METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

FY2018
ADOPTED BUDGET BOOK

DEPARTMENT OF FINANCE
Office of Management & Budget
October 2017

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, 2016.

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 annual 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.

FISCAL YEAR 2018

ADOPTED OPERATING & CAPITAL FUNDS BUDGET

(July 1, 2017 through June 30, 2018)

MARTA

OFFICE OF MANAGEMENT AND BUDGET

2424 PIEDMONT ROAD, ATLANTA, GA

PHONE (404) 848-5000 FAX (404) 848-5683

http://www.itsmarta.com

TABLE OF CONTENTS

TABLE OF CONTENTS

Preface
Letter from the General Manager/CEO i
Officers and Directors iv
Executives and Senior Staff v
Guide to Book Contents ix

Marta History & Overview 1

Fiscal Policy Guide 9
Strategic Planning Process at MARTA 9
Fiscal Year Budget Development 14
Financial and Budgetary Policies 18
Fund Structure Exhibit 5 19
Revenue Policies 27
Expenditure Policies 29
Source Documents 31

Strategic Plan 33

Organizational Goals 39
Resources by Organizational Goal 40

Financial Summary 41
Financial Overview 41
Authority Operating Expenses and Revenues 41
Total Authority Operating Budget Table 1 42
Sources and Uses of Funds – Table 2 44
Available Funding for Operations – Table 3 45
Summary of Operating Revenues – Table 4 47
Summary of Operating Budget Expenditures 50
Summary of Transit Subsidy – Table 5 52
Five-Year Summary Plan – Table 6 53
Capital Program Funding 54
Debt Service Schedule 57

Operating Budget
FY18 Adopted Authority Organization Chart 63
FY18 Current Authority Organization Chart 64
FY18 Chart of Gross Expenses by Category 65
FY18 Chart of Non Labor Expenses by Category 66
Summary of FY18 Expenses by Category 67
Summary of FY18 Expenses by Organization 70
Graph of Total Authority Personnel by Fiscal Year 73
Graph of Personnel by Status and Fiscal Year 74
Graph of Personnel by Class and Fiscal Year 75
Summary of Authority Personnel by Status 76

Division of the General Manger/CEO 85
Department of the General Manager/CEO 87
General Manager/CEO 91
Board of Directors 95
Diversity & Inclusion 99

Department of Internal Audit 105
AGM Internal Audit 109
Information Systems Audit 113

Department of Capital Programs & Development 117
AGM Capital Programs & Development 121
Engineering & Development 125
Infrastructure Engineering 129
Systems Engineering 134
Capital Programming 139
Project Management & Construction 144
Architecture and Design 149

Department of Safety & Quality Assurance 153
AGM Safety & Quality Assurance 157
Safety 161
Quality Assurance & Configuration Management 166

Division of Operations 171
Department of Chief Operating Officer/COO 173
Chief Operating Officer/COO 177

Department of Operations Support Services 181
Operations Support Services 185
Facilities 190
Vertical Transportation 195
Integrated Operations Center 199

Department of Rail Operations 203
Director of Operations 207
Rail Services 211
Rail Car Maintenance 216
Maintenance of Way 222

Department of Bus Operations 227
Bus Transportation 232
Bus Maintenance 237
Mobility 242

Division of Finance 247
Department of Chief Financial Officer/CFO 249
Chief Financial Officer/CFO 253
Accounting 257
Management & Budget 261
Revenue Operations 265
Treasury & Capital Programs 270
Federal & State Programs 274
Chief Contracts Officer 278
Materials 282

Division of Administration 287
Department of Chief Administrative Officer/CAO 289
Chief Administrative Officer/CAO 293

Department of Technology 297
AGM Technology/CIO 301
Technology Infrastructure & Production 305
Technology Applications 310
Technology Support Services 315

Department of Planning 321
AGM of Planning 325
Research and Analysis 329
Short Range Planning 334
Long Range Planning 339

Department of Police Services 343
AGM Police Services 347

Division of Chief Counsel Legal Services 353
Department of Chief Counsel Legal Services 355
Chief Counsel Legal Services 359
Chief of Corporate Law 363
Chief of Litigation 367
Risk Management 371

Division of Chief of Staff 375
Department of Chief of Staff 377
Chief of Staff 381
Transit Oriented Development 385

Department of Human Resources 391
AGM of Human Resources 395
Human Resources 399
Labor & Employee Relations 404
Learning & Development 408

Division of Communications & External Affairs..... 413
Department of Communications & External Affairs 415
Chief Communications & External Affairs 419
External Affairs 424
Marketing & Sales 428
Government & Constituent Relations..... 432
Media Communications 436

Capital Budget 441
Capital Budget Overview..... 441
Capital Improvement Program Infrastructure..... 455
Planning Program Overview 461
Capital Sources and Applications of Funds 464
Approved Capital Projects Summary..... 466
Approved Capital Projects Ten-year Forecast 468
Operating Budget Impact..... 484
Approved Projects Detail 485
Federal Grant Detail..... 561

Appendix
Employee Salary Structures 571
Fare History 598
Fare Structure 599
Financial Performance Measures 603
FY2018 Benefits Calculation..... 604
MARTA Facts..... 605
Category and Sub-Category Expense Listing 608
Organizational Structure..... 609
Glossary 619

Index..... 623

Transit System Map

PREFACE

November 27, 2017

Fiscal Year 2017 saw several notable events for MARTA such as expanding service in Atlanta and Clayton County, as well as the initiation of a 304 railcar purchase with the first cars being delivered in FY2019. One of the most notable events was the collapse of a section of I-85, resulting from a fire beneath an overpass bridge. From rail operators to customer service personnel, MARTA stepped up immediately with extra service and parking to deal with the increased need for parking, and we could not have asked for a more capable, dedicated and passionate team of professionals.

Recently, Keith T. Parker announced his resignation after serving nearly five years as MARTA general manager and chief executive officer. Without question, the Agency made dramatic strides over the course of his tenure. When he arrived in December 2012, our financial books were awash in red ink and the Authority was held in such low regard by state lawmakers and others that the prospect of expanding our service footprint seemed implausible.

Five years later, MARTA has more than $250 million in reserves due to transitioning from an agency that experienced annual operating fiscal deficits to one that experienced unprecedented consecutive years of favorable fiscal surpluses. MARTA has already expanded into Clayton County and is in the first phase of an Atlanta expansion after voters approved a $2.5 billion, 40-year sales tax measure last November. What's more, the General Assembly is discussing state funding of mass transit – a prospect that also seemed unlikely just a few years ago.

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 2017 Quality of Service survey indicated customer satisfaction of MARTA services continued to trend upward with the highest percentage of satisfied customers in 14 years. This is a trend we need to maintain as we move forward. The Authority will continue to focus on being an employer of choice.

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 five consecutive years, while providing salary and wage increases.

Stated below are some of the ongoing efforts for the year:

Customer Focus Objectives:

- Increase ridership through investments, such as new buses
- Enhance the customer experience
  - Wi-Fi access on all rail/buses; communication apps and other technologies
  - Fresh MARTA Market expansion and Soccer in the Streets partnership
  - Arts in Transit
- Defer any fare increase for five consecutive years
- Improve quality of service
- Continue to emphasize "State of Good Repair" priorities

Employee Focused Objectives:

- Position MARTA as an "Employer of Choice"
- Plan for a merit/wage increase for non-represented and represented employees
- Provide ongoing employee training and development opportunities

Fiscal Objectives

- Produce another balanced budget for FY18
- Develop a reduction strategy for absenteeism and excessive overtime
- Reduce contractual services
- Provide support for technology obligations

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 FY18 are fiscally conservative and service-oriented, with the long-term objective of developing creative strategies that address future needs and opportunities.

Respectfully submitted,

Elizabeth M. O'Neill

Elizabeth M. O'Neill
Interim General Manager/Chief Executive Officer

Operating Budget Summary [$ In Millions]

FY2018 Adopted Budget Sources and Applications of Operating Funds		
Beginning FY2018 Carry-Over*		**$199.6**
*(*Non-Dedicated/Non-Restricted Reserves)*		
Operating Sales Tax (45.7% of Receipts)	228.1	
Passenger Revenue	138.6	
Title Ad Valorem Tax	20.0	
Station Parking	2.7	
Advertising Revenue	5.1	
Lease Income	9.2	
Other Transit Operating	1.9	
Federal Operating Assistance	66.0	
Operating Revenues		**$471.6**
Total FY2018 Available Funding		**$671.2**
Gross Expenses	522.9	
Capital Allocation	(61.4)	
Net Operating Expenses		**$461.5**
Ending FY2018 Carry-over		**$209.7**

Revenue Summary

Available funding for Transit Operations is $671.6M, which is funded through the following primary sources:

- ***Sales Tax*** – 45.7% of Sales Tax is programmed at $228.1M. The Sales Tax projections from the Georgia State Economic Forecasting Center resulted in a total projection of $499.2M for FY18.
- ***Passenger Revenue*** - The projected FY18 passenger revenue, is $138.6M. Projected daily ridership is approximately 440k+ riders.
- ***Ad Valorem*** - $20.0M is expected from Ad Valorem Tax Revenue.
- ***Federal Operating Assistance*** - $66.0M, which includes the flex of 5309 Preventive Maintenance to Operating.

FY18 Expense Summary

- ***Labor*** - Over 70% of MARTA's operating budget is spent on labor. The FY18 budget has 4,627 authorized positions which includes 4,293 Full-Time, 173 Part-Time and 161 Contract positions.
- ***Materials & Supplies*** - Approximately 10% of MARTA's operating budget is spent on Materials & Supplies, including CNG, Diesel and regular fuel.
- ***Contractual Services*** - Approximately 13% of MARTA's operating budget is spent on Contractual Services, like software licenses and maintenance contracts.

