaneous Expenses	124,173	99,939	118,125	123,117	132,897
Other Non-Operating Expenses	47,022	65,233	14,599	19,962	65,941
Non Labor Total	<u>891,259</u>	<u>988,137</u>	<u>807,087</u>	<u>869,848</u>	<u>888,437</u>
Gross Operating Total	<u>9,750,310</u>	<u>10,234,364</u>	<u>9,686,653</u>	<u>9,900,282</u>	<u>10,995,467</u>
Cost Allocation	-1,274,722	-1,676,429	-1,633,729	-1,633,279	-1,848,528
Allocation Total	<u>-1,274,722</u>	<u>-1,676,429</u>	<u>-1,633,729</u>	<u>-1,633,279</u>	<u>-1,848,528</u>
Net Operating Expense	<u>8,475,588</u>	<u>8,557,935</u>	<u>8,052,924</u>	<u>8,267,003</u>	<u>9,146,939</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	54	63	61	60	59	Administrative	14	10	10	5	7
Represented	58	58	58	57	57	Management	9	9	7	8	8
Full-Time Total	<u>112</u>	<u>121</u>	<u>119</u>	<u>117</u>	<u>116</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	19	38	38	42	40
Represented (PT)	0	0	0	0	0	Technical	6	1	1	1	1
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	3	3	3	3	3
Contract	<u>2</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>4</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	55	55	55	54	54
						Supervisory	8	7	7	7	7
Total	114	123	121	120	120	Total	114	123	121	120	120

OFFICE OF CONTRACTS & PROCUREMENT

ADM	7	Non-Rep	59
MGR	8	Rep	57
MNT	3	Total FT	116
OPR	0		
POL	0		
PRO	40	PT	0
REP	54	CON	4
SUP	7		
TEC	1	TOTAL	120



PERSONNEL COMPARISON

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	3	----	----	----	----
AE Contracts Engineer VI	20	1	----	----	----	----
AGM CONTRACTS & PROCUREMENT	C	1	1	----	----	----
Business Process Analyst	19	1	1	1	1	----
Buyer Planner I	14	----	----	----	1	1
Buyer Planner II	16	----	----	----	3	3
Buyer Planner III	18	----	----	----	3	3
Buyer Storeroom Coordinator	16	----	1	1	----	----
Contract Specialist I	15	----	3	3	3	3
Contract Specialist II	17	----	10	10	9	9
Contract Specialist III	19	----	10	10	12	12
Contract Specialist Program Mgmt	18	1	----	----	----	----
Contracts Administrator I	16	1	----	----	----	----
Contracts Administrator Sr	19	2	----	----	----	----
Contracts Record Administrator	11	1	1	1	1	1
Cost Price Analyst	19	----	1	1	----	----
Dir Administrative Services	23	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	----	----	----	----
Financial Information Spec	11	1	----	----	----	----
IT Contracts Administrator	18	1	----	----	----	----
IT Services Analyst	16	1	1	1	----	----
Lead Contract Specialist	TBD	----	2	2	----	----
Manager of Admin Services	22	----	----	1	----	----

PERSONNEL COMPARISON

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Manager of Materials	20	----	----	----	1	1
Manager of Materials	22	----	----	1	----	----
Manager of Supply Chain Management	20	----	----	----	1	1
Material Inventory Control Pln	15	3	3	3	----	----
Materials Performance Analyst	15	1	1	1	1	1
Mgr Contract Administration	20	1	----	----	----	----
Mgr Contracts Pol & Proc	22	----	1	----	----	----
Mgr of Contracts	22	2	3	3	3	3
Mgr Purchasing	20	1	1	1	1	1
Mgr Support Svcs	20	1	----	----	----	----
Office Administrator II	16	1	1	1	1	1
Program Administrator JOC	20	1	1	1	1	1
Project Engineer	18	2	----	----	----	----
Project Manager- CPM	20	1	1	----	----	----
Purchase Card Administrator	16	1	1	1	1	1
Purchasing Agent III	14	2	2	2	----	----
Records Center Specialist Sr	10	1	1	1	1	1
Resident Engineer	21	1	----	----	----	----
Sr Administrative Assistant	12	----	----	----	----	3
Sr Buyer	16	2	2	2	----	----
Sr Contract Specialist	19	6	----	----	----	----
Sr Contract Specialist	20	----	----	----	1	1
Sr Contrt Spec Prgm Contrt Mgt	19	1	----	----	----	----
Sr Dir Contracts Proc Materials	24	----	----	----	1	1
Sr. Administrative Assistant	12	----	3	3	3	----
Storeroom Coordinator	15	----	----	----	1	1

PERSONNEL COMPARISON

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Supv Bus & Rail Stores	16	5	5	5	5	5
Supv Inventory Control	16	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	----	----
Wireless Devices Administrator	17	----	----	----	1	1
Non-Rep Subtotal		54	63	61	60	59
<u>Represented</u>						
Material Controller	UR	39	39	39	38	38
Material Controller Lead	UR	10	10	10	10	10
Reprographics Spec I	UR	2	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	3	3	3	3	3
Represented Subtotal		58	58	58	57	57
Total Full-Time		112	121	119	117	116
<u>Contract</u>						
Contract Emp Admin Support	----	----	1	1	1	3
Contract Emp Professional	----	1	----	----	----	----
Contract Professional	----	1	1	1	2	1
Total Contract		2	2	2	3	4

DIVISION OF ADMINISTRATION

This Division includes the following Departments:

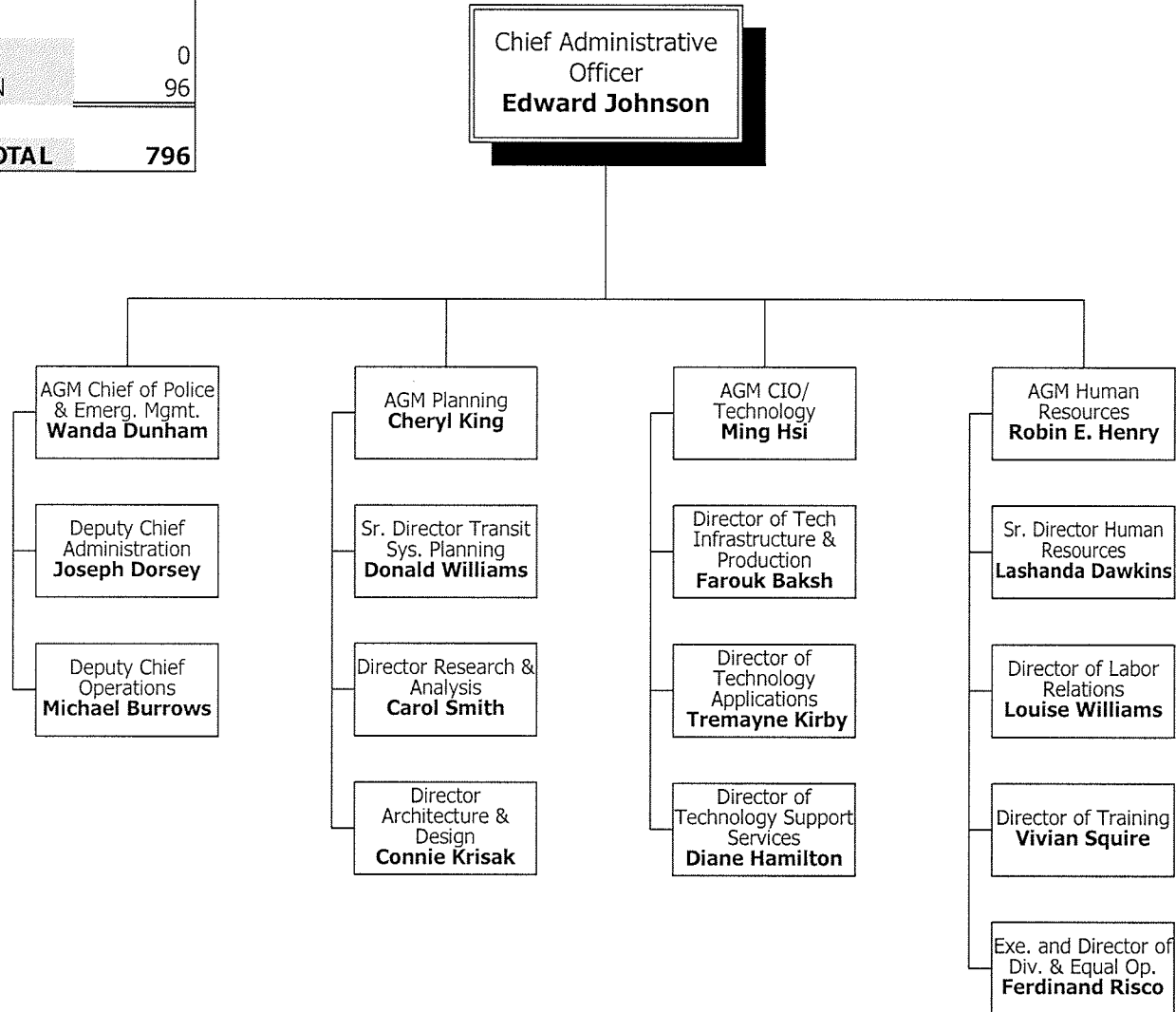
- **Department of Chief Administrative Officer/CAO**
- **Department of Human Resources**
- **Department of Technology**
- **Department of Planning**
- **Department of Police Services**

DIVISION OF ADMINISTRATION

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	35,772,281	39,667,517	40,824,453	41,286,783	45,243,200
Overtime	5,625,346	7,306,246	6,233,565	6,575,766	4,322,581
Other Benefits	4,410,252	4,798,177	4,877,753	4,923,328	5,211,075
Healthcare Rep/NonRep	7,646,725	8,211,236	7,999,657	7,525,444	8,015,759
Pension Rep/NonRep	9,979,779	10,966,568	11,643,697	8,960,117	9,066,395
Workers Comp-Losses	725,329	664,981	557,921	449,530	2,398,626
<i>Benefits Total</i>	22,762,085	24,640,962	25,079,028	21,858,419	24,691,854
<u>Labor Total</u>	<u>64,159,712</u>	<u>71,614,725</u>	<u>72,137,046</u>	<u>69,720,968</u>	<u>74,257,636</u>
Contractual Services	10,631,972	10,245,193	11,610,295	14,513,693	12,552,293
Materials Supplies-Other	372,802	433,761	371,618	411,111	447,653
<i>Materials Total</i>	372,802	433,761	371,618	411,111	447,653
Other Operating	1,524,621	1,315,031	1,083,786	1,333,999	1,715,618
<i>Other Total</i>	1,524,621	1,315,031	1,083,786	1,333,999	1,715,618
Casualty & Liability Costs	-5,586	-12,549	-3,500	-1,189	0
Miscellaneous Expenses	62,259	62,525	52,382	90,508	55,793
Other Non-Operating Expenses	667,596	1,061,484	855,474	1,088,759	945,191
<u>Non Labor Total</u>	<u>13,253,664</u>	<u>13,105,445</u>	<u>13,970,055</u>	<u>17,436,881</u>	<u>15,716,548</u>
<u>Gross Operating Total</u>	<u>77,413,376</u>	<u>84,720,170</u>	<u>86,107,101</u>	<u>87,157,849</u>	<u>89,974,184</u>
Cost Allocation	-14,462,891	-19,047,704	-21,168,905	-21,081,339	-21,820,699
<u>Allocation Total</u>	<u>-14,462,891</u>	<u>-19,047,704</u>	<u>-21,168,905</u>	<u>-21,081,339</u>	<u>-21,820,699</u>
<u>Net Operating Expense</u>	<u>62,950,485</u>	<u>65,672,466</u>	<u>64,938,196</u>	<u>66,076,510</u>	<u>68,153,485</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	641	658	653	661	662	Administrative	87	88	85	84	91
Represented	29	45	43	43	38	Management	49	52	55	49	49
<u>Full-Time Total</u>	<u>670</u>	<u>703</u>	<u>696</u>	<u>704</u>	<u>700</u>	Police	264	275	277	312	312
Non-Represented (PT)	0	0	0	0	0	Professional	136	144	164	149	145
Represented (PT)	0	0	0	0	0	Technical	101	97	93	78	79
<u>Part - Time</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	21	35	33	33	28
Contract	77	81	103	96	96	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	8	10	10	10	10
						Supervisory	81	83	82	85	82
Total	747	784	799	800	796	Total	747	784	799	800	796

ADM	91	Non-Rep	662
MGR	49	Rep	38
MNT	28	Total FT	700
OPR	0		
POL	312		
PRO	145	PT	0
REP	10	CON	96
SUP	82		
TEC	79	TOTAL	796



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

FY2015 GOALS AND OBJECTIVES

The goals and objectives of the Department of the Chief Administrative Officer include the following:

- Increase employee accountability at every level in meeting organizational priorities
 - Develop measurable performance plans for Division of Administration employees and perform periodic review of employee performance
 - Engage Human Resources to conduct management training on FMLA
 - Reduce FMLA abuses and increase employee availability
 - Coordinate quarterly teambuilding exercises for the Division of Administration management team to improve communication and performance
- Demonstrate routine excellence in daily internal/external operations
 - Conduct on-going Comprehensive Operating Analysis to align service delivery and increase ridership
 - Update division policies and procedures
 - Maintain a high availability of key Technology systems and infrastructures
 - Maintain a low collision, injury and crime rate
- Increase organizational efficiencies to reverse financial decline
 - Closely monitor the Information Technology (IT) division expenditures against the budget limit
 - Conduct a complete inventory of IT assets and perform IT asset assessments to eliminate duplicate functions and maximize utilization
 - Continue IT re-organization to increase organizational efficiencies.
- Reduce MARTA Police Department's unscheduled overtime level below the previous year's actual value.
- Reduce scheduled cost/hour for fixed route operations
- Position Vacancy Rate - Ensure position vacancy rate is no more than 5% in each department within the Administrative Division
- Improve the customer service experience
 - Implement Authority-wide safety and security initiatives to reduce crime and safety related incidents
 - Continue updating the standard operating procedures for better service delivery in the Division of Administration
 - Enhance Technology service desk experience for MARTA internal customers with improved efficiency and friendly services
 - Plan, design and implement various Technology initiatives for MARTA's external customers, including self-service for customer complaints, new design for itsmarta.com and real-time passenger information systems on digital signage, website and phones
- Increase the accuracy, frequency, and availability of service through advanced technology
 - Plan, design and implement advanced Technology initiatives to increase the accuracy, frequency and availability of services. These initiatives include mobile fare payment, more secured fare media, integrated employee badging and access control, cellular service at rail stations and tunnels, Wi-Fi services on buses, Voice Over IP, data storage consolidation, Oracle Enterprise Resource Planning (ERP) system enhancement and business intelligence and dashboard analytics

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	N/A	N/A	>/= 96%
Budget Variance	Budget variance on overall expenses	N/A	N/A	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	N/A	N/A	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	N/A	N/A	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	N/A	N/A	</= 0%

DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER

FY2014 ACCOMPLISHMENTS**Department of Police Services**

- TSA Gold Standard Award Presentation for B.A.S.E. Assessment best practices (8/21/13 with Director Pistol, TSA)
- Full Scale Exercise Series/Operations High Stakes (with TSA ISTEP): October 5-7, 2013
- Continuity of Operations Plan (COOP) Training Drill
- CNN/HLN Special on MARTA's preparedness efforts/International Coverage
- CERT Program Inaugural Class
- NIMS 402e training for the Executive Management Team
- Table Top Exercise- June 2014 / Cyber Security Threat Scenario
- Participation in development of the Regional Evacuation Plan/UASI
- COOP Re-Training of MATRIX Team
- Produced 2014 'See Something, Say Something' Campaign with Network T.V. Interviews, Commercials, Print, and Radio Ads
- Authored Op-Ed Article in AJC about MARTA's Security Best Practices
- Successfully submitted for TSGP FY14 grand award
- Authored MARTA's First SSI Policy, Approved 2013
- Established the MARTA 'See Say' Application for public awareness
- All of the canine teams received a 100 percent on their field certification/evaluation for 2014
- Provided Active Shooter training for all civilian supervisors, managers and directors for the authority
- Conducted System Security Awareness of NIMS 330, 400, and 402 for managers, directors and senior staff officials.
- 100 percent attendance rate – No absenteeism (Protective Specialist)
- Reduced our Part 1 Crimes within the MARTA Headquarters and Annex buildings by enhancing our patrol techniques
- Increased the number of diverse applicants and candidates
- Increased the efficiency rate of vehicles scheduled for regular preventive maintenance
- CIU successfully investigated and indicted the largest Fraud Case in MARTA's history.
- Launch the Ride with Respect Campaign November 9, 2013

- Legislature passed bill to collect fines for transit violators
- Bus Operator Assaults – decrease 6%
- Part 1 Crimes – decrease 1.48%
- Conducted, monitored, and/or scheduled a total of 21,845 hours of training for MPD sworn personnel

Department of Transit System Planning (TSP)

- Complete Environmental Assessment for the I-20 East Transit Initiative;
- Complete Draft Environmental Impact for the I-20 East Transit Initiative;
- Initiated Early Scoping GA 400/North Line AA Study;
- Initiated Clifton Corridor Pre-environmental Clearance Refinement of the LPA
- Initiated Comprehensive Operations Analysis Study

Department of Technology (IT)

- Improved financial viability by reducing Technology capital and operating costs and increasing employee accountability
 - Under new management, Technology is in the process of building core competency in-house and reducing dependency on contractors for better labor cost management.
 - Technology has prioritized and re-scoped capital improvement projects resulting in saving of \$12.6M.
 - Deployment of approximately \$4.8M previously purchased equipment are underway.
 - Technology has saved approximately \$370K on unnecessary maintenance agreements, and continue to research approximately \$11M of maintenance agreements for additional savings.
 - FY 15 Performance plans have been completed for every IT fulltime and contract employee.
 - Organizational structure for Technology has been aligned to the FY 15 budget.
- Improved MARTA's "On the Go" Transit App

DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER

FY2014 ACCOMPLISHMENTS (continued)

- MARTA completely revamped the "On the Go" Transit App in the new release launched in November 2013. The new version of the App will provide MARTA patrons real-time bus and rail information. Powered by the new App, MARTA riders no longer have to wait long for a bus or rush to a platform for the next train. "On the Go" Transit App can make MARTA riders' transit experience more enjoyable and hassle free.
- Technology developed MARTA's "On the Go" Transit App on both iPhone and Android platforms using internal resources. The new release of the application will include the following features:
 - Next train arrival time at rail stations for each line
 - "Search Nearby Stops" utilizing Riders' GPS locations
 - Real-time bus arrival information at bus stops
 - Real-time bus locations on map with directions of traveling and on-time status
- Improved Digital signage availability
 - There are approximately 150 electronic rail signages under contract with CBS Outdoor throughout 38 rail stations. Technology worked with CBS Outdoor subcontractors to restore and increased rail signage availability from 37% working in February, 2014 to 71% working in June, 2014
 - In addition to fixing existing signs, Technology initiated a project to install new signage at the station entrances to provide patrons rail arrival information before they arrived at the platforms. Technology, Engineering, Contract & Procurement and other stakeholder departments successfully planned and implemented electronic signage on schedule for the ribbon cutting of the new Buckhead MARTA station pedestrian bridge opened June 24, 2014.
- Improved Fare Collection System
 - Completed Payment Card Industry Data Security Standard (PCI DSS) 2013 assessment and received Attestation of Compliance from independent PCI Quality Security Assessor (QSA).
 - Completed Personal Identification Number (PIN) Assessments by VISA and First Data. The assessments were initiated by the banking industry to ensure MARTA in maintaining the highest level of credit card PIN security.
 - Deployed Address Verification Software for all Breeze Vending Machines (BVMs) and www.breezecard.com. Reduced fraudulent charges by 90%.
- Supported Atlanta regional initiatives
 - Participated Regional Fare Study, reviewed key findings by the consultants and gave regional partners recommendations for next steps.
 - Facilitated GRTA fare changes using regional grant.
 - Installed network infrastructure for Atlanta Streetcar BVMs and prepared statement of work for Atlanta Streetcar BVM configuration and installation.
 - Designed new regional BVM screens with Cobb, GRTA and Gwinnett transit, developed statement of work and prepared board package utilizing regional grant.
 - Designed new partner web interface for regional Transportation Management Associations (TMAs) including Buckhead Area TMA, Clifton Corridor TMA, Cobb County Transit TMA, Central Atlanta Progress, Midtown Transportation Solutions and Perimeter Transportation & Sustainability Coalition.
 - Completed high speed Closed-circuit television (CCTV) integration between Atlanta Police Department and MARTA Police Department.
- Major internal system improvements for more efficiencies:
 - Upgraded Trapeze Suite of products: Trapeze suite of products have provided 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

DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER

FY2014 ACCOMPLISHMENTS (continued)

phone for our Mobility patrons, and Breeze Card balance check via phone.

- Implemented Trapeze Blockbuster Advanced runcutter module for Planning & Scheduling department: the new module allows the Scheduling Analyst to work with actual costing of runs and change parameter settings for different scenarios using advanced algorithms based on MARTA's transit rules and union contracts. The new module assists the Scheduling Analyst in determining cost saving factors and generate cost-effective operator assignments.
- Implemented Oracle iSupplier and Sourcing for Contracts & Procurement department: Oracle iSupplier Portal is the enterprise application that structures all supplier communication through a secure internet-based portal. Suppliers access the latest information, including purchase orders, delivery information, and payment status. The rich two-way collaboration enables suppliers to submit change requests, ship notices, payments, and profile data. The benefits achieved from this implementation are:
 - Reduce capital investment into inventory.
 - Reduce the inventory carrying cost.
 - Reduce Purchasing Cost.
 - Utilize Buyer time for more important tasks.
- Implemented Oracle Manager Self-service and Employee Self-service and for Human Resource Department: Oracle Manager and Employee Self Service extends the functionality of the standard HRMS modules by allowing the managers and employees to participate in the Human Resources management via a web browser. The implementation of Oracle Self-service modules is recommended in KPMG's 2012 MARTA management audit report. Below is a list of functions allowed to be performed by the employees:
 - View and print pay slips
 - Setup and change direct deposits
 - Change tax withholdings
 - View and print W2's
 - View and change personal information
 - Submit tuition reimbursement requests

- Submit exit interviews
- Submit bump and roll notifications
- Submit retirement notices
- Improvement of IT services
 - Adopted updated Technology Governance Charter
 - Implemented improved statistics reporting tool to evaluate and improve average call wait time and percent of calls offered. A 58% improvement in service level response time has been experienced since March, 2014.
 - Identified, examined, verified and closed over 1500 service desk backlogs.
 - Created Technology Service Level Agreement (SLA) which defines and communicates delivery time of IT services and performance with Authority customers.
- Kicked Off Major System Upgrade Projects
 - Storage Consolidation Project – to standardize on NetApp Storage Area Network (SAN) platform and to implement a high performance SAN for present and future storage needs, security and high performance computing requirements.
 - Voice over Internet Protocol (VOIP) Project – to replace MARTA's current 20-year old telephony system with a system utilizing IP Telephony, also known as VOIP throughout the Authority. The project has upgraded core network infrastructure and is proceeding with garage phone upgrade with Perry and Laredo garages already installed.

Department of Safety & Quality Assurance

- 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.

Expedited the implementation of the Office of Safety reorganization plan to align the office with upcoming changes to the FTA guidelines as amended in MAP-21 legislation.

DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER

FY2014 ACCOMPLISHMENTS (continued)

- Facilitated the annual 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.
- Completed the revision of the Distraction Policy.
- Developed and implemented the Accident Incident Report Procedure.
- Completed the revision of the Joint Health and Safety Committee (JHSC) Administrative Guidelines.
- Analyzed and categorized Authority accidents/incidents and graded as preventable/non-preventable.
- Reviewed and revised MARTA's Accident/Incident Investigation Management Procedure.
- Ensured regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety and Security Oversight.
- Developed and implemented the Facilities Inspection Procedure.
- Conducted the Safe Operator Recognition Awards which included a formal award ceremony held in 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.
- Oversaw the completion of the Environmental Management System (EMS) and Stage II audits, in anticipation of obtaining EMS ISO 14001 Certification for the Armour Yard facility.
- 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.
- Maintained 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 the Countermeasure Plan (SPCC) at all maintenance facilities.
- Maintained the Environmental Policy Act (EPACT) rollout requirements for the Authority's UST Programs.
- Reviewed and sustained MARTA's Emergency Response Spill Plans.
- 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 that the Authority is cognizant and current with rules and regulations, best practices, compliance, and industry trends.
- Facilitated and managed the development of an Authority-Wide Environmental Management System (EMS).
- 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 MARTA's Testing Program Plan (MTPP), thereby providing the certifying agent with the necessary test documentation. This process is ongoing and continual.
- Revised and updated the Quality Assurance Program Plan (QAPP), Quality Manual, and MARTA Testing Program Plan (MTPP).
- Continued stringent oversight of both safety and quality assurance of the TCSU Capital Project.
- Performed Parts and Materials receiving inspections.
- Facilitated activities to improve bus, railcar, and facilities and maintenance of way operations.
- Conducted internal Quality and Safety audits of the Authority's processes and procedures.
- Filled Test Engineer vacancies.

DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER

FY2014 ACCOMPLISHMENTS (continued)

- Secured vendor-sponsored training courses for the Configuration Management staff from product developer, OpenText, regarding functionalities within the newly acquired configuration management software, emVision360.
- Completed re-organization of the Configuration Management Branch.
- Completed a partnership project with MARTA's Print Shop, regarding legacy project manuals that had not been previously uploaded into the configuration management database.
- Finalized record storage activities, which included archiving over 150 storage boxes previously housed in the CM Branch storage facility.
- Reviewed and updated Configuration Management Branch procedures and plans.
- 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.
- Provided Safety support during special event reassignment activities.

DEPT OF CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	411,892	454,550	441,237	255,669	201,985
Overtime	912	0	0	0	0
Other Benefits	32,454	31,310	39,525	23,001	17,145
Healthcare Rep/NonRep	28,412	23,805	16,151	23,079	11,277
Pension Rep/NonRep	69,867	71,034	38,211	6,943	42,686
Workers Comp-Losses	0	0	-1	0	47,054
<i>Benefits Total</i>	130,733	126,149	93,886	53,023	118,161
Labor Total	<u>543,537</u>	<u>580,699</u>	<u>535,123</u>	<u>308,692</u>	<u>320,146</u>
Contractual Services	38,795	203,061	253,987	300	30,000
Materials Supplies-Other	0	0	0	34	0
<i>Materials Total</i>	0	0	0	34	0
Other Non-Operating Expenses	30,306	86,697	197,512	4,018	23,944
Non Labor Total	<u>69,101</u>	<u>289,758</u>	<u>451,499</u>	<u>4,352</u>	<u>53,944</u>
Gross Operating Total	<u>612,638</u>	<u>870,457</u>	<u>986,622</u>	<u>313,044</u>	<u>374,090</u>
Cost Allocation	-45,952	-71,517	-89,605	-29,294	-69,417
Allocation Total	<u>-45,952</u>	<u>-71,517</u>	<u>-89,605</u>	<u>-29,294</u>	<u>-69,417</u>
Net Operating Expense	<u>566,686</u>	<u>798,940</u>	<u>897,017</u>	<u>283,750</u>	<u>304,673</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	7	5	3	1	1	Administrative	1	1	0	0	0
Represented	0	0	0	0	0	Management	3	2	2	1	1
Full-Time Total	<u>7</u>	<u>5</u>	<u>3</u>	<u>1</u>	<u>1</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	1	1	0	0
Represented (PT)	0	0	0	0	0	Technical	1	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	1	1	0	0	0
Total	7	5	3	1	1	Total	7	5	3	1	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)

FUNCTIONS & RESPONSIBILITIES

The Office of the Chief Administrative Officer is responsible for providing assistance to the General Manager and CEO with the overall administration of the Authority. Specifically, the Office of the Chief Administrative Officer is responsible for the oversight and direction of the overall administration of the Authority. Administrative services provide general business management and administrative support to the Authority in the following areas:

Department of MARTA Police Services – is responsible for providing police services to the Authority’s employees and patrons and all related facilities as well as providing protection and security for all Authority assets.

Department of Information Technology – is responsible for providing efficient, reliable, cost-effective and responsive technology services and dedicated support to all technology users throughout the Authority.

Department of Safety and Quality Assurance – strives to promote safety, efficiency, effectiveness, and accountability in the Authority 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.

Department of Planning – oversees programs that develop service planning and scheduling and environmental analysis.

Department 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. The HR 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 CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	411,892	454,550	441,237	255,669	201,985
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Non-Represented	7	5	3	1	1	Administrative	1	1	0	0	0
Represented	0	0	0	0	0	Management	3	2	2	1	1
Full-Time Total	<u>7</u>	<u>5</u>	<u>3</u>	<u>1</u>	<u>1</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	1	1	0	0
Represented (PT)	0	0	0	0	0	Technical	1	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	1	1	0	0	0
Total	<u>7</u>	<u>5</u>	<u>3</u>	<u>1</u>	<u>1</u>	Total	<u>7</u>	<u>5</u>	<u>3</u>	<u>1</u>	<u>1</u>

FY2015 OPERATING & CAPITAL BUDGETS

OFFICE 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
(22510)

PERSONNEL COMPARISON

OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Chief Administrative Officer	A	----	----	1	1	1
Chief of Business Support Services	A	1	1	----	----	----
Executive Administrator	17	----	1	----	----	----
Executive Office Administrator	18	1	----	----	----	----
IT Business Analyst II	17	1	----	----	----	----
Manager of Executive Office Administration	21	1	1	1	----	----
Mgr Internal Communications	19	1	----	----	----	----
Senior Executive Administrator	19	1	1	1	----	----
Supv External Affairs	19	1	1	----	----	----
Non-Rep Subtotal		7	5	3	1	1
Total Full-Time		7	5	3	1	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

FY2015 GOALS AND OBJECTIVES**MISSION**

To advance workplace solutions and provide unsurpassed service to our workforce and our internal business partners, through leadership, routine excellence, and engagement.

VISION

Human Resources is a strategic business partner supporting the Authority as an employer of choice by attracting, inspiring, and retaining great people, with a passion for excellence, working for a common purpose.

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 FY2015 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:

(1) Building and strengthening the Human Resource function to a more proactive and cohesive organization to provide, develop and retain MARTA's Human Capital. Provide a "one-stop-shop" for internal

customers (MARTA employees) providing Human Resources services to include recruitment, report generation and consulting regarding organizational development.

(2) Increasing the Authority's fill rate through enhanced recruiting strategies.

(3) Developing formal plans for reduction of Human Resources costs over runs. Work with MARTA's departments and decision makers to improve employee availability by taking a lead role in monitoring the employee availability data through joint efforts of administrative, Training, DEO, Benefits, and HRIS staffs.

(4) Ensuring the development of a comprehensive compensation and Recruiting Plan designed to attract and retain "Hard to fill" and Executive level positions and to promote MARTA as employer of choice.

(5) Designing a formal succession planning program through joint efforts of Recruiting, Compensation, Training, DEO, and Pension functions for implementation in FY16. 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.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Critical Fill Rate	Percent of filled positions required for MARTA's core business units	>/= 96%	65.58%	>/= 98%
New Hire Separation	Percent of MARTA employees leaving voluntarily	N/A	N/A	</= 60
Voluntary Turnover Rate	Percent MARTA employees resigning their positions and leaving MARTA voluntarily for any reason other than retirement	</= 6%	8.46%	</= 6.5%
Monthly Training Attendance	The number of training participants in a given month that attend training	>/= 293	1,038	>/= 675
Training Resource Utilization	The number of hours spent by the Office of Training staff on facilitating training in a given month.	N/A	N/A	>/= 2,200
Monthly Training Expense Ratio	Training expenses as a percentage of payroll	>/= 2.14%	1.16%	>/= 2.14%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.93%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-3.08%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-8.22%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	43.26%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	5.74%	</= 0%

FY2014 ACCOMPLISHMENTS**Human Resources**

- Successfully managed the process of developing FY '15 performance plans for 99%+ of all non-represented employees.
- Successfully managed the process of researching, selecting, and procuring automated performance management software, which will support MARTA's organizational goal of increasing employee accountability in meeting organizational goals.
- Supported MARTA's strategic transformation initiatives: Personnel Cost Efficiencies and HR and Payroll Sourcing by creating an implementation plan that included a new total rewards philosophy and a new organizational structure.
- Analyzed MARTA's group healthcare plans (medical, dental, pharmacy, vision and critical illness) and made recommendations for redesign aimed at significant financial savings to the Authority.
- As a result of the group healthcare analysis, changed MARTA's Pharmacy Benefit Manager (PBM) to CIGNA for FY '15 with savings estimated at \$1.8MM.
- Provided Family and Medical Leave Act (FMLA) training to over 300 managers and supervisors, and updated the FMLA procedures.
- Maintained a 98% average staffing level for critical positions within the Departments of Bus/Rail Maintenance in the final half of the fiscal year.
- Implemented the Manager Self Service and Employee Self Service applications in Oracle.

- Successfully completed and exceeded FTA mandated random drug testing rate and alcohol testing rate for calendar year 2013.

Training

- Successfully trained 600 plus employees on the Train Control Field Unit (TCFU) related functions.
- Training rebranded the Transit Supervisor's Certification Program.

DEO

- Successfully completed FTA Triennial Review with **NO** pending deficiencies in any of the Civil Rights Programs;
- Received FTA full concurrence on both the Title VI and Affirmative Action Programs;
- Developed a Comprehensive Supplier Diversity Program to include Women, Minorities, Veterans, LGBT, and Businesses, etc. - anticipated roll-out September 2014;
- Mentor Protégé Program partnership with the Georgia Mentor Protégé Connection – Mentored two (2) Disadvantaged Business Enterprise firms with the Metropolitan Atlanta Transit Consultants (MATC).

Labor Relations

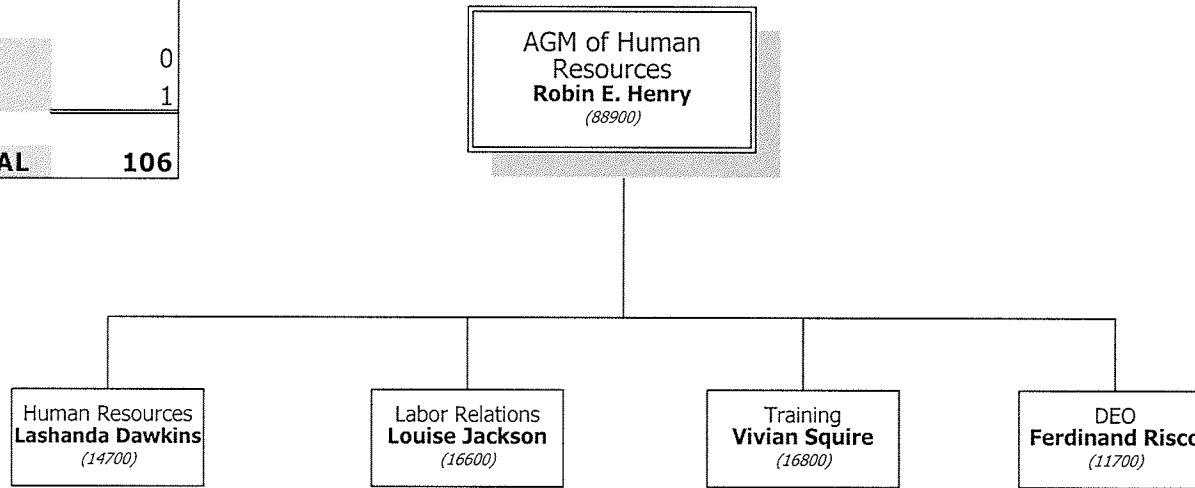
- Prevailed in 100% of grievances arbitrated on behalf of the Authority in FY 2014.
- Provided increased technical advice and assistance to management, leading to more consistent contract compliance.
- Significant reduction in number of grievances filed in FY 2014.

DEPT OF HUMAN RESOURCES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	5,661,134	6,185,385	6,445,180	6,254,293	6,366,856
Overtime	44,070	34,572	57,810	65,977	56,528
Other Benefits	800,691	816,427	880,976	838,561	687,126
Healthcare Rep/NonRep	1,051,959	1,231,390	1,192,886	1,065,042	1,201,315
Pension Rep/NonRep	1,457,789	1,405,227	1,539,053	1,242,168	1,299,247
Workers Comp-Losses	9,690	-8,748	39,041	29,646	522,440
<i>Benefits Total</i>	<i>3,320,129</i>	<i>3,444,296</i>	<i>3,651,956</i>	<i>3,175,417</i>	<i>3,710,128</i>
Labor Total	<u>9,025,333</u>	<u>9,664,253</u>	<u>10,154,946</u>	<u>9,495,687</u>	<u>10,133,512</u>
Contractual Services	138,972	207,722	532,324	385,591	277,928
Materials Supplies-Other	22,375	30,999	32,444	49,254	34,621
<i>Materials Total</i>	<i>22,375</i>	<i>30,999</i>	<i>32,444</i>	<i>49,254</i>	<i>34,621</i>
Other Operating	0	0	0	163	0
<i>Other Total</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>163</i>	<i>0</i>
Miscellaneous Expenses	58,941	61,222	47,577	53,908	49,793
Other Non-Operating Expenses	479,856	758,294	445,124	935,750	693,913
Non Labor Total	<u>700,144</u>	<u>1,058,237</u>	<u>1,057,469</u>	<u>1,424,666</u>	<u>1,056,254</u>
Gross Operating Total	<u>9,725,477</u>	<u>10,722,490</u>	<u>11,212,415</u>	<u>10,920,353</u>	<u>11,189,767</u>
Cost Allocation	-1,147,609	-1,352,484	-1,356,786	-1,260,304	-1,423,530
Allocation Total	<u>-1,147,609</u>	<u>-1,352,484</u>	<u>-1,356,786</u>	<u>-1,260,304</u>	<u>-1,423,530</u>
Net Operating Expense	<u>8,577,868</u>	<u>9,370,006</u>	<u>9,855,629</u>	<u>9,660,049</u>	<u>9,766,237</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	93	94	95	95	95	Administrative	11	11	11	11	11
Represented	0	12	10	10	10	Management	14	13	13	13	13
Full-Time Total	<u>93</u>	<u>106</u>	<u>105</u>	<u>105</u>	<u>105</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	68	70	70	70	70
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	12	10	10	10
Contract	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	2	2	2	2	2
Total	95	108	106	106	106	Total	95	108	106	106	106

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



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 best meet the needs of the Authority with emphasis on sustainability, change, and growth.

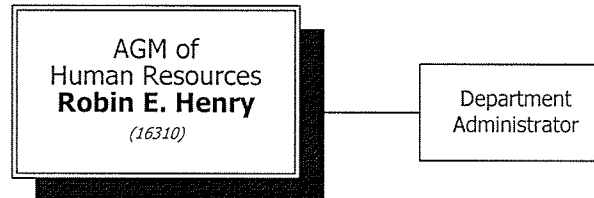
The Office of The AGM of Human Resources works closely with members of the C-Team and the Executive Management Team to build partnerships and identify strategies to best support the day-to-day operations and overall growth of the agency.

OFFICE OF AGM HUMAN RESOURCES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	219,758	213,451	231,116	220,923	224,396
Other Benefits	16,599	17,155	17,494	16,699	20,513
Healthcare Rep/NonRep	32,757	29,393	28,773	17,897	22,554
Pension Rep/NonRep	44,670	47,555	45,353	25,875	47,422
Workers Comp-Losses	0	0	-1	0	40,783
<i>Benefits Total</i>	94,026	94,103	91,619	60,471	131,272
Labor Total	<u>313,784</u>	<u>307,554</u>	<u>322,735</u>	<u>281,394</u>	<u>355,668</u>
Contractual Services	0	0	0	1,724	0
Other Non-Operating Expenses	79,090	37,500	25	0	0
Non Labor Total	<u>79,090</u>	<u>37,500</u>	<u>25</u>	<u>1,724</u>	<u>0</u>
Gross Operating Total	<u>392,874</u>	<u>345,054</u>	<u>322,760</u>	<u>283,118</u>	<u>355,668</u>
Net Operating Expense	<u>392,874</u>	<u>345,054</u>	<u>322,760</u>	<u>283,118</u>	<u>355,668</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
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	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Police	0	0	0	0	0
Non-Represented	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	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	2	2	2	2	2	Total	2	2	2	2	2

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



PERSONNEL COMPARISON

OFFICE OF AGM HUMAN RESOURCES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 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

FUNCTIONS AND RESPONSIBILITIES

The Office of Human Resources 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.

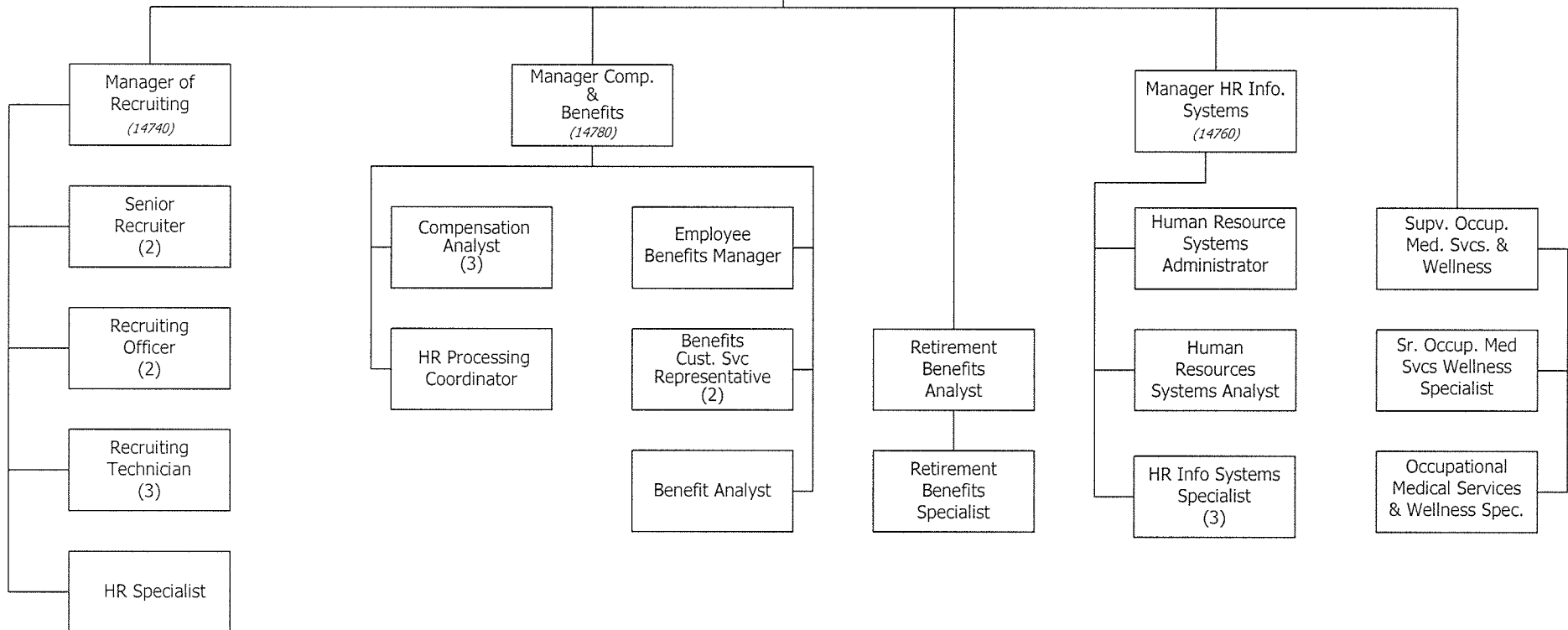
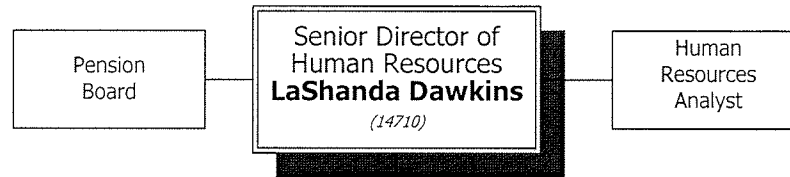
OFFICE OF HUMAN RESOURCES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,960,235	1,989,307	1,999,584	1,917,354	1,826,498
Overtime	391	30	1,506	7,629	0
Other Benefits	431,552	391,134	397,953	385,776	191,238
Healthcare Rep/NonRep	317,728	424,041	354,923	319,631	349,587
Pension Rep/NonRep	484,395	452,921	500,445	417,152	385,996
Workers Comp-Losses	6,990	-7,948	-5	0	141,681
<i>Benefits Total</i>	1,240,665	1,260,148	1,253,316	1,122,559	1,068,501
Labor Total	<u>3,201,291</u>	<u>3,249,485</u>	<u>3,254,406</u>	<u>3,047,542</u>	<u>2,895,000</u>
Contractual Services	60,416	155,373	476,694	323,863	166,708
Materials Supplies-Other	12,835	14,394	17,648	31,746	17,522
<i>Materials Total</i>	12,835	14,394	17,648	31,746	17,522
Miscellaneous Expenses	58,397	61,222	47,577	53,908	49,793
Other Non-Operating Expenses	291,824	364,058	309,285	435,402	361,928
Non Labor Total	<u>423,472</u>	<u>595,047</u>	<u>851,204</u>	<u>844,919</u>	<u>595,951</u>
Gross Operating Total	<u>3,624,763</u>	<u>3,844,532</u>	<u>4,105,610</u>	<u>3,892,461</u>	<u>3,490,951</u>
Cost Allocation	-369,170	-378,772	-434,366	-369,635	-524,330
Allocation Total	<u>-369,170</u>	<u>-378,772</u>	<u>-434,366</u>	<u>-369,635</u>	<u>-524,330</u>
Net Operating Expense	<u>3,255,593</u>	<u>3,465,760</u>	<u>3,671,244</u>	<u>3,522,826</u>	<u>2,966,620</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	31	31	32	32	31	Administrative	8	8	8	8
Represented	0	0	0	0	0	Management	5	5	5	5
Full-Time Total	<u>31</u>	<u>31</u>	<u>32</u>	<u>32</u>	<u>31</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	17	17	18	17
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	1	1	1	1
Total	31	31	32	32	31	Total	31	31	32	32

OFFICE OF HUMAN RESOURCES

ADM	8	Non-Rep	31
MGR	5	Rep	0
MNT	0	Total FT	31
OPR	0		
POL	0		
PRO	17	PT	0
REP	0	CON	0
SUP	1		
TEC	0	TOTAL	31



PERSONNEL COMPARISON

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
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	----
Emp Rel Wellness & Wk Dev Coord	14	1	----	----	----	----
HR Info System Specialist II	12	3	3	3	3	3
Hr Information Systems Analyst	15	1	----	----	----	----
Human Resources Analyst	17	----	1	1	1	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	1
Labor Relations Administrator	16	1	1	1	1	----
Mgr Compensation & Benefits	22	1	1	1	1	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
Occupational Med Ser Well Spec	14	1	1	1	1	1
Recruiting Officer II	16	1	1	2	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 Benefits Analyst	16	1	1	1	1	1
Sr Dir Human Resources	24	----	----	----	----	1
Sr Occup Med Svcs Well Spec	16	1	1	1	1	1

PERSONNEL COMPARISON

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Sr Recruiter	17	2	2	2	2	2
Supv Occup Med Svcs Wellness	18	1	1	1	1	1
Non-Rep Subtotal		31	31	32	32	31
Total Full-Time		31	31	32	32	31

FUNCTIONS AND RESPONSIBILITIES

The Office of Labor Relations is the Authority's authorized designee to administer the labor agreement with the Amalgamated Transit Union, Local 732. 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 in accordance with the Authority's objectives and labor

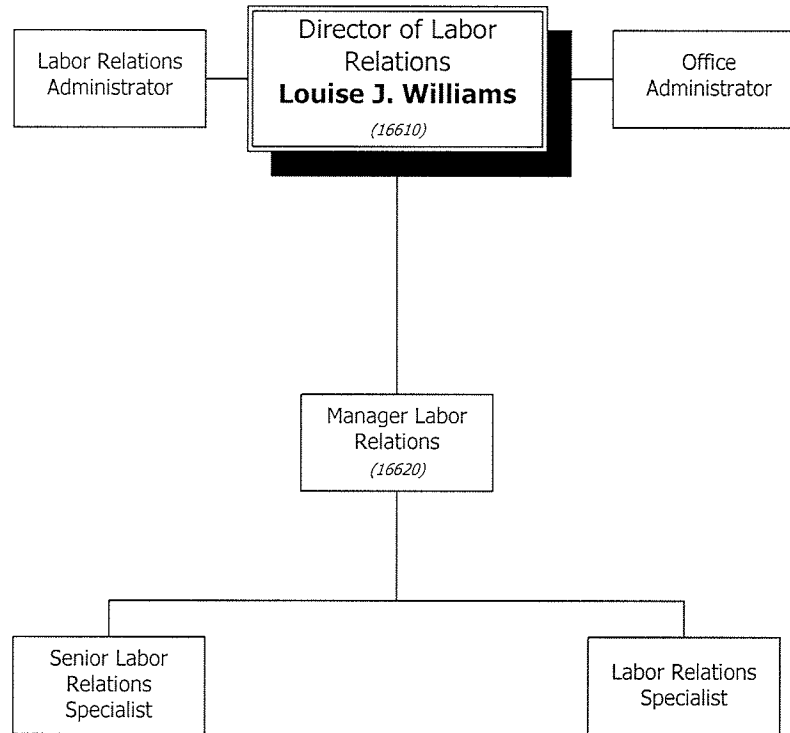
strategy; provides technical advice, training and assistance to Authority management, as necessary in implementing and administering the labor agreement to ensure consistent application of policies, practices and contract compliance; assists Authority management on matters relative to labor activities, contract interpretation/administration; monitors the administration of disciplinary action in accordance with the labor agreement, work rules and Authority policy; also has direct oversight of monitoring and coordination of the contractual grievance process; 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	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	303,883	168,951	360,070	395,978	419,058
Overtime	0	0	0	0	0
Other Benefits	31,642	23,714	39,931	37,665	42,042
Healthcare Rep/NonRep	58,012	41,867	51,790	54,389	67,662
Pension Rep/NonRep	92,611	51,206	77,555	76,194	88,560
Workers Comp-Losses	0	0	0	0	46,885
<i>Benefits Total</i>	182,265	116,787	169,276	168,248	245,149
Labor Total	486,148	285,738	529,346	564,226	664,207
Contractual Services	46,357	23,931	34,704	17,274	30,200
Materials Supplies-Other	177	320	820	1,231	1,500
<i>Materials Total</i>	177	320	820	1,231	1,500
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Other Non-Operating Expenses	1,245	875	4,009	9,239	7,400
Non Labor Total	47,779	25,126	39,533	27,744	39,099
Gross Operating Total	533,927	310,864	568,879	591,970	703,306
Cost Allocation	-12,141	-6,757	-12,752	-11,482	-11,326
Allocation Total	-12,141	-6,757	-12,752	-11,482	-11,326
Net Operating Expense	521,786	304,107	556,127	580,488	691,980

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	4	5	5	5	6	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	3	2	2	2
Full-Time Total	4	5	5	5	6	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	2	2	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
						Supervisory	0	0	0	0
Total	4	5	5	5	6	Total	4	5	5	6

ADM	1	Non-Rep	6
MGR	2	Rep	0
MNT	0	Total FT	6
OPR	0		
POL	0		
PRO	3	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	6



PERSONNEL COMPARISON

OFFICE OF LABOR RELATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Business Analyst	15	----	1	----	----	----
Dir Labor Relations	23	1	1	1	1	1
Labor Realtions Administrator	16	----	----	----	----	1
Labor Relations Specialist	17	----	----	1	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	1
Non-Rep Subtotal		4	5	5	5	6
Total Full-Time		4	5	5	5	6

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.

The Office of Training provides employees with tools which enable them to align their skills and talents with the organizational goals. This is done by offering comprehensive employee development services in support of all Authority Offices and assisting leaders with seeing a clear line of sight between organizational goals, the competencies employees need to demonstrate, and what needs to be done in order to encourage and support the acquisition and demonstration of behaviors.

