marta

DEPARTMENT OF FINANCE

Office of Management & Budget

September 2016

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Metropolitan Atlanta Rapid Transit Authority (MARTA) for its annual budget for the fiscal year beginning July 1, 2015.

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

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

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Metropolitan Atlanta Rapid Transit Authority

Georgia

For the Fiscal Year Beginning

July 1, 2015

Executive Director

FISCAL YEAR 2017
ADOPTED OPERATING & CAPITAL FUNDS BUDGET
(July 1, 2016 through June 30, 2017)

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PREFACE

LETTER OF TRANSMITTAL FROM THE GENERAL MANAGER/CEO

October 28, 2016

Fiscal Year 2016 saw several notable events for MARTA including plans for a $794M Rail Car Procurement, the receipt of 18 new articulated "bendy" CNG buses, the ground breaking on the Edgewood /Candler Park Transit Oriented Development, and receipt of a $30M GO Transit Grant from the State of Georgia to upgrade customer communications.

The Atlanta City Council voted to allow a November referendum for voter approval of a half penny sales tax to support enhancing and expanding MARTA services in Atlanta. The Council also adopted the MARTA menu of projects for expanding services.

MARTA remains committed to the precept of "Routine Excellence," as the way we do business to ensure efficient, safe and reliable service that is exceptional and cost - effective. Exceptional customer service is a foundational expectation for Routine Excellence. In fact, the 2016 Quality of Service survey indicated customer satisfaction of MARTA services continued to trend upward with customer dissatisfaction at the lowest in the past 20 years. This is a trend we need to maintain as we move forward. The Authority will continue to focus on employee development and strive to provide competitive wages for its employees.

We continue to improve our financial position with the realization of our five-year, Fiscal Sustainability Plan (FSP). Increased revenues and contained expenditures have allowed the Authority to manage its operations without any reliance on reserves for the last four consecutive years. This is a virtually unprecedented accomplishment for MARTA.

Some of the positive efforts underway are:

Customer Impacts:

- Initiatives to increase ridership through investment, such as new buses
- Innovation by introducing mobile ticketing fare payments
- New technology to enhance customer communications
- No increase in the base fare or other fare rates for four consecutive years
- Art in Transit Program
- Police body cameras initiative
- Expanding the Fresh MARTA Markets concept at rail stations
- Continued emphasis on "State of Good Repair" priorities
- New secure chip Breeze card

Employee Impacts:

- Continue to position MARTA as an employer of choice
- Implement a merit/wage increase for non-represented and represented employees
- Ongoing employee training and development opportunities

Fiscal Impacts:

- Optimization through cost savings, efficiencies & revenue generation
- Reduction strategy for absenteeism and excessive overtime to reduce expenditures, a MARTA Transformation Initiative
- Pending approval of the half - penny sales tax from City of Atlanta residents

Our objective is to implement programs and best practices to maximize the fiscal stability of the Authority, while meeting the needs of our customers and continuing to earn the confidence of taxpayers. The budgets for FY17 are fiscally conservative and service-oriented, with the long-term objective of developing creative strategies that address future needs and opportunities.

Respectfully submitted,

Keith T. Parker, AICP
General Manager/CEO

Operating Budget Summary [$ In Millions]

FY2017 Adopted Budget Sources and Applications of Operating Funds		
Beginning FY2017 Carry-Over		**$245.5**
Operating Sales Tax (48% of Receipts)	214.5	
Passenger Revenue	143.4	
Title Ad Valorem Tax	9.0	
Station Parking	3.0	
Advertising Revenue	4.8	
Lease Income	9.0	
Other Transit Operating	5.1	
Federal Operating Assistance	69.5	
Operating Revenues		**$458.2**
Total FY2017 Available Funding		**$703.7**
Gross Expenses	518.2	
Capital Allocation	(64.8)	
Net Operating Expenses		**$453.3**
Ending FY2017 Carry-over		**$250.4**

Revenue Summary

Available funding for Transit Operations is $703.7M, which is funded through the following primary sources:

- ***Sales Tax*** - 48% of Sales Tax is programmed at $214.5M. The Sales Tax projections from the Georgia State Economic Forecasting Center resulted in a total projection of $448.1M for FY17.
- ***Passenger Revenue*** - The projected FY17 passenger revenue, is $143.4M. Projected daily ridership is approximately 440k+ riders.
- ***Ad Valorem*** - $9.0M is expected from Ad Valorem Tax Revenue.
- ***Federal Operating Assistance*** - $69.5M, which includes the flex of 5309 Preventive Maintenance to Operating.

FY17 Expense Summary

- ***Labor*** - Over 70% of MARTA's operating budget is spent on labor. Currently there are 4,694 employees which is a decrease of 425 employees from last year primarily to the outsourcing of Paratransit operations and maintenance services.
- ***Materials & Supplies*** - Approximately 10% of MARTA's operating budget is spent on Materials & Supplies, including CNG, Diesel and regular fuel.
- ***Contractual Services*** - Approximately 7% of MARTA's operating budget is spent on Contractual Services, like software licenses and maintenance contracts.

FY17 Highlights of Direct Customer Serving Positions

- ***Bus Operators*** - Currently there are 1225 Full-time bus operators and 125 Part-time bus operators. This number is unchanged from last year.
- ***Rail Operators*** - Currently there are 160 Full-time rail operators which is the same as last year.
- ***Station Agents*** - Currently there are 74 Full-time station agents which is the same as last year
- ***Customer Service Positions*** - Currently there are 52 Full-time and 2 Part-time customer service positions which is a decrease of 4 Full time positions from last year.

FY17 Planned Service Levels

- ***Bus Fixed Route Service*** - 29.3M total miles of service operating 101 routes. There are 565 buses scheduled to provide this service, of which 424 are CNG and 140 are diesel.
- ***Demand-Response Mobility Service*** - for elderly and disabled patrons is projected at 9.8M total miles of service. There are 211 Mobility Vans available for this service.
- ***Rail Service Level*** - 23.5M total rail car miles with peak headway frequency of 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 338 Rail Cars, 38 Rail Stations & 48 miles of double track in our rail service.

FY2017 Adopted Budget Sources and Applications of Capital Funds		
FY17 Beginning Balance		**$ 123.0**
Revenues		
Sales Tax	210.6	
Interest and Other Capital Income	0.5	
Federal Grants	55.0	
State Grants	1.0	
Debt Issue – Floating Rate Notes (FRN)	13.0	
		$ 280.1
Total FY17 Funding Sources		**$ 403.1**
Application of Funds		
Capital Improvement Program	(255.8)	
Debt Service (Bonds & FRN)	(146.7)	
Total Expenses		**$ (402.5)**
Ending FY2017 Balance		**$ 0.6**

- Adopted Capital Funds Budget of $402.5M for FY2017
- FY2017 Capital Improvement Program Adopted budget of $255.8M

Revenue & Expenses Summary

Revenue

The Authority's $403.1M **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 floating rate notes.

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 FY2017 are annotated in the table below. [$Millions]

Project Name	FY2017	Ten Year Total
Rehab Tunnel Ventilation Fans	$ 20.4	$ 177.8
Train Control Systems Upgrade	$ 16.7	$ 85.3
Fire Protection Systems Upgrade	$ 15.6	$ 38.9
Escalators Rehabilitation	$ 8.5	$ 107.5
Audio Visual Information Sys	$ 8.0	$ 48.1
Facilities Upgrade Program	$ 7.3	$ 83.4
LCARE CQ312 84-Month Cycle	$ 7.2	$ 7.2
Future Radio Infrastructure	$ 6.0	$ 34.5
MARTA Reliab Ctr Lfcy Enh Prog	$ 5.9	$ 76.9
UPS: Lakewd; Dunwdy; Med Cntr	$ 5.8	$ 28.1

The Authority's **Bond and FRN Debt Service Programs**, totaling $146.7M are programmed for the principal and interest payments on outstanding fixed and variable-rate bonds and floating rate notes.

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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.

ORGANIZATIONAL GOALS
This section describes the amount of fiscal and human resources allocated to each Organizational Goal. It provides an empirical depiction of how the Authority prioritizes the Organizational Goals 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, FY2017 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 2017 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 2017 Benefits Calculation; MARTA facts; organization structure; debt service schedule; glossary of terms and MARTA's rapid rail system map.

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, however, only Fulton and DeKalb counties actually joined 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 ridership 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 over 20 major projects including the North Line, the 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 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.

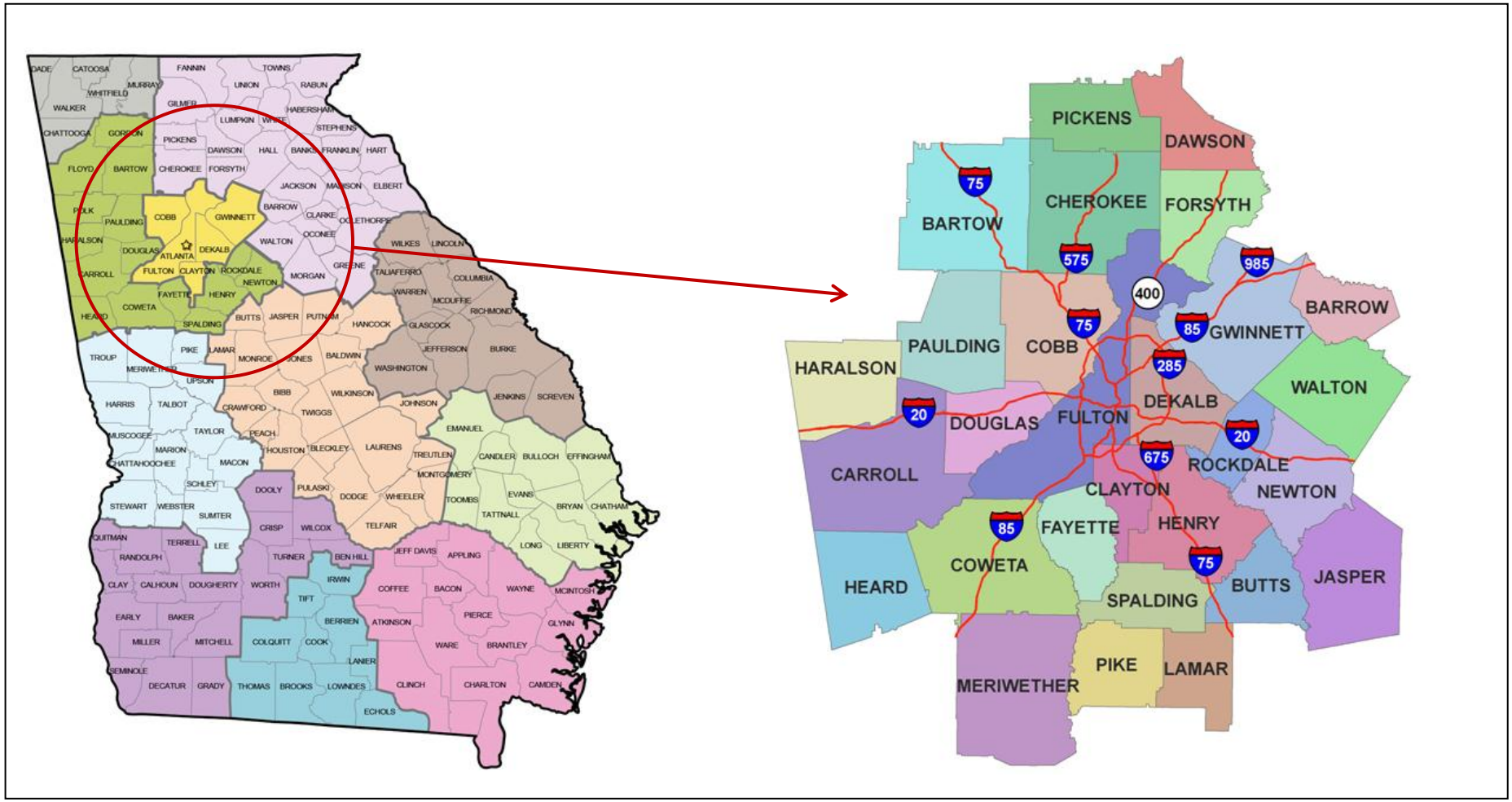
In November of 2014, Clayton County joined MARTA, becoming the first time a county has joined since operations began in 1971. (*Please see the complete history of MARTA and other MARTA facts at www.itsmarta.com.)*

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. Residents from all 28 counties that constitute the Greater Metropolitan Atlanta Region regularly use the system; however, MARTA's operations are exclusively in Fulton, DeKalb, and Clayton counties.

Other Transit Systems in the Region[1]

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



[1] **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
Georgia Regional Transportation Authority (GRTA) Xpress Bus - 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.	**Atlantic Station Shuttle** - also known as FREE RIDE, is a free service that provides service between the Arts Center MARTA station and Atlantic Station in Atlanta.	**Three Rivers Regional Commission** - provides on – demand transit service within Butts, Lamar, Pike, Spalding, and Upson counties. Service is offered Monday through Friday and requires 24-hour notice for reservations.	**vRide Vanpool Services** - 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.
Cobb Community Transit (CCT) - 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 paratransitservices are also available for qualified riders.	**The buc** - 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.	**Coweta County Transit** - provides on-demand transit service to business, commercial, and activity centers within the county. Trips must be scheduled 24 hours ahead of time.	**Rideshare by Enterprise** – 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.

Existing Metropolitan Area Regional Transit Systems

■ Fixed Route Rail or Bus	■ Circulators and Shuttles	■ On-Demand Service	■ Vanpool Services
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.	**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.	**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.	**Douglas County Ride-Share** – is a program that operates work-trip vanpools and assists in carpool matching.
Cherokee Area Transportation System (CATS) - provides fixed route service in and around Downtown Canton.	**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.	**Cherokee Area Transportation System (CATS)** - provides demand response bus service for rural areas in Cherokee County. CATS also provides paratransit services for qualified riders.	**Cherokee Area Transportation System (CATS)** - provides a vanpool service that helps riders coordinate vanpools and provides vans for a monthly fee.
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.	**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	**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.	**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.

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 2016 newsletter, ***Regional Snapshot - 2016 Population Estimates,***[2] ARC estimated that the 10-county Atlanta region added 69,200 new residents between April 1, 2015, and April 1, 2016, representing the largest single-year increase since 2007 to 2008. ARC also notes that:

- The **10-County Atlanta region**, since 2010 has averaged 49,000 new residents each year compared to the 2010 to 2015 period which averaged 45,000 new residents
- The **Atlanta region's** 2016 population is now surpasses that of 24 states, with a population of 4,401,800.
- **Gwinnett** added 17,300 new residents in the years 2015 to 2016
- **Fulton** counted added 15,300 new residents; **Cobb County** added 9,900 and **Cherokee** added 6,800 over the same period.
- The **City of Atlanta** added its largest single-year of growth since the Great Recession with 7,900 new residents over 2015 to 2016.
- New building permits for the 10-county region numbered over 22,000 in 2015, 2,000 greater than 2014's number, with higher building permit activity indicative of population growth.

Due to an improved economy and the related accelerated job growth, population growth is rebounding from earlier recessionary lags, however, growth is still below the population booms of the 1990's and 2000's, during which 900,000 new residents were added to the 10-county Atlanta region. The table below summarizes the population growth in the region.

Additional demographic data about the residents of Atlanta and Fulton, DeKalb, and Clayton counties are provided on the table and of ***People Quick Facts***[3] on the following page.

Region/County	1970	1980	1990	2000	2010	2014	2015	2016	2015 to 2016 Change	Average Annual Change 2010-2016	Average Annual Change 1990-2010
City of Atlanta	495,039	424,922	415,200	416,474	420,003	426,900	431,700	439,600	7,900	3,266	240
Atlanta Region	1,500,823	1,896,182	2,557,800	3,429,379	4,107,750	4,272,300	4,332,600	4,401,800	69,200	49,008	77,498
Cherokee	31,059	51,699	91,000	141,903	214,346	227,500	233,300	240,100	6,800	4,292	6,167
Clayton	98,126	150,357	184,100	236,517	259,424	264,700	266,900	270,600	3,700	1,863	3,766
Cobb	196,793	297,718	453,400	607,751	688,078	717,100	727,600	737,500	9,900	8,237	11,734
DeKalb	415,387	483,024	553,800	665,865	691,893	712,900	718,400	725,000	6,600	5,518	6,905
Douglas	28,659	54,573	71,700	92,174	132,403	136,000	137,400	139,000	1,600	1,100	3,035
Fayette	11,364	29,043	62,800	91,263	106,567	109,500	110,700	112,300	1,600	956	2,188
Fulton	605,210	589,904	670,800	816,006	920,581	958,100	970,400	985,700	15,300	10,853	12,489
Gwinnett	**72,349**	**166,808**	**356,500**	**588,448**	**805,321**	**844,100**	**859,800**	**877,100**	**17,300**	**11,963**	**22,441**
Henry	23,724	36,309	59,200	119,341	203,922	214,500	218,700	223,600	4,900	3,280	7,236
Rockdale	18,152	36,747	54,500	70,111	85,215	87,900	89,400	90,900	1,500	948	1,536

[2] http://33n.atlantaregional.com/regional-snapshot/regional-snapshot-2016-population-estimates

[3] *http://www.census.gov/quickfacts*

People Quick Facts	DeKalb County	Fulton County	Clayton County	Atlanta
People				
Population estimates, July 1, 2015	734,871	1,010,562	273,955	463,878
Population, Census, April 1, 2010	691,893	920,581	259,424	420,003
Age and Sex				
Persons under 5 years, %, July 1, 2014	7.3%	6.4%	7.8%	X
Persons under 18 years, %, July 1, 2014	23.7%	23.2%	28.3%	X
Persons 65 years and over, %, July 1, 2014	10.4%	10.4%	8.3%	X
Female persons, %, July 1, 2014	52.5%	51.4%	52.6%	X
Race and Hispanic Origin				
White alone, %, April 1, 2010	33.3%	44.5%	18.9%	38.4%
Black or African American alone, %, April 1, 2010	54.3%	44.1%	66.1%	54%
American Indian and Alaska Native alone, %, April 1, 2010	4%	2%	4%	2%
Asian alone, %, April 1, 2010	51%	5.6%	5%	31%
Native Hawaiian and Other Pacific Islander alone, %, April 1, 2010	Z	Z	1%	Z
Two or More Races, %, April 1, 2010	2.4%	2.2%	2.5%	2%
Hispanic or Latino, %, April 1, 2010	9.8%	7.9%	13.7%	5.2%
White alone, not Hispanic or Latino, %, April 1, 2010	29.4%	40.8%	1.4%	36.3%
Housing				
Housing units, April 1, 2010	304,968	437,105	104,705	224,573
Owner-occupied housing unit rate, 2010-2014	56.0%	52.6%	53.9%	44.1%
Median value of owner-occupied housing units, 2010-2014	163,600	237,600	89,100	205,000
Median gross rent, 2010-2014	977	992	886	969
Building permits, 2015	2,167	9,705	427	X

People Quick Facts	DeKalb County	Fulton County	Clayton County	Atlanta
Families and Living Arrangements				
Households, 2010-2014	264,120	373,005	87,490	181,681
Persons per household, 2010-2014	2.62	0.03	0.03	2.25
Language other than English spoken at home	18.8%	16.6%	20.3%	10.8%
Education				
High school graduate or higher, % of persons age 25 years+, 2010-2014	88.4%	90.7%	81.8%	88.4%
Bachelor's degree or higher, % of persons age 25 years+, 2010-2014	40.3%	48.6%	18.1%	47.1%
Health				
With a disability, under age 65 years, %, 2010-2014	7.3%	6.5%	8.5%	8.3%
Persons without health insurance, under age 65 years, %	19.4%	16.5%	22.8%	19.7%
Economy				
In civilian labor force, total, % of population age 16 years+, 2010-2014	69.2%	67.2%	67.3%	64.7%
In civilian labor force, female, % of population age 16 years+, 2010-2014	65.1%	62.3%	64.4%	61.8%
Total health care and social assistance receipts/revenue, 2012 ($1,000)	4,808,798	9,875,785	810,143	5,384,518
Total retail sales, 2012 ($1,000)	7,956,518	13,382,679	3,229,643	6,088,296
Total retail sales per capita, 2012	11,252	13,687	12,147	13,719
Transportation				
Mean travel time to work (minutes), workers age 16 years+, 2010-2014	30.9	27.3	29.4	25.4
Income and Poverty				
Median household income (in 2014 dollars), 2010-2014	50,799	56,642	40,314	46,439
Per capita income in past 12 months (in 2014 dollars), 2010-2014	28,971	36,827	18,074	35,719
Persons in poverty, %	20.4%	17.4%	22.9%	25.2%
Businesses				
Total employer establishments, 2014	16,300	34,622	3,757	X
Total employment, 2014	262,339	739,045	70,883	X
Total annual payroll, 2014	13,350,034	49,309,109	2,563,159	X
Total employment, % change, 2013-2014	0.8%	2.1%	1.1%	X
Geography				
Population per square mile, 2010	2,586	1,748	1,833	3,154
Land area in square miles, 2010	268	527	142	133

Legislative Challenges[4]

MARTA continued its move in a positive direction in 2016. In addition to completing yet another fiscal year when revenue exceeded expenditures, the Authority made inroads with legislators at all levels across the state to increase support for public transit.

The 2016 session of the Georgia General Assembly began on January 11, 2016 with Sine Die adjournment on March 24th. MARTA experienced a second consecutive groundbreaking session by working with legislators on both sides of the aisle to pass S.B. 369. Building off of the local SPLOST option provided in 2015's H.B. 170, S.B. 369 allowed the City of Atlanta to place referendum language on the November ballot asking voters to approve a sales tax increase of a half-penny to fund, exclusively, MARTA expansion within the Atlanta city limits. We're happy to report that the City approved this action on June 20, and, on Election Day, Atlanta voters will decide for themselves what sort of transit future they want for their city and the generations to follow. We'd like to take a moment here to thank the members of the Georgia General Assembly who helped make this a reality.

In addition to our success with S.B. 369, we are also preparing for governance changes resulting from General Assembly action in H.B. 264, a bill passed during the 2014 legislative session. These changes to the MARTA Board governance structure will take effect in January 2017. The bill reconstituted the MARTA Board so that beginning January 1, 2017, our Board will be composed of 13 voting members and 2 non-voting members for a total of 15 members (Voting: 4 DeKalb, 3 City of Atlanta, 3 Fulton County, 2 Clayton County, 1 Gubernatorial appointee; Non-voting: Executive Director of the Georgia Regional Transit Authority (GRTA) and the Commissioner of the Georgia Department of Transportation (GDOT)).

In addition to S.B. 369, additional transit-related legislation also emerged during the legislative session. S.B. 307 allows digital advertising in place of traditional print advertising in bus shelters to maximize impact and increase advertising options for the transit provider. S.B. 420 creates a mandate for counties across the state that any fixed-guideway project be approved by voter referendum prior to moving forward. This does not impact any current MARTA jurisdictions, City of Atlanta projects or Atlanta Beltline buildout, but it could impact future transit decisions in non-MARTA metro counties. Lastly, H.B. 737, the legislature's annual code clean-up bill, officially made the MARTA Act part of the Georgia code.

Perhaps more important than the legislative victories, MARTA's work under the Gold Dome this past session was once again considered highly collaborative with lawmakers and stakeholders alike. Transit experienced a boost in "voice" during 2016 and this boost was recognized with the creation of both House and Senate Study Committees on Transit Policy. These committees are exploring transit issues throughout the state, and MARTA has been a key player in the conversation. The private sector has also created a "Transit Task Force" headed by the Georgia Chamber – another entity in which MARTA is playing a leading role.

Following up on our legislative victories, the Governor announced in June that MARTA would be the recipient of $30 million in state support as part of the one-off Go Transit! funding initiative, a $75 million program that was part of the state's 2015 budget. This money will be used for the implementation of MARTA's new Audio-Visual Information System (AVIS). We are grateful to the Governor for his vision with this program and encourage the state to consider it as part of their long-term commitment to public transit across the state.

We look forward to having MARTA play a substantial role for the solutions needed for a growing Atlanta metro region. We foresee a future push toward additional local funding as well as working with state lawmakers on long-term, state-sponsored investments in transit.

[4] MARTA Office of Government & Constituent Relations

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:

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".*** Position MARTA to become an employer of choice, Demonstrate routine excellence in daily internal/external operations, Create a culture and discipline of security and safety excellence, Optimize resources through cost-savings, efficiencies and revenue generation, Increase ridership through investment and innovation (technology, art, mobility management, etc.), Develop more innovative communication systems/processes. 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.

I. Board and Management Guidance and Direction

As part of the planning process, management and the Board of Directors annually revisit the Strategic Plan and review 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.

II. 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.

III. 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.

IV. 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

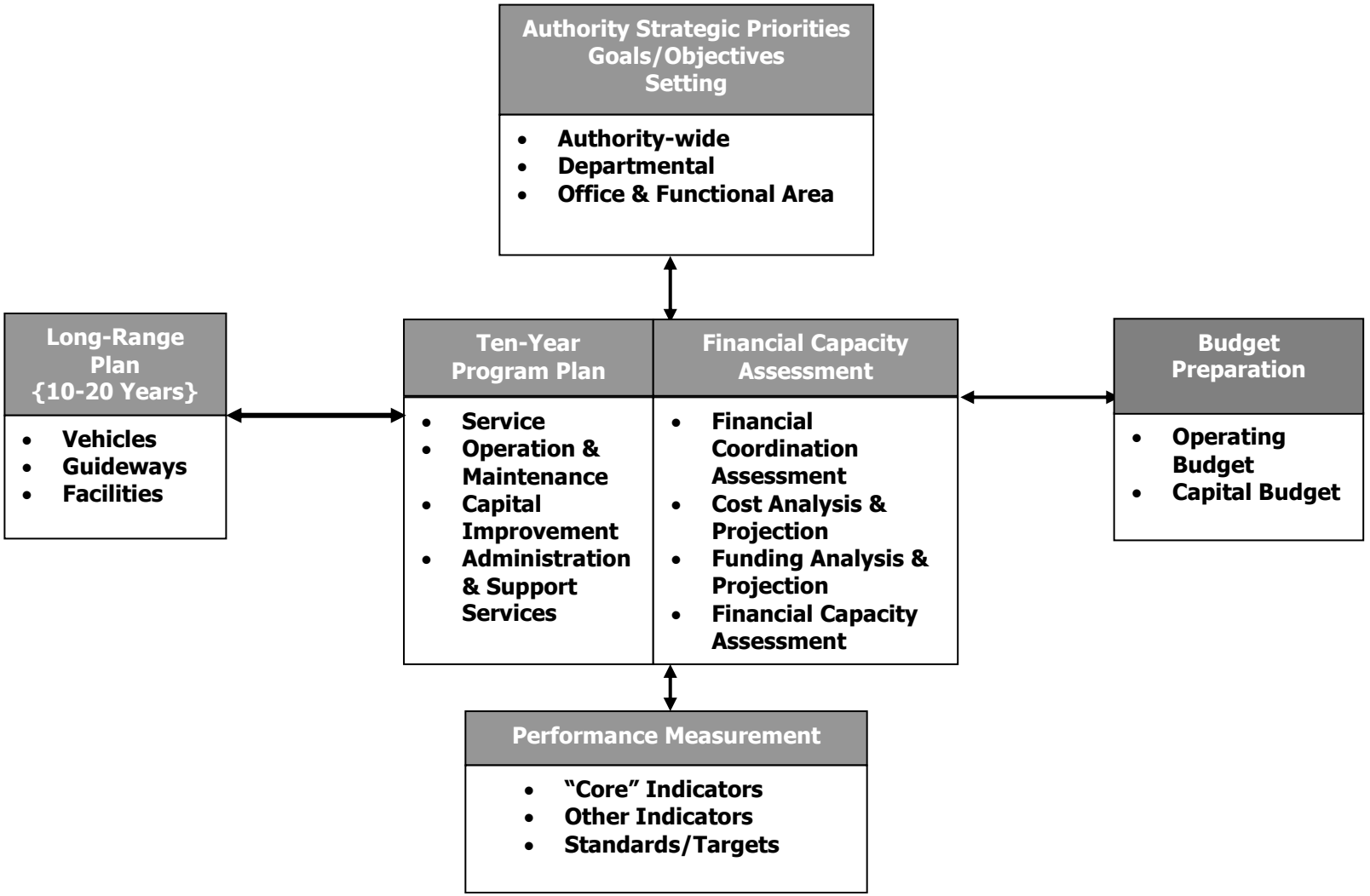
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

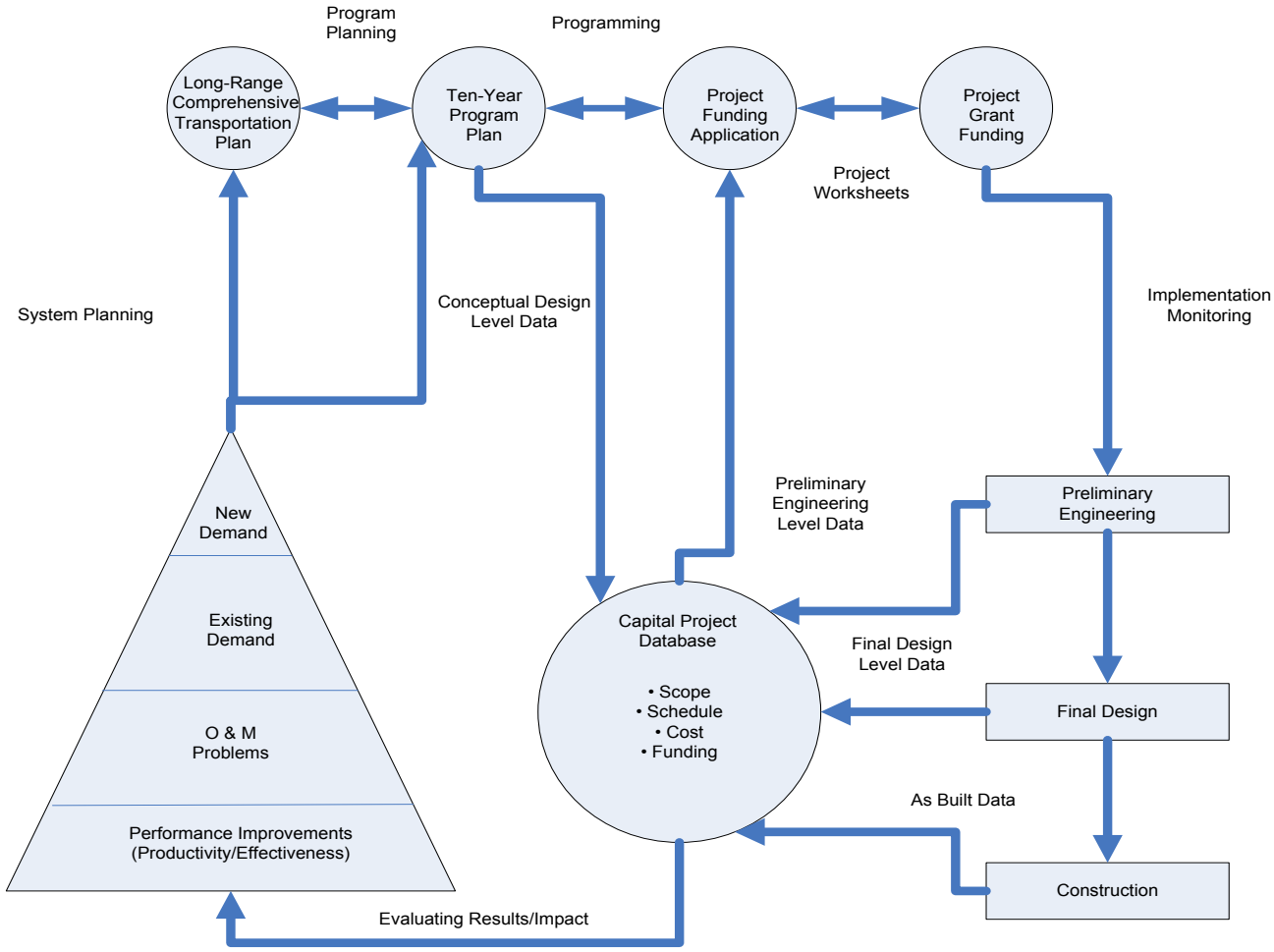
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

- 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 FY17 Budget

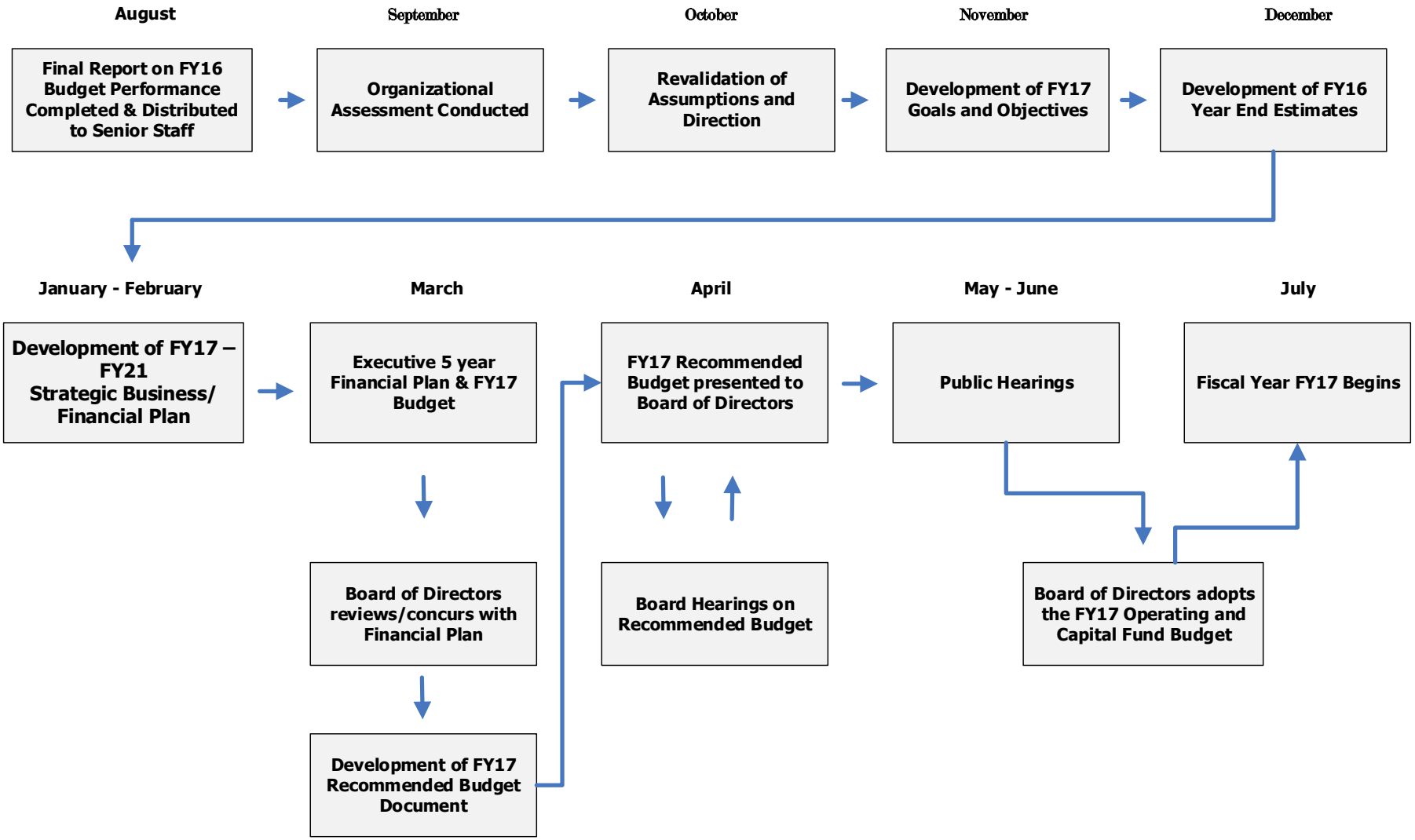


Exhibit # 4
Development of the FY17 Budget Major Milestones

Date	Event
Dec 2015	December Service Levels Mark-Up
Jan 2016	Determine Corporate and Strategic Assumptions for the FY2017 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, etc.)
Jan 24, 2016	Distribution of FY2017 Budget Call Package
Jan-Feb	Draft Legislative, Budget and Service Plan Communications Strategy
Jan -April	Legislative Session
Feb 14, 2016	FY2017 Budget Call Package submissions due
Feb 2016	Briefing on the FY 2017 Draft Service Plan
Feb 2016	Board Briefing on Corporate and Strategic Assumptions for the FY2017 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy Plan, Reserves Utilization, Strategic Performance Objectives, Legislative Strategy, etc.)
March 2016	Internal Budget Hearings: EMT Review and Revisions of FY2017 Budget Submissions, Parking Plan, Fare Increase Plan, Fare Policy Plan, Revenue Projections & Service Plan
March 2016	Call for Public Hearing (Service and Budget)
March 2016	Legislative and jurisdictional Board briefings on service and budget
March 2016	Revised Service Plan (based on outreach and budget refinements)
March 2016	EMT Review of the FY2017 Preliminary Operating & Capital Budgets, including Service Plan, Parking Plan & Fare Increase Plan (including Fare Policy Plan)

Exhibit # 4
Development of the FY17 Budget Major Milestones (continued)

Date	Event
March 2016	Board Briefing on Budget Development Status & Updates
March – June 2016	Community Outreach Sessions by GM/CEO & EMT (fiscal focus strategy, customer focus strategy [i.e. fare policy & service plan], Employee focus strategy)
April 2016	Advertise for Public Hearings; Community Outreach Sessions
April 2016	Hold Public Hearing
April 2016	Briefing on the Revised Service Plan
April 2016	Board Retreat on the FY 2017 Proposed 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 FY2017
May 2016	May Mark-Up
May 2016	Report Results of Public Hearing
May 2016	Briefing on the Recommended FY 2017 Service Plan
May 2016	Board Presentation of FY 2017 Recommended Operating & Capital Budgets
June 2016	Board Adoption of FY 2017 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 2017

Fare Policy Adopted for Fiscal Year 2017 (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
Actuals as of June 30 2016

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Salaries	$ 249,113,030.49	$ -	$ -	$ -	$ -	$ -	$ 249,113,030.49
Benefits	$ 131,243,574.44	$ 5,955.35	$ -	$ -	$ -	$ -	$ 131,249,529.79
Contractual Services	$ 40,302,011.53	$ 7,867,735.68	$ 5,881,900.27	$ -	$ -	$ -	$ 54,051,647.48
Material & Supplies Expenses	$ 46,067,631.76	$ 40,545.10	$ -	$ 5,174,279.21	$ -	$ -	$ 51,282,456.07
Utilities	$ 14,979,833.83	$ -	$ -	$ -	$ -	$ -	$ 14,979,833.83
Taxes & Fees	$ 156,648.22	$ -	$ -	$ -	$ -	$ -	$ 156,648.22
Other Miscellaneous Expenses	$ 10,787,630.59	$ 937,258.92	$ 112,741,953.18	$ (1,357,985.10)	$ 167,061,857.26	$ 18,794,409.00	$ 308,965,123.85
Planning Grant Expenditure	$ 1,918,775.74	$ 33,731,686.09	$ -	$ 148,915,123.70	$ -	$ -	$ 184,565,585.53
TOTAL EXPENDITURES	$ 494,569,136.60	$ 42,583,181.14	$ 112,741,953.18	$ 158,613,318.08	$ 167,061,857.26	$ 18,794,409.00	$ 994,363,855.26
Cost Allocation	$ (66,990,882.85)	$ -	$ -	$ -	$ -	$ -	$ (66,990,882.85)
TOTAL OPERATING EXPENDITURES	**$ 427,578,253.75**	**$ 42,583,181.14**	**$ 112,741,953.18**	**$ 158,613,318.08**	**$ 167,061,857.26**	**$ 18,794,409.00**	**$ 927,372,972.41**

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Passenger	$ 138,246,554.83	$ -	$ -	$ -	$ -	$ -	$ 138,246,554.83
Station Parking	$ 3,113,244.17	$ -	$ -	$ -	$ -	$ -	$ 3,113,244.17
Other Operating**	$ 18,744,876.65	$ -	$ -	$ -	$ 60,375.46	$ -	$ 18,805,252.11
Operating Subsidy	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Federal Revenue Operating	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sales Tax	$ 409,845,537.95	$ -	$ -	$ -	$ -	$ -	$ 409,845,537.95
Sales Tax Non-Capital Subsidy	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sales Tax W/H Sinking Fund	$ (150,834,296.43)	$ -	$ 150,834,296.42	$ -	$ -	$ -	$ (0.01)
Investment Income	$ 590,657.80	$ -	$ 151,551.34	$ 1.67	$ 9,197.32	$ 50,851,286.00	$ 51,602,694.13
Other Non-Operating Revenue	$ 35,431,784.37	$ -	$ -	$ -	$ 443,875.01	$ -	$ 35,875,659.38
Sales Tax Capital Related	$ (62,529,120.08)	$ -	$ -	$ -	$ 62,529,120.08	$ -	$ -
Bonds Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local & Federal Capital Revenue	$ 74,510,112.00	$ 1,811,527.40	$ -	$ 46,057,843.50	$ -	$ -	$ 122,379,482.90
Contractual Services Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Federal Revenues	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Clearing	$ -	$ (33,143.00)	$ -	$ (46,057,843.50)	$ -	$ -	$ (46,090,986.50)
TOTAL REVENUES	**$ 467,119,351.26**	**$ 1,778,384.40**	**$ 150,985,847.76**	**$ 1.67**	**$ 63,042,567.87**	**$ 50,851,286.00**	**$ 733,777,438.96**

- 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's is currently governed by a Board of Directors. The Board is composed of 14 members, twelve members representing the City of Atlanta, Fulton County, DeKalb County and Clayton County; two members representing the Georgia Regional Transportation Authority and the Georgia Department of Transportation.
- 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.
- In 2015 House Bill 213 amended the "Metropolitan Atlanta Rapid Transit Authority Act of 1965, so as to provide for a permanent suspension of restrictions on the use of sales and use tax proceeds. It further provided provision for the inclusion of Clayton County as a participant thus expanding the Board to 14 members of which 13 members reserved voting rights.

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 FY17 the total uses are $855.8M, and the total sources are $1.107B, which leaves a surplus of funds of $251.1M. MARTA has several sources of revenue as explained below.
- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- For historical information, under the law authorizing the levy of the sales and use tax, as amended May 10, 2002, MARTA is restricted as to its use of the tax proceeds as follows:
    1) No more than 50% of the annual sales and use tax proceeds can be used to subsidize the net operating costs, as defined, of the system, exclusive of depreciation and amortization, and other costs and charges as defined in Section 25(I) of the MARTA Act, except for the period beginning January 1, 2002 and ending December 31, 2008 when no more than 55% shall be used. The additional 5% of the Sales tax revenues may be applied to the operations of the transit system, to be used at the discretion of the General Manager.
    2) If more than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the deficit in operations must be made up during a period not to exceed the three succeeding years.
    3) If less than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the excess may, at the discretion of MARTA's Board of Directors, be reserved and later used to provide an additional subsidy for operations in any future fiscal year or years.
- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that, commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit" related operating revenue" for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years

2002, 2003, and 2004 budget resolutions provided for the use of the future use reserved interest.

- The Authority shall fund and maintain an operating budget reserve of ten percent (10%) of the Authority's prior year operating budget revenues. For purposes of this section, the term 'operating budget revenues' shall mean all funds received from federal, state, or local sources, including but not limited to grants, distributions from federal and state formula funds, or direct federal and state appropriations for projects or programs of the Authority, as well as fare box revenues and revenues received from rentals on property owned or operated by the Authority. Said operating budget reserve shall be utilized for ongoing operating expenses only in those circumstances requiring its use due to worsened economic conditions in the Atlanta region, or catastrophic loss such as an act of God or terrorism, which conditions cause a temporary shortfall in the Authority's anticipated revenues. The temporary operating revenue shortfall so noted shall be for a period of not less than six consecutive months during which total anticipated revenues are not less than two and one-half percent (2.5%) below the revenues received during the preceding fiscal year for the same six-month period. The first three percent (3%) of the reserve shall not be used in any six-month period. The purpose of said reserve shall be exclusively to pay the ongoing operating expenses during times of economic downturn and shall not be considered to be an available recurring revenue for operating budget purposes and under no circumstances shall the operating budget reserve be used to permanently replace the revenues which are reduced due to the economic conditions set forth above. Upon cessation of such economic downturn, as evidenced by cessation of the revenue shortfall required for the use of the reserve for Authority operating expenses, the operating budget reserve shall be replenished.
- In FY2015 The MARTA Act was amended by the Georgia Assembly under HB213 and commonly referred to as The Transportation Investment Act (TSA), amending set forth providing a permanent suspension of restrictions on the use of sales and tax proceeds by the Authority
- 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, 2017 and the diesel contract is scheduled to expire, June 30, 2017. 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. 0Designations 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 MARTA system. The following initiatives have been identified as priorities in no particular ranking and are included in the approved 12th and 13th Amendments to the Rapid Transit Contract and Assistance Agreement.

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. Since Fall 2012, MARTA has been performing environmental analyses of the two projects. The BRT and HRT components of the LPA are being evaluated in separate environmental studies, sponsored by MARTA in partnership with the Federal Transit Administration (FTA).
- 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.

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 late 2017. 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. An Alternatives Analysis (AA) was completed in December 2013 to identify the high capacity transit option that best addresses the identified transportation problems within the corridor. A range of technologies and alignments were assessed as part of the study including bus rapid transit, light rail, and an extension of the existing Red Line heavy rail service. Multiple alternatives were assessed along GA 400, Roswell Rd. (SR 9) and variations of both. An alignment along the GA 400 was the highest performing alignment in the analysis. This alternative was also preferred by the Project Steering Committee (PSC) and public through outreach. Heavy rail and BRT were the highest performing transit technologies in terms of community support.
- Phase I of Early Scoping for this study was conducted in September and October 2013, at the conclusion of the Alternatives Analysis. Early Scoping Phase I advanced HRT, BRT and LRT for further consideration. An outcome of the first phase of early scoping was the identification of the need to further explore the transit desires of area residents and employees before a decision on the LPA was made. Phase II of Early Scoping, which begin in the summer of 2014, eliminated LRT, and advanced HRT and BRT as the preferred technology.
- In March 2015, the MARTA Board of Directors approved resolution considering three high-capacity rapid transit alternatives, including Heavy Rail Transit (HRT) - the Locally Preferred Alternative (LPA) - and two lower cost Bus Rapid Transit (BRT) alternatives. The Draft Environmental Impact Statement is anticipated to be completed in the Spring of 2017 and a Final Environmental Impact Statement/Record of Decision (ROD) to be completed in Winter 2017.

Comprehensive Operations Analysis (COA)

MARTA's Comprehensive Operations Analysis (COA) was launched in 2014. The COA analyzed existing rail, bus and Mobility paratransit services and recommended service changes based on analysis of existing ridership, service performance, and market conditions and supported by public outreach. Existing service was evaluated based on route productivity, subsidy per passenger, and other key performance indicators (KPIs) to help determine changes to enhance the overall network. Based on the analysis, bus routes were identified as good candidates for increased investment while other routes were identified as candidates for consolidation, realignment, changes in service type, or improved marketing. Improvements in rail service and in the Mobility program were also identified.

The recommended changes are planned to be phased over the course of ten years as funding becomes available. The COA lays out a vision for MARTA services over the next decade and is intended to inform service planning decisions that achieve the vision. The study was based on the premise that successful 21st Century transit is defined by network strength rather than individual routes. For transit to operate as an integrated, easy-to-use network of services, a "top-down" network design vision

was complemented by "bottom-up" route-level design considerations.

The report then recommends changes to service characteristics that support improved service, including changes in the fare system, service operating policies, route capacity, and on-going service monitoring. Finally, the report details the capital asset needs necessary to support the implementation of the COA. The COA was approved by the MARTA Board in the spring of 2016.

Clayton County High Capacity Transit Initiative

- On November 4, 2014, voters in Clayton County approved a referendum that called for the dedication of a one-cent sales tax for the expansion of Metropolitan Atlanta Rapid Transit Authority (MARTA) service to the county. Approval of the one-cent sales tax provided for the implementation of bus, paratransit, commuter rail, and/or high capacity transit service in Clayton County.
- The Clayton County High Capacity Transit Study is a 24-month environmental/engineering study initiated in Early 2016 to determine the best options for implementing commuter rail and/or high capacity transit service in Clayton County. The study area was defined by potential high capacity transit corridors in Clayton County from previous planning efforts. The study area for the Project is over 140,000 acres and encompassing all of Clayton County with potential alignments from East Point to Lovejoy. The complete study area includes the cities of Forest Park, Lake City, Morrow, Riverdale, Jonesboro, Lovejoy, East Point, Atlanta, Hapeville, College Park, Stockbridge, and Hampton. The Project has the potential to serve more than 200,000 residents of Clayton County. The project team will develop all required elements for the Clayton County High Capacity Transit Project to enter into Project Development and Evaluation of a Locally Preferred Alternative (LPA). MARTA will evaluate alternative forms of delivery for commuter rail service and/or other high capacity transit service, and provide logical and cost effective recommendations for phased implementation. This effort will focus on preparation of a Draft Environmental Impact Statement (DEIS) and a combined Final Environmental Impact Statement (FEIS) / Record of Decision (ROD) in accordance with the Council on Environmental Quality (CEQ) regulations and Federal Transit Administration (FTA) Guidance to meet the requirements of the National Environmental Policy Act (NEPA) and MAP-21. Planning activities will include early scoping, scoping, identification and refinement of corridor alignment and technology, station area planning, community outreach, and assessment of environmental impacts. The study will also include preliminary engineering and preparing a request package for entry into Project Development under the FTA New Starts program.

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 four primary sources (Real Estate and Sales Tax Reserves, 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.

- The Office of Transit Oriented Development (TOD) and Real Estate is working to implement TOD on underutilized park and ride lots throughout the system. Revenue is generated through the lease and/or sale of this property to third party developers who implement projects in accordance with MARTA's adopted TOD Guidelines and Policies for Implementing MARTA's TOD Guidelines. Presently, projects are underway at the following stations: King Memorial, Edgewood/Candler Park, Avondale, Chamblee, Brookhaven/Oglethorpe University and Arts Center. Three projects are expected to break ground in calendar year 2016.

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 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 collecting fares for charter, group, and party bus services, as provided in Section 9(f) of this Act, the power to fix, alter, charge, and collect fares, rates, rentals, and other charges for its facilities by zones or otherwise at reasonable rates to be determined exclusively by the Board, subject to judicial review as hereinafter provided.

3) Use of One-time Revenues

- MARTA's enabling legislation, the MARTA Act, states that the Board shall make provisions for an annual operating budget and an annual capital improvements budget. Every budget, proposed or as finally adopted, shall conform to generally accepted budgetary standards of public bodies. In the annual operating budget each operating fund shall be set forth separately and show an estimate of the fund balance to be available at the beginning of the year, an estimate of anticipated credits during the year according to source, an estimate of anticipated charges, including capital outlay or debt service properly to be financed from anticipated revenues, and comparative data on the last two completed fiscal years and similar data, actual or estimated, for the 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, HB213
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 2017 Strategic Business Plan (FY17 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 FY17 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.

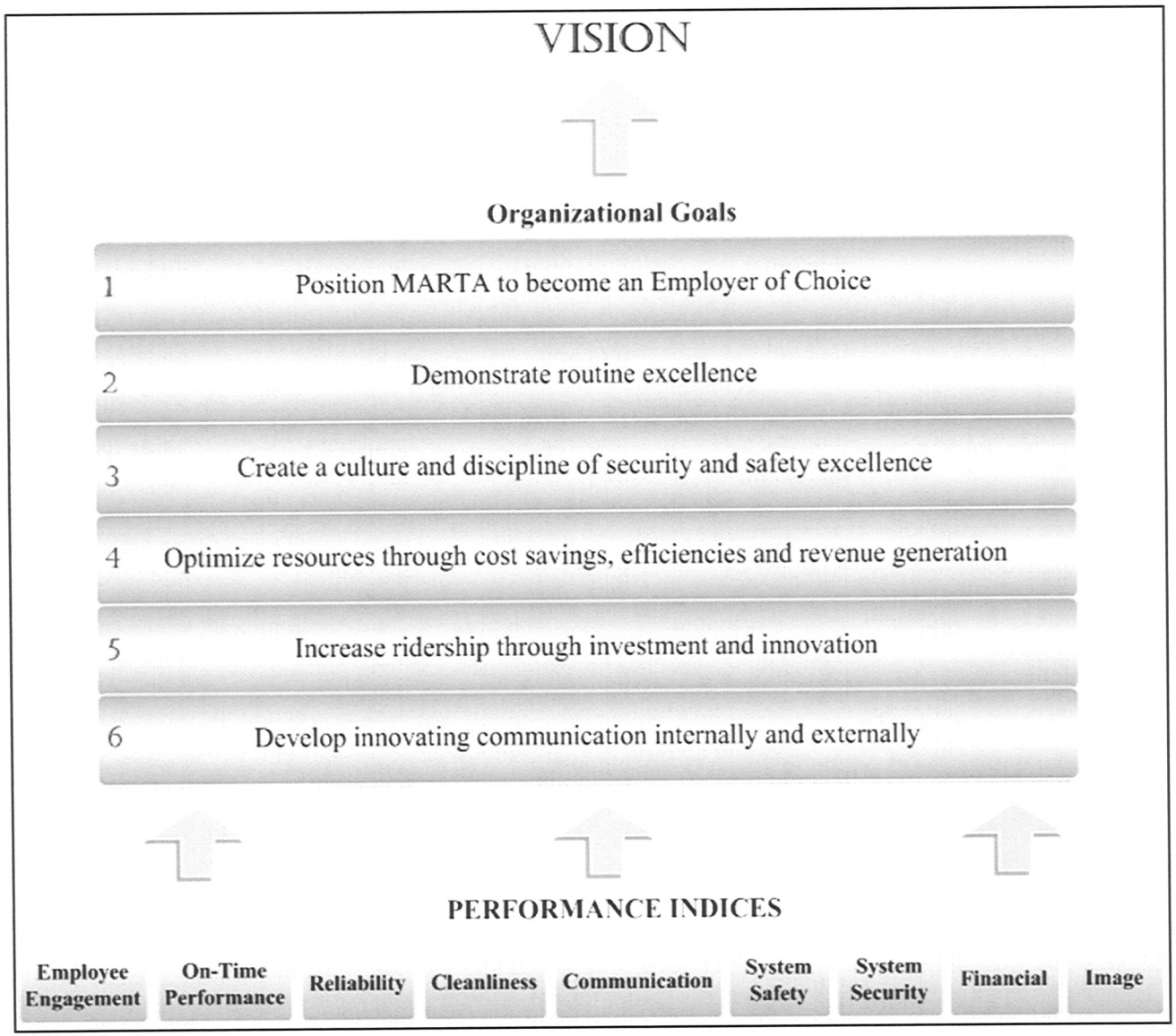
MARTA is a safe, secure, and reliable public transportation system, with emphasis upon customer service and cost effectiveness.

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

Organizational Goals

1. **Position MARTA to become an Employer of Choice.**
2. **Demonstrate routine excellence.**
3. **Create a culture and discipline of security and safety excellence.**
4. **Optimize resources through cost savings, efficiencies and revenue generation.**
5. **Increase ridership through investment and innovation.**
6. **Develop innovating communication internally and externally.**

Strategy Map



KEY PERFORMANCE INDICATORS

Financial KPIs

KPI	Performance Owner	Data Owner	FY16 Target	FY16 Actual	FY17 Target
Budget Variance	Individual Offices	Management & Budget	</= 0%	-4.6%	</= 0%
Ridership Combined (unlinked trips)	EMT	Planning	>/= 138.3M	133.4M	>/= 139.9M
Bus Cost per Passenger Trip	Bus Operations	Accounting	</= $3.36	$3.37	</= $3.36
Rail Cost per Passenger Trip	Rail Operations	Accounting	</= $2.80	$2.73	</= $2.78
Mobility Cost per Passenger Trip	Bus Operations	Accounting	</= $44.10	$39.78	</= $42.52
Bus Cost per Revenue Mile	Bus Operations	Accounting	</= $8.20	$8.14	</= $8.28
Rail Cost per Revenue Mile	Rail Operations	Accounting	</= $9.11	$8.83	</= $9.57
Mobility Cost per Revenue Mile	Bus Operations	Accounting	</= $3.89	$3.92	</= $4.33

Customer Service KPIs

KPI	Performance Owner	Data Owner	FY16 Target	FY16 Actual	FY17 Target
Average Customer Call Wait Time	Customer Care	Customer Care	</= 0:35	0:34	</= 0:35
Customer Call Abandonment Rate	Customer Care	Customer Care	</= 4%	4.38%	</= 6%

Safety & Security KPIs

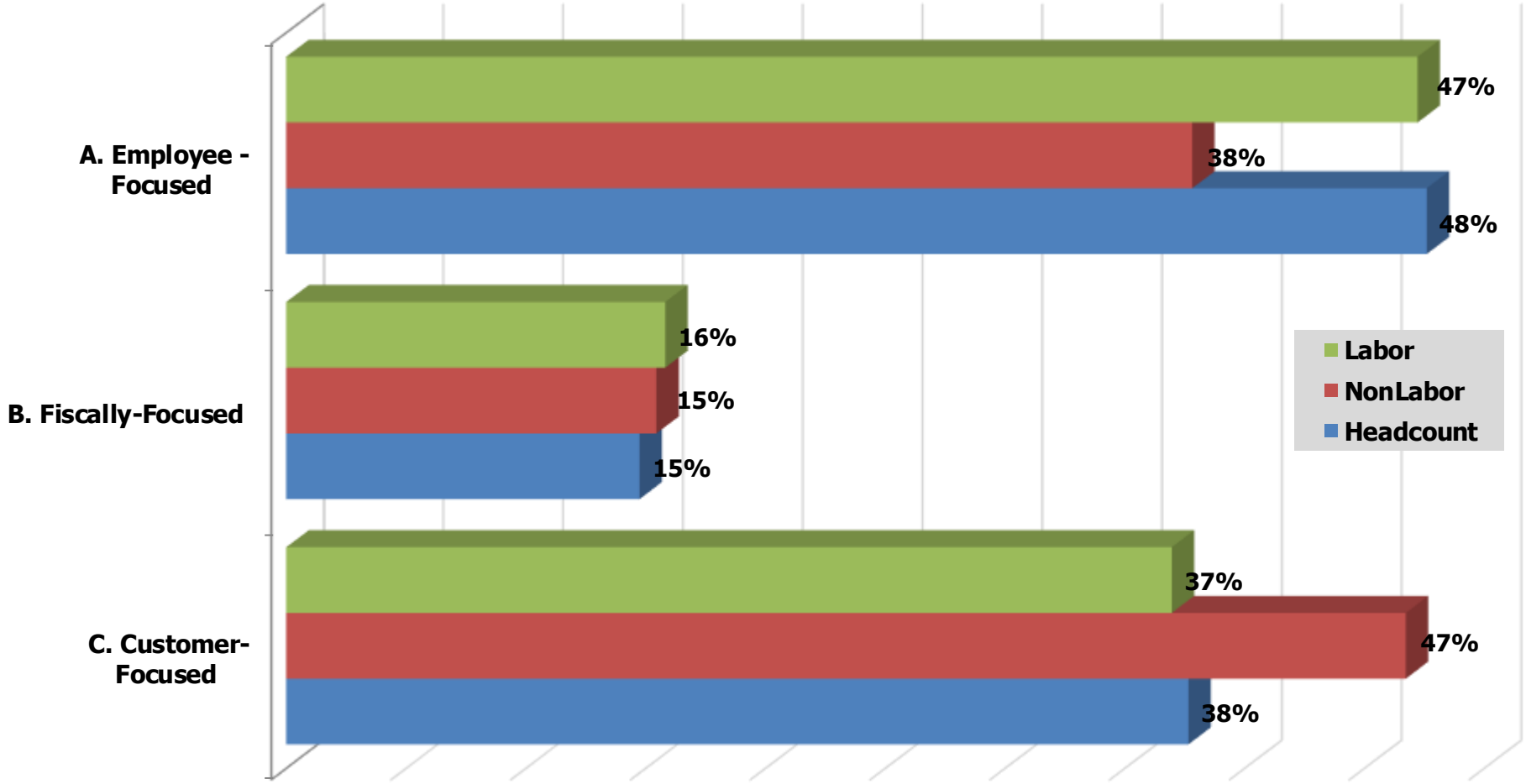
KPI	Performance Owner	Data Owner	FY16 Target	FY16 Actual	FY17 Target
Part I Crime	Police	Police	</= 3.80	3.47	</= 4.15
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	</= 3.70	4.04	</= 3.80
Mobility Collision Rate per 100K Miles	Mobility	Safety	</= 2.50	3.01	</= 2.50
Employee Incident Rate	Individual Offices	Safety	</= 14	15.32	N/A
Lost Time Accident Rate	Individual Offices	Safety	N/A	5.37	</= 3.80

Operations KPIs

KPI	Performance Owner	Data Owner	FY16 Target	FY16 Actual	FY17 Target
Bus OTP	Bus Transportation	Planning	>/= 78.5%	78.77	>/= 78.5%
Bus MDBF	Bus Maintenance	Bus Maintenance	>/= 3,500	4,105	>/= 4,500
Bus Complaints per 100K Boardings	Bus Operations	Customer Care	</= 8	9.77	</= 8
Rail OTP	Rail Transportation	Rail Transportation	>/= 95%	96.58%	>/= 95%
Rail MDBF	Rail Maintenance	Rail Maintenance	>/= 23,000	22,646	>/= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>/= 500	459	>/= 475
Rail Complaints per 100K Boardings	Rail Operations	Customer Care	</= 1.00	0.57	</= 1.00
Mobility OTP	Mobility	Mobility	>/= 85%	82.07%	>/= 90%
Mobility MDBF	Bus Maintenance	Bus Maintenance	>/= 15,000	16,164	>/= 15,000
Mobility Trip Denial Rate	Mobility	Mobility	= 0%	6.95%	= 0%
Mobility Reservation Average Call Wait Time	Mobility	Mobility	</= 2:00	6:37	</= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Mobility	</= 5.50%	15.89%	</= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Care	</= 4.50	4.72	</= 4.00
Escalator Availability	Vertical Transportation	Vertical Transportation	>/= 97%	98.75%	>/= 97%
Elevator Availability	Vertical Transportation	Vertical Transportation	>/= 98.5%	99.21%	>/= 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	Total
Gross Labor	178,443,966	59,786,705	139,681,412	**$ 377,912,082**
Gross NonLabor	53,035,625	21,667,186	65,539,075	**$ 140,241,887**
Headcount	2,232	681	1,781	**4,694**

Type		A. Employee - Focused	B. Fiscally-Focused	C. Customer-Focused	Total
Gross Labor	**%**	47%	16%	37%	**100%**
	$	178,443,966	59,786,705	139,681,412	**$ 377,912,082**
Gross NoLabor	**%**	38%	15%	47%	**100%**
	$	53,035,625	21,667,186	65,539,075	**$ 140,241,887**
Headcount	**%**	48%	15%	38%	**100%**
	#	2,232	681	1,781	**4,694**

A. Position MARTA as an Employer of Choice by attracting, developing, and retaining the best and brightest

Demonstrate routine excellence as the standard throughout our core business operations

Create a culture and discipline of security and safety excellence

B. Optimize resources through cost-savings, efficiencies, and revenue generation

C. Increase ridership through investment and innovation (technology, art, mobility management, etc.)

Develop more innovative communications systems/processes, internally & externally

FINANCIAL SUMMARY

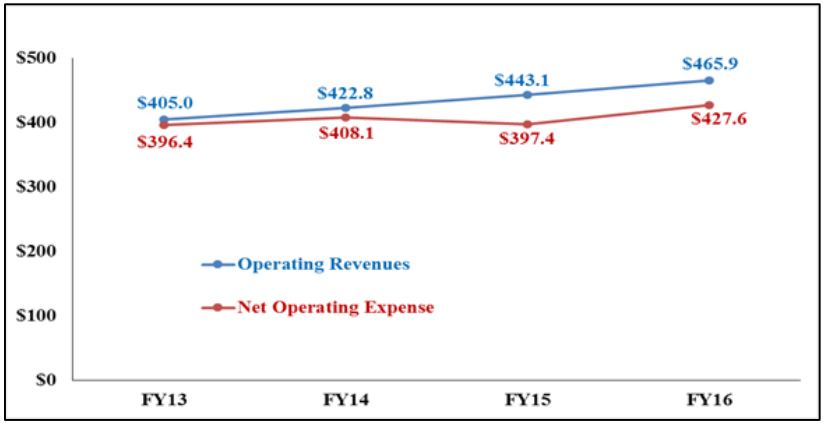
This section discusses MARTA's current financial position within the context of revenues, expenditures, and the development of strategies consistent with our business plan to ensure fiscal stability.

FINANCIAL OVERVIEW

FY13-FY16 Financial Performance Trend Highlights

Financial KPIs	FY13	FY14	FY15	FY16
Expense Budget Favorable Variance	-9.0%	-0.5%	-1.7%	-4.6%
Ridership Combined (unlinked trips)	129.9M	129.1M	136.0M	133.4M
Bus Cost per Passenger Trip	$3.44	$3.49	$3.06	$3.37
Rail Cost per Passenger Trip	$2.46	$2.55	$2.50	$2.73
Mobility Cost per Passenger Trip	$32.85	$37.10	$39.72	$39.78
Bus Cost per Revenue Mile	$9.03	$9.29	$8.31	$8.14
Rail Cost per Revenue Mile	$9.56	$9.70	$8.18	$8.83
Mobility Cost per Revenue Mile	$2.84	$3.29	$3.58	$3.92

FY13-FY16 Revenues vs. Expenses Trend ($M)



Authority Operating Expenses and Revenues

Budgeted FY2017 Operating Sales Tax revenue for operations is greater than FY2016 Actuals by $18.0M or 9.2% which is largely due to Clayton County joining MARTA as well as the current economic condition, as forecasted by the Georgia State University's Economic Forecasting Center for Fulton, DeKalb and Gwinnett Counties, including the City of Atlanta.[1]

System-wide ridership increased by 3% from 129.9 million unlinked passenger trips in FY13 to 133.4 million unlinked passenger trips in FY16, having peaked at 136 million unlinked passenger trips in FY15.

FY2017 Passenger revenue is expected to increase from FY2016 by $5.1M or 3.7% (from $138.3M to $143.4M). Similarly, FY17 ridership is expected to increase by 4.85%, from 133,383,148 unlinked rides to 139,856,585. This is in contrast to FY16 which saw ridership decline 1.9% from FY 2015.

Mode	FY17 Projected Unlinked Rides
Rail	75,520,378
Bus	63,649,635
Mobility	686,572
Total	139,856,585

Lease income decreased in FY2017 from FY2016 by $9.2M primarily due to the termination of nine LILO leases in FY2016. Federal Operating Assistance also decreased in FY2017 from FY2016 by $5.0M or 6.7% due Commute (JARC) funds. Over $8.5M was received in CMAQ/JARC Funds in FY2016, but only $3.5M is budgeted in FY2017.

FY2017 Expenses vs. FY2016 Expenses

FY2017 Expenses are budgeted at $25.7M over FY2016 Expenses. Most of the increase is attributable to the expansion of the Clayton County service, wage increases for the Union and Non-Represented employees and the plan to reduce vacancies to less than 5% for the annuity.

Contractual Services increased $12M in FY17 due primarily to outsourcing the LVan maintenance and operation services as well as to the expansion

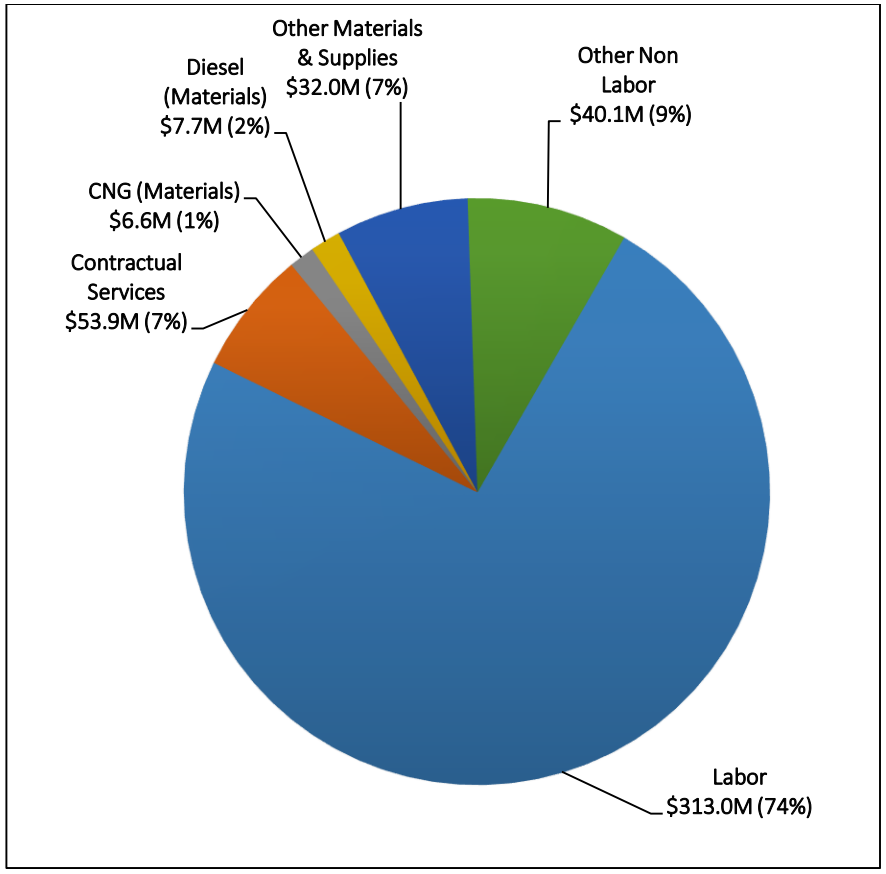
[1] Projections based on GSU Econ. Forecasting Center's Sept. 2015report.

of the Clayton County service, requiring more maintenance parts, supplies and fuel. Other Non-Operating expenses increased $8.7M in FY17 primarily due to contingency planning.

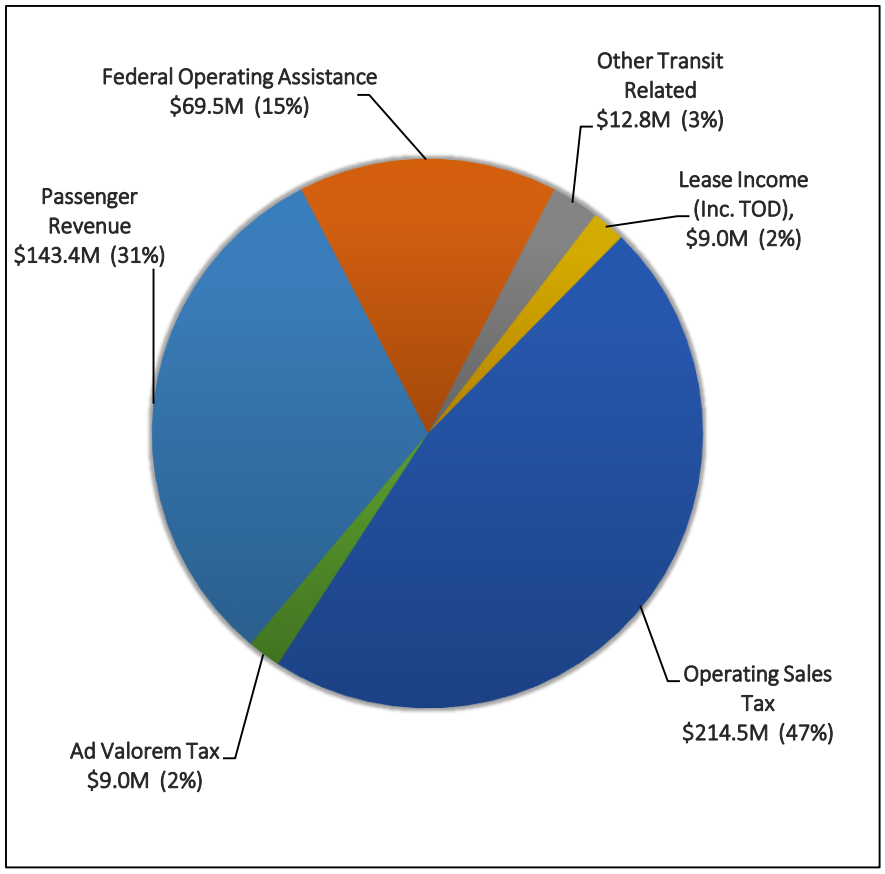
Total Authority Operating Budget (Table 1)

	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Adopted FY17
Total Operating Costs ($M)	$452.2	$465.2	$456.6	$488.3	$518.2
Less: Capital Charges	($55.8)	($57.1)	($59.2)	($60.8)	($64.9)
Net Operating Costs ($M)	$396.4	$408.1	$397.4	$427.5	$453.3
$ Change	($10.4)	$11.8	($10.7)	$30.1	$25.8
% Change	(2.6%)	3.0%	(2.6%)	7.6%	6.0%
Revenue ($M)					
Operating Sales Tax	$170.1	$172.9	$186.2	$196.5	$214.5
Title Ad Valorem Tax	$7.2	$21.1	$15.9	$23.9	$9.0
Passenger Revenue	$138.6	$138.0	$143.8	$138.3	$143.4
Station Parking	$2.1	$2.3	$2.7	$3.1	$3.0
Advertising Revenue	$7.4	$7.5	$6.8	$6.5	$4.8
Lease Income	$9.9	$9.9	$10.1	$18.2	$9.0
Other Transit Related	$3.3	$5.0	$4.1	$5.0	$5.1
Federal Formula Funds	$66.3	$66.0	$73.5	$74.5	$69.5
Prior Period Audit Adjustment	($0.0)	($0.0)	($0.0)	$0.0	$0.0
Total Revenue	$405.0	$422.8	$443.1	$465.9	$458.2
$ Change	($1.4)	$17.8	$20.3	$22.8	($7.7)
% Change	(0.3%)	4.4%	4.8%	5.1%	(1.6%)
FY Overage/(Shortfall)	$8.6	$14.7	$45.7	$38.4	$4.9
Impact ($M)					
FY Beginning Reserves Carry-Over	$143.0	$151.6	$166.2	$210.7	$245.5
Overage/Shortfall Allocated to Reserves	$8.6	$14.7	$44.5	$34.8	$4.9
Remaining Reserves	$151.6	$166.2	$210.7	$245.5	$250.4

FY2017 Net Operating Expenditures ($453.3M) (Chart 1) (millions)



FY2017 Net Operating Revenues ($458.2M) (Chart 2) (millions)



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 FY2017. Details regarding funding sources and uses for Transit Operations and Capital Programs respectively are explained in this section.

(Table 2)

SOURCES		
Beginning Balance		
Reserves for Operations (incl. 5% Sales Tax & RE Res.)	$245,508,792	
Capital	$123,000,000	$368,508,792
Sales Tax		$448,112,000
Less: Escrow for Clayton High Capacity Transit		($23,032,957)
Remaining Sales Tax		$425,079,043
Operating Revenues (Exc. Sales Tax)		$174,256,735
Federal Assistance		
Federal Formula Funds	$69,500,000	
Capital Assistance	$55,000,000	$124,500,000
State Capital Assistance		$1,000,000
Financing Proceeds		$13,000,000
Interest & Other Capital Income		$515,000
SOURCES TOTAL		**$ 1,106,859,570**

USES		
Operating Expenses	$518,153,969	
Less: Capital Allocation	($64,865,372)	
Net Operating Expenses		**$453,288,597**
Capital Programs	$255,814,007	
Bond Debt Service & Other Financing Costs	$146,650,000	
		$402,464,007
USES TOTAL		**$ 855,752,604**
FUNDS AVAILABLE - GENERAL FUND		
Operating Sales Tax	$250,443,333	
Capital	$663,633	
TOTAL FUNDS AVAILABLE		**$ 251,106,966**

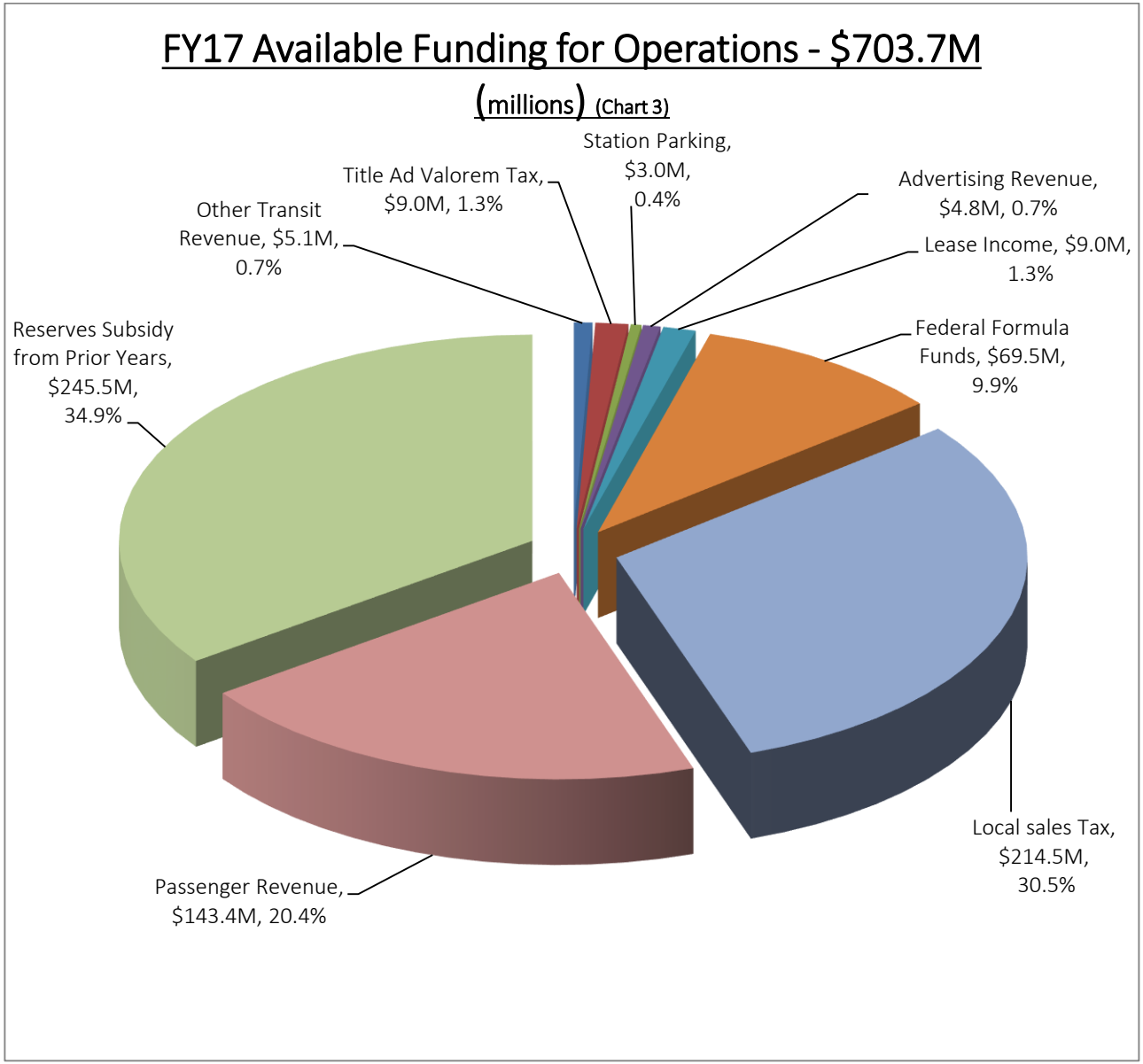
Summary of Available Funding for Operations

The Fiscal Year 2017 available funding sources for transit operations are $703.7M, 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 FY2017. Including the $245.5 of Sales Tax and Other Reserves Carry-over from FY2016, the FY2017 Total Available Funding is projected to exceed FY2017 Net Operating Expenses by $250.4M.

(Table 3)

Sales Tax & Prior Year Carry-Over				
Sales Tax Applied	$	214,466,403		
Subsidy Available from Prior Years (Including Real Estaste Reserves and Flex from Capital Sales Tax)	$	245,508,792		
Total Sales Tax, Operations			$	459,975,195
Operating Revenues				
Passenger Revenues	$	143,419,106		
Title Ad Valorem Tax	$	9,000,000		
Station Parking	$	2,950,000		
Advertising Revenue	$	4,808,200		
Lease Income	$	8,997,517		
Other Transit Revenues	$	5,081,912		
Lease Income (Inc. TOD)				
Lease-to-Service Amortized Rev				
Total Operating Revenues			$	174,256,735
Total Federal Formula Funds			$	69,500,000
Total Sources			$	703,731,930
Net Operating Expenses			$	(453,288,597)
Funds Available for Future Use			$	250,443,333


FY17 Available Funding for Operations - $703.7M
(millions) (Chart 3)
Station Parking, $3.0M, 0.4%
Title Ad Valorem Tax, $9.0M, 1.3%
Other Transit Revenue, $5.1M, 0.7%
Advertising Revenue, $4.8M, 0.7%
Lease Income, $9.0M, 1.3%
Reserves Subsidy from Prior Years, $245.5M, 34.9%
Federal Formula Funds, $69.5M, 9.9%
Local sales Tax, $214.5M, 30.5%
Passenger Revenue, $143.4M, 20.4%

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 FY17, even without the permitted inclusion of the capital rehabilitation and replacement reserve interest.

(Table 4)

FY16 Operating & Federal Revenues	=	$ 269,427,129	=	**67.80%**
FY15 Net Operating Expenses		$ 397,399,017		
The Adopted FY17 Budget is projected to meet this criterion:				
FY17 Operating & Federal Revenues	=	$ 243,756,735	=	**57.01%**
FY16 Net Operating Expenses		$ 427,578,254		

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, DeKalb, and Clayton Counties.

In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA obtained legislative relief on the 50% restricted use of annual sales tax proceeds to subsidize the operating costs of the transit system. Relief of the sales tax utilization restriction was adopted in 2015, becoming effective FY2016.

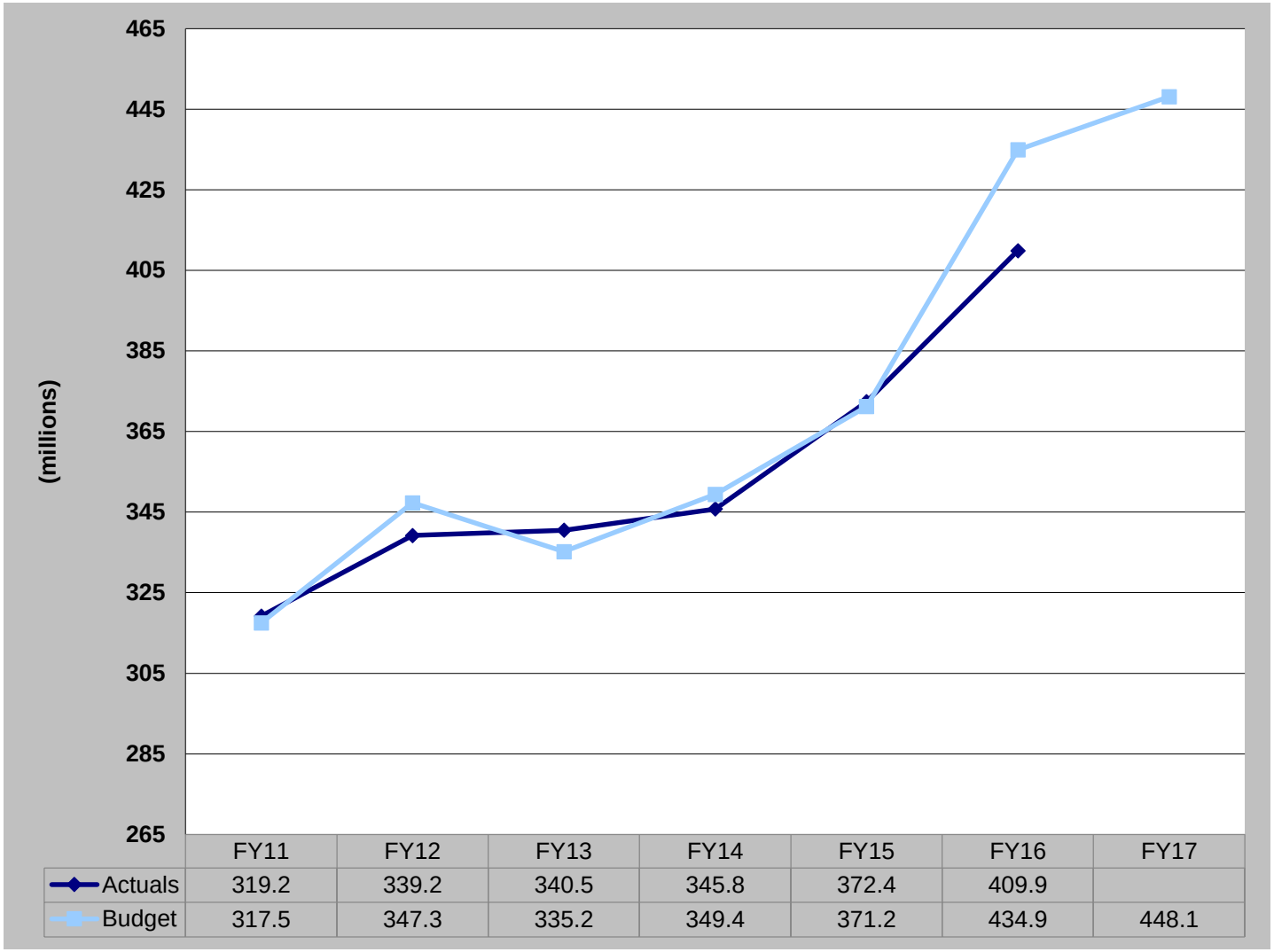
The State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This local operating 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 (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 FY2017 is $448.1M (including $23.0M in escrow for Clayton County high capacity transit). A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY2011 – FY2017 Sales Tax Receipts (Chart 4)



	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Actuals	319.2	339.2	340.5	345.8	372.4	409.9	
Budget	317.5	347.3	335.2	349.4	371.2	434.9	448.1

In FY17, the Adopted Net Transit Operations expenditures are $453.3M. 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 $243.8M. This leaves a Sales Tax requirement of $209.5M. We forecast the Operating share (48%) of FY17 Sales Tax Revenue to be $214.5M. This will create a surplus of $4.9M. The balance of Subsidy Available from Prior Years at the end of FY17 is thereby projected to be $250.4M.

Title Ad Valorem Tax
Vehicles purchased on or after March 1, 2013 and titled in Georgia will be exempt from sales and use tax and the annual ad valorem tax. Instead, these vehicles will be subject to a new, one-time title ad valorem tax that is based on the value of the vehicle. The tax collected from Dekalb, Fulton and Clayton counties in FY17 is projected to be $9.0M.

Passenger Revenue
The FY17 projected Passenger Revenues total of $143.4M is based on planned service levels and passenger projections. Average fare per rider is expected to increase from $0.95 in FY16 to $1.03 in FY17. Ridership is expected to increase from 133.4 million in FY16 to 139.9 million in FY17, for a total increase of 6.5M in annual boardings.

Parking/Advertising/Other Transit Related Revenue
Other Transit Revenue totals $12.8M, which includes fees for overnight parking at Lenox, Lindbergh, Brookhaven, Doraville, Dunwoody, Medical Center, College Park, Kensington, North Springs and Sandy Springs; advertising fees paid to MARTA for use of space on rail cars, buses and other facilities; and pay telephone and newspaper vending commissions. New revenue sources such as vending opportunities were implemented at specific rail stations and new avenues of vending enhancements and advertising are being considered. MARTA is reviewing the cost benefits of contracting out of parking services, including charging premium parking fees for customers outside the MARTA service area.

Lease Income
Lease income totaling $9.0M 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 $69.5M in federal funds for preventive maintenance of our rolling stock and facilities.

Summary of Operating Budget Expenditures

The FY17 Gross Adopted Budget for Operating Expenditures totals $518.2M. Of this amount, $453.3M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining $64.9M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

Salaries & Wages (incl. Overtime)
The FY17 Adopted Budget for gross salaries/wages/overtime reflects a decrease of $3.9M or 1.6% less than FY16 actuals. The majority of this decrease is due to outsourcing Paratransit, although it was offset by the full year implementation of Clayton Count and a 3% raise for represented and non–represented employees in FY17.

Benefits
Benefits will increase $1.6M or 1.2% above FY16 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, July 2014, July 2015 and July 2016. A $10M decrease also occurred in benefits in FY15 due to GASB 68, though was offset this year by $10M.

Contractual Services
Contractual Services increased of $12.09M or 28.8% from FY16 actuals as Paratransit Services were outsourced.

Materials & Supplies
Materials and Supplies show an increase of $7.2M or 18.4% from FY16. This is attributable primarily to expanding Clayton County and budgeting for additional fuel due to service increases in FY16.

Other Operating Expenses
Other Operating Expenses reflect a $2.2M or 14.9% increase from FY16 primarily due to acquiring Clayton County.

Casualty & Liability Costs
Casualty and Liability reflects a $3.0M or 48.6% increase from FY16 due to an increase in reserves.

Miscellaneous Expenses
Miscellaneous Expenses are projected to remain virtually the same over FY16 expenses.

Other Non-Operating Expenses
Other Non-Operating expenses reflect an increase of $8.7M or 206.0% above FY16 expenses, primarily for the contingency account for unanticipated O&M needs.

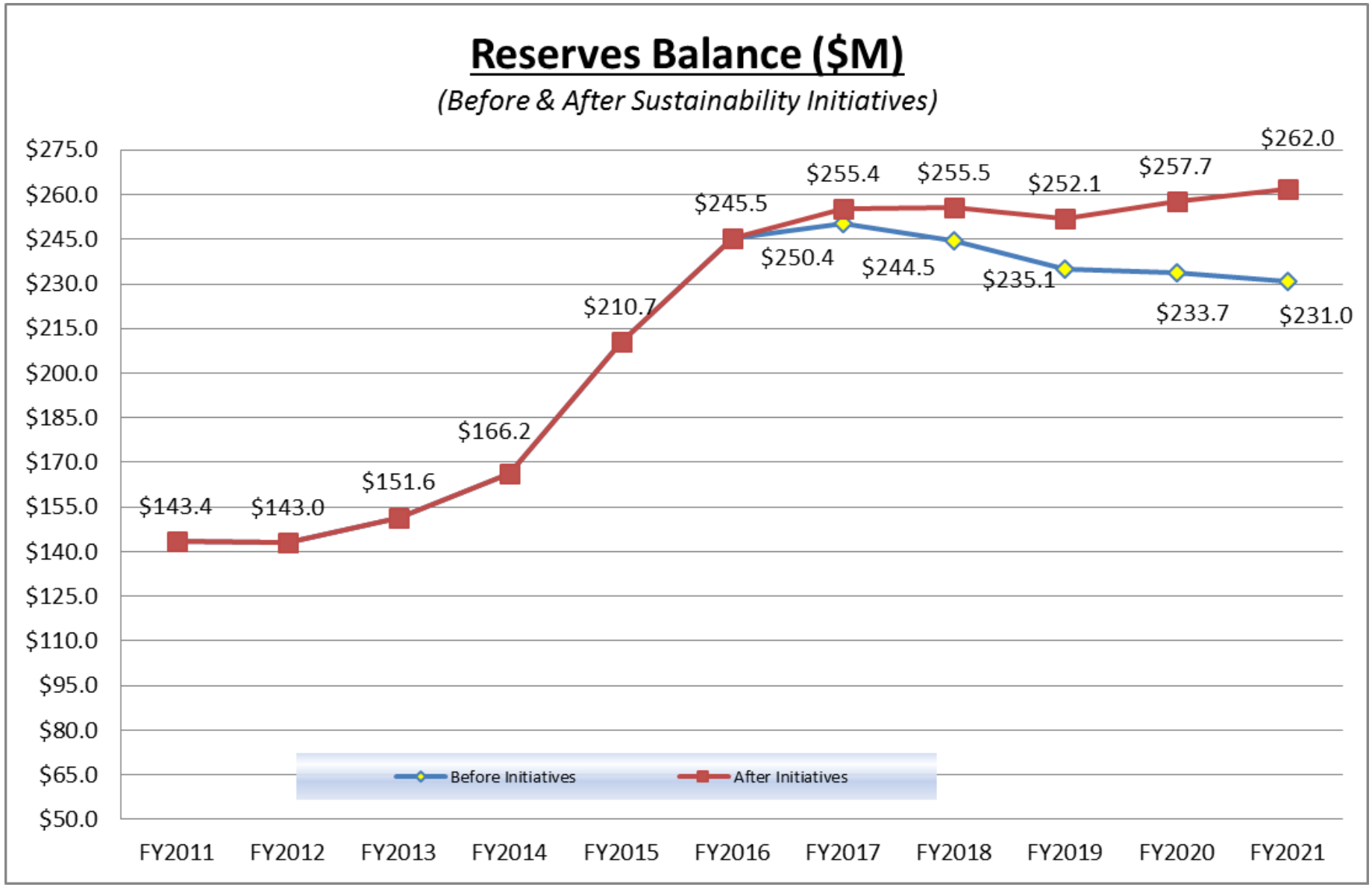
Capitalized Expenditures
A total of $64.9M is projected for capitalization of certain expenditures related to the various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with accounting guidelines.

Summary of Transit Subsidy (Table 5)

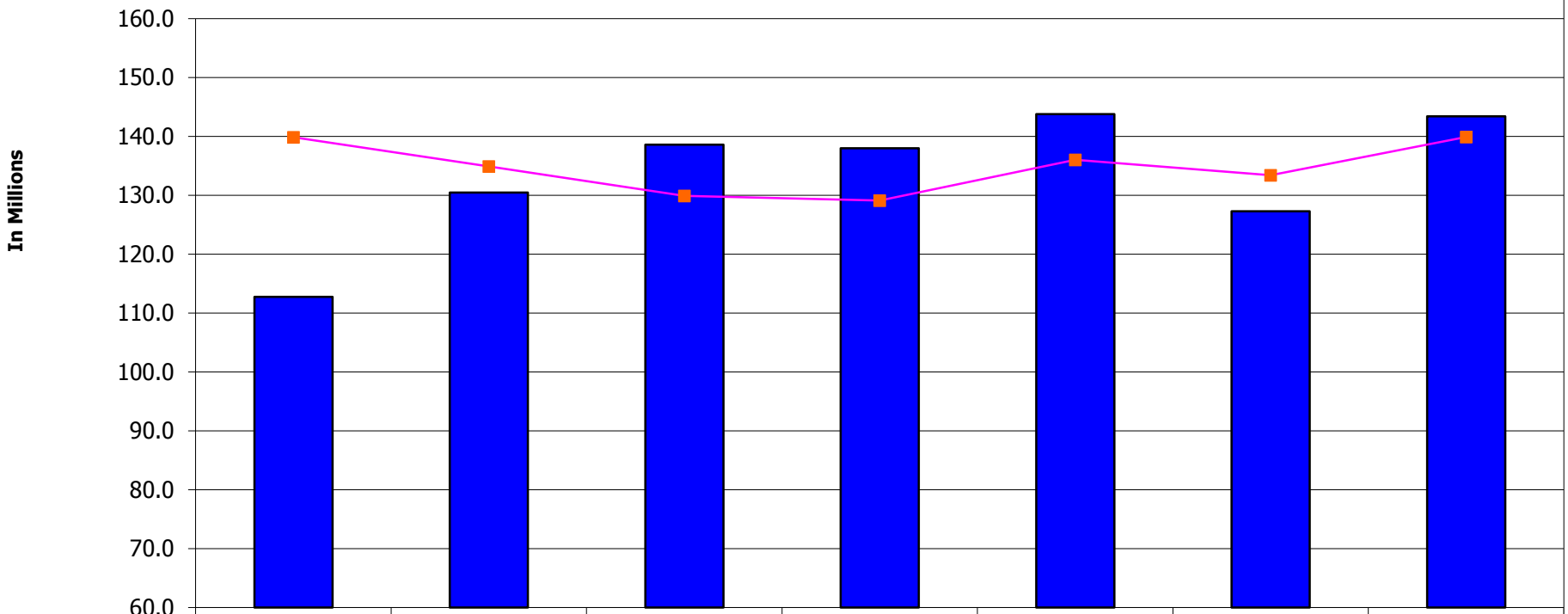
	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Adopted FY17
Revenues					
Passenger Revenues	$138,606,611	$137,969,246	$143,761,671	$138,271,917	$143,419,106
Title Ad Valorem Tax	$7,218,405	$21,093,196	$15,914,734	$23,862,785	$9,000,000
Station Parking	$2,090,644	$2,342,029	$2,666,899	$3,113,244	$2,950,000
Advertising Revenue	$7,423,410	$7,513,498	$6,835,595	$6,533,954	$4,808,200
Lease Income	$9,873,367	$9,940,992	$10,135,330	$18,164,718	$8,997,517
Other Transit Revenues	$3,283,294	$5,014,127	$4,098,746	$4,970,399	$5,081,912
Prior Period Audit Adjustment	($229)	$0	$0	$0	$0
Federal Formula Funds	$66,325,551	$66,000,000	$73,491,698	$74,510,112	$69,500,000
Flex from ARC FHW Funds	$0	$0	$0	$0	$0
Total Revenues	**$ 234,821,053**	**$ 249,873,088**	**$ 256,904,673**	**$ 269,427,129**	**$ 243,756,735**
Expenditures					
Gross Operating Expenses	($452,169,522)	($465,228,850)	$456,587,625	$483,330,389	($518,153,969)
Capital Allocation	$55,798,392	$57,099,494	$59,188,501	$60,752,135	$64,865,372
Net Operating Expenses	($396,371,130)	($408,129,356)	$515,776,126	$544,082,524	($453,288,597)
Operating Sales Tax Required	($161,550,077)	($158,256,268)	$772,680,799	$813,509,653	($209,531,862)
Total Sales Tax Receipts	$340,491,000	$345,824,834	$372,383,396	$434,872,000	$448,112,000
% of Total Sales Tax Required	47.4%	45.8%	-207.5%	-187.1%	46.8%
48% of Sales Tax Applied	$170,137,565	$172,912,417	$186,191,698	$196,482,121	$214,466,403
Sales Tax Excess (Shortfall)	$8,587,488	$14,656,149	$958,872,497	$1,009,991,774	$4,934,541
Reserves Funds Applied from Prior Y	$142,979,881	$151,567,369	$166,223,518	$210,723,518	$245,508,792
Reserves Reallocation			$44,500,000		
S.T. Excess/(Shortfall) Allocated to Rese	$8,587,488	$14,656,149		$34,785,274	$4,934,541
Operating Subsidy	$151,567,369	$166,223,518	$210,723,518	$245,508,792	$250,443,333
Carry-Over	**$151,567,369**	**$166,223,518**	**$210,723,518**	**$245,508,792**	**$250,443,333**

Five-Year Summary Plan (Table 6) ($millions)

MARTA 5-Year Plan Summary (SM)	Actual FY2014	Actual FY2015	Unaudited FY2016	Budget FY2017	Projection FY2018	Projection FY2019	Projection FY2020	Projection FY2021
Operating Revenues	**422.8**	**443.1**	**465.9**	**458.2**	**471.9**	**483.9**	**505.4**	**518.4**
Net Operating Expense	**408.1**	**397.4**	**427.6**	**453.3**	**477.9**	**493.4**	**506.7**	**521.1**
Surplus/(Deficit) (before Initiatives)	**14.7**	**45.7**	**38.3**	**4.9**	**(5.9)**	**(9.5)**	**(1.4)**	**(2.7)**
Remaining Reserves (before Initiatives)	**166.2**	**210.7**	**245.5**	**250.4**	**244.5**	**235.0**	**233.7**	**231.0**
Sustainability Initiatives:								
Original Cost Reduction Initiatives:								
Passenger Revenue Enhancements			0.0	(2.0)	(3.0)	(3.0)	(4.0)	(4.0)
Absenteeism Reduction Savings			0.0	(2.0)	(2.0)	(2.0)	(2.0)	(2.0)
MARTA Transformation Initiative			0.0	(1.0)	(1.0)	(1.0)	(1.0)	(1.0)
Net Impact of Proposed Initiatives	***0.0***	***0.0***	***0.0***	***(5.0)***	***(6.0)***	***(6.0)***	***(7.0)***	***(7.0)***
Surplus/(Deficit)(after Initiatives)	**14.7**	**45.7**	**38.3**	**9.9**	**0.1**	**(3.5)**	**5.6**	**4.3**
Remaining Reserves (after Initiatives)	**166.2**	**210.7**	**245.5**	**255.4**	**255.5**	**252.0**	**257.7**	**262.0**


Reserves Balance ($M)
(Before & After Sustainability Initiatives)
$275.0
$260.0
$245.0
$230.0
$215.0
$200.0
$185.0
$170.0
$155.0
$140.0
$125.0
$110.0
$95.0
$80.0
$65.0
$50.0
$143.4
$143.0
$151.6
$166.2
$210.7
$245.5
$255.4
$255.5
$252.1
$257.7
$262.0
$250.4
$244.5
$235.1
$233.7
$231.0
Before Initiatives
After Initiatives
FY2011
FY2012
FY2013
FY2014
FY2015
FY2016
FY2017
FY2018
FY2019
FY2020
FY2021

Passenger Revenue & Ridership Trends (millions)



	FY11	FY12	FY13	FY14	FY15	FY16	FY17B
Rev	112.7	130.5	138.6	138.0	143.8	127.3	143.4
Riders	139.9	134.9	129.9	129.1	136	133.4	139.9
1.07	0.81	0.97	1.07	1.07	1.06	0.95	1.03

Fiscal Year

CAPITAL PROGRAM FUNDING

The Fiscal Year 2017 Capital Budget of $402,464,007 in program expenditures is funded as follows:

Local Sources	
FY17 Beginning Balance	$123,000,000
Sales Tax	$210,612,640
Financing	
Debt Issue - CP	13,000,000
Investment, Lease & Other Income	515,000
Federal, State and Other Sources	
Federal Capital Assistance	55,000,000
State Grants	1,000,000
Total Sources	$403,127,640
Capital Expenditures	
Capital Programs	(255,814,007)
Bond Debt and Other Bond Costs	(146,650,000)
Total Uses	(402,464,007)
End of Fiscal Year Balance	$663,633

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 21% of the FY17 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 FY17 Capital Budget include the Sales Tax, a FY17 general fund beginning balance and investment income. MARTA is also authorized to sell sales tax revenue bonds and floating rate notes. A description of the capital sources follows.

FY17 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. On Feb 01, 2015, MARTA started to receive sales and use tax proceeds of 1% from Clayton County.

In April 2015, Georgia legislators permanently eliminated the requirement mandating that MARTA spend 50 percent of its sales tax revenues on capital expenses and the other 50 percent on operations. Removal of this provision gives MARTA more flexibility in managing its resources.

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 $13,000,000 in Floating Rate Notes (FRN) to fund the FY17 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 $55,000,000 is expected to be reimbursed in FY17.

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 FY17 is expected to total approximately $1,000,000. These funds are from various State fiscal year appropriations.

Capital Expenditures
The total Capital Budget of $402,464,007 for FY17 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 $255,814,007 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY17. 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 Floating Rate Notes 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 FY17 are expected to total $146,650,000.

Sales Tax Revenue Bonds as of July 01, 2016 [$ million]

Series		Year Issued	Original Principal Issued	Year of Maturity	Interest Rates % Rates %	Balance
N	*	1992	122.25	2018	6.25	15.73
P	*	1992	296.75	2020	6.0 - 6.25	22.61
2000A		2000	100.00	2025	Var	92.20
2000B		2000	100.00	2025	Var	92.30
2005A	*	2005	174.72	2020	5	103.68
2007A	*	2007	145.73	2032	5.25	145.72
2009A		2009	250.00	2039	4.8 - 5.25	250.00
2012A	*	2012	311.10	2040	3 - 5	311.10
2012B	*	2012	17.93	2020	3 - 5	15.73
2013A	*	2013	22.98	2020	3 - 5	19.98
2014A	*	2014	286.70	2044	4 - 5	286.7
2015A		2015	87.50	2045	5	87.02
2015B		2015	88.50	2045	2 - 5	88.48
2015C		2015	93.08	2029	5	93.08
2016A		2016	90.26	2024	2.3	90.26
2016B		2016	242.98	2037	5	242.99
Total Sales Tax Revenue Bonds ($ million)						**1,957.56**

**Refunding Bonds*

A detailed debt schedule is included at the end of this summary.

- A total of $146,650,000 is budgeted in FY17 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.

FY17 Sales Tax Receipt Budget	$448,112,000	
FY17 Debt Service	$146,650,000	
Total Sales Tax Debt Ratio =	$146,650,000	= 32.73%
(*Requirement is at least 2 times*)	$448,112,000	

- 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 (FY16)	$409,845,538	
Total Outstanding Debt Service (FY16)	$150,702,393	
(*Requirement is at least 2 times*) *Ratio =*	$409,845,538	= 2.72
	$150,702,393	

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 (FY16)	$409,845,538	
Total Outstanding Debt Service (FY17)	$145,310,000	
Annual Debt Service Required New Bond	1,340,000	
Total Future Annual Debt Service	$146,650,000	
(Requirement is at least 1.5) Ratio =	$409,845,538	= 2.79
	$146,650,000	

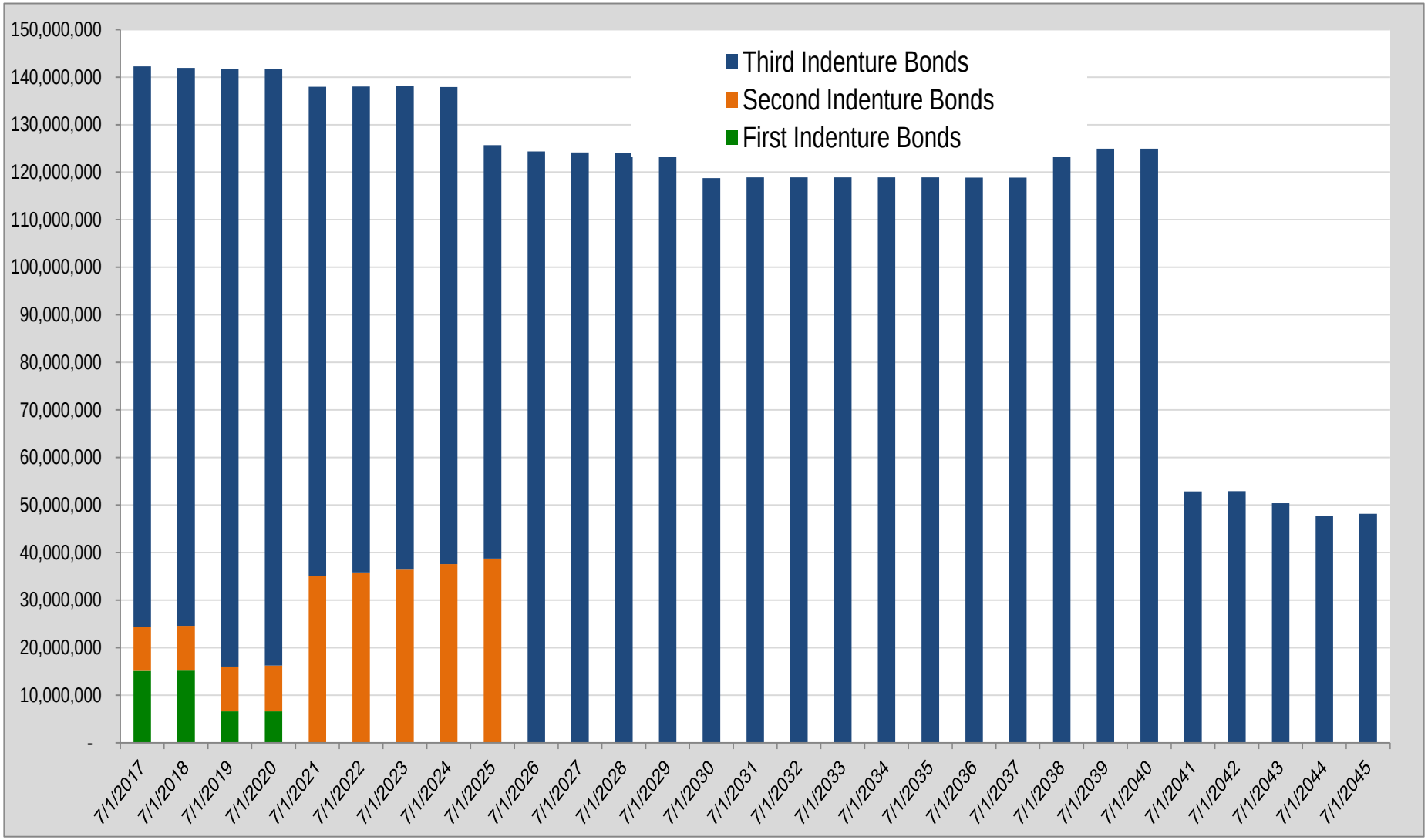
Test 3. The estimate of future annual sales tax receipts must be at least equal to two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments that will become due during each corresponding bond year with respect to all bonds outstanding.