FY18 Highlights of Direct Customer Serving Positions

- ***Bus Operators*** - Currently there are 1239 Full-time bus operators and 125 Part-time bus operators authorized, an increase of 14 from FY17.
- ***Rail Operators*** - Currently there are 153 Full-time rail operators authorized, a decrease of 7 from FY17.
- ***Station Agents*** - Currently there are 74 Full-time authorized station agents which is the same as last year.
- ***Customer Service Positions*** - Currently there are 46 Full-time and 2 Part-time customer service authorized positions, a decrease of 4 Full Time authorized positions.

FY18 Planned Service Levels

- ***Bus Fixed Route Service*** – 33.4M total miles of service operating 101 routes. There are 550 buses scheduled to provide this service, of which 411 are CNG and 139 are diesel.
- ***Demand-Response Mobility Service*** - for elderly and disabled patrons is projected at 8.9M total miles of service. There are 211 Mobility Vans available for this service.
- ***Rail Service Level*** - 23.3M 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 with 316 Rail Cars in the active fleet, 38 Rail Stations & 48 miles of double track in our rail service.

Capital Budget Summary [$ In Millions]

FY2018 Adopted Budget Sources and Applications of Capital Funds		
Funding Sources		
FY 2017 Carry-Over	$168,000,000	
Dedicated/Restricted Reserves*	$59,200,000	
Sales Tax (Capital Allocation)	$211,650,439	
Clayton County Sales Tax Escrow*	$25,457,954	
City of Atlanta Sales Tax Reserve*	$34,111,162	
Federal Funds - CIP	$65,000,000	
State Funds	$0	
Interest Income	$500,000	
Debt Issuance - Commercial Paper/Bonds	$55,000,000	
Total Capital Funds		**$618,919,555**
*Total Capital Funds - Restricted**		*$118,769,116*
Total Capital Funds - Available (Unrestricted)		**$500,150,439**
Project Expenditures		
Maintenance of Way	$6,183,400	
Vehicles	$49,913,809	
Systems	$162,704,613	
Facilities	$32,776,821	
Non-Asset	$33,081,194	
Total Capital Projects		**$284,659,837**
Bond Debt Service and Other Bond Related Costs		**$150,129,517**
Total Capital Program		**$434,789,354**
FY18 Year Ending Balance		
Total Available Funds Carryover		**$65,361,086**
Total Restricted Funds Carryover		*$118,769,116*
Total Funds Carryover		$184,130,202

- Proposed Capital Budget of $434.8M for FY2018
- FY2018 Capital Improvement Program Proposed budget of $284.7M

Revenue & Expenses Summary

Revenue

The Authority's $439.2M **Capital Revenue Budget** is based on the capital funds on hand, the capital portion of sales tax receipts, the federal and state grants, interest earned on capital investments, and the issuance of 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 FY2018 are annotated in the table below.

Project Name	FY2018	Ten Year Total
LCARE Program: CQ312 Overhaul	$ 23.9	$ 167.2
Rehab Tunnel Ventilation Fans	$ 21.2	$ 157.2
Train Control Systems Upgrade	$ 18.5	$ 68.8
Fire Protection Systems Upgrade	$ 14.4	$ 19.3
LCARE CQ312 84-Month Cycle	$ 10.1	$ 56.6
Escalators Rehabilitation	$ 8.7	$ 99.0
FY14 Paratransit Vans	$ 8.0	$ 39.6
Audio Visual Information Sys	$ 8.0	$ 40.1
Facilities Upgrade Program	$ 7.3	$ 72.5
CNG Fuel Facility at Hamilton	$ 6.6	$ 44.4

The Authority's **Bond and FRN Debt Service Programs**, totaling $150.1M is programmed for the principal and interest payments on outstanding fixed and variable rate bonds and floating rate notes.

OFFICERS

Robert L. Ashe III, Chairman, City of Atlanta

Freda B. Hardage, Vice Chair, Fulton County

Roberta Abdul-Salaam, Secretary, Clayton County

Frederick L. Daniels Jr., Treasurer, DeKalb County

DIRECTORS

Juanita Jones Abernathy, City of Atlanta

Robert F. Dallas, Dekalb County

Jim Durrett, DeKalb County

Roderick E. Edmond, City of Atlanta

William Floyd, Dekalb County

Jerry Griffin, Clayton County

Alicia M. Ivey, Fulton County

J. Al Pond, Fulton County

W. Thomas Worthy, Governor Appointee

Russell McMurry, GDOT

Christopher Tomlinson, GRTA

EXECUTIVE STAFF – (AS ADOPTED)

Richard Krisak, Chief Operating Officer/COO
rkrisack@itsmarta.com

Elizabeth O'Neill, Chief Counsel Legal Services
emoneill@itsmarta.com

Goldie Taylor, Chief of Communications & External Affairs
RMcClendon@itsmarta.com

Gordon Hutchinson, Chief Financial Officer/CFO
ghutchinson@itsmarta.com

Rukiya Thomas, Chief of Staff/COS
rsthomas@itsmarta.com

LaShanda Dawkins, (Interim) Chief Administrative Officer/CAO
ldawkins@itsmarta.com

SENIOR STAFF – (AS ADOPTED)

DEPARTMENT OF THE GENERAL MANAGER/CEO

Shelton Goode, Executive Director Diversity & Inclusion
sgoode@itsmarta.com

Dean Mallis, Chief Information Security Officer
dmallis@itsmarta.com

DEPARTMENT OF INTERNAL AUDIT

Emil Tzanov, AGM Internal Audit
etzanov@itsmarta.com

Angela Jackson, Director Information Systems Audit
ajackson4@itsmarta.com

DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT

David Springstead, AGM Capital Programs & Development
dspringstead@itsmarta.com

Sr. Director Engineering & Development, *Vacant*

Director Infrastructure Engineering, *Vacant*

Carlos Ortega, Director Systems Engineering
cortega@itsmarta.com

Dorinda McCombs, Director Capital Programming
DMcCombs@itsmarta.com

Patrick Minnucci, Director Program & Contract Management
pminnucci@itsmarta.com

Connie Krisak, Director Architecture & Design
ckrisak@itsmarta.com

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

Elayne Berry, AGM Safety & Quality Assurance
eberry@itsmarta.com

Leslie Hubble, Director Safety
lhubble@itsmarta.com

Gena Major, Director Quality Assurance & Conf. Mgmt.
gmajor@itsmarta.com

DEPARTMENT OF OPERATIONS SUPPORT SERVICES

George Wright, Sr. Director Operations Support Services
gwright1@itsmarta.com

Remy Saintil, Director Facilities
rsaintil@itsmarta.com

Thomas Beebe, Director Vertical Transportation
tbeebe@itsmarta.com

Director Integrated Operations Center, *Vacant*

DEPARTMENT OF RAIL OPERATIONS

Sr. Director Operations, *Vacant*

Henry Woods (Acting), Director Rail Transportation
hwoods@itsmarta.com

Douglas Miller, Director Rail Car Maintenance
dfmiller@itsmarta.com

Tim Elsberry, Director Maintenance of Way
jelsberry@itsmarta.com

Department of Bus Operations

Keith Sanders, Director Bus Transportation
ksanders1@itsmarta.com

William Taylor, Director Bus Maintenance
wtaylor@itsmarta.com

Thomas Young, Director Mobility
tyoung@itsmarta.com

Department of Chief Financial Officer/CFO

Cynthia Moss Beasley, Sr. Director Accounting & Controller
cbeasley@itsmarta.com

Walter Jones, Sr. Director Management & Budget
wjones@itsmarta.com

Hubert Gee, Director Revenue Operations
hgee@itsmarta.com

Kevin Hurley, Sr. Director Treasury Services
khurley@itsmarta.com

Onyinye Akujuo, Director Federal & State Programs
oakujuo@itsmarta.com

Patricia Sullivan, Chief of Materials Management
psullivan@itsmarta.com

Lisa DeGrace, Chief Contracts Officer
ldegrace@itsmarta.com

Department of Technology

Ming His, AGM Technology/CIO
MHsi@itsmarta.com

Farouk Baksh, Director Technology Infrastructure & Production
FBaksh@itsmarta.com

Torrey Kirby, Director Technology Enterprise Applications
tkirby@itsmarta.com

Diane Hamilton, Director Technology Support Services
DHamilton@itsmarta.com

Department of Planning

Benjamin Limmer, AGM Planning
blimmer@itsmarta.com

Carol Smith, Director Research & Analysis
cgsmith@itsmarta.com

Don Williams, (Acting) Director of Long Range Planning
drwilliams@itsmarta.com

Director of Short Range Planning, *Vacant*

Department of Police Services

Wanda Dunham, AGM Chief of Police & Emergency Management
wdunham@itsmarta.com

Joseph Dorsey, Deputy Chief of Police
jddorsey@itsmarta.com

Michael Burrows, Deputy Chief of Police
mburrows@itsmarta.com

Department of Chief Counsel Legal Services

Jonathan Hunt, Chief of Corporate Law
jhunt@itsmarta.com

Paula Nash, Chief of Litigation
pmnash@itsmarta.com

Donna Jennings, Director Risk Management
DJennings@itsmarta.com

Department of Chief of Staff

Amanda Rhein, Sr. Director Transit Oriented Development
arhein@itsmarta.com

Richard Slaton, Director Real Estate
rslaton@itsmarta.com

Department of Human Resources

LaShanda Dawkins, (Acting) AGM Human Resources
ldawkins@itsmarta.com

Perfidia Collier, (Acting) Sr. Director Human Resources
pcollier@itsmarta.com

James Biscoe, (Acting) Director Labor Relations
jbiscoe@itsmarta.com

Sherrie Johnson, Director Learning & Development
Sjohnson5@itsmarta.com

Department of Communications & External Affairs

Ryland McClendon, AGM Communications & External Affairs
rmclendon@itsmarta.com

Rhonda Briggins, Sr. Director External Affairs
RBriggins@itsmarta.com

Jennifer Jinadu, Sr. Director Marketing & Sales
JJinadu@itsmarta.com

John Bayalis, Director Government & Constituent Relations
jbayalis@itsmarta.com

Erik Burton, Sr. Director Media Relations
eburton@itsmarta.com

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 and 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.