OFFICE OF TRAINING

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,318,776	2,799,412	2,862,667	2,639,443	2,790,418
Overtime	43,679	34,429	56,304	58,348	56,528
Other Benefits	238,014	283,119	315,073	287,490	320,416
Healthcare Rep/NonRep	497,731	580,485	597,672	523,215	569,803
Pension Rep/NonRep	629,138	631,771	709,695	616,769	543,435
Workers Comp-Losses	2,700	-2,411	30,430	28,993	184,257
<i>Benefits Total</i>	<i>1,367,583</i>	<i>1,492,964</i>	<i>1,652,870</i>	<i>1,456,467</i>	<i>1,617,912</i>
Labor Total	<u>3,730,038</u>	<u>4,326,805</u>	<u>4,571,841</u>	<u>4,154,258</u>	<u>4,464,858</u>
Contractual Services	1,765	330	0	34,990	6,000
Materials Supplies-Other	5,343	8,952	11,952	14,480	12,199
<i>Materials Total</i>	<i>5,343</i>	<i>8,952</i>	<i>11,952</i>	<i>14,480</i>	<i>12,199</i>
Other Operating	0	0	0	163	0
<i>Other Total</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>163</i>	<i>0</i>
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	77,741	282,688	105,654	464,379	297,520
Non Labor Total	<u>84,849</u>	<u>291,970</u>	<u>117,606</u>	<u>514,012</u>	<u>315,719</u>
Gross Operating Total	<u>3,814,887</u>	<u>4,618,775</u>	<u>4,689,447</u>	<u>4,668,270</u>	<u>4,780,577</u>
Cost Allocation	-58,446	-131,809	-111,597	-109,657	-97,043
Allocation Total	<u>-58,446</u>	<u>-131,809</u>	<u>-111,597</u>	<u>-109,657</u>	<u>-97,043</u>
Net Operating Expense	<u>3,756,441</u>	<u>4,486,966</u>	<u>4,577,850</u>	<u>4,558,613</u>	<u>4,683,534</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	39	39	39	39	39	Administrative	0	0	0	0
Represented	0	12	10	10	10	Management	2	2	2	2
Full-Time Total	<u>39</u>	<u>51</u>	<u>49</u>	<u>49</u>	<u>49</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	38	38	37	37
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	12	10	10
Contract	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>	<u>1</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	1	1	1	1
Total	41	53	50	50	50	Total	41	53	50	50

PERSONNEL COMPARISON

OFFICE OF TRAINING

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Chief of Strategic & Organizational Trainin	21	1	1	1	1	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	----
Instructor Rail Operations	16	3	3	3	3	3
Instructor Track	16	2	2	2	2	2
Org Learning Specialist III	17	2	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
Senior Instructor-Educational Technologies	17	----	----	----	----	1
Supervisor of Strategic Training	19	1	1	1	1	1
Training & Development Spec	15	2	2	2	2	2
Non-Rep Subtotal		39	39	39	39	39

PERSONNEL COMPARISON

OFFICE OF TRAINING

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Represented</u>						
Apprentice ET - Rail Car Maint	UR	----	2	----	----	----
APPRENTICE MECHANIC	UR	----	10	10	10	10
Represented Subtotal		----	12	10	10	10
Total Full-Time		39	51	49	49	49
<u>Contract</u>						
Capital Contract Instructional Designer	----	1	----	----	----	----
Capital Contract Instructional Designer	TBD	----	1	----	----	----
Contract Instructor	----	1	1	1	----	----
Contract Instructor	NR125	----	----	----	1	1
Total Contract		2	2	1	1	1

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, customer, 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
- Americans 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 Programming
- Cultural Diversity Program
- Targeted Organization Memberships
- Culture Program Attendance

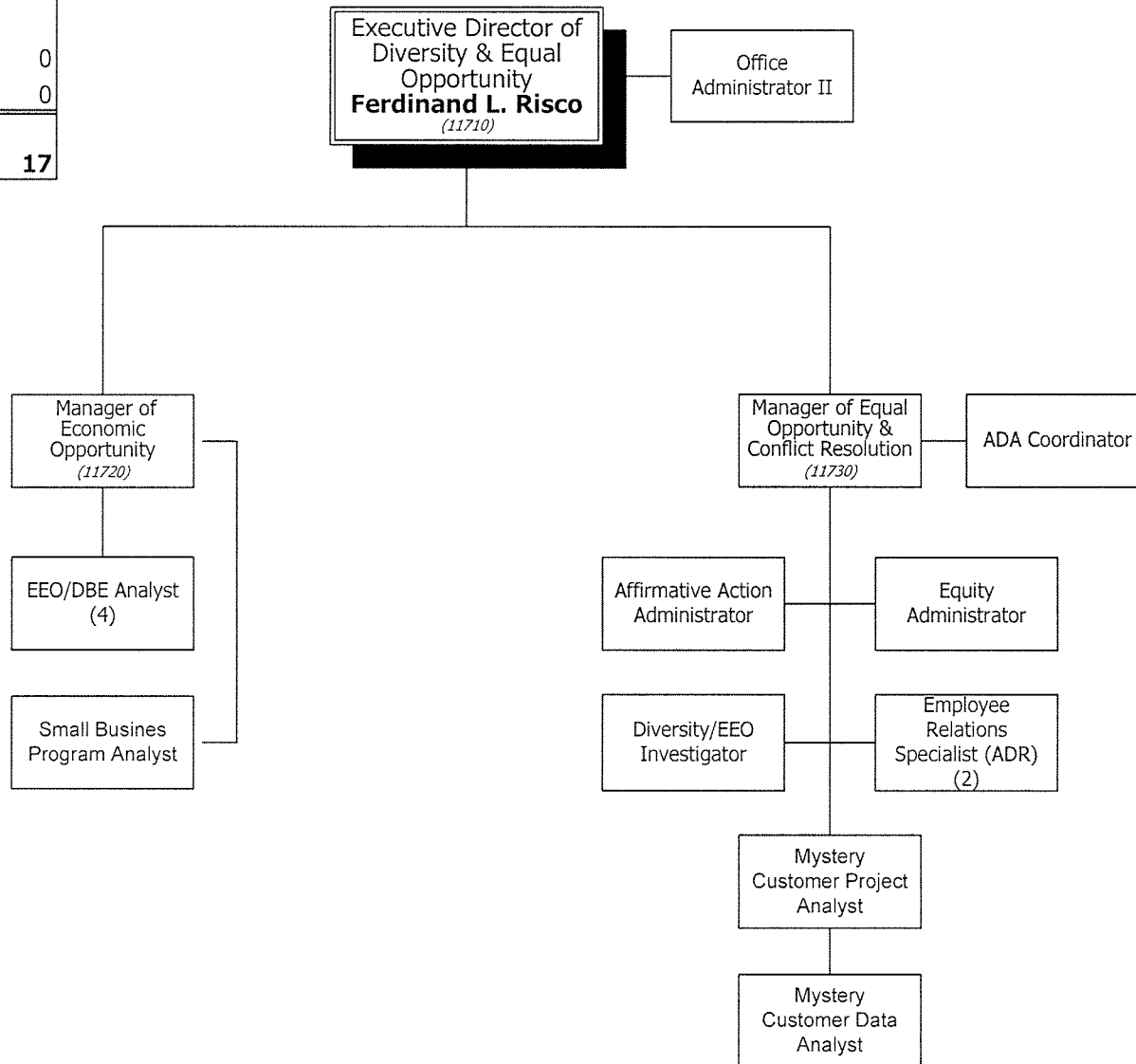
OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	858,482	1,014,264	991,743	1,080,595	1,106,486
Overtime	0	113	0	0	0
Other Benefits	82,884	101,305	110,525	110,931	112,917
Healthcare Rep/NonRep	145,731	155,604	159,728	149,910	191,709
Pension Rep/NonRep	206,975	221,774	206,005	106,178	233,835
Workers Comp-Losses	0	1,611	8,617	653	108,834
<i>Benefits Total</i>	435,590	480,294	484,875	367,672	647,294
Labor Total	<u>1,294,072</u>	<u>1,494,671</u>	<u>1,476,618</u>	<u>1,448,267</u>	<u>1,753,780</u>
Contractual Services	30,434	28,088	20,926	7,740	75,020
Materials Supplies-Other	4,020	7,333	2,024	1,797	3,400
<i>Materials Total</i>	4,020	7,333	2,024	1,797	3,400
Miscellaneous Expenses	544	0	0	0	0
Other Non-Operating Expenses	29,956	73,173	26,151	26,730	27,065
Non Labor Total	<u>64,954</u>	<u>108,594</u>	<u>49,101</u>	<u>36,267</u>	<u>105,485</u>
Gross Operating Total	<u>1,359,026</u>	<u>1,603,265</u>	<u>1,525,719</u>	<u>1,484,534</u>	<u>1,859,265</u>
Cost Allocation	-707,852	-835,146	-798,071	-769,530	-790,830
Allocation Total	<u>-707,852</u>	<u>-835,146</u>	<u>-798,071</u>	<u>-769,530</u>	<u>-790,830</u>
Net Operating Expense	<u>651,174</u>	<u>768,119</u>	<u>727,648</u>	<u>715,004</u>	<u>1,068,435</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	17	17	17	17	17	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3
Full-Time Total	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>	<u>17</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	13	13	13	13
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	0
Total	17	17	17	17	17	Total	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



PERSONNEL COMPARISON

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 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	----	----
Diversity EEO Investigator	17	1	1	1	1	1
EEO DBE Analyst	17	4	4	4	4	4
Employee Relations Specialist (ADR)	17	2	2	2	2	2
Equity Administrator	19	1	1	1	1	1
Exec Director of Diversity & Equal Opportu	24	1	1	1	1	1
Manager of Economic Opportunity	20	1	1	1	1	1
Manager of Equal Opportunity & Conflict R	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
Small Business Program Analyst	17	----	----	----	1	1
Non-Rep Subtotal		17	17	17	17	17
Total Full-Time		17	17	17	17	17

DEPARTMENT OF TECHNOLOGY

This Department includes the following Offices:

Department of Technology

- Office of AGM of Technology/CIO
- Office of Technology Infrastructure & Production
- Office of Technology Applications
- Office of Technology Support Services

FY2015 GOALS AND OBJECTIVES

- Increase employee accountability at every level in meeting organizational priorities
- Develop measurable performance plans for Technology employees and perform periodic review of employee performance
- Conduct skill assessments, develop and implement workforce training programs to bridge the skillset gaps
- Establish an authority-wide Technology Security Awareness program for all MARTA employees.
- Coordinate quarterly department meeting with team building exercises to improve communication & performance
- Demonstrate routine excellence in daily internal/external operations
- Update and publish Technology Service Agreements, policies and procedures
- Define measurable Key Performance Indicators for IT operational performance and maintain a high availability of MARTA's key Technology infrastructure and systems, including Intelligent Transportation systems and back office business applications, data center, network, systems, storage and telephony infrastructures.
- Support Comprehensive Operating Analysis
- Increase organizational efficiencies to reverse financial decline
- Conduct a complete inventory of IT assets and performance IT asset assessments to eliminate duplicate functions and maximize utilization
- Continue IT re-organization to increase organizational efficiencies.
- Develop a model TOD program as an established stream of revenue
- Provide necessary technology infrastructure to TOD program – FY14Q4
- Provide technology support to Universities, Transit Management Authorities (TMAs) and other regional transit providers (CCT, GCT, GRTA, City of Atlanta) for regional Breeze systems
- Improve the customer service experience
- Enhance Technology service desk experience for MARTA internal customers with improved efficiency and friendly services
- Plan, design and implement various Technology initiatives for MARTA's external customers, including self-service for customer complains, new design for itsmarta.com and real-time passenger information systems on digital signage, website and phones.
- Increase the accuracy, frequency, and availability of service through advanced technology
- Plan, design and implement advanced Technology initiatives to increase the accuracy, frequency and availability of services. These initiatives include
 - Mobile fare payment and more secured fare media
 - Integrated employee badging and access control system
 - Cellular service at rail stations and tunnels
 - Wi-Fi services on buses
 - Voice Over IP
 - Data storage consolidation
 - Oracle Enterprise Resource Planning (ERP) system enhancement
 - Business intelligence and dashboard analytics.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Breeze Card Availability	Percent service time, during which faregates and Breeze card vending machines are available for customer use	N/A	N/A	>/= 99.00%
Service Desk Average Call Wait Time	Average time callers wait in queue prior to speaking to Service Desk representative (seconds)	N/A	N/A	>/= 104
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.78%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	82.78%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-11.10%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-49.01%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	17.43%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	352.65%	</= 0%

FY2014 ACCOMPLISHMENTS

- **Improved financial viability by reducing Technology capital and operating costs and increasing employee accountability**
 - Under new management, Technology is in the process of building core competency in-house and reducing dependency on contractors for better labor cost management.
 - Technology has prioritized and re-scoped capital improvement projects resulting in saving of \$12.6M.
 - Deployment of approximately \$4.8M previously purchased equipment are underway.
 - Technology has saved approximately \$370K on unnecessary maintenance agreements, and continue to research approximately \$11M of maintenance agreements for additional savings.
 - FY 15 Performance plans have been completed for every IT fulltime and contract employee.
 - Organizational structure for Technology has been aligned to the FY 15 budget.
- **Improved MARTA's "On the Go" Transit App**
 - MARTA completely revamped the "On the Go" Transit App in the new release launched in November 2013. The new version of the App will provide MARTA patrons real-time bus and rail information. Powered by the new App, MARTA riders no longer have to wait long for a bus or rush to a platform for the next train. "On the Go" Transit App can make MARTA riders' transit experience more enjoyable and hassle free.
 - Technology developed MARTA's "On the Go" Transit App on both iPhone and Android platforms using internal resources. The new release of the application will include the following features:
 - Next train arrival time at rail stations for each line
 - "Search Nearby Stops" utilizing Riders' GPS locations
- **Real-time bus arrival information at bus stops**
- **Real-time bus locations on map with directions of traveling and on-time status**
- **Improved Digital Signages Availability**
 - There are approximately 150 electronic rail signages under contract with CBS Outdoor throughout 38 rail stations. Technology worked with CBS Outdoor subcontractors to restore and increased rail signage availability from 37% working in February, 2014 to 71% working in June, 2014
 - In addition to fixing existing signs, Technology initiated a project to install new signages at the station entrances to provide patrons rail arrival information before they arrived at the platforms. Technology, Engineering, Contract & Procurement and other stakeholder departments successfully planned and implemented electronic signage on schedule for the ribbon cutting of the new Buckhead MARTA station pedestrian bridge opened June 24, 2014.
- **Improved Fare Collection System**
 - Completed Payment Card Industry Data Security Standard (PCI DSS) 2013 assessment and received Attestation of Compliance from independent PCI Quality Security Assessor (QSA).
 - Completed Personal Identification Number (PIN) Assessments by VISA and First Data. The assessments were initiated by the banking industry to ensure MARTA in maintaining the highest level of credit card PIN security.
 - Deployed Address Verification Software for all Breeze Vending Machines (BVMs) and www.breezecard.com. Reduced fraudulent charges by 90%.

- **Supported Atlanta Regional Initiatives**
 - Participated Regional Fare Study, reviewed key findings by the consultants and gave regional partners recommendations for next steps.
 - Facilitated GRTA fare changes using regional grant.
 - Installed network infrastructure for Atlanta Streetcar BVMs and prepared statement of work for Atlanta Streetcar BVM configuration and installation.
 - Designed new regional BVM screens with Cobb, GRTA and Gwinnett transit, developed statement of work and prepared board package utilizing regional grant.
 - Designed new partner web interface for regional Transportation Management Associations (TMAs) including Buckhead Area TMA, Clifton Corridor TMA, Cobb County Transit TMA, Central Atlanta Progress, Midtown Transportation Solutions and Perimeter Transportation & Sustainability Coalition.
 - Completed high speed Closed-circuit television (CCTV) integration between Atlanta Police Department and MARTA Police Department.
- **Major Internal System Improvements For More Efficiencies:**
 - **Upgraded Trapeze Suite of products:** Trapeze suite of products have provided 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 Breeze Card balance check via phone.
 - **Implemented Trapeze Blockbuster Advanced runcutter module for Planning & Scheduling Department:** the new module allows the Scheduling Analyst to work with actual costing of runs and change parameter settings for different scenarios using advanced algorithms based on MARTA's transit rules and union contracts. The new module assists the Scheduling Analyst in determining cost saving factors and generate cost-effective operator assignments.
 - **Implemented Oracle iSupplier and Sourcing for Contracts & Procurement Department:** Oracle iSupplier Portal is the enterprise application that structures all supplier communication through a secure internet-based portal. Suppliers access the latest information, including purchase orders, delivery information, and payment status. The rich two-way collaboration enables suppliers to submit change requests, ship notices, payments, and profile data. The benefits achieved from this implementation are:
 - Reduce capital investment into inventory.
 - Reduce the inventory carrying cost.
 - Reduce Purchasing Cost.
 - Utilize Buyer time for more important tasks.
 - **Implemented Oracle Manager Self-service and Employee Self-service and for Human Resource Department:** Oracle Manager and Employee Self Service extends the functionality of the standard HRMS modules by allowing the managers and employees to participate in the Human Resources management via a web browser. The implementation of Oracle Self-service modules is recommended in KPMG's 2012 MARTA management audit report. Below is a list of functions allowed to be performed by the employees:
 - View and print pay slips
 - Setup and change direct deposits
 - Change tax withholdings

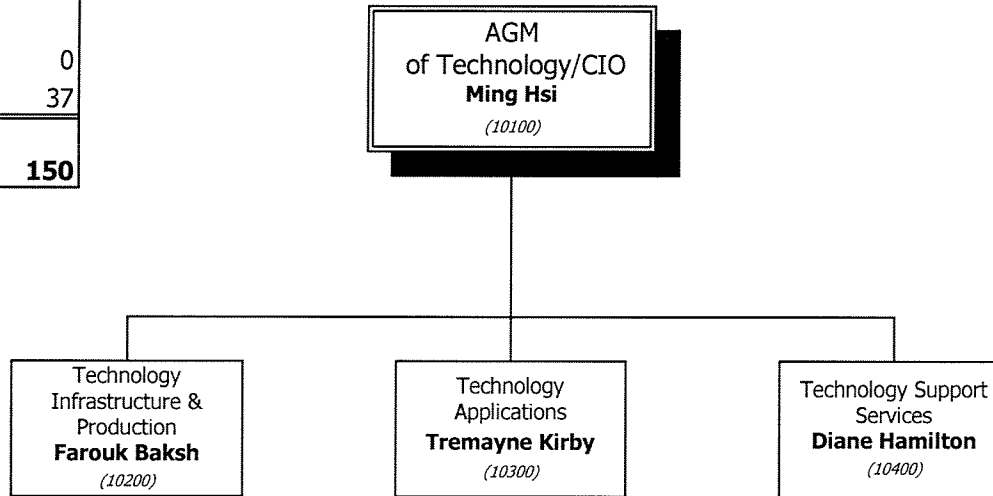
- View and print W2's
 - View and change personal information
 - Submit tuition reimbursement requests
 - Submit exit interviews
 - Submit bump and roll notifications
 - Submit retirement notices
- **Improvement of IT Services**
 - Adopted updated Technology Governance Charter
 - Implemented improved statistics reporting tool to evaluate and improve average call wait time and percent of calls offered. A 58% improvement in service level response time has been experienced since March, 2014.
 - Identified, examined, verified and closed over 1500 service desk backlogs.
 - Created Technology Service Level Agreement (SLA) which defines and communicates delivery time of IT services and performance with Authority customers.
- **Kicked Off Major System Upgrade Projects**
 - Storage Consolidation Project – to standardize on NetApp Storage Area Network (SAN) platform and to implement a high performance SAN for present and future storage needs, security and high performance computing requirements.
 - Voice over Internet Protocol (VOIP) Project – to replace MARTA's current 20-year old telephony system with a system utilizing IP Telephony, also known as VOIP throughout the Authority. The project has upgraded core network infrastructure and is proceeding with garage phone upgrade with Perry and Laredo garages already installed.

DEPT OF TECHNOLOGY

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	6,753,541	9,044,653	9,171,494	9,657,498	11,633,175
Overtime	192,201	259,657	256,620	334,949	66,918
Other Benefits	622,107	824,585	863,461	900,158	1,104,422
Healthcare Rep/NonRep	1,100,733	1,443,133	1,335,718	1,240,425	1,350,423
Pension Rep/NonRep	1,176,755	1,437,296	1,401,392	952,142	1,567,426
Workers Comp-Losses	2,750	-232	-20	8,192	838,864
<i>Benefits Total</i>	2,902,345	3,704,782	3,600,551	3,100,917	4,861,135
Labor Total	9,848,087	13,009,092	13,028,665	13,093,364	16,561,227
Contractual Services	10,198,095	9,705,078	10,705,135	13,929,897	12,131,315
Materials Supplies-Other	241,379	283,354	257,984	234,242	272,768
<i>Materials Total</i>	241,379	283,354	257,984	234,242	272,768
Other Operating	1,524,621	1,315,031	1,083,786	1,333,836	1,715,618
<i>Other Total</i>	1,524,621	1,315,031	1,083,786	1,333,836	1,715,618
Casualty & Liability Costs	0	0	-2,021	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	72,402	119,383	121,860	4,333	87,485
Non Labor Total	12,036,497	11,422,846	12,166,744	15,502,308	14,207,185
Gross Operating Total	21,884,584	24,431,938	25,195,409	28,595,672	30,768,412
Cost Allocation	-4,266,514	-5,798,545	-7,071,459	-8,027,396	-6,893,574
Allocation Total	-4,266,514	-5,798,545	-7,071,459	-8,027,396	-6,893,574
Net Operating Expense	17,618,070	18,633,393	18,123,950	20,568,276	23,874,839

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	120	121	115	94	95	Administrative	3	3	1	1	2
Represented	21	23	23	23	18	Management	13	18	20	16	16
Full-Time Total	141	144	138	117	113	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	38	35	55	43	42
Represented (PT)	0	0	0	0	0	Technical	87	84	80	65	66
Part - Time	0	0	0	0	0	Maintenance	21	23	23	23	18
Contract	26	26	48	37	37	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
						Supervisory	5	7	7	6	6
Total	167	170	186	154	150	Total	167	170	186	154	150

ADM	2	Non-Rep	95
MGR	16	Rep	18
MNT	18	Total FT	113
OPR	0		
POL	0		
PRO	42	PT	0
REP	0	CON	37
SUP	6		
TEC	66	TOTAL	150



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 & Production
- Office of Technology Applications
- Office of Technology Support Services

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:

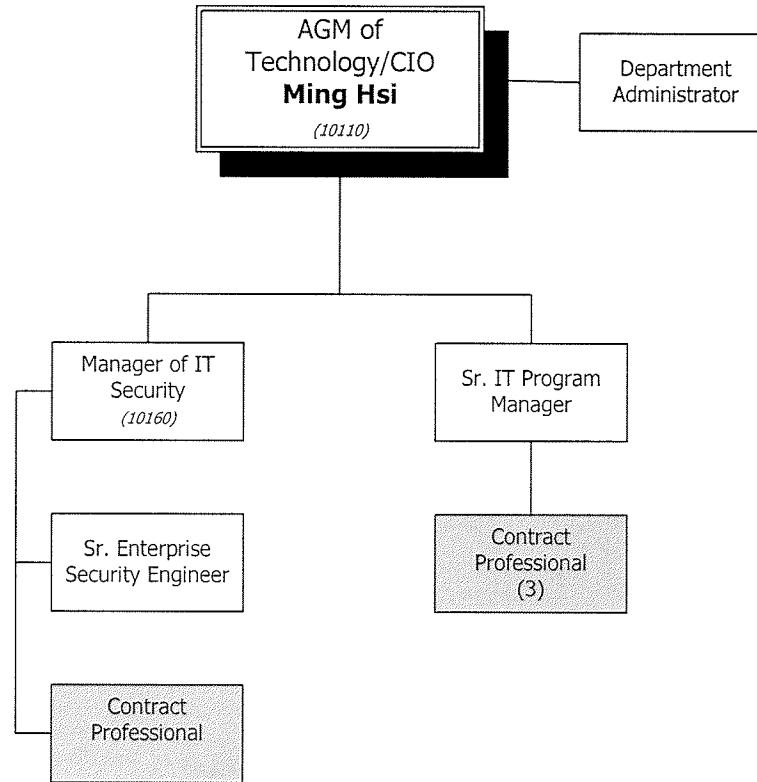
- Ensuring proper management control over the technology fiscal and human resources of MARTA.
- Providing cost-effective, efficient, manageable, and maintainable support for MARTA critical enterprise technology operations.
- Upgrading and replacing MARTA's technology infrastructures, including network, storage area network, servers, databases and applications.
- Directing and leading the technology governance groups including Technology Working Group (TWG), 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.
- Implementing new initiatives to support the Authority's goal to increase the accuracy, frequency, and availability of service through advanced technology and implement technology programs currently underway at MARTA including Mobile Fare Payment, Wireless on trains and buses and Voice over IP systems.

OFFICE OF AGM TECHNOLOGY CIO

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	199,284	155,172	432,779	1,195,535	858,551
Overtime	0	0	400	9,856	0
Other Benefits	15,761	11,665	31,773	89,953	75,677
Healthcare Rep/NonRep	26,016	19,255	14,824	18,400	67,662
Pension Rep/NonRep	50,090	30,388	34,939	57,258	90,317
Workers Comp-Losses	0	0	0	0	47,232
<i>Benefits Total</i>	91,867	61,308	81,536	165,611	280,888
Labor Total	<u>291,151</u>	<u>216,480</u>	<u>514,715</u>	<u>1,371,002</u>	<u>1,139,438</u>
Contractual Services	196,037	105,512	94,736	2,410,185	84,219
Materials Supplies-Other	16,896	16,741	35,505	11,809	25,000
<i>Materials Total</i>	16,896	16,741	35,505	11,809	25,000
Other Operating	33	570	0	0	0
<i>Other Total</i>	33	570	0	0	0
Other Non-Operating Expenses	18,415	36,455	40,513	5,046	24,322
Non Labor Total	<u>231,381</u>	<u>159,278</u>	<u>170,754</u>	<u>2,427,040</u>	<u>133,541</u>
Gross Operating Total	<u>522,532</u>	<u>375,758</u>	<u>685,469</u>	<u>3,798,042</u>	<u>1,272,980</u>
Cost Allocation	-100,271	-87,642	-194,604	-1,297,318	-142,933
Allocation Total	<u>-100,271</u>	<u>-87,642</u>	<u>-194,604</u>	<u>-1,297,318</u>	<u>-142,933</u>
Net Operating Expense	<u>422,261</u>	<u>288,116</u>	<u>490,865</u>	<u>2,500,724</u>	<u>1,130,046</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	2	3	5	5	5	Administrative	0	0	0	0	1
Represented	0	0	0	0	0	Management	1	2	2	2	2
Full-Time Total	<u>2</u>	<u>3</u>	<u>5</u>	<u>5</u>	<u>5</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	14	11	5
Represented (PT)	0	0	0	0	0	Technical	1	1	2	2	1
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>13</u>	<u>10</u>	<u>4</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	2	3	18	15	9	Total	2	3	18	15	9

ADM	1	Non-Rep	5
MGR	2	Rep	0
MNT	0	Total FT	5
OPR	0		
POL	0		
PRO	5	PT	0
REP	0	CON	4
SUP	0		
TEC	1	TOTAL	9



PERSONNEL COMPARISON

OFFICE OF AGM TECHNOLOGY CIO

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
AGM Technology	C	1	1	1	1	1
Department Administrator	17	----	----	----	----	1
Manager of IT Security	22	----	1	1	1	1
Sr. Enterprise Security Engineer	20	----	----	1	1	1
Sr. IT Program Manager	20	----	----	1	1	1
Technology Project Coordinator	17	1	1	1	1	----
Non-Rep Subtotal		2	3	5	5	5
Total Full-Time		2	3	5	5	5
<u>Contract</u>						
Contract Professional	----	----	----	13	10	4
Total Contract		----	----	13	10	4

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION**FUNCTIONS AND RESPONSIBILITIES**

The Office of Technology Infrastructure & Production is responsible for providing maintenance and support for telecommunication, network, storage area network, servers and data centers for all technology systems. This office supports Authority-Wide business units in providing service desk, distributed desktop, data network, system operations 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, Enterprise Network Operations, and Telephony Operations branches.

The **Technology Systems Support** branch responsibilities include:

- Providing 24x7x365 Technology Services Desk for distributed desk top support and escalation of all technology related production support areas.
- Providing check printing services for risk management and accounts payable.
- Providing support of enterprise systems to include system monitoring for both the server farm environments and the enterprise network environment.
- 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
- Rail Station Signages
- Authority-Wide Back Office Phones
- Wayside Phones
- Parking Deck Call Boxes and Elevator 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

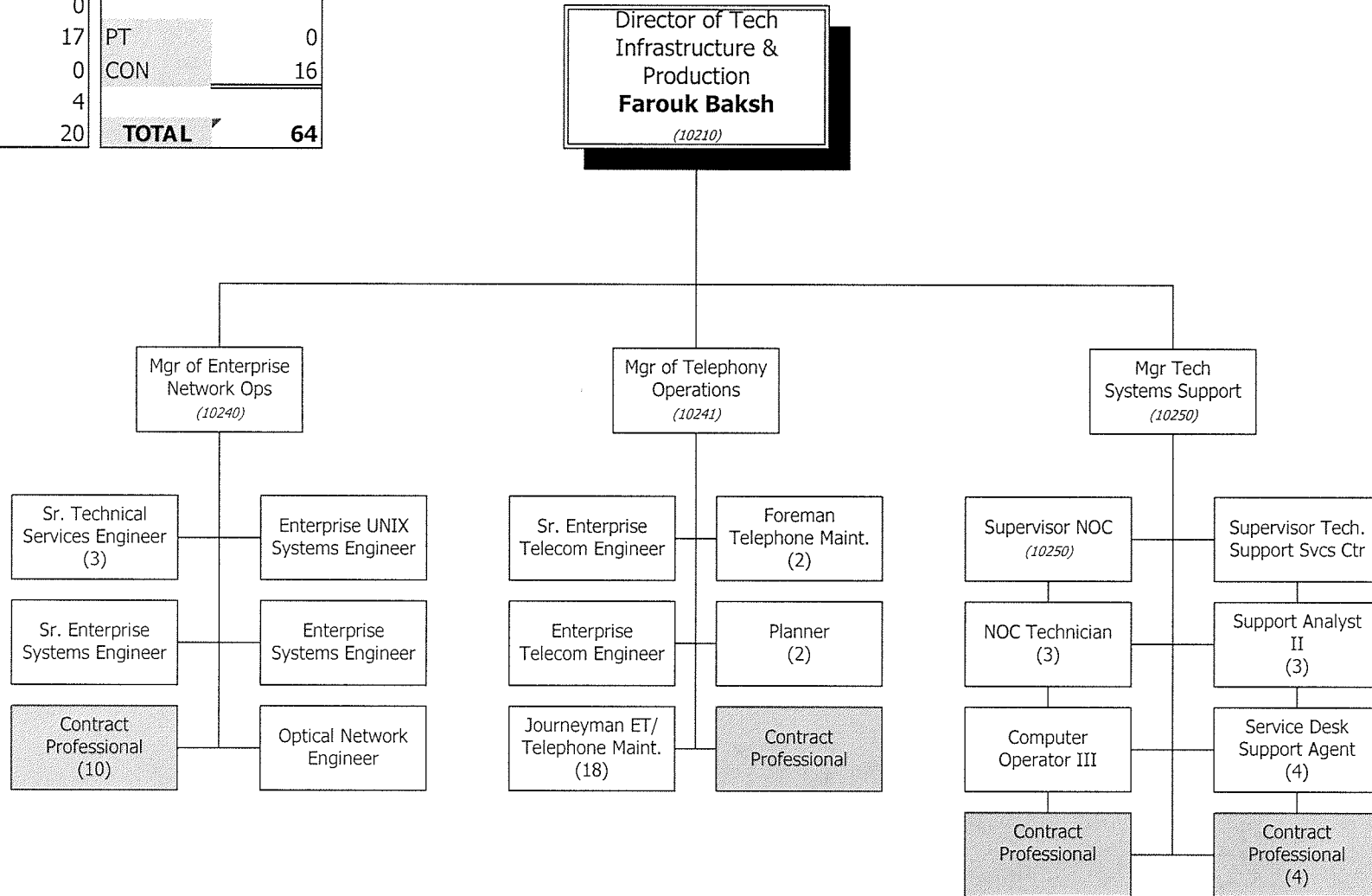
OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	3,006,952	4,123,323	3,649,668	3,511,764	4,423,921
Overtime	183,382	253,972	253,644	320,306	66,918
Other Benefits	296,187	399,895	383,392	369,202	439,111
Healthcare Rep/NonRep	546,703	725,254	663,475	630,864	583,587
Pension Rep/NonRep	432,343	572,079	523,059	369,670	492,786
Workers Comp-Losses	2,750	-232	-12	8,192	218,765
<i>Benefits Total</i>	1,277,983	1,696,996	1,569,914	1,377,928	1,734,250
Labor Total	4,468,317	6,074,291	5,473,226	5,209,998	6,225,088
Contractual Services	6,509,446	7,191,806	7,288,548	8,072,285	8,597,023
Materials Supplies-Other	209,021	255,080	201,470	190,430	237,043
<i>Materials Total</i>	209,021	255,080	201,470	190,430	237,043
Other Operating	1,472,897	1,314,461	1,083,786	1,331,836	1,715,618
<i>Other Total</i>	1,472,897	1,314,461	1,083,786	1,331,836	1,715,618
Casualty & Liability Costs	0	0	-2,021	0	0
Other Non-Operating Expenses	14,221	21,982	9,662	2,814	12,510
Non Labor Total	8,205,585	8,783,329	8,581,445	9,597,365	10,562,193
Gross Operating Total	12,673,902	14,857,620	14,054,671	14,807,363	16,787,281
Cost Allocation	-2,815,512	-4,085,672	-4,414,551	-4,501,969	-4,288,691
Allocation Total	-2,815,512	-4,085,672	-4,414,551	-4,501,969	-4,288,691
Net Operating Expense	9,858,390	10,771,948	9,640,120	10,305,394	12,498,590

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	49	49	40	29	30	Administrative	3	3	1	1	1
Represented	21	23	21	21	18	Management	3	5	5	4	4
Full-Time Total	70	72	61	50	48	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	17	12	16	13	17
Represented (PT)	0	0	0	0	0	Technical	32	34	28	18	20
Part - Time	0	0	0	0	0	Maintenance	21	23	21	21	18
Contract	11	11	15	12	16	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
						Supervisory	5	6	5	5	4
Total	81	83	76	62	64	Total	81	83	76	62	64

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

ADM	1	Non-Rep	30
MGR	4	Rep	18
MNT	18	Total FT	48
OPR	0		
POL	0		
PRO	17	PT	0
REP	0	CON	16
SUP	4		
TEC	20	TOTAL	64



PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Computer Operator III	10	3	3	1	1	1
Dir Enterprise Technology	23	----	1	1	----	----
Dir Tech Infra & Operations	23	1	----	----	----	----
Dir Tech Infrastructure & Production	23	----	----	----	1	1
Enterprise Systems Engineer	18	1	1	1	1	1
Enterprise Telecom Engineer	18	2	2	2	1	1
Enterprise Unix Sys Engineer	18	1	1	1	1	1
Foreman Fare Gate Maintenance	16	2	2	----	----	----
Foreman Telephone Maintenance	16	1	2	2	2	2
Manager Client Technologies	21	----	1	1	1	----
Manager Telephony Operations	22	----	1	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	2	2	2	2
Senior Enterprise Telecom Engineer	19	----	1	1	1	1
Service Desk Analyst	12	6	----	----	----	----
Service Desk Support Agent	12	1	7	7	2	4
Sr Enterprise Systems Engineer	20	3	2	2	1	1
Sr Technical Services Engineer	20	13	9	4	3	3
Sr. Enterprise Security Engineer	20	1	1	----	----	----
Support Analyst II	15	5	5	5	3	3
Supv Network Operations Center	18	1	1	1	1	1
Supv Tech Support Svcs Centr	19	1	1	2	2	1

PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Rep Subtotal		49	49	40	29	30
<u>Represented</u>						
Journeyman ET-Telephone Maint	UR	21	23	21	21	18
Represented Subtotal		21	23	21	21	18
Total Full-Time		70	72	61	50	48
<u>Contract</u>						
Contract Professional	----	5	11	15	12	16
Contract Professional/Exempt Straight	----	6	----	----	----	----
Total Contract		11	11	15	12	16

OFFICE OF TECHNOLOGY APPLICATIONS
FUNCTIONS AND RESPONSIBILITIES

The Office of Technology 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, Database Administration 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 Train Control 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
- Supporting other major systems in production, including automated dispatching, access control and police management information

The **Business Applications** 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 Enterprise Resource Planning and Enterprise Asset Management systems

- Business Intelligence, Data Warehouse and Balanced Scorecard Development and Support
- Making continual enhancements in business applications to support legislative changes, audit requests and business user requests
- Support other major systems in production including document management systems
- Implement new business solutions through purchase of off the shelf software or development of applications

The **Breeze Program Management** branch 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, Gwinnett County Transit, GRTA and City of Atlanta) 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** branch 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 TECHNOLOGY APPLICATIONS

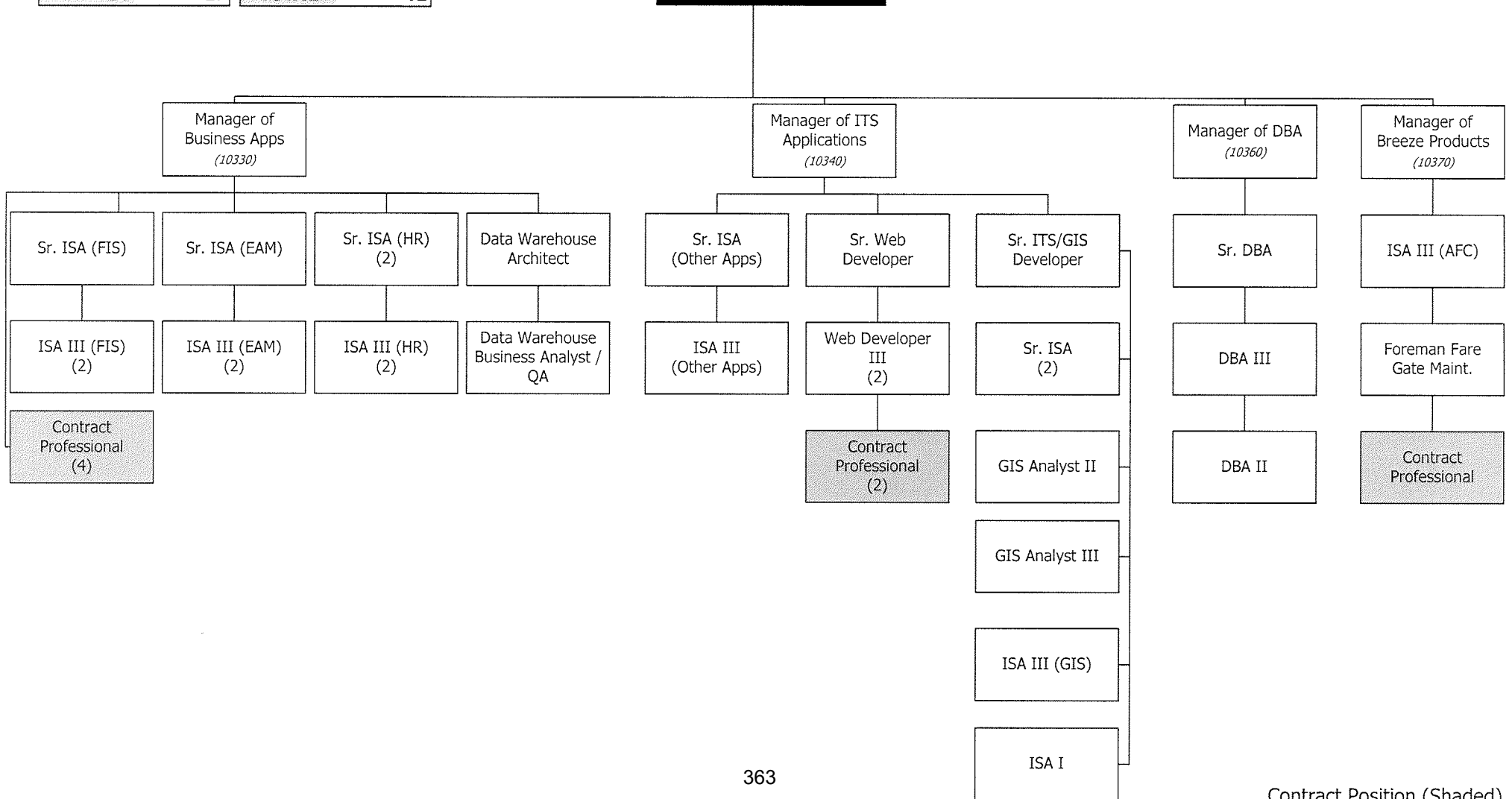
Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	2,113,740	2,698,617	2,707,640	2,726,275	3,335,792
Overtime	2,996	2,310	2,336	878	0
Other Benefits	191,915	243,059	246,002	245,412	314,000
Healthcare Rep/NonRep	364,910	494,704	436,043	375,735	394,695
Pension Rep/NonRep	441,149	512,575	456,438	311,301	548,451
Workers Comp-Losses	0	0	-6	0	314,088
<i>Benefits Total</i>	997,974	1,250,338	1,138,477	932,448	1,571,233
Labor Total	<u>3,114,710</u>	<u>3,951,265</u>	<u>3,848,453</u>	<u>3,659,601</u>	<u>4,907,026</u>
Contractual Services	3,343,649	2,290,402	3,084,136	3,154,191	2,950,022
Materials Supplies-Other	4,572	1,501	4,173	1,737	2,000
<i>Materials Total</i>	4,572	1,501	4,173	1,737	2,000
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	18,900	22,249	21,141	3,042	23,187
Non Labor Total	<u>3,367,121</u>	<u>2,314,152</u>	<u>3,109,450</u>	<u>3,158,970</u>	<u>2,975,209</u>
Gross Operating Total	<u>6,481,831</u>	<u>6,265,417</u>	<u>6,957,903</u>	<u>6,818,571</u>	<u>7,882,234</u>
Cost Allocation	-864,733	-880,985	-1,241,701	-1,032,645	-1,541,735
Allocation Total	<u>-864,733</u>	<u>-880,985</u>	<u>-1,241,701</u>	<u>-1,032,645</u>	<u>-1,541,735</u>
Net Operating Expense	<u>5,617,098</u>	<u>5,384,432</u>	<u>5,716,202</u>	<u>5,785,926</u>	<u>6,340,500</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	39	37	36	33	34	Administrative	0	0	0	0
Represented	0	0	0	0	0	Management	4	5	6	5
Full-Time Total	<u>39</u>	<u>37</u>	<u>36</u>	<u>33</u>	<u>34</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	12	12	11	8
Represented (PT)	0	0	0	0	0	Technical	33	30	29	27
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>10</u>	<u>10</u>	<u>10</u>	<u>7</u>	<u>7</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0
						Supervisory	0	0	0	1
Total	49	47	46	40	41	Total	49	47	46	40

OFFICE OF TECHNOLOGY APPLICATIONS

ADM	0	Non-Rep	34
MGR	5	Rep	0
MNT	0	Total FT	34
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	7
SUP	0		
TEC	27	TOTAL	41

Director of Technology Applications
Tremayne Kirby
(10310)



PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY APPLICATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Breeze Business Analyst	17	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	1	1	1	1	1
Database Administrator III	19	3	2	2	1	1
Dir Enterprise Applications	23	1	----	----	----	----
Dir Enterprise Technology	23	----	1	1	----	----
Dir Technology Applications	23	----	----	----	1	1
Foreman Fare Gate Maintenance	16	----	----	----	----	1
GIS Analyst	18	2	2	----	----	----
GIS Analyst II	18	----	----	2	1	1
GIS Analyst III	19	----	----	----	1	1
Information Systems Analyst I	16	----	1	1	1	1
Information Systems Analyst II	18	1	2	2	----	----
Information Systems Analyst III	19	11	9	10	9	9
Manager Client Server Application	22	----	1	1	1	----
Manager DBA	22	----	1	1	1	1
Manager of ITS Applications	22	----	----	----	----	1
MGR Breeze Products	21	----	1	1	1	1
Mgr Business Applications	22	1	1	1	1	1
Mgr ITS Applications	22	1	1	1	----	----
Oracle HR Payroll Technical Writer	16	1	1	----	----	----
Sr Information Systems Analyst	20	4	5	5	7	7
Sr ITS GIS Developer	20	1	1	1	1	1

PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY APPLICATIONS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Sr Technical Services Engineer	20	2	----	----	----	----
Sr Web Developer	20	1	1	1	1	1
Sr. Database Administrator	20	2	1	1	1	1
Web Developer II	18	2	1	----	----	----
Web Developer III	19	1	2	2	2	2
Non-Rep Subtotal		39	37	36	33	34
Total Full-Time		39	37	36	33	34
<u>Contract</u>						
Contract Professional	----	10	10	10	7	7
Total Contract		10	10	10	7	7

OFFICE OF TECHNOLOGY SUPPORT SERVICES
FUNCTIONS AND RESPONSIBILITIES

The Technology Support Services office is responsible for program, project, budget and contractual oversight for the Department and for analyzing and researching new transit technologies and programs. This office develops and tracks metrics (measures) and follows up to assure the quality of new product releases. In addition, this office fulfills Technology compliance through proper processes, documentation, and writing of proper process and procedures, and technology audit. This office accomplishes these functions and responsibilities through the Program Management, Business Management, Quality Assurance and Compliance branches.

The **Technology Programs Management** (TPM) branch develops business requirements, justifications and senior management approval for new business initiatives and tracks the schedule and budgets of existing projects.

- Responsible for matrix management of the implementation teams for technology projects and coordination of Authority needs, resolving conflicts that impact project schedule and cost
- Utilizing the project tracking tool which provides a common methodology across technology projects
- Maintaining a Technology Scorecard for monitoring project and technology performance
- Keeping track of achievement of goals and objectives for divisional reporting.

The **Technology Business Management** (TBM) branch is responsible for managing contract and financial administration. This branch is accountable for contract administration and budget administration including the analysis of financial condition and communication to Authority Executive staff.

- Preparing departmental annual operating budget
- Monitoring expense against budget and report variance throughout the fiscal year to Technology management team
- Managing all vendor contracts for Technology including renewal and consolidation

- Maintaining accurate, up-to-date information on IT asset inventories, and tracking, monitoring, and reporting on assets on a regular basis to Technology management team.

- Evaluates new equipment/software requests and monitors procurement activities.

The **Technology Quality Assurance** branch responsibilities include:

- Improving the quality of Technology products and services by reducing waste and rework while improving customer satisfaction
- Responsible for quality assurance methodology for all capital projects and operational initiatives
- Developing test plans and conducting tests on the finished product before it is released to the Authority's business owners
- Monitoring a collection of Quality Metrics to promote continuous Technology improvement
- 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

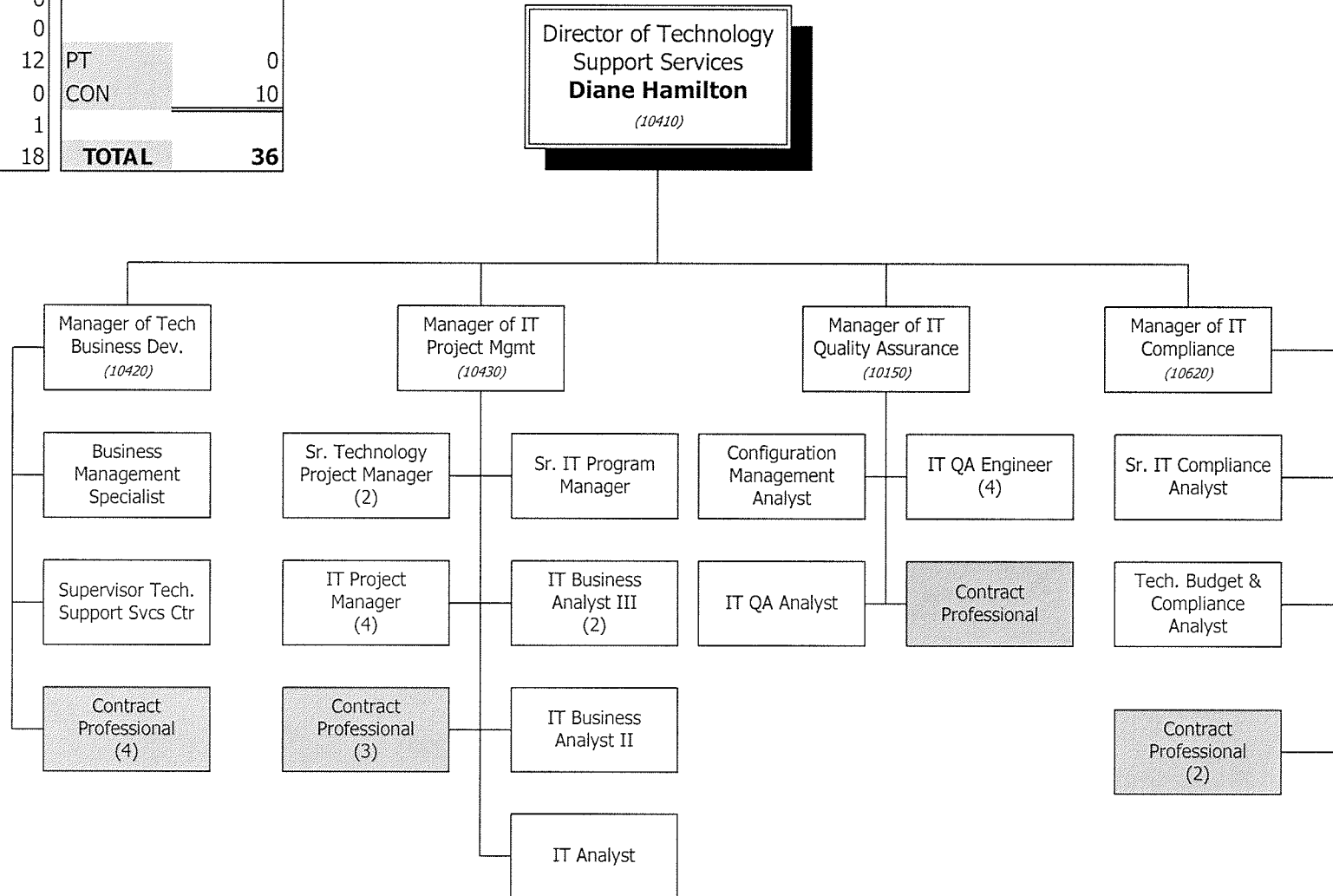
OFFICE OF TECHNOLOGY SUPPORT SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,433,565	2,067,541	2,381,407	2,223,924	3,014,911
Overtime	5,823	3,375	240	3,909	0
Other Benefits	118,244	169,966	202,294	195,591	275,634
Healthcare Rep/NonRep	163,104	203,920	221,376	215,426	304,479
Pension Rep/NonRep	253,173	322,254	386,956	213,913	435,872
Workers Comp-Losses	0	0	-2	0	258,779
<i>Benefits Total</i>	534,521	696,140	810,624	624,930	1,274,764
Labor Total	<u>1,973,909</u>	<u>2,767,056</u>	<u>3,192,271</u>	<u>2,852,763</u>	<u>4,289,675</u>
Contractual Services	148,963	117,358	237,715	293,236	500,052
Materials Supplies-Other	10,890	10,032	16,836	30,266	8,725
<i>Materials Total</i>	10,890	10,032	16,836	30,266	8,725
Other Operating	51,691	0	0	2,000	0
<i>Other Total</i>	51,691	0	0	2,000	0
Other Non-Operating Expenses	20,866	38,697	50,544	-6,569	27,466
Non Labor Total	<u>232,410</u>	<u>166,087</u>	<u>305,095</u>	<u>318,933</u>	<u>536,242</u>
Gross Operating Total	<u>2,206,319</u>	<u>2,933,143</u>	<u>3,497,366</u>	<u>3,171,696</u>	<u>4,825,917</u>
Cost Allocation	-485,998	-744,246	-1,220,603	-1,195,464	-920,214
Allocation Total	<u>-485,998</u>	<u>-744,246</u>	<u>-1,220,603</u>	<u>-1,195,464</u>	<u>-920,214</u>
Net Operating Expense	<u>1,720,321</u>	<u>2,188,897</u>	<u>2,276,763</u>	<u>1,976,232</u>	<u>3,905,703</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	29	30	20	16	26	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	4	5	4	3	5
Full-Time Total	<u>29</u>	<u>30</u>	<u>20</u>	<u>16</u>	<u>26</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	9	11	8	7	12
Represented (PT)	0	0	0	0	0	Technical	21	19	13	11	18
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>10</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	1
Total	34	35	25	21	36	Total	34	35	25	21	36

OFFICE OF TECHNOLOGY SUPPORT SERVICES

ADM	0	Non-Rep	26
MGR	5	Rep	0
MNT	0	Total FT	26
OPR	0		
POL	0		
PRO	12	PT	0
REP	0	CON	10
SUP	1		
TEC	18	TOTAL	36



PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Represented						
Business Management Specialist	18	1	1	1	1	1
Configuration Management Analyst	19	1	1	1	1	1
Dir Enterprise Technology	23	----	2	2	----	----
Dir Tech Enter Plng & Mgmt	23	1	----	----	----	----
Dir Technology Support Services	23	----	----	----	1	1
Director of Technology Quality Assurance	23	1	----	----	----	----
Foreman Fare Gate Maintenance	16	----	----	2	1	----
Gen Foreman Faregates Comm	18	----	1	----	----	----
IT Analyst	18	1	1	1	1	1
IT Asset Manager	TBD	----	1	----	----	----
IT Asset Manager	20	1	----	----	----	----
IT Auditor	21	1	1	----	----	----
IT Auditor	19	----	----	1	1	----
IT Business Analyst I	15	2	2	2	1	----
IT Business Analyst II	17	2	2	1	1	1
IT Business Analyst III	19	1	1	2	1	2
IT Compliance Coordinator	18	1	----	----	----	----
IT Compliance Coordinator	TBD	----	1	----	----	----
IT Contracts Administrator	18	1	1	----	----	----
IT Project Manager	18	6	4	4	4	4
IT Project Support Coordinator	TBD	----	1	1	----	----
IT Project Support Coordinator	15	1	----	----	----	----
IT Quality Assurance Analyst	18	1	1	1	1	1
IT Quality Assurance Engineer	19	3	3	4	4	4
Manager IT Project Management	22	----	1	1	1	1

PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Manager of IT Assets Acquisition	21	----	----	1	----	----
Manager of IT Compliance	22	1	1	1	1	1
Manger IT Quality Assurance	21	1	1	1	1	1
Mgr Tech Business Development	22	----	1	1	1	1
Oracle HR Payroll Technical Writer	16	----	----	1	----	----
Senior Technology Project Manager	20	2	2	2	2	2
Sr IT Compliance Analyst	20	----	----	1	1	1
Sr. Enterprise Network Engineer	20	1	1	----	----	----
Sr. IT Program Manager	20	----	1	1	1	1
Supv Tech Support Svcs Centr	19	----	----	----	----	1
Tech Budget & Compliance Analyst	20	----	----	1	1	1
Non-Rep Subtotal		30	32	34	27	26
<u>Represented</u>						
Journeyman ET-Faregate Maintenance	UR	----	----	2	2	----
Represented Subtotal		----	----	2	2	----
Total Full-Time		30	32	36	29	26
<u>Contract</u>						
Contract Professional	----	5	5	10	8	10
Total Contract		5	5	10	8	10

DEPARTMENT OF PLANNING

This Department includes the following Offices:

Department of Planning

- Office of AGM of Planning
- Office of Research & Analysis
- Office of Transit System Planning
- Office of Architecture and Design

FY2015 GOALS AND OBJECTIVES

The goals and objectives of the Department of Planning are:

➤ **Office of Research & Analysis**

- Continue to provide Title VI Assessment ridership analysis (by mark-up) including the supplemental reports to stakeholders. Provide information for Wheelchair usage by mark-up.
- Continue to support AVL Sustainability, Route Management, System Health Monitoring (SHMT) Teams and OTP Committee with data analysis, diagnostic reports and application of corrective measures.
- Continue to analyze and report daily, weekly, monthly, and quarterly Bus On-Time Performance Reporting
- Conduct quarterly systemwide parking capacity and usage (by tag registration) for MARTA and non-MARTA service areas.
- Continue to provide quarterly Rail On -Time Performance and Customer Wait Time Experience analysis
- Conduct quarterly analysis of ridership trends in conjunction with trends in service calendar, pass usage, weather events, special events, unemployment rate, and gas price, for presentation to MARTA Board Planning & External Relations Committee.
- Conduct the Passenger Environment Study in partnership with internal customers to address MARTA's service quality, through an internal data collection method.
- Conduct the Quality of Service Study that collects customer satisfaction data from passengers on all modes of service.

➤ **Office of Transit System Planning**

- Continue Clifton Corridor Pre-environmental Clearance Refinement of the LPA

- Initiate Clayton County Transit Service
- Complete Comprehensive Operations Analysis Study
- Complete I-20 East Draft Environmental Impact Study
- Complete Clifton Corridor Draft Environmental Impact Study
- Initiate GA 400 Draft Environmental Impact Study
- Continue to Address on Time Performance (OTP) Issues throughout the system.
- Continue to work with Operations and other departments to identify and implement strategies to improve operating efficiencies
- Implement Neighborhood Circulator Demonstration project
- Initiate Systemwide Bus Stop Inventory

Office of Architecture & Design

- Continue to provide appropriate technical design staff to support capital operational projects that enhance Authority's core service to patrons and operational facilities.
- Continue to promote sustainable architectural design to provide a safe, functional, and operational environment for patrons and stakeholders at all Authority Facilities.
- Continue to provide cost effective design solutions that promote safe and functional use of space as well as provide suitable long term maintenance options.

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FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	87.38%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	82.11%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-0.82%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-42.66%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	355.00%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	30.98%	</= 0%

FY2014 ACCOMPLISHMENTS➤ **Office of Research & Analysis****System-wide Factors**

- Completed Monthly reports for the System-wide Factors Study. The project provides information related to customer travel patterns, transfer activity, and fare payment.

Rail Announcement Validation

- Developed and Implemented Rail Announcements Validation project.

Quality of Service Survey

- Data was collected among General, Reduced-Fare, and Mobility riders between July 2013 and June 2014.

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.

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.

Title VI Assessment Reporting/NTD Report

- Provided Title VI Assessment ridership analysis and reports for each mark-up in FY14.

➤ **Office of Transit System Planning**

- Completed Environmental Assessment for the I-20 East Transit Initiative;
- Completed Draft Environmental Impact for the I-20 East Transit Initiative;
- Initiated Early Scoping GA 400/North Line AA Study;
- Initiated Clifton Corridor Pre-environmental Clearance Refinement of the LPA
- Initiated Comprehensive Operations Analysis Study

➤ **Office of Architecture & Design****Buckhead North Entrance and Pedestrian Bridge Addition**

- Provided full in-house design services and design services during construction. Coordinated the design effort extensively with external as well as internal stakeholders and code officials.

Art Center Roof Rehabilitation

- Provided full in-house design service and prepared bid documents for the project construction.

FY2014 ACCOMPLISHMENTS (continued)

Integrated Operations Center/Emergency Operations Center at Chamblee

- Provided direct design oversight and reviewed GEC effort and construction contractor work. Assisted with project review and coordinated interface with Construction Contractor.

Fire Protection System-Wide Upgrade

- Provided overview design and DSDC of "Fire Protection System Wide Upgrade" project.

Hamilton Bus Maintenance Facilities Improvement

- Coordinated design efforts with stakeholders and prepared Architectural space programming to define scope of work, which included a new Fuel, Wash, Fare Retrieval building and Bus Clean Canopy.