FY17 Total Sales Tax Receipts Budget	$448,112,000	
Total Outstanding Debt Service (FY17)	$145,310,000	
Annual Debt Service Required New Bond	1,340,000	
Total Future Annual Debt Service	$146,650,000	
(Requirement is at least 2.0) Ratio =	$448,112,000	= 3.05
	$146,650,000	

DEBT SERVICE SCHEDULE [$]

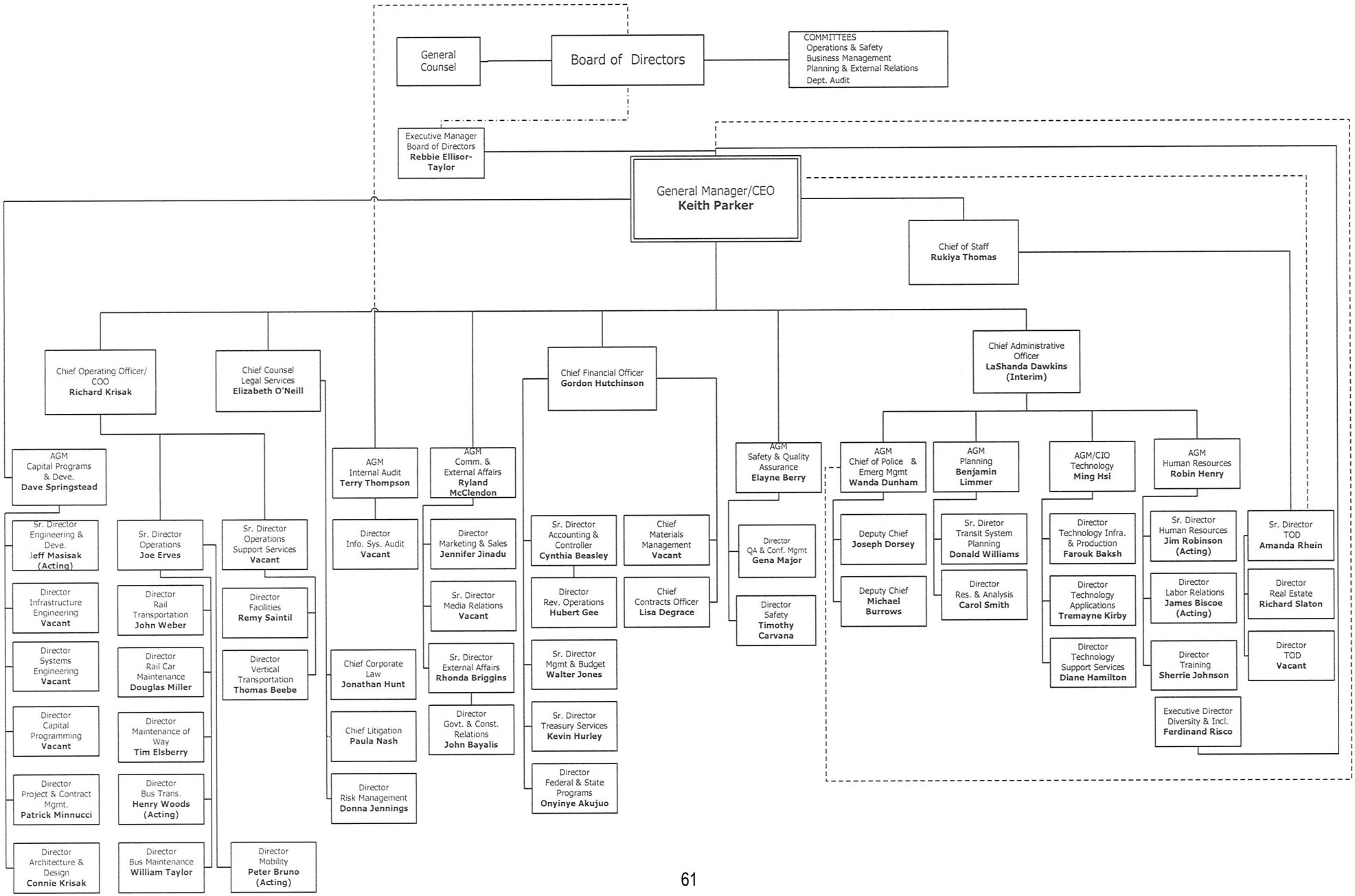
	First Indenture Series N, P			Second Indenture Series 2000A, 2000B			Third Indenture Series 2005A, 2006A, 2007A, 2007B, 2009A, 2012A, 2012B, 2013A, 2014A, 2015A, 2015B, 2015C, 2016A, 2016B			Combined All Indentures		
7/1/2017	12,735,000	2,396,563	15,131,563	3,700,000	5,498,100	9,198,100	38,520,000	79,413,855	117,933,855	54,955,000	87,308,518	142,263,518
7/1/2018	13,580,000	1,600,625	15,180,625	4,000,000	5,387,840	9,387,840	39,585,000	77,757,855	117,342,855	57,165,000	84,746,320	141,911,320
7/1/2019	5,820,000	751,875	6,571,875	4,200,000	5,268,640	9,468,640	49,650,000	76,086,405	125,736,405	59,670,000	82,106,920	141,776,920
7/1/2020	6,210,000	388,125	6,598,125	4,500,000	5,143,480	9,643,480	51,635,000	73,873,905	125,508,905	62,345,000	79,405,510	141,750,510
7/1/2021	-	-	-	30,000,000	5,009,380	35,009,380	31,375,000	71,562,155	102,937,155	61,375,000	76,571,535	137,946,535
7/1/2022	-	-	-	31,700,000	4,115,380	35,815,380	31,920,000	70,298,710	102,218,710	63,620,000	74,414,090	138,034,090
7/1/2023	-	-	-	33,400,000	3,170,720	36,570,720	32,440,000	69,050,213	101,490,213	65,840,000	72,220,933	138,060,933
7/1/2024	-	-	-	35,400,000	2,175,400	37,575,400	32,550,000	67,770,835	100,320,835	67,950,000	69,946,235	137,896,235
7/1/2025	-	-	-	37,600,000	1,120,480	38,720,480	20,515,000	66,468,188	86,983,188	58,115,000	67,588,668	125,703,668
7/1/2026	-	-	-	-	-	-	58,930,000	65,441,575	124,371,575	58,930,000	65,441,575	124,371,575
7/1/2027	-	-	-	-	-	-	61,415,000	62,717,788	124,132,788	61,415,000	62,717,788	124,132,788
7/1/2028	-	-	-	-	-	-	64,310,000	59,706,450	124,016,450	64,310,000	59,706,450	124,016,450
7/1/2029	-	-	-	-	-	-	67,350,000	56,643,675	123,993,675	67,350,000	56,643,675	123,993,675
7/1/2030	-	-	-	-	-	-	65,340,000	53,432,125	118,772,125	65,340,000	53,432,125	118,772,125
7/1/2031	-	-	-	-	-	-	68,670,000	50,233,700	118,903,700	68,670,000	50,233,700	118,903,700
7/1/2032	-	-	-	-	-	-	71,860,000	47,029,838	118,889,838	71,860,000	47,029,838	118,889,838
7/1/2033	-	-	-	-	-	-	75,215,000	43,674,913	118,889,913	75,215,000	43,674,913	118,889,913
7/1/2034	-	-	-	-	-	-	78,710,000	40,186,725	118,896,725	78,710,000	40,186,725	118,896,725
7/1/2035	-	-	-	-	-	-	82,285,000	36,605,400	118,890,400	82,285,000	36,605,400	118,890,400
7/1/2036	-	-	-	-	-	-	86,100,000	32,785,150	118,885,150	86,100,000	32,785,150	118,885,150
7/1/2037	-	-	-	-	-	-	90,100,000	28,785,350	118,885,350	90,100,000	28,785,350	118,885,350
7/1/2038	-	-	-	-	-	-	100,430,000	24,517,050	124,947,050	100,430,000	24,517,050	124,947,050
7/1/2039	-	-	-	-	-	-	105,205,000	19,741,750	124,946,750	105,205,000	19,741,750	124,946,750
7/1/2040	-	-	-	-	-	-	110,210,000	14,737,550	124,947,550	110,210,000	14,737,550	124,947,550
7/1/2041	-	-	-	-	-	-	42,535,000	10,329,150	52,864,150	42,535,000	10,329,150	52,864,150
7/1/2042	-	-	-	-	-	-	44,535,000	8,365,100	52,900,100	44,535,000	8,365,100	52,900,100
7/1/2043	-	-	-	-	-	-	44,055,000	6,307,550	50,362,550	44,055,000	6,307,550	50,362,550
7/1/2044	-	-	-	-	-	-	43,410,000	4,280,750	47,690,750	43,410,000	4,280,750	47,690,750
7/1/2045	-	-	-	-	-	-	45,865,000	2,293,250	48,158,250	45,865,000	2,293,250	48,158,250
Total	**38,345,000**	**5,137,188**	**43,482,188**	**184,500,000**	**36,889,420**	**221,389,420**	**1,734,720,000**	**1,320,096,958**	**3,054,816,958**	**1,957,565,000**	**1,362,123,565**	**3,319,688,565**

DEBT SERVICE SCHEDULE [$]

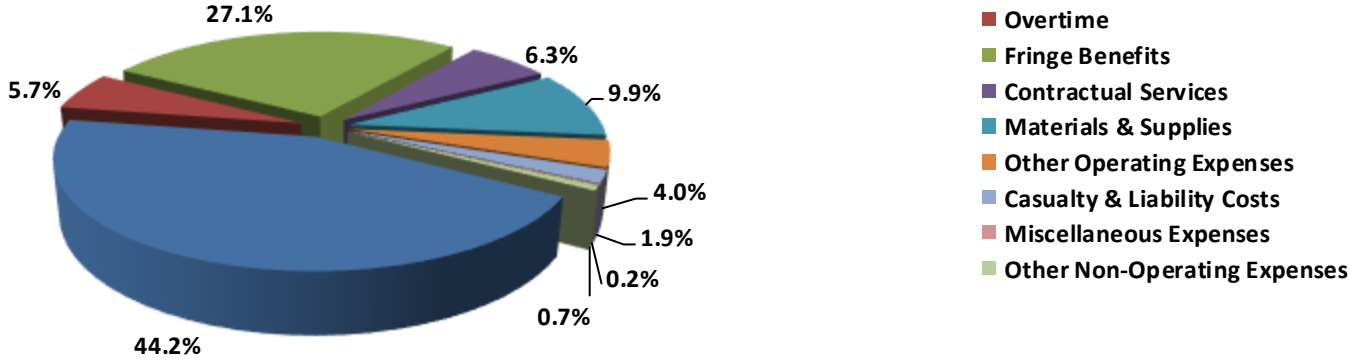


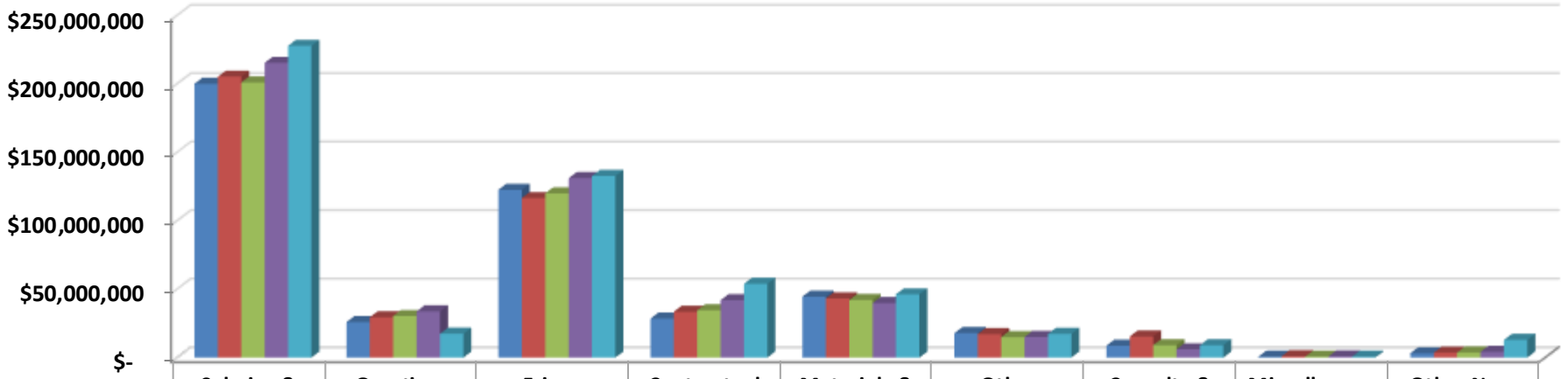
OPERATING BUDGET

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


General Counsel
Board of Directors
COMMITTEES
Operations & Safety
Business Management
Planning & External Relations
Dept. Audit
Executive Manager Board of Directors
Rebbie Ellisor-Taylor
General Manager/CEO
Keith Parker
Chief of Staff
Rukiya Thomas
Chief Operating Officer/ COO
Richard Krisak
Chief Counsel Legal Services
Elizabeth O'Neill
Chief Financial Officer
Gordon Hutchinson
Chief Administrative Officer
LaShanda Dawkins (Interim)
AGM Capital Programs & Deve.
Dave Springstead
AGM Internal Audit
Terry Thompson
AGM Comm. & External Affairs
Ryland McClendon
AGM Safety & Quality Assurance
Elayne Berry
AGM Chief of Police & Emerg Mgmt
Wanda Dunham
AGM Planning
Benjamin Limmer
AGM/CIO Technology
Ming Hsi
AGM Human Resources
Robin Henry
Sr. Director Engineering & Deve.
Jeff Masisak (Acting)
Sr. Director Operations
Joe Erves
Sr. Director Operations Support Services
Vacant
Director Info. Sys. Audit
Vacant
Director Marketing & Sales
Jennifer Jinadu
Sr. Director Accounting & Controller
Cynthia Beasley
Chief Materials Management
Vacant
Director QA & Conf. Mgmt
Gena Major
Director Safety
Timothy Carvana
Deputy Chief
Joseph Dorsey
Deputy Chief
Michael Burrows
Sr. Diretor Transit System Planning
Donald Williams
Director Res. & Analysis
Carol Smith
Director Technology Infra. & Production
Farouk Baksh
Director Technology Applications
Tremayne Kirby
Director Technology Support Services
Diane Hamilton
Sr. Director Human Resources
Jim Robinson (Acting)
Director Labor Relations
James Biscoe (Acting)
Director Training
Sherrie Johnson
Executive Director Diversity & Incl.
Ferdinand Risco
Sr. Director TOD
Amanda Rhein
Director Real Estate
Richard Slaton
Director TOD
Vacant
Director Infrastructure Engineering
Vacant
Director Rail Transportation
John Weber
Director Facilities
Remy Saintil
Director Sr. Director Media Relations
Vacant
Director Rev. Operations
Hubert Gee
Chief Contracts Officer
Lisa Degrace
Director Systems Engineering
Vacant
Director Rail Car Maintenance
Douglas Miller
Director Vertical Transportation
Thomas Beebe
Chief Corporate Law
Jonathan Hunt
Sr. Director External Affairs
Rhonda Briggins
Sr. Director Mgmt & Budget
Walter Jones
Director Capital Programming
Vacant
Director Maintenance of Way
Tim Elsberry
Chief Litigation
Paula Nash
Director Govt. & Const. Relations
John Bayalis
Sr. Director Treasury Services
Kevin Hurley
Director Project & Contract Mgmt.
Patrick Minnucci
Director Bus Trans.
Henry Woods (Acting)
Director Risk Management
Donna Jennings
Director Federal & State Programs
Onyinye Akujuo
Director Architecture & Design
Connie Krisak
Director Bus Maintenance
William Taylor
Director Mobility
Peter Bruno (Acting)

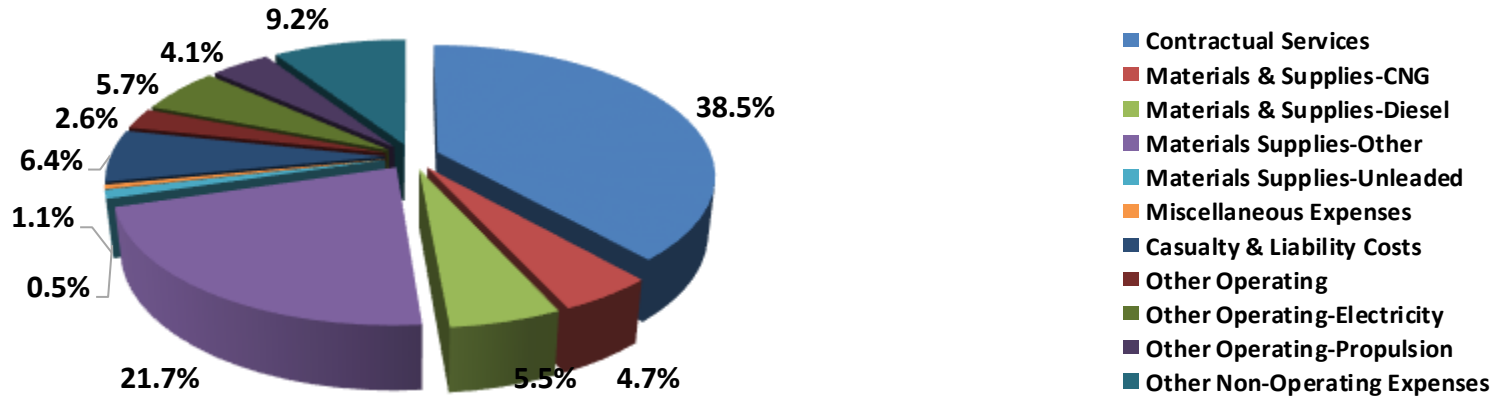
Gross Expenses by Category

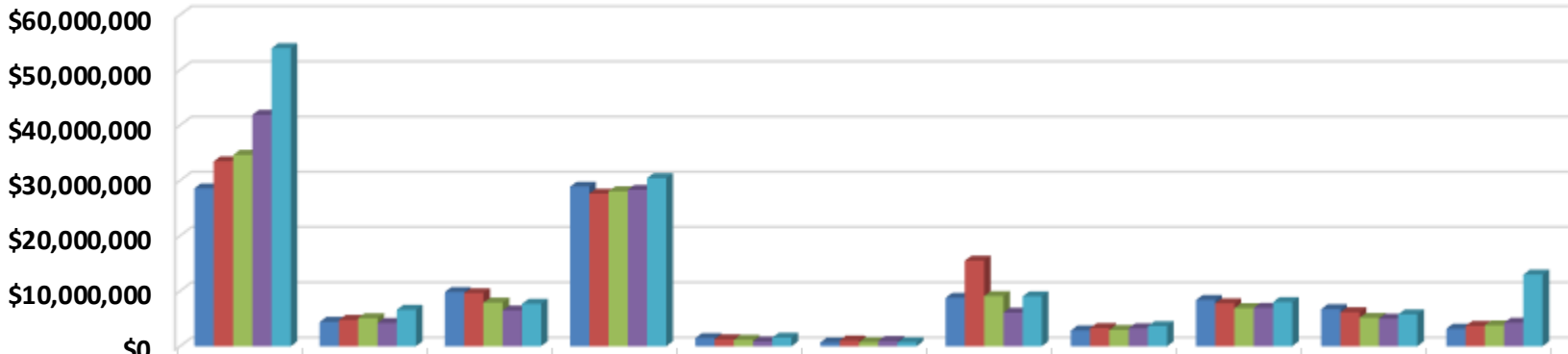




	Salaries & Wages	Overtime	Fringe Benefits	Contractual Services	Materials & Supplies	Other Operating Expenses	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY2013	$200,053,100	$25,986,344	$122,565,965	$28,575,046	$44,554,441	$17,928,852	$8,754,156	$696,164	$3,160,883
FY2014	$205,216,415	$29,444,721	$116,513,937	$33,484,767	$43,222,184	$17,166,940	$15,481,064	$1,040,361	$3,658,160
FY2015	$200,943,717	$30,373,554	$119,978,323	$34,629,936	$42,117,800	$14,971,210	$9,077,523	$724,931	$3,770,526
FY2016	$215,298,666	$33,814,365	$131,105,353	$41,898,116	$39,828,884	$15,136,482	$6,067,246	$945,294	$4,235,982
FY2017	$227,758,314	$17,447,452	$132,706,316	$53,949,798	$46,197,713	$17,386,918	$9,018,884	$723,205	$12,965,369

Non-Labor Expenses by Category





	Contractual Services	Materials & Supplies-CNG	Materials & Supplies-Diesel	Materials Supplies-Other	Materials Supplies-Unleaded	Miscellaneous Expenses	Casualty & Liability Costs	Other Operating	Other Operating-Electricity	Other Operating-Propulsion	Other Non-Operating Expenses
FY2013	$28,575,046	$4,393,816	$9,813,381	$28,883,492	$1,463,752	$696,164	$8,754,156	$2,838,931	$8,363,227	$6,726,694	$3,160,883
FY2014	33,484,767	4,743,104	9,601,996	27,617,927	1,259,157	1,040,361	15,481,064	3,272,702	7,761,735	6,132,503	3,658,160
FY2015	34,629,936	5,068,135	7,868,487	28,043,241	1,137,937	724,931	9,077,523	2,946,050	6,893,838	5,131,322	3,770,526
FY2016	41,898,116	4,205,534	6,473,698	28,310,740	838,912	945,294	6,067,246	3,225,044	6,926,877	4,984,561	4,235,982
FY2017	53,949,798	6,566,285	7,670,829	30,432,211	1,528,388	723,205	9,018,884	3,643,218	7,967,886	5,775,814	12,965,369

Total Authority Summary of Category Expenses

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	200,053,100	205,216,415	200,943,717	215,298,666	227,758,314
Overtime	25,986,344	29,444,721	30,373,554	33,814,365	17,447,452
Fringe Benefits	122,565,965	116,513,837	119,978,323	131,105,353	132,706,316
Contractual Services	28,575,046	33,484,767	34,629,936	41,898,116	53,949,798
Materials & Supplies	43,373,150	43,475,808	40,796,814	39,094,364	44,994,410
Other Operating Expenses	17,928,852	17,166,940	14,971,210	15,136,482	17,386,918
Casualty & Liability Costs	8,754,156	15,481,064	9,077,523	6,067,246	9,018,884
Miscellaneous Expenses	696,164	1,040,361	724,931	945,294	723,205
Other Non-Operating Expenses	3,160,870	3,658,160	3,770,526	4,235,920	12,965,369
Authority Sub Total	**$451,093,647**	**$465,482,073**	**$455,266,534**	**$487,595,806**	**$516,950,666**
Inventory Adjustment	1,181,304	-253,524	1,320,986	734,583	1,203,303
Eligible Leases*	-105,452	-37,665	----	----	----
Authority Gross Total	**$452,169,499**	**$465,228,549**	**$456,587,520**	**$488,330,389**	**$518,153,969**
Capital Allocation	**-$55,798,370**	**-$57,099,500**	**-$59,188,503**	**-$60,752,135**	**-$64,865,372**
Authority Net Operating Total	**$396,371,129**	**$408,129,049**	**$397,399,017**	**$427,578,254**	**$453,288,596**
$ Change from Prior Year	**-$10,374,651**	**$11,757,920**	**-$10,730,032**	**$30,179,237**	**$25,710,343**
% Change from Prior Year	**-3%**	**3%**	**-3%**	**8%**	**6%**

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

Total Authority Summary of Category Expenses

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	200,053,100	205,216,415	200,943,717	215,298,666	227,758,314
Overtime	25,986,344	29,444,721	30,373,554	33,814,365	17,447,452
Other Benefits	25,318,043	26,709,637	14,529,682	36,887,652	28,751,884
Healthcare Rep/NonRep	54,599,605	52,442,932	56,794,516	53,940,198	57,854,687
Pension Rep/NonRep	33,732,331	28,644,983	29,419,526	32,898,217	37,389,509
Workers Comp-Excess/Losses	8,915,986	8,716,285	19,234,599	7,379,287	8,710,236
Contractual Services	28,575,046	33,484,767	34,629,936	41,898,116	53,949,798
Materials Supplies-Other	27,702,201	27,871,551	26,722,255	27,576,220	29,228,908
Materials & Supplies-Diesel	9,813,381	9,601,996	7,868,487	6,473,698	7,670,829
Materials & Supplies-CNG	4,393,816	4,743,104	5,068,135	4,205,534	6,566,285
Materials Supplies-Unleaded	1,463,752	1,259,157	1,137,937	838,912	1,528,388
Other Operating	2,838,931	3,272,702	2,946,050	3,225,044	3,643,218
Other Operating-Electricity	8,363,227	7,761,735	6,893,838	6,926,877	7,967,886
Other Operating-Propulsion	6,726,694	6,132,503	5,131,322	4,984,561	5,775,814
Casualty & Liability Costs	8,754,156	15,481,064	9,077,523	6,067,246	9,018,884
Miscellaneous Expenses	696,164	1,040,361	724,931	945,294	723,205
Other Non-Operating Expenses	3,160,870	3,658,160	3,770,526	4,235,920	12,965,369
Authority Sub Total	**$451,093,647**	**$465,482,073**	**$455,266,534**	**$487,595,806**	**$516,950,666**
Inventory Adjustment	1,181,304	-253,524	1,320,986	734,583	1,203,303
Eligible Leases*	-105,452	-37,665	----	----	----
Authority Gross Total	**$452,169,499**	**$465,228,549**	**$456,587,520**	**$488,330,389**	**$518,153,969**
Capital Allocation	**-$55,798,370**	**-$57,099,500**	**-$59,188,503**	**-$60,752,135**	**-$64,865,372**
Authority Net Operating Total	**$396,371,129**	**$408,129,049**	**$397,399,017**	**$427,578,254**	**$453,288,596**
$ Change from Prior Year	**-$10,374,651**	**$11,757,920**	**-$10,730,032**	**$30,179,237**	**$25,710,343**
% Change from Prior Year	**-3%**	**3%**	**-3%**	**8%**	**6%**

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

AUTHORITY

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	200,053,100	205,216,415	200,943,717	215,298,666	227,758,314
Overtime	25,986,344	29,444,721	30,373,554	33,814,365	17,447,452
Other Benefits	25,318,043	26,709,737	14,529,682	36,887,652	28,751,884
Healthcare Rep/NonRep	54,599,605	52,442,932	56,794,516	53,940,198	57,854,687
Pension Rep/NonRep	33,732,331	28,644,983	29,419,526	32,898,217	37,389,509
Workers Comp-Excess/Losses	8,915,986	8,716,285	19,234,599	7,379,287	8,710,236
Benefits Total	122,565,965	116,513,937	119,978,323	131,105,353	132,706,316
Labor Total	**348,605,409**	**351,175,073**	**351,295,594**	**380,218,384**	**377,912,082**
Contractual Services	28,575,046	33,484,767	34,629,936	41,898,116	53,949,798
Materials Supplies-Other	28,883,492	27,617,927	28,043,241	28,310,740	30,432,211
Materials & Supplies-Diesel	9,813,381	9,601,996	7,868,487	6,473,698	7,670,829
Materials & Supplies-CNG	4,393,816	4,743,104	5,068,135	4,205,534	6,566,285
Materials Supplies-Unleaded	1,463,752	1,259,157	1,137,937	838,912	1,528,388
Materials Total	44,554,441	43,222,184	42,117,800	39,828,884	46,197,713
Other Operating	2,838,931	3,272,702	2,946,050	3,225,044	3,643,218
Other Operating-Electricity	8,363,227	7,761,735	6,893,838	6,926,877	7,967,886
Other Operating-Propulsion	6,726,694	6,132,503	5,131,322	4,984,561	5,775,814
Other Total	17,928,852	17,166,940	14,971,210	15,136,482	17,386,918
Casualty & Liability Costs	8,754,156	15,481,064	9,077,523	6,067,246	9,018,884
Miscellaneous Expenses	696,164	1,040,361	724,931	945,294	723,205
Other Non-Operating Expenses	3,160,883	3,658,160	3,770,526	4,235,982	12,965,369
Non Labor Total	**103,669,542**	**114,053,476**	**105,291,926**	**108,112,005**	**140,241,887**
Gross Operating Total	**452,274,951**	**465,228,549**	**456,587,520**	**488,330,389**	**518,153,969**
Cost Allocation	-55,798,370	-57,099,500	-59,188,503	-60,752,135	-64,865,372
Allocation Total	**-55,798,370**	**-57,099,500**	**-59,188,503**	**-60,752,135**	**-64,865,372**
Net Operating Expense	**396,476,581**	**408,129,049**	**397,399,017**	**427,578,254**	**453,288,596**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	1,617	1,629	1,683	1,720	1,679
Represented	2,785	2,793	2,826	2,982	2,662
Full-Time Total	**4,402**	**4,422**	**4,509**	**4,702**	**4,341**
Non-Represented (PT)	77	72	53	48	48
Represented (PT)	193	187	187	187	127
Part-Time Total	**270**	**259**	**240**	**235**	**175**
Contract	**140**	**141**	**174**	**182**	**178**
Total	**4,812**	**4,822**	**4,923**	**5,119**	**4,694**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	316	309	331	336	313
Management	219	218	222	226	225
Police	277	312	312	323	323
Professional	383	373	407	410	410
Technical	284	270	280	285	281
Maintenance	1,103	1,101	1,099	1,127	1,082
Operator	1,685	1,679	1,715	1,843	1,510
Represented	188	200	199	199	197
Supervisory	357	360	358	370	353
Total	**4,812**	**4,822**	**4,923**	**5,119**	**4,694**

GROSS EXPENSES BY ORGANIZATION

Organization:	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Office of General Manager CEO	920,368	1,477,802	1,241,294	1,236,677	10,508,233
Office of Board of Directors	363,971	338,623	372,607	445,458	411,399
Office of Diversity and Inclusion	1,525,719	1,485,666	1,430,701	1,144,821	1,713,940
Dept of General Manager CEO	2,810,058	3,302,091	3,044,602	2,826,956	12,633,571
Office of AGM Internal Audit	1,911,533	1,656,775	1,755,591	1,596,994	1,955,389
Office of Information Systems Audit	476,806	362,492	284,387	327,166	569,502
Dept of Internal Audit	2,388,339	2,019,267	2,039,978	1,924,160	2,524,891
Office of AGM Comm & Ext Affairs	2,973,204	2,661,928	2,788,020	3,138,539	3,556,740
Office of External Affairs	592,955	589,946	657,093	604,658	674,672
Office of Marketing & Sales	1,815,804	2,191,572	1,819,682	2,075,798	2,005,978
Office of Government & Constituent Relations	412,869	305,852	359,344	456,990	463,316
Office of Media Communications	352,826	299,915	400,089	346,857	554,013
Dept of Communication & Ext Affairs	6,147,658	6,049,213	6,024,228	6,622,842	7,254,720
Office of AGM Capital Programs & Development	0	0	0	246,927	391,215
Office of Engineering & Development	373,904	590,341	930,869	864,791	283,465
Office of Infrastructure Engineering	2,956,284	3,083,277	3,162,719	3,228,637	4,795,861
Office of Systems Engineering	1,277,612	1,302,168	1,661,430	2,126,172	3,129,593
Office of Capital Programming	1,019,127	907,635	1,766,278	2,172,418	1,184,128
Office of Project Management & Construction	5,889,109	6,823,232	6,475,567	7,865,300	9,283,066
Office of Architecture & Design	1,562,674	1,172,742	1,116,250	1,300,626	1,976,837
Dept of Capital Programs & Development	13,078,710	13,879,395	15,113,113	17,804,869	21,044,165
Office of AGM of Safety & QA	514,433	235,232	438,830	379,557	464,937
Office of Safety	1,908,757	1,904,556	1,876,271	2,070,471	3,149,405
Office of QA & Configuration Mgmt	2,579,341	2,884,055	2,652,890	2,624,085	3,070,791
Dept of Safety & Quality Assurance	5,002,531	5,023,843	4,967,991	5,074,113	6,685,133
Division of General Manager CEO	29,427,296	30,273,809	31,189,912	34,252,941	50,142,480
Office of Chief Operating Officer COO	940,376	817,863	1,698,282	1,534,324	987,604
Dept of Chief Operating Officer COO	940,376	817,863	1,698,282	1,534,324	987,604

*As of June 2016

GROSS EXPENSES BY ORGANIZATION

Organization:	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Office of Operations Support Services	0	0	4,786,779	4,465,069	3,632,702
Office of Facilities	23,281,039	23,428,351	20,851,432	23,238,640	25,798,127
Office of Vertical Transportation	6,036,293	6,422,075	7,126,738	7,168,902	6,507,792
Dept of Operations Support Services	29,317,332	29,850,426	32,764,949	34,872,611	35,938,621
Office of Bus Transportation	88,330,152	89,629,502	88,787,417	101,766,746	101,484,401
Office of Bus Maintenance	64,613,440	65,573,225	57,881,596	57,580,900	63,975,632
Office of Mobility	17,626,574	17,748,033	18,114,344	22,691,134	25,178,240
Dept of Bus Operations	170,570,166	172,950,760	164,783,357	182,038,779	190,638,273
Office of Operations	1,412,855	1,150,025	750,329	369,516	491,112
Office of Rail Services	27,388,609	27,998,330	28,780,391	31,516,652	30,899,952
Office of Rail Car Maintenance	32,619,808	34,244,843	31,589,398	41,166,639	35,120,489
Office of Maintenance of Way	34,584,133	33,373,980	30,771,630	32,978,920	34,783,223
Dept of Rail Operations	96,005,405	96,767,178	91,891,748	106,031,727	101,294,777
Division of Operations	296,833,279	300,386,227	291,138,336	324,477,441	328,859,275
Office of Chief Financial Officer CFO	2,648,288	2,937,209	3,065,432	2,933,729	2,905,158
Office of Accounting	3,669,440	3,676,571	3,627,315	3,448,604	4,119,840
Office of Management & Budget	1,412,963	1,625,652	1,668,163	1,683,813	1,945,607
Office of Revenue Operations	8,835,313	8,307,949	8,447,304	7,698,398	9,228,227
Office of Treasury	1,094,304	1,017,517	1,413,150	1,451,851	1,334,634
Office of Federal & State Programs	351,158	346,299	460,571	435,405	917,265
Office of Chief Contracts Officer	2,575,852	2,897,215	2,217,228	2,538,781	3,837,255
Office of Materials	7,110,801	7,007,436	7,591,921	7,956,501	7,471,576
Dept of Chief Financial Officer CFO	27,698,119	27,815,848	28,491,084	28,147,082	31,759,560
Division of Finance	27,698,119	27,815,848	28,491,084	28,147,082	31,759,560
Office of Chief Administrative Officer CAO	986,622	313,192	376,134	436,181	578,365
Dept of Chief Administrative Officer CAO	986,622	313,192	376,134	436,181	578,365
Office of AGM Human Resources	322,760	283,219	278,122	291,697	342,705
Office of Human Resources	4,105,610	3,894,773	4,099,281	4,089,781	3,883,718
Office of Labor Relations	568,879	592,375	712,521	715,255	919,038
Office of Training	4,689,447	4,671,541	4,462,519	4,421,195	5,219,137
Dept of Human Resources	9,686,696	9,441,908	9,552,443	9,517,928	10,364,598

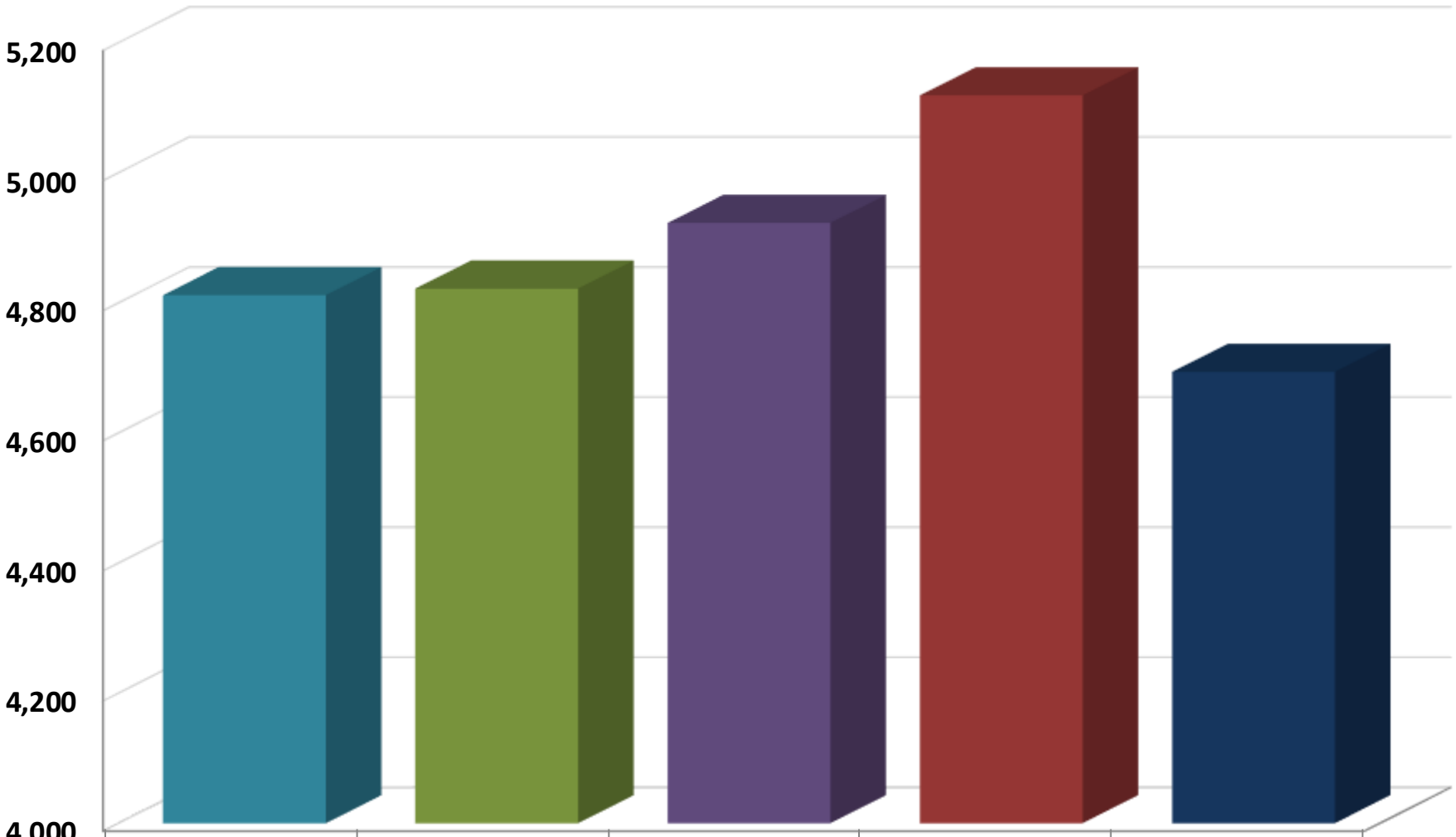
*As of June 2016

GROSS EXPENSES BY ORGANIZATION

Organization:	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Office of AGM Technology CIO	685,469	3,798,348	933,662	852,362	1,505,714
Office of Technology Infrastructure & Production	14,054,671	14,710,190	16,583,020	15,920,196	16,041,866
Office of Technology Applications	6,964,609	6,821,182	8,248,658	8,204,811	9,056,990
Office of Technology Support Services	3,490,660	3,087,920	2,838,830	2,775,026	4,550,792
Dept of Technology	25,195,409	28,417,640	28,604,170	27,752,396	31,155,362
Office of AGM Planning	287,914	265,694	229,159	259,432	363,122
Office of Research & Analysis	3,214,320	3,113,734	3,203,365	3,383,648	3,563,464
Office of Transit System Planning	2,403,147	2,417,015	2,470,321	2,400,599	2,813,562
Dept of Planning	5,905,381	5,796,443	5,902,845	6,043,679	6,740,148
Office of AGM Police Services	41,244,600	40,398,223	45,540,922	43,858,683	43,270,688
Dept of Police Services	41,244,600	40,398,223	45,540,922	43,858,683	43,270,688
Division of Administration	83,018,708	84,367,406	89,976,514	87,608,868	92,109,161
Office of Chief Counsel Legal Services	3,158,332	3,203,067	3,534,737	5,311,382	2,798,002
Office of Chief of Corporate Law	418,811	246,385	341,254	347,328	475,994
Office of Chief Litigation	499,968	419,689	382,404	399,081	647,676
Office of Risk Management	8,152,904	16,113,795	8,661,844	5,218,482	7,707,241
Dept of Chief Counsel Legal Services	12,230,015	19,982,936	12,920,239	11,276,273	11,628,914
Division of Chief Counsel Legal Services	12,230,015	19,982,936	12,920,239	11,276,273	11,628,914
Office of Chief of Staff	0	168,608	255,189	391,421	548,292
Office of Transit Oriented Development	1,886,230	2,487,239	1,295,260	1,438,034	1,902,984
Office of Sustainability	0	0	0	3,746	0
Dept of Chief of Staff	1,886,230	2,655,847	1,550,449	1,833,202	2,451,276
Division of Chief of Staff	1,886,230	2,655,847	1,550,449	1,833,202	2,451,276
Inventory Adjustment	1,181,304	-253,524	1,320,986	734,583	1,203,303
Dept of Other	1,181,304	-253,524	1,320,986	734,583	1,203,303
Division of Other (Inventory Adjustment)	1,181,304	-253,524	1,320,986	734,583	1,203,303
Authority Totals	452,274,951	465,228,549	456,587,520	488,330,389	518,153,969

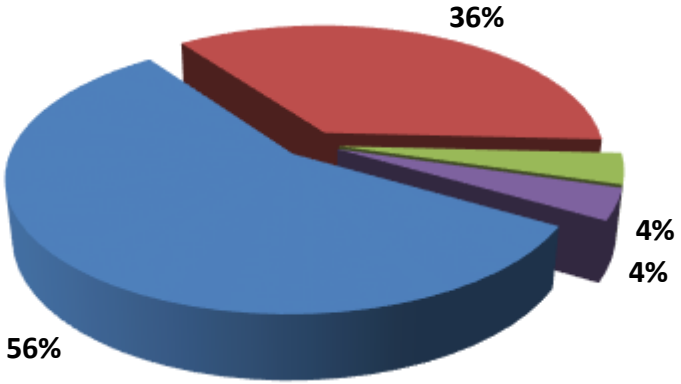
*As of June 2016

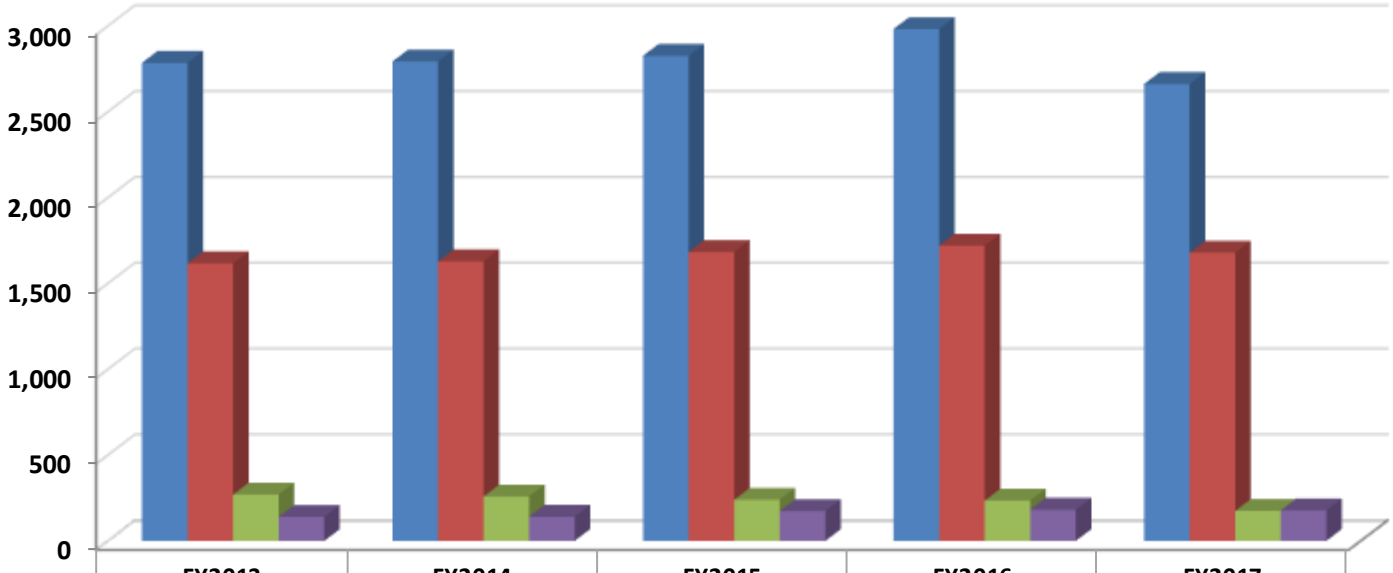
Total Authority Personnel



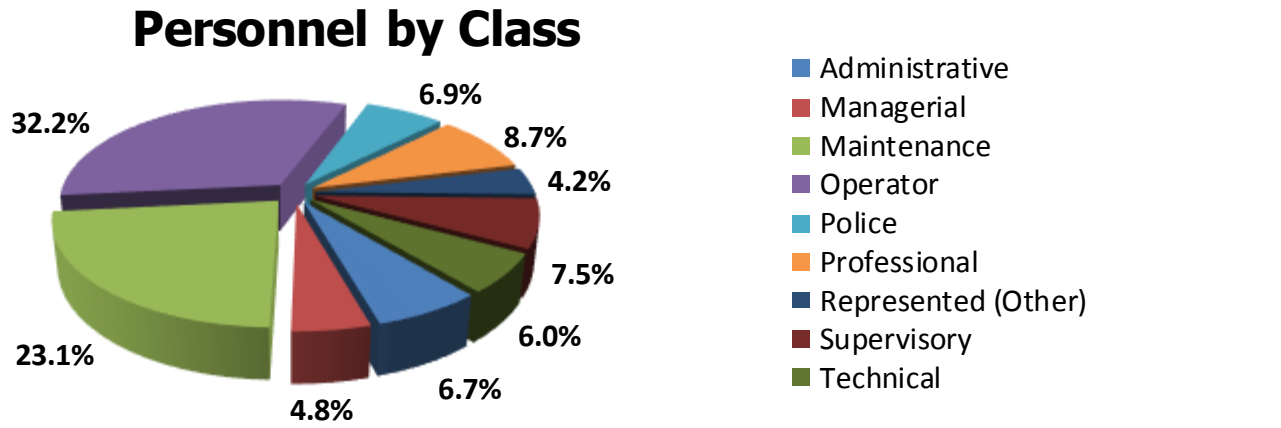
	FY2013	FY2014	FY2015	FY2016	FY2017
Total	4,812	4,822	4,923	5,119	4,694

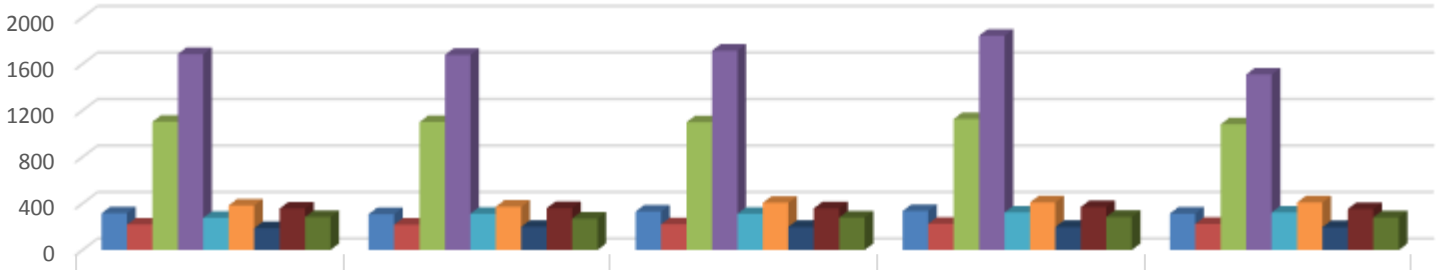
Personnel by Status





	FY2013	FY2014	FY2015	FY2016	FY2017
Full-time Represented	2,785	2,793	2,826	2,982	2,662
Full-time Non-Represented	1,617	1,629	1,683	1,720	1,679
Part-time	270	259	240	235	175
Contract	140	141	174	182	178





	FY2013	FY2014	FY2015	FY2016	FY2017
Administrative	316	309	331	336	313
Managerial	219	218	222	226	225
Maintenance	1103	1101	1099	1127	1082
Operator	1685	1679	1715	1843	1510
Police	277	312	312	323	323
Professional	383	373	407	410	410
Represented (Other)	188	200	199	199	197
Supervisory	357	360	358	370	353
Technical	284	270	280	285	281

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Office of General Manager CEO	1	4	4	3	3
Office of Board of Directors	2	2	2	2	2
Office of Diversity and Inclusion	17	17	15	14	14
Dept of General Manager CEO	**20**	**23**	**21**	**19**	**19**
Office of AGM Internal Audit	13	13	13	13	13
Office of Information Systems Audit	4	4	4	4	4
Dept of Internal Audit	**17**	**17**	**17**	**17**	**17**
Office of AGM Comm & Ext Affairs	43	43	43	46	46
Office of External Affairs	5	5	5	5	5
Office of Marketing & Sales	11	11	11	11	11
Office of Government & Constituent Relations	2	2	2	2	2
Office of Media Communications	3	3	3	3	3
Dept of Communication & Ext Affairs	**64**	**64**	**64**	**67**	**67**
Office of AGM Capital Programs & Development	0	0	0	2	2
Office of Engineering & Development	4	3	5	1	1
Office of Infrastructure Engineering	34	35	37	37	37
Office of Systems Engineering	15	15	22	23	23
Office of Capital Programming	33	28	26	26	27
Office of Project Management & Construction	61	70	93	95	95
Office of Architecture & Design	16	15	15	16	16
Dept of Capital Programs & Development	**163**	**166**	**198**	**200**	**201**
Office of AGM of Safety & QA	2	2	2	2	2
Office of Safety	22	21	23	27	27
Office of QA & Configuration Mgmt	23	24	22	21	21
Dept of Safety & Quality Assurance	**47**	**47**	**47**	**50**	**50**
Division of General Manager CEO	**311**	**317**	**347**	**353**	**354**
Office of Chief Operating Officer COO	2	3	3	2	2

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Dept of Chief Operating Officer COO	**2**	**3**	**3**	**2**	**2**
Office of Operations Support Services	0	0	52	39	40
Office of Facilities	265	264	262	273	273
Office of Vertical Transportation	11	9	8	8	8
Dept of Operations Support Services	**276**	**273**	**322**	**320**	**321**
Office of Bus Transportation	1,205	1,205	1,211	1,321	1,321
Office of Bus Maintenance	443	439	411	432	387
Office of Mobility	306	305	305	331	23
Dept of Bus Operations	**1,954**	**1,949**	**1,927**	**2,084**	**1,731**
Office of Operations	0	1	2	2	3
Office of Rail Services	309	324	355	355	355
Office of Rail Car Maintenance	352	350	339	353	352
Office of Maintenance of Way	223	223	230	230	230
Dept of Rail Operations	**884**	**898**	**926**	**940**	**940**
Division of Operations	**3,116**	**3,123**	**3,178**	**3,346**	**2,994**
Office of Chief Financial Officer CFO	16	16	15	14	14
Office of Accounting	40	40	40	40	39
Office of Management & Budget	14	14	14	14	13
Office of Revenue Operations	72	72	71	72	69
Office of Treasury	8	8	12	9	9
Office of Federal & State Programs	3	3	4	7	7
Office of Chief Contracts Officer	32	31	29	34	34
Office of Materials	87	86	87	82	81
Dept of Chief Financial Officer CFO	**272**	**270**	**272**	**272**	**266**
Division of Finance	**272**	**270**	**272**	**272**	**266**
Office of Chief Administrative Officer CAO	3	1	1	2	2

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Dept of Chief Administrative Officer CAO	**3**	**1**	**1**	**2**	**2**
Office of AGM Human Resources	2	2	2	2	2
Office of Human Resources	32	32	33	33	33
Office of Labor Relations	5	5	7	7	7
Office of Training	49	49	49	50	50
Dept of Human Resources	**88**	**88**	**91**	**92**	**92**
Office of AGM Technology CIO	5	5	5	5	5
Office of Technology Infrastructure & Production	61	50	48	48	48
Office of Technology Applications	36	33	34	34	32
Office of Technology Support Services	36	29	26	26	25
Dept of Technology	**138**	**117**	**113**	**113**	**110**
Office of AGM Planning	2	2	2	2	2
Office of Research & Analysis	27	27	27	27	27
Office of Transit System Planning	27	26	26	28	27
Dept of Planning	**56**	**55**	**55**	**57**	**56**
Office of AGM Police Services	378	411	411	425	425
Dept of Police Services	**378**	**411**	**411**	**425**	**425**
Division of Administration	**663**	**672**	**671**	**689**	**685**
Office of Chief Counsel Legal Services	5	5	5	5	5
Office of Chief of Corporate Law	3	3	3	3	3
Office of Chief Litigation	4	4	4	4	4
Office of Risk Management	15	15	15	15	15
Dept of Chief Counsel Legal Services	**27**	**27**	**27**	**27**	**27**
Division of Chief Counsel Legal Services	**27**	**27**	**27**	**27**	**27**
Office of Chief of Staff	1	1	2	3	3
Office of Transit Oriented Development	12	12	12	12	12

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Dept of Chief of Staff	13	13	14	15	15
Division of Chief of Staff	13	13	14	15	15
Authority Full-time Personnel Total	4,402	4,422	4,509	4,702	4,341

Summary of Authority Personnel by Status

Part-time Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Office of AGM Comm & Ext Affairs	2	2	2	2	2
Dept of Communication & Ext Affairs	**2**	**2**	**2**	**2**	**2**
Office of Safety	0	0	0	0	0
Office of QA & Configuration Mgmt	0	0	0	0	0
Dept of Safety & Quality Assurance	**0**	**0**	**0**	**0**	**0**
Division of General Manager CEO	**2**	**2**	**2**	**2**	**2**
Office of Bus Transportation	119	125	125	125	125
Office of Mobility	72	60	60	60	0
Dept of Bus Operations	**191**	**185**	**185**	**185**	**125**
Office of Rail Services	0	0	0	0	0
Dept of Rail Operations	**0**	**0**	**0**	**0**	**0**
Division of Operations	**191**	**185**	**185**	**185**	**125**
Office of Chief Financial Officer CFO	64	59	40	38	38
Office of Revenue Operations	13	13	13	10	10
Office of Materials	0	0	0	0	0
Dept of Chief Financial Officer CFO	**77**	**72**	**53**	**48**	**48**
Division of Finance	**77**	**72**	**53**	**48**	**48**
Office of Human Resources	0	0	0	0	0
Dept of Human Resources	**0**	**0**	**0**	**0**	**0**
Office of Research & Analysis	0	0	0	0	0
Dept of Planning	**0**	**0**	**0**	**0**	**0**
Division of Administration	**0**	**0**	**0**	**0**	**0**
Authority Part-time Personnel Total	**270**	**259**	**240**	**235**	**175**

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Office of General Manager CEO	1	1	3	4	4
Dept of General Manager CEO	**1**	**1**	**3**	**4**	**4**
Office of AGM Internal Audit	0	1	1	1	1
Office of Information Systems Audit	0	0	0	1	0
Dept of Internal Audit	**0**	**1**	**1**	**2**	**1**
Office of AGM Comm & Ext Affairs	0	4	4	4	4
Office of Marketing & Sales	3	3	3	3	3
Office of Media Communications	0	0	0	0	0
Dept of Communication & Ext Affairs	**3**	**7**	**7**	**7**	**7**
Office of Systems Engineering	0	0	0	0	0
Office of Capital Programming	7	7	7	2	2
Office of Project Management & Construction	1	1	2	7	7
Office of Architecture & Design	1	1	1	1	1
Dept of Capital Programs & Development	**9**	**9**	**10**	**10**	**10**
Office of AGM of Safety & QA	0	0	0	0	0
Office of Safety	1	1	1	1	1
Office of QA & Configuration Mgmt	6	6	6	6	6
Dept of Safety & Quality Assurance	**7**	**7**	**7**	**7**	**7**
Division of General Manager CEO	**20**	**25**	**28**	**30**	**29**
Office of Facilities	0	0	0	0	0
Dept of Operations Support Services	**0**	**0**	**0**	**0**	**0**
Office of Bus Transportation	0	0	10	13	13
Office of Bus Maintenance	0	0	0	0	0
Office of Mobility	5	6	4	4	3
Office of Clayton County Transit	0	0	0	0	0
Dept of Bus Operations	**5**	**6**	**14**	**17**	**16**

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Office of Rail Services	3	3	3	3	2
Office of Rail Car Maintenance	4	4	0	0	0
Dept of Rail Operations	**7**	**7**	**3**	**3**	**2**
Division of Operations	**12**	**13**	**17**	**20**	**18**
Office of Chief Financial Officer CFO	2	2	29	33	32
Office of Accounting	0	0	0	0	0
Office of Management & Budget	1	1	1	1	2
Office of Revenue Operations	0	0	0	0	0
Office of Treasury	1	1	0	0	0
Office of Federal & State Programs	0	1	0	0	0
Office of Materials	2	3	4	4	4
Dept of Chief Financial Officer CFO	**6**	**8**	**34**	**38**	**38**
Division of Finance	**6**	**8**	**34**	**38**	**38**
Office of Human Resources	0	0	0	0	0
Office of Training	1	1	1	0	0
Dept of Human Resources	**1**	**1**	**1**	**0**	**0**
Office of AGM Technology CIO	13	10	4	4	4
Office of Technology Infrastructure & Production	15	12	16	16	15
Office of Technology Applications	10	7	7	7	7
Office of Technology Support Services	10	8	10	10	10
Dept of Technology	**48**	**37**	**37**	**37**	**36**
Office of Research & Analysis	36	36	36	36	36
Office of Transit System Planning	0	0	0	0	0
Dept of Planning	**36**	**36**	**36**	**36**	**36**
Office of AGM Police Services	17	21	21	21	21
Dept of Police Services	**17**	**21**	**21**	**21**	**21**

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Division of Administration	**102**	**95**	**95**	**94**	**93**
Office of Transit Oriented Development	0	0	0	0	0
Dept of Chief of Staff	**0**	**0**	**0**	**0**	**0**
Division of Chief of Staff	**0**	**0**	**0**	**0**	**0**
Authority Contract Personnel Total	**140**	**141**	**174**	**182**	**178**

Summary of Authority Personnel by Status

Organization Description	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Authority Total	4,812	4,822	4,923	5,119	4,694

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 Capital Programs & Development**
- **Department of Safety & Quality Assurance**

DIVISION OF GENERAL MANAGER CEO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	18,292,644	19,651,637	20,524,460	22,350,034	24,810,046
Overtime	287,035	424,648	336,347	253,418	138,836
Other Benefits	1,792,197	1,875,884	2,222,676	2,199,406	3,595,080
Healthcare Rep/NonRep	3,052,051	3,037,918	3,100,189	3,082,749	4,085,284
Pension Rep/NonRep	3,760,097	2,439,018	2,567,297	2,869,813	5,260,676
Workers Comp-Excess/Losses	34,554	19,737	-17,511	183,981	636,507
Benefits Total	8,638,899	7,372,557	7,872,651	8,335,949	13,577,547
Labor Total	**27,218,578**	**27,448,842**	**28,733,458**	**30,939,401**	**38,526,429**
Contractual Services	1,096,609	1,452,902	1,365,940	1,796,758	1,721,656
Materials Supplies-Other	131,024	102,618	113,720	115,938	130,054
Materials Total	131,024	102,618	113,720	115,938	130,054
Other Operating	0	36	0	0	0
Other Total	0	36	0	0	0
Miscellaneous Expenses	488,459	799,916	449,022	726,180	521,680
Other Non-Operating Expenses	492,626	469,495	527,772	674,664	9,242,661
Non Labor Total	**2,208,718**	**2,824,967**	**2,456,454**	**3,313,540**	**11,616,051**
Gross Operating Total	**29,427,296**	**30,273,809**	**31,189,912**	**34,252,941**	**50,142,480**
Cost Allocation	-16,355,373	-17,029,689	-19,298,330	-21,401,908	-25,225,416
Allocation Total	**-16,355,373**	**-17,029,689**	**-19,298,330**	**-21,401,908**	**-25,225,416**
Net Operating Expense	**13,071,923**	**13,244,120**	**11,891,582**	**12,851,033**	**24,917,064**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	289	296	329	335	336
Represented	22	21	18	18	18
Full-Time Total	**311**	**317**	**347**	**353**	**354**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	2	2	2	2	2
Part-Time Total	**2**	**2**	**2**	**2**	**2**
Contract	**20**	**25**	**28**	**30**	**29**
Total	**333**	**344**	**377**	**385**	**385**

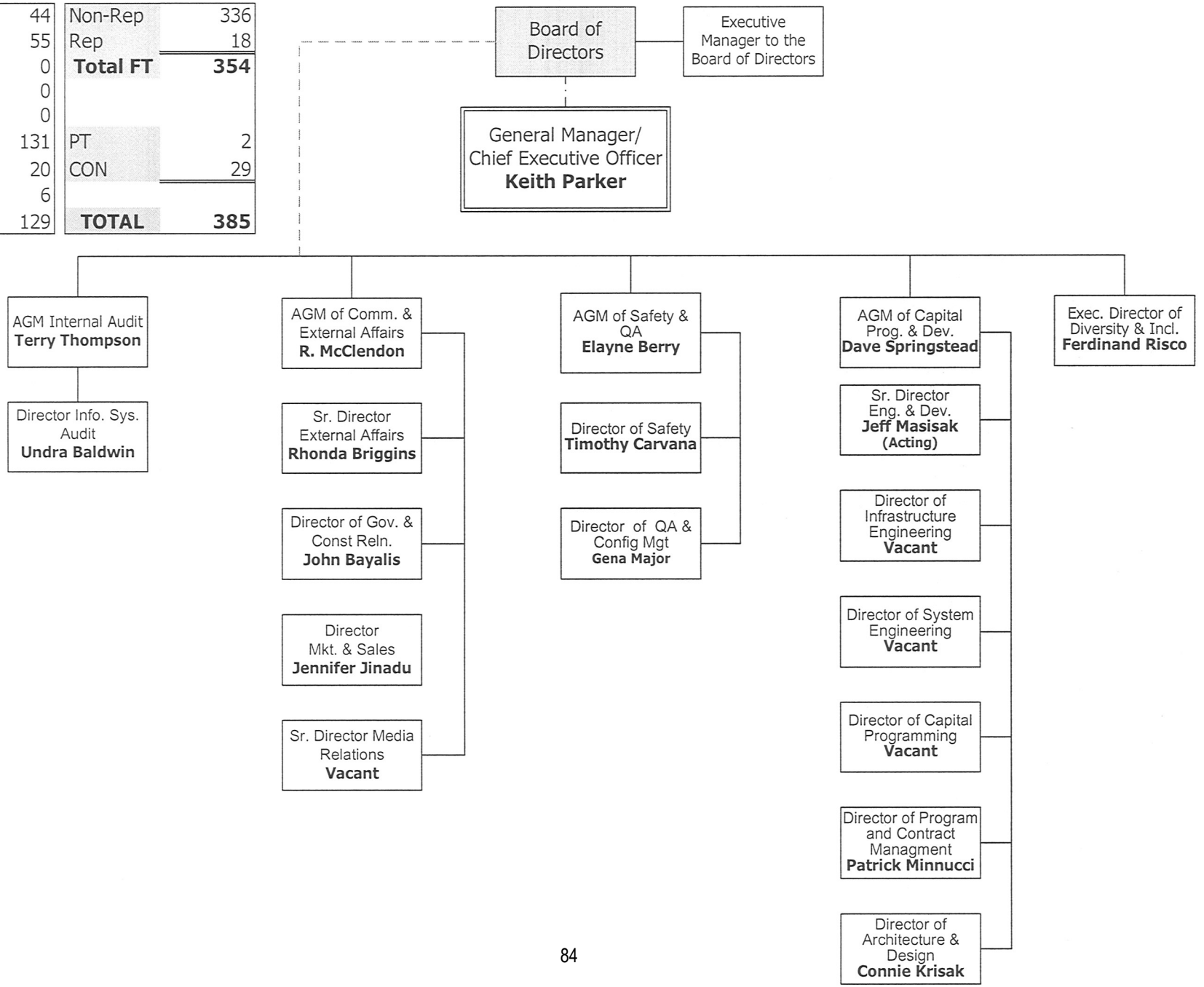
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	32	37	41	44	43
Management	53	56	56	53	53
Police	0	0	0	0	0
Professional	103	101	125	129	133
Technical	114	120	129	133	130
Maintenance	3	3	0	0	0
Operator	0	0	0	0	0
Represented	21	20	20	20	20
Supervisory	7	7	6	6	6
Total	**333**	**344**	**377**	**385**	**385**

DIVISION OF GENERAL MANAGER CEO

ADM	44
MGR	55
MNT	0
OPR	0
POL	0
PRO	131
REP	20
SUP	6
TEC	129

Non-Rep	336
Rep	18
Total FT	**354**
PT	2
CON	29
TOTAL	**385**



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
- Office of Diversity & Inclusion

Areas of Oversight	• General Manager/CEO • Board of Directors • Diversity and Inclusion
FY16 Department Accomplishments	• $794M Rail Car Procurement • Receipt of 18 New articulated "bendy" CNG buses • MARTA Expansion to Clayton County • Ground breaking on Edgewood/Candler Park Transit Oriented Development • Receipt of a $30M GO Transit Gran from the State of Georgia to upgrade customer communications • The first MARTA farmer's market launched • MARTA CEO Keith Parker received the Outstanding Public Transportation Manager of 2015 award by APTA • First time MARTA realized 4 consecutive years of favorable financial performance (Revenues exceeded Expenses) • MARTA began offering a police escort program
FY17 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest** Objective 1: Maintain no more than 5% vacancy rate Authority-wide **GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** Objective 1: Implement an Authority-wide learning and development program that meets the needs of the departments and employees Objective 2: Significantly reduce absenteeism and overtime Objective 3: Achieve a successful tri-annual review with limited findings Objective 4: Complete a Strategic Plan for the Agency **GOAL 3: Create a culture and discipline of security and safety excellence** Objective 1: Implement an internal crisis communication plan (emergency incidents, weather events, etc.) Objective 2: Demonstrate improvement on safety-related KPIs Objective 3: Develop a robust cyber security program **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** Objective 1: Complete a business development plan Objective 2: Break ground on 2-3 TODs Objective 3: Partner with key agencies, chambers, etc. to attract more diverse conferences, businesses and employees **GOAL 5: Increase ridership through investment and innovation (technology, art, mobility management, etc.)** Objective 1: Implement the 1st phase of COA Objective 2: Implement Art in Transit **GOAL 6: Develop more innovative communication systems/processes internally & externally** Objective 1: Implement an external communication plan (riders, public, stakeholders, etc.) Objective 2: Improve customer communication

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	84.51%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-82.49%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	12.07%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-95.45%	</= 0%

DEPT OF GENERAL MANAGER CEO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,695,305	2,124,951	2,077,905	1,866,514	2,175,947
Overtime	0	30	350	1,403	0
Other Benefits	197,998	181,969	194,772	146,810	389,348
Healthcare Rep/NonRep	214,947	215,955	210,706	168,047	213,926
Pension Rep/NonRep	419,067	225,435	231,043	190,520	396,908
Workers Comp-Excess/Losses	8,617	653	-4,390	-58	33,687
Benefits Total	840,629	624,012	632,131	505,318	1,033,869
Labor Total	2,535,934	2,748,993	2,710,386	2,373,234	3,209,816
Contractual Services	76,281	378,017	151,543	185,949	669,728
Materials Supplies-Other	8,757	14,178	14,166	13,254	12,000
Materials Total	8,757	14,178	14,166	13,254	12,000
Miscellaneous Expenses	1,866	827	1,243	1,511	1,000
Other Non-Operating Expenses	187,220	160,076	167,264	253,008	8,741,027
Non Labor Total	274,124	553,098	334,216	453,722	9,423,755
Gross Operating Total	2,810,058	3,302,091	3,044,602	2,826,956	12,633,571
Cost Allocation	-881,748	-907,797	-978,562	-844,349	-2,147,703
Allocation Total	-881,748	-907,797	-978,562	-844,349	-2,147,703
Net Operating Expense	1,928,310	2,394,294	2,066,040	1,982,607	10,485,868

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	20	23	21	19	19
Represented	0	0	0	0	0
Full-Time Total	20	23	21	19	19
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	3	4	4
Total	21	24	24	23	23

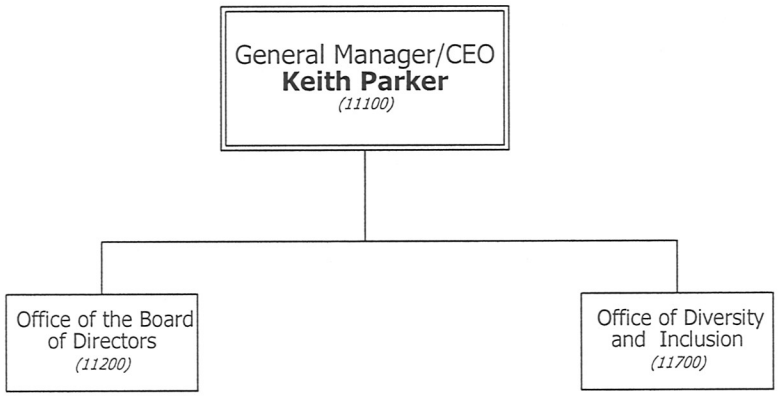
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	2	1	1	0
Management	6	8	8	7	7
Police	0	0	0	0	0
Professional	14	14	15	15	16
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	21	24	24	23	23

DEPARTMENT OF THE GENERAL MANAGER/CEO

ADM	1
MGR	7
MNT	0
OPR	0
POL	0
PRO	15
REP	0
SUP	0
TEC	0

Non-Rep	19
Rep	0
Total FT	**19**
PT	0
CON	4
TOTAL	**23**



Functions & Responsibilities

General Manager CEO

- Directing and coordinating mechanism for all Authority activities.
- Ensures adherence to the goals of becoming regional transportation entity while meeting the transit needs of the Metropolitan Atlanta community
- Responsible for supporting the Board of Directors and direct the functions and operations of the Chief Administrative Officer, Chief Operating Officer, Chief of Staff and supporting Assistant General Managers
- Focus of working with employees, customers, transit stakeholders and the community to provide safe, efficient and high quality transit services to the Atlanta region.

Program Management Officer

- Provide guidance for the functional improvements defined by MARTA's Transformational Road Map
- Responsible for managing the Transformation Plan as approved by the Executive Steering Committee (ESC)
- Interfacing with internal and external stakeholders of the MARTA Transformation Initiative Program (MTI)
- Report on program status to the MARTA Board of Directors and MARTOC

OFFICE OF GENERAL MANAGER CEO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	520,989	865,495	931,610	944,248	989,506
Overtime	0	30	350	1,380	0
Other Benefits	69,433	51,866	60,112	52,664	176,148
Healthcare Rep/NonRep	27,714	40,375	46,420	26,506	33,778
Pension Rep/NonRep	170,337	83,088	74,240	34,009	118,624
Workers Comp-Excess/Losses	0	0	-15	-14	5,319
Benefits Total	267,484	175,329	180,757	113,165	333,869
Labor Total	788,473	1,040,854	1,112,717	1,058,793	1,323,375
Contractual Services	55,275	368,415	83,414	138,459	594,708
Materials Supplies-Other	5,228	10,737	9,654	10,113	6,600
Materials Total	5,228	10,737	9,654	10,113	6,600
Other Non-Operating Expenses	71,392	57,796	35,509	29,312	8,583,550
Non Labor Total	131,895	436,948	128,577	177,884	9,184,858
Gross Operating Total	920,368	1,477,802	1,241,294	1,236,677	10,508,233
Cost Allocation	-83,677	-138,270	-125,156	-119,425	-1,057,376
Allocation Total	-83,677	-138,270	-125,156	-119,425	-1,057,376
Net Operating Expense	836,691	1,339,532	1,116,138	1,117,252	9,450,857

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	1	4	4	3	3
Represented	0	0	0	0	0
Full-Time Total	1	4	4	3	3
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	3	4	4
Total	2	5	7	7	7

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	1	0	0	0
Management	2	4	4	3	3
Police	0	0	0	0	0
Professional	0	0	3	4	4
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	2	5	7	7	7

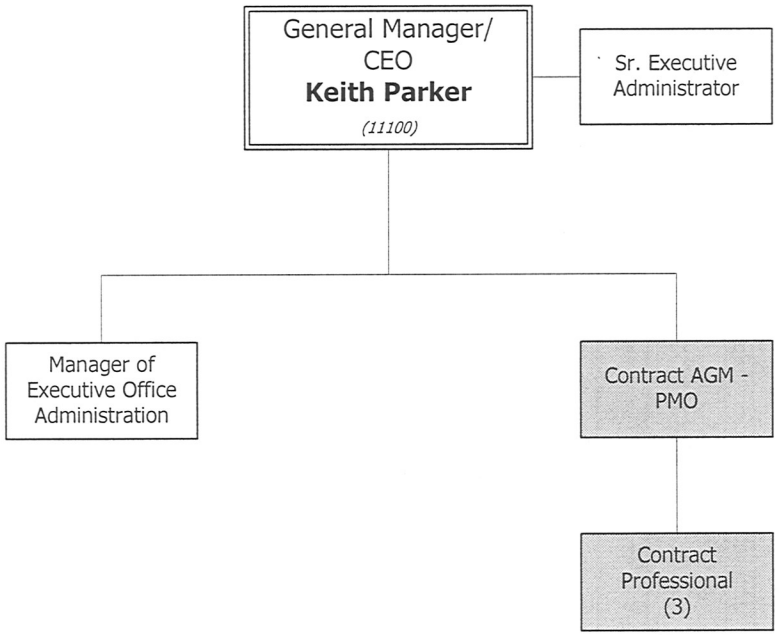
OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
General Manager CEO	A	1	1	1	1	1
Project Manager-Transformation Initiatives	22	----	1	1	----	----
Mgr Exec office Administration	21	----	1	1	1	1
Sr. Executive Administrator	19	----	----	1	1	1
Executive Administrator	17	----	1	----	----	----
Non-Rep Subtotal		**1**	**4**	**4**	**3**	**3**
Total Full-Time		**1**	**4**	**4**	**3**	**3**
Contract						
Contract Professional	----	----	----	2	3	3
Contract AGM	----	1	1	1	1	1
Total Contract		**1**	**1**	**3**	**4**	**4**
Office Total		**2**	**5**	**7**	**7**	**7**

OFFICE OF THE GENERAL MANAGER/CEO

ADM	0
MGR	2
MNT	0
OPR	0
POL	0
PRO	5
REP	0
SUP	0
TEC	0

Non-Rep	3
Rep	0
Total FT	**3**
PT	0
CON	4
TOTAL	**7**



Contract Positions (Shaded)

Functions & Responsibilities

Board of Directors

- Primary Liaison between MARTA Staff and MARTA Board of Directors
- Coordinates various Board meetings, travel, events and activities
- Dissemination of information for and from the Board of Directors
- Manages and prepares minutes, resolutions and statistics with the various Board Committed sessions and the General Board meetings
- Provides oversight and facilitation to every office within MARTA that submits Board Resolutions

OFFICE OF BOARD OF DIRECTORS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	182,573	178,860	172,635	177,884	174,834
Other Benefits	18,040	19,173	22,077	20,885	36,080
Healthcare Rep/NonRep	27,505	24,537	27,225	33,930	22,519
Pension Rep/NonRep	42,725	36,168	40,383	43,318	41,008
Workers Comp-Excess/Losses	0	0	-8	-9	3,546
Benefits Total	88,270	79,878	89,677	98,125	103,152
Labor Total	270,843	258,738	262,312	276,008	277,987
Contractual Services	80	1,862	869	2,605	0
Materials Supplies-Other	1,505	1,644	1,150	965	2,000
Materials Total	1,505	1,644	1,150	965	2,000
Miscellaneous Expenses	1,866	827	1,243	1,511	1,000
Other Non-Operating Expenses	89,677	75,552	107,033	164,368	130,412
Non Labor Total	93,128	79,885	110,295	169,450	133,412
Gross Operating Total	363,971	338,623	372,607	445,458	411,399
Cost Allocation	0	0	-37,105	-43,018	-47,077
Allocation Total	0	0	-37,105	-43,018	-47,077
Net Operating Expense	363,971	338,623	335,502	402,440	364,322

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	2	2	2	2	2
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	2	2	2	2	2

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	1	1	1	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	2	2	2	2	2

Areas of Oversight	• General Manager/CEO • Board of Directors • Diversity and Inclusion
FY16 Department Accomplishments	• $794M Rail Car Procurement • Receipt of 18 New articulated "bendy" CNG buses • MARTA Expansion to Clayton County • Ground breaking on Edgewood/Candler Park Transit Oriented Development • Receipt of a $30M GO Transit Gran from the State of Georgia to upgrade customer communications • The first MARTA farmer's market launched • MARTA CEO Keith Parker received the Outstanding Public Transportation Manager of 2015 award by APTA • First time MARTA realized 4 consecutive years of favorable financial performance (Revenues exceeded Expenses) • MARTA began offering a police escort program
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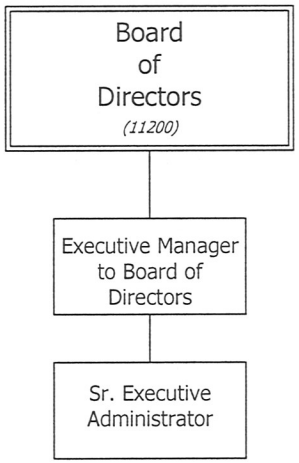
OFFICE OF BOARD OF DIRECTORS

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	1
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	2



OFFICE OF BOARD OF DIRECTORS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Executive Mgr To Board of Dir	21	1	1	1	1	1
Sr. Executive Administrator Bd	19	1	1	1	1	1
Non-Rep Subtotal		**2**	**2**	**2**	**2**	**2**
Total Full-Time		**2**	**2**	**2**	**2**	**2**
Office Total		**2**	**2**	**2**	**2**	**2**

Functions & Responsibilities

OFFICE OF DIVERSITY AND INCLUSION

- To ensure that all MARTA decisions, activities, programs and services are equitable and do not adversely impact current or potential employees, customers, communities, businesses, or other stakeholders.

SUPPLIER DIVERSITY

- Maximization of supplier diversity through the participation of small, socially, and economically disadvantaged business enterprises is done through goal setting, monitoring of participation commitments, outreach efforts, and DBE certifications.
- Disadvantaged Business Enterprise Program
- Small Business Enterprise Program

EQUAL EMPLOYMENT OPPORTUNITY (EEO)

- EEO Program ensures all of the Authority's employment decisions, practices, and procedures are reviewed to ensure that they are fair and equitable.
- Title VI and Environmental Justice programs are designed and implemented to review, monitor, and ensure that there is a consistently equitable distribution of transit services and benefits.
- Strategically targeted outreach efforts are designed to solicit and gauge community input to facilitate the examination of all facts and ensure the non-discriminatory impact of the Authority's decisions and activities.
- The Mystery Customer Program Unit (MCPU) conducts analyses on daily, monthly, and quarterly mystery shopper reports to ensure agency compliance with the Americans with Disabilities Act (ADA) requirements and track key customer service performance.
- Various Related Training, Programs and Analysis Related to Equal Opportunity Employment

OFFICE OF DIVERSITY AND INCLUSION

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	991,743	1,080,596	973,660	744,383	1,011,607
Overtime	0	0	0	23	0
Other Benefits	110,525	110,930	112,583	73,261	177,120
Healthcare Rep/NonRep	159,728	151,043	137,061	107,610	157,630
Pension Rep/NonRep	206,005	106,179	116,420	113,193	237,276
Workers Comp-Excess/Losses	8,617	653	-4,367	-36	24,822
Benefits Total	484,875	368,805	361,697	294,028	596,848
Labor Total	1,476,618	1,449,401	1,335,357	1,038,434	1,608,455
Contractual Services	20,926	7,740	67,260	44,884	75,020
Materials Supplies-Other	2,024	1,797	3,362	2,176	3,400
Materials Total	2,024	1,797	3,362	2,176	3,400
Other Non-Operating Expenses	26,151	26,728	24,722	59,327	27,065
Non Labor Total	49,101	36,265	95,344	106,388	105,485
Gross Operating Total	1,525,719	1,485,666	1,430,701	1,144,821	1,713,940
Cost Allocation	-798,071	-769,527	-816,301	-681,906	-1,043,250
Allocation Total	-798,071	-769,527	-816,301	-681,906	-1,043,250
Net Operating Expense	727,648	716,139	614,400	462,915	670,690

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	17	17	15	14	14
Represented	0	0	0	0	0
Full-Time Total	17	17	15	14	14
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	17	17	15	14	14

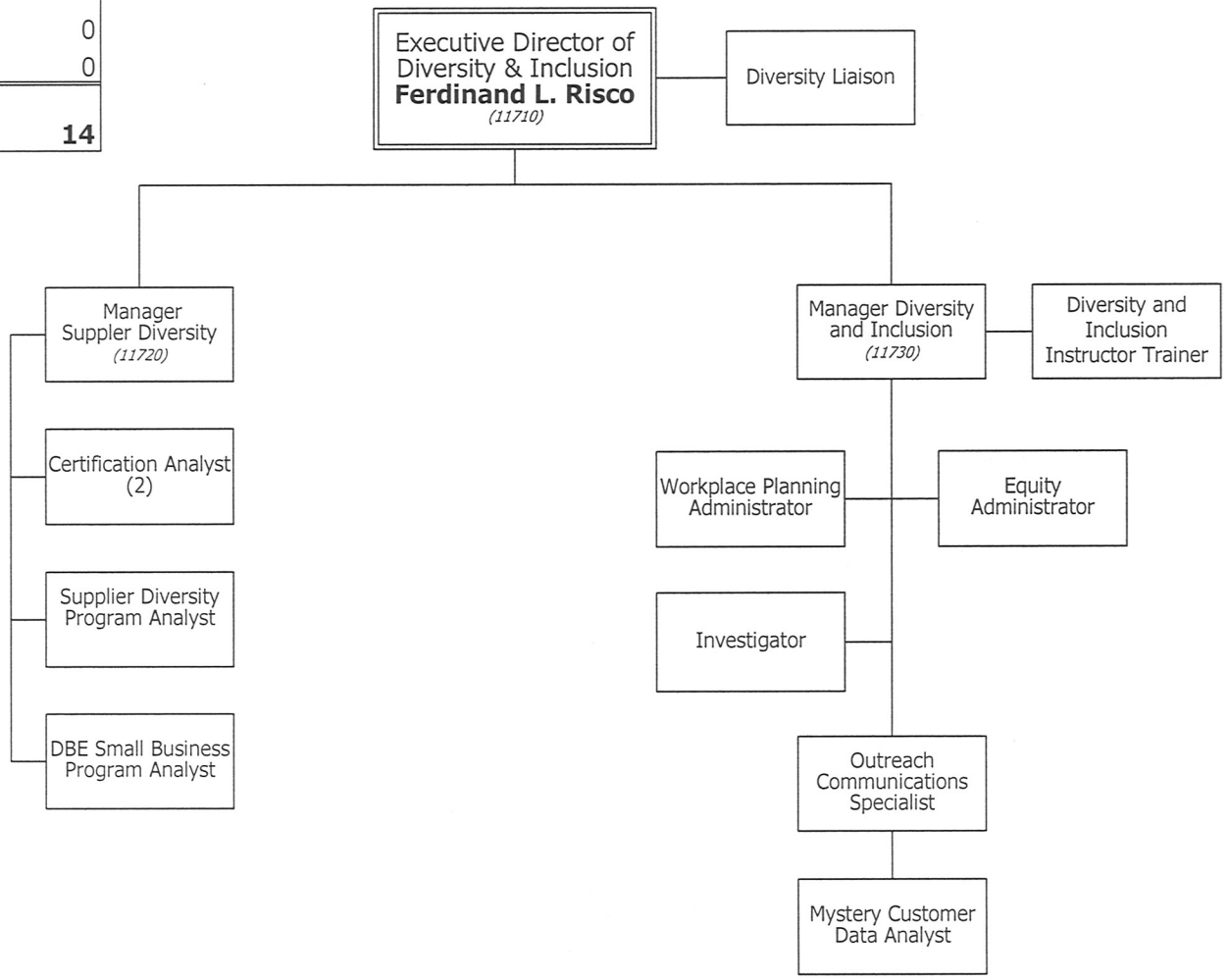
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	0
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	13	13	11	10	11
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	17	17	15	14	14

OFFICE OF DIVERSITY AND INCLUSION

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	10
REP	0
SUP	0
TEC	0

Non-Rep	14
Rep	0
Total FT	**14**
PT	0
CON	0
TOTAL	**14**



OFFICE OF DIVERSITY AND INCLUSION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Exec Dir Diversity & Inclusion	24	----	----	----	----	1
Exec Dir Diversity & Equal Opp	24	1	1	1	1	----
Mgr Diversity & Inclusion	21	----	----	----	----	1
Manager Supplier Diversity	21	----	----	----	----	1
Mgr Equal Opp Conflict Resolut	21	1	1	1	1	----
Mgr Economic Opportunity	20	1	1	1	1	----
Equity Administrator	19	1	1	1	1	1
Workforce Planning Administrator	19	----	----	----	----	1
Diversity Liason	19	----	----	----	----	1
Affirm Act Administrator	19	1	1	1	1	----
Certification Analyst	17	----	----	----	----	2
Investigator	17	----	----	----	----	1
EEO DBE Analyst	17	4	4	4	3	1
Mystery Customer Project Analy	17	1	1	1	1	1
Supplier Diversity Program Analyst	17	----	----	----	----	1
Employee Relations Specialist	17	2	2	----	----	----
Small Business Program Analyst	17	----	1	1	1	----
Diversity EEO Investigator	17	1	1	1	1	----
Office Administrator II	16	1	1	1	1	----
D&I Instructor/Trainer	15	----	----	----	----	1
Outreach Communication	15	----	----	----	----	1
Mystery Customer Data Analyst	15	1	1	1	1	----
ADA Coord	15	1	1	1	1	----
DBE Coordinator	15	1	----	----	----	----
Non-Rep Subtotal		**17**	**17**	**15**	**14**	**14**

OFFICE OF DIVERSITY AND INCLUSION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Total Full-Time		17	17	15	14	14
Office Total		17	17	15	14	14

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

Areas of Oversight	• AGM Internal Audit • Contracts Audit • Operational Audit • Information Systems Audit • Director of Information Systems Audit
FY16 Department Accomplishments	**Audit Execution** • The Contract Audit group completed 96 contract reviews requested by Contracts, Procurement and Materials management • The Information Technology Audit group completed 100% (90% goal) or 8 of 8 projects on the 2016 IT audit plan (Exceptional). • The Operational Audit group completed 82% (80% goal) or 14 of 17 projects on the 2016 Operational audit plan, rated (Above Standard). • Internal Audit received an average score of 4.3 out of 5 on Post Audit Questionnaires which are utilized to determine management's satisfaction with the quality of Internal Audit's performance. **Cost Savings, Potential Cost Savings and Unallowable Costs** • Recouped approximately $570,258 (22%) of Internal Audit's budget based on the recovery of funds or reduction of contract pricing. • The Contract Audit group identified unallowable/unsupported costs of approximately $3,983,753 based on the execution of rate reviews and cost/price analysis reviews and identified potential cost savings of approximately $846,054 (33%) of Internal Audit's budget. • Internal Audit was $638,283 under budget for FY 2016. **Fraud, Waste and Abuse** • Internal Audit provided recommendations and processes to improve management oversight, and productivity in Timekeeping and Contract Reviews. • Enhanced internal controls to prevent and discourage fraud, waste and abuse activities.
FY17 Goals & Objectives	**GOAL 1: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Ensure all staff and managers in Internal Audit Department obtain continuing professional education hours to meet department and government auditing standards • Objective: Ensure that at least 80% of the annual risk based audit plans are 25 % completed by the end of the fiscal year. • Objective: Determine the level of quality service that Internal Audit is providing management and identify opportunities for improvement with regard to Internal Audit's processes, communications, timely completion of projects and quality of report content by obtaining feedback from MARTA management. • Objective: Complete a strategic plan for the agency that outlines Internal Audit's mission, vision, goals and objectives, and corporate initiatives. **GOAL 3: Create a Culture and discipline of security and safety excellence** • Objective: Communicate and discuss emerging risks with MARTA management to assist in anticipating risks of new initiatives and new threats that may prevent management from achieving organizational goals and objectives. **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Identify cost-savings or operational efficiencies.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.75%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-16.61%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-13.45%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-22.35%	</= 0%

DEPT OF INTERNAL AUDIT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,369,009	1,256,794	1,212,632	1,261,170	1,366,606
Overtime	1,336	1,859	825	482	0
Other Benefits	130,079	136,954	117,354	106,265	249,581
Healthcare Rep/NonRep	191,529	135,289	136,888	140,470	191,408
Pension Rep/NonRep	281,265	144,864	116,698	101,277	308,382
Workers Comp-Excess/Losses	5,996	-4,317	-41	-42	30,141
Benefits Total	608,869	412,790	370,899	347,970	779,512
Labor Total	**1,979,214**	**1,671,443**	**1,584,356**	**1,609,621**	**2,146,118**
Contractual Services	376,546	265,227	390,646	238,500	275,000
Materials Supplies-Other	3,635	5,674	7,215	17,507	15,000
Materials Total	3,635	5,674	7,215	17,507	15,000
Other Non-Operating Expenses	28,944	76,923	57,761	58,531	88,773
Non Labor Total	**409,125**	**347,824**	**455,622**	**314,538**	**378,773**
Gross Operating Total	**2,388,339**	**2,019,267**	**2,039,978**	**1,924,160**	**2,524,891**
Cost Allocation	-1,248,517	-1,047,147	-1,033,295	-971,925	-1,250,517
Allocation Total	**-1,248,517**	**-1,047,147**	**-1,033,295**	**-971,925**	**-1,250,517**
Net Operating Expense	**1,139,822**	**972,120**	**1,006,683**	**952,235**	**1,274,374**

Authorized Positions by Status

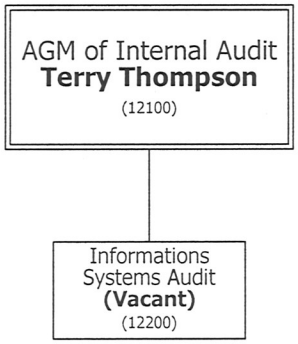
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	17	17	17	17	17
Represented	0	0	0	0	0
Full-Time Total	**17**	**17**	**17**	**17**	**17**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**1**	**1**	**2**	**1**
Total	**17**	**18**	**18**	**19**	**18**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	12	13	13	14	13
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**17**	**18**	**18**	**19**	**18**

ADM	1
MGR	4
MNT	0
OPR	0
POL	0
PRO	13
REP	0
SUP	0
TEC	0

Non-Rep	17
Rep	0
Total FT	**17**
PT	0
CON	1
TOTAL	**18**



Functions & Responsibilities

AGM of Internal Audit

- Respond to calls received through the Fraud, Waste, and Abuse Hotline and follow up on anonymous tips regarding Fraud, Waste, and Abuse that are received through 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.
- Complete 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.
- 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.

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 of $100,000 for price reasonableness.
- Provide rate reviews to ensure prices are reasonable and in accordance with applicable regulations.

Operational 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.

OFFICE OF AGM INTERNAL AUDIT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,056,980	1,005,631	1,003,367	1,018,478	1,032,783
Overtime	1,336	1,859	825	482	0
Other Benefits	99,751	112,858	99,154	86,441	183,054
Healthcare Rep/NonRep	144,534	104,250	115,339	111,410	146,371
Pension Rep/NonRep	196,440	95,879	102,821	88,215	230,083
Workers Comp-Excess/Losses	5,997	-4,317	-35	-37	23,049
Benefits Total	446,722	308,670	317,279	286,030	582,556
Labor Total	1,505,038	1,316,160	1,321,471	1,304,990	1,615,339
Contractual Services	376,546	263,532	390,646	238,500	275,000
Materials Supplies-Other	3,635	5,674	7,178	17,507	15,000
Materials Total	3,635	5,674	7,178	17,507	15,000
Other Non-Operating Expenses	26,314	71,409	36,296	35,996	50,050
Non Labor Total	406,495	340,615	434,120	292,004	340,050
Gross Operating Total	1,911,533	1,656,775	1,755,591	1,596,994	1,955,389
Cost Allocation	-1,000,623	-862,157	-892,756	-810,245	-1,030,618
Allocation Total	-1,000,623	-862,157	-892,756	-810,245	-1,030,618
Net Operating Expense	910,910	794,618	862,835	786,748	924,770

Authorized Positions by Status

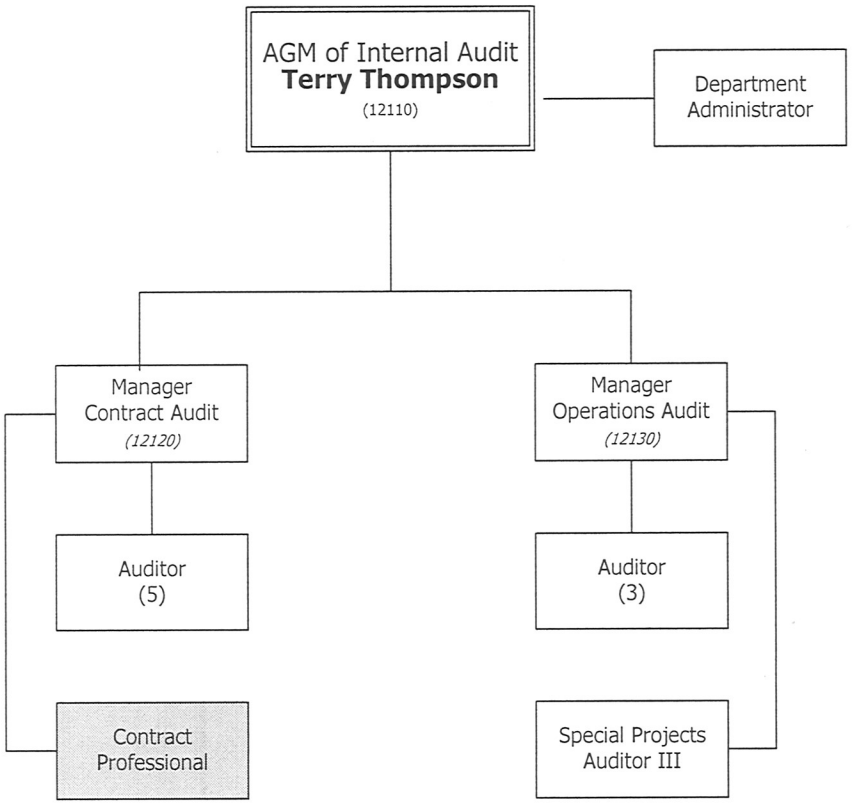
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	13	13	13	13	13
Represented	0	0	0	0	0
Full-Time Total	13	13	13	13	13
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	1	1	1	1
Total	13	14	14	14	14

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	9	10	10	10	10
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	13	14	14	14	14

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	10
REP	0
SUP	0
TEC	0

Non-Rep	13
Rep	0
Total FT	**13**
PT	0
CON	1
TOTAL	**14**



Contract Positions (Shaded)

OFFICE OF AGM INTERNAL AUDIT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Internal Audit	C	1	1	1	1	1
Mgr Audit	21	2	2	2	2	2
Special Projects Auditor III	19	1	1	1	1	1
Auditor III	18	7	7	6	6	6
Department Administrator	17	----	1	1	1	1
Auditor II	16	----	----	1	1	1
Audit Coordinator	15	1	----	----	----	----
Auditor I	12	1	1	1	1	1
Non-Rep Subtotal		**13**	**13**	**13**	**13**	**13**
Total Full-Time		**13**	**13**	**13**	**13**	**13**
Contract						
Contract Professional	----	----	1	1	1	1
Total Contract		**----**	**1**	**1**	**1**	**1**
Office Total		**13**	**14**	**14**	**14**	**14**

Functions & Responsibilities

Information Systems Audit

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

Director of Information Systems Audit

- Establish the short and long term strategies for the IT Audit Department.
- Hire and develop staff by providing daily supervision, mentoring, training, coaching, and feedback based on reviews of audit work papers and observations of staff.
- Prepare annual risk based audit plans, oversee the timely and quality execution of risk based audits, special projects, and consulting engagements, and perform these activities when necessary.
- Determine the adequacy and effectiveness of IT controls, applications, and new system development projects.
- Review the work and reports of IT auditors for quality and to ensure departmental and industry standards are followed, compliance with MARTA guidelines, and on-time completion.
- Develop knowledge of business areas and knowledge of third party vendors responsible for providing services to MARTA.
- Develop strong relationships with all levels of management in IT and Risk Management. Participate on IT committees, stay abreast of upcoming IT projects, analyze emerging risks, and recommend controls to management.
- Assist the AGM of Internal Audit with completing reports to the General Manager of MARTA and the Audit Committee of the Board of Directors and other.

OFFICE OF INFORMATION SYSTEMS AUDIT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	312,029	251,163	209,265	242,691	333,823
Other Benefits	30,328	24,096	18,200	19,824	66,527
Healthcare Rep/NonRep	46,995	31,039	21,549	29,060	45,037
Pension Rep/NonRep	84,825	48,985	13,877	13,061	78,299
Workers Comp-Excess/Losses	-1	0	-6	-5	7,092
Benefits Total	162,147	104,120	53,620	61,940	196,956
Labor Total	474,176	355,283	262,885	304,631	530,779
Contractual Services	0	1,695	0	0	0
Materials Supplies-Other	0	0	37	0	0
Materials Total	0	0	37	0	0
Other Non-Operating Expenses	2,630	5,514	21,465	22,535	38,723
Non Labor Total	2,630	7,209	21,502	22,535	38,723
Gross Operating Total	476,806	362,492	284,387	327,166	569,502
Cost Allocation	-247,894	-184,990	-140,539	-161,680	-219,898
Allocation Total	-247,894	-184,990	-140,539	-161,680	-219,898
Net Operating Expense	228,912	177,502	143,848	165,486	349,604

Authorized Positions by Status

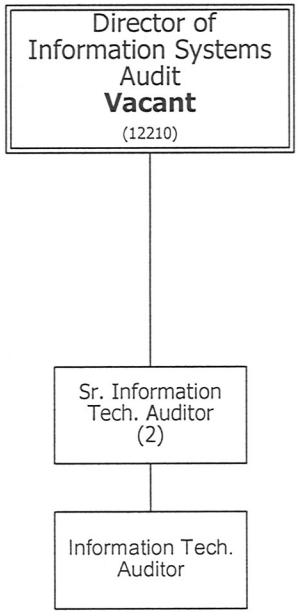
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	4	4	4	4	4
Represented	0	0	0	0	0
Full-Time Total	4	4	4	4	4
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	1	0
Total	4	4	4	5	4

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	3	3	3	4	3
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	4	4	4	5	4

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	3
REP	0
SUP	0
TEC	0

Non-Rep	1
Rep	0
Total FT	**4**
PT	0
CON	0
TOTAL	**4**



OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Information Tech Audit	23	1	1	1	1	1
Sr. Information Tech Auditor	19	3	3	3	2	2
Info Tech Auditor	16	----	----	----	1	1
Non-Rep Subtotal		**4**	**4**	**4**	**4**	**4**
Total Full-Time		**4**	**4**	**4**	**4**	**4**
Contract						
Contract Professional	----	----	----	----	1	----
Total Contract		**----**	**----**	**----**	**1**	**----**
Office Total		**4**	**4**	**4**	**5**	**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

Areas of Oversight

- AGM Communications & External Affairs
- Customer Service
- External Affairs
- Marketing & Sales
- Govt. & Constituent Relations
- Media Communications

FY16 Department Accomplishments

- Coordinated a MARTA Call Center Challenge to identify a customer service representative to compete in the APTA competition.
- Provided ongoing training for call center personnel to improve knowledge and reinforce excellent customer service skills.
- Implemented process to replace the current 'Blue' Photo ID Breeze card with the new 'Gold' Benefit Breeze cards to 58,000 Reduced Fare customers; approximately 15% completion by end of FY16.
- Successfully planned, recruited for and implemented the staff reassignments for July 4, 2015, Labor Day Weekend 2015, and New Year's Eve 2015.
- Successfully passed SB 369 during the 2016 Session of the Georgia General Assembly. This will give the City of Atlanta the opportunity to vote on a half penny sales tax increase in November for the purpose of expanding MARTA within the city limits.
- Supported all public outreach and city elected official engagement in getting the resolution passed authorizing the November referendum vote.
- Improved community awareness of Public Hearings through Public Hearing announcement videos on MARTA website and social media outlets.
- Triennial Review 100% Compliance with FTA
- Advertising generated the following revenue during FY16: Vehicles/Stations - $4.9 million ($1.6 million above Minimum Guarantee), Bus Shelters $2.35 million, Rail Electronic/TV Monitor - $275,000, Website Advertising $25,283.
- Sales Programs generated the following revenue during FY16: Partnership Program - $15.4 million, UPASS – $4.8 million, K-12 - $836,297, Visitor Pass $123,332
- Twenty-four (24) new bus shelters, 20 Simme Seats (completed July 2016) and 7 benches were installed in FY16.
- Successful launch of the "MARTA to the Airport" Campaign to raise awareness and increase ridership.
- Secured more than 100 editorial placements in industry and local and print and broadcast outlets.

FY17 Goals & Objectives

GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest

- Objective: Promote staff development and engagement through participation in Industry programs

GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations

- Objective: Promote staff development and engagement through training programs, staff engagement, staff meetings
- Objective: Demonstrate routine excellence in planning for APTA 2017 EXPO & Annual
- Objective: Demonstrate routine excellence as the standard for department initiatives

GOAL 6: Develop more innovative communication systems/processes internally & externally

- Objective: Facilitate outreach to present MARTA initiatives by developing an external communications plan

FY2017 Key Performance Measures

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Average Call Wait Time	Average call wait time for customer calls (in minutes)	</= 0:35	0:34	</= 0:35
Call Abandonment Rate	Abandonment rate for customer calls	</= 4%	4.38%	</= 6%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.00%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	83.88%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-13.91%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-17.49%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	0.56%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	28.11%	</= 0%

DEPT OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	3,260,782	3,113,941	3,363,031	3,471,648	3,811,501
Overtime	50,131	50,069	57,618	68,374	53,784
Other Benefits	337,924	333,230	370,341	417,443	431,492
Healthcare Rep/NonRep	781,155	695,932	705,423	679,599	820,095
Pension Rep/NonRep	669,673	501,130	547,526	610,452	753,261
Workers Comp-Excess/Losses	5,622	3,323	5,452	5,460	122,337
Benefits Total	1,794,374	1,533,615	1,628,742	1,712,953	2,127,185
Labor Total	5,105,287	4,697,625	5,049,391	5,252,976	5,992,471
Contractual Services	463,514	460,974	424,007	537,269	613,628
Materials Supplies-Other	51,300	45,375	47,793	36,245	46,587
Materials Total	51,300	45,375	47,793	36,245	46,587
Miscellaneous Expenses	486,591	799,089	438,729	723,593	520,680
Other Non-Operating Expenses	40,966	46,150	64,308	72,760	81,354
Non Labor Total	1,042,371	1,351,588	974,837	1,369,867	1,262,249
Gross Operating Total	6,147,658	6,049,213	6,024,228	6,622,842	7,254,720
Cost Allocation	-256,610	-243,776	-631,522	-723,874	-809,459
Allocation Total	-256,610	-243,776	-631,522	-723,874	-809,459
Net Operating Expense	5,891,048	5,805,437	5,392,706	5,898,969	6,445,261

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	45	46	46	49	49
Represented	19	18	18	18	18
Full-Time Total	64	64	64	67	67
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	2	2	2	2	2
Part-Time Total	2	2	2	2	2
Contract	3	7	7	7	7
Total	69	73	73	76	76

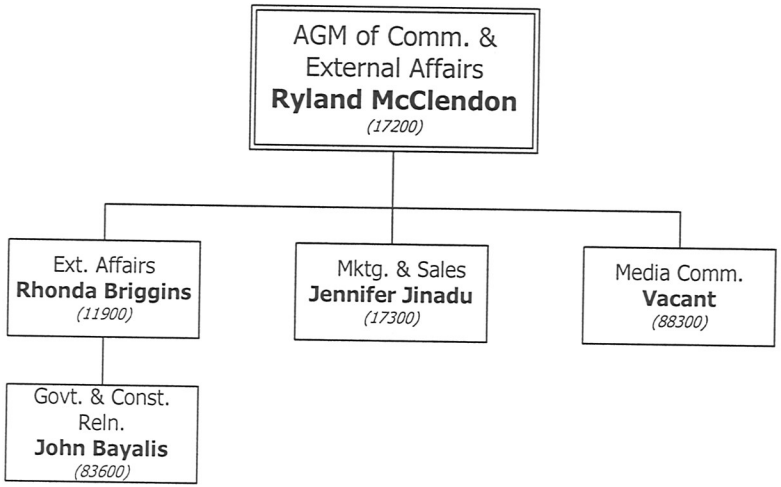
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	17	23	23	26	26
Management	10	10	10	10	10
Police	0	0	0	0	0
Professional	13	12	12	12	12
Technical	2	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	21	20	20	20	20
Supervisory	6	6	6	6	6
Total	69	73	73	76	76

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

ADM	26
MGR	10
MNT	0
OPR	0
POL	0
PRO	12
REP	20
SUP	6
TEC	2

Non-Rep	49
Rep	18
Total FT	**67**
PT	2
CON	7
TOTAL	**76**



Functions & Responsibilities

AGM of Communications & External Affairs

- 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 office 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.
- 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.

Customer Service Center

- Investigate and respond to customer concerns, complaints and suggestions. It is assisted by liaisons from each office with the investigation of complaints to ensure responses to customers are adhered to in an effective and timely manner.

Customer Information Center

- Provide MARTA customers and potential customers with trip itinerary planning services, system use information and general information enabling them to use MARTA facilities, buses and trains with convenience and ease.

Reduced Fare Eligibility/Lost & Found

- Determine the eligibility of applicants for the program and issues Half-fare Breeze Card permits to elderly and disabled customers as required under the Americans with Disabilities Act (ADA). This unit also receives and stores over 1,000 items monthly that are lost on the system.

OFFICE OF AGM COMM & EXT AFFAIRS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,710,978	1,620,127	1,691,691	1,809,640	2,084,207
Overtime	48,823	45,540	43,073	67,404	53,784
Other Benefits	191,374	177,259	159,719	243,871	124,867
Healthcare Rep/NonRep	501,603	424,794	421,233	429,208	583,651
Pension Rep/NonRep	327,945	254,602	267,707	312,097	376,102
Workers Comp-Excess/Losses	5,626	3,323	5,549	5,536	85,104
Benefits Total	1,026,548	859,978	854,208	990,712	1,169,723
Labor Total	2,786,349	2,525,645	2,588,972	2,867,756	3,307,714
Contractual Services	144,506	96,000	160,358	207,526	200,000
Materials Supplies-Other	14,814	16,863	16,080	18,786	18,973
Materials Total	14,814	16,863	16,080	18,786	18,973
Miscellaneous Expenses	11,262	10,205	8,997	12,288	10,000
Other Non-Operating Expenses	16,273	13,215	13,613	32,183	20,053
Non Labor Total	186,855	136,283	199,048	270,783	249,026
Gross Operating Total	2,973,204	2,661,928	2,788,020	3,138,539	3,556,740
Cost Allocation	-103	0	-183,573	-236,277	-327,538
Allocation Total	-103	0	-183,573	-236,277	-327,538
Net Operating Expense	2,973,101	2,661,928	2,604,447	2,902,262	3,229,202

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	24	25	25	28	28
Represented	19	18	18	18	18
Full-Time Total	43	43	43	46	46
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	2	2	2	2	2
Part-Time Total	2	2	2	2	2
Contract	0	4	4	4	4
Total	45	49	49	52	52

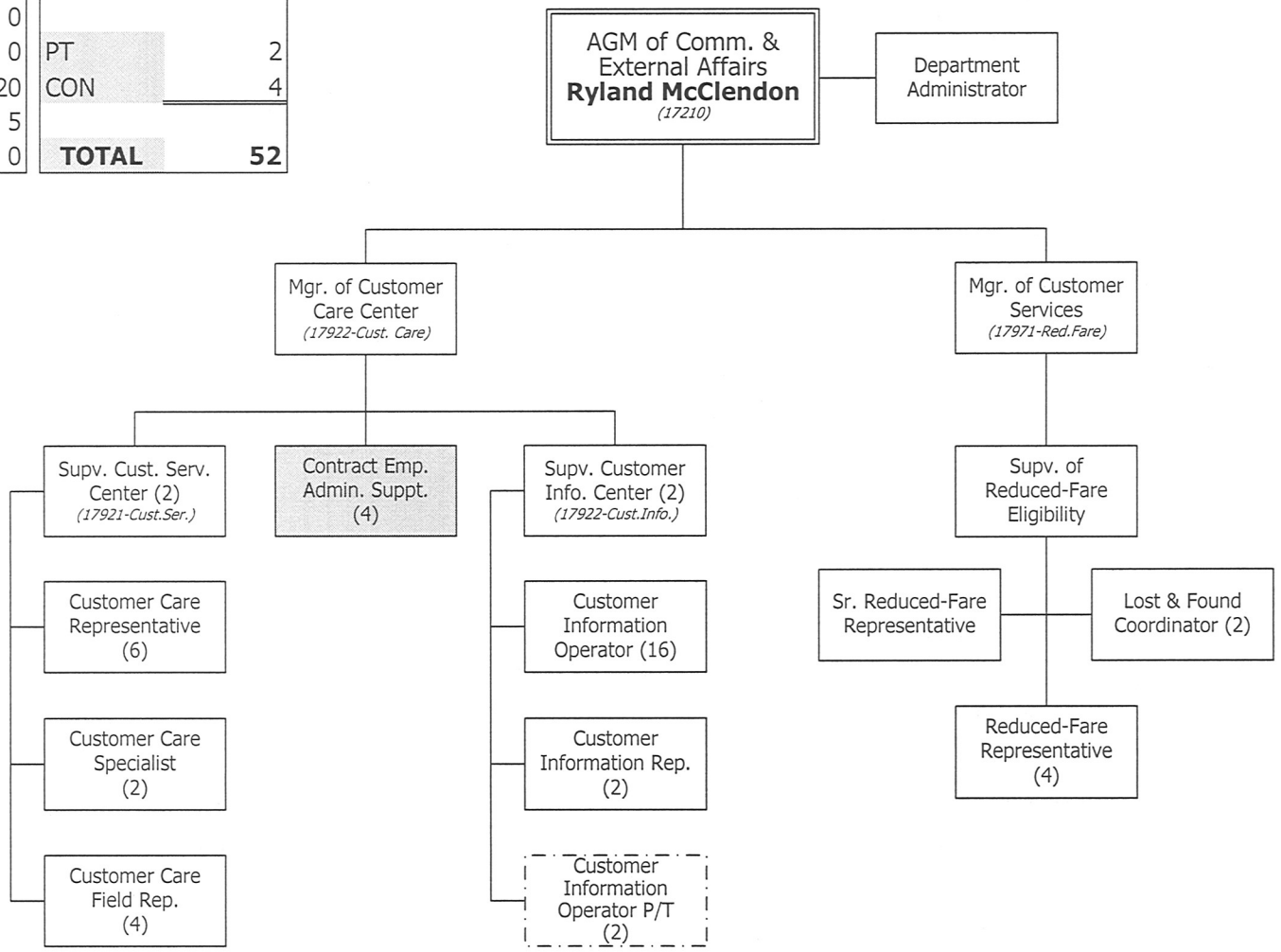
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	15	21	21	24	24
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	1	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	21	20	20	20	20
Supervisory	5	5	5	5	5
Total	45	49	49	52	52

OFFICE OF AGM COMM & EXT AFFAIRS

ADM	24
MGR	3
MNT	0
OPR	0
POL	0
PRO	0
REP	20
SUP	5
TEC	0

Non-Rep	28
Rep	18
Total FT	**46**
PT	2
CON	4
TOTAL	**52**



Part Time _ . _ . _ . _
Contract Positions (Shaded)

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Communications & Ext Aff	C	1	1	1	1	1
Mgr Customer Care Center	20	1	1	1	1	1
Mgr Customer & Station Svcs	20	1	1	1	1	1
Department Administrator	17	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
Customer Svcs Program Admin	16	1	----	----	----	----
Customer Care Rep	14	5	5	5	6	6
Customer Care Field Rep	14	3	3	3	4	4
Customer Care Spec	13	2	2	2	2	2
Sr. Reduced Fare Representative	8	1	1	1	1	1
Reduced Fare Representative	6	2	3	3	4	4
Lost & Found Coordinator	6	1	2	2	2	2
Non-Rep Subtotal		**24**	**25**	**25**	**28**	**28**
Represented						
Customer Information Operator	UR	17	16	16	16	16
Customer Info Representative	UR	2	2	2	2	2
Represented Subtotal		**19**	**18**	**18**	**18**	**18**
Total Full-Time		**43**	**43**	**43**	**46**	**46**
Part-Time						
Customer Info Operator PT	UR	2	2	2	2	2
Total Part-Time		**2**	**2**	**2**	**2**	**2**

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Contract						
Contract Emp Admin Support	----	----	4	4	4	4
Total Contract		**----**	**4**	**4**	**4**	**4**
Office Total		**45**	**49**	**49**	**52**	**52**

Functions & Responsibilities

Sr. Director of External Affairs

- 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).

Community Relations

- Represents the Authority in building and maintaining relationships with local/community groups and organizations, professional associations, transit advocacy groups and other similar groups.
- Responsible for maintaining positive community relations, facilitating outreach efforts in the community-educating the public and promoting the Authority.
- Facilitates community input and feedback, strengthens the Authority's grassroots network, grows the community data base and seeks to enhance and retain ridership.

Government & Constituent Relations

- Coordinates the building of political coalitions supportive of MARTA's interests, in specific, and of public transportation, in general.
- Provides general direction to, and oversight of the coordination of the Authority's relations with the Federal Transit Administration and other Federal agencies, as necessary.
- Maintains relationships and confers with members of the Fulton and DeKalb County Commissions, Atlanta City Council and Mayor's Office, Georgia General Assembly, the United States Congress, and other holders of state, local, and regional public office and their staff to encourage support for all matters favorable to MARTA's interests.
- Works closely with federal, state and local administrative officials to ensure positive working relationships at these levels.
- Provides strategic development and recommends a legislative program for the Authority.
- Ensures that MARTA's executive level management and Board of Directors are informed of legislative actions, political proceedings, and other policies which impact or may potentially impact MARTA.

OFFICE OF EXTERNAL AFFAIRS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	357,633	334,726	404,241	382,478	400,468
Other Benefits	36,133	46,106	61,868	43,407	77,184
Healthcare Rep/NonRep	91,185	76,727	83,872	70,482	56,296
Pension Rep/NonRep	87,291	65,071	74,545	73,524	93,931
Workers Comp-Excess/Losses	-2	0	-29	-23	8,865
Benefits Total	214,607	187,904	220,256	187,390	236,276
Labor Total	572,240	522,630	624,497	569,867	636,745
Contractual Services	0	36,711	6,687	10,387	0
Materials Supplies-Other	9,551	6,988	1,929	1,196	4,000
Materials Total	9,551	6,988	1,929	1,196	4,000
Miscellaneous Expenses	0	4,742	1,893	2,555	2,080
Other Non-Operating Expenses	11,164	18,875	22,087	20,652	31,847
Non Labor Total	20,715	67,316	32,596	34,790	37,927
Gross Operating Total	592,955	589,946	657,093	604,658	674,672
Cost Allocation	-186,219	-164,418	-237,674	-247,737	-227,213
Allocation Total	-186,219	-164,418	-237,674	-247,737	-227,213
Net Operating Expense	406,736	425,528	419,419	356,921	447,459

Authorized Positions by Status

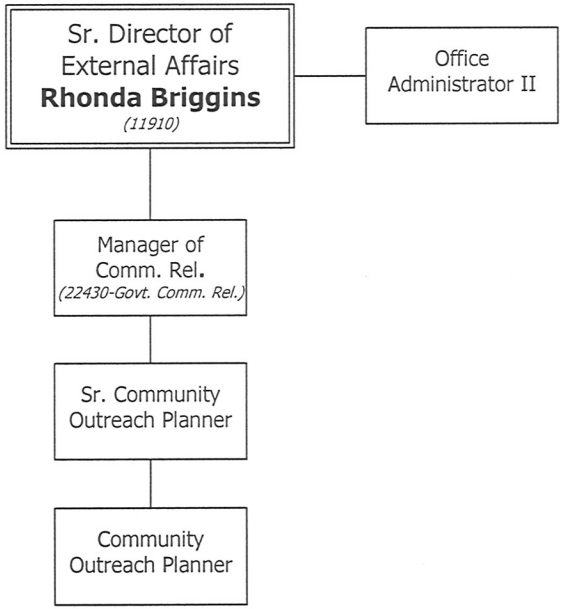
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	5	5	5	5	5
Represented	0	0	0	0	0
Full-Time Total	5	5	5	5	5
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	5	5	5	5	5

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	2	2	2	2	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	5	5	5	5	5

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	2
REP	0
SUP	0
TEC	0

Non-Rep	5
Rep	0
Total FT	**5**
PT	0
CON	0
TOTAL	**5**



OFFICE OF EXTERNAL AFFAIRS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir External Affairs	24	1	1	1	1	1
Mgr Community Relations	20	1	1	1	1	1
Sr. Community Outreach Planner	19	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Community Outreach Planner	16	1	1	1	1	1
Non-Rep Subtotal		**5**	**5**	**5**	**5**	**5**
Total Full-Time		**5**	**5**	**5**	**5**	**5**
Office Total		**5**	**5**	**5**	**5**	**5**

Functions & Responsibilities

Director of Marketing & Sales

- Responsible for creating all communication directed towards MARTA's daily riders.
- Devise and implement strategic marketing initiatives and develop strategic sales plans.
- 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.
- Responsible for MARTA's daily customer communication (content, layout/design), which includes management and oversight of: system maps, rail maps, OutFront Media Rail Network and OutFront Media Digital displays, service changes, social media, itsmarta.com, martanet, and breezcard.com.
- Coordinates the Authority's advertising initiative and monitors the advertising vendors.
- Forms strategic alliances and trade partnerships.
- Develops and executes MARTA's special events.

Business Development

- Oversee three revenue generating contracts - Transit Advertising, Bus Shelter Advertising, and Digital Signs - in the trains and on the platform, representing almost $6.6 million annually to the Authority.
- 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.
- This unit oversees the Bus Shelter Program by managing the installation, movement and maintenance of all shelters in the service area.

Sales Team

- 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).
- Sales programs generate approximately $22 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.