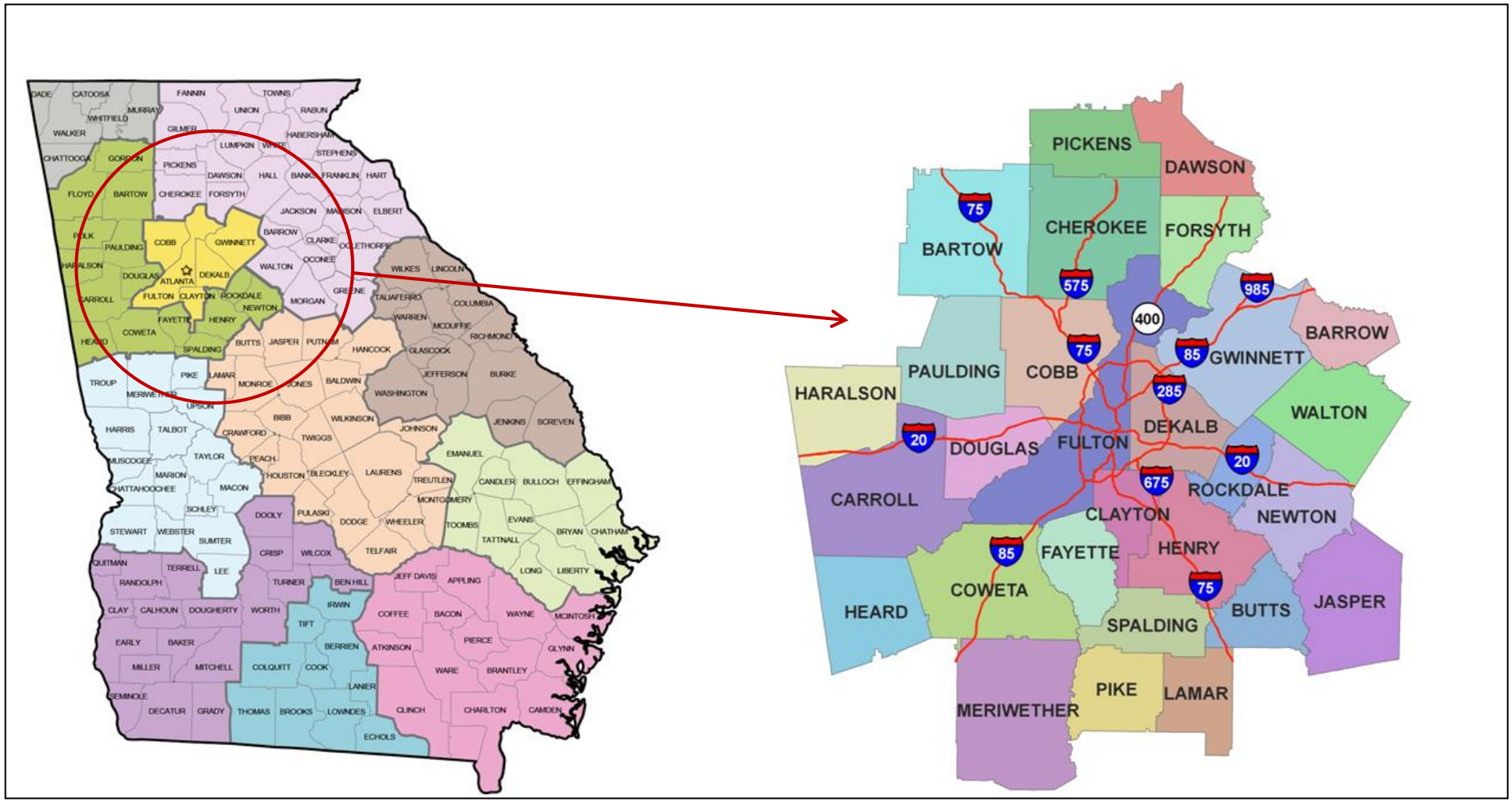
In November of 2014, Clayton County joined MARTA, becoming the first time a county has joined since operations began in 1971. (*Please see the complete history of MARTA and other MARTA facts at www.itsmarta.com.)*

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

Existing Metropolitan Area Regional Transit Systems

■ Fixed Route Rail or Bus	■ Circulators and Shuttles	■ On-Demand Service
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.
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.	**Panther Express** - Georgia State University provides a free shuttle service throughout its campus in Downtown Atlanta. It also provides service to and from student parking at Turner Field	**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.

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 most recent newsletter, ***Regional Snapshot - 2017 Population Estimates,***[2] ARC estimated that the 10-county Atlanta region added 78,300 new residents between April 1, 2016, and April 1, 2017, representing the largest single-year increase since 2007 to 2008. ARC also notes that:

- The Atlanta region with an estimated 4,480,100 residents now has a population greater than 24 states.
- The largest single-year growth was seen by **Fulton County** with 17,100 new residents, followed by **Gwinnett** with 16,900 new residents, **Cobb** with 12,800 and **Cherokee** with 6,800.
- The **City of Atlanta** beat its last year increase of 7,900 with 9,900 new residents, once again its largest single-year of growth since the Great Recession.
- New residential building permits continued to increase also with 27,100 for the 10-county region numbered compared to 22,000 in 2016, with higher building permit activity indicative of population growth.

Despite the addition of 70,000+ new people, ARC notes that growth still lags behind the boom of the 1990's and 2000's.
The table below summarizes the population growth in the region.

More recent 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	2017	2016 to 2017 Change	Average Annual Change 2010-2017	Average Annual Change 1990-2010
City of Atlanta	495,039	424,922	415,200	416,474	420,003	426,900	431,700	439,600	449,500	7,900	4,214	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**	**4,480,100**	**69,200**	**53,193**	**77,498**
Cherokee	31,059	51,699	91,000	141,903	214,346	227,500	233,300	240,100	247,400	6,800	4,722	6,167
Clayton	98,126	150,357	184,100	236,517	259,424	264,700	266,900	270,600	275,300	3,700	2,268	3,766
Cobb	196,793	297,718	453,400	607,751	688,078	717,100	727,600	737,500	750,300	9,900	8,889	11,734
DeKalb	415,387	483,024	553,800	665,865	691,893	712,900	718,400	725,000	733,900	6,600	6,001	6,905
Douglas	28,659	54,573	71,700	92,174	132,403	136,000	137,400	139,000	140,900	1,600	1,214	3,035
Fayette	11,364	29,043	62,800	91,263	106,567	109,500	110,700	112,300	114,000	1,600	1062	2,188
Fulton	**605,210**	**589,904**	**670,800**	**816,006**	**920,581**	**958,100**	**970,400**	**985,700**	**1,002,800**	**15,300**	**11,746**	**12,489**
Gwinnett	72,349	166,808	356,500	588,448	805,321	844,100	859,800	877,100	894,000	17,300	12,668	22,441
Henry	23,724	36,309	59,200	119,341	203,922	214,500	218,700	223,600	229,000	4,900	3,583	7,236
Rockdale	18,152	36,747	54,500	70,111	85,215	87,900	89,400	90,900	92,500	1,500	1041	1,536

[2] http://33n.atlantaregional.com/regional-snapshot/regional-snapshot-2017-population-estimates
[3] http://www.census.gov/quickfacts