Sustainability-LEED for Buckhead & Brady Paratransit Facility

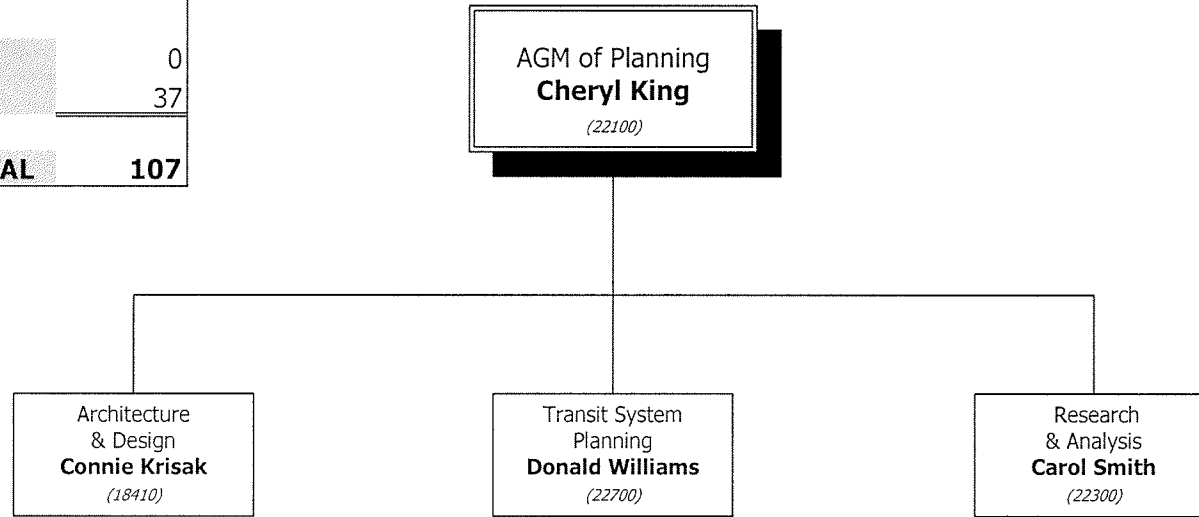
- Completed implementation plans for obtaining LEED certification for the Buckhead project.

DEPT OF PLANNING

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	4,365,333	4,261,490	5,071,212	4,972,985	5,492,964
Overtime	70,435	85,631	124,521	110,782	74,649
Other Benefits	435,404	435,704	494,611	482,592	542,189
Healthcare Rep/NonRep	774,659	721,608	741,019	714,535	806,620
Pension Rep/NonRep	969,059	899,515	957,071	565,131	906,456
Workers Comp-Losses	1,901	-1,594	5,224	22,997	422,577
<i>Benefits Total</i>	2,181,023	2,055,233	2,197,925	1,785,255	2,677,842
Labor Total	<u>6,616,791</u>	<u>6,402,354</u>	<u>7,393,658</u>	<u>6,869,022</u>	<u>8,245,455</u>
Contractual Services	81,861	2,970	3,429	898	3,450
Materials Supplies-Other	16,153	24,751	16,018	26,762	20,042
<i>Materials Total</i>	16,153	24,751	16,018	26,762	20,042
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	-1,586	0	0	0	0
Other Non-Operating Expenses	43,945	60,298	54,950	67,895	89,805
Non Labor Total	<u>140,373</u>	<u>88,019</u>	<u>74,397</u>	<u>95,555</u>	<u>113,297</u>
Gross Operating Total	<u>6,757,164</u>	<u>6,490,373</u>	<u>7,468,055</u>	<u>6,964,577</u>	<u>8,358,752</u>
Cost Allocation	-4,650,018	-4,832,698	-5,601,659	-5,195,450	-6,137,194
Allocation Total	<u>-4,650,018</u>	<u>-4,832,698</u>	<u>-5,601,659</u>	<u>-5,195,450</u>	<u>-6,137,194</u>
Net Operating Expense	<u>2,107,146</u>	<u>1,657,675</u>	<u>1,866,396</u>	<u>1,769,127</u>	<u>2,221,558</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	59	62	62	60	60	Administrative	26	26	26	24	30
Represented	8	10	10	10	10	Management	11	11	12	11	11
Full-Time Total	<u>67</u>	<u>72</u>	<u>72</u>	<u>70</u>	<u>70</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	25	33	33	34	31
Represented (PT)	0	0	0	0	0	Technical	13	13	13	13	13
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>31</u>	<u>36</u>	<u>37</u>	<u>37</u>	<u>37</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	8	10	10	10	10
						Supervisory	15	15	15	15	12
Total	98	108	109	107	107	Total	98	108	109	107	107

ADM	30	Non-Rep	60
MGR	11	Rep	10
MNT	0	Total FT	70
OPR	0		
POL	0		
PRO	30	PT	0
REP	10	CON	37
SUP	13		
TEC	13	TOTAL	107



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, and regional service coordination and research and analysis.

Other offices in the department of Planning are the following:

- **Transit System Planning**
- **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 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.

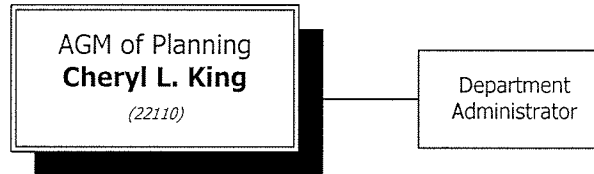
The **Office of Architecture and Design** provides the Authority with complete architectural design services in support of operating and capital programs for rehabilitation of existing facilities as well as for new capital projects. The Office establishes design programming, design criteria, technical 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 AGM PLANNING

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	339,755	205,882	207,062	202,220	204,051
Other Benefits	29,243	17,465	15,683	17,086	18,952
Healthcare Rep/NonRep	36,350	19,466	17,832	15,376	22,554
Pension Rep/NonRep	65,595	37,330	32,651	6,314	43,122
Workers Comp-Losses	0	0	-1	15,700	34,741
<i>Benefits Total</i>	131,188	74,261	66,165	54,476	119,370
Labor Total	<u>470,943</u>	<u>280,143</u>	<u>273,227</u>	<u>256,696</u>	<u>323,420</u>
Contractual Services	81,861	1,500	0	0	0
Materials Supplies-Other	4,811	8,510	3,431	1,437	3,237
<i>Materials Total</i>	4,811	8,510	3,431	1,437	3,237
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	4,804	12,921	11,256	7,461	14,505
Non Labor Total	<u>91,476</u>	<u>22,931</u>	<u>14,687</u>	<u>8,898</u>	<u>17,742</u>
Gross Operating Total	<u>562,419</u>	<u>303,074</u>	<u>287,914</u>	<u>265,594</u>	<u>341,162</u>
Cost Allocation	-333,875	-212,734	-117,596	-125,493	-120,096
Allocation Total	<u>-333,875</u>	<u>-212,734</u>	<u>-117,596</u>	<u>-125,493</u>	<u>-120,096</u>
Net Operating Expense	<u>228,544</u>	<u>90,340</u>	<u>170,318</u>	<u>140,101</u>	<u>221,066</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
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	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	<u>2</u>	Police	0	0	0	0	0
Non-Represented	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	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	2	2	2	2	2	Total	2	2	2	2	2

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



PERSONNEL COMPARISON

OFFICE OF AGM PLANNING

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 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

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. Additionally, Service Monitoring supports TrapezeITS AVL/APC system sustainability functions, reports system KPIs and conducts validation. 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, new technologies, and Street Car Project; conducts special/ad-hoc studies that include establishing ridership methodologies, developing data filters, and creating new processes for ridership reporting.

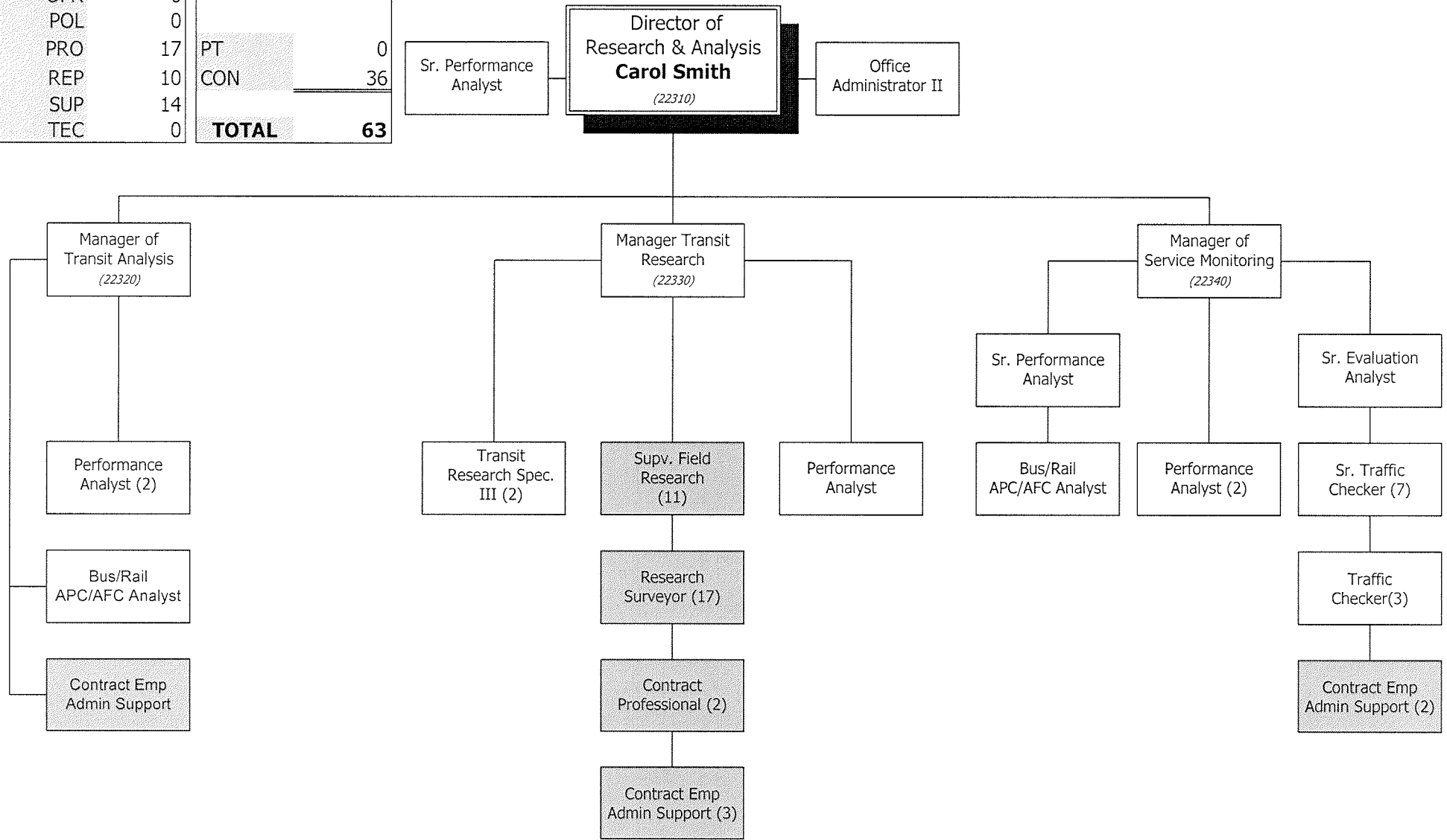
OFFICE OF RESEARCH & ANALYSIS

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,368,525	1,414,717	2,256,321	2,220,789	2,538,099
Overtime	66,230	82,978	123,980	108,605	74,649
Other Benefits	136,645	142,816	220,057	213,551	244,609
Healthcare Rep/NonRep	256,427	235,241	248,620	260,599	321,709
Pension Rep/NonRep	276,872	271,399	336,225	267,507	292,471
Workers Comp-Losses	0	0	-354	4,365	115,891
<i>Benefits Total</i>	669,944	649,456	804,548	746,022	974,680
Labor Total	<u>2,104,699</u>	<u>2,147,151</u>	<u>3,184,849</u>	<u>3,075,416</u>	<u>3,587,428</u>
Contractual Services	0	1,095	0	0	3,000
Materials Supplies-Other	1,290	1,811	2,342	12,253	5,005
<i>Materials Total</i>	1,290	1,811	2,342	12,253	5,005
Other Non-Operating Expenses	17,091	24,412	27,129	24,908	22,055
Non Labor Total	<u>18,381</u>	<u>27,318</u>	<u>29,471</u>	<u>37,161</u>	<u>30,060</u>
Gross Operating Total	<u>2,123,080</u>	<u>2,174,469</u>	<u>3,214,320</u>	<u>3,112,577</u>	<u>3,617,488</u>
Cost Allocation	-1,657,899	-1,805,908	-2,677,755	-2,477,632	-2,972,034
Allocation Total	<u>-1,657,899</u>	<u>-1,805,908</u>	<u>-2,677,755</u>	<u>-2,477,632</u>	<u>-2,972,034</u>
Net Operating Expense	<u>465,181</u>	<u>368,561</u>	<u>536,565</u>	<u>634,945</u>	<u>645,454</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	15	17	17	17	17	Administrative	18	18	18	18	24
Represented	8	10	10	10	10	Management	3	3	4	4	4
Full-Time Total	<u>23</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	11	18	17	17	14
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>31</u>	<u>36</u>	<u>36</u>	<u>36</u>	<u>36</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	8	10	10	10	10
						Supervisory	14	14	14	14	11
Total	54	63	63	63	63	Total	54	63	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



PERSONNEL COMPARISON

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Bus/Rail APC AFC Analyst II	15	----	----	----	----	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	1
Office Administrator I	14	1	1	1	1	----
Office Administrator II	16	----	----	----	----	1
Performance Analyst	18	6	6	6	6	5
Sr Evaluation Analyst	18	1	1	1	1	1
Sr. Performance Analyst	19	----	1	2	2	2
Supv Transit Research	16	1	1	1	1	----
Trans Research Specialist II	15	1	1	----	----	----
Trans Research Specialist III	17	1	1	1	1	2
Non-Rep Subtotal		15	17	17	17	17
<u>Represented</u>						
Sr Traffic Checker	UR	8	8	8	7	7
Traffic Checker	UR	----	2	2	3	3
Represented Subtotal		8	10	10	10	10
Total Full-Time		23	27	27	27	27

PERSONNEL COMPARISON

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Contract						
CONTRACT EMP ADMIN SUPPORT	NR125	----	----	----	----	6
Contract Professional	----	1	2	2	2	2
Research Surveyor	----	17	17	17	17	17
Supervisor Field Research	----	13	13	13	13	11
Technical Support Assistant	TBD	----	4	4	4	----
Total Contract		31	36	36	36	36

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.

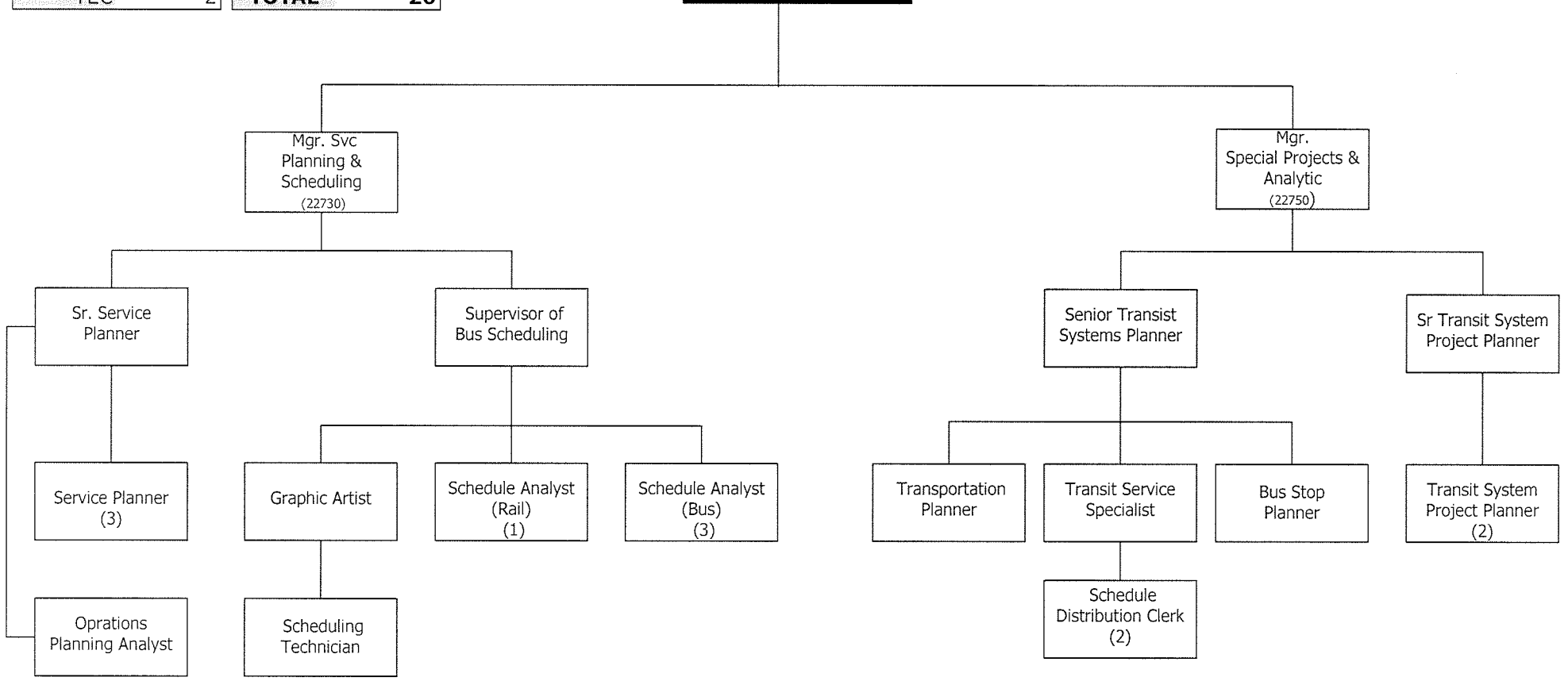
OFFICE OF TRANSIT SYSTEM PLANNING

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,491,249	1,512,590	1,530,149	1,638,147	1,590,953
Overtime	4,205	2,653	541	2,177	0
Other Benefits	152,743	156,193	154,281	165,873	164,923
Healthcare Rep/NonRep	327,432	313,516	314,886	308,665	293,202
Pension Rep/NonRep	378,152	363,747	375,991	258,237	336,217
Workers Comp-Losses	1,800	0	5,582	2,662	136,365
<i>Benefits Total</i>	860,127	833,456	850,740	735,437	930,707
Labor Total	<u>2,355,581</u>	<u>2,348,699</u>	<u>2,381,430</u>	<u>2,375,761</u>	<u>2,521,660</u>
Contractual Services	0	375	3,429	898	450
Materials Supplies-Other	8,200	9,832	6,599	8,920	6,900
<i>Materials Total</i>	8,200	9,832	6,599	8,920	6,900
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	9,014	12,709	11,689	29,037	30,854
Non Labor Total	<u>17,214</u>	<u>22,916</u>	<u>21,717</u>	<u>38,855</u>	<u>38,204</u>
Gross Operating Total	<u>2,372,795</u>	<u>2,371,615</u>	<u>2,403,147</u>	<u>2,414,616</u>	<u>2,559,864</u>
Cost Allocation	-1,153,944	-1,339,203	-1,357,636	-1,516,209	-1,495,943
Allocation Total	<u>-1,153,944</u>	<u>-1,339,203</u>	<u>-1,357,636</u>	<u>-1,516,209</u>	<u>-1,495,943</u>
Net Operating Expense	<u>1,218,851</u>	<u>1,032,412</u>	<u>1,045,511</u>	<u>898,407</u>	<u>1,063,921</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	26	27	27	26	26	Administrative	6	6	6	5	5
Represented	0	0	0	0	0	Management	4	4	4	3	3
Full-Time Total	<u>26</u>	<u>27</u>	<u>27</u>	<u>26</u>	<u>26</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	13	14	14	15	15
Represented (PT)	0	0	0	0	0	Technical	2	2	2	2	2
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	1	1	1	1	1
Total	26	27	27	26	26	Total	26	27	27	26	26

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



PERSONNEL COMPARISON

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Bus Stop Planner	16	1	1	1	1	1
Graphic Artist	14	1	1	1	1	1
Mgr Regional Planning & Analys	20	1	1	1	----	----
Mgr Special Projects & Analyisi	21	----	----	----	1	1
Mgr Special Projects & Analyisi	20	1	1	1	----	----
Mgr Svc Planning & Scheduling	21	1	1	1	1	1
Office Administrator I	14	1	----	----	----	----
Office Administrator II	16	----	1	1	1	1
Operations Planning Analyst	17	----	----	----	1	1
Regional Planner III	17	1	1	----	----	----
Schedule Analyst II	14	2	2	1	1	1
Schedule Analyst III	16	2	2	3	3	3
Schedule Distribution Clerk	06	3	3	3	2	2
Scheduling Technician	09	1	1	1	1	1
Senior Transit Systems Planner	19	----	----	----	1	1
Service Planner II	15	2	2	1	1	1
Service Planner III	17	----	1	2	2	2
Sr Dir Transit System Planning	24	1	1	1	1	1
Sr Regional Planner	19	2	2	3	----	----
Sr Service Planner	19	1	1	1	1	1
Sr Transit System Project Plnr	19	----	----	----	1	1
Supv Bus Scheduling	19	1	1	1	1	1
Transit Sys Plng Prgm Analyst	19	----	----	----	1	1
Transit Service Specialist	09	1	1	1	1	1
Transit System Planner II	17	2	----	----	----	----

PERSONNEL COMPARISON

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Transit System Plng Analyst	16	1	1	----	----	----
Transit System Plng Analyst II	17	----	----	1	----	----
Transit System Project Planners	19	----	----	----	2	2
Transportation Planner II	15	----	----	1	1	1
Transportation Planner III	17	----	2	1	----	----
Non-Rep Subtotal		26	27	27	26	26
Total Full-Time		26	27	27	26	26

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 and design review for developers projects and 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.

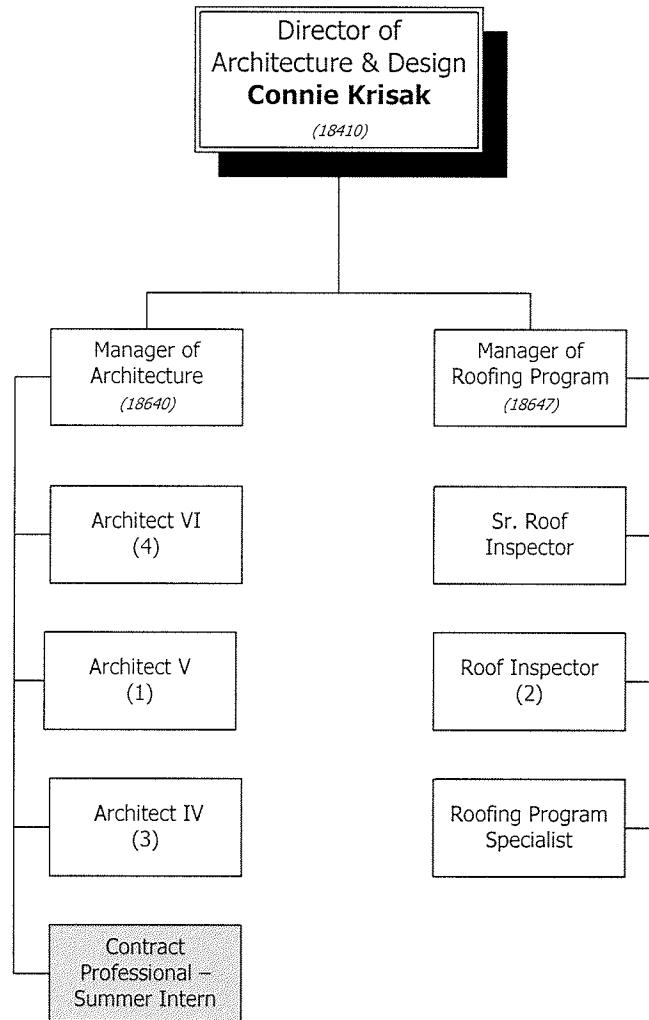
The Office provides input and technical support to other MARTA offices and departments: Program and Contract Management, Safety, Quality Assurance, Engineering, Rail and Bus Operations, Planning, Marketing & Customer Relations, Technology, Financial Management & Treasury Services, and Facilities and Wayside Maintenance.

OFFICE OF ARCHITECTURE & DESIGN

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,165,804	1,128,301	1,077,680	911,829	1,159,862
Overtime	0	0	0	0	0
Other Benefits	116,773	119,230	104,590	86,082	113,705
Healthcare Rep/NonRep	154,450	153,385	159,681	129,895	169,155
Pension Rep/NonRep	248,440	227,039	212,204	33,073	234,645
Workers Comp-Losses	101	-1,594	-3	270	135,580
<i>Benefits Total</i>	519,764	498,060	476,472	249,320	653,085
Labor Total	<u>1,685,568</u>	<u>1,626,361</u>	<u>1,554,152</u>	<u>1,161,149</u>	<u>1,812,947</u>
Contractual Services	0	0	0	0	0
Materials Supplies-Other	1,852	4,598	3,646	4,152	4,900
<i>Materials Total</i>	1,852	4,598	3,646	4,152	4,900
Miscellaneous Expenses	-1,586	0	0	0	0
Other Non-Operating Expenses	13,036	10,256	4,876	6,489	22,391
Non Labor Total	<u>13,302</u>	<u>14,854</u>	<u>8,522</u>	<u>10,641</u>	<u>27,291</u>
Gross Operating Total	<u>1,698,870</u>	<u>1,641,215</u>	<u>1,562,674</u>	<u>1,171,790</u>	<u>1,840,238</u>
Cost Allocation	-1,504,300	-1,474,853	-1,448,672	-1,076,116	-1,549,121
Allocation Total	<u>-1,504,300</u>	<u>-1,474,853</u>	<u>-1,448,672</u>	<u>-1,076,116</u>	<u>-1,549,121</u>
Net Operating Expense	<u>194,570</u>	<u>166,362</u>	<u>114,002</u>	<u>95,674</u>	<u>291,118</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	16	16	16	15	15	Administrative	1	1	1	0	0
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	<u>16</u>	<u>16</u>	<u>16</u>	<u>15</u>	<u>15</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	1	1	2	2	2
Represented (PT)	0	0	0	0	0	Technical	11	11	11	11	11
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>1</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	16	16	17	16	16	Total	16	16	17	16	16

ADM	0	Non-Rep	15
MGR	3	Rep	0
MNT	0	Total FT	15
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	1
SUP	0		
TEC	11	TOTAL	16



PERSONNEL COMPARISON

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Architect III	15	1	----	----	----	----
Architect IV	17	1	2	2	2	3
Architect V	19	----	1	1	1	1
Architect VI	20	4	5	5	4	4
Director of Architecture & Design	23	1	1	1	1	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	----	----	----	----
Roofing Program Design Architect VI	20	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		16	16	16	15	15
Total Full-Time		16	16	16	15	15
<u>Contract</u>						
Contract Professional	----	----	----	1	1	1
Total Contract		----	----	1	1	1

DEPARTMENT OF POLICE SERVICES

This Department includes the following Offices:

Department of Police Services

- Office of AGM of Police Services

FY2015 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.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 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	4.11	</= 3.80
Security Cameras Availability	Percent of properly operating security cameras	>/= 98.00%	98.94%	>/= 98.00%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.95%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-0.57%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-1.01%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	55.77%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-3.35%	</= 0%

FY2014 ACCOMPLISHMENTS

- TSA Gold Standard Award Presentation for B.A.S.E. Assessment best practices (8/21/13 with Director Pistol, TSA)
- Full Scale Exercise Series/Operations High Stakes (with TSA ISTEP): October 5-7, 2013
- Continuity of Operations Plan (COOP) Training Drill
- CNN/HLN Special on MARTA's preparedness efforts/International Coverage
- CERT Program Inaugural Class
- NIMS 402e training for the Executive Management Team
- Table Top Exercise- June 2014 / Cyber Security Threat Scenario
- Participation in development of the Regional Evacuation Plan/UASI
- COOP Re-Training of MATRIX Team
- Produced 2014 'See Something, Say Something' Campaign with Network T.V. Interviews, Commercials, Print, and Radio Ads
- Authored Op-Ed Article in AJC about MARTA's Security Best Practices
- Successfully submitted for TSGP FY14 grand award
- Authored MARTA's First SSI Policy, Approved 2013
- Established the MARTA 'See Say' Application for public awareness
- All of the canine teams received a 100 percent on their field certification/evaluation for 201
- Provided Active Shooter training for all civilian supervisors, managers and directors for the authority
- Conducted System Security Awareness of NIMS 330, 400, and 402 for managers, directors and senior staff officials.
- 100 percent attendance rate – No absenteeism (Protective Specialist)
- Reduced our Part 1 Crimes within the MARTA Headquarters and Annex buildings by enhancing our patrol techniques
- Increased the number of diverse applicants and candidates
- Increased the efficiency rate of vehicles scheduled for regular preventive maintenance
- CIU successfully investigated and indicted the largest Fraud Case in MARTA's history.
- Launch the Ride with Respect Campaign November 9, 2013
- Legislature passed bill to collect fines for transit violators
- Bus Operator Assaults – decrease 6%
- Part 1 Crimes – decrease 1.48%
- Conducted, monitored, and/or scheduled a total of 21,845 hours of training for MPD sworn personnel

DEPT OF POLICE SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	18,580,381	19,721,439	19,695,330	20,146,338	21,548,220
Overtime	5,317,728	6,926,386	5,794,614	6,064,058	4,124,488
Other Benefits	2,519,596	2,690,151	2,599,180	2,679,016	2,860,193
Healthcare Rep/NonRep	4,690,962	4,791,300	4,713,883	4,482,363	4,646,124
Pension Rep/NonRep	6,306,309	7,153,496	7,707,970	6,193,733	5,250,580
Workers Comp-Losses	710,988	675,555	513,677	388,695	567,690
<i>Benefits Total</i>	14,227,855	15,310,502	15,534,710	13,743,807	13,324,588
Labor Total	<u>38,125,964</u>	<u>41,958,327</u>	<u>41,024,654</u>	<u>39,954,203</u>	<u>38,997,295</u>
Contractual Services	174,249	126,362	115,420	197,007	109,600
Materials Supplies-Other	92,895	94,657	65,172	100,819	120,222
<i>Materials Total</i>	92,895	94,657	65,172	100,819	120,222
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Casualty & Liability Costs	-5,586	-12,549	-1,479	-1,189	0
Miscellaneous Expenses	4,904	1,303	4,805	36,600	6,000
Other Non-Operating Expenses	41,087	36,812	36,028	76,763	50,045
Non Labor Total	<u>307,549</u>	<u>246,585</u>	<u>219,946</u>	<u>410,000</u>	<u>285,867</u>
Gross Operating Total	<u>38,433,513</u>	<u>42,204,912</u>	<u>41,244,600</u>	<u>40,364,203</u>	<u>39,283,162</u>
Cost Allocation	-4,352,798	-6,992,460	-7,049,396	-6,568,895	-7,296,984
Allocation Total	<u>-4,352,798</u>	<u>-6,992,460</u>	<u>-7,049,396</u>	<u>-6,568,895</u>	<u>-7,296,984</u>
Net Operating Expense	<u>34,080,715</u>	<u>35,212,452</u>	<u>34,195,204</u>	<u>33,795,308</u>	<u>31,986,178</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	362	376	378	411	411	Administrative	46	47	47	48	48
Represented	0	0	0	0	0	Management	8	8	8	8	8
Full-Time Total	<u>362</u>	<u>376</u>	<u>378</u>	<u>411</u>	<u>411</u>	Police	264	275	277	312	312
Non-Represented	0	0	0	0	0	Professional	4	5	5	2	2
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	18	17	17	21	21	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
						Supervisory	58	58	58	62	62
Total	380	393	395	432	432	Total	380	393	395	432	432

ADM	48	Non-Rep	411
MGR	8	Rep	0
MNT	0	Total FT	411
OPR	0		
POL	312		
PRO	3	PT	0
REP	0	CON	21
SUP	62		
TEC	0	TOTAL	432

AGM/Chief of
Police and Emergency
Management
Wanda Dunham
(19200)

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 harden the system against acts of terror both foreign and domestic, thereby maintaining current riders and attracting new riders to the system.

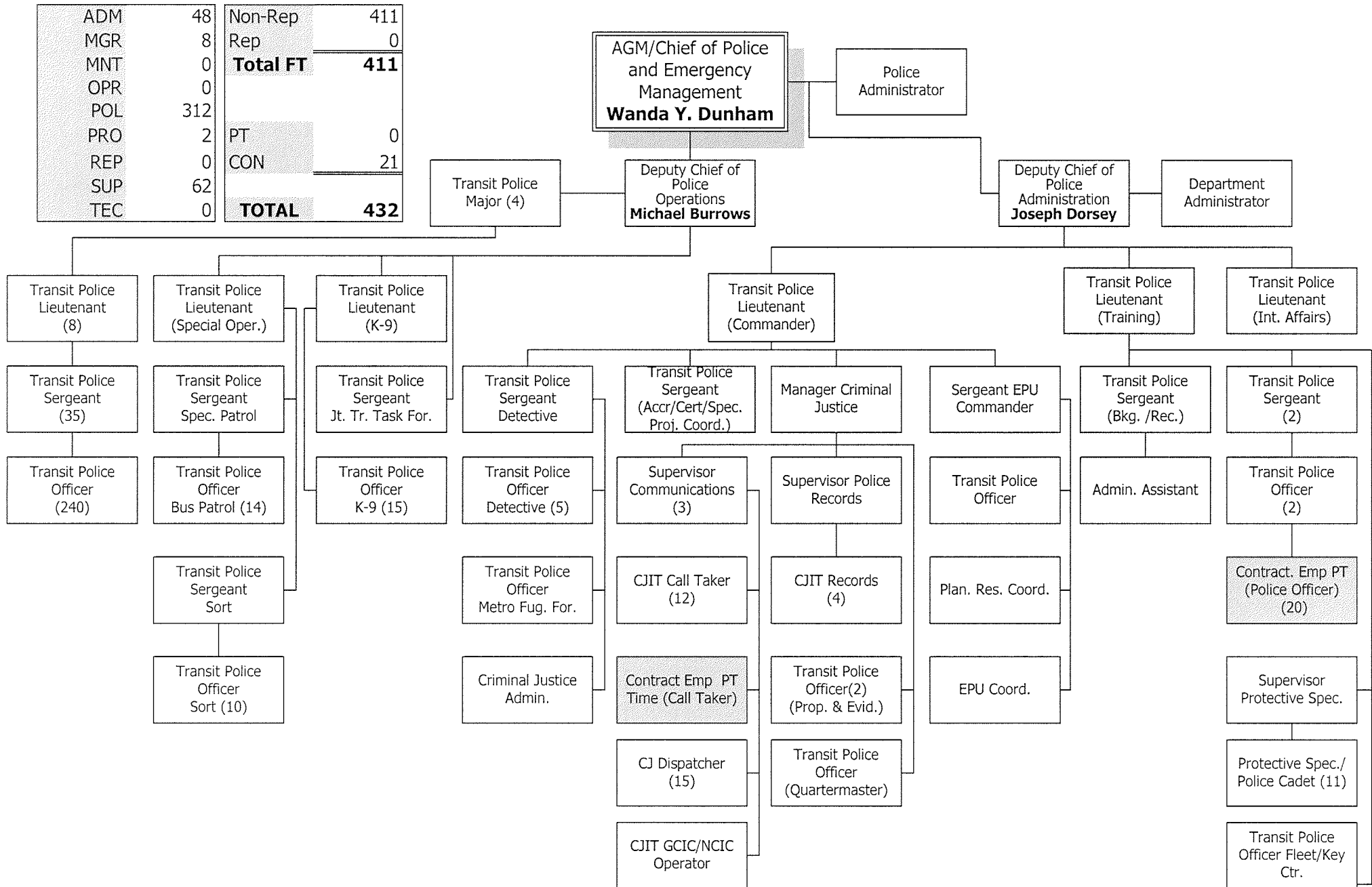
As an integral part of its policing and security related functions, the Department of Police Services also has the primary emergency management responsibility for the Authority. By taking an all hazards approach to preparedness, the AGM for Police Services utilizes a systemic focus on prevention, mitigation, 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

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	18,580,381	19,721,439	19,695,330	20,146,338	21,548,220
Overtime	5,317,728	6,926,386	5,794,614	6,064,058	4,124,488
Other Benefits	2,519,596	2,690,151	2,599,180	2,679,016	2,860,193
Healthcare Rep/NonRep	4,690,962	4,791,300	4,713,883	4,482,363	4,646,124
Pension Rep/NonRep	6,306,309	7,153,496	7,707,970	6,193,733	5,250,580
Workers Comp-Losses	710,988	675,555	513,677	388,695	567,690
<i>Benefits Total</i>	14,227,855	15,310,502	15,534,710	13,743,807	13,324,588
Labor Total	<u>38,125,964</u>	<u>41,958,327</u>	<u>41,024,654</u>	<u>39,954,203</u>	<u>38,997,295</u>
Contractual Services	174,249	126,362	115,420	197,007	109,600
Materials Supplies-Other	92,895	94,657	65,172	100,819	120,222
<i>Materials Total</i>	92,895	94,657	65,172	100,819	120,222
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Casualty & Liability Costs	-5,586	-12,549	-1,479	-1,189	0
Miscellaneous Expenses	4,904	1,303	4,805	36,600	6,000
Other Non-Operating Expenses	41,087	36,812	36,028	76,763	50,045
Non Labor Total	<u>307,549</u>	<u>246,585</u>	<u>219,946</u>	<u>410,000</u>	<u>285,867</u>
Gross Operating Total	<u>38,433,513</u>	<u>42,204,912</u>	<u>41,244,600</u>	<u>40,364,203</u>	<u>39,283,162</u>
Cost Allocation	-4,352,798	-6,992,460	-7,049,396	-6,568,895	-7,296,984
Allocation Total	<u>-4,352,798</u>	<u>-6,992,460</u>	<u>-7,049,396</u>	<u>-6,568,895</u>	<u>-7,296,984</u>
Net Operating Expense	<u>34,080,715</u>	<u>35,212,452</u>	<u>34,195,204</u>	<u>33,795,308</u>	<u>31,986,178</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	362	376	378	411	411	Administrative	46	47	47	48	48
Represented	0	0	0	0	0	Management	8	8	8	8	8
Full-Time Total	<u>362</u>	<u>376</u>	<u>378</u>	<u>411</u>	<u>411</u>	Police	264	275	277	312	312
Non-Represented	0	0	0	0	0	Professional	4	5	5	2	2
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>18</u>	<u>17</u>	<u>17</u>	<u>21</u>	<u>21</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	58	58	58	62	62
Total	380	393	395	432	432	Total	380	393	395	432	432

ADM	48	Non-Rep	411
MGR	8	Rep	0
MNT	0	Total FT	411
OPR	0		
POL	312		
PRO	2	PT	0
REP	0	CON	21
SUP	62		
TEC	0	TOTAL	432



PERSONNEL COMPARISON

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Administrative Assistant	10	1	1	1	1	1
AGM Chf Police & Emerg Mgmt	C	----	1	1	1	1
AGM/Chief of Police and Emergency Mana	C	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	1	1	1	2	2
Emergency Prep Unit Coordinator	16	----	1	1	1	1
Mgr Criminal Justice Comm/recd	19	1	1	1	1	1
Planning Research Development Coordinat	16	1	1	1	1	1
Police Administrator	17	1	1	1	1	1
Protective Spec Police Cadet	9	10	10	10	11	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	4	4
Transit Police Officer	8P	72	84	31	60	60
Transit Police Officer Special	13P	50	50	50	50	50
Transit Police Officer Sr	12P	127	127	182	182	182
Transit Police Sergeant	10P	40	40	40	44	44

PERSONNEL COMPARISON

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
Non-Rep Subtotal		362	376	378	411	411
Total Full-Time		362	376	378	411	411
<u>Contract</u>						
Contract EMP PT (Call-Taker)	10	----	1	1	1	1
Contract EMP PT Police Officer	NR125	15	14	14	20	20
Contract Professional	----	3	2	2	----	----
Total Contract		18	17	17	21	21

DIVISION OF CHIEF COUNSEL LEGAL SERVICES

This Division includes the following Departments:

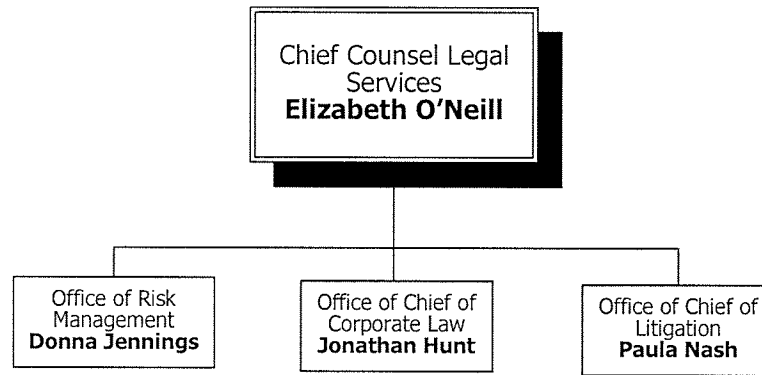
- **Department of Chief Counsel Legal Services**

DIVISION OF CHIEF COUNSEL LEGAL SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,682,818	1,754,596	1,891,435	1,777,445	1,948,074
Overtime	0	0	139	136	0
Other Benefits	679,060	646,382	756,952	830,644	193,941
Healthcare Rep/NonRep	205,896	285,107	271,686	244,250	307,925
Pension Rep/NonRep	399,627	400,444	444,150	281,935	404,287
Workers Comp-Losses	47,209	33,048	22,457	25,399	233,471
<i>Benefits Total</i>	1,331,792	1,364,981	1,495,245	1,382,228	1,139,623
Labor Total	<u>3,014,610</u>	<u>3,119,577</u>	<u>3,386,819</u>	<u>3,159,809</u>	<u>3,087,697</u>
Contractual Services	3,041,209	2,921,170	2,978,861	3,055,588	2,765,259
Materials Supplies-Other	6,467	10,720	5,667	7,327	9,246
<i>Materials Total</i>	6,467	10,720	5,667	7,327	9,246
Casualty & Liability Costs	9,545,836	4,992,382	5,780,398	10,166,106	5,529,448
Other Non-Operating Expenses	86,648	99,343	78,270	41,787	69,780
Non Labor Total	<u>12,680,160</u>	<u>8,023,615</u>	<u>8,843,196</u>	<u>13,270,808</u>	<u>8,373,733</u>
Gross Operating Total	<u>15,694,770</u>	<u>11,143,192</u>	<u>12,230,015</u>	<u>16,430,617</u>	<u>11,461,430</u>
Cost Allocation	-2,053,092	-2,112,678	-2,112,233	-2,816,134	-2,100,335
Allocation Total	<u>-2,053,092</u>	<u>-2,112,678</u>	<u>-2,112,233</u>	<u>-2,816,134</u>	<u>-2,100,335</u>
Net Operating Expense	<u>13,641,678</u>	<u>9,030,514</u>	<u>10,117,782</u>	<u>13,614,483</u>	<u>9,361,095</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	24	25	25	25	25	Administrative	1	1	1	1	1
Represented	2	2	2	2	2	Management	9	10	10	10	11
Full-Time Total	<u>26</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	13	13	13	13	12
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	2	2	2	2	2
						Supervisory	1	1	1	1	1
Total	26	27	27	27	27	Total	26	27	27	27	27

ADM	1	Non-Rep	25
MGR	11	Rep	2
MNT	0	Total FT	27
OPR	0		
POL	0		
PRO	12	PT	0
REP	2	CON	0
SUP	1		
TEC	0	TOTAL	27



DEPARTMENT OF CHIEF COUNSEL LEGAL SERVICES

FY2015 GOALS & OBJECTIVES

- Institute cross training opportunities for attorneys as part of succession planning effort.
- Disseminate and train on revised Code of Ethics once passed by Board of Directors.
- Work with training and operations areas to enhance training on accident investigation and reporting.
- Complete review and revision of Board policies in conjunction with policy owners and appropriate Board committee.
- Assist in development of comprehensive strategy for labor negotiations with emphasis on pension reform, health insurance and attendance work rules.
- Provide legal guidance on governance initiatives introduced during legislative session.
- Assist Contracts and Procurement in the development and issuance of comprehensive procurement guidelines.
- Procure new RMIS system.

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Liability Unit Payments Variance	The cost to resolve claims and the expense associated with the liability claims against the Authority	</= 3%	47.21%	</= 3%
Workers' Compensation Payments Variance	The cost of occupational disability losses	</= 3%	3.36%	</= 3%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	91.43%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	82.24%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	48.61%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-56.35%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	58.48%	</= 0%

DEPARTMENT OF CHIEF COUNSEL LEGAL SERVICES

This Department includes the following Offices:

Department of Chief Counsel Legal Services

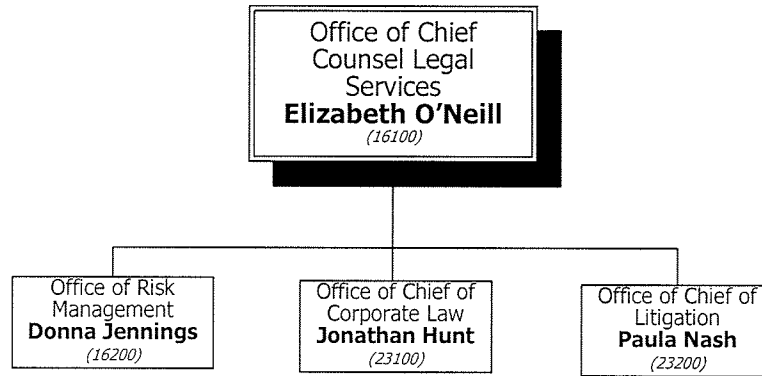
- Office of the Chief Counsel Legal Services
- Office of Chief of Corporate Law
- Office of Chief of Litigation
- Office of Risk Management

DEPT OF CHIEF COUNSEL LEGAL SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	1,682,818	1,754,596	1,891,435	1,777,445	1,948,074
Overtime	0	0	139	136	0
Other Benefits	679,060	646,382	756,952	830,644	193,941
Healthcare Rep/NonRep	205,896	285,107	271,686	244,250	307,925
Pension Rep/NonRep	399,627	400,444	444,150	281,935	404,287
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<i>Benefits Total</i>	1,331,792	1,364,981	1,495,245	1,382,228	1,139,623
Labor Total	<u>3,014,610</u>	<u>3,119,577</u>	<u>3,386,819</u>	<u>3,159,809</u>	<u>3,087,697</u>
Contractual Services	3,041,209	2,921,170	2,978,861	3,055,588	2,765,259
Materials Supplies-Other	6,467	10,720	5,667	7,327	9,246
<i>Materials Total</i>	6,467	10,720	5,667	7,327	9,246
Casualty & Liability Costs	9,545,836	4,992,382	5,780,398	10,166,106	5,529,448
Other Non-Operating Expenses	86,648	99,343	78,270	41,787	69,780
Non Labor Total	<u>12,680,160</u>	<u>8,023,615</u>	<u>8,843,196</u>	<u>13,270,808</u>	<u>8,373,733</u>
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Cost Allocation	-2,053,092	-2,112,678	-2,112,233	-2,816,134	-2,100,335
Allocation Total	<u>-2,053,092</u>	<u>-2,112,678</u>	<u>-2,112,233</u>	<u>-2,816,134</u>	<u>-2,100,335</u>
Net Operating Expense	<u>13,641,678</u>	<u>9,030,514</u>	<u>10,117,782</u>	<u>13,614,483</u>	<u>9,361,095</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	24	25	25	25	25	Administrative	1	1	1	1	1
Represented	2	2	2	2	2	Management	9	10	10	10	11
Full-Time Total	<u>26</u>	<u>27</u>	<u>27</u>	<u>27</u>	<u>27</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	13	13	13	13	12
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	2	2	2	2	2
						Supervisory	1	1	1	1	1
Total	26	27	27	27	27	Total	26	27	27	27	27

ADM	1	Non-Rep	25
MGR	11	Rep	2
MNT	0	Total FT	27
OPR	0		
POL	0		
PRO	12	PT	0
REP	2	CON	0
SUP	1		
TEC	0	TOTAL	27



OFFICE OF CHIEF COUNSEL LEGAL SERVICES**FUNCTIONS & RESPONSIBILITIES**

The Office of Legal Services 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.

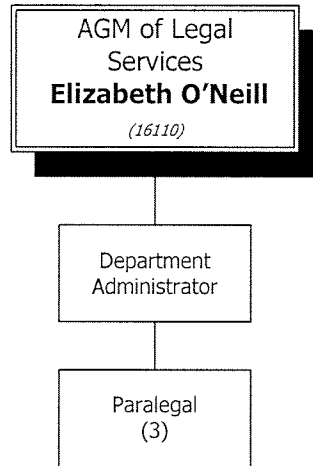
The Office of Legal Services along with outside counsel, provides representation of the Authority in defense of personal injury claims, collection of subrogation claims, employment issues, labor issues, contract negotiations, arbitration, litigation and similar matters arising out of the operation of 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 CHIEF COUNSEL LEGAL SERVICES

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	432,594	442,366	327,162	365,231	369,514
Overtime	0	0	139	8	0
Other Benefits	43,014	47,129	28,938	31,386	36,592
Healthcare Rep/NonRep	34,586	66,866	57,978	50,913	56,385
Pension Rep/NonRep	104,213	99,555	76,044	67,348	78,090
Workers Comp-Losses	21,826	33,048	22,460	11,494	45,098
<i>Benefits Total</i>	203,639	246,598	185,420	161,141	216,166
Labor Total	636,233	688,964	512,721	526,380	585,679
Contractual Services	2,628,280	2,518,688	2,572,616	2,633,296	2,059,404
Materials Supplies-Other	2,711	3,277	2,435	4,621	3,984
<i>Materials Total</i>	2,711	3,277	2,435	4,621	3,984
Other Non-Operating Expenses	74,744	148,671	70,560	38,368	56,847
Non Labor Total	2,705,735	2,670,636	2,645,611	2,676,285	2,120,235
Gross Operating Total	3,341,968	3,359,600	3,158,332	3,202,665	2,705,914
Cost Allocation	-921,057	-958,932	-885,509	-895,664	-857,176
Allocation Total	-921,057	-958,932	-885,509	-895,664	-857,176
Net Operating Expense	2,420,911	2,400,668	2,272,823	2,307,001	1,848,739

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	6	6	5	5	5	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	2	1	1	1
Full-Time Total	6	6	5	5	5	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	3	3	3	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	0	0	0	0	0	Operator	0	0	0	0	0
Clayton	0	0	0	0	0	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	6	6	5	5	5	Total	6	6	5	5	5

ADM	1	Non-Rep	5
MGR	1	Rep	0
MNT	0	Total FT	5
OPR	0		
POL	0		
PRO	3	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	5



PERSONNEL COMPARISON

OFFICE OF CHIEF COUNSEL LEGAL SERVICES

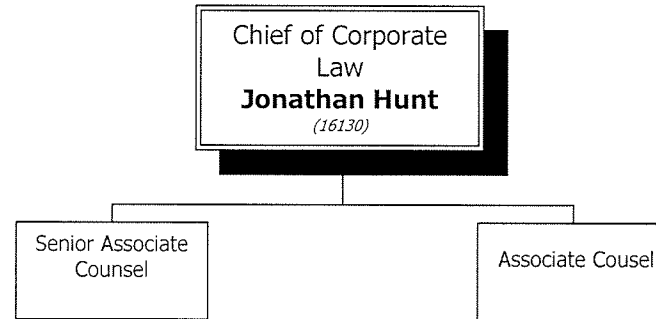
Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
AGM of Legal Services	C	1	1	1	1	1
Associate Counsel	20	1	1	----	----	----
Chief Litigation Administration	24	1	----	----	----	----
Legal Department Administrator	17	1	1	1	1	1
Paralegal	13	2	3	3	3	3
Non-Rep Subtotal		6	6	5	5	5
Total Full-Time		6	6	5	5	5

OFFICE OF CHIEF OF CORPORATE LAW

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	309,326	272,880	296,875	209,952	314,079
Overtime	0	0	0	128	0
Other Benefits	26,069	22,775	25,014	19,264	29,042
Healthcare Rep/NonRep	18,572	25,603	25,152	13,779	33,831
Pension Rep/NonRep	69,021	64,561	71,770	3,161	66,375
Workers Comp-Losses	0	0	0	0	54,488
<i>Benefits Total</i>	113,662	112,939	121,936	36,204	183,736
Labor Total	422,988	385,819	418,811	246,284	497,815
Gross Operating Total	422,988	385,819	418,811	246,284	497,815
Cost Allocation	-122,615	-108,094	-120,749	-69,013	-180,671
Allocation Total	-122,615	-108,094	-120,749	-69,013	-180,671
Net Operating Expense	300,373	277,725	298,062	177,271	317,143

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	4	3	3	3	3	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	2	2	2	2	3
Full-Time Total	4	3	3	3	3	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	2	1	1	1	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
						Supervisory	0	0	0	0	0
Total	4	3	3	3	3	Total	4	3	3	3	3

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



PERSONNEL COMPARISON

OFFICE OF CHIEF OF CORPORATE LAW

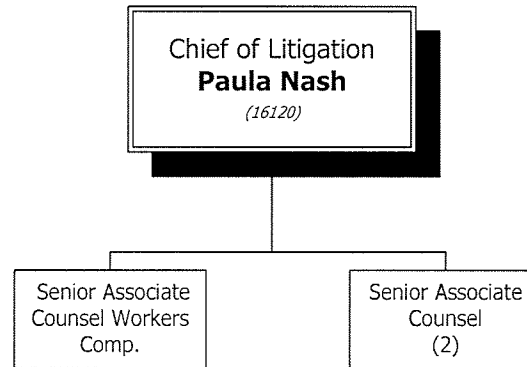
Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Associate Counsel	20	----	----	----	----	1
Chief Corporate Law	24	1	1	1	1	1
Jr Associate Counsel	18	1	1	1	1	----
Paralegal	13	1	----	----	----	----
Sr Associate Counsel	22	1	1	1	1	1
Non-Rep Subtotal		4	3	3	3	3
Total Full-Time		4	3	3	3	3

OFFICE OF CHIEF LITIGATION

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	91,980	160,747	396,324	353,777	399,199
Other Benefits	7,145	11,697	30,610	28,638	37,221
Healthcare Rep/NonRep	256	1,141	14,047	25,305	45,108
Pension Rep/NonRep	17,889	25,197	58,704	10,361	84,363
Workers Comp-Losses	0	0	0	1,405	66,839
<i>Benefits Total</i>	25,290	38,035	103,361	65,709	233,532
Labor Total	<u>117,270</u>	<u>198,782</u>	<u>499,685</u>	<u>419,486</u>	<u>632,731</u>
Contractual Services	0	0	0	0	0
Materials Supplies-Other	0	0	283	0	0
<i>Materials Total</i>	0	0	283	0	0
Other Non-Operating Expenses	0	0	0	0	0
Non Labor Total	<u>0</u>	<u>0</u>	<u>283</u>	<u>0</u>	<u>0</u>
Gross Operating Total	<u>117,270</u>	<u>198,782</u>	<u>499,968</u>	<u>419,486</u>	<u>632,731</u>
Cost Allocation	-39,310	-64,310	-150,955	-127,433	-159,572
Allocation Total	<u>-39,310</u>	<u>-64,310</u>	<u>-150,955</u>	<u>-127,433</u>	<u>-159,572</u>
Net Operating Expense	<u>77,960</u>	<u>134,472</u>	<u>349,013</u>	<u>292,053</u>	<u>473,159</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	1	3	4	4	4	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	3	4	4	4
Full-Time Total	<u>1</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>	Police	0	0	0	0	0
Non-Represented	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	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	<u>1</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>	Total	<u>1</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>4</u>

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



PERSONNEL COMPARISON

OFFICE OF CHIEF LITIGATION

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Chief Litigation Administration	24	----	1	1	1	1
Sr Associate Counsel	22	1	1	2	2	2
Sr Associate Counsel Wkrs Comp	22	----	1	1	1	1
Non-Rep Subtotal		1	3	4	4	4
Total Full-Time		1	3	4	4	4

OFFICE OF RISK MANAGEMENT

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.