OFFICE OF MARKETING & SALES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	786,337	827,394	807,364	826,979	847,503
Overtime	1,308	967	471	0	0
Other Benefits	75,695	77,574	105,452	91,640	124,230
Healthcare Rep/NonRep	149,525	160,372	162,429	155,380	123,852
Pension Rep/NonRep	174,192	148,726	166,264	177,720	170,801
Workers Comp-Excess/Losses	-2	0	-55	-48	19,503
Benefits Total	399,410	386,672	434,090	424,692	438,385
Labor Total	1,187,055	1,215,033	1,241,925	1,251,672	1,285,888
Contractual Services	122,896	162,486	104,409	93,539	184,128
Materials Supplies-Other	25,781	20,384	29,543	16,143	21,648
Materials Total	25,781	20,384	29,543	16,143	21,648
Miscellaneous Expenses	475,329	784,142	427,839	708,750	508,600
Other Non-Operating Expenses	4,743	9,527	15,966	5,695	5,714
Non Labor Total	628,749	976,539	577,757	824,127	720,090
Gross Operating Total	1,815,804	2,191,572	1,819,682	2,075,798	2,005,978
Cost Allocation	-69,962	-78,935	-210,275	-239,860	-254,708
Allocation Total	-69,962	-78,935	-210,275	-239,860	-254,708
Net Operating Expense	1,745,842	2,112,637	1,609,407	1,835,939	1,751,271

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	11	11	11	11	11
Represented	0	0	0	0	0
Full-Time Total	11	11	11	11	11
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	3	3	3	3	3
Total	14	14	14	14	14

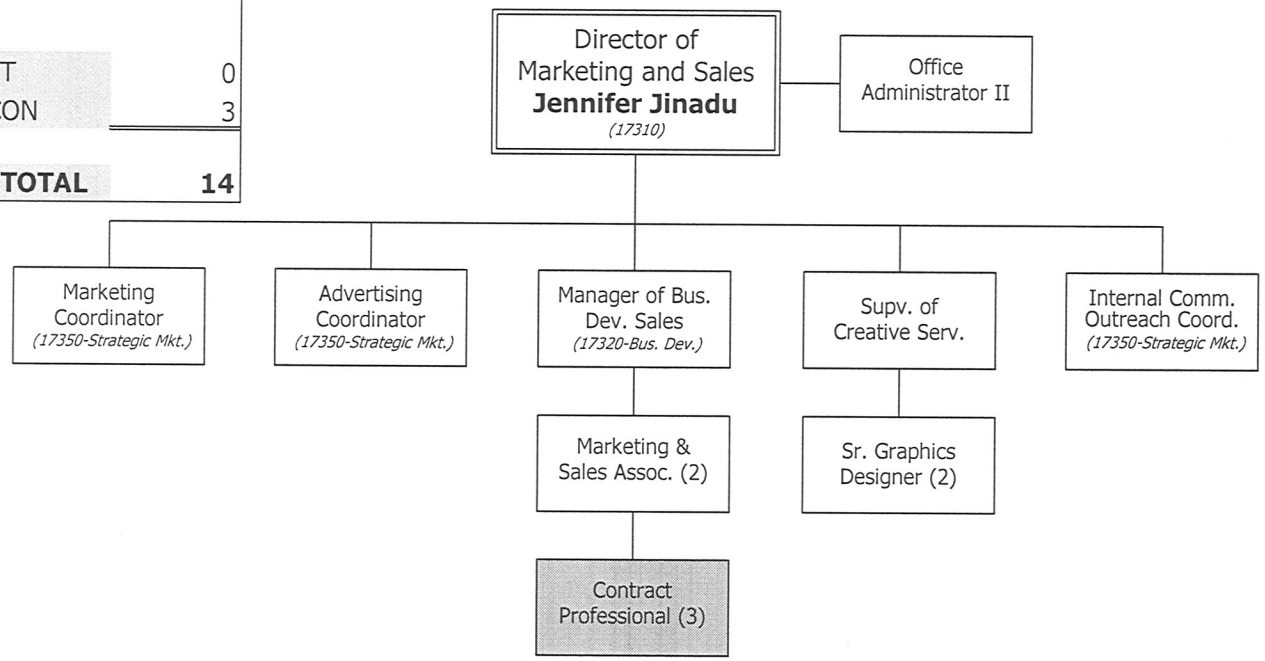
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	8	8	8	8	8
Technical	2	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	14	14	14	14	14

OFFICE OF MARKETING & SALES

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	8
REP	0
SUP	1
TEC	2

Non-Rep	11
Rep	0
Total FT	**11**
PT	0
CON	3
TOTAL	**14**



Contract Positions (Shaded)

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Marketing And Sales	23	1	1	1	1	1
Mgr Business Dev Sales	22	1	1	1	1	1
Marketing & Sales Associate	17	2	2	2	2	2
Supv Creative Services	17	1	1	1	1	1
Internal Comm Outreach Coord	17	1	1	1	1	1
Advertising Coordinator	17	1	1	1	1	1
Sr. Graphics Designer	16	2	2	2	2	2
Marketing Coordinator	16	1	1	1	1	1
Office Administrator II	16	----	1	1	1	1
Office Administrator I	14	1	----	----	----	----
Non-Rep Subtotal		**11**	**11**	**11**	**11**	**11**
Total Full-Time		**11**	**11**	**11**	**11**	**11**
Contract						
Contract Professional	----	3	3	3	3	3
Total Contract		**3**	**3**	**3**	**3**	**3**
Office Total		**14**	**14**	**14**	**14**	**14**

Functions & Responsibilities

Director of Government & Constituent Relations

- 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.
- Coordinates the building of political coalitions supportive of MARTA's interests, in specific, and of public transportation, in general.
- Provides general direction to, and oversight of the coordination of the Authority's relations with the Federal Transit Administration and other Federal agencies, as necessary.
- Maintains relationships and confers with members of the Fulton and DeKalb County Commissions, Atlanta City Council and Mayor's Office, Georgia General Assembly, the United States Congress, and other holders of state, local, and regional public office and their staff to encourage support for all matters favorable to MARTA's interests.
- Works closely with federal, state and local administrative officials to ensure positive working relationships at these levels.
- Provides strategic development and recommends a legislative program for the Authority.
- Ensures that MARTA's executive level management and Board of Directors are informed of legislative actions, political proceedings, and other policies which impact or may potentially impact MARTA.

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	162,787	106,332	171,449	172,841	177,819
Other Benefits	13,939	12,602	18,880	17,002	37,141
Healthcare Rep/NonRep	12,642	8,500	13,367	13,473	22,519
Pension Rep/NonRep	39,843	26,811	32,009	35,029	41,708
Workers Comp-Excess/Losses	0	0	-5	-4	3,546
Benefits Total	66,424	47,913	64,251	65,500	104,913
Labor Total	229,211	154,245	235,700	238,340	282,733
Contractual Services	178,000	148,500	118,136	212,900	168,500
Materials Supplies-Other	0	427	111	80	168
Materials Total	0	427	111	80	168
Other Non-Operating Expenses	5,658	2,680	5,397	5,670	11,915
Non Labor Total	183,658	151,607	123,644	218,650	180,583
Gross Operating Total	412,869	305,852	359,344	456,990	463,316
Cost Allocation	-326	0	0	0	0
Allocation Total	-326	0	0	0	0
Net Operating Expense	412,543	305,852	359,344	456,990	463,316

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	2	2	2	2	2
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	2	2	2	2	2

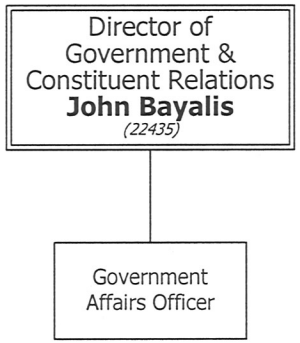
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	1	1	1	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	2	2	2	2	2

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	1
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**



OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 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**
Office Total		**2**	**2**	**2**	**2**	**2**

Functions & Responsibilities

Office of Media Relations

- 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.
- Responsible for managing media relations in all mediums and directing the strategic communications efforts of the Authority with local, state, national and international media.
- Advises the General Manager/CEO and other Senior Staff on media strategy and format to ensure the most favorable and consistent public image supportive of the Authority's goals.
- Serves as the Chief Spokesperson with local, state, national and international media.
- Works effectively with internal and external stakeholders to influence and maintain a positive image for the Authority.
- Oversees the development and implementation of the Authority's Strategic Communications plan.
- Prepares and briefs the General Manager/CEO and MARTA Board of Directors on media events as appropriate.
- Facilitates Open Records requests and requests for filming on the MARTA system.

OFFICE OF MEDIA COMMUNICATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	243,047	225,362	288,286	279,710	301,503
Overtime	0	3,562	14,074	970	0
Other Benefits	20,783	19,689	24,422	21,523	68,071
Healthcare Rep/NonRep	26,200	25,539	24,522	11,056	33,778
Pension Rep/NonRep	40,402	5,920	7,001	12,082	70,719
Workers Comp-Excess/Losses	0	0	-8	-1	5,319
Benefits Total	87,385	51,148	55,937	44,660	177,887
Labor Total	**330,432**	**280,072**	**358,297**	**325,340**	**479,390**
Contractual Services	18,112	17,277	34,417	12,917	61,000
Materials Supplies-Other	1,154	713	130	40	1,798
Materials Total	1,154	713	130	40	1,798
Other Non-Operating Expenses	3,128	1,853	7,245	8,560	11,825
Non Labor Total	**22,394**	**19,843**	**41,792**	**21,517**	**74,623**
Gross Operating Total	**352,826**	**299,915**	**400,089**	**346,857**	**554,013**
Cost Allocation	0	-423	0	0	0
Allocation Total	**0**	**-423**	**0**	**0**	**0**
Net Operating Expense	**352,826**	**299,492**	**400,089**	**346,857**	**554,013**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	3	3	3	3	3
Represented	0	0	0	0	0
Full-Time Total	**3**	**3**	**3**	**3**	**3**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**3**	**3**	**3**	**3**	**3**

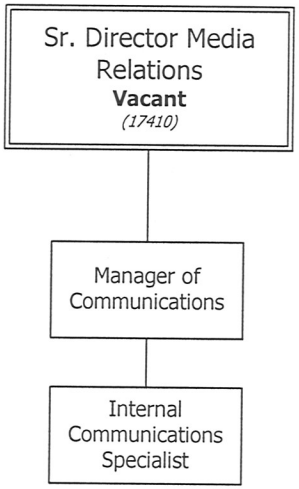
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	1	1	1	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**3**	**3**	**3**	**3**	**3**

OFFICE OF MEDIA COMMUNICATIONS

ADM	0
MGR	2
MNT	0
OPR	0
POL	0
PRO	1
REP	0
SUP	0
TEC	0

Non-Rep	3
Rep	0
Total FT	**3**
PT	0
CON	0
TOTAL	**3**



OFFICE OF MEDIA COMMUNICATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Spokesperson	24	1	1	1	1	1
Mgr Communications	21	1	1	1	1	1
Internal Communications Spec	17	1	1	1	1	1
Non-Rep Subtotal		**3**	**3**	**3**	**3**	**3**
Total Full-Time		**3**	**3**	**3**	**3**	**3**
Office Total		**3**	**3**	**3**	**3**	**3**

DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT

This Department includes the following Offices:

Department of Capital Programs & Development

- Office of the AGM Capital Programs & Development
- Office of Engineering & Development
- Office of Infrastructure Engineering
- Office of Systems Engineering
- Office of Capital Programming
- Office of Project Management & Construction
- Office of Architecture and Design

Areas of Oversight

- Capital Programming
- Engineering & Development
  - Infrastructure Engineering
  - Systems Engineering
- Architecture & Design
- Project Management & Construction

FY16 Department Accomplishments

Capital Programming

- Conducted training courses agency-wide on the new MARTA Capital Improvement Program (CIP) processes and procedures.
- Developed and rolled out a new SharePoint site in support of the Capital Improvement and Asset Management Programs.
- Prepared 27 Scope Management Plans, 21 Cost Benefit Analysis and 24 Business Cases in support of Capital Project Requests.

Engineering & Development

- Developed Building Information Management (BIM)/Revit 3D drawing production criteria and guidelines.
- Pavement assessment analysis completed for all MARTA owned facilities.
- Completed 100% design of HQ Wellness Facility and Hamilton CNG Stations.

Architecture

- Developed new authority-wide standards for station signage. Implemented new signs at trackway areas; piloted Five Points Station.
- Further reduced the environmental footprint of the Authority through Environmental Management Practices and educational guidelines.
- Completed Roof Replacements for the following locations: Arts Center TPSS, Perry Bus Facility and Peachtree Center.

Project Management & Construction

- Began implementation/construction phase on the following key Projects:
  - Uninterruptable Power Supply (UPS)Replacement
  - Standby Generator Replacement
  - Tunnel Ventilation System (TVS) Rehabilitation and Renewal
- Completed Construction efforts on the following key Projects:
  - Brady Mobility Facility
  - Auxiliary Switchgear Replacement – North Avenue and Art Center Stations
  - "SMARTA" Public Restroom Lindbergh Station
  - AC Track Circuits & Train Alert Lights
  - CCTV installed bus and Mobility vehicles and the majority of rail fleet.

FY17 Goals & Objectives

GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations

- Objective: State of Good Repair, Asset Management, MAP-21 Compliance
- Objective: Promote teamwork, collaboration, and communication within and amongst MARTA departments and offices

GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation

- Objective: Acquire and Improve Professional Technical Services Performance and Efficiency
- Objective: Improve Capital Improvement Programming & Delivery
- Objective: TOD, Planning and Regional Development Support

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Capital Expense Variance	Budget variance for overall capital expenses	</= 0%	-30.35%	</= 0%
Soft Cost Ratio	Soft cost as percentage of capital expenses	</= 45%	83.46%	</= 45%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.33%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-57.09%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-83.00%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	233.21%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-2.56%	</= 0%

DEPT OF CAPITAL PROGRAMS & DEVELOPMENT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	8,678,512	9,713,846	10,443,215	12,132,721	13,184,213
Overtime	192,050	328,671	248,409	161,095	85,051
Other Benefits	802,774	899,664	1,129,649	1,164,701	1,830,216
Healthcare Rep/NonRep	1,357,113	1,446,743	1,534,975	1,615,045	2,285,632
Pension Rep/NonRep	1,713,935	1,088,328	1,219,492	1,477,202	2,932,610
Workers Comp-Excess/Losses	14,036	-2,222	767	178,756	359,919
Benefits Total	3,887,858	3,432,513	3,884,883	4,435,704	7,408,377
Labor Total	**12,758,420**	**13,475,030**	**14,576,507**	**16,729,520**	**20,677,641**
Contractual Services	143,963	283,294	326,519	819,316	124,200
Materials Supplies-Other	35,448	27,734	35,051	38,333	44,500
Materials Total	35,448	27,734	35,051	38,333	44,500
Other Operating	0	36	0	0	0
Other Total	0	36	0	0	0
Miscellaneous Expenses	0	0	9,050	1,076	0
Other Non-Operating Expenses	140,879	93,301	165,986	216,624	197,824
Non Labor Total	**320,290**	**404,365**	**536,606**	**1,075,350**	**366,524**
Gross Operating Total	**13,078,710**	**13,879,395**	**15,113,113**	**17,804,869**	**21,044,165**
Cost Allocation	-11,372,293	-12,047,878	-13,828,374	-16,114,720	-17,336,604
Allocation Total	**-11,372,293**	**-12,047,878**	**-13,828,374**	**-16,114,720**	**-17,336,604**
Net Operating Expense	**1,706,417**	**1,831,517**	**1,284,739**	**1,690,150**	**3,707,561**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	160	163	198	200	201
Represented	3	3	0	0	0
Full-Time Total	**163**	**166**	**198**	**200**	**201**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**9**	**9**	**10**	**10**	**10**
Total	**172**	**175**	**208**	**210**	**211**

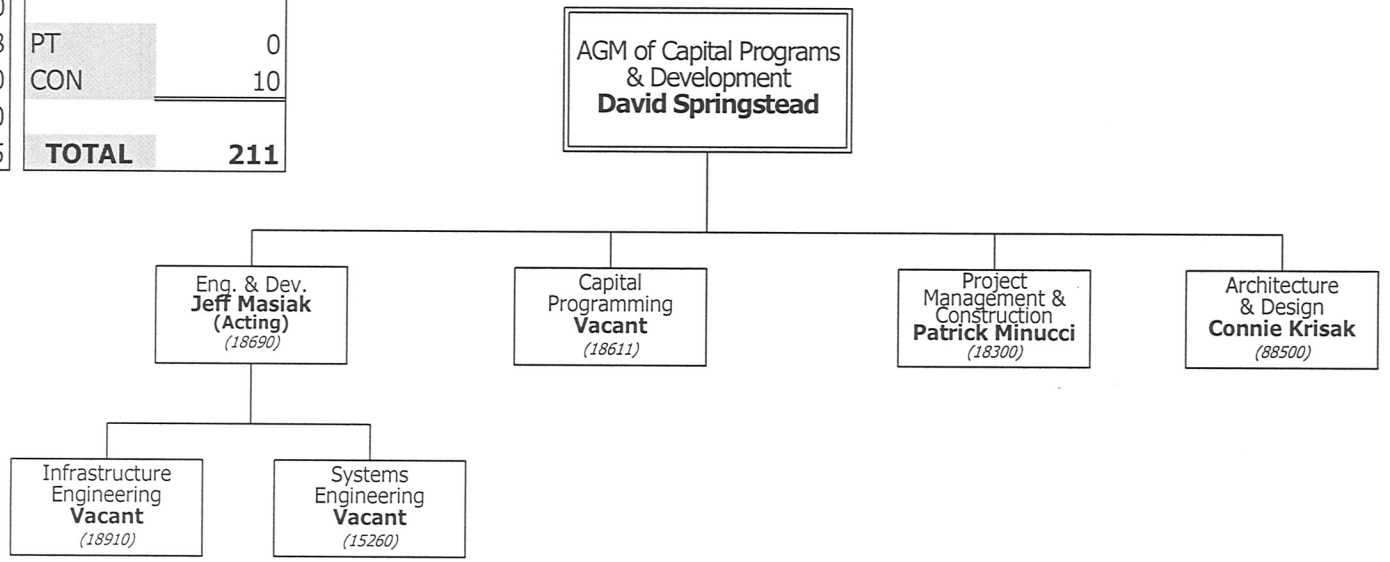
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	10	8	12	13	13
Management	23	24	24	25	25
Police	0	0	0	0	0
Professional	51	45	65	64	68
Technical	85	95	107	108	105
Maintenance	3	3	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**172**	**175**	**208**	**210**	**211**

DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT

ADM	13
MGR	25
MNT	0
OPR	0
POL	0
PRO	68
REP	0
SUP	0
TEC	105

Non-Rep	211
Rep	0
Total FT	**211**
PT	0
CON	10
TOTAL	**211**



Functions & Responsibilities

AGM of Capital Programs & Development

- Responsible for providing centralized and comprehensive management, development, delivery and performance of the Authority's Capital Improvement Program (CIP) ensuring that Capital resources are fully aligned with and support the Authority's overall strategic goals and objectives and has oversight of the following offices:

- **Capital Programming** is responsible for developing the Authority's long range Capital Program which includes capital project origination, scope, schedule and budget development, oversight and analyses, project and program performance, and scheduling and estimating. This office also manages the Authority's Strategic Asset Management Plan (STAMP), State of Good Repair (SGR) initiatives, Moving Ahead for Progress in the 21st Century (MAP-21) compliance and ISO55000 certification.
- **Architecture and Design** (A&D) 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 is responsible for designs, design coordination and review, design services during construction, the Roofing Program and MARTA's Sustainability Program. The Office ensures architectural code compliance including all ADA compliance throughout the Authority.
- **Engineering & Development** (E&D) includes **Infrastructure Engineering** and **Systems Engineering** and provides design and engineering services in support of maintenance, rehabilitation and expansion of MARTA's infrastructure, rolling-stock and related systems and assets that are critical to the safe and reliable operation of the MARTA system. 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, communications, security as well as civil, structural, mechanical, fire protection and corrosion engineering. The Office also provides technical services in support of operations and system expansion, regional planning, Transit Oriented Development (TOD) and special projects. 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 and employees and ensure the Authority remains compliant with local, state and federal regulations. Engineering & Development also directs and manages the technical activities of the General Engineering Consultant (GEC), General Consultant Professional Services (GCPS), Vehicle Consultants (VCs) 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).
- **Project Management & Construction** provides project management, construction management, and capital program support services in support of MARTA's long range Capital Improvement Program. Project Managers are responsible for managing and directing resources and activities to ensure that project goals and objectives are successfully completed within scope, schedule and budget. The Construction 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. This office is also responsible for managing Job Order Contracting (JOC) services for small scale, unique or urgent construction activities.

OFFICE OF AGM CAPITAL PROGRAMS & DEVELOPMENT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	0	0	0	151,382	218,500
Other Benefits	0	0	0	15,671	51,600
Healthcare Rep/NonRep	0	0	0	12,864	22,519
Pension Rep/NonRep	0	0	0	49,666	51,250
Workers Comp-Excess/Losses	0	0	0	0	3,546
Benefits Total	0	0	0	78,201	128,915
Labor Total	0	0	0	229,583	347,415
Contractual Services	0	0	0	0	30,000
Materials Supplies-Other	0	0	0	1,746	6,500
Materials Total	0	0	0	1,746	6,500
Other Non-Operating Expenses	0	0	0	15,598	7,300
Non Labor Total	0	0	0	17,344	43,800
Gross Operating Total	0	0	0	246,927	391,215
Cost Allocation	0	0	0	-239,390	-300,563
Allocation Total	0	0	0	-239,390	-300,563
Net Operating Expense	0	0	0	7,538	90,652

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	0	0	0	2	2
Represented	0	0	0	0	0
Full-Time Total	0	0	0	2	2
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	0	0	0	2	2

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	1	1
Management	0	0	0	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	0	0	0	2	2

OFFICE OF AGM OF CAPITAL PROGRAMS & DEVELOPMENT

ADM	1
MGR	1
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**

OFFICE OF AGM CAPITAL PROGRAMS & DEVELOPMENT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Capital Programs & Development	C	----	----	----	1	1
Capital Programs & Development Admin	18	----	----	----	1	1
Non-Rep Subtotal		**----**	**----**	**----**	**2**	**2**
Total Full-Time		**----**	**----**	**----**	**2**	**2**
Office Total		**0**	**0**	**0**	**2**	**2**

Functions & Responsibilities

Senior Director of Engineering & Development

- Directs and oversees the activities of the Office of Engineering & Development for planning, design, procurement, design services during construction and implementation of projects, programs, engineering studies, inspections, testing, and various contracts. Core technical disciplines include train control, traction power, rail vehicles, auxiliary & emergency power and communications, civil, structural, mechanical, fire protection, corrosion and environmental engineering.
- Directs and implements the development and maintenance of engineering standards, design criteria, technical specifications, drawings and associated engineering documents. Recommends improvements through revisions and/or additions based on latest industry standards and guidelines and changes to building codes and federal, state, and local regulations.
- Directs strategic business process re-engineering initiatives designed to improve overall efficiency, productivity and quality of project delivery and project controls (PD/PC).
- Develops and directs the implementation of process and procedures to ensure Safety and Quality are incorporated into engineering projects and programs. Ensures contracts are developed in accordance with established local, state, federal and national safety standards.
- Technical lead in development and management of MARTA's Capital Improvement Program (CIP), Asset Management Plan (AMP) and State of Good Repair (SGR) initiative.
- Directs the activities and work programs for the General Engineering Consultant (GEC), Rail Vehicle Consultant (RVC) and other professional services and contracts.
- Serves as Authority technical liaison for regional, state, federal and national projects and initiatives.
- Advises, briefs, presents and makes recommendations to Board Committees and the MARTA Board of Directors regarding technical matters.

Infrastructure Engineering

- Manages civil, structural, electrical and mechanical engineering disciplines, including engineering services required to maintain the Authority in a safe state of good repair. Ensures coordination and cooperation between Infrastructure Engineering and all other MARTA business units. Makes recommendations and presentations to the Executive Management Team (EMT) or Board of Directors on technical matters pertaining to Infrastructure Engineering.

System Engineering

- Manages the development and implementation of comprehensive programs for system wide elements for bus, mobility, rail transit and infrastructure. Oversees the design, integration and preparation of contract specifications for complex systems, including but not limited to, train control, SCADA (Supervisory Control and Data Acquisition), traction power, communications, vehicles, fire protection, corrosion control, fare collection and specialized software systems. Provides support throughout the full system project life-cycle including planning, design, implementation, testing, operations & maintenance support, decommissioning, refresh/rehabilitation and replacement of systems based on useful life.

OFFICE OF ENGINEERING & DEVELOPMENT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	236,237	367,479	525,654	415,977	150,733
Overtime	0	228	3,299	4,193	0
Other Benefits	17,412	27,985	61,608	39,284	40,545
Healthcare Rep/NonRep	19,713	26,686	33,620	15,205	11,259
Pension Rep/NonRep	68,449	78,371	120,753	52,933	35,355
Workers Comp-Excess/Losses	0	0	-11	-9	1,773
Benefits Total	105,574	133,042	215,970	107,412	88,932
Labor Total	**341,811**	**500,749**	**744,923**	**527,582**	**239,665**
Contractual Services	15,186	64,074	157,720	323,849	30,000
Materials Supplies-Other	1,815	4,356	5,344	4,713	6,500
Materials Total	1,815	4,356	5,344	4,713	6,500
Other Non-Operating Expenses	15,092	21,162	22,882	8,647	7,300
Non Labor Total	**32,093**	**89,592**	**185,946**	**337,209**	**43,800**
Gross Operating Total	**373,904**	**590,341**	**930,869**	**864,791**	**283,465**
Cost Allocation	-305,004	-450,763	-888,040	-829,526	-279,124
Allocation Total	**-305,004**	**-450,763**	**-888,040**	**-829,526**	**-279,124**
Net Operating Expense	**68,900**	**139,578**	**42,829**	**35,265**	**4,341**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	4	3	5	1	1
Represented	0	0	0	0	0
Full-Time Total	**4**	**3**	**5**	**1**	**1**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**4**	**3**	**5**	**1**	**1**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	2	1	2	0	0
Management	2	2	2	1	1
Police	0	0	0	0	0
Professional	0	0	1	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**4**	**3**	**5**	**1**	**1**

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	1
Rep	0
Total FT	**1**
PT	0
CON	0
	0
TOTAL	**1**

Sr. Director of Engineering & Dev.
Jeff Masiak
Acting
(18690)

OFFICE OF ENGINEERING & DEVELOPMENT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Engineering & Development	24	1	1	1	1	1
Manager of Asset Management	21	1	----	----	----	----
Asset Management Program Mgr	21	----	1	1	----	----
Executive Administrator	19	1	----	----	----	----
A-E Contract Administrator	18	----	----	1	----	----
Department Administrator	17	----	----	1	----	----
Office Administrator II	16	----	1	1	----	----
Office Administrator I	14	1	----	----	----	----
Non-Rep Subtotal		**4**	**3**	**5**	**1**	**1**
Total Full-Time		**4**	**3**	**5**	**1**	**1**
Office Total		**4**	**3**	**5**	**1**	**1**

Functions & Responsibilities

Director of Infrastructure Engineering

- Manages civil, structural, electrical and mechanical engineering disciplines, including engineering services required to maintain the Authority in a safe state of good repair.
- Manages and oversees the activities of buildings and structures related projects and tasks including technical direction of the General Engineering Consultant (GEC) and other consultants as they relate to the preparation of design specifications and drawings, advertisement, and award of facility engineering contracts.
- Develops and directs the implementation of process and procedures to ensure Safety and Quality are incorporated into engineering projects and programs. Ensures contracts are developed in accordance with established budgets and schedules in accordance with MARTA's capital improvement program
- Manages the development and maintenance of facilities engineering design criteria. Recommends improvements through revisions and/or additions based on latest industry standards and guidelines and changes to building codes and federal, state, and local regulations.
- Ensures coordination and cooperation between Infrastructure Engineering and all other MARTA business units. Makes recommendations and presentations to the Executive Management Team (EMT) or Board of Directors on technical matters pertaining to Infrastructure Engineering.

Civil & Structural Engineering

- Provides cost effective, safe, and constructible technical directions for all civil and structural engineering design projects. This includes future expansion and rehabilitation of existing facilities, formulating MARTA's Capital Improvement Plan, managing the overall General Engineering Consultant (GEC) and sub-consultant project scope definition and project work program.

Electrical & Mechanical Engineering

- Develops, designs and reviews drawings and specifications for the transit system facilities involving new construction, modification, and/or renovation for the engineering and mechanical disciplines. Provides management oversight to the General Engineering Consultant's (GEC) and outside consultant's engineering staffs.

Computer Aided Design

- Ensures drawings and designs are completed on time and adheres to the established specifications and standards. Ensures that the MARTA CAD library of Engineering and Architectural procedures and drawings are accurate, up-to-date, and functional. Interfaces with the Office of Contracts and Procurement for procurement of services for projects that include CAD generated data. Works with the branch of Configuration Management and Documentation Control providing final "As Built" documents for all completed projects.

OFFICE OF INFRASTRUCTURE ENGINEERING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	2,036,972	2,334,309	2,341,074	2,363,978	2,923,560
Overtime	20	340	2,073	4,125	0
Other Benefits	182,322	205,850	228,044	214,525	556,975
Healthcare Rep/NonRep	260,973	319,844	344,741	337,271	416,593
Pension Rep/NonRep	379,173	185,902	184,568	165,730	685,732
Workers Comp-Excess/Losses	12,497	-942	-114	11,193	65,601
Benefits Total	834,965	710,654	757,239	728,717	1,724,901
Labor Total	2,871,957	3,045,303	3,100,386	3,096,820	4,648,461
Contractual Services	37,916	6,213	13,453	29,673	63,000
Materials Supplies-Other	1,255	1,936	5,041	10,681	15,550
Materials Total	1,255	1,936	5,041	10,681	15,550
Other Operating	0	36	0	0	0
Other Total	0	36	0	0	0
Other Non-Operating Expenses	45,156	29,789	43,839	91,463	68,850
Non Labor Total	84,327	37,974	62,333	131,817	147,400
Gross Operating Total	2,956,284	3,083,277	3,162,719	3,228,637	4,795,861
Cost Allocation	-2,743,351	-2,755,562	-3,102,474	-3,170,399	-4,206,897
Allocation Total	-2,743,351	-2,755,562	-3,102,474	-3,170,399	-4,206,897
Net Operating Expense	212,933	327,715	60,245	58,238	588,963

Authorized Positions by Status

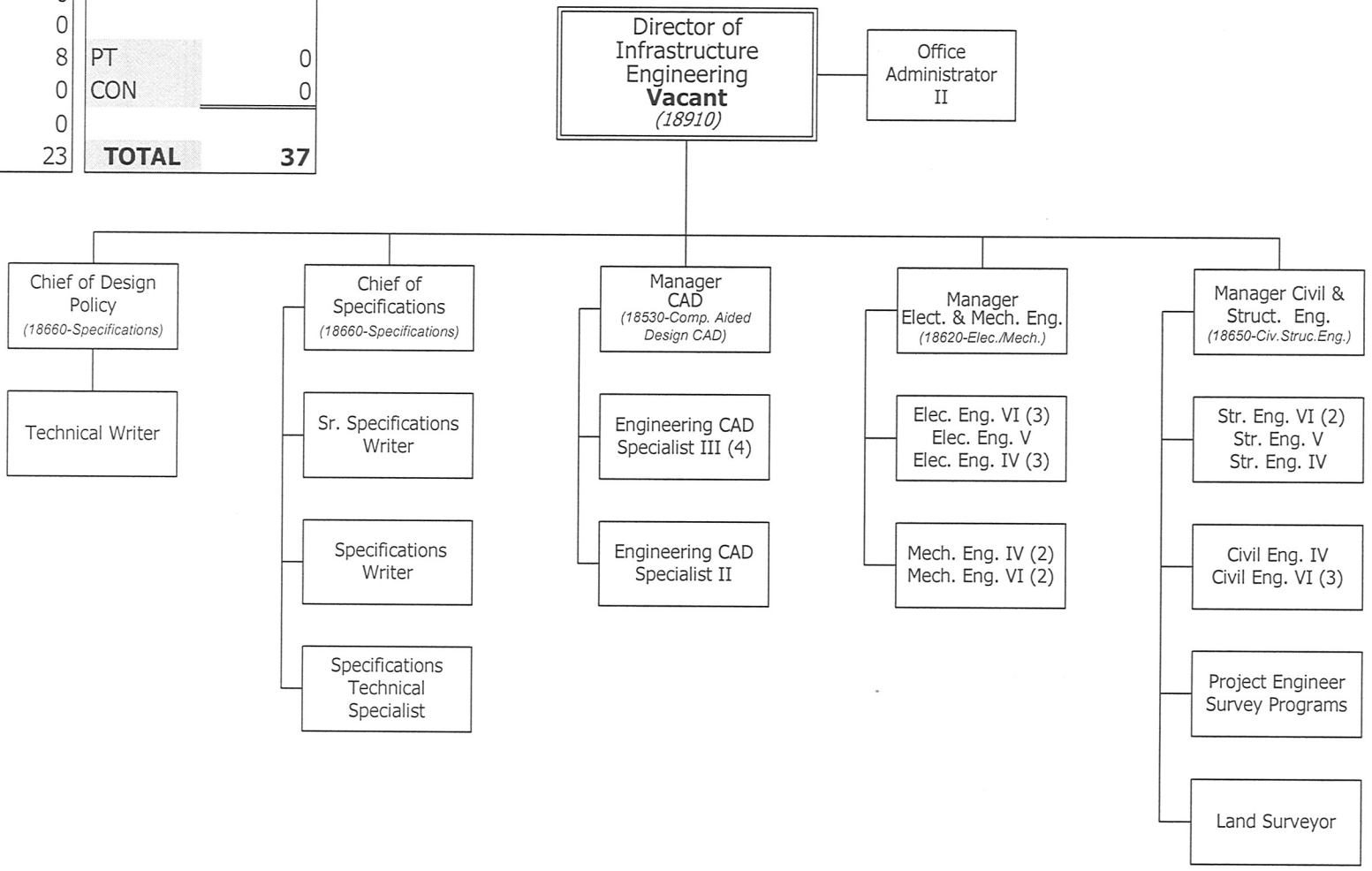
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	34	35	37	37	37
Represented	0	0	0	0	0
Full-Time Total	34	35	37	37	37
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	34	35	37	37	37

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	1	1	1
Management	6	6	5	5	5
Police	0	0	0	0	0
Professional	8	8	8	7	8
Technical	20	21	23	24	23
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	34	35	37	37	37

ADM	1
MGR	5
MNT	0
OPR	0
POL	0
PRO	8
REP	0
SUP	0
TEC	23

Non-Rep	37
Rep	0
Total FT	**37**
PT	0
CON	0
TOTAL	**37**



OFFICE OF INFRASTRUCTURE ENGINEERING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Infrastructure Engineering	23	----	----	----	1	1
Mgr Elec & Mech Engineering	22	1	1	1	1	1
Mgr Civil & Struc Engineering	22	1	1	1	1	1
Sr. Mgr Infrastructure Eng	22	----	1	1	----	----
Mgr Engineering Svcs	22	1	1	----	----	----
Sr. Manager Infrastructure Engineering	22	1	----	----	----	----
Chf Specifications	21	1	1	1	1	1
Chf Design Policy	21	1	1	1	1	1
Civil Engineer VI	20	4	4	4	3	3
Electrical Engineer VI	20	3	3	3	3	3
Structural Engineer VI	20	2	2	2	2	2
Mechanical Engineer VI	20	3	3	4	3	2
Mgr CAD	20	1	1	1	1	1
Sr. Specifications Writer	19	1	1	1	1	1
Electrical Engineer V	19	1	1	1	1	1
Civil Engineer V	19	1	1	1	1	----
Specifications Writer	18	1	1	1	1	1
Technical Writer	18	----	----	1	1	1
Project Eng Survey Programs	18	1	1	1	1	1
Engineering CAD Specialist III	17	----	4	4	4	4
Electrical Engineer IV	17	1	1	1	2	3
Structural Engineer IV	17	2	2	2	2	2
Mechanical Engineer IV	17	----	----	----	1	2
Civil Engineer IV	17	----	----	----	1	1
Engineering Cadd Specialist	17	1	----	1	----	----

OFFICE OF INFRASTRUCTURE ENGINEERING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Sr. Engineering Cad Specialist	17	1	----	----	----	----
Specifications Tech Specialist	16	1	1	1	1	1
Office Administrator II	16	----	----	----	1	1
Engineering CAD Specialist II	15	----	----	----	1	1
Land Surveyor	15	1	1	1	1	1
Associate Electrical Engineer	15	1	1	1	----	----
Sr. Engineering Technical Spec	14	1	----	----	----	----
Office Administrator I	14	1	1	1	----	----
Non-Rep Subtotal		**34**	**35**	**37**	**37**	**37**
Total Full-Time		**34**	**35**	**37**	**37**	**37**
Office Total		**34**	**35**	**37**	**37**	**37**

Functions & Responsibilities

Director of Systems Engineering

- Directs the development and implementation of comprehensive programs for system wide elements for bus, mobility, rail transit and infrastructure.
- Oversees the design, integration and preparation of contract specifications for complex systems, including but not limited to, train control, supervisory control and data acquisition (SCADA), traction power, communications, vehicles, fire protection, corrosion control, fare collection and specialized software systems.
- Provides support throughout the full system project life-cycle including planning, design, implementation, testing, operations and maintenance support and decommissioning. This includes refresh, rehabilitation and replacement of systems.
- Evaluates existing systems design criteria; recommends improvements through revisions and/or additions based on latest industry standards and guidelines. Recommends improvements through revisions and/or additions based on latest industry standards and guidelines and changes to codes and federal, state, and local regulations.
- Directs, manages and oversees the program management of contracts during the design, manufacturing, installation, and testing to ensure requirements of the Contract are met. Coordinates contract activities with Technology, Contracts and Procurement, Legal, Budget, Finance, Architecture, Construction and Project Controls.
- Provides direction and support of the Authority's Configuration Management Plans, as they pertain to life safety and security systems.
- Makes recommendations and presentations to the Executive Management Team (EMT) or Board of Directors on technical matters pertaining to Systems Engineering.

OFFICE OF SYSTEMS ENGINEERING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	751,646	861,112	1,246,145	1,542,524	1,957,870
Overtime	2,684	4,219	30,417	30,576	0
Other Benefits	62,396	74,261	116,696	145,055	396,175
Healthcare Rep/NonRep	240,968	113,653	134,010	186,452	258,963
Pension Rep/NonRep	96,620	75,027	63,528	141,924	459,226
Workers Comp-Excess/Losses	-1	0	-40	-47	40,779
Benefits Total	399,983	262,941	314,194	473,383	1,155,143
Labor Total	1,154,313	1,128,272	1,590,756	2,046,484	3,113,013
Contractual Services	68,823	165,608	38,753	52,831	0
Materials Supplies-Other	14,438	5,282	8,800	3,251	2,000
Materials Total	14,438	5,282	8,800	3,251	2,000
Other Non-Operating Expenses	40,038	3,006	23,121	23,605	14,580
Non Labor Total	123,299	173,896	70,674	79,687	16,580
Gross Operating Total	1,277,612	1,302,168	1,661,430	2,126,172	3,129,593
Cost Allocation	-899,605	-958,862	-1,641,830	-2,096,177	-2,781,724
Allocation Total	-899,605	-958,862	-1,641,830	-2,096,177	-2,781,724
Net Operating Expense	378,007	343,306	19,600	29,994	347,870

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	15	15	22	23	23
Represented	0	0	0	0	0
Full-Time Total	15	15	22	23	23
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	15	15	22	23	23

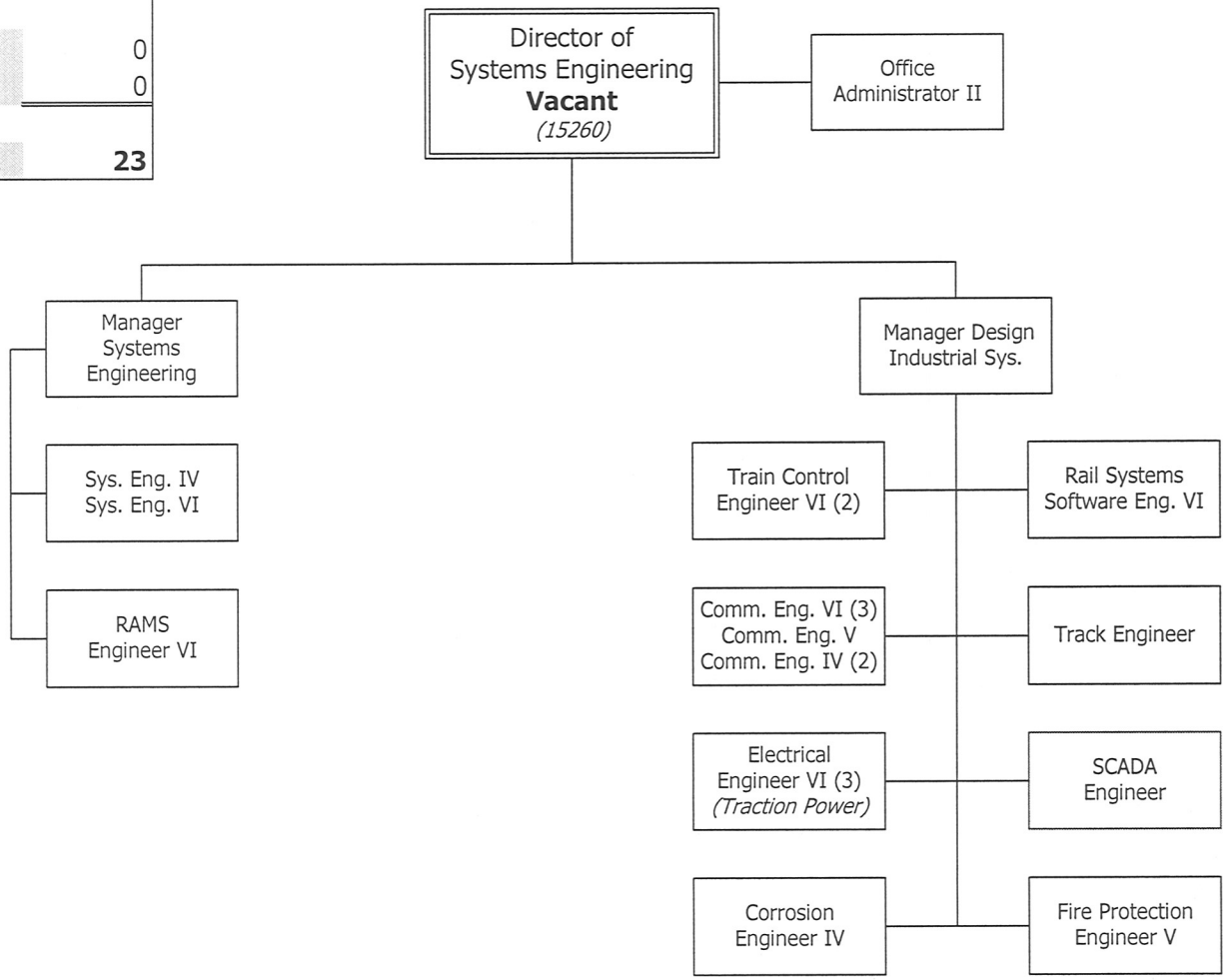
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	1	1
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	4	4	8	8	10
Technical	9	9	12	12	10
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	15	15	22	23	23

OFFICE OF SYSTEMS ENGINEERING

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	10
REP	0
SUP	0
TEC	10

Non-Rep	23
Rep	0
Total FT	**23**
PT	0
CON	0
TOTAL	**23**



OFFICE OF SYSTEMS ENGINEERING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Systems Engineering	23	----	----	----	1	1
Manager Design Industrial Systems	22	----	----	----	1	1
Mgr Systems Engineering	22	1	1	1	1	1
Sr. Manager Systems Engineering	22	1	1	1	----	----
Design Manager Systems Engineering	22	----	----	1	----	----
Communications Engineer VI	20	3	3	5	4	3
Electrical Engineer VI	20	2	2	3	3	3
Train Control Engineer VI	20	2	2	2	2	2
Track Engineer	20	1	1	1	1	1
Rail Sys Software Engineer VI	20	1	1	1	1	1
Scada Engineer	20	1	1	1	1	1
Corrosion Control Engineer VI	20	1	1	----	----	----
Rams Engineer VI	20	----	----	----	1	----
Fire Protection Engineer VI	20	1	1	----	----	----
Systems Engineer VI	20A	----	----	2	2	1
Rams Engineer VI	20A	----	----	1	----	1
Fire Protection Engineer V	19	----	----	----	1	1
Communications Engineer V	19	1	1	1	1	1
Communications Engineer IV	17	----	----	----	1	2
Systems Engineer IV	17A	----	----	----	----	1
Corrosion Control Engineer IV	17A	----	----	1	1	1
Fire Protection Engineer IV	17A	----	----	1	----	----
Office Administrator II	16	----	----	----	1	1
Non-Rep Subtotal		**15**	**15**	**22**	**23**	**23**

OFFICE OF SYSTEMS ENGINEERING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Total Full-Time		15	15	22	23	23
Office Total		15	15	22	23	23

Functions & Responsibilities

Director of Capital Programming

- Provides oversight and performance analyses of capital projects activities for the successful delivery of the Capital Improvement Program (CIP)
- Oversees the development of the annual and long-range capital project budget relative to the Authority's Strategic Goals and Asset Management Program for funding consideration in the 10-year CIP budget process
- Monitors the preparation of project scope definitions for potential CIP projects including a detailed scope definition, project schedules and initial project budget estimates

CIP Monitoring & Reporting

- Monitors, collects, analyzes and reports on the status of MARTA's Capital Improvement Program (CIP)
- Manages the preparation and on-going updates of project schedules, cost estimates and project financial plans for approved and candidate CIP projects.
- Provides cost estimating and scheduling support to MARTA Project Manager and Stakeholders

CIP Scoping & Screening

- Manages and maintains the annual and long-range project scoping and screening process for the Authority's Capital Improvement Program to expand, maintain and renovate the MARTA transit system
- Performs project planning and development of Resource Allocation and Cost Benefit Analysis (CBAs) and Business Case Analysis utilizing Project Origination Checklists (POCs) and Project Origination Documents (PODs)
- Evaluates proposed project performance, prepares cash flow analysis and forecast project cost.
- Analyzes and determines potential impact of proposed capital projects on MARTA's operations and prepares estimates of asset life cycle cost

Asset Management Program

- Develops and maintains the Authority's Transit Asset Management Program, MAP-21 Compliance
- Monitors asset replacement prioritization and reports on the status of MARTA's asset management program for current use and short, medium and long-range forecasting
- Tracks assets and components for inclusion in the capital plan for State of Good Repair (SGR) Initiatives

Engineering Services

- Oversees the definition and delivery of engineering, architectural and other technical services provided by 40 Prime and 100 sub consultants
- Directs the timely development, completion and approval of all Operations & Safety Committee monthly agenda items through EMIS
- Coordinates with MARTA staff to define project needs and determine consultant support services required.

OFFICE OF CAPITAL PROGRAMMING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	791,659	680,613	1,226,653	1,570,164	774,889
Overtime	29,397	38,896	26,192	23,073	0
Other Benefits	65,603	59,907	142,908	149,691	-131,595
Healthcare Rep/NonRep	40,135	44,684	140,548	148,671	315,260
Pension Rep/NonRep	86,282	79,973	208,852	218,832	146,730
Workers Comp-Excess/Losses	0	0	-47	-44	49,644
Benefits Total	192,020	184,564	492,261	517,150	380,039
Labor Total	1,013,076	904,073	1,745,106	2,110,386	1,154,928
Contractual Services	0	0	0	45,000	1,200
Materials Supplies-Other	692	0	26	697	2,000
Materials Total	692	0	26	697	2,000
Other Non-Operating Expenses	5,359	3,562	21,146	16,334	26,000
Non Labor Total	6,051	3,562	21,172	62,031	29,200
Gross Operating Total	1,019,127	907,635	1,766,278	2,172,418	1,184,128
Cost Allocation	-908,395	-826,831	-1,729,115	-2,121,250	-754,207
Allocation Total	-908,395	-826,831	-1,729,115	-2,121,250	-754,207
Net Operating Expense	110,732	80,804	37,163	51,167	429,921

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	30	25	26	26	27
Represented	3	3	0	0	0
Full-Time Total	33	28	26	26	27
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	7	7	7	2	2
Total	40	35	33	28	29

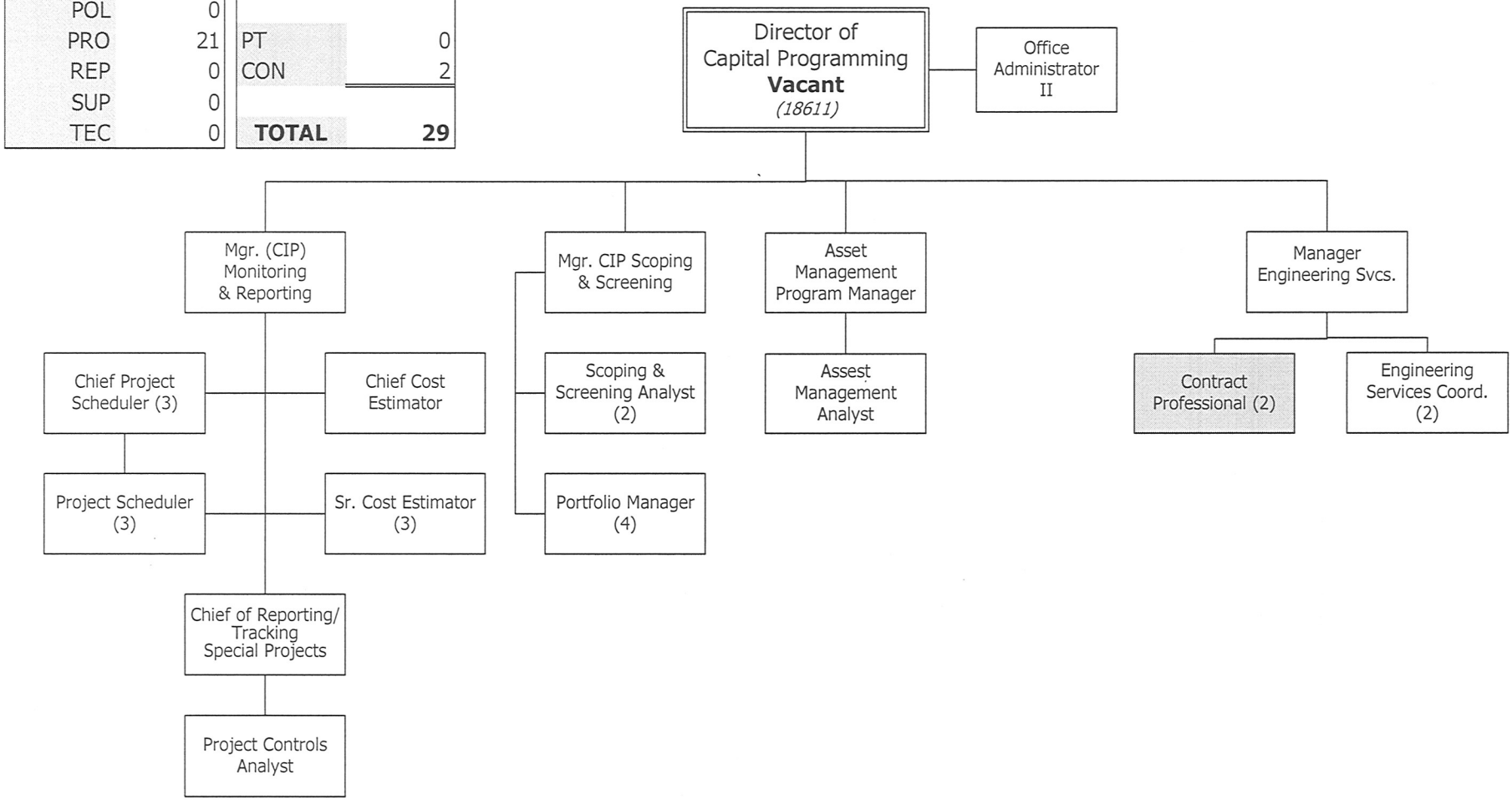
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	4	4	6	7	7
Police	0	0	0	0	0
Professional	32	27	26	20	21
Technical	0	0	0	0	0
Maintenance	3	3	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	40	35	33	28	29

OFFICE OF CAPITAL PROGRAMMING

ADM	1
MGR	7
MNT	0
OPR	0
POL	0
PRO	21
REP	0
SUP	0
TEC	0

Non-Rep	27
Rep	0
Total FT	**27**
PT	0
CON	2
TOTAL	**29**



OFFICE OF CAPITAL PROGRAMMING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Capital Programming	23	----	----	----	1	1
Mgr CIP Scoping & Screening	22	1	1	1	1	1
Mgr Engineering Svcs	22	----	----	1	1	1
Mgr (CIP) Monitoring & Reporting	22	1	1	1	1	1
Project Manager II	22	5	5	----	----	----
Sr. Program Manager - Cap. Operations Maintena	22	1	1	1	1	----
Sr. Manager Project Controls	22	1	1	1	----	----
Capital Program Manager	22	2	2	2	----	----
Chief Cost Estimator	21	----	----	----	----	1
Asset Management Program Mgr	21	----	----	----	1	1
Chf Report Track Spec Projects	21	----	----	1	1	1
Project Controls Analyst	21	2	2	1	----	----
Portfolio Manager	21	6	4	4	----	----
Scoping & Screening Analyst	21	2	2	2	----	----
Portfolio Manager	20	----	----	----	4	4
Chf Project Scheduler	20	1	----	2	2	3
Engineering Services Coordinator	20	----	----	----	----	2
Program Admin Maint Operations	20	1	1	1	1	----
Chief Estimator	20	1	----	----	----	----
Sr. Cost Estimator	19	1	----	3	3	3
Project Scheduler	19	----	2	3	3	3
Estimator	19	1	1	1	1	----
Scheduler	19	2	----	----	----	----
A-E Contract Administrator	18	----	----	----	1	----
Scoping & Screening Analyst	17	----	----	----	2	2

OFFICE OF CAPITAL PROGRAMMING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Asset Management Analyst	17	----	----	----	----	1
Project Controls Analyst	17	----	----	----	1	1
Office Administrator II	16	----	----	----	1	1
Office Administrator I	14	1	1	1	----	----
Lead Inspector	TBD	1	1	----	----	----
Non-Rep Subtotal		**30**	**25**	**26**	**26**	**27**
Represented						
Inspector	UR	3	3	----	----	----
Represented Subtotal		**3**	**3**	**----**	**----**	**----**
Total Full-Time		**33**	**28**	**26**	**26**	**27**
Contract						
Contract Professional	----	7	7	7	2	2
Total Contract		**7**	**7**	**7**	**2**	**2**
Office Total		**40**	**35**	**33**	**28**	**29**

Functions & Responsibilities

Director of Program & Contract Management

- Responsible for direction of MARTA's long range Capital Improvement Program (CIP) for rehabilitation, enhancement, expansion, safety and regulatory compliance of the Authority's transit system including capital needs assessment, project initiation and development, project management, and project control.
- Responsible for the solicitation and selection of architectural and engineering consultants, management and administration consultant contracts, and payment of invoices.
- Directs the construction and administration functions necessary to execute the CIP.

Project Management

- Provides project management services in support of MARTA's Long-Range Capital Improvement Program.
- Responsible for planning, managing and directing resources and activities to ensure that project goals and objectives are successfully completed within scope, schedule and budget.
- Develops and initiates capital projects, manages conceptual design through bid documents, oversees construction activity and coordinates agreements with outside agencies; performs project briefings to MARTA senior management and Board of Directors.
- Participates in the development of the annual work programs for the General Engineering Consultant and other Architectural/Engineering Consultants; also 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.

Construction Management

- Provides services necessary to oversee construction contracts in support of MARTA's Long-Range Capital Improvement Program, including new buildings or structures, renovations/rehabilitation of existing facilities/equipment and installation of security/communication systems.
- Responsible for overseeing all contractor field activities and insuring that the contractors are not only following all federal, state and city regulatory requirements, but are also complying with all environmental and safety regulations.
- Responsible for overseeing, coordinating, monitoring and inspecting the construction activities performed by outside contractors or developers adjacent to MARTA property ensuring the protection of MARTA patrons, employees, property and operations.

Job Order Contract (JOC)

- JOC focuses on delivering minor construction projects quickly and safely without sacrificing quality with work is executed through a single Indefinite Delivery, Indefinite Quantity (IDIQ) contract using pre-negotiated rates.
- Annually execute 40 to 50 projects which typically include facilities modifications, life-safety upgrades, civil-site improvements and systems enhancements.

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Total Full-Time		**61**	**70**	**93**	**95**	**95**
Contract						
Contract Professional	----	1	1	2	7	7
Total Contract		**1**	**1**	**2**	**7**	**7**
Office Total		**62**	**71**	**95**	**102**	**102**

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	3,784,318	4,558,506	4,222,614	5,200,250	5,916,378
Overtime	159,949	284,988	186,428	99,129	85,051
Other Benefits	370,451	445,582	501,121	523,733	697,491
Healthcare Rep/NonRep	635,643	811,024	768,048	802,044	1,080,890
Pension Rep/NonRep	871,207	635,984	614,316	800,011	1,274,596
Workers Comp-Excess/Losses	1,543	-1,550	-261	5,687	170,208
Benefits Total	1,878,844	1,891,040	1,883,224	2,131,476	3,223,184
Labor Total	5,823,111	6,734,534	6,292,266	7,430,854	9,224,613
Contractual Services	22,038	47,399	116,593	367,963	0
Materials Supplies-Other	13,602	12,007	13,125	14,002	7,050
Materials Total	13,602	12,007	13,125	14,002	7,050
Miscellaneous Expenses	0	0	9,050	1,076	0
Other Non-Operating Expenses	30,358	29,292	44,533	51,404	51,403
Non Labor Total	65,998	88,698	183,301	434,445	58,453
Gross Operating Total	5,889,109	6,823,232	6,475,567	7,865,300	9,283,066
Cost Allocation	-5,067,266	-5,979,743	-5,367,621	-6,383,209	-7,205,612
Allocation Total	-5,067,266	-5,979,743	-5,367,621	-6,383,209	-7,205,612
Net Operating Expense	821,843	843,489	1,107,946	1,482,090	2,077,454

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	61	70	93	95	95
Represented	0	0	0	0	0
Full-Time Total	61	70	93	95	95
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	2	7	7
Total	62	71	95	102	102

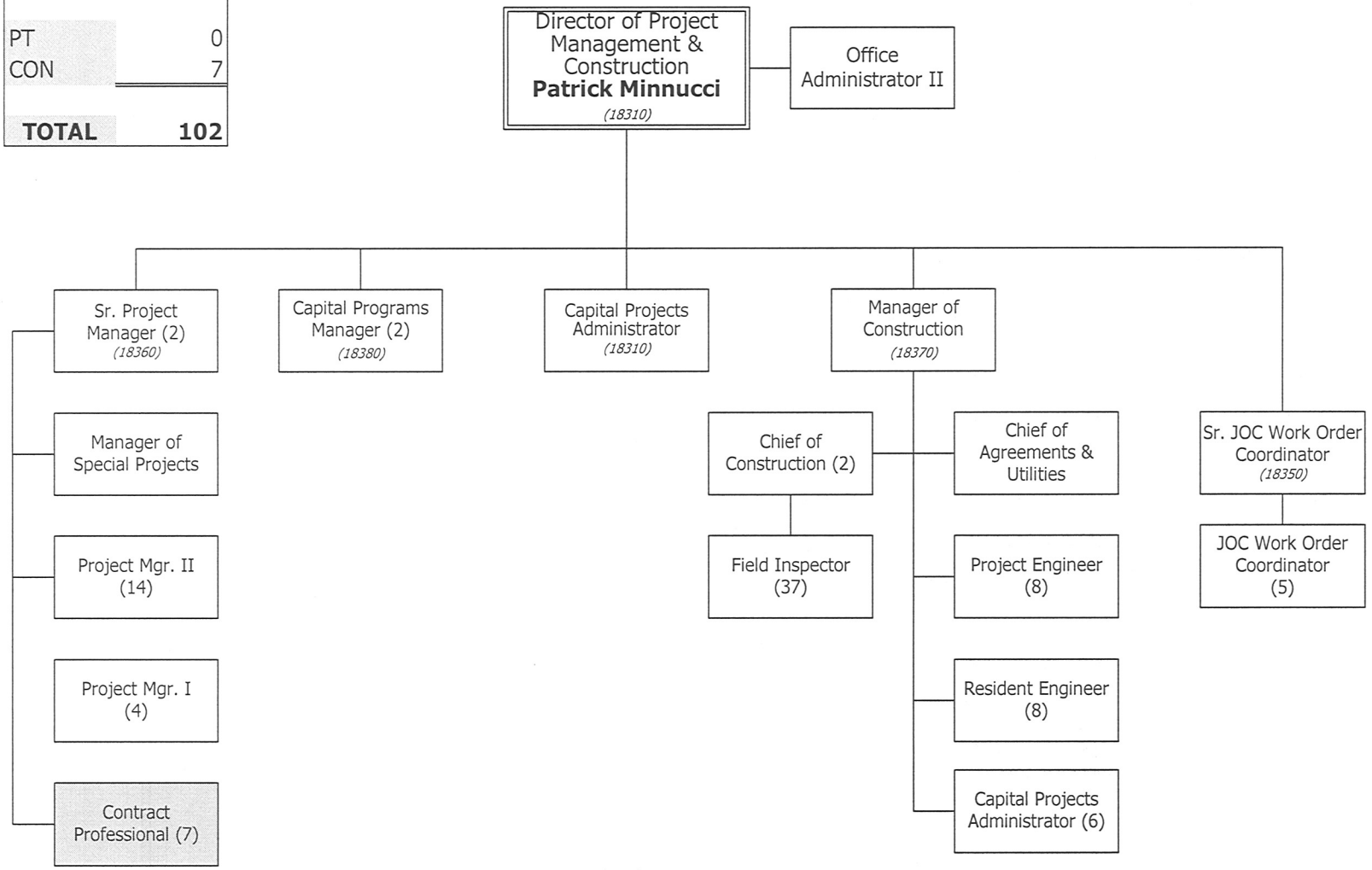
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	6	6	8	8	8
Management	6	7	6	6	6
Police	0	0	0	0	0
Professional	5	4	20	27	27
Technical	45	54	61	61	61
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	62	71	95	102	102

OFFICE OF PROJECT MANAGEMENT AND CONSTRUCTION

ADM	8
MGR	6
MNT	0
OPR	0
POL	0
PRO	27
REP	0
SUP	0
TEC	61

Non-Rep	95
Rep	0
Total FT	**95**
PT	0
CON	7
TOTAL	**102**



Contract Position (Shaded)

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Program & Contract Mgmt	23	1	1	1	1	1
Project Manager II	22	8	8	18	14	14
Capital Program Manager	22	----	----	----	2	2
Sr. Project Manager	22	2	1	2	2	2
Mgr Construction	22	1	1	1	1	1
Mgr CIP Mgmt Oversight	22	1	1	----	----	----
Resident Engineer	21	5	5	8	8	8
Chf Report Track Spec Projects	21	1	1	----	----	----
Project Manager I	20	----	----	----	4	4
Chf Construction Management	20	----	1	2	2	2
Chf Agreements & Utilities	20	1	1	1	1	1
Mgr Special Projects	20	1	1	1	1	1
Chf Project Scheduler	20	2	2	----	----	----
Chief Estimator	20	1	----	----	----	----
Sr. JOC Work Order Coordinator	19	1	1	1	1	1
Sr. Cost Estimator	19	3	3	----	----	----
Project Engineer	18	5	5	8	8	8
Technical Writer	18	1	1	----	----	----
JOC Work Order Coordinator	17	4	4	5	5	5
Field Inspector	16	17	27	37	37	37
Office Administrator II	16	1	1	1	1	1
Capital Project Administrator	12	----	----	----	----	7
Administrative Assistant	10	5	5	7	7	----
Non-Rep Subtotal		**61**	**70**	**93**	**95**	**95**

Functions & Responsibilities

Director of Architecture & Design

- Develop and oversee the Office of Architecture Capital Budget and ongoing expenditures
- Provide architectural support for special projects and planning studies for revenue service expansion projects and TOD's
- Manage the Authority's environmental baseline and implements a comprehensive Sustainability Master Plan for the Authority
- Participate in the selection and negotiation of Architectural/Engineering contracts and manages architectural services for the Authority with other consultants as required
- Provide guidance and technical expertise to Authority regarding architectural discipline

Architecture

- Establish design programming, designs, reviews, interface with other disciplines or design professionals
- Provide final design services for building renovations, retrofits, modifications and new capital projects
- Ensure architectural code compliance throughout the Authority's facilities, including ADA compliance requirements
- Oversee all related design implementation to signage modifications and ensures code compliance as related to signage issues
- Responsible for design, coordination, and management of all space planning efforts for the Authority
- Oversee the integration and rehabilitation of public artwork in public areas of the Authority
- Coordinate and oversee implementation of MARTA's design criteria into proposed projects prior to implementation

Roofing Program

- Establish and maintain roofing database including inspections and conditions
- Support Maintenance Services in the overall inspection and minor repairs of MARTA's roofing assets, preparation of contract documents for roof replacement contracts, and inspection and acceptance of new roofing construction
- Provide final design details for roofing structures for new capital projects and existing roofing conditions
- Provide roofing oversight and acceptance of newly constructed capital project

OFFICE OF ARCHITECTURE & DESIGN

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,077,680	911,827	881,075	888,445	1,242,283
Other Benefits	104,590	86,079	79,272	76,742	219,025
Healthcare Rep/NonRep	159,681	130,852	114,008	112,538	180,148
Pension Rep/NonRep	212,204	33,071	27,475	48,107	279,722
Workers Comp-Excess/Losses	-3	270	1,240	161,977	28,368
Benefits Total	476,472	250,272	221,995	399,365	707,263
Labor Total	1,554,152	1,162,099	1,103,070	1,287,810	1,949,546
Materials Supplies-Other	3,646	4,153	2,715	3,243	4,900
Materials Total	3,646	4,153	2,715	3,243	4,900
Other Non-Operating Expenses	4,876	6,490	10,465	9,573	22,391
Non Labor Total	8,522	10,643	13,180	12,815	27,291
Gross Operating Total	1,562,674	1,172,742	1,116,250	1,300,626	1,976,837
Cost Allocation	-1,448,672	-1,076,117	-1,099,294	-1,274,769	-1,808,477
Allocation Total	-1,448,672	-1,076,117	-1,099,294	-1,274,769	-1,808,477
Net Operating Expense	114,002	96,625	16,956	25,856	168,360

Authorized Positions by Status

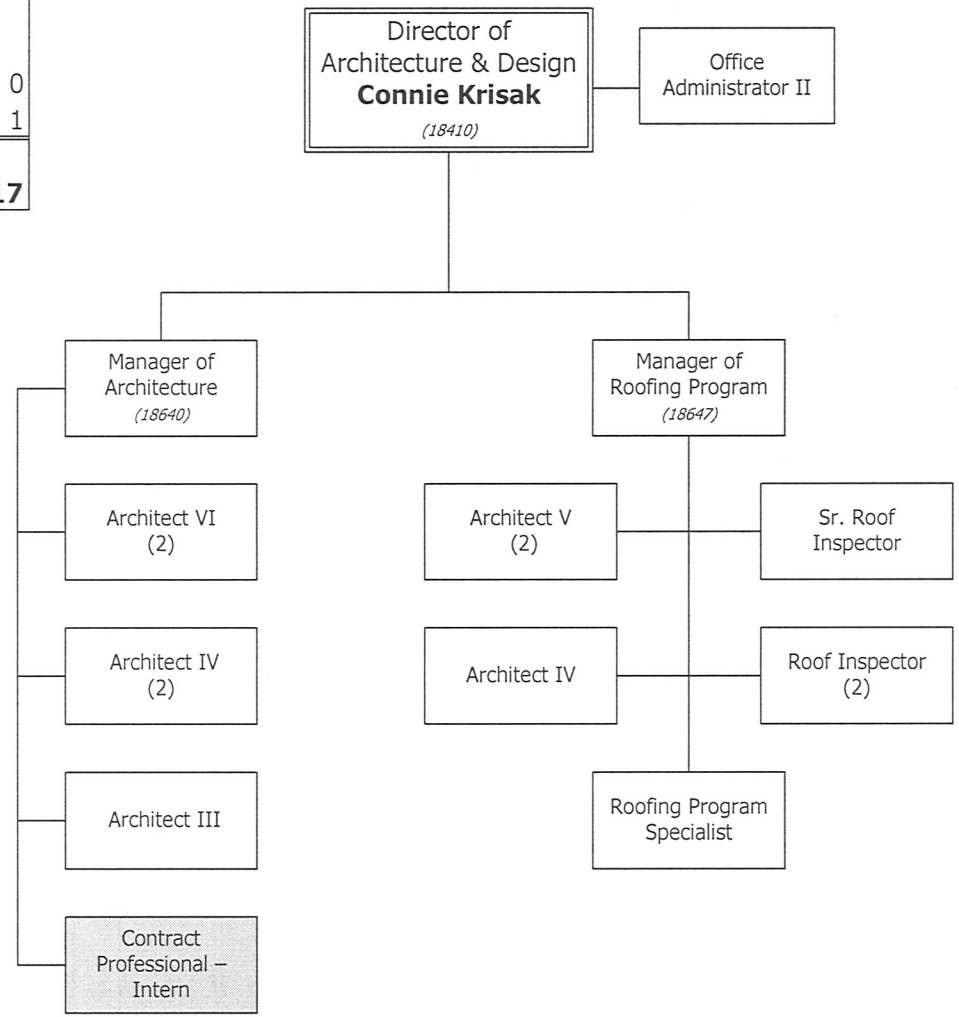
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	16	15	15	16	16
Represented	0	0	0	0	0
Full-Time Total	16	15	15	16	16
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	1	1	1
Total	17	16	16	17	17

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	0	0	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	2	2	2	2	2
Technical	11	11	11	11	11
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	17	16	16	17	17

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	2
REP	0
SUP	0
TEC	11

Non-Rep	16
Rep	0
Total FT	**16**
PT	0
CON	1
TOTAL	**17**



Contract Position (Shaded)

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Architecture & Design Standards	23	1	1	1	1	1
Mgr Roofing Program	22	1	1	1	1	1
Mgr Architecture	22	1	1	1	1	1
Sr. Architect	21	----	1	----	----	----
Architect VI	20	5	4	4	2	2
Architect V	19	1	1	1	2	2
Architect IV	17	2	2	3	3	3
Sr. Roof Inspector	17	1	1	1	1	1
Office Administrator II	16	1	----	----	1	1
Roof Inspector	15	2	2	2	2	2
Architect III	15	----	----	----	1	1
Roofing Program Specialist	12	1	1	1	1	1
Non-Rep Subtotal		**16**	**15**	**15**	**16**	**16**
Total Full-Time		**16**	**15**	**15**	**16**	**16**
Contract						
Contract Professional	----	1	1	1	1	1
Total Contract		**1**	**1**	**1**	**1**	**1**
Office Total		**17**	**16**	**16**	**17**	**17**

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

Areas of Oversight	• Operational Safety • Environmental Health & Safety • System Safety Programs • Quality Assurance and Test • Configuration Management
FY16 Department Accomplishments	• Reviewed and revised MARTA's Distraction Avoidance Policy. • Successfully facilitated the EMS ISO-14001 Recertification of MARTA's Armour Yard Rail Facility. • Implemented the Respiratory Fit-Test and Training program. • Reviewed and revised MARTA's System Safety Program Plan. • Continued to assist in the development of an Authority-Wide Environmental Management System (EMS). • Analyzed and categorized Authority accidents/incidents and graded as preventable/non-preventable. • Ensured regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety Oversight. • Provided Quality oversight on various Capital Improvement Projects (CIPs). • Conducted internal Quality and Safety audits/assessments of the Authority's processes and procedures. • Completed partnership project with MARTA's Print Shop, regarding legacy project manuals that had not been previously uploaded into the configuration management database. • Reviewed and updated Configuration Management Branch procedures and plans.
FY17 Goals & Objectives	**GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** Objective: Introduce a worker safety program in Operations to include eye wear, shoes, etc. as standard PPE in facilities. Objective: Develop and Launch a Certified Electrical Safety Worker (CESW) Program for electrical workers **GOAL 3: Create a culture and discipline of security and safety excellence** Objective: Create Facility Report Cards that measure Safety and Quality Control key performance indicators against established criteria to demonstrate progress/improvement Objective: Ensure that Safety First identified risks are mitigated and associated corrective actions become part of standard operating procedures (SOPs). **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** Objective: Create a Safety Critical Systems/Items Matrix for procurement considerations Objective: Reduce the Bus Collision Rate by 5% through road safety practices and policies **GOAL 5: Increase ridership through investment and innovation (technology, art, mobility management, etc.)** Objective: Increase cross-functional safety and Quality Assurance training at the front-level Objective: Perform an annual Rail System Safety Audit to ensure the integrity of equipment, infrastructure, and systems used within Rail. **GOAL 6: Develop more innovative communication systems/processes internally & externally** Objective: Establish a Safety Hotline (for employees and contractors) that will capture, verify, and mitigate risks and hazards within the MARTA Operating environment.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Regulatory Compliance Rate	A score of compliance as it relates to internal and external inspections, audits, and testing	>/= 3.00	4.00	>/= 3.00
Employee Lost Time Accidents per 100 Employees	Employee accident rate for accidents resulting in a loss of 7 or more calendar days per 100 employees	</= 5.50	5.37	</= 3.80
Employee Accidents per 100 Employees	Number of employee accidents per 100 employees	</= 14	15.32	</= 14
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.00%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-34.45%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-32.70%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-58.48%	</= 0%

DEPT OF SAFETY & QUALITY ASSURANCE

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	3,289,036	3,442,105	3,427,677	3,617,982	4,271,779
Overtime	43,518	44,019	29,145	22,064	0
Other Benefits	323,422	324,067	410,560	364,188	694,444
Healthcare Rep/NonRep	507,307	543,999	512,197	479,588	574,223
Pension Rep/NonRep	676,157	479,261	452,538	490,363	869,514
Workers Comp-Excess/Losses	283	22,300	-19,299	-135	90,423
Benefits Total	1,507,169	1,369,627	1,355,996	1,334,003	2,228,604
Labor Total	**4,839,723**	**4,855,751**	**4,812,818**	**4,974,049**	**6,500,383**
Contractual Services	36,305	65,390	73,225	15,724	39,100
Materials Supplies-Other	31,884	9,657	9,495	10,599	11,967
Materials Total	31,884	9,657	9,495	10,599	11,967
Miscellaneous Expenses	2	0	0	0	0
Other Non-Operating Expenses	94,617	93,045	72,453	73,741	133,683
Non Labor Total	**162,808**	**168,092**	**155,173**	**100,064**	**184,750**
Gross Operating Total	**5,002,531**	**5,023,843**	**4,967,991**	**5,074,113**	**6,685,133**
Cost Allocation	-2,596,205	-2,783,091	-2,826,577	-2,747,040	-3,681,134
Allocation Total	**-2,596,205**	**-2,783,091**	**-2,826,577**	**-2,747,040**	**-3,681,134**
Net Operating Expense	**2,406,326**	**2,240,752**	**2,141,414**	**2,327,073**	**3,003,999**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	47	47	47	50	50
Represented	0	0	0	0	0
Full-Time Total	**47**	**47**	**47**	**50**	**50**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**7**	**7**	**7**	**7**	**7**
Total	**54**	**54**	**54**	**57**	**57**

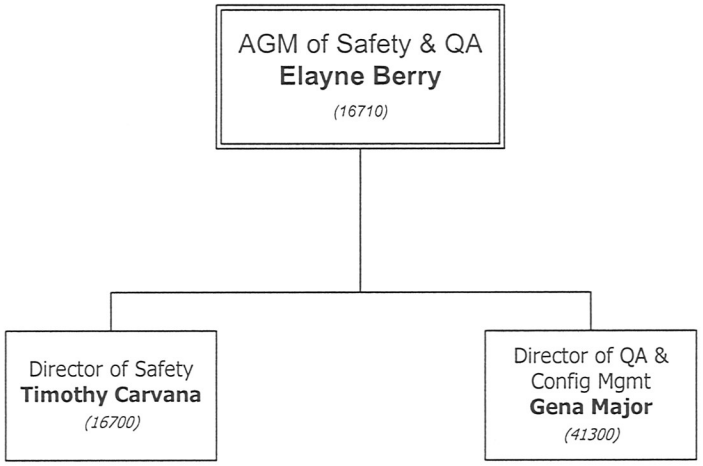
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	3	3	4	3	3
Management	10	10	10	7	7
Police	0	0	0	0	0
Professional	13	17	20	24	24
Technical	27	23	20	23	23
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	0	0	0
Total	**54**	**54**	**54**	**57**	**57**

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

ADM	3
MGR	7
MNT	0
OPR	0
POL	0
PRO	24
REP	0
SUP	0
TEC	23

Non-Rep	50
Rep	0
Total FT	**50**
PT	0
CON	7
TOTAL	**57**



Functions & Responsibilities

AGM of Safety & QA

The Office of AGM of Safety & QA oversees the macro-functions of the Office of the Assistant General Manager, the Office of Safety, and the Office of Quality Assurance and Configuration Management. Assess the Authority's safety concerns and manage plans to remediate the items via the aforementioned offices. Oversees audits, assessments, hazard, management, inspections, and investigations.

The Assistant General Manager (AGM) of Safety and Quality Assurance serves as the Authority's Chief Safety Officer and is primarily responsible for the development and successful implementation of all safety and quality initiatives throughout the transit system. The AGM maintains extensive administrative oversight of several business units and is accountable for the general management and coordination of all departmental activities. As the head of the Department, the AGM of DSQA determines the overall direction, ensuring the establishment of business objectives and processes that align with the strategic priorities and operational goals of the Authority. The AGM of DSQA also reports directly to the General Manager/CEO.

The Department of Safety and Quality Assurance (DSQA) is responsible for the effective operations of safety and quality management systems to establish a safety and quality culture throughout the Authority. The Department manages and monitors the Authority's compliance with applicable federal and state system safety regulatory requirements. Its mission is to identify, measure, control, and continuously improve mission critical processes effectively and efficiently, on a day to day basis, to provide a safe environment for employees, patrons, and the riding public.

The Department of Safety and Quality Assurance is the designated safety regulatory compliance entity for the Authority and the AGM is ultimately responsible for overseeing the development, implementation, monitoring, and sustainability of comprehensive Safety and Quality Assurance programs to ensure the Authority's compliance with all applicable federal, state, and local standards, requirements, and guidelines.

Additional responsibilities are as follows:

Office of the AGM:

- Responsible for supporting the needs, functions, and operations of the Office of the General Manager/CEO.
- Serves as the representative on and advisor to the Executive Management Team (EMT) for high level safety and quality assurance matters.
- Ensures adherence to Authority goals while meeting transit safety and quality needs.
- Responsible for directing and coordinating all Authority-Wide activities for Safety, Quality Assurance, and Configuration Management.

OFFICE OF AGM OF SAFETY & QA

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	290,678	65,923	241,060	266,423	225,573
Other Benefits	41,011	13,723	49,379	28,160	54,115
Healthcare Rep/NonRep	34,597	25,503	8,151	11,311	22,519
Pension Rep/NonRep	62,314	31,657	40,244	41,652	52,909
Workers Comp-Excess/Losses	0	0	-2	-1	3,546
Benefits Total	137,922	70,883	97,772	81,123	133,088
Labor Total	**428,600**	**136,806**	**338,832**	**347,546**	**358,662**
Contractual Services	28,012	34,790	64,759	13,418	30,000
Materials Supplies-Other	6,066	2,642	3,569	1,562	2,000
Materials Total	6,066	2,642	3,569	1,562	2,000
Miscellaneous Expenses	2	0	0	0	0
Other Non-Operating Expenses	51,753	60,994	31,670	17,032	74,275
Non Labor Total	**85,833**	**98,426**	**99,998**	**32,012**	**106,275**
Gross Operating Total	**514,433**	**235,232**	**438,830**	**379,557**	**464,937**
Cost Allocation	-127,892	-46,382	-123,017	-108,881	-169,116
Allocation Total	**-127,892**	**-46,382**	**-123,017**	**-108,881**	**-169,116**
Net Operating Expense	**386,541**	**188,850**	**315,813**	**270,676**	**295,821**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**2**	**2**	**2**	**2**

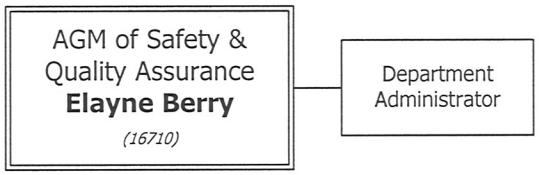
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**2**	**2**	**2**	**2**

OFFICE OF AGM OF SAFETY & QUALITY ASSURANCE

ADM	1
MGR	1
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**



OFFICE OF AGM OF SAFETY & QA

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Safety & QA	C	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Non-Rep Subtotal		**2**	**2**	**2**	**2**	**2**
Total Full-Time		**2**	**2**	**2**	**2**	**2**
Office Total		**2**	**2**	**2**	**2**	**2**

Functions & Responsibilities

Office of Safety

- The Office of Safety is responsible for the development, implementation, monitoring, and sustainability of a comprehensive Safety Program in accordance with federal, state, and local regulations and guidelines. The Office of Safety ensures through verification that regulatory goals and requirements of the Authority are met and properly implemented. Safety personnel within the Office have the authority to suspend unsafe operations and activities at any time in order to protect the safety of MARTA patrons, employees, property, facilities and the public at-large. The Office of Safety serves as a MARTA liaison to federal and state transit agencies such as the Federal Transit Administration (FTA), National Transportation Safety Board (NTSB), Georgia Department of Transportation (GDOT), and other federal and state regulatory agencies.

Operational Safety (Prevention)

- Updates and maintains the Accident/Incident Investigation Procedure.
- Monitors accident/incident data analysis to determine root cause and trend analysis.
- Provides updates to the National Transit Database.
- Responsible for investigations of accidents/incidents to determine root cause and identify unsafe conditions to prevent recurrence.
- Supports emergency response programs and coordination with emergency response agencies.
- Develops metrics and KPI's to monitor program performance.

System Safety Programs

- Updates and implements MARTA's System Safety Program Plan (SSPP) and Hazard Management Plan.
- Responsible for investigations of accidents/incidents to determine root cause and identify unsafe conditions to prevent recurrence.
- Monitors accident/incident data analysis to determine root cause and trend analysis.
- Responsible for the implementation of the Fire/Life Safety Plan.
- Oversees MARTA's Joint Health and Safety Committee.
- Responsible for the implementation of the Construction Safety Plan.
- Develops metrics and KPI's to monitor program performance.
- Manages MARTA's Safety 1st Program.
- Develops and updates the Authority-Wide Hazard Management Program.

OFFICE OF SAFETY

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,232,776	1,270,378	1,274,664	1,447,850	1,976,203
Overtime	3,675	4,622	3,639	5,279	0
Other Benefits	118,106	121,958	156,725	152,987	310,499
Healthcare Rep/NonRep	237,086	262,115	254,331	221,475	315,260
Pension Rep/NonRep	263,274	176,178	166,994	205,685	441,051
Workers Comp-Excess/Losses	-3	22,300	-19,211	-68	49,644
Benefits Total	618,463	582,551	558,839	580,079	1,116,454
Labor Total	1,854,914	1,857,551	1,837,142	2,033,208	3,092,657
Contractual Services	-1,114	20,096	0	0	0
Materials Supplies-Other	25,178	3,570	2,338	3,260	6,640
Materials Total	25,178	3,570	2,338	3,260	6,640
Other Non-Operating Expenses	29,779	23,339	36,791	34,003	50,108
Non Labor Total	53,843	47,005	39,129	37,263	56,748
Gross Operating Total	1,908,757	1,904,556	1,876,271	2,070,471	3,149,405
Cost Allocation	-723,662	-738,753	-837,577	-931,713	-1,544,033
Allocation Total	-723,662	-738,753	-837,577	-931,713	-1,544,033
Net Operating Expense	1,185,095	1,165,803	1,038,694	1,138,758	1,605,371

Authorized Positions by Status

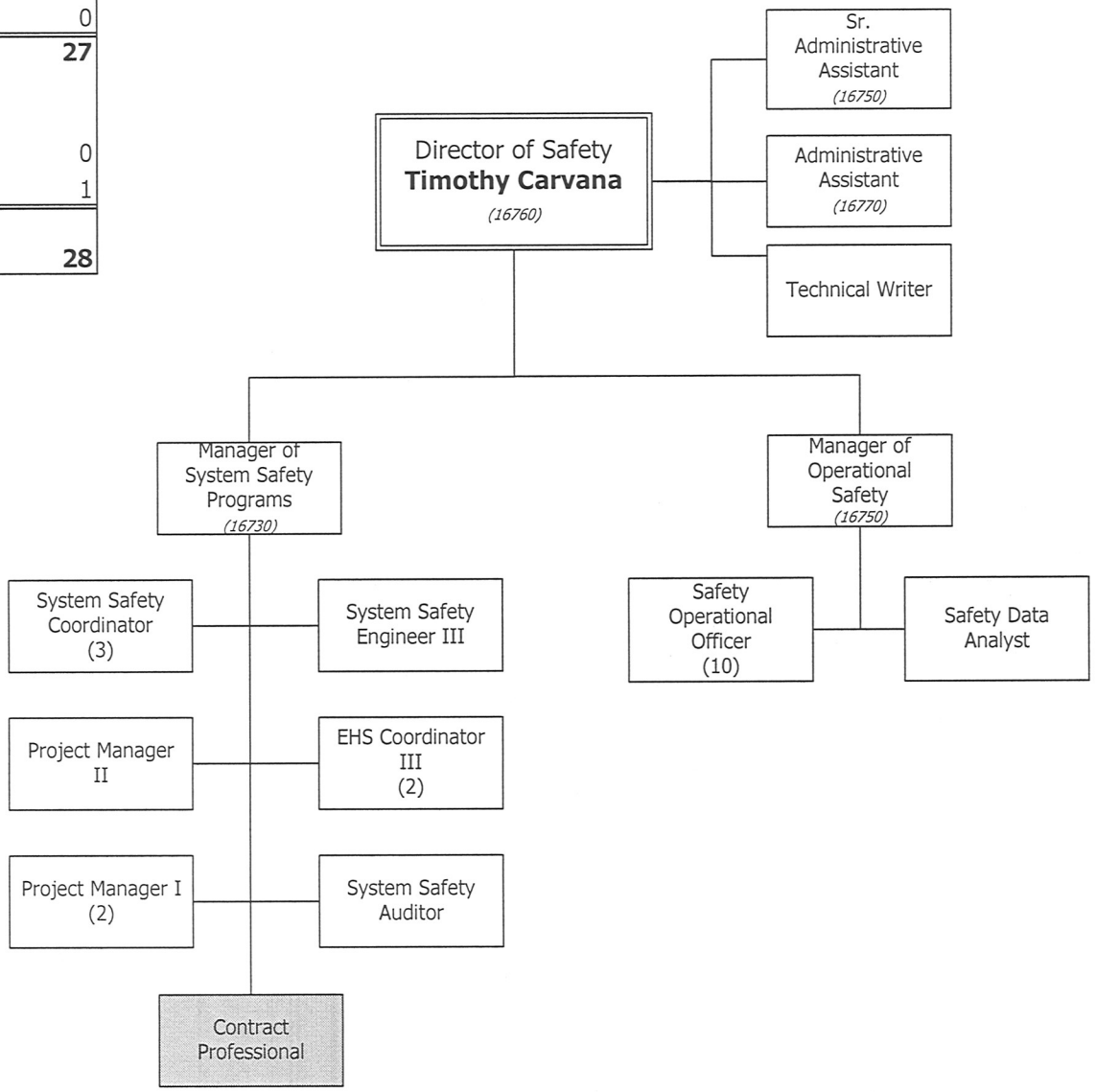
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	22	21	23	27	27
Represented	0	0	0	0	0
Full-Time Total	22	21	23	27	27
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	1	1	1
Total	23	22	24	28	28

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	2	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	3	3	7	10	10
Technical	15	14	12	14	14
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	0	0	0
Total	23	22	24	28	28

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	10
REP	0
SUP	0
TEC	14

Non-Rep	27
Rep	0
Total FT	**27**
PT	0
CON	1
TOTAL	**28**



Contract Positions (Shaded)

OFFICE OF SAFETY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Director of Safety	23	1	1	1	1	1
Project Manager II	22	1	1	1	1	1
Mgr Operational Safety	21	----	1	1	1	1
Mgr System Safety Programs	21	1	1	1	1	1
Mgr Sys Safety Acct/Inc Invest	21	1	----	----	----	----
Project Manager I	20	----	----	----	2	2
System Safety Engineer III	20	----	----	----	1	1
Safety Operational officer	19	----	----	8	10	10
System Safety Coordinator	19	----	----	3	3	3
Enviro Health Safety Coord III	19	----	----	1	2	2
System Safety Auditor	19	----	----	1	1	1
Fire Safety Engineer	19	1	1	----	----	----
Industrial Safety Engineer	19	1	1	----	----	----
Construction Safety Engineer	19	1	1	----	----	----
QA Engineer	19	1	----	----	----	----
Environmental Safety Engineer	19	1	1	----	----	----
Supv On-Call Emerg Readiness	19	1	1	----	----	----
Technical Writer	18	1	1	1	1	1
System Safety officer	18	7	7	----	----	----
System Safety Engineer II	18	1	1	1	----	----
Enviro Health Safety Coord II	17	----	----	1	----	----
Environmental Safety Inspector	17	1	1	----	----	----
Safety Data Analyst	16	1	1	1	1	1
Office Administrator II	16	----	----	1	----	----
Sr. Administrative Assistant	12	----	----	----	1	1

OFFICE OF SAFETY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Administrative Assistant	10	1	1	1	1	1
Non-Rep Subtotal		**22**	**21**	**23**	**27**	**27**
Total Full-Time		**22**	**21**	**23**	**27**	**27**
Contract						
Contract Professional	----	1	1	1	1	1
Total Contract		**1**	**1**	**1**	**1**	**1**
Office Total		**23**	**22**	**24**	**28**	**28**

Functions & Responsibilities

Director of Quality Assurance & Configuration Management

- Partners with Engineering, Operations, Maintenance, Training, and Procurement in proactively investigating, identifying, and implementing best practices that will improve the reliability of the Authority's equipment and operations
- Develops and implements quality assurance practices (QA), and procedures to include a continuous quality improvement program, quality evaluation, inspections and testing, which lead to improved performance
- Responsible for the development, implementation and maintenance of configuration management policies and procedures
- Ensures that work carried out by MARTA employees, consultants, contractors, and subcontractors is monitored with regard to quality and is performed in accordance with established standards
- Utilizes tests, inspections, audits, data analysis and the utilization of continuous improvement tools and methodologies.

Quality Assurance

- Supports the Authority by developing and introducing improved processes as a method for continuous quality improvement and technological advances
- Ensures that assemblies, structures, systems of vehicles, equipment, and facilities are designed, engineered, manufactured, installed, tested, and maintained in accordance with specified contractual, industry, and government requirements
- Uses a variety of methods to accomplish their function, depending on the product or service to be assessed, such as visual and physical inspection, measuring, listening, observing, conferring, and networking
- Monitors performance measurement activities and provides support to the Authority in the areas of business

Configuration Management

- Supports the Authority by defining and developing guidelines that ensure system baselines are established
- Ensures that design changes are properly controlled, managed, and communicated to the appropriate stakeholders
- Creates and maintains efficient system development processes
- Controls distribution and storage of stakeholder documents for various Departments throughout the Authority and primarily assists Facilities/Infrastructure, Maintenance, Rail Systems Engineering, and Rail Operations
- Perform CM assessments/audits
- Manage the EmVision360 data storage system

OFFICE OF QA & CONFIGURATION MGMT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,765,582	2,105,804	1,911,953	1,903,709	2,070,003
Overtime	39,843	39,397	25,506	16,785	0
Other Benefits	164,305	188,386	204,456	183,040	329,830
Healthcare Rep/NonRep	235,624	256,381	249,715	246,802	236,445
Pension Rep/NonRep	350,569	271,426	245,300	243,025	375,554
Workers Comp-Excess/Losses	286	0	-86	-66	37,233
Benefits Total	750,784	716,193	699,385	672,801	979,061
Labor Total	2,556,209	2,861,394	2,636,844	2,593,296	3,049,064
Contractual Services	9,407	10,504	8,466	2,306	9,100
Materials Supplies-Other	640	3,445	3,588	5,777	3,327
Materials Total	640	3,445	3,588	5,777	3,327
Other Non-Operating Expenses	13,085	8,712	3,992	22,707	9,300
Non Labor Total	23,132	22,661	16,046	30,789	21,727
Gross Operating Total	2,579,341	2,884,055	2,652,890	2,624,085	3,070,791
Cost Allocation	-1,744,651	-1,997,956	-1,865,983	-1,706,446	-1,967,984
Allocation Total	-1,744,651	-1,997,956	-1,865,983	-1,706,446	-1,967,984
Net Operating Expense	834,690	886,099	786,907	917,639	1,102,807

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	23	24	22	21	21
Represented	0	0	0	0	0
Full-Time Total	23	24	22	21	21
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	6	6	6	6	6
Total	29	30	28	27	27

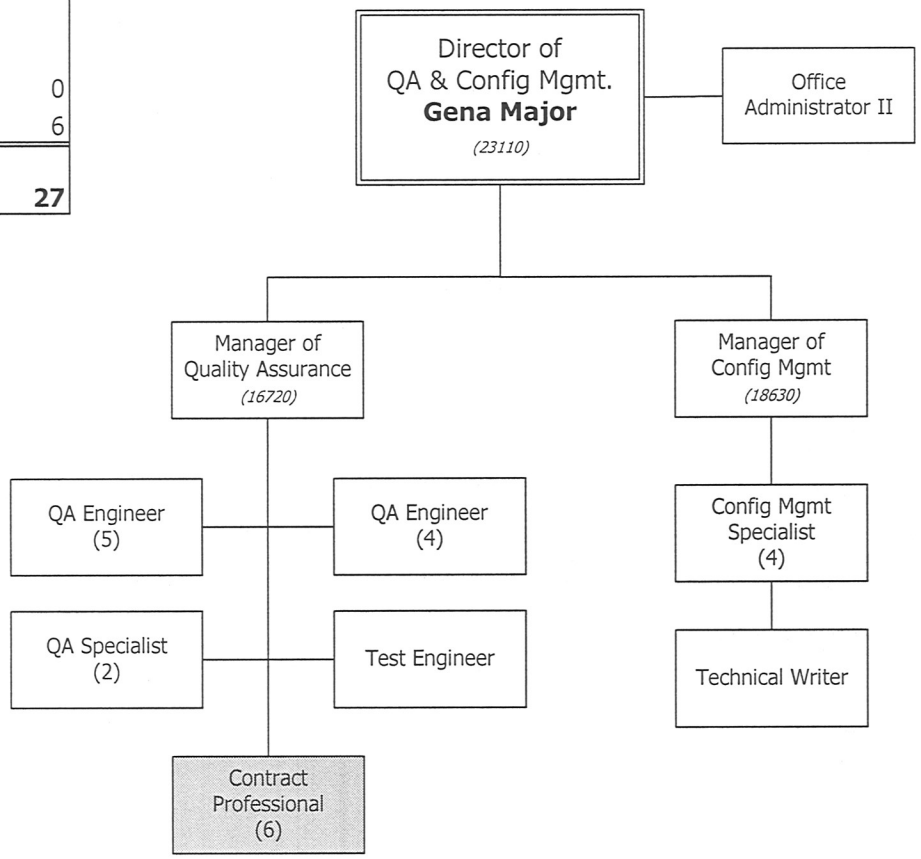
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	6	6	6	3	3
Police	0	0	0	0	0
Professional	10	14	13	14	14
Technical	12	9	8	9	9
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	29	30	28	27	27

OFFICE OF QA & CONFIGURATION MGMT

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	14
REP	0
SUP	0
TEC	9

Non-Rep	21
Rep	0
Total FT	**21**
PT	0
CON	6
TOTAL	**27**



Contract Positions (Shaded)

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Director of QA & Configuration Mgmt	23	1	1	1	1	1
Mgr Quality Assurance	22	1	1	1	1	1
Mgr Configuration Mgmt	21	1	1	1	1	1
Chief of Quality Assurance - Contract Mgmt	20	1	1	1	----	----
Chief of Quality Assurance - Audits	20	1	1	1	----	----
QA Engineer	19	8	8	8	9	9
Test Engineer	19	----	----	----	1	1
QA Engineer Receiving	19	1	1	----	----	----
System Safety Auditor	19	1	2	1	----	----
Technical Writer	18	1	1	1	1	1
Chf Config Mgmt	18	1	1	1	----	----
Config Mgmt Specialist III	16	3	3	3	4	4
QA Specialist	16	2	2	2	2	2
Office Administrator II	16	1	1	1	1	1
Non-Rep Subtotal		**23**	**24**	**22**	**21**	**21**
Total Full-Time		**23**	**24**	**22**	**21**	**21**
Contract						
Contract Professional	----	6	6	6	6	6
Total Contract		**6**	**6**	**6**	**6**	**6**
Office Total		**29**	**30**	**28**	**27**	**27**

DIVISION OF OPERATIONS/COO

This Division includes the following Departments:

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

DIVISION OF OPERATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	125,881,738	128,314,349	122,131,145	134,161,898	137,306,870
Overtime	19,150,479	22,061,918	23,001,384	26,562,091	12,247,903
Other Benefits	17,007,995	16,892,327	4,267,502	26,755,003	17,097,432
Healthcare Rep/NonRep	40,102,181	38,392,586	42,804,399	40,500,478	41,907,389
Pension Rep/NonRep	15,242,418	14,556,139	14,000,289	16,926,842	17,818,521
Workers Comp-Excess/Losses	7,574,770	7,505,530	16,030,649	5,863,118	5,540,625
Benefits Total	79,927,364	77,346,582	77,102,839	90,045,442	82,363,966
Labor Total	**224,959,581**	**227,722,849**	**222,235,368**	**250,769,430**	**231,918,740**
Contractual Services	11,622,302	12,564,446	13,766,242	19,453,825	35,167,149
Materials Supplies-Other	24,847,394	25,526,813	24,330,396	25,680,842	26,343,068
Materials & Supplies-Diesel	9,813,381	9,601,996	7,868,487	6,473,698	7,670,829
Materials & Supplies-CNG	4,393,816	4,743,104	5,068,135	4,205,534	6,566,285
Materials Supplies-Unleaded	1,463,681	1,259,137	1,137,937	838,912	1,528,388
Materials Total	40,518,272	41,131,050	38,404,955	37,198,986	42,108,570
Other Operating	1,502,111	1,688,811	1,276,540	1,399,175	1,836,134
Other Operating-Electricity	8,363,227	7,761,735	6,893,838	6,926,877	7,967,886
Other Operating-Propulsion	6,726,694	6,132,503	5,131,322	4,984,561	5,775,814
Other Total	16,592,032	15,583,049	13,301,700	13,310,613	15,579,834
Casualty & Liability Costs	2,977,258	3,112,093	3,134,407	3,337,160	3,489,436
Miscellaneous Expenses	36,944	26,670	47,906	14,458	17,763
Other Non-Operating Expenses	126,890	246,070	247,758	392,968	577,783
Non Labor Total	**71,873,698**	**72,663,378**	**68,902,968**	**73,708,011**	**96,940,535**
Gross Operating Total	**296,833,279**	**300,386,227**	**291,138,336**	**324,477,441**	**328,859,275**
Cost Allocation	-11,872,203	-11,360,917	-9,803,412	-9,792,550	-7,840,088
Allocation Total	**-11,872,203**	**-11,360,917**	**-9,803,412**	**-9,792,550**	**-7,840,088**
Net Operating Expense	**284,961,076**	**289,025,310**	**281,334,924**	**314,684,891**	**321,019,187**

Authorized Positions by Status

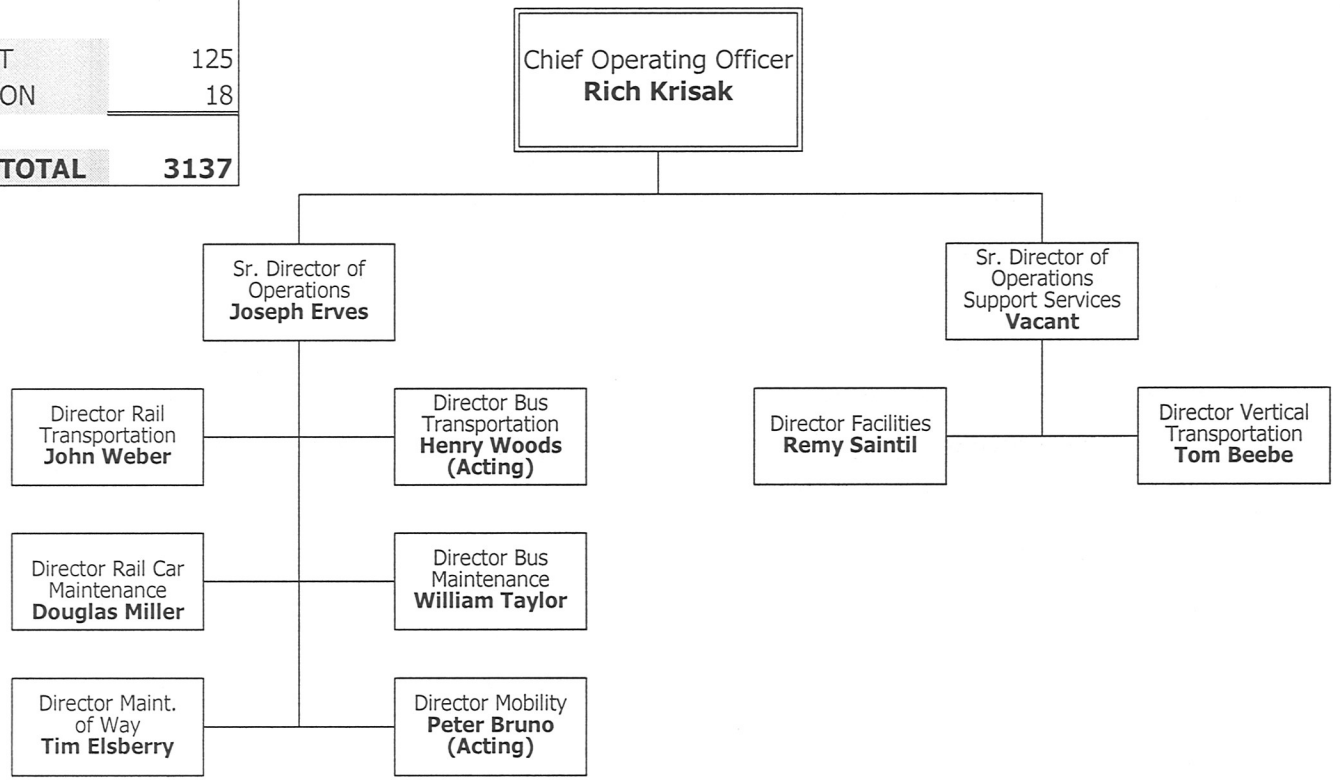
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	476	473	487	499	466
Represented	2,640	2,650	2,691	2,847	2,528
Full-Time Total	**3,116**	**3,123**	**3,178**	**3,346**	**2,994**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	191	185	185	185	125
Part-Time Total	**191**	**185**	**185**	**185**	**125**
Contract	**12**	**13**	**17**	**20**	**18**
Total	**3,319**	**3,321**	**3,380**	**3,551**	**3,137**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	58	56	62	63	45
Management	75	76	76	78	78
Police	0	0	0	0	0
Professional	22	23	33	35	35
Technical	87	82	82	82	82
Maintenance	1,064	1,062	1,068	1,096	1,051
Operator	1,685	1,679	1,715	1,843	1,510
Represented	80	94	93	93	92
Supervisory	248	249	251	261	244
Total	**3,319**	**3,321**	**3,380**	**3,551**	**3,137**

ADM	47
MGR	78
MNT	1051
OPR	1510
POL	0
PRO	33
REP	92
SUP	244
TEC	82

Non-Rep	466
Rep	2528
Total FT	**2994**
PT	125
CON	18
TOTAL	**3137**



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

Functions & 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. This includes maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the bus, rail, mobility and vertical transportation systems.

- There are 3,137 employees within the Division of Operations with a total net budget of $321M. This represents 67% of all authority personnel and 70% 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 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.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.33%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	54.86%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-17.12%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	109.70%	</= 0%

DEPT OF CHIEF OPERATING OFFICER COO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	671,498	339,420	303,108	321,781	311,023
Other Benefits	45,466	23,919	53,116	22,442	84,487
Healthcare Rep/NonRep	65,924	29,520	26,997	27,123	22,519
Pension Rep/NonRep	139,186	31,698	36,875	42,964	72,952
Workers Comp-Excess/Losses	-1	0	-8	-7	3,546
Benefits Total	250,575	85,137	116,980	92,522	183,504
Labor Total	**922,073**	**424,557**	**420,088**	**414,303**	**494,527**
Contractual Services	0	304,330	808,572	519,970	0
Materials Supplies-Other	1,582	47,553	19,623	521	9,992
Materials Total	1,582	47,553	19,623	521	9,992
Casualty & Liability Costs	0	0	294,840	314,172	0
Miscellaneous Expenses	0	2,798	28,883	0	11,208
Other Non-Operating Expenses	16,721	38,625	126,276	285,359	471,877
Non Labor Total	**18,303**	**393,306**	**1,278,194**	**1,120,021**	**493,077**
Gross Operating Total	**940,376**	**817,863**	**1,698,282**	**1,534,324**	**987,604**
Cost Allocation	-97,094	-49,484	-90,636	-76,971	-199,856
Allocation Total	**-97,094**	**-49,484**	**-90,636**	**-76,971**	**-199,856**
Net Operating Expense	**843,282**	**768,379**	**1,607,646**	**1,457,353**	**787,748**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	3	3	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**3**	**3**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**3**	**3**	**2**	**2**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	1	2	2	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**3**	**3**	**2**	**2**

DEPARTMENT OF CHIEF OPERATING OFFICER/COO

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	1
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**

Chief Operating Officer/COO
Richard Krisak
(11800)

Functions & Responsibilities

Chief Operating Officer

- Responsible for the direction and management of all operations and maintenance of the Authority's transit system; this includes oversight of maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the bus, rail, mobility and vertical transportation systems.

Oversight of:

- 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 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	671,498	339,420	303,108	321,781	311,023
Other Benefits	45,466	23,919	53,116	22,442	84,487
Healthcare Rep/NonRep	65,924	29,520	26,997	27,123	22,519
Pension Rep/NonRep	139,186	31,698	36,875	42,964	72,952
Workers Comp-Excess/Losses	-1	0	-8	-7	3,546
Benefits Total	250,575	85,137	116,980	92,522	183,504
Labor Total	922,073	424,557	420,088	414,303	494,527
Contractual Services	0	304,330	808,572	519,970	0
Materials Supplies-Other	1,582	47,553	19,623	521	9,992
Materials Total	1,582	47,553	19,623	521	9,992
Casualty & Liability Costs	0	0	294,840	314,172	0
Miscellaneous Expenses	0	2,798	28,883	0	11,208
Other Non-Operating Expenses	16,721	38,625	126,276	285,359	471,877
Non Labor Total	18,303	393,306	1,278,194	1,120,021	493,077
Gross Operating Total	940,376	817,863	1,698,282	1,534,324	987,604
Cost Allocation	-97,094	-49,484	-90,636	-76,971	-199,856
Allocation Total	-97,094	-49,484	-90,636	-76,971	-199,856
Net Operating Expense	843,282	768,379	1,607,646	1,457,353	787,748

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	3	3	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**3**	**3**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**3**	**3**	**2**	**2**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	1	2	2	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**3**	**3**	**2**	**2**

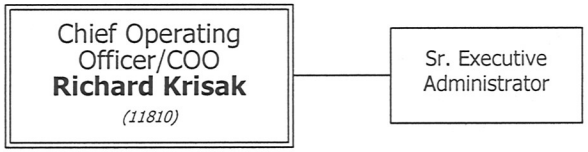
OFFICE OF CHIEF OPERATING OFFICER COO

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Operating officer	A	1	1	1	1	1
Atlanta Street Car Contract Manager	21	----	1	1	----	----
Sr. Executive Administrator	19	1	1	1	1	1
Non-Rep Subtotal		**2**	**3**	**3**	**2**	**2**
Total Full-Time		**2**	**3**	**3**	**2**	**2**
Office Total		**2**	**3**	**3**	**2**	**2**

OFFICE OF CHIEF OPERATING OFFICER/COO

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	1
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**



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

Areas of Oversight	• Operations Support • Facilities • Vertical Transportation
FY16 Department Accomplishments	**Facilities** • Completed 12 Facilities refurbishment projects • Completed installation of bus wash at Laredo **Vertical Transportation** • Met and exceeded FY'16 KPI Goal • Negotiated RFP P28505 to full award of contract, reducing cost by over $60M
FY17 Goals & Objectives	**GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Continue to exceed KPI's while units are removed from service for modernizations • Objective: Provide a more pleasant elevator/escalator experience for our customers; graffiti removal and odor abatement initiative; lighting upgrades inside elevators and above escalators **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Opening the Maintenance Control Center • Objective: Completing the Decatur Smart Restroom and HQs Wellness Center • Objective: Implementation of ZONAR into Custodial and Landscape Operations

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Escalator Availability	Percent of revenue service time during which escalators are available for customer use	>/= 97%	98.75%	>/= 97%
Elevator Availability	Percent of revenue service time during which elevators are available for customer use	>/= 98.5%	99.21%	>/= 98.5%
Infrastructure NTD Reportable Injury Rate	The number of NTD reportable injuries on MARTA system per 100,000 rail unlinked boardings	</= 0.26	0.03	</= 0.26
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.54%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	82.54%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-1.69%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-0.07%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-4.06%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	178.55%	</= 0%

DEPT OF OPERATIONS SUPPORT SERVICES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	10,030,180	10,154,812	11,853,864	11,080,274	13,530,412
Overtime	855,068	1,160,089	1,040,435	1,353,579	500,183
Other Benefits	1,318,847	1,305,321	772,505	3,425,660	1,206,430
Healthcare Rep/NonRep	3,335,113	3,172,313	3,932,904	3,367,899	4,307,524
Pension Rep/NonRep	1,293,538	1,259,893	1,730,048	1,654,372	2,007,247
Workers Comp-Excess/Losses	459,296	230,074	426,660	737,595	572,679
Benefits Total	6,406,794	5,967,601	6,862,117	9,185,527	8,093,880
Labor Total	**17,292,042**	**17,282,502**	**19,756,416**	**21,619,380**	**22,124,474**
Contractual Services	7,418,695	7,905,365	8,570,487	9,070,013	8,769,152
Materials Supplies-Other	2,282,865	2,032,939	2,269,155	1,960,342	2,206,353
Materials Total	2,282,865	2,032,939	2,269,155	1,960,342	2,206,353
Other Operating	1,327,488	1,478,878	1,093,306	1,142,895	1,637,996
Other Operating-Electricity	1,007,035	1,136,945	1,052,863	1,070,715	1,187,582
Other Total	2,334,523	2,615,823	2,146,169	2,213,611	2,825,578
Casualty & Liability Costs	-17,046	-11,070	-2,101	-624	0
Miscellaneous Expenses	253	0	42	390	0
Other Non-Operating Expenses	6,000	24,867	24,781	9,499	13,064
Non Labor Total	**12,025,290**	**12,567,924**	**13,008,533**	**13,253,230**	**13,814,147**
Gross Operating Total	**29,317,332**	**29,850,426**	**32,764,949**	**34,872,611**	**35,938,621**
Cost Allocation	-507,957	-681,441	-1,338,815	-1,344,890	-1,411,162
Allocation Total	**-507,957**	**-681,441**	**-1,338,815**	**-1,344,890**	**-1,411,162**
Net Operating Expense	**28,809,375**	**29,168,985**	**31,426,134**	**33,527,721**	**34,527,460**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	53	50	97	86	87
Represented	223	223	225	234	234
Full-Time Total	**276**	**273**	**322**	**320**	**321**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**276**	**273**	**322**	**320**	**321**

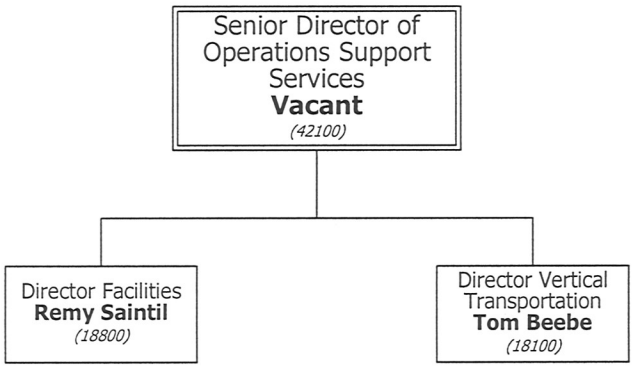
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	7	6	11	11	12
Management	5	5	8	8	8
Police	0	0	0	0	0
Professional	4	4	6	6	6
Technical	12	10	48	36	36
Maintenance	223	223	223	232	232
Operator	0	0	0	0	0
Represented	0	0	2	2	2
Supervisory	25	25	24	25	25
Total	**276**	**273**	**322**	**320**	**321**

DEPARTMENT OF OPERATIONS SUPPORT SERVICES

ADM	12
MGR	8
MNT	232
OPR	0
POL	0
PRO	6
REP	2
SUP	25
TEC	36

Non-Rep	87
Rep	234
Total FT	**321**
PT	0
CON	0
TOTAL	**321**



Functions & Responsibilities

Director of Operations Support

- Direct and control all activities of the Department of Operations Support Services which includes the Offices of Facilities, Integrated Operations Center (IOC), the Office of Vertical Transportation as well as functions such as maintenance engineering, planning, performance monitoring and contract compliance.
- Ensure coordination of activities between the Department of Operations and the Department of Operations Support for delivery of successful customer service by way of MARTA's multi-modal transportation system.
- Assist the Chief Operating Officer in establishing and implementing maintenance and transportation plans, staffing, and utilization plans.
- Responsible for oversight of the Office of Facilities and the Office of Vertical Transportation
- **Facilities** consists of 273 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 the Office of Facilities is to provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers.
- **Vertical Transportation** consists of 8 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.