Fact	DeKalb County	Fulton County	Clayton County	City of Atlanta
Population estimates, July 1, 2016, (V2016)	740,321	1,023,336	279,462	472,522
Population estimates base, April 1, 2010, (V2016)	691,992	920,547	259,470	420,425
Population, percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)	7.00%	11.20%	7.70%	12.40%
Population, Census, April 1, 2010	691,893	920,581	259,424	420,003
Persons under 5 years, percent, July 1, 2016, (V2016)	7.20%	6.20%	7.60%	X
Persons under 5 years, percent, April 1, 2010	7.30%	6.80%	8.50%	6.40%
Persons under 18 years, percent, July 1, 2016, (V2016)	23.70%	22.60%	28.30%	X
Persons under 18 years, percent, April 1, 2010	23.90%	23.90%	28.90%	19.40%
Persons 65 years and over, percent, July 1, 2016, (V2016)	11.10%	11.10%	8.90%	X
Persons 65 years and over, percent, April 1, 2010	9.00%	9.10%	6.60%	9.80%
Female persons, percent, July 1, 2016, (V2016)	52.60%	51.60%	53.00%	X
Female persons, percent, April 1, 2010	52.10%	51.30%	52.10%	50.20%
White alone, percent, July 1, 2016, (V2016) (a)	35.70%	46.10%	20.80%	X
White alone, percent, April 1, 2010 (a)	33.30%	44.50%	18.90%	38.40%
Black or African American alone, percent, July 1, 2016, (V2016) (a)	55.30%	44.50%	71.00%	X
Black or African American alone, percent, April 1, 2010 (a)	54.30%	44.10%	66.10%	54.00%
American Indian and Alaska Native alone, percent, July 1, 2016, (V2016) (a)	0.50%	0.30%	0.60%	X
American Indian and Alaska Native alone, percent, April 1, 2010 (a)	0.40%	0.20%	0.40%	0.20%
Asian alone, percent, July 1, 2016, (V2016) (a)	6.40%	7.00%	5.30%	X
Asian alone, percent, April 1, 2010 (a)	5.10%	5.60%	5.00%	3.10%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2016, (V2016) (a)	0.10%	Z	0.10%	X
Native Hawaiian and Other Pacific Islander alone, percent, April 1, 2010 (a)	Z	Z	0.10%	Z
Two or More Races, percent, July 1, 2016, (V2016)	2.10%	2.10%	2.30%	X
Two or More Races, percent, April 1, 2010	2.40%	2.20%	2.50%	2.00%
Hispanic or Latino, percent, July 1, 2016, (V2016) (b)	8.50%	7.30%	13.10%	X
Hispanic or Latino, percent, April 1, 2010 (b)	9.80%	7.90%	13.70%	5.20%
White alone, not Hispanic or Latino, percent, July 1, 2016, (V2016)	29.10%	40.10%	10.80%	X
White alone, not Hispanic or Latino, percent, April 1, 2010	29.40%	40.80%	14.10%	36.30%
Veterans, 2011-2015	39,703	44,945	16,611	20,009
Foreign born persons, percent, 2011-2015	16.40%	12.40%	14.90%	7.30%
Housing units, July 1, 2016, (V2016)	310,214	464,473	104,996	X
Housing units, April 1, 2010	304,968	437,105	104,705	224,573
Owner-occupied housing unit rate, 2011-2015	55.30%	51.70%	52.70%	43.60%
Median value of owner-occupied housing units, 2011-2015	$163,000	$241,300	$85,200	$209,200
Median selected monthly owner costs - with a mortgage, 2011-2015	$1,478	$1,792	$1,153	$1,737
Median selected monthly owner costs - without a mortgage, 2011-2015	$498	$575	$376	$539
Median gross rent, 2011-2015	$991	$1,001	$881	$975

Fact	DeKalb County	Fulton County	Clayton County	City of Atlanta
Households, 2011-2015	267,396	379,957	88,793	185,820
Persons per household, 2011-2015	2.63	2.5	2.97	2.25
Living in same house 1 year ago, percent of persons age 1 year+, 2011-2015	81.70%	81.10%	79.80%	77.60%
Language other than English spoken at home, % of persons age 5 years+, 2011-2015	18.90%	16.50%	20.20%	10.20%
High school graduate or higher, percent of persons age 25 years+, 2011-2015	88.30%	90.90%	82.50%	89.00%
Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015	41.10%	49.30%	18.30%	47.90%
With a disability, under age 65 years, percent, 2011-2015	7.40%	6.90%	8.50%	8.60%
Persons without health insurance, under age 65 years, percent	16.90%	14.00%	18.90%	17.60%
In civilian labor force, total, percent of population age 16 years+, 2011-2015	69.10%	67.30%	66.70%	64.90%
In civilian labor force, female, percent of population age 16 years+, 2011-2015	65.40%	62.50%	63.90%	62.20%
Total accommodation and food services sales, 2012 ($1,000) (c)	1,358,124	4,627,750	450,869	3,023,387
Total health care and social assistance receipts/revenue, 2012 ($1,000)v (c)	4,808,798	9,875,785	810,143	5,384,518
Total manufacturers' shipments, 2012 ($1,000) (c)	3,630,768	8,987,212	1,873,369	3,609,685
Total merchant wholesaler sales, 2012 ($1,000) (c)	5,554,714	29,149,088	4,341,657	9,224,850
Total retail sales, 2012 ($1,000) (c)	7,956,518	13,382,679	3,229,643	6,088,296
Total retail sales per capita, 2012 (c)	$11,252	$13,687	$12,147	$13,719
Mean travel time to work (minutes), workers age 16 years+, 2011-2015	31.4	27.4	30	25.5
Median household income (in 2015 dollars), 2011-2015	$51,376	$57,207	$40,938	$47,527
Per capita income in past 12 months (in 2015 dollars), 2011-2015	$29,486	$37,926	$18,107	$37,175
Persons in poverty, percent	17.80%	16.00%	23.30%	24.60%
Total employer establishments, 2015	16,558	35,391	3,746	X
Total employment, 2015	269,019	763,933	70,709	X
Total annual payroll, 2015 ($1,000)	13,943,742	52,543,184	2,688,828	X
Total employment, percent change, 2014-2015	2.50%	3.40%	-0.20%	X
Population per square mile, 2010	2,585.70	1,748.00	1,832.50	3,154.30
Land area in square miles, 2010	267.58	526.64	141.57	133.15
(a) Includes persons reporting only one race				
(b) Hispanics may be of any race, so also are included in applicable race categories				
(c) Economic Census - Puerto Rico data are not comparable to U.S. Economic Census data				
X Not applicable				
Z Value greater than zero but less than half unit of measure shown				

Legislative Challenges[4]

MARTA once again enjoyed positive momentum during the 2017 Session of the Georgia General Assembly. MARTA also made further inroads with legislators at all levels across the state to increase support for public transit.

The 2017 session of the Georgia General Assembly began on January 9, 2017 with Sine Die adjournment on March 30th. Of primary achievement, MARTA was able to refine its process for reviewing proposals for amenities for our rail stations via H.B. 506. This bill converted what had long been an "invitation to bid" process to an RFP process, thereby giving the Authority the ability to consider variables beyond mere (and only) revenue projections by interested parties. We expect this change to contribute significantly to the expansion of future concession services MARTA offers to our patrons across the entire system.

In addition to our success with H.B. 506, we also played a significant role in what eventually became H.R. 848, the Commission on Transit Funding & Governance. This Commission, charged with making recommendations for transit's future across the state by December 31, 2018, features several high profile legislators and stakeholders amongst those that will be weighing in on transit policy. MARTA is represented in an ex-officio capacity via General Manager Keith Parker, and MARTA's Senior Director of External Affairs, Rhonda Briggins, will sit on the Commission as a voting member in her role as President of the Georgia Transit Association (GTA).

Other legislative items of interest impacting transit included H.B. 134 (single-country TSPLOST that includes new tax revenue spending on transit), H.B. 201 (reinstitution of the motor fuel tax exemption for transit), H.B. 265 (exempts Woodruff Arts Center ticket sales from MARTA taxing) and S.R. 228 (future passenger rail line protections for CSX corridors throughout the state). Of those, the only legislation that did not pass was H.B. 201 – it did not even receive a hearing in Committee. As this bill represents a $3 million revenue stream for the Authority by reinstituting the exemptions we had long enjoyed on motor fuel and compressed natural gas, we will pursue it again next year in hopes of getting it across the finish line.

Local to our member jurisdictions, there were also two separate, unsuccessful, efforts to rally support for bills outlining a new half-penny referendum option for DeKalb County only. We expect similar attempts to come up in 2018.

Perhaps more important than 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 another boost in "voice" during 2017. The issue is well positioned to be a major Gubernatorial-election talking point during next year's campaign.

MARTA also enjoyed much good will from elected officials for the role it played in alleviating congestion and commuter woes during the I-85 collapse crisis that, coincidentally, occurred about 2 hours after H.R. 848 was passed in the House on the final day of the 2017 Session of the Georgia General Assembly. In deploying additional service, extending hours, and working with key stakeholders in transit, government and the private sector, MARTA was able to contribute significantly to easing the travel frustrations experienced by millions across the metro region. The Authority saw a substantial spike in ridership during the crisis and our contribution was featured by the Governor at the May press conference announcing the reopening of the I-85 highway.

We look forward to having MARTA continue playing a critical 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:

I. Assessment of Conditions

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

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

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

- **Core Business Functions within the Authority –** Management must determine how well primary processes are functioning with the focus on ***"The Six Organizational Goals".*** 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, Maximize ridership through investment and innovation (technology, art, mobility management, etc.), Achieve significant progress towards the planning and implementation of "MORE MARTA". These goals will guide all operating and capital projects.

- **Critical Productivity, Effectiveness, and Efficiency Measures -** We need to guarantee that all resources are used to the optimum extent possible. Effective performance measurements are essential to ensure this is accomplished. We should endeavor to remain a reasonably priced transportation alternative.

II. Board and Management Guidance and Direction

As part of the planning process, management and the Board of Directors annually 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.

III. Organization Planning

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

IV. Resource Allocation and Planning

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

V. Program Management & Performance Monitoring

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

Operating Plan Summary

The Strategic Planning process provides a process to enhance our ability to comprehensively respond to a wide range of increasingly complex issues in a coordinated and effective manner. These issues arise out of changes in the external environment, shifts in customer desires, demands for new services, responses to the aging of our facilities and equipment, and the development of our evolving priorities, objectives, organizational structure, functions and focus.