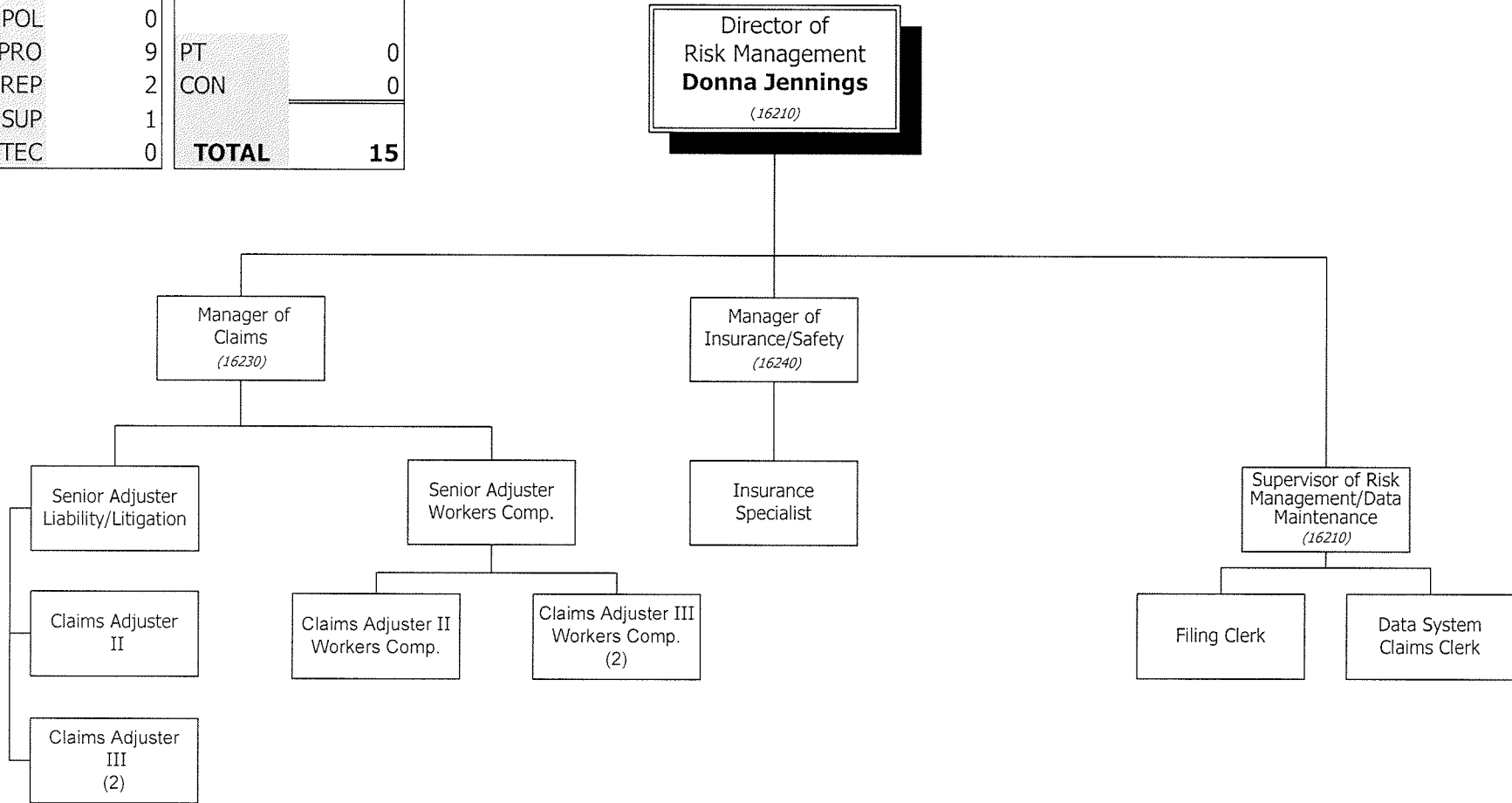
The Office of Risk Management is responsible for the Coordinated (Wrap-Up) Construction Insurance Program for all contractors and subcontractors working on capital construction projects. This Program also provides major safety programs for construction projects.

OFFICE OF RISK MANAGEMENT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	848,918	878,603	871,074	848,485	865,282
Other Benefits	602,832	564,781	672,390	751,356	91,085
Healthcare Rep/NonRep	152,482	191,497	174,509	154,253	172,601
Pension Rep/NonRep	208,504	211,131	237,632	201,065	175,459
Workers Comp-Losses	25,383	0	-3	12,500	67,045
<i>Benefits Total</i>	989,201	967,409	1,084,528	1,119,174	506,190
Labor Total	<u>1,838,119</u>	<u>1,846,012</u>	<u>1,955,602</u>	<u>1,967,659</u>	<u>1,371,472</u>
Contractual Services	412,929	402,482	406,245	422,292	705,855
Materials Supplies-Other	3,756	7,443	2,949	2,706	5,262
<i>Materials Total</i>	3,756	7,443	2,949	2,706	5,262
Casualty & Liability Costs	9,545,836	4,992,382	5,780,398	10,166,106	5,529,448
Other Non-Operating Expenses	11,904	-49,328	7,710	3,419	12,933
Non Labor Total	<u>9,974,425</u>	<u>5,352,979</u>	<u>6,197,302</u>	<u>10,594,523</u>	<u>6,253,498</u>
Gross Operating Total	<u>11,812,544</u>	<u>7,198,991</u>	<u>8,152,904</u>	<u>12,562,182</u>	<u>7,624,970</u>
Cost Allocation	-970,110	-981,342	-955,020	-1,724,024	-902,916
Allocation Total	<u>-970,110</u>	<u>-981,342</u>	<u>-955,020</u>	<u>-1,724,024</u>	<u>-902,916</u>
Net Operating Expense	<u>10,842,434</u>	<u>6,217,649</u>	<u>7,197,884</u>	<u>10,838,158</u>	<u>6,722,054</u>

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	13	13	13	13	13	Administrative	0	0	0	0
Represented	2	2	2	2	2	Management	3	3	3	3
Full-Time Total	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	<u>15</u>	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	9	9	9	9
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	2	2	2	2
						Supervisory	1	1	1	1
Total	15	15	15	15	15	Total	15	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



PERSONNEL COMPARISON

OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Claims Adjuster II	14	1	1	1	1	1
Claims Adjuster III	16	2	2	2	2	2
Claims Adjuster III-Wkrs Comp	16	2	2	2	2	2
Claims Adjuster II-Wkrs Comp	14	----	----	----	1	1
Claims Adjuster I-Wkrs Comp	12	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		13	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		15	15	15	15	15

DIVISION OF CHIEF OF STAFF

This Division includes the following Departments:

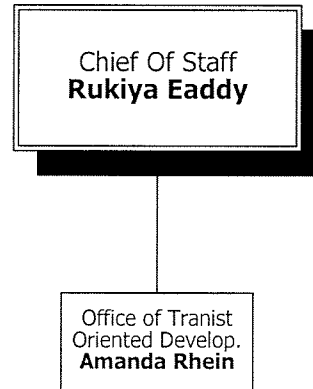
- **Department of Chief of Staff**

DIVISION OF CHIEF OF STAFF

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	625,930	863,617	779,384	932,417	1,153,299
Other Benefits	55,863	77,377	73,753	81,475	111,563
Healthcare Rep/NonRep	79,462	116,539	107,275	108,077	157,878
Pension Rep/NonRep	135,086	173,560	159,095	82,640	243,728
Workers Comp-Losses	0	0	-1	0	161,512
<i>Benefits Total</i>	270,411	367,476	340,122	272,192	674,680
Labor Total	896,341	1,231,093	1,119,506	1,204,609	1,827,979
Contractual Services	127,184	206,762	750,205	1,428,360	290,262
Materials Supplies-Other	3,988	4,642	1,512	2,639	6,187
<i>Materials Total</i>	3,988	4,642	1,512	2,639	6,187
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	242	0	0
Other Non-Operating Expenses	5,553	5,436	14,765	19,361	32,044
Non Labor Total	136,725	216,840	766,724	1,450,360	328,493
Gross Operating Total	1,033,066	1,447,933	1,886,230	2,654,969	2,156,472
Cost Allocation	-512,335	-809,155	-1,023,256	-1,034,051	-1,193,157
Allocation Total	-512,335	-809,155	-1,023,256	-1,034,051	-1,193,157
Net Operating Expense	520,731	638,778	862,974	1,620,918	963,315

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	12	12	13	13	14	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	5	5	6	6	6
Full-Time Total	12	12	13	13	14	Police	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	Professional	7	7	7	7	8
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
						Supervisory	0	0	0	0	0
Total	12	12	13	13	14	Total	12	12	13	13	14

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



DEPARTMENT OF CHIEF OF STAFF

This Department includes the following Offices:

Department of Chief of Staff

- Office of the Chief of Staff
- Office of Transit Oriented Development

FY2015 GOALS AND OBJECTIVES

The goals and objectives of the Department of the Chief Of Staff include the following:

- Increase employee accountability at every level in meeting organizational priorities
 - Implement a mechanism to manage and track executive priorities
 - Restructure Executive Management Team meetings to increase productivity, information sharing and cross-departmental accountability
 - Work with the board to clarify and finalize their vision for the authority
 - Establish performance goals for the organization based on the board's vision
 - Develop and finalize performance objectives on behalf of the GM, C-team and EMT
 - Ensure performance objectives are developed throughout the agency
 - Ensure that there's education/training of the authority's vision, goals, policies and procedures throughout the agency once established
- Demonstrate routine excellence in daily internal/external operations
 - Conduct a performance assessment of internal and external operations of the agency and provide recommendations to improve departmental/organizational efficiencies
 - Review and update critically needed organizational policies and procedures
 - Expose and work to improve and/or manage crisis and/or rising performance challenges across the agency
- Increase organizational efficiencies to reverse financial decline
 - Conduct a performance assessment of internal and external operations of the agency and provide recommendations to improve departmental/organizational efficiencies
- Develop a model TOD program as an established stream of revenue
 - Ensure the best candidate is selected for leading one of the GM's signature programs to become a model in the transportation industry
 - Ensure that implementation of the program is built on a solid, steady foundation that is resourced appropriately
 - Manage the program's reputation for competitiveness and maintain the critical relationships necessary for progress and support in the region
- Improve the customer service experience
 - Ensure that the internal/external customer is served better by annually evaluating and aiding in implementing organizational improvements agency-wide from top down
 - Establish morale building initiatives to improve organizational culture inside out

FY2015 Key Performance Indicators

KPI	Definition	FY14 Target	FY14 Year-End	FY15 Target
Total TOD Revenues	Total revenues generated by TOD leases and sales of MARTA property	N/A	N/A	>/= \$5M
TOD Projects	The number of TOD related projects underway on MARTA property or on property with a direct link to MARTA stations	N/A	N/A	>/= 5
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	N/A	N/A	>/= 96%
Budget Variance	Budget variance on overall expenses	N/A	N/A	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	N/A	N/A	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	N/A	N/A	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	N/A	N/A	</= 0%

FY2014 ACCOMPLISHMENTS

- Increase employee accountability at every level in meeting organizational priorities
 - ✓ Implement a mechanism to manage and track executive priorities
 - ✓ Restructure Executive Management Team meetings to increase productivity, information sharing and cross-departmental accountability
 - ✓ Work with the board to clarify and finalize their vision for the authority
 - ✓ Establish performance goals for the organization based on the board's vision
 - ✓ Develop and finalize performance objectives on behalf of the GM, C-team and EMT
 - ✓ Ensure performance objectives are developed throughout the agency

- Demonstrate routine excellence in daily internal/external operations
 - ✓ Conduct a performance assessment of internal and external operations of the agency and provide recommendations to improve departmental/organizational efficiencies
 - ✓ Expose and work to improve and/or manage crisis and/or rising performance challenges across the agency

- Develop a model TOD program as an established stream of revenue
 - ✓ Ensure the best candidate is selected for leading one of the GM's signature programs to become a model in the transportation industry
 - ✓ Ensure that implementation of the program is built on a solid, steady foundation that is resourced appropriately

- ✓ Manage the program's reputation for competitiveness and maintain the critical relationships necessary for progress and support in the region
- ✓ Received approval on MARTA Policy for "reasonable access" for private intercity bus and private charter operators as required by MAP-21
- ✓ Selected Master Developer and negotiated term sheet for King Memorial South Parking Lot.
- ✓ Received authorization to Release Brookhaven / Oglethorpe University Lot for Competitive Bid.
- ✓ Selected Master Developer for Edgewood / Candler Park South Lots.
- ✓ Selected Master Developer and commenced negotiations on Avondale South Lot
- ✓ Closed on acquisition of property needed for Hamilton Clean Fuels Facility Expansion
- ✓ Hosted second annual MARTA Development Day.
- ✓ Established partnership with ULI Livable Communities Council to identifying a viable TOD opportunity on the south or west line and transform Lindbergh Station into a model TOD

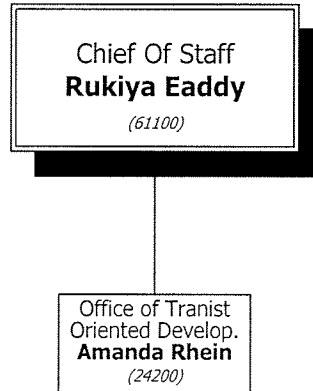
- Improve the customer service experience
 - ✓ Establish morale building initiatives to improve organizational culture inside out

DEPT OF CHIEF OF STAFF

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	625,930	863,617	779,384	932,417	1,153,299
Other Benefits	55,863	77,377	73,753	81,475	111,563
Healthcare Rep/NonRep	79,462	116,539	107,275	108,077	157,878
Pension Rep/NonRep	135,086	173,560	159,095	82,640	243,728
Workers Comp-Losses	0	0	-1	0	161,512
<i>Benefits Total</i>	270,411	367,476	340,122	272,192	674,680
Labor Total	<u>896,341</u>	<u>1,231,093</u>	<u>1,119,506</u>	<u>1,204,609</u>	<u>1,827,979</u>
Contractual Services	127,184	206,762	750,205	1,428,360	290,262
Materials Supplies-Other	3,988	4,642	1,512	2,639	6,187
<i>Materials Total</i>	3,988	4,642	1,512	2,639	6,187
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	242	0	0
Other Non-Operating Expenses	5,553	5,436	14,765	19,361	32,044
Non Labor Total	<u>136,725</u>	<u>216,840</u>	<u>766,724</u>	<u>1,450,360</u>	<u>328,493</u>
Gross Operating Total	<u>1,033,066</u>	<u>1,447,933</u>	<u>1,886,230</u>	<u>2,654,969</u>	<u>2,156,472</u>
Cost Allocation	-512,335	-809,155	-1,023,256	-1,034,051	-1,193,157
Allocation Total	<u>-512,335</u>	<u>-809,155</u>	<u>-1,023,256</u>	<u>-1,034,051</u>	<u>-1,193,157</u>
Net Operating Expense	<u>520,731</u>	<u>638,778</u>	<u>862,974</u>	<u>1,620,918</u>	<u>963,315</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	12	12	13	13	14	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	5	5	6	6	6
Full-Time Total	<u>12</u>	<u>12</u>	<u>13</u>	<u>13</u>	<u>14</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	7	7	7	7	8
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	12	12	13	13	14	Total	12	12	13	13	14

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



FUNCTIONS & RESPONSIBILITIES

The Chief of Staff (COS) for the Metropolitan Atlanta Rapid Transit Authority (MARTA) works closely with the General Manager/CEO, providing professional support to the General Manager/CEO while supervising a variety and specific projects and initiatives as assigned by the General Manager as his principal aide. The Chief of Staff ensures the accurate and timely completion of executive actions, tasks, and reports in accordance with policy, established processes and organization rules; reviews packages for errors and monitors projects for future staff action requirements. The COS provides feedback to the General Manager/CEO as required, and is tasked with ensuring that all members of the Authority's staff work in an effective, coordinated, and efficient manner.

The Chief of Staff is a senior administrative position responsible for all manner of assistance to the General Manager/CEO. The COS maintains effective relationships with both internal and external customers; interacts on a regular basis with executive staff, elected officials, legal counsel, transit patrons, representatives of foundations, companies, and other transit agencies. The Chief of Staff functions as a key member of the General Manager's team and works with other team members to ensure maximum support for the Authority; advising and staffing the General Manager's speaking engagements, and supports the executive

office in daily operations and formalized ad hoc taskings. She independently performs a wide range of functions and tasks which require vision, leadership, and proficiency in developing, explaining, and implementing policy. The COS manages, plans, organizes, and coordinates activities aligning responses with leadership intentions and policy decisions. The Chief of Staff prepares and distributes briefing materials; researches or directs research, and analyzes information to prepare reports, presentations, and papers; and she prepares correspondence in accordance with the General Manager's standards.

The Chief of Staff helps advance the strategic priorities of the Authority and is familiar with the Authority's Strategic Plan, other major policy documents, and with the vision, goals and objectives of the General Manager. The Chief of Staff keeps abreast of local and national issues and brings pressing matters to the attention of the General Manager/CEO.

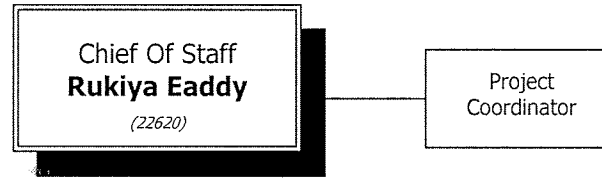
Additionally, the Chief of Staff accompanies the General Manager to key meetings, and when assigned, the Chief of Staff represents the General Manager at events and meetings.

OFFICE OF CHIEF OF STAFF

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	0	0	0	142,126	191,074
Other Benefits	0	0	0	10,579	17,957
Healthcare Rep/NonRep	0	0	0	5,974	22,554
Pension Rep/NonRep	0	0	0	3,629	40,380
Workers Comp-Losses	0	0	0	0	30,888
<i>Benefits Total</i>	0	0	0	20,182	111,778
Labor Total	0	0	0	162,308	302,852
Contractual Services	0	0	0	0	70,000
Materials Supplies-Other	0	0	0	0	1,000
<i>Materials Total</i>	0	0	0	0	1,000
Other Non-Operating Expenses	0	0	0	6,255	10,250
Non Labor Total	0	0	0	6,255	81,250
Gross Operating Total	0	0	0	168,563	384,102
Cost Allocation	0	0	0	0	-100,951
Allocation Total	0	0	0	0	-100,951
Net Operating Expense	0	0	0	168,563	283,151

	Authorized Positions by Status					Authorized Positions by Class				
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15
Non-Represented	0	0	1	1	2	Administrative	0	0	0	0
Represented	0	0	0	0	0	Management	0	0	1	1
Full-Time Total	0	0	1	1	2	Police	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	0	0	0	1
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
						Supervisory	0	0	0	0
Total	0	0	1	1	2	Total	0	0	1	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



PERSONNEL COMPARISON

OFFICE OF CHIEF OF STAFF

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Chief of Staff	B	----	----	1	1	1
Project Coordinator	17	----	----	----	----	1
Non-Rep Subtotal		----	----	1	1	2
Total Full-Time		----	----	1	1	2

FUNCTIONS & RESPONSIBILITIES

The Office of Transit Oriented Development is currently responsible for administering and managing MARTA's real estate, retail and concessions and transit oriented development functions. The office is divided into three major areas; Real Estate, Retail Development and Concessions Planning and Transit-Oriented Development.

The Real Estate group is responsible for acquisition of real estate needed for transit projects, relocation services, establishment of just compensation, property management, property dispositions (sales and leases), transfers to public agencies, property identification and mapping, including the Real Estate Information System (REIS), right-of-way and survey functions, real estate appraisals and responding to real estate information requests from adjoining property owners. The real estate group is also responsible for the management and administration of ground leases related to joint development and other leases. Responsibilities include property management, billing and collection of rent, calculating rent escalations, negotiating renewal on short-term leases, monitoring of key ground lease dates, revenue projections, the review of financial statements and internal coordination with Finance, as well as working with Legal on a variety of requirements/obligations associated with the lease portfolio.

The primary purpose of Retail Development and Concessions Planning group is to generate sustainable retail revenue streams in and around rail stations. This includes the development and implementation of a short

and long term strategy for building the program from the ground-up with limited financial investment from the Authority. Responsibilities include writing RFPs, reviewing proposals, evaluating local and national travel retail trends, optimizing vending, food and beverage and specialty retail sales as well as understanding how the local economy impacts ridership and purchase decisions. Externally team members build relationships with local and national brands interested in partnering opportunities. The concessions team is also responsible for identifying national trends, market based pricing guidelines, marketing campaigns, merchandise/product mix, themes and the selection of concessionaire/vendor partners. The team determines which specific business models offer the best short and long term financial benefit to the Authority by evaluating concept/category proformas and return on investment.

The Transit Oriented Development group oversees MARTA's transit oriented development initiatives. oversees MARTA's transit oriented-joint development initiatives. This includes the identification of prospective properties to be offered for development, the preparation and evaluation of Requests for Qualifications and Proposals; marketing development opportunities; transaction analysis, negotiation and structuring; and development oversight. The TOD group actively participates in community-based charrettes, station area master planning efforts and coordination with local and regional stakeholders.

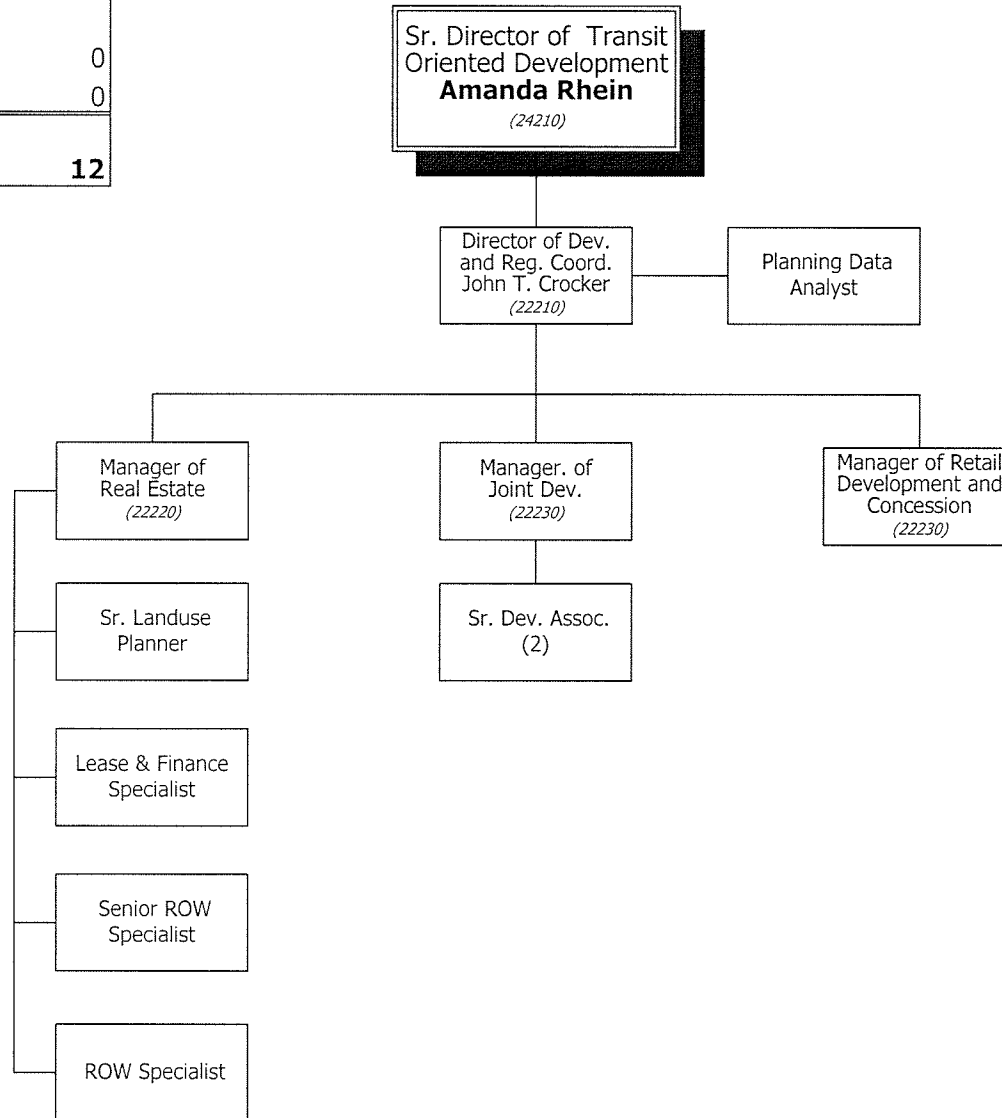
OFFICE OF TRANSIT ORIENTED DEVELOPMENT

Categories of Expense	FY11 Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Adopted
Salaries & Wages	625,930	863,617	779,384	790,291	962,225
Other Benefits	55,863	77,377	73,753	70,896	93,606
Healthcare Rep/NonRep	79,462	116,539	107,275	102,103	135,324
Pension Rep/NonRep	135,086	173,560	159,095	79,011	203,348
Workers Comp-Losses	0	0	-1	0	130,624
<i>Benefits Total</i>	270,411	367,476	340,122	252,010	562,902
Labor Total	<u>896,341</u>	<u>1,231,093</u>	<u>1,119,506</u>	<u>1,042,301</u>	<u>1,525,127</u>
Contractual Services	127,184	206,762	750,205	1,428,360	220,262
Materials Supplies-Other	3,988	4,642	1,512	2,639	5,187
<i>Materials Total</i>	3,988	4,642	1,512	2,639	5,187
Other Operating	0	0	0	0	0
<i>Other Total</i>	0	0	0	0	0
Miscellaneous Expenses	0	0	242	0	0
Other Non-Operating Expenses	5,553	5,436	14,765	13,106	21,794
Non Labor Total	<u>136,725</u>	<u>216,840</u>	<u>766,724</u>	<u>1,444,105</u>	<u>247,243</u>
Gross Operating Total	<u>1,033,066</u>	<u>1,447,933</u>	<u>1,886,230</u>	<u>2,486,406</u>	<u>1,772,370</u>
Cost Allocation	-512,335	-809,155	-1,023,256	-1,034,051	-1,092,206
Allocation Total	<u>-512,335</u>	<u>-809,155</u>	<u>-1,023,256</u>	<u>-1,034,051</u>	<u>-1,092,206</u>
Net Operating Expense	<u>520,731</u>	<u>638,778</u>	<u>862,974</u>	<u>1,452,355</u>	<u>680,164</u>

	Authorized Positions by Status					Authorized Positions by Class					
	FY11	FY12	FY13	FY14	FY15	FY11	FY12	FY13	FY14	FY15	
Non-Represented	12	12	12	12	12	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	5	5	5	5	5
Full-Time Total	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	<u>12</u>	Police	0	0	0	0	0
Non-Represented	0	0	0	0	0	Professional	7	7	7	7	7
Represented (PT)	0	0	0	0	0	Technical	0	0	0	0	0
Part - Time	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Maintenance	0	0	0	0	0
Contract	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Operator	0	0	0	0	0
Clayton	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	Represented	0	0	0	0	0
						Supervisory	0	0	0	0	0
Total	12	12	12	12	12	Total	12	12	12	12	12

OFFICE OF TRANSIT ORIENTED DEVELOPMENT

ADM	0	Non-Rep	11
MGR	5	Rep	0
MNT	0	Total FT	12
OPR	0		
POL	0		
PRO	7	PT	0
REP	0	CON	0
SUP	0		
TEC	0	TOTAL	12



PERSONNEL COMPARISON

OFFICE OF TRANSIT ORIENTED DEVELOPMENT

Classification	Pay Grade	FY11 Authorized	FY12 Authorized	FY13 Authorized	FY14 Authorized	FY15 Adopted
<u>Non-Represented</u>						
Data Analyst*	15	1	----	----	----	----
Dir Developmt & Regional Coord	23	----	1	1	1	1
Dir Regional Services Coord	22	1	----	----	----	----
Lease & Finance Specialist	19	1	1	1	1	1
Manager of Retail Development and Conce	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	----	----
Planning Data Analyst	16	----	1	1	1	1
Right Of Way Specialist	16	1	1	1	1	1
Senior Director of Transit Oriented Develo	24	----	----	----	1	1
Sr Development Associate	19	2	2	2	2	2
Sr Landuse Planner	19	1	1	1	1	1
Sr Right Of Way Specialist	19	1	1	1	1	1
Non-Rep Subtotal		12	12	12	12	12
Total Full-Time		12	12	12	12	12

CAPITAL BUDGET

This section summarizes FY15 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 FY15 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

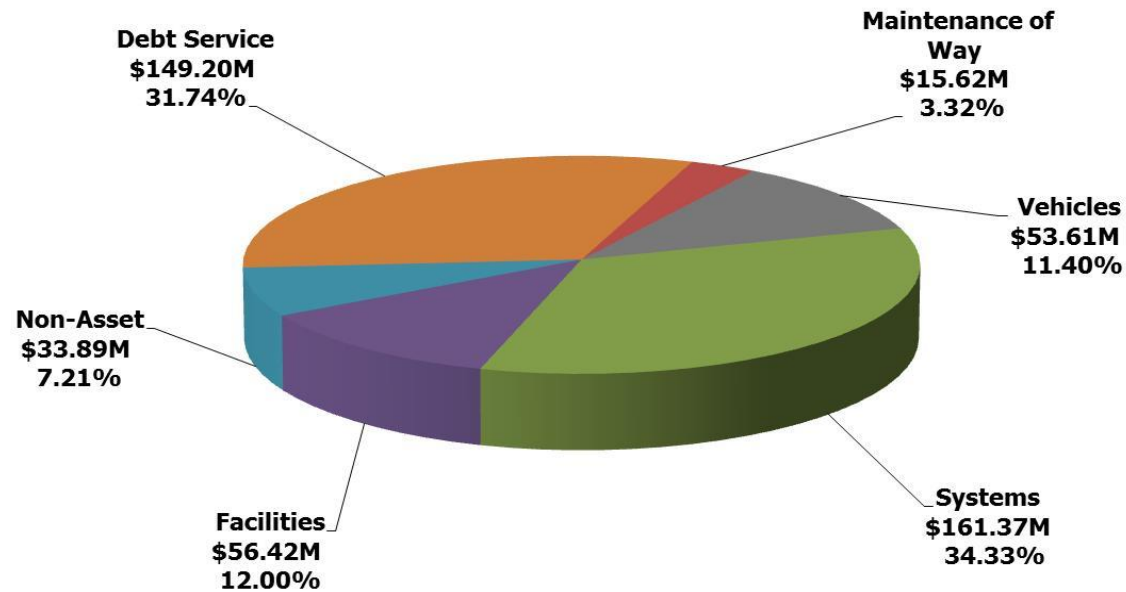
FY15 Capital Expenditures

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.

**FY15 Capital Expenditures
(\$470.11)**



CAPITAL BUDGET OVERVIEW

FY15 Capital Expenditures Summary Table

FY15 Capital Expenditures	Federal	State	MARTA	TOTAL
Capital Improvement Projects	\$55,432,000	\$1,000,000	\$264,476,404	\$320,908,404
Maintenance of Way	5,700,000	1,000,000	8,920,000	15,620,000
Vehicles	6,965,173	-	46,642,425	53,607,598
Systems	15,776,827	-	145,597,604	161,374,431
Facilities	26,470,000	-	29,945,962	56,415,962
Non - Asset	520,000	-	33,370,413	33,890,413
Debt Service on Bonds	-	-	\$149,200,987	\$149,200,987
Total	\$55,432,000	\$1,000,000	\$413,677,391	\$470,109,391

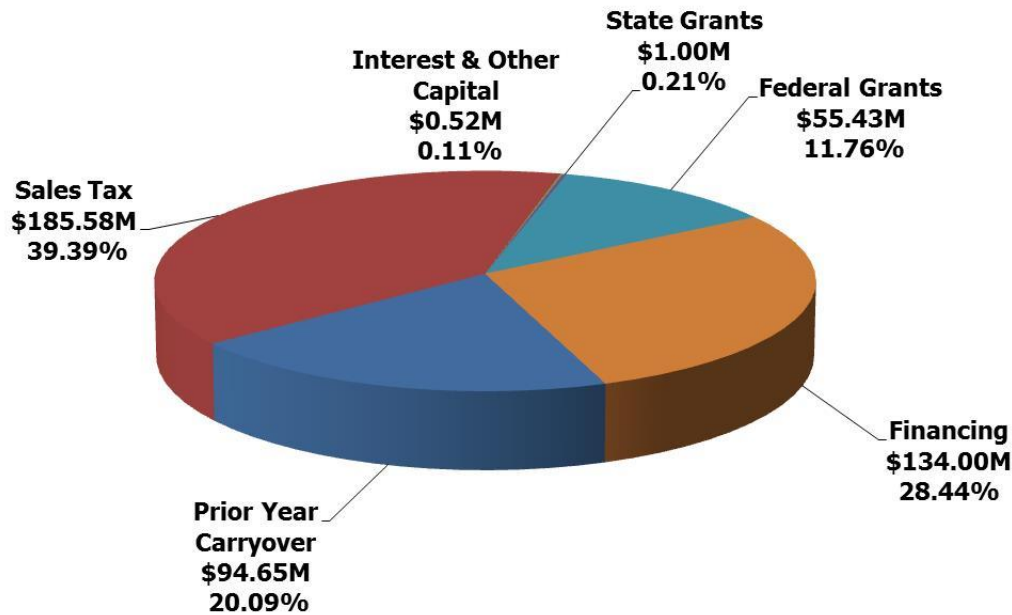
CAPITAL BUDGET OVERVIEW

FY15 Capital Funding

Funding for the FY15 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.

**FY15 Capital Revenue
(\$471.18)**



CAPITAL BUDGET OVERVIEW

FY15 Capital Program Revenue Summary Table

Capital Program Revenues	FY13 Funding Level	FY14 Funding Level	FY15 Adopted Budget
General Fund Beginning Balance	\$52,624,386	\$54,312,793	\$94,650,000
Sales Tax	170,245,527	172,912,419	185,584,500
Interest Income	403,291	317,267	515,000
Federal Grants ¹	56,575,000	68,815,216	55,432,000
Finance/Bonds/Reserves ²	100,000,000	100,000,000	134,000,000
State Grants ¹	1,119,000	-	1,000,000
Total Revenues	\$380,967,204	\$396,357,695	\$471,181,500

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 FY15 General Fund Beginning Balance totaling \$94,650,000 will be available to fund the FY15 Capital Program. After recognizing FY15 capital and other general fund revenues and expenditures, a FY15 Ending

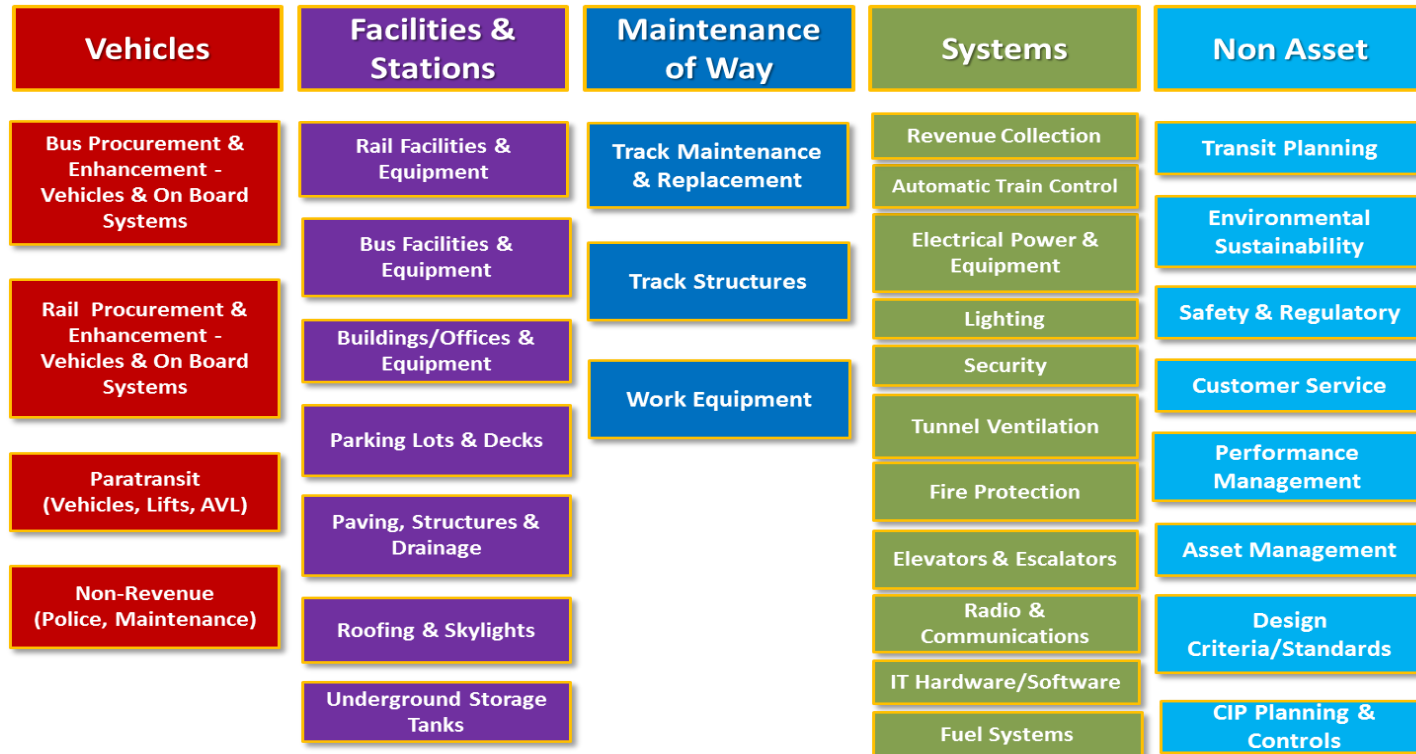
Balance of \$1,072,109 is anticipated to be available to fund the Capital Program beyond FY15. The sales tax shown represents only 50% of the total sales tax revenue.

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.



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
- Rail vehicles and supporting systems
- 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 532 diesel and compressed natural gas (CNG) buses. The fleet composition is split between 156 diesel buses and 376 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.

Prior to FY14, MARTA had elected to postpone replacement of buses to conserve capital for other projects. This 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 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 being acquired during FY14 and 88 additional buses are planned for acquisition in FY15.

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 was initiated during FY14. Planning for the replacement of the Authority's CQ310 and CQ311 rail cars was initiated in FY14 and is targeted for completion during FY15. 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 FY15 include:

- Continuation of the CQ312 rail vehicle modification and vehicle overhaul initiatives
- Continuation of the MARTA rail vehicle Lifecycle Asset Reliability Enhancement (LCARE) program
- Continuation 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 FY15 CIP includes funding to continue a complete replacement of the paratransit vehicle fleet. The new vans for FY15 are programmed for replacement on a two-year cycle.

Non-Revenue Vehicles

The Authority maintains a non-revenue fleet of 431 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 FY15 CIP to support replacement of any non-revenue vehicles which reach end-of-life status.

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 FY15 include:

- Renovation of the Brady Mobility facility
- Completion of the Buckhead Station North Entrance
- Renovation of the Hamilton Bus facility
- Completion of the Integrated Operations Center (IOC)
- Ongoing monitoring and remediation of various underground storage tanks
- High priority and time sensitive renovations within various MARTA facilities

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 and culverts. 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 FY15 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 the next generation fare collection system including support for a variable fare structure. This program area within the FY15 CIP also includes planning, design and implementation of new parking control systems Authority-wide.

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 FY15 CIP, this program area includes the ongoing 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 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 and Northeast lines.

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 egress under a loss of power scenario.

The current project within this program area is the enhancement of tunnel lighting Authority-wide.

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 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. The projects within this program area are planning, design and implementation of major upgrades to the Authority's tunnel ventilation systems.

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. The Office of Vertical Transportation conducted a system-wide assessment of the elevators in 2013. All of the elevators have been thoroughly inspected and safety issues have been addressed. The Office of Vertical Transportation was tasked in 2013 to develop an RFP for the modernization of all existing elevators. The RFP document is now under review for Authority conformance, prior to advertising to perspective contractors.

Escalators

The Authority operates and maintains 149 Escalators in rail stations only. In 2008, MARTA contracted with Schindler to modernize 33 of the most problematic escalators in the system. This project was successfully completed in November, 2013. The Office of Vertical Transportation was tasked in 2013 to develop an RFP for the modernization of the remaining 116 escalators. The RFP document is now under review for Authority conformance, prior to advertising to perspective contractors.

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, storage area network (SAN), telephony, desktops/laptops and Authority-owned mobile computing devices.

Major initiatives in this program area include implementing VOIP phones; upgrading desktop, server, SAN and network components; an expansion

of the enterprise wireless network; and ongoing renovation of the Authority's data center.

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:

- Completion of a significant enhancement of ITSMARTA.com including expanded mobile capabilities
- Planning, design and initial implementation of mobile fare payment capabilities
- 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
- Completion of 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)

Fuel Systems

This program area includes planning, design, implementation and enhancement of systems which support the management and delivery of fuel to MARTA vehicles. The current projects within this program area are an upgrade of the CNG protection systems.

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 FY15 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.

Transit Oriented Development

Transit Oriented Development (TOD) includes funds for continued planning and implementation efforts for development projects located on MARTA property. This is a revenue generating initiative and involves managing existing development, implementation of on-going projects in the current development cycle and preparing property for future development cycles. Funds are budgeted to move forward with

implementation on several new projects including developments at King Memorial, Avondale, Edgewood/Candler Park, Medical Center, and Brookhaven/ Oglethorpe University stations. TOD also includes the ongoing implementation of the station concessions program. During this CIP planning window, it is anticipated that the stations concession program will expand from the initial food and beverage offerings by adding convenience, news, gifts and specialty retail concepts.

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 regulatory and compliance initiatives requiring federal, state and local oversight for environmental stewardship as well as non-regulatory initiatives which promote environmental sustainability. Current projects within this program area include the Authority-wide pollution prevention program; the Authority's hazardous materials management, the chemical storage program, microbial, asbestos and lead based paint remediation, industrial health and safety, an on-going environmental greening initiative and the on-going investigation and implementation of the environmental management systems 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

This program includes system safety and operational safety management. System safety program provides for the verification and certification that various systems and associated components are fit for use and safe to operate in revenue service. Operational safety programs provide for the safety, health, and wellbeing of employees and patrons engaged in the transit system. Some examples of projects within this program include fire and life safety initiatives, an Authority-wide hydraulic lift repair replacement program; implementation of bus and rail training simulators; and air quality assessments in administrative facilities.

Customer Service

The customer service program area includes planning, design and implementation of various customer service initiatives. The current project in this program area is the Authority's mystery rider program.

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 development of the Authority's asset management program. This includes implementing MAP-21 requirements; developing and implementing asset management processes, standards and procedures; planning for and implementing processes to obtain asset management related certifications; and refining the Authority's FASuite Enterprise Asset Management System (EAM) to improve support of asset management

activities and to better integrate asset performance data into the CIP planning cycle.

During FY15, three major initiatives within the asset management program will be (1) implementing MAP-21 asset management requirements; (2) continuing the process to obtain PAS 55 (optimal management of physical assets) certification for MARTA and positioning the Authority to obtain ISO 55000 (Asset Management Standards) certification in future fiscal years and (3) completing enhancements to the operation of the FASuite EAM system.

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 FY15, the Authority is planning to continue implementation of 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 and FY15 CIP and a new CIP change management process that was implemented during FY14.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

This section identifies the infrastructure supported by the FY15 Capital Improvement Program Budget.

CAPITAL INFRASTRUCTURE

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY15 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	15
Armour Yard	Heavy Rail Vehicle Maintenance	9
Avondale Administration	Rail system administration	35
Avondale Car Maintenance	Rail car heavy maintenance	35
Avondale Central Control	Rail system operations center	35
Avondale Maintenance of Way	Rail system/infrastructure maintenance	35
Avondale Yard	Rail car storage	35
Avondale Zone Center	ATC Administration	35
Brady Bus Garage	Paratransit operations & maintenance	35
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	38
Candler Center	Record Storage, Police Precinct, Radio Repair	17
Chamblee Yard	Secondary rail car maintenance & inspection	27
College Park Police Precinct	Police precinct & system security	16
Decatur Avenue Radio Shop	Radio repair shop	43
Dunwoody Police Precinct	Police precinct & system security	17
Five Points Police Precinct	Police precinct & system security	20
Five Points Ridestore	Retail media sales	33
Garnett Cash Handling	Fare processing center	32
Georgia Avenue	Systemwide custodial & landscaping services	30
Hamilton Bus Garage	Bus operations, dispatch & maintenance	38
Indian Creek Police Precinct	Police precinct	21
Lakewood Zone Center	Storage	30

CAPITAL INFRASTRUCTURE

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Lindbergh Zone Center	Storage	30
MARTA Headquarters Complex	Authority administration	27
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	53
North Springs Central Cashiering	Ridestore and Parking Cashier	14
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	18
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	14
South Rail Yard	Rail car maintenance & storage	26
West Lake Zone Center	Storage	34

Revenue Rolling Stock

MARTA’s FY15 bus fleet currently consists of 532 diesel and compressed natural gas (CNG) buses. The split composition is split between 156 diesel and 376 CNG buses. The average age of the fleet is 6.7 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>
2001	New Flyer, Low Floor, CNG	Yes	27	FY13
2006	New Flyer, Low Floor, CNG	Yes	54	FY18
2009	New Flyer, Low Floor, CNG	Yes	5	FY21
2010	New Flyer, Low Floor, CNG	Yes	96	FY22
2013	New Flyer, Low Floor, CNG	Yes	88	FY25
2014	New Flyer, Low Floor, CNG	Yes	24	FY26
2002	Orion, Low Floor, CNG	Yes	52	FY14
2004	Orion, Low Floor, CNG	Yes	30	FY16
2002	Orion, Low Floor, Diesel	Yes	10	FY14
2004	Orion, Low Floor, Diesel	Yes	37	FY16
2004	New Flyer, Low Floor, Diesel	Yes	55	FY16
2005	New Flyer, Low Floor, Diesel	Yes	54	FY17
Total			532	

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.

<i>Service Date</i>	<i>Manufacturer</i>	<i>Quantity</i>	<i>Eligible for Retirement</i>
2008	Chevy Goshen	94	FY15
2013	International	93	FY20
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

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
FY15-FY24 Capital Program Sources and Uses of Funds
[\$millions]**

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	Totals
Beginning Balance	94.7										
Revenues											
Sales Tax	185.6	192.8	200.7	210.2	220.8	232.4	236.6	242.0	256.7	271.7	2,249.5
Federal Funds	55.4	39.3	52.2	43.9	37.9	38.0	38.0	38.0	38.0	38.0	418.6
Other Revenue	1.5	1.5	1.5	1.6	1.6	1.6	1.6	1.6	1.7	1.7	15.9
Debt Issue	134.0	211.0	156.0	144.0	149.0	160.0	155.0	100.0	33.0	29.0	1,271.0
Total Sources of Funds	471.2	445.7	411.6	400.7	410.1	433.0	432.1	382.8	329.9	341.5	
Expenditures											
Capital Program Summary	320.9	283.1	245.5	226.9	228.0	241.5	232.0	213.6	159.8	162.9	2,314.3
Debt Service (Bonds & CP)	149.2	161.5	165.0	173.0	181.1	190.6	199.0	168.5	168.9	177.2	1,734.0
Total Uses of Funds	470.1	444.6	410.5	399.9	409.1	432.0	431.0	382.1	328.8	340.1	

CAPITAL PROJECTS SUMMARY

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY15. The total funds budgeted for capital improvement is \$320,908,404.

Approved Ten-year by Program

[\$ In Thousands]

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
1. Vehicles	53,608	64,714	54,098	63,042	66,133	71,595	66,810	56,357	45,515	47,415
2. Facilities & Stations	56,416	38,957	32,273	26,420	25,309	31,173	36,611	34,525	25,121	20,693
3. Maintenance of Way	15,620	1,046	8,440	13,940	20,609	19,489	19,215	9,887	10,505	11,283
4. Systems	161,374	151,391	127,642	101,662	92,751	95,323	75,886	78,990	44,031	57,443
5. Non-Asset	33,890	27,034	23,046	21,849	23,210	23,892	33,473	33,881	34,636	26,086
Total Approved Projects	320,908	283,142	245,499	226,914	228,011	241,472	231,994	213,640	159,808	162,920

Approved Capital Project Ten-Year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY15 to FY24.

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

<u>1. Vehicles</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>	<u>FY24</u>
30100 Service Vehicles	1,448	125	125	125	150	150	150	150	150	150
31591 Overhaul Bus Engines	1,100	450	500	1,400	450	450	200	200	200	200
31592 Rehab Bus Transmissions	640	257	251	234	234	234	234	234	234	234
31669 Bus Midlife Overhaul	0	2,400	2,240	0	0	4,100	4,100	4,100	3,100	5,000
31728 LCARE Program_ CQ312 Enhanced Program	524	524	524	10,338	15,479	19,916	18,887	9,974	0	0
31748 Bus Replacement Program	29,323	44,000	26,659	26,659	26,659	26,659	26,659	26,659	26,659	26,659
31888 Paratransit Van Replacement	7,238	0	7,238	7,238	7,238	7,238	7,238	7,238	7,238	7,238
31918 Service Vehicles for Police	235	162	314	301	382	274	274	174	174	174
31926 Rail Car Mod Program	1,832	2,128	2,091	2,393	2,240	800	0	0	0	0
31959 Door Safety Interlock	891	1,113	266	0	0	0	0	0	0	0
32125 MARTA Reliability Centered Maintenance Program - LCARE	8,000	12,266	12,609	13,854	12,801	11,274	8,568	7,128	7,260	7,260
32130 CQ310_CQ311 Rail Car Replacement Program	980	780	780	0	0	0	0	0	0	0
32131 Rail Car Rotables	750	500	500	500	500	500	500	500	500	500
32162 Community Circulator	646	8	0	0	0	0	0	0	0	0
1. Vehicles Total	53,608	64,714	54,098	63,042	66,133	71,595	66,810	56,357	45,515	47,415

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

<u>2. Facilities & Stations</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>	<u>FY24</u>
30600 Office Equipment	15	15	15	15	15	15	15	15	15	15
30640 Furniture	50	50	50	50	50	50	50	50	50	50
30740 Small Tools and Equipment	400	150	150	150	200	200	500	500	500	500
31098 Hamilton Blvd UST Program	352	358	365	372	378	386	393	401	408	421
31305 Roofing Rehabilitation Program	1,935	1,935	1,935	1,935	2,425	4,984	5,075	5,075	5,075	5,470
31325 UST Management	189	191	193	196	198	201	204	207	210	216
31335 Brady UST Program	330	335	340	123	125	128	130	133	136	139
31346 Laredo UST Program	325	328	250	180	183	186	189	192	195	201
31537 Georgia Avenue UST Program	329	333	336	340	344	348	352	357	361	372
31589 Bus Shelters and Benches	193	196	200	203	207	211	214	218	222	230
31616 Arts Center Roof Rehab	25	0	0	0	0	0	0	0	0	0
31643 CNG Facility at Perry and Laredo	41	0	0	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	383	3,240	25	0	0	0	0	0	0	0
31672 Hamilton Bus Facility	125	12,358	14,572	12,462	5,278	65	0	0	0	0
31734 Rail Supervisor Booths	1,700	1,025	0	0	0	0	0	0	0	0
31956 Train Wash Replacement	0	247	0	0	189	2,620	2,942	90	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

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(\$ In Thousands)

<u>2. Facilities & Stations</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>	<u>FY24</u>
31970 Integrated Operations Center	176	176	0	0	0	0	0	0	0	0
32061 Replace Bus Maintenance Equipment	2,500	2,500	2,000	0	0	0	0	0	0	0
32063 Brady Mobility Facility	29,500	500	0	0	0	0	0	0	0	0
32067 Browns Mill Systems Renovation	0	0	0	0	0	403	6,829	5,205	56	0
32068 Laredo Systems Renovation	0	0	0	0	0	127	363	9,763	5,112	56
32076 Printshop Equipment Lease	97	97	141	105	105	105	105	105	105	105
32091 Bus Wash Systems Replacement	1,530	99	0	0	0	0	0	0	0	0
32099 Cyclone Blower Systems Installation	470	1,990	945	0	0	0	0	0	0	0
32104 Station Access Program	155	158	161	164	166	170	173	176	179	185
32109 Standby Power Supply Replacement-Generators	881	1,454	1,633	1,360	1,000	1,250	0	0	0	0
32121 Armour Yard Vehicle Maintenance Facility Ventilation	257	0	0	0	0	0	0	0	0	0
32123 HQ Annex Renovations	1,010	505	0	0	0	0	0	0	0	0
32124 Facilities Upgrade Program	7,250	7,250	7,250	7,250	9,000	12,628	12,715	10,804	10,896	10,850
32151 Avondale Vehicle Maintenance Facility Jack_Lift Up	2,176	10	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 FY15 to FY24.