OFFICE OF OPERATIONS SUPPORT SERVICES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	0	0	2,858,260	1,753,845	2,226,940
Overtime	0	0	128,535	173,244	71,281
Other Benefits	0	0	408,863	1,612,154	266,727
Healthcare Rep/NonRep	0	0	601,803	411,743	467,363
Pension Rep/NonRep	0	0	778,166	513,288	527,697
Workers Comp-Excess/Losses	0	0	-206	-164	72,693
Benefits Total	0	0	1,788,626	2,537,021	1,334,481
Labor Total	0	0	4,775,421	4,464,110	3,632,702
Contractual Services	0	0	9,826	0	0
Materials Supplies-Other	0	0	443	0	0
Materials Total	0	0	443	0	0
Other Operating	0	0	222	0	0
Other Total	0	0	222	0	0
Other Non-Operating Expenses	0	0	867	959	0
Non Labor Total	0	0	11,358	959	0
Gross Operating Total	0	0	4,786,779	4,465,069	3,632,702
Cost Allocation	0	0	-685,124	-395,984	-514,404
Allocation Total	0	0	-685,124	-395,984	-514,404
Net Operating Expense	0	0	4,101,655	4,069,084	3,118,298

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	0	0	50	37	38
Represented	0	0	2	2	2
Full-Time Total	0	0	52	39	40
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	0	0	52	39	40

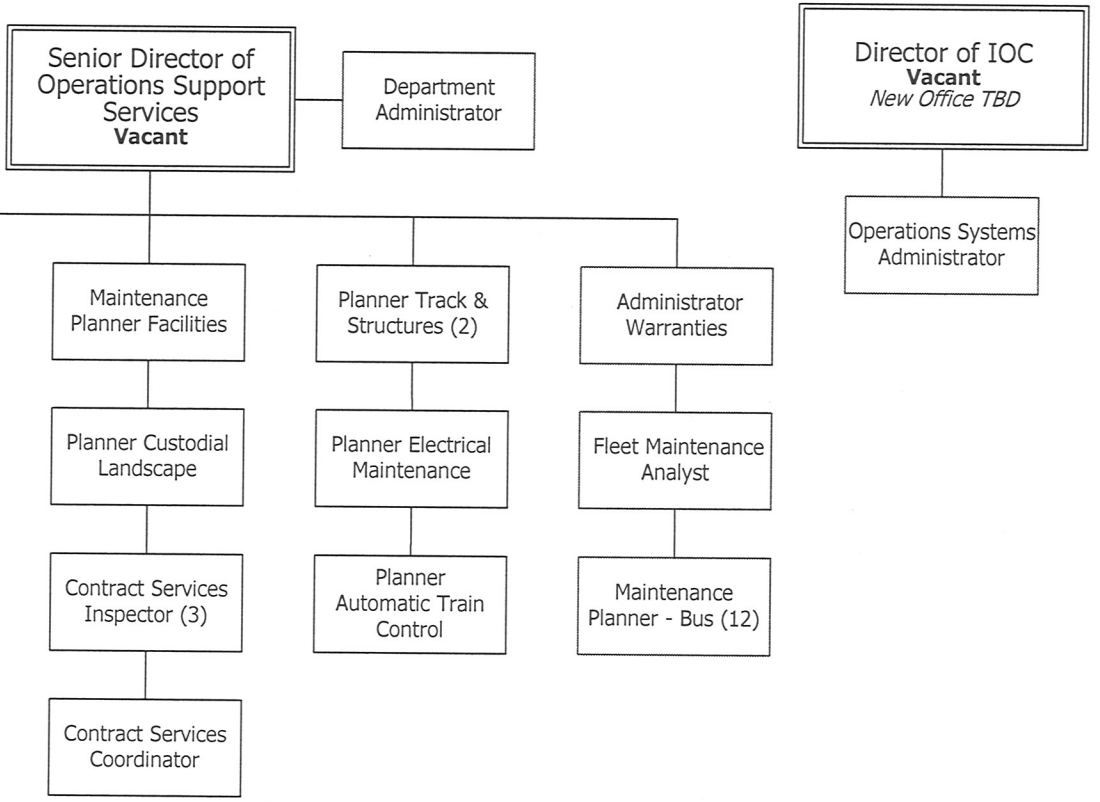
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	6	6	7
Management	0	0	3	2	2
Police	0	0	0	0	0
Professional	0	0	4	4	4
Technical	0	0	37	25	25
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	2	2	2
Supervisory	0	0	0	0	0
Total	0	0	52	39	40

OFFICE OF OPERATIONS SUPPORT SERVICES

ADM	7
MGR	2
MNT	0
OPR	0
POL	0
PRO	4
REP	2
SUP	0
TEC	25

Non-Rep	38
Rep	2
Total FT	**40**
PT	0
CON	0
TOTAL	**40**



OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Program Manager Cars	----	----	----	1	----	----
Sr. Director Operations Support	24	----	----	1	1	1
Director of IOC	23	----	----	----	----	1
Radio Communications Engineer	22	----	----	1	----	----
Sr. Radio Communications Engr	21	----	----	1	----	----
Gen Supt Bus Maint Bsn Sys	20	----	----	1	1	----
Electrical Engineer VI	20	----	----	3	----	----
Chf Vehicle Engineering	20	----	----	1	----	----
Mechanical Engineer VI	20	----	----	2	----	----
Operations Systems Administrator	19	----	----	----	----	1
Fleet Maintenance Analyst	18	----	----	1	1	1
Bus Mech Elec Engineer	18	----	----	3	----	----
Department Administrator	17	----	----	1	1	1
Administrator - Warranties	17	----	----	1	1	1
Sr. Maintenance Planner Bus	17	----	----	1	1	1
Sr. Maintenance Planner Relief	17	----	----	1	1	1
Mechanical Engineer IV	17	----	----	1	----	----
Maintenance Planner Bus	16	----	----	12	12	12
Maintenance Planner-Rail	16	----	----	6	6	6
Planner Track & Structures	16	----	----	2	2	2
Contract Services Coordinator	16	----	----	1	1	1
Maintenance Planner Facilities	16	----	----	1	1	1
Planner Vertical Trans	16	----	----	1	1	1
Non Revenue Planner	16	----	----	1	1	1
Planner Custodial Landscape	16	----	----	1	1	1

OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Planner Automatic Train Contr	16	----	----	1	1	1
Planner Electrical Maintenance	16	----	----	1	1	1
Contract Services Inspector	10	----	----	3	3	3
Non-Rep Subtotal		**----**	**----**	**50**	**37**	**38**
Represented						
Secretary (N9)	UR	----	----	2	2	2
Represented Subtotal		**----**	**----**	**2**	**2**	**2**
Total Full-Time		**----**	**----**	**52**	**39**	**40**
Office Total		**0**	**0**	**52**	**39**	**40**

Functions & Responsibilities

Director of Facilities

- 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.
- Provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers

Custodial & Landscape Station Cleaning

- 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

Buildings & Support Equipment

- Responsible for the general maintenance, minor construction and repair for MARTA facilities and equipment utilized throughout the Authority including the bus garages, rail shops, rail stations, roads, tunnels, parking lots.
- Provides maintenance, repair, and inspection services for all associated mechanical, HVAC, plumbing, train/bus lifts, train/bus wash systems, water treatment, sewage eject systems, fire protection systems, and overall general support of stationary assets within Operating Facilities.

Headquarters Building

- 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.
- Maintain a clean, safe, and comfortable work environment for MARTA's internal business units.

Maintenance Control Center

- The Maintenance Control Center will provide a single point of contact for internal customers to submit facility maintenance requests.
- Provide an effective call handling referral and tracking system to address service requests.
- Establish an efficient solution to manage and monitor work requests.

OFFICE OF FACILITIES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	9,427,113	9,567,298	8,440,445	8,690,057	10,669,181
Overtime	844,689	1,131,245	880,197	1,164,305	411,319
Other Benefits	1,262,353	1,248,638	308,393	1,758,005	817,452
Healthcare Rep/NonRep	3,262,971	3,088,706	3,250,862	2,867,188	3,750,086
Pension Rep/NonRep	1,179,979	1,218,924	911,089	1,107,441	1,326,750
Workers Comp-Excess/Losses	459,296	230,074	426,896	737,778	485,802
Benefits Total	6,164,599	5,786,342	4,897,240	6,470,412	6,380,090
Labor Total	16,436,401	16,484,885	14,217,882	16,324,773	17,460,590
Contractual Services	2,241,978	2,285,285	2,200,316	2,737,372	3,298,542
Materials Supplies-Other	2,281,182	2,031,061	2,267,035	1,958,425	2,204,353
Materials Total	2,281,182	2,031,061	2,267,035	1,958,425	2,204,353
Other Operating	1,327,216	1,478,878	1,093,084	1,142,895	1,637,996
Other Operating-Electricity	1,007,035	1,136,945	1,052,863	1,070,715	1,187,582
Other Total	2,334,251	2,615,823	2,145,947	2,213,611	2,825,578
Casualty & Liability Costs	-17,046	-11,070	-2,101	-624	0
Miscellaneous Expenses	253	0	42	390	0
Other Non-Operating Expenses	4,020	22,367	22,311	4,694	9,064
Non Labor Total	6,844,638	6,943,466	6,633,550	6,913,867	8,337,537
Gross Operating Total	23,281,039	23,428,351	20,851,432	23,238,640	25,798,127
Cost Allocation	-449,019	-622,332	-602,175	-891,247	-833,197
Allocation Total	-449,019	-622,332	-602,175	-891,247	-833,197
Net Operating Expense	22,832,020	22,806,019	20,249,257	22,347,393	24,964,930

Authorized Positions by Status

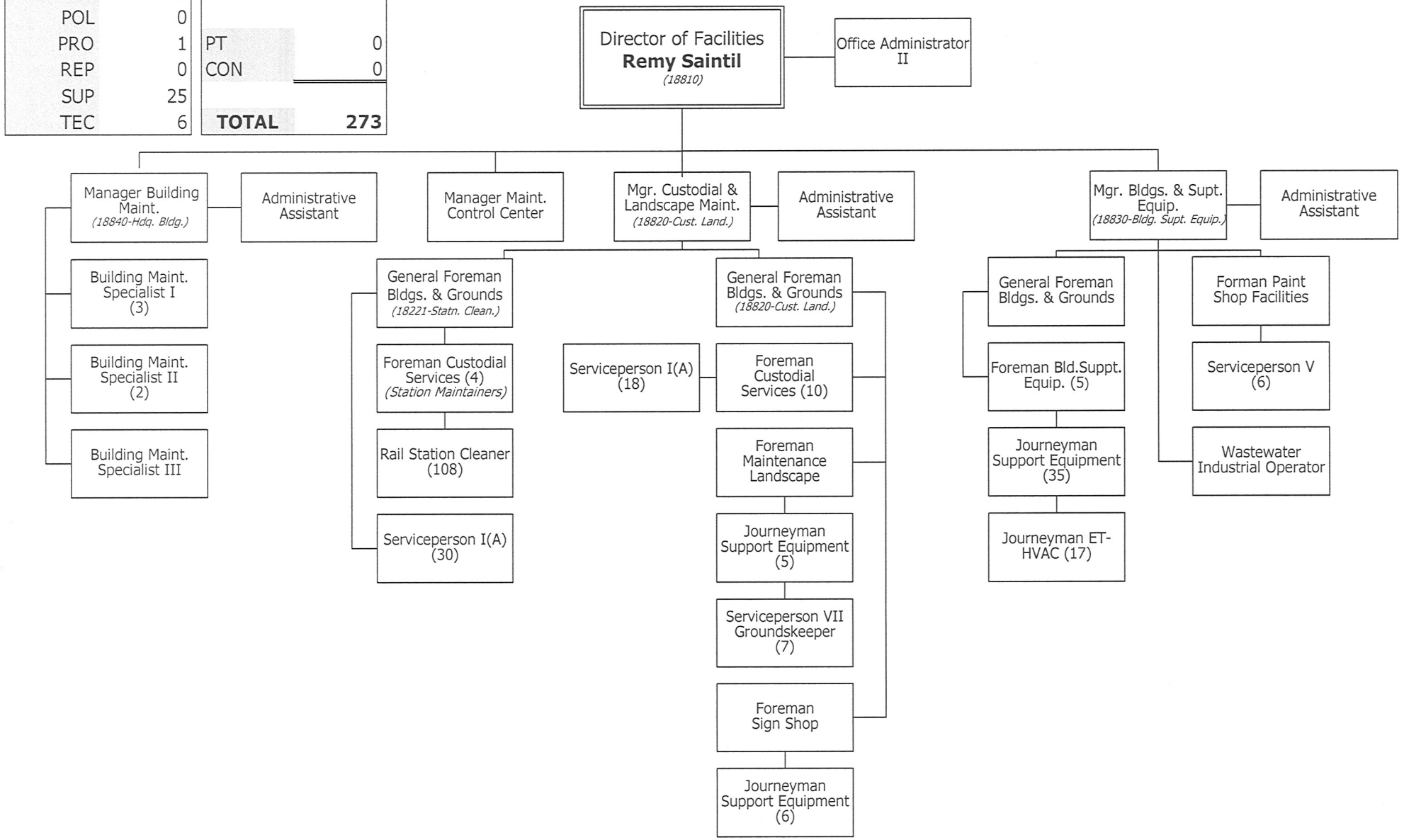
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	42	41	39	41	41
Represented	223	223	223	232	232
Full-Time Total	265	264	262	273	273
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	265	264	262	273	273

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	6	6	4	4	4
Management	4	4	4	5	5
Police	0	0	0	0	0
Professional	2	2	1	1	1
Technical	5	4	6	6	6
Maintenance	223	223	223	232	232
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	25	25	24	25	25
Total	265	264	262	273	273

ADM	4
MGR	5
MNT	232
OPR	0
POL	0
PRO	1
REP	0
SUP	25
TEC	6

Non-Rep	41
Rep	232
Total FT	**273**
PT	0
CON	0
TOTAL	**273**



OFFICE OF FACILITIES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Facilities	23	1	1	1	1	1
Mgr Buildings & Support Equip	20	1	1	1	1	1
Mgr Building Maintenance	20	----	----	1	1	1
Manager Maintenance Control Center	20	----	----	----	1	1
Mgr Custodial Landscape Maint	20	1	1	1	1	1
Supt Building	19	1	1	----	----	----
Gen Foreman Bldgs & Grounds	18	4	4	3	3	3
Foreman Buildings Supp Equip	16	5	5	5	5	5
Foreman Paint Shop Facilities	16	1	1	1	1	1
Building Maint Spec III	16	----	----	1	1	1
Foreman Maint Landscape	16	1	1	1	1	1
Foreman Sign Shop	16	1	1	1	1	1
Wastewater Industrial Operator	16	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Contract Services Coordinator	16	2	1	----	----	----
Planner Custodial Landscape	16	1	1	----	----	----
Maintenance Planner Facilities	16	1	1	----	----	----
Planner Bldgs & Support Equip	16	1	1	----	----	----
Foreman Custodial Services	14	13	13	13	14	14
Building Maint Spec II	14	2	2	2	2	2
Building Maintenance Spec I	12	1	1	3	3	3
Administrative Assistant	10	----	----	3	3	3
Contract Services Inspector	10	3	3	----	----	----
Non-Rep Subtotal		**42**	**41**	**39**	**41**	**41**

OFFICE OF FACILITIES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Represented						
Rail Station Cleaner	UR	108	108	108	108	108
Serviceperson I (A)	UR	42	42	42	48	48
Journeyman Support Equipment	UR	43	43	43	46	46
Journeyman ET-HVAC	UR	17	17	17	17	17
Serviceperson VII Groundskeepr	UR	7	7	7	7	7
Serviceperson V	UR	6	6	6	6	6
Represented Subtotal		**223**	**223**	**223**	**232**	**232**
Total Full-Time		**265**	**264**	**262**	**273**	**273**
Office Total		**265**	**264**	**262**	**273**	**273**

Functions & Responsibilities

Director of Vertical Transportation

- Responsible for the management of MARTA's Elevator and Escalator program to include the administration of maintenance and capital rehabilitation contracts
- Responsible for completion of the appropriate activities necessary for the design, preparation, advertisement, and award of elevator and escalator contracts

Escalators & Elevators

- Ensure 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 24 hour a day, seven days a week emergency response to all elevator/escalator incidents or accidents

OFFICE OF VERTICAL TRANSPORTATION

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	603,067	587,514	555,159	636,373	634,290
Overtime	10,379	28,844	31,703	16,031	17,582
Other Benefits	56,494	56,683	55,249	55,502	122,251
Healthcare Rep/NonRep	72,142	83,607	80,239	88,968	90,074
Pension Rep/NonRep	113,559	40,969	40,793	33,643	152,800
Workers Comp-Excess/Losses	0	0	-30	-18	14,184
Benefits Total	242,195	181,259	176,251	178,094	379,309
Labor Total	**855,641**	**797,617**	**763,113**	**830,497**	**1,031,182**
Contractual Services	5,176,717	5,620,080	6,360,345	6,332,641	5,470,610
Materials Supplies-Other	1,683	1,878	1,677	1,917	2,000
Materials Total	1,683	1,878	1,677	1,917	2,000
Other Operating	272	0	0	0	0
Other Total	272	0	0	0	0
Other Non-Operating Expenses	1,980	2,500	1,603	3,847	4,000
Non Labor Total	**5,180,652**	**5,624,458**	**6,363,625**	**6,338,405**	**5,476,610**
Gross Operating Total	**6,036,293**	**6,422,075**	**7,126,738**	**7,168,902**	**6,507,792**
Cost Allocation	-58,938	-59,109	-51,516	-57,659	-63,560
Allocation Total	**-58,938**	**-59,109**	**-51,516**	**-57,659**	**-63,560**
Net Operating Expense	**5,977,355**	**6,362,966**	**7,075,222**	**7,111,243**	**6,444,232**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	11	9	8	8	8
Represented	0	0	0	0	0
Full-Time Total	**11**	**9**	**8**	**8**	**8**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**11**	**9**	**8**	**8**	**8**

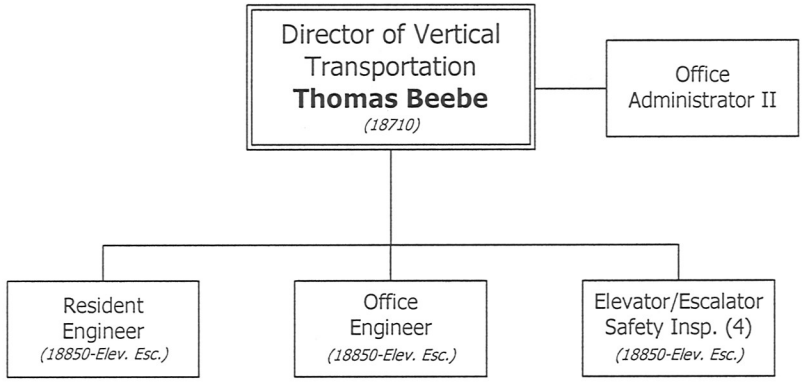
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	0	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	2	2	1	1	1
Technical	7	6	5	5	5
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**11**	**9**	**8**	**8**	**8**

OFFICE OF VERTICAL TRANSPORTATION

ADM	1
MGR	1
MNT	0
OPR	0
POL	0
PRO	1
REP	0
SUP	0
TEC	5

Non-Rep	8
Rep	0
Total FT	**8**
PT	0
CON	0
	0
TOTAL	**8**



OFFICE OF VERTICAL TRANSPORTATION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Vertical Transportation	23	1	1	1	1	1
Resident Engineer	21	1	1	1	1	1
Office Engineer	19	1	1	1	1	1
Elev Escalator Safe Inspec II	18	6	5	4	4	4
Office Administrator II	16	----	----	1	1	1
Planner Vertical Trans	16	----	1	----	----	----
Administrative Assistant	10	1	----	----	----	----
Planner Elevators & Escalators	TBD	1	----	----	----	----
Non-Rep Subtotal		**11**	**9**	**8**	**8**	**8**
Total Full-Time		**11**	**9**	**8**	**8**	**8**
Office Total		**11**	**9**	**8**	**8**	**8**

DEPARTMENT OF RAIL OPERATIONS

This Department includes the following Offices:

Department of Rail Operations

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

Areas of Oversight	• Director of Operations • Rail Services • Rail Car Maintenance • Maintenance of Way
FY16 Department Accomplishments	**Rail Transportation** • Met and exceeded FY'16 KPI On Time Performance (OTP) Goal **Rail Car Maintenance** • Performed 100% of Periodic Inspections on-time • Completed 100% Life Cycle Asset Enhancements (LCARE) on schedule of 38 cars and 76 trucks **Maintenance of Way** • Reduced MOW Rail Delays by 34% from FY16 • Maintained 98.44% preventive maintenance (PM) compliance
FY17 Goals & Objectives	**GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Continue to exceed the Rail On Time Performance (OTP) goal of 95.5% • Objective: Complete and publish Rail Rule Book • Objective: Implement the Enhanced Customer Experience Training program • Objective: Improve Rail Car Mean Distance Between Failures (MDBF) by 3% • Objective: Reduce repeat rail car failures by 5% • Objective: Reduce Maintenance of Way Rail related delays by 10% • Objective: Implement and sustain an employee base program to support capital projects ensuring scheduling compliance

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Rail Ridership	Number of unlinked Rail passenger boardings	>/= 73.7M	72.0M	>/= 75.5M
Rail Cost per Passenger Trip	Operating expense for Rail passenger boarding	</= $2.80	$2.73	</= $2.78
Rail Cost per Revenue Mile	Operating expense for Rail revenue mile	</= $9.11	$8.83	</= $9.57
Rail OTP	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 95%	96.58%	>/= 95%
Rail MDBF	Mean distance between mechanical failures	>/= 23,000	22,449	>/= 23,000
Rail MDBSI	Mean distance between service delays or lost trips (train miles)	>/= 500	459	>/= 475
Completed Trips	Percent of completed rail trips compared to scheduled rail trips	>/= 98.5%	99.00%	>/= 98.5%
Rail Car Availability	Rail cars available for service delivery during AM & PM peak periods	>/= 182	208	>/= 182
NTD Reportable Injury Rate	The number of NTD reportable injuries involving rail service per 100,000 rail unlinked boardings	= 0.00	0.003	= 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	0.57	</= 1.0
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.50%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	87.40%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	8.92%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	9.07%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	8.54%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	208.24%	</= 0%

DEPT OF RAIL OPERATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	38,537,758	40,283,136	37,544,749	42,724,548	45,960,941
Overtime	6,827,772	7,811,895	8,280,446	9,198,933	3,006,842
Other Benefits	5,122,174	5,148,137	1,718,142	8,536,817	6,797,808
Healthcare Rep/NonRep	11,351,841	11,053,493	12,284,542	12,061,830	12,687,162
Pension Rep/NonRep	5,781,341	5,417,566	4,922,488	6,179,956	6,530,402
Workers Comp-Excess/Losses	1,376,826	1,314,726	3,471,967	345,142	1,671,939
Benefits Total	23,632,182	22,933,922	22,397,139	27,123,745	27,687,311
Labor Total	**68,997,712**	**71,028,953**	**68,222,334**	**79,047,226**	**76,655,093**
Contractual Services	3,947,872	3,822,553	3,825,234	5,112,103	2,893,177
Materials Supplies-Other	6,971,402	7,009,398	6,925,701	8,952,474	7,039,763
Materials Supplies-Unleaded	208	135	83	-3	0
Materials Total	6,971,610	7,009,533	6,925,784	8,952,471	7,039,763
Other Operating	171,680	207,812	180,916	188,911	195,000
Other Operating-Electricity	7,356,192	6,624,790	5,840,975	5,856,162	6,780,304
Other Operating-Propulsion	6,726,694	6,132,503	5,131,322	4,984,561	5,775,814
Other Total	14,254,566	12,965,105	11,153,213	11,029,634	12,751,118
Casualty & Liability Costs	1,775,351	1,824,962	1,690,632	1,801,746	1,880,112
Miscellaneous Expenses	2,588	4,094	14,584	10,994	2,808
Other Non-Operating Expenses	55,706	111,978	59,967	77,553	72,706
Non Labor Total	**27,007,693**	**25,738,225**	**23,669,414**	**26,984,501**	**24,639,684**
Gross Operating Total	**96,005,405**	**96,767,178**	**91,891,748**	**106,031,727**	**101,294,777**
Cost Allocation	-9,872,731	-10,244,829	-8,083,834	-8,157,192	-5,981,560
Allocation Total	**-9,872,731**	**-10,244,829**	**-8,083,834**	**-8,157,192**	**-5,981,560**
Net Operating Expense	**86,132,674**	**86,522,349**	**83,807,914**	**97,874,536**	**95,313,217**

Authorized Positions by Status

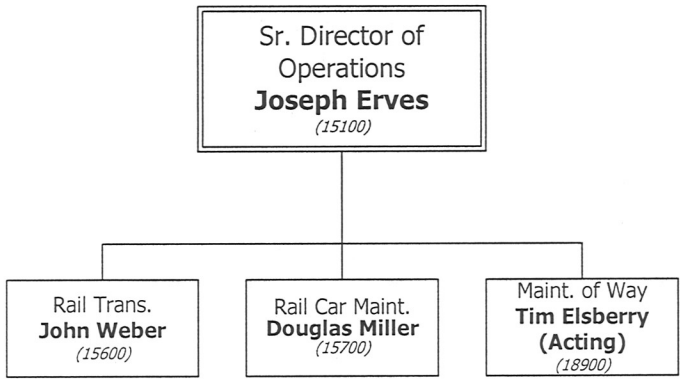
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	217	217	206	218	218
Represented	667	681	720	722	722
Full-Time Total	**884**	**898**	**926**	**940**	**940**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**7**	**7**	**3**	**3**	**2**
Total	**891**	**905**	**929**	**943**	**942**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	12	12	15	15	13
Management	42	43	41	42	42
Police	0	0	0	0	0
Professional	8	7	9	9	10
Technical	57	55	34	43	43
Maintenance	462	464	476	478	478
Operator	130	130	160	160	160
Represented	73	87	84	84	84
Supervisory	107	107	110	112	112
Total	**891**	**905**	**929**	**943**	**942**

ADM	13
MGR	42
MNT	478
OPR	160
POL	0
PRO	10
REP	84
SUP	112
TEC	43

Non-Rep	218
Rep	722
Total FT	**940**
PT	0
CON	2
TOTAL	**942**



Functions & Responsibilities

Director of Operations

- Responsible for overall operation and maintenance of the Authority's bus, mobility and rail transit systems which includes management and direction of 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.
- Manage and coordinate the bus, mobility and rail fleets, ensuring safe, efficient, and cost-effective transportation for our riders which includes the scheduling of vehicles, preparation for service, communication with all operators, control of rail vehicles, and supervision of daily transit operations.
- Direct the 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.
- Provide management support of the Authority's Rail Capital Programs including development, programming, designing, and execution of all major capital investments and manages, coordinates, and directs activities to ensure that new bus, mobility, and rail projects are successfully completed within scope, budget, and schedule.
- **Rail Services** has 357 employees 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 and is also responsible for the Rail Services Control Center command center.
- **Rail Car Maintenance** has 352 employees 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 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 Bus Transportation** consists of 1,459 employees and is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating garages that employ 1,398 employees, operating 564 buses. The combined fleet travels over 29 million miles annually on 101 bus routes including special events.
- 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 432 full-time employees and maintains 531 buses, 211 mobility vans, and over 389 non-revenue and police vehicles.
- The **Office of Mobility Services** consists of 326 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.

OFFICE OF OPERATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	306,807	117,486	162,896	230,717	288,121
Other Benefits	23,645	10,526	21,397	22,964	63,315
Healthcare Rep/NonRep	26,993	14,452	20,278	27,960	33,778
Pension Rep/NonRep	54,139	38,004	59,737	72,644	67,580
Workers Comp-Excess/Losses	-5,529	0	-7	-7	5,319
Benefits Total	99,248	62,982	101,405	123,561	169,991
Labor Total	406,055	180,468	264,301	354,278	458,112
Contractual Services	990,064	967,759	484,559	3,216	15,000
Materials Supplies-Other	1,031	136	459	959	5,000
Materials Total	1,031	136	459	959	5,000
Other Operating	0	0	48	0	0
Other Total	0	0	48	0	0
Miscellaneous Expenses	-200	0	0	0	0
Other Non-Operating Expenses	15,905	1,662	962	11,063	13,000
Non Labor Total	1,006,800	969,557	486,028	15,238	33,000
Gross Operating Total	1,412,855	1,150,025	750,329	369,516	491,112
Cost Allocation	-181,610	-179,563	-12,538	-3,337	-12,705
Allocation Total	-181,610	-179,563	-12,538	-3,337	-12,705
Net Operating Expense	1,231,245	970,462	737,791	366,180	478,408

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	0	1	2	2	3
Represented	0	0	0	0	0
Full-Time Total	0	1	2	2	3
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	0	1	2	2	3

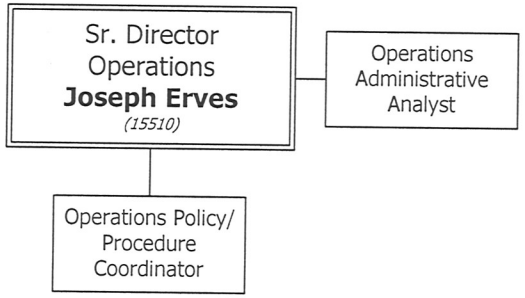
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	1	1	0
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	0	1	2	2	3

OFFICE OF OPERATIONS

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	2
REP	0
SUP	0
TEC	0

Non-Rep	3
Rep	0
Total FT	**3**
PT	0
CON	0
TOTAL	**3**



OFFICE OF OPERATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Operations	24	----	1	1	1	1
Operations Administative Analyst	18	----	----	----	----	1
Department Administrator	17	----	----	1	1	----
Operations Policy/Procedure Coordinator	15	----	----	----	----	1
Non-Rep Subtotal		**----**	**1**	**2**	**2**	**3**
Total Full-Time		**----**	**1**	**2**	**2**	**3**
Office Total		**0**	**1**	**2**	**2**	**3**

Functions & Responsibilities

Director of Rail Transportation

- Responsible for oversight of the Rail Services Control Center, Mainline Rail Operations, Yard Operations (Avondale, South Yard, and Armour Yard), Dispatch, and Station Services and 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 74 station agents.

Central Control

- Monitors and controls train movement and system functionality, removal and restoration of traction power, and monitoring of auxiliary electrical equipment and manages all aspects of system safety
- Coordinates emergency procedures affecting life safety systems such as ventilation fans and station lighting; coordinates evacuation scenarios from the wayside, stations, and trains
- Coordinates and implements the Authority-wide Inclement Weather Program.

Rail Operations (North/South and East/West)

- MARTA's 160 rail operators are responsible for conducting MARTA rail cars rail routes of the Authority in accordance with MARTA's rules, regulations, and policies consistent with the safety and welfare of the general public; responsible for the safe operation of equipment, maintaining a reasonable schedule, picking up and discharging passengers at rail station platforms.

Station Services

- Staff 17 key stations with uniformed personnel responsible for face-to-face customer contact, interacting with patrons to ensure immediate resolutions to service issues.
- Assists with patron traffic flow and information during revenue service, special events, service disruptions and accidents/incidents.
- Reports and assists with malfunctioning station equipment. Inspects station equipment and responds to and assists customers with station equipment, (e.g., automated fare equipment), escalators, and station communication equipment.

OFFICE OF RAIL SERVICES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	13,413,458	14,968,154	14,858,234	16,682,793	17,215,168
Overtime	3,386,194	3,219,199	3,736,164	3,560,060	1,380,121
Other Benefits	1,774,800	1,819,290	1,024,969	2,704,734	2,273,438
Healthcare Rep/NonRep	3,600,973	3,579,893	3,984,715	4,004,554	4,679,080
Pension Rep/NonRep	2,460,066	2,227,293	2,313,326	2,609,676	2,797,395
Workers Comp-Excess/Losses	928,828	253,246	1,116,256	57,538	631,188
Benefits Total	8,764,667	7,879,722	8,439,266	9,376,502	10,381,101
Labor Total	25,564,319	26,067,075	27,033,664	29,619,354	28,976,390
Contractual Services	2,751	2,486	2,897	1,987	1,274
Materials Supplies-Other	37,866	51,010	42,165	74,101	40,576
Materials Supplies-Unleaded	77	85	0	0	0
Materials Total	37,943	51,095	42,165	74,101	40,576
Other Operating	225	0	0	0	0
Other Total	225	0	0	0	0
Casualty & Liability Costs	1,777,372	1,826,725	1,690,632	1,808,725	1,880,112
Miscellaneous Expenses	24	30	0	15	0
Other Non-Operating Expenses	5,975	50,919	11,033	12,469	1,600
Non Labor Total	1,824,290	1,931,255	1,746,727	1,897,298	1,923,562
Gross Operating Total	27,388,609	27,998,330	28,780,391	31,516,652	30,899,952
Cost Allocation	-496,122	-340,995	-681,735	-784,614	-715,173
Allocation Total	-496,122	-340,995	-681,735	-784,614	-715,173
Net Operating Expense	26,892,487	27,657,335	28,098,656	30,732,038	30,184,779

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	118	119	121	121	121
Represented	191	205	234	234	234
Full-Time Total	309	324	355	355	355
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	3	3	3	3	2
Total	312	327	358	358	357

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	8	8	8	8	8
Management	22	22	22	22	22
Police	0	0	0	0	0
Professional	3	4	6	6	5
Technical	30	29	29	29	29
Maintenance	0	0	0	0	0
Operator	130	130	160	160	160
Represented	61	75	74	74	74
Supervisory	58	59	59	59	59
Total	312	327	358	358	357

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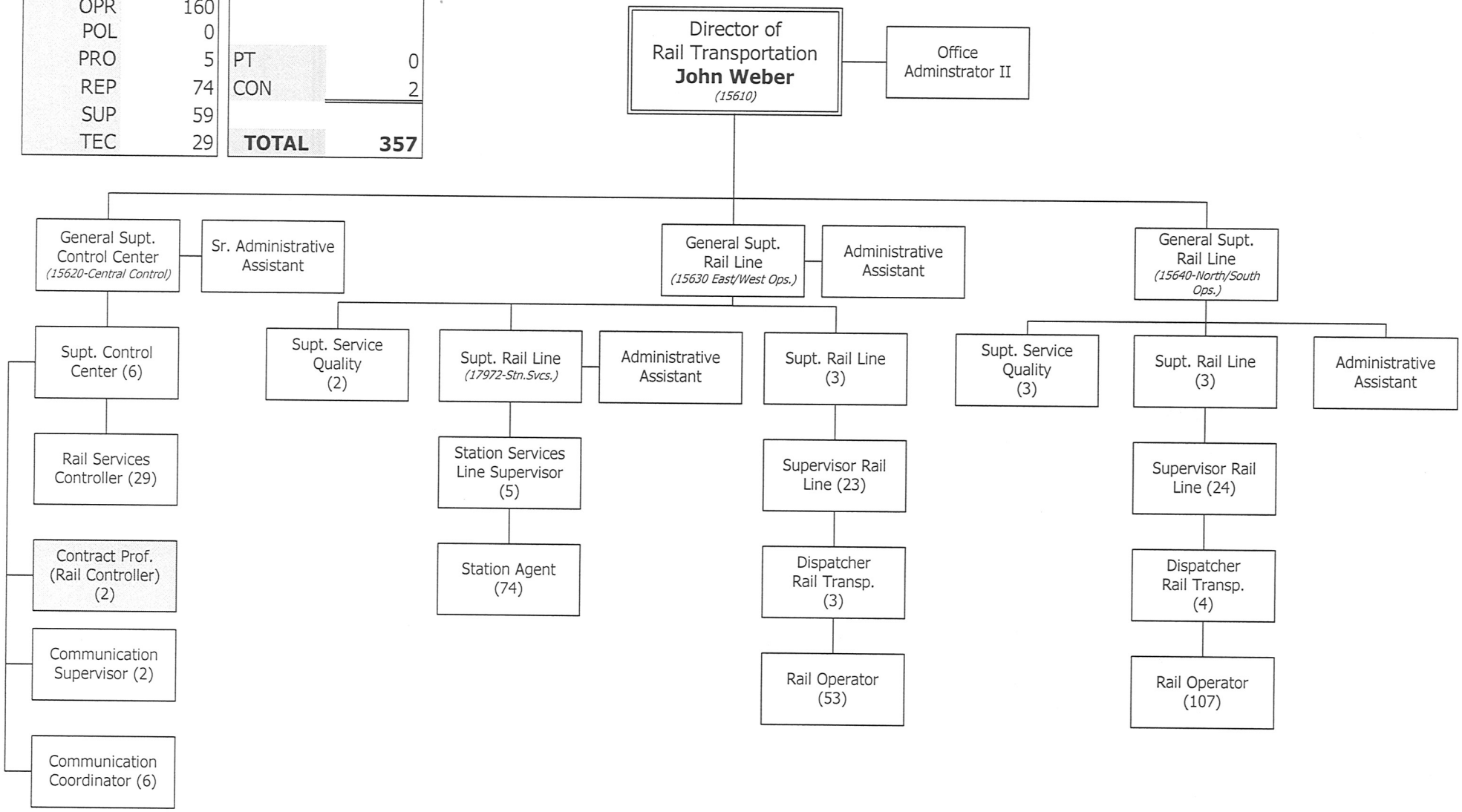
OFFICE OF RAIL SERVICES

ADM	8
MGR	22
MNT	0
OPR	160
POL	0
PRO	5
REP	74
SUP	59
TEC	29

Non-Rep	121
Rep	234
Total FT	**355**
PT	0
CON	2
TOTAL	**357**



Contract Positions (Shaded)

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Rail Transportation	23	1	1	1	1	1
Gen Supt Control Center	21	1	1	1	1	1
Gen Supt Rail Line	20	2	2	2	2	2
Supt Control Center	19	6	6	6	6	6
Supt Service Quality	19	5	5	5	5	5
Supt Rail Line	18	6	7	7	7	7
Rail Services Controller	17	30	29	29	29	29
Supt Station Services	17	1	----	----	----	----
Supv Rail Line	16	34	47	47	47	45
Communication Supervisor	16	----	----	----	----	2
Office Administrator II	16	1	1	1	1	1
Supv Rail Yard Tower	16	14	----	----	----	----
Dispatcher-Rail Transportation	15	6	7	7	7	7
Line Supervisor	15	4	5	5	5	5
Communication Coordinator	14	----	----	----	----	6
Sr. Administrative Assistant	12	----	1	3	1	1
Communications Specialist	12	6	6	6	6	----
Administrative Assistant	10	1	1	1	3	3
Non-Rep Subtotal		**118**	**119**	**121**	**121**	**121**
Represented						
Rail Operator	UR	130	130	160	160	160
Station Agent	UR	60	74	74	74	74
Transportation Assistant	UR	1	1	----	----	----
Represented Subtotal		**191**	**205**	**234**	**234**	**234**

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Total Full-Time		**309**	**324**	**355**	**355**	**355**
Contract						
Contract Professional	----	3	3	3	3	2
Total Contract		**3**	**3**	**3**	**3**	**2**
Office Total		**312**	**327**	**358**	**358**	**357**

Functions & Responsibilities

Director of Rail Maintenance
- Plans, develops, and oversees implementation of long and short-range strategies and programs to ensure rail cars are safe, and reliable.
- Directs the overall activities of the Office, including operation and maintenance of rail maintenance activities.
- Develops and submits for approval operating and capital budgets for the office.

Administration
- Manages day-to-day operation of the Office and handles human resources related matters concerning employees.
- Reviews, analyzes, and recommends proposed staffing/organizational changes; facilitates implementation of approved changes.
- Prepares/administers annual and long-range operating budget for the Office. Establishes and maintains budgetary controls/tracking systems and identifies opportunities for cost savings. Approves all budget items, including transfers. Reviews and analyzes monthly financial statements, projects trends, and proposes methods for improvement.

Communications & Faregates and Radio Maintenance
- 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.

Heavy Maintenance
- Heavy Maintenance is comprised of component repair/overhaul (Backshops), comprehensive scheduled inspections and the Life Cycle Asset Reliability Enhancement (LCARE) program.

Light Maintenance
- Light Maintenance is comprised of running repair and scheduled preventive maintenance inspections of the active rail car fleet.

Rail Car Appearance
- 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.

Rail Car Maintenance Engineering
- Provides engineering technical support to Rail Car Maintenance personnel in support of MARTA's three heavy rail car fleets.
- Generates new Alerts, Bulletins, ECPs, Notifications, Procedures, SIBs and other technical documentation that provides technical guidance and support to shop personnel conducting rail car maintenance activities.
- Participates in development, writing and review of existing rail car modifications and new rail car specifications for the authority.

Quality Control
- The Quality Control teams focus centers on improving products produced by Rail Car Maintenance through proven quality control processes and concepts.

OFFICE OF RAIL CAR MAINTENANCE

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	15,207,880	15,459,692	13,504,289	15,801,273	17,123,036
Overtime	1,501,153	2,028,454	2,305,973	3,288,357	559,495
Other Benefits	1,988,026	1,963,539	361,765	3,666,296	2,597,661
Healthcare Rep/NonRep	4,608,317	4,460,749	4,949,600	4,830,635	4,817,297
Pension Rep/NonRep	1,975,156	1,873,585	1,486,713	2,120,030	2,180,147
Workers Comp-Excess/Losses	230,396	578,277	1,329,625	46,393	625,869
Benefits Total	8,801,895	8,876,150	8,127,703	10,663,354	10,220,973
Labor Total	**25,510,928**	**26,364,296**	**23,937,965**	**29,752,984**	**27,903,503**
Contractual Services	1,824,986	2,252,322	2,242,854	4,305,053	1,976,903
Materials Supplies-Other	5,090,387	5,378,163	5,185,546	6,872,625	5,034,719
Materials Supplies-Unleaded	114	50	83	0	0
Materials Total	5,090,501	5,378,213	5,185,629	6,872,625	5,034,719
Other Operating	171,455	207,731	180,868	187,934	195,000
Other Total	171,455	207,731	180,868	187,934	195,000
Casualty & Liability Costs	0	-1,763	0	0	0
Miscellaneous Expenses	2,764	4,064	14,584	10,571	2,808
Other Non-Operating Expenses	19,174	39,980	27,498	37,471	7,556
Non Labor Total	**7,108,880**	**7,880,547**	**7,651,433**	**11,413,654**	**7,216,986**
Gross Operating Total	**32,619,808**	**34,244,843**	**31,589,398**	**41,166,639**	**35,120,489**
Cost Allocation	-5,477,401	-5,111,650	-3,972,096	-4,595,411	-2,632,090
Allocation Total	**-5,477,401**	**-5,111,650**	**-3,972,096**	**-4,595,411**	**-2,632,090**
Net Operating Expense	**27,142,407**	**29,133,193**	**27,617,302**	**36,571,228**	**32,488,400**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	64	62	47	59	58
Represented	288	288	292	294	294
Full-Time Total	**352**	**350**	**339**	**353**	**352**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**4**	**4**	**0**	**0**	**0**
Total	**356**	**354**	**339**	**353**	**352**

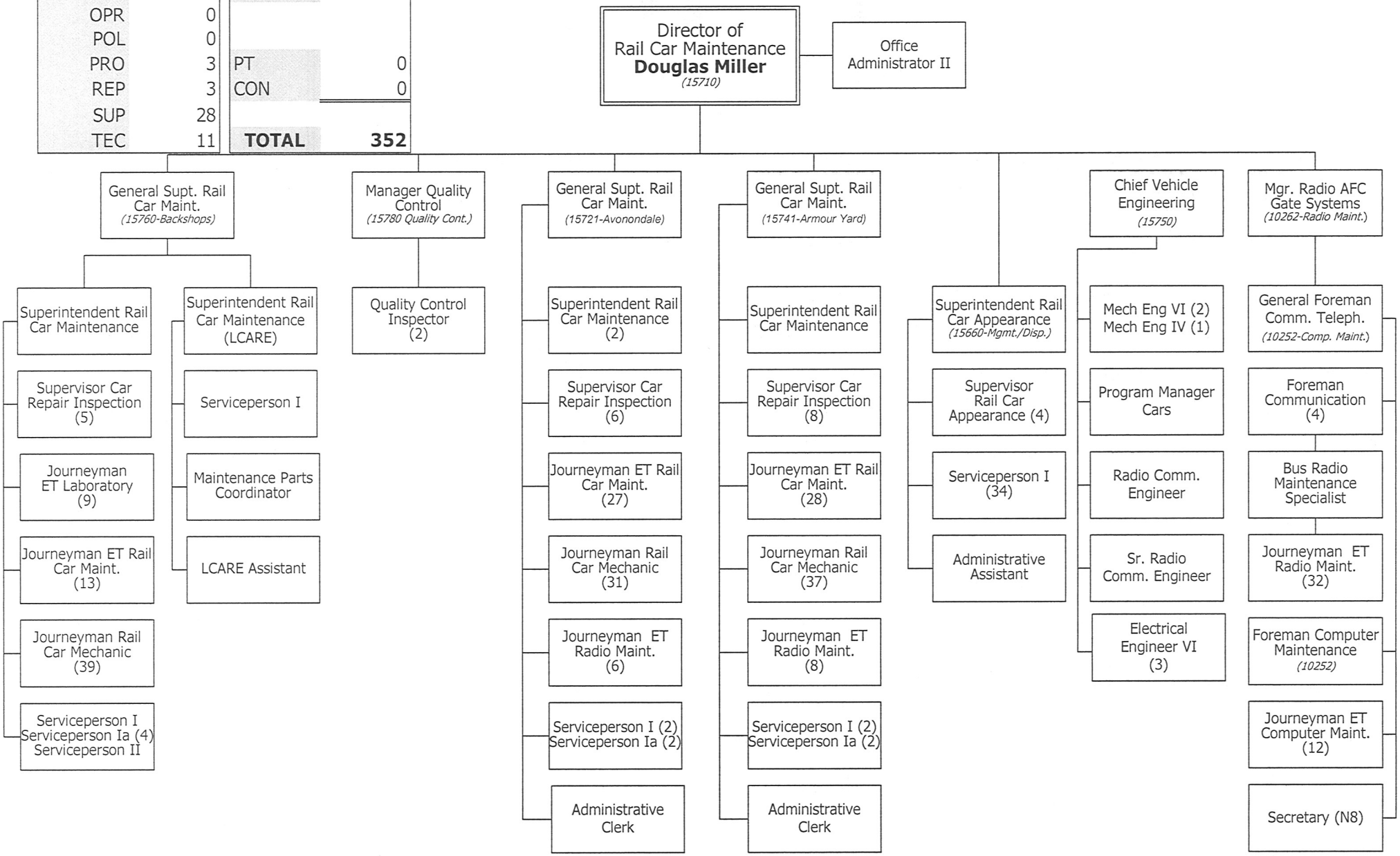
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	3	3	3	3	2
Management	14	14	12	14	14
Police	0	0	0	0	0
Professional	3	3	3	3	3
Technical	20	19	2	11	11
Maintenance	283	283	289	291	291
Operator	0	0	0	0	0
Represented	5	5	3	3	3
Supervisory	28	27	27	28	28
Total	**356**	**354**	**339**	**353**	**352**

OFFICE OF RAIL CAR MAINTENANCE

ADM	2
MGR	14
MNT	291
OPR	0
POL	0
PRO	3
REP	3
SUP	28
TEC	11

Non-Rep	58
Rep	294
Total FT	**352**
PT	0
CON	0
TOTAL	**352**



OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Program Manager Cars	----	----	----	----	1	1
Dir Rail Maintenance	23	1	1	1	1	1
Mgr Radio Afc Gate Systems	22	1	1	1	1	1
Radio Communications Engineer	22	1	1	----	1	1
Chf Eng Reliability & Rc Rehab	22	1	1	----	----	----
Gen Supt Rail Car Maintenance	21	3	3	3	3	3
Sr. Radio Communications Engr	21	1	1	----	1	1
Mgr Quality Control	21	----	----	1	1	1
Electrical Engineer VI	20	4	4	----	3	3
Mechanical Engineer VI	20	2	2	----	2	2
Chf Vehicle Engineering	20	1	1	----	1	1
Supt Rail Car Maint	19	5	5	5	5	5
Supt Rail Car Appearance	18	----	----	----	1	1
Gen Foreman Comm Telephone	18	1	1	----	1	1
Gen Foreman Faregates Comm	18	1	----	----	----	----
Supt Rail Transportation	18	1	1	1	----	----
Mechanical Engineer IV	17	1	1	----	1	1
Sr. Maintenance Planner Relief	17	1	1	----	----	----
Supv Car Repair Inspection	16	17	17	18	19	19
Foreman Communication	16	4	4	4	4	4
Quality Control Inspector	16	----	----	2	2	2
Office Administrator II	16	1	1	1	1	1
Bus Radio Maintenance Spec	16	----	----	1	1	1
Foreman Computer Maintenance	16	1	1	1	1	1
Maintenance Planner-Rail	16	7	6	----	----	----

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Rail Car Maintenance Policies Coord	16	1	1	1	1	----
Supv Rail Car Appearance	15	4	4	4	4	4
Sr. Warranty Coordinator	15	1	1	----	----	----
Maintenance Parts Coordinator	14	1	1	1	1	1
LCARE Assistant	11	1	1	1	1	1
Administrative Assistant	10	1	1	1	1	1
Non-Rep Subtotal		**64**	**62**	**47**	**59**	**58**
Represented						
Journeyman Rail Car Mechanic	UR	107	107	107	107	107
Journeyman ET-Rail Car Maint	UR	68	68	68	68	68
Journeyman ET-Radio Maint	UR	38	38	44	46	46
Serviceperson I	UR	40	40	40	40	40
Journeyman ET-Computer Maint	UR	12	12	12	12	12
Journeyman ET-Laboratory	UR	9	9	9	9	9
Serviceperson I (A)	UR	8	8	8	8	8
Admin Clerk	UR	2	2	2	2	2
Secretary (N8)	UR	1	1	1	1	1
Serviceperson II	UR	1	1	1	1	1
Secretary (N9)	UR	2	2	----	----	----
Represented Subtotal		**288**	**288**	**292**	**294**	**294**
Total Full-Time		**352**	**350**	**339**	**353**	**352**

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Contract						
Program Manager Cars	----	1	1	----	----	----
Quality Control Inspector	----	2	2	----	----	----
Manager of Quality Control	----	1	1	----	----	----
Total Contract		**4**	**4**	**----**	**----**	**----**
Office Total		**356**	**354**	**339**	**353**	**352**

Functions & Responsibilities

Director of Maintenance of Way

- The Office of Maintenance of Way consists of 230 employees in three (3) functional areas and is responsible for managing the maintenance and inspection for the Authority's Automatic Train Control and Signaling system programs, Traction, Auxiliary and Emergency Power, Track, Structures, and Right of Way system programs.
- Support all the Authority's owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate.
- Provide a safe and reliable infrastructure and operating system for the Authority's internal and external customers.
- Committed to MARTA's strategic priorities, and will meet those objectives and standards.

Automatic Train Control

- Responsible for maintenance and repairs of the signaling and train control systems that guide rail vehicle movement.
- Ensure 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.

Electrical Power and Equipment

- Preventive maintenance and repair of the Authority's traction and auxiliary power systems.
- Deliver safe and reliable third rail power (750 dc) to propel the Authority's rail cars and to maintain the wayside emergency trip stations.
- 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.
- Performs general building electrical maintenance, and repair and minor installation in bus and rail facilities.
- Primary focus of this branch is to provide uninterrupted traction power, well-lighted passenger stations and parking lots, and electrical system integrity.

Track and Structures

- 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.
- 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.
- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	9,609,613	9,737,804	9,019,330	10,009,765	11,334,616
Overtime	1,940,425	2,564,242	2,238,309	2,350,516	1,067,226
Other Benefits	1,335,703	1,354,782	310,011	2,142,822	1,863,394
Healthcare Rep/NonRep	3,115,558	2,998,399	3,329,949	3,198,682	3,157,008
Pension Rep/NonRep	1,291,980	1,278,684	1,062,712	1,377,607	1,485,280
Workers Comp-Excess/Losses	223,131	483,203	1,026,093	241,218	409,563
Benefits Total	5,966,372	6,115,068	5,728,765	6,960,328	6,915,245
Labor Total	**17,516,410**	**18,417,114**	**16,986,404**	**19,320,610**	**19,317,087**
Contractual Services	1,130,071	599,986	1,094,924	801,847	900,000
Materials Supplies-Other	1,842,118	1,580,089	1,697,531	2,004,788	1,959,468
Materials Supplies-Unleaded	17	0	0	-3	0
Materials Total	1,842,135	1,580,089	1,697,531	2,004,785	1,959,468
Other Operating	0	81	0	977	0
Other Operating-Electricity	7,356,192	6,624,790	5,840,975	5,856,162	6,780,304
Other Operating-Propulsion	6,726,694	6,132,503	5,131,322	4,984,561	5,775,814
Other Total	14,082,886	12,757,374	10,972,297	10,841,700	12,556,118
Casualty & Liability Costs	-2,021	0	0	-6,979	0
Miscellaneous Expenses	0	0	0	408	0
Other Non-Operating Expenses	14,652	19,417	20,474	16,550	50,550
Non Labor Total	**17,067,723**	**14,956,866**	**13,785,226**	**13,658,310**	**15,466,136**
Gross Operating Total	**34,584,133**	**33,373,980**	**30,771,630**	**32,978,920**	**34,783,223**
Cost Allocation	-3,717,598	-4,612,621	-3,417,465	-2,773,830	-2,621,593
Allocation Total	**-3,717,598**	**-4,612,621**	**-3,417,465**	**-2,773,830**	**-2,621,593**
Net Operating Expense	**30,866,535**	**28,761,359**	**27,354,165**	**30,205,090**	**32,161,630**

Authorized Positions by Status

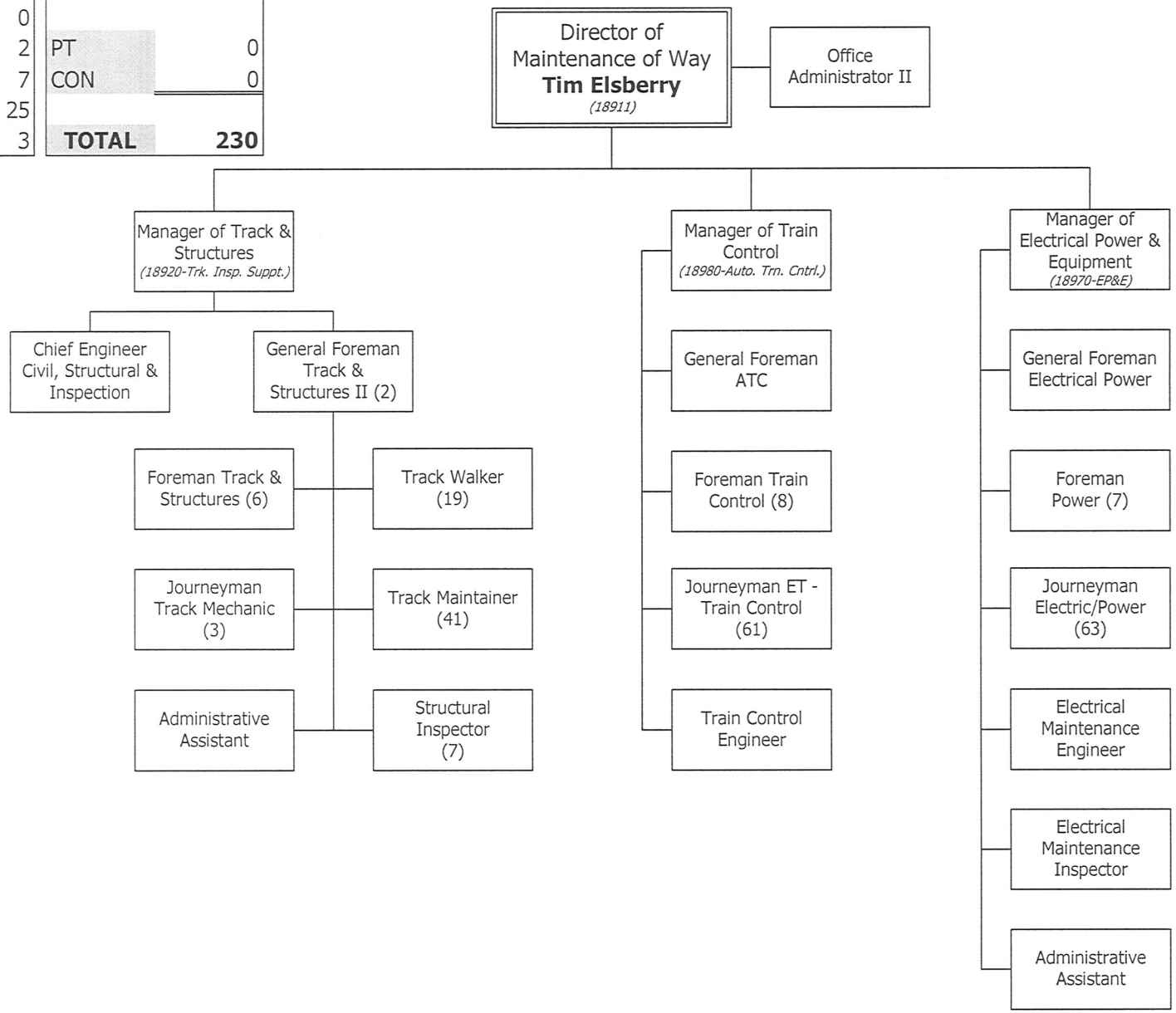
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	35	35	36	36	36
Represented	188	188	194	194	194
Full-Time Total	**223**	**223**	**230**	**230**	**230**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**223**	**223**	**230**	**230**	**230**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	3	3	3
Management	6	6	6	5	5
Police	0	0	0	0	0
Professional	2	0	0	0	0
Technical	7	7	3	3	3
Maintenance	179	181	187	187	187
Operator	0	0	0	0	0
Represented	7	7	7	7	7
Supervisory	21	21	24	25	25
Total	**223**	**223**	**230**	**230**	**230**

ADM	3
MGR	5
MNT	187
OPR	0
POL	0
PRO	2
REP	7
SUP	25
TEC	3

Non-Rep	36
Rep	194
Total FT	**230**
PT	0
CON	0
TOTAL	**230**



OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Maintenance of Way	23	1	1	1	1	1
Mgr Elec Power & Equipment	22	----	----	----	----	1
Manager of Track & Structures	22	----	----	----	1	1
Mgr Train Control	22	1	1	1	1	1
Mgr Power	22	----	----	----	1	----
Chf Eng-Civ Struct & Inspect	21	1	1	1	1	1
Mgr Power	21	1	1	1	----	----
Mgr Track & Strct	21	2	2	2	----	----
Gen Foreman Track & Struc Insp	19	1	1	1	2	2
Train Control Engineer	19	1	1	1	1	1
Electrical Maintenance Eng	19	1	1	1	1	1
Gen Foreman Electrical Power	18	1	1	1	1	1
Gen Foreman Atc	18	1	1	1	1	1
Foreman Train Control	16	7	7	8	8	8
Foreman Power	16	6	6	7	7	7
Foreman Track & Strct	16	5	5	6	6	6
Electrical Maintenance Inspect	16	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	----	----	----
Planner Track & Structures	16	2	2	----	----	----
Administrative Assistant	10	----	----	2	2	2
Non-Rep Subtotal		**35**	**35**	**36**	**36**	**36**

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Represented						
Journeyman Elec Power Elect	UR	63	63	63	63	63
Journeyman ET-Train Control	UR	61	61	61	61	61
Track Maintainer	UR	33	35	41	41	41
Track Walker	UR	19	19	19	19	19
Structural Inspector	UR	7	7	7	7	7
Journeyman Track Mechanic	UR	3	3	3	3	3
Tamper Operator	UR	1	----	----	----	----
Track Welder	UR	1	----	----	----	----
Represented Subtotal		**188**	**188**	**194**	**194**	**194**
Total Full-Time		**223**	**223**	**230**	**230**	**230**
Office Total		**223**	**223**	**230**	**230**	**230**

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

Areas of Oversight	• Office of Bus Transportation • Office of Bus Maintenance • Office of Mobility
FY16 Department Accomplishments	**Bus Transportation** • Expanded fixed route and mobility services to Clayton County **Bus Maintenance** • Successfully transitioned the outsourcing of Mobility Operations and Maintenance
FY17 Goals & Objectives	**GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Implement and sustain a process to ensure training of Bus Operators on the Articulated buses, re-certification and Smith Training. • Objective: Increase Customer Satisfaction by responding to complaints in a timely manner and educating the public on how to ride. • Met and exceeded MDBF (Mean Distance Between Failures) goal by 5% **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Increase OTP to 80% working with Planning, Scheduling and R&A to address worst performing routes. • Objective: Increase fixed route and rail usage by certified customers by 10%.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Bus Ridership	Number of unlinked Bus passenger boardings	>/= 63.9M	60.8M	>/= 63.7M
Mobility Ridership	Number of unlinked Mobility passenger boardings	>/= 623K	659K	>/= 623K
Bus Cost per Passenger Trip	Operating expense for Bus passenger boarding	</= $3.36	$3.37	</= $3.36
Bus Cost per Revenue Mile	Operating expense for Bus revenue mile	</= $8.20	$8.14	</= $8.28
Moblitity Cost per Passenger Trip	Operating expense for Mobility passenger boarding	</= 44.10	$39.79	</= 42.52
Moblitity Cost per Revenue Mile	Operating expense for Mobility revenue mile	</= 3.89	$3.92	</= 4.33
Bus OTP	Percent departures at scheduled departure time measured against defined time-points	>/= 78.5%	78.77%	>/= 78.5%
Bus MDBF	Mean distance between mechanical failures	>/= 3,500	4,105	>/= 4,500
Bus Complaints per 100K Boardings	Number of bus customer complaints per 100K boardings	</= 8	9.77	</= 8
Mobility OTP	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 85%	82.07%	>/= 90%
Mobility MDBF	Mean distance between mechanical failures	>/= 15,000	16,164	>/= 15,000
Mobility Trip Denial Rate	Percent of passenger trips denied due to capacity constraints	= 0.00%	0.00%	= 0.00%
Mobility Reservation Average Call Wait Time	Average call wait time for Mobility reservation calls (in minutes)	</= 2:00	6:37	</= 2:00
Mobility Reservation Call Abandonment Rate	Abandonment rate for Mobility reservation calls	</= 5.5%	15.89%	</= 5.5%

FY2017 Key Performance Indicators (Continued)

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Mobility Complaints per 1K Boardings	Number of Mobility customer complaints per 1K boardings	</= 4.50	4.72	</= 4.00
Bus Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 3.70	4.04	</= 3.80
Mobility Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.5	3.01	</= 2.5
Completed Trips (MARTA Mobility)	Percent of completed Mobility trips compared to scheduled Mobility trips	>/= 98%	99.44%	N/A
MARTA Mobility Late Trips Rate	Percent of MARTA Mobility pickups made from 31 to 90 minutes after the scheduled pickup time	</= 8%	17.93%	N/A
AM Pullout (Mobility)	Percent of on-time AM Mobility vehicle pullouts	>/= 99%	83.92%	N/A
PM Pullout (Mobility)	Percent of on-time PM Mobility vehicle pullouts	>/= 98%	77.38%	N/A
NTD Reportable Collision Rate (Bus)	The number of NTD reportable collisions involving a bus per 100,000 hub miles	</= 0.32	0.24	</= 0.32
NTD Reportable Collision Rate (Mobility)	The number of NTD reportable collisions involving Mobility vehicles per 100,000 hub miles	</= 0.21	0.09	</= 0.21
Employee Availability (Bus Operators)	Average number of days an employee is available for work	>/= 207	208.43	>/= 208
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.92%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	84.05%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-3.83%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-0.92%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-15.32%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	57.69%	</= 0%

DEPT OF BUS OPERATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	76,642,302	77,536,981	72,429,424	80,035,294	77,504,495
Overtime	11,467,639	13,089,934	13,680,503	16,009,578	8,740,879
Other Benefits	10,521,508	10,414,950	1,723,739	14,770,085	9,008,707
Healthcare Rep/NonRep	25,349,303	24,137,260	26,559,956	25,043,625	24,890,184
Pension Rep/NonRep	8,028,353	7,846,982	7,310,878	9,049,550	9,207,920
Workers Comp-Excess/Losses	5,738,649	5,960,730	12,132,030	4,780,388	3,292,461
Benefits Total	49,637,813	48,359,922	47,726,603	53,643,648	46,399,272
Labor Total	**137,747,754**	**138,986,837**	**133,836,530**	**149,688,520**	**132,644,646**
Contractual Services	255,735	532,198	561,949	4,751,740	23,504,820
Materials Supplies-Other	15,591,545	16,436,923	15,115,917	14,767,506	17,086,960
Materials & Supplies-Diesel	9,813,381	9,601,996	7,868,487	6,473,698	7,670,829
Materials & Supplies-CNG	4,393,816	4,743,104	5,068,135	4,205,534	6,566,285
Materials Supplies-Unleaded	1,463,473	1,259,002	1,137,854	838,915	1,528,388
Materials Total	31,262,215	32,041,025	29,190,393	26,285,653	32,852,462
Other Operating	2,943	2,121	2,318	67,368	3,138
Other Total	2,943	2,121	2,318	67,368	3,138
Casualty & Liability Costs	1,218,953	1,298,201	1,151,036	1,221,867	1,609,324
Miscellaneous Expenses	34,103	19,778	4,397	3,074	3,747
Other Non-Operating Expenses	48,463	70,600	36,734	20,557	20,136
Non Labor Total	**32,822,412**	**33,963,923**	**30,946,827**	**32,350,259**	**57,993,627**
Gross Operating Total	**170,570,166**	**172,950,760**	**164,783,357**	**182,038,779**	**190,638,273**
Cost Allocation	-1,394,421	-385,163	-290,127	-213,498	-247,510
Allocation Total	**-1,394,421**	**-385,163**	**-290,127**	**-213,498**	**-247,510**
Net Operating Expense	**169,175,745**	**172,565,597**	**164,493,230**	**181,825,281**	**190,390,763**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	204	203	181	193	159
Represented	1,750	1,746	1,746	1,891	1,572
Full-Time Total	**1,954**	**1,949**	**1,927**	**2,084**	**1,731**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	191	185	185	185	125
Part-Time Total	**191**	**185**	**185**	**185**	**125**
Contract	**5**	**6**	**14**	**17**	**16**
Total	**2,150**	**2,140**	**2,126**	**2,286**	**1,872**

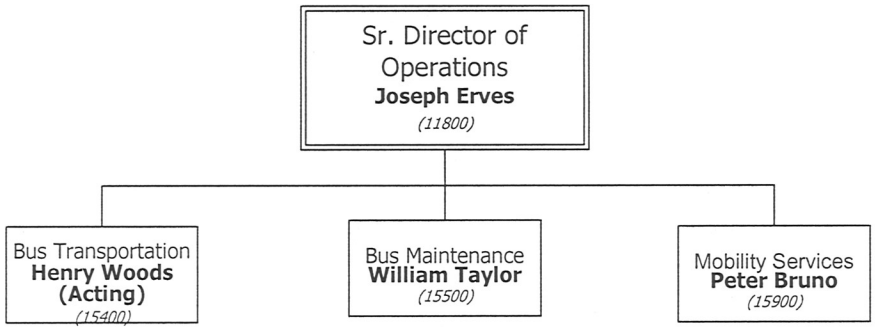
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	39	38	36	37	20
Management	27	27	26	27	27
Police	0	0	0	0	0
Professional	9	10	16	19	18
Technical	18	17	0	3	3
Maintenance	379	375	369	386	341
Operator	1,555	1,549	1,555	1,683	1,350
Represented	7	7	7	7	6
Supervisory	116	117	117	124	107
Total	**2,150**	**2,140**	**2,126**	**2,286**	**1,872**

DEPARTMENT OF BUS OPERATIONS

ADM	20
MGR	27
MNT	341
OPR	1350
POL	0
PRO	18
REP	6
SUP	107
TEC	3

Non-Rep	159
Rep	1572
Total FT	**1731**
PT	125
CON	16
TOTAL	**1872**



Functions & Responsibilities

Office of Bus Transportation

Fixed Route Bus Service

- Provides safe, clean and efficient bus system, ensures customer safety, comfort and satisfaction.
- Daily transport of passengers on the fixed route bus system to include Clayton County Service
- Three operating garages that employ 1,459 employees and 565 buses
- Travels over 26 million miles annually on 101 bus routes including six flags and special events

Bus Communications

- Bus Radio Communications center serves as the critical link between buses and Operations
- Maintains MARTA Intelligent Transportation System (ITS) component that provides Automatic Vehicle Locator (AVL) System, and the Automatic Passenger Counter (APC).
- Direct link to the Georgia Department of Transportation (GDOT).
- Manages on street supervision for Bus Operators.

OFFICE OF BUS TRANSPORTATION

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	48,522,869	49,637,475	47,165,004	53,375,135	58,311,070
Overtime	7,691,947	8,383,654	9,157,470	11,467,502	6,850,038
Other Benefits	6,634,411	6,623,382	805,909	9,970,992	6,226,935
Healthcare Rep/NonRep	15,821,237	14,986,595	16,992,833	16,480,378	19,279,388
Pension Rep/NonRep	4,669,754	4,676,734	4,557,123	5,796,338	6,692,360
Workers Comp-Excess/Losses	3,782,482	3,980,132	8,896,222	3,492,798	2,563,758
Benefits Total	30,907,884	30,266,843	31,252,087	35,740,505	34,762,441
Labor Total	87,122,700	88,287,972	87,574,561	100,583,142	99,923,549
Contractual Services	4	4,112	53,943	158	0
Materials Supplies-Other	73,360	107,131	60,528	48,052	64,479
Materials Total	73,360	107,131	60,528	48,052	64,479
Casualty & Liability Costs	1,130,769	1,213,289	1,094,613	1,128,581	1,486,178
Miscellaneous Expenses	527	154	572	429	547
Other Non-Operating Expenses	2,792	16,844	3,200	6,384	9,648
Non Labor Total	1,207,452	1,341,530	1,212,856	1,183,604	1,560,852
Gross Operating Total	88,330,152	89,629,502	88,787,417	101,766,746	101,484,401
Cost Allocation	-155,807	-185,326	-48,787	-10,309	-7,145
Allocation Total	-155,807	-185,326	-48,787	-10,309	-7,145
Net Operating Expense	88,174,345	89,444,176	88,738,630	101,756,437	101,477,256

Authorized Positions by Status

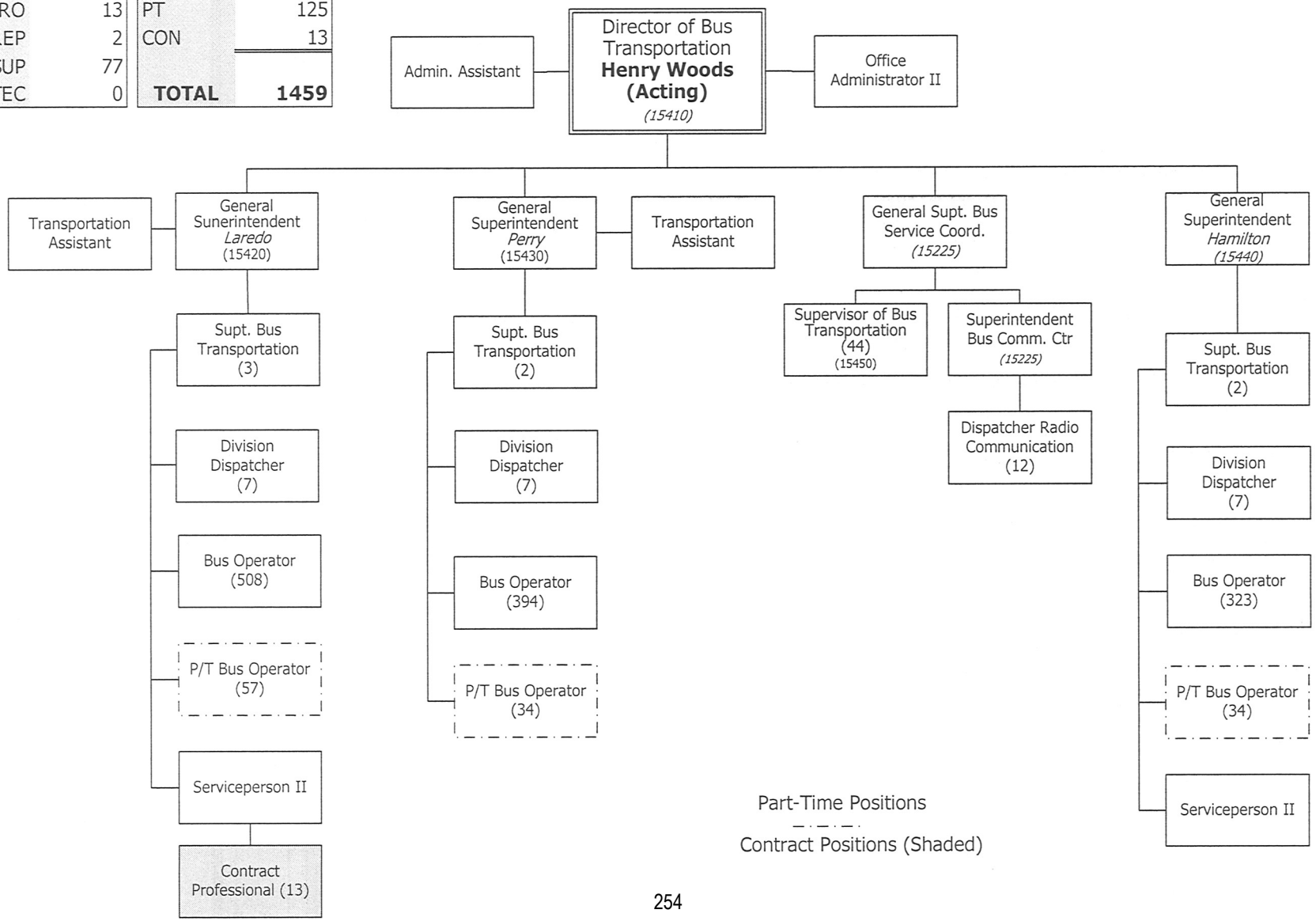
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	85	85	85	92	92
Represented	1,120	1,120	1,126	1,229	1,229
Full-Time Total	1,205	1,205	1,211	1,321	1,321
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	119	125	125	125	125
Part-Time Total	119	125	125	125	125
Contract	0	0	10	13	13
Total	1,324	1,330	1,346	1,459	1,459

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	2	2	2	2	2
Management	12	12	12	13	13
Police	0	0	0	0	0
Professional	0	0	10	13	13
Technical	0	0	0	0	0
Maintenance	2	2	2	2	2
Operator	1,235	1,241	1,247	1,350	1,350
Represented	2	2	2	2	2
Supervisory	71	71	71	77	77
Total	1,324	1,330	1,346	1,459	1,459

ADM	2
MGR	13
MNT	2
OPR	1350
POL	0
PRO	13
REP	2
SUP	77
TEC	0

Non-Rep	92
Rep	1229
Total FT	**1321**
PT	125
CON	13
TOTAL	**1459**



OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Bus Transportation	23	1	1	1	1	1
Gen Supt Bus Trans Operations	20	3	3	3	3	3
Gen Supt Bus Svc Coordination	20	1	1	1	1	1
Supt Bus Transportation	18	6	6	6	7	7
Supt Bus Communications Center	18	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Supv Bus Transportation	15	38	38	38	44	44
Division Dispatcher	15	21	21	21	21	21
Dispatcher Radio Communication	15	12	12	12	12	12
Administrative Assistant	10	1	1	1	1	1
Non-Rep Subtotal		**85**	**85**	**85**	**92**	**92**
Represented						
Bus Operator	UR	1,116	1,116	1,122	1,225	1,225
Transportation Assistant	UR	2	2	2	2	2
Serviceperson II	UR	2	2	2	2	2
Represented Subtotal		**1,120**	**1,120**	**1,126**	**1,229**	**1,229**
Total Full-Time		**1,205**	**1,205**	**1,211**	**1,321**	**1,321**
Part-Time						
PT Bus Operator	UR	119	125	125	125	125
Total Part-Time		**119**	**125**	**125**	**125**	**125**

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Contract						
Contract Professional	----	----	----	10	13	13
Total Contract		**----**	**----**	**10**	**13**	**13**
Office Total		**1,324**	**1,330**	**1,346**	**1,459**	**1,459**

Functions & Responsibilities

Revenue Vehicle Maintenance

- Operates four Bus Maintenance Facilities (Perry, Hamilton, Laredo, and Brady).
- Performs comprehensive maintenance of the Authority's buses, Mobility vans,
- The office employs 387 employees and maintains 565 buses, 211 mobility vans.
- Within each bus maintenance facility, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities.
-

Heavy Maintenance

- The Browns Mill Heavy Maintenance Facility performs major repairs, midlife overhauls, collision and refinishing repairs, non – revenue vehicle service and repair, and major component overhaul.

Bus Engineering

- Bus engineering performs advanced troubleshooting and problem solving for engines, transmissions and subsystems of revenue vehicles.
- Responsible for issuing service information bulletins (SIB) for maintenance practices and campaigns for maximum productivity.

Non Revenue Vehicle Maintenance

- Performs comprehensive and preventative maintenance on 416 non-revenue vehicles (police vehicles, maintenance vehicles and light duty vehicles).

OFFICE OF BUS MAINTENANCE

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	18,643,919	18,504,801	15,768,278	16,292,773	17,956,561
Overtime	2,652,480	3,385,148	2,984,679	3,264,726	1,851,385
Other Benefits	2,537,362	2,480,038	443,890	3,363,859	2,692,037
Healthcare Rep/NonRep	6,246,177	5,881,502	6,065,435	5,462,554	5,340,574
Pension Rep/NonRep	2,281,096	2,210,930	1,788,624	2,151,467	2,249,253
Workers Comp-Excess/Losses	786,871	649,287	1,444,986	449,304	686,151
Benefits Total	11,851,506	11,221,757	9,742,935	11,427,184	10,968,015
Labor Total	**33,147,905**	**33,111,706**	**28,495,892**	**30,984,683**	**30,775,962**
Contractual Services	255,656	522,548	282,217	297,143	404,952
Materials Supplies-Other	15,510,110	16,324,032	15,047,030	14,712,681	17,019,242
Materials & Supplies-Diesel	9,813,381	9,601,996	7,868,487	6,473,698	7,670,829
Materials & Supplies-CNG	4,393,816	4,743,104	5,068,135	4,205,534	6,566,285
Materials Supplies-Unleaded	1,463,473	1,258,977	1,137,854	838,915	1,528,388
Materials Total	31,180,780	31,928,109	29,121,506	26,230,827	32,784,744
Other Operating	2,943	2,121	2,318	67,368	3,138
Other Total	2,943	2,121	2,318	67,368	3,138
Casualty & Liability Costs	-22,728	-27,975	-34,384	-9,902	-6,360
Miscellaneous Expenses	33,396	19,624	3,819	2,635	3,200
Other Non-Operating Expenses	15,488	17,092	10,228	8,145	9,996
Non Labor Total	**31,465,535**	**32,461,519**	**29,385,704**	**26,596,217**	**33,199,670**
Gross Operating Total	**64,613,440**	**65,573,225**	**57,881,596**	**57,580,900**	**63,975,632**
Cost Allocation	-1,169,270	-188,088	-223,716	-203,189	-240,170
Allocation Total	**-1,169,270**	**-188,088**	**-223,716**	**-203,189**	**-240,170**
Net Operating Expense	**63,444,170**	**65,385,137**	**57,657,880**	**57,377,711**	**63,735,462**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	62	62	40	44	44
Represented	381	377	371	388	343
Full-Time Total	**443**	**439**	**411**	**432**	**387**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**443**	**439**	**411**	**432**	**387**

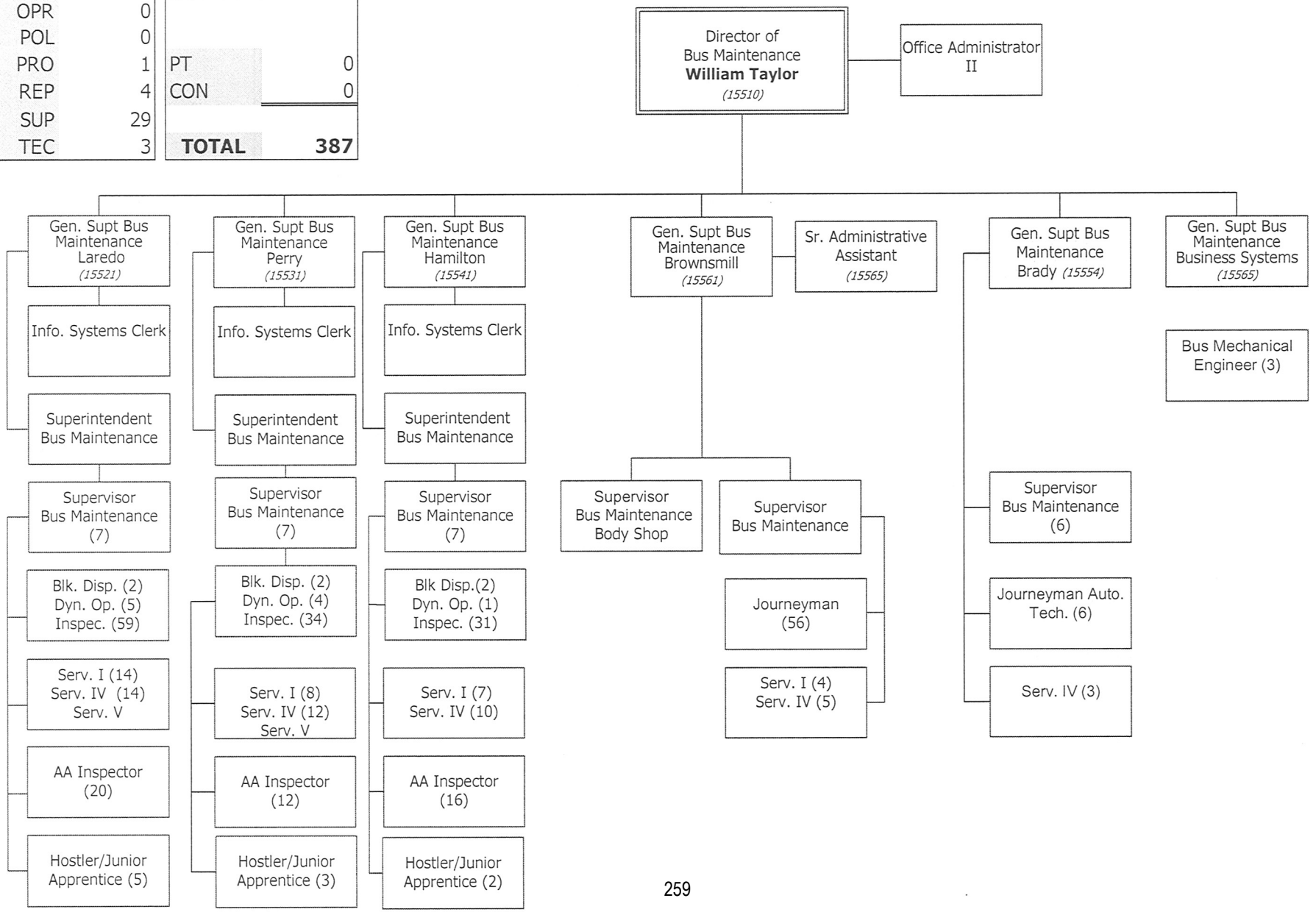
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	3	3	1	1	1
Management	11	11	10	10	10
Police	0	0	0	0	0
Professional	3	3	1	1	1
Technical	18	17	0	3	3
Maintenance	376	372	366	383	339
Operator	0	0	0	0	0
Represented	5	5	5	5	4
Supervisory	27	28	28	29	29
Total	**443**	**439**	**411**	**432**	**387**

OFFICE OF BUS MAINTENANCE

ADM	1
MGR	10
MNT	339
OPR	0
POL	0
PRO	1
REP	4
SUP	29
TEC	3

Non-Rep	44
Rep	343
Total FT	**387**
PT	0
CON	0
TOTAL	**387**



OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Bus Maintenance	23	1	1	1	1	1
Gen Supt Bus Maint	20	5	5	5	5	5
Gen Supt Bus Maint Bsn Sys	20	1	1	----	----	1
Mgr Fleet Mgmt Services	20	1	1	1	1	----
Supt Bus Maintenance Garage	18	3	3	3	3	3
Bus Mech Elec Engineer	18	3	3	----	3	3
Fleet Maintenance Analyst	18	1	1	----	----	----
Administrator - Warranties	17	1	1	----	----	----
Sr. Maintenance Planner Bus	17	1	1	----	----	----
Supv Bus Maintenance	16	26	27	27	28	28
Office Administrator II	16	1	1	1	1	1
Supv Bus Maintenance Body Shop	16	1	1	1	1	1
Bus Radio Maintenance Spec	16	1	1	----	----	----
Maintenance Planner Bus	16	14	13	----	----	----
Non Revenue Planner	16	1	1	----	----	----
Sr. Administrative Assistant	12	----	----	1	1	1
Administrative Assistant	10	1	1	----	----	----
Non-Rep Subtotal		**62**	**62**	**40**	**44**	**44**

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Represented						
Inspector	UR	117	117	117	124	124
AA Inspector	UR	48	48	48	48	48
Serviceperson IV	UR	49	50	50	55	44
Serviceperson I	UR	35	34	34	37	33
Journeyman Overhauler	UR	30	30	30	30	30
Journeyman Body Repair	UR	16	19	19	19	19
Hostler Junior Apprentice	UR	10	10	10	10	10
Dynamometer Operator	UR	10	10	10	10	10
Bus Dispatcher (Blockout)	UR	8	8	8	8	6
Journeyman Automotive Tech	UR	38	31	31	33	6
Journeyman Painter	UR	5	5	5	5	5
Information Systems Rec Clerk	UR	4	4	4	4	3
Serviceperson V	UR	2	2	2	2	2
Journeyman Machinist	UR	1	1	1	1	1
Admin Clerk	UR	1	1	1	1	1
Journeyman Welder	UR	1	1	1	1	1
Journeyman ET-Radio Maint	UR	6	6	----	----	----
Represented Subtotal		**381**	**377**	**371**	**388**	**343**
Total Full-Time		**443**	**439**	**411**	**432**	**387**
Office Total		**443**	**439**	**411**	**432**	**387**

Functions & Responsibilities

Office of Mobility

- Marta Mobility Operates in Fulton, DeKalb and Clayton counties. The service operates to and from any point of origin or destination that is within a ¾ mile corridor on each side of each bus route or within a ¾ 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.
- Directs and coordinates operations and administrative functions of demand-response paratransit services
- Meets the service demands of certified customers in compliance with the Americans with Disabilities Act (ADA) of 1990
- Provides 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.
- Coordinates and partners with its community affairs department to provide quality, reliable transportation for certified customers with disabilities.
- 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 directs and coordinates operations and functions of paratransit and Special Services.
- 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, reducing trip denials and customer complaints.

OFFICE OF MOBILITY

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	9,475,514	9,394,705	9,496,142	10,367,386	1,236,864
Overtime	1,123,212	1,321,132	1,538,354	1,277,350	39,455
Other Benefits	1,349,735	1,311,530	473,940	1,435,234	89,734
Healthcare Rep/NonRep	3,281,889	3,269,163	3,501,688	3,100,693	270,222
Pension Rep/NonRep	1,077,503	959,318	965,131	1,101,745	266,307
Workers Comp-Excess/Losses	1,169,296	1,331,311	1,790,822	838,287	42,552
Benefits Total	6,878,423	6,871,322	6,731,581	6,475,959	668,815
Labor Total	17,477,149	17,587,159	17,766,077	18,120,696	1,945,135
Contractual Services	75	5,538	225,789	4,454,439	23,099,868
Materials Supplies-Other	8,075	5,760	8,359	6,773	3,239
Materials Supplies-Unleaded	0	25	0	0	0
Materials Total	8,075	5,785	8,359	6,773	3,239
Casualty & Liability Costs	110,912	112,887	90,807	103,188	129,506
Miscellaneous Expenses	180	0	6	10	0
Other Non-Operating Expenses	30,183	36,664	23,306	6,028	492
Non Labor Total	149,425	160,874	348,267	4,570,438	23,233,105
Gross Operating Total	17,626,574	17,748,033	18,114,344	22,691,134	25,178,240
Cost Allocation	-69,344	-11,749	-17,624	0	-196
Allocation Total	-69,344	-11,749	-17,624	0	-196
Net Operating Expense	17,557,230	17,736,284	18,096,720	22,691,134	25,178,044

Authorized Positions by Status

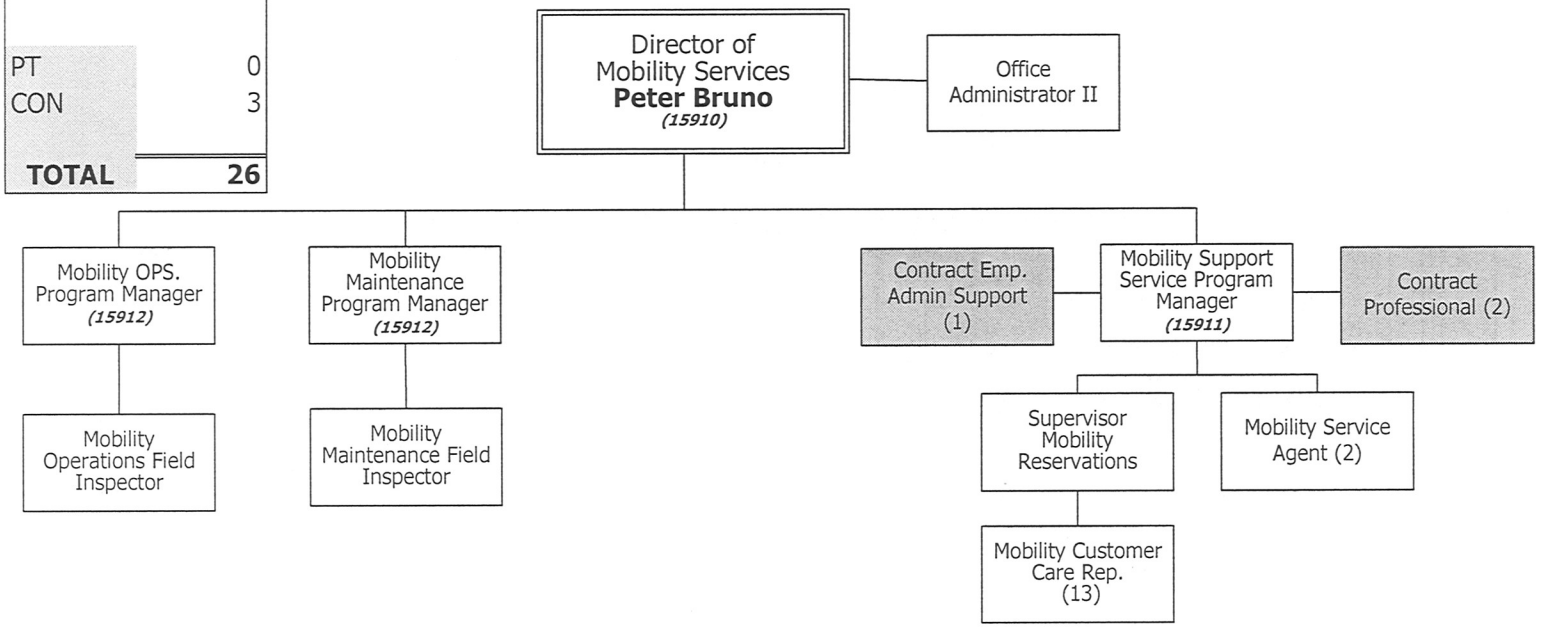
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	57	56	56	57	23
Represented	249	249	249	274	0
Full-Time Total	306	305	305	331	23
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	72	60	60	60	0
Part-Time Total	72	60	60	60	0
Contract	5	6	4	4	3
Total	383	371	369	395	26

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	34	33	33	34	17
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	6	7	5	5	4
Technical	0	0	0	0	0
Maintenance	1	1	1	1	0
Operator	320	308	308	333	0
Represented	0	0	0	0	0
Supervisory	18	18	18	18	1
Total	383	371	369	395	26

ADM	17
MGR	4
MNT	0
OPR	0
POL	0
PRO	4
REP	0
SUP	1
TEC	0

Non-Rep	23
Rep	0
Total FT	**23**
PT	0
CON	3
TOTAL	**26**



Contract Positions (Shaded)

OFFICE OF MOBILITY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Mobility Services	23	1	1	1	1	1
Mobility Support Services Program Manager	20	----	----	----	----	1
Mobility Operations Program Manager	20	----	----	----	----	1
Mobility Maintenance Program Manager	20	----	----	----	----	1
Gen Supt Mobility	20	1	1	1	1	----
Supt Mobility Operations	18	2	2	2	2	----
Mobility Maintenance Field Inspector	16	----	----	----	----	1
Supv Mobility Reservations	16	1	1	1	1	1
Mobility Operations Field Inspector	16	----	----	----	----	1
Office Administrator II	16	1	1	1	1	1
Mobility Eligibility Specialist	16	1	1	1	1	----
Asst Supt Mobility Dispatch	16	3	3	3	3	----
Schedule Analyst III	16	1	----	----	----	----
Supv Mobility Transportation	15	3	3	3	3	----
Dispatcher Mobility	14	11	11	11	11	----
Mobility Customer Care Rep	13	15	15	15	16	13
Sr. Mobility Sys Data Spec	12	1	1	1	1	----
Mobility Scheduler II	11	1	1	1	1	----
Mobility System Data Specialist	9	9	9	9	9	----
Mobility Scheduler I	9	2	2	2	2	----
Mobility Service Agent	8	4	4	4	4	2
Non-Rep Subtotal		**57**	**56**	**56**	**57**	**23**

OFFICE OF MOBILITY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Represented						
Serviceperson II	UR	1	1	1	1	----
Mobility Operator	UR	248	248	248	273	----
Represented Subtotal		**249**	**249**	**249**	**274**	**----**
Total Full-Time		**306**	**305**	**305**	**331**	**23**
Part-Time						
PT Mobility Operator	UR	72	60	60	60	----
Total Part-Time		**72**	**60**	**60**	**60**	**----**
Contract						
Contract Professional	----	3	5	3	3	2
Contract Emp Admin Support	----	2	1	1	1	1
Total Contract		**5**	**6**	**4**	**4**	**3**
Office Total		**383**	**371**	**369**	**395**	**26**

DIVISION OF FINANCE

This Division includes the following Departments:

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

DIVISION OF FINANCE

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	14,452,869	15,246,248	15,338,812	15,328,721	16,581,590
Overtime	315,126	382,264	332,321	304,766	497,673
Other Benefits	1,609,728	1,626,826	1,557,936	1,967,753	1,913,087
Healthcare Rep/NonRep	3,386,164	3,360,770	3,442,081	3,193,375	3,516,826
Pension Rep/NonRep	2,901,083	2,464,407	2,552,113	2,741,280	3,266,223
Workers Comp-Excess/Losses	149,679	46,651	579,404	274,277	562,041
Benefits Total	8,046,654	7,498,654	8,131,534	8,176,686	9,258,178
Labor Total	22,814,649	23,127,166	23,802,667	23,810,173	26,337,440
Contractual Services	537,700	662,617	564,710	486,341	688,494
Materials Supplies-Other	2,350,727	1,827,019	1,855,437	1,297,192	2,183,492
Materials Total	2,350,727	1,827,019	1,855,437	1,297,192	2,183,492
Other Operating	253,034	249,856	205,794	329,277	329,099
Other Total	253,034	249,856	205,794	329,277	329,099
Miscellaneous Expenses	118,137	123,269	133,430	156,794	127,969
Other Non-Operating Expenses	1,623,872	1,825,921	1,929,046	2,067,306	2,093,066
Non Labor Total	4,883,470	4,688,682	4,688,417	4,336,909	5,422,120
Gross Operating Total	27,698,119	27,815,848	28,491,084	28,147,082	31,759,560
Cost Allocation	-5,513,143	-5,623,005	-4,898,445	-5,201,434	-5,550,571
Allocation Total	-5,513,143	-5,623,005	-4,898,445	-5,201,434	-5,550,571
Net Operating Expense	22,184,976	22,192,843	23,592,639	22,945,648	26,208,989

Authorized Positions by Status

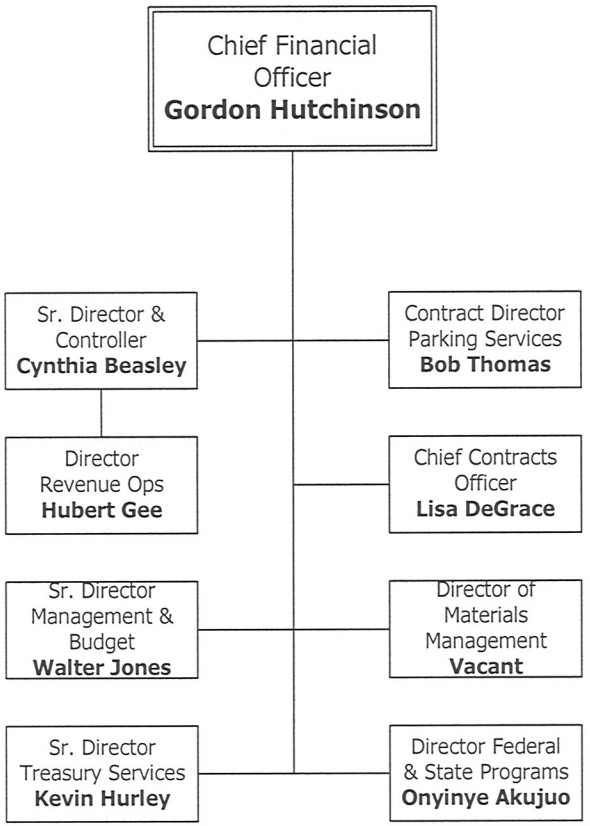
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	194	193	195	195	190
Represented	78	77	77	77	76
Full-Time Total	272	270	272	272	266
Non-Represented (PT)	77	72	53	48	48
Represented (PT)	0	0	0	0	0
Part-Time Total	77	72	53	48	48
Contract	6	8	34	38	38
Total	355	350	359	358	352

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	142	132	137	134	131
Management	26	27	30	30	30
Police	0	0	0	0	0
Professional	89	95	96	98	96
Technical	1	1	1	1	1
Maintenance	3	3	3	3	3
Operator	0	0	0	0	0
Represented	75	74	74	74	73
Supervisory	19	18	18	18	18
Total	355	350	359	358	352

ADM	131
MGR	30
MNT	3
OPR	0
POL	0
PRO	96
REP	73
SUP	18
TEC	1

Non-Rep	190
Rep	76
Total FT	**266**
PT	48
CON	38
TOTAL	**352**



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 Chief Contracts Officer
- Office of Materials

Areas of Oversight

- Chief Finance Officer
- Accounting
- Management & Budget
- Treasury Services
- Revenue Operations
- Parking Services
- Federal & State Programs
- Chief Contracts Officer
- Materials

FY16 Department Accomplishments

- Achieved and maintained an Inventory Service Level of 95% or better
- Implemented inventory stocking policy based on usage for 100% of stock Items
- Converted 250 Galaxy 54 smart phones to Samsung Galaxy 56 smart phones
- Brought printing projects in-house that were formally printed by outside sources saving close to $100K
- Implemented program to follow through on Move Order backorders
- Worked with Maintenance to determine inventory that can be disposed. Sell/dispose of all inventory determined to be obsolete for MARTA's needs. For FY16, 68 Buses, 1 L-Van and 65 non-revenue were added to the sales. Total revenue from Auction sales, $376,470.
- Processed 950 trays and tubs of inbound US Mail, 176,000 pieces of outbound US Mail, 59,000 fold/insertion pieces
- Recycled 55 tons of paper from the Authority's Records Center.
- Produced and received awards from GFOA for the 2016 Budget Book, CAFR and Popular Reports
- Completed NTD and MARTOC Reports; maintained and updated Balance Scorecard toolset.
- Designed and developed an interactive dashboard for overtime and absenteeism via Oracle's Business Intelligence Module.
- Produced various vetting and cost/benefit analyses for the Authority
- Facilitated the development of a balanced budget for the 4th consecutive year
- Distributed over 500K EV1 Breeze Cards (more secure card) to the general public; replaced 75% (EV1) Employee Breeze Cards
- Awarded Elevator/Escalator contract for $217,696,877 and 270 Forty Foot (40') CNG Buses contract in the amount of $171,999,840.
- Modified the iSupplier interface on the MARTA website to improve the vendor experience through a more user friendly module
- Successfully registered vendors with the ACH Accounting system to increase operational efficiencies and decrease Authority costs.
- Implemented DocuSign process for document execution.
- Implemented new process for Work Orders to include enhanced oversight.

FY17 Goals & Objectives

GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations

- Objective: Promote and encourage employee responsibility, accountability, and development. Direct effective and efficient financial planning and debt and grant program management

GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation

- Objective: Provide strategic, analytical and budgetary services that enable the agency to produce a fiscally prudent budget that supports the Strategic Plan and enables the Authority to optimize performance in a cost effective manner
- Objective: Oversee the development of both cost and schedule KPI's to support operating and capital budget for executive management. Provide monthly KPI reports to facilitate structured reviews by EMT (i.e. PRAM), GM, and Board
- Objective: Effectively manage accounting and financial reporting functions for the Authority to ensure that all financial information is reliable and available for management to make timely decisions.
- Objective: Ensure that all revenue is accurately and timely collected, processed, deposited and recorded.

FY2017 Key Performance Indicator

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Average Inventory Service Level	Percent of Stock Issues out of the number of all requested stock items	>/= 95%	96.65%	>/= 95%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.40%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	84.97%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-10.73%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-6.38%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-25.56%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-39.49%	</= 0%

DEPT OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	14,452,869	15,246,248	15,338,812	15,328,721	16,581,590
Overtime	315,126	382,264	332,321	304,766	497,673
Other Benefits	1,609,728	1,626,826	1,557,936	1,967,753	1,913,087
Healthcare Rep/NonRep	3,386,164	3,360,770	3,442,081	3,193,375	3,516,826
Pension Rep/NonRep	2,901,083	2,464,407	2,552,113	2,741,280	3,266,223
Workers Comp-Excess/Losses	149,679	46,651	579,404	274,277	562,041
Benefits Total	8,046,654	7,498,654	8,131,534	8,176,686	9,258,178
Labor Total	**22,814,649**	**23,127,166**	**23,802,667**	**23,810,173**	**26,337,440**
Contractual Services	537,700	662,617	564,710	486,341	688,494
Materials Supplies-Other	2,350,727	1,827,019	1,855,437	1,297,192	2,183,492
Materials Total	2,350,727	1,827,019	1,855,437	1,297,192	2,183,492
Other Operating	253,034	249,856	205,794	329,277	329,099
Other Total	253,034	249,856	205,794	329,277	329,099
Miscellaneous Expenses	118,137	123,269	133,430	156,794	127,969
Other Non-Operating Expenses	1,623,872	1,825,921	1,929,046	2,067,306	2,093,066
Non Labor Total	**4,883,470**	**4,688,682**	**4,688,417**	**4,336,909**	**5,422,120**
Gross Operating Total	**27,698,119**	**27,815,848**	**28,491,084**	**28,147,082**	**31,759,560**
Cost Allocation	-5,513,143	-5,623,005	-4,898,445	-5,201,434	-5,550,571
Allocation Total	**-5,513,143**	**-5,623,005**	**-4,898,445**	**-5,201,434**	**-5,550,571**
Net Operating Expense	**22,184,976**	**22,192,843**	**23,592,639**	**22,945,648**	**26,208,989**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	194	193	195	195	190
Represented	78	77	77	77	76
Full-Time Total	**272**	**270**	**272**	**272**	**266**
Non-Represented (PT)	77	72	53	48	48
Represented (PT)	0	0	0	0	0
Part-Time Total	**77**	**72**	**53**	**48**	**48**
Contract	**6**	**8**	**34**	**38**	**38**
Total	**355**	**350**	**359**	**358**	**352**

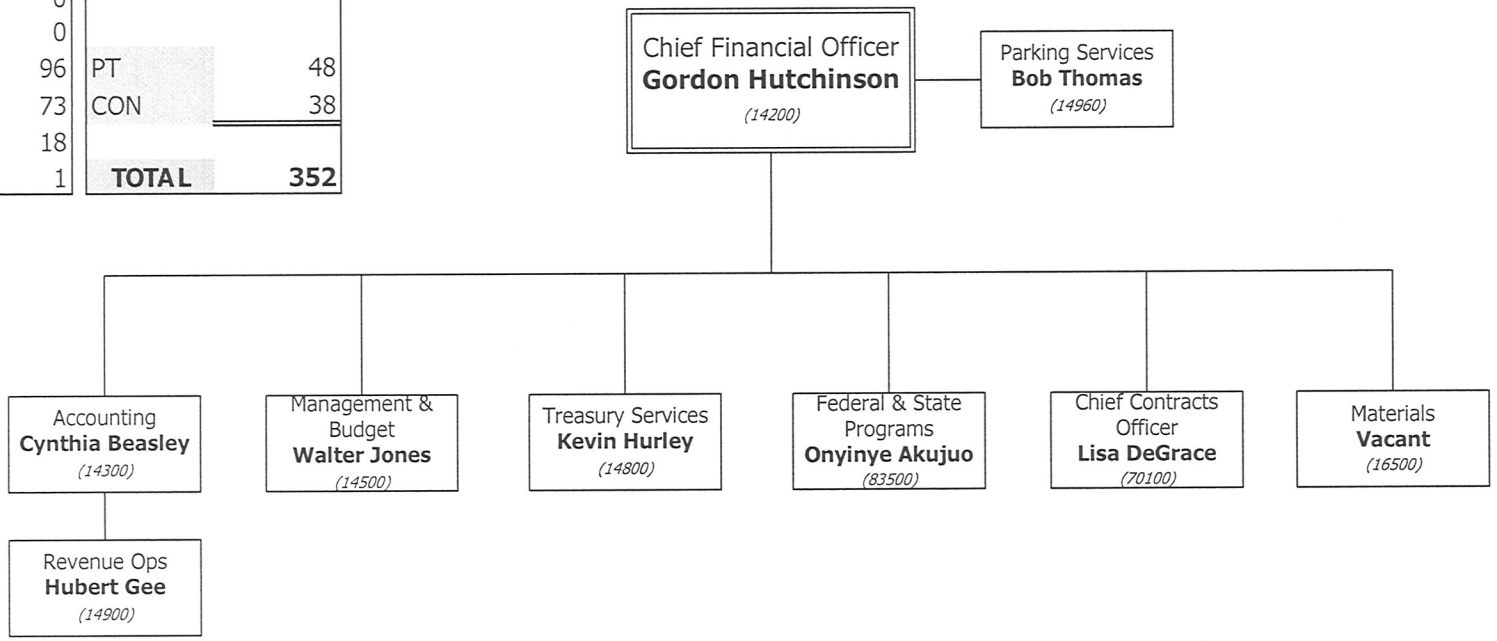
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	142	132	137	134	131
Management	26	27	30	30	30
Police	0	0	0	0	0
Professional	89	95	96	98	96
Technical	1	1	1	1	1
Maintenance	3	3	3	3	3
Operator	0	0	0	0	0
Represented	75	74	74	74	73
Supervisory	19	18	18	18	18
Total	**355**	**350**	**359**	**358**	**352**

DEPARTMENT OF CHIEF FINANCIAL OFFICER/CFO

ADM	131
MGR	30
MNT	3
OPR	0
POL	0
PRO	96
REP	73
SUP	18
TEC	1

Non-Rep	190
Rep	76
Total FT	**266**
PT	48
CON	38
TOTAL	**352**



Functions & Responsibilities

Chief Financial Officer

- Directs the overall activities of the Finance Department, including the offices of Accounting, Grants, Financial Management & Budget, Revenue Operations, Treasury Services, Parking Services and Contracts, Procurement & Materials
- Advises the General Manager and the Board of Directors on fiscal management/planning matters for the Authority
- Responsible for the Authority's operating and capital budgets
- Oversees and improves the budget development process to ensure the annual budget meets all statutory requirements and accurately reflects the Authority's financial environment
- Monitors departments' execution of the annual budget and ensures budgets are maintained within approved levels
- Manages the Authority's Balanced Scorecard, particularly the monitoring and reporting of the Strategic Key Performance Indicators (KPIs)
- Develops the Authority's Five-Year Operating Financial Plan and Ten-Year Capital Improvement Plan and monitor performance measurement activities
- Provides the General Manager/CEO timely financial strategy advice based on changes in the financial environment in sufficient time to implement effective tactics and strategies and to ensure sound fiscal management
- Provides managerial and financial advising services, which enable the Authority to optimize performance and productivity, while simultaneously containing or reducing cost
- Represents the Authority on financial matters with financial institutions, federal agencies, local groups and organizations, professional associations, and other similar groups
- Provides oversight of the Authority's Debt Program and facilitates communication of MARTA financial condition to credit rating agencies.
- Support to the Authority in the areas of business and financial analysis
- Manages the Authority's investment portfolios and cash positions to maximize return per MARTA's investment guidelines
- Manages the Authority's energy price risk volatility through hedging
- Manage the Authority's Efficiency Improvement Program mandated by the Board of Directors
- Ensure procurements are conducted in a manner that provides full open competition, to the extent possible and practical, in accordance with applicable laws, Procurement Procedures and other Board adopted policies
- Ensure awards are made to the most responsive and responsible Contractors who submit a quote, bid, or proposal that is in the best interest of the Authority to accept

OFFICE OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,489,939	1,694,027	1,948,257	1,824,859	1,861,999
Overtime	20,842	46,207	36,498	48,833	62,420
Other Benefits	226,425	217,298	190,633	195,182	-100,936
Healthcare Rep/NonRep	466,086	443,671	407,371	373,416	371,556
Pension Rep/NonRep	196,465	129,486	125,631	144,076	300,264
Workers Comp-Excess/Losses	22,244	-450	28,610	36,069	92,196
Benefits Total	911,220	790,005	752,245	748,743	663,080
Labor Total	2,422,001	2,530,239	2,737,000	2,622,435	2,587,499
Contractual Services	116,251	129,900	156,703	124,790	124,264
Materials Supplies-Other	3,058	6,169	7,525	6,433	9,195
Materials Total	3,058	6,169	7,525	6,433	9,195
Miscellaneous Expenses	0	0	4	0	0
Other Non-Operating Expenses	106,978	270,901	164,200	180,071	184,200
Non Labor Total	226,287	406,970	328,432	311,295	317,659
Gross Operating Total	2,648,288	2,937,209	3,065,432	2,933,729	2,905,158
Cost Allocation	-320,203	-408,844	-554,990	-590,385	-547,865
Allocation Total	-320,203	-408,844	-554,990	-590,385	-547,865
Net Operating Expense	2,328,085	2,528,365	2,510,442	2,343,344	2,357,293

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	16	16	15	14	14
Represented	0	0	0	0	0
Full-Time Total	16	16	15	14	14
Non-Represented (PT)	64	59	40	38	38
Represented (PT)	0	0	0	0	0
Part-Time Total	64	59	40	38	38
Contract	2	2	29	33	32
Total	82	77	84	85	84

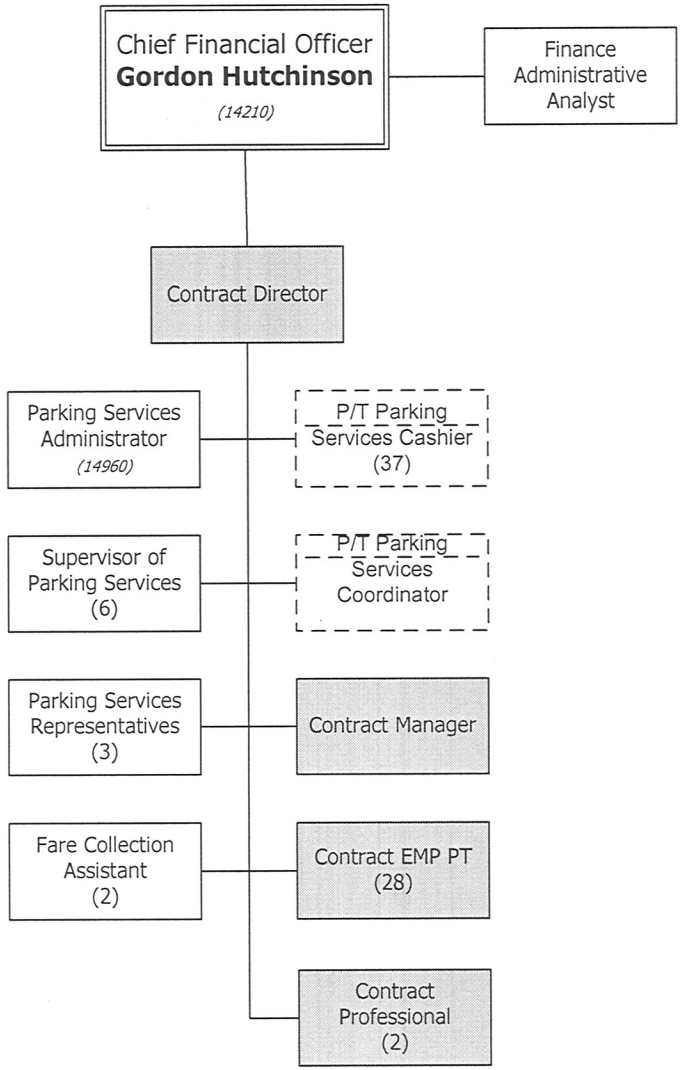
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	72	67	72	72	72
Management	1	1	3	3	3
Police	0	0	0	0	0
Professional	3	3	3	4	3
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	6	6	6	6	6
Total	82	77	84	85	84

OFFICE OF CHIEF FINANCIAL OFFICER / CFO

ADM	72
MGR	3
MNT	0
OPR	0
POL	0
PRO	4
REP	0
SUP	6
TEC	0

Non-Rep	14
Rep	0
Total FT	**14**
PT	38
CON	32
TOTAL	**84**



Capital Contract Positions (Shaded)

PT Positions -------

OFFICE OF CHIEF FINANCIAL OFFICER CFO

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Financial officer	A	1	1	1	1	1
Finance Administrative Analyst	18	1	1	1	1	1
Parking Services Administrator	16	1	1	1	1	1
Supv Parking Services	10	6	6	6	6	6
Fare Collection Asst	9	2	2	2	2	2
Ridestore Assistant	9	----	----	1	----	----
Parking Services Rep	6	5	5	3	3	3
Non-Rep Subtotal		**16**	**16**	**15**	**14**	**14**
Total Full-Time		**16**	**16**	**15**	**14**	**14**
Part-Time						
Parking Services Cashier PT	----	62	57	39	37	37
Parking Svcs Coordinator PT	----	2	2	1	1	1
Total Part-Time		**64**	**59**	**40**	**38**	**38**
Contract						
Contract Emp PT	----	----	----	25	28	28
Contract Professional	----	2	2	2	3	2
Contract Manager	----	----	----	1	1	1
Contract Director	----	----	----	1	1	1
Total Contract		**2**	**2**	**29**	**33**	**32**
Office Total		**82**	**77**	**84**	**85**	**84**

Functions & Responsibilities

Director of Accounting

- Serves as the primary source of financial and management information for the Authority.
- 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.
- Maintains historical accounting records and data; tracks disbursements and receipts of funds; and prepares reports, analyses, and trends.
- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	2,357,595	2,387,920	2,253,134	2,217,398	2,448,581
Overtime	9,786	12,801	13,582	18,277	118,033
Other Benefits	229,843	232,115	307,896	253,050	356,117
Healthcare Rep/NonRep	438,553	429,670	367,994	337,428	450,371
Pension Rep/NonRep	620,410	552,665	598,724	590,611	601,343
Workers Comp-Excess/Losses	-4,890	74	23,771	-2,766	70,920
Benefits Total	1,283,916	1,214,524	1,298,385	1,178,324	1,478,751
Labor Total	3,651,297	3,615,245	3,565,101	3,413,999	4,045,366
Contractual Services	545	27,507	42,892	1,798	52,724
Materials Supplies-Other	6,817	19,278	6,962	5,868	4,840
Materials Total	6,817	19,278	6,962	5,868	4,840
Miscellaneous Expenses	12	149	14	0	36
Other Non-Operating Expenses	10,769	14,392	12,346	26,939	16,874
Non Labor Total	18,143	61,326	62,214	34,605	74,474
Gross Operating Total	3,669,440	3,676,571	3,627,315	3,448,604	4,119,840
Cost Allocation	-1,159,400	-1,148,560	-1,155,599	-1,098,323	-1,247,434
Allocation Total	-1,159,400	-1,148,560	-1,155,599	-1,098,323	-1,247,434
Net Operating Expense	2,510,040	2,528,011	2,471,716	2,350,281	2,872,406

Authorized Positions by Status

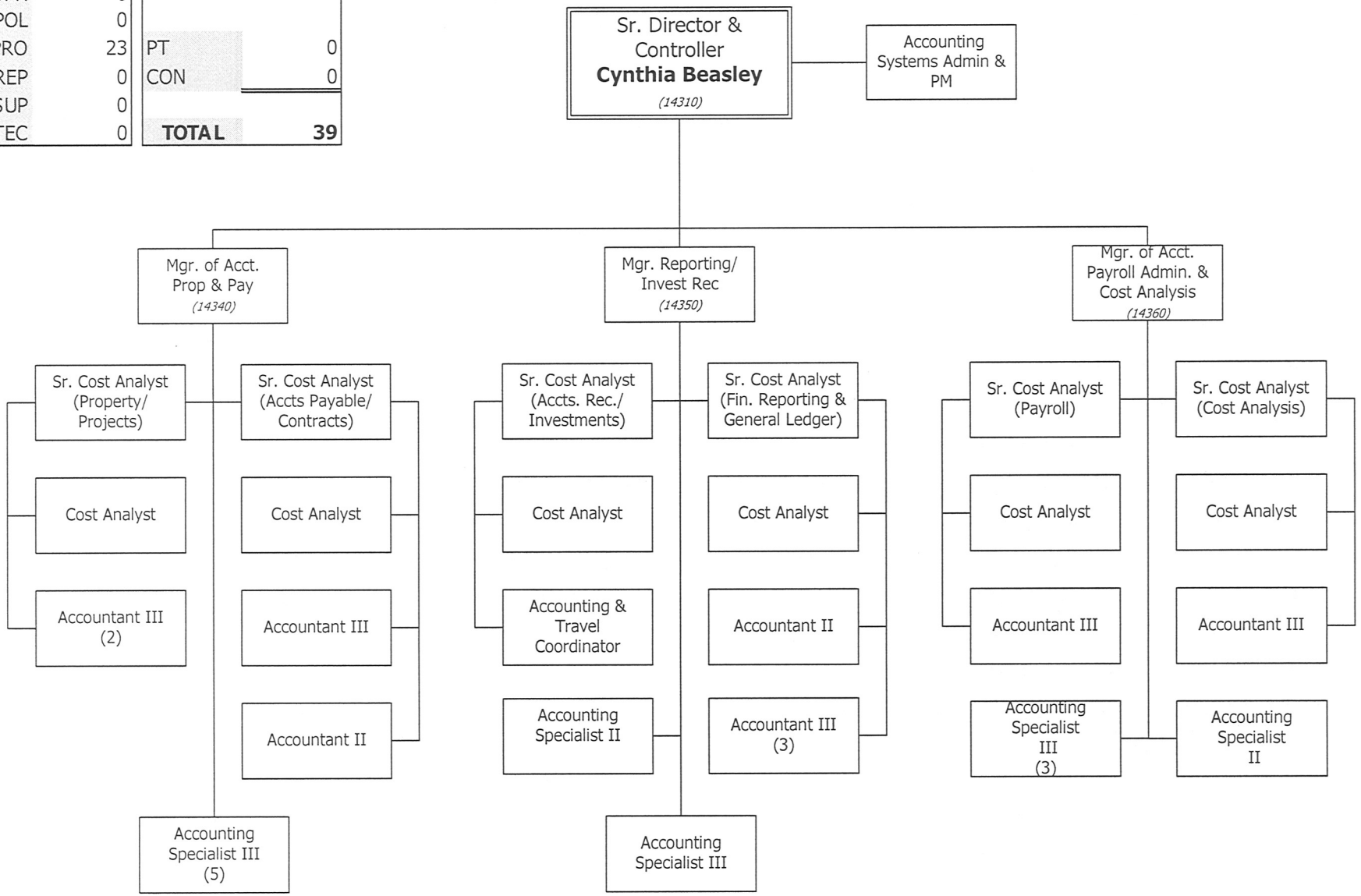
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	40	40	40	40	39
Represented	0	0	0	0	0
Full-Time Total	40	40	40	40	39
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	40	40	40	40	39

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	13	13	12	12	11
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	22	23	24	24	24
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	0	0	0	0
Total	40	40	40	40	39

ADM	12
MGR	4
MNT	0
OPR	0
POL	0
PRO	23
REP	0
SUP	0
TEC	0

Non-Rep	39
Rep	0
Total FT	**39**
PT	0
CON	0
TOTAL	**39**



OFFICE OF ACCOUNTING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir & Controller	24	----	1	1	1	1
Dir Accounting	23	1	----	----	----	----
Mgr Accounting	21	3	3	3	3	3
Sr. Cost Analyst	20	5	6	6	6	6
Accounting Sys Adm & Proj Mgr	20	1	1	1	1	1
Supv Accounting	19	1	----	----	----	----
Cost Analyst	18	6	6	6	6	6
Accountant III	17	7	8	7	8	8
Accountant II	15	3	2	3	2	2
Accounting & Travel Coord	14	----	----	1	1	1
Accounting Specialist III	13	9	9	9	9	9
Accounting Specialist II	11	3	3	2	2	2
Accounting Specialist I	9	1	1	1	1	----
Non-Rep Subtotal		**40**	**40**	**40**	**40**	**39**
Total Full-Time		**40**	**40**	**40**	**40**	**39**
Office Total		**40**	**40**	**40**	**40**	**39**

Functions & Responsibilities

Sr. Director of Management & Budget

- 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 and monitor performance measurement activities
- Support to the Authority in the areas of business and financial analysis
- Manage the Authority's Efficiency Improvement Program mandated by the Board of Directors
- Provide managerial and financial advising services, which enable the Authority to optimize performance and productivity, while simultaneously containing or reducing cost

Operating & Capital Budgets

- Develop and administer 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.
- Publishes a Recommended and an Adopted budget book annually.
- Conduct 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.