Budget Process Linkage to Capital Investment

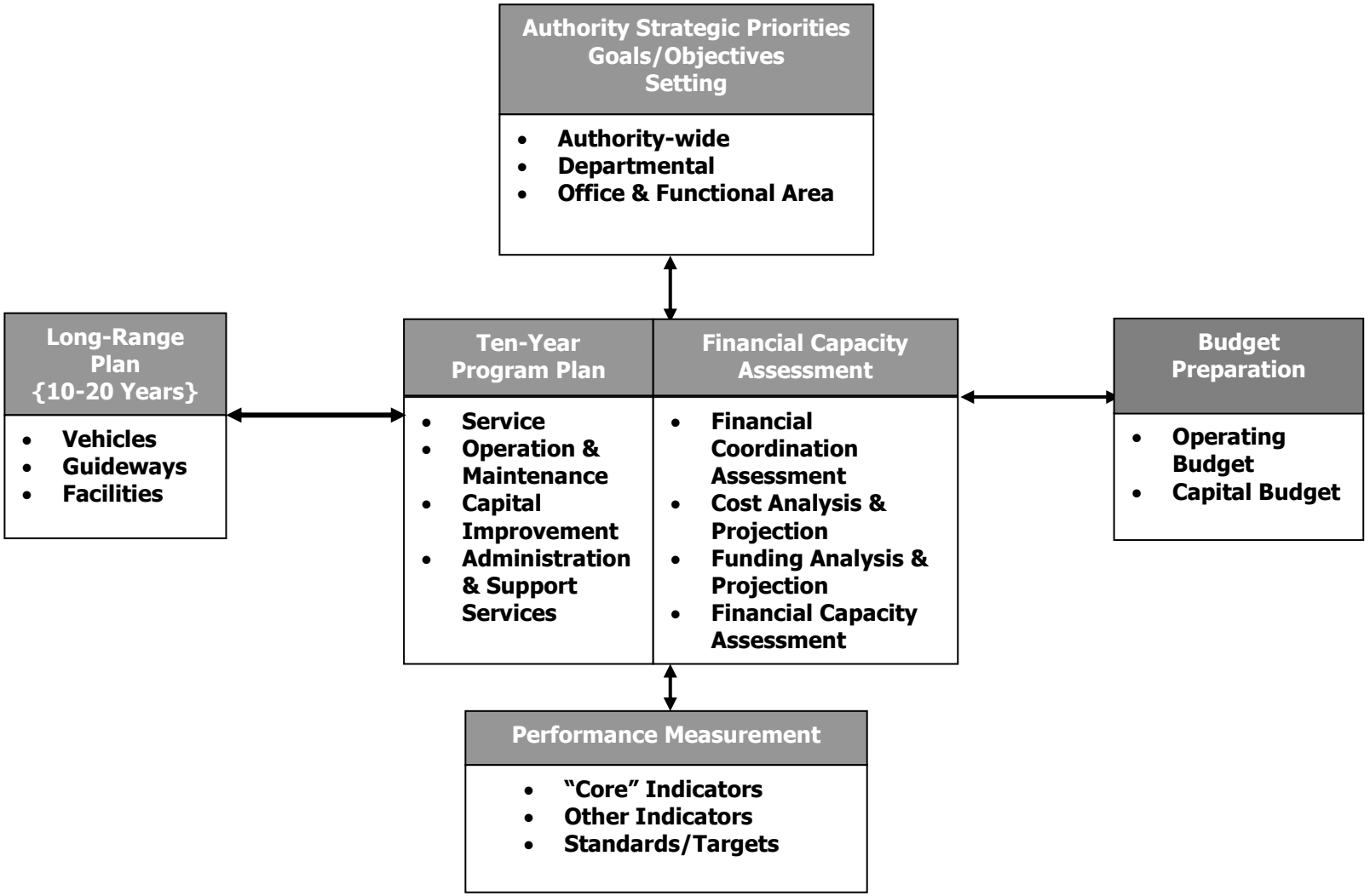
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

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

MARTA Capital Plan Priorities & Issues

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

Exhibit # 1
Multi-Year Program Planning Process



Capital Planning Process

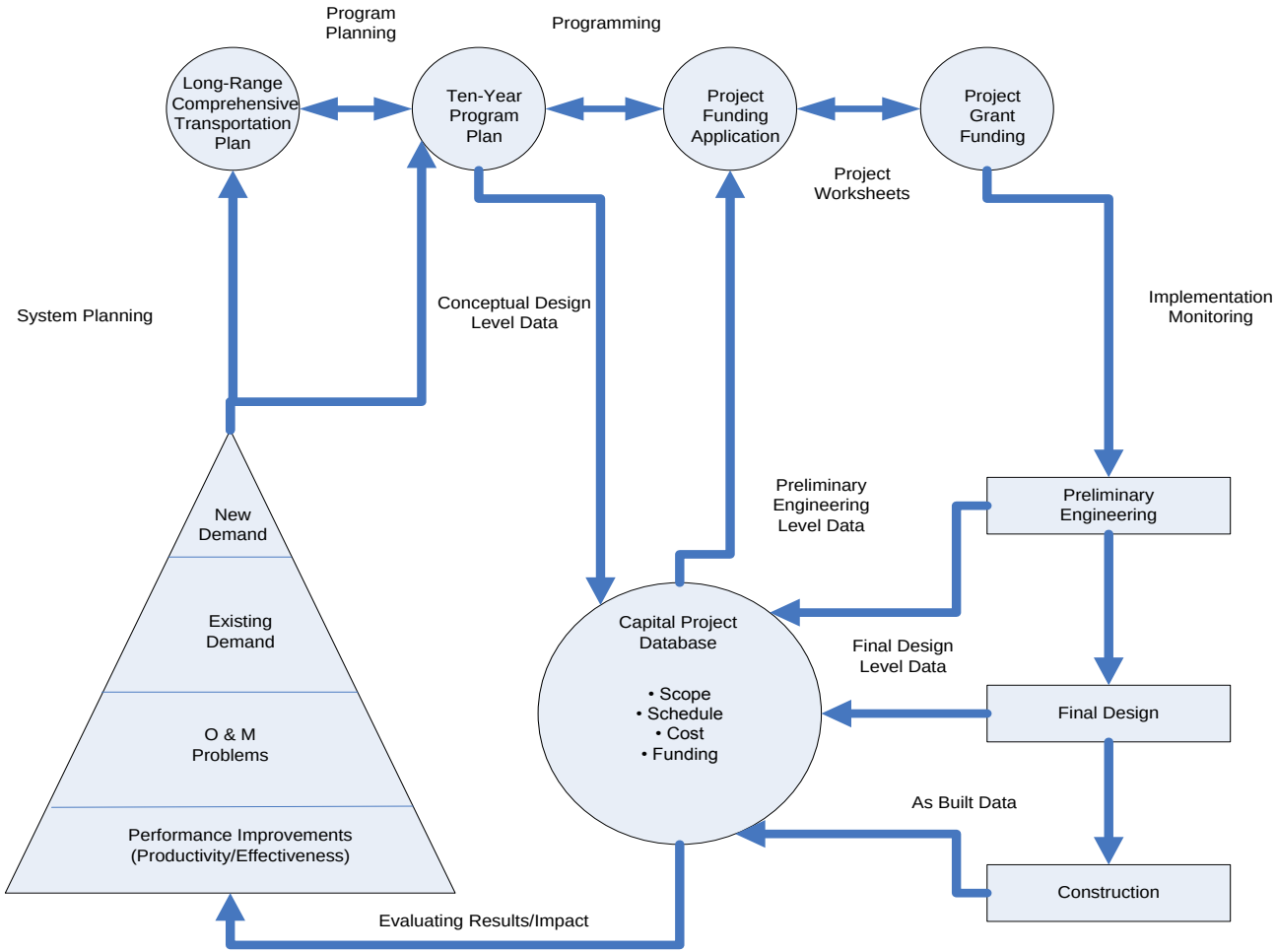
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

- The Authority-wide Long-Range Comprehensive Transportation Plan – This plan focuses on long-range, system-level planning. It will identify and analyze overall transit service issues, opportunities, problems, documented needs, and priorities from the Capital Improvement Program. This will provide management with the "big picture" of the capital program to ensure coordination among departments and the Authority's ability to fund these programs and projects.
- Ten-Year Program Plan – This plan is a comprehensive ten-year Capital Program that must be in place to address service and capital improvements to be made in each year of the plan. Plans to coordinate such service and capital improvements among bus and rail modes and customer service areas will be defined. The Ten-Year Program Plan is the "catalyst" for the Executive Management Team to manage the planning and implementation of capital programs, projects, and procurements. To do so, the Ten-Year Program Plan has:

  a) A clear linkage to the long-range comprehensive capital plan, as well as operating and capital budgets.

  b) Goals, objectives, and performance measures to be used internally for periodic evaluation of the progress in implementing the program's plans.

Exhibit # 2
Relationship Among Major Construction Project Processes & Products



Fiscal Year Budget Development

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

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

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

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

In May or June, a summary of the Recommended Budget is presented to the citizens of Fulton and DeKalb counties at public hearings. Prior to and after the hearings, copies of the Recommended Budget are made available to the public. At the public hearing, citizens are encouraged to comment verbally or in writing on the Authority's operational plan for the coming fiscal year. Senior Staff members and the General Manager are present at the hearings, and any questions that cannot be appropriately addressed at the hearings are forwarded to the respective areas for a response.