(\$ In Thousands)

<u>2. Facilities & Stations</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>	<u>FY24</u>
32152 Avondale Vehicle Maintenance Facility	63	906	317	120	3,967	5,450	1,342	84	0	0
32154 Station Supply Room Security - Planning Only	75	0	0	0	0	0	0	0	0	0
32166 Support for Developers Requests	250	250	250	250	250	250	250	250	250	250
32174 Bus Stop Sign Replacement Upgrade	779	645	645	645	706	600	0	0	0	0
32175 Georgia Dome Re-development Support	500	500	0	0	0	0	0	0	0	0
32176 Station Signage - Planning	500	500	0	0	0	0	0	0	0	0
32177 Rail Station Asset Refurbishment Program	400	386	500	500	500	500	500	500	500	500
32178 Facilities Maintenance Help Desk - Planning Only	50	0	0	0	0	0	0	0	0	0
BB003 Rail Car Cleaning Platforms	0	247	0	0	0	0	800	0	0	0
FO143 Buckhead Station North Entrance	1,405	0	0	0	0	0	0	0	0	0
G1006 Propulsion Bench Test Equipment	0	0	0	0	0	120	1,151	0	0	0
G1031 Sandy Springs Parking Deck Rehabilitation	0	0	0	0	0	0	400	300	750	450
New 12 Solar Waste Stations	0	0	0	0	0	100	100	100	100	100

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

2. Facilities & Stations	<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>	<u>FY24</u>
POC41 Rail Car Mover Procurement	0	0	0	0	0	0	0	0	0	586
POC45 Avondale Wheel Truing Replacement	0	22	0	0	22	76	1,819	0	0	0
2. Facilities & Stations Total	56,416	38,957	32,273	26,420	25,309	31,173	36,611	34,525	25,121	20,693

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

<u>3. Maintenance of Way</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>	<u>FY24</u>
31662 Structural Rehabilitation	3,000	0	0	0	0	0	0	0	0	0
31701 Track Switch Steel and X-Ties	2,000	94	6,000	10,500	15,500	14,500	14,500	9,533	8,414	8,000
31739 Decatur Tunnel Remediation	0	0	0	0	177	110	1,804	58	0	0
31811 Girder Grout and Seal	150	54	1,090	1,090	81	0	0	0	0	0
31813 At-Grade Track Slab Rehab	981	0	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	0	100	50	50	1,951	1,729	0	0	0	0
31833 Replace Running Rail and Yard Sw Ties	8,789	48	0	0	0	0	0	0	0	0
31934 Replace Impedance Bonds Ph 2	50	100	1,050	2,000	2,500	2,000	1,500	50	0	0
31978 Structural Assess and Correct 2	650	650	250	300	400	1,150	750	50	0	0
31979 W Lk Drain and Holmes E Abut Reh	0	0	0	0	0	0	661	196	0	0
32107 Maintenance of Way - Rail Work Cars	0	0	0	0	0	0	0	0	2,091	3,283
3. Maintenance of Way Total	15,620	1,046	8,440	13,940	20,609	19,489	19,215	9,887	10,505	11,283

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

4. Systems	<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>	<u>FY24</u>
30540 Security Related Equipment	250	225	225	225	225	225	225	225	225	225
31449 Upgrade Fare Collection Systems	2,711	1,068	0	0	0	0	0	0	0	0
31583 Facilities Security	762	562	562	562	562	562	562	562	562	562
31614 Upgr Aging Equipment - Server	444	450	451	451	735	646	749	952	656	663
31626 Upgr Aging Equipment - Desktop	2,500	1,343	2,045	2,046	2,450	2,553	2,453	2,557	2,360	2,562
31644 Can Tm Pg (100_ Fed_Non-ARRA)	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
31651 Replace UPS Systems	225	175	100	50	50	0	0	0	0	0
31683 Auxillary Low Voltage Switchgear Replacement Program	2,000	1,764	3,928	4,028	4,478	4,428	2,214	1,550	0	900
31684 Voice Com Infrastructure	4,409	0	0	0	0	0	0	0	0	0
31687 Replace Impedance Bonds Ph 1	67	0	0	0	0	0	0	0	0	0
31689 Wayside Encroachment Detection	0	0	0	0	0	0	0	0	2,012	4,736
31690 Loops-Interlockings Phs 2 and 3	4,276	500	0	0	0	0	0	0	0	0
31698 Fire Protection Systems Upgrade	21,753	8,228	0	0	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

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(\$ In Thousands)

4. Systems	<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>	<u>FY24</u>
31703 Train Control Systems Upgrade	27,385	34,871	33,285	11,259	0	0	0	15,599	0	0
31704 Traction Power Substation (TPSS) and Gap Breaker (GBS) Program	1,280	3,450	3,200	5,350	12,998	11,883	8,500	6,000	4,000	2,500
31705 Emergency Trip Sts Gr 2 South	50	0	0	0	0	0	0	0	0	0
31707 Tunnel Lighting	3,700	3,200	2,700	3,700	1,160	0	0	0	0	0
31709 Audio Visual Information System (AVIS)	4,502	20,586	23,218	20,546	17,073	4,098	0	0	0	0
31733 Data Center Renovation	275	275	275	275	275	275	275	275	275	875
31840 AF Track Circuit Modules	2,853	0	0	0	0	0	0	0	0	0
31853 ETS Gr 4 Northeast	1,000	1,436	2,782	4,050	4,050	2,792	124	0	0	0
31893 Upgr Aging Equipment - Network	613	604	605	621	765	787	794	813	826	939
31900 Homeland Sec Access Controls	849	1,145	1,055	895	650	150	50	0	0	0
31927 Elevator Rehabilitation	2,500	2,000	2,500	2,500	3,997	8,267	8,267	3,798	1,867	5,500
31936 CCTV System Expansion	6,537	3,519	0	0	0	0	0	0	0	0
31939 Security Training and Awareness	1,200	300	300	300	300	300	300	300	300	300
31968 RSCC Stabilization	1,654	1,388	864	0	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

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(\$ In Thousands)

4. Systems	<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>	<u>FY24</u>
31969 Lighting Controls Upgrade	35	0	0	0	0	0	0	0	0	0
31977 Tunnel Ventilation System Rehabilitation and Upgrade	5,902	16,786	17,250	20,618	19,512	24,997	12,257	12,497	6,000	7,735
31984 Vital Relays with Processors	0	0	0	0	0	500	5,763	8,063	0	0
31987 Future Radio Infrastructure	12,845	19,560	9,287	0	0	0	0	0	0	0
31991 Oracle Applications Compl Upgr	118	120	120	130	130	130	130	135	135	135
31992 Enterprise Applications Security Management	410	0	0	0	0	0	0	0	0	0
31993 Auto Parking Control System	4,160	455	0	0	0	0	0	0	0	0
31995 Purchase Card Industry Compliance	24	24	24	6	24	24	24	0	0	0
31999 Vehicle Security Cameras	5,577	100	0	0	0	0	0	0	0	0
32000 Video Analytics	1,745	2,400	100	0	0	0	0	0	0	0
32060 TPSS SS1 Equipment Rplcment	3,000	75	0	0	0	0	0	0	0	0
32062 UPS Replacement Program	78	1,500	3,000	4,875	4,000	5,225	5,000	3,000	0	0
32064 CNG Protection Systems Upgrade	5,034	1,055	0	0	0	0	0	0	0	0
32072 Telephone Sustainability	1,200	980	1,096	650	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

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(\$ In Thousands)

4. Systems	<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>	<u>FY24</u>
32074 DWDM Communications Upgrade	0	0	0	0	0	0	0	0	0	6,904
32077 Trapeze Full Suite Upgrade	700	0	0	300	0	0	0	300	0	0
32079 Oracle Sourcing	635	0	0	0	0	0	0	0	0	0
32087 Comm. Emergency Response Team	10	10	10	10	10	10	10	10	10	10
32088 Hi-Rail Security Upgrade	350	800	1,950	1,950	10	0	0	260	260	0
32096 Lighting Fixtures Upgrade	690	840	830	915	1,405	1,385	1,370	1,300	1,000	500
32097 Escalators Rehabilitation	2,500	2,500	4,000	4,614	7,014	14,095	14,142	8,760	9,920	9,500
32100 Enterprise Data Storage Upgrade	1,000	1,142	1,118	1,233	1,669	1,549	2,357	1,974	1,908	2,512
32102 Merchant Services	398	0	0	0	0	0	0	0	0	0
32110 Risk Management Information System (RMIS) Upgrade	155	0	0	0	0	0	0	0	0	0
32119 Enterprise Wireless LAN Expansion	158	0	0	0	0	757	794	0	0	0
32122 Avondale Fire Hydrant System Renovation	585	1,530	34	0	0	0	0	0	0	0
32126 ItsMARTA.com and Mobile Upgrade	438	0	0	0	0	0	0	0	0	0
32127 HEAT Upgrade	25	0	0	0	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

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(\$ In Thousands)

4. Systems	<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>	<u>FY24</u>
32128 DEO Automation	500	500	151	0	0	0	0	0	0	0
32129 Enterprise Technology Security	261	500	750	750	750	1,000	1,000	1,000	1,500	2,100
32144 Security and Emergency Mgmt CAP	1,721	1,653	2,039	2,228	2,434	2,660	2,500	2,500	2,500	0
32149 Cyber Security for Control Systems	787	1,062	656	0	0	0	0	0	0	0
32150 CCTV System Expansion II	1,750	0	0	0	0	0	0	0	0	0
32155 Trapeze Pass Para Cutter Module	200	0	0	0	0	0	0	0	0	0
32156 Trapeze Pass Health Check	35	0	0	0	0	0	0	0	0	0
32158 SharePoint Departmental Special Projects	152	0	0	0	0	0	0	0	0	0
32159 Passenger Information System (G0616)	742	0	0	0	0	0	0	0	0	0
32160 Bring Your Own Device (BYOD)	50	0	0	0	0	0	0	0	0	0
32161 Policies, Administrative Guidelines and Procedures Automation	151	147	147	0	0	0	0	0	0	0
32163 Backup Integrated Operations Center	2,600	75	0	0	0	0	0	0	0	0
32164 Mobile Fare Payment	2,011	2,100	1,000	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 FY15 to FY24.

(\$ In Thousands)

4. Systems	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
32168 Enterprise Content Document Management	709	848	462	500	0	0	0	0	0	0
32169 Business Intelligence Dashboards Analytics	580	580	600	600	600	600	600	550	550	550
32170 Technology System Enhancements	250	225	225	225	225	225	225	225	225	225
32171 Oracle Application Enhancements	3,010	1,435	1,100	1,600	1,600	1,600	1,600	1,600	1,600	1,680
32172 Rail Station, Wayside, Parking Deck Phones and Cabling Upgrade - Planning	201	0	0	0	0	0	0	0	0	0
32173 Plan, Design and Implement New Fare Collection Technology	500	1,500	0	0	0	0	0	0	0	0
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 Environmental Management	0	0	0	0	0	0	0	0	0	95
POC26 Trapeze Real Time Views	0	200	0	0	0	0	0	0	0	0
4. Systems Total	161,374	151,391	127,642	101,662	92,751	95,323	75,886	78,990	44,031	57,443

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

<u>5. Non-Asset</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>	<u>FY24</u>
30940 General Planning	4,079	3,189	3,303	3,320	4,041	4,165	4,293	4,425	4,590	4,590
31078 Unallocated Insurance	35	35	35	35	35	35	35	35	35	35
31106 Financial Planning	1,591	1,631	1,671	1,713	1,756	1,800	1,845	1,891	1,938	1,987
31137 Pollution Prevention Plan	625	600	600	600	600	600	600	600	600	600
31237 Safety and Health Program	500	475	475	475	475	475	475	475	475	475
31314 Hazardous Materials Mgmt Plan	303	280	308	310	313	315	318	321	324	333
31490 TOD General Planning	1,500	1,534	1,569	1,605	1,642	1,680	1,719	1,760	1,801	1,884
31570 I-20 East Corridor AA DEIS	1,107	1,118	0	0	0	0	0	0	0	0
31571 Asbestos Abatement	353	356	359	363	366	370	373	377	381	392
31717 Clifton Corridor AA_EIS	2,606	2,869	1,421	500	0	0	0	0	0	0
31735 Configuration Management	1,091	841	841	841	1,455	1,455	1,455	1,455	1,455	1,455
31741 Environmental Greening Initiative	188	188	188	188	223	226	228	230	233	0
31904 Research Analysis	5,332	3,832	3,832	3,832	3,832	5,332	5,332	5,332	5,332	5,332
31905 Mystery Rider Prgm Planning	628	646	666	686	706	727	749	772	795	819
31906 Strat Performance Planning	562	562	562	562	562	562	562	562	562	562
31912 I-20 East Project Development	0	0	0	0	0	0	9,726	9,757	9,909	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY15 to FY24.

(\$ In Thousands)

<u>5. Non-Asset</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>	<u>FY24</u>
31963 Rail Station Concessions	600	500	262	270	278	286	295	304	313	322
31988 Vehicle Event Recorders	0	0	0	108	1,146	150	255	128	128	0
31996 Regional Transit Comm Planning	150	150	150	150	150	150	150	150	150	0
31997 Regional Service Plan and Coord	233	239	247	254	262	270	278	286	295	303
32083 West Line Extension Assessment	200	200	0	0	0	0	0	0	0	0
32084 GA 400 Corridor AA_EIS	2,187	1,718	554	0	0	0	0	0	0	0
32085 Environmental Mgmt System	457	450	450	450	450	499	508	517	526	542
32105 Scoping and Screening of Future CIP Projects	1,641	1,193	1,248	1,305	1,363	1,423	1,484	1,548	1,613	1,660
32106 Project Delivery and Project Controls Improvement Initiative	2,911	2,386	2,462	2,339	1,505	1,540	1,576	1,612	1,900	1,938
32108 Wayside Worker Safety Equipment Pilot	0	0	0	0	0	0	0	125	65	0
32111 Short Range Planning Projects	863	301	303	305	410	414	417	421	424	0
32117 Asset Management Phase II	350	250	0	0	0	0	0	0	0	0
32132 Environmental Management - Annual Fee Program	100	100	100	100	100	100	100	100	100	100
32145 MARTA Design Criteria Update	500	500	500	500	500	280	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 FY15 to FY24.

(\$ In Thousands)

5. Non-Asset	<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>	<u>FY24</u>
32153 Illustrated Parts Catalog Upgrade	250	0	0	0	0	0	0	0	0	0
32157 Bus and Rail Training Simulators	2,500	340	340	340	340	340	0	0	0	0
32165 Organizational Assessment Program	200	200	200	200	200	200	200	200	200	200
32167 Authority Wide Hydraulic Lift Repair Replacement Program	250	350	400	500	500	500	500	500	400	400
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
POC61 West End Aerial Bridge Structure Microbial Remediation	0	0	0	0	0	0	0	0	94	906
5. Non-Asset Total	33,890	27,034	23,046	21,849	23,210	23,892	33,473	33,881	34,636	26,086
Approved Projects Total	320,908	283,142	245,499	226,914	228,011	241,472	231,994	213,640	159,808	162,920

Operating Budget Impact

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2015 through 2017.

Operating Budget Impact

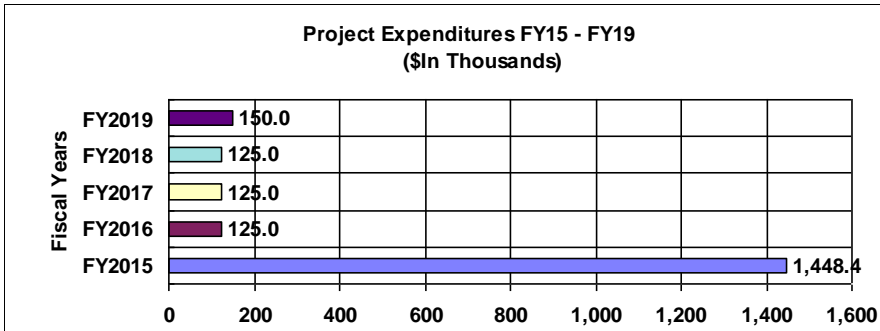
The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2015 through 2017 [\$.].

Major Program Name/ Project Number	Project Name	FY2015 Operating Budget Impact (\$)	FY2016 Operating Budget Impact (\$)	FY2017 Operating Budget Impact (\$)	Total FY2015 - FY2017 (\$)
<input type="checkbox"/> Vehicles		758,115	758,115	758,115	2,274,345
<input type="checkbox"/> 32162	Community Circulator	758,115	758,115	758,115	2,274,345
<input type="checkbox"/> Facilities & Stations		489,119	489,119	489,119	1,467,357
<input type="checkbox"/> 31956	Train Wash Replacement	83,000	83,000	83,000	249,000
<input type="checkbox"/> F0143	Buckhead Station North Entrance	406,119	406,119	406,119	1,218,357
<input type="checkbox"/> Systems		4,991,294	5,327,322	5,371,967	15,690,583
<input type="checkbox"/> 31449	Upgrade Fare Collection Systems	6,534,327	6,855,355	6,900,000	20,289,682
<input type="checkbox"/> 31684	Voice Com Infrastructure	633,410	633,410	633,410	1,900,230
<input type="checkbox"/> 31707	Tunnel Lighting	334,870	334,870	334,870	1,004,610
<input type="checkbox"/> 31733	Data Center Renovation	26,745	26,745	26,745	80,235
<input type="checkbox"/> 31893	Upgr Aging Equipment - Network	41,860	41,860	41,860	125,580
<input type="checkbox"/> 31969	Lighting Controls Upgrade	(942,750)	(942,750)	(942,750)	(2,828,250)
<input type="checkbox"/> 31993	Auto Parking Control System	(2,000,000)	(2,000,000)	(2,000,000)	(6,000,000)
<input type="checkbox"/> 31995	Purchase Card Industry Compliance	22,500	22,500	22,500	67,500
<input type="checkbox"/> 32064	CNG Protection Systems Upgrade	100,000	100,000	100,000	300,000
<input type="checkbox"/> 32077	Trapeze Full Suite Upgrade	53,000	53,000	53,000	159,000
<input type="checkbox"/> 32079	Oracle Sourcing	157,332	157,332	157,332	471,996
<input type="checkbox"/> 32155	Trapeze Pass Para Cutter Module	10,000	10,000	10,000	30,000
<input type="checkbox"/> 32156	Trapeze Pass Health Check	10,000	10,000	10,000	30,000
<input type="checkbox"/> 32164	Mobile Fare Payment	0	15,000	15,000	30,000
<input type="checkbox"/> POC26	Trapeze Real Time Views	10,000	10,000	10,000	30,000
<input type="checkbox"/> Non-Asset		(650,000)	(650,000)	(650,000)	(1,950,000)
<input type="checkbox"/> 31963	Rail Station Concessions	(650,000)	(650,000)	(650,000)	(1,950,000)
Grand Total		5,588,528	5,924,556	5,969,201	17,482,285

Approved Project Detail

The following report provides details for FY15 approved projects. The data displays cost, scope, and the operating impacts of the projects.

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.

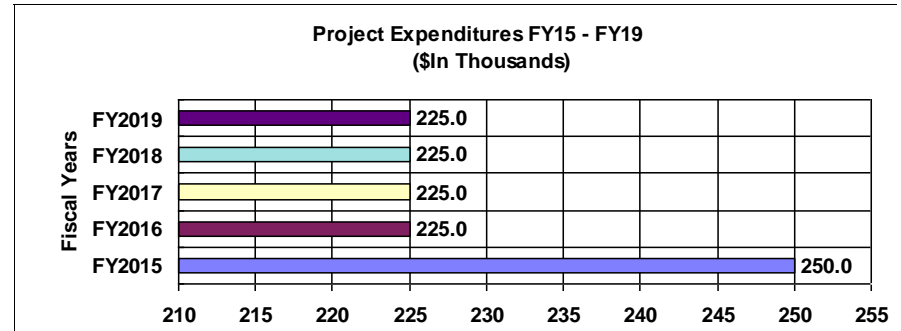
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

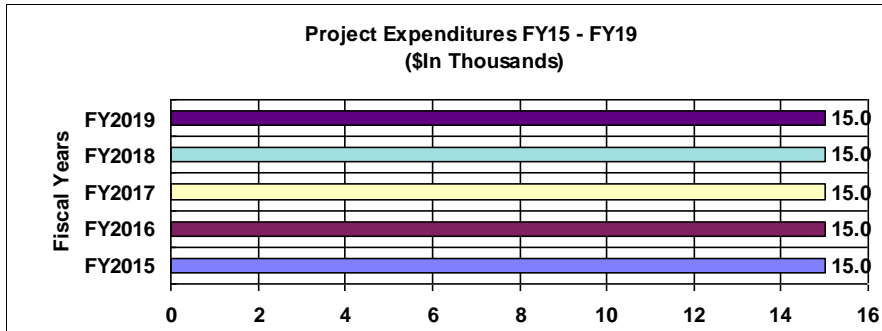
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

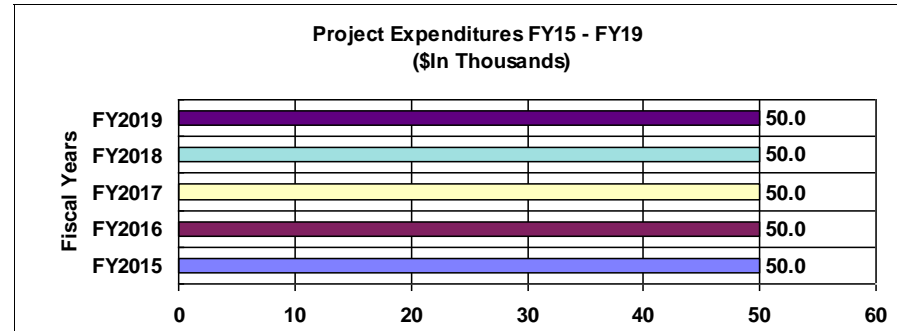
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

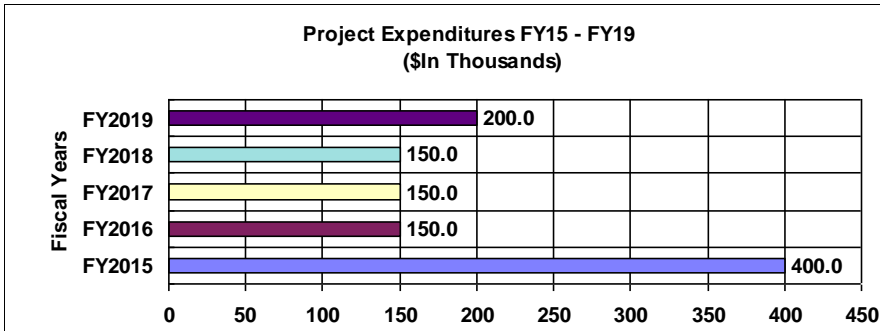
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

30740 Small Tools and 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.

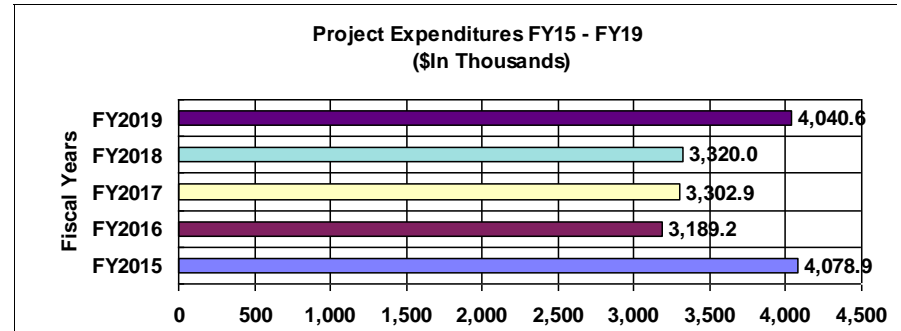
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

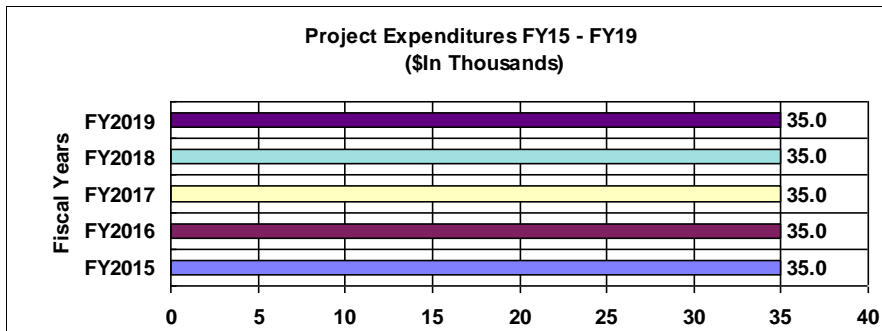
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

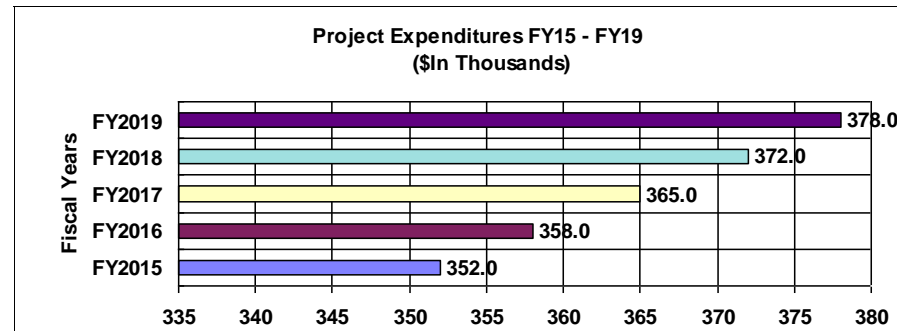
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

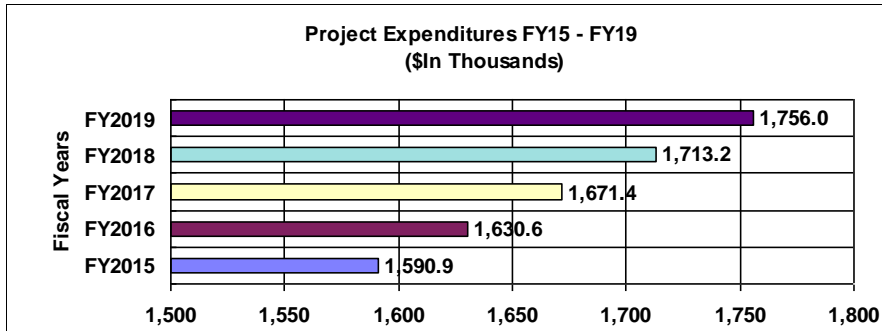
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

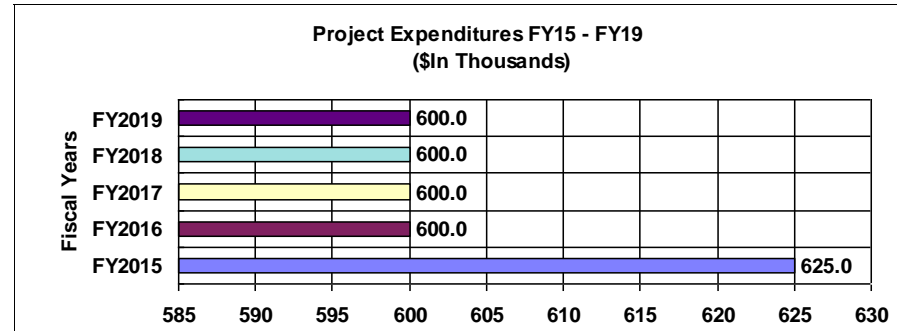
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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 are required to be updated every five years or when significant operations change.

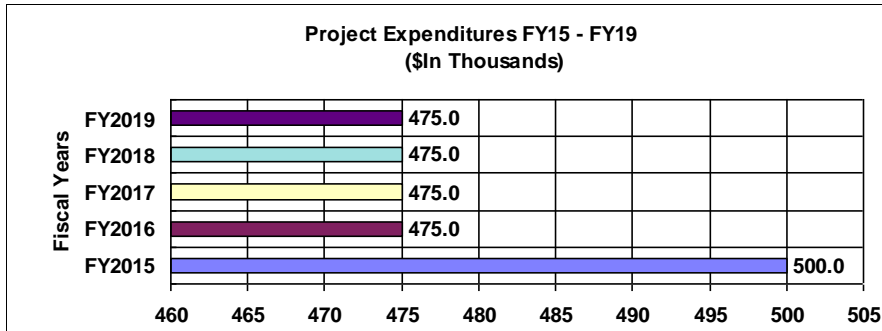
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31237 Safety and 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.

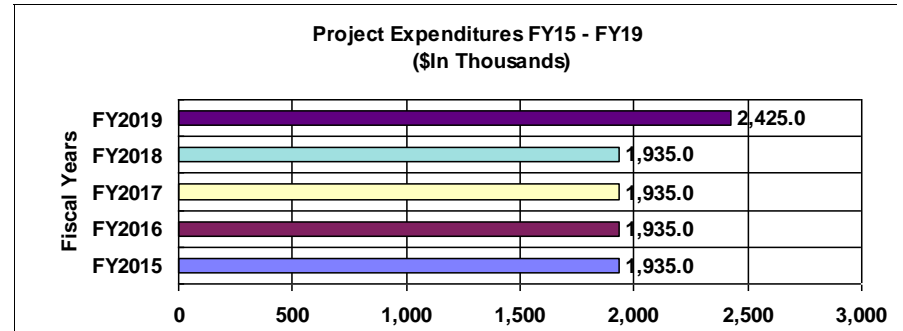
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

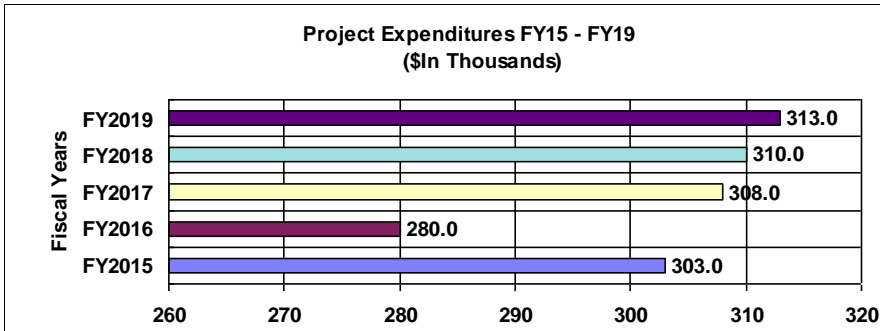
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

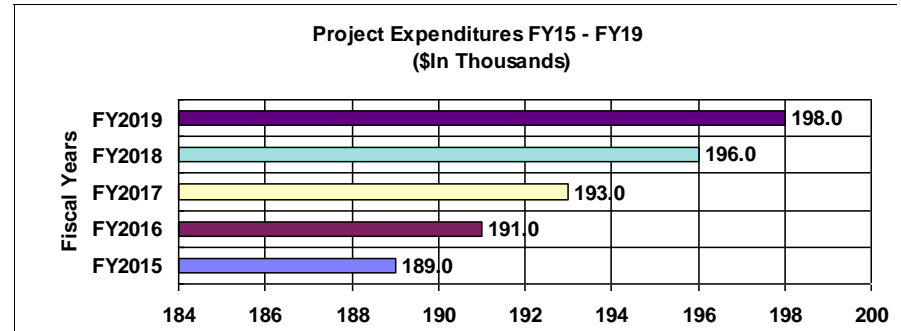
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

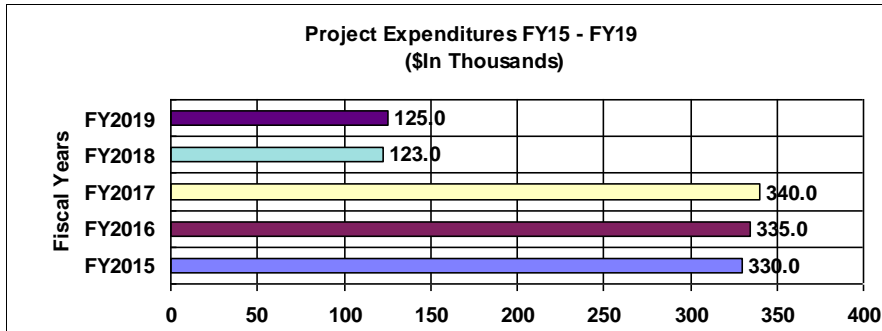
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

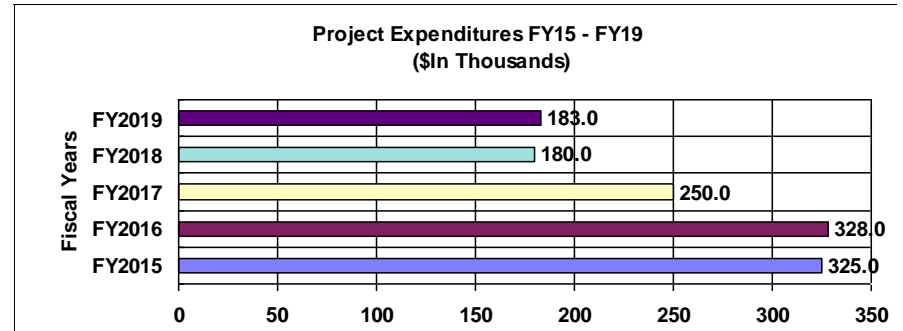
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

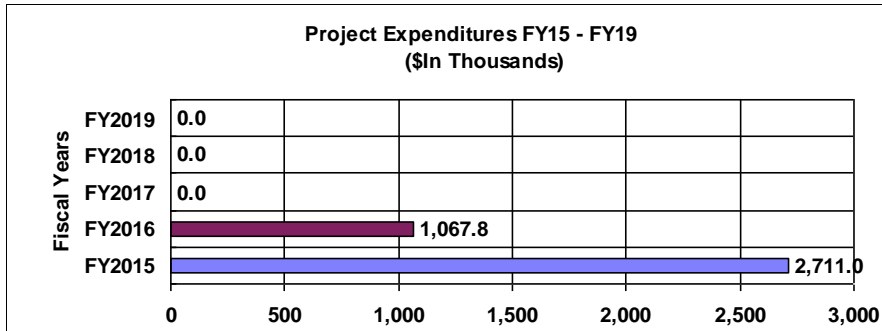
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31449 Upgrade Fare Collection Systems



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 includes new rail fare collection equipment, bus fare equipment, Paratransit (Mobility) fare equipment, parking, and revenue control equipment. The project also includes procurement for technology hardware and software implementation.

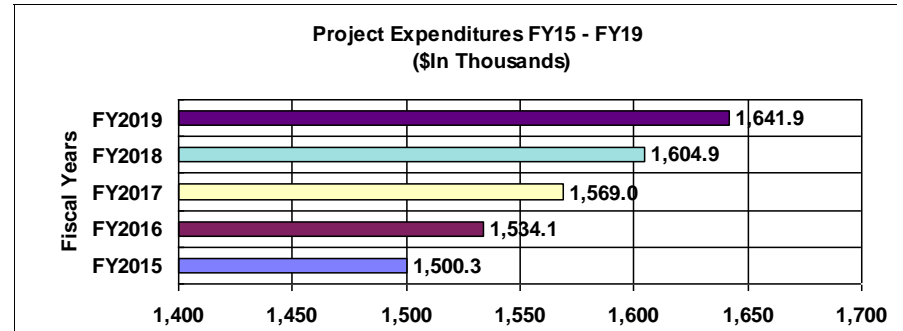
Operating Budget Impact

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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
6,534,327	6,855,355	6,900,000

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

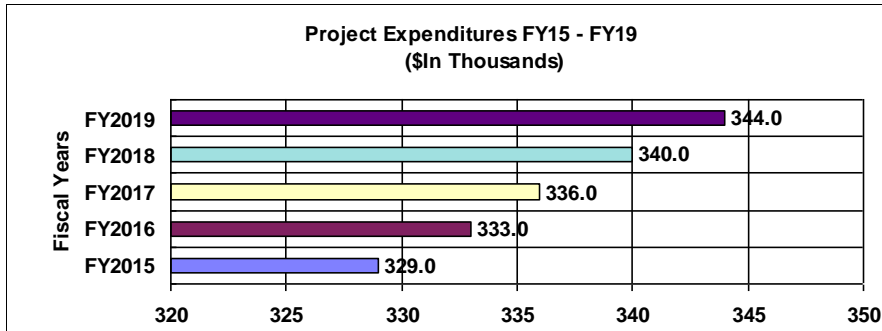
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31537 Georgia Avenue UST Program



Project Scope

This project provides for assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks.

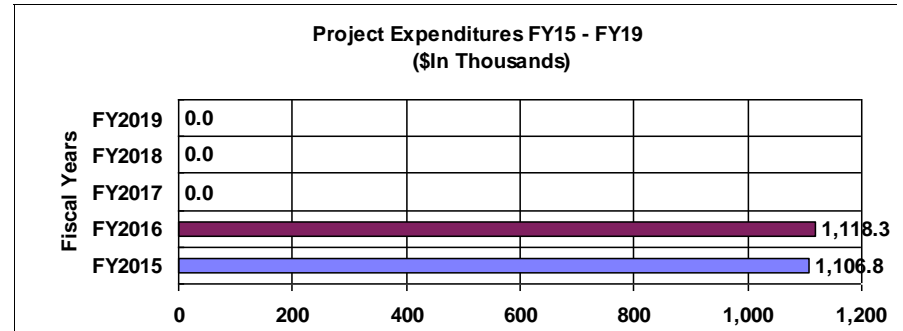
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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."

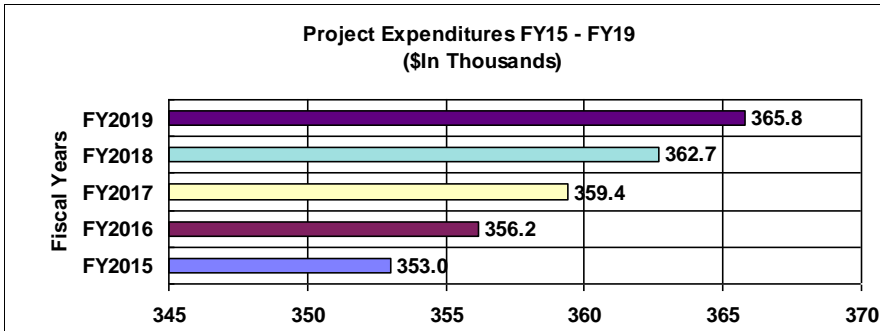
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

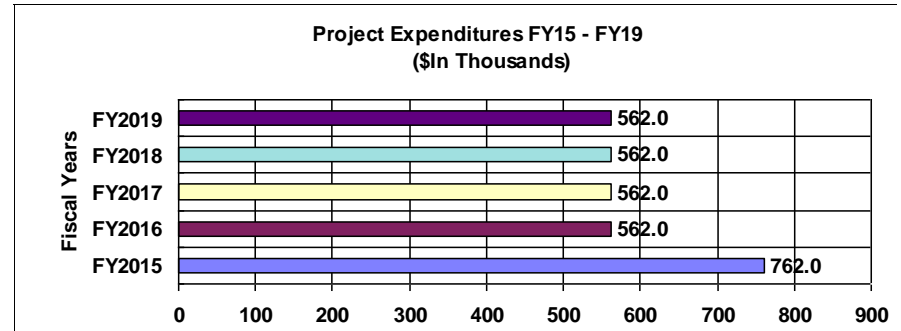
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

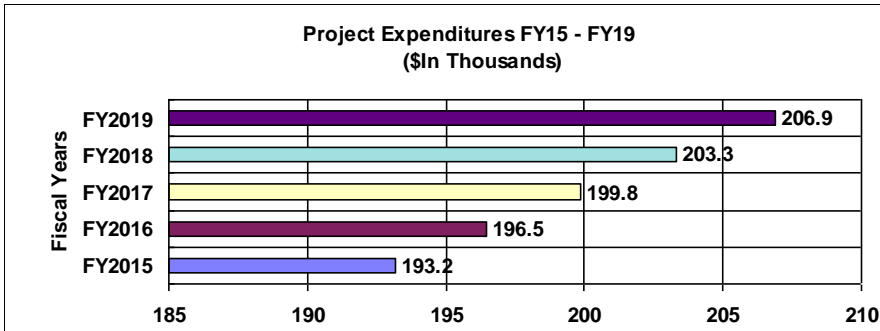
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

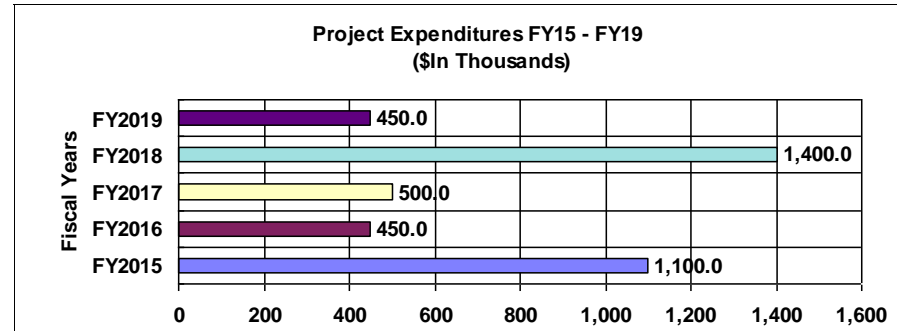
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

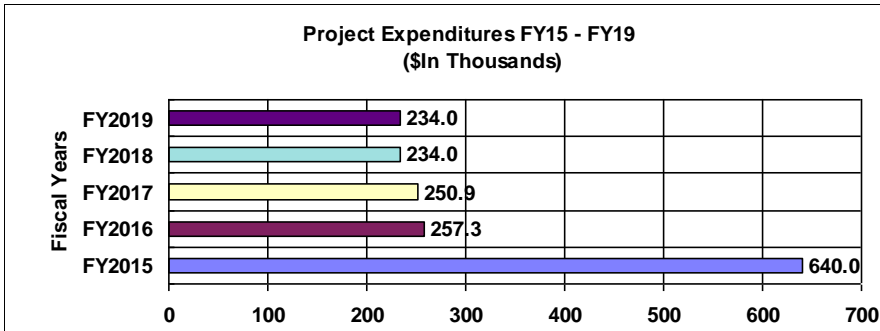
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

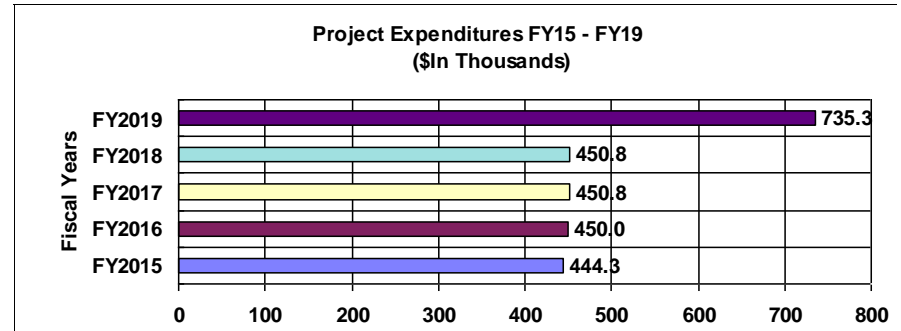
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31614 Upgr Aging Equipment - Server



Project Scope

This project encompasses various initiatives to upgrade/replace aging MARTA's server infrastructure to improve system availability, reliability, and integrity. Examples of project initiatives include the following: 1) Replace aging servers and related software/system applications. 2) Implementation of Enterprise Backup for data archival, backup, and recovery. 3) Upgrade of Active Directory which is essential to storing and organizing data on the network. 4) Deployment of Citrix solution to instantly deliver applications to users regardless of location.

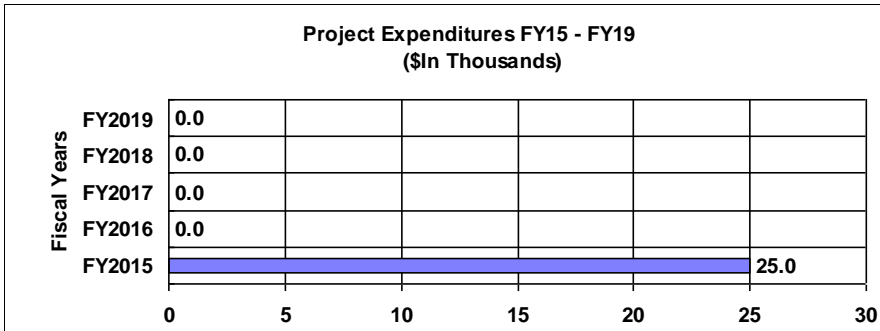
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

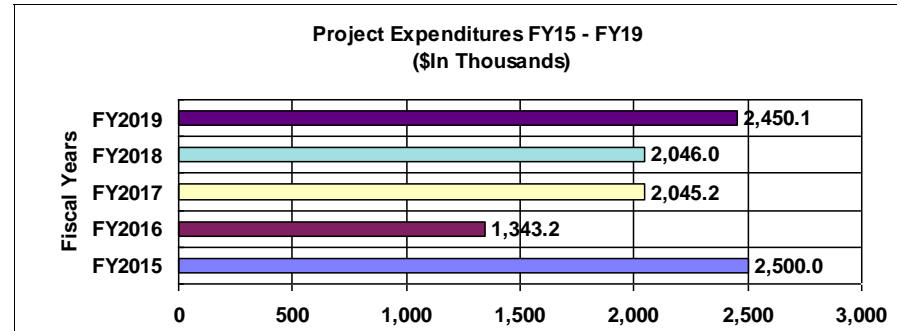
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31626 Upgr 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

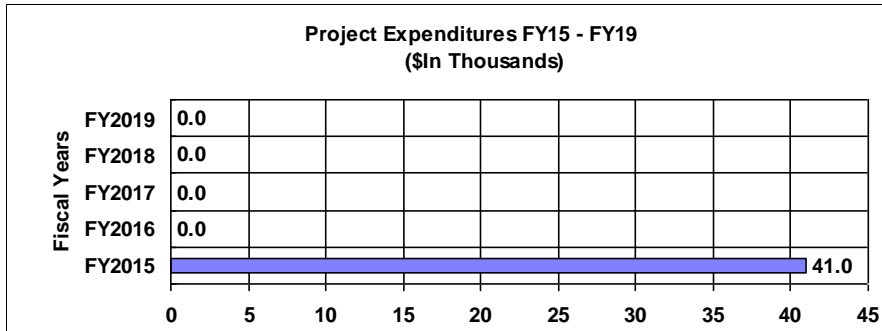
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31643 CNG Facility at Perry and Laredo



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.

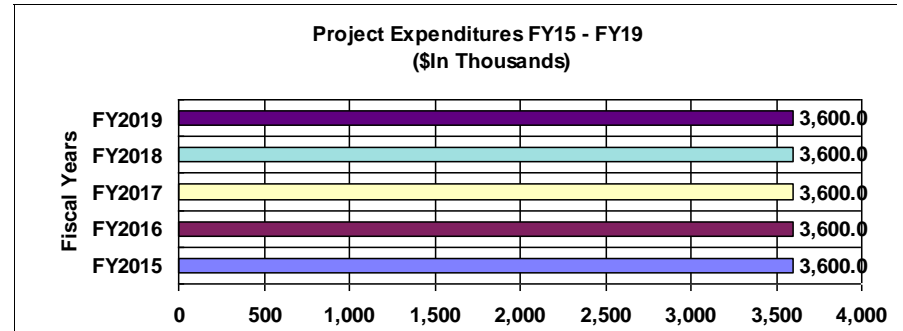
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31644 Can Tm Pg (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.

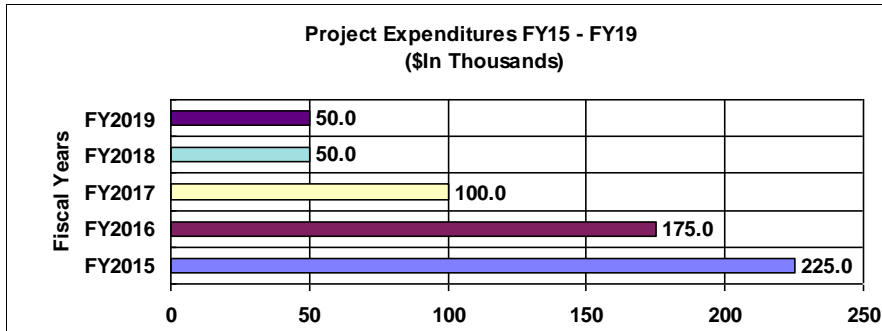
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

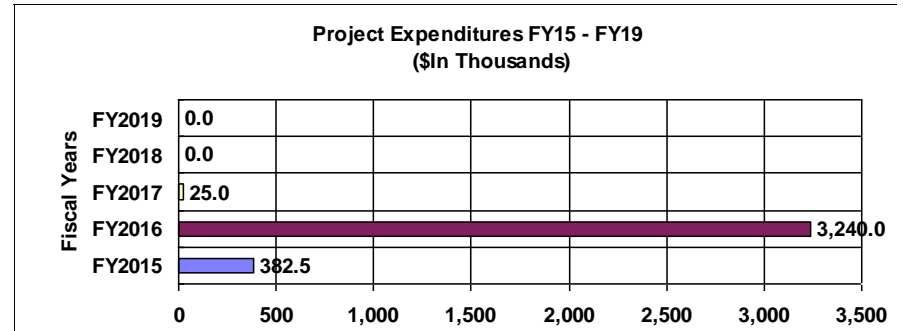
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

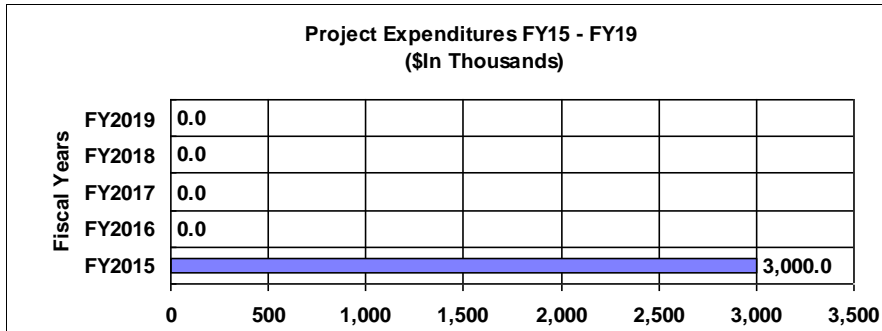
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

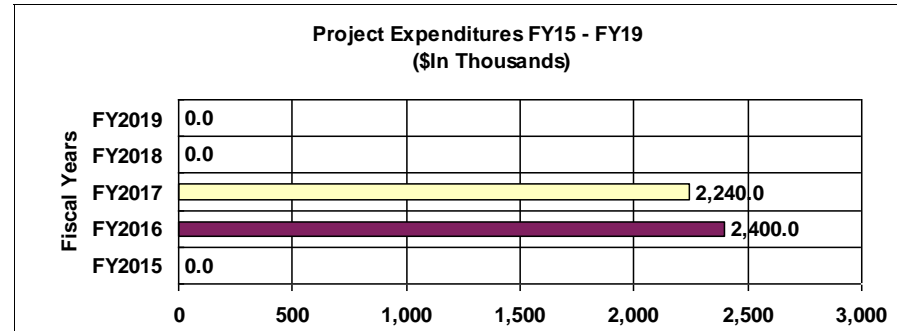
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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

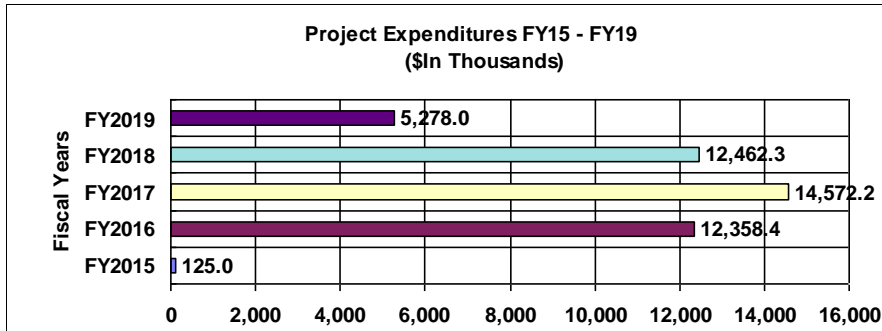
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

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).

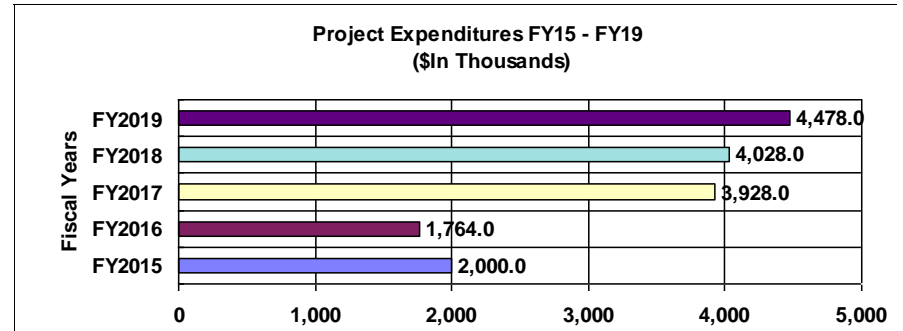
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31683 Auxillary Low Voltage Switchgear Replacement P



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.

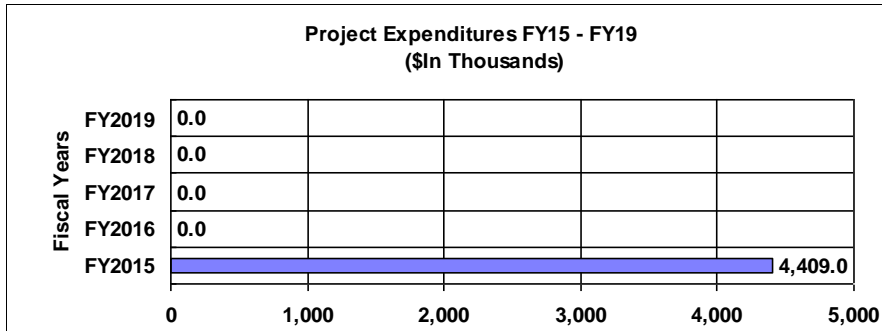
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

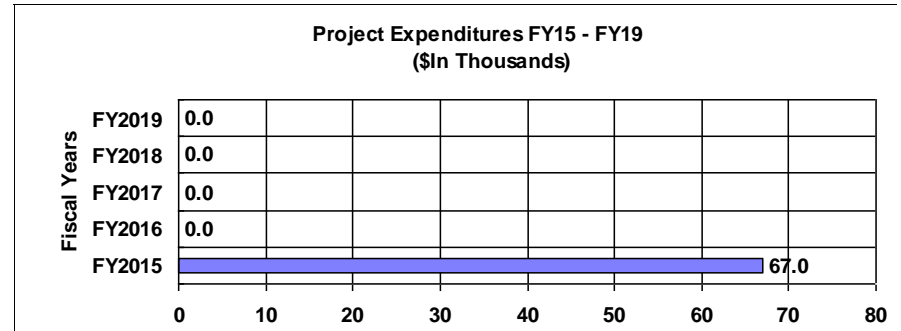
Operating Budget Impact

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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
633,410	633,410	633,410

31687 Replace 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

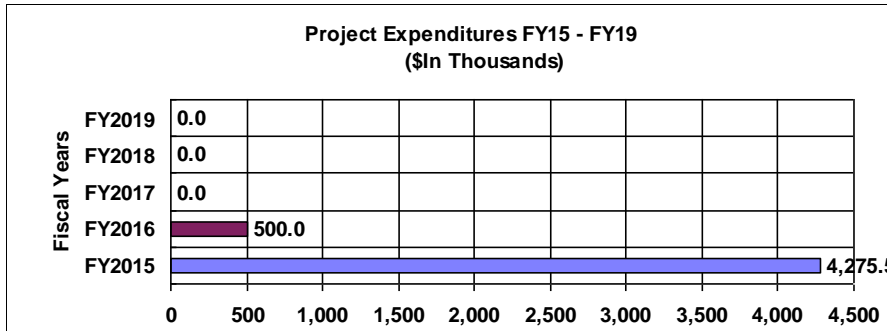
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31690 Loops-Interlockings Phs 2 and 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.

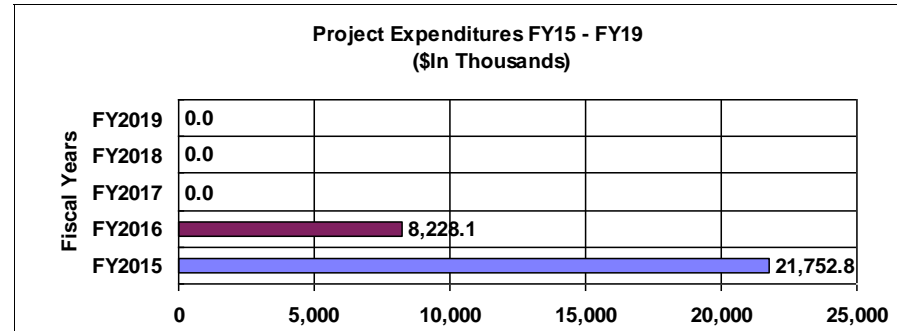
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

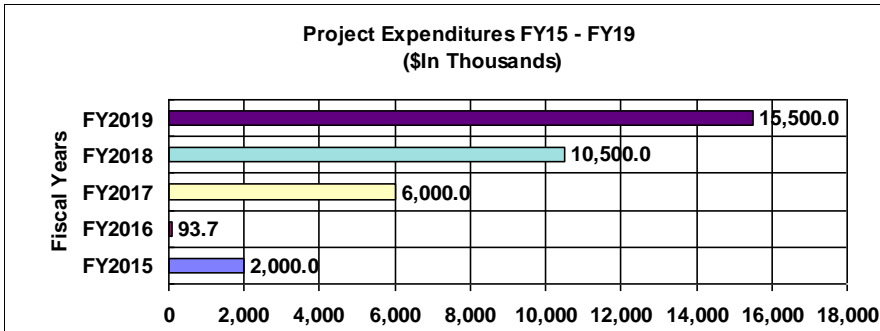
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31701 Track Switch Steel and X-Ties



Project Scope

This project will replace track steel and fasteners on the E-W line.

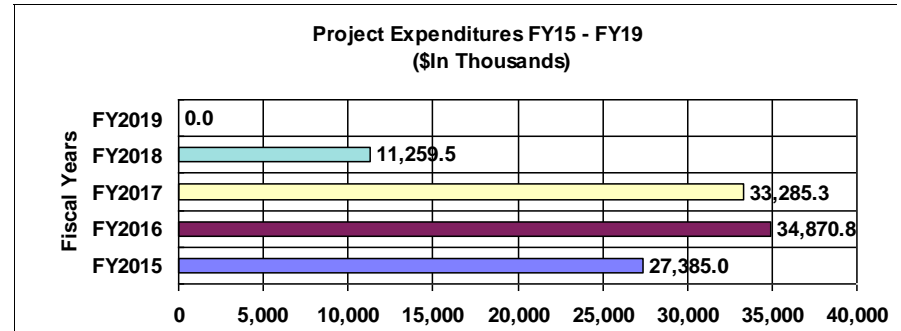
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

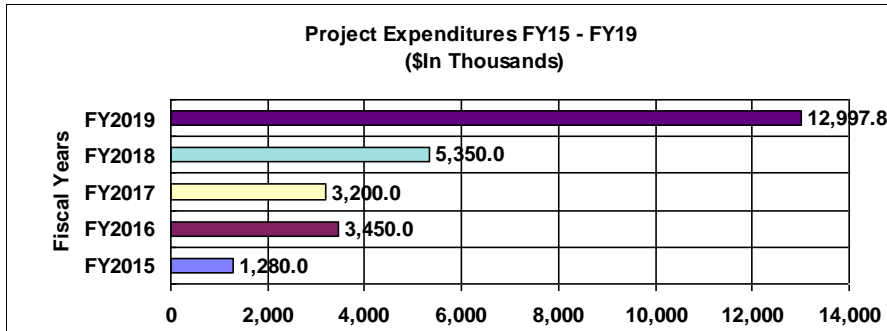
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31704 Traction Power Substation (TPSS) and Gap Brea



Project Scope

This project will develop a program approach for the replacement of all remaining Traction Power and Gap Breaker equipment.