Strategic Performance Management

- Facilitate the collection, analysis and submission of mandatory NTD data and the development and implementation of MARTA's performance management process.
- Provide 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.)

Financial Systems

- Maintain and improve the budget information system; administer the budget databases as well as any inbound or outbound data.
- Work with IT, Accounting, and HR as the central conduit for data exchange and reporting between OMB and the rest of the Authority.
- Design, deploy, and maintain all OMB SharePoint and Business Intelligence projects, data modeling, and budget book reporting.

OFFICE OF MANAGEMENT & BUDGET

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	940,620	1,118,058	1,114,018	1,130,773	1,237,681
Overtime	174	365	1,178	3,151	0
Other Benefits	87,918	101,073	135,020	121,418	227,711
Healthcare Rep/NonRep	157,207	188,577	198,905	187,621	146,371
Pension Rep/NonRep	220,404	180,971	203,875	226,727	254,718
Workers Comp-Excess/Losses	-2	0	-64	-59	23,049
Benefits Total	465,527	470,621	537,736	535,707	651,848
Labor Total	1,406,321	1,589,044	1,652,932	1,669,630	1,889,529
Contractual Services	0	30,732	0	2,772	40,462
Materials Supplies-Other	5,320	4,695	8,050	6,630	8,692
Materials Total	5,320	4,695	8,050	6,630	8,692
Other Non-Operating Expenses	1,322	1,181	7,181	4,780	6,924
Non Labor Total	6,642	36,608	15,231	14,182	56,078
Gross Operating Total	1,412,963	1,625,652	1,668,163	1,683,813	1,945,607
Cost Allocation	-672,417	-780,543	-594,264	-639,121	-676,761
Allocation Total	-672,417	-780,543	-594,264	-639,121	-676,761
Net Operating Expense	740,546	845,109	1,073,899	1,044,691	1,268,846

Authorized Positions by Status

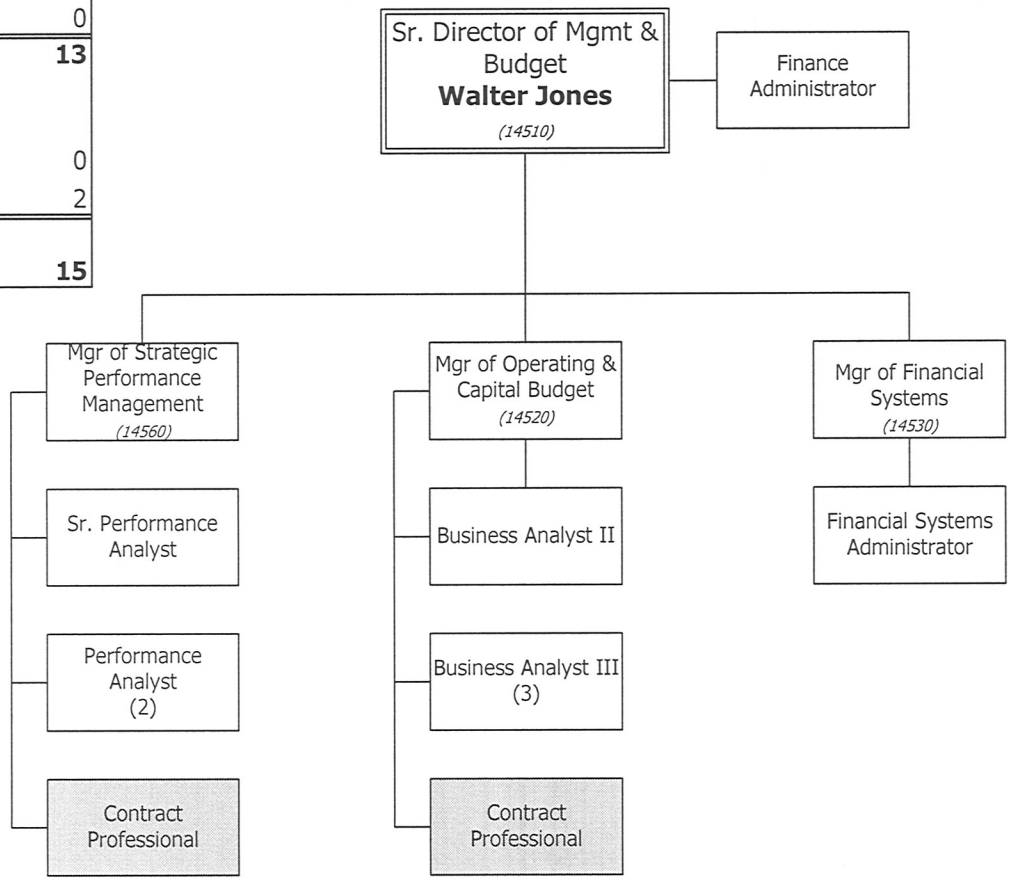
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	14	14	14	14	13
Represented	0	0	0	0	0
Full-Time Total	14	14	14	14	13
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	1	1	2
Total	15	15	15	15	15

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	11	11	11	11	11
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	15	15	15	15	15

ADM	0
MGR	4
MNT	0
OPR	0
POL	0
PRO	10
REP	0
SUP	0
TEC	0

Non-Rep	13
Rep	0
Total FT	**13**
PT	0
CON	2
TOTAL	**15**



Contract Position (Shaded

OFFICE OF MANAGEMENT & BUDGET

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Mgnt & Budget	24	----	----	----	1	1
Dir Financial Mgmt & Budget	23	1	1	1	----	----
Mgr Financial Systems	22	----	----	----	1	1
Mgr Operating & Capital Budget	22	1	1	1	1	1
Mgr Strategic Performance	21	1	1	1	1	1
Mgr Financial Systems	21	1	1	1	----	----
Financial Systems Admin	20	1	1	1	1	1
Business Analyst III	19	4	4	4	4	3
Sr. Performance Analyst	19	----	----	----	1	1
Performance Analyst	18	3	3	3	2	2
Business Analyst II	17	1	1	1	1	1
Finance Administrator	16	1	1	1	1	1
Non-Rep Subtotal		**14**	**14**	**14**	**14**	**13**
Total Full-Time		**14**	**14**	**14**	**14**	**13**
Contract						
Contract Professional	----	1	1	1	1	2
Total Contract		**1**	**1**	**1**	**1**	**2**
Office Total		**15**	**15**	**15**	**15**	**15**

Functions & Responsibilities

Director of Revenue Operations

- Centrally manage the Authority's revenue collected and processed from all ticket vending machines, bus fare boxes, parking lots, Ride Stores, media encoding, and media sales, and maintenance oversight of AFC equipment
- Ensure all transactions and revenue are accurately reported and apportioned according to regional agreements

Revenue Administration

- Oversee the reconciliation of actual coin and currency counts processed by the Revenue Processing Unit
- Monitoring, auditing, and control transactional fraud and system access rules
- Resolving and reporting of discrepancies, unusual occurrences and variances
- Responsible for the management of the design, implementation, and operation of the Authority's fare collection system
- Encoding of fare media and the administration of revenue contracts

Media Sales

- Sale of fare media at two Ride Stores within the rail system
- Distribution of MARTA fare media to non-profit government agencies, MARTA Partnerships programs, universities, MARTA Employees and at selected conventions
- Oversees Web ticketing for group and individual sales

Revenue Settlement & Clearinghouse

- Ensure that fare payment transactions and revenue are accurately reported and apportioned according to Breeze Regional Agreements
- Initiate investigations and resolved anomalies
- Distribution of settlement amounts are distributed to the Regional Partner transit agencies on a monthly basis.
- Reconcile credit/debit settlement reports from the bank against the Breeze Vending Machine credit/debit sales reports and investigates transaction discrepancies
- 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

OFFICE OF REVENUE OPERATIONS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	3,023,682	3,144,510	2,974,801	2,934,686	3,177,361
Overtime	149,943	110,719	100,839	107,823	197,145
Other Benefits	363,686	354,595	328,321	386,496	194,699
Healthcare Rep/NonRep	902,365	860,255	868,731	807,651	898,910
Pension Rep/NonRep	649,244	571,396	613,267	663,341	653,635
Workers Comp-Excess/Losses	49,846	8,005	186,805	85,264	141,840
Benefits Total	1,965,141	1,794,251	1,997,124	1,942,752	1,889,084
Labor Total	5,138,766	5,049,480	5,072,764	4,985,261	5,263,590
Contractual Services	268,546	275,518	264,764	224,145	313,225
Materials Supplies-Other	2,062,269	1,470,628	1,606,922	940,780	1,866,612
Materials Total	2,062,269	1,470,628	1,606,922	940,780	1,866,612
Other Operating	0	0	0	13,216	14,855
Other Total	0	0	0	13,216	14,855
Miscellaneous Expenses	0	0	8	0	36
Other Non-Operating Expenses	1,365,732	1,512,323	1,502,846	1,534,997	1,769,909
Non Labor Total	3,696,547	3,258,469	3,374,540	2,713,137	3,964,637
Gross Operating Total	8,835,313	8,307,949	8,447,304	7,698,398	9,228,227
Cost Allocation	-680,311	-669,581	-931	-2,606	-2,842
Allocation Total	-680,311	-669,581	-931	-2,606	-2,842
Net Operating Expense	8,155,002	7,638,368	8,446,373	7,695,792	9,225,386

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	52	52	51	52	50
Represented	20	20	20	20	19
Full-Time Total	72	72	71	72	69
Non-Represented (PT)	13	13	13	10	10
Represented (PT)	0	0	0	0	0
Part-Time Total	13	13	13	10	10
Contract	0	0	0	0	0
Total	85	85	84	82	79

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	47	47	46	43	41
Management	6	6	6	6	6
Police	0	0	0	0	0
Professional	7	7	7	8	8
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	20	20	20	20	19
Supervisory	5	5	5	5	5
Total	85	85	84	82	79

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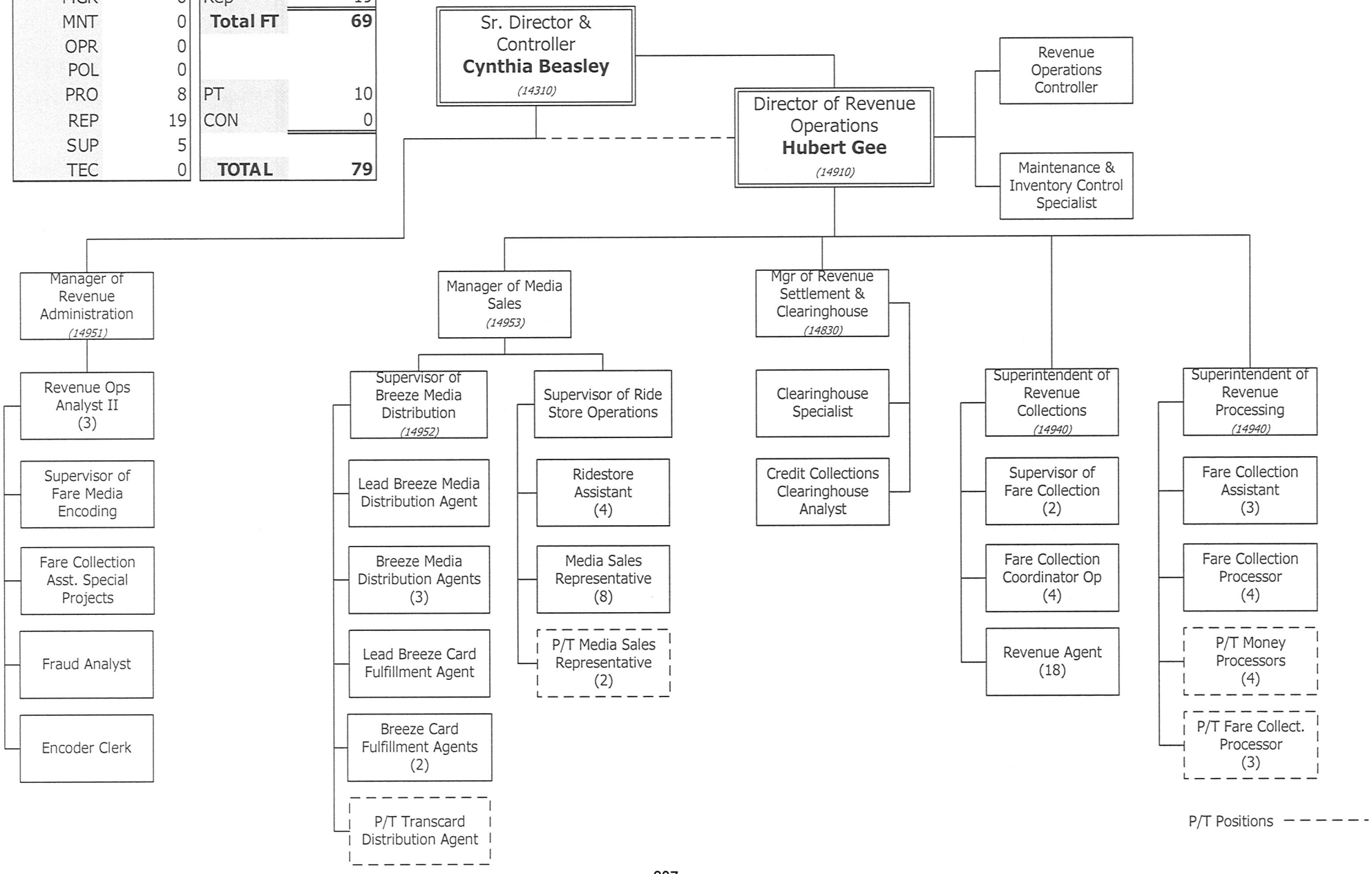
OFFICE OF REVENUE OPERATIONS

ADM	41
MGR	6
MNT	0
OPR	0
POL	0
PRO	8
REP	19
SUP	5
TEC	0

Non-Rep	50
Rep	19
Total FT	**69**
PT	10
CON	0
TOTAL	**79**



OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Revenue Operations	23	1	1	1	1	1
Mgr Rev Settlemt & Clearinghse	20	1	1	1	1	1
Mgr Revenue Administration	19	1	1	1	1	1
Mgr Media Sales	19	1	1	1	1	1
Fraud Analyst	18	----	----	----	1	1
Revenue Operations Controller	17	1	1	1	1	1
Supt Revenue Processing	17	1	1	1	1	1
Supt Revenue Collections	17	1	1	1	1	1
Revenue Operations Analyst II	16	3	3	3	3	3
Supv Fare Media Encoding	16	1	1	1	1	1
Maint & Inventory Control Spec	16	1	1	1	1	1
Supv Ridestore Operations	16	1	1	1	1	1
Credit Collec Clearhse Analyst	16	1	1	1	1	1
Supv Breeze Media Dist Ride St	16	1	1	1	1	1
Fare Collection Coordinator Op	15	5	5	5	5	4
Supv Fare Collection Operation	15	2	2	2	2	2
Ld Breeze Media Dist Agent	14	1	1	1	1	1
Breeze Media Distribution Agt	13	3	3	3	3	3
Clearinghouse Specialist	13	1	1	1	1	1
Ridestore Assistant	9	5	5	4	4	4
Fare Collection Asst	9	3	3	3	3	3
Ld Breeze Card Fulfillment Agt	9	1	1	1	1	1
Fare Collect Asst Sp Proj	9	1	1	1	1	1
Breeze Card Fulfillment Agent	8	2	2	2	2	2
Media Sales Rep	7	9	9	9	9	8

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Fare Collection Processor	6	4	4	4	4	4
Non-Rep Subtotal		**52**	**52**	**51**	**52**	**50**
Represented						
Revenue Agent	UR	19	19	19	19	18
Encoder Clerk	UR	1	1	1	1	1
Represented Subtotal		**20**	**20**	**20**	**20**	**19**
Total Full-Time		**72**	**72**	**71**	**72**	**69**
Part-Time						
Money Processor PT	----	4	4	4	4	4
Fare Collection Processor PT	----	3	3	3	3	3
Media Sales Rep PT	----	2	2	2	2	2
PT Transcard Distrib Agent	----	1	1	1	1	1
Ridestore Clerk PT	----	3	3	3	----	----
Total Part-Time		**13**	**13**	**13**	**10**	**10**
Office Total		**85**	**85**	**84**	**82**	**79**

Functions & Responsibilities

Sr. Director of Treasury and Capital Programs, Treasurer

- The Office of Treasury and Capital Programs consists of three branches: Financial Planning & Analysis, Cash Management, and the Capital Improvement Program Management & Oversight
- Provide support in the areas of cash management, business and financial analysis; ensure maximum investment yield;
- CIP management and oversight and capital budget development

Financial Planning & Analysis

- Prepares, maintains and utilizes 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
- Develops, recommends and executes capital project and debt and funding strategies
- These strategies include the Authority's bond program, structured lease program and other financial instruments to optimize the Authority's financial position

Cash Management

- Provides services to ensure maximum investment yield on the Authority's idle cash. This includes the receipt, investment, and disbursement of funds
- Prepares short and long-range cash-flow plans; and develops and maintains business relationships with banking and investment institutions to support Authority programs
- 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
- Tracks short-term investments of available cash as compared to Authority benchmarks

Capital Improvement Program Management & Oversight

- Responsible for the financial management of the Authority's capital planning program, capital project oversight and analyses, project and program performance analyses, capital budget development and financial management
- Assists in programming funds, budget development and tracking capital expenditures, and preservation programs
- Participates in the development and improvement of project controls systems, recommends improvements in systems, tools, and methods of project controls, development, and management

OFFICE OF TREASURY

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	622,124	629,951	935,433	976,673	798,644
Other Benefits	58,511	57,925	116,809	103,350	166,585
Healthcare Rep/NonRep	115,389	108,914	135,407	133,195	101,333
Pension Rep/NonRep	175,548	172,498	202,860	226,853	187,325
Workers Comp-Excess/Losses	-2	0	-43	-43	15,957
Benefits Total	349,446	339,337	455,033	463,356	471,200
Labor Total	**971,570**	**969,288**	**1,390,466**	**1,440,029**	**1,269,844**
Contractual Services	700	46,013	-2,229	125	10,000
Materials Supplies-Other	2,686	340	10,043	2,708	2,730
Materials Total	2,686	340	10,043	2,708	2,730
Other Non-Operating Expenses	119,348	1,876	14,870	8,989	52,060
Non Labor Total	**122,734**	**48,229**	**22,684**	**11,822**	**64,790**
Gross Operating Total	**1,094,304**	**1,017,517**	**1,413,150**	**1,451,851**	**1,334,634**
Cost Allocation	-734,788	-675,006	-1,007,185	-1,044,525	-874,384
Allocation Total	**-734,788**	**-675,006**	**-1,007,185**	**-1,044,525**	**-874,384**
Net Operating Expense	**359,516**	**342,511**	**405,965**	**407,327**	**460,250**

Authorized Positions by Status

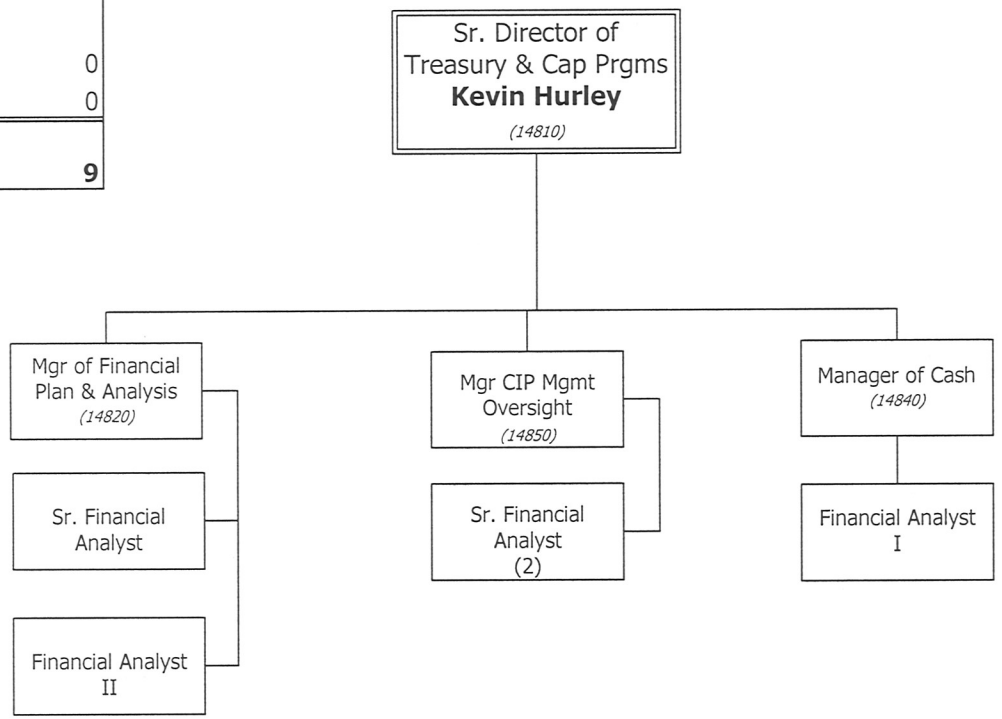
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	8	8	12	9	9
Represented	0	0	0	0	0
Full-Time Total	**8**	**8**	**12**	**9**	**9**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**0**	**0**	**0**
Total	**9**	**9**	**12**	**9**	**9**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	3	3	4	4	4
Police	0	0	0	0	0
Professional	6	6	8	5	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**9**	**9**	**12**	**9**	**9**

ADM	0
MGR	4
MNT	0
OPR	0
POL	0
PRO	5
REP	0
SUP	0
TEC	0

Non-Rep	9
Rep	0
Total FT	**9**
PT	0
CON	0
TOTAL	**9**



Contract Position (Shaded)

OFFICE OF TREASURY

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Treas Cap Prg Treasurer	24	1	1	1	1	1
Mgr CIP Mgmt Oversight	22	----	----	1	1	1
Mgr Financial Plan Analysis	22	1	1	1	1	1
Sr. Financial Analyst	20	2	2	3	3	3
Mgr Cash	20	1	1	1	1	1
Revenue Forecasting Analyst	20	1	1	1	----	----
Business Process Analyst	19	----	----	1	----	----
Revenue Grant Analyst	19	1	1	2	----	----
Financial Analyst II	18	----	----	1	1	1
Financial Analyst I	16	1	1	----	1	1
Non-Rep Subtotal		**8**	**8**	**12**	**9**	**9**
Total Full-Time		**8**	**8**	**12**	**9**	**9**
Contract						
Contract Professional	----	1	1	----	----	----
Total Contract		**1**	**1**	**----**	**----**	**----**
Office Total		**9**	**9**	**12**	**9**	**9**

Functions & Responsibilities

Director of Grant Programs

- The Office of Federal & State Programs manages 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 manages and 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 FEMA. 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, nontraditional grants 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	240,936	241,915	325,125	346,497	568,531
Overtime	0	5,662	246	0	0
Other Benefits	21,354	22,094	35,222	36,099	110,856
Healthcare Rep/NonRep	26,165	26,747	37,430	22,895	78,815
Pension Rep/NonRep	56,673	42,651	51,266	15,714	133,351
Workers Comp-Excess/Losses	0	0	-11	-13	12,411
Benefits Total	104,192	91,492	123,907	74,695	335,433
Labor Total	345,128	339,069	449,278	421,193	903,965
Contractual Services	0	150	199	125	0
Materials Supplies-Other	906	1,794	5,325	1,642	3,225
Materials Total	906	1,794	5,325	1,642	3,225
Other Non-Operating Expenses	5,124	5,286	5,769	12,445	10,075
Non Labor Total	6,030	7,230	11,293	14,213	13,300
Gross Operating Total	351,158	346,299	460,571	435,405	917,265
Cost Allocation	-312,295	-307,194	-385,075	-341,897	-767,356
Allocation Total	-312,295	-307,194	-385,075	-341,897	-767,356
Net Operating Expense	38,863	39,105	75,496	93,508	149,909

Authorized Positions by Status

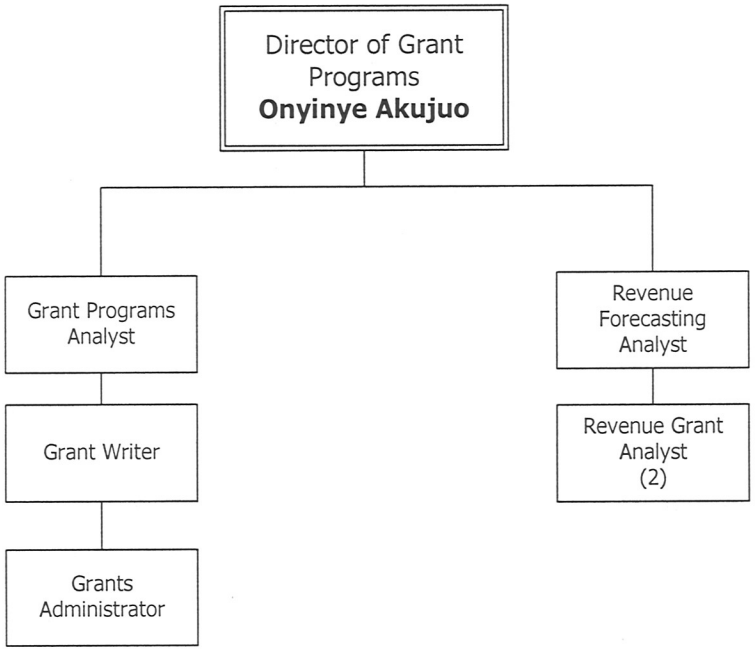
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	3	3	4	7	7
Represented	0	0	0	0	0
Full-Time Total	3	3	4	7	7
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	1	0	0	0
Total	3	4	4	7	7

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	2	3	3	6	6
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	3	4	4	7	7

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	6
REP	0
SUP	0
TEC	0

Non-Rep	7
Rep	0
Total FT	**7**
PT	0
CON	0
TOTAL	**7**



OFFICE OF FEDERAL & STATE PROGRAMS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Grant Programs	23	1	1	1	1	1
Revenue Forecasting Analyst	20	----	----	----	1	1
Revenue Grant Analyst	19	----	----	----	2	2
Grant Program Analyst	19	1	1	1	1	1
Grants Administrator	18	----	----	1	1	1
Grant Writer	17	1	1	1	1	1
Non-Rep Subtotal		**3**	**3**	**4**	**7**	**7**
Total Full-Time		**3**	**3**	**4**	**7**	**7**
Contract						
Contract Professional	----	----	1	----	----	----
Total Contract		**----**	**1**	**----**	**----**	**----**
Office Total		**3**	**4**	**4**	**7**	**7**

Functions & Responsibilities

Chief Contracts Officer

- The Office of Contracts & Procurement serves as the central procurement arm of the Authority with responsibility for all Solicitation and Contract Administration. The Office is comprised of three units; Operations, Business Support and Capital Programs.
- MARTA has a centralized procurement system.
- The goal of every MARTA acquisition is to procure and receive delivery of goods and services to support the Authority's activities in a timely and cost efficient manner.
- MARTA acquisitions are team efforts, and the participants in the acquisition process include representatives of Contracts & Procurement and Material (CPM) Department, MARTA client departments, all MARTA support departments and functions including, but not limited to, Diversity and Inclusion, Engineering, Quality Assurance and Legal Services.
- Each MARTA participant in an acquisition will exercise personal initiative and sound business judgment, in accordance with applicable laws, Procurement Procedures and other Board adopted policies.

A & E and Construction

- To ensure all MARTA employees, members of the Board, Contractors and Consultants adhere to all applicable laws, regulations, MARTA policies including without limitation, ethics and conflicts of interest policies.
- To ensure acquisitions are conducted in a manner that provides full open competition, to extent possible and practical, in accordance with applicable laws, Procurement Procedures and other Board adopted policies.
- To ensure the Authority maintains acquisition and contract administration systems that ensure acquisitions are conducted in accordance with applicable laws, Procurement Procedures and other Board adopted policies. Contracts will be performed by both MARTA and its Contractors in accordance with the terms of the contract.
- To ensure the Authority has written selection procedures for all acquisitions and such procedures ensure fair and unbiased evaluation in responses and thereby avoid any arbitrary action in the award of contracts.
- To ensure awards are made to the most responsive and responsible Contractors who submit a quote, bid, or proposal that is in the best interests of the Authority to accept.

OFFICE OF CHIEF CONTRACTS OFFICER

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,662,911	1,998,633	1,555,691	1,765,293	2,389,686
Overtime	379	1,297	170	1,894	0
Other Benefits	155,457	183,047	175,715	178,936	406,308
Healthcare Rep/NonRep	243,414	301,785	230,250	221,036	382,815
Pension Rep/NonRep	396,918	316,733	212,122	276,860	560,510
Workers Comp-Excess/Losses	1,606	0	1,987	10,264	60,282
Benefits Total	797,395	801,565	620,074	687,096	1,409,915
Labor Total	2,460,685	2,801,495	2,175,935	2,454,283	3,799,601
Contractual Services	80,686	60,825	9,150	16,434	0
Materials Supplies-Other	7,259	4,498	3,480	11,107	6,293
Materials Total	7,259	4,498	3,480	11,107	6,293
Miscellaneous Expenses	24,355	29,799	27,747	48,032	24,773
Other Non-Operating Expenses	2,867	598	916	8,924	6,588
Non Labor Total	115,167	95,720	41,293	84,498	37,654
Gross Operating Total	2,575,852	2,897,215	2,217,228	2,538,781	3,837,255
Cost Allocation	-936,788	-1,004,463	-483,971	-730,632	-747,705
Allocation Total	-936,788	-1,004,463	-483,971	-730,632	-747,705
Net Operating Expense	1,639,064	1,892,752	1,733,257	1,808,149	3,089,550

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	32	31	29	34	34
Represented	0	0	0	0	0
Full-Time Total	32	31	29	34	34
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	32	31	29	34	34

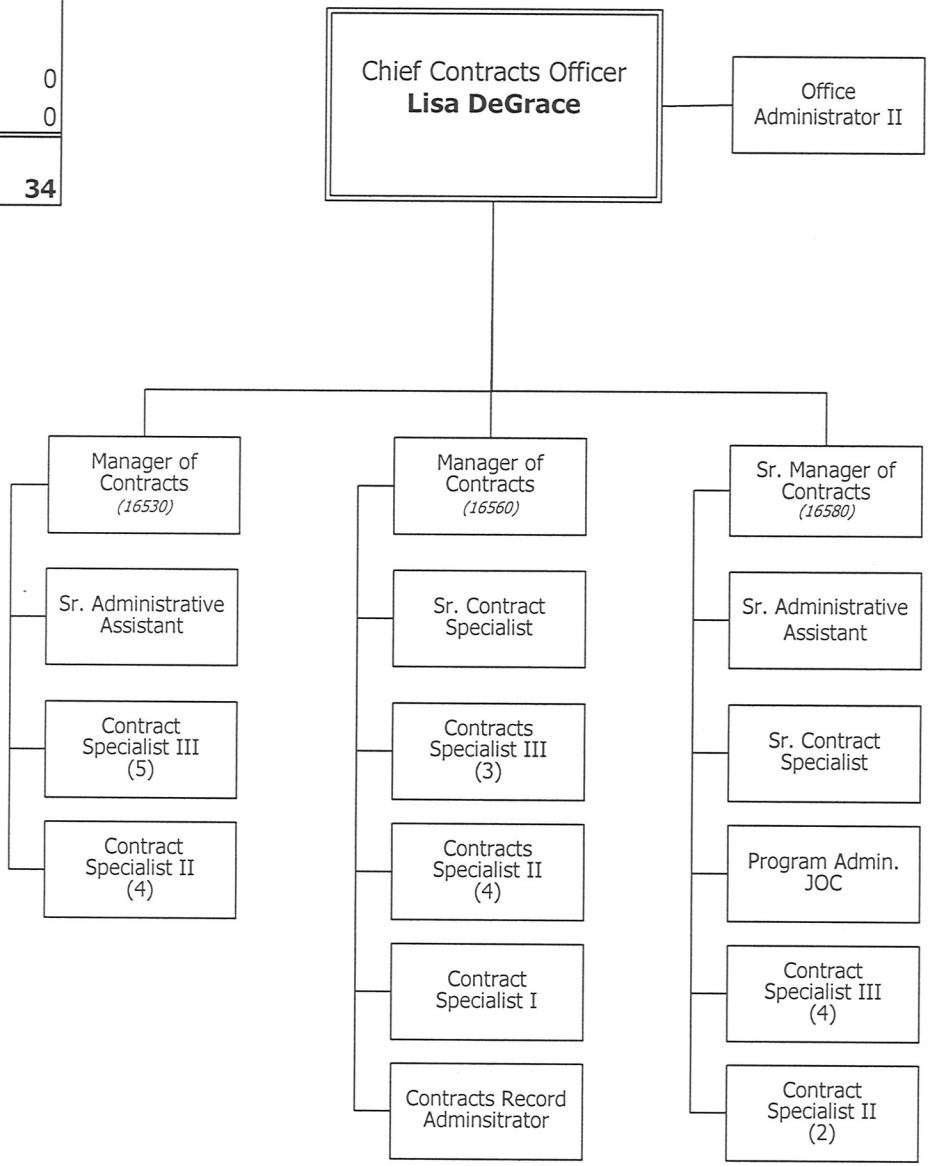
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	0	2	2
Management	3	3	3	4	4
Police	0	0	0	0	0
Professional	28	27	26	28	28
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	32	31	29	34	34

OFFICE OF CHIEF CONTRACTS OFFICER

ADM	2
MGR	4
MNT	0
OPR	0
POL	0
PRO	28
REP	0
SUP	0
TEC	0

Non-Rep	34
Rep	0
Total FT	**34**
PT	0
CON	0
TOTAL	**34**



OFFICE OF CHIEF CONTRACTS OFFICER

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Contracts officer	23	----	----	----	1	1
Mgr Contracts	22	3	3	3	2	2
Sr. Mgr Contracts	22	----	----	----	1	1
Sr. Contract Specialist	20	----	----	----	2	2
Program Administrator Joc	20	1	1	1	1	1
Contract Specialist III	19	10	11	11	12	12
Business Process Analyst	19	----	1	----	----	----
Contract Specialist II	17	10	9	10	10	10
Office Administrator II	16	----	----	----	1	1
Contract Specialist I	15	3	3	2	1	1
Sr. Administrative Assistant	12	2	2	2	2	2
Contracts Records Admin	11	1	1	----	1	1
Lead Contract Specialist	TBD	2	----	----	----	----
Non-Rep Subtotal		**32**	**31**	**29**	**34**	**34**
Total Full-Time		**32**	**31**	**29**	**34**	**34**
Office Total		**32**	**31**	**29**	**34**	**34**

Functions & Responsibilities

Chief of Materials

- Provides oversight for Supply Chain Management, Purchasing and Materials functions
- Monitors all assigned budgets to ensure money is spent efficiently and effectively
- Ensures maximum inventory effectiveness with a minimum inventory

Supply Chain Management

- Develop, implement, and administer policies and procedures for the Authority's Inventory and Purchasing functions
- Maintain file integrity of the Oracle inventory and Purchasing modules
- Provide management and oversight for the Authority's P-Card Program &Authority's wireless devices
- Provide management and oversight for the Authority's Records Management, Mail Services, Meeting Services, Facilities Furniture & Moving Services functions, and office furniture and equipment purchases.
- Provide management and oversight for the Authority's Printing Services
- Provide management and oversight of the Authority's Office Supply storeroom and the Authority's facsimile machines

Purchasing

- Purchases all stock requirements for the Authority
- Plans for all inventory Items, maintains lead times and inventory levels
- Purchases all iProcurement non-stock requirements for the Authority
- Sells obsolete stock and other material no longer needed by the Authority

Materials

- Maintains all six of the Authority's Maintenance storerooms
- Ensures inventory accuracy by scheduled and complete inventory counts
- Ensures that all inventory is secure and maintain in ready-for-issue status

OFFICE OF MATERIALS

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	4,115,062	4,031,234	4,232,353	4,132,542	4,099,106
Overtime	134,002	205,213	179,808	124,789	120,074
Other Benefits	466,534	458,679	268,320	693,222	551,748
Healthcare Rep/NonRep	1,036,985	1,001,151	1,195,993	1,110,133	1,086,655
Pension Rep/NonRep	585,421	498,007	544,368	597,097	575,078
Workers Comp-Excess/Losses	80,877	39,022	338,349	145,561	145,386
Benefits Total	2,169,817	1,996,859	2,347,030	2,546,013	2,358,867
Labor Total	6,418,881	6,233,306	6,759,191	6,803,343	6,578,048
Contractual Services	70,972	91,972	93,231	116,152	147,819
Materials Supplies-Other	262,412	319,617	207,130	322,023	281,905
Materials Total	262,412	319,617	207,130	322,023	281,905
Other Operating	253,034	249,856	205,794	316,061	314,244
Other Total	253,034	249,856	205,794	316,061	314,244
Miscellaneous Expenses	93,770	93,321	105,657	108,761	103,124
Other Non-Operating Expenses	11,732	19,364	220,918	290,160	46,436
Non Labor Total	691,920	774,130	832,730	1,153,158	893,528
Gross Operating Total	7,110,801	7,007,436	7,591,921	7,956,501	7,471,576
Cost Allocation	-696,941	-628,814	-716,430	-753,946	-686,226
Allocation Total	-696,941	-628,814	-716,430	-753,946	-686,226
Net Operating Expense	6,413,860	6,378,622	6,875,491	7,202,555	6,785,350

Authorized Positions by Status

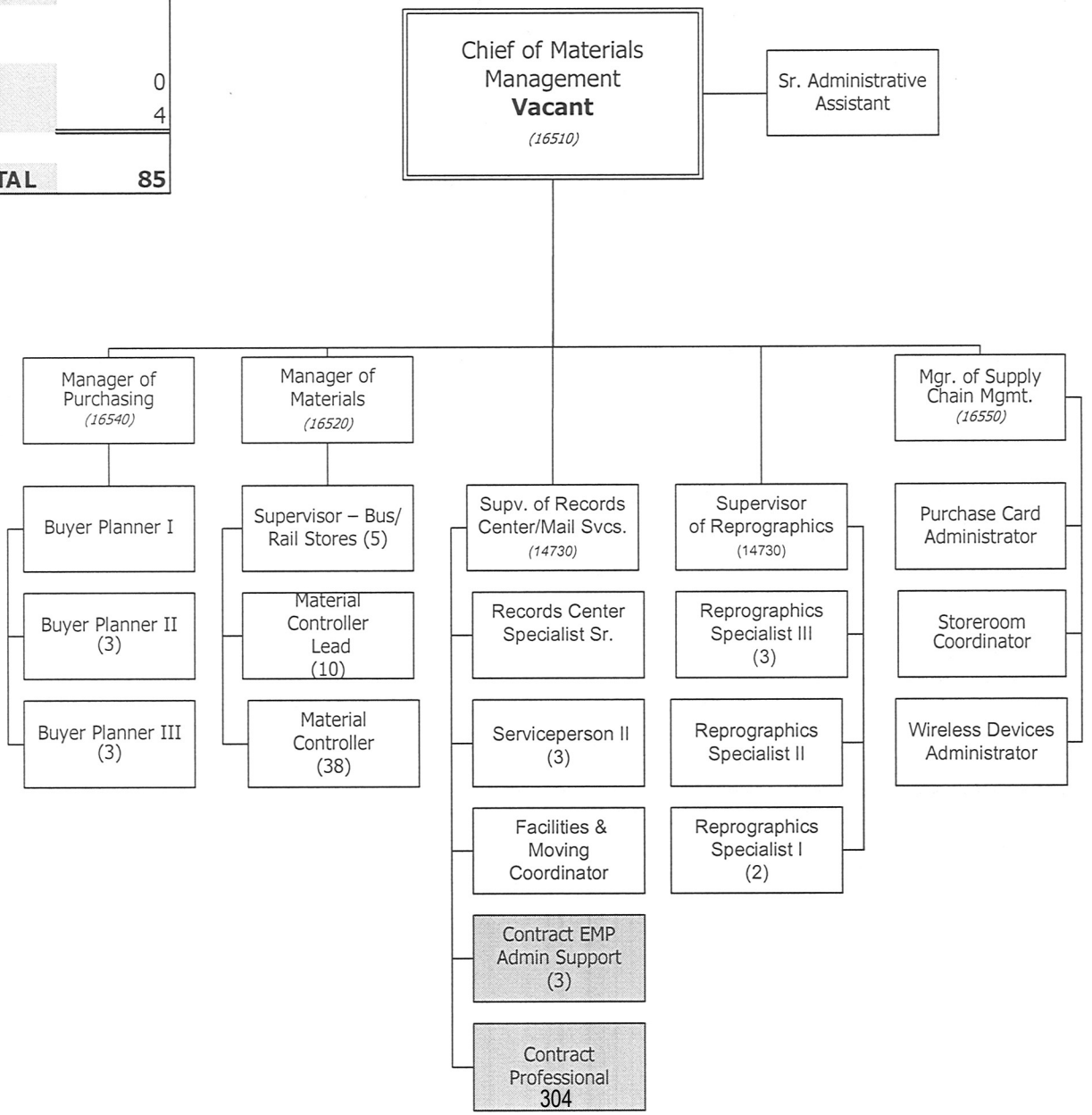
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	29	29	30	25	24
Represented	58	57	57	57	57
Full-Time Total	87	86	87	82	81
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	2	3	4	4	4
Total	89	89	91	86	85

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	9	4	7	5	5
Management	4	5	5	4	4
Police	0	0	0	0	0
Professional	10	15	14	12	11
Technical	1	1	1	1	1
Maintenance	3	3	3	3	3
Operator	0	0	0	0	0
Represented	55	54	54	54	54
Supervisory	7	7	7	7	7
Total	89	89	91	86	85

ADM	5
MGR	4
MNT	3
OPR	0
POL	0
PRO	11
REP	54
SUP	7
TEC	0

Non-Rep	24
Rep	57
Total FT	**81**
PT	0
CON	4
TOTAL	**85**



Contract Positions (Shaded)

OFFICE OF MATERIALS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Contracts Proc Materials	24	----	1	1	----	----
Chief of Materials Management	23	----	----	----	1	1
Dir Contracts Proc Materials	23	1	1	1	----	----
Manager of Admin Services	22	1	----	----	----	----
Manager of Materials	22	1	----	----	----	----
Mgr Materials	20	----	1	1	1	1
Mgr Purchasing	20	1	1	1	1	1
Mgr Supply Chain Management	20	----	1	1	1	1
Sr. Contract Specialist	20	----	1	1	----	----
Business Process Analyst	19	1	----	----	----	----
Contract Specialist III	19	----	1	1	----	----
Cost Price Analyst	19	1	----	----	----	----
Buyer Planner III	18	----	3	3	3	3
Technical Writer	18	1	----	----	----	----
Wireless Devices Administrator	17	----	1	1	1	1
Supv Bus & Rail Stores	16	5	5	5	5	5
Buyer Planner II	16	----	3	3	4	3
Supv Reprographics	16	1	1	1	1	1
Supv Records Center Mail Svcs	16	1	1	1	1	1
Purchase Card Administrator	16	1	1	1	1	1
Office Administrator II	16	1	1	1	----	----
Sr. Buyer	16	2	----	----	----	----
Buyer Storeroom Coordinator	16	1	----	----	----	----
IT Services Analyst	16	1	----	----	----	----
Storeroom Coordinator	15	----	1	1	1	1

OFFICE OF MATERIALS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Materials Performance Analyst	15	1	1	1	1	----
Material Inventory Control Pln	15	3	----	----	----	----
Buyer Planner I	14	----	1	1	----	1
Purchasing Agent III	14	2	----	----	----	----
Sr. Administrative Assistant	12	1	1	1	1	1
Facilities & Moving Coord	12	1	1	1	1	1
Contracts Records Admin	11	----	----	1	----	----
Records Center Specialist Sr	10	1	1	1	1	1
Non-Rep Subtotal		**29**	**29**	**30**	**25**	**24**
Represented						
Material Controller	UR	39	38	38	38	38
Material Controller Lead	UR	10	10	10	10	10
Serviceperson II	UR	3	3	3	3	3
Reprographics Spec III	UR	3	3	3	3	3
Reprographics Spec I	UR	2	2	2	2	2
Reprographics Spec II	UR	1	1	1	1	1
Represented Subtotal		**58**	**57**	**57**	**57**	**57**
Total Full-Time		**87**	**86**	**87**	**82**	**81**
Contract						
Contract Emp Admin Support	----	1	1	3	3	3
Contract Professional	----	1	2	1	1	1
Total Contract		**2**	**3**	**4**	**4**	**4**
Office Total		**89**	**89**	**91**	**86**	**85**

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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	38,755,030	39,294,322	40,191,786	40,457,498	45,673,301
Overtime	6,233,565	6,575,755	6,702,959	6,694,081	4,563,040
Other Benefits	4,662,638	4,726,306	6,184,930	5,669,989	6,160,676
Healthcare Rep/NonRep	7,680,248	7,296,714	7,091,148	6,795,227	7,866,567
Pension Rep/NonRep	11,225,488	8,820,853	9,883,553	9,898,123	10,259,747
Workers Comp-Excess/Losses	549,307	448,606	1,953,524	518,132	1,221,597
Benefits Total	24,117,681	21,292,479	25,113,155	22,881,471	25,508,587
Labor Total	**69,106,276**	**67,162,556**	**72,007,900**	**70,033,049**	**75,744,928**
Contractual Services	11,589,369	14,320,851	15,130,512	14,581,071	13,339,450
Materials Supplies-Other	365,877	405,136	408,757	471,758	561,180
Materials Supplies-Unleaded	71	20	0	0	0
Materials Total	365,948	405,156	408,757	471,758	561,180
Other Operating	1,083,786	1,333,999	1,463,716	1,496,592	1,477,985
Other Total	1,083,786	1,333,999	1,463,716	1,496,592	1,477,985
Casualty & Liability Costs	-3,500	-1,189	0	0	0
Miscellaneous Expenses	52,382	90,506	94,569	47,518	55,793
Other Non-Operating Expenses	824,447	1,055,527	871,060	978,879	929,825
Non Labor Total	**13,912,432**	**17,204,850**	**17,968,614**	**17,575,819**	**16,364,233**
Gross Operating Total	**83,018,708**	**84,367,406**	**89,976,514**	**87,608,868**	**92,109,161**
Cost Allocation	-18,922,162	-19,235,706	-22,326,398	-21,322,085	-23,668,674
Allocation Total	**-18,922,162**	**-19,235,706**	**-22,326,398**	**-21,322,085**	**-23,668,674**
Net Operating Expense	**64,096,546**	**65,131,700**	**67,650,116**	**66,286,783**	**68,440,487**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	620	629	633	651	647
Represented	43	43	38	38	38
Full-Time Total	**663**	**672**	**671**	**689**	**685**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**102**	**95**	**95**	**94**	**93**
Total	**765**	**767**	**766**	**783**	**778**

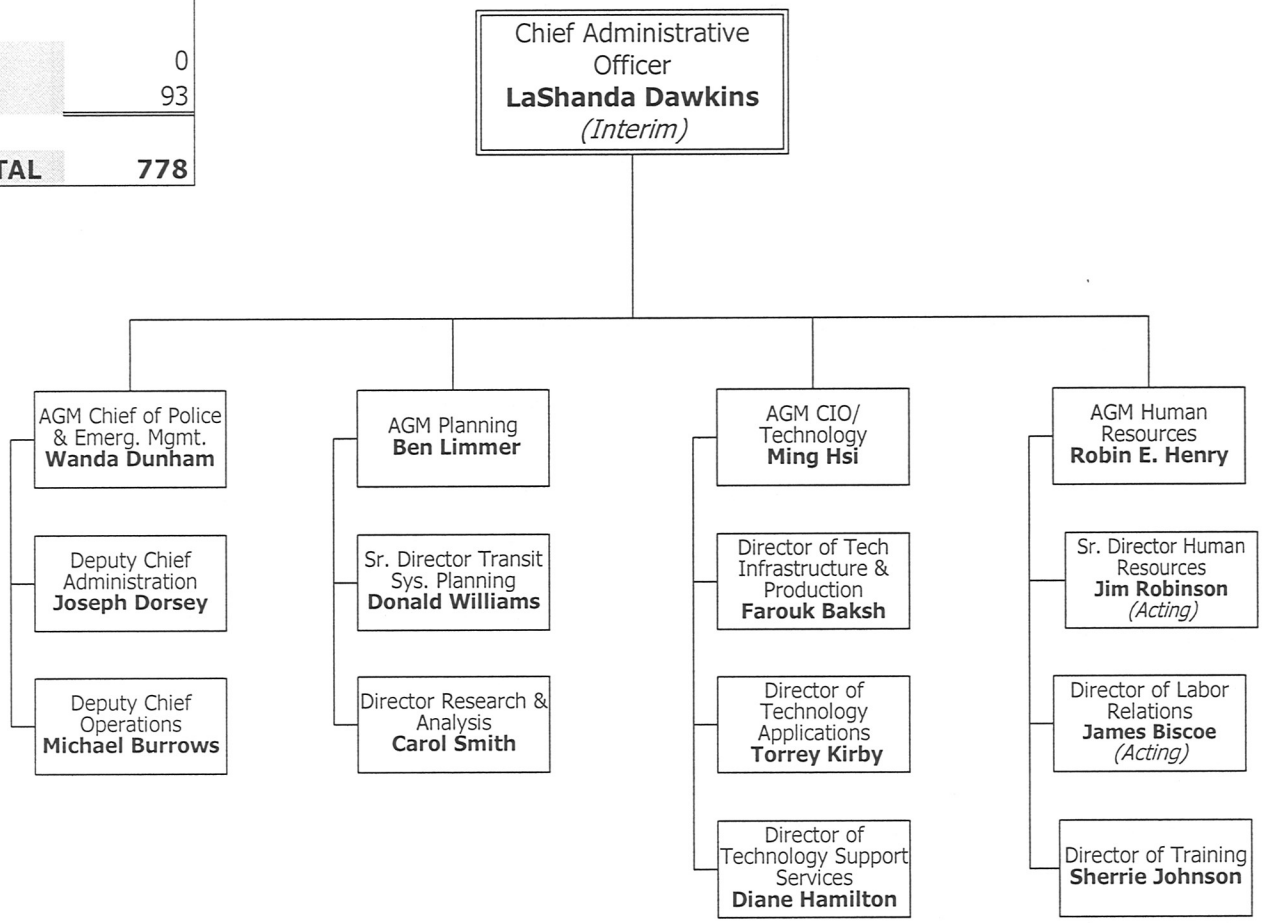
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	83	83	89	91	90
Management	49	43	43	46	45
Police	277	312	312	323	323
Professional	149	134	134	132	130
Technical	82	67	68	69	68
Maintenance	33	33	28	28	28
Operator	0	0	0	0	0
Represented	10	10	10	10	10
Supervisory	82	85	82	84	84
Total	**765**	**767**	**766**	**783**	**778**

DIVISION OF ADMINISTRATION

ADM	91
MGR	44
MNT	28
OPR	0
POL	323
PRO	130
REP	10
SUP	84
TEC	68

Non-Rep	647
Rep	38
Total FT	**685**
PT	0
CON	93
TOTAL	**778**



DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER/CAO

This Department includes the following Offices:

Department of Chief Administrative Officer

- Office of Chief Administrative Officer/CAO

Areas of Oversight	• Department of Police Services • Department of Planning • Department of Technology
FY16 Department Accomplishments	**Planning** • Received approval from the MARTA BOD and Atlanta City Council on potential projects to support the MARTA Sales Tax Referendum • Coordinated with the Atlanta Regional Commission on the $3.8 million regional bus stop signage project • Implemented new bus services in Clayton County which included extending two existing routes and establishing seven new routes. **Police Services** • Achieved goal of reducing or maintaining Part 1 Crime Rate by 11% • Completed 99% installation of Closed Circuit (CCTV) on Rail Cars • Received re-accreditation Gold Standard of Excellence from Commission on Accreditation for Law Enforcement Agencies (CALEA) • Received 100% re-certification from the Georgia Association Chiefs of Police (GCAP) • Received 100% on the Police Property and Evidence Audit **Technology** • Improved Technology Services • Improved Financial Viability by Reducing Technology Capital and Operating Costs • Major Internal System Improvements for Operation Efficiencies • Improved Cyber Security
FY17 Goals & Objectives	**GOAL 1: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Ensure all staff and managers in Internal Audit Department obtain continuing professional education hours to meet department and government auditing standards • Objective: Ensure that at least 80% of the annual risk based audit plans are 25 % completed by the end of the fiscal year • Objective: Determine the level of quality service that Internal Audit is providing management and identify opportunities for improvement with regard to Internal Audit's processes, communications, timely completion of projects and quality of report content by obtaining feedback from MARTA management. • Objective: Complete a strategic plan for the agency that outlines Internal Audit's mission, vision, goals and objectives, and corporate initiatives. **GOAL 3: Create a Culture and discipline of security and safety excellence** • Objective: Communicate and discuss emerging risks with MARTA 5% management to assist management in anticipating risks to new initiatives and new threats that may prevent management from achieving organizational goals and objectives. **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Identify cost-savings or operational efficiencies.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.03%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	7.17%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-25.03%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	194.49%	</= 0%

DEPT OF CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	441,237	255,667	220,418	232,156	331,521
Other Benefits	39,525	23,000	12,184	14,777	91,773
Healthcare Rep/NonRep	16,151	23,233	20,278	17,697	22,519
Pension Rep/NonRep	38,211	6,941	6,335	12,699	77,759
Workers Comp-Excess/Losses	-1	0	-7	-7	3,546
Benefits Total	93,886	53,174	38,790	45,166	195,597
Labor Total	**535,123**	**308,841**	**259,208**	**277,322**	**527,118**
Contractual Services	253,987	300	111,689	148,265	30,000
Materials Supplies-Other	0	34	0	0	0
Materials Total	0	34	0	0	0
Other Non-Operating Expenses	197,512	4,017	5,237	10,595	21,247
Non Labor Total	**451,499**	**4,351**	**116,926**	**158,860**	**51,247**
Gross Operating Total	**986,622**	**313,192**	**376,134**	**436,181**	**578,365**
Cost Allocation	-89,605	-29,297	-37,457	-42,122	-60,382
Allocation Total	**-89,605**	**-29,297**	**-37,457**	**-42,122**	**-60,382**
Net Operating Expense	**897,017**	**283,895**	**338,677**	**394,060**	**517,983**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	3	1	1	2	2
Represented	0	0	0	0	0
Full-Time Total	**3**	**1**	**1**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**3**	**1**	**1**	**2**	**2**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	2	1	1	2	2
Police	0	0	0	0	0
Professional	1	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**3**	**1**	**1**	**2**	**2**

DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER CAO

ADM	0
MGR	2
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**

Chief
Administrative Officer
LaShanda Dawkins
(Acting)
(22510)

Functions & Responsibilities

Chief Administrative Officer

- The Department 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 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 department 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 Department 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	441,237	255,667	220,418	232,156	331,521
Other Benefits	39,525	23,000	12,184	14,777	91,773
Healthcare Rep/NonRep	16,151	23,233	20,278	17,697	22,519
Pension Rep/NonRep	38,211	6,941	6,335	12,699	77,759
Workers Comp-Excess/Losses	-1	0	-7	-7	3,546
Benefits Total	93,886	53,174	38,790	45,166	195,597
Labor Total	**535,123**	**308,841**	**259,208**	**277,322**	**527,118**
Contractual Services	253,987	300	111,689	148,265	30,000
Materials Supplies-Other	0	34	0	0	0
Materials Total	0	34	0	0	0
Other Non-Operating Expenses	197,512	4,017	5,237	10,595	21,247
Non Labor Total	**451,499**	**4,351**	**116,926**	**158,860**	**51,247**
Gross Operating Total	**986,622**	**313,192**	**376,134**	**436,181**	**578,365**
Cost Allocation	-89,605	-29,297	-37,457	-42,122	-60,382
Allocation Total	**-89,605**	**-29,297**	**-37,457**	**-42,122**	**-60,382**
Net Operating Expense	**897,017**	**283,895**	**338,677**	**394,060**	**517,983**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	3	1	1	2	2
Represented	0	0	0	0	0
Full-Time Total	**3**	**1**	**1**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**3**	**1**	**1**	**2**	**2**

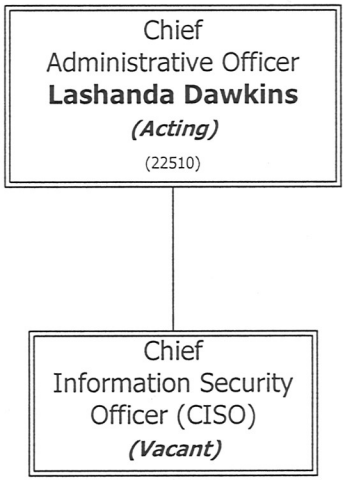
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	2	1	1	2	2
Police	0	0	0	0	0
Professional	1	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**3**	**1**	**1**	**2**	**2**

OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

ADM	0
MGR	2
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**



OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Administrative officer	A	1	1	1	1	1
Chf Information Security officer	24	----	----	----	1	1
Mgr Exec office Administration	21	1	----	----	----	----
Sr. Executive Administrator	19	1	----	----	----	----
Non-Rep Subtotal		**3**	**1**	**1**	**2**	**2**
Total Full-Time		**3**	**1**	**1**	**2**	**2**
Office Total		**3**	**1**	**1**	**2**	**2**

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

Areas of Oversight	• AGM of Human Resources • Human Resources • Labor Relations • Training
FY16 Department Accomplishments	• **Voluntary Benefits Program** – A comprehensive Voluntary Benefits Program was implemented that allows MARTA's FT and PT permanent employees to purchase various goods and services by conveniently paying the premiums through payroll deductions. It includes: legal insurance, auto and home insurance, pet insurance, voluntary retiree life insurance, and an employee purchasing program for purchasing g of items such as electronics, home appliances, furniture, etc. The program is administered in collaboration by Human Resources, Payroll and Technology. • **Health Benefits Cost Savings** – The plan design changes to the health insurance program included behavioral modification of employee utilization practices with inclusion of Wellness and Care Management. A non-tobacco premium discount was implemented for employees; however, the nominal surcharge for smokers did not have a material impact on the savings $4,239,001. • **Leave Management Program** – MARTA contracted with a third party vendor to administer its leave management program effective May 2, 2016. UPMC WorkPartners administers Family Medical Leave, Short-term Disability, Long-term Sick and Sick Leave programs providing efficiency in capturing, processing and reporting leaves for all MARTA employees. • **Labor and Employee Relations** – Prevailed in 75% of grievances arbitrations completed on behalf of the Authority in FY2016. Settlement of disputes without arbitration increased by 225% during FY2016 as compared to FY2015. **Training** – Implemented an IGA with UGA for Executive Leadership Development for EMT and Senior Staff.
FY17 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest** • Objective: Develop and implement Authority-wide Succession Planning/Talent management Program • Objective: HR Departmental Recognition and Rewards Program. **GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Update internal standard operating procedures for each Human Resources unit within the Department • Objective: Improve Internal Customer Service with increasing information sharing across the department (Establish Monthly and Quarterly In-Service Training for cross functional groups within the HR Department Staff on topics of -Customer Service, internal and external -HR Best Practices and Use of Analytics for improving HR core functions -Career Management, for leadership development or competency development -Employee Engagement for stretch assignments to improve HR service delivery **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Revamp the current Pension DROP program to enhance program accountability and efficiency. **GOAL 6: Develop more innovative communication systems/processes internally & externally** • Objective: Integrate Technology Applications in HR Department

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Critical Fill Rate	Percent of filled positions required for MARTA's core business units	>/= 98%	96.00%	>/= 98%
New Hire Separation	The number of MARTA employees leaving voluntarily	</= 60	278	</= 60
Voluntary Turnover Rate	Percent MARTA employees resigning their positions and leaving MARTA voluntarily for any reason other than retirement	</= 6.0%	9.40%	</= 6.5%
Monthly Training Attendance	The number of training participants in a given month that attend training	>/= 2,700	846	>/= 2,700
Training Capacity Utilization Rate	The percentage of available training seats utilized in a given month.	>/= 80%	113.00%	>/= 80%
Monthly Training Expense Ratio	Training expenses as a percentage of payroll	</= 2.14%	1.04%	</= 2.14%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	91.39%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-5.44%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-9.91%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	30.57%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-27.06%	</= 0%

DEPT OF HUMAN RESOURCES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	5,453,437	5,173,671	5,108,002	5,215,411	5,801,465
Overtime	57,810	65,973	70,594	42,261	58,521
Other Benefits	770,451	727,624	891,084	866,342	899,700
Healthcare Rep/NonRep	1,033,158	921,274	849,739	805,094	1,064,519
Pension Rep/NonRep	1,333,048	1,135,989	1,196,791	1,191,040	1,312,431
Workers Comp-Excess/Losses	30,424	28,993	-2,882	7,409	163,116
Benefits Total	3,167,081	2,813,880	2,934,732	2,869,885	3,439,765
Labor Total	**8,678,328**	**8,053,524**	**8,113,328**	**8,127,557**	**9,299,752**
Contractual Services	511,398	377,852	571,112	567,475	202,908
Materials Supplies-Other	30,420	47,449	46,824	49,906	145,297
Materials Total	30,420	47,449	46,824	49,906	145,297
Other Operating	0	163	0	0	0
Other Total	0	163	0	0	0
Miscellaneous Expenses	47,577	53,906	84,239	34,221	49,793
Other Non-Operating Expenses	418,973	909,014	736,940	738,769	666,848
Non Labor Total	**1,008,368**	**1,388,384**	**1,439,115**	**1,390,371**	**1,064,846**
Gross Operating Total	**9,686,696**	**9,441,908**	**9,552,443**	**9,517,928**	**10,364,598**
Cost Allocation	-558,715	-490,775	-535,578	-404,987	-492,946
Allocation Total	**-558,715**	**-490,775**	**-535,578**	**-404,987**	**-492,946**
Net Operating Expense	**9,127,981**	**8,951,133**	**9,016,865**	**9,112,941**	**9,871,652**

Authorized Positions by Status

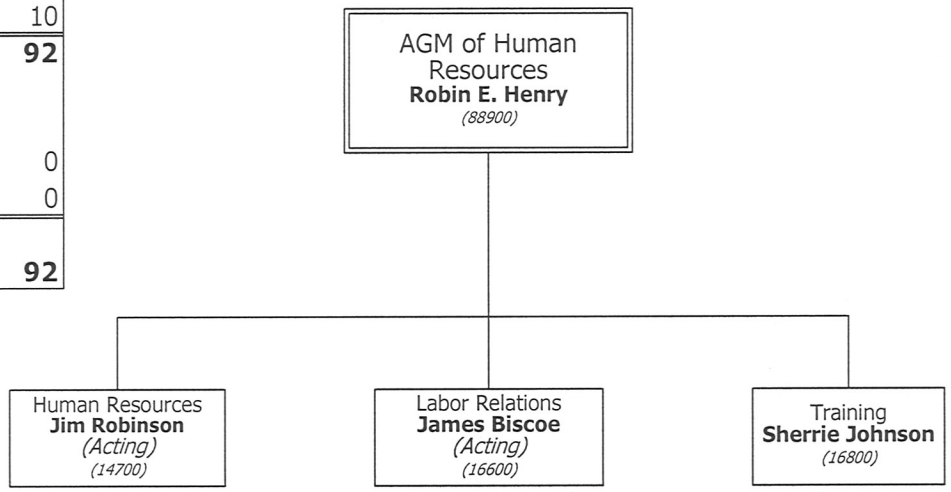
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	78	78	81	82	82
Represented	10	10	10	10	10
Full-Time Total	**88**	**88**	**91**	**92**	**92**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**1**	**0**	**0**
Total	**89**	**89**	**92**	**92**	**92**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	10	10	9	10	10
Management	10	10	10	11	11
Police	0	0	0	0	0
Professional	57	57	61	59	59
Technical	0	0	0	0	0
Maintenance	10	10	10	10	10
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	2	2	2	2	2
Total	**89**	**89**	**92**	**92**	**92**

ADM	10
MGR	11
MNT	10
OPR	0
POL	0
PRO	59
REP	0
SUP	2
TEC	0

Non-Rep	82
Rep	10
Total FT	**92**
PT	0
CON	0
TOTAL	**92**



Functions & Responsibilities

AGM of Human Resources

- The Office of the Assistant General Manager of Human Resources/Labor Relations/Training 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, and Training. 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	231,116	220,923	207,813	216,319	215,538
Other Benefits	17,494	16,700	24,729	18,647	50,548
Healthcare Rep/NonRep	28,773	17,998	17,234	13,874	22,519
Pension Rep/NonRep	45,353	25,874	28,351	32,369	50,555
Workers Comp-Excess/Losses	-1	0	-5	-7	3,546
Benefits Total	91,619	60,572	70,309	64,884	127,167
Labor Total	**322,735**	**281,495**	**278,122**	**281,203**	**342,705**
Contractual Services	0	1,724	0	0	0
Other Non-Operating Expenses	25	0	0	10,494	0
Non Labor Total	**25**	**1,724**	**0**	**10,494**	**0**
Gross Operating Total	**322,760**	**283,219**	**278,122**	**291,697**	**342,705**
Cost Allocation	0	0	-7,432	0	0
Allocation Total	**0**	**0**	**-7,432**	**0**	**0**
Net Operating Expense	**322,760**	**283,219**	**270,690**	**291,697**	**342,705**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**2**	**2**	**2**	**2**

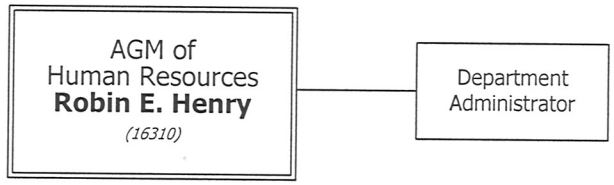
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**2**	**2**	**2**	**2**

OFFICE OF AGM HUMAN RESOURCES

ADM	1
MGR	1
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**



OFFICE OF AGM HUMAN RESOURCES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Human Resources	C	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Non-Rep Subtotal		**2**	**2**	**2**	**2**	**2**
Total Full-Time		**2**	**2**	**2**	**2**	**2**
Office Total		**2**	**2**	**2**	**2**	**2**

Functions & Responsibilities

Director of Human Resources

- Directs and controls the Authority's Human Resources (HR) functions to include, Compensation, Welfare and Retirement Benefits, Recruiting, Human Resource Information Systems (HRIS) and Occupational Medical Services and Wellness

Compensation

- Manages the design, and implementation and administration of compensation to enhance the Authority's ability to attract, retain and motivate employees. This responsibility includes salary administration, job evaluation, salary market pricing, incentive compensation, and performance management

Welfare Benefits

- Manages the administration of group health, dental, life and accident insurance plans. Ensures proper administration and federal compliance with cafeteria 125 program, COBRA, Family Medical Leave Act (FMLA), HIPPA, and Medicare regulations.

Retirement Benefits

- Manages the Authority's defined benefit retirement plan, deferred compensation programs and defined contribution plan.

Recruiting

- Manages the planning, screening, testing, interviewing, and referring qualified candidates for positions

HRIS

- Manages the integration, development, implementation, maintenance, and coordination of computerized Human Resources Information Systems (HRIS) and C-Cure Identification/Security Systems process.

Occupational Medical Services

- Manages the Employee Assistance Program; Occupational Medical Services; and Drug/Alcohol Program. In addition manages all FTA Audits and Compliance as it relates to Federal Transportation Guidelines and Regulations.

OFFICE OF HUMAN RESOURCES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,999,584	1,917,339	1,909,019	1,999,749	2,067,778
Overtime	1,506	7,628	14,079	13,479	0
Other Benefits	397,953	385,769	458,051	480,114	304,919
Healthcare Rep/NonRep	354,923	321,975	289,888	265,088	371,556
Pension Rep/NonRep	500,445	417,151	424,995	417,753	485,005
Workers Comp-Excess/Losses	-5	0	-7,863	2,969	58,509
Benefits Total	1,253,316	1,124,895	1,165,071	1,165,924	1,219,989
Labor Total	3,254,406	3,049,862	3,088,169	3,179,153	3,287,767
Contractual Services	476,694	323,864	527,730	443,642	166,708
Materials Supplies-Other	17,648	31,743	19,785	19,483	17,522
Materials Total	17,648	31,743	19,785	19,483	17,522
Miscellaneous Expenses	47,577	53,906	84,239	34,221	49,793
Other Non-Operating Expenses	309,285	435,398	379,358	413,282	361,928
Non Labor Total	851,204	844,911	1,011,112	910,629	595,951
Gross Operating Total	4,105,610	3,894,773	4,099,281	4,089,781	3,883,718
Cost Allocation	-434,366	-369,637	-308,470	-314,360	-270,836
Allocation Total	-434,366	-369,637	-308,470	-314,360	-270,836
Net Operating Expense	3,671,244	3,525,136	3,790,811	3,775,421	3,612,881

Authorized Positions by Status

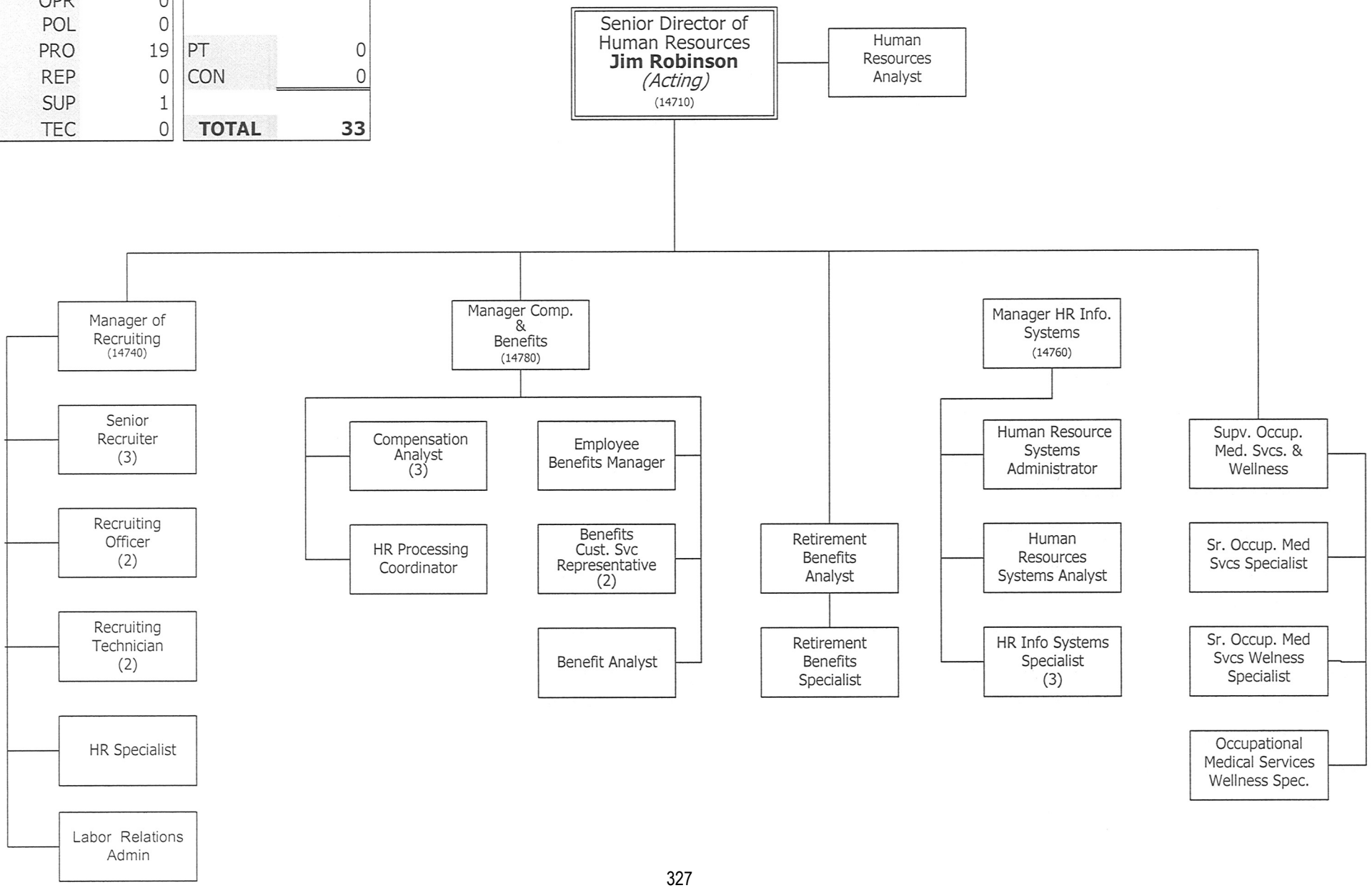
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	32	32	33	33	33
Represented	0	0	0	0	0
Full-Time Total	32	32	33	33	33
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	32	32	33	33	33

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	8	8	7	8	8
Management	5	5	5	5	5
Police	0	0	0	0	0
Professional	18	18	20	19	19
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	32	32	33	33	33

ADM	8
MGR	5
MNT	0
OPR	0
POL	0
PRO	19
REP	0
SUP	1
TEC	0

Non-Rep	33
Rep	0
Total FT	**33**
PT	0
CON	0
TOTAL	**33**



OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Human Resources	24	----	----	1	1	1
Director of Human Resources	23	1	1	----	----	----
Mgr Compensation & Benefits	22	1	1	1	1	1
Mgr Recruiting	21	1	1	1	1	1
Mgr Employee Benefits	21	1	1	1	1	1
Human Resources Systems Admin	20	1	1	1	1	1
Mgr Human Resources Info Sys	20	1	1	1	1	1
Supv Occup Med Svcs Wellness	18	1	1	1	1	1
Compensation Analyst III	17	3	3	3	3	3
Sr. Recruiter	17	2	2	2	3	3
Human Resources System Analyst	17	1	1	1	1	1
Human Resources Analyst	17	1	1	1	1	1
EEO DBE Analyst	17	----	----	1	----	----
Recruiting Officer II	16	2	2	2	2	2
Labor Relations Administrator	16	1	1	1	1	1
Retirement Benefits Analyst	16	1	1	1	1	1
Sr. Occup Med Svcs Spec	16	----	----	----	----	1
Sr. Occup Med Svcs Well Spec	16	1	1	1	1	----
Human Resources Proc Coord	15	1	1	----	1	1
Benefits Analyst	15	1	1	1	1	1
Compensation Analyst II	15	----	----	1	----	----
Occupational Med Ser Well Spec	14	1	1	1	1	1
Retirement Benefits Specialist	14	1	1	1	1	1
Benefits-Customer Svc Rep	13	2	2	2	2	2
HR Information Systems Spec II	12	3	3	3	3	3

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Recruiting Technician II	12	2	2	2	2	2
Human Resources Specialist	10	1	1	1	1	1
Recruiting Technician I	10	1	1	1	1	1
Non-Rep Subtotal		**32**	**32**	**33**	**33**	**33**
Total Full-Time		**32**	**32**	**33**	**33**	**33**
Office Total		**32**	**32**	**33**	**33**	**33**

Functions & Responsibilities

Director of Labor Relations

- Authorized designee to administer the labor agreement with the Amalgamated Transit Union, Local 732.
- 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
- 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
- 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

Arbitrations

- 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
- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	360,070	395,975	451,690	450,242	553,420
Other Benefits	39,931	37,664	57,161	50,831	105,485
Healthcare Rep/NonRep	51,790	54,800	59,738	65,477	78,815
Pension Rep/NonRep	77,555	76,193	106,356	117,182	129,807
Workers Comp-Excess/Losses	0	0	-20	-17	12,411
Benefits Total	169,276	168,657	223,235	233,472	326,518
Labor Total	**529,346**	**564,632**	**674,925**	**683,714**	**879,938**
Contractual Services	34,704	17,274	32,870	21,584	30,200
Materials Supplies-Other	820	1,231	1,248	1,633	1,500
Materials Total	820	1,231	1,248	1,633	1,500
Other Non-Operating Expenses	4,009	9,238	3,478	8,324	7,400
Non Labor Total	**39,533**	**27,743**	**37,596**	**31,541**	**39,100**
Gross Operating Total	**568,879**	**592,375**	**712,521**	**715,255**	**919,038**
Cost Allocation	-12,752	-11,482	-5,912	-5,783	-2,741
Allocation Total	**-12,752**	**-11,482**	**-5,912**	**-5,783**	**-2,741**
Net Operating Expense	**556,127**	**580,893**	**706,609**	**709,472**	**916,297**

Authorized Positions by Status

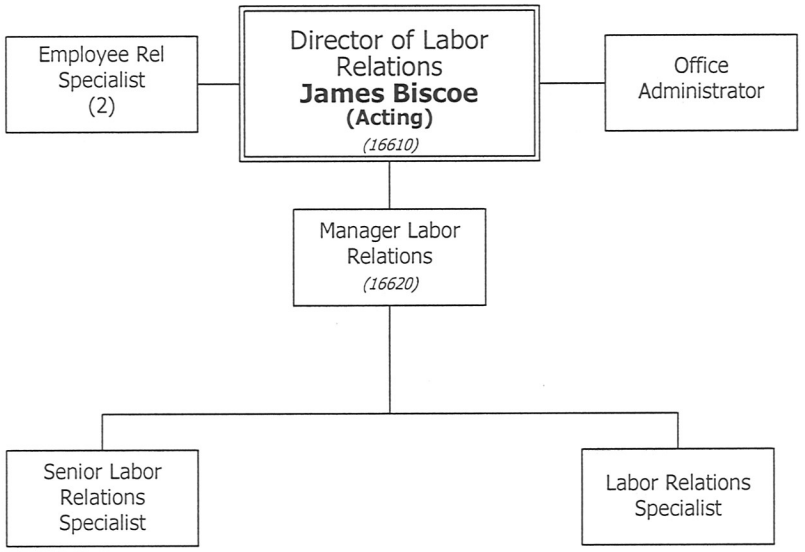
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	5	5	7	7	7
Represented	0	0	0	0	0
Full-Time Total	**5**	**5**	**7**	**7**	**7**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**5**	**5**	**7**	**7**	**7**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	2	2	4	4	4
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**5**	**5**	**7**	**7**	**7**

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	4
REP	0
SUP	0
TEC	0

Non-Rep	7
Rep	0
Total FT	**7**
PT	0
CON	0
TOTAL	**7**



OFFICE OF LABOR RELATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Labor Relations	23	1	1	1	1	1
Mgr Labor Relations	20	1	1	1	1	1
Sr. Labor Relations Specialist	19	1	1	1	1	1
Employee Relations Specialist	17	----	----	2	2	2
Labor Relations Specialist	17	1	1	1	1	1
Office Administrator I	14	1	1	1	1	1
Non-Rep Subtotal		**5**	**5**	**7**	**7**	**7**
Total Full-Time		**5**	**5**	**7**	**7**	**7**
Office Total		**5**	**5**	**7**	**7**	**7**

Functions & Responsibilities

Rail Transportation Training

- Establishes, executes and maintains training plans, programs for all Rail Transportation roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs include Rail Operator Certification, Rail Supervisor Certification, and Rail Yard Supervisor Certification. Partners with local Fire Departments in various jurisdictions to provide Fire Orientation and Simulation training.

Bus Transportation Training

- Establishes, executes and maintains training plans, programs for all Bus Transportation roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Focuses on improving quality and safety performance of Bus Operators. Delivers cross-training efforts for various fleet upgrades and new technologies. Provides oversight for third-party delivery of CDL examinations.

Rail Maintenance Training

- Establishes, executes and maintains training plans, programs for all Rail Maintenance roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs include Rail Car Journeyman Mechanics Certification and Rail Car Journeyman Electronics Certification.

Bus Maintenance Training

- Establishes, executes and maintains training plans, programs for all Bus Maintenance roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs includes Bus Maintenance Apprenticeship, Bus Maintenance Technicians Training and Hostler Training.

Infrastructure Facility Training

- Establishes, executes and maintains training plans, programs for all Infrastructure roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs includes Wayside Access Level Certification, OTE Certification, Flagperson Certification.

Strategic Training

- Establishes, executes and maintains training plans and programs for Authority-wide initiatives for General Employee Development, Professional and Leadership Development.

Director of Training

- Responsible for leading and implementing the learning and development strategy for MARTA; directing all training efforts including the design, development, implementation and management of the Authority's training functions. These functions include technical training programs for all Operational areas (Bus and Rail Transportation, Maintenance, Facilities and Infrastructure). Assesses learning needs and aligns workforce development strategies to utilize the most effective delivery methods.

Chief Strategic & Organizational Training

- Responsible for ensuring program development and execution of Authority-wide programs; leads the Strategic Training function with broad responsibilities for General Employee Development, Professional and Leadership Development.

Organizational Training

- Responsible for the design, development and implementation of Change Management, Succession Planning and continuous Quality Improvement initiatives in support of MARTA's strategic goals and objectives.

OFFICE OF TRAINING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	2,862,667	2,639,434	2,539,480	2,549,101	2,964,729
Overtime	56,304	58,345	56,515	28,782	58,521
Other Benefits	315,073	287,491	351,143	316,749	438,748
Healthcare Rep/NonRep	597,672	526,501	482,879	460,655	591,629
Pension Rep/NonRep	709,695	616,771	637,089	623,736	647,064
Workers Comp-Excess/Losses	30,430	28,993	5,006	4,464	88,650
Benefits Total	1,652,870	1,459,756	1,476,117	1,405,604	1,766,091
Labor Total	4,571,841	4,157,535	4,072,112	3,983,487	4,789,342
Contractual Services	0	34,990	10,512	102,250	6,000
Materials Supplies-Other	11,952	14,475	25,791	28,790	126,275
Materials Total	11,952	14,475	25,791	28,790	126,275
Other Operating	0	163	0	0	0
Other Total	0	163	0	0	0
Other Non-Operating Expenses	105,654	464,378	354,104	306,669	297,520
Non Labor Total	117,606	514,006	390,407	437,708	429,795
Gross Operating Total	4,689,447	4,671,541	4,462,519	4,421,195	5,219,137
Cost Allocation	-111,597	-109,656	-213,764	-84,844	-219,369
Allocation Total	-111,597	-109,656	-213,764	-84,844	-219,369
Net Operating Expense	4,577,850	4,561,885	4,248,755	4,336,351	4,999,768

Authorized Positions by Status

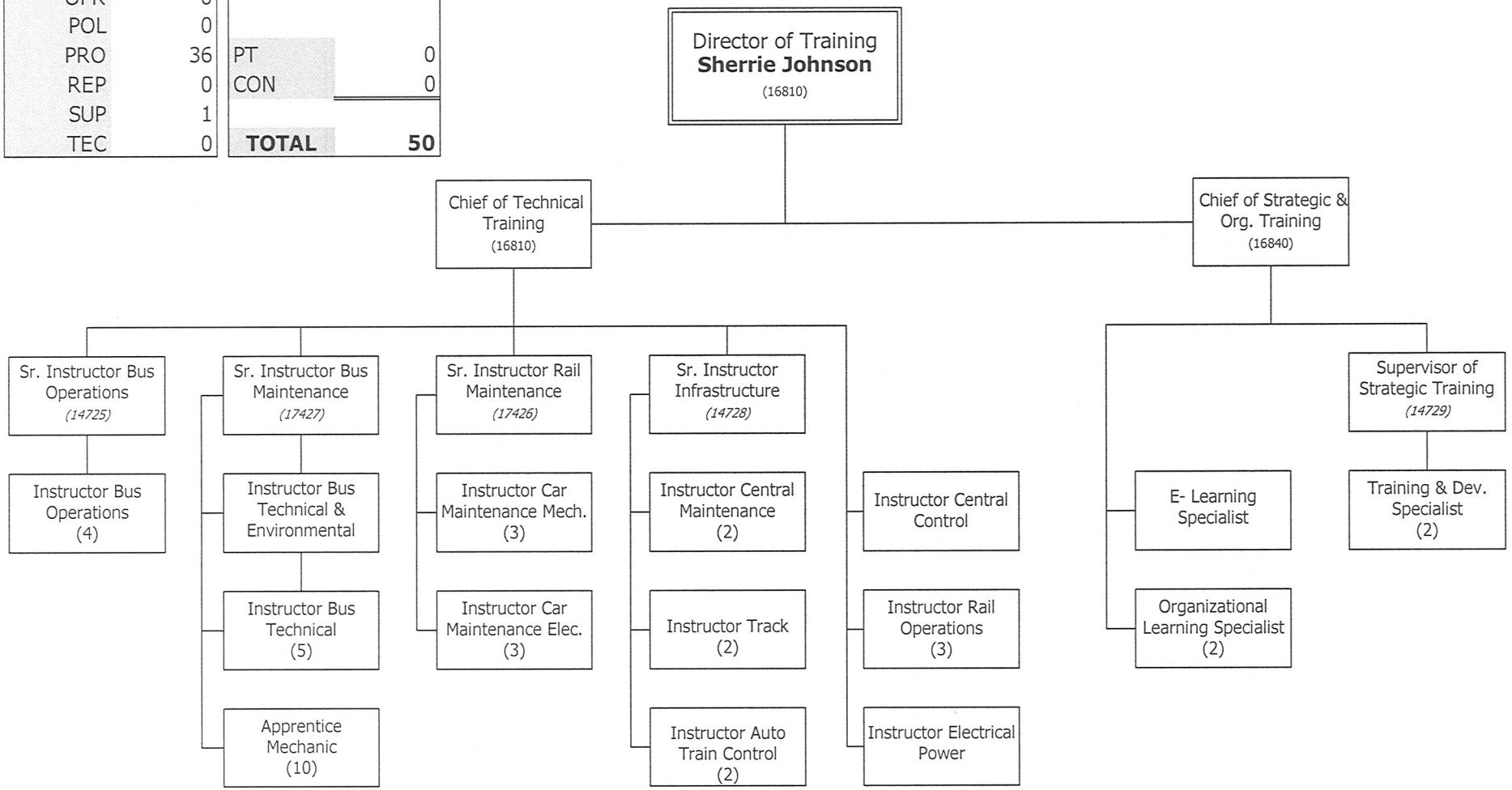
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	39	39	39	40	40
Represented	10	10	10	10	10
Full-Time Total	49	49	49	50	50
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	1	1	1	0	0
Total	50	50	50	50	50

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	2	2	2	3	3
Police	0	0	0	0	0
Professional	37	37	37	36	36
Technical	0	0	0	0	0
Maintenance	10	10	10	10	10
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	50	50	50	50	50

ADM	0
MGR	3
MNT	10
OPR	0
POL	0
PRO	36
REP	0
SUP	1
TEC	0

Non-Rep	40
Rep	10
Total FT	**50**
PT	0
CON	0
TOTAL	**50**



OFFICE OF TRAINING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Director of Training	23	1	1	1	1	1
Chf Strategic Training	21	1	1	1	1	1
Chief of Technical Training	21	----	----	----	1	1
Supervisor of Strategic Training	19	1	1	1	1	1
Sr. Instructor Bus Maint	18	1	1	1	1	1
Sr. Instructor Bus Transport	18	1	1	1	1	1
Sr. Instructor Infrastructure	18	1	1	1	1	1
Sr. Instructor Rail Maint	18	1	1	1	1	1
Org Learning Specialist III	17	2	2	2	2	2
E Learning Specialist	17	----	----	1	1	1
Instructor Bus Technical	16	5	5	5	5	5
Instructor Bus Operations	16	3	3	3	4	4
Instructor Car Maint Elect	16	3	3	3	3	3
Instructor Rail Operations	16	3	3	3	3	3
Instructor Car Maint Mech	16	3	3	3	3	3
Instructor Central Maintenance	16	2	2	2	2	2
Instructor Auto Train Control	16	2	2	2	2	2
Instructor Track	16	2	2	2	2	2
Instructor Electrical Power	16	1	1	1	1	1
Instructor Central Control	16	2	2	2	1	1
Instructor Bus Tech Environ	16	1	1	1	1	1
Instructor Personal Computers	16	1	1	----	----	----
Training & Development Spec	15	2	2	2	2	2
Non-Rep Subtotal		**39**	**39**	**39**	**40**	**40**

OFFICE OF TRAINING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Represented						
Apprentice Mechanic	UR	10	10	10	10	10
Represented Subtotal		**10**	**10**	**10**	**10**	**10**
Total Full-Time		**49**	**49**	**49**	**50**	**50**
Contract						
Contract Instructor	----	1	1	1	----	----
Total Contract		**1**	**1**	**1**	**----**	**----**
Office Total		**50**	**50**	**50**	**50**	**50**

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

Areas of Oversight	• AGM of Technology CIO • Technology Infrastructure and Production • Technology Applications • Technology Support Services
FY16 Department Accomplishments	The department of Technology is responsible for providing efficient, reliable, cost-effective and responsive technology services to internal technology users and external riders throughout the MARTA system. In addition to implementing, operating and maintaining all technology hardware, software and data centers for the Authority, the Technology department is responsible for defining IT strategies and policies and procedures, and handling overall management and direction of the Authority's technology investments. **Improved Technology Services** • Piloted free Wi-Fi on 50 buses and 18 new articulated buses • Piloted Mobile Ticketing Systems at 8 stations and on 40 buses • Implemented new secure Breeze cards and tickets, holiday passes, and new surcharges for the fare collection system **Improved Financial Viability by Reducing Technology Capital and Operating Costs** • Completed the Authority-wide asset validation where Technology was successful in identifying and assigning 1262 laptops and 283 tablets to the appropriate owners • Converted AT&A for maintenance staff to Oracle Time and Labor system • Successfully rolled out Origami risk management system **Major Internal System Improvements for Operation Efficiencies** • Completed Technology installations for new Brady Mobility Facility • Completed Technology installations for Clayton County Police Precinct • Provided IT support to MV mobility outsourcing initiatives • Successfully converted all analogue phones to Voice Over IP phones • Strategically placed 18 secured kiosks throughout the Authority **Improved Cyber Security** • Rolled out Information Security Awareness Training for all non-represented employees • Secured network with next generation firewalls • Completed PCI DSS 3.0 and Visa PIN audit attestation from an independent PCI qualified security assessor
FY17 Goals & Objectives	**Goal 1: Demonstrate routine excellence as the standard throughout our core business operations** • Objective 1: Create a diverse, service-oriented culture that values individual development and teamwork • Objective 2: Ensure the Technology infrastructure of the Authority is reliable, dependable and secure • Objective 3: Provide the tools and expertise that support all business units and cost effective technology that aligns with the Authority's needs • Objective 4: Increase ridership through innovative technology in a time of rapid and constant technological change, including mobile ticketing, Wi-Fi on buses and trains, and cellular services in the tunnels and at underground stations • Objective 5: Position MARTA as a trusted partner for technology for our patrons and supporter of transit initiatives throughout the region

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Breeze Card Availability	Percent service time, during which faregates and Breeze card vending machines are available for customer use	>/= 99.00%	99.87%	>/= 99.00%
Service Desk Average Call Wait Time	Average time callers wait in queue prior to speaking to Service Desk representative (seconds)	</= 40	47	</= 40
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.16%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	89.39%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-10.87%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-47.22%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	9.28%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	461.78%	</= 0%

DEPT OF TECHNOLOGY

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	9,171,494	9,657,504	9,211,223	8,964,777	11,484,941
Overtime	256,620	334,940	442,314	396,858	68,059
Other Benefits	863,461	900,157	816,618	932,134	1,625,459
Healthcare Rep/NonRep	1,335,718	1,247,506	1,199,108	1,116,840	1,323,896
Pension Rep/NonRep	1,401,392	952,138	860,301	870,315	1,694,398
Workers Comp-Excess/Losses	-20	8,192	11,567	-317	200,349
Benefits Total	3,600,551	3,107,993	2,887,594	2,918,973	4,844,102
Labor Total	**13,028,665**	**13,100,437**	**12,541,131**	**12,280,607**	**16,397,102**
Contractual Services	10,705,135	13,744,795	14,327,894	13,608,205	12,933,735
Materials Supplies-Other	257,984	234,242	246,481	300,556	253,036
Materials Total	257,984	234,242	246,481	300,556	253,036
Other Operating	1,083,786	1,333,836	1,463,716	1,496,627	1,477,985
Other Total	1,083,786	1,333,836	1,463,716	1,496,627	1,477,985
Casualty & Liability Costs	-2,021	0	0	0	0
Miscellaneous Expenses	0	0	449	682	0
Other Non-Operating Expenses	121,860	4,330	24,499	65,720	93,504
Non Labor Total	**12,166,744**	**15,317,203**	**16,063,039**	**15,471,789**	**14,758,260**
Gross Operating Total	**25,195,409**	**28,417,640**	**28,604,170**	**27,752,396**	**31,155,362**
Cost Allocation	-7,071,459	-8,027,403	-8,324,967	-8,138,665	-9,467,879
Allocation Total	**-7,071,459**	**-8,027,403**	**-8,324,967**	**-8,138,665**	**-9,467,879**
Net Operating Expense	**18,123,950**	**20,390,237**	**20,279,203**	**19,613,731**	**21,687,483**

Authorized Positions by Status

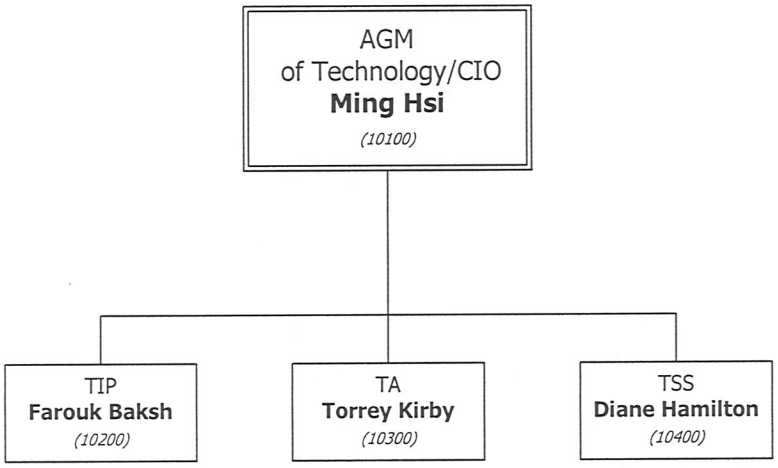
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	115	94	95	95	92
Represented	23	23	18	18	18
Full-Time Total	**138**	**117**	**113**	**113**	**110**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**48**	**37**	**37**	**37**	**36**
Total	**186**	**154**	**150**	**150**	**146**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	2	2	2
Management	20	16	16	16	15
Police	0	0	0	0	0
Professional	55	43	42	42	40
Technical	80	65	66	66	65
Maintenance	23	23	18	18	18
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	7	6	6	6	6
Total	**186**	**154**	**150**	**150**	**146**

ADM	2
MGR	15
MNT	18
OPR	0
POL	0
PRO	40
REP	0
SUP	6
TEC	65

Non-Rep	92
Rep	18
Total FT	**110**
PT	0
CON	36
TOTAL	**146**



Functions & Responsibilities

Director of Technology Systems Support

- 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

- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	432,779	1,195,533	736,448	576,241	1,075,769
Overtime	400	9,855	4,620	1,954	0
Other Benefits	31,773	89,956	59,575	46,297	152,320
Healthcare Rep/NonRep	14,824	18,708	25,491	26,490	56,296
Pension Rep/NonRep	34,939	57,258	62,221	64,438	115,223
Workers Comp-Excess/Losses	0	0	-19	11	8,865
Benefits Total	81,536	165,922	147,268	137,236	332,704
Labor Total	514,715	1,371,310	888,336	715,431	1,408,473
Contractual Services	94,736	2,410,185	24,028	95,214	55,000
Materials Supplies-Other	35,505	11,809	10,440	6,181	10,000
Materials Total	35,505	11,809	10,440	6,181	10,000
Other Non-Operating Expenses	40,513	5,044	10,858	35,537	32,241
Non Labor Total	170,754	2,427,038	45,326	136,931	97,241
Gross Operating Total	685,469	3,798,348	933,662	852,362	1,505,714
Cost Allocation	-194,604	-1,297,320	-406,085	-400,468	-893,974
Allocation Total	-194,604	-1,297,320	-406,085	-400,468	-893,974
Net Operating Expense	490,865	2,501,028	527,577	451,895	611,740

Authorized Positions by Status

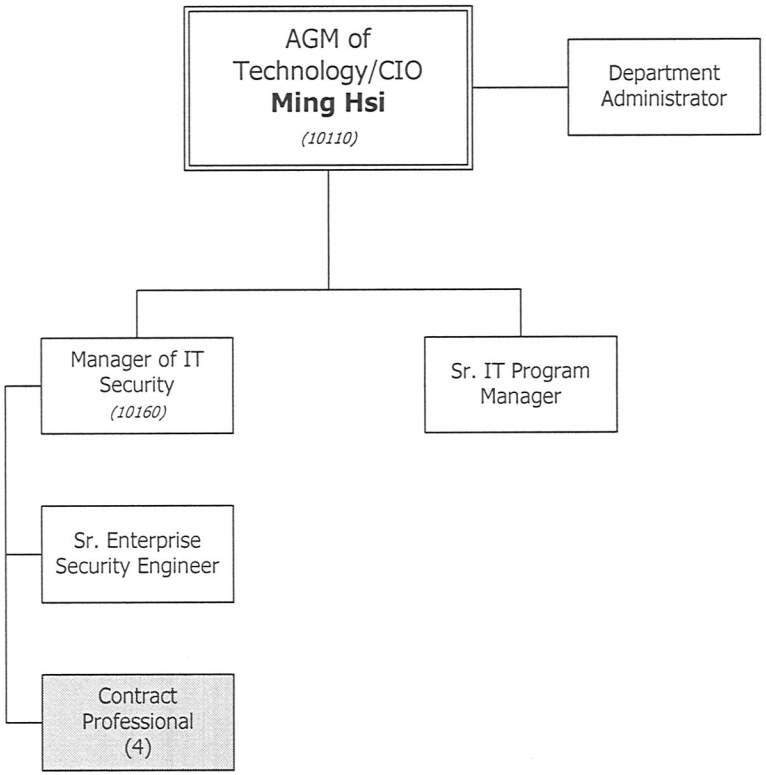
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	5	5	5	5	5
Represented	0	0	0	0	0
Full-Time Total	5	5	5	5	5
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	13	10	4	4	4
Total	18	15	9	9	9

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	1	1	1
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	14	11	5	5	5
Technical	2	2	1	1	1
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	18	15	9	9	9

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	5
REP	0
SUP	0
TEC	1

Non-Rep	5
Rep	0
Total FT	**5**
PT	0
CON	4
TOTAL	**9**



Contract Positions (Shaded)

OFFICE OF AGM TECHNOLOGY CIO

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Technology	C	1	1	1	1	1
Manager of IT Security	22	1	1	1	1	1
Sr. IT Program Manager	20	1	1	1	1	1
Sr. Enterprise Security Engineer	20	1	1	1	1	1
Department Administrator	17	----	----	1	1	1
Technology Project Coordinator	17	1	1	----	----	----
Non-Rep Subtotal		**5**	**5**	**5**	**5**	**5**
Total Full-Time		**5**	**5**	**5**	**5**	**5**
Contract						
Contract Professional	----	13	10	4	4	4
Total Contract		**13**	**10**	**4**	**4**	**4**
Office Total		**18**	**15**	**9**	**9**	**9**

Functions & Responsibilities

Technology Systems Support

- Providing 24x7x365 Technology Services Desk for distributed desk top support and escalation of all technology related production support areas.
- 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 Storage appliance.
- Data Center and Disaster Recovery Center Operations.

Technology Telephony Operations

- 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

Technology Enterprise Network Operations

- Providing Authority-wide Tier II support (diagnosing and resolving production support issues) for enterprise server, SAN (Storage Area Network) 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/ OPTERA).
- 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 Messaging and Active Sync / Cloud Services.
- Support and Maintenance of Voice over IP (VOIP) Infrastructure.
- Providing support to the Police Emergency Response Systems, Incident Tracking Systems and Close-Circuit TV Systems (CCTV/Apollo).

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	3,649,668	3,511,765	3,738,259	3,320,187	4,133,240
Overtime	253,644	320,299	416,025	387,655	68,059
Other Benefits	383,392	369,202	295,644	427,135	533,233
Healthcare Rep/NonRep	663,475	633,607	655,285	572,985	603,303
Pension Rep/NonRep	523,059	369,666	349,408	303,365	541,101
Workers Comp-Excess/Losses	-12	8,192	11,761	-182	86,877
Benefits Total	1,569,914	1,380,667	1,312,098	1,303,303	1,764,514
Labor Total	5,473,226	5,212,731	5,466,382	5,011,145	5,965,813
Contractual Services	7,288,548	7,972,381	9,429,774	9,128,740	8,353,604
Materials Supplies-Other	201,470	190,428	222,163	281,751	232,411
Materials Total	201,470	190,428	222,163	281,751	232,411
Other Operating	1,083,786	1,331,836	1,463,716	1,496,627	1,477,985
Other Total	1,083,786	1,331,836	1,463,716	1,496,627	1,477,985
Casualty & Liability Costs	-2,021	0	0	0	0
Miscellaneous Expenses	0	0	30	682	0
Other Non-Operating Expenses	9,662	2,814	955	1,252	12,053
Non Labor Total	8,581,445	9,497,459	11,116,638	10,909,051	10,076,053
Gross Operating Total	14,054,671	14,710,190	16,583,020	15,920,196	16,041,866
Cost Allocation	-4,414,551	-4,501,972	-4,374,532	-4,051,168	-3,473,362
Allocation Total	-4,414,551	-4,501,972	-4,374,532	-4,051,168	-3,473,362
Net Operating Expense	9,640,120	10,208,218	12,208,488	11,869,028	12,568,504

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	40	29	30	30	30
Represented	21	21	18	18	18
Full-Time Total	61	50	48	48	48
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	15	12	16	16	15
Total	76	62	64	64	63

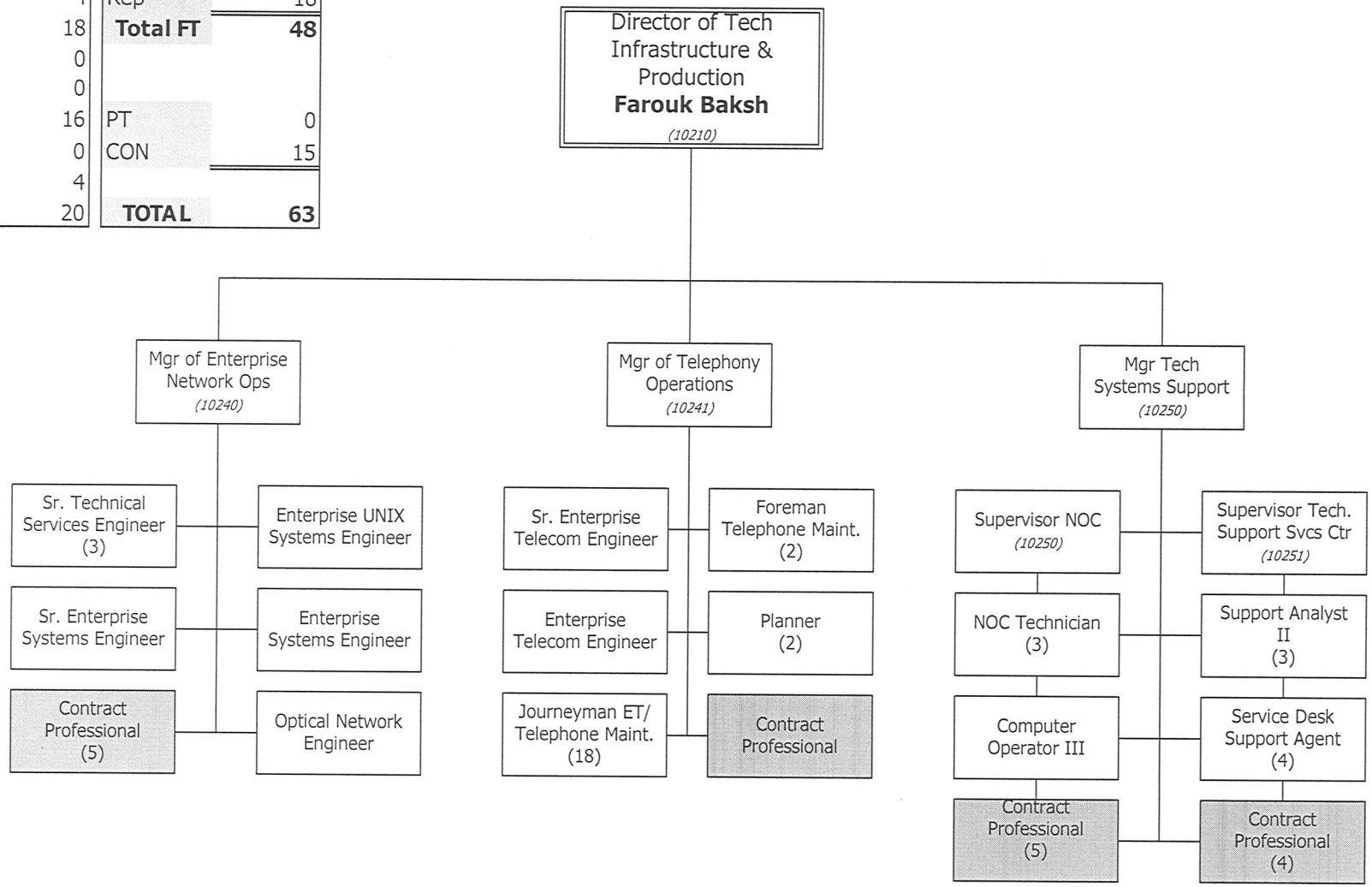
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	5	4	4	4	4
Police	0	0	0	0	0
Professional	16	13	17	17	16
Technical	28	18	20	20	20
Maintenance	21	21	18	18	18
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	5	5	4	4	4
Total	76	62	64	64	63

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

ADM	1
MGR	4
MNT	18
OPR	0
POL	0
PRO	16
REP	0
SUP	4
TEC	20

Non-Rep	30
Rep	18
Total FT	**48**
PT	0
CON	15
TOTAL	**63**



Contract Positions (Shaded)

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Tech Infrastructure & Prod	23	----	1	1	1	1
Dir Enterprise Technology	23	1	----	----	----	----
Manager Telephony Operations	22	1	1	1	1	1
Mgr Enterprise Network Ops	22	1	1	1	1	1
Mgr Tech Systems Support	22	1	----	1	1	1
Manager Client Technologies	21	1	1	----	----	----
Sr. Technical Services Engineer	20	4	3	3	3	3
Sr. Enterprise Systems Engineer	20	2	1	1	1	1
Supv Tech Support Svcs Centr	19	2	2	1	1	1
Sr. Enterprise Telecom Engineer	19	1	1	1	1	1
Enterprise Telecom Engineer	18	2	1	1	1	1
Supv Network Operations Center	18	1	1	1	1	1
Enterprise Systems Engineer	18	1	1	1	1	1
Optical Network Engineer	18	1	1	1	1	1
Enterprise Unix Sys Engineer	18	1	1	1	1	1
Network Operations Center Tech	16	3	3	3	3	3
Planner Comm Comptr & Farecoll	16	2	2	2	2	2
Foreman Telephone Maintenance	16	2	2	2	2	2
Support Analyst II	15	5	3	3	3	3
Svc Desk Support Agent	12	7	2	4	4	4
Computer Operator III	10	1	1	1	1	1
Non-Rep Subtotal		**40**	**29**	**30**	**30**	**30**
Represented						
Journeyman ET-Telephone Maint	UR	21	21	18	18	18
Represented Subtotal		**21**	**21**	**18**	**18**	**18**

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Total Full-Time		**61**	**50**	**48**	**48**	**48**
Contract						
Contract Professional	----	15	12	16	16	15
Total Contract		**15**	**12**	**16**	**16**	**15**
Office Total		**76**	**62**	**64**	**64**	**63**

Functions & Responsibilities

Director of ITS Applications

- Internet, Intranet, Mobile Applications, and Universal Web Portal architecture, development and maintenance.
- Application daily operation and maintenance for the Train Control systems.
- Application daily operation and maintenance for 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.

Business Applications

- Coordinating systems requirements with executives and clients.
- Implementing and maintaining Enterprise Resource Planning & Management, Enterprise Purchasing, 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.

Breeze Program Management

- Supports MARTA and Regional Automated Fare Collection (AFC) Program.
- Will enable the purchasing of fare and parking products via Mobile Application Technology.
- 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.