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

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

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

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

Exhibit # 3
Calendar for Development of the FY18 Budget

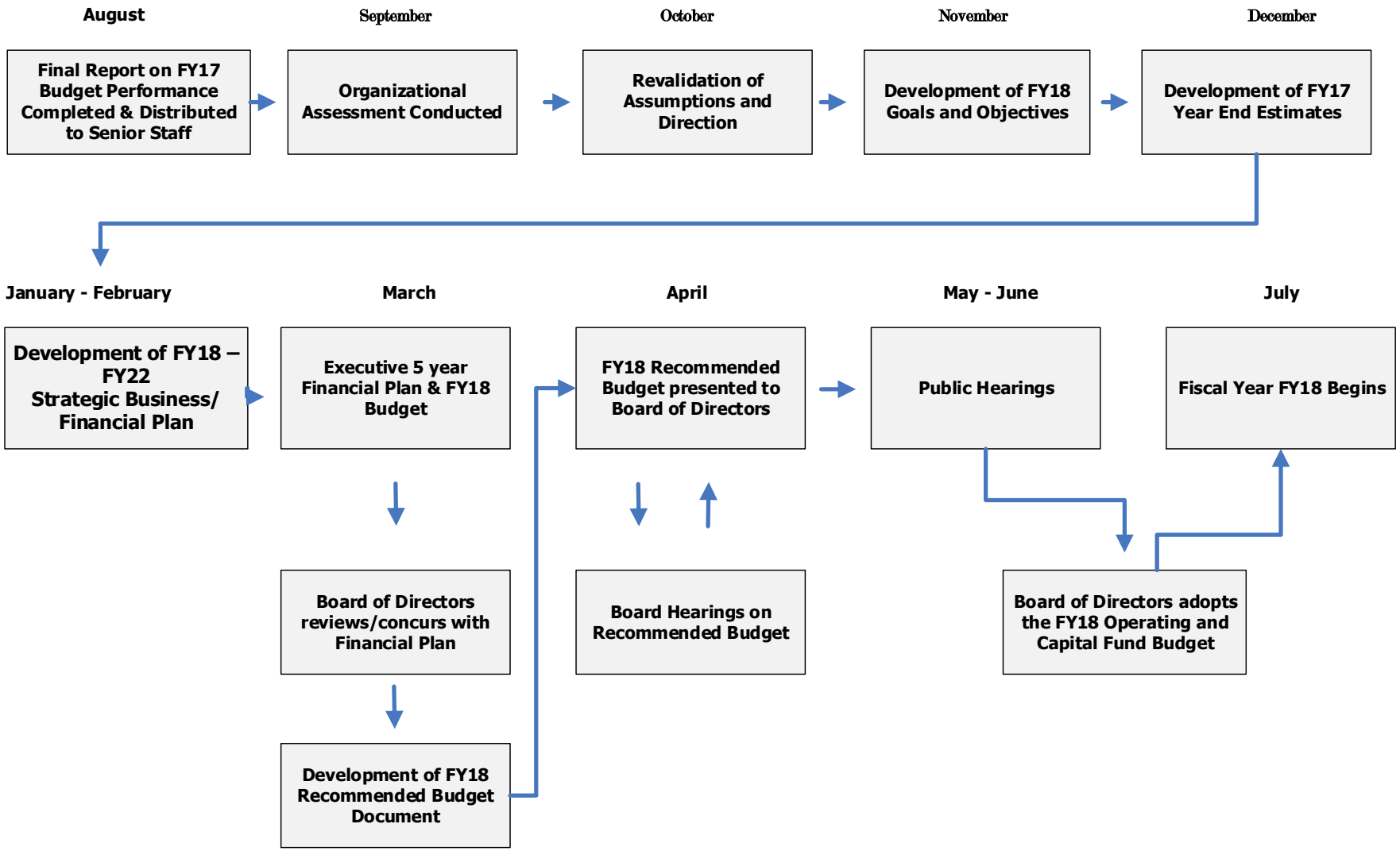


Exhibit # 4
Development of the FY18 Budget Major Milestones

Date	Event
Dec 2016	December Service Levels Mark-Up
Jan 2017	Determine Corporate and Strategic Assumptions for the FY2018 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, etc.)
Jan 2017	Distribution of FY2018 Budget Call Package
Jan-Feb	Draft Legislative, Budget and Service Plan Communications Strategy
Jan -April	Legislative Session
Feb 16, 2017	FY2018 Budget Call Package submissions due
Feb 2017	Briefing on the FY 2018 Draft Service Plan
Feb 2017	Board Briefing on Corporate and Strategic Assumptions for the FY2018 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy Plan, Reserves Utilization, Strategic Performance Objectives, Legislative Strategy, etc.)
March 2017	Internal Budget Hearings: EMT Review and Revisions of FY2018 Budget Submissions, Parking Plan, Fare Increase Plan, Fare Policy Plan, Revenue Projections & Service Plan
March 2017	Call for Public Hearing (Service and Budget)
March 2017	Legislative and jurisdictional Board briefings on service and budget
March 2017	Revised Service Plan (based on outreach and budget refinements)
March 2017	EMT Review of the FY2018 Preliminary Operating & Capital Budgets, including Service Plan, Parking Plan & Fare Increase Plan (including Fare Policy Plan)

Exhibit # 4
Development of the FY18 Budget Major Milestones (continued)

Date	Event
March 2017	Board Briefing on Budget Development Status & Updates
March – June 2017	Community Outreach Sessions by GM/CEO & EMT (fiscal focus strategy, customer focus strategy [i.e. fare policy & service plan], Employee focus strategy)
April 2017	Advertise for Public Hearings; Community Outreach Sessions
April 2017	Hold Public Hearing
April 2017	Briefing on the Revised Service Plan
April 2017	Board Retreat on the FY 2018 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 FY2018
May 2017	May Mark-Up
May 2017	Report Results of Public Hearing
May 2017	Briefing on the Recommended FY 2018 Service Plan
May 2017	Board Presentation of FY 2018 Recommended Operating & Capital Budgets
June 2017	Board Adoption of FY 2018 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, 2017

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Salaries	$ 251,756,307.51	$ -	$ -	$ -	$ -	$ -	$ 251,756,307.51
Benefits	$ 125,348,101.81	$ -	$ -	$ -	$ (1,629.78)	$ -	$ 125,346,472.03
Contractual Services	$ 56,411,773.45	$ 6,522,219.30	$ -	$ 10,385,158.46	$ -	$ -	$ 73,319,151.21
Material & Supplies Expenses	$ 44,961,768.78	$ 71,589.32	$ -	$ 7,908,542.35	$ -	$ 233.11	$ 52,942,133.56
Utilities	$ 13,490,588.68	$ -	$ -	$ -	$ -	$ -	$ 13,490,588.68
Taxes & Fees	$ 108,617.88	$ -	$ -	$ -	$ -	$ -	$ 108,617.88
Other Miscellaneous Expenses	$ 15,139,212.32	$ 2,088,302.69	$ 68,981,027.08	$ (84,727.08)	$ 217,940,714.76	$ 17,192,094.00	$ 321,256,623.77
Planning Grant Expenditure	$ 2,084,118.72	$ 36,505,444.37	$ -	$ 114,060,077.35	$ -	$ -	$ 152,649,640.44
TOTAL EXPENDITURES	$ 509,300,489.15	$ 45,187,555.68	$ 68,981,027.08	$ 132,269,051.08	$ 217,939,084.98	$ 17,192,327.11	$ 990,869,535.08
Cost Allocation	$ (34,877,620.36)	$ -	$ -	$ -	$ -	$ -	$ (34,877,620.36)
TOTAL OPERATING EXPENDITURES	**$ 474,422,868.79**	**$ 45,187,555.68**	**$ 68,981,027.08**	**$ 132,269,051.08**	**$ 217,939,084.98**	**$ 17,192,327.11**	**$ 955,991,914.72**

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Passenger	$ 134,949,316.22	$ -	$ -	$ -	$ -	$ -	$ 134,949,316.22
Station Parking	$ 2,965,061.21	$ -	$ -	$ -	$ -	$ -	$ 2,965,061.21
Other Operating**	$ 15,758,866.28	$ -	$ -	$ -	$ 226,308.33	$ -	$ 15,985,174.61
Operating Subsidy	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Federal Revenue Operating	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sales Tax	$ 429,886,048.95	$ -	$ -	$ -	$ -	$ -	$ 429,886,048.95
Sales Tax Non-Capital Subsidy	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sales Tax W/H Sinking Fund	$ (131,619,779.37)	$ -	$ 130,569,847.64	$ -	$ -	$ -	$ (1,049,931.73)
Investment Income	$ 451,082.39	$ -	$ 197,594.76	$ -	$ -	$ (10,339,491.00)	$ (9,690,813.85)
Other Non-Operating Revenue	$ 33,082,634.59	$ -	$ -	$ -	$ 6,037,843.57	$ -	$ 39,120,478.16
Sales Tax Capital Related	$ (95,056,062.57)	$ -	$ -	$ -	$ 95,056,062.57	$ -	$ -
Bonds Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Local & Federal Capital Revenue	$ 69,000,000.00	$ 12,824,095.92	$ -	$ 16,471,787.00	$ -	$ -	$ 98,295,882.92
Contractual Services Revenue	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Federal Revenues	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Revenue Clearing	$ -	$ (5,934.00)	$ -	$ (4,733,159.00)	$ -	$ -	$ (4,739,093.00)
TOTAL REVENUES	**$ 459,417,167.70**	**$ 12,818,161.92**	**$ 130,767,442.40**	**$ 11,738,628.00**	**$ 101,320,214.47**	**$ (10,339,491.00)**	**$ 705,722,123.49**

- 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 15 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, and one member appointed by the Governor of the State of Georgia.
- 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 15 members of which 13 members reserve 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, DeKalb and Clayton. The tax is levied at a rate of 1% until June 30, 2047 with an additional .5% until June 30, 2057 for the City of Atlanta.
- 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. Designations of retained earnings are not legally required reserves but are segregated for a specific purpose by an act of the Board of Directors of MARTA.

MARTA's long range plan is closely correlated with the regional transit vision articulated within by the Transit Planning Board Concept 3 Plan and has been formalized by the MARTA Board of Directors in 2008. This vision recognizes MARTA's role as the core of the regional transit system needed to accommodate the anticipated growth in the Atlanta region over the next 25 years. The vision also features expanding the existing MARTA system. The following initiatives have been identified as priorities in no particular ranking and are included in the approved 12th, 13th, and 14th Amendments to the Rapid Transit Contract and Assistance Agreement.

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. The Draft Environmental Impact Statement is anticipated to be completed during Summer of 2018 and a Final Environmental Impact Statement/Record of Decision (ROD) to be completed by Winter 2018.

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 mid-2018. 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 to work with us to identify potential funding sources for the further development and construction of the project.