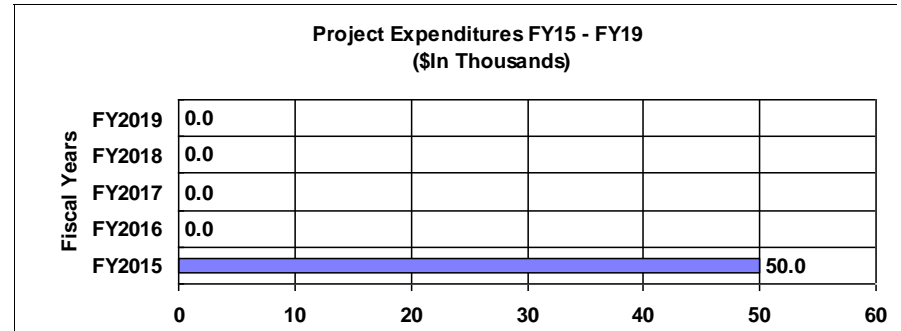
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

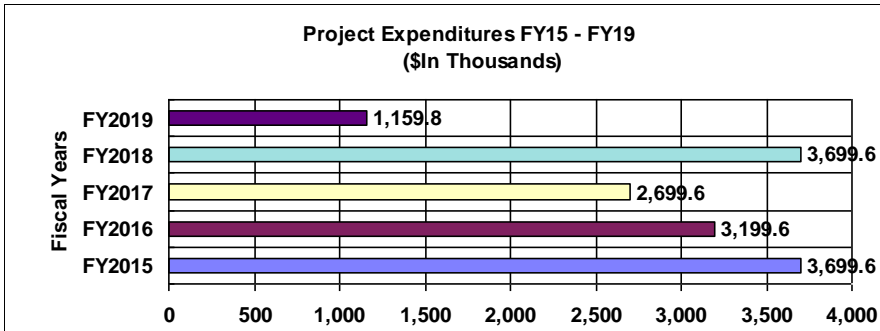
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

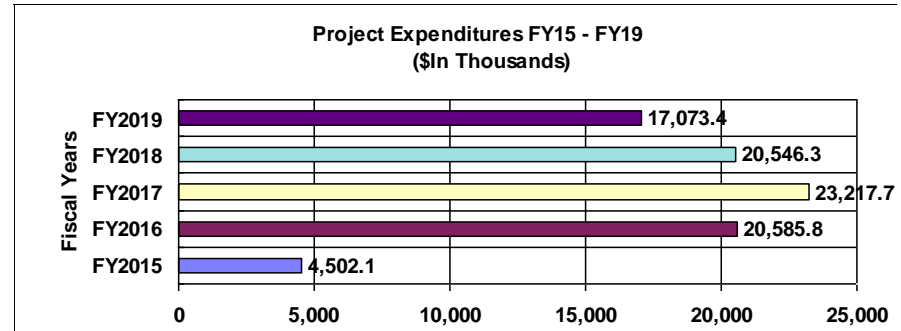
Operating Budget Impact

The yearly impact is comprised of: Salaries & Wages: \$325,000 for (5) additional employee due to the 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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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

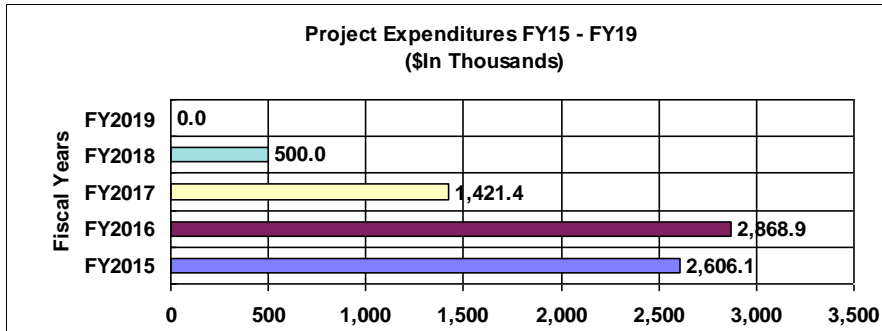
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31717 Clifton Corridor AA_EIS



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.

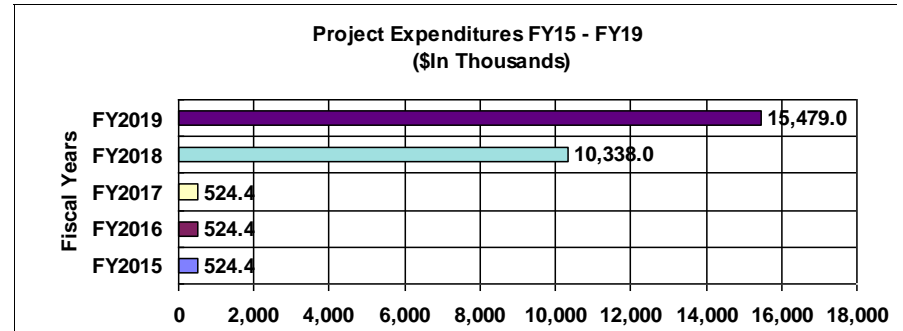
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31728 LCARE Program_ CQ312 Enhanced Program



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.

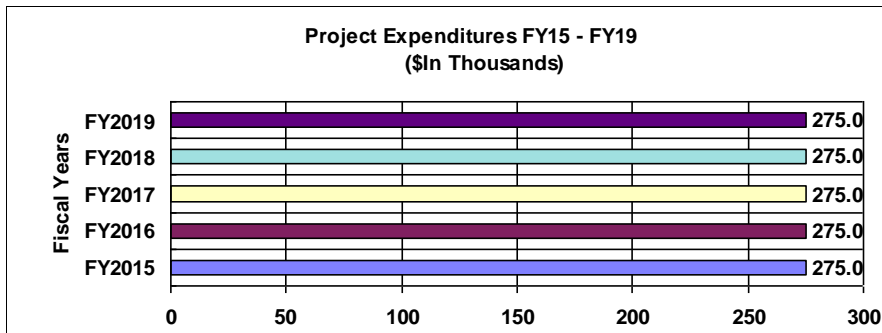
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31733 Data Center Renovation



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 hosed in the new racks. This configuration will accommodate 3 to 4 years growth until a long term solution is established.

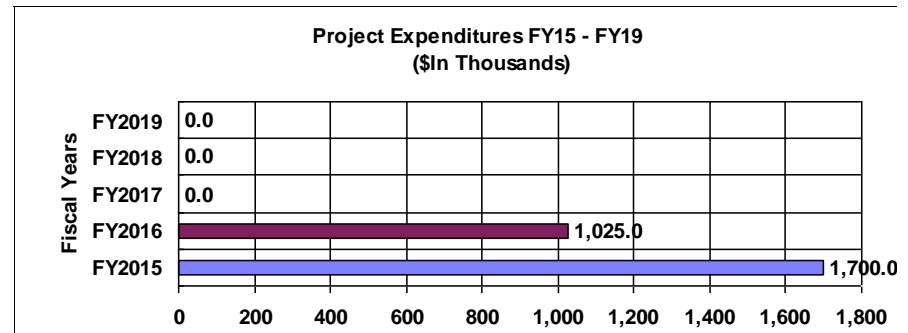
Operating Budget Impact

These costs are for maintaining the Datacenter infrastructure equipment such as CRAC units, etc.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
26,745	26,745	26,745

31734 Rail Supervisor Booths



Project Scope

This project will replace deteriorated rail supervisor booths at Indian Creek, Doraville, and Airport Stations. Breakroom will be included at Airport and Indian Creek Stations. A breakroom at Bankhead Station, if physically possible, will be funded under this project number. The project also includes the construction of the Doraville Rail Vehicle Cleaning Facility on the platform at Doraville Station.

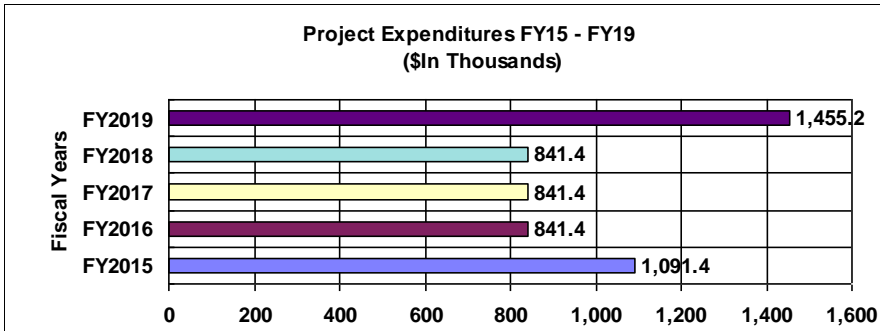
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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, this project will provide training to the end users and technical staff for the use of the Curator system.

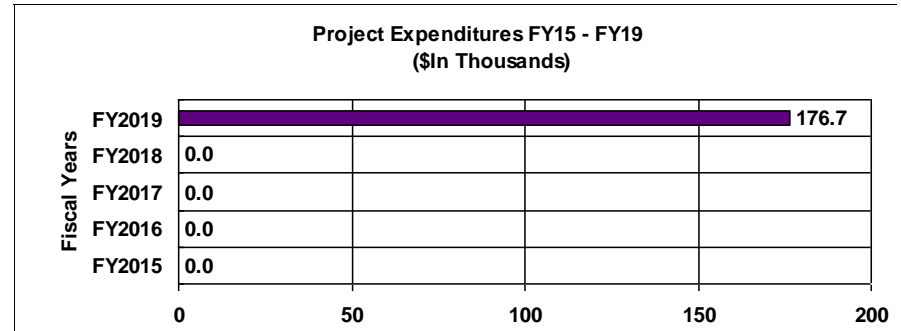
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

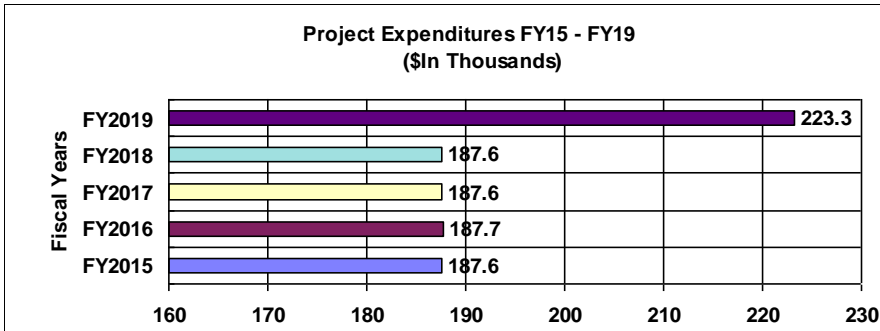
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31741 Environmental Greening Initiative



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.

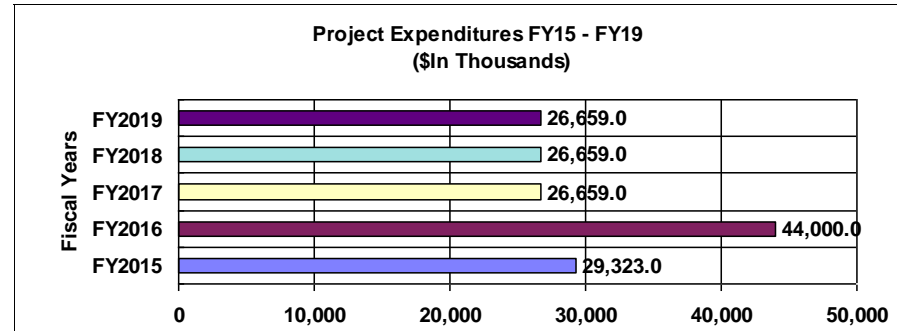
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31748 Bus Replacement Program



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

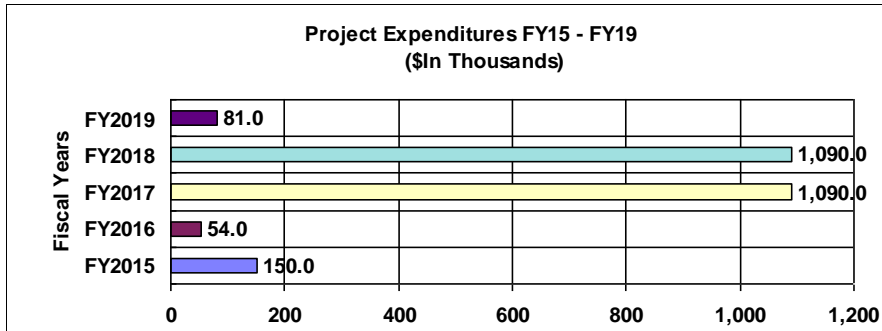
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31811 Girder Grout and 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.

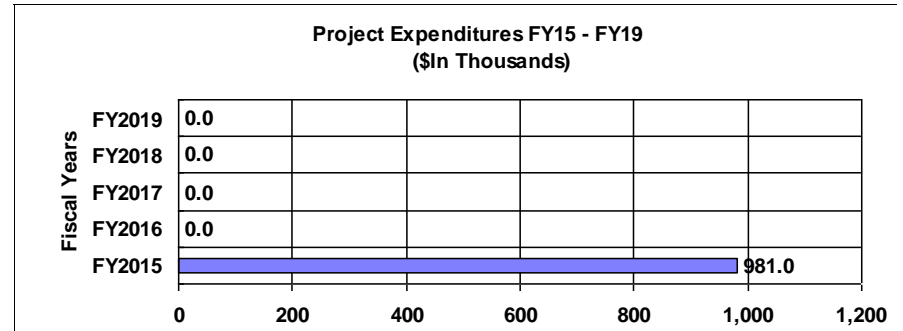
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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

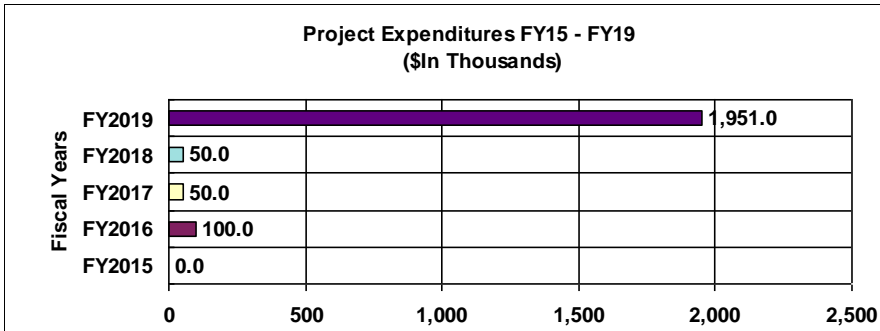
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

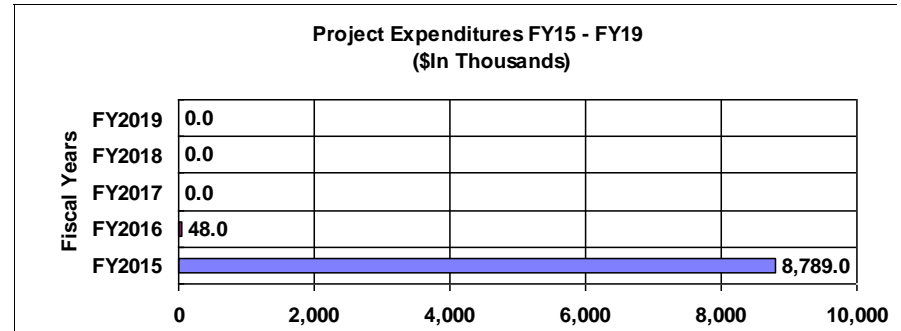
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31833 Replace Running Rail and Yard 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.

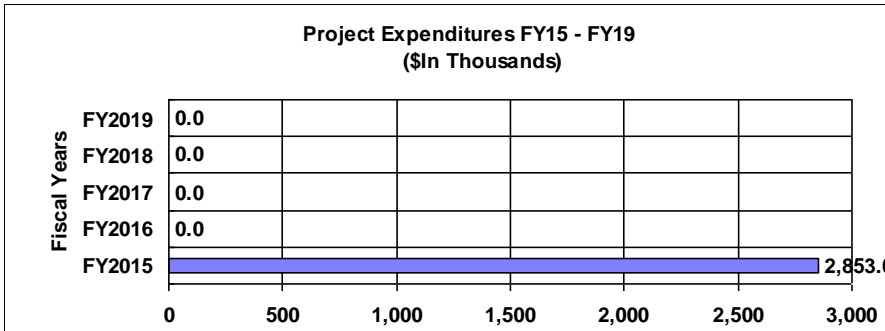
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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 the 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 it will be the first priority. The MARTA northeast/south line incorporates 300 of the modules and it 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.

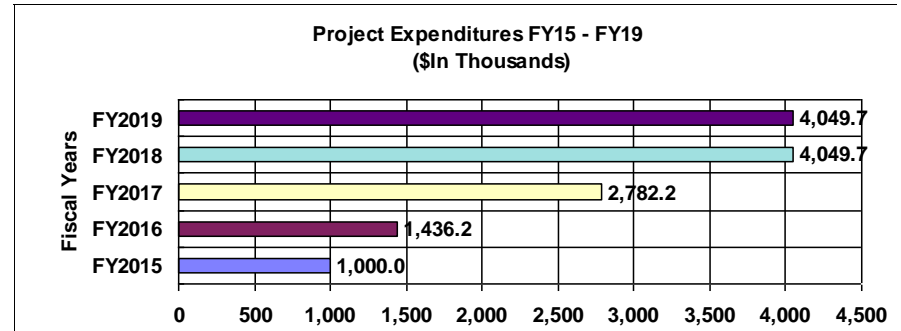
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31853 ETS Gr 4 Northeast



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.

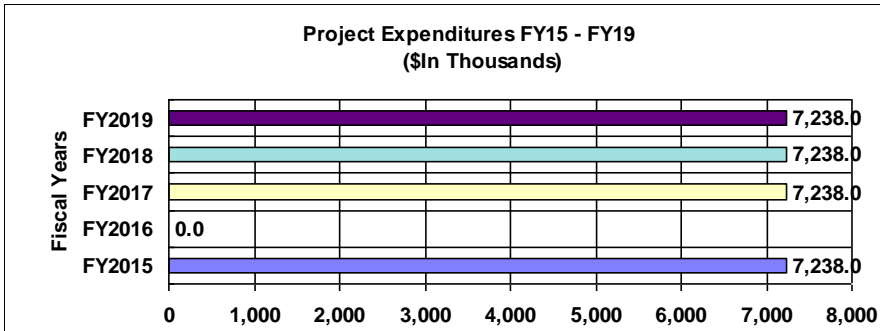
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31888 Paratransit Van Replacement



Project Scope

The scope of this project is to replace aging Mobility fleet.

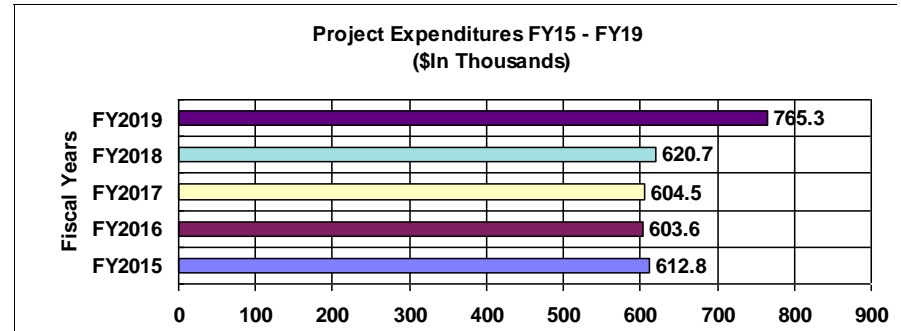
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31893 Upgr 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.

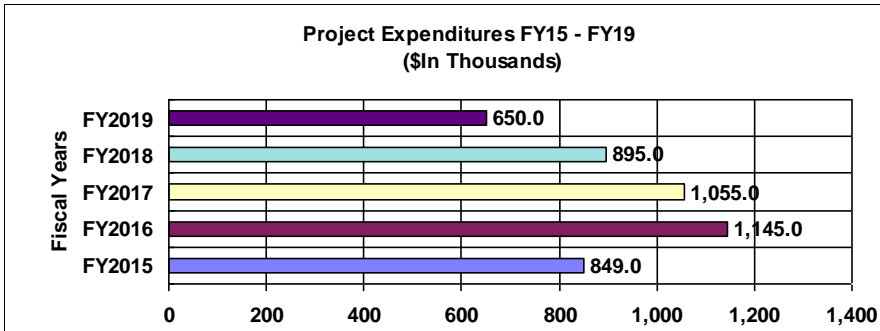
Operating Budget Impact

The annual costs are for Cisco Maintenance/Technical Support for Network and Data communication hardware and software.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
41,860	41,860	41,860

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.

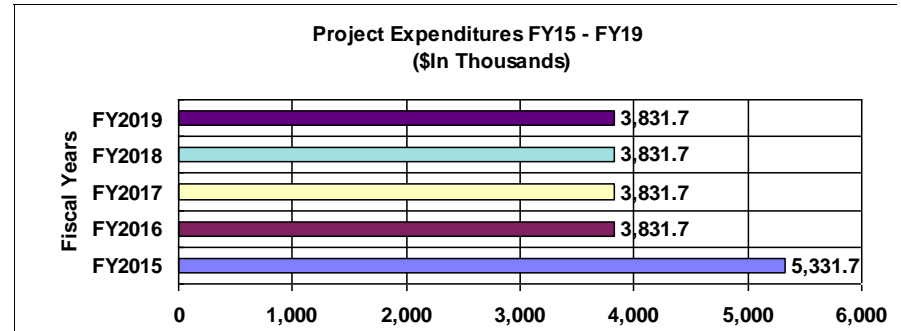
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31904 Research Analysis



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.

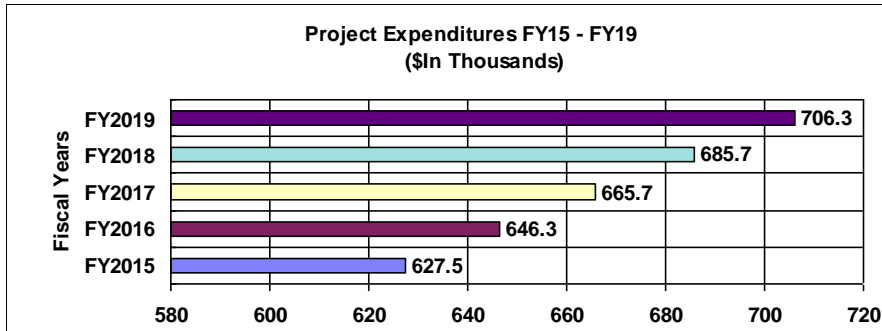
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

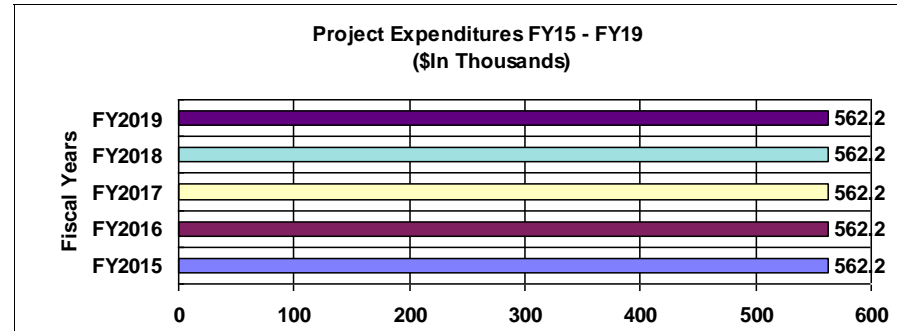
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

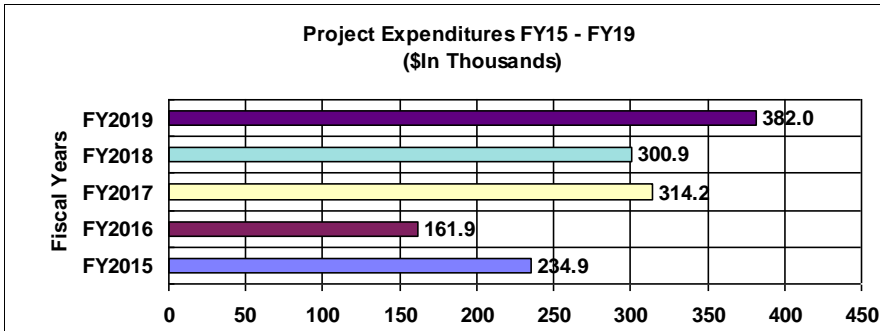
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

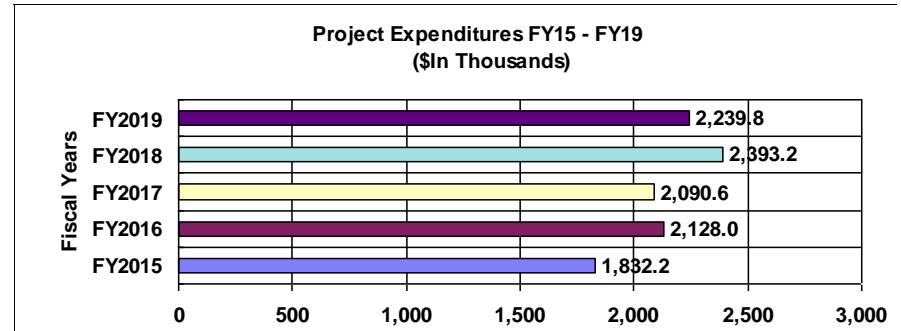
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31926 Rail Car Mod Program



Project Scope

This project will provide for the configuration management of the fleet of CQ312 rail cars.

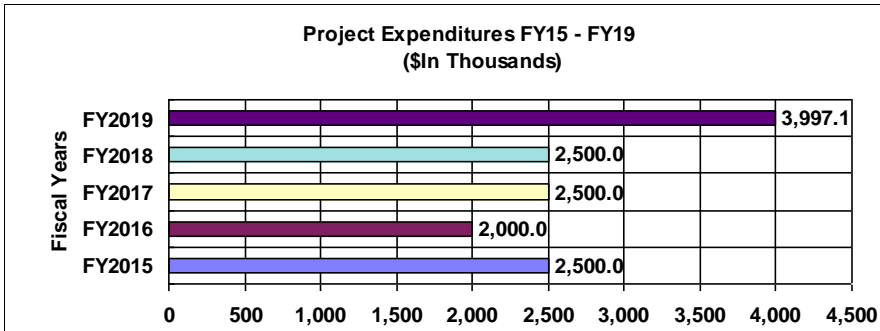
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

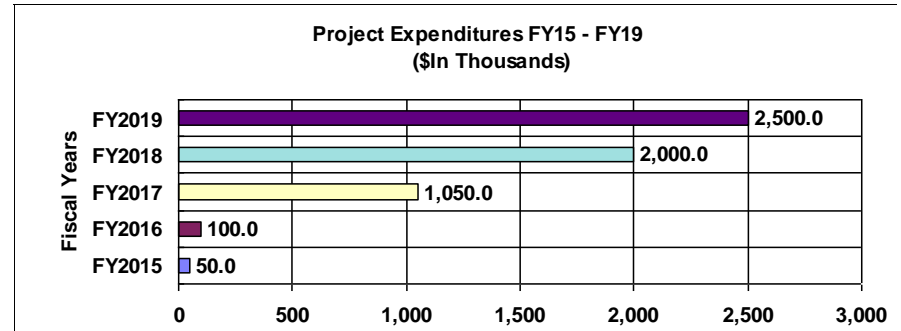
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31934 Replace 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.

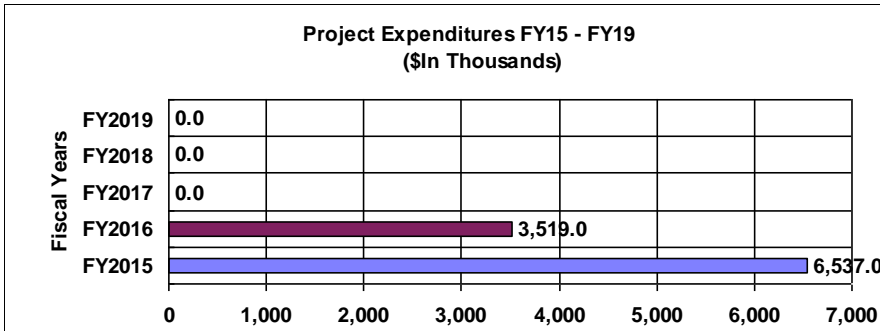
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31936 CCTV System Expansion



Project Scope

The scope of this project is to expand the CCTV infrastructure to all facilities with existing CCTV functionality; Migrates existing CCTV cameras from silo systems to the Omnicast CCTV network; Adds cameras located at escalators, elevators, tunnel portals, rail yards/end of line stations, remote Train Control Rooms, infrastructure protection at high density stations.

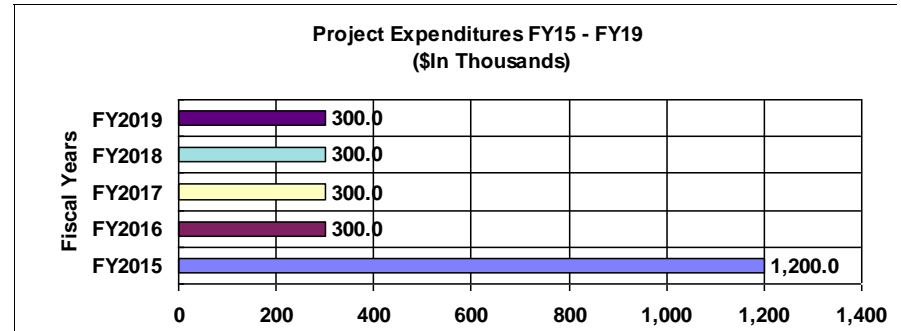
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31939 Security Training and Awareness



Project Scope

This project is for training activities related to security, both specific to MARTA Police Services and also Authority-wide.

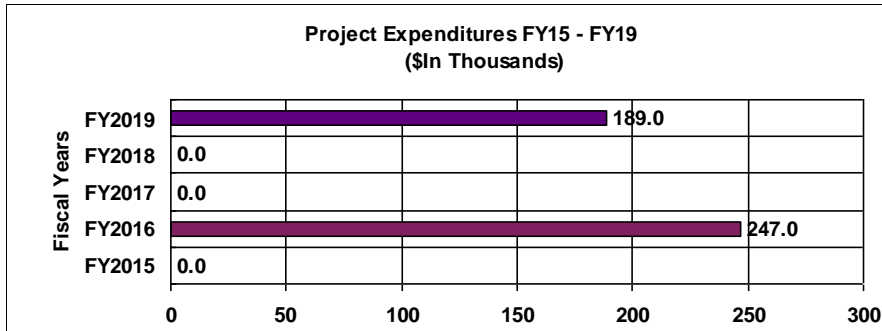
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31956 Train Wash Replacement



Project Scope

This project involves capital improvements to the existing Avondale Yard and Armour Yard for providing train wash units at each location based upon train wash needs to be identified in the planning phase. The following are potential considerations at these locations: Avondale: 1) Review and determine status of existing train wash enclosure; 2) Replace train wash system in its general current location Armour Yard; 3) Remove/reconfigure existing train wash system in its existing location.

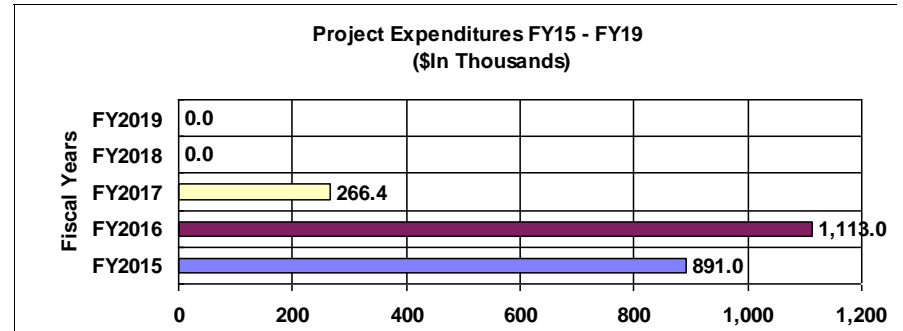
Operating Budget Impact

Maintenance - \$83,000 for 1st year up to \$108,000 in year 5.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
83,000	83,000	83,000

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.

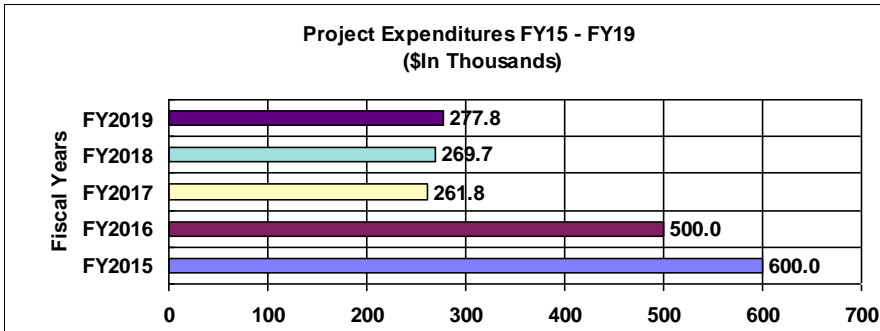
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

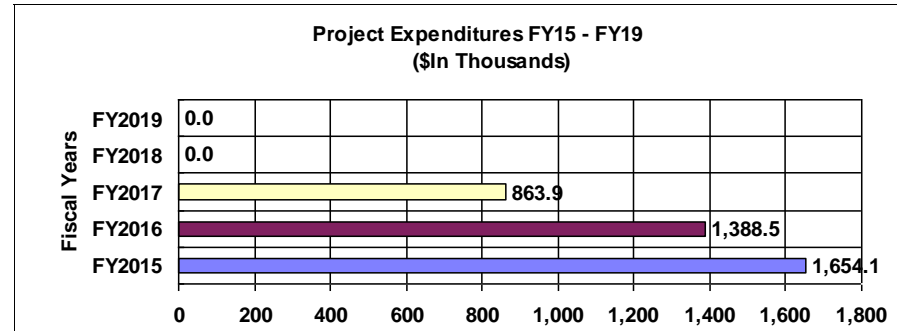
Operating Budget Impact

The savings result from additional revenue from retail concessions.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
-650,000	-650,000	-650,000

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

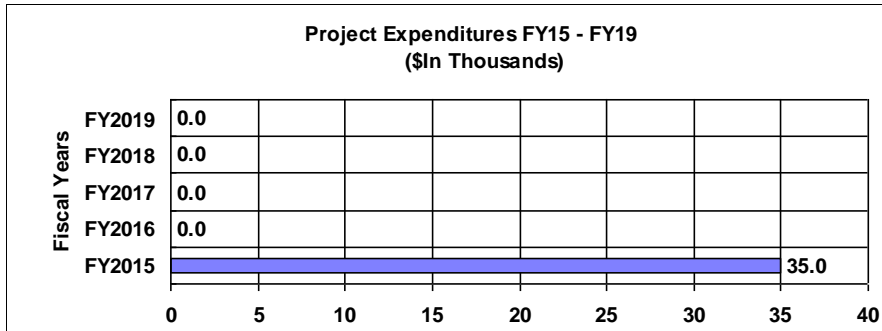
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31969 Lighting Controls Upgrade



Project Scope

The purpose of the project is to upgrade the station Lighting controls for thirty-eight Rail Stations.

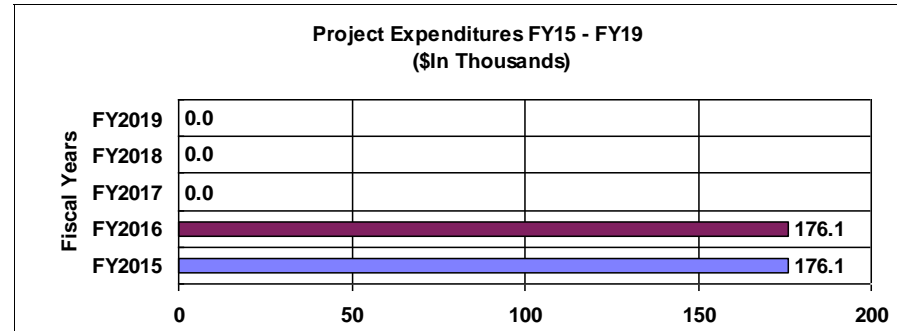
Operating Budget Impact

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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
-942,750	-942,750	-942,750

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).

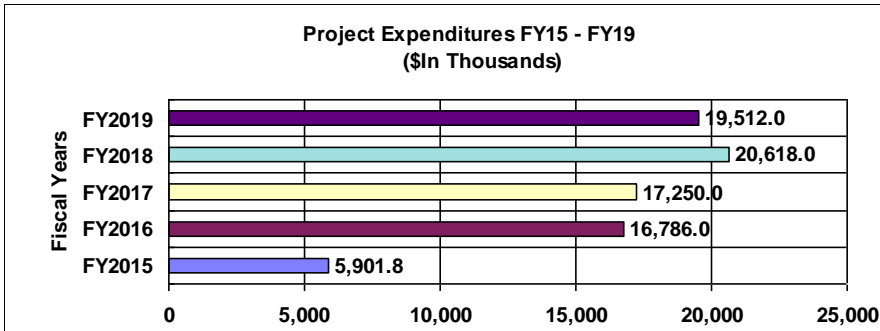
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31977 Tunnel Ventilation System Rehabilitation and Up



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.

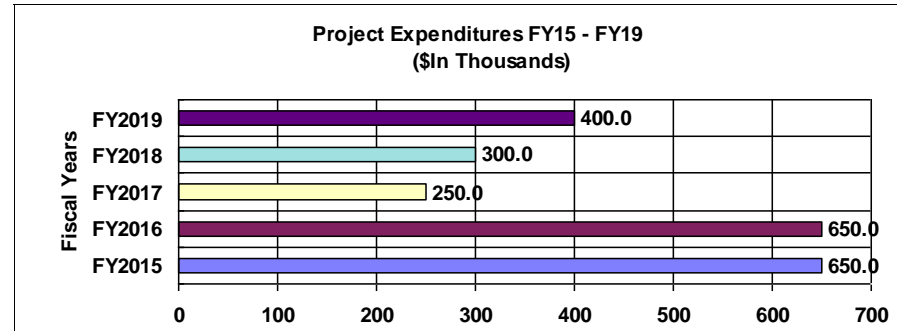
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31978 Structural Assess and 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.

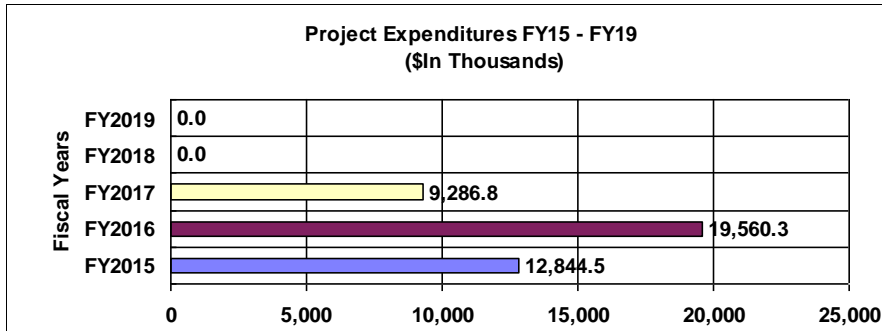
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

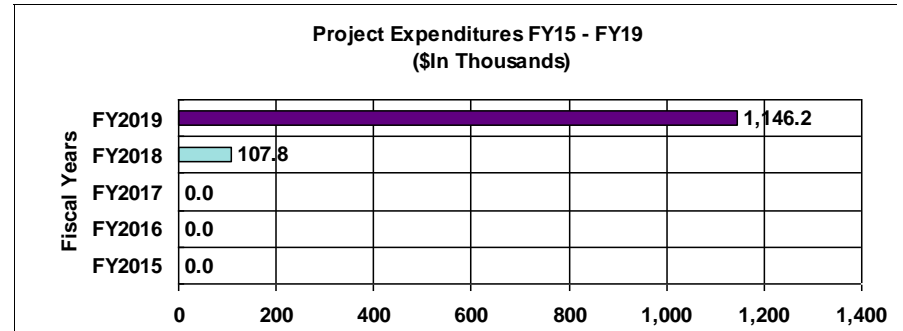
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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

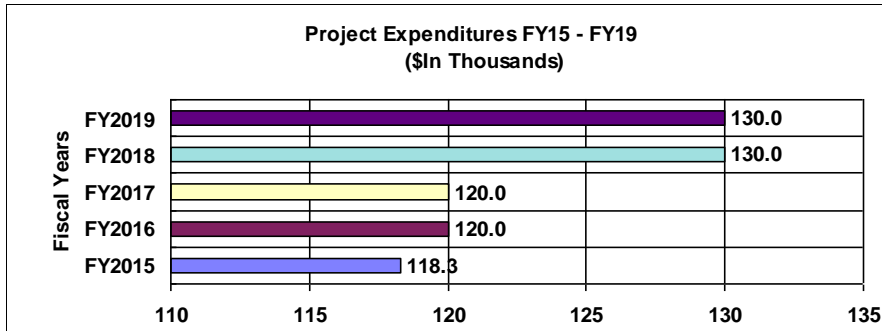
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

31991 Oracle Applications Compl Upgr



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

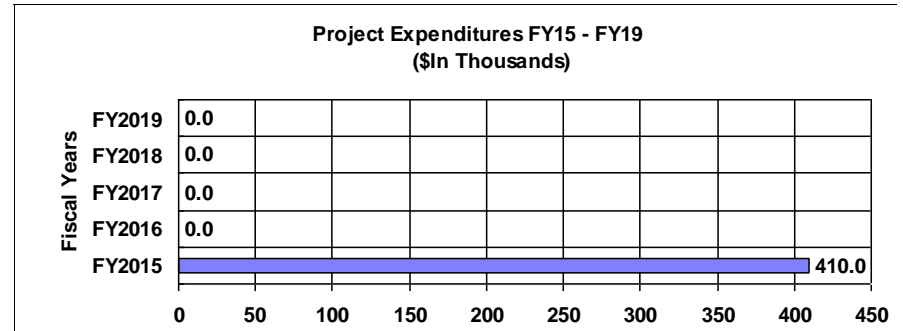
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31992 Enterprise Applications Security Management



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.

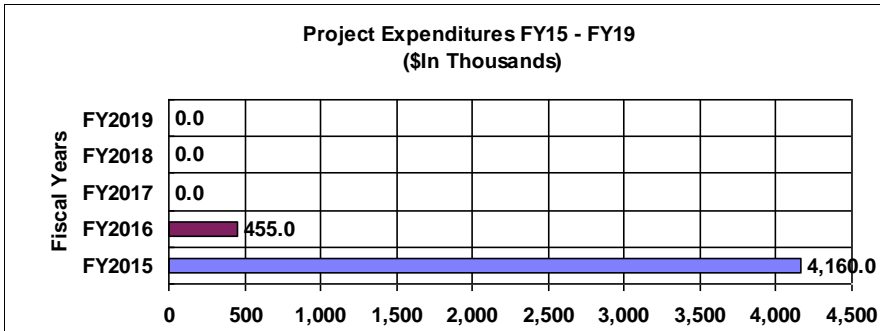
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

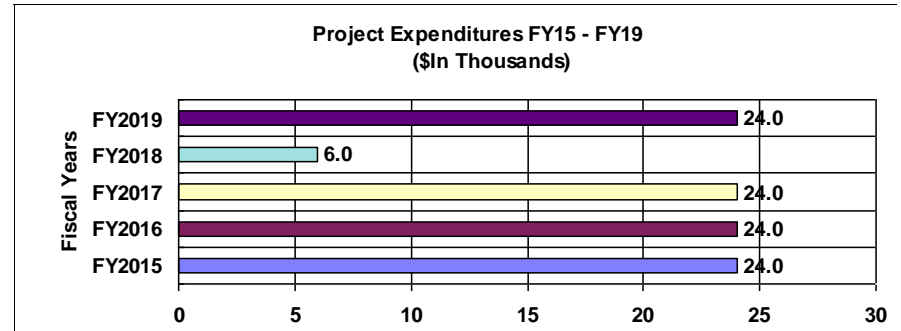
Operating Budget Impact

By automating the controlled parking locations, MARTA will eliminate approximately \$1,500,000 annually in labor cost. In addition MARTA will generate approximately \$500,000 annually in parking revenue from the Operator.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
-2,000,000	-2,000,000	-2,000,000

31995 Purchase 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.

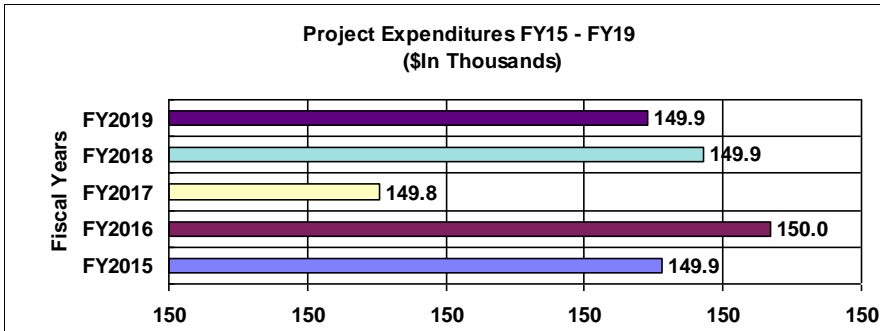
Operating Budget Impact

These costs cover hardware and software maintenance for File Integrity Monitor and HSM (Hardware Security Modules).

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

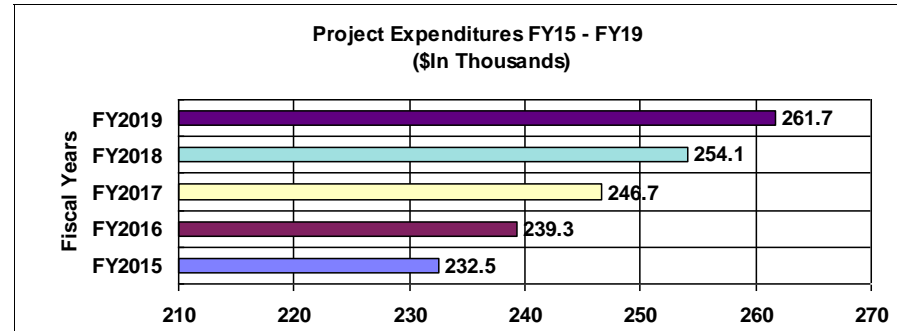
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

31997 Regional Service Plan and 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.

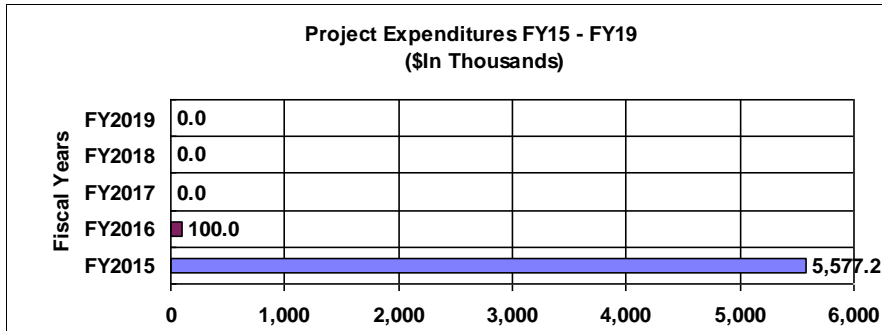
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

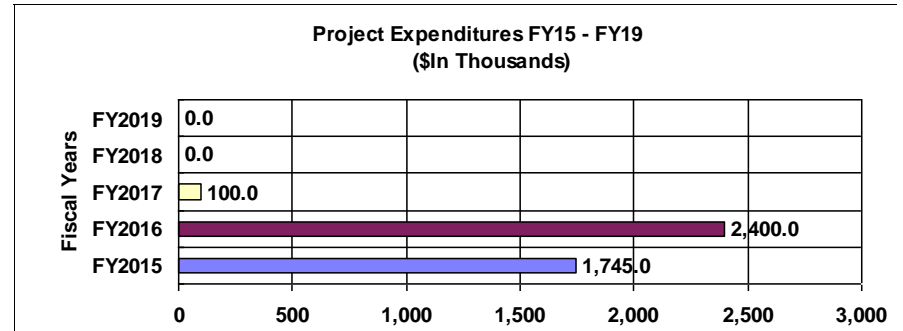
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

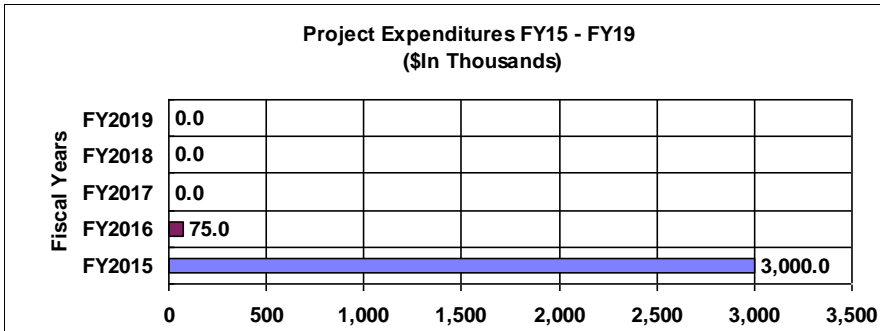
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32060 TPSS SS1 Equipment Rplcment



Project Scope

This project provides for Traction Power Substation (TPSS) SS1 Equipment replacement.

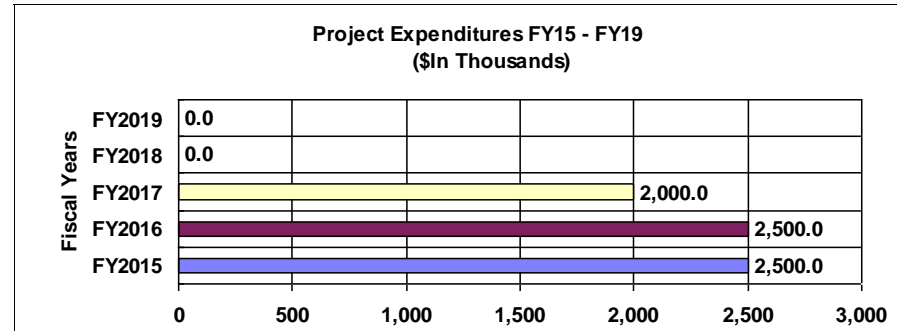
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

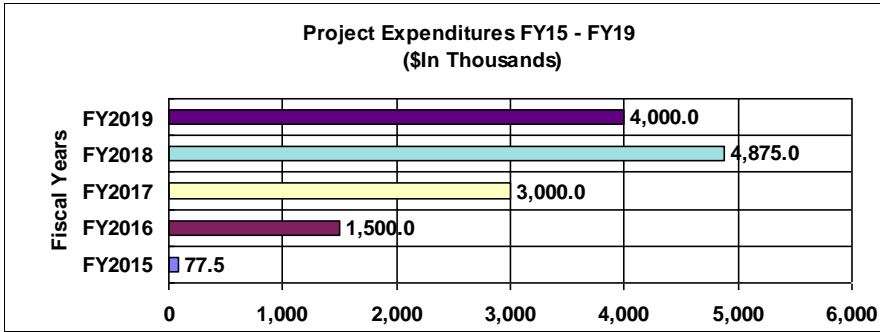
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

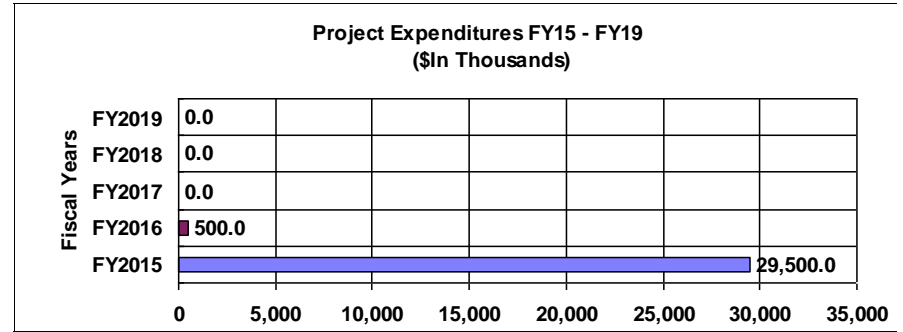
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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 building; Remove and dispose environmentally contaminated soil.

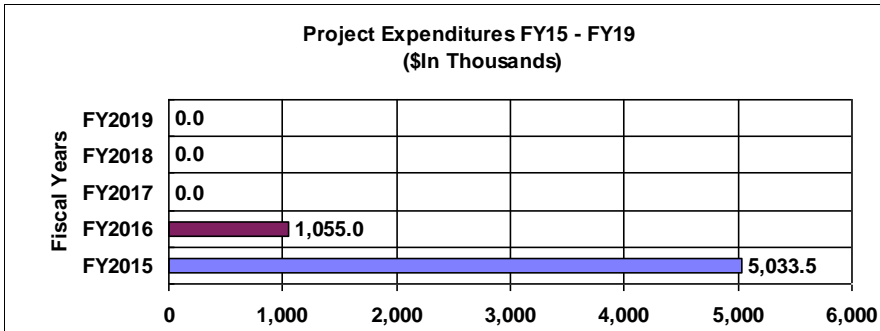
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

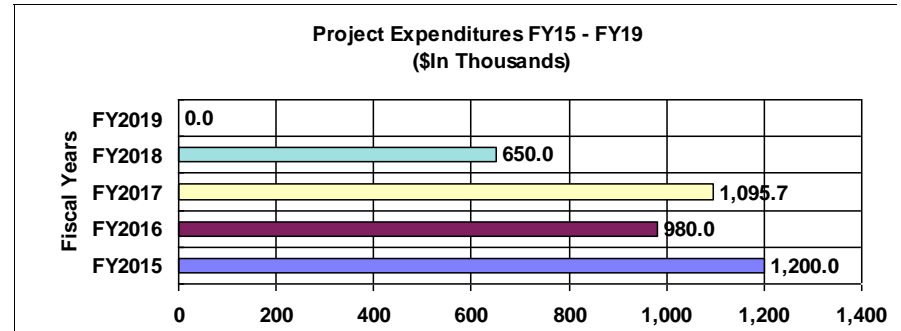
Operating Budget Impact

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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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

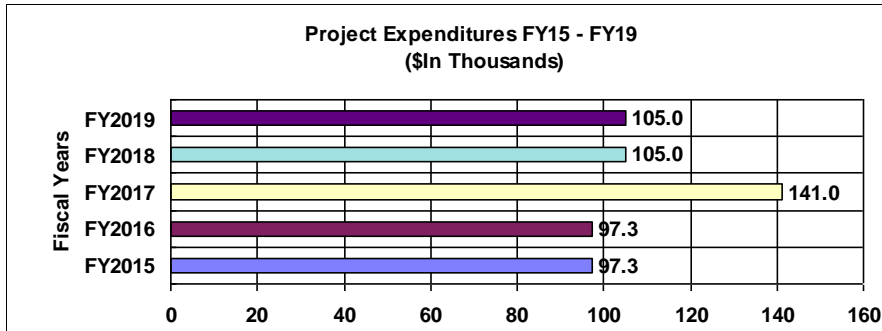
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

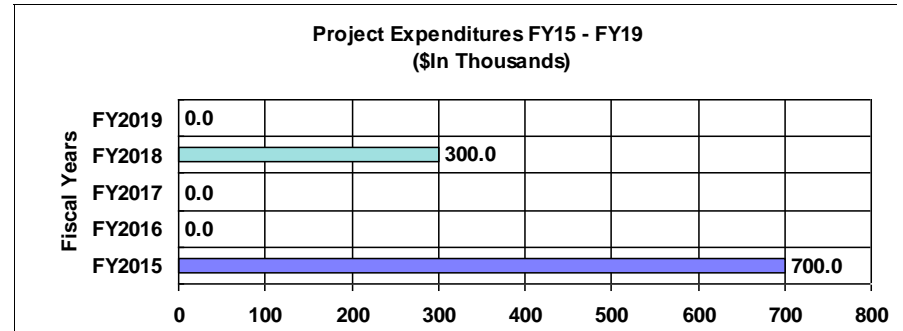
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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

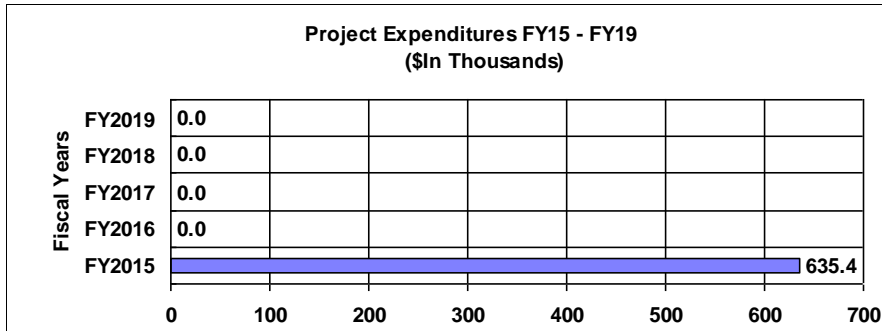
It will be an increase in the operating costs for the new applications Bus Stop Maintenance and Blockbuster in FY15, FY16 and FY17. Estimated amount is \$53,000/year.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
53,000	53,000	53,000

APPROVED PROJECT DETAIL

32079 Oracle Sourcing



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.