Database Administration

- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	2,707,395	2,726,280	2,571,884	2,963,731	3,371,191
Overtime	2,336	878	1,302	3,090	0
Other Benefits	246,427	245,413	262,440	272,302	517,499
Healthcare Rep/NonRep	438,988	378,335	349,543	351,981	371,556
Pension Rep/NonRep	456,398	311,304	280,320	344,854	582,271
Workers Comp-Excess/Losses	-6	0	-120	-96	58,509
Benefits Total	1,141,807	935,052	892,183	969,041	1,529,835
Labor Total	3,851,538	3,662,210	3,465,369	3,935,862	4,901,026
Contractual Services	3,084,136	3,154,193	4,770,605	4,240,537	4,127,939
Materials Supplies-Other	7,794	1,738	4,662	5,097	1,900
Materials Total	7,794	1,738	4,662	5,097	1,900
Miscellaneous Expenses	0	0	419	0	0
Other Non-Operating Expenses	21,141	3,041	7,603	23,317	26,125
Non Labor Total	3,113,071	3,158,972	4,783,289	4,268,950	4,155,964
Gross Operating Total	6,964,609	6,821,182	8,248,658	8,204,811	9,056,990
Cost Allocation	-1,241,701	-1,032,646	-2,502,188	-2,593,935	-3,388,654
Allocation Total	-1,241,701	-1,032,646	-2,502,188	-2,593,935	-3,388,654
Net Operating Expense	5,722,908	5,788,536	5,746,470	5,610,877	5,668,336

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	36	33	34	34	32
Represented	0	0	0	0	0
Full-Time Total	36	33	34	34	32
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	10	7	7	7	7
Total	46	40	41	41	39

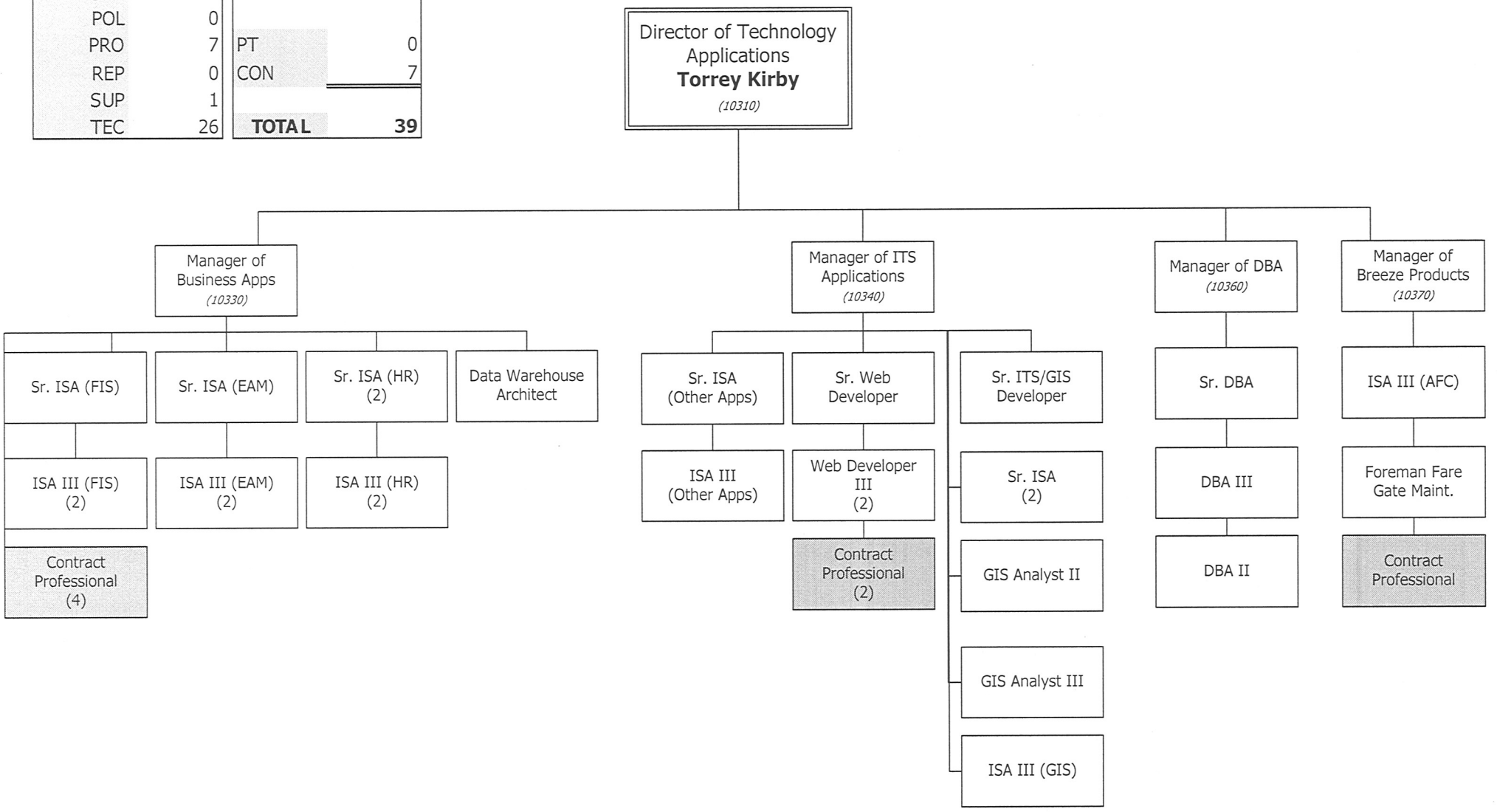
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	6	5	5	5	5
Police	0	0	0	0	0
Professional	11	8	8	8	7
Technical	29	27	27	27	26
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	1	1	1
Total	46	40	41	41	39

OFFICE OF TECHNOLOGY APPLICATIONS

ADM	0
MGR	5
MNT	0
OPR	0
POL	0
PRO	7
REP	0
SUP	1
TEC	26

Non-Rep	32
Rep	0
Total FT	**32**
PT	0
CON	7
TOTAL	**39**



Contract Position (Shaded)

OFFICE OF TECHNOLOGY APPLICATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Tech Applications	23	----	1	1	1	1
Dir Enterprise Technology	23	1	----	----	----	----
Mgr Breeze Products	22	1	1	1	1	1
Mgr Business Applications	22	1	1	1	1	1
Mgr DBA	22	1	1	1	1	1
Mgr ITS Applications	22	1	----	1	1	1
Manager Client Server Application	22	1	1	----	----	----
Sr. Information Systems Analyst	20	5	7	7	7	7
Sr. Web Developer	20	1	1	1	1	1
Sr. Database Administrator	20	1	1	1	1	1
Data Warehouse Architect	20	1	1	1	1	1
Sr. ITS GIS Developer	20	1	1	1	1	1
Information Sys Analyst III	19	10	9	9	9	9
Web Developer III	19	2	2	2	2	2
GIS Analyst III	19	----	1	1	1	1
Database Administrator III	19	2	1	1	1	1
GIS Analyst II	18	2	1	1	1	1
Database Administrator II	18	1	1	1	1	1
Information Systems Analyst II	18	2	----	----	----	----
Data Warehouse Business Analyst QA	18	1	1	1	1	----
Foreman Fare Gate Maintenance	16	----	----	1	1	1
Information Systems Analyst I	16	1	1	1	1	----
Non-Rep Subtotal		**36**	**33**	**34**	**34**	**32**
Total Full-Time		**36**	**33**	**34**	**34**	**32**

OFFICE OF TECHNOLOGY APPLICATIONS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Contract						
Contract Professional	----	10	7	7	7	7
Total Contract		**10**	**7**	**7**	**7**	**7**
Office Total		**46**	**40**	**41**	**41**	**39**

Functions & Responsibilities

Director of Technology Programs Management

- 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.

Technology Business Management

- 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.

Technology Quality Assurance

- 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 Aurhtority's business owners
- Monitoring a collection of Quality Metrics to promote continuous Technology improvement
- ITIL Change Management

Technology Compliance

- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	2,381,652	2,223,926	2,164,632	2,104,618	2,904,740
Overtime	240	3,908	20,367	4,158	0
Other Benefits	201,869	195,586	198,959	186,399	422,408
Healthcare Rep/NonRep	218,431	216,856	168,789	165,385	292,741
Pension Rep/NonRep	386,996	213,910	168,352	157,658	455,803
Workers Comp-Excess/Losses	-2	0	-55	-50	46,098
Benefits Total	807,294	626,352	536,045	509,392	1,217,049
Labor Total	3,189,186	2,854,186	2,721,044	2,618,169	4,121,790
Contractual Services	237,715	208,036	103,487	143,715	397,192
Materials Supplies-Other	13,215	30,267	9,216	7,528	8,725
Materials Total	13,215	30,267	9,216	7,528	8,725
Other Operating	0	2,000	0	0	0
Other Total	0	2,000	0	0	0
Other Non-Operating Expenses	50,544	-6,569	5,083	5,615	23,085
Non Labor Total	301,474	233,734	117,786	156,857	429,002
Gross Operating Total	3,490,660	3,087,920	2,838,830	2,775,026	4,550,792
Cost Allocation	-1,220,603	-1,195,465	-1,042,162	-1,093,094	-1,711,888
Allocation Total	-1,220,603	-1,195,465	-1,042,162	-1,093,094	-1,711,888
Net Operating Expense	2,270,057	1,892,455	1,796,668	1,681,932	2,838,904

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	34	27	26	26	25
Represented	2	2	0	0	0
Full-Time Total	36	29	26	26	25
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	10	8	10	10	10
Total	46	37	36	36	35

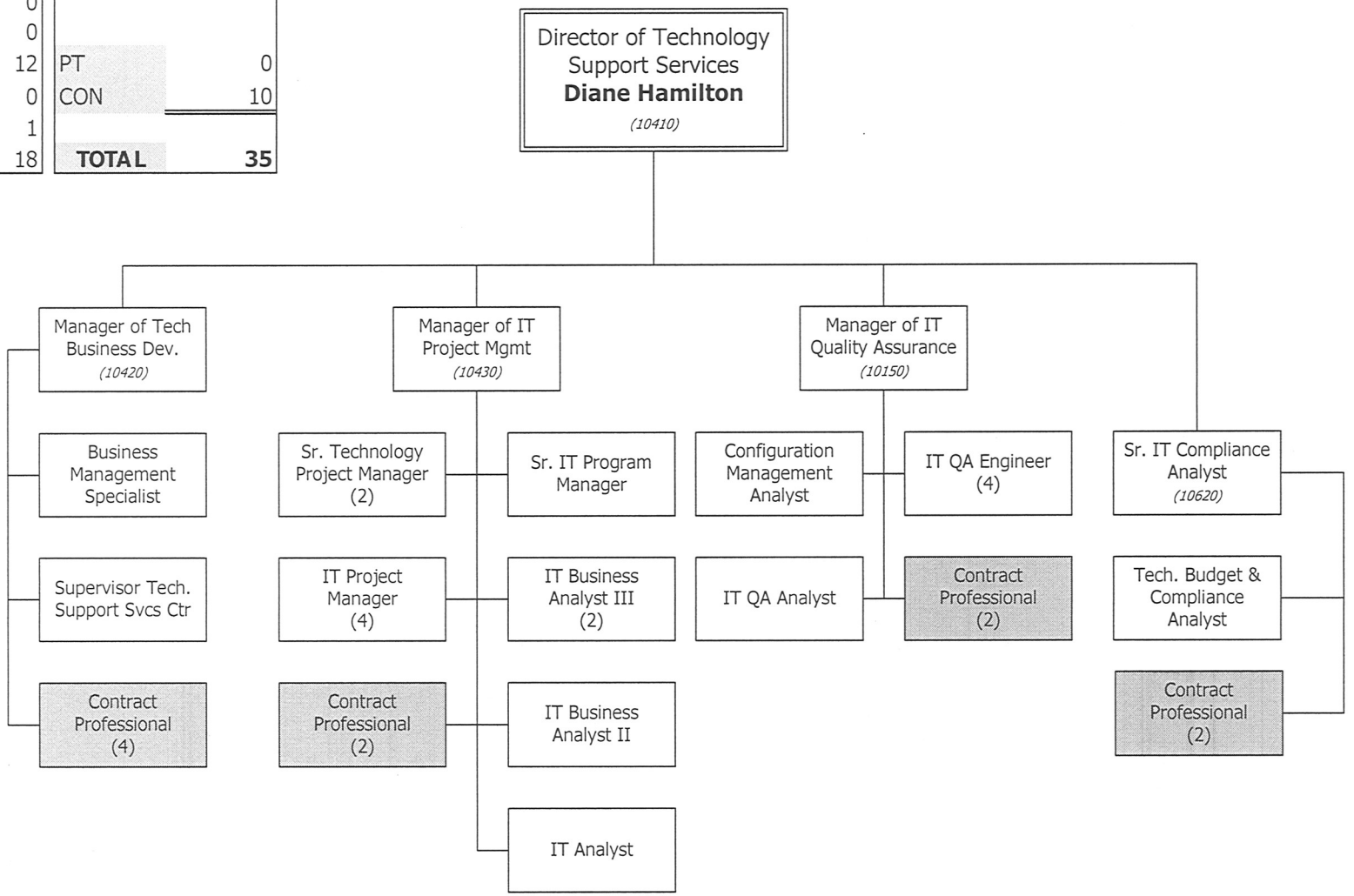
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	7	5	5	5	4
Police	0	0	0	0	0
Professional	14	11	12	12	12
Technical	21	18	18	18	18
Maintenance	2	2	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	2	1	1	1	1
Total	46	37	36	36	35

OFFICE OF TECHNOLOGY SUPPORT SERVICES

ADM	0
MGR	4
MNT	0
OPR	0
POL	0
PRO	12
REP	0
SUP	1
TEC	18

Non-Rep	25
Rep	0
Total FT	**25**
PT	0
CON	10
TOTAL	**35**



Contract Position (Shaded)

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Tech Support Services	23	----	1	1	1	1
Dir Enterprise Technology	23	2	----	----	----	----
Manager IT Project Management	22	1	1	1	1	1
Mgr Technology Bus Develop	22	1	1	1	1	1
Manager of IT Compliance	22	1	1	1	----	----
Mgr IT Quality Assurance	21	1	1	1	1	1
Manager of IT Compliance	21	----	----	----	1	----
Manager of IT Assets Acquisition	21	1	----	----	----	----
Sr. Tech Project Manager	20	2	2	2	2	2
Sr. IT Compliance Analyst	20	1	1	1	1	1
Sr. IT Program Manager	20	1	1	1	1	1
Tech Bdgt & Compliance Analyst	20	1	1	1	1	1
IT Quality Assurance Engineer	19	4	4	4	4	4
IT Business Analyst III	19	2	1	2	2	2
Supv Tech Support Svcs Centr	19	----	----	1	1	1
Config Mgmt Analyst	19	1	1	1	1	1
IT Auditor	19	1	1	----	----	----
IT Project Manager	18	4	4	4	4	4
Business Mgmt Specialist	18	1	1	1	1	1
IT Quality Assurance Analyst	18	1	1	1	1	1
IT Analyst	18	1	1	1	1	1
IT Business Analyst II	17	1	1	1	1	1
Foreman Fare Gate Maintenance	16	2	1	----	----	----
Oracle HR Payroll Technical Writer	16	1	----	----	----	----
IT Business Analyst I	15	2	1	----	----	----

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
IT Project Support Coordinator	TBD	1	----	----	----	----
Non-Rep Subtotal		**34**	**27**	**26**	**26**	**25**
Represented						
Journeyman ET-Faregate Maintenance	UR	2	2	----	----	----
Represented Subtotal		**2**	**2**	**----**	**----**	**----**
Total Full-Time		**36**	**29**	**26**	**26**	**25**
Contract						
Contract Professional	----	10	8	10	10	10
Total Contract		**10**	**8**	**10**	**10**	**10**
Office Total		**46**	**37**	**36**	**36**	**35**

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

Areas of Oversight

- AGM of Planning
- Director of Research & Analysis
- Transit Analysis
- Transit Research
- System Service Monitoring
- Director of Transit System Planning
- Scheduling
- Special Projects & Analysis

FY16 Department Accomplishments

Director of Research & Analysis

Transit Analysis

- Performed monthly calculation and analysis of Bus and Rail Service and Passenger Revenue in support of National Transit Database submissions, Key Performance Indicators and maintaining MARTA's federal funding.
- Performed semi-annual analysis of ridership trends in conjunction with trends in service calendar, pass usage, weather events, special events, service of employment, and gas prices. This analysis monitors MARTA's systems to ensure system sustainability and health.

Transit Research

- Performed Quality of Service Survey to track changes in customer perception. Continued the Passenger Environmental Study
- Provided consulting capabilities by conducting: intercept surveys, root-cause analyses, parking studies, KPI's, bus and rail announcements, system-wide factors study, benchmarks, focus groups, FTA and APTA data analysis, Title VI Assessments, analysis for the MARTA transformation team, the business continuity plan and homeless project amongst others to meet MARTAs needs.

Service Monitoring

- Completed data collection, processing, and reporting of FY 2016 NTD data for MARTA's annual submission to FTA.
- Continued to conduct year-long validation of automated systems: TrapezeITS, AVL/Automated Passenger Counter and Breeze system.

Director of Transit System Planning

Service Planning & Scheduling

- Implemented new bus services in Clayton County which included extending two existing routes and establishing seven new routes.
- Implemented 3 mark-ups by modifying 83 bus routes to improve on-time performance, efficiency and addressing customer requests.

Special Projects & Analysis

- Received approval from the MARTA BOD and Atlanta City Council on potential projects to support the MARTA Sales Tax Referendum
- Coordinated with the Atlanta Regional Commission on the $3.8 million regional bus stop signage project

FY17 Goals & Objectives

GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest

- Objective: Develop a Departmental Cross-Training Plan to align needs with staff knowledge and skills.

GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations

GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation

- Objective: Ensure Departmental resources are aligned to properly manage initiatives, projects and supporting budgets.
- Objective: Effectively manage the process to develop the program and 20% engagement associated with the MARTA Sales Tax initiative.

GOAL 6: Develop more innovative communication systems/processes internally & externally

- Objective: Position the Dept. to be the agency's leader in developing strategic priorities from concept to design for major initiatives
- Objective: Improve MARTA's direction by initiating and developing a 5-year Strategic Plan.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	84.72%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	96.27%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-16.91%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-20.55%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	81.28%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	151.59%	</= 0%

DEPT OF PLANNING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	3,993,532	4,061,153	4,022,686	4,037,014	4,410,883
Overtime	124,521	110,785	179,794	198,272	74,698
Other Benefits	390,021	396,514	421,417	449,736	621,765
Healthcare Rep/NonRep	581,338	588,299	553,640	563,722	659,185
Pension Rep/NonRep	744,867	532,056	590,699	639,552	790,316
Workers Comp-Excess/Losses	5,227	22,727	69,647	-18	99,288
Benefits Total	1,721,453	1,539,596	1,635,403	1,652,992	2,170,553
Labor Total	5,839,506	5,711,534	5,837,883	5,888,278	6,656,135
Contractual Services	3,429	898	577	50,936	3,200
Materials Supplies-Other	12,372	22,610	11,804	11,422	17,458
Materials Total	12,372	22,610	11,804	11,422	17,458
Other Operating	0	0	0	-35	0
Other Total	0	0	0	-35	0
Other Non-Operating Expenses	50,074	61,401	52,581	93,077	63,355
Non Labor Total	65,875	84,909	64,962	155,401	84,013
Gross Operating Total	5,905,381	5,796,443	5,902,845	6,043,679	6,740,148
Cost Allocation	-4,152,987	-4,119,334	-4,254,787	-4,054,397	-4,219,203
Allocation Total	-4,152,987	-4,119,334	-4,254,787	-4,054,397	-4,219,203
Net Operating Expense	1,752,394	1,677,109	1,648,058	1,989,282	2,520,944

Authorized Positions by Status

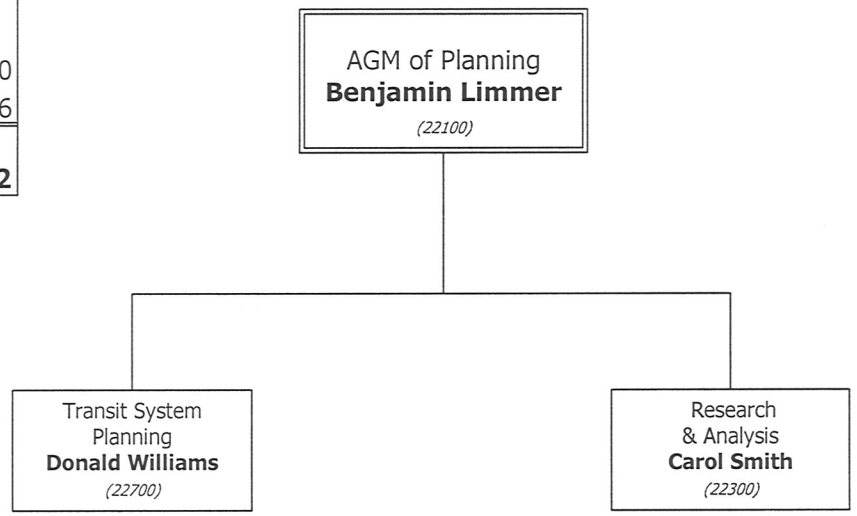
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	46	45	45	47	46
Represented	10	10	10	10	10
Full-Time Total	56	55	55	57	56
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	36	36	36	36	36
Total	92	91	91	93	92

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	25	24	30	31	30
Management	9	8	8	8	8
Police	0	0	0	0	0
Professional	31	32	29	29	29
Technical	2	2	2	3	3
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	10	10	10	10	10
Supervisory	15	15	12	12	12
Total	92	91	91	93	92

ADM	30
MGR	8
MNT	0
OPR	0
POL	0
PRO	29
REP	10
SUP	12
TEC	3

Non-Rep	46
Rep	10
Total FT	**56**
PT	0
CON	36
TOTAL	**92**



Functions & Responsibilities

AGM of Planning

- The Office of the Assistant General Manager of Planning is a member of the Executive Management Team, responsible for leading, influencing and overseeing a vast portfolio of programs and activities related to Planning.
- Planning, partnering and overseeing future corridors expansion, service planning and scheduling for both bus and rail service
- Planning, partnering and overseeing environmental analysis, transit oriented development, retail concessions, real estate acquisition and management
- Regional service coordination and primary and secondary research and analysis which includes on-board, at MARTA stations and on the MARTA system interfacing with our customers and the general public
- Reporting to the Federal Transit Administration about the MARTA system's performance

OFFICE OF AGM PLANNING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	207,062	202,219	160,848	209,423	217,220
Other Benefits	15,683	17,086	12,107	12,240	51,146
Healthcare Rep/NonRep	17,832	15,477	13,467	21,349	22,519
Pension Rep/NonRep	32,651	6,314	4,866	11,023	50,950
Workers Comp-Excess/Losses	-1	15,700	30,438	-11,568	3,546
Benefits Total	66,165	54,577	60,878	33,044	128,160
Labor Total	273,227	256,796	221,726	242,467	345,380
Materials Supplies-Other	3,431	1,437	1,858	5,028	3,237
Materials Total	3,431	1,437	1,858	5,028	3,237
Other Non-Operating Expenses	11,256	7,461	5,575	11,936	14,505
Non Labor Total	14,687	8,898	7,433	16,964	17,742
Gross Operating Total	287,914	265,694	229,159	259,432	363,122
Cost Allocation	-117,596	-125,493	-61,346	-118,672	0
Allocation Total	-117,596	-125,493	-61,346	-118,672	0
Net Operating Expense	170,318	140,201	167,813	140,759	363,122

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	2	2	2	2	2
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	2	2	2	2	2

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	2	2	2	2	2

OFFICE OF THE AGM OF PLANNING

ADM	1
MGR	1
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	2
Rep	0
Total FT	**2**
PT	0
CON	0
TOTAL	**2**

OFFICE OF AGM PLANNING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Planning	C	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Non-Rep Subtotal		**2**	**2**	**2**	**2**	**2**
Total Full-Time		**2**	**2**	**2**	**2**	**2**
Office Total		**2**	**2**	**2**	**2**	**2**

Functions & Responsibilities

Director of Research & Analysis

- 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.

Transit Analysis

- 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.

Transit Research

- 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.

System Service Monitoring

- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	2,256,321	2,220,784	2,199,743	2,261,936	2,447,971
Overtime	123,980	108,607	177,316	188,616	74,698
Other Benefits	220,057	213,555	210,592	269,666	301,991
Healthcare Rep/NonRep	248,620	261,757	242,750	269,301	332,666
Pension Rep/NonRep	336,225	267,507	307,984	338,195	329,907
Workers Comp-Excess/Losses	-354	4,365	40,169	634	47,871
Benefits Total	804,548	747,184	801,495	877,796	1,012,435
Labor Total	3,184,849	3,076,575	3,178,554	3,328,349	3,535,104
Contractual Services	0	0	0	0	2,500
Materials Supplies-Other	2,342	12,254	853	1,786	4,805
Materials Total	2,342	12,254	853	1,786	4,805
Other Operating	0	0	0	-35	0
Other Total	0	0	0	-35	0
Other Non-Operating Expenses	27,129	24,905	23,958	53,548	21,055
Non Labor Total	29,471	37,159	24,811	55,300	28,360
Gross Operating Total	3,214,320	3,113,734	3,203,365	3,383,648	3,563,464
Cost Allocation	-2,677,755	-2,477,632	-2,612,502	-2,374,864	-2,556,840
Allocation Total	-2,677,755	-2,477,632	-2,612,502	-2,374,864	-2,556,840
Net Operating Expense	536,565	636,102	590,863	1,008,784	1,006,624

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	17	17	17	17	17
Represented	10	10	10	10	10
Full-Time Total	27	27	27	27	27
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	36	36	36	36	36
Total	63	63	63	63	63

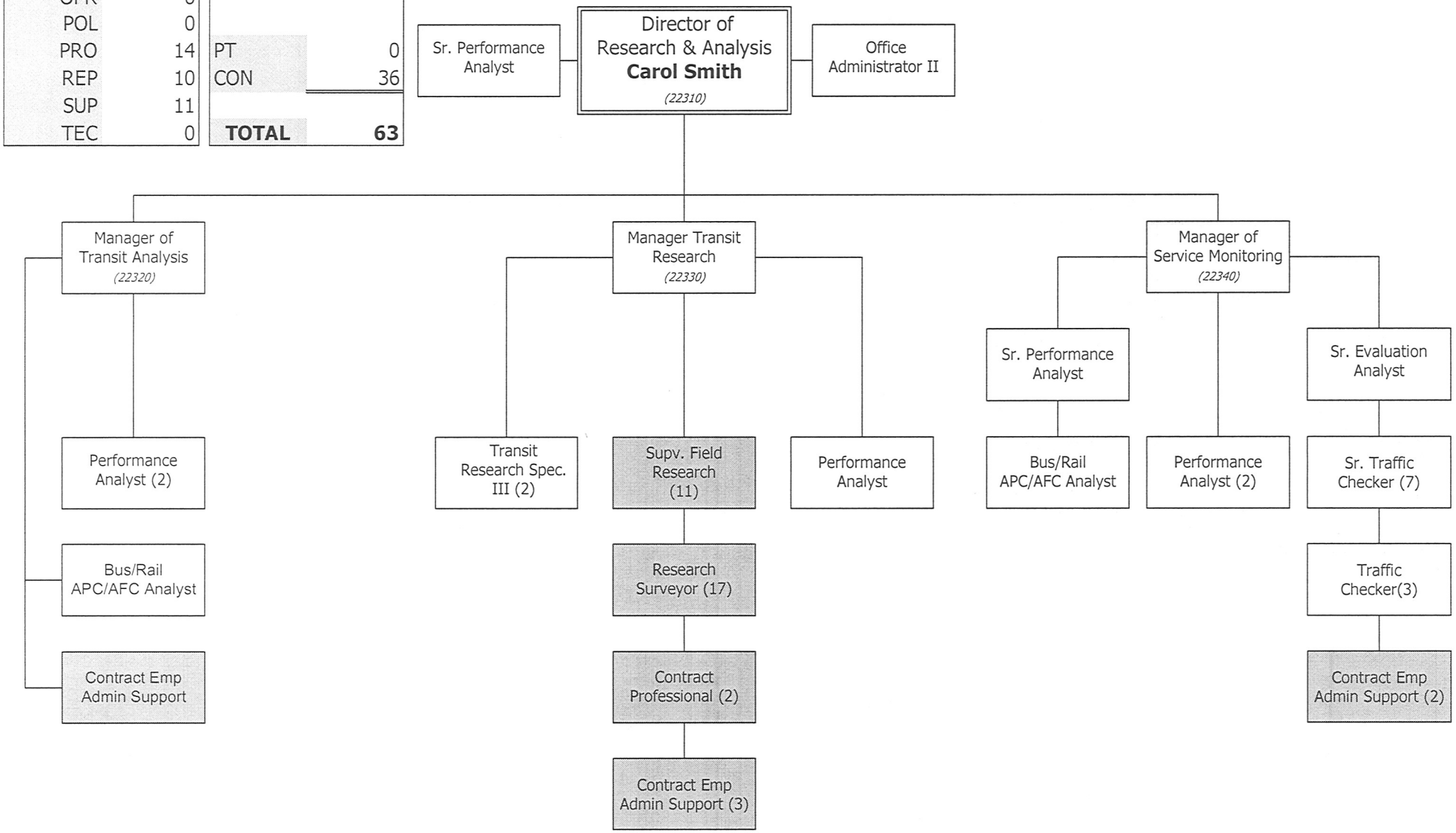
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	18	18	24	24	24
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	17	17	14	14	14
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	10	10	10	10	10
Supervisory	14	14	11	11	11
Total	63	63	63	63	63

OFFICE OF RESEARCH & ANALYSIS

ADM	24
MGR	4
MNT	0
OPR	0
POL	0
PRO	14
REP	10
SUP	11
TEC	0

Non-Rep	17
Rep	10
Total FT	**27**
PT	0
CON	36
TOTAL	**63**



Contract Positions (Shaded)

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Transit Research Analysis	23	1	1	1	1	1
Mgr Transit Research	21	1	1	1	1	1
Mgr Service Monitoring	21	1	1	1	1	1
Mgr Transit Analysis	21	1	1	1	1	1
Sr. Performance Analyst	19	2	2	2	2	2
Performance Analyst	18	6	6	5	5	5
Sr. Evaluation Analyst	18	1	1	1	1	1
Trans Research Specialist III	17	1	1	2	2	2
Bus/Rail APC AFC Analyst III	17	1	1	1	1	1
Office Administrator II	16	----	----	1	1	1
Supv Transit Research	16	1	1	----	----	----
Bus/Rail APC AFC Analyst II	15	----	----	1	1	1
Office Administrator I	14	1	1	----	----	----
Non-Rep Subtotal		**17**	**17**	**17**	**17**	**17**
Represented						
Sr. Traffic Checker	UR	8	7	7	7	7
Traffic Checker	UR	2	3	3	3	3
Represented Subtotal		**10**	**10**	**10**	**10**	**10**
Total Full-Time		**27**	**27**	**27**	**27**	**27**

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Contract						
Research Surveyor	----	17	17	17	17	17
Supv Field Research	----	13	13	11	11	11
Contract Emp Admin Support	----	----	----	6	6	6
Contract Professional	----	2	2	2	2	2
Technical Support Assistant	----	4	4	----	----	----
Total Contract		**36**	**36**	**36**	**36**	**36**
Office Total		**63**	**63**	**63**	**63**	**63**

Functions & Responsibilities

Office of Transit System Planning

- The Office of Transit System Planning (TSP) is responsible for the planning, design, scheduling and monitoring of all bus and rail service.
- Development of service plans as required for the Authority's operating budget, intermediate service initiatives, and long range expansion projects.
- Responsible for the planning due diligence of the Authority's expansion program and participating in other projects sponsored by the regional planning partners.
- 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)
- Facilitates the Authority's submittal of activities and accomplishments for the development of regional Unified Planning Work Program (UPWP).
- Responsible for designing, monitoring, and evaluating bus and rail service.
- Develops service plans with community input, maintains MARTA'S Service Standards that are approved annually by the MARTA Board of Directors
- Coordinates with local public/private agencies with bus and shuttle services (Transportation Management Associates and Community Improvement Districts).
- 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.
- Responsible for GIS mapping and analysis, bus stop management, and print distribution
- 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

OFFICE OF TRANSIT SYSTEM PLANNING

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,530,149	1,638,150	1,662,095	1,565,654	1,745,692
Overtime	541	2,178	2,478	9,656	0
Other Benefits	154,281	165,873	198,718	167,830	268,628
Healthcare Rep/NonRep	314,886	311,065	297,423	273,071	304,000
Pension Rep/NonRep	375,991	258,235	277,849	290,334	409,459
Workers Comp-Excess/Losses	5,582	2,662	-960	10,915	47,871
Benefits Total	850,740	737,835	773,030	742,151	1,029,958
Labor Total	2,381,430	2,378,163	2,437,603	2,317,462	2,775,651
Contractual Services	3,429	898	577	50,936	700
Materials Supplies-Other	6,599	8,919	9,093	4,608	9,416
Materials Total	6,599	8,919	9,093	4,608	9,416
Other Non-Operating Expenses	11,689	29,035	23,048	27,593	27,795
Non Labor Total	21,717	38,852	32,718	83,138	37,911
Gross Operating Total	2,403,147	2,417,015	2,470,321	2,400,599	2,813,562
Cost Allocation	-1,357,636	-1,516,209	-1,580,939	-1,560,861	-1,662,363
Allocation Total	-1,357,636	-1,516,209	-1,580,939	-1,560,861	-1,662,363
Net Operating Expense	1,045,511	900,806	889,382	839,738	1,151,198

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	27	26	26	28	27
Represented	0	0	0	0	0
Full-Time Total	27	26	26	28	27
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	27	26	26	28	27

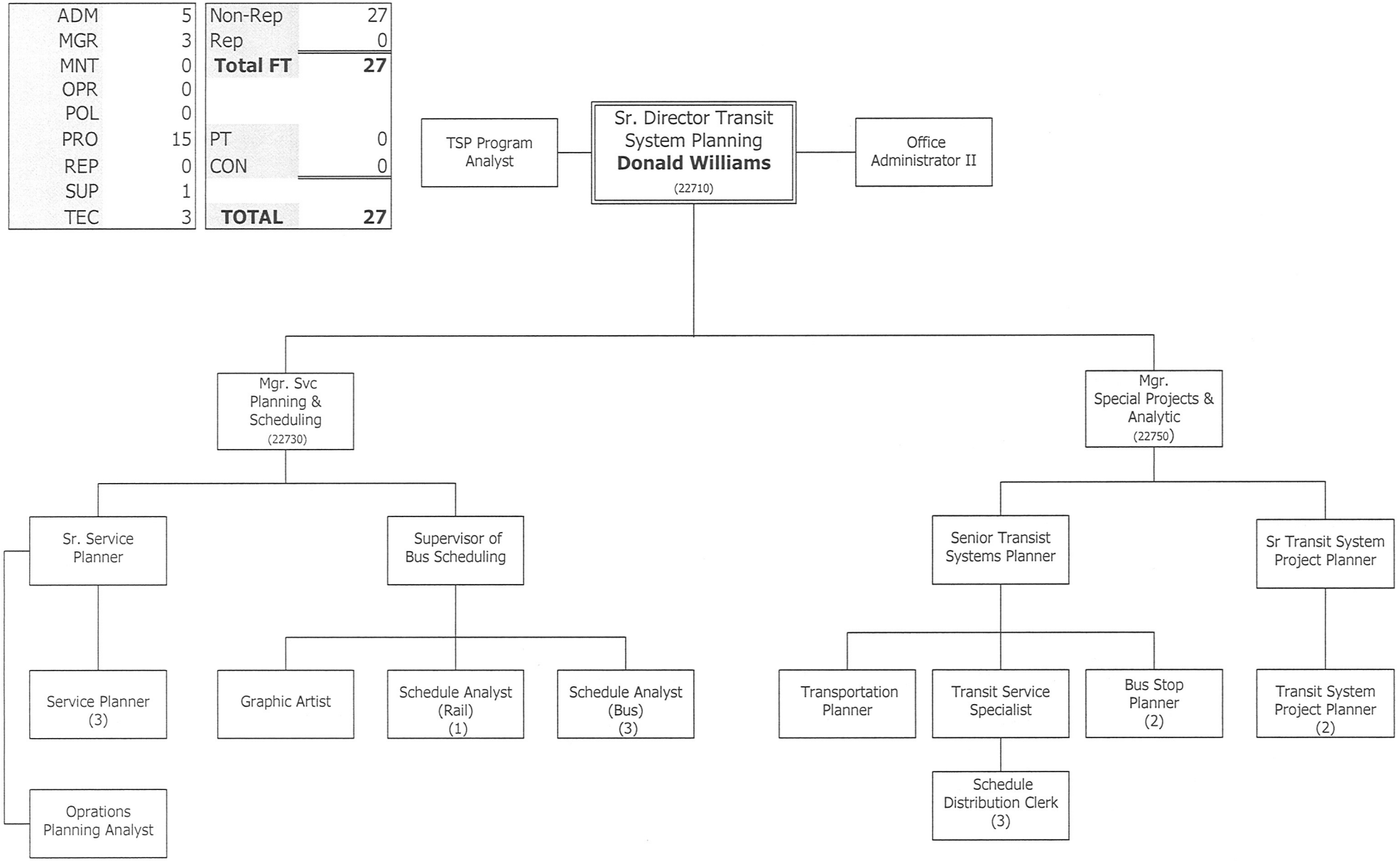
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	6	5	5	6	5
Management	4	3	3	3	3
Police	0	0	0	0	0
Professional	14	15	15	15	15
Technical	2	2	2	3	3
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	27	26	26	28	27

OFFICE OF TRANSIT SYSTEM PLANNING

ADM	5
MGR	3
MNT	0
OPR	0
POL	0
PRO	15
REP	0
SUP	1
TEC	3

Non-Rep	27
Rep	0
Total FT	**27**
PT	0
CON	0
TOTAL	**27**



OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Transit System Planning	24	1	1	1	1	1
Mgr Spec Projects & Analysis	21	1	1	1	1	1
Mgr Svc Planning & Scheduling	21	1	1	1	1	1
Mgr Regional Planning & Analys	20	1	----	----	----	----
Transit System Project Planner	19	----	2	2	2	2
Sr. Transit System Project Plnr	19	----	1	1	1	1
Supv Bus Scheduling	19	1	1	1	1	1
Transit Sys Plng Prgm Analyst	19	----	1	1	1	1
Sr. Service Planner	19	1	1	1	1	1
Sr. Transit Systems Planner	19	----	1	1	1	1
Sr. Regional Planner	19	3	----	----	----	----
Service Planner III	17	2	2	2	2	2
Operations Planning Analyst	17	----	1	1	1	1
Transportation Planner III	17	1	----	1	1	1
Bus Stop Planner III	17	----	----	----	1	1
Transit System Plng Analyst II	17	1	----	----	----	----
Schedule Analyst III	16	3	3	3	3	3
Office Administrator II	16	1	1	1	1	1
Bus Stop Planner	16	1	1	----	----	----
Bus Stop Planner II	15	----	----	1	1	1
Service Planner II	15	1	1	1	1	1
Transportation Planner II	15	1	1	----	----	----
Schedule Analyst II	14	1	1	1	1	1
Graphic Artist	14	1	1	1	1	1
Transit Service Specialist	9	1	1	1	1	1

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Scheduling Technician	9	1	1	1	1	----
Schedule Distribution Clerk	6	3	2	2	3	3
Non-Rep Subtotal		**27**	**26**	**26**	**28**	**27**
Total Full-Time		**27**	**26**	**26**	**28**	**27**
Office Total		**27**	**26**	**26**	**28**	**27**

DEPARTMENT OF POLICE SERVICES

This Department includes the following Offices:

Department of Police Services

- Office of AGM of Police Services

Areas of Oversight	• AGM Chief of Police Services • Assistant Chief of Police Administration • Assistant Chief of Police Operations • Criminal Justice Communications
FY16 Department Accomplishments	• Achieved goal of reducing or maintaining Part 1 Crime Rate by 11% • Completed 99% installation of Closed Circuit (CCTV) on Rail Cars • Monitored the See & Say App with 23,760 downloads, 16,663 non-test reports and 5,818 SMS reports (text messages) • Received re-accreditation Gold Standard of Excellence from Commission on Accreditation for Law Enforcement Agencies (CALEA) • Received 100% re-certification from the Georgia Association Chiefs of Police (GCAP) • Received 100% on the Police Property and Evidence Audit • Held Community Emergency Response Team/Citizens Police Academy (CERT/CPA) Program with over 20 graduates and completed Kids in Transit Program • Launched Step on Step off initiative to provide greater police visibility • Conducted Active Shooter training for employees • Conducted 14 self-defense classes for the community and employees known as "Blow The Whistle Campaign"
FY17 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest** • Objective: Provide the necessary opportunities and training for staff to develop and improve their skills. • Objective: Use innovative recruiting techniques with the use of technology and willingness to travel outside the metropolitan Atlanta area **GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Provide excellent customer service to the community, patrons, and employees. **GOAL 3: Create a culture and discipline of security and safety excellence** • Objective: Reduce the number of Part 1 crimes per 1,000,000 riders to 3.80 or less • Objective: To continue to strengthen MARTA'S Cyber Security Infrastructure **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Remain within the authorized overtime budget and increase the attendance/employee availability rate within the department

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Part I Crime Rate	Number of Part I Crimes (4 types violent and 4 types of property crimes) per 1M passenger boarding	</= 3.80	3.47	</= 4.15
Security Cameras Availability	Percent of properly operating security cameras	>/= 98.00%	99.09%	>/= 98.00%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	91.66%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-1.82%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-1.82%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-1.60%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	42.88%	</= 0%

DEPT OF POLICE SERVICES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	19,695,330	20,146,327	21,629,457	22,008,140	23,644,491
Overtime	5,794,614	6,064,057	6,010,257	6,056,690	4,361,761
Other Benefits	2,599,180	2,679,011	4,043,627	3,407,001	2,921,979
Healthcare Rep/NonRep	4,713,883	4,516,402	4,468,383	4,291,873	4,796,449
Pension Rep/NonRep	7,707,970	6,193,729	7,229,427	7,184,517	6,384,843
Workers Comp-Excess/Losses	513,677	388,694	1,875,199	511,065	755,298
Benefits Total	15,534,710	13,777,836	17,616,636	15,394,456	14,858,568
Labor Total	**41,024,654**	**39,988,220**	**45,256,350**	**43,459,286**	**42,864,821**
Contractual Services	115,420	197,006	119,240	206,190	169,607
Materials Supplies-Other	65,101	100,801	103,648	109,874	145,389
Materials Supplies-Unleaded	71	20	0	0	0
Materials Total	65,172	100,821	103,648	109,874	145,389
Casualty & Liability Costs	-1,479	-1,189	0	0	0
Miscellaneous Expenses	4,805	36,600	9,881	12,615	6,000
Other Non-Operating Expenses	36,028	76,765	51,803	70,718	84,871
Non Labor Total	**219,946**	**410,003**	**284,572**	**399,397**	**405,867**
Gross Operating Total	**41,244,600**	**40,398,223**	**45,540,922**	**43,858,683**	**43,270,688**
Cost Allocation	-7,049,396	-6,568,897	-9,173,609	-8,681,913	-9,428,263
Allocation Total	**-7,049,396**	**-6,568,897**	**-9,173,609**	**-8,681,913**	**-9,428,263**
Net Operating Expense	**34,195,204**	**33,829,326**	**36,367,313**	**35,176,770**	**33,842,425**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	378	411	411	425	425
Represented	0	0	0	0	0
Full-Time Total	**378**	**411**	**411**	**425**	**425**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**17**	**21**	**21**	**21**	**21**
Total	**395**	**432**	**432**	**446**	**446**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	47	48	48	48	48
Management	8	8	8	9	9
Police	277	312	312	323	323
Professional	5	2	2	2	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	58	62	62	64	64
Total	**395**	**432**	**432**	**446**	**446**

ADM	48
MGR	9
MNT	0
OPR	0
POL	323
PRO	2
REP	0
SUP	64
TEC	0

Non-Rep	425
Rep	0
Total FT	**425**
PT	0
CON	21
TOTAL	**446**

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

Functions & Responsibilities

AGM POLICE SERVICES

- 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 AGM of Police Services is based on accepted law enforcement standards
- 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
- Protect the system against acts of terror both foreign and domestic, thereby maintaining current riders and attracting new riders to the system.
- Has the primary emergency management responsibility for the Authority
- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	19,695,330	20,146,327	21,629,457	22,008,140	23,644,491
Overtime	5,794,614	6,064,057	6,010,257	6,056,690	4,361,761
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Healthcare Rep/NonRep	4,713,883	4,516,402	4,468,383	4,291,873	4,796,449
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Labor Total	**41,024,654**	**39,988,220**	**45,256,350**	**43,459,286**	**42,864,821**
Contractual Services	115,420	197,006	119,240	206,190	169,607
Materials Supplies-Other	65,101	100,801	103,648	109,874	145,389
Materials Supplies-Unleaded	71	20	0	0	0
Materials Total	65,172	100,821	103,648	109,874	145,389
Casualty & Liability Costs	-1,479	-1,189	0	0	0
Miscellaneous Expenses	4,805	36,600	9,881	12,615	6,000
Other Non-Operating Expenses	36,028	76,765	51,803	70,718	84,871
Non Labor Total	**219,946**	**410,003**	**284,572**	**399,397**	**405,867**
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Full-Time Total	**378**	**411**	**411**	**425**	**425**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**17**	**21**	**21**	**21**	**21**
Total	**395**	**432**	**432**	**446**	**446**

Authorized Positions by Class

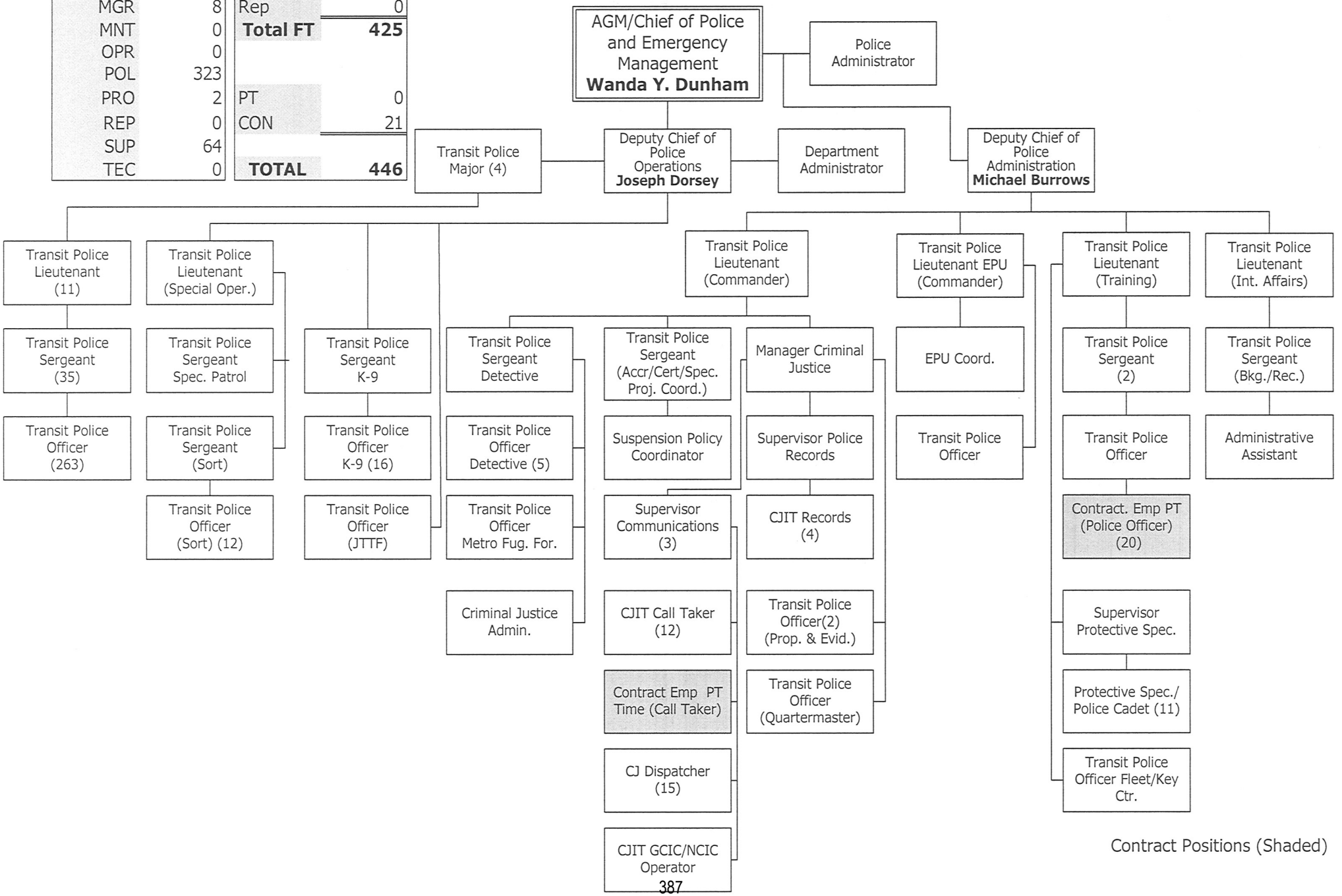
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	47	48	48	48	48
Management	8	8	8	9	9
Police	277	312	312	323	323
Professional	5	2	2	2	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	58	62	62	64	64
Total	**395**	**432**	**432**	**446**	**446**

marta

OFFICE OF AGM POLICE SERVICES

ADM	48
MGR	8
MNT	0
OPR	0
POL	323
PRO	2
REP	0
SUP	64
TEC	0

Non-Rep	425
Rep	0
Total FT	**425**
PT	0
CON	21
TOTAL	**446**



Contract Positions (Shaded)

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Chf Police & Emerg Mgmt	C	1	1	1	1	1
Deputy Chief of Police	23	1	2	2	2	2
Transit Police Major	20	5	4	4	4	4
Mgr Security & Emergency Mgmt	20	----	----	----	1	1
Mgr Criminal Justice Comm/Recd	19	1	1	1	1	1
Department Administrator	17	1	1	1	1	1
Police Administrator	17	1	1	1	1	1
Emergency Prep Unit Coord	16	1	1	1	1	1
Crime Scene Investigator	16	1	----	----	----	----
Planning Research Development Coordinator	16	1	1	1	----	----
Supv Communications	15	3	3	3	3	3
Supv Police Records	15	1	1	1	1	1
CJIT-Police Dispatcher	14	15	15	15	15	15
Suspension Policy Coordinator	14	----	----	----	1	1
CJIT-Call Taker	13	12	12	12	12	12
Transit Police Officer Special	13P	50	50	50	50	50
Supv Protective Specialists	12	1	1	1	1	1
CJIT GCIC NCIC Operator	12	1	1	1	1	1
Criminal Justice Administra	12	1	1	1	1	1
Transit Police Officer Sr	12P	182	182	182	182	182
Transit Police Lieutenant	11P	13	13	13	16	16
Criminal Justice Info Tech Rec	10	4	4	4	4	4
Administrative Assistant	10	1	1	1	1	1
Transit Police Sergeant	10P	40	44	44	43	43
Protective Spec Police Cadet	9	10	11	11	11	11

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Transit Police Officer	8P	31	60	60	71	71
Non-Rep Subtotal		**378**	**411**	**411**	**425**	**425**
Total Full-Time		**378**	**411**	**411**	**425**	**425**
Contract						
Contract Emp PT Police officer	----	14	20	20	20	20
Contract Emp PT	----	1	1	1	1	1
Contract Professional	----	2	----	----	----	----
Total Contract		**17**	**21**	**21**	**21**	**21**
Office Total		**395**	**432**	**432**	**446**	**446**

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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,891,435	1,777,444	1,849,568	1,857,767	2,047,284
Overtime	139	136	543	8	0
Other Benefits	171,732	1,506,816	202,732	188,268	-294,929
Healthcare Rep/NonRep	271,686	245,984	241,983	230,172	309,733
Pension Rep/NonRep	444,150	281,933	325,418	335,642	470,222
Workers Comp-Excess/Losses	607,677	695,761	688,571	539,810	722,871
Benefits Total	1,495,245	2,730,494	1,458,704	1,293,891	1,207,897
Labor Total	**3,386,819**	**4,508,074**	**3,308,815**	**3,151,667**	**3,255,181**
Contractual Services	2,978,861	3,055,589	3,494,395	5,327,790	2,755,259
Materials Supplies-Other	5,667	7,325	11,723	8,573	9,246
Materials Total	5,667	7,325	11,723	8,573	9,246
Casualty & Liability Costs	5,780,398	12,370,160	5,943,116	2,730,086	5,529,448
Other Non-Operating Expenses	78,270	41,788	162,190	58,157	79,780
Non Labor Total	**8,843,196**	**15,474,862**	**9,611,424**	**8,124,606**	**8,373,733**
Gross Operating Total	**12,230,015**	**19,982,936**	**12,920,239**	**11,276,273**	**11,628,914**
Cost Allocation	-2,112,233	-2,816,133	-2,007,614	-2,003,374	-1,191,388
Allocation Total	**-2,112,233**	**-2,816,133**	**-2,007,614**	**-2,003,374**	**-1,191,388**
Net Operating Expense	**10,117,782**	**17,166,803**	**10,912,625**	**9,272,900**	**10,437,526**

Authorized Positions by Status

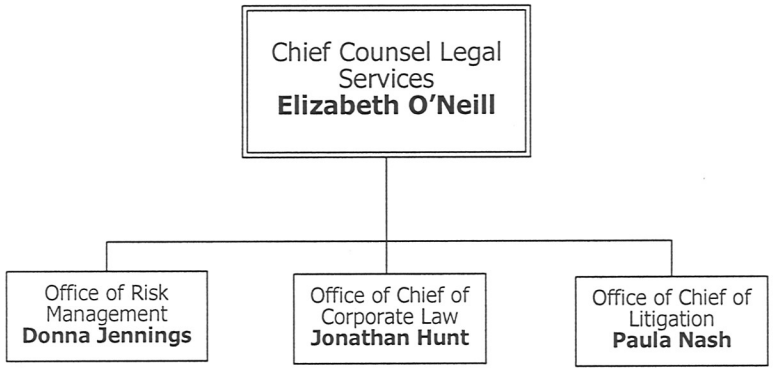
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	25	25	25	25	25
Represented	2	2	2	2	2
Full-Time Total	**27**	**27**	**27**	**27**	**27**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**27**	**27**	**27**	**27**	**27**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	2	2	2
Management	10	10	11	11	11
Police	0	0	0	0	0
Professional	13	13	11	11	11
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	2	2	2	2	2
Supervisory	1	1	1	1	1
Total	**27**	**27**	**27**	**27**	**27**

ADM	2
MGR	11
MNT	0
OPR	0
POL	0
PRO	11
REP	2
SUP	1
TEC	0

Non-Rep	25
Rep	2
Total FT	**27**
PT	0
CON	0
TOTAL	**27**



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

Areas of Oversight	• Legal Services • Corporate Law & Real Estate • Litigation • Risk Management
FY16 Department Accomplishments	• Risk Management instituted a new risk management information system (Origami) that provides for data analysis. • Successfully instituted and concluded the RFP process for new General Counsel and External Counsel with utilization of new counsel for over 10 matters prior to year's end. • Provided legal guidance during the procurement process for four transit oriented developments. • Successfully defended Federal bid protest litigation regarding large capital project. • MARTA was awarded a defense verdict for four trials, three involved litigation where potential exposure was over a million dollars in each case. • Achieved dismissals or summary judgments in thirty litigation matters. • Worked with internal departments for a smooth transition for reduction in force and outsourcing of Mobility employees to contractor.
FY17 Goals & Objectives	**GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Provide effective oversight of internal and outside counsel to produce cost effective representation of the Authority. • Objective: Provide effective legal representation in litigation, labor matters, real estate /TOD and procurement matters as they arise • Objective: Develop reporting and analysis capability of Risk Management data systems and implementation of Modified Duty Program. **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** • Objective: Provide legal guidance and advice on legal issues surrounding the implementation of half penny referendum.

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Liability Unit Payments Variance	The cost to resolve claims and the expense associated with the liability claims against the Authority	</= 3%	-36.21%	</= 3%
Workers' Compensation Payments Variance	The cost of occupational disability losses	</= 3%	-16.02%	</= 3%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.56%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	92.28%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-2.44%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	1.55%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-2.98%	</= 0%

DEPT OF CHIEF COUNSEL LEGAL SERVICES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	1,891,435	1,777,444	1,849,568	1,857,767	2,047,284
Overtime	139	136	543	8	0
Other Benefits	171,732	1,506,816	202,732	188,268	-294,929
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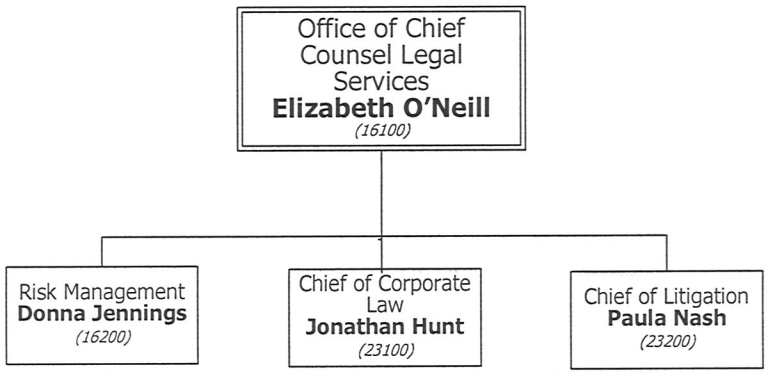
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	25	25	25	25	25
Represented	2	2	2	2	2
Full-Time Total	**27**	**27**	**27**	**27**	**27**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**27**	**27**	**27**	**27**	**27**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	2	2	2
Management	10	10	11	11	11
Police	0	0	0	0	0
Professional	13	13	11	11	11
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	2	2	2	2	2
Supervisory	1	1	1	1	1
Total	**27**	**27**	**27**	**27**	**27**

ADM	2
MGR	11
MNT	0
OPR	0
POL	0
PRO	11
REP	2
SUP	1
TEC	0

Non-Rep	25
Rep	2
Total FT	**27**
PT	0
CON	0
TOTAL	**27**



Functions & Responsibilities

Office of Chief Counsel Legal Services

- Provides legal advice and support as needed to the Authority's Board of Directors, General Manager and staff.
- Provides support to General Counsel and manages other outside counsel.
- Provides advice and support for real estate acquisition and disposition, drafts legal documents and assists in the negotiation of transit oriented developments.
- Reviews and drafts procurement documents, advises and counsels in contract award and administration.
- Provides legal representation of the Authority in the negotiation, mediation, arbitration, and litigation of contract claims, personal injury claims, premises security claims, employment issues, labor issues, and any other litigation matters brought against the Authority.
- Works closely with Human Resources and Labor Relations in employee matters and issues surrounding the collective bargaining agreement and the Authority's represented employees.
- Drafts intergovernmental agreements and provides legal guidance on Federal and state regulations including FTA Procurement Policies, charter services and legislative referendum.
- Provides support and guidance on the enforcement of the Customer Code of Conduct.
- Responsible for the enforcement of the Authority's Code of Ethics.
- Responds to Open Records Act requests, providing documents and videos as appropriate and requested.

OFFICE OF CHIEF COUNSEL LEGAL SERVICES

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	327,162	365,230	366,059	395,988	426,269
Overtime	139	8	543	8	0
Other Benefits	28,938	31,384	41,935	37,930	86,354
Healthcare Rep/NonRep	57,978	51,321	51,086	50,844	56,296
Pension Rep/NonRep	76,044	67,345	80,225	87,236	99,983
Workers Comp-Excess/Losses	22,460	11,493	-7	-21,929	8,865
Benefits Total	185,420	161,543	173,239	154,082	251,498
Labor Total	512,721	526,781	539,841	550,078	677,767
Contractual Services	2,572,616	2,633,297	2,832,181	4,705,926	2,059,404
Materials Supplies-Other	2,435	4,620	4,814	6,430	3,984
Materials Total	2,435	4,620	4,814	6,430	3,984
Other Non-Operating Expenses	70,560	38,369	157,901	48,948	56,847
Non Labor Total	2,645,611	2,676,286	2,994,896	4,761,304	2,120,235
Gross Operating Total	3,158,332	3,203,067	3,534,737	5,311,382	2,798,002
Cost Allocation	-885,509	-895,664	-803,383	-1,207,183	-443,549
Allocation Total	-885,509	-895,664	-803,383	-1,207,183	-443,549
Net Operating Expense	2,272,823	2,307,403	2,731,354	4,104,199	2,354,453

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	5	5	5	5	5
Represented	0	0	0	0	0
Full-Time Total	5	5	5	5	5
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	5	5	5	5	5

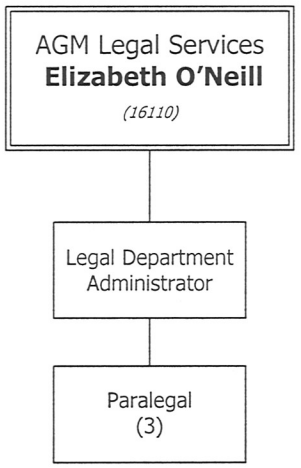
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	1	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	3	3	3	3	3
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	5	5	5	5	5

OFFICE OF CHIEF COUNSEL LEGAL SERVICES

ADM	1
MGR	1
MNT	0
OPR	0
POL	0
PRO	3
REP	0
SUP	0
TEC	0

Non-Rep	5
Rep	0
Total FT	**5**
PT	0
CON	0
TOTAL	**5**



OFFICE OF CHIEF COUNSEL LEGAL SERVICES

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
AGM Legal Services	C	1	1	1	1	1
Legal Department Administrator	17	1	1	1	1	1
Paralegal	15	----	----	----	----	3
Paralegal	13	3	3	3	3	----
Non-Rep Subtotal		**5**	**5**	**5**	**5**	**5**
Total Full-Time		**5**	**5**	**5**	**5**	**5**
Office Total		**5**	**5**	**5**	**5**	**5**

Functions & Responsibilities

Corporate & Real Estate law

- Provides legal advice to the Authority's Board of Directors.
- Provides support of General Counsel and other outside counsel to staff units.
- Provides support for real estate acquisition and disposition.
- Advises and counsels contract procurement, award and administration.
- Negotiates and structures the Authority's TOD projects.
- Works closely with Human Resources and Contracts and Procurements, to provide legal guidance and support.
- Drafts intergovernmental agreements for federal and state regulations including FTA Procurement Policies and charter services.
- Manages outside counsel in a variety of matters.

OFFICE OF CHIEF OF CORPORATE LAW

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	296,875	209,953	295,068	294,165	299,367
Overtime	0	128	0	0	0
Other Benefits	25,014	19,262	23,619	23,717	67,312
Healthcare Rep/NonRep	25,152	13,878	13,498	13,222	33,778
Pension Rep/NonRep	71,770	3,164	9,074	15,717	70,218
Workers Comp-Excess/Losses	0	0	-5	-4	5,319
Benefits Total	121,936	36,304	46,186	52,651	176,627
Labor Total	418,811	246,385	341,254	346,816	475,994
Other Non-Operating Expenses	0	0	0	512	0
Non Labor Total	0	0	0	512	0
Gross Operating Total	418,811	246,385	341,254	347,328	475,994
Cost Allocation	-120,749	-69,014	-77,723	-78,942	-103,389
Allocation Total	-120,749	-69,014	-77,723	-78,942	-103,389
Net Operating Expense	298,062	177,371	263,531	268,386	372,605

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	3	3	3	3	3
Represented	0	0	0	0	0
Full-Time Total	3	3	3	3	3
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	3	3	3	3	3

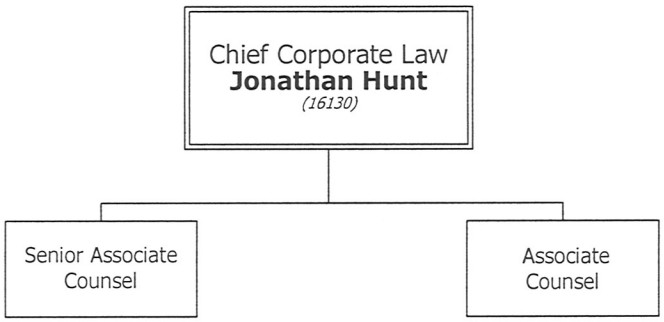
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	2	2	3	3	3
Police	0	0	0	0	0
Professional	1	1	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	3	3	3	3	3

OFFICE OF CHIEF OF CORPORATE LAW

ADM	0
MGR	3
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	3
Rep	0
Total FT	**3**
PT	0
CON	0
TOTAL	**3**



OFFICE OF CHIEF OF CORPORATE LAW

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Corporate Law	24	1	1	1	1	1
Sr. Associate Counsel	22	1	1	1	1	1
Associate Counsel	20	----	----	1	1	1
Jr Associate Counsel	18	1	1	----	----	----
Non-Rep Subtotal		**3**	**3**	**3**	**3**	**3**
Total Full-Time		**3**	**3**	**3**	**3**	**3**
Office Total		**3**	**3**	**3**	**3**	**3**

Functions & Responsibilities

Chief of Litigation

- Provides representation to the Authority in defense of personal injury claims, collection of subrogation claims, contract claims, police matters, employment and labor issues.
- Advises and counsel on contract negotiations, arbitration, litigation, workers' compensation claims and similar matters arising out of the operation of the bus and rail systems.
- Deals directly with internal Authority departments on a wide range of personnel and employment issues including Title VII, the Americans with Disabilities Act, FMLA, and FLSA. Review and draft contract documents.

OFFICE OF CHIEF LITIGATION

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	396,324	353,776	318,051	327,283	407,344
Other Benefits	30,610	28,640	27,112	26,767	92,660
Healthcare Rep/NonRep	14,047	25,508	27,283	26,702	45,037
Pension Rep/NonRep	58,704	10,360	9,966	17,245	95,544
Workers Comp-Excess/Losses	0	1,405	-8	-7	7,092
Benefits Total	103,361	65,913	64,353	70,707	240,333
Labor Total	499,685	419,689	382,404	397,991	647,676
Materials Supplies-Other	283	0	0	54	0
Materials Total	283	0	0	54	0
Other Non-Operating Expenses	0	0	0	1,037	0
Non Labor Total	283	0	0	1,090	0
Gross Operating Total	499,968	419,689	382,404	399,081	647,676
Cost Allocation	-150,955	-127,432	-96,537	-102,511	-122,772
Allocation Total	-150,955	-127,432	-96,537	-102,511	-122,772
Net Operating Expense	349,013	292,257	285,867	296,570	524,904

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	4	4	4	4	4
Represented	0	0	0	0	0
Full-Time Total	4	4	4	4	4
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	4	4	4	4	4

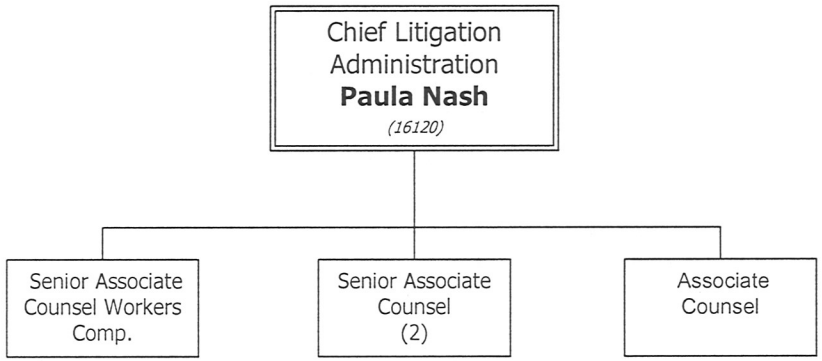
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	0	0
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	4	4	4	4	4

OFFICE OF CHIEF OF LITIGATION

ADM	0
MGR	4
MNT	0
OPR	0
POL	0
PRO	0
REP	0
SUP	0
TEC	0

Non-Rep	4
Rep	0
Total FT	**4**
PT	0
CON	0
TOTAL	**4**



OFFICE OF CHIEF LITIGATION

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf Litigation Administration	24	1	1	1	1	1
Sr. Associate Counsel	22	2	2	2	2	1
Sr. Associate Counsel Wkrs Comp	22	1	1	1	1	1
Associate Counsel	20	----	----	----	----	1
Non-Rep Subtotal		**4**	**4**	**4**	**4**	**4**
Total Full-Time		**4**	**4**	**4**	**4**	**4**
Office Total		**4**	**4**	**4**	**4**	**4**

Functions & Responsibilities

Office of Risk Management

- Protects the Authority's assets and revenue streams by the identification, analysis, elimination, reduction, transfer, assumption and funding of actual or potential losses.

Claims

- Manages self-administration of claims in a self-funded program structure.
- Manages financial aspects of claims programs including reserving and actuarial funding requirements for self –insured losses.
- Processes, investigates, and adjusts property damage and personal injury claims incidental to MARTA's operations.
- Processes, investigates and adjusts workers' compensation claims incidental to MARTA's operations.
- Directs the MTI Work Stream 7 Workers' Compensation Claims Cost Containment Initiative.

Insurance

- Manages the Authority's portfolio of property and liability insurance programs.
- Reviews all MARTA contracts to determine the Authority's exposure to liability and to provide recommendations as to the appropriate treatment of risk by defining risk transfer requirements.

OFFICE OF RISK MANAGEMENT

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	871,074	848,485	870,390	840,330	914,304
Overtime	0	0	0	0	0
Other Benefits	87,170	1,427,530	110,066	99,853	-541,255
Healthcare Rep/NonRep	174,509	155,277	150,116	139,404	174,622
Pension Rep/NonRep	237,632	201,064	226,153	215,443	204,478
Workers Comp-Excess/Losses	585,217	682,863	688,591	561,750	701,595
Benefits Total	1,084,528	2,466,734	1,174,926	1,016,451	539,439
Labor Total	1,955,602	3,315,219	2,045,316	1,856,781	1,453,743
Contractual Services	406,245	422,292	662,214	621,864	695,855
Materials Supplies-Other	2,949	2,705	6,909	2,089	5,262
Materials Total	2,949	2,705	6,909	2,089	5,262
Casualty & Liability Costs	5,780,398	12,370,160	5,943,116	2,730,086	5,529,448
Other Non-Operating Expenses	7,710	3,419	4,289	7,661	22,933
Non Labor Total	6,197,302	12,798,576	6,616,528	3,361,701	6,253,498
Gross Operating Total	8,152,904	16,113,795	8,661,844	5,218,482	7,707,241
Cost Allocation	-955,020	-1,724,023	-1,029,971	-614,738	-521,678
Allocation Total	-955,020	-1,724,023	-1,029,971	-614,738	-521,678
Net Operating Expense	7,197,884	14,389,772	7,631,873	4,603,744	7,185,563

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	13	13	13	13	13
Represented	2	2	2	2	2
Full-Time Total	15	15	15	15	15
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	0	0	0	0	0
Contract	0	0	0	0	0
Total	15	15	15	15	15

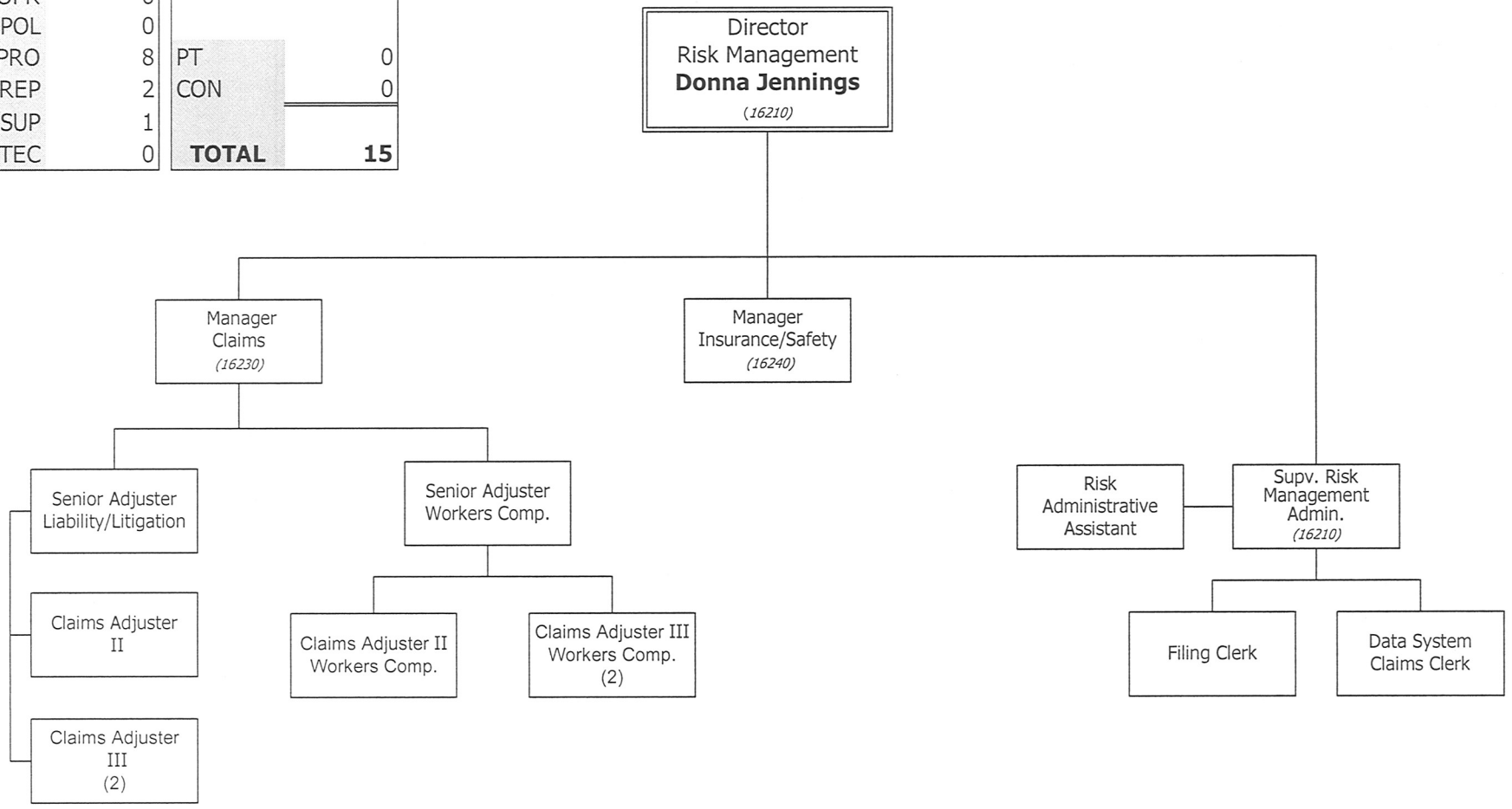
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	1	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	9	9	8	8	8
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	2	2	2	2	2
Supervisory	1	1	1	1	1
Total	15	15	15	15	15

OFFICE OF RISK MANAGEMENT

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	8
REP	2
SUP	1
TEC	0

Non-Rep	13
Rep	2
Total FT	**15**
PT	0
CON	0
TOTAL	**15**



OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Dir Risk Management	23	1	1	1	1	1
Mgr Insurance Safety	21	1	1	1	1	1
Mgr Claims	20	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 Management Admin	17	----	----	1	1	1
Claims Adjuster III-Wkrs Comp	16	2	2	2	2	2
Claims Adjuster III	16	2	2	2	2	2
Claims Adjuster II	14	1	1	1	1	1
Claims Adjuster II Wkrs Comp	14	----	1	1	1	1
Insurance Specialist	13	1	1	----	----	----
Claims Adjuster I-Wkrs Comp	12	1	----	----	----	----
Risk Administrative Assistant	11	----	----	1	1	1
Supv Risk Mgmt Data Maint	11	1	1	----	----	----
Non-Rep Subtotal		**13**	**13**	**13**	**13**	**13**
Represented						
Filing Clerk	UR	1	1	1	1	1
Data System Claims Clerk	UR	1	1	1	1	1
Represented Subtotal		**2**	**2**	**2**	**2**	**2**
Total Full-Time		**15**	**15**	**15**	**15**	**15**
Office Total		**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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	779,384	932,415	907,946	1,142,749	1,339,223
Other Benefits	73,753	81,478	93,906	107,233	280,538
Healthcare Rep/NonRep	107,275	108,960	114,716	138,197	168,889
Pension Rep/NonRep	159,095	82,633	90,856	126,517	314,120
Workers Comp-Excess/Losses	-1	0	-38	-31	26,595
Benefits Total	340,122	273,071	299,440	371,915	790,141
Labor Total	**1,119,506**	**1,205,486**	**1,207,386**	**1,514,664**	**2,129,364**
Contractual Services	750,205	1,428,362	308,137	252,331	277,790
Materials Supplies-Other	1,512	2,640	2,222	1,917	1,868
Materials Total	1,512	2,640	2,222	1,917	1,868
Miscellaneous Expenses	242	0	4	345	0
Other Non-Operating Expenses	14,765	19,359	32,700	63,945	42,254
Non Labor Total	**766,724**	**1,450,361**	**343,063**	**318,538**	**321,912**
Gross Operating Total	**1,886,230**	**2,655,847**	**1,550,449**	**1,833,202**	**2,451,276**
Cost Allocation	-1,023,256	-1,034,050	-854,304	-1,030,785	-1,389,235
Allocation Total	**-1,023,256**	**-1,034,050**	**-854,304**	**-1,030,785**	**-1,389,235**
Net Operating Expense	**862,974**	**1,621,797**	**696,145**	**802,417**	**1,062,041**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	13	13	14	15	15
Represented	0	0	0	0	0
Full-Time Total	**13**	**13**	**14**	**15**	**15**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**13**	**13**	**14**	**15**	**15**

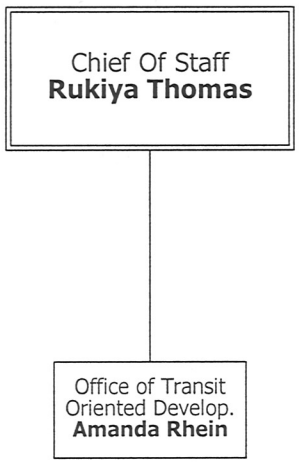
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	2	2
Management	6	6	6	8	8
Police	0	0	0	0	0
Professional	7	7	8	5	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**13**	**13**	**14**	**15**	**15**

DIVISION OF CHIEF OF STAFF

ADM	2
MGR	8
MNT	0
OPR	0
POL	0
PRO	5
REP	0
SUP	0
TEC	0

Non-Rep	15
Rep	0
Total FT	**15**
PT	0
CON	0
TOTAL	**15**



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

Areas of Oversight	• Office of Chief of Staff • Office of Transit Oriented Development • Department of Human Resources

FY16 Department Accomplishments	• Steered the implementation of a comprehensive, centralized Leave of Absence Management and Administration Program
	• Launched a Sustainability Office:
	  ○ Expanded Clean Sweep Recycling Program and reduced by 50% in its second year
	  ○ Successfully completed the solicitation of a multi-million dollar energy savings performance contract
	  ○ Implemented a comprehensive sustainability dashboard
	• Continued to advance a model Transit Oriented Development (TOD) and Real Estate program:
	  ○ Progressed existing TODs towards construction with Edgewood/Candler Park TOD being the first to break ground
	  ○ Selected development partners for the Brookhaven/Oglethorpe and Arts Center Stations
	  ○ Expanded MARTA Fresh Market Program into four stations
	• Established the foundation for MARTA's Arts in Transit Program:
	  ○ Established a multi-disciplinary Arts Task Force
	  ○ Updated and received Board adoption of a revised Arts Policy
	  ○ Established MARTA's first Arts Administrator role

FY17 Goals & Objectives	**GOAL 1: Demonstrate routine excellence as the standard throughout our core business operations** Objective: Promote and encourage employee responsibility, accountability and development. Direct effective and efficient financial planning and debt and grant program management **GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** Objective: **GOAL 4: Optimize resources through cost-savings, efficiencies and revenue generation** Objective: Complete a business development plan Objective: Break ground on 2-3 TODs Objective: Partner with key agencies, chambers, etc. to attract more diverse conferences, businesses and employees **GOAL 5: Increase ridership through investment and innovation (technology, art, mobility management, etc.)** Objective: Implement the 1st phase of COA Objective: Implement Art in Transit **GOAL 6: Develop more innovative communication systems/processes internally & externally** Objective: Implement an external communication plan (riders, public, stakeholders, etc.) Objective: Improve customer communication infrastructure

FY2017 Key Performance Indicators

KPI	Definition	FY16 Target	FY16 Year-End	FY17 Target
Total TOD Revenues	Total revenues generated by TOD leases and sales of MARTA property	>/= $5M	$7.0M	>/= $5M
TOD Projects	The number of TOD related projects underway on MARTA property or on property with a direct link to MARTA stations	>/= 5	7	>/= 5
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.31%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-26.25%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-36.32%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-2.93%	</= 0%

DEPT OF CHIEF OF STAFF

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	779,384	932,415	907,946	1,142,749	1,339,223
Other Benefits	73,753	81,478	93,906	107,233	280,538
Healthcare Rep/NonRep	107,275	108,960	114,716	138,197	168,889
Pension Rep/NonRep	159,095	82,633	90,856	126,517	314,120
Workers Comp-Excess/Losses	-1	0	-38	-31	26,595
Benefits Total	340,122	273,071	299,440	371,915	790,141
Labor Total	**1,119,506**	**1,205,486**	**1,207,386**	**1,514,664**	**2,129,364**
Contractual Services	750,205	1,428,362	308,137	252,331	277,790
Materials Supplies-Other	1,512	2,640	2,222	1,917	1,868
Materials Total	1,512	2,640	2,222	1,917	1,868
Miscellaneous Expenses	242	0	4	345	0
Other Non-Operating Expenses	14,765	19,359	32,700	63,945	42,254
Non Labor Total	**766,724**	**1,450,361**	**343,063**	**318,538**	**321,912**
Gross Operating Total	**1,886,230**	**2,655,847**	**1,550,449**	**1,833,202**	**2,451,276**
Cost Allocation	-1,023,256	-1,034,050	-854,304	-1,030,785	-1,389,235
Allocation Total	**-1,023,256**	**-1,034,050**	**-854,304**	**-1,030,785**	**-1,389,235**
Net Operating Expense	**862,974**	**1,621,797**	**696,145**	**802,417**	**1,062,041**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	13	13	14	15	15
Represented	0	0	0	0	0
Full-Time Total	**13**	**13**	**14**	**15**	**15**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**13**	**13**	**14**	**15**	**15**

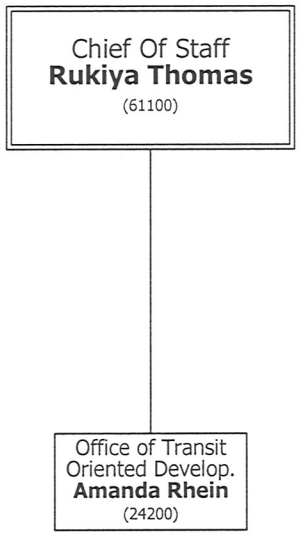
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	2	2
Management	6	6	6	8	8
Police	0	0	0	0	0
Professional	7	7	8	5	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**13**	**13**	**14**	**15**	**15**

DEPARTMENT OF CHIEF OF STAFF

ADM	2
MGR	8
MNT	0
OPR	0
POL	0
PRO	5
REP	0
SUP	0
TEC	0

Non-Rep	15
Rep	0
Total FT	**15**
PT	0
CON	0
TOTAL	**15**



Functions & Responsibilities

Chief of Staff

- 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.
- 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.
- 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 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.
- 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.
- Independently performs a wide range of functions and tasks which require vision, leadership, and proficiency in developing, explaining, and implementing policy
- Manages, plans, organizes, and coordinates activities aligning responses with leadership intentions and policy decisions.
- 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
- Helps advance the strategic priorities of the Authority and manages the Authority's Strategic Plan, other major policy documents, and with the vision, goals and objectives of the General Manager.
- Keeps abreast of local and national issues and brings pressing matters to the attention of the General Manager/CEO.
- Accompanies the General Manager to key meetings and represents the General Manager on key boards, communities, etc.
- Oversees the Office of Transit Oriented Development and Real Estate which administers and manages MARTA's real estate, retail and concessions and transit oriented development functions.

OFFICE OF CHIEF OF STAFF

Categories of Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	0	142,124	192,802	260,613	294,146
Other Benefits	0	10,579	16,479	26,004	65,456
Healthcare Rep/NonRep	0	6,024	10,496	20,230	33,778
Pension Rep/NonRep	0	3,628	5,802	17,335	68,993
Workers Comp-Excess/Losses	0	0	-2	-2	5,319
Benefits Total	0	20,231	32,775	63,566	173,546
Labor Total	**0**	**162,355**	**225,577**	**324,179**	**467,692**
Contractual Services	0	0	17,074	30,258	68,000
Materials Supplies-Other	0	0	137	722	500
Materials Total	0	0	137	722	500
Miscellaneous Expenses	0	0	4	0	0
Other Non-Operating Expenses	0	6,253	12,397	36,262	12,100
Non Labor Total	**0**	**6,253**	**29,612**	**67,242**	**80,600**
Gross Operating Total	**0**	**168,608**	**255,189**	**391,421**	**548,292**
Cost Allocation	0	0	-25,412	-56,409	-74,929
Allocation Total	**0**	**0**	**-25,412**	**-56,409**	**-74,929**
Net Operating Expense	**0**	**168,608**	**229,777**	**335,012**	**473,362**

Authorized Positions by Status

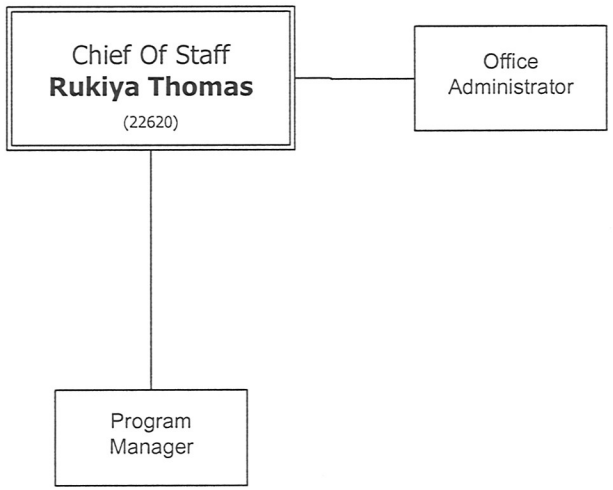
	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	1	1	2	3	3
Represented	0	0	0	0	0
Full-Time Total	**1**	**1**	**2**	**3**	**3**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**1**	**1**	**2**	**3**	**3**

Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	1	1
Management	1	1	1	2	2
Police	0	0	0	0	0
Professional	0	0	1	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**1**	**1**	**2**	**3**	**3**

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	
REP	0
SUP	0
TEC	0

Non-Rep	3
Rep	
Total FT	**3**
PT	0
CON	0
TOTAL	**3**



OFFICE OF CHIEF OF STAFF

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Chf of Staff	B	1	1	1	1	1
Program Manager	22	----	----	----	1	1
Project Coordinator	17	----	----	1	----	----
Office Administrator I	14	----	----	----	1	1
Non-Rep Subtotal		**1**	**1**	**2**	**3**	**3**
Total Full-Time		**1**	**1**	**2**	**3**	**3**
Office Total		**1**	**1**	**2**	**3**	**3**

Functions & Responsibilities

Office of Transit Oriented Development and Real Estate

- The Office of Transit Oriented Development and Real Estate is responsible for administering and managing MARTA's real estate, retail and concessions and transit oriented development functions.

Real Estate

- 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
- Management and administration of ground leases related to joint development and other leases.
- 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

- **Retail and concessions**
- Focus to generate sustainable retail revenue streams in and around rail stations
- 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
- BuildIng relationships with local and national brands interested in partnering opportunities
- Identifies national trends, market based pricing guidelines, marketing campaigns, merchandise/product mix, themes and the selection of concessionaire/vendor partners
- 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**
- Oversees MARTA's transit oriented development initiatives
- 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
- 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	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Adopted
Salaries & Wages	779,384	790,291	715,144	882,136	1,045,077
Other Benefits	73,753	70,899	77,427	81,229	215,081
Healthcare Rep/NonRep	107,275	102,936	104,220	117,967	135,111
Pension Rep/NonRep	159,095	79,005	85,054	109,182	245,127
Workers Comp-Excess/Losses	-1	0	-36	-29	21,276
Benefits Total	340,122	252,840	266,665	308,349	616,595
Labor Total	**1,119,506**	**1,043,131**	**981,809**	**1,190,485**	**1,661,672**
Contractual Services	750,205	1,428,362	291,063	218,327	209,790
Materials Supplies-Other	1,512	2,640	2,085	1,194	1,368
Materials Total	1,512	2,640	2,085	1,194	1,368
Miscellaneous Expenses	242	0	0	345	0
Other Non-Operating Expenses	14,765	13,106	20,303	27,684	30,154
Non Labor Total	**766,724**	**1,444,108**	**313,451**	**247,550**	**241,312**
Gross Operating Total	**1,886,230**	**2,487,239**	**1,295,260**	**1,438,034**	**1,902,984**
Cost Allocation	-1,023,256	-1,034,050	-828,892	-974,375	-1,314,306
Allocation Total	**-1,023,256**	**-1,034,050**	**-828,892**	**-974,375**	**-1,314,306**
Net Operating Expense	**862,974**	**1,453,189**	**466,368**	**463,659**	**588,678**

Authorized Positions by Status

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Non-Represented	12	12	12	12	12
Represented	0	0	0	0	0
Full-Time Total	**12**	**12**	**12**	**12**	**12**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**12**	**12**	**12**	**12**	**12**

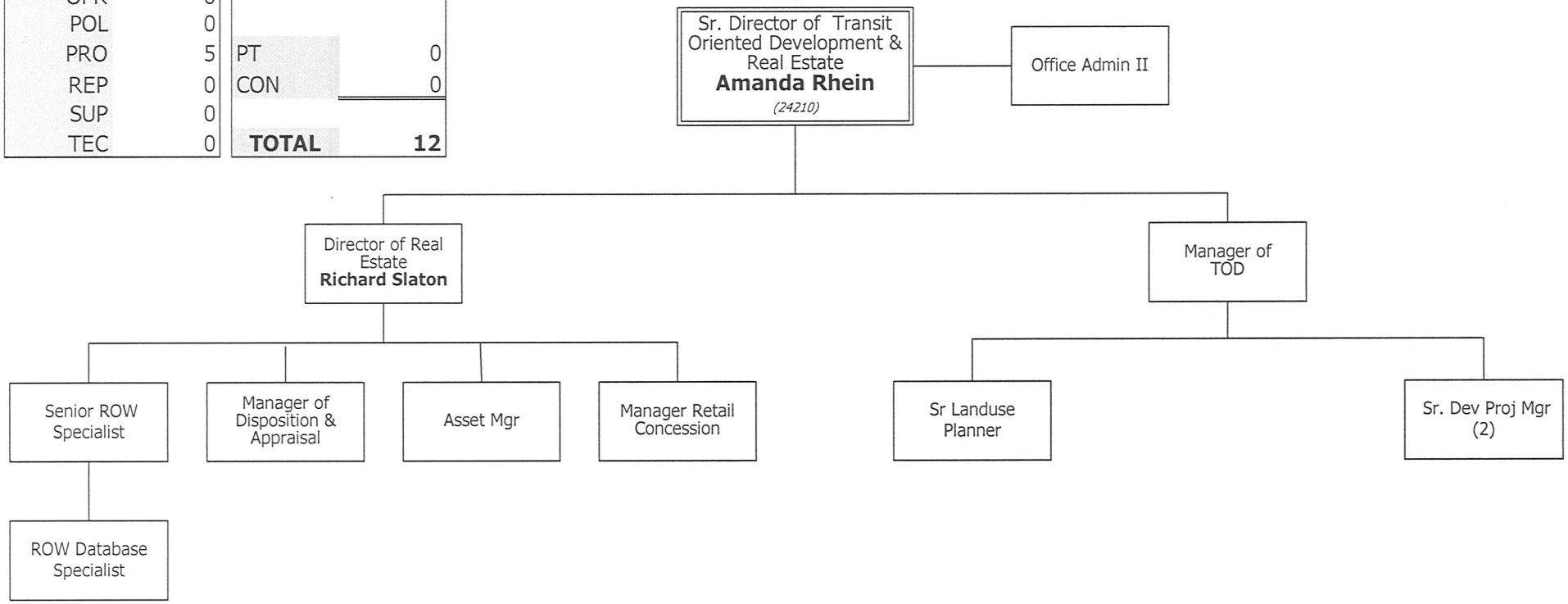
Authorized Positions by Class

	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adpt
Administrative	0	0	0	1	1
Management	5	5	5	6	6
Police	0	0	0	0	0
Professional	7	7	7	5	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**12**	**12**	**12**	**12**	**12**

OFFICE OF TRANSIT ORIENTED DEVELOPMENT & REAL ESTATE

ADM	1
MGR	6
MNT	0
OPR	0
POL	0
PRO	5
REP	0
SUP	0
TEC	0

Non-Rep	12
Rep	0
Total FT	**12**
PT	0
CON	0
TOTAL	**12**



OFFICE OF TRANSIT ORIENTED DEVELOPMENT

Classification	Pay Grade	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted
Non-Represented						
Sr. Dir Tod & Real Estate	24	----	----	1	1	1
Senior Director of Transit Oriented Development	24	----	1	----	----	----
Dir Real Estate	23	----	----	1	1	1
Dir Developmt & Regional Coord	23	1	1	----	----	----
Mgr Retail Concessions	22	----	----	1	1	1
Manager of Retail Development And Concessions	22	1	1	----	----	----
Mgr Transit Oriented Dev	21	----	----	1	1	1
Mgr Disposition & Appraisal	21	----	----	1	1	1
Mgr Real Estate	21	1	1	----	----	----
Mgr Joint Development	21	1	1	----	----	----
Mgr Regional Services Coord	20	1	----	----	----	----
Sr. Dev Project Manager	19	----	----	2	2	2
Sr. Land Use Planner	19	1	1	1	1	1
Sr. Right of Way Specialist	19	1	1	1	1	1
Asset Manager	19	----	----	1	1	1
Sr. Development Associate	19	2	2	----	----	----
Lease & Finance Specialist	19	1	1	----	----	----
Right of Way Database Spec	16	----	----	1	1	1
Office Administrator II	16	----	----	1	1	1
Planning Data Analyst	16	1	1	----	----	----
Right of Way Specialist	16	1	1	----	----	----
Non-Rep Subtotal		**12**	**12**	**12**	**12**	**12**
Total Full-Time		**12**	**12**	**12**	**12**	**12**
Office Total		**12**	**12**	**12**	**12**	**12**

CAPITAL BUDGET

This section summarizes FY17 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 FY17 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**

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).

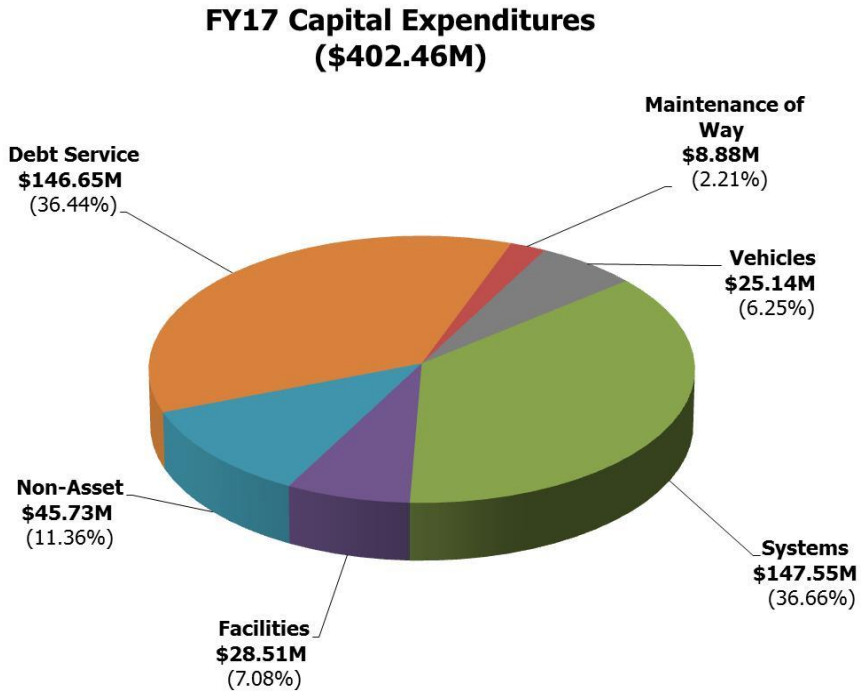
2. **Costs incurred during the useful life of an existing asset** are those that increase its efficiency, capacity, useful life or economy. Expenditures of this kind are capital and classified as follows:
   - **Additions to Asset Base Unit -** Examples are extensions, enlargements or expansions made 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.

FY17 Capital Expenditures

Expenditures within MARTA's Capital Program fall into two categories: Capital Improvement and Debt Service on Bonds and Floating Rate Notes (FRN). 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 FRN 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.

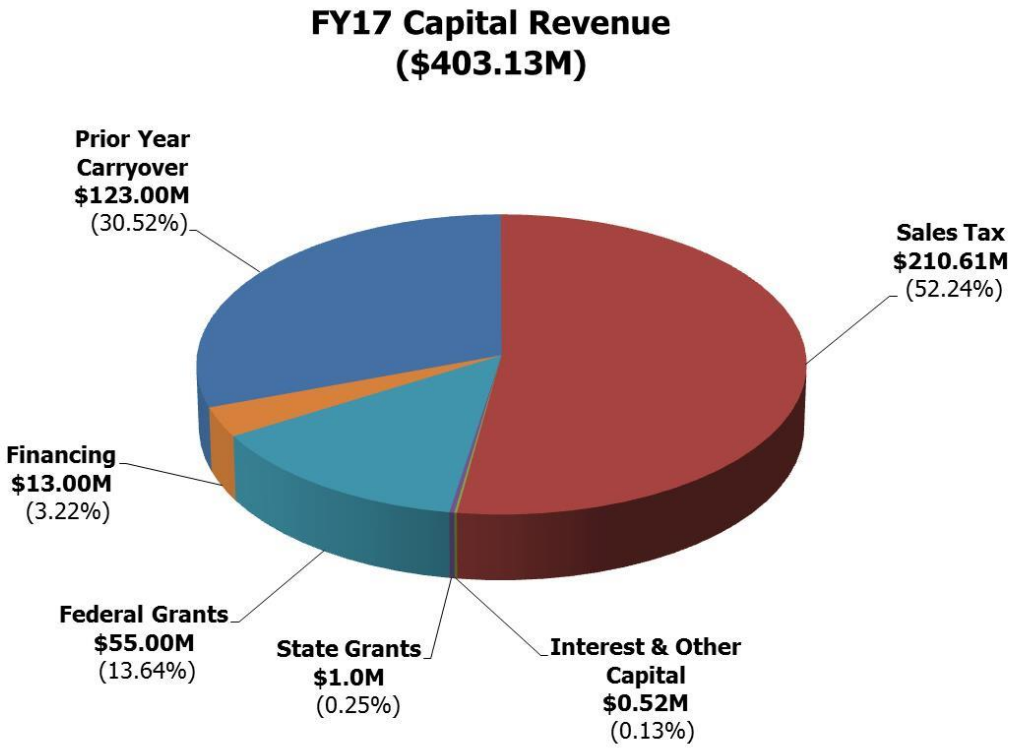


Capital Expenditures Summary Table

FY17 Capital Expenditures	Federal	State	MARTA	TOTAL
Capital Improvement Projects	**$55,000,000**	**$1,000,000**	**$199,814,007**	**$255,814,007**
Maintenance of Way	3,000,000	-	5,878,582	8,878,582
Vehicles	200,000	-	24,940,070	25,140,070
Systems	43,800,000	1,000,000	102,748,400	147,548,400
Facilities	6,000,000	-	22,509,775	28,509,775
Non - Asset	2,000,000	-	43,737,180	45,737,180
Debt Service on Bonds	-	-	**$146,650,000**	**$146,650,000**
Total	**$55,000,000**	**$1,000,000**	**$346,464,007**	**$402,464,007**

FY17 Capital Funding

Funding for the FY17 Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, 47% 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.



FY17 Capital Program Revenue Summary Table

Capital Program Revenues	FY15 Funding Level	FY16 Funding Level	FY17 Adopted Budget
General Fund Beginning Balance	$51,610,215	$96,199,642	$123,000,000
Sales Tax	186,191,699	$202,053,850	$210,612,640
Interest Income	351,322	$539,851	$515,000
Federal Grants[1]	74,144,200	$34,998,068	$55,000,000
Finance/Bonds/Reserves[2]	199,500,000	$99,600,000	$13,000,000
State Grants[1]	-	-	1,000,000
Total Revenues	**$511,797,436**	**$433,391,411**	**$403,127,640**

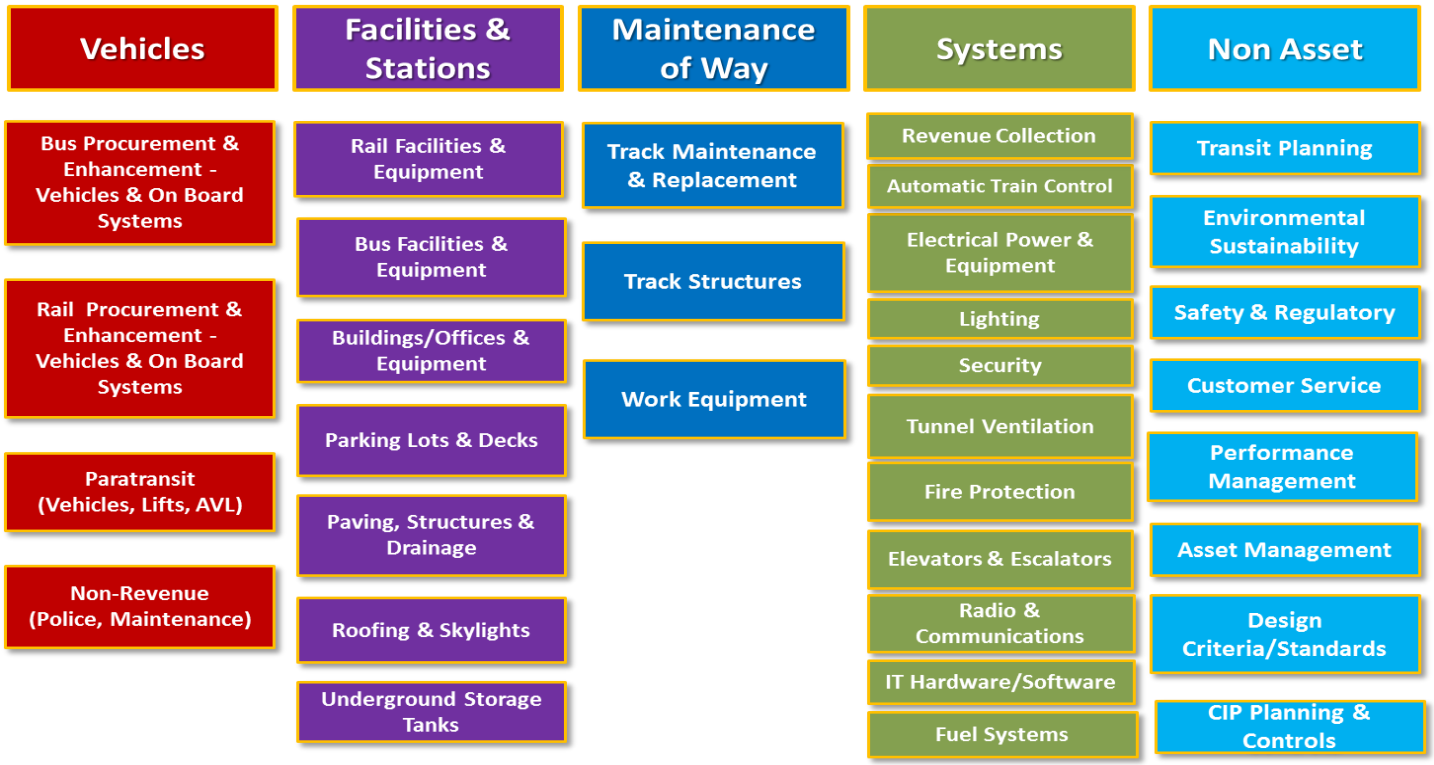
[1] Federal Contribution to Capital
[2] The financing source decision will be made at the time that the funds are needed based on current economic conditions and restrictions

A FY17 General Fund Beginning Balance totaling $123,000,000 will be available to fund the FY17 Capital Program. After recognizing FY17 capital and other general fund revenues and expenditures, a FY17 Ending Balance of $663,633 is anticipated to be available to fund the Capital Program beyond FY17. The sales tax shown represents only 47% 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). As of FY17, the Authority's bus fleet consists of 565 diesel and compressed natural gas (CNG) buses. The fleet composition is split between 140 diesel buses and 425 CNG buses. The average age of the fleet is 4.6 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.

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 FY18. The outcomes of this planning project will then be included in the FY18 CIP planning window.

Projects within the rail vehicle program to be executed in FY17 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

As of FY17, the Authority's mobility fleet consists of 211 vehicles. MARTA's capital planning process provides for the replacement of lighter duty Mobility vans on a 4-year or 100,000 mile cycle and the replacement of heavy duty Mobility vans on a 7-year or 250,000 mile cycle.

Non-Revenue Vehicles

The Authority maintains a non-revenue fleet of 410 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 tow trucks and high rail maintenance vehicles. Funding has been included in the FY17 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 FY17 include:
- Renovation of the Brady Mobility facility
- 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 144 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 FY17 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 FY17 CIP also includes 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 FY17 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 68 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 projects within this program include enhancement of tunnel lighting Authority-wide by installing energy efficient LED fixtures and station lighting upgrades in the patron areas by also installing LED fixtures.

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 113 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. Contractor negotiations are underway with an expected RFP award date by 2nd quarter of FY17.

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. Contractor negotiations are underway with an expected RFP award date by 2nd quarter of FY17.

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
- Financial Planning
- 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 FY17 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.

General Planning/System Sustainability

Funds are budgeted in the FY17 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, Brookhaven/ Oglethorpe University, Chamblee, Arts Center and Oakland City stations. TOD also includes the ongoing implementation of the station concessions program. 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 initiates 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, increasing connectivity through Transit Oriented Developments, Clean Air Campaigns, Earth Day activities, promoting going paperless, 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, occupancy sensors, water filling stations, and high power hand dryers in place of paper towels as well as the chemical protocol assessment program. In addition, authority implemented Environmental Management System (EMS) and Utility Manager Pro-a Utility Analysis system for Gas and Water Usage and eventually devising ways of optimizing usage. Initiatives continuing in FY17 include:

- MARTA is applying for increased APTA Sustainability Recognition (Bronze Level)
- Expansion of Recycling Program to Rail Stations (Get our riders involved!)
- More efficient buildings, improved energy management, renewable energy all present opportunities to contribute to reduced emissions moving forward.
- Continued Improvement – Waste, Water, Emissions
- Further incorporate sustainability into MARTA's expanding EMS program starting with the Laredo Bus facility
- Partner with Local and Regional sustainability

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 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 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 FY17, two major initiatives within the asset management program will be (1) complete the process of obtaining ISO 55000 (Asset Management Standards) certification and (2) complete enhancements to the operation of the FASuite EAM system.

Financial Planning and Analysis

This project covers 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.

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 FY17, 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 enhanced CIP planning and management processes that were implemented in FY14.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

This section identifies the infrastructure supported by the FY17 Capital Improvement Program Budget.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY17 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.

Facility	*Primary Function*	*Age (years)*
Airport Ridestore	Retail media sales	17
Armour Yard	Heavy Rail Vehicle Maintenance	11
Avondale Administration	Rail system administration	37
Avondale Car Maintenance	Rail car heavy maintenance	37
Avondale Central Control	Rail system operations center	37
Avondale Maintenance of Way	Rail system/infrastructure maintenance	37
Avondale Yard	Rail car storage	37
Avondale Zone Center	ATC Administration	37
Brady Bus Garage	Paratransit operations & maintenance	37
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	40
Candler Center	Record Storage, Police Precinct, Radio Repair	19
Chamblee Yard	Secondary rail car maintenance & inspection	29
College Park Police Precinct	Police precinct & system security	18
Decatur Avenue Radio Shop	Radio repair shop	45
Dunwoody Police Precinct	Police precinct & system security	19
Five Points Police Precinct	Police precinct & system security	22
Five Points Ridestore	Retail media sales	35
Garnett Cash Handling	Fare processing center	34
Georgia Avenue	Systemwide custodial & landscaping services	32
Hamilton Bus Garage	Bus operations, dispatch & maintenance	40
Indian Creek Police Precinct	Police precinct	23
Lakewood Zone Center	Storage	32

Facility	*Primary Function*	*Age (years)*
Lindbergh Zone Center	Storage	32
MARTA Headquarters Complex	Authority administration	29
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	55
North Springs Central Cashiering	Ridestore and Parking Cashier	16
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	20
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	16
South Rail Yard	Rail car maintenance & storage	28
West Lake Zone Center	Storage	36

Revenue Rolling Stock

MARTA's FY17 bus fleet currently consists of 565 diesel and compressed natural gas (CNG) buses. The split composition is split between 140 diesel and 425 CNG buses. The average age of the fleet is 4.6 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. 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.

Service Date	Manufacturer	Quantity	Eligible for Retirement
2004	Orion, Diesel	30	FY16
2004	New Flyer, Diesel	54	FY16
2005	New Flyer, Diesel	52	FY17
2006	New Flyer, CNG	41	FY18
2008	Chevy Goshen	4	FY20
2009	New Flyer, CNG	5	FY21
2010	New Flyer, CNG	96	FY22
2013	New Flyer, CNG	80	FY25
2013	New Flyer, CNG	8	FY25
2014	New Flyer, CNG	89	FY26
2015	New Flyer, CNG	88	FY27
2016	New Flyer, CNG Art	18	FY28
	Total	**565**	

Rolling Stock Continued

A paratransit van and small bus fleet consisting of 211 vehicles is also maintained. MARTA's capital planning process, which encompasses our current fleet, provides for the replacement of lighter duty Mobility vans on a 4–year or 100,000 mile cycle and for the replacement of heavy duty Mobility vans on a 7-year or 250,000 mile cycle.

Service Date	*Manufacturer*	*Quantity*	*Eligible for Retirement*
2013	International	93	FY20
2014	Ford Glaval	94	FY19
2015	Ford Glaval	24	FY20
	Total	**211**	

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 eleven years old with a life expectancy of 30 years and will not require replacement within immediate future.

Manufacture Date	*Contract Model*	*Manufacturer*	*Quantity*
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***

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:

Rail Station	*Line*	*Revenue Service*	*Parking Capacity*
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

Rail Station	*Line*	*Revenue Service*	*Parking Capacity*
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

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, and 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

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 supports 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.

Plan	***Purpose***	***Update Frequency***
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.

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

FY17 - FY26 Capital Program Sources and Uses of Funds

[$millions]

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	Totals
Beginning Balance	123.0										
Revenues											
Sales Tax	210.6	220.3	230.0	239.9	251.3	263.2	275.6	285.9	296.8	312.6	2,586.3
Federal Funds	55.0	65.0	73.0	32.0	31.0	30.0	27.0	27.0	27.0	27.0	394.0
Other Revenue	1.5	1.5	1.6	1.6	1.6	1.7	1.7	1.8	1.8	1.8	16.7
Debt Issue	13.0	129.0	160.0	164.0	117.0	77.0	30.0	43.0	0.0	0.0	733.0
Total Sources of Funds	403.1	416.5	465.1	438.9	402.1	373.2	335.0	358.3	327.1	346.0	3,729.9
Expenditures											
Capital Program Summary	255.8	270.1	308.9	273.7	230.9	201.5	163.0	183.0	149.1	54.0	2,090.0
Debt Service (Bonds & FRN)	146.7	145.9	154.8	164.1	169.8	171.1	171.4	173.8	173.4	160.9	1,631.8
Total Uses of Funds	402.5	416.0	463.7	437.8	400.7	372.6	334.3	356.8	322.5	214.8	3,721.7

CAPITAL PROJECTS SUMMARY

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY17. The total funds budgeted for capital improvement is $255,814,007.

Approved Ten-year by Program

[$ In Thousands]

	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
1. Vehicles	25,140	34,480	51,824	64,911	38,075	32,480	12,855	26,058	14,599	4,166
2. Facilities	28,510	33,983	37,574	22,018	27,125	23,243	19,348	19,743	20,138	1,779
3. Maintenance of Way	8,879	10,525	17,517	18,451	19,564	15,108	15,000	19,000	18,600	0
4. Systems	147,548	165,314	178,748	144,897	112,594	96,858	81,302	92,374	71,476	36,352
5. Non-Asset	45,737	25,815	23,201	23,431	33,556	33,805	34,448	25,855	24,295	11,655
Total Approved Projects	**255,814**	**270,117**	**308,863**	**273,708**	**230,915**	**201,493**	**162,953**	**183,030**	**149,108**	**53,952**

Approved Capital Project Ten-Year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY17 to FY26.