Georgia 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 began 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 2018 and a Final Environmental Impact Statement/Record of Decision (ROD) to be completed in Winter 2018.

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

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 mid 2016.

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 under construction at the Edgewood/Candler Park, Avondale and Chamblee Stations. Planning is underway for projects at the King Memorial, Arts Center and Lindbergh Center Stations as well.

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 2018 Strategic Business Plan (FY18 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 FY18 SBP paves the way for MARTA to convert its resources, organizational culture and employee knowledge into expected tangible outcomes.

MARTA has faced major financial challenges since 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.

The Strategic Plan Framework is 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 KPI are accessible via MARTAnet.

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 KPI'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

- Position MARTA to become an Employer of Choice by attracting, developing and retaining the best and brightest.
- Demonstrate and communicate routine excellence as the standard throughout MARTA.
- Create a culture and discipline of security and safety excellence.
- Maintain fiscal discipline by optimizing resources through cost savings, efficiencies and revenue generation.
- Maximize ridership and service quality through innovation and capital investment.
- Achieve significant progress towards the planning and implementation of MORE MARTA.

STRATEGY MAP

KEY PERFORMANCE INDICATORS (KPIs)

Financial KPIs

KPI	Performance Owner	Data Owner	FY17 Target	FY17 Actual	FY18 Target
Budget Variance (Net Operating Cost)	Individual Offices	Management & Budget	</= 0%	-0.6%	</= 0%
Ridership Combined (unlinked trips)	EMT	Planning	>/= 139.9M	126.4M	>/= 133.0M
Bus Gross Cost per Passenger Trip	Bus Operations	Accounting	</= $3.84	$4.03	</= $4.10
Rail Gross Cost per Passenger Trip	Rail Operations	Accounting	</= $3.18	$3.32	</= $3.34
Mobility Gross Cost per Passenger Trip	Mobility Operations	Accounting	</= $48.60	$49.87	</= $49.30
Bus Gross Cost per Revenue Mile	Bus Operations	Accounting	</= $9.47	$8.83	</= $8.96
Rail Gross Cost per Revenue Mile	Rail Operations	Accounting	</= $10.94	$10.14	</= $10.83
Mobility Gross Cost per Revenue Mile	Mobility Operations	Accounting	</= $4.95	$4.72	</= $5.02

Customer Service KPIs

KPI	Performance Owner	Data Owner	FY17 Target	FY17 Actual	FY18 Target
Average Customer Call Wait Time	Customer Care	Customer Care	</= 0:35	0:32	</= 0:35
Customer Call Abandonment Rate	Customer Care	Customer Care	</= 6%	3.89%	</= 6%

Safety & Security KPIs

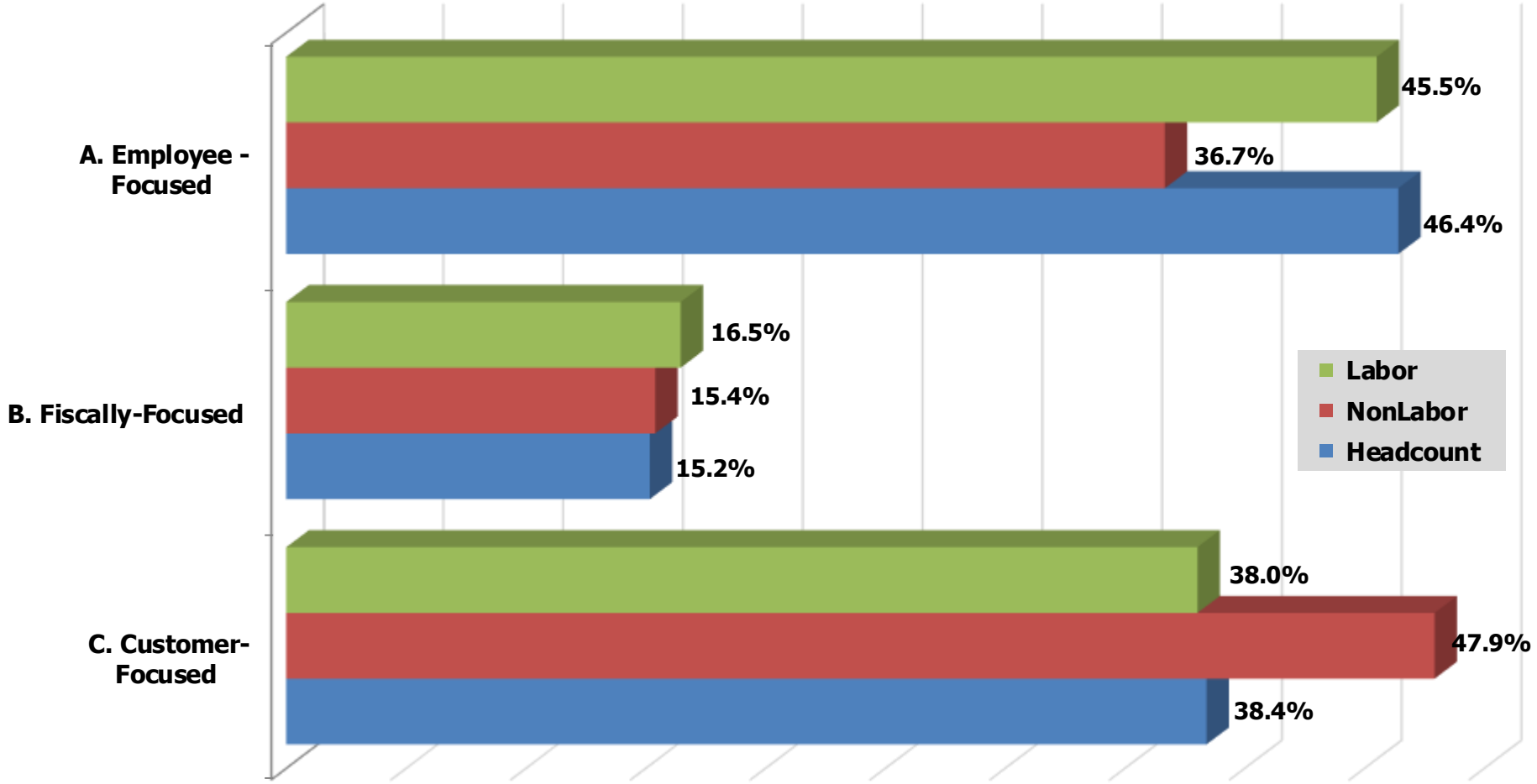
KPI	Performance Owner	Data Owner	FY17 Target	FY17 Actual	FY18 Target
Part I Crime	Police	Police	</= 4.15	3.56	</= 4.15
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	</= 3.80	4.94	</= 3.80
Mobility Collision Rate per 100K Miles	Mobility	Safety	</= 2.50	3.61	</= 2.50
Lost Time Accident Rate	Individual Offices	Safety	</= 3.80	4.33	</= 3.80

Operations KPIs

KPI	Performance Owner	Data Owner	FY17 Target	FY17 Actual	FY18 Target
Bus OTP	Bus Transportation	Planning	>/= 78.5%	77.66%	>/= 78.5%
Bus MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 4,500	4,338	>/= 4,500
Bus Complaints per 100K Boardings	Bus Operations	Customer Care	</= 8	7.51	</= 8
Rail OTP	Rail Transportation	Rail Transportation	>/= 95%	97.06%	>/= 95%
Rail MDBF	Rail Maintenance	Rail Maintenance	>/= 23,000	24,825	>/= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>/= 475	536	>/= 475
Rail Complaints per 100K Boardings	Rail Operations	Customer Care	</= 1.00	0.48	</= 1.00
Mobility OTP	Mobility	Mobility	>/= 90%	88.51%	>/= 90%
Mobility MDBF	Mobility	Mobility	>/= 15,000	11,005	>/= 15,000
Mobility Reservation Average Call Wait Time	Mobility	Mobility	</= 2:00	4:08	</= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Mobility	</= 5.50%	12.16%	</= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Care	</= 4.00	3.41	</= 4.00
Escalator Availability	Vertical Transportation	Vertical Transportation	>/= 97%	98.71%	>/= 97%
Elevator Availability	Vertical Transportation	Vertical Transportation	>/= 98.5%	99.36%	>/= 98.5%

ORGANIZATIONAL GOALS

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



Type	A	B	C	Total
Gross Labor	173,120,132	62,617,858	144,664,596	**$ 380,402,586**
Gross NonLabor	52,258,004	21,952,216	68,306,355	**$ 142,516,576**
Headcount	2,148	702	1,777	**4,627**

Type		A. Employee - Focused	B. Fiscally-Focused	C. Customer-Focused	Total
Gross Labor	**%**	45.5%	16.5%	38.0%	**100%**
	$	173,120,132	62,617,858	144,664,596	**$ 380,402,586**
Gross NoLabor	**%**	36.7%	15.4%	47.9%	**100%**
	$	52,258,004	21,952,216	68,306,355	**$ 142,516,576**
Headcount	**%**	46.4%	15.2%	38.4%	**100%**
	#	2,148	702	1,777	**4,627**

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

Goal 2: Demonstrate and communicate routine excellence as the standard throughout MARTA

Goal 3: Create a culture and discipline of security and safety excellence

B. Goal 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation

C. Goal 5: Maximize ridership and service quality through innovation and capital investment

Goal 6: Achieve significant progress towards the planning and implementation of MORE MARTA

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

FY18 Fiscal Challenges & Objectives

The FY2018 budget was developed around the major challenges of declining ridership, a leveling off of the Title Ad Valorem Tax portions of sales tax revenue, and the expense required to maintain an aging infrastructure. Some relief was experienced with the addition of Clayton County and the passage of a half-penny tax increase in the City of Atlanta, however, additional challenges such as negotiated wage increases for represented employees and the deferral of fare increases to FY2019 are causing a faster gain in expenses combined with an erosion in revenue.