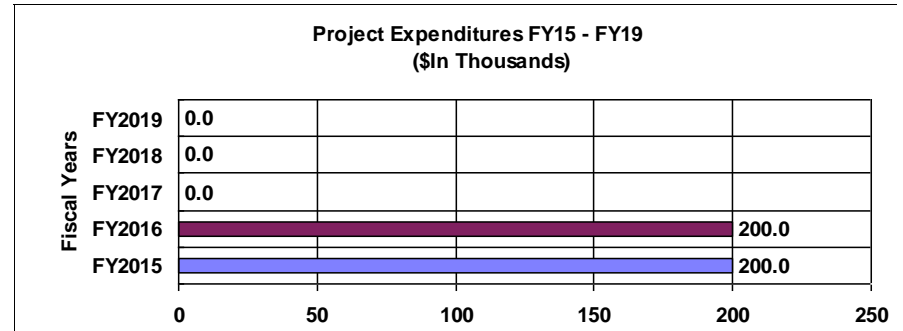
Operating Budget Impact

These costs are for software license maintenance.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
157,332	157,332	157,332

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.

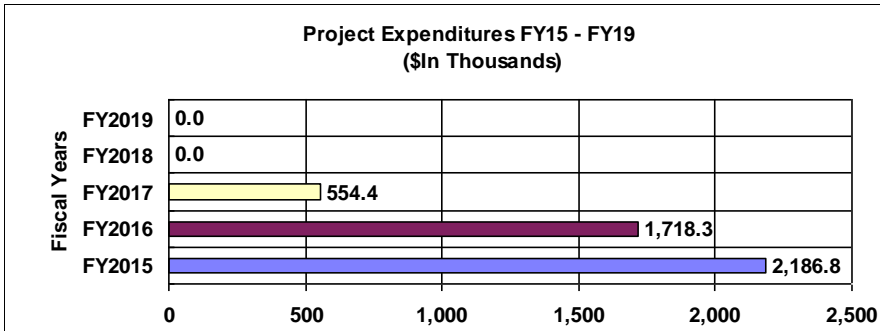
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32084 GA 400 Corridor AA_EIS



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.

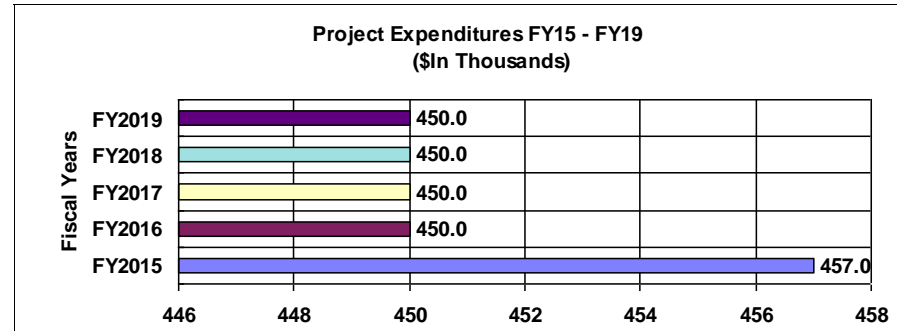
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

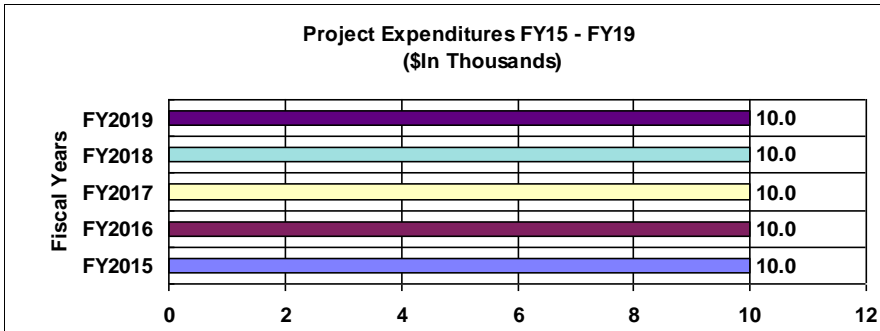
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

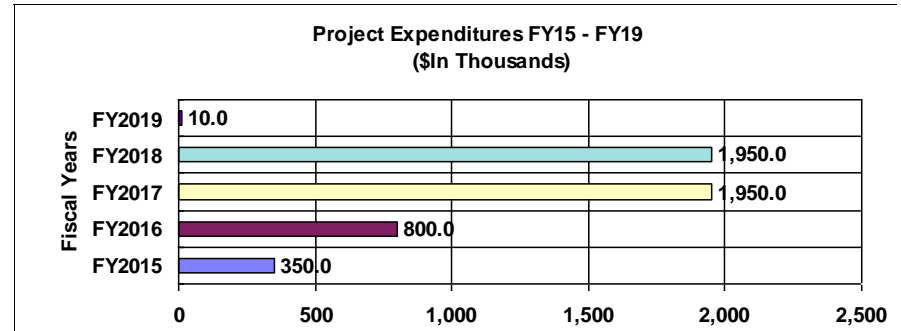
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

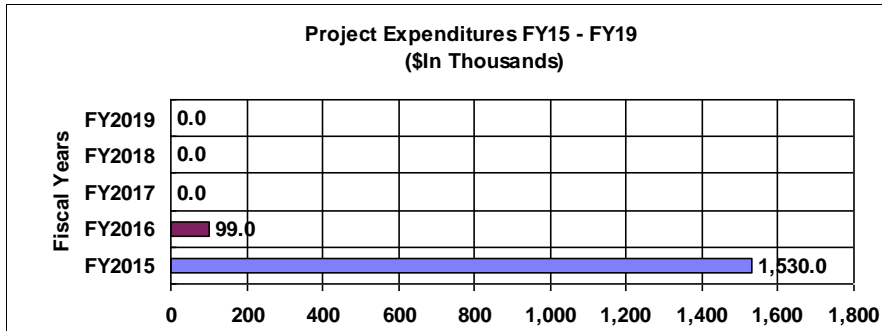
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

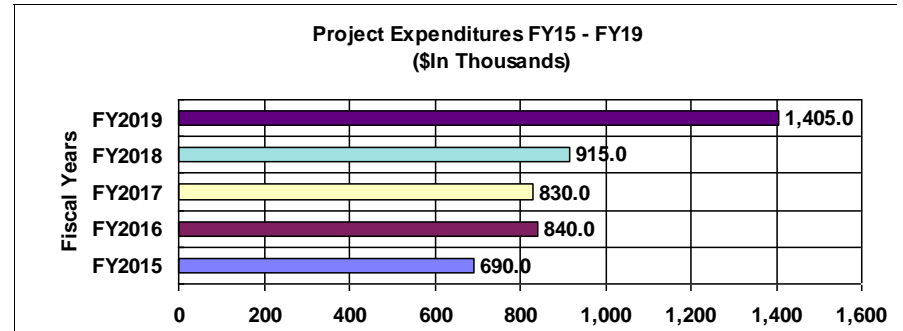
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

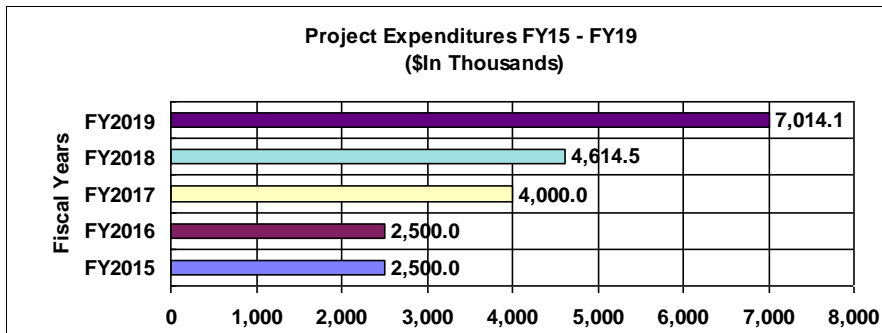
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32097 Escalators Rehabilitation



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.

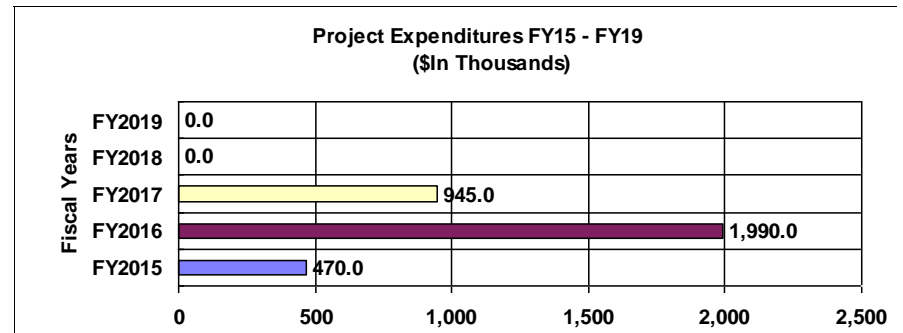
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

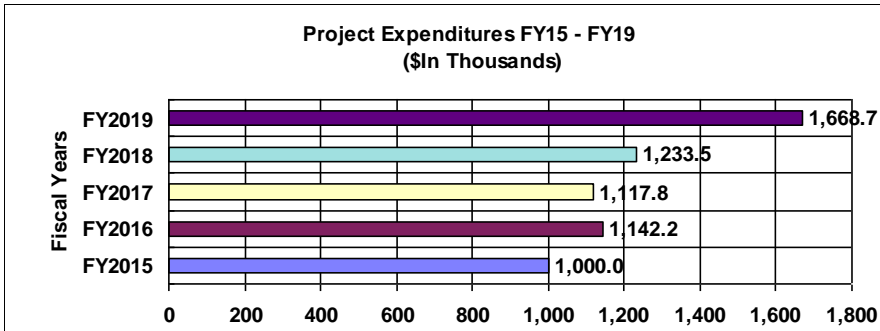
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

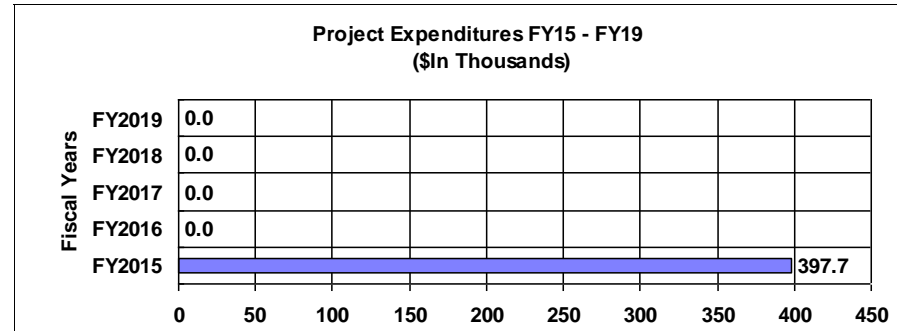
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32102 Merchant Services



Project Scope

MARTA will execute a merchant services agreement with a merchant credit and debit card processor for the purpose of providing transaction processing to include credit cards, PIN-based debit and signature-based debit cards. The project will support the technical specifications required to configure network connections and system changes as needed at MARTA’s primary and secondary Data Centers where credit/debit payment processing traffic is transmitted to the merchant for payment.

Operating Budget Impact

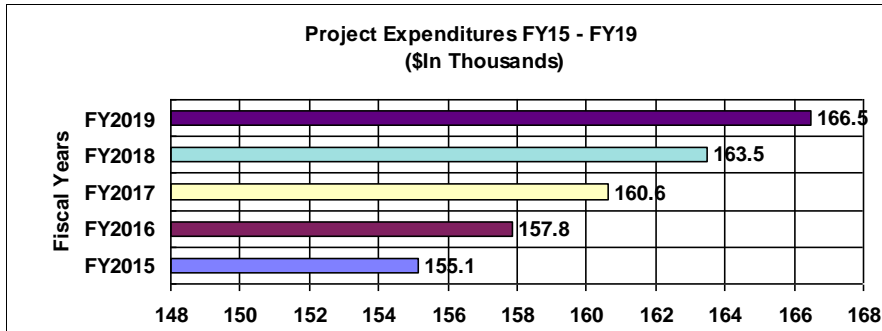
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

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.

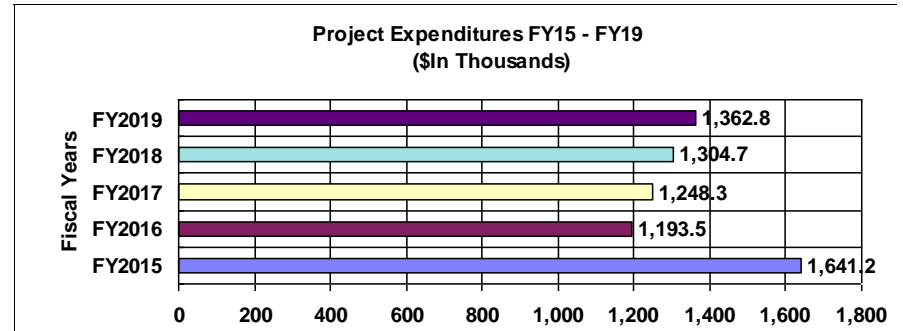
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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 2015 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

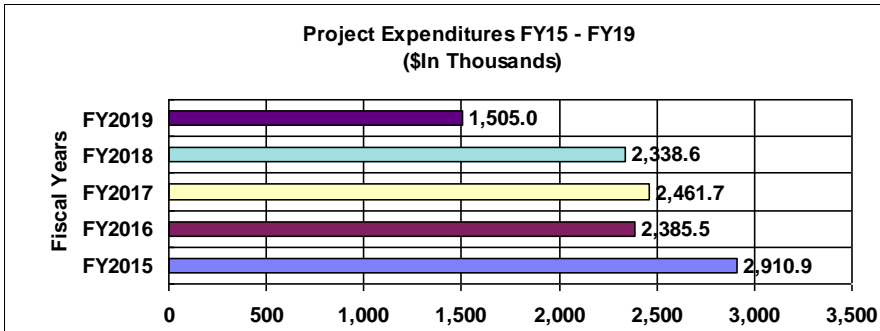
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

32106 Project Delivery and Project Controls Improve



Project Scope

The scope of this project is to improve project control and delivery in a phased approach.

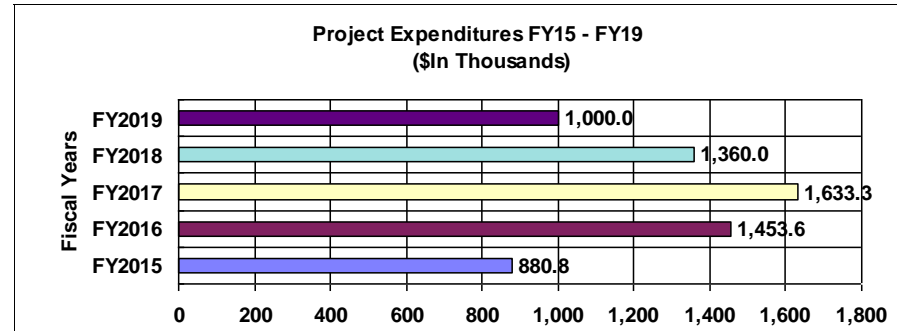
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

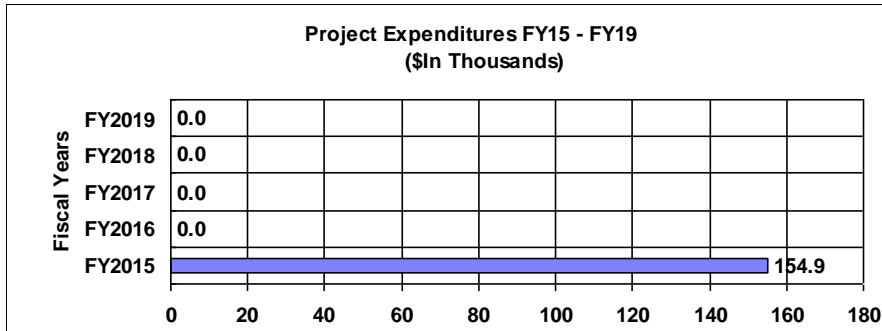
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

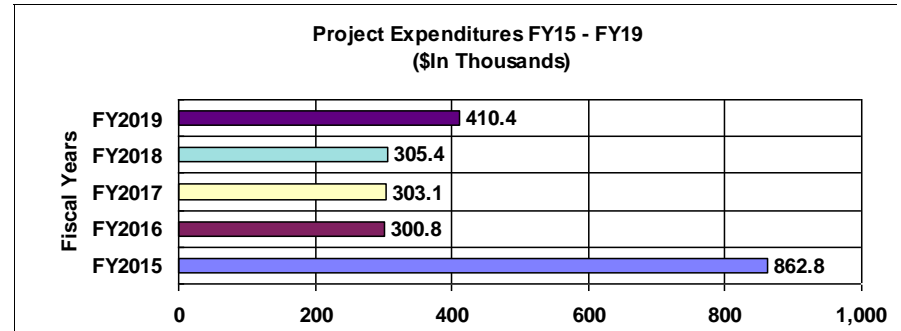
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

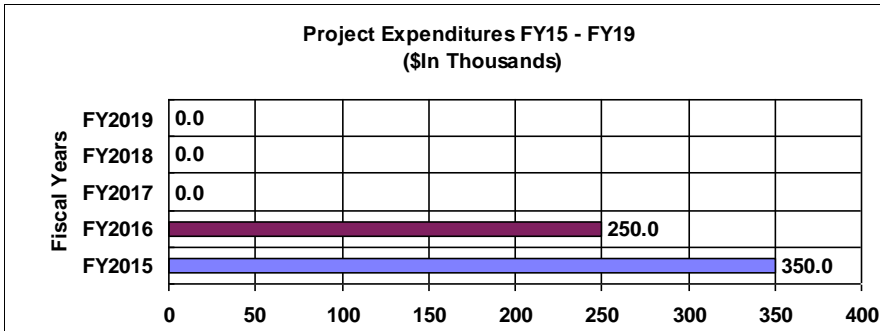
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32117 Asset Management Phase II



Project Scope

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 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. □

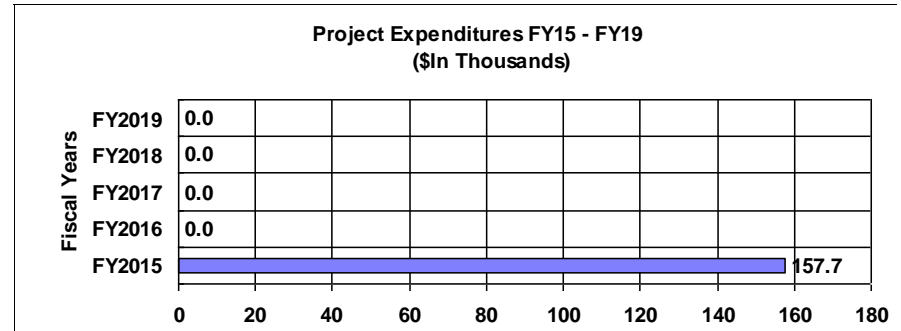
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32119 Enterprise Wireless LAN Expansion



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.

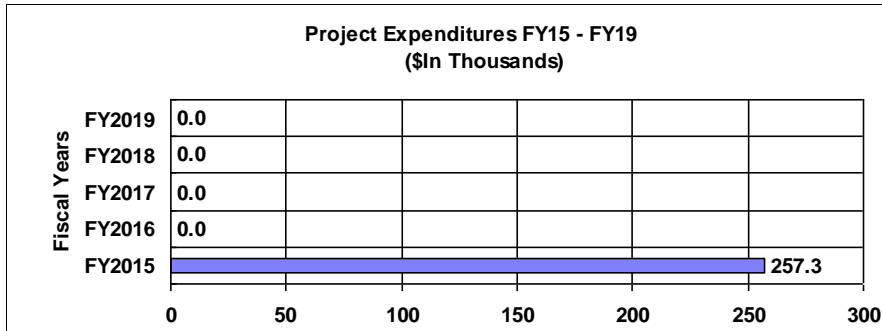
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32121 Armour Yard Vehicle Maintenance Facility Ventil



Project Scope

This project provides for the installation of High Volume Low Speed Ceiling Fans in the Roofing system to promote the movement of air throughout the shop floor.

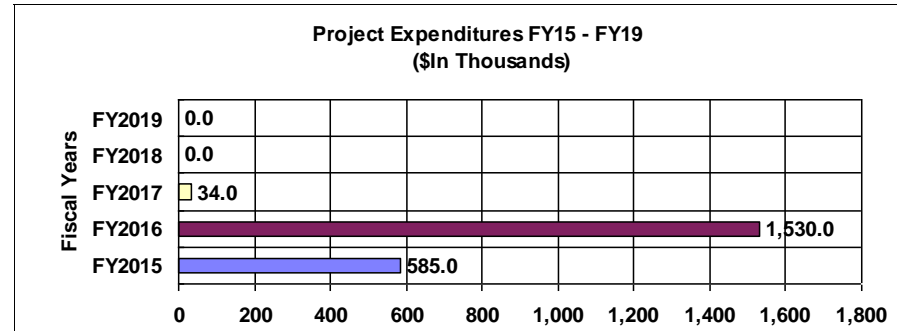
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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.

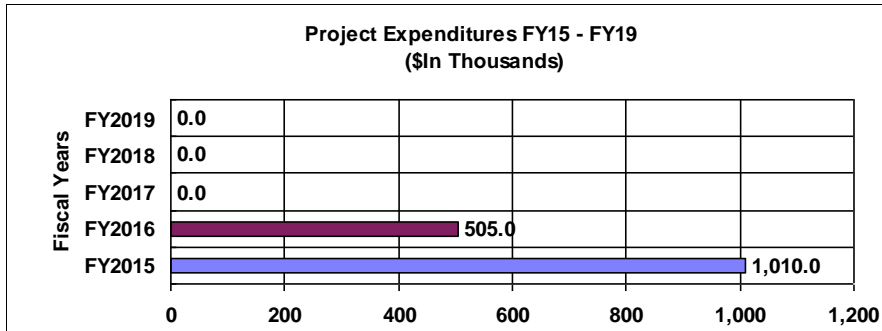
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32123 HQ Annex Renovations



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.

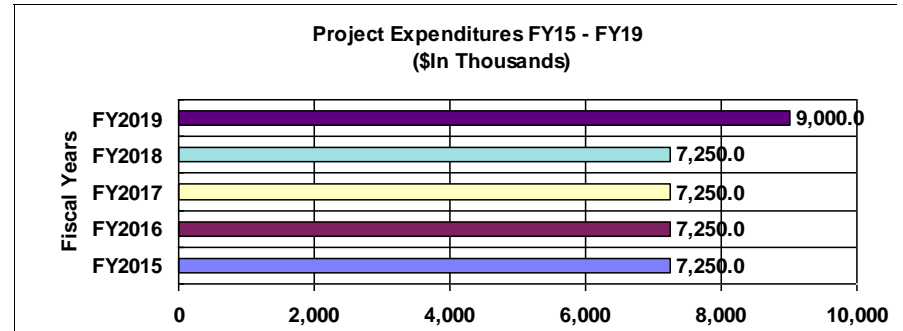
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
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

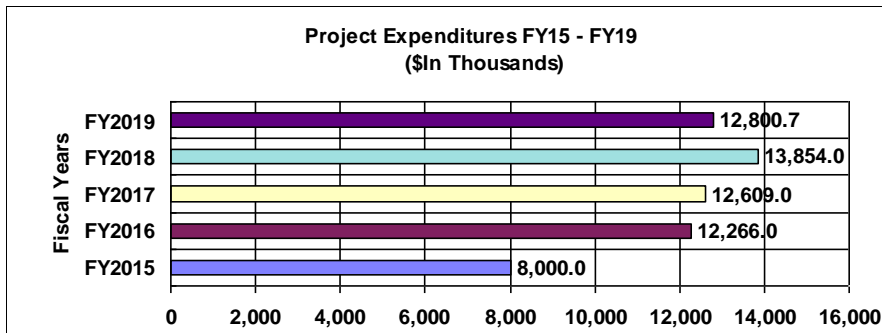
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

32125 MARTA Reliability Centered Maintenance Progra



Project Scope

This project provides for continued monitoring and analysis of vehicle performance and failure patterns. Each MARTA fiscal year LCARE campaigns will consist of a scheduled list of vehicles that fall into the current periodic time interval cycle. These periodic cycles will continue throughout each vehicles useful life repeating at the end of the asset time interval (every 42, 60 & 84 months).

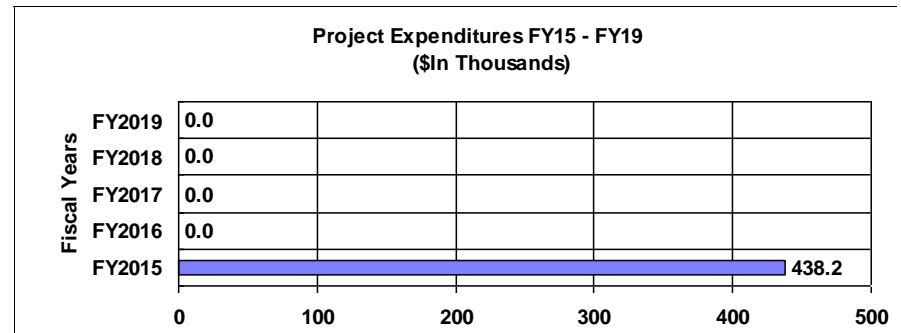
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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.

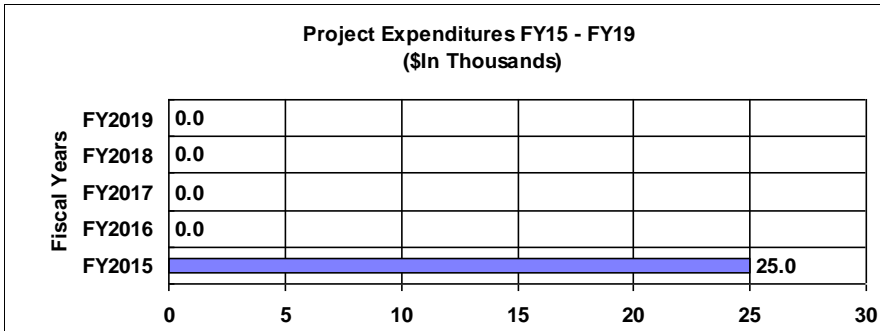
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32127 HEAT Upgrade



Project Scope

The scope of this project is to bring the Customer Care system to a current state: □ Procure and build hardware to support the latest software version. □ Upgrade HEAT and implement the new Web User Interface. □ Implement the Heat Survey Tool to enable Customer Care to poll users on their service. □ HMC - Monitors e-mail address to determine if the email files are requesting trouble assistance. □ Upgrade ORACLE Database 11G Release 2.

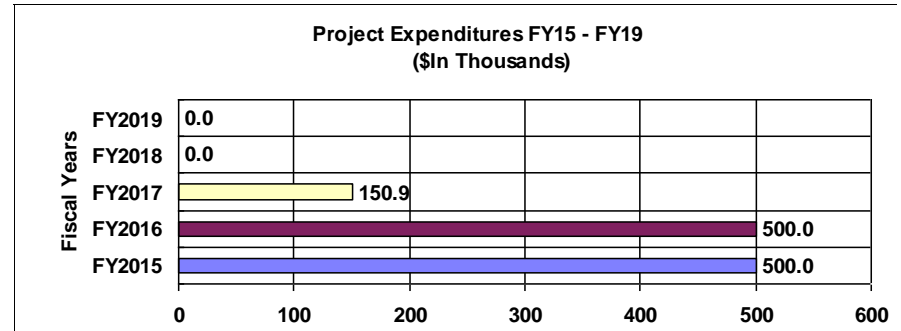
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

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

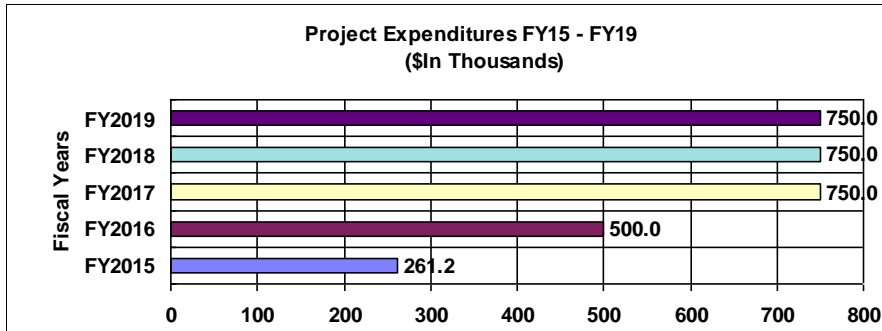
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

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.

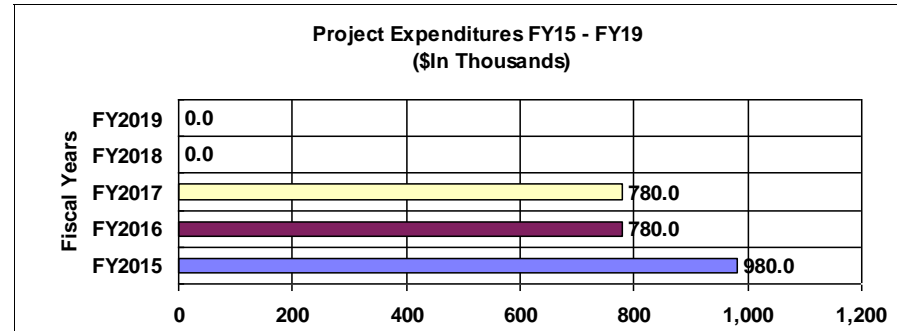
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32130 CQ310_CQ311 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.

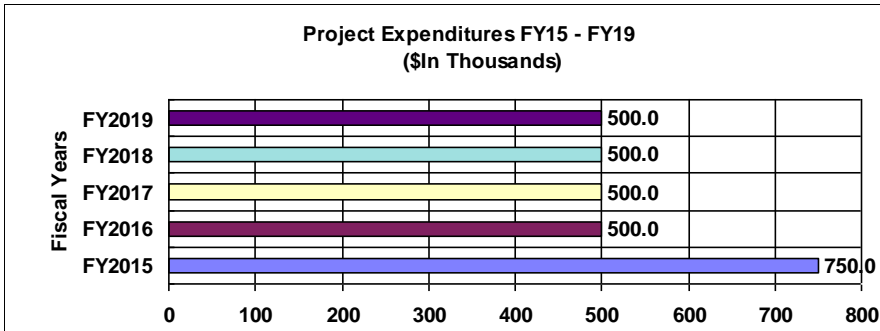
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32131 Rail Car Rotables



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.

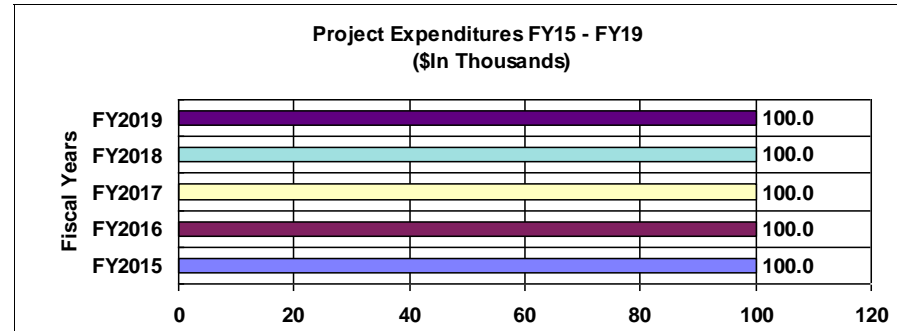
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32132 Environmental Management - Annual Fee Progra



Project Scope

This project funds the annual funding needs for MARTA's annual environmental management fee program.

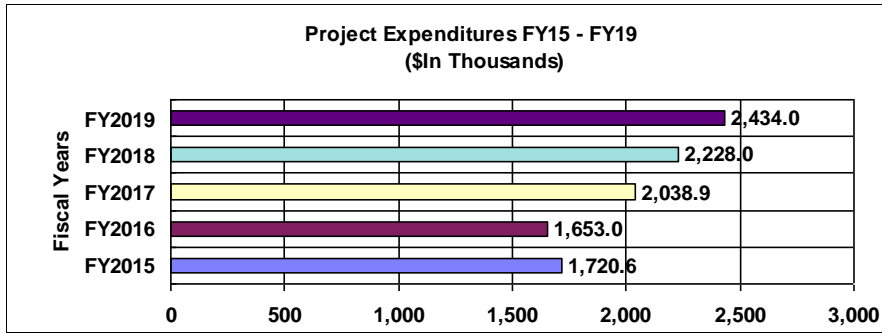
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32144 Security and Emergency Mgmt CAP



Project Scope

The scope of this project is to develop and implement a comprehensive security and emergency management program, to capture and analyze FEMA, FTA and TSA related security hazard data/events and develop an overall emergency management hazard analysis program for security related systems, to implement the appropriate infrastructure to capture and analyze data on security related events as well as to mitigate, to assess the Authority's different security systems for deficiencies and gaps that may require repair or upgrade, to ensure that those systems, such as C-Cure and Cyber Security are current and in a state that is prepared for implementation into a solution that integrates the various security systems within the Authority. □□

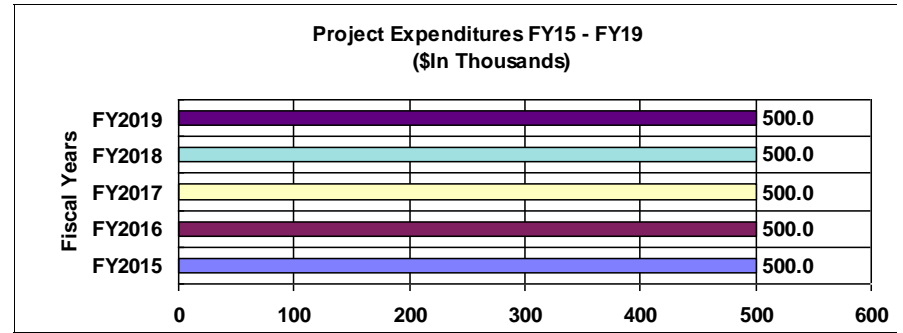
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32145 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.

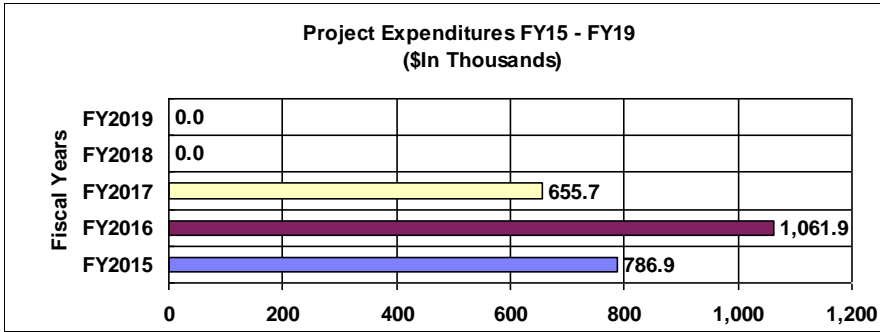
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32149 Cyber Security for Control Systems



Project Scope

The scope of this project is to implement Authority approved guidelines and procedures recommended by NIST 800-82 for Industrial Control Systems (ICS) in which: (1) Builds a culture of cyber security integrated within control systems, (2) Assesses and monitors risks, (3) Develops and implements risk reduction and mitigation measures, and lastly (4) Manages incidents in an effective manner.

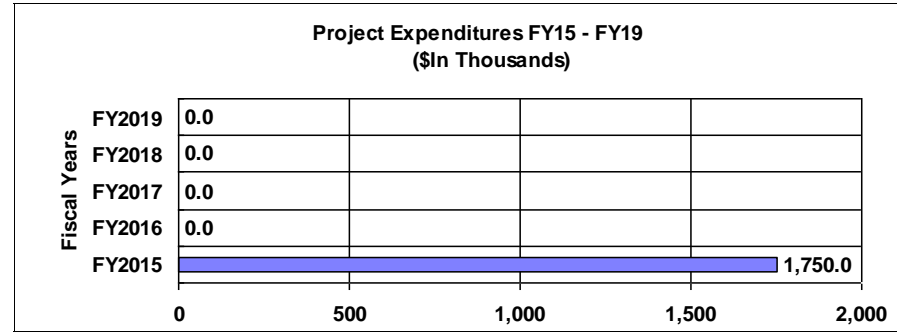
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32150 CCTV System Expansion II



Project Scope

The project will propose to add new and replace old cameras within parking lots and decks, Park and Ride facilities, traction power substation buildings, MARTA support buildings, facilities for infrastructure protection, interior of maintenance facilities and add additional cameras as needed at rail stations. Additionally, the project will propose to upgrade video quality of older, existing cameras by replacing them with new, high resolution units.

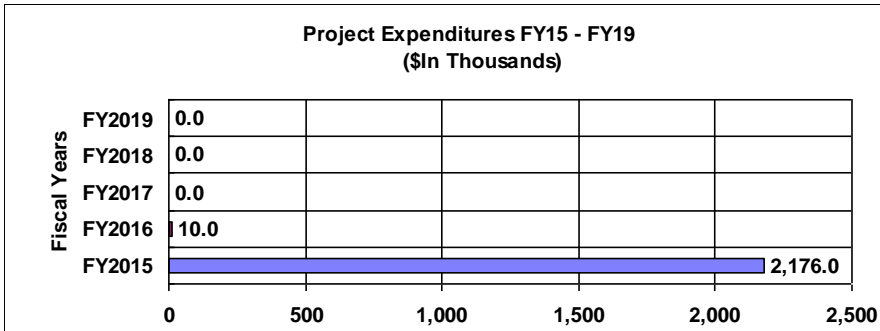
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32151 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.

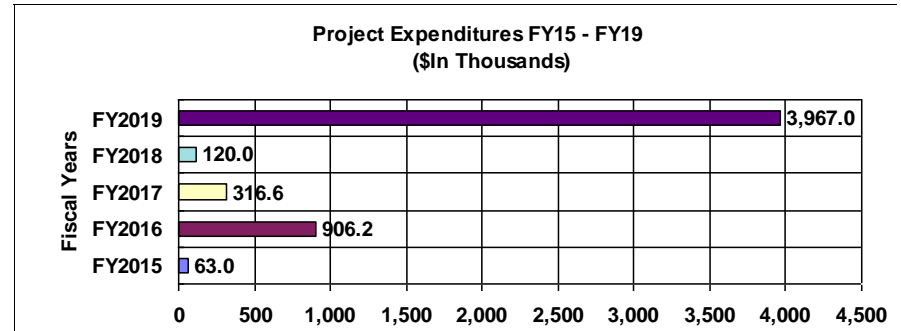
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32152 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.

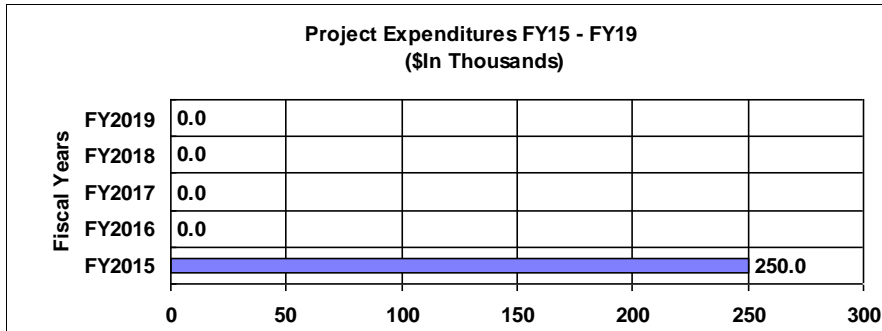
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32153 Illustrated Parts Catalog Upgrade



Project Scope

This project will allow for the conversion of all documents currently loaded in the CATBASE Illustrated parts catalog (IPC) and uploaded into Documoto. The hyperlinks from pages to corresponding parts will also be converted.

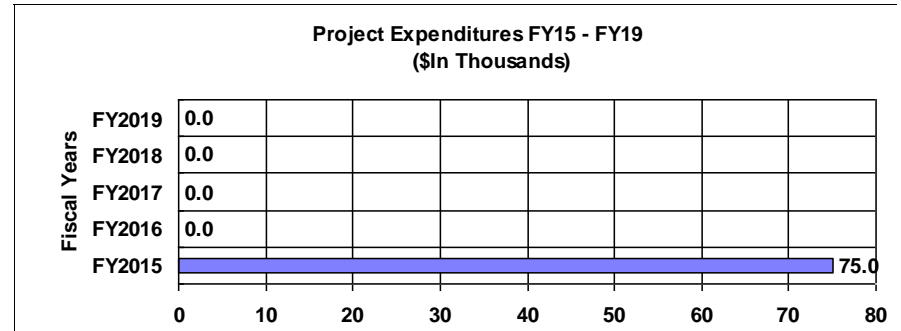
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32154 Station Supply Room Security - Planning Only



Project Scope

The scope of this project is to investigate and look into the engineering needs to the technical connections and begin design phase. SOP on the new process will also be developed. The planning phase of this project will address the following items: Detail Review of Facilities, Review Existing Access Control Systems, Identify Hardware & Software Weaknesses, Integration Capabilities of Current Systems, Expansion Capabilities Including Biometric Sensor, Investigate Technology & Capabilities, Review & Recommend Procedural Changes.

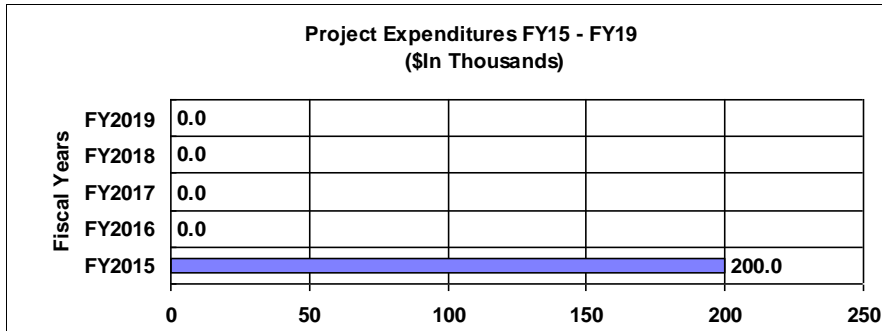
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32155 Trapeze Pass Para Cutter Module



Project Scope

The scope of this project is to purchase an enhanced add on module for present trapeze system in order to respond quickly to service issues that affect on-time performance and response to operator and customer issues. □□

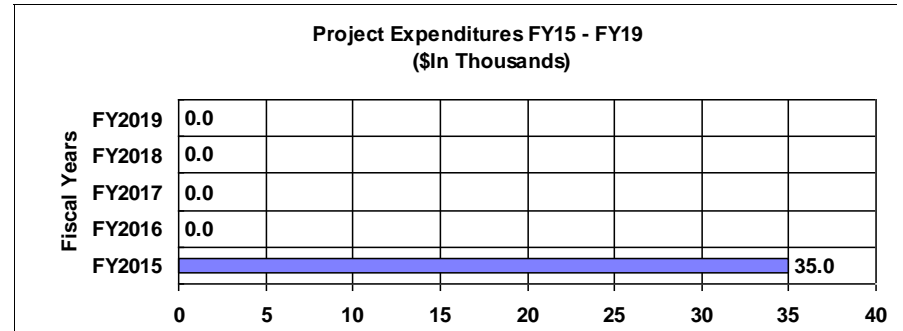
Operating Budget Impact

This project requires additional software maintenance costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
10,000	10,000	10,000

32156 Trapeze Pass Health Check



Project Scope

□ The scope of this project is to purchase a module that will review and recommend settings and parameters to the Trapeze Pass Scheduling and Dispatch system enabling efficient and realistic scheduling of trips to improve operator on-time performance.

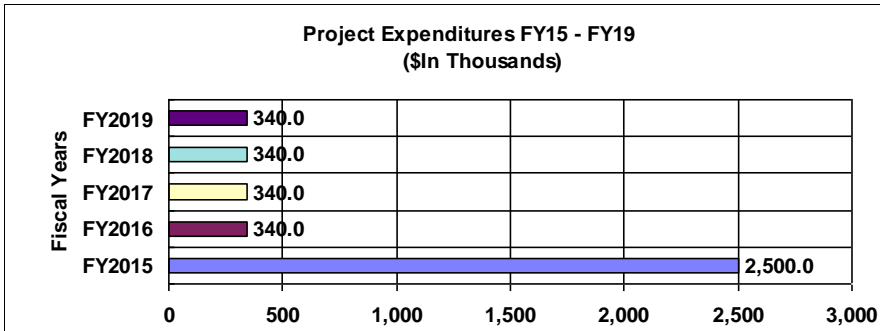
Operating Budget Impact

This project requires additional software maintenance costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
10,000	10,000	10,000

32157 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.

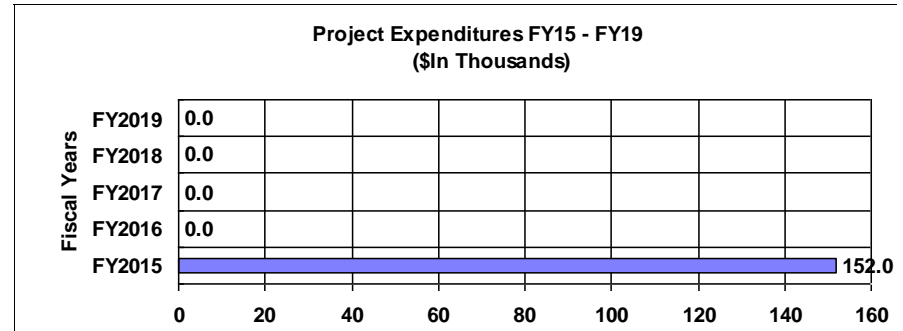
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32158 SharePoint Departmental Special Projects



Project Scope

This project seeks to continue the Departmental and end user build out of SharePoint sites, environments, workflows and customizations requested recently.

Operating Budget Impact

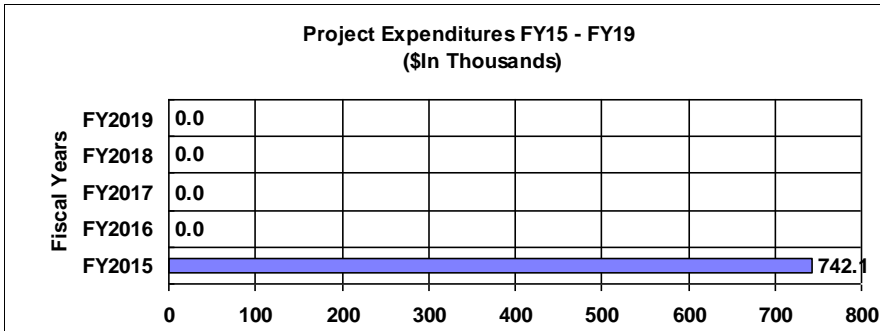
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

32159 Passenger Information System (G0616)



Project Scope

The scope of this project is to develop technology-independent mobile-based client applications that run on the device itself. PIS will deliver regional operational flexibility and integration by seamlessly accepting data feeds from regional operator automated vehicle locator systems, scheduling systems, dispatch systems and other 3rd party systems.

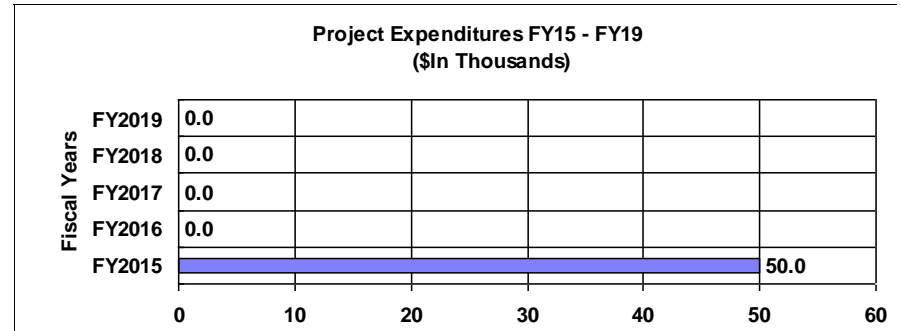
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32160 Bring Your Own Device (BYOD)



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.

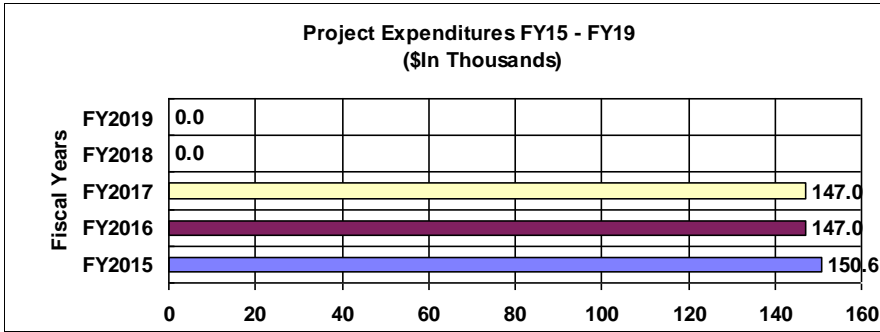
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32161 Policies, Administrative Guidelines and Procedures



Project Scope

The scope of this project is to procure a policy/procedures management solution for the development, approval, and maintenance of the Authority's policies, administrative guidelines, and procedures. □

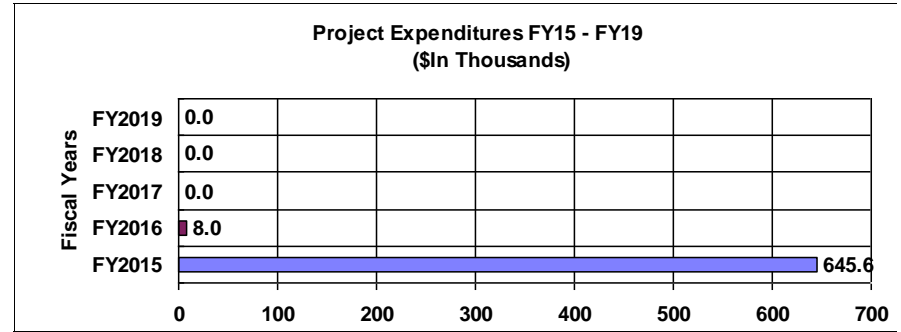
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32162 Community Circulator



Project Scope

The scope of this project is to investigate and implement a community connector service which will supplement, complement or replace fixed route service in some parts of the service area. Investigation will include centers of density which have the ability to attract choice riders to the MARTA system if it is convenient for them to be transported to a rail station or to a business district or office without the need to use their personal vehicle. Implementation will include the purchase of vehicles that satisfy the infrastructure of the study area which can be operated by MARTA employees or contracted out to the private sector. The equipment is similar to the Glaval Titan II LF (low floor) coach.

Operating Budget Impact

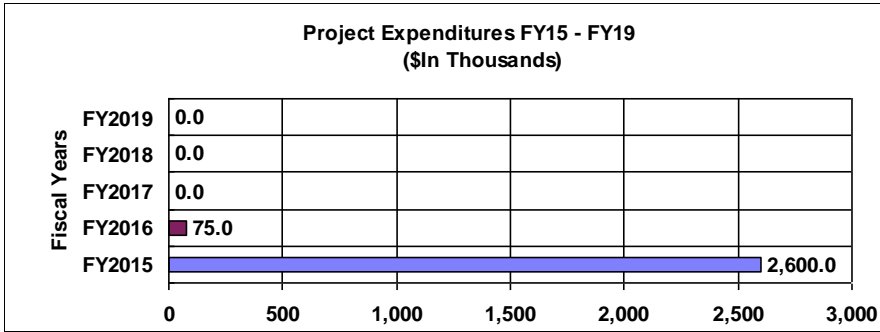
□

Annual operating costs of \$758,115 (based on 60 hours/day x 255 days/year (weekday only) x \$30.35/hr) + (600 mi/day x 255 days/year (weekday only) x \$1.92/mi).

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
758,115	758,115	758,115

32163 Backup 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, Emergency Command Room, Associated spaces including offices and a computer room.

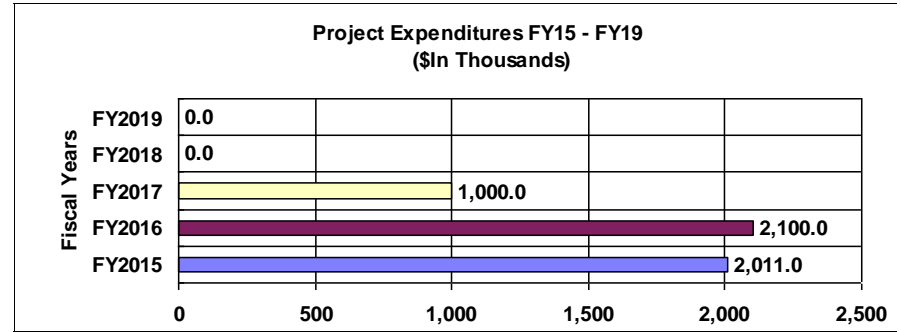
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32164 Mobile Fare Payment



Project Scope

The scope of this project is to select a mobile payment application based on user requirements, conduct a pilot program for the mobile payment applications, solicit user community and support staff for feedback, develop a RFP based on the pilot program, obtain board approval for procuring a solution for the mobile payment, select a vendor and award the contract, implement the mobile payment, transition to day-to-day operations, conduct lesson learned, close the project. □□

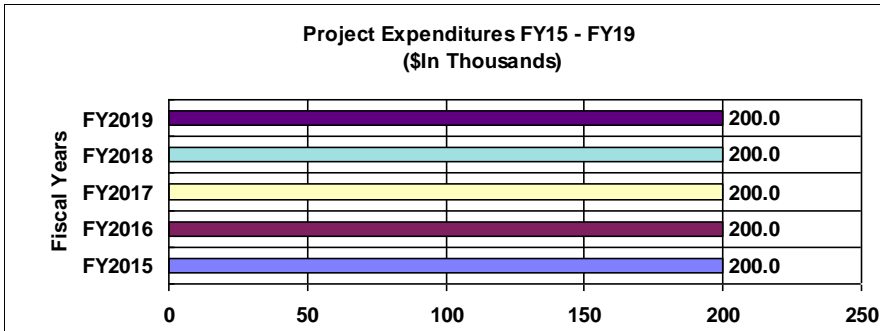
Operating Budget Impact

There may be software maintenance cost associated with mobile fare payment application.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	15,000	15,000

32165 Organizational Assessment Program



Project Scope

The project scope is to create an objective view of MARTA’s current condition in regards to its funding streams, work flow processes, organizational structure, outcomes measurement, client satisfaction, employee turnover/overtime use from a full systems thinking approach. The assessment will provide a view or views of where the organization stands and highlight opportunities that management can leverage its current assets or choose to do things differently in order to maximize organizational efficiency and effectiveness.