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

1. Vehicles	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
30100 Service Vehicles	2,120	5,519	730	795	765	1,165	785	985	670	530
31591 Overhaul Bus Engines	500	600	600	450	600	600	600	600	600	0
31592 Rehab Bus Transmissions	250	250	250	250	250	250	250	250	250	0
31669 Bus Midlife Overhaul	1,425	0	0	4,100	4,100	4,100	3,100	6,500	6,500	0
31728 LCARE Program: CQ312 Overhaul	524	0	0	0	0	0	0	0	0	0
31748 Bus Procurement	400	613	31,250	31,250	31,250	15,950	0	0	0	0
31888 Paratransit Vans	400	8,000	400	10,000	400	10,000	400	10,000	400	0
31918 Service vehicles for Police	557	514	560	532	510	415	460	463	533	0
31926 CQ312 Rail Car Mod Program	2,091	2,091	2,091	2,091	200	0	0	0	0	0
32125 MARTA Reliab Ctr Lfcy Enh Prog	15,893	15,893	15,893	15,443	0	0	7,260	7,260	5,646	3,636
32130 CQ310 CQ 311 Rail Car Rpl Prog	780	0	0	0	0	0	0	0	0	0
32162 Community Circulator	200	1,000	50	0	0	0	0	0	0	0
1. Vehicles Total	**25,140**	**34,480**	**51,824**	**64,911**	**38,075**	**32,480**	**12,855**	**26,058**	**14,599**	**4,166**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

2. Facilities	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
30600 Office Equipment	25	25	25	25	25	25	25	25	25	25
30640 Furniture	50	50	50	50	50	70	70	70	70	50
30740 Small Tools & Equipment	1,150	150	200	200	500	500	500	500	500	0
31098 Hamilton Blvd UST Program	365	372	378	386	393	401	408	421	430	443
31305 Roofing Rehabilitation Program	1,935	1,935	1,900	1,900	5,075	5,075	5,075	5,470	5,470	0
31325 UST Management	193	196	198	201	204	207	210	216	250	258
31335 Brady UST Program	340	123	125	128	130	133	136	139	142	146
31346 Laredo UST Program	250	180	183	186	189	192	195	201	206	212
31537 Georgia Avenue UST Program	336	340	344	348	352	357	361	372	383	395
31589 Bus Shelters and Benches	200	203	207	211	214	218	222	230	237	0
31643 CNG Facility at Perry Blvd	12	0	0	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	440	4,620	3,510	100	0	0	0	0	0	0
31672 CNG Fuel Facility at Hamilton	570	5,920	19,020	180	621	0	0	0	0	0
31734 Rail Supervisor Booths	155	2,453	225	34	0	0	0	0	0	0
31956 Train Wash Replacement	0	0	219	2,620	2,942	160	0	0	0	0
31970 Integrated Operations Center	376	0	0	0	0	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

2. Facilities	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
32061 Rplc Bus Maintenance Equipment	190	0	0	0	0	0	0	0	0	0
32063 Brady Mobility Facility Ph 1	5,500	500	0	0	0	0	0	0	0	0
32067 Browns Mill Systems Renovation	780	4,279	90	0	0	0	0	0	0	0
32091 Bus Wash Systems Replacement	1,310	0	0	0	0	0	0	0	0	0
32104 Station Access Program	1,122	203	200	0	0	0	0	0	0	0
32124 Facilities Upgrade Program	7,250	7,250	7,250	7,250	10,715	10,804	10,896	10,850	11,176	0
32151 Avondale Veh Mnt Facility JLU	1,500	900	0	0	0	0	0	0	0	0
32152 Avondale Vehicle Mnt Facility	456	259	200	5,450	1,342	3,851	0	0	0	0
32166 Support for Developers Request	250	250	250	250	250	250	250	250	250	250
32174 Bus Stop Sign Replacement Upgr	1,000	1,500	1,500	1,500	504	0	0	0	0	0
32177 Rail Station Asset Refurb Prog	386	0	0	0	0	0	0	0	0	0
32178 Maintenance Control Center	269	206	0	0	0	0	0	0	0	0
32188 Wellness Center Upgrade	1,000	1,000	500	0	0	0	0	0	0	0
32196 Rail Wheel Truing Machine Rplc	0	68	0	0	1,819	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

2. Facilities	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
32197 Rail Car Cleaning Platforms	0	0	0	0	800	0	0	0	0	0
32200 Airport Station Enhancements	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	0
F0143 Buckhead Station Nrth Entrance	100	0	0	0	0	0	0	0	0	0
2. Facilities Total	**28,510**	**33,983**	**37,574**	**22,018**	**27,125**	**23,243**	**19,348**	**19,743**	**20,138**	**1,779**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

3. Maintenance of Way	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
31662 Structural Rehabilitation	100	0	0	0	0	0	0	0	0	0
31701 Track Switch Steel and X-Ties	3,500	8,000	15,500	14,500	15,000	15,000	15,000	19,000	18,600	0
31739 Decatur Tunnel Remediation	75	500	177	110	1,804	58	0	0	0	0
31811 Girder Grout & Seal	134	25	1,090	1,090	31	0	0	0	0	0
31813 Rehab At Grade Slabs	770	0	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	0	150	50	1,951	1,729	0	0	0	0	0
31833 Rpl Running Rail & Yrd Sw Ties	250	0	0	0	0	0	0	0	0	0
31934 Repl. Impedance Bonds Ph 2	2,500	1,500	300	50	0	0	0	0	0	0
31978 Structural Assess & Correct 2	250	300	400	750	1,000	50	0	0	0	0
32195 Production Tamper	50	50	0	0	0	0	0	0	0	0
32201 Rehab Dunwoody Parking Decks	1,250	0	0	0	0	0	0	0	0	0
3. Maintenance of Way Total	**8,879**	**10,525**	**17,517**	**18,451**	**19,564**	**15,108**	**15,000**	**19,000**	**18,600**	**0**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

4. Systems	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
30540 Security Related Equipment	275	275	250	250	250	250	250	250	250	0
31583 Facilities Security	562	0	0	0	0	0	0	0	0	0
31614 Upgr Aging Equipment - Server	577	699	1,392	646	749	952	656	663	718	0
31626 Equip Upd; Std Software & OS	2,045	2,046	2,200	2,303	2,703	2,682	2,485	2,562	2,575	0
31644 Can Tm Pg (100% Fedl/Non-ARRA)	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	0
31651 Replace UPS 4. Systems	550	125	125	0	0	0	0	0	0	0
31683 Auxiliary Power Switch Gear	1,130	8,800	8,800	8,800	13,200	13,200	13,200	13,200	13,200	500
31689 Wayside Encroachment Detection	0	0	0	0	0	0	2,012	4,736	0	0
31690 Loops/Interlockings Phs 2 & 3	3,000	75	0	0	0	0	0	0	0	0
31698 Fire Protection Systems Upgrad	15,573	14,449	5,380	3,517	0	0	0	0	0	0
31703 Train Control Systems Upgrade	16,700	18,500	19,900	14,582	0	0	0	15,599	0	0
31704 TPSSs: E Yd; N Av; S Int; W Lk	3,000	11,000	11,000	21,000	21,000	21,000	21,000	21,000	21,000	8,000
31707 Tunnel Lighting	3,200	3,000	1,160	0	0	0	0	0	0	0
31709 Audio Visual Information Sys	8,000	8,000	15,000	6,000	1,400	1,600	2,000	2,000	2,000	2,100
31733 HQ Data Center Rehabilitation	275	275	275	275	275	275	275	875	275	0
31853 ETS Gr 4: North	2,782	4,050	4,050	2,792	124	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

4. Systems	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
31893 Upgr Aging Equipment - Network	804	0	0	0	0	0	0	0	0	0
31900 Homeland Sec Access Controls	420	245	225	150	50	50	50	50	50	50
31927 Elevator Rehabilitation	3,500	3,600	3,527	4,400	4,900	5,450	6,051	6,600	7,200	7,900
31936 CCTV System Expansion	3,000	3,000	0	0	0	0	0	0	0	0
31939 Security Training & Awareness	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	0
31968 Rail Sys Stabilization	2,229	2,229	1,416	1,256	1,256	0	0	0	0	0
31977 Rehab Tunnel Ventilation Fans	20,353	29,793	37,943	39,051	32,395	18,242	0	0	0	0
31984 Vital Relays with Processors	100	0	0	0	500	5,763	8,063	0	0	0
31987 Future Radio Infrastructure	6,000	5,406	23,091	0	0	0	0	0	0	0
31993 Auto Parking Control System	2,920	775	0	0	0	0	0	0	0	0
31995 Purch Card Industry Compliance	238	200	200	200	200	200	200	200	200	0
31999 On-Board Veh Security Cameras	750	50	0	0	0	0	0	0	0	0
32000 CCTV Video Analytics	1,334	0	0	0	0	0	0	0	0	0
32060 TPSS SS1 Equipment Rplcment	108	0	0	0	0	0	0	0	0	0
32062 UPS: Lakewd; Dunwdy; Med Cntr	5,808	5,808	5,808	5,808	4,808	100	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

4. Systems	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
32064 CNG Detection Systems Upgrade	97	0	0	0	0	0	0	0	0	0
32086 Mobile Command Veh Procurement	1,400	45	45	45	45	45	0	0	0	0
32087 Comm. Emergency Response Team	20	20	20	20	20	20	20	20	20	0
32088 Hi-Rail Security Upgrade	800	984	2,892	2,444	2,444	2,804	0	0	0	0
32096 Lighting Fixtures Upgrade	1,400	915	1,405	1,385	1,370	1,300	1,000	500	0	0
32097 Escalators Rehabilitation	8,500	8,700	9,100	10,150	10,500	10,510	13,520	12,300	12,000	12,200
32100 Enterprise Data Storage Upgrd	1,418	1,433	1,669	1,549	2,357	1,974	1,908	2,512	2,033	2,528
32109 Stdby Pwr Sup Rplc: Generators	2,090	2,090	2,181	1,628	0	0	0	0	0	0
32126 ItsMARTA.com and Mobile Upgd	325	350	375	1,500	350	375	400	425	1,750	500
32128 DEO Automation	151	0	0	0	0	0	0	0	0	0
32129 Enterprise Technology Security	1,341	0	0	0	0	0	0	0	0	0
32144 Security and Emergency Mgt-CAP	2,495	1,750	1,750	1,750	1,750	1,750	1,750	1,750	1,750	0
32149 Cyber Security for Control Sys	985	650	0	0	0	0	0	0	0	0
32150 CCTV System Expansion II	200	1,000	2,000	2,000	1,000	1,000	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

4. Systems	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
32158 SharePoint Dpt Special Project	230	251	171	0	0	0	0	0	0	0
32159 Passenger Information System	340	264	202	112	50	50	50	50	50	25
32164 Mobile Fare Payment	4,350	4,715	947	961	150	946	150	744	150	150
32168 Enterprise Content Doc Mgmt	417	2,754	0	0	0	0	0	0	0	0
32169 Business Intel Dashbrds Analy	625	600	600	600	600	550	550	550	550	0
32170 Technology System Enhancements	225	225	225	225	225	225	225	225	225	225
32171 Oracle Application Enhancement	1,350	1,600	1,350	1,600	1,600	1,600	1,600	1,680	1,600	1,600
32172 Rail St, Wysd, Prk Dk Ph, Cabl	1,233	2,400	2,243	2,231	2,389	59	0	0	0	0
32173 Enhancement to Fare Collection	2,193	1,245	0	0	0	0	0	0	0	474
32184 Track Circuit Monitor & Rprtng	489	287	0	0	0	0	0	0	0	0
32189 Cellular & WiFi Srvs for Rider	1,305	816	0	0	0	0	0	0	0	0
32193 Real Estate Invnt Database Mgt	275	0	0	0	0	0	0	0	0	0
32198 Intelligent Transport Sys Upgd	1,164	1,158	1,169	1,192	234	186	187	184	180	100
32199 Next Generation Bus AVL	51	0	0	0	0	0	0	0	0	0
32202 Fiber Network Expansion	1,537	0	0	0	0	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

4. Systems	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
32203 Dome/GWCC/Philips/CCN Lite Upg	295	1,674	1,674	308	0	0	0	0	0	0
32204 Perry Security Access Lgt Upgd	316	3,288	3,288	466	0	0	0	0	0	0
32208 Technology Disaster Recovery	1,000	0	0	0	0	0	0	0	0	0
4. Systems Total	**147,548**	**165,314**	**178,748**	**144,897**	**112,594**	**96,858**	**81,302**	**92,374**	**71,476**	**36,352**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

5. Non-Asset	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
30940 General Planning	3,303	3,320	4,041	4,165	4,293	4,425	4,590	4,590	4,590	4,590
31078 Unallocated Insurance	35	35	35	35	35	35	35	35	35	0
31106 Financial Planning	1,671	1,713	1,756	1,800	1,845	1,891	1,938	1,987	1,987	2,045
31137 Pollution Prevention Plan	600	600	600	600	600	600	600	600	600	618
31237 Safety & Health Program	475	475	475	475	475	475	475	475	475	489
31314 Hazardous Materials Mgmt Plan	308	310	313	315	318	321	324	333	335	345
31490 TOD General Planning	1,816	1,859	1,904	1,950	1,997	2,046	2,096	2,188	2,197	0
31570 I-20 East Corridor AA/DEIS	968	1,000	0	0	0	0	0	0	0	0
31571 Asbestos Abatement	359	363	366	370	373	377	381	392	404	416
31717 Clifton Corridor AA	1,790	800	0	0	0	0	0	0	0	0
31735 Configuration Management	841	841	1,305	1,305	1,455	1,455	1,455	1,455	1,455	1,499
31741 Environmental Greening Init.	75	75	75	75	75	75	75	0	0	0
31904 Research & Analysis Planning	3,832	3,832	3,832	5,332	5,332	5,332	5,332	5,332	5,332	0
31905 Mystery Rider Prgm Planning	666	686	706	727	749	772	795	819	843	0
31906 Strat Performance Planning	562	562	562	562	562	562	562	562	562	0
31912 I-20 East Project Development	0	0	0	0	9,726	9,757	9,909	0	0	0
31963 Rail Station Concessions	500	1,188	278	286	295	304	313	322	332	340

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

5. Non-Asset	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
31996 Regional Transit Comm Planning	150	150	150	150	150	150	150	150	150	150
32084 North Line Transit Assessment	2,300	500	0	0	0	0	0	0	0	0
32085 Environmental Mgmt System	450	450	450	499	508	517	526	542	558	575
32105 Scoping/Screening Future CIP	4,148	1,205	1,263	1,223	1,484	1,548	1,613	1,660	1,398	50
32106 Proj Del/Controls Improv Init	2,362	2,239	1,405	1,440	1,576	1,612	1,900	1,938	1,996	0
32108 Wayside Worker Sfy Equip Pilot	3,050	0	0	0	0	125	65	0	0	0
32111 Short Range Planning Projects	303	305	410	414	417	421	424	430	435	435
32117 Asset Mgmt Program Ph 2	450	0	0	0	0	0	0	0	0	0
32132 Environmtl Mgmt-Annu Fee Prog	100	100	100	100	100	100	100	100	100	103
32145 Engineering Design Criteria	550	550	550	550	550	265	150	0	0	0
32146 CIP Reserve	10,000	0	0	0	0	0	0	1,305	0	0
32157 Bus and Rail Training Simul	680	491	1,484	418	0	0	0	0	0	0
32165 Organizational Assessmnt	200	200	200	200	200	200	200	200	200	0
32179 Buford Hwy Bus Transit Traffic Signal	3	0	0	0	0	0	0	0	0	0
32206 Clayton Cnty Hi Capacity Trnst	3,000	1,500	500	0	0	0	0	0	0	0
32210 Art in Transit	190	467	441	441	441	441	441	441	312	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY17 to FY26.

($ In Thousands)

5. Non-Asset	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
5. Non-Asset Total	**45,737**	**25,815**	**23,201**	**23,431**	**33,556**	**33,805**	**34,448**	**25,855**	**24,295**	**11,655**
Approved Projects Total	**255,814**	**270,117**	**308,863**	**273,708**	**230,915**	**201,493**	**162,953**	**183,030**	**149,108**	**53,952**

Operating Budget Impact

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2017 through 2019.

Operating Budget Impact

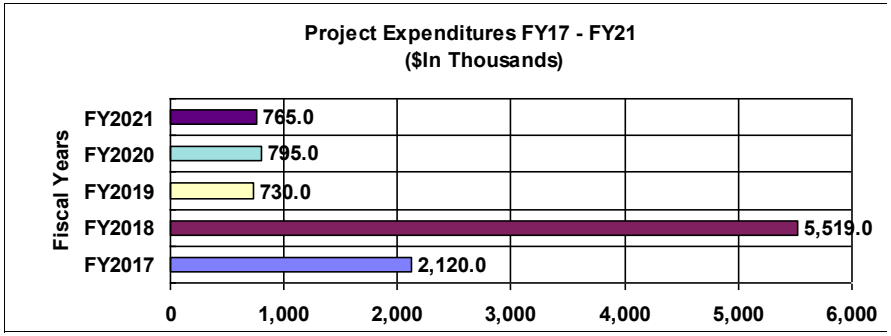
The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2017 through 2019 [$].

Major Program Name/ Project Number	Project Name	FY2017 Operating Budget Impact ($)	FY2018 Operating Budget Impact ($)	FY2019 Operating Budget Impact ($)	Total
1. Vehicles		**758,115**	**758,115**	**758,115**	**2,274,345**
32162	Community Circulator	758,115	758,115	758,115	2,274,345
2. Facilities		**696,014**	**703,014**	**703,014**	**2,102,042**
31956	Train Wash Replacement	90,000	97,000	97,000	284,000
F0143	Buckhead Station Nrth Entrance	606,014	606,014	606,014	1,818,042
4. Systems		**550,975**	**550,975**	**550,975**	**1,652,925**
31707	Tunnel Lighting	334,870	334,870	334,870	1,004,610
31733	HQ Data Center Rehabilitation	26,745	26,745	26,745	80,235
31893	Upgr Aging Equipment - Network	41,860	41,860	41,860	125,580
31995	Purch Card Industry Compliance	22,500	22,500	22,500	67,500
32064	CNG Detection Upgrade	100,000	100,000	100,000	300,000
32086	Mobile Command Veh Procuremen	10,000	10,000	10,000	30,000
32164	Mobile Fare Payment	15,000	15,000	15,000	45,000
Grand Total		**2,005,104**	**2,012,104**	**2,012,104**	**6,029,312**

Approved Project Detail

The following report provides details for FY17 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.

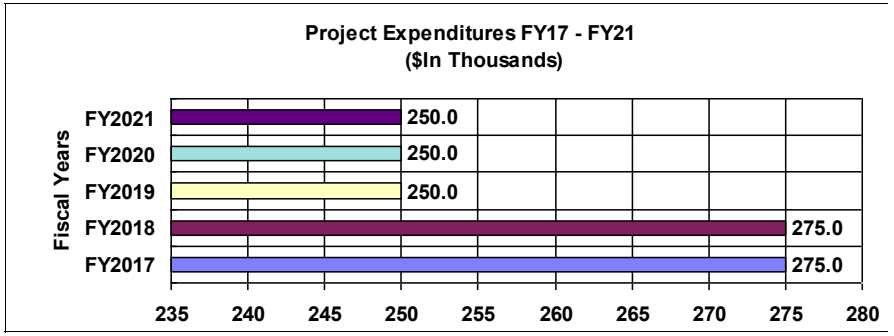
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

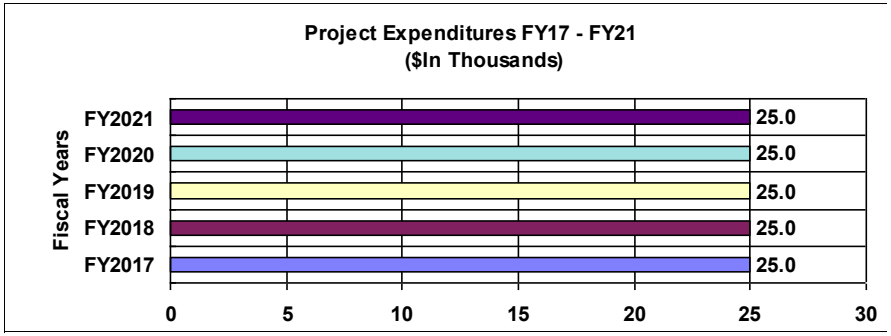
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

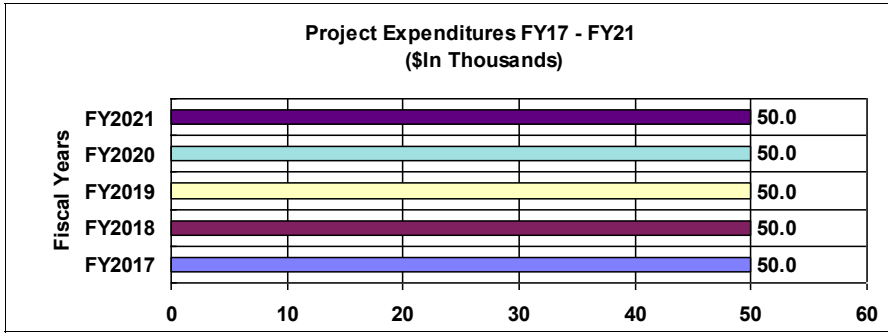
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

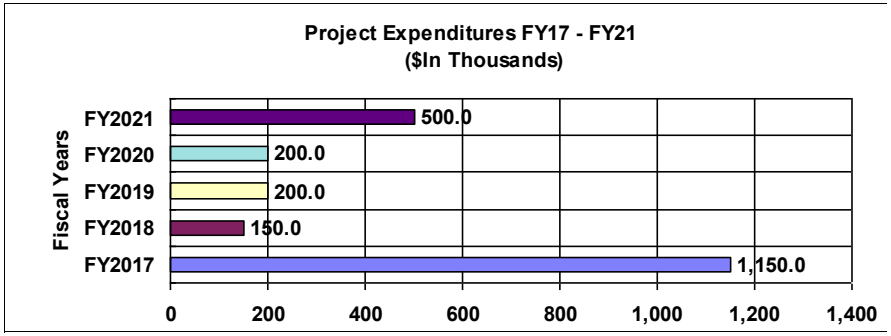
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

30740 Small Tools & Equipment



Project Scope

This program provides for the procurement of small tools, shop equipment, machinery, and spare parts for the equipment to support the operations of the rail and bus fleets, maintenance of facilities, and maintenance of the rail line. These items must meet capital threshold requirements.

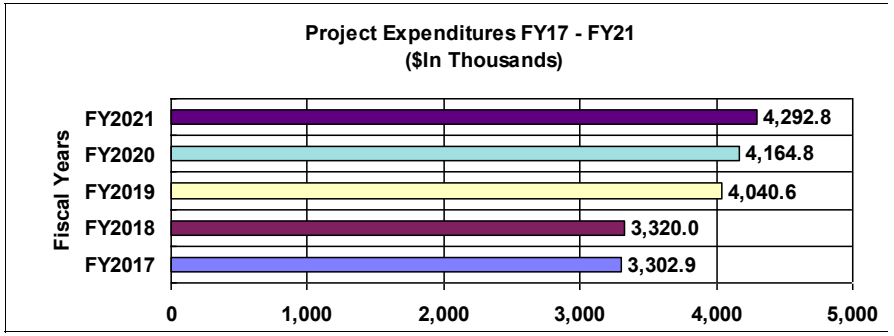
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

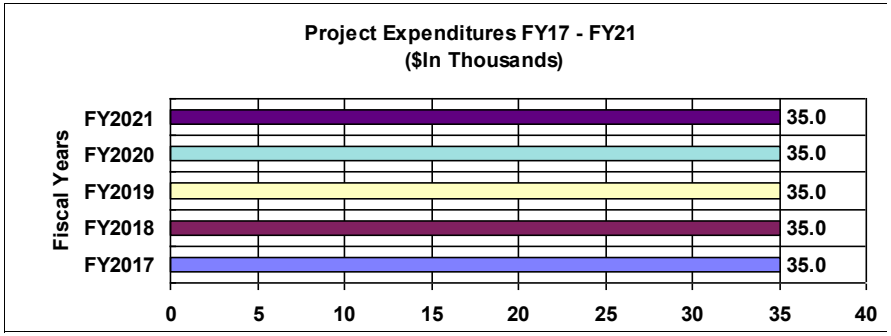
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

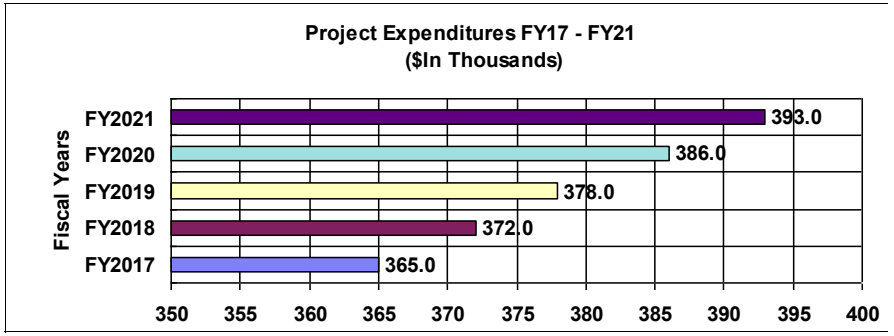
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

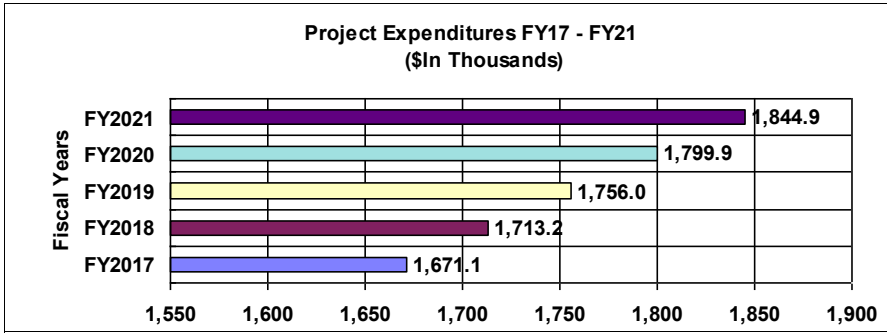
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

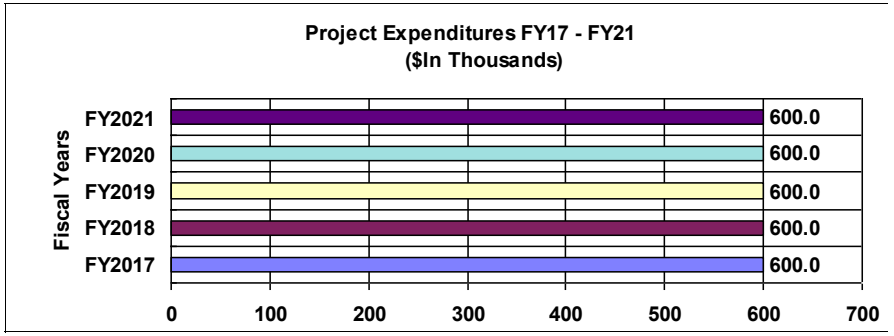
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

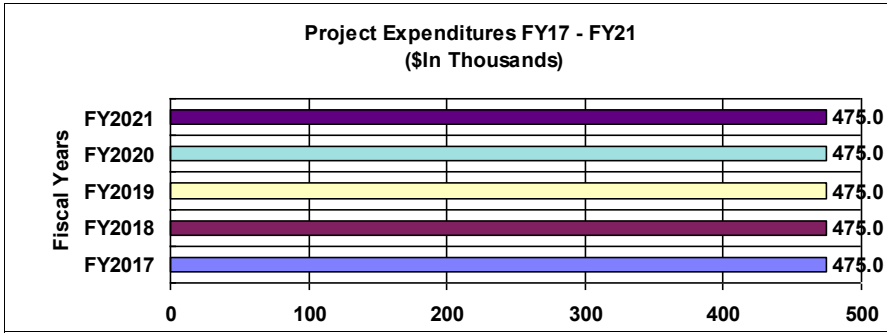
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31237 Safety & Health Program



Project Scope

This project provides safety and health services including, but not limited to, safety assessments, development of corrective action plans, mandated safety projects, and procedures for compliance issues. It differs from the Wellness Program administered by Human Resources in that it provides for air quality studies, asbestos assessments, industrial hygiene, etc.

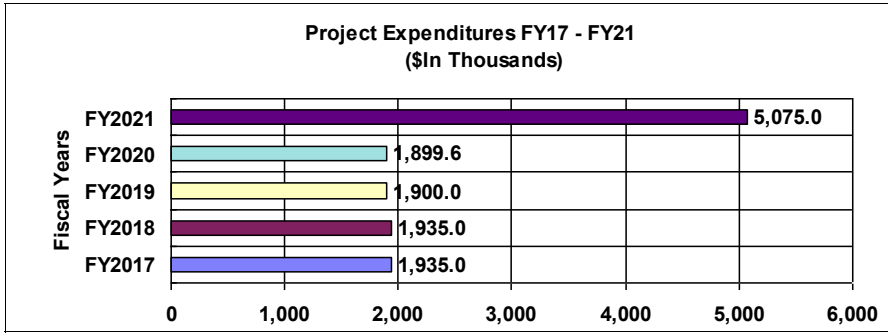
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

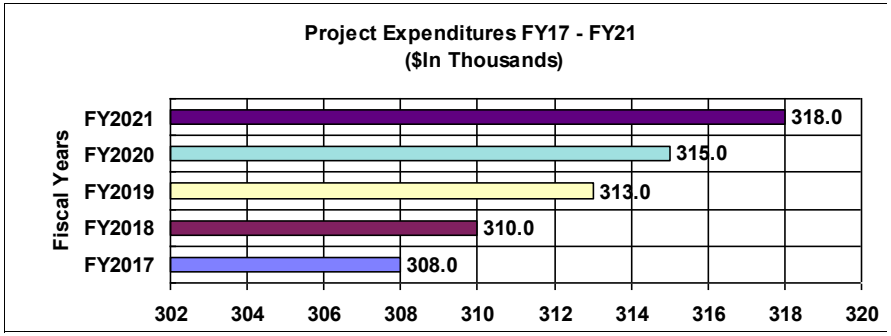
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

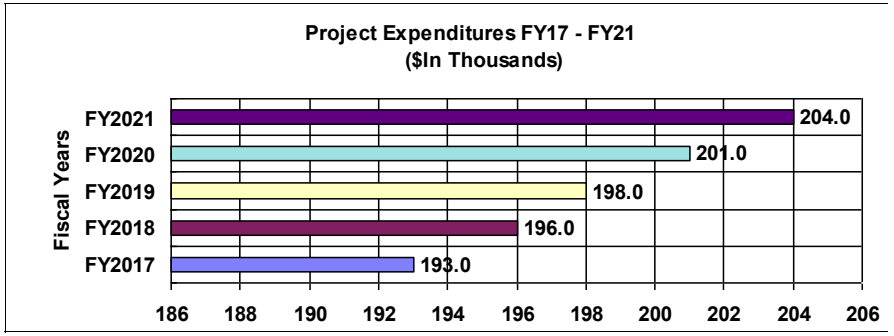
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

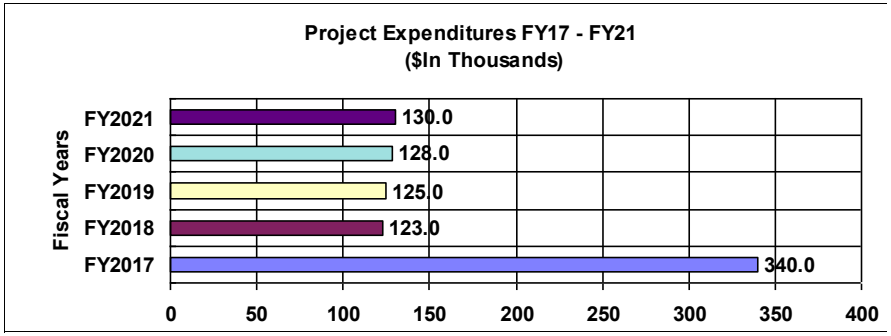
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

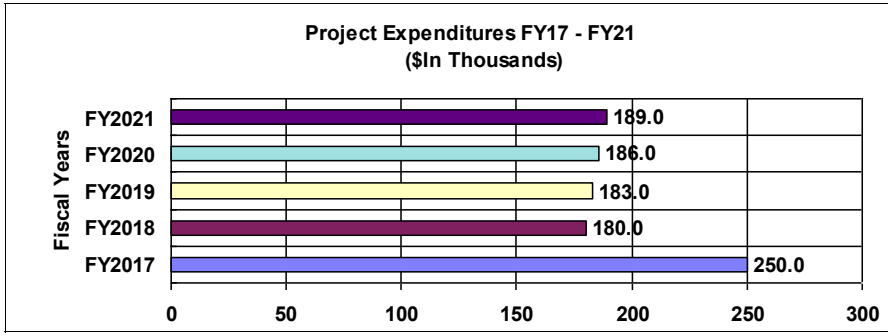
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

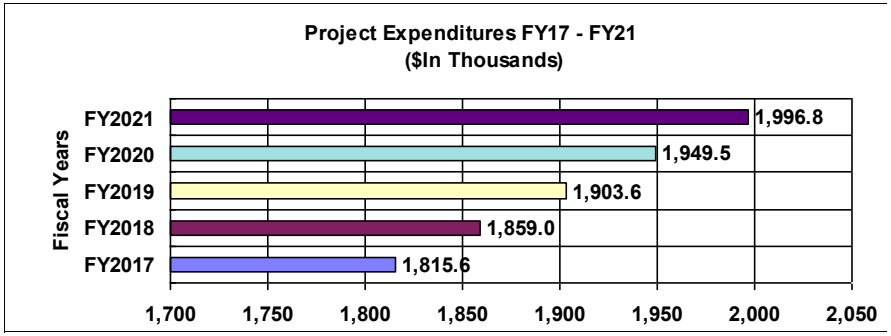
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

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.

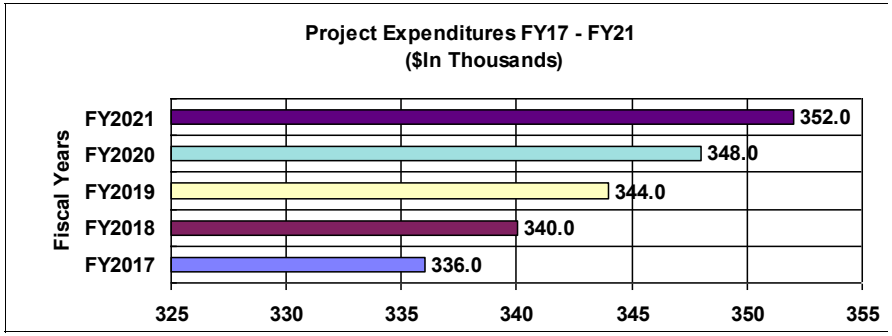
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31537 Georgia Avenue UST Program



Project Scope

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

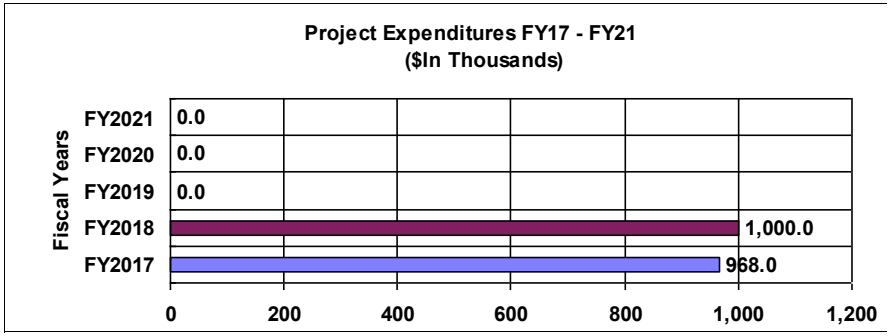
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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 "1-20 East Corridor."

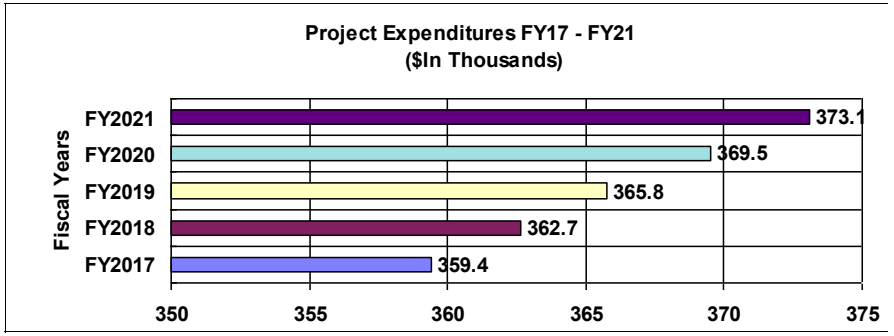
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

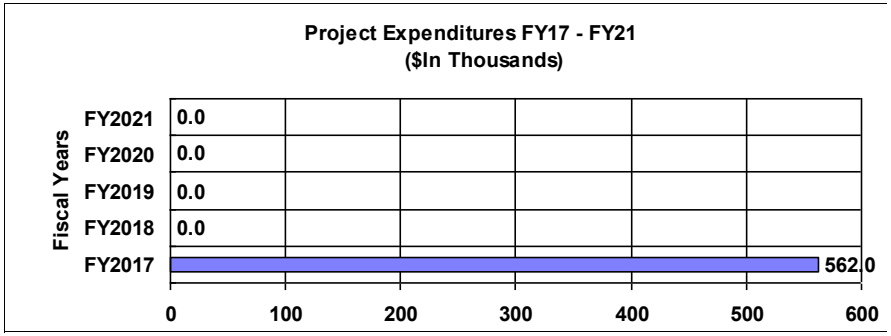
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

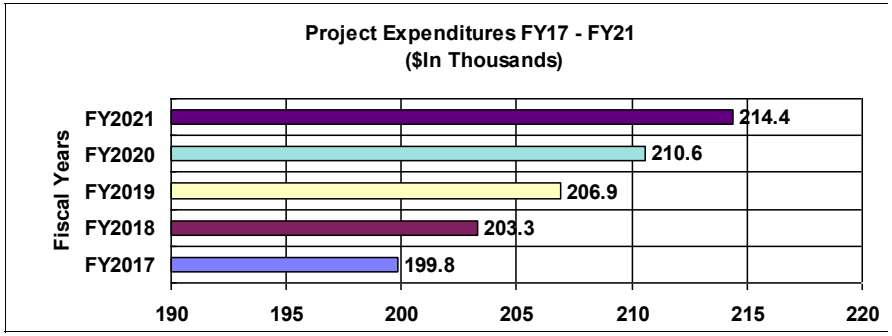
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

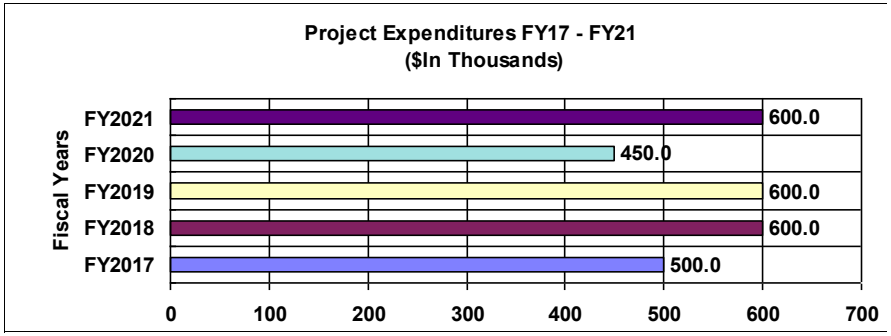
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

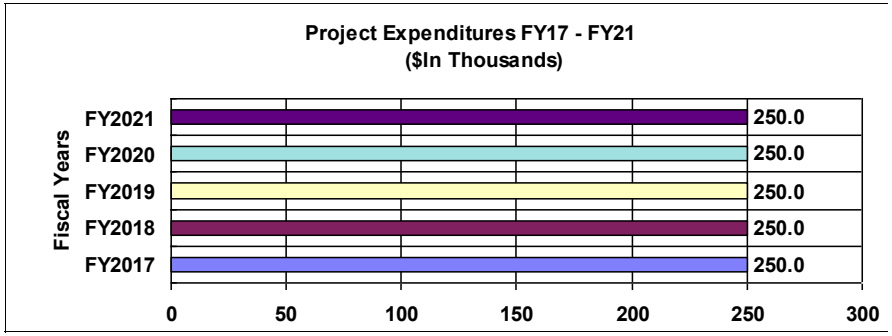
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

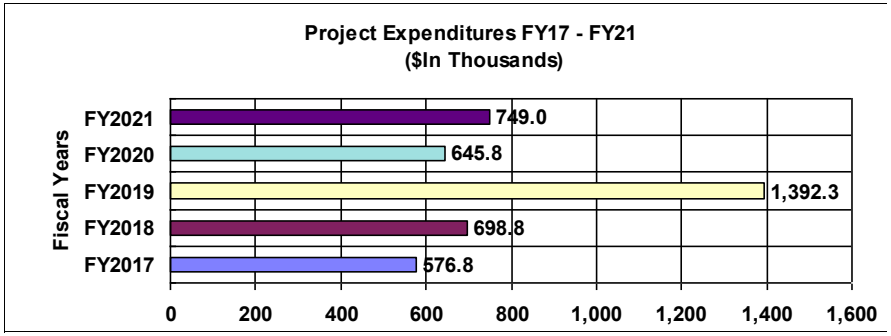
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

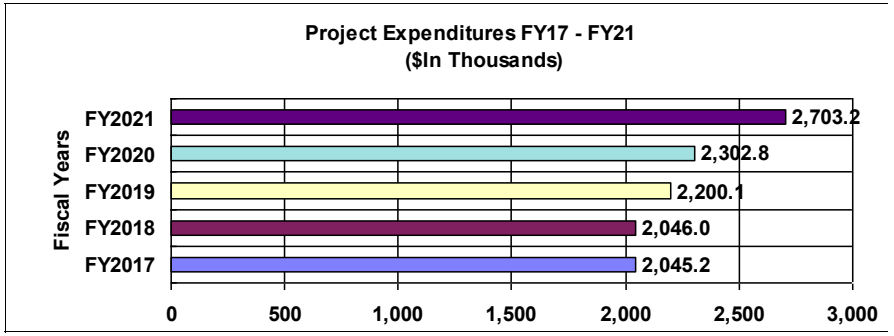
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31626 Equip Upd; Std Software & OS



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.

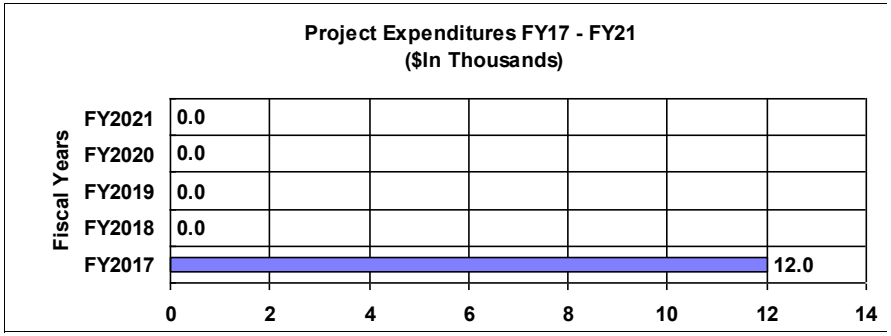
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31643 CNG Facility at Perry Blvd



Project Scope

This project will install a fourth CNG compressor at the Perry Boulevard bus facility and perform repairs to CNG compressors and perform a vibration analysis for future repairs.

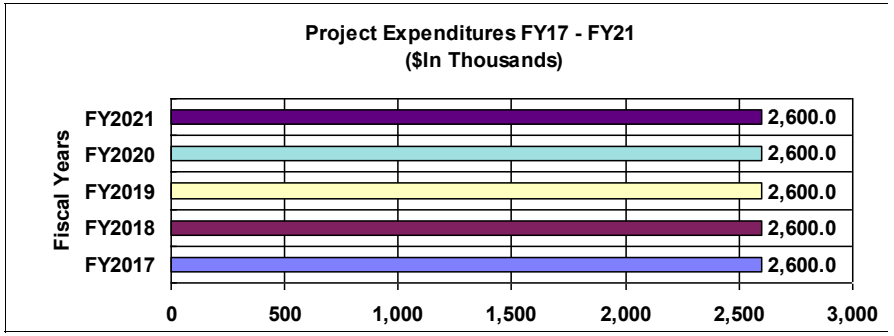
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31644 Can Tm Pg (100% Fedl/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.

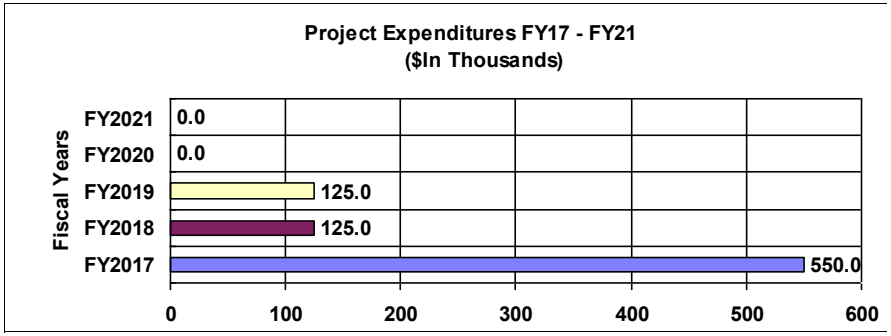
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31651 Replace UPS 4. 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.

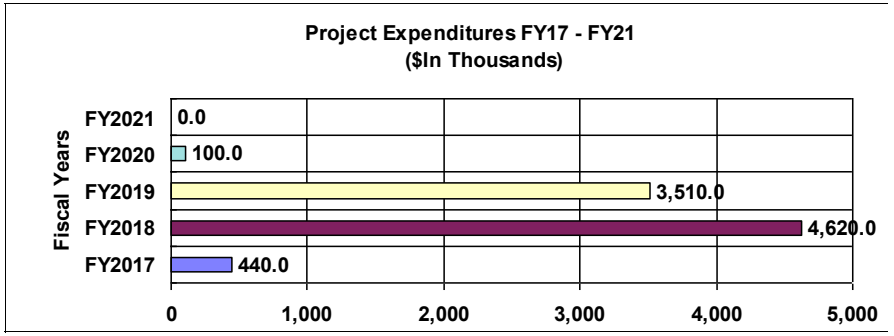
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

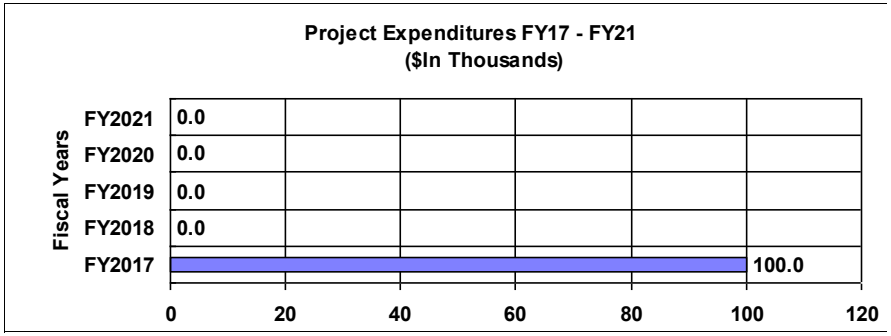
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

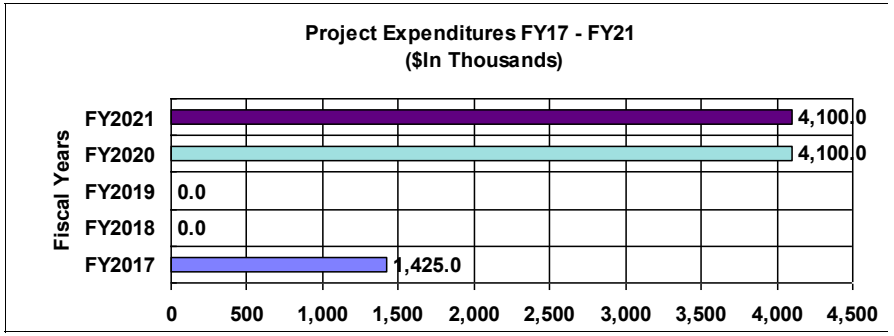
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

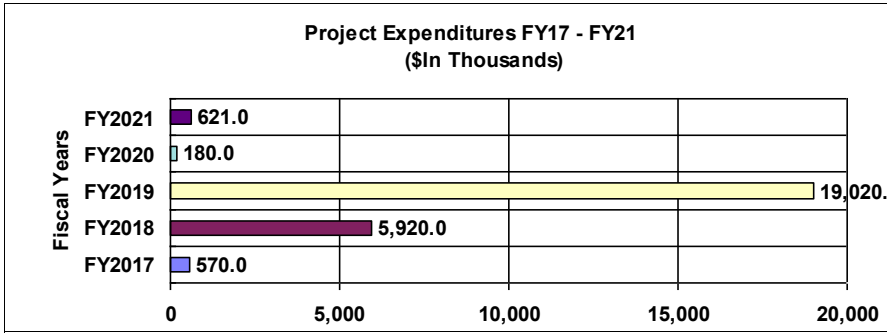
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31672 CNG Fuel Facility at Hamilton



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).

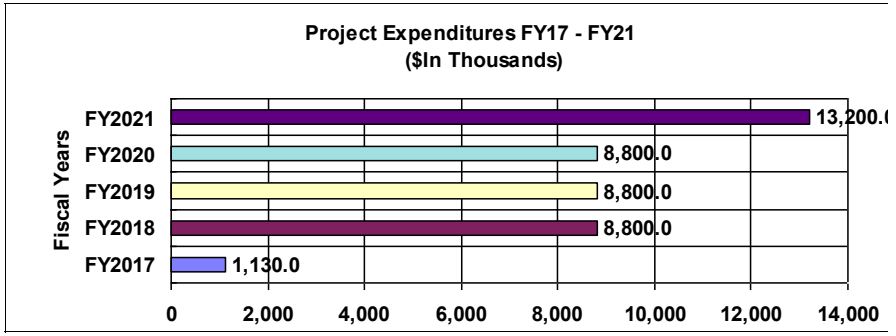
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31683 Auxiliary Power Switch Gear



Project Scope

The scope of this project is to replace aging (~30 year old) auxiliary power substation switchgear and transformer at the Arts Center Station. This project shall serve as a pilot for future auxiliary power equipment replacements.

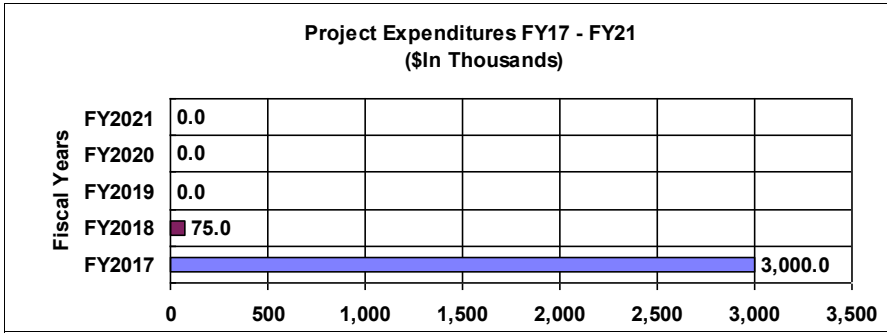
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31690 Loops/Interlockings Phs 2 & 3



Project Scope

This project provides for the replacement of interlocking audio frequency track circuit and loop wayside equipment with AC Track Circuit design on the East, West, and Northeast Rail Lines at 8 mainline interlocking locations. In addition, this project will install Train Alert Lights on the North and Northeast Rail Lines at 8 locations. The AC Track Circuit design is a safer and more reliable type of train detection track circuit compared to the original audio frequency design.

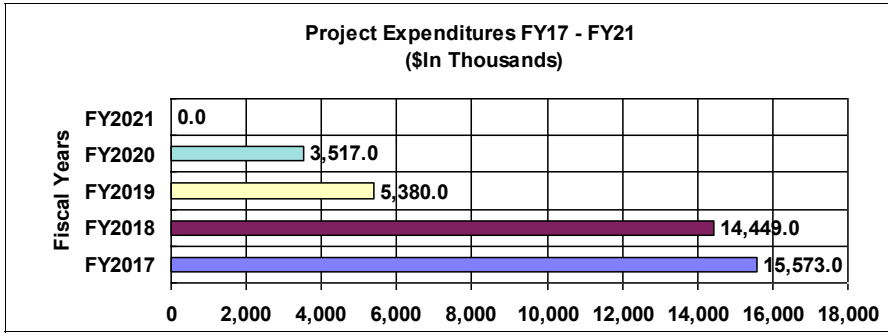
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31698 Fire Protection Systems Upgrad



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 FACPs will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center.

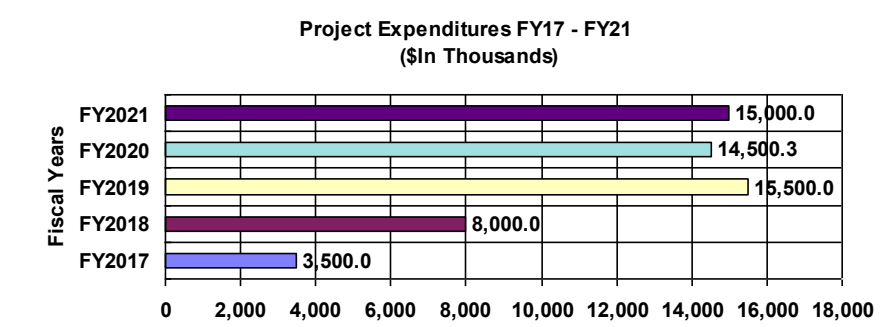
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

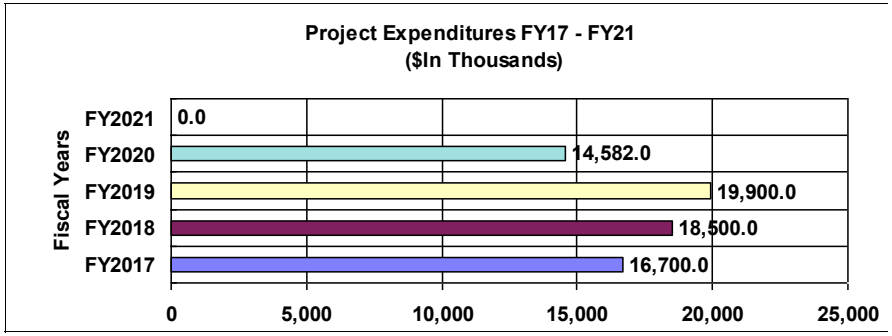
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

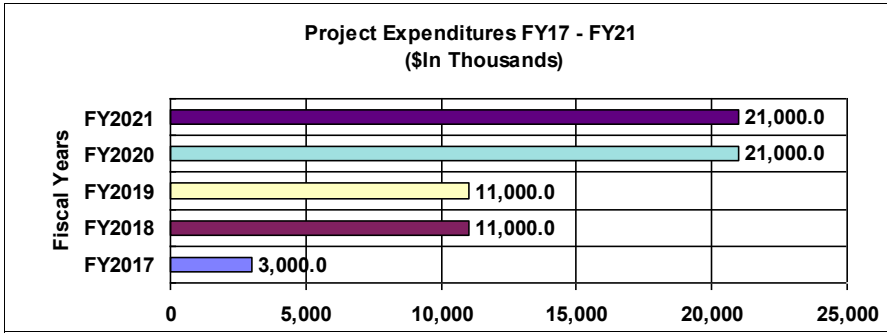
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31704 TPSSs: E Yd; N Av; S Int; W Lk



Project Scope

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

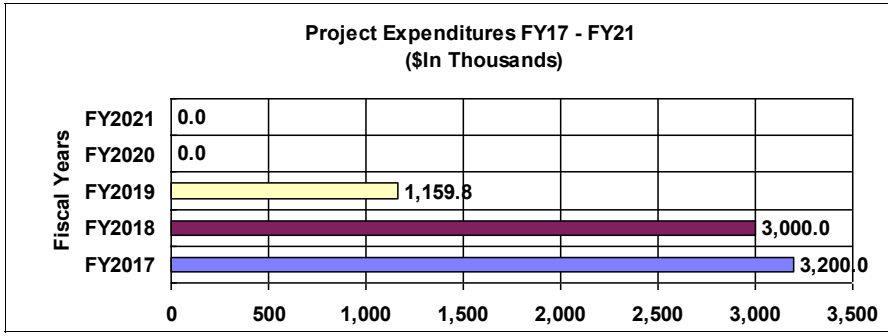
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

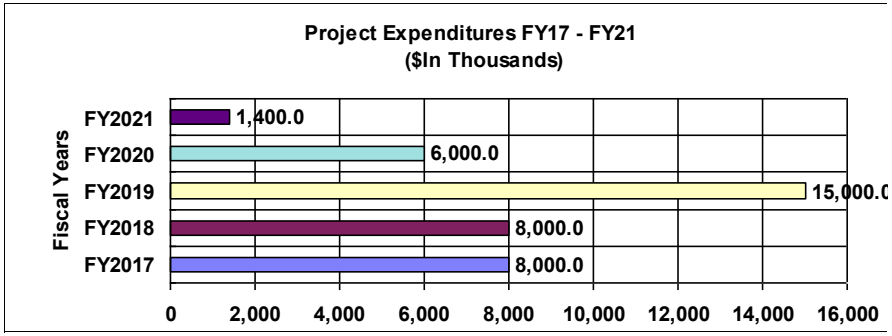
Operating Budget Impact

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

FY2017 ($)	FY2018 ($)	FY2019 ($)
334,870	334,870	334,870

31709 Audio Visual Information Sys



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.

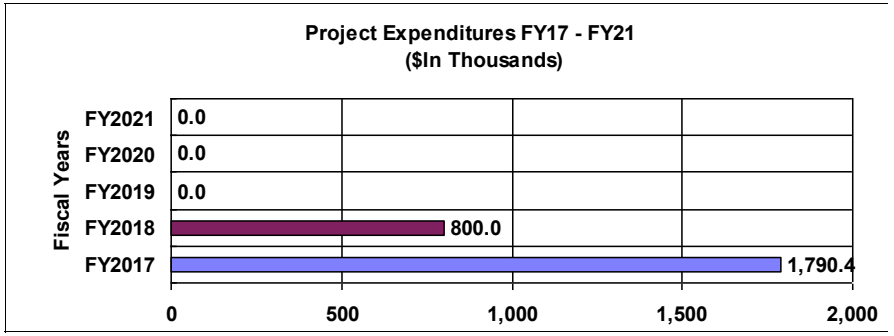
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31717 Clifton Corridor AA



Project Scope

MARTA in coordination with the Clifton Corridor Transportation Management Association (CCTMA) is conducting an Alternatives Analysis (AA) for the Clifton Corridor. The Clifton Corridor AA is designed to capitalize upon the previous work completed in the Corridor with the objective of preparing a transit project for formal entry into the Federal Transit Administration (FTA) project development process.

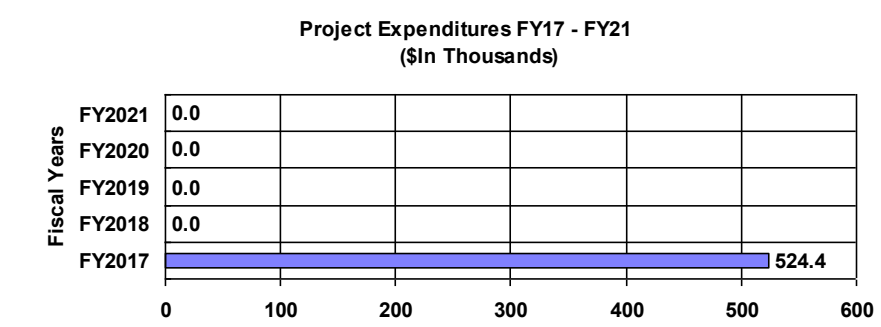
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31728 LCARE Program: CQ312 Overhaul



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

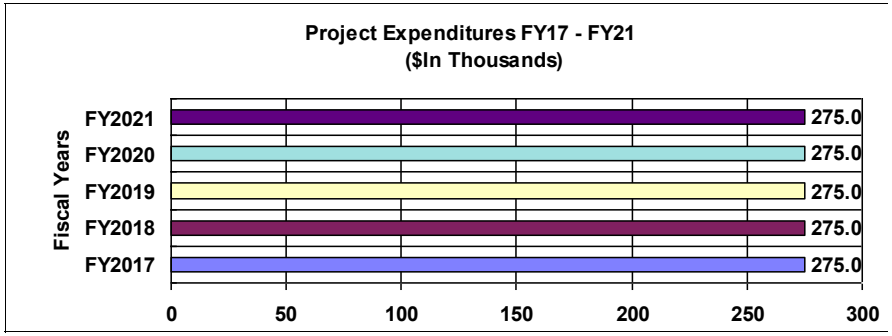
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31733 HQ Data Center Rehabilitation



Project Scope

This project will provide the following upgrades: a racking cube system that will store 9 usable 10kw racks, four 8.5 ton CRAC units and one PDU; a 230 KW generator to provide backup support for additional power and cooling; installation of new copper and fiber cabling to accommodate servers and switches that will be hosed in the new racks. This configuration will accommodate 3 to 4 years growth until a long term solution is established.

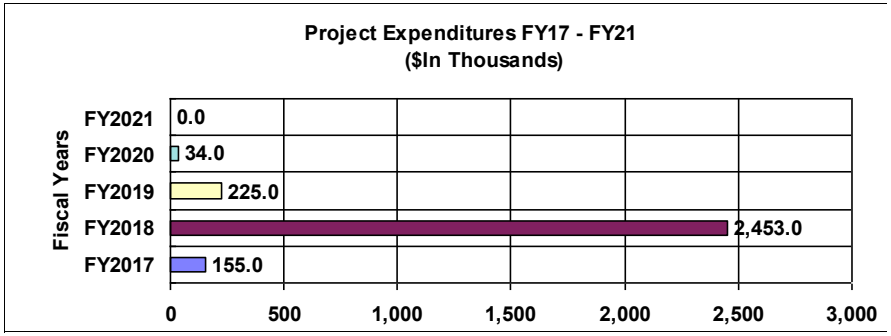
Operating Budget Impact

These costs are for maintaining the Datacenter infrastructure equipment such as CRAC units, etc.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

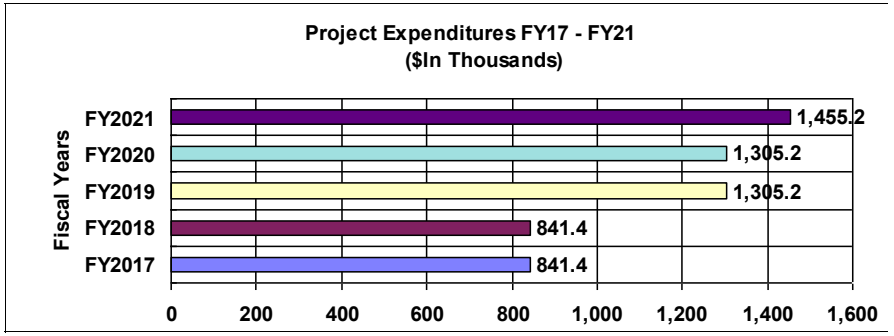
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

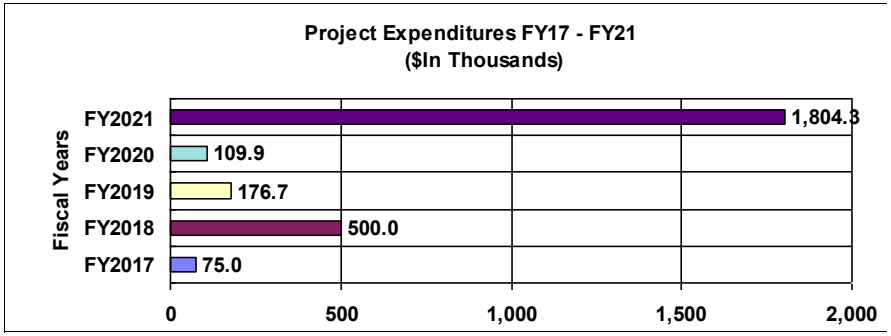
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

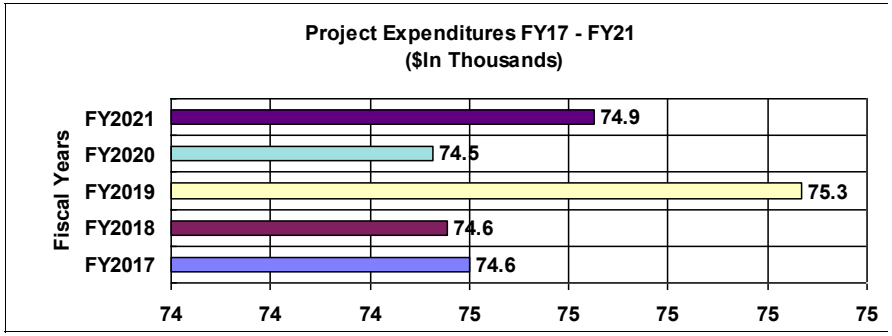
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31741 Environmental Greening Init.



Project Scope

The scope of this project is to implement new and continue already established greening initiatives throughout the Authority. These initiatives include recycling of all materials, use of green cleaning products, reduction of water use, paper use and other products; promote LEED accreditation throughout any upcoming design projects, develop funding opportunities and provide training to implement initiatives ; monitor and report the necessary data as required for the Laredo Bus Facility PV panels.

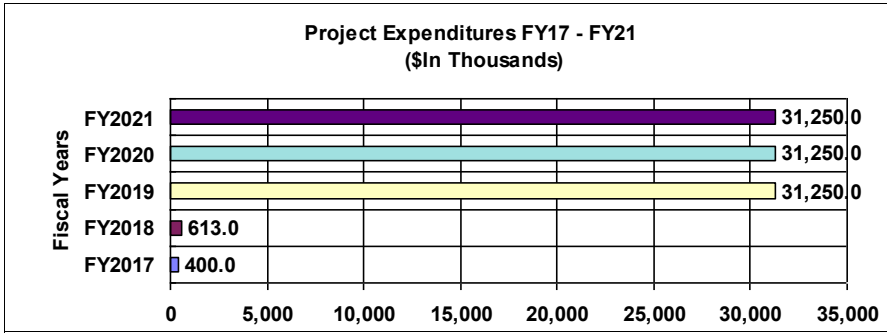
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31748 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type, bus size and changing EPA emission standards. Expenditures under this program are deemed critical to the services provided by the Authority and to support the efficient operation of the Authority's bus fleet.

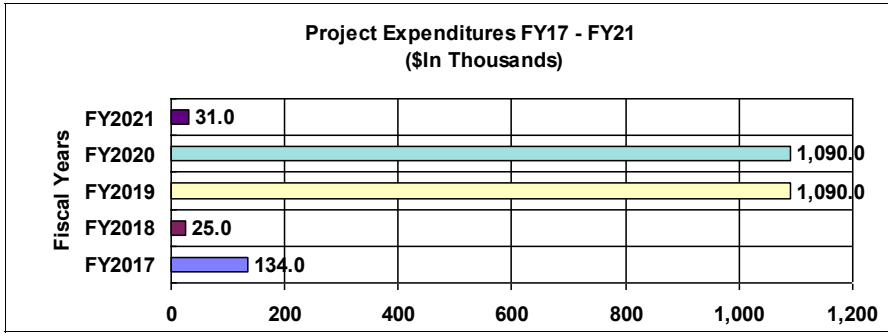
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31811 Girder Grout & Seal



Project Scope

This project will address crack formation and water infiltration within the post-tensioned end anchorages and along the post-tension cable profiles of several track girders on the East (Blue) and South (Red-Yellow) lines, and water seepage through the joints of the segmental aerial structure on the South (Yellow- Red) line, south of West End Station.

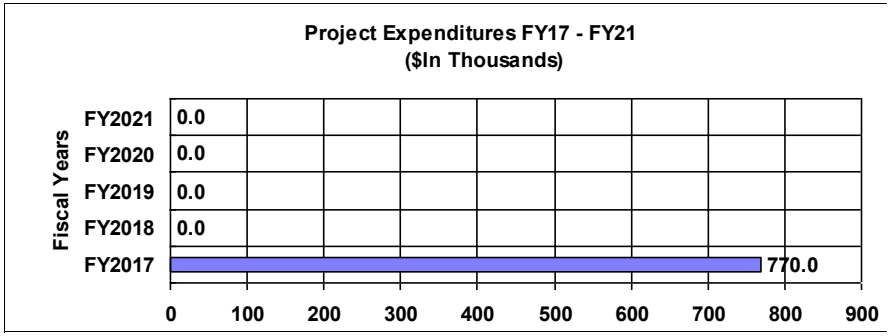
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31813 Rehab At Grade Slabs



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.

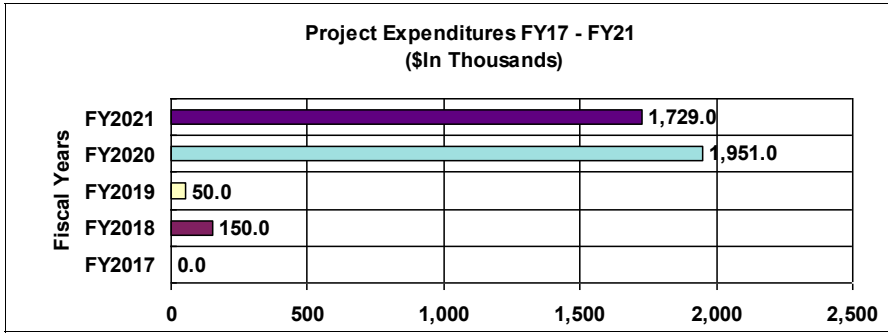
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

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.

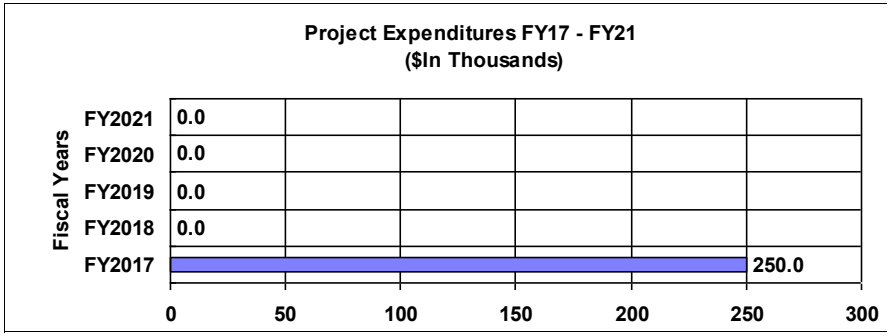
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31833 Rpl Running Rail & Yrd Sw Ties



Project Scope

This project replaces running rail at 51 curves and performs rail grinding throughout the MARTA system. Additionally, the project consists of replacing switch ties in turnouts and replacing H-10 rail fasteners with F-20RO fasteners at Avondale and South Yards. Renovations of pedestrian and vehicle grade crossings will occur at Avondale Yard. Two of the vehicle crossings will be upgraded to hi-rail access. The underdrain system in the Avondale Yard Throat area will be cleaned and inspected. Contact rails will also be installed at Avondale and South Yard in an effort to reduce gaps and prevent power loss of trains.

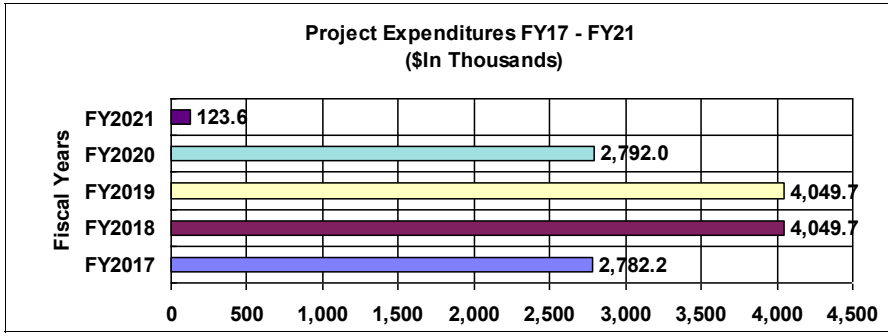
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31853 ETS Gr 4: North



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.

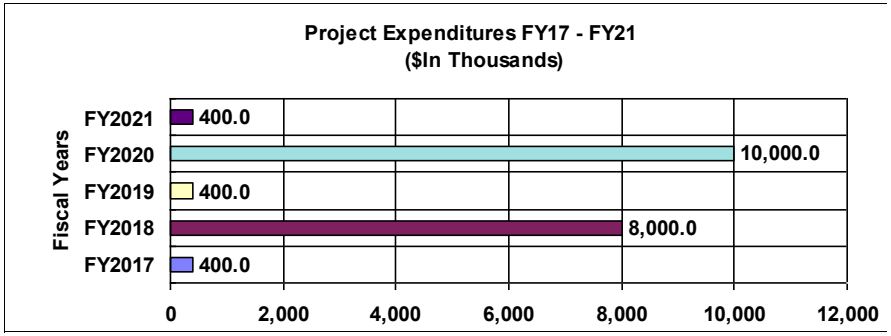
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31888 Paratransit Vans



Project Scope

The scope of this project is to replace aging Mobility fleet.

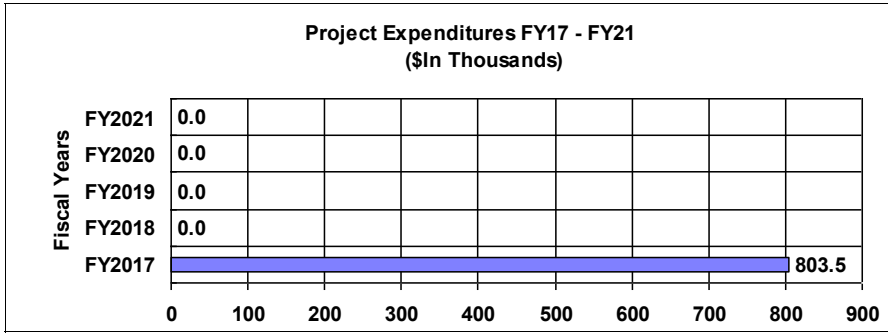
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

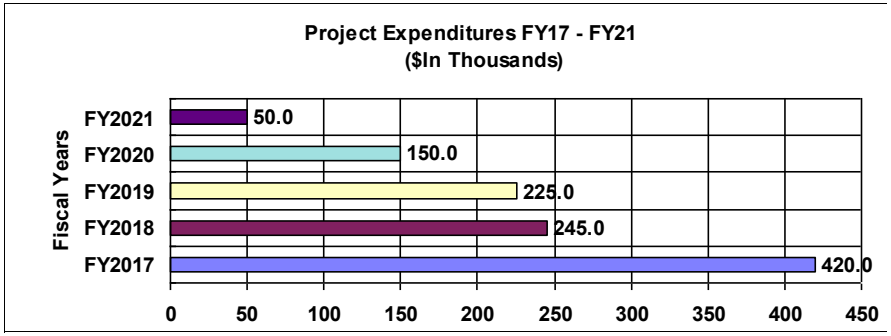
Operating Budget Impact

The annual costs are for Cisco Maintenance/Technical Support for Network and Data communication hardware and software.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

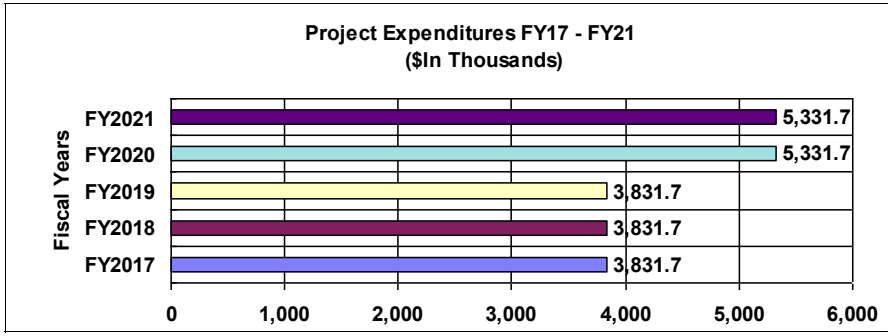
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31904 Research & Analysis Planning



Project Scope

The scope of this project is to compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue information data to assess system service levels and performance.

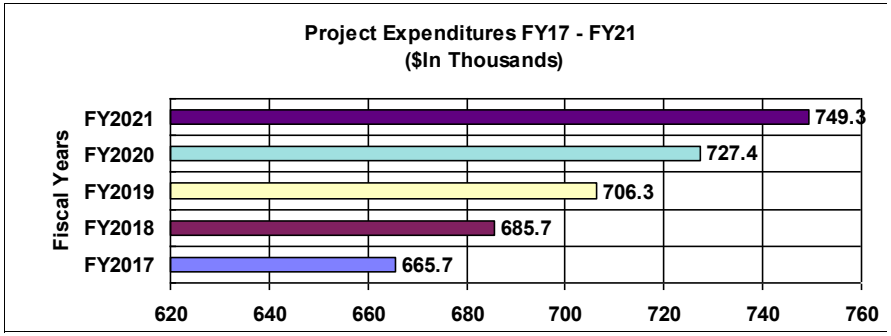
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31905 Mystery Rider Prgm 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.

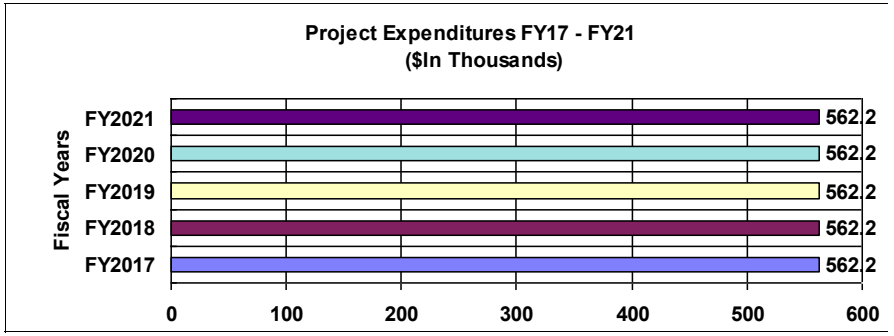
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

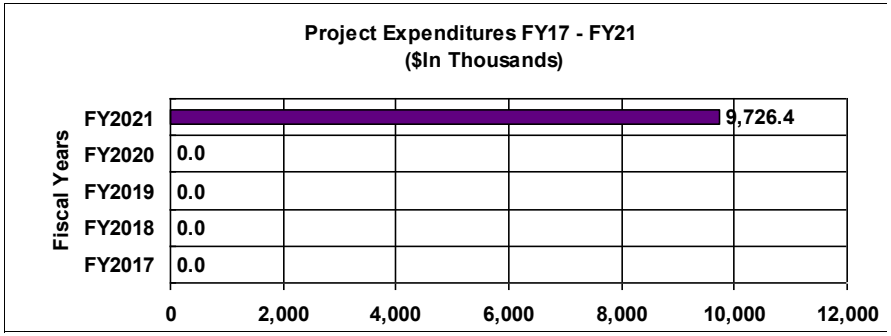
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31912 I-20 East Project Development



Project Scope

This project calls for the completion of the preliminary engineering and environmental assessment for the I-20 East Corridor.

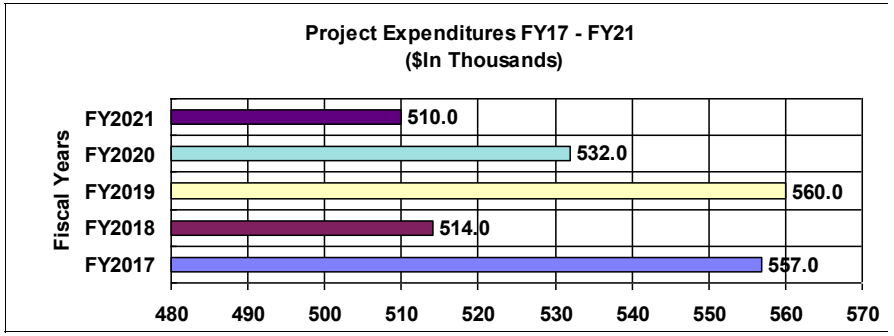
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

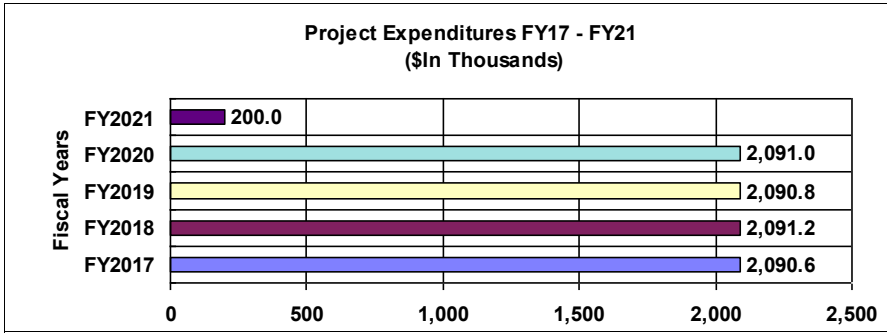
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31926 CQ312 Rail Car Mod Program



Project Scope

This project will provide for the configuration management of the fleet of CQ312 rail cars.

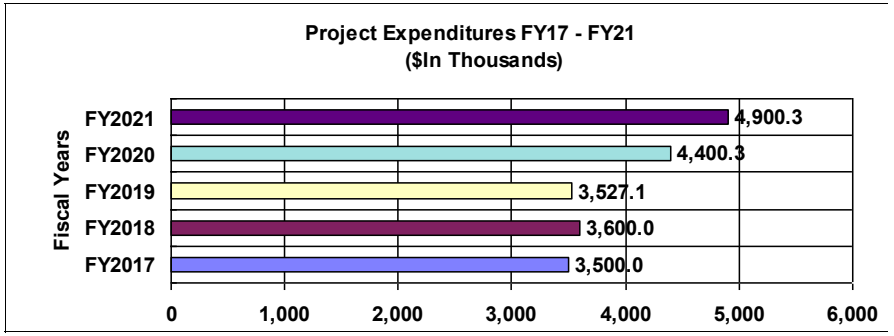
Operating Budget Impact

This project will eliminate welding contracts, administrative costs for urgent procurments, higher material costs due to expedited procurements and shipping.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
-350,000	-350,000	-350,000

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.

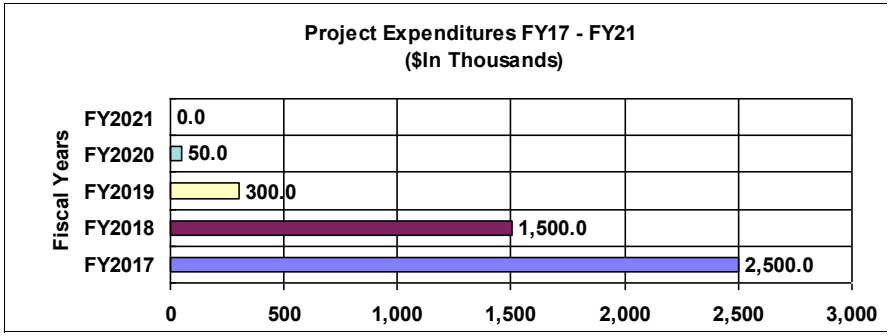
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31934 Repl. Impedance Bonds Ph 2



Project Scope

This project is the second phase of a two-phase program to replace approximately 380 mainline audio frequency track circuit impedance bonds, compatible with the Alstom audio frequency track circuit dual module.

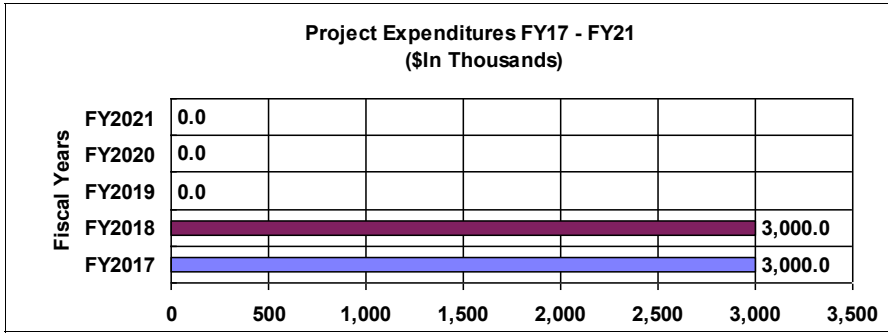
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

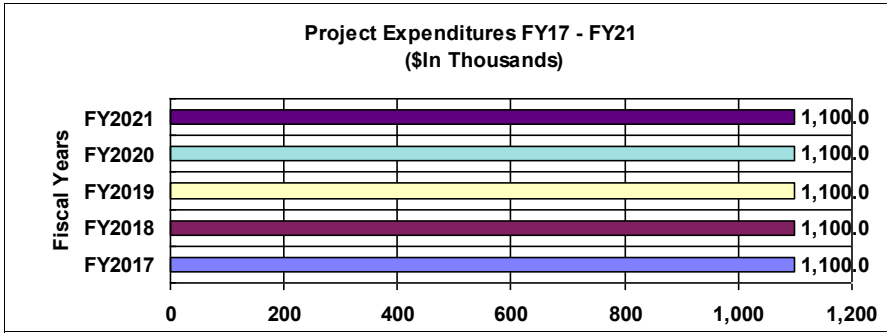
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31939 Security Training & Awareness



Project Scope

This project is for training activities related to security, both specific to MARTA Police Services and also Authority-wide.

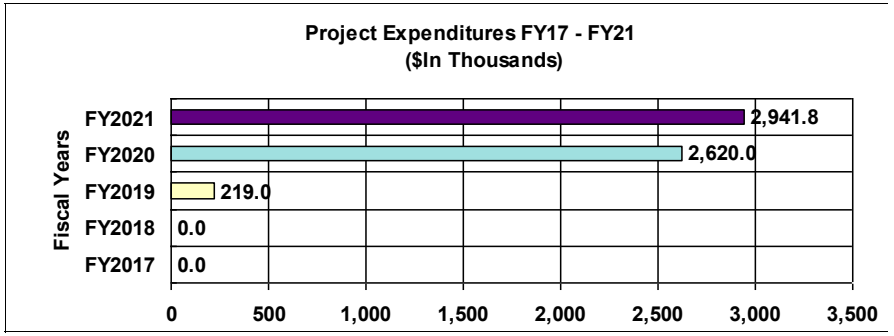
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

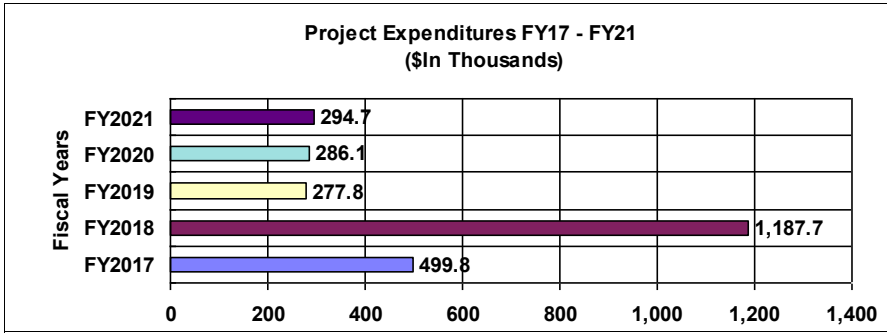
Operating Budget Impact

The maintenance is $97,000 per year.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
90,000	97,000	97,000

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.

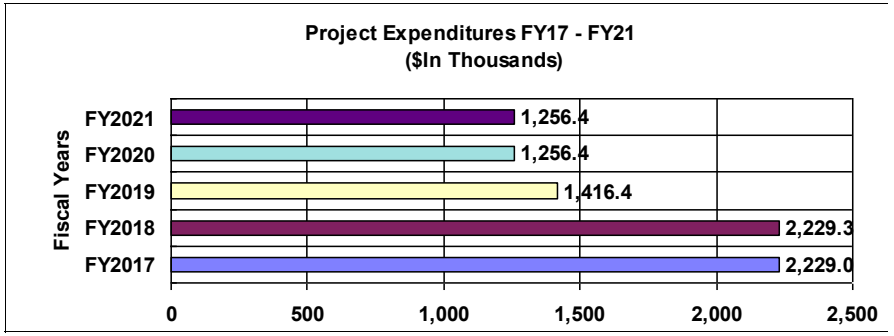
Operating Budget Impact

The savings result from additional revenue from retail concessions.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
-650,000	-650,000	-650,000

31968 Rail Sys 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).

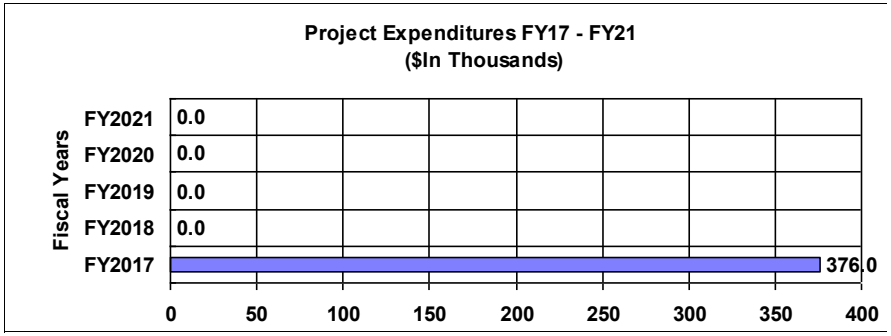
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

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).

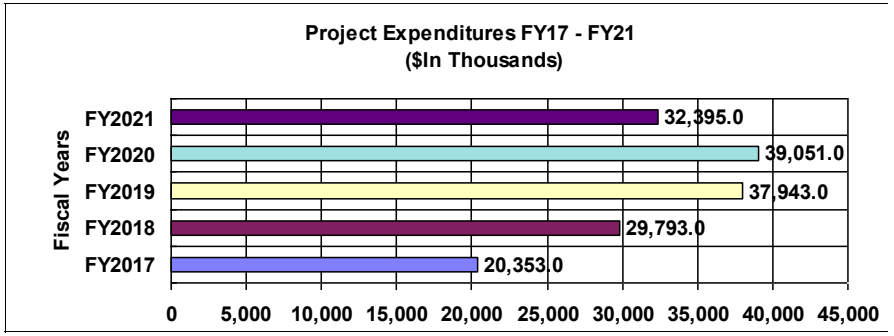
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31977 Rehab Tunnel Ventilation Fans



Project Scope

This project is to review and assess the current state of the entire Tunnel Ventilation System for the subterranean segments of the rail system. It involves simultaneously stabilizing the current systems through repair and replacement while seeking sustainability for the long term. It is in the Authority's best interest to remediate the system prior to full implementation of the Train Control System Upgrade (TCSU) which includes SCADA System modernization.

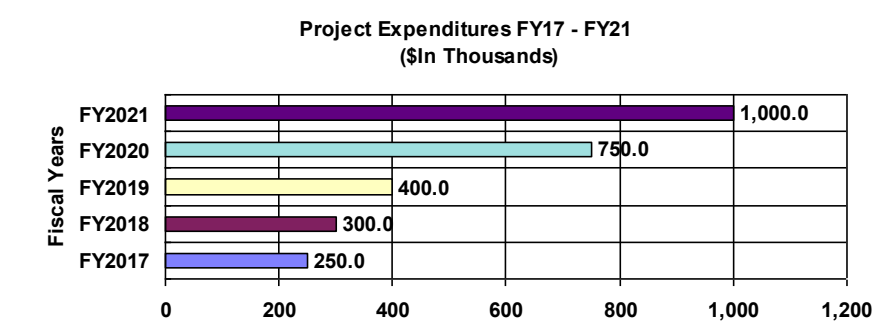
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31978 Structural Assess & Correct 2



Project Scope

The scope of the project consists of retaining the services of a highly qualified engineering firm to perform a structural assessment (detailed inventory and comprehensive inspection) of MARTA's tunnels, U-walls and retaining walls, culverts, and the scour evaluation of several MARTA structures over several creeks. The engineering firm will also perform quality control on MARTA's performed bridge inspections; provide recommendations on levels of rehabilitation needed to preserve MARTA's assets, and provide design services for rehabilitation of the structures.

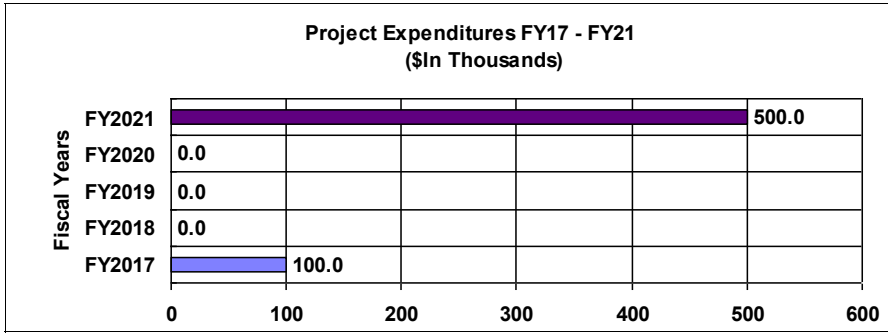
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31984 Vital Relays with Processors



Project Scope

The project will require a contract to provide new vital microprocessor equipment to replace the existing vital relay equipment. The new microprocessors will include integration into existing vital microprocessor equipment located in the train control rooms. The ATC system is designed to control train and other vehicle movement in a safe manner and if there is a failure in one of the safety systems the ATC system's job is to stop a train or vehicle, not to make it go. The system does this based on basic fail-safe relay design. The vital relays are used to provide a guaranteed a fail-safe condition.

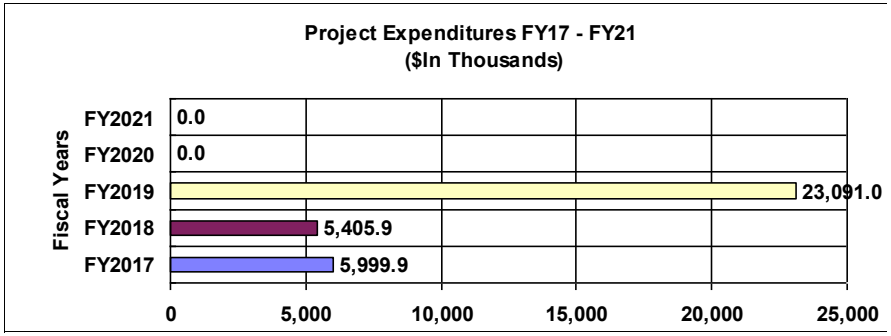
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

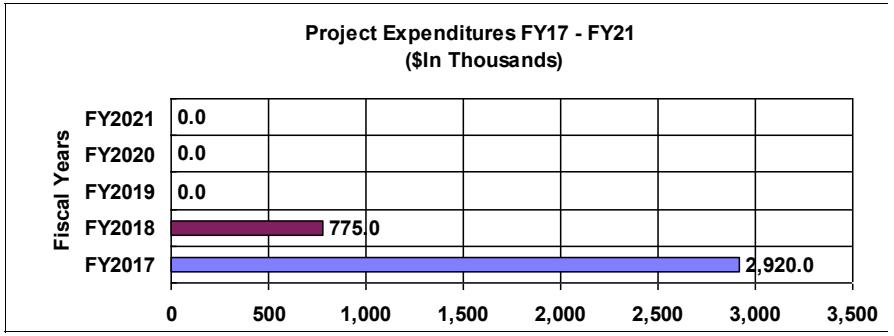
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

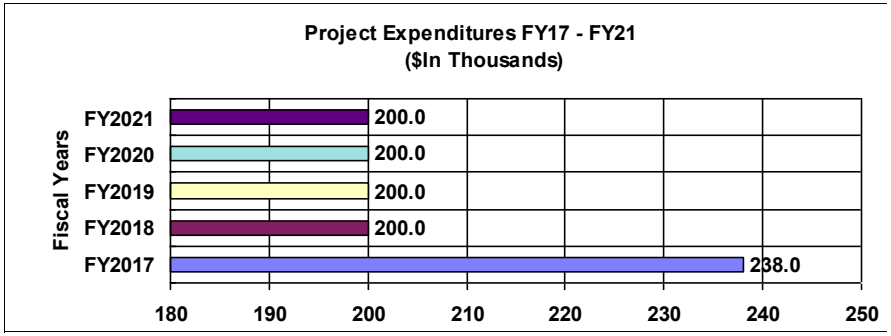
Operating Budget Impact

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

FY2017 ($)	FY2018 ($)	FY2019 ($)
-2,000,000	-2,000,000	-2,000,000

31995 Purch Card Industry Compliance



Project Scope

The scope of this project is to implement hardware, software modifications and security policies to ensure MARTA's Automated Fare Collection (AFC) system is compliant with the Payment Card Industry Data Security Standard 2.0 regulation.

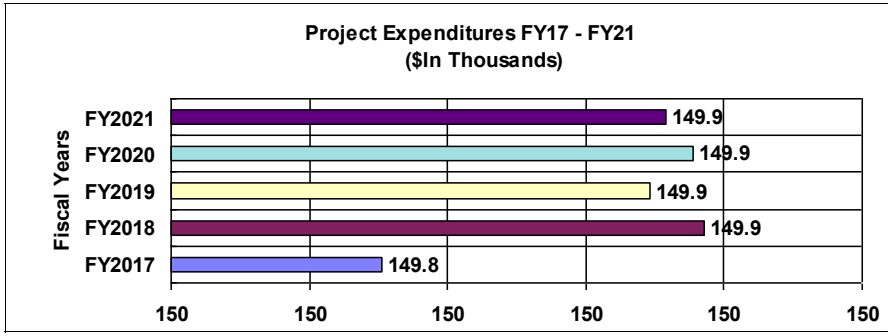
Operating Budget Impact

These costs cover hardware and software maintenance for File Integrity Monitor and HSM (Hardware Security Modules).

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

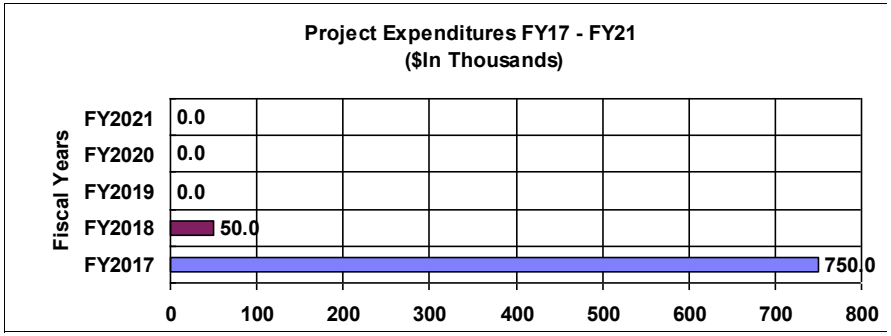
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

31999 On-Board Veh 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.

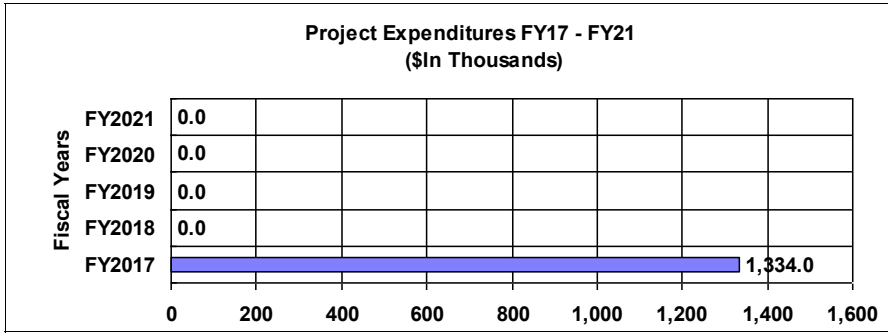
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32000 CCTV 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.

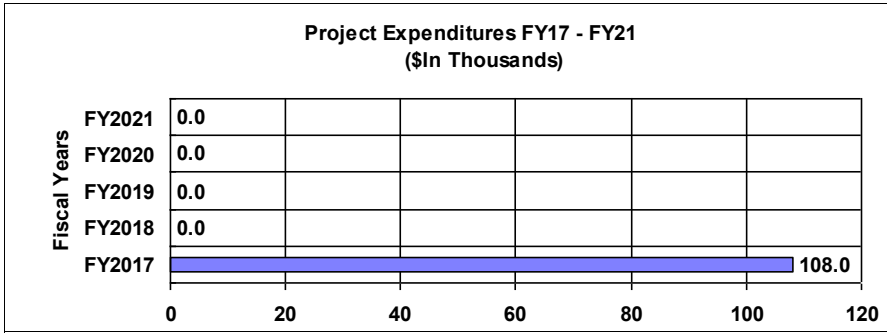
Operating Budget Impact

It has been estimated that MARTA losses $1 Million dollars annually from fare evasion. The project will have a positive impact on the amount of fare evasion and allow MARTA to capture the related lost revenue. Starting in FY17, MARTA will need to staff a full-time three shift/day safety/security monitor position. The person in this position will monitor the status of the CCTV, Fire Protection, CNG and Video Analytic Systems.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
-900,000	-900,000	-900,000

32060 TPSS SS1 Equipment Rplcment



Project Scope

This project provides for Traction Power Substation (TPSS) SS1 Equipment replacement.

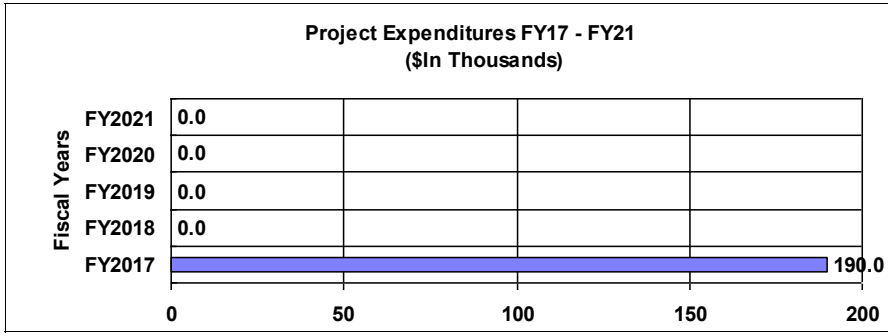
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32061 Rplc 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.

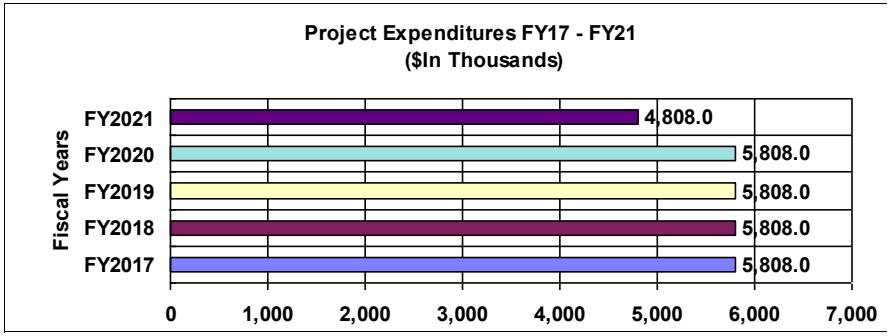
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32062 UPS: Lakewd; Dunwdy; Med Cntr



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.

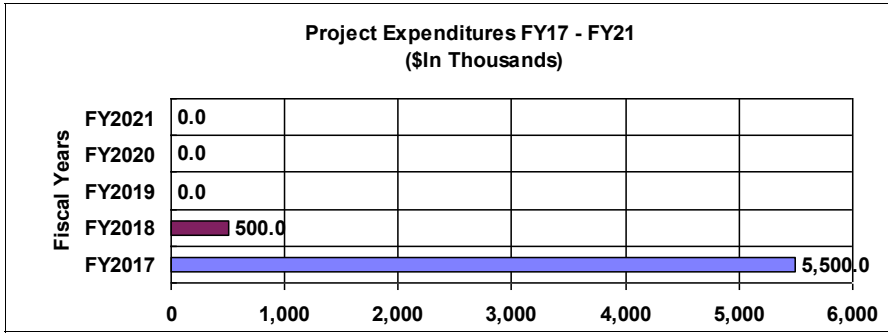
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32063 Brady Mobility Facility Ph 1



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.

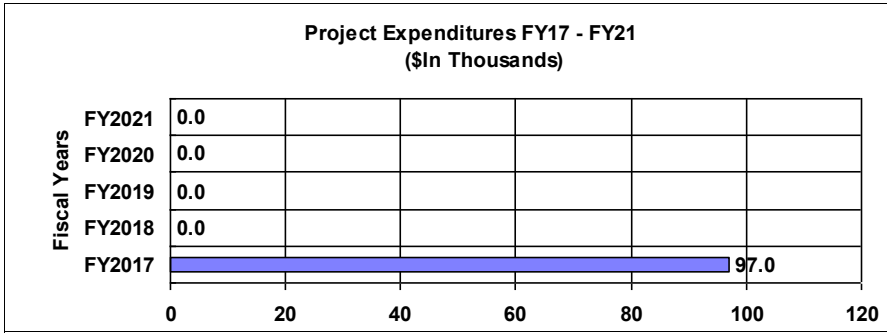
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32064 CNG Detection 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 ; 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.

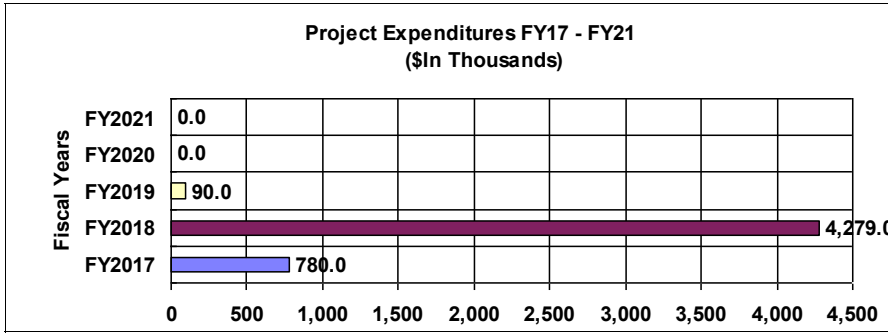
Operating Budget Impact

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

FY2017 ($)	FY2018 ($)	FY2019 ($)
100,000	100,000	100,000

32067 Browns Mill Systems Renovation



Project Scope

This project provides for the installation and/or reconstruction of major systems at the Browns Mill Garage including: 1) Upgrade existing lighting systems to current industry standards throughout the building. 2) Grind and resurface existing floors on the first floor as needed. 3) Installation of two stop elevator. 4) Renovation to bring building up to current ADA and life safety codes. 5) Work area renovations to improve functionality and efficiency. 6) New flooring and parts storage racking system in the Store Area.

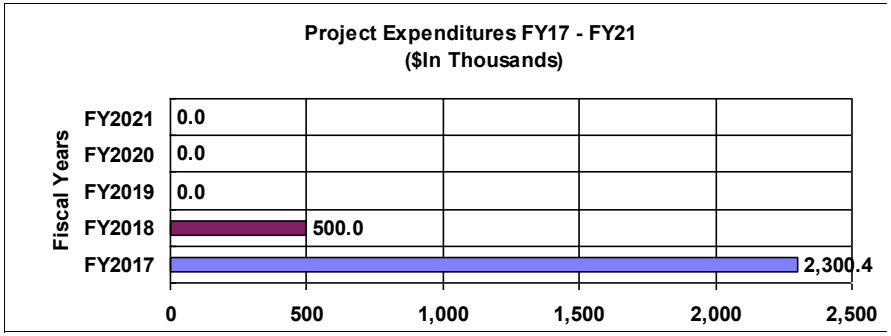
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32084 North Line Transit Assessment



Project Scope

The GA 400 corridor, in North Fulton County, has become a regional center for population and employment growth. MARTA is conducting an Alternatives Analysis (AA) for the GA 400 Corridor. The AA is designed to capitalize upon the previous work completed in the Corridor with the objective of preparing a transit project for formal entry into the Federal Transit Administration (FTA) project development process. After the adoption of the Locally Preferred Alternative (LPA), MARTA will examine the social, environmental, and economic impacts associated with the LPA as well as strategies to mitigate these impacts as required by the National Environmental Policy Act of 1969.

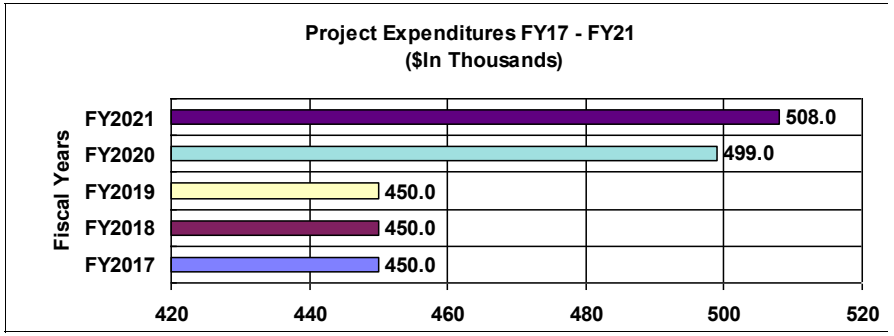
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

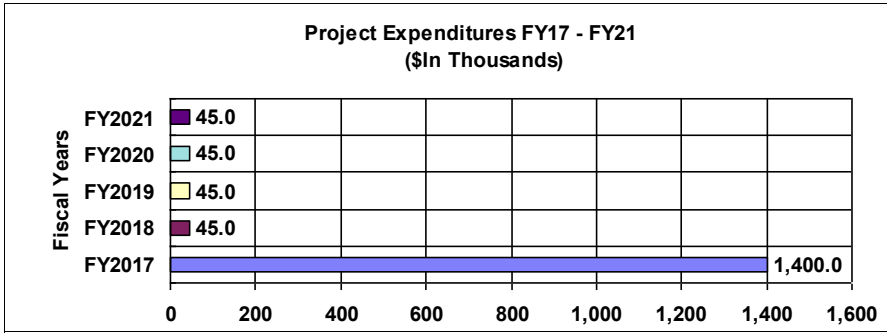
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32086 Mobile Command Veh Procurement



Project Scope

As a critical component for the Authority's incident response and management, this project will replace the existing MCV, which is well past it's lifecycle, with a unit that is up to date and capable of supporting newer technologies to support increased Emergency Management functions for the MARTA Police Department.

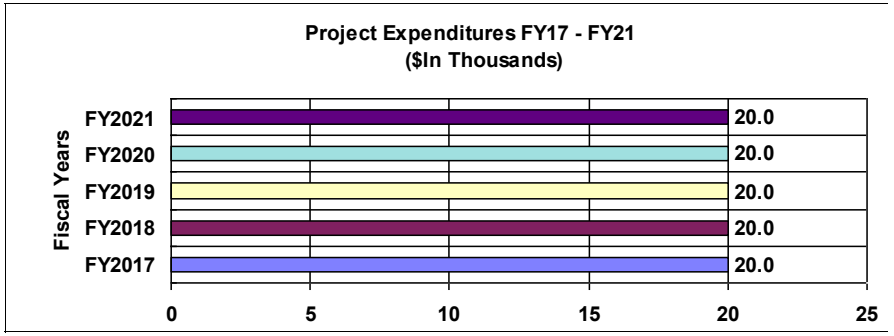
Operating Budget Impact

Approximately $10,000 would be added to the annual budget.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
10,000	10,000	10,000

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.

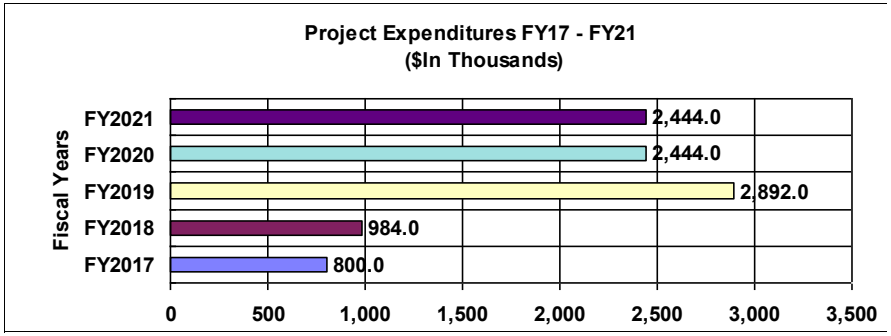
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

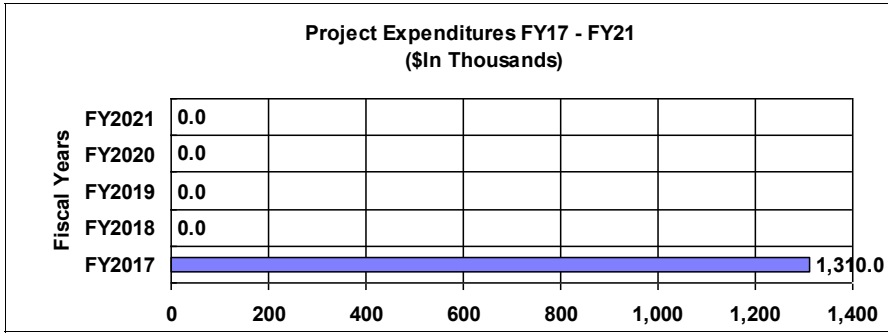
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

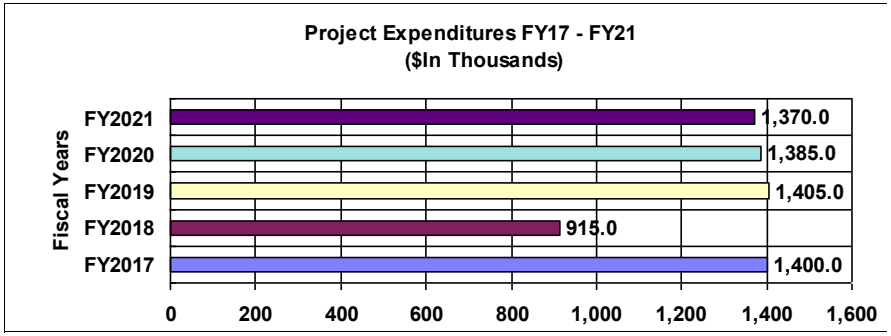
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

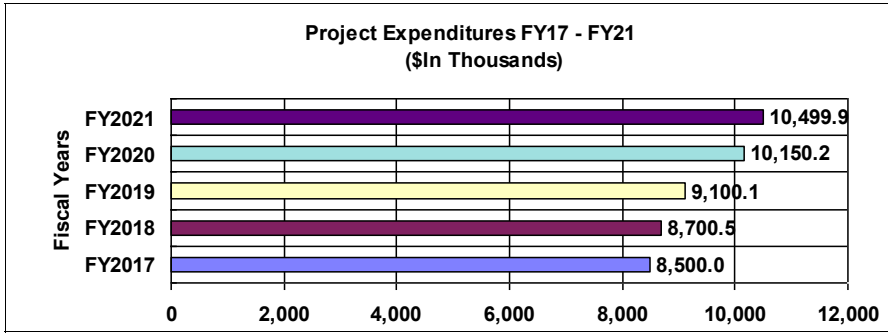
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

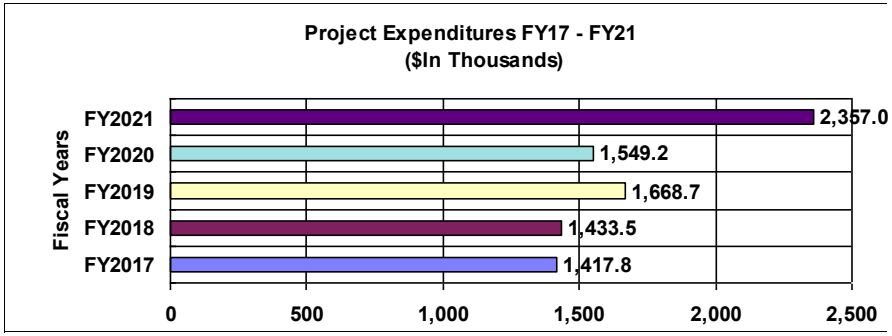
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32100 Enterprise Data Storage Upgrd



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.

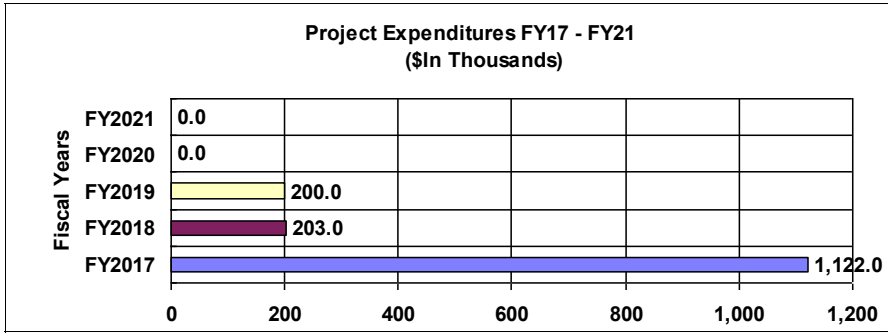
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32104 Station Access Program



Project Scope

This project will identify and prioritize station access improvements needed to implement the policies of Station Access hierarchy adopted in the Transit Oriented Development Guidelines. Project team will work with Engineering, Architecture and facilities to identify specific projects and then with Finance to identify funding opportunities such as federal funding or from the Atlanta Regional Commission.

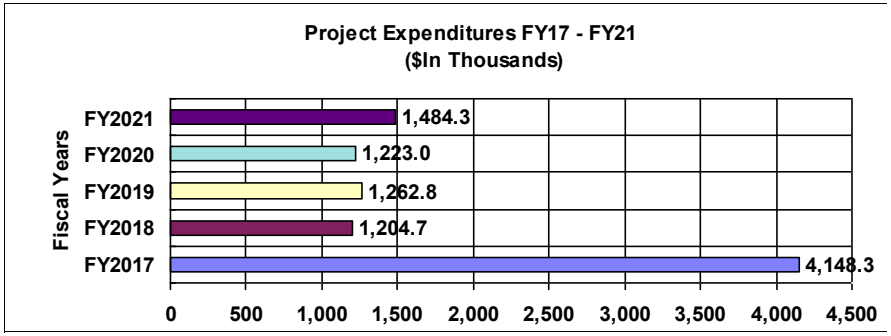
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32105 Scoping/Screening Future CIP



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 2017 and forward. This project includes completion of initial project checklists, project origination documents and feasibility studies, where requested for candidate CIP projects.

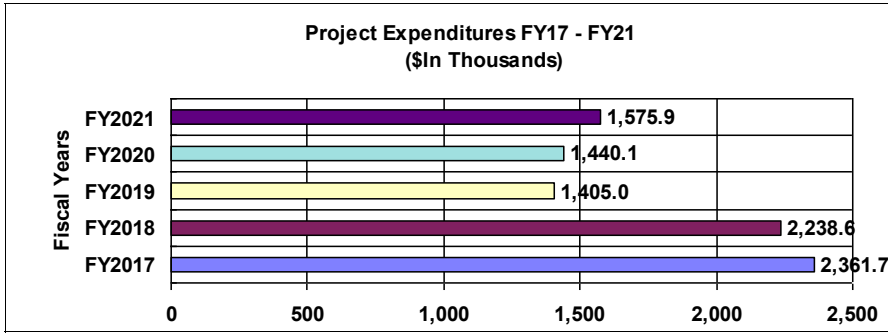
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32106 Proj Del/Controls Improv Init



Project Scope

The scope of this project is to improve project control and delivery in a phased approach.

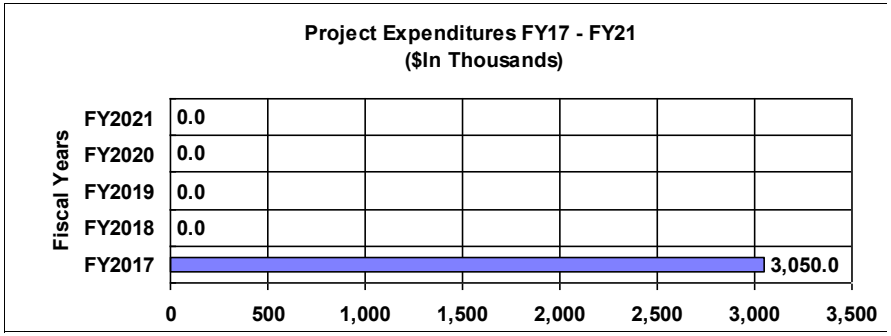
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32108 Wayside Worker Sfy Equip Pilot



Project Scope

There are several electronic devices available to improve wayside worker safety protection. MARTA staff (Rail Operations & Safety) will be procuring wayside safety equipment to test concurrently on the system. Pending the results of these demonstrations, MARTA will look to possibly install one of the products system wide.