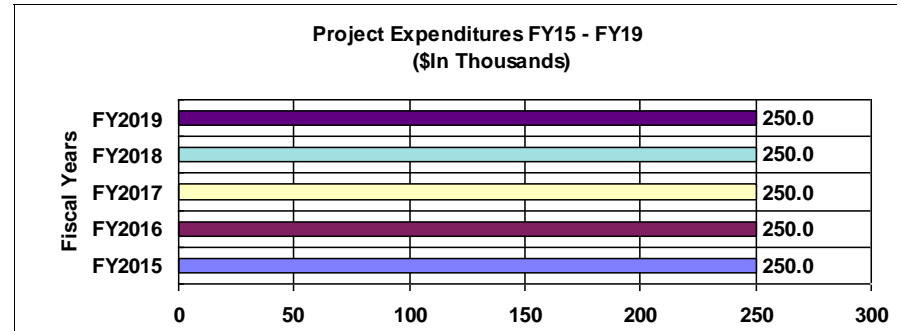
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32166 Support for Developers Requests



Project Scope

The purpose of this project is to provide support for the initial analysis of opportunities which may be brought to MARTA by developers. The project will provide at least partial support for preliminary engineering and architecture activities to allow MARTA to make a decision as to whether to move forward with a project concept.

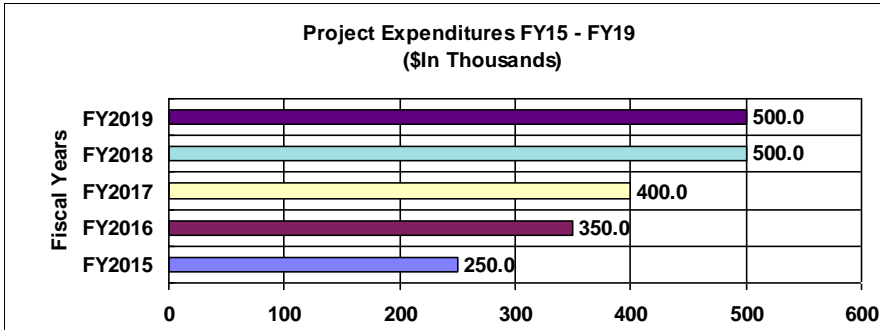
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32167 Authority Wide Hydraulic Lift Repair Replacemen



Project Scope

This project addresses remedial and ongoing operational efforts to ensure safe operation of hydraulic lifts and encompasses scope definition, cost estimate, procurement of product and services, implementation, operations and maintenance. The project specifically cover remediating all equipment sites that pose an environmental and operational safety hazards to include repair/replace or removal, and closure/fill-in of lifts no longer in use.

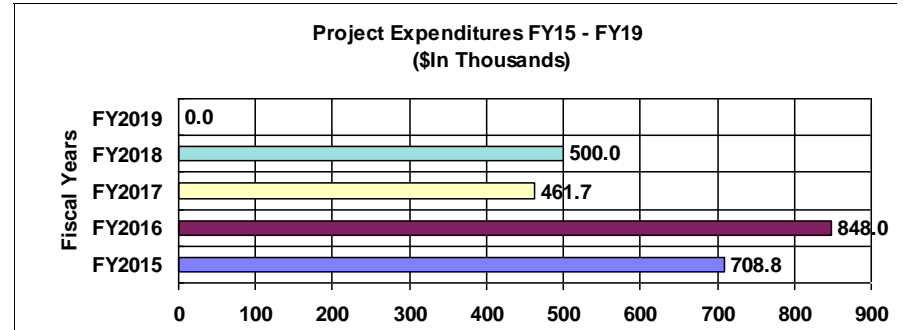
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32168 Enterprise Content Document Management



Project Scope

The scope of this project is to identify an enterprise content/document management system to automate and implement information governance and to establish controls over the vast amount of content being stored on MARTA systems. The system would include a collection of definitions, best practices and industry standards for information governance as well as implementation of software and hardware that would be the initial steps to a comprehensive solution that integrates with existing technology.

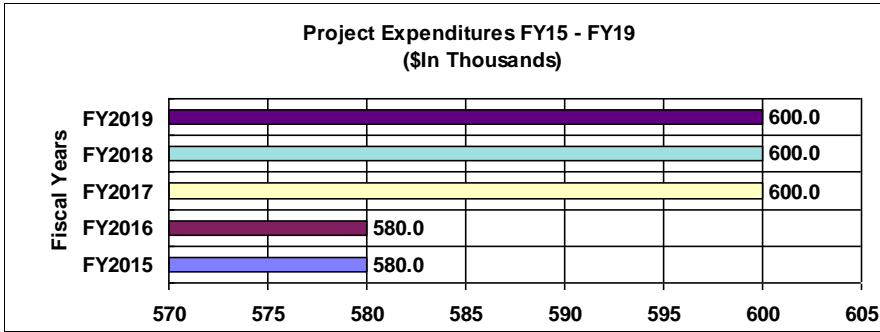
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32169 Business Intelligence Dashboards Analytics



Project Scope

The scope of this project is to procure and implement a new Balance Score Card tool, to develop custom analytics that will automate the process for updating and populating the Passenger Environment report for the office of Research and Analysis, to design and create for the Office of Safety and QA data marts from various systems in one location OBIEE.

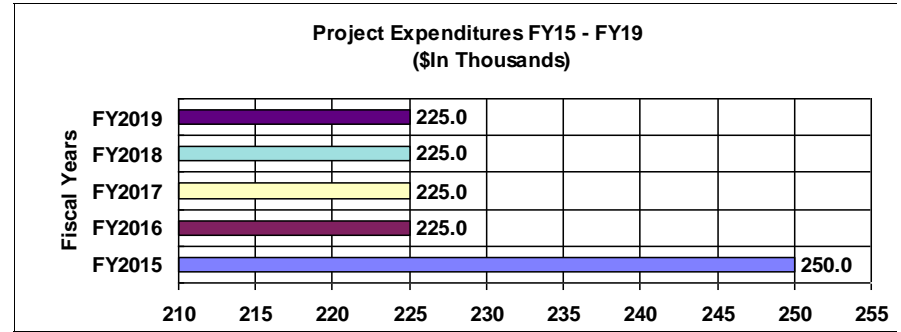
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32170 Technology System Enhancements



Project Scope

This program and the projects developed will be vetted through Technology Working group and Technology Steering Committee process defined in the Technology governance charter.

Operating Budget Impact

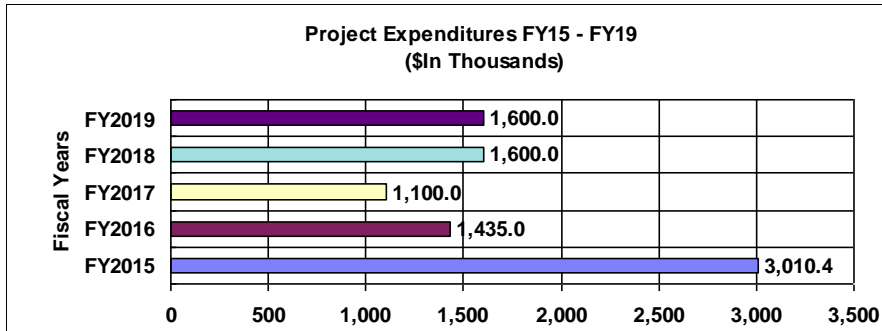
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

32171 Oracle Application Enhancements



Project Scope

The scope of this project is to Implement the Oracle Time & Labor (AT &A), Implement FMLA functionality in Oracle, Implement Oracle Payroll Enhancements, Implement a REMIS replacement for Disability claims tracking, Implement AP Enhancements (Cash Management and Automate AP Invoicing- self billing for PO 3 - way matches), Implement the GEC Reporting functionality.

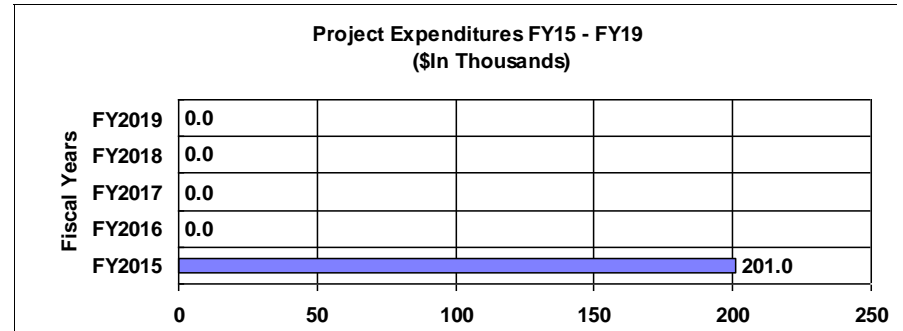
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32172 Rail Station, Wayside, Parking Deck Phones and



Project Scope

This project will finish design documents, project books, and bid documents that provide instructions and specifications to prospective contractors to replace all station phones, call boxes, parking desk phones and other phone devices.

Operating Budget Impact

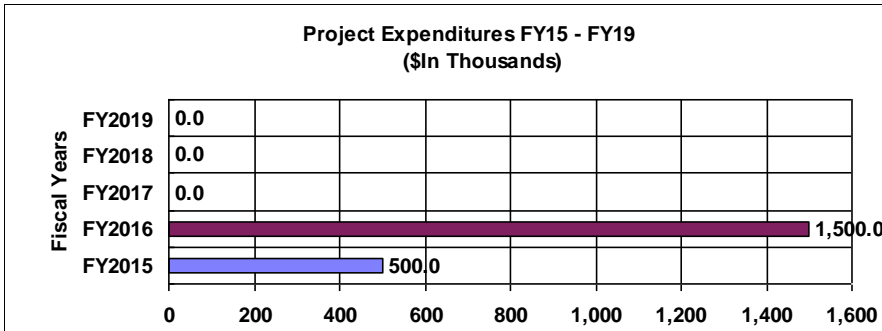
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

32173 Plan, Design and Implement New Fare Collection



Project Scope

The Breeze program maintains the smart card payment technology system and components. The existing Breeze environment is scalable to plan, design and implement a new fare collection environment driven by technology to be as open and flexible as possible to maximize the Authority investment.

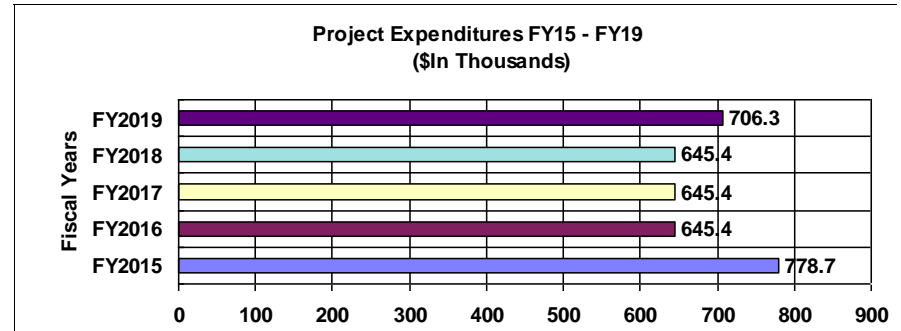
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32174 Bus Stop Sign Replacement Upgrade



Project Scope

The scope includes 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. Signage replacement would occur system-wide at roughly 8,800 bus stops.

Operating Budget Impact

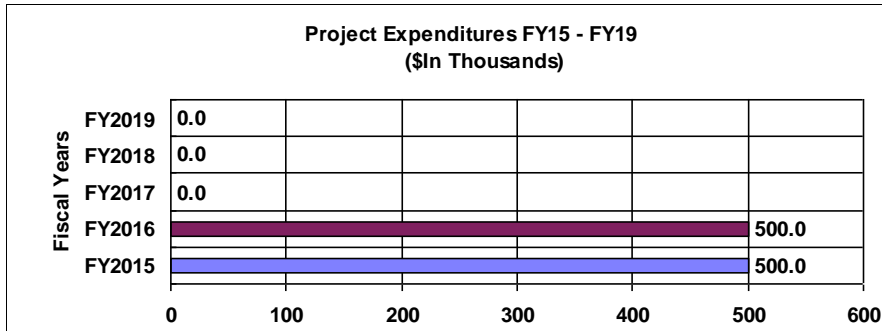
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

32175 Georgia Dome Re-development Support



Project Scope

There is significant developer support required as a result of the re-development requirements related to the construction of the new Georgia Dome. This project assists MARTA in preparing for changes associated with redevelopment of Georgia Dome.

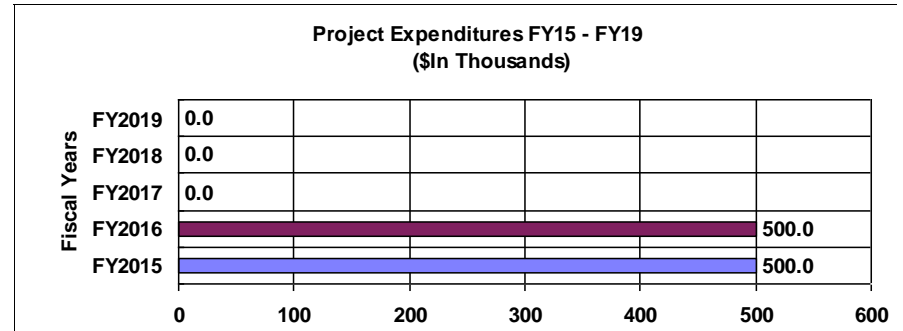
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32176 Station Signage - Planning



Project Scope

The scope of this project is to replace the current station graphics with new current and up to code graphics systemwide. The graphic design will be done inhouse and a priority list of stations would be set forth in order to phase the signage replacement and make it manageable.

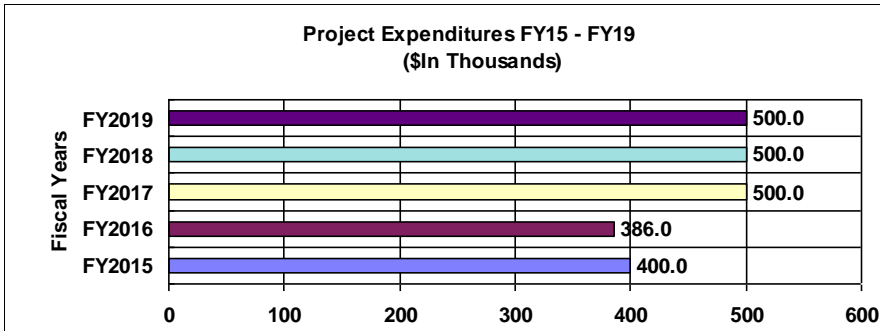
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32177 Rail Station Asset Refurbishment Program



Project Scope

The scope of this project is to extend the life cycle of the assets. The program will include refurbishments to finishes, floors, and structure.

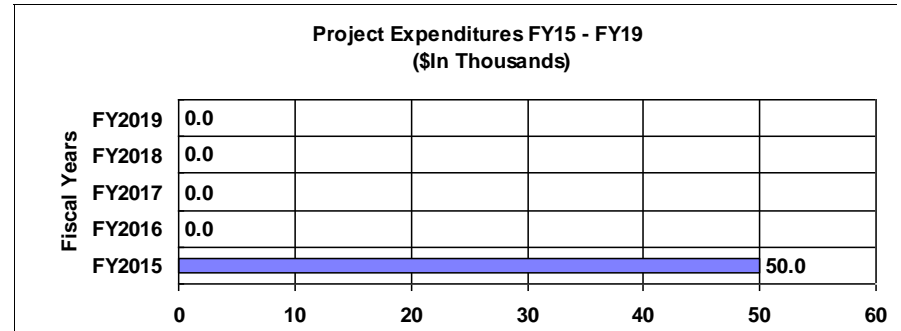
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

32178 Facilities Maintenance Help Desk - Planning Only



Project Scope

The scope of this project is to establish a Facilities Help Desk to receive trouble calls pertaining to: utilities (gas, water, electric), elevator and escalator, landscaping, and custodial services for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate. Facility Maintenance Help Desk will provide a single point of contact for customers to report Facilities related problems. The Help Desk will function as part of the Rail Service Control Center (RSCC) receiving incident identification numbers to create Service Requests (SR) and Work Orders (WO) for rectifying service interruptions based on established Service Level Agreements (SLA).

Operating Budget Impact

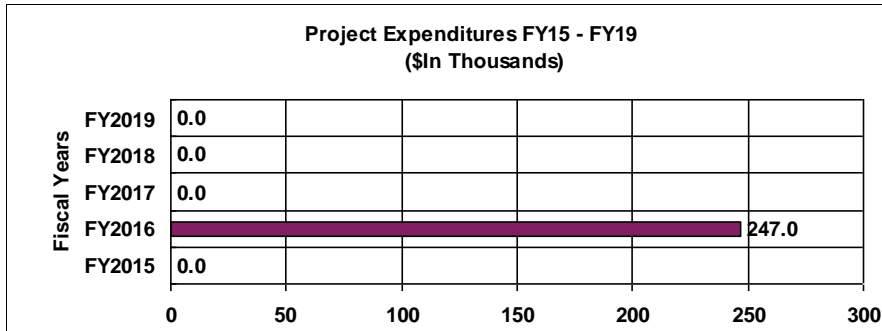
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

APPROVED PROJECT DETAIL

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.

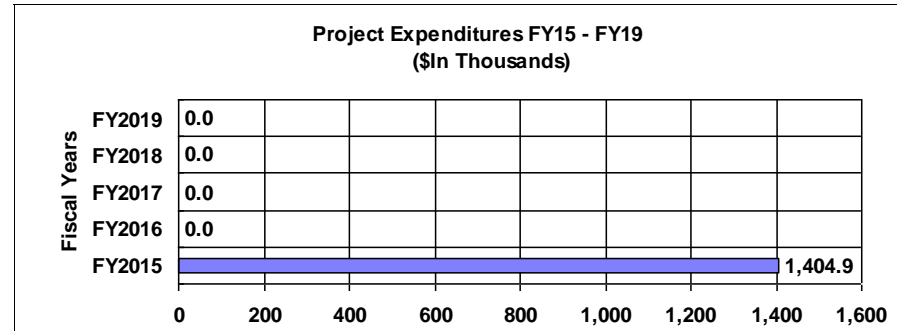
Operating Budget Impact

This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

FO143 Buckhead Station North 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.

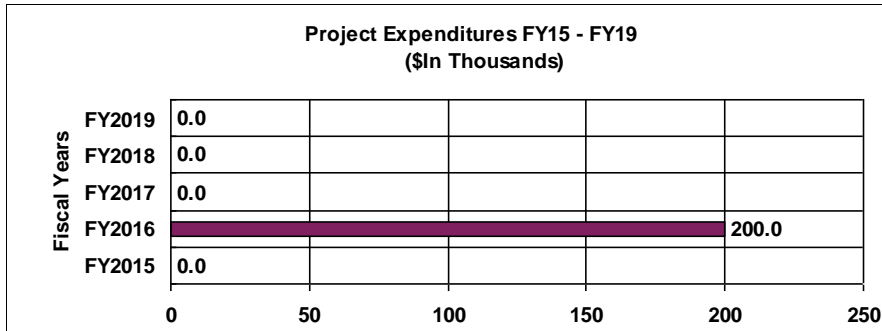
Operating Budget Impact

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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
406,119	406,119	406,119

POC26 Trapeze Real Time Views



Project Scope

This application will allow immediate response to service failures and maximization of resources to maintain higher on-time performance.

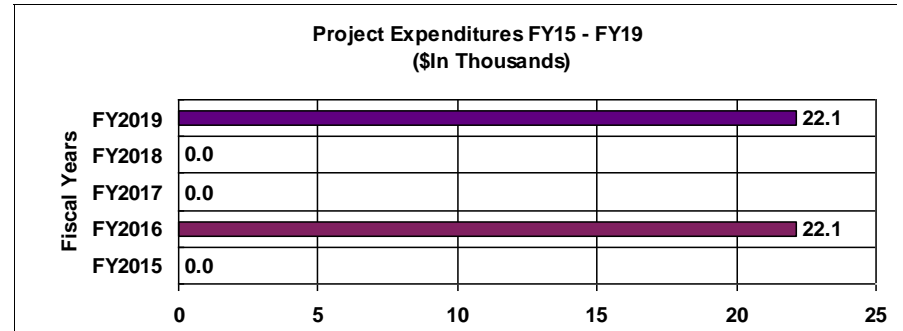
Operating Budget Impact

This project requires additional software maintenance costs.

Operating Budget Impact Summary Cash Flows

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
10,000	10,000	10,000

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

FY2015 (\$)	FY2016 (\$)	FY2017 (\$)
0	0	0

Federal Grants

This section details the federal grants that support the funding of the FY15 Capital Improvement Program and beyond.

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY15 Capital Improvement Program is supported by a general fund with revenue sources as follows: \$55,432,000 of federal funding, \$1,000,000 of State of Georgia funding, and \$264,476,404 of MARTA funding. The following pages detail the Federal Grants that

support the funding of the FY15 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 FY15 CIP.

Funding Source	Description	FY15 Funding Level
MARTA	Sales Tax, Bond Sales, Interest	264,476,404
Federal	GA-03-0081	200,000
	GA-04-0031	19,545,173
	GA-04-0036	160,000
	GA-05-0036	18,803,838
	GA-34-0001	3,200,000
	GA-54-0001	3,500,000
	GA-58-0001	250,000
	GA-90-X130	350,000
	GA-90-X159	160,000
	GA-90-X313	240,000
	GA-90-X335	220,000
	GA-95-X027	4,600,000
	GA-95-X028	150,000
	GA-96-X005	3,752,989
	FY11/12 TSGP	300,000
	SUBTOTAL	55,432,000
State	Track Rehabilitation Grants	1,000,000
	TOTAL	56,432,000

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	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	2,428,541	0	200,000	2,228,541
MARTA Capital	607,135	0	50,000	557,135
Total	3,035,676	0	250,000	2,785,676
<i>Budget</i>				
Hamilton Renovations	3,035,676	0	250,000	2,785,676
Total	3,035,676	0	250,000	2,785,676

Federal Grant: GA-04-0031
 Date Awarded: February 2013
 Est Completion: December 2016

Scope

This grant award includes FTA FY2010-FY2011 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 and brings the facility to a state of good repair. Phase I replaces modular trailers with a permanent-use facility. Phase II includes sitework, 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 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	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	53,231,200	11,709,286	19,545,173	21,976,741
MARTA Capital	13,307,800	2,927,322	4,886,293	5,494,185
Total	66,539,000	14,636,608	24,431,466	27,470,926
<i>Budget</i>				
Brady Mobility Phase I/II	40,500,000	5,382,611	23,675,000	11,442,389
Brownsmill Bus Facility	7,035,000	0	0	7,035,000
Bus Procurement	8,750,000	8,543,534	206,466	0
Hamilton Renovations	8,125,000	0	200,000	7,925,000
Asset Mgt System	2,129,000	710,463	350,000	1,068,537
Total	66,539,000	14,636,608	24,431,466	27,470,926

Federal Grant: **GA-04-0036**
 Date Awarded: September 2011
 Est Completion: December 2015

Scope

This grant provides a portion of the funding for the MARTA Brownsmill Bus Facility Paint Booth Renovation using FTA Sec 5309 Bus & Bus Facility funds. The project includes replacement of four (4) paint booths and upgrade of two (2) paint booths. The renovations include technology improvements that will provide for a more energy, cost and functionally efficient maintenance operation. Additionally, the new paint booths will have the capability to accommodate various vehicle sizes, to include articulated buses, which will provide operational flexibility for both MARTA and the Atlanta region when determining the vehicle fleet best suited to future transit service

GA-04-0036	Grant Budget	Prior Year Expense	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	1,745,376	0	160,000	1,585,376
MARTA Capital	436,344	0	40,000	396,344
Total	2,181,720	0	200,000	1,981,720
<i>Budget</i>				
B'mill Paint Booth Renov	2,081,720	0	190,000	1,891,720
Project Administration	100,000	0	10,000	90,000
Total	2,181,720	0	200,000	1,981,720

Federal Grant: GA-05-0036
 Date Awarded: June 2011
 Est Completion: December 2016

Scope

This grant is funded by FFY10-FFY12 Sec 5309 Fixed Guideway Modernization Program Funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. . This grant is requested for Systemwide Track Rehabilitation and Renovation Projects, the Train Control System Upgrade Project, Rail Station Rehabilitation Projects, and Preventive Maintenance. The project continues to provide funding for the systemwide trackway and rail station rehabilitation and renovation projects as these are multi year phased programs. The Train Control Systems Upgrade project will acquire technology components and professional services to implement an upgrade to the current Train Control (TC) and Supervisory Control and Data Acquisition (SCADA) systems. In addition, this project will integrate the various elements of train control into one single platform for ease of use and efficiency.

GA-05-0036	Grant Budget	Prior Year Expense	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	42,650,000	5,652	18,803,838	23,840,510
Federal Operating	24,350,000	24,350,000	0	0
MARTA Capital	10,662,500	1,413	4,700,960	5,960,127
MARTA Operating	6,087,500	6,087,500	0	0
Total	83,750,000	30,444,565	23,504,798	29,800,637
<i>Budget</i>				
Rehab/Renov Line Equip	9,375,000	7,065	6,500,000	2,867,935
Rehab/Renov Rail Station	8,125,000	0	5,000,000	3,125,000
Train Control Sys Upgrade	35,812,500	0	12,004,798	23,807,702
Preventive Maintenance	30,437,500	30,437,500	0	0
Total	83,750,000	30,444,565	23,504,798	29,800,637

Federal Grant: **GA-34-0001**
 Date Awarded: June 2014
 Est Completion: December 2015

Scope

This grant is funded by FY14 Section 5339 Bus and Bus Facilities Program funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. This grant is requested for the procurement of clean fuel replacement buses. The buses included in this request will replace aging 2000-model year vehicles as necessary to maintain the bus fleet in optimal condition as outlined in the Bus Replacement Plan.

GA-34-0001	Grant Budget	Prior Year Expense	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	5,924,745	0	3,200,000	2,724,745
MARTA Capital	1,481,186	0	800,000	681,186
Total	7,405,931	0	4,000,000	3,405,931
<i>Budget</i>				
Vehicle Procurement	7,405,931	0	4,000,000	3,405,931
Total	7,405,931	0	4,000,000	3,405,931

Federal Grant: GA-54-0001
 Date Awarded: September 2013
 Est Completion: December 2017

Scope

This grant award is funded under FTA Section 5337 State of Good Repair Program funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. This grant is requested for Systemwide Track Rehabilitation and Renovation Projects, the Train Control System Upgrade Project, Rail Station Rehabilitation Projects, and Preventive Maintenance. The project continues to provide funding for the systemwide trackway and rail station rehabilitation and renovation projects as these are multi year phased programs. The train control systems upgrade project will acquire technology components and professional services to implement an upgrade to the current Train Control (TC) and Supervisory Control and Data Acquisition (SCADA) systems. In addition, this project will integrate the various elements of train control into one single platform for ease of use and efficiency.

GA-54-0001	Grant Budget	Prior Year Expense	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	35,000,000	0	3,500,000	31,500,000
Federal Operating	23,000,000	15,000,000	8,000,000	0
MARTA Capital	8,750,000	0	875,000	7,875,000
MARTA Operating	5,750,000	3,750,000	2,000,000	0
Total	72,500,000	18,750,000	14,375,000	39,375,000
<i>Budget</i>				
Rehab/Renov Line Equip	11,500,000	0	625,000	10,875,000
Rehab/Renov Rail Station	7,437,500	0	1,750,000	5,687,500
Train Control System Upgrade	24,812,500	0	2,000,000	22,812,500
Preventive Maintenance	28,750,000	18,750,000	10,000,000	0
Total	72,500,000	18,750,000	14,375,000	39,375,000

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	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	13,977,090	10,311,578	250,000	3,415,512
State Capital	1,417,842	1,417,842	0	0
MARTA Capital	2,075,930	1,160,052	62,500	853,378
Total	17,470,862	12,889,472	312,500	4,268,890
<i>Budget</i>				
Bus Procurement	12,889,472	12,889,472	0	0
Hamilton Maint Fac Renov	4,581,390	0	312,500	4,268,890
Total	17,470,862	12,889,472	312,500	4,268,890

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	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	32,278,400	24,403,402	350,000	7,524,998
MARTA Capital	8,069,600	6,100,851	87,500	1,881,249
Total	40,348,000	30,504,253	437,500	9,406,247
<i>Budget</i>				
Laredo CNG Conversion	16,819,107	16,819,107	0	0
Hamilton Renovation	10,001,649	157,902	437,500	9,406,247
Bus Procurement	13,527,244	13,527,244	0	0
Total	40,348,000	30,504,253	437,500	9,406,247

Federal Grant: **GA-90-X159**
 Date Awarded: March 2003
 Est Completion: March 2015

Scope

This grant includes funding for the West Line Alternatives Analysis Study, Draft Environmental Impact Statement (DEIS) and partial funding for the Final Environmental Impact Statement (FEIS) and Preliminary Engineering (PE) phases of the study. The FEIS/PE work will be based on the findings of the Alternatives Analysis and DEIS. Due to economic conditions and changes in Georgia Department of Transportation plans, the project has experienced several delays. Currently, the scope includes a reassessment of alternatives and transit improvements in the West Line Corridor. The grant scope also includes funding for an analysis of implementing BRT in selected corridors within the MARTA service area utilizing results from a prior BRT study that identified feasible corridors and a signal priority project.

GA-90-X159	Grant Budget	Prior Year Expense	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	4,320,000	3,218,374	160,000	941,626
Marta Capital	1,080,000	804,593	40,000	235,407
Total	5,400,000	4,022,967	200,000	1,177,033
<i>Budget</i>				
West Line AA/DEIS	5,000,000	4,022,967	200,000	777,033
Signal Priority Project	400,000	0	0	400,000
Total	5,400,000	4,022,967	200,000	1,177,033

Federal Grant: **GA-90-X313**
 Date Awarded: July 2012
 Est Completion: June 2015

Scope

This Section 5307 grant award 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, transit enhancements, and security projects.

GA-90-X313	Grant Budget	Prior Year Expense	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	1,016,277	0	240,000	776,277
Federal Operating	47,346,163	43,236,065	4,110,098	0
MARTA Capital	254,069	0	60,000	194,069
MARTA Operating	11,836,541	10,809,016	1,027,525	0
Total	60,453,050	54,045,081	5,437,623	970,346
<i>Budget</i>				
Preventive Maintenance	57,315,999	52,178,376	5,137,623	0
Fuel Allotment	1,866,705	1,866,705	0	0
Transit Enhancement	635,173	0	100,000	535,173
Surveillance/ Security	635,173	0	200,000	435,173
Total	60,453,050	54,045,081	5,437,623	970,346

Federal Grant: GA-90-X335
 Date Awarded: July 2013
 Est Completion: December 2015

Scope

This grant is funded with FY14 Section 5307 Urbanized Area Formula Programs funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. Currently identified efforts to be funded by this grant include preventive maintenance for bus and rail operations, ADA Paratransit service, transit enhancements and security projects.

<i>GA-90-X335</i>	<i>Grant Budget</i>	Prior Year Expense	<i>FY15 Budget</i>	Future Years
<i>Funding</i>				
Federal Capital	1,000,000	0	220,000	780,000
Federal Operating	32,273,575	0	32,273,575	0
MARTA Capital	250,000	0	55,000	195,000
MARTA Operating	8,068,394	0	8,068,394	0
Total	41,591,969	0	40,616,969	975,000
<i>Budget</i>				
Preventive Maintenance	40,341,969	0	40,341,969	0
Transit Enhancement	225,000	0	100,000	125,000
Rehab/Renov Ped Access	437,500	0	75,000	362,500
Surveillance/ Security	587,500	0	100,000	487,500
Total	41,591,969	0	40,616,969	975,000

Federal Grant: **GA-95-X027**
 Date Awarded: September 2013
 Est Completion: December 2016

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>FY15 Budget</i>	Future Years
<i>Funding</i>				
Federal Capital	23,200,000	2,000,000	4,600,000	16,600,000
Federal Operating	10,000,000	5,000,000	5,000,000	0
MARTA Capital	5,800,000	500,000	1,150,000	4,150,000
MARTA Operating	2,500,000	1,250,000	1,250,000	0
Total	41,500,000	8,750,000	12,000,000	20,750,000
<i>Budget</i>				
Vehicle Procurement	10,000,000	2,500,000	2,500,000	5,000,000
Paratransit Vehicle Proc	5,000,000	0	2,000,000	3,000,000
Preventive Maintenance	12,500,000	6,250,000	6,250,000	0
Rail Renovation Projects	9,000,000	0	750,000	8,250,000
ADA Accessibility	5,000,000	0	500,000	4,500,000
Total	41,500,000	8,750,000	12,000,000	20,750,000

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	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	2,000,000	0	150,000	1,850,000
MARTA Capital	500,000	0	37,500	462,500
Total	2,500,000	0	187,500	2,312,500
<i>Budget</i>				
Hamilton Renovations	2,500,000	0	187,500	2,312,500
Total	2,500,000	0	187,500	2,312,500

Federal Grant: GA-96-X005
 Date Awarded: August 2009
 Est Completion: February 2015

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	FY15 Budget	Future Years
<i>Funding</i>				
Federal Capital	34,925,119	31,172,130	3,752,989	0
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	53,922,792	3,752,989	0
<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	21,552,089	3,752,989	0
Proj Adm Fire Protect	2,000,000	2,000,000	0	0
Security Equipment	555,000	555,000	0	0
Transit Enhancements	100,000	100,000	0	0
Total	57,675,781	53,922,792	3,752,989	0

Federal Grant: DHS FY2011/FY2012

Date Awarded: April 2008
 Est Completion: August 2015

Scope

These two 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>FY15 Budget</i>	Future Years
<i>Funding</i>				
Federal Operating	2,459,359	147,298	0	2,312,061
Federal Capital	1,665,315	655,988	300,000	709,327
Total	4,124,674	803,286	300,000	3,021,388
<i>Budget</i>				
Security Projects	1,665,315	200,000	200,000	1,265,315
Training, Exercises	2,059,359	455,988	100,000	1,503,371
Operating Assistance	400,000	147,298	0	252,702
Total	4,124,674	803,286	300,000	3,021,388

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**
- **FY2015 Benefits Calculation**
- **MARTA Facts**
- **Category and Subcategory Expense Listing**
- **Organizational Structure**
- **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

(continued from previous page)

3 years experience

Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50
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AA Inspectors

Less than 3 years experience

1st 6 months	\$20.23	\$42,085.93	\$20.23	\$42,085.93	\$20.23	\$42,085.93
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2nd 6 months	\$20.31	\$42,235.93	\$20.31	\$42,235.93	\$20.31	\$42,235.93
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Thereafter	\$20.38	\$42,385.93	\$20.38	\$42,385.93	\$20.38	\$42,385.93
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3 years experience

Thereafter	\$21.06	\$43,800.22	\$21.06	\$43,800.22	\$21.06	\$43,800.22
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Journeyman

Less than 3 years experience

1st 6 months	\$19.75	\$41,078.78	\$19.75	\$41,078.78	\$19.75	\$41,078.78
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2nd 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
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Thereafter	\$20.38	\$42,385.93	\$20.38	\$42,385.93	\$20.38	\$42,385.93
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3 years experience

Thereafter	\$21.06	\$43,800.22	\$21.06	\$43,800.22	\$21.06	\$43,800.22
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**Structural Inspector, Maintainer,
Tampers Operator, Track Walker**

1st 6 months	\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
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2nd 6 months	\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
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3rd 6 months	\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
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4th 6 months	\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
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5th 6 months	\$20.03	\$41,657.35	\$20.03	\$41,657.35	\$20.03	\$41,657.35
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Thereafter	\$20.73	\$43,114.50	\$20.73	\$43,114.50	\$20.73	\$43,114.50
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SERVICE

Serviceperson I and II

1st 6 months	\$13.87	\$28,843.00	\$13.87	\$28,843.00	\$13.87	\$28,843.00
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2nd 6 months	\$14.65	\$30,471.58	\$14.65	\$30,471.58	\$14.65	\$30,471.58
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Thereafter	\$15.30	\$31,821.59	\$15.30	\$31,821.59	\$15.30	\$31,821.59
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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
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REPRESENTED EMPLOYEE SALARY STRUCTURE

(continued from previous page)

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
\$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

\$19.33	\$40,200.20	\$19.33	\$40,200.20	\$19.33	\$40,200.20
\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
\$19.84	\$41,271.64	\$19.84	\$41,271.64	\$19.84	\$41,271.64
\$19.90	\$41,400.21	\$19.90	\$41,400.21	\$19.90	\$41,400.21
\$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

\$17.88	\$37,200.19	\$17.88	\$37,200.19	\$17.88	\$37,200.19
\$18.45	\$38,378.77	\$18.45	\$38,378.77	\$18.45	\$38,378.77
\$18.73	\$38,957.34	\$18.73	\$38,957.34	\$18.73	\$38,957.34
\$19.10	\$39,728.77	\$19.10	\$39,728.77	\$19.10	\$39,728.77
\$19.49	\$40,543.06	\$19.49	\$40,543.06	\$19.49	\$40,543.06
\$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
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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

\$17.88	\$37,200.19	\$17.88	\$37,200.19	\$17.88	\$37,200.19
\$18.30	\$38,057.34	\$18.30	\$38,057.34	\$18.30	\$38,057.34
\$18.72	\$38,935.91	\$18.72	\$38,935.91	\$18.72	\$38,935.91
\$19.12	\$39,771.63	\$19.12	\$39,771.63	\$19.12	\$39,771.63
\$19.54	\$40,650.21	\$19.54	\$40,650.21	\$19.54	\$40,650.21
\$19.96	\$41,507.35	\$19.96	\$41,507.35	\$19.96	\$41,507.35
\$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

(continued from previous page)

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

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

	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	\$15.14	\$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
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	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)						
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	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)						
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, Tampers 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 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)						
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	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)						
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	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)						
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	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)						
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

POLICE SALARY STRUCTURE

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
20 Trip Legal Clinic		√	Full	\$21.25		√			8.5
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	\$11.87		√			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

Promotional Programs		Discount Levels							
		1 - 199	200 - 499	500 - 999	1,000 - 4,999	5,000 - 9,999	10,000-14,999	15,000-24,999	25,000+
Convention / Visitors	1 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	2 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	3 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	4 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	7 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
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%		

Fare/Breeze Related Policies		Media		Price
		Card	Ticket	
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	√	√	\$ 300.00

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

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, and the decks 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 -----

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>FY11 Actuals</u>	<u>FY12 Actuals</u>	<u>FY13 Actuals</u>	<u>FY14 Actuals</u>	<u>FY15 Projected</u>
Passenger Revenue (\$millions)	\$112.7	\$130.5	\$138.6	\$138.0	\$141.3
Net Operating Expenses (\$millions)**	\$400.1	\$406.7	\$396.4	\$405.8	\$415.6
Farebox Recovery	28.2%	32.1%	34.5%	33.1%	33.9%

Passenger Revenue per Boarding	<u>FY11 Actuals</u>	<u>FY12 Actuals</u>	<u>FY13 Actuals</u>	<u>FY14 Actuals</u>	<u>FY15 Projected</u>
Passenger Revenue (\$millions)	\$112.7	\$130.5	\$138.6	\$138.0	\$141.3
Total Unlinked Passengers (millions)	139.9	134.9	129.9	129.1	136.9
Average Fare	\$0.81	\$0.97	\$1.07	\$1.07	\$1.03

Net Operating Cost per Boarding	<u>FY11 Actuals</u>	<u>FY12 Actuals</u>	<u>FY13 Actuals</u>	<u>FY14 Actuals</u>	<u>FY15 Projected</u>
Net Operating Expenses (\$millions)**	\$400.1	\$406.7	\$396.4	\$405.8	\$415.6
Total Unlinked Passengers (millions)	139.9	134.9	129.9	129.1	136.9
Cost Per Passenger	\$2.86	\$3.01	\$3.05	\$3.16	\$3.04

* 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 \$117,000 for Social Security Tax and 1.45% on all wages for Medicare Tax)
Pension	Represented Defined Benefit Plan: <ul style="list-style-type: none"> • 8.09% 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 \$163.40 per authorized employee)	Actual payment is charged directly to cost center based on the first \$9,500 earned per employee at a rate of 1.72%.
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 (FY15 Projected).....	136,940,463
Average Weekday Passenger Boardings (FY15 Projected)	436,500
Gallons of Unleaded Gasoline (FY15 Estimate).....	767,803

Bus (Fixed Route)

Number of Routes	92
Number of large buses (CNG).....	374
Number of large buses (Diesel)	158
Number of small buses	0
Directional Route Miles.....	1,447.8
Annual Total Vehicle Miles (FY15 Projected)	25,984,208
Annual Total Vehicle Hours (FY15 Projected).....	2,014,056
Number of Bus Shelters	690
Number of Bus Benches.....	97
Number of garages (Laredo, Perry, and Hamilton).....	3
Number of Heavy Maintenance Facilities (Brownsmill).....	1
Gallons of Diesel Fuel (FY15 Estimate)	2,213,243
Dekatherms of CNG (FY15 Estimate)	1,045,900

Mobility (Demand Responsive)

Number of Vehicles (FY15 Projected).....	187
Annual Total Vehicle Miles (FY15 Projected).....	8,161,815
Annual Total Vehicle Hours (FY15 Projected).....	440,431
Gallons of Diesel Fuel (FY15 Estimate).....	1,092,043

Police

Number of Police Precincts (Lindbergh, College Park, Indian Creek, Five Points).....	4
All sworn Police Officers; including higher ranking officers (FY15 Adopted)	376

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 (FY15 Projected).....	18,430,446
Annual Total Vehicle Car Hours (FY15 Projected).....	701,076
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 (FY14 Actual)	\$169.96M
Operating Revenues (FY15 Estimate)	\$415.77M
Total Available Operating Funding (FY15 Estimate)	\$585.71M
Net Operating Expenses (FY14 Estimate)	\$405.78M
Yearend Operating Carryover (FY15 Estimate).....	\$170.13M
Capital Allocation (FY15 Estimate)	\$63.39M
Beginning Capital Revenues (FY15 Estimate)	\$94.65M
Capital Revenues (FY15 Estimate).....	\$376.53M
Total Available Capital Funding (FY15 Estimate)	\$471.18M
Total Capital Expenses (FY15 Estimate).....	\$470.11M
Ending Capital Carryover (FY13 Estimate)	\$1.07M
Passenger Revenue (FY15 Estimate)	\$141.27M
Sales Tax Revenue (FY15 Estimate)	\$371.17M
Farebox Recovery (FY15 Estimate)	33.9%
Cost Per Passenger (FY15 Estimate)	\$3.04
Average Fare (FY15 Estimate)	\$1.03
Fare Subsidy Per Passenger (FY15 Estimate)	\$2.01
Last Fare Increase	October 2, 2011

Employees

Number of Total Employees (FY15 Adopted).....4,920

	FT	PT	CON	Total
ADM	224	56	51	331
MGR	219		3	222
POL	292		20	312
PRO	345		83	428
TEC	256			256
MNT	1,099			1,099
OPR	1,530	185		1,715
REP	197	2		199
SUP	347		11	358
Total	4,509	243	168	4,920

<i>Classifications</i>	<i>Descriptions</i>
ADM	All other non-represented positions
MGR	Middle and Upper Management level positions
POL	Non-management police officers positions
PRO	Non-represented, non-management positions requiring a 4-year degree or equivalent
TEC	Non-represented positions with technical skill requirements, generally requiring 2 and/or 4-year degrees
MNT	Represented positions responsible for bus, rail, and facility maintenance
OPR	Represented Bus, Mobility, and Rail vehicle operator positions
REP	Other Represented positions not included in other categories
SUP	Non-represented first-line supervisory positions

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 Officer
General Manager CEO	General Manager CEO	11200	Board of Directors	11210	Board of Directors
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	Human Resources	88900	AGM Human Resources	16310	AGM of Human Resources
General Manager CEO	Human Resources	14700	Human Resources	14710	Dir of Human Resources
General Manager CEO	Human Resources	14700	Human Resources	14720	Employee Organizational Development
General Manager CEO	Human Resources	14700	Human Resources	14721	Occupational Medical Services
General Manager CEO	Human Resources	14700	Human Resources	14722	Employee Relations
General Manager CEO	Human Resources	14700	Human Resources	14740	Recruiting
General Manager CEO	Human Resources	14700	Human Resources	14750	Management Pension Administration
General Manager CEO	Human Resources	14700	Human Resources	14760	HRIS
General Manager CEO	Human Resources	14700	Human Resources	14780	Compensation
General Manager CEO	Human Resources	14700	Human Resources	14790	Clerical Pool
General Manager CEO	Human Resources	14700	Human Resources	16220	Benefits
General Manager CEO	Human Resources	16600	Labor Relations	16610	Dir of Labor Relations
General Manager CEO	Human Resources	16600	Labor Relations	16620	Arbitrations
General Manager CEO	Human Resources	16600	Labor Relations	22910	Employee Availability
General Manager CEO	Human Resources	16800	Training	14724	Rail Transportation Training
General Manager CEO	Human Resources	16800	Training	14725	Bus Transportation Training
General Manager CEO	Human Resources	16800	Training	14726	Rail Maintenance Training
General Manager CEO	Human Resources	16800	Training	14727	Bus Maintenance Training
General Manager CEO	Human Resources	16800	Training	14728	Infrastructure Facility Training
General Manager CEO	Human Resources	16800	Training	14729	Strategic Training
General Manager CEO	Human Resources	16800	Training	16810	Dir of Training
General Manager CEO	Human Resources	16800	Training	16820	Chief Maintenance Training
General Manager CEO	Human Resources	16800	Training	16830	Chief Operations Training
General Manager CEO	Human Resources	16800	Training	16840	Chief Strategic & Org Training

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
General Manager CEO	Human Resources	16800	Training	16841	Organizational Training
General Manager CEO	Human Resources	11700	Diversity & Equal Opportunity	11710	Dir of DEO
General Manager CEO	Human Resources	11700	Diversity & Equal Opportunity	11720	Economic Opportunity
General Manager CEO	Human Resources	11700	Diversity & Equal Opportunity	11730	Equal Opportunity
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	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	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	Government & Constituent Relations	22435	Dir of Govt & Constituent Relations
General Manager CEO	Communication & Ext Affairs	83600	Government & Constituent Relations	22440	Government Relations
General Manager CEO	Communication & Ext Affairs	88300	Media Communications	17410	Dir of Media Communications
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
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	11820	Streetcar Administration
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	15810	AGM of Rail Operations
Operations	Operations Support Services	42100	Sr Director of Operations Support Services	15240	Sr Director Operations Support Services
Operations	Operations Support Services	42100	Sr Director of Operations Support Services	15250	Operations Support
Operations	Operations Support Services	18800	Facilities	18810	Dir of Facilities
Operations	Operations Support Services	18800	Facilities	18820	Custodial & Landscape

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Operations Support Services	18800	Facilities	18821	Station Cleaning
Operations	Operations Support Services	18800	Facilities	18830	Buildings & Support Equipment
Operations	Operations Support Services	18800	Facilities	18840	Headquarters Building
Operations	Operations Support Services	18100	Vertical Transportation	18710	Dir of Vertical Transportation
Operations	Operations Support Services	18100	Vertical Transportation	18850	Escalators & Elevators
Operations	Engineering & Development	15230	Engineering & Development	10510	Dir of Communications & Cust Info
Operations	Engineering & Development	15230	Engineering & Development	15230	Rail System Engineering
Operations	Engineering & Development	15230	Engineering & Development	18530	Computer Aided Design CAD
Operations	Engineering & Development	15230	Engineering & Development	18610	Dir of Engineering
Operations	Engineering & Development	15230	Engineering & Development	18620	Electrical & Mechanical
Operations	Engineering & Development	15230	Engineering & Development	18650	Civil & Structural Engineering
Operations	Engineering & Development	15230	Engineering & Development	18660	Specifications
Operations	Engineering & Development	15230	Engineering & Development	18670	Project Control
Operations	Engineering & Development	15230	Engineering & Development	18680	Rail System Program Management
Operations	Engineering & Development	15230	Engineering & Development	18690	Dir of Rail System Engineering
Operations	Engineering & Development	18300	Program & Contract Management	18310	Dir of Program & Contract Management
Operations	Engineering & Development	18300	Program & Contract Management	18320	A & E Contracts
Operations	Engineering & Development	18300	Program & Contract Management	18330	CIP Management & Oversight
Operations	Engineering & Development	18300	Program & Contract Management	18340	Construction & JOC
Operations	Engineering & Development	18300	Program & Contract Management	18350	Job Order Contract JOC
Operations	Engineering & Development	18300	Program & Contract Management	18360	Program Management
Operations	Engineering & Development	18300	Program & Contract Management	18370	Construction Management
Operations	Engineering & Development	18300	Program & Contract Management	18380	Field Inspection Management
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

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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	Bus Operations	31700	Clayton County Transit	15470	Clayton Bus Garage
Operations	Bus Operations	31700	Clayton County Transit	15473	Clayton Paratransit Garage
Operations	Bus Operations	31700	Clayton County Transit	15571	Clayton Bus Maintenance
Operations	Bus Operations	31700	Clayton County Transit	15573	Clayton Paratransit Maintenance
Operations	Bus Operations	31700	Clayton County Transit	15580	Clayton County Contract & Materials Mgmt
Operations	Bus Operations	31700	Clayton County Transit	15581	Clayton County Systems Service Monitoring
Operations	Bus Operations	31700	Clayton County Transit	15582	Clayton County Administration/Overhead
Operations	Rail Operations	15100	Director of Operations	15510	Dir of Operations
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

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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 & Fargates
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
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	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	14200	Chief Financial Officer CFO	14960	Parking Services
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	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	14800	Treasury	14810	Dir of Treasury
Finance	Chief Financial Officer CFO	14800	Treasury	14820	Financial Planning & Analysis
Finance	Chief Financial Officer CFO	14800	Treasury	14840	Cash & Investment Management
Finance	Chief Financial Officer CFO	14800	Treasury	14850	Capital Budgeting & Oversight
Finance	Chief Financial Officer CFO	83500	Federal & State Programs	22420	Dir of Grant Programs
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
Administration	Chief Administrative Officer CAO	81100	Chief Administrative Officer CAO	22510	Chief Administrative Officer CAO
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

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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
Administration	Technology	10400	Technology Programs Management	10140	Transit System Enhancement
Administration	Technology	10400	Technology Programs Management	10150	Technology Quality Assurance
Administration	Technology	10400	Technology Programs Management	10261	Faregate Maintenance
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	10400	Technology Programs Management	10610	Dir of Tech Quality Assurance
Administration	Technology	10400	Technology Programs Management	10620	Info Tech Compliance
Administration	Planning	22100	AGM Planning	22110	AGM of Planning
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
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

ORGANIZATIONAL STRUCTURE

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Police Services	19200	AGM Police Services	19250	Criminal Justice
Administration	Police Services	19200	AGM Police Services	19290	Seized Property
Administration	Safety & Quality Assurance	16900	AGM of Safety & QA	16710	AGM of Safety & Quality Assurance
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	16700	Safety	16770	Environmental Health & Safety
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
Chief Counsel Legal Services	Chief Counsel Legal Services	16100	Chief Counsel Legal Services	16110	Chief Counsel Legal Services
Chief Counsel Legal Services	Chief Counsel Legal Services	16100	Chief Counsel Legal Services	16140	Legal Administration
Chief Counsel Legal Services	Chief Counsel Legal Services	23100	Chief Corporate Law	16130	Chief Corporate Law
Chief Counsel Legal Services	Chief Counsel Legal Services	23200	Chief Litigation	16120	Chief Litigation
Chief Counsel Legal Services	Chief Counsel Legal Services	16200	Risk Management	16210	Dir of Risk Management
Chief Counsel Legal Services	Chief Counsel Legal Services	16200	Risk Management	16230	Claims
Chief Counsel Legal Services	Chief Counsel Legal Services	16200	Risk Management	16240	Insurance
Chief of Staff	Chief of Staff	61100	Chief of Staff	22620	Chief of Staff
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	24210	Dir of Transit Oriented Development
Chief of Staff	Chief of Staff	22200	Dev & Regional Coordination	22210	Dir of Development & Regional Coordination
Chief of Staff	Chief of Staff	22200	Dev & Regional Coordination	22220	Real Estate
Chief of Staff	Chief of Staff	22200	Dev & Regional Coordination	22230	Joint Development
Chief of Staff	Chief of Staff	22200	Dev & Regional Coordination	23210	Regional Service Coordination
Other	Other	91000	Inventory Adjustment	91000	Inventory Adjustment
Other	Other	91800	Other	91800	Contract Employees-Capital Projects

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 the 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.

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.), 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 staff 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.

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.

INDEX

A ccounting.....	273	Department of Bus Operations	209
AGM Communications & External Affairs	121	Department of Chief Administrative Officer/CAO	303
AGM Internal Audit.....	104	Department of Chief Counsel Legal Services	409
AGM of Human Resources	322	Department of Chief Financial Officer/CFO	263
AGM of Planning	378	Department of Chief of Staff	429
AGM Police Services	402	Department of Chief Operating Officer/COO	165
AGM Safety & QA.....	149	Department of Communications & External Affairs	113
AGM Technology/CIO	352	Department of Engineering & Development.....	191
Approved Capital Projects Summary	468	Department of Human Resources	317
Approved Capital Projects Ten-year Forecast.....	469	Department of Internal Audit.....	99
Approved Projects Detail.....	488	Department of Operations Support Services	173
Architecture and Design.....	392	Department of Planning	371
Authority Operating Expenses and Revenues.....	43	Department of Police Services	397
Authority Organization Chart.....	61	Department of Rail Operations	233
Available Funding for Operations – Table 3	47	Department of Safety & Quality Assurance	143
B oard of Directors	95	Department of Technology	345
Bus Maintenance.....	222	Department of the General Manager/CEO.....	87
Bus Transportation.....	217	Director of Operations	238
C apital Budget Overview	443	Diversity & Equal Opportunity.....	340
Capital Improvement Program Infrastructure.....	457	Division of Administration.....	301
Capital Program Funding	55	Division of Chief Counsel Legal Services	407
Capital Sources and Applications of Funds.....	466	Division of Chief of Staff	427
Category and Sub-Category Expense Listing.....	617	Division of Finance	261
Chief Administrative Officer/CAO	312	Division of Operations.....	163
Chief Counsel Legal Services	413	Division of the General Manger/CEO	85
Chief Financial Officer/CFO	269	E mployee Salary Structures	589
Chief of Corporate Law	417	Engineering & Development	196
Chief of Litigation.....	420	Executive and Senior Staff	v
Chief of Staff	434	Expenditure Policies.....	32
Chief Operating Officer/COO	168	External Affairs	126
Contracts & Procurement.....	294	F acilities.....	181
D ebt Service Schedule	58	Fare History.....	611
		Fare Structure.....	607

Federal & State Programs	290	Organizational Goals.....	41
Federal Grant Detail	572	Organizational Structure	618
Financial and Budgetary Policies.....	21	P lanning Program Overview.....	463
Financial Overview	43	Program & Contract Management.....	204
Financial Performance Measures.....	612	Q uality Assurance & Configuration Management.....	158
Financial Summary	43	R ail Car Maintenance	249
Fiscal Policy Guide.....	11	Rail Services	244
Fiscal Year Budget Development	16	Research and Analysis	382
FY2015 Benefits Calculation	613	Revenue Operations	281
G eneral Manager/CEO.....	91	Revenue Policies	30
Glossary	626	Risk Management.....	423
Government & Constituent Relations.....	134	S afety	153
Graph of Personnel by Class and Fiscal Year	72	Source Documents	34
Graph of Personnel by Status and Fiscal Year	71	Sources and Uses of Funds – Table 2.....	46
Graph of Total Authority Personnel by Fiscal Year	70	Strategic Plan	35
Guide to Book Contents	vii	Strategic Planning Process at MARTA.....	11
H uman Resources.....	326	Summary of Authority Personnel by Status	73
I nformation Systems Audit	108	Summary of FY15 Expenses by Organization	66
L abor Relations	331	Summary of Operating Budget Expenditures.....	51
M aintenance of Way	255	Summary of Operating Revenues – Table 4.....	49
Management & Budget	277	Summary of Transit Subsidy – Table 5	53
Marketing & Sales	130	Technology Applications.....	361
MARTA Facts	614	Technology Infrastructure & Production	356
Marta History & Overview	1	Technology Support Services.....	366
Media Communications.....	138	Three Year Projected Plan – Table 6	54
Mobility	227	Training.....	335
O perating Budget Impact	486	Transit Oriented Development.....	438
Operating Budget.....	61	Transit System Planning.....	387
Operations Support Services	176	Treasury.....	286
		V ertical Transportation	186