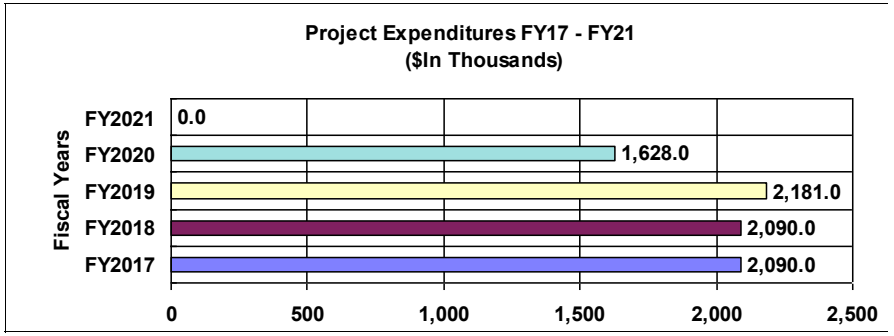
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32109 Stdby Pwr Sup Rplc: 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.

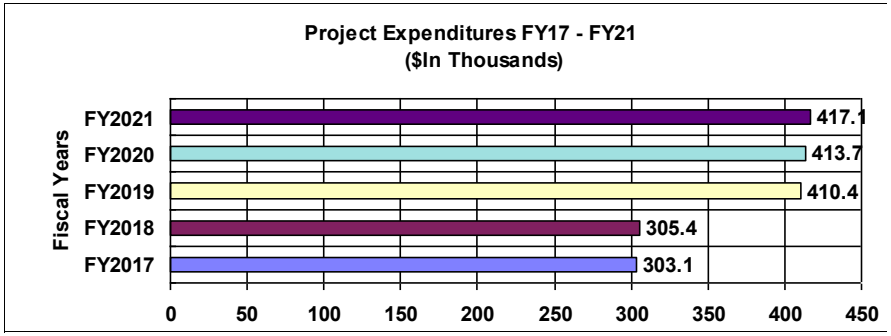
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

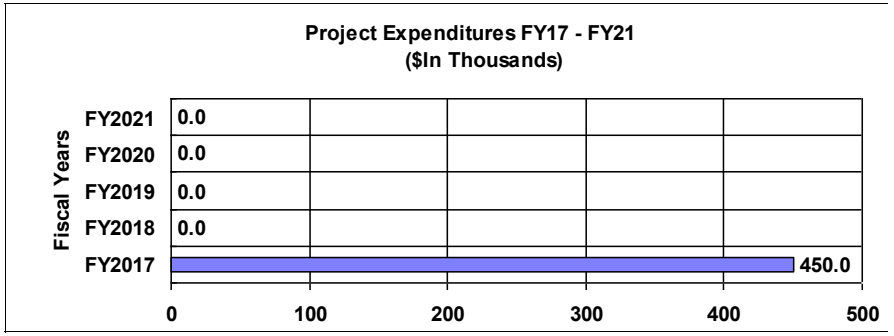
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32117 Asset Mgmt Program Ph 2



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. ☐

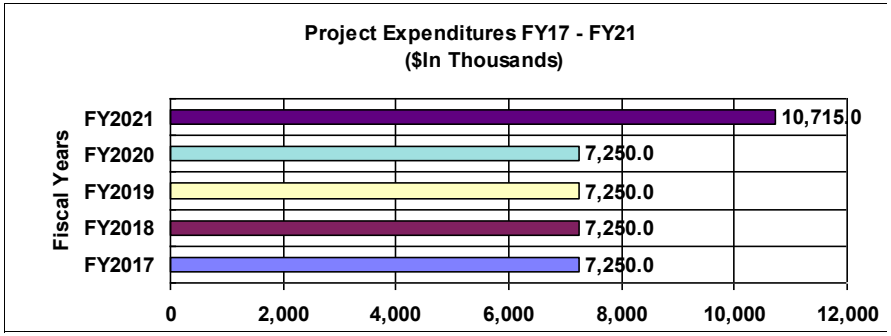
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

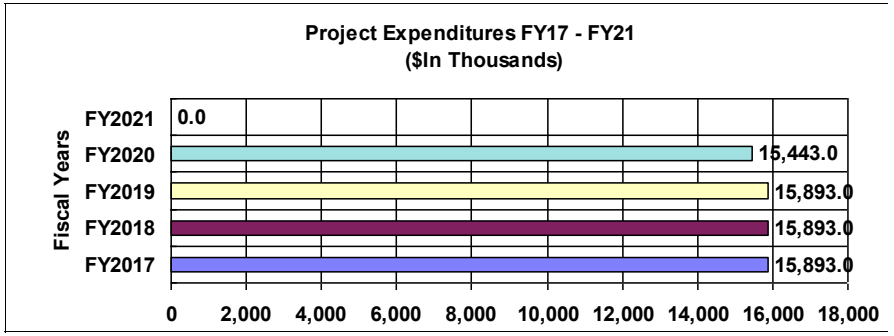
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32125 MARTA Reliab Ctr Lfcy Enh Prog



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).

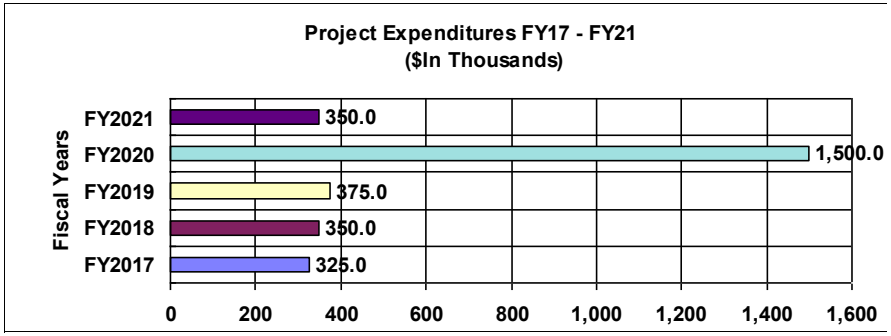
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32126 ItsMARTA.com and Mobile Upgd



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.

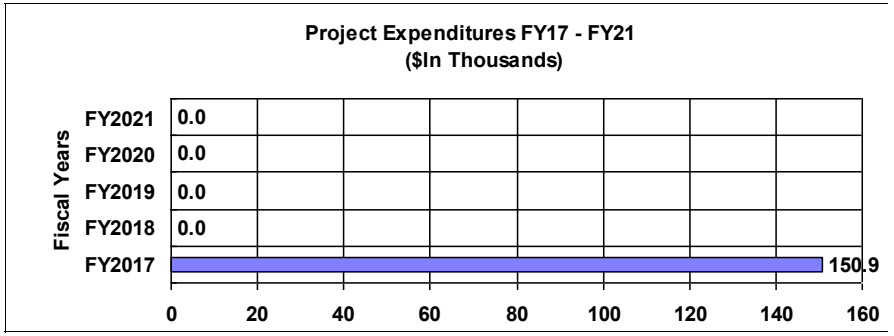
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

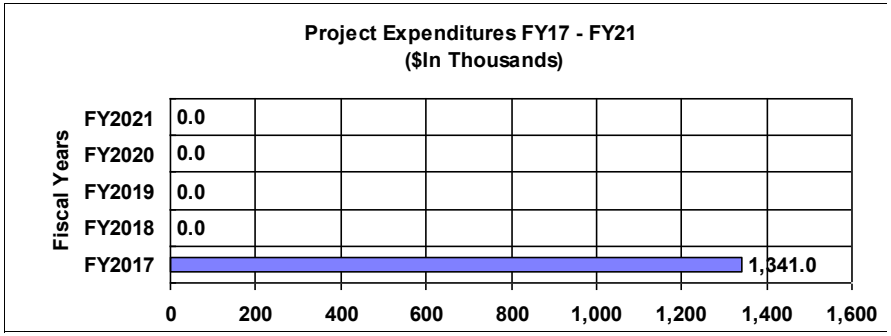
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32129 Enterprise Technology Security



Project Scope

Enterprise Technology Security (ETS) is the platform to ensure that the Authority is meeting all regulatory requirements for information technology security, not exposing sensitive infrastructure operations, and mitigating unwanted information risks of the Authority and its' stakeholders. Proactive security oversight management must anticipate and model various threats, likelihoods, and impacts to the Authority, in addition to the selection of and prioritization of controls to bring information systems in line with acceptable risk tolerance.

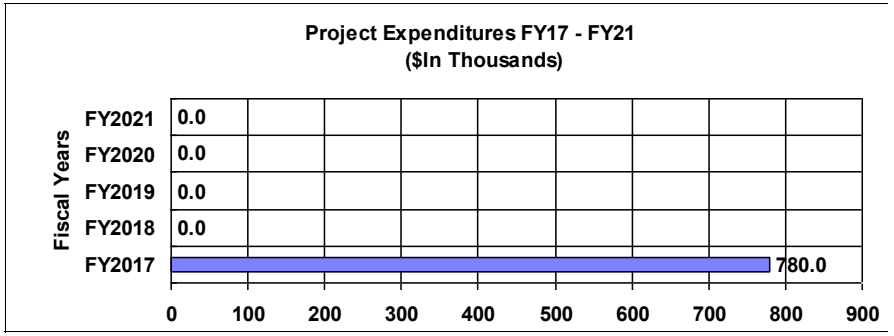
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32130 CQ310 CQ 311 Rail Car Rpl Prog



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.

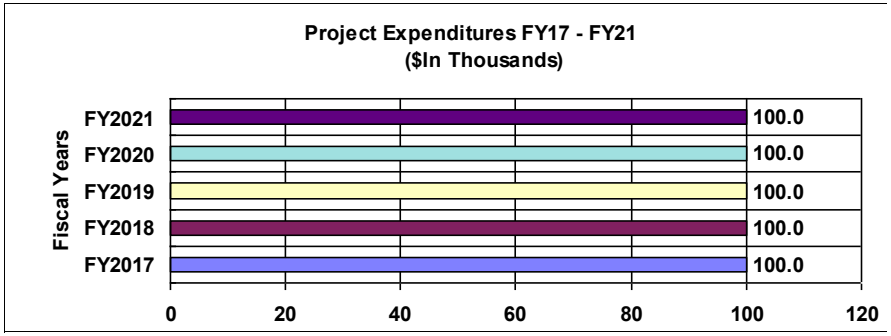
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32132 Environmtl Mgmt-Annu Fee Prog



Project Scope

This project funds the annual funding needs for MARTA's annual environmental management fee program.

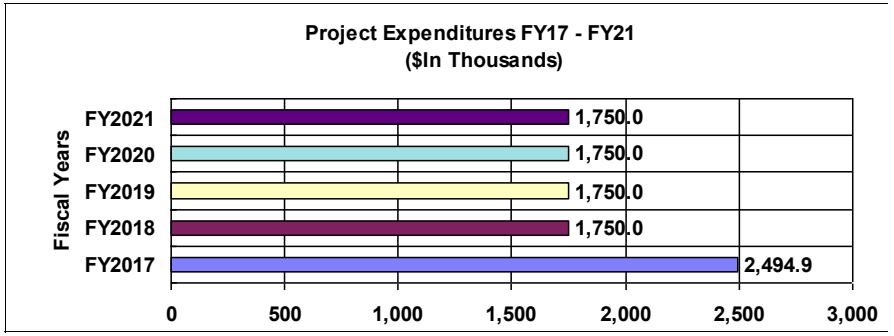
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32144 Security and Emergency Mgt-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.

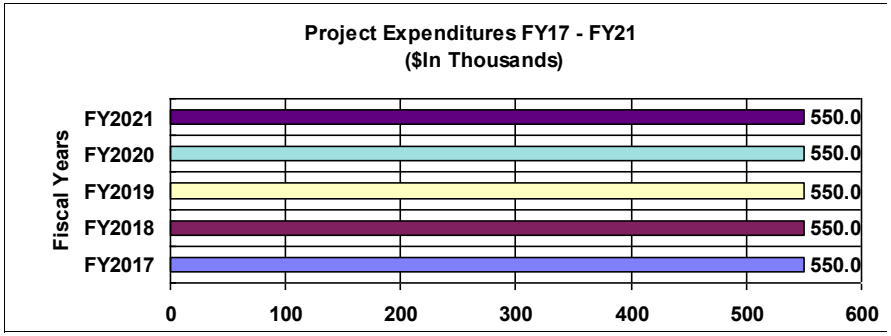
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32145 Engineering Design Criteria



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.

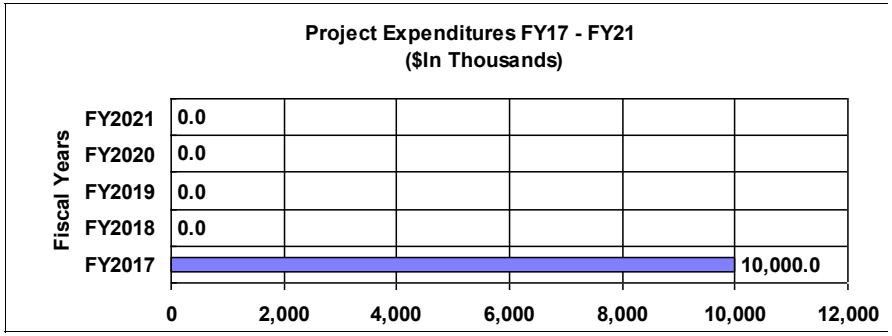
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32146 CIP Reserve



Project Scope

This is a reserve for long-term capital projects and anticipated future needs.

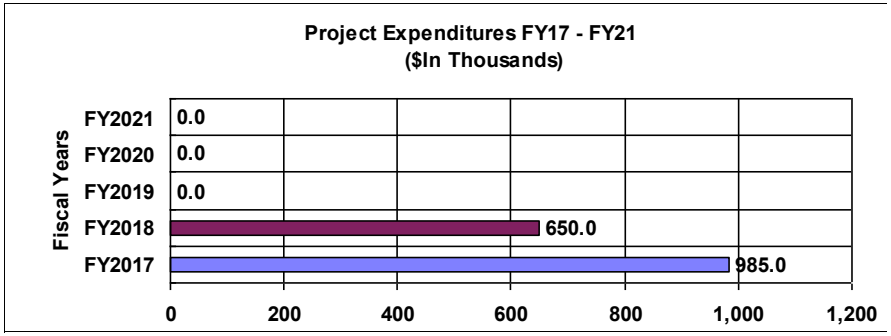
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32149 Cyber Security for Control Sys



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.

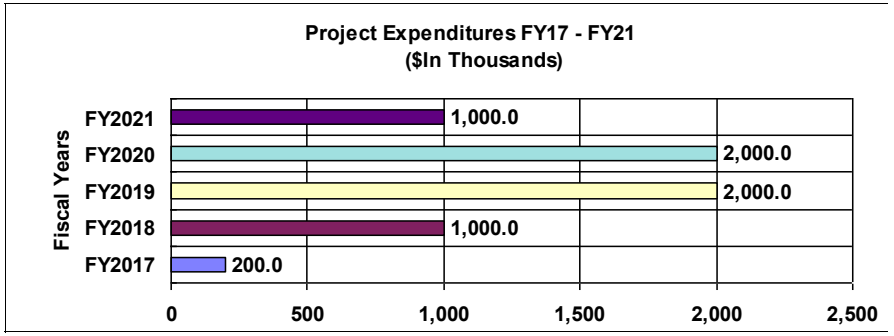
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.☐

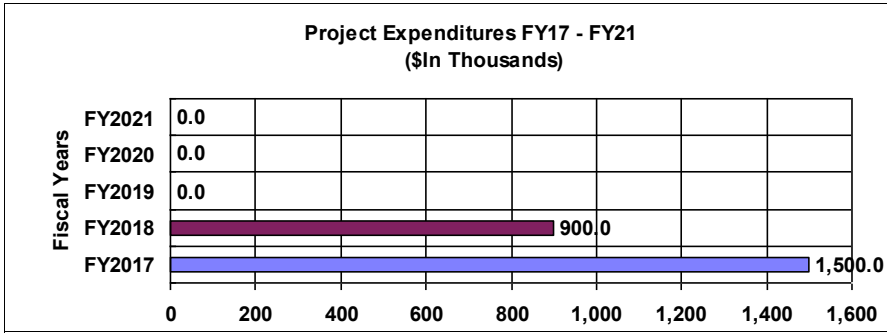
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32151 Avondale Veh Mnt Facility JLU



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.

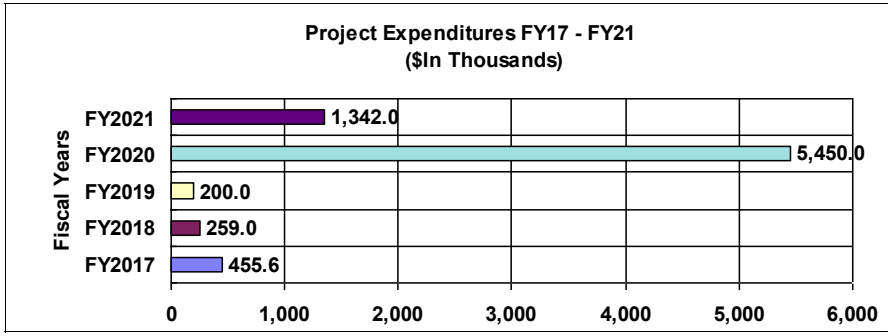
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32152 Avondale Vehicle Mnt 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.

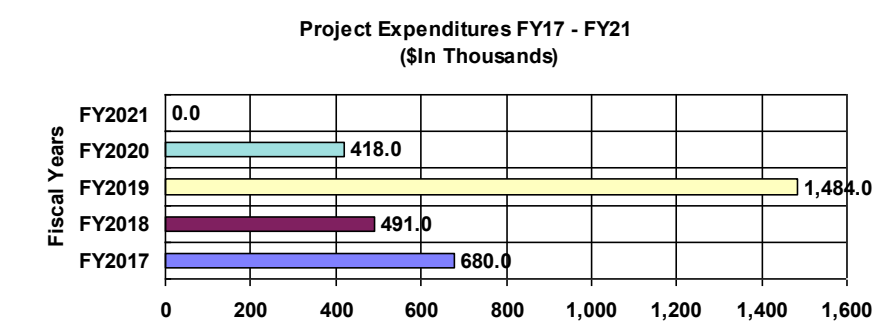
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32157 Bus and Rail Training Simul



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.

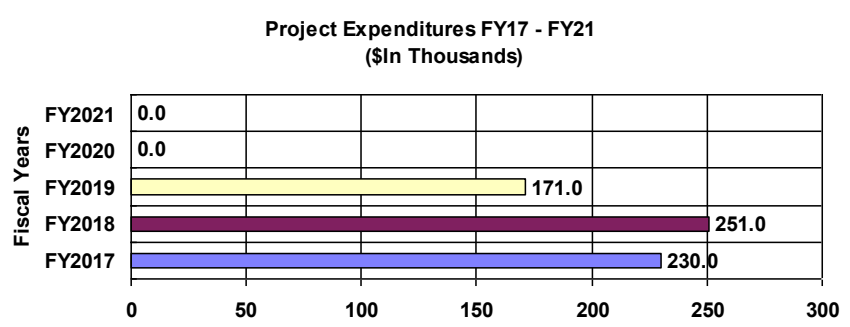
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32158 SharePoint Dpt Special Project



Project Scope

This project seeks to continue the Departmental and end user build out of SharePoint sites, environments, workflows and customizations requested recently.

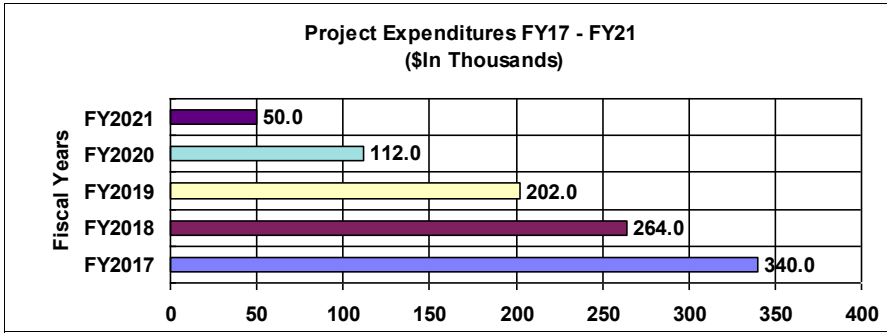
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32159 Passenger Information System



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.

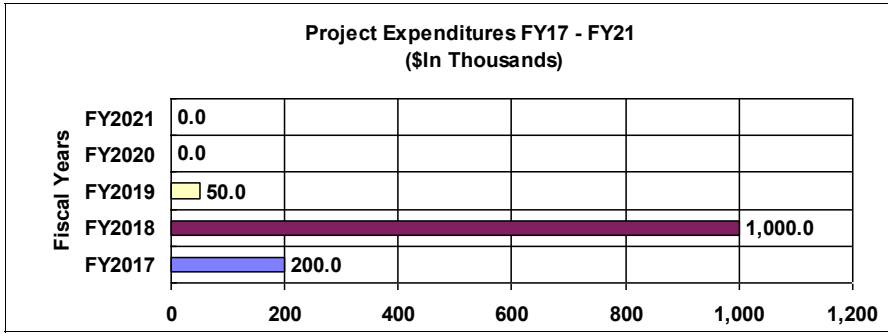
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

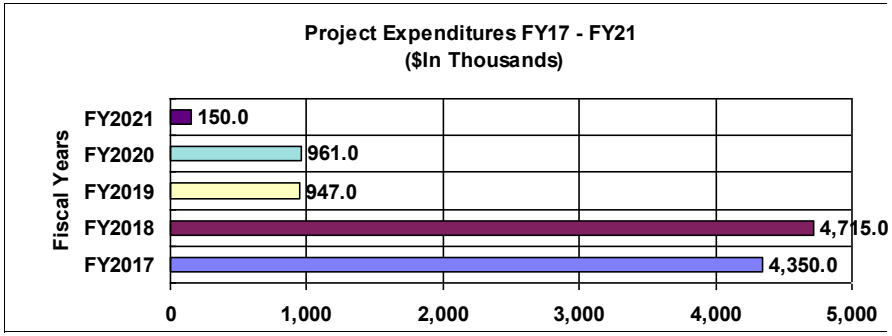
Operating Budget Impact

Annual operating costs of $758,115 (based on 60 hours/day x 255 days/year (weekday only) x $30.35/hr) + (600 mi/day x255 days/year (weekday only) x $1.92/mi).

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
758,115	758,115	758,115

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.

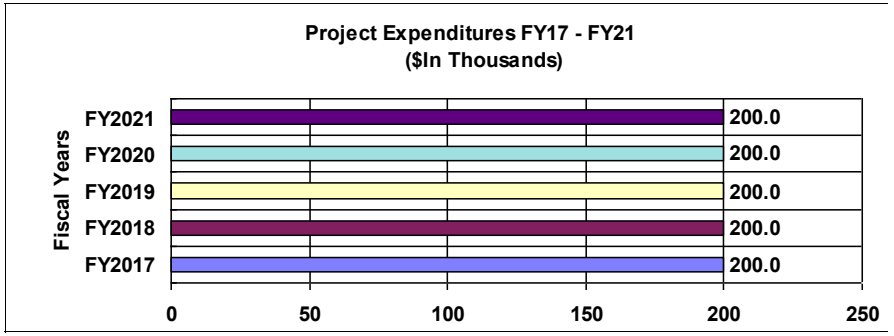
Operating Budget Impact

There may be software maintenance cost associated with mobile fare payment application.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
15,000	15,000	15,000

32165 Organizational Assessmnt Prog



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.

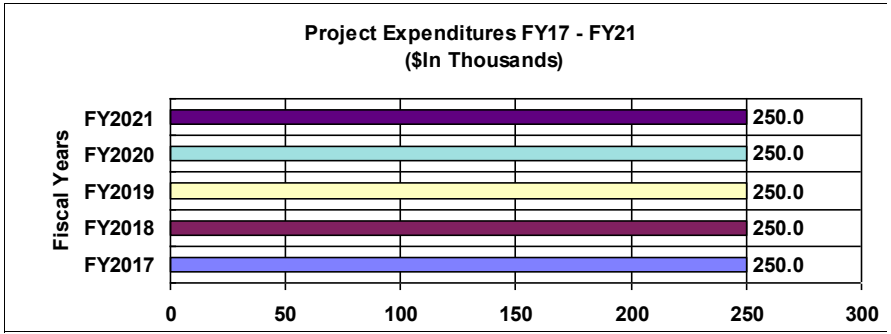
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32166 Support for Developers Request



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.

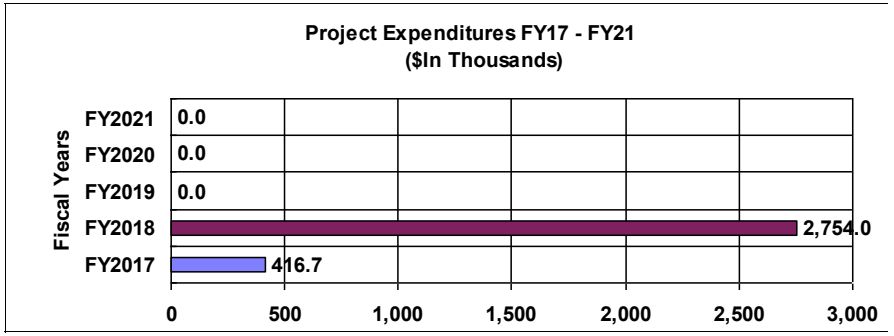
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32168 Enterprise Content Doc Mgmt



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.

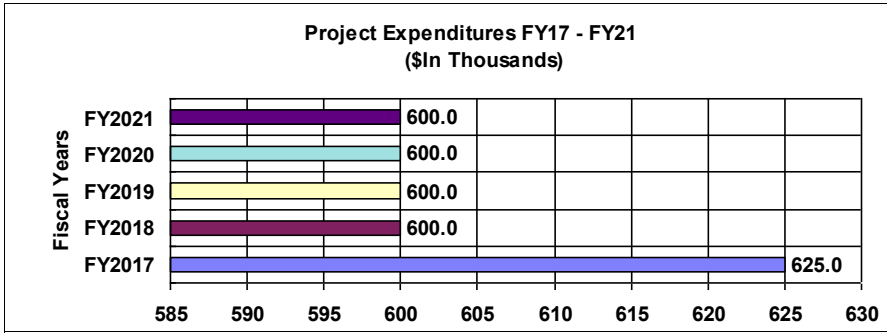
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32169 Business Intel Dashbrds Analy



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.

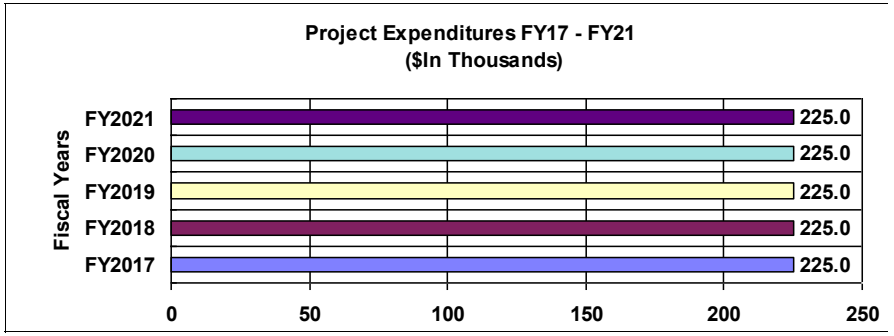
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
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.

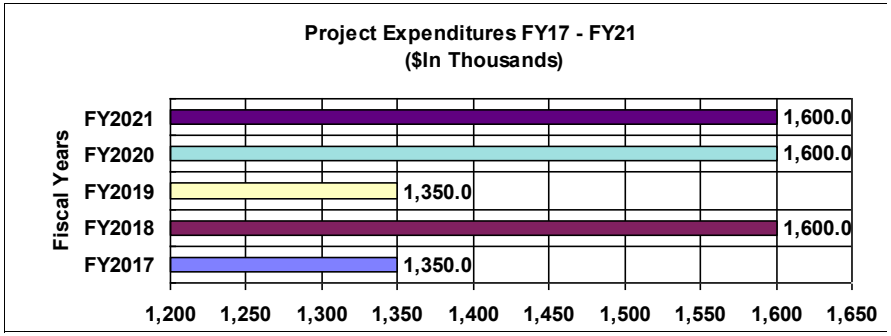
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32171 Oracle Application Enhancement



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.

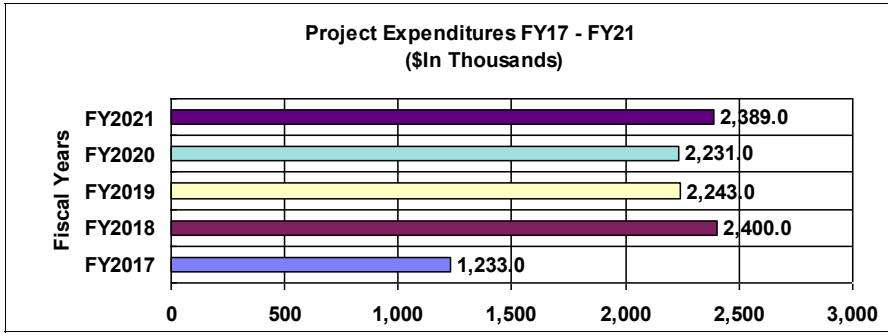
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32172 Rail St, Wysd, Prk Dk Ph, Cabl



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.

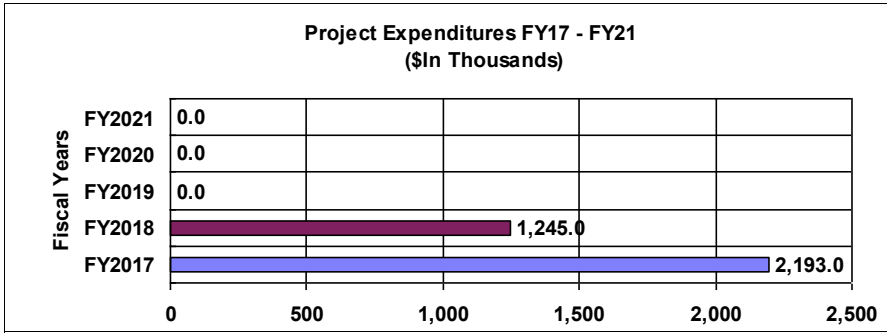
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32173 Enhancement to 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.

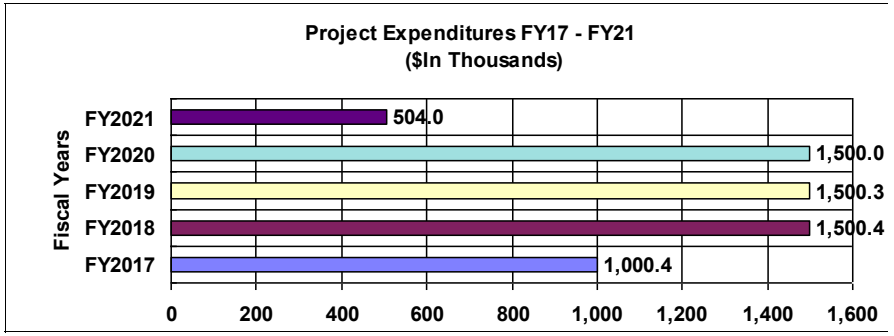
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32174 Bus Stop Sign Replacement Upgr



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.

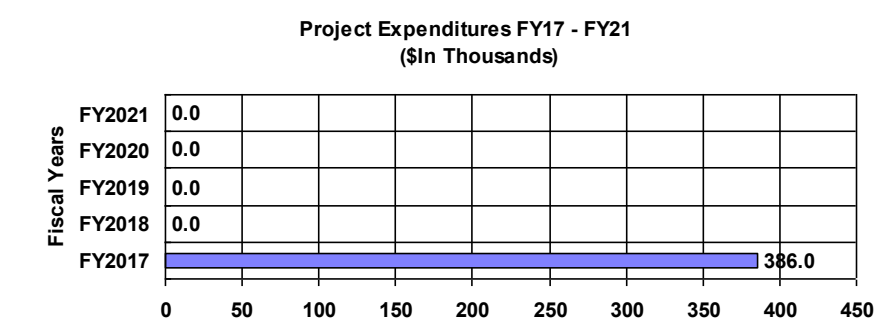
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32177 Rail Station Asset Refurb Prog



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.

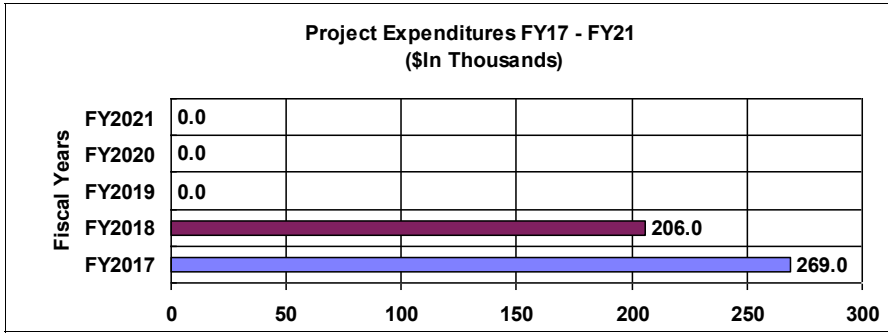
Operating Budget Impact

This project will reduce maintenance and operating costs.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
-500,000	-500,000	-500,000

32178 Maintenance Control Center



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).

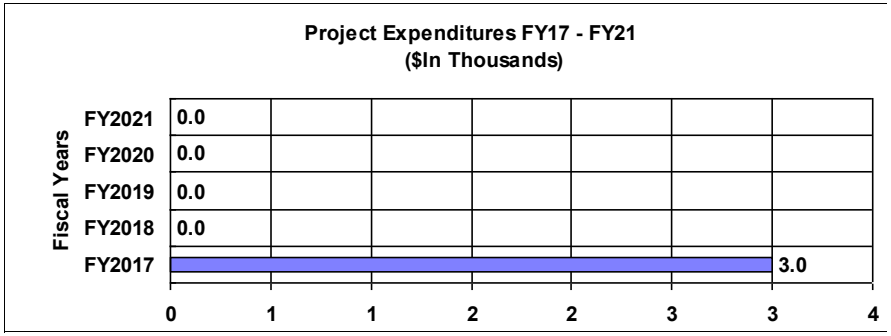
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32179 Buford Hwy Bus Transit Traffic Signal



Project Scope

The scope of this project is to develop and implement a transit signal priority (TSP) system on Buford Highway to include placing signal emitters on MARTA transit buses serving the corridor. This is not a MARTA project, but there are MARTA costs that are eligible to be reimbursed by the grant. It was determined that the grant could be used for training MARTA operators and grant administrative costs.

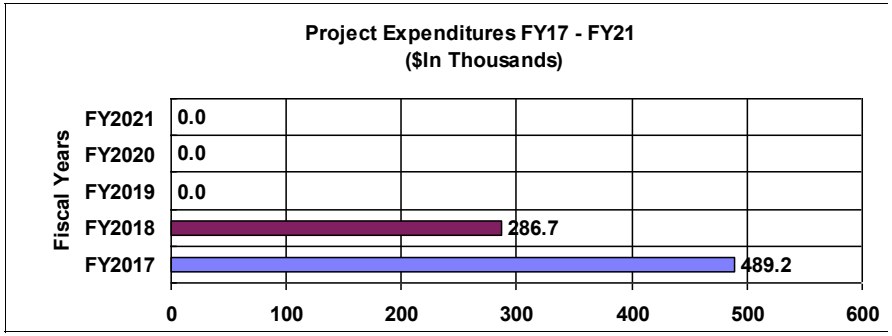
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32184 Track Circuit Monitor & Rprtng



Project Scope

The track circuit monitoring and reporting will provide MARTA, FTA and NTSB with a more factual basis of system performance, reliability and safety. Events in 2009 prompted the NTSB and FTA to issue recommendations concerning track circuit maintenance and monitoring. Specifically, update Preventative Maintenance and Inspections procedures (NTSB R-10-009) and Agency's should consider providing a redundant track monitoring system in real time that has the ability to automatically implement alarms and protective measures in the event the primary vital track circuit fails to indicate the presence of a train (NTSB R-09-006).

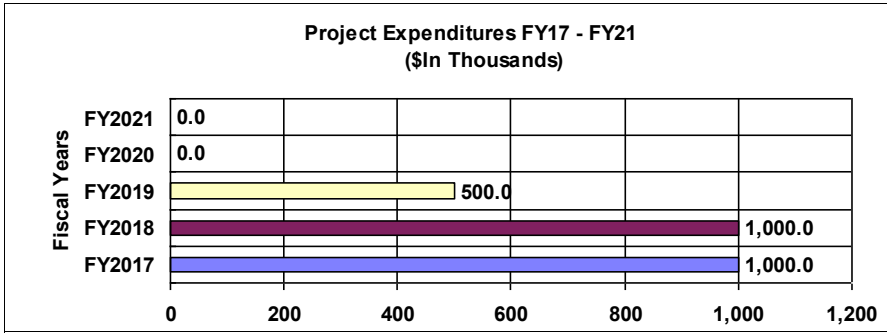
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32188 Wellness Center Upgrade



Project Scope

The Authority is seeking to transform the existing outdated wellness center in HQ as a pilot and develop a plan to address the eight satellite fitness centers into a modern facility designed to foster and encourage employee fitness through an improved health and wellness program. The planning phase will involve hiring a Wellness Center Firm to assess our facilities and needs and develop a comprehensive strategy for the Authority to use as a Wellness Center Upgrade.

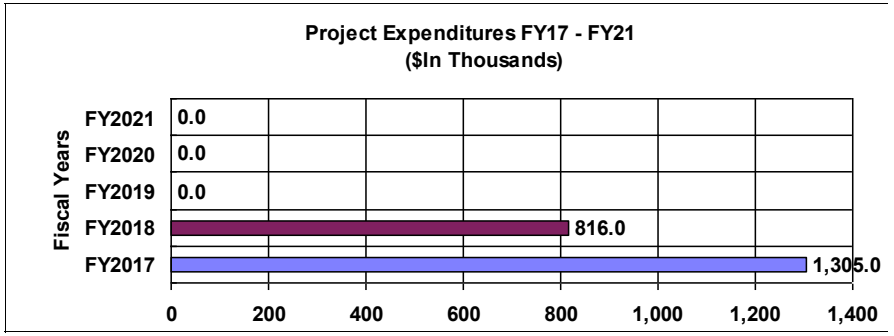
Operating Budget Impact

This project will reduce healthcare costs, health insurance premiums and workers' compensation claims.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
-500,000	-500,000	-500,000

32189 Cellular & WiFi Srvs for Rider



Project Scope

This project will develop a detailed plan to provide cellular and Wi-Fi services to our riders to improve customer safety and services along with creating revenue generating opportunities.

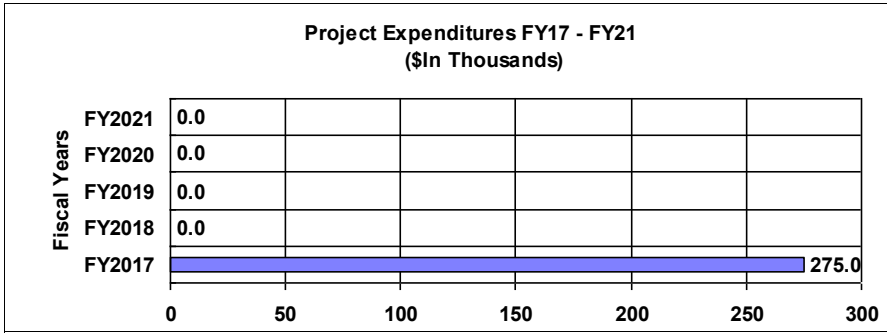
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32193 Real Estate Invnt Database Mgt



Project Scope

The scope of this project is to design, develop, test and implement a real estate records data base. This will simplify data entry, help agency staff catch up on their backlog of paper records, easily manage and access their library of scanned real estate documents.

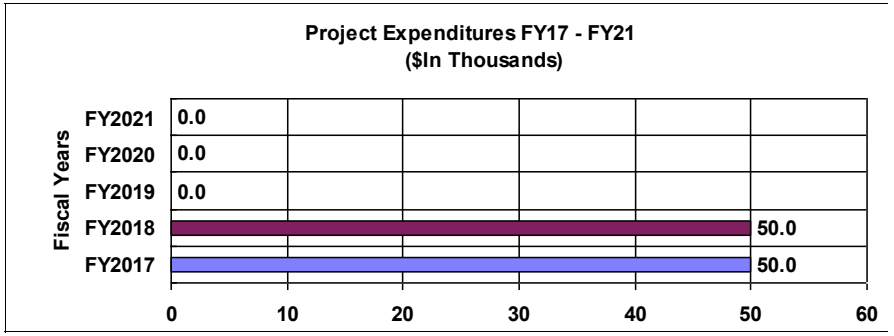
Operating Budget Impact

Once implemented this program will cost $34,000 annualy to operate.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
34,000	34,000	34,000

32195 Production Tamper



Project Scope

The scope of this project is to procure a new production tamper with vendor training and 2500 hours of on-call operator/mechanic services. The tamper must be able to automatically lift line and tamp track utilizing track geometry computer programs. It must also be able to tamp switches and crossovers all with attached third rail.

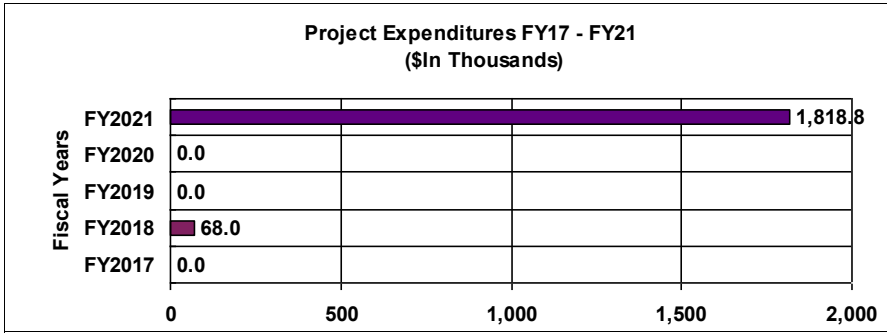
Operating Budget Impact

This project will lead to less maintenance and increased productivity.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
-36,000	-36,000	-36,000

32196 Rail Wheel Truing Machine Rplc



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.

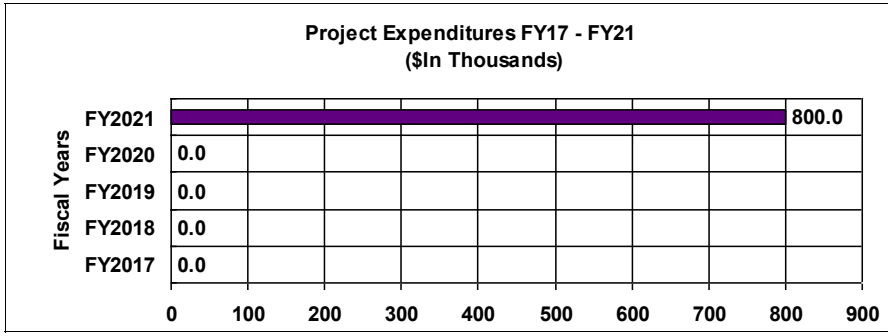
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32197 Rail Car Cleaning Platforms



Project Scope

This project provides for the procurement of a rail car mover. Utilizing a Remote controlled Rail Car Mover will provide the Maintenance Department the ability to move cars within the shop/yard limits with minimum personnel required, allow precise and safe control of the car when the brakes are cut out and the car is being moved, and allow the wheel truing machine operators the ability to correctly locate the wheels on their machines the first time. This rail car mover will be used for internal shop moves, combined with revised procedures; this equipment should reduce the reliance on yard operators.

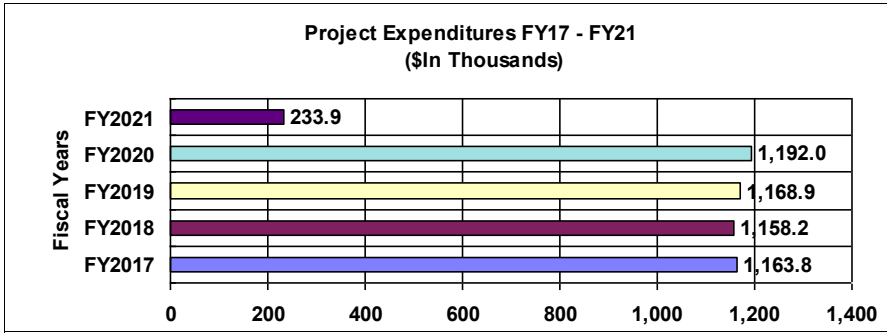
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32198 Intelligent Transport Sys Upgd



Project Scope

The scope of this project is to update the Trapeze systems that need to be upgraded to their current commercially available versions. MARTA must update all the Trapeze suite of products in order to remain current on maintenance. Hardware, such as aging servers, will need to be replaced in order to comply with current requirements of the applications.

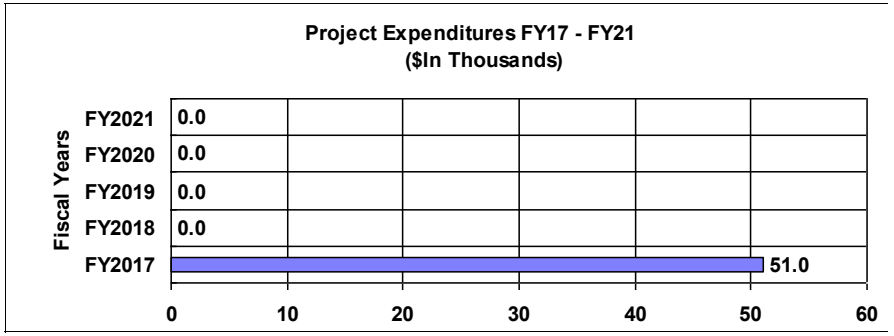
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32199 Next Generation Bus AVL



Project Scope

This project provides for the assessment of the next generation AVL system. The existing bus AVL system has been in production now for six (6) years of the original anticipated seven (7) year lifecycle. Some of the elements of the system are becoming obsolete.

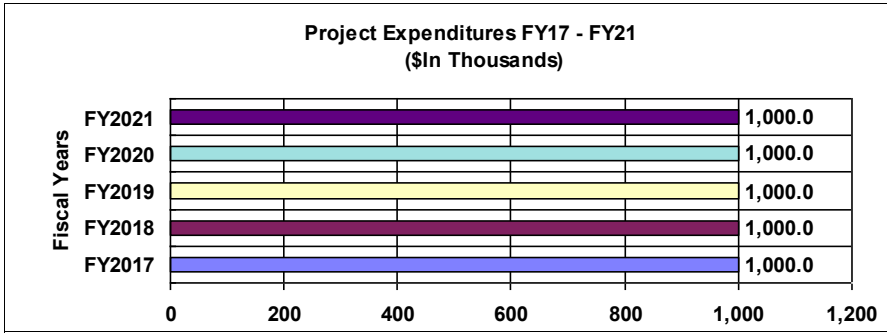
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32200 Airport Station Enhancements



Project Scope

The scope of this project is to make improvements at the Airport station. At the concourse level, it will replace all floors, wall treatments, lighting, ceilings sliding door entryway, relocation of TVM machines, enhancement of artwork, adding a large ceiling fan for air circulation, adding new and improved signage, redesign of fare area and adding one additional elevator.

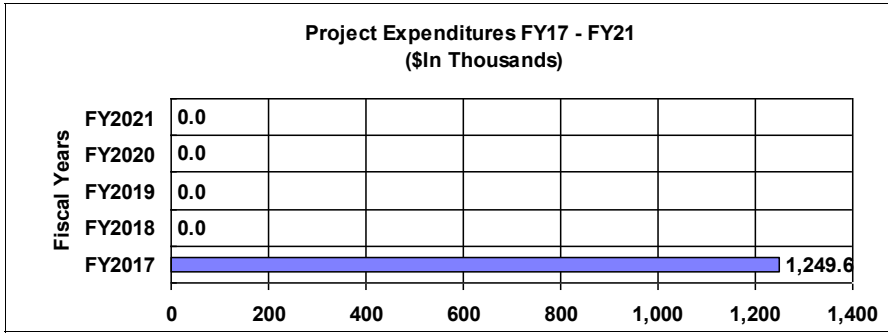
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32201 Rehab Dunwoody Parking Decks



Project Scope

The scope of this project is to remove the existing waterproofing areas (100,000 square feet) and sealant (4,500) and re-waterproof the decks.

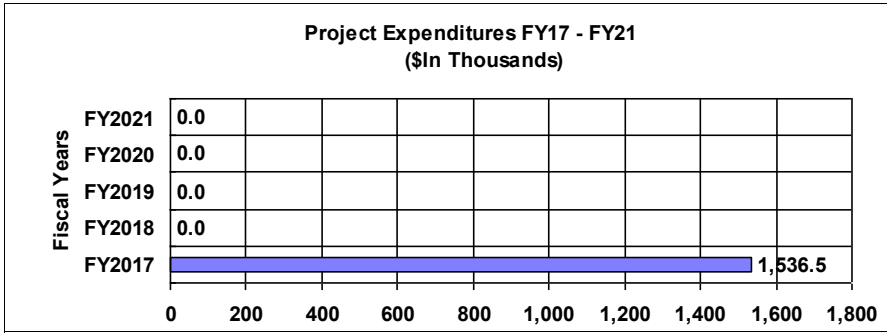
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32202 Fiber Network Expansion



Project Scope

The purpose of this project is to: 1)Deploy new fiber cable to the network to provide increased capacity for all of the Authority's business critical services and to provide a reliable primary transport for voice, data and multimedia communications. 2) Deploy new fiber in all the selected locations. 3)Extend The Authority's current fiber network from selected rail and bus endpoints and connect to Georgia Department of Transportation's (GDOT) fiber network infrastructure to provide full redundancy for transport of network traffic in the event of an anomaly or complete failure along the primary physical fiber pathway. Purchase and deploy additional networking equipment that will facilitate the expansion and service of all of The Authority's business systems. 4) Make improvements to MARTA's existing fiber cable network to sustain functionality until the expansion is complete.

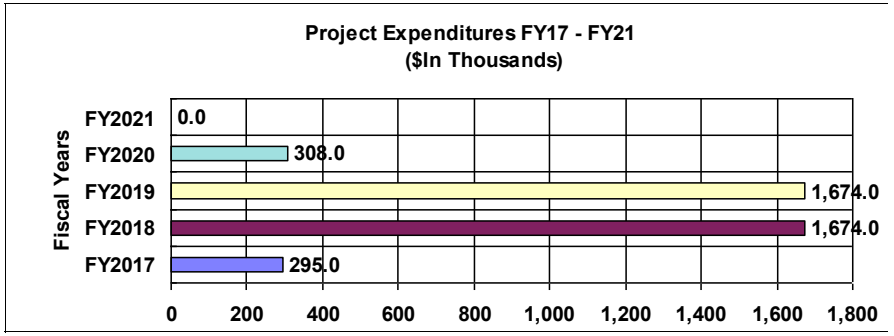
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32203 Dome/GWCC/Philips/CCN Lite Upg



Project Scope

The scope of this project is to remove old light fixtures and install new LED fixtures through-out the station, replace missing acoustical panels, remove old light fixtures over the trackway, replace damage conduit where needed, install a maintenance access gate and install new electrical panels to support the new fixtures.

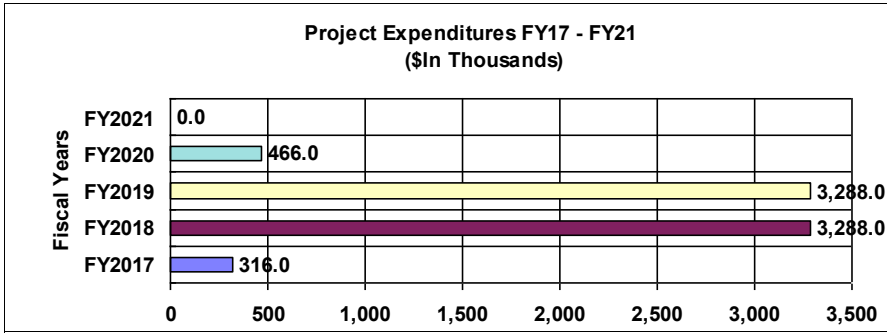
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32204 Perry Security Access Lgt Upgd



Project Scope

The scope of this project is to install and/or upgrade some gates, fencing and additional CCTV and access control card readers. This investment proposal is for additional access control enhancements within the Perry Site. Elements of this project include the relocation, addition, and upgrade of fencing to limit entry points and provide a more defined and secure site at various locations throughout the site with CCTV. In addition to the site, all new exterior lighting will be upgraded to bright white LED lighting. These lighting upgrades will help with the CCTV cameras visual.

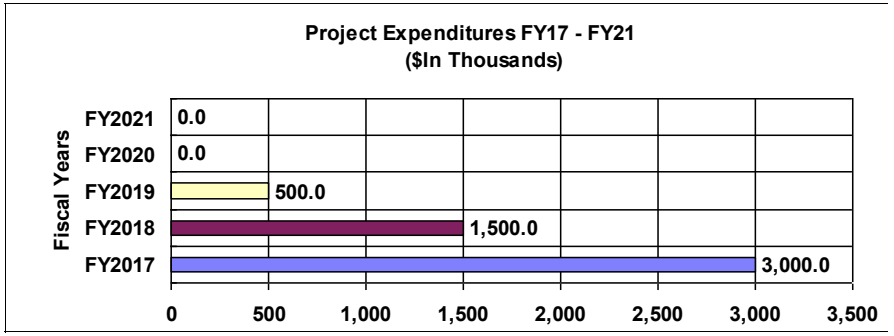
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32206 Clayton Cnty Hi Capacity Trnst



Project Scope

MARTA will conduct an environmental/engineering study to determine the best options for implementing commuter rail and/or high capacity transit service in Clayton County. Without this study, MARTA will not be in compliance with the MARTA/Clayton County Agreement.

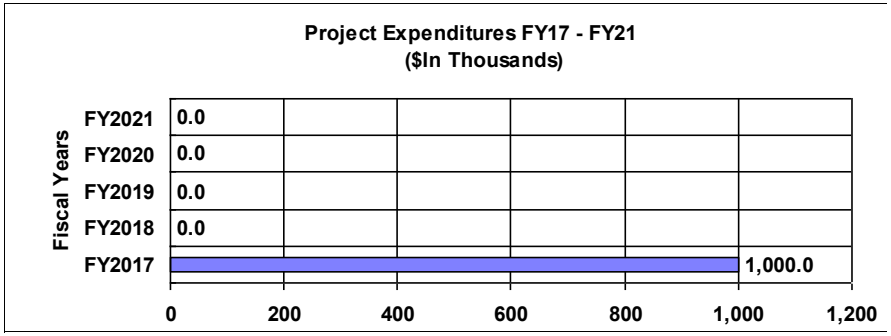
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32208 Technology Disaster Recovery



Project Scope

MARTA requires adequate protections to be established to assure the continuity and recovery of the business following the loss of systems that are critical to the operations of a business. This project defines acceptable methods and measures for business continuity and disaster recovery planning, leveraging a risk-based analysis in order to prepare for and maintain the continuity of MARTA's operations in case of the loss of a Key Business System.

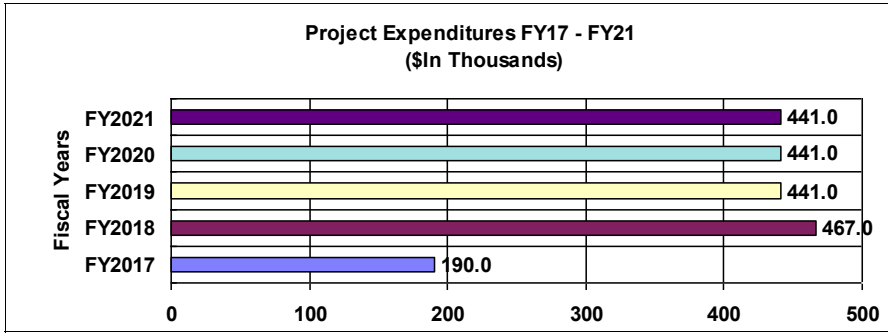
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

32210 Art in Transit



Project Scope

The scope of this project is to develop a program tasked with restoring, enhancing and creating high quality public art throughout MARTA's stations and facilities.

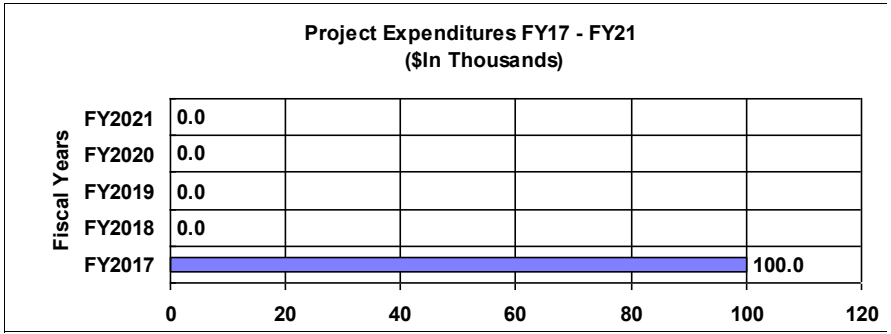
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
0	0	0

F0143 Buckhead Station Nrth Entrance



Project Scope

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 to connect to existing and future developments. There is a stair/elevator tower on the east side of GA 400. The entrance includes new fare gate array, stairs and elevator. There is an elevated ramp and walkway on the west side of GA 400. The existing emergency stair and bridge over GA 400 southbound will be removed.

Operating Budget Impact

The operating impact is comprised of: Annual maintenance cost of $ 39,000; Annual custodial cost of $51,574; Annual security cost of $315,545 for additional police officer; Annual station agents cost of $199,895.

Operating Budget Impact Summary Cash Flows

FY2017 ($)	FY2018 ($)	FY2019 ($)
606,014	606,014	606,014

Federal Grants

This section details the federal grants that support the funding of the FY17 Capital Improvement Program and beyond.

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY17 Capital Improvement Program is supported by a general fund with revenue sources as follows: $55,000,000 of federal funding, $1,000,000 of State of Georgia funding, and $224,127,640 of MARTA funding. The following pages detail the Federal Grants that support the funding of the FY17 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 FY17 CIP.

Funding Source	Description	FY17 Funding Level
MARTA	Sales Tax, Bond Sales, Interest	224,127,640
Federal	GA-03-0081	100,000
	GA-04-0031	2,345,000
	GA-04-0036	160,000
	GA-05-0036	1,186,775
	GA-26-7015	2,050,000
	GA-54-0001	43,108,225
	GA-2016-016	800,000
	GA-90-X130	100,000
	GA-1101-2016-6	2,000,000
	GA-90-X313	200,000
	GA-90-X335	200,000
	GA-90-X350	200,000
	GA-95-X027	2,100,000
	GA-95-X028	100,000
	GA-95-X031	350,000
	SUBTOTAL	55,000,000
State		1,000,000
	TOTAL	56,000,000

Federal Grant: **GA-03-0081**
Date Awarded: July 2006
Est Completion: June 2018

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	2,428,541	19,411	80,000	2,329,130
MARTA Capital	607,135	4,853	20,000	582,282
Total	3,035,676	24,264	100,000	2,911,412
Budget				
Hamilton Renovations	3,035,676	24,264	100,000	2,911,412
Total	3,035,676	24,264	100,000	2,911,412

Federal Grant: **GA-04-0031**
Date Awarded: February 2013
Est Completion: December 2018

Scope

This grant award includes FTA FY2010-FY2011 State of Good Repair Discretionary program funding for four: Brady Mobility Phase I/II, Brownsmill Bus Facility, Hamilton and the Asset Management System. The Brady Mobility Project is a two-phased reconstruction and replacement program for the MARTA Brady Mobility Facility. The project increases operational effectiveness and brings the facility to a state of good repair. The renovations to the Brownsmill Bus Facility, 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

GA-04-0031	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	53,231,200	38,596,364	1,876,000	12,758,836
MARTA Capital	13,307,800	9,649,091	469,000	3,189,709
Total	66,539,000	48,245,455	2,345,000	15,948,545
Budget				
Brady Mobility Phase I/II	43,375,000	37,137,328	1,500,000	4,737,672
Brownsmill Bus Facility	5,660,000	0	200,000	5,460,000
Bus Procurement	10,075,304	10,075,304		0
Hamilton Renovations	5,299,696	0	250,000	5,049,696
Asset Mgt System	2,129,000	1,032,823	395,000	701,177
Total	66,539,000	48,245,455	2,345,000	15,948,545

Federal Grant: **GA-04-0036**
Date Awarded: September 2011
Est Completion: June 2018

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	1,745,376	87,053	128,000	1,530,323
MARTA Capital	436,344	21,763	32,000	382,581
Total	2,181,720	108,816	160,000	1,912,904
Budget				
B'mill Paint Booth Renov	2,081,720	108,816	150,000	1,822,904
Project Administration	100,000	0	10,000	90,000
Total	2,181,720	108,816	160,000	1,912,904

Federal Grant: **GA-05-0036**
Date Awarded: June 2011
Est Completion: June 2017

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	46,147,970	43,655,945	949,420	1,542,605
Federal Operating	28,850,000	28,850,000	0	0
MARTA Capital	11,536,992	10,913,986	237,355	385,651
MARTA Operating	7,212,500	7,212,500	0	0
Total	93,747,462	90,632,431	1,186,775	1,928,256
Budget				
Rehab/Renov Line Equip	9,375,000	7,046,744	400,000	1,928,256
Rehab/Renov Rail Station	8,125,000	7,338,225	786,775	0
Train Control Sys Upgrade	40,184,962	40,184,962	0	0
Preventive Maintenance	36,062,500	36,062,500	0	0
Total	93,747,462	90,632,431	1,186,775	1,928,256

Federal Grant: **GA-26-7015**
Date Awarded: August 2015
Est Completion: December 2017

Scope

This grant is funded under the FTA Innovative Safety, Resiliency, and All-Hazards Emergency Response and Recovery Research (SRER) Demonstration program and supports MARTA's "Wayside Worker Protection TrackSafe Phase II" demonstration project. The project is a partnership effort between Bombardier Transportation and MARTA for the installation of Bombardier's TrackSafe system along six miles of MARTA's rail system to improve track worker safety and reduce hazards associated with track inspection, maintenance and repair.

GA-26-7015	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	4,233,865	527,344	1,640,000	2,066,521
MARTA/Bombardiar Capital	470,429	58,594	410,000	1,835
Total	4,704,294	585,938	2,050,000	2,068,356
Budget				
TrackSafe Phase II	4,704,294	585,938	2,050,000	2,068,356
Total	4,704,294	585,938	2,050,000	2,068,356

Federal Grant: **GA-54-0001**
Date Awarded: September 2013
Est Completion: December 2018

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	52,707,000	2,280,970	34,486,580	15,939,450
Federal Operating	43,000,000	43,000,000	0	0
MARTA Capital	13,176,750	570,243	8,621,645	3,984,862
MARTA Operating	10,750,000	10,750,000	0	0
Total	119,633,750	56,601,213	43,108,225	19,924,312
Budget				
Rehab/Renov Line Equipment	15,875,000	2,125,953	11,000,000	2,749,047
Rehab/Renov Rail Stations	11,812,500	725,260	6,945,000	4,142,240
Train Control System Upgrade	38,196,250	0	25,163,225	13,033,025
Preventive Maintenance	53,750,000	53,750,000	0	0
Total	119,633,750	56,601,213	43,108,225	19,924,312

Federal Grant: **GA-2016-016**
Date Awarded: July 2015
Est Completion: December 2018

Scope

This Section 5307 grant award is for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2016. The grant application provides funding support for eligible Capital Assistance projects to include Preventive Maintenance for Bus and Rail, ADA Paratransit,, Paratransit Operating Assistance, Security projects, Planning activities,Associated Transit Improvement projects, Job Access/Reverse Commute projects, and Bus and Bus Facility Improvements.

GA-2016-016	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	9,800,000	0	640,000	9,160,000
Federal Operating	40,000,000	40,000,000	0	0
MARTA Capital	3,800,000	0	160,000	3,640,000
MARTA Operating	10,000,000	10,000,000	0	0
Total	63,600,000	50,000,000	800,000	12,800,000
Budget				
Preventive Maintenance	50,000,000	50,000,000	0	0
Bus and Bus Facility	8,576,500	0	300,000	8,276,500
JARC	3,600,000	0	320,000	3,280,000
Pedestrian Access	825,000	0	80,000	745,000
Surveillance/ Security	598,500	0	100,000	498,500
Total	63,600,000	50,000,000	800,000	12,800,000

Federal Grant: **GA-90-X130**
Date Awarded: March 2000
Est Completion: December 2018

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	32,278,400	24,426,973	80,000	7,771,427
MARTA Capital	8,069,600	6,106,743	20,000	1,942,857
Total	40,348,000	30,533,716	100,000	9,714,284
Budget				
Laredo CNG Conversion	16,819,107	16,819,107	0	0
Hamilton Renovation	10,001,649	187,365	100,000	9,714,284
Bus Procurement	13,527,244	13,527,244	0	0
Total	40,348,000	30,533,716	100,000	9,714,284

Federal Grant: **GA-1101-2016-6**
Date Awarded: TBD
Est Completion: December 2019

Scope

This grant is funded from the FY2016 flexible FHWA Surface Transportation Program. Currently identified efforts to be funded by this grant include the following Capital Assistance Projects: Bus Procurement, Avondale Station Intermodal Improvements and Transit Connectivity Improvement projects. The Avondale Station Intermodal Improvement is associated with MARTA's Transit Oriented Development (TOD) program. Both the Avondale Intermodal and Transit Connectivity projects are partner projects for MARTA.

GA-1101-2016-6	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	9,233,248	0	1,600,000	7,633,248
MARTA Capital	2,308,312	0	400,000	1,908,312
Total	11,541,560	0	2,000,000	9,541,560
Budget				
Bus Procurement	1,739,079	0	0	1,739,079
Transit Access Improv	4,802,481	0	0	4,802,481
A'dale Intermodal Improv	5,000,000	0	2,000,000	3,000,000
Total	11,541,560	0	2,000,000	9,541,560

Federal Grant: **GA-90-X313**
Date Awarded: July 2012
Est Completion: June 2017

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	1,016,277	541,948	160,000	314,329
Federal Operating	47,346,163	47,346,163	0	0
MARTA Capital	254,069	135,487	40,000	78,582
MARTA Operating	11,836,541	11,836,541	0	0
Total	60,453,050	59,860,138	200,000	392,912
Budget				
Preventive Maintenance	57,315,999	57,315,999	0	0
Fuel Allotment	1,866,705	1,866,705	0	0
Transit Enhancement	592,912		200,000	392,912
Surveillance/ Security	677,434	677,434	0	0
Total	60,453,050	59,860,138	200,000	392,912

Federal Grant: **GA-90-X335**
Date Awarded: July 2013
Est Completion: December 2017

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.

GA-90-X335	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	1,000,000	552,125	160,000	287,875
Federal Operating	32,273,575	32,273,575	0	0
MARTA Capital	250,000	138,031	40,000	71,969
MARTA Operating	8,068,394	8,068,394	0	0
Total	41,591,969	41,032,125	200,000	359,844
Budget				
Preventive Maintenance	40,341,969	40,341,969	0	0
Transit Enhancement	225,000	0	50,000	175,000
Pedestrian Access Improv	437,500	102,656	150,000	184,844
Surveillance/ Security	587,500	587,500		0
Total	41,591,969	41,032,125	200,000	359,844

Federal Grant: **GA-90-X350**
Date Awarded: July 2015
Est Completion: December 2017

Scope

This grant is funded by FY15 Federal Transit Administration (FTA) under the Section 5307 Urbanized Area Formula Program and suballocated to MARTA, for the following projects: Preventive Maintenance, Transit Enhancements, ADA Paratransit Service and Security Projects. These projects are included in the adopted FY2016-2021 Atlanta Regional Transportation Improvement Program (TIP) and incorporated by reference in the approved Georgia State Transportation Improvement Program (STIP).The grant amendment subsequently submitted provides additional funding for the continuation of preventive maintenance, transit enhancements, and security projects.

GA-90-X350	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	1,271,654	299,866	160,000	811,788
Federal Operating	41,500,001	41,500,001	0	0
MARTA Capital	317,914	74,967	40,000	202,947
MARTA Operating	10,375,000	10,375,000	0	0
Total	53,464,569	52,249,834	200,000	1,014,735
Budget				
Preventive Maintenance	45,848,293	45,848,293	0	0
Surveillance/Security	666,250	374,833	100,000	191,417
Transit Enhancement	923,318	0	100,000	823,318
ADA Paratransit Service	6,026,708	6,026,708	0	0
Total	53,464,569	52,249,834	200,000	1,014,735

Federal Grant: **GA-95-X027**
Date Awarded: September 2013
Est Completion: June 2018

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 TR IV renovation/rehabilitation project.

GA-95-X027	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	27,200,000	16,000,000	1,680,000	9,520,000
Federal Operating	16,000,000	16,000,000	0	0
MARTA Capital	6,800,000	4,000,000	420,000	2,380,000
MARTA Operating	4,000,000	4,000,000	0	0
Total	54,000,000	40,000,000	2,100,000	11,900,000
Budget				
Vehicle Procurement	20,000,000	20,000,000	0	0
ADA Paratransit Service	367,259	367,259	0	0
Preventive Maintenance	19,632,741	19,632,741	0	0
Rail Renovation Projects	9,000,000	0	1,900,000	7,100,000
ADA Planning	1,500,000	0	100,000	1,400,000
ADA Accessibility Improv	3,500,000	0	100,000	3,400,000
Total	54,000,000	40,000,000	2,100,000	11,900,000

Federal Grant: **GA-95-X028**
Date Awarded: July 2013
Est Completion: December 2018

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	***FY17 Budget***	Future Years
Funding				
Federal Capital	2,000,000	36,191	80,000	1,883,809
MARTA Capital	500,000	9,048	20,000	470,952
Total	2,500,000	45,239	100,000	2,354,761
Budget				
Hamilton Renovations	2,500,000	45,239	100,000	2,354,761
Total	2,500,000	45,239	100,000	2,354,761

Federal Grant: **GA-95-X031**
Date Awarded: August 2015
Est Completion: June 2018

Scope

This grant is funded with flexed FY2014 Federal Highway Administration (FHWA) funds to the Federal Transit Administration (FTA). The flexed funds support pedestrian and transit enhancements projects awarded under the Atlanta Regional Commission's (ARC) Last Mile Connectivity Program. The projects included in this grant award include enhancements to MARTA's bicycle parking and ramps, increased directional signage, sidewalk improvements and other amenities at MARTA stations. The grant award also includes the Hammond Mid-Block crossing at the Dunwoody MARTA Rail Station; a partnership project with the Perimeter Community Improvement District and the City of Dunwoody.

GA-95-X031	***Grant Budget***	Prior Year Expense	***FY17 Budget***	Future Years
Funding				
Federal Capital	820,000	21,807	280,000	518,193
MARTA Capital	205,000	5,452	70,000	129,548
Total	1,025,000	27,259	350,000	647,741
Budget				
Hammond Road Mid-Block	400,000	0	250,000	150,000
Transit Improvements	593,750	27,259	90,000	476,491
Project Administration	31,250	0	10,000	21,250
Total	1,025,000	27,259	350,000	647,741

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**
- **FY2017 Benefits Calculation**
- **MARTA Facts**
- **Category and Subcategory Expense Listing**
- **Organizational Structure**
- **Glossary of Terms**

NON - REPRESENTED SALARY STRUCTURE

Effective 11-01-15

Grade	Minimum	Midpoint	Maximum
6	$21,258	$25,798	$30,958
7	$23,054	$28,818	$34,582
8	$24,989	$31,236	$37,483
9	$27,091	$33,864	$40,637
10	$29,367	$36,709	$44,051
11	$31,842	$39,803	$47,764
12	$34,522	$43,153	$51,784
13	$37,419	$46,774	$56,129
14	$40,581	$50,726	$60,871
15	$43,998	$54,997	$65,996
16	$47,700	$59,625	$71,550
17	$51,706	$64,633	$77,560
18	$56,066	$70,082	$84,098
19	$60,778	$75,973	$91,168
20	$65,894	$82,367	$98,840
21	$71,451	$89,314	$107,177
22	$77,451	$96,814	$116,177
23	$83,960	$104,950	$125,940
24	$91,040	$113,800	$136,560
C	$110,334	$137,917	$165,500
B	$127,308	$159,135	$190,962
A	$200,000	$250,000	$300,000

PROPOSED HARD TO FILL SALARY STRUCTURE

Effective 02-21-2015

Grade	Minimum	Midpoint	Maximum
15A	$51,259	$64,074	$76,889
16A	$55,573	$69,466	$83,359
17A	$60,240	$75,300	$90,360
18A	$65,319	$81,649	$97,979
19A	$70,810	$88,512	$106,214
20A	$76,770	$95,962	$115,154
21A	$83,245	$104,056	$124,867
22A	$97,754	$122,192	$146,630
23A	$105,969	$132,461	$158,953
24A	$114,905	$143,631	$172,357

Effective 01/01/15 Tier 1- Hired Before 7/01/2002	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
TRANSPORTATION				
F/T Bus and Rail Operators				
1st 12 months	$14.09	$14.51	$14.95	$15.40
2nd 12 months	$16.11	$16.59	$17.09	$17.60
3rd 12 months	$18.14	$18.68	$19.24	$19.82
Thereafter	$20.13	$20.73	$21.35	$21.99
P/T Operators				
Thereafter	$14.09	$14.51	$14.95	$15.40
F/T Paratransit Operators				
1st 12 months	$12.92	$13.30	$13.70	$14.11
2nd 12 months	$13.58	$13.98	$14.40	$14.83
3rd 12 months	$14.24	$14.67	$15.11	$15.57
Thereafter	$15.06	$15.51	$15.98	$16.45
P/T Paratransit Operators				
1st 12 months	$12.92	$13.30	$13.70	$14.11
2nd 12 months	$13.58	$13.98	$14.40	$14.83
3rd 12 months	$14.24	$14.67	$15.11	$15.57
Thereafter	$15.06	$15.51	$15.98	$16.45
F/T Small Bus Operators				
1st 12 months	$11.57	$11.91	$12.27	$12.64
2nd 12 months	$12.16	$12.53	$12.91	$13.29
3rd 12 months	$12.92	$13.30	$13.70	$14.11
4th 12 months	$13.58	$13.98	$14.40	$14.83
5th 12 months	$14.24	$14.67	$15.11	$15.57
Thereafter	$15.06	$15.51	$15.98	$16.45
P/T Small Bus Operators				
1st 24 months	$11.57	$11.91	$12.27	$12.64
2nd 24 months	$12.16	$12.53	$12.91	$13.29

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Effective 01/01/15

Tier 1- Hired Before 7/01/2002	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
3rd 24 months	$12.92	$13.30	$13.70	$14.11
4th 24 months	$13.58	$13.98	$14.40	$14.83
5th 24 months	$14.24	$14.67	$15.11	$15.57
Thereafter	$15.06	$15.51	$15.98	$16.45
MAINTENANCE				
Hostler/Junior Apprentice				
1st 6 months	$15.19	$15.65	$16.12	$16.60
2nd 6 months	$15.99	$16.47	$16.96	$17.47
Thereafter	$16.84	$17.35	$17.87	$18.40
Apprentices				
1st 6 months	$17.79	$18.32	$18.87	$19.44
2nd 6 months	$18.28	$18.83	$19.40	$19.98
3rd 6 months	$19.44	$20.02	$20.62	$21.24
Thereafter	$19.61	$20.20	$20.81	$21.43
Station Agents				
1st 6 months	$15.42	$15.88	$16.36	$16.85
2nd 6 months	$16.74	$17.24	$17.76	$18.29
3rd 6 months	$18.41	$18.96	$19.53	$20.11
Inspectors				
1st 6 months	$19.91	$20.51	$21.12	$21.76
2nd 6 months	$20.13	$20.73	$21.35	$21.99
A Inspectors				
Less than 3 years experience				
1st 6 months	$20.44	$21.05	$21.68	$22.33
2nd 6 months	$20.50	$21.11	$21.75	$22.40
Thereafter	$20.63	$21.25	$21.89	$22.54

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Effective 01/01/15

Tier 1- Hired Before 7/01/2002	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
3 years experience				
Thereafter	$21.35	$21.99	$22.65	$23.33
AA Inspectors				
Less than 3 years experience				
1st 6 months	$20.84	$21.46	$22.11	$22.77
2nd 6 months	$20.92	$21.55	$22.19	$22.86
Thereafter	$20.99	$21.62	$22.27	$22.94
3 years experience				
Thereafter	$21.69	$22.34	$23.01	$23.70
Journeymen				
Less than 3 years experience				
1st 6 months	$20.34	$20.95	$21.58	$22.23
2nd 6 months	$20.50	$21.11	$21.75	$22.40
Thereafter	$20.99	$21.62	$22.27	$22.94
3 years experience				
Thereafter	$21.69	$22.34	$23.01	$23.70
Structural Inspector, Maintainer, Tamper Operator, Track Walker				
1st 6 months	$19.91	$20.51	$21.12	$21.76
2nd 6 months	$20.13	$20.73	$21.35	$21.99
3rd 6 months	$20.44	$21.05	$21.68	$22.33
4th 6 months	$20.50	$21.11	$21.75	$22.40
5th 6 months	$20.63	$21.25	$21.89	$22.54
Thereafter	$21.35	$21.99	$22.65	$23.33
SERVICE				
Serviceperson I and II				
1st 6 months	$14.28	$14.70	$15.15	$15.60
2nd 6 months	$15.09	$15.54	$16.01	$16.49
Thereafter	$15.76	$16.23	$16.72	$17.22

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Effective 01/01/15

Tier 1- Hired Before 7/01/2002	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
Serviceperson I(A) & VII				
1st 6 months	$14.45	$14.88	$15.33	$15.79
2nd 6 months	$15.27	$15.73	$16.21	$16.69
Thereafter	$15.99	$16.47	$16.96	$17.47
Cleaners Serviceperson VI - Station Cleaners				
1st 6 months	$11.90	$12.25	$12.62	$13.00
2nd 6 months	$12.63	$13.01	$13.40	$13.80
3rd 6 months	$13.32	$13.72	$14.13	$14.55
Thereafter	$14.07	$14.49	$14.93	$15.37
Serviceperson IV				
1st 6 months	$15.19	$15.65	$16.12	$16.60
2nd 6 months	$15.99	$16.47	$16.96	$17.47
Thereafter	$16.84	$17.35	$17.87	$18.40
Serviceperson V				
1st 6 months	$19.91	$20.51	$21.12	$21.76
2nd 6 months	$20.13	$20.73	$21.35	$21.99
3rd 6 months	$20.44	$21.05	$21.68	$22.33
4th 6 months	$20.50	$21.11	$21.75	$22.40
5th 6 months	$20.63	$21.25	$21.89	$22.54
Thereafter	$21.35	$21.99	$22.65	$23.33
Serviceperson - Paratransit				
1st 12 months	$10.46	$10.78	$11.10	$11.44
2nd 12 months	$10.76	$11.09	$11.42	$11.76
3rd 12 months	$11.14	$11.48	$11.82	$12.18
4th 12 months	$11.48	$11.83	$12.18	$12.55
5th 12 months	$11.80	$12.16	$12.52	$12.90
Thereafter	$12.29	$12.66	$13.04	$13.43

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Effective 01/01/15

Tier 1- Hired Before 7/01/2002

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
BLOCKOUT				
Blockout				
1st 6 months	$19.91	$20.51	$21.12	$21.76
2nd 6 months	$20.13	$20.73	$21.35	$21.99
3rd 6 months	$20.44	$21.05	$21.68	$22.33
4th 6 months	$20.50	$21.11	$21.75	$22.40
Thereafter	$20.63	$21.25	$21.89	$22.54
REVENUE COLLECTION				
Revenue Agents				
1st 6 months	$18.42	$18.97	$19.54	$20.12
2nd 6 months	$19.00	$19.57	$20.16	$20.77
3rd 6 months	$19.29	$19.87	$20.47	$21.08
4th 6 months	$19.67	$20.26	$20.87	$21.50
5th 6 months	$20.07	$20.68	$21.30	$21.94
Thereafter	$20.46	$21.07	$21.70	$22.35
P/T Revenue Agents				
Thereafter	$18.42	$18.97	$19.54	$20.12
			;'c	
STORES				
Material Controllers				
1st 6 months	$18.42	$18.97	$19.54	$20.12
2nd 6 months	$18.85	$19.41	$20.00	$20.60
3rd 6 months	$19.28	$19.86	$20.46	$21.07
4th 6 months	$19.69	$20.28	$20.89	$21.52
5th 6 months	$20.13	$20.73	$21.35	$21.99
6th 6 months	$20.55	$21.16	$21.80	$22.45
Thereafter	$20.98	$21.61	$22.26	$22.93

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Effective 01/01/15

Tier 1- Hired Before 7/01/2002 **Lead Material Controllers**	**Hourly 01/01/15**	**Hourly 07/01/15**	**Hourly 07/01/16**	**Hourly 07/01/17**
1st 6 months	$19.06	$19.63	$20.22	$20.83
2nd 6 months	$19.48	$20.06	$20.66	$21.28
3rd 6 months	$19.91	$20.51	$21.13	$21.76
4th 6 months	$20.33	$20.94	$21.57	$22.22
5th 6 months	$20.76	$21.38	$22.02	$22.68
6th 6 months	$21.19	$21.83	$22.48	$23.15
Thereafter	$21.62	$22.27	$22.94	$23.63
SECURITY				
1st 6 months	$15.18	$15.64	$16.11	$16.59
2nd 6months	$15.27	$15.73	$16.21	$16.69
Thereafter	$15.52	$15.99	$16.47	$16.96
CLERICAL				
N7 Clerical				
1st 6 months	$11.93	$12.29	$12.65	$13.03
2nd 6 months	$12.48	$12.86	$13.24	$13.64
3rd 6 months	$13.23	$13.62	$14.03	$14.45
4th 6 months	$13.93	$14.34	$14.77	$15.22
Thereafter	$14.54	$14.98	$15.43	$15.89
N8 Clerical				
1st 6 months	$12.77	$13.16	$13.55	$13.96
2nd 6 months	$13.54	$13.95	$14.37	$14.80
3rd 6 months	$14.32	$14.75	$15.19	$15.64
4th 6 months	$15.06	$15.51	$15.98	$16.45
Thereafter	$15.70	$16.17	$16.65	$17.15
F/T Customer Information Operators				
1st 6 months	$12.77	$13.16	$13.55	$13.96
2nd 6 months	$13.54	$13.95	$14.37	$14.80
3rd 6 months	$14.32	$14.75	$15.19	$15.64
4th 6 months	$15.06	$15.51	$15.98	$16.45
Thereafter	$15.70	$16.17	$16.65	$17.15

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Effective 01/01/15

Tier 1- Hired Before 7/01/2002

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
P/T Customer Information Operators				
Thereafter	$12.77	$13.16	$13.55	$13.96
N9 Clerical				
1st 6 months	$14.12	$14.54	$14.98	$15.43
2nd 6 months	$14.95	$15.39	$15.86	$16.33
3rd 6 months	$15.66	$16.13	$16.61	$17.11
4th 6 months	$16.46	$16.95	$17.46	$17.99
Thereafter	$17.24	$17.76	$18.29	$18.84
TRAFFIC CHECKERS				
Traffic Checkers				
1st 6 months	$11.70	$12.05	$12.41	$12.79
2nd 6 months	$12.39	$12.76	$13.15	$13.54
Thereafter	$13.12	$13.52	$13.92	$14.34
Sr. Traffic Checkers				
1st 6 months	$11.70	$12.05	$12.41	$12.79
2nd 12 months	$12.39	$12.76	$13.15	$13.54
Thereafter	$13.12	$13.52	$13.92	$14.34
PRINT SHOP				
Reprographics Specialist I				
1st 6 months	$11.87	$12.22	$12.59	$12.97
2nd 6 months	$12.33	$12.70	$13.08	$13.47
3rd 6 months	$12.80	$13.19	$13.58	$13.99
Thereafter	$13.07	$13.46	$13.87	$14.28
Reprographics Specialist II				
1st 6 months	$14.43	$14.86	$15.31	$15.77
2nd 6 months	$14.98	$15.43	$15.89	$16.36
3rd 6 months	$15.61	$16.08	$16.57	$17.06
Thereafter	$16.22	$16.71	$17.21	$17.73

(Continued from previous page)

Effective 01/01/15

Tier 1- Hired Before 7/01/2002

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
Reprographics Specialist III				
1st 12 months	$17.30	$17.82	$18.36	$18.91
2nd 12 months	$18.00	$18.54	$19.10	$19.67
3rd 12 months	$18.73	$19.29	$19.87	$20.46
4th 12 months	$19.49	$20.07	$20.67	$21.29
5th 12 months	$20.26	$20.87	$21.49	$22.14
Thereafter	$21.05	$21.68	$22.34	$23.01

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POLICE SALARY STRUCTURE

Effective July 1st, 2015

		Minimum										Maximum
		E	1	2	3	4	5	6	7	8	9	10
Lt.	Annual	$56,139.20	$58,385.60	$60,715.20	$63,128.00	$65,665.60	$68,307.20	$71,032.00	$73,881.60	$76,856.00	$82,721.60	
	Bi-Weekly	$2,159.20	$2,245.60	$2,335.20	$2,428.00	$2,525.60	$2,627.20	$2,732.00	$2,841.60	$2,956.00	$3,181.60	
	Hourly	$26.99	$28.07	$29.19	$30.35	$31.57	$32.84	$34.15	$35.52	$36.95	$39.77	
Sgt.	Annual	$45,884.80	$47,736.00	$49,649.60	$51,625.60	$53,684.80	$55,827.20	$58,052.80	$60,382.40	$62,795.20	$65,291.20	$67,912.00
	Bi-Weekly	$1,764.80	$1,836.00	$1,909.60	$1,985.60	$2,064.80	$2,147.20	$2,232.80	$2,322.40	$2,415.20	$2,511.20	$2,612.00
	Hourly	$22.06	$22.95	$23.87	$24.82	$25.81	$26.84	$27.91	$29.03	$30.19	$31.39	$32.65
Spec.	Annual	$39,665.60	$41,246.40	$42,889.60	$44,595.20	$46,384.00	$48,256.00	$50,169.60	$52,187.20	$54,267.20	$56,430.40	$58,676.80
	Bi-Weekly	$1,525.60	$1,586.40	$1,649.60	$1,715.20	$1,784.00	$1,856.00	$1,929.60	$2,007.20	$2,087.20	$2,170.40	$2,256.80
	Hourly	$19.07	$19.83	$20.62	$21.44	$22.30	$23.20	$24.12	$25.09	$26.09	$27.13	$28.21
Sr. Officer	Annual	$38,126.40	$39,665.60	$41,246.40	$42,889.60	$44,595.20	$46,384.00	$48,256.00	$50,169.60	$52,187.20	$54,267.20	$56,430.40
	Bi-Weekly	$1,466.40	$1,525.60	$1,586.40	$1,649.60	$1,715.20	$1,784.00	$1,856.00	$1,929.60	$2,007.20	$2,087.20	$2,170.40
	Hourly	$18.33	$19.07	$19.83	$20.62	$21.44	$22.30	$23.20	$24.12	$25.09	$26.09	$27.13
Police Officer	Annual	$36,670.40	$38,126.40	$39,665.60	$41,246.40	$42,889.60	$44,595.20	$46,384.00	$48,256.00	$50,169.60	$52,187.20	$54,267.20
	Bi-Weekly	$1,410.40	$1,466.40	$1,525.60	$1,586.40	$1,649.60	$1,715.20	$1,784.00	$1,856.00	$1,929.60	$2,007.20	$2,087.20
	Hourly	$17.63	$18.33	$19.07	$19.83	$20.62	$21.44	$22.30	$23.20	$24.12	$25.09	$26.09

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MARTA FARE HISTORY

MARTA FARE HISTORY							
Date	Half Fare	Base Fare	Tokens	TransCard		Rail Station Parking	
	Yes/No			Monthly	Weekly	Daily	Long-Term
1972 - Sep '74	No	$0.15					
1975 - 1978	Yes	$0.15					
Mar '79 - Nov '79	Yes	$0.25		$10.00			
May '80	Yes	$0.25	$0.25	$10.00			
July '80	Yes	$0.50	$0.50	$17.00	$4		
Jul '81 - Jul '83	Yes	$0.60	$0.60	$21.00	$5		
Jul '85	Yes	$0.60	$0.60	$25.00	$6	$0.60	
Jun '87	Yes	$0.75	$0.75	$28.00	$7	$0.75/$12	
Jul '88	Yes	$0.85	$0.85	$32.00	$8	.85/$14	
Jul '90	Yes	$1.00	$1.00	$35.00	$9	1.00/$15	
Jun '92	Yes	$1.25	$1.25	$43.00	$11	1.00/$15	
Jul '95	Yes	$1.50	$1.50	$45.00	$12	1.00/$15	
Jan '01	Yes	$1.75	$1.75	$52.50	$13	Free	$3.00 or $6.00
Jul '06	Yes	$1.75	$1.75	$52.50	$13	Free	$4.00 or $7.00
Oct '09	Yes	$2.00	$2.00	$60.00	$15	Free	$5.00 or $8.00
Oct '10	Yes	$2.00	N/A	$68.00	$17	Free	$5.00 or $8.00
Oct '11	Yes	$2.50	N/A	$95.00	$23.75	Free	$5.00 or $8.00

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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 K-12*	√	√	Student	$1.44		√			0.6
1 Trip Reduced Fare	√		Reduced	$1.00	√	√	√	√	1.0
2 Trips	√	√	Full	$5.00	√	√	√	√	2.0
2 Trip K-12*	√	√	Student	$2.88		√			1.2
2 Trip Reduced Fare	√		Reduced	$2.00	√	√	√	√	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

*The K-12 2-Trip and 1-Trip is not available to purchase until program process is finalized and testing completed; projected timeline undefined at this point.

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
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
Fare Products:Upass 30-Day									
***30-Day Pass**	**√**		**UPass**	**$68.50**		**√**			**27.4**

***The UPASS 30-Day Pass is not available for purchase until program process is finalized and testing completed; project timeline undefined as th**

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*

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%

*Each discount tier's required purchase minimum may be comprised of any combination of 1,2,3,4 or 7-day passes; discounts applied to total passes purchased

Partnership Program		1- 49	50 - 149	150 - 1,999	2,000 - 2,999	3,000 - 5,999	6000+ or TMA
Partnership	Annual Pass (Invoiced as Calendar Monthly)	0%	3%	5%	7%	8%	10%

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*

		Media		Price
		Card	Ticket	
Fare/Breeze Related Policies				
MARTA	Rail/Bus; Bus/Bus; Bus/Rail (Max 4 transfers within 3 hours)	√	√	Free
Regional	Transfer Fare (Reciprocal Agreements for Fixed Route Services)	√	√	Free
	Card Fee	√		$ 2.00
	Replacement Card Fee (Reduced Fare & Mobility Only) - Initial	√		$ 2.00
	Replacement Card Fee (Reduced Fare & Mobility Only) - Subsequent	√		$ 5.00
	Ticket Fee		√	$ 1.00
	Maximum Stored Value Allowed	√	√	$ 100.00

Parking Fee Structure		
Daily Parking	All daily parking lots and decks are free for customers who park less than 24 hours, except in the designated long-term lots at Brookhaven/Oglethorpe University, Kensington, and the decks at Lenox and College Park	FREE
Long Term Parking	Customers parking in the designated long-term parking lots at Brookhaven/Oglethorpe University and Kensington, and the deck at Lenox	$ 5.00
	Customers parking in the designated long-term parking deck at College Park	$ 8.00
	Customers parking 24 hours or more in the designated long-term parking decks at Dunwoody, Sandy Springs and Medical Center	$ 5.00
	Customers parking 24 hours or more in the designated long-term parking decks 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*

Passenger Revenue vs. Net Operating Cost	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Projected
Passenger Revenue ($millions)	$138.6	$138.0	$143.8	$127.3	$143.4
Net Operating Expenses ($millions)**	$396.4	$408.1	$408.3	$427.6	$453.3
Farebox Recovery	35.0%	33.8%	35.2%	29.8%	31.6%

Passenger Revenue per Boarding	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Projected
Passenger Revenue ($millions)	$138.6	$138.0	$143.8	$127.3	$143.4
Total Unlinked Passengers (millions)	129.9	129.1	136.0	$133.4	$139.9
Average Fare	$1.07	$1.07	$1.06	$0.95	$1.03

Net Operating Cost per Boarding	FY13 Actuals	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Projected
Net Operating Expenses ($millions)**	$396.5	$408.1	$408.3	$427.6	$453.3
Total Unlinked Passengers (millions)	129.9	129.1	136.0	$133.4	$139.9
Cost Per Passenger	$3.05	$3.16	$3.00	$3.21	$3.24

* Unaudited Actuals
** Calculated on a Sales Tax Subsidy Basis

BENEFIT CATEGORY	BUDGETED	EXPENSED
Medical Insurance	Authority budget distributed by number of employees	The employer share of the actual expenses allocated by covered employees based on employee coverage level
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 $118,500 for Social Security Tax and 1.45% on all wages for Medicare Tax) *Effective date January 1st, 2016*
Pension	Represented Defined Benefit Plan: • 8.09% of salaries Non-Rep. Defined Benefit Plan: • 42.31% of salaries Non-Rep. Defined Contribution Plan: • 6.00% of salaries	The employer share of the actual payment to the plan
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 $95 per authorized employee) *Effective date January 1st, 2016*	Actual payment is charged directly to cost center based on the first $9,500 earned per employee at a rate of 1.00%. *Effective date January 1st, 2016*
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 FT and $210 per PT Operator (Union Agreement)	Actual Expenditures
Mechanic Tool Allowance	Budgeted $225 per Mechanic (Union Agreement)	Actual Expenditures

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, DeKalb, and Clayton
Population of Fulton, DeKalb, and Clayton Counties	1,961,853
Size of Area Served	880 Square Miles
Type of Tax Support	1% Sales Tax in Fulton, DeKalb, and Clayton Counties

Operational Facts:

System Utilization

Available Parking Spaces (Park/Ride & Rail Stations)	25,940
Annual Passenger Boardings (FY17 Projected)	143,419,106
Average Weekday Passenger Boardings (FY17 Projected)	446,100

Bus (Fixed Route)

Number of Routes	101
Number of large buses (CNG)	425
Number of large buses (Diesel)	140
Directional Route Miles	1,659
Annual Total Vehicle Miles (FY17 Projected)	29,303,977
Annual Total Vehicle Hours (FY17 Projected)	2,232,027
Number of Bus Shelters	641
Number of Bus Benches	100
Number of garages (Laredo, Perry, and Hamilton)	3
Number of Heavy Maintenance Facilities (Brownsmill)	1
Gallons of Diesel Fuel (FY17 Estimate)	2,253,628
Dekatherms of CNG (FY17 Estimate)	1,053,978

Mobility (Demand Responsive)

Number of Vehicles (FY17 Projected)	211
Annual Total Vehicle Miles (FY17 Projected)	9,844,553
Annual Total Vehicle Hours (FY17 Projected)	595,539
Gallons of Diesel/Unleaded Fuel (FY17 Estimate)	948,860

Police

Number of Police Precincts (Dunwoody, College Park, Indian Creek, Five Points, Clayton County)	4
All sworn Police Officers; including higher ranking officers (FY17 Adopted)	389

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 (FY17 Projected)	23,513,829
Annual Total Vehicle Car Hours (FY17 Projected)	159,399
Number of Rail Yards (Avondale, South and Armour)	3
Length of System (Route Miles)	104
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 (FY16 Actual)	$245.5M
Operating Revenues (FY17 Estimate)	$458.2M
Total Available Operating Funding (FY17 Estimate)	$703.7M
Net Operating Expenses (FY16 Estimate)	$417.2M
Yearend Operating Carryover (FY17 Estimate)	$250.4M
Capital Allocation (FY17 Estimate)	$64.9M
Beginning Capital Revenues (FY17 Estimate)	$123.00M
Capital Revenues (FY17 Estimate)	$280.13M
Total Available Capital Funding (FY17 Estimate)	$403.13M
Total Capital Expenses (FY17 Estimate)	$402.46M
Ending Capital Carryover (FY16 Estimate)	$.66M
Passenger Revenue (FY17 Estimate)	$143.42M
Sales Tax Revenue (FY17 Estimate)	$448.11M
Farebox Recovery (FY17 Estimate)	31.6%
Cost Per Passenger (FY17 Estimate)	$3.24
Average Fare (FY17 Estimate)	$1.03
Fare Subsidy Per Passenger (FY17 Estimate)	$2.21

Last Fare Increase ..... October 2, 2011

Employees

Number of Total Employees (FY17 Adopted) 4,694

	FT	PT	CON	Total
ADM	205	48	60	313
MGR	222		3	225
POL	303		20	323
PRO	326		84	410
TEC	281			281
MNT	1,082			1,082
OPR	1,385	125		1,510
REP	195	2		197
SUP	342		11	353
Total	4,341	175	178	4,694

Classifications	*Descriptions*
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 requiriing 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

SALARIES AND WAGES (*43 accounts)*
Major account lines include:
Salaries & Wages
Overtime
Paid Leave

FRINGE BENEFITS (*25 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 (*63 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 (*86 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 (*10 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 (*12 accounts)*
Major account lines include:
Direct Insurance
Injuries and Damages

MISCELLANEOUS EXPENSES (*12 accounts)*
Major account lines include:
Mail & Shipping Expenses
GA 400 Toll Expenses
Advertising & Promotions

OTHER NON-OPERATING EXPENSES (*47 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 302 accounts. Currently, MARTA has approximately 261 cost centers.

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	General Manager CEO	11700	Diversity and Inclusion	11710	Dir of DEO
General Manager CEO	General Manager CEO	11700	Diversity and Inclusion	11720	Economic Opportunity
General Manager CEO	General Manager CEO	11700	Diversity and Inclusion	11730	Equal Opportunity
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	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
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	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17210	AGM of Communication & External Affairs
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17910	Dir of Customer Services
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17920	Customer Care
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17921	Customer Service Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17922	Customer Information Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17923	Breeze Card Service Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17970	Customer & Station Svcs
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17971	Reduced Fare Eligibility
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17310	Dir of Marketing & Sales

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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	Capital Programs & Development	15260	Systems Engineering	15230	Rail System Engineering
General Manager CEO	Capital Programs & Development	15260	Systems Engineering	15260	Dir of Systems Engineering
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18310	Dir of Program & Contract Management
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18320	A & E Contracts
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18330	CIP Management & Oversight
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18340	Construction & JOC
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18350	Job Order Contract JOC
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18360	Program Management
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18370	Construction Management
General Manager CEO	Capital Programs & Development	18300	Project Management & Construction	18380	Field Inspection Management
General Manager CEO	Capital Programs & Development	18510	AGM Capital Programs & Development	18510	AGM Capital Programs & Development
General Manager CEO	Capital Programs & Development	18611	Capital Programming	18611	Dir of Capital Programming
General Manager CEO	Capital Programs & Development	18611	Capital Programming	18670	Project Control
General Manager CEO	Capital Programs & Development	18611	Capital Programming	18680	Rail System Program Management
General Manager CEO	Capital Programs & Development	18611	Capital Programming	18681	CIP Monitoring & Reporting
General Manager CEO	Capital Programs & Development	18611	Capital Programming	18682	CIP Scoping & Screening
General Manager CEO	Capital Programs & Development	18690	Engineering & Development	18690	Dir of Rail System Engineering
General Manager CEO	Capital Programs & Development	18910	Infrastructure Engineering	18530	Computer Aided Design CAD
General Manager CEO	Capital Programs & Development	18910	Infrastructure Engineering	18620	Electrical & Mechanical
General Manager CEO	Capital Programs & Development	18910	Infrastructure Engineering	18650	Civil & Structural Engineering
General Manager CEO	Capital Programs & Development	18910	Infrastructure Engineering	18660	Specifications
General Manager CEO	Capital Programs & Development	18910	Infrastructure Engineering	18910	Dir of Infrastructure Engineering
General Manager CEO	Capital Programs & Development	88500	Architecture & Design	18410	Dir of Architecture & Design
General Manager CEO	Capital Programs & Development	88500	Architecture & Design	18640	Architecture & Civil Engineering
General Manager CEO	Capital Programs & Development	88500	Architecture & Design	18645	Configuration Management Architect

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
General Manager CEO	Capital Programs & Development	88500	Architecture & Design	18647	Roofing Program
General Manager CEO	Safety & Quality Assurance	16700	Safety	16730	Safety
General Manager CEO	Safety & Quality Assurance	16700	Safety	16750	Prevention
General Manager CEO	Safety & Quality Assurance	16700	Safety	16760	Dir of Safety
General Manager CEO	Safety & Quality Assurance	16700	Safety	16770	Environmental Health & Safety
General Manager CEO	Safety & Quality Assurance	16900	AGM of Safety & QA	16710	AGM of Safety & Quality Assurance
General Manager CEO	Safety & Quality Assurance	41300	QA & Configuration Mgmt	16720	Quality Assurance
General Manager CEO	Safety & Quality Assurance	41300	QA & Configuration Mgmt	16740	Test and Inspection
General Manager CEO	Safety & Quality Assurance	41300	QA & Configuration Mgmt	18630	Config Mgmt Space Plng & Landscape
General Manager CEO	Safety & Quality Assurance	41300	QA & Configuration Mgmt	23110	Dir of Quality Assurance
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	Bus Operations	15400	Bus Transportation	15225	Bus Communications
Operations	Bus Operations	15400	Bus Transportation	15410	Dir of Bus Transportation
Operations	Bus Operations	15400	Bus Transportation	15420	Laredo Garage
Operations	Bus Operations	15400	Bus Transportation	15430	Perry Garage
Operations	Bus Operations	15400	Bus Transportation	15440	Hamilton Garage
Operations	Bus Operations	15400	Bus Transportation	15450	Transportation Services
Operations	Bus Operations	15400	Bus Transportation	15460	Small Bus Services Brady Garage
Operations	Bus Operations	15500	Bus Maintenance	15223	Fleet Management
Operations	Bus Operations	15500	Bus Maintenance	15511	Dir of Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15521	Laredo Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15523	Laredo L-Vans

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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	15911	Mobility Reservation & Support Svcs
Operations	Bus Operations	15900	Mobility	15912	Mobility Contract Oversight
Operations	Bus Operations	15900	Mobility	15913	MTM Contractual Svcs
Operations	Bus Operations	15900	Mobility	15914	MV Transportation Contractual Svcs
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

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Operations	Bus Operations	31700	Clayton County Transit	15582	Clayton County Administration/Overhead
Operations	Rail Operations	15100	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
Operations	Rail Operations	15600	Rail Services	15650	Rail Service Operations
Operations	Rail Operations	15600	Rail Services	15670	Future Use
Operations	Rail Operations	15600	Rail Services	17972	Station Services
Operations	Rail Operations	15700	Rail Car Maintenance	10252	Computer Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	10260	Communications & Faregates
Operations	Rail Operations	15700	Rail Car Maintenance	10262	Radio Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15660	Rail Service Management & Dispatch
Operations	Rail Operations	15700	Rail Car Maintenance	15710	Dir of Rail Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15721	Avondale Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15731	South Yard Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15741	Armour Yard Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15750	Engineering
Operations	Rail Operations	15700	Rail Car Maintenance	15760	Backshops
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

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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
Operations	Operations Support Services	18100	Vertical Transportation	18710	Dir of Vertical Transportation
Operations	Operations Support Services	18100	Vertical Transportation	18850	Escalators & Elevators
Operations	Operations Support Services	18800	Facilities	18810	Dir of Facilities
Operations	Operations Support Services	18800	Facilities	18820	Custodial & Landscape
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	42100	Operations Support Services	15240	Dir of Operations Support Services
Operations	Operations Support Services	42100	Operations Support Services	15250	Operations Support
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
Finance	Chief Financial Officer CFO	14500	Management & Budget	14530	Financial Systems
Finance	Chief Financial Officer CFO	14500	Management & Budget	14560	Strategic Performance Management
Finance	Chief Financial Officer CFO	14800	Treasury	14810	Dir of Treasury
Finance	Chief Financial Officer CFO	14800	Treasury	14820	Financial Planning & Analysis
Finance	Chief Financial Officer CFO	14800	Treasury	14840	Cash & Investment Management
Finance	Chief Financial Officer CFO	14800	Treasury	14850	Capital Budgeting & Oversight

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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	16500	Materials	14730	Support Services
Finance	Chief Financial Officer CFO	16500	Materials	16510	Chief of Materials Management
Finance	Chief Financial Officer CFO	16500	Materials	16520	Materials Management
Finance	Chief Financial Officer CFO	16500	Materials	16540	Purchasing
Finance	Chief Financial Officer CFO	16500	Materials	16550	Supply Chain Mgmt
Finance	Chief Financial Officer CFO	16500	Materials	16565	Contract Policies
Finance	Chief Financial Officer CFO	16500	Materials	22810	Dir of Administrative Services
Finance	Chief Financial Officer CFO	70100	Chief Contracts Officer	16530	Contracts Business Support
Finance	Chief Financial Officer CFO	70100	Chief Contracts Officer	16560	Contracts Operations
Finance	Chief Financial Officer CFO	70100	Chief Contracts Officer	16580	A & E and Construction
Finance	Chief Financial Officer CFO	70100	Chief Contracts Officer	16910	Chief Contracts Officer
Finance	Chief Financial Officer CFO	83500	Federal & State Programs	22420	Dir of Grant Programs
Administration	Technology	10100	AGM Technology CIO	10110	AGM of Technology CIO
Administration	Technology	10100	AGM Technology CIO	10160	Enterprise Security
Administration	Technology	10200	Technology Infrastructure & Production	10210	Dir of Tech Infrastructure & Production
Administration	Technology	10200	Technology Infrastructure & Production	10240	Network & Technical Support
Administration	Technology	10200	Technology Infrastructure & Production	10241	Telephone Maintenance
Administration	Technology	10200	Technology Infrastructure & Production	10250	Mainframe Operations
Administration	Technology	10200	Technology Infrastructure & Production	10251	Technology Help Desk
Administration	Technology	10300	Technology Applications	10261	Faregate Maintenance
Administration	Technology	10300	Technology Applications	10310	Dir of Tech Applications

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Administration	Technology	10300	Technology Applications	10330	Technology Programs
Administration	Technology	10300	Technology Applications	10340	Client Server Applications
Administration	Technology	10300	Technology Applications	10350	Application Development
Administration	Technology	10300	Technology Applications	10360	Database Administration
Administration	Technology	10300	Technology Applications	10370	Breeze Products
Administration	Technology	10400	Technology Support Services	10130	Technology Business & Development
Administration	Technology	10400	Technology Support Services	10140	Transit System Enhancement
Administration	Technology	10400	Technology Support Services	10150	Technology Quality Assurance
Administration	Technology	10400	Technology Support Services	10410	Dir of Tech Support Services
Administration	Technology	10400	Technology Support Services	10420	Technology Business Services
Administration	Technology	10400	Technology Support Services	10430	Technology Projects Management
Administration	Technology	10400	Technology Support Services	10450	Info Tech Assets
Administration	Technology	10400	Technology Support Services	10610	Dir of Tech Quality Assurance
Administration	Technology	10400	Technology Support Services	10620	Info Tech Compliance
Administration	Human Resources	14700	Human Resources	14710	Dir of Human Resources
Administration	Human Resources	14700	Human Resources	14720	Employee Organizational Development
Administration	Human Resources	14700	Human Resources	14721	Occupational Medical Services
Administration	Human Resources	14700	Human Resources	14722	Employee Relations
Administration	Human Resources	14700	Human Resources	14740	Recruiting
Administration	Human Resources	14700	Human Resources	14750	Management Pension Administration
Administration	Human Resources	14700	Human Resources	14760	HRIS
Administration	Human Resources	14700	Human Resources	14780	Compensation
Administration	Human Resources	14700	Human Resources	14790	Clerical Pool
Administration	Human Resources	14700	Human Resources	16220	Benefits
Administration	Human Resources	16600	Labor Relations	16610	Dir of Labor Relations
Administration	Human Resources	16600	Labor Relations	16620	Arbitrations
Administration	Human Resources	16600	Labor Relations	22910	Employee Availability

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Human Resources	16800	Training	14724	Rail Transportation Training
Administration	Human Resources	16800	Training	14725	Bus Transportation Training
Administration	Human Resources	16800	Training	14726	Rail Maintenance Training
Administration	Human Resources	16800	Training	14727	Bus Maintenance Training
Administration	Human Resources	16800	Training	14728	Infrastructure Facility Training
Administration	Human Resources	16800	Training	14729	Strategic Training
Administration	Human Resources	16800	Training	16810	Dir of Training
Administration	Human Resources	16800	Training	16820	Chief Maintenance Training
Administration	Human Resources	16800	Training	16830	Chief Operations Training
Administration	Human Resources	16800	Training	16840	Chief Strategic & Org Training
Administration	Human Resources	16800	Training	16841	Organizational Training
Administration	Human Resources	88900	AGM Human Resources	16310	AGM of Human Resources
Administration	Police Services	19200	AGM Police Services	19210	AGM Chief of Police Services
Administration	Police Services	19200	AGM Police Services	19230	Asst Chf of Police Administration
Administration	Police Services	19200	AGM Police Services	19240	Asst Chf of Police Operations
Administration	Police Services	19200	AGM Police Services	19250	Criminal Justice
Administration	Police Services	19200	AGM Police Services	19290	Seized Property
Administration	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

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Chief Administrative Officer CAO	81100	Chief Administrative Officer CAO	22510	Chief Administrative Officer CAO
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	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 Counsel Legal Services	Chief Counsel Legal Services	23100	Chief of Corporate Law	16130	Chief of Corporate Law
Chief Counsel Legal Services	Chief Counsel Legal Services	23200	Chief Litigation	16120	Chief of Litigation
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	22210	Dir of Development & Regional Coordination
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	22220	Real Estate
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	22230	Joint Development
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	23210	Regional Service Coordination
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	24210	Dir of Transit Oriented Development
Chief of Staff	Chief of Staff	61100	Chief of Staff	22620	Chief of Staff
Chief of Staff	Chief of Staff	61200	Sustainability	22621	Sustainability Administration
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 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, can be inventoried, 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.

Flex Vans – Vans that have routes that are flexible.

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.

KPI's – Key Performance Indicators used to measure performance.

Lease In/Lease Out (LILO) capital leases - The Authority has entered into various Lease In/Lease Out (LILO) arrangements related to the leasing and subleasing of the Authority's rail cars, rail lines, and a rail maintenance facility. These agreements provide for the lease of certain Authority's rail capital assets to a financial party lessee and the sublease of such capital assets back to the Authority for a specified term.

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.

Q-Bus – A program established to ensure quality bus standards which consist of "like new" exterior and interior condition, as well as mechanical functionality through rigorous monitoring and immediate response to any defect on the bus.

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.

Ride with Respect Campaign - Code of Conduct aimed at improving the overall customer experience by targeting nuisance riders. Under the code of conduct, prohibited activities include solicitation, selling goods or services, loud music, spitting, littering, eating on transit vehicles, drinking on transit vehicles without re-sealable drink containers, fighting and disruptive behavior – many of which are also violations of state law and could result in arrest. Failure to follow the Code may result in immediate expulsion from MARTA property, suspension from the use of transit property and services, and loss of unused fare media that expires during suspension. Those who feel that they have been unfairly cited for Code violations can contest their suspension with the MARTA Suspension Panel.

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, DeKalb, and Clayton 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.

Title Ad Valorem Tax - Vehicles purchased on or after March 1, 2013 and titled in Georgia will be exempt from sales and use tax and the annual ad valorem tax. Instead, these vehicles will be subject to a new, one-time title ad valorem tax that is based on the value of the vehicle. The tax collected from DeKalb, Fulton and Clayton counties is reimbursed to MARTA from the State of Georgia.

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 co800529116unts as three unlinked trips.

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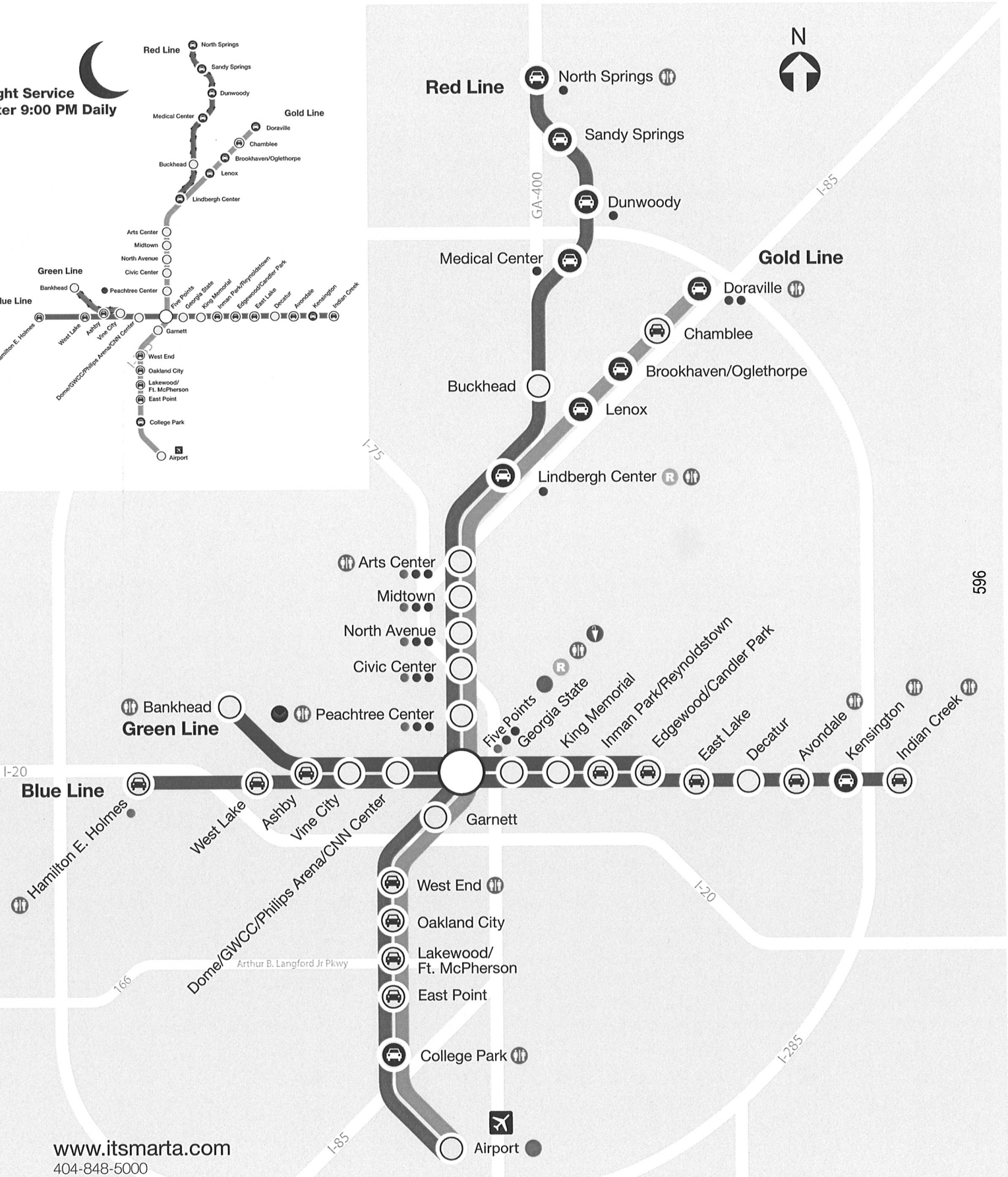

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