Our objectives for FY2018 include the following:

- Reduce contractual services
- Support technology obligations
- Retain current service levels
- Enhance the quality of service experience

Authority Operating Expenses & Revenues

FY2018 Revenues vs FY2017 Revenues

Budgeted FY2018 Operating Sales Tax revenue for operations is greater than FY2017 actuals by $24.9M or 12.3% which is largely due to the More MARTA initiative a new ½ penny sales tax to improve transit service in the City of Atlanta. The initiative will generate an estimated $2.5 billion over the next four decades, allowing MARTA to make major investments in transit infrastructure, including introducing high-capacity rail improvements, building new infill rail stations within the City of Atlanta, purchasing new buses, adding more frequent service, and introducing new bus routes. FY18 will be the first full year this tax is collected. Likewise, FY18 will also see the first full year of tax receipts for Clayton County which joined MARTA in FY15.

FY2018 Passenger revenue is expected to increase from FY2017 by $3.7M or 2.7% (See Table 1). Similarly, FY18 ridership is expected to increase by 5.2%, from 126.4M unlinked rides to 132.9M. Lease income decreased slightly in FY2018 from FY2017 by $0.11M and Federal Operating Assistance also decreased in FY2018 from FY2017 by $3.0M or 0.04% due to the loss of CMAQ funding.

Unlinked Passenger Rides		
Mode	**FY17 Actual**	**FY18 Projected**
Rail	68,280,860	71,865,539
Bus	57,504,353	60,408,130
Mobility	686,648	710,111
Total	**126,471,861**	**132,983,780**

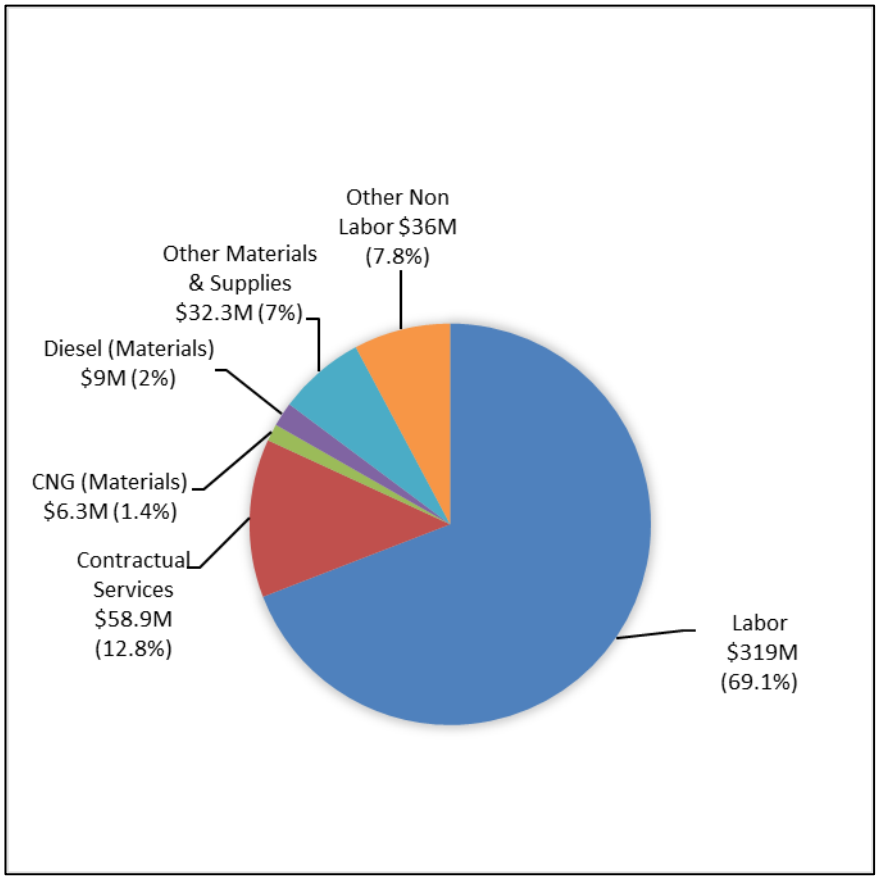
FY2018 Expenses vs. FY2017 Expenses

FY2018 Expenses are budgeted at $21.9M over FY2017 Expenses. Most of the increase is attributable to the expansion of the Clayton County service, and negotiated wage increases for the union represented employees. Diesel (Materials) increased to $9M from $4M due to increased service expansion in Clayton County and More MARTA in the City of Atlanta. Other Non-Operating expenses increased $6.1M in FY18 primarily due to contingency planning. Table 1, Chart 1, and Chart 2 on the following page details MARTA's FY18 Operating Budget.

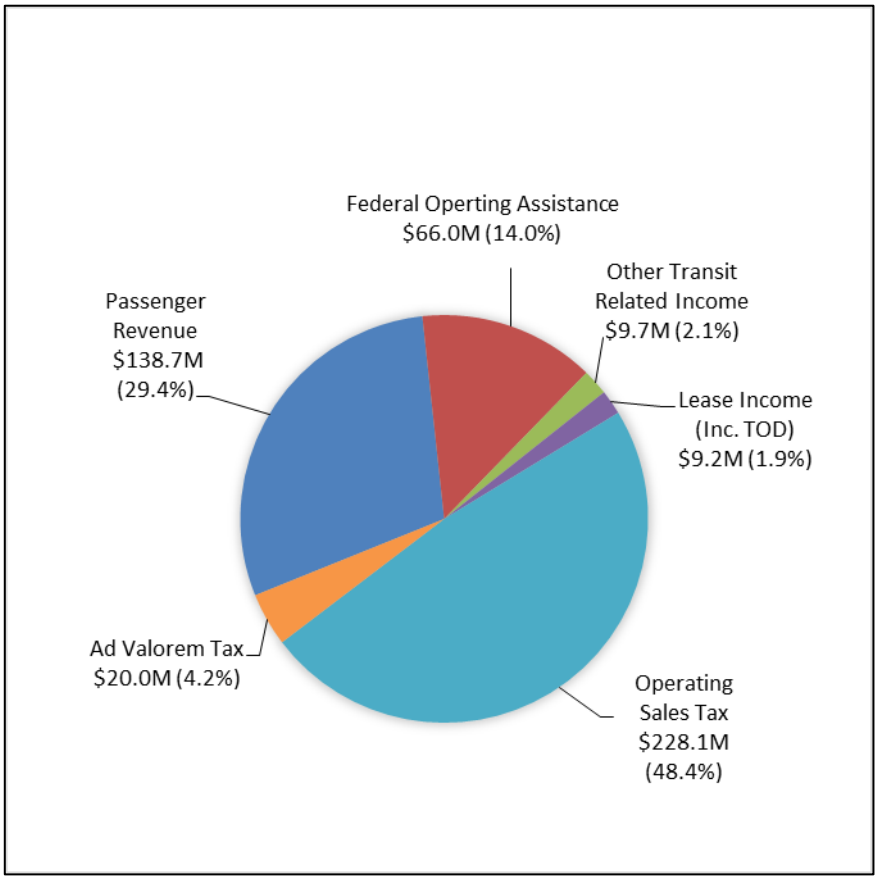
Total Authority Operating Budget (Table 1)

	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Adopted FY18
Total Operating Costs ($M)	$454.3	$452.2	$465.2	$456.6	$488.3	$510.0	$522.9
Less: Capital Charges	($47.6)	($55.8)	($57.1)	($59.2)	($60.8)	($59.5)	($61.4)
Net Operating Costs ($M)	$406.7	$396.4	$408.1	$397.4	$427.5	$450.4	$461.5
$ Change	$6.6	($10.4)	$11.8	($10.7)	$30.1	$22.9	$11.1
% Change	1.7%	(2.6%)	3.0%	(2.6%)	7.6%	5.4%	2.5%
Revenue ($M)							
Operating Sales Tax	$196.5	$170.1	$172.9	$186.2	$196.5	$203.2	$228.1
Title Ad Valorem Tax	$0.0	$7.2	$21.1	$15.9	$23.9	$30.4	$20.0
Passenger Revenue	$130.5	$138.6	$138.0	$143.8	$138.3	$135.0	$138.7
Station Parking	$2.2	$2.1	$2.3	$2.7	$3.1	$3.0	$2.7
Advertising Revenue	$7.2	$7.4	$7.5	$6.8	$6.5	$6.2	$5.1
Lease Income	$11.9	$9.9	$9.9	$10.1	$18.2	$9.3	$9.2
Other Transit Related	$4.6	$3.3	$5.0	$4.1	$5.0	$5.3	$1.9
Federal Formula Funds	$53.3	$66.3	$66.0	$73.5	$74.5	$69.0	$66.0
Prior Period Audit Adjustment	$0.2	($0.0)	($0.0)	($0.0)	$0.0	$0.0	$0.0
Total Revenue	$406.3	$405.0	$422.8	$443.1	$465.9	$461.4	$471.6
$ Change	$41.2	($1.4)	$17.8	$20.3	$22.8	($4.5)	$10.3
% Change	11.3%	(0.3%)	4.4%	4.8%	5.1%	(1.0%)	2.2%
FY Overage/(Shortfall)	($0.4)	$8.6	$14.7	$45.7	$38.4	$10.9	$10.1

FY2018 Net Operating Expenditures ($461.5M) (Chart 1)



FY2018 Net Operating Revenues ($471.6M) (Chart 2)



Summary of Sources and Uses of Funds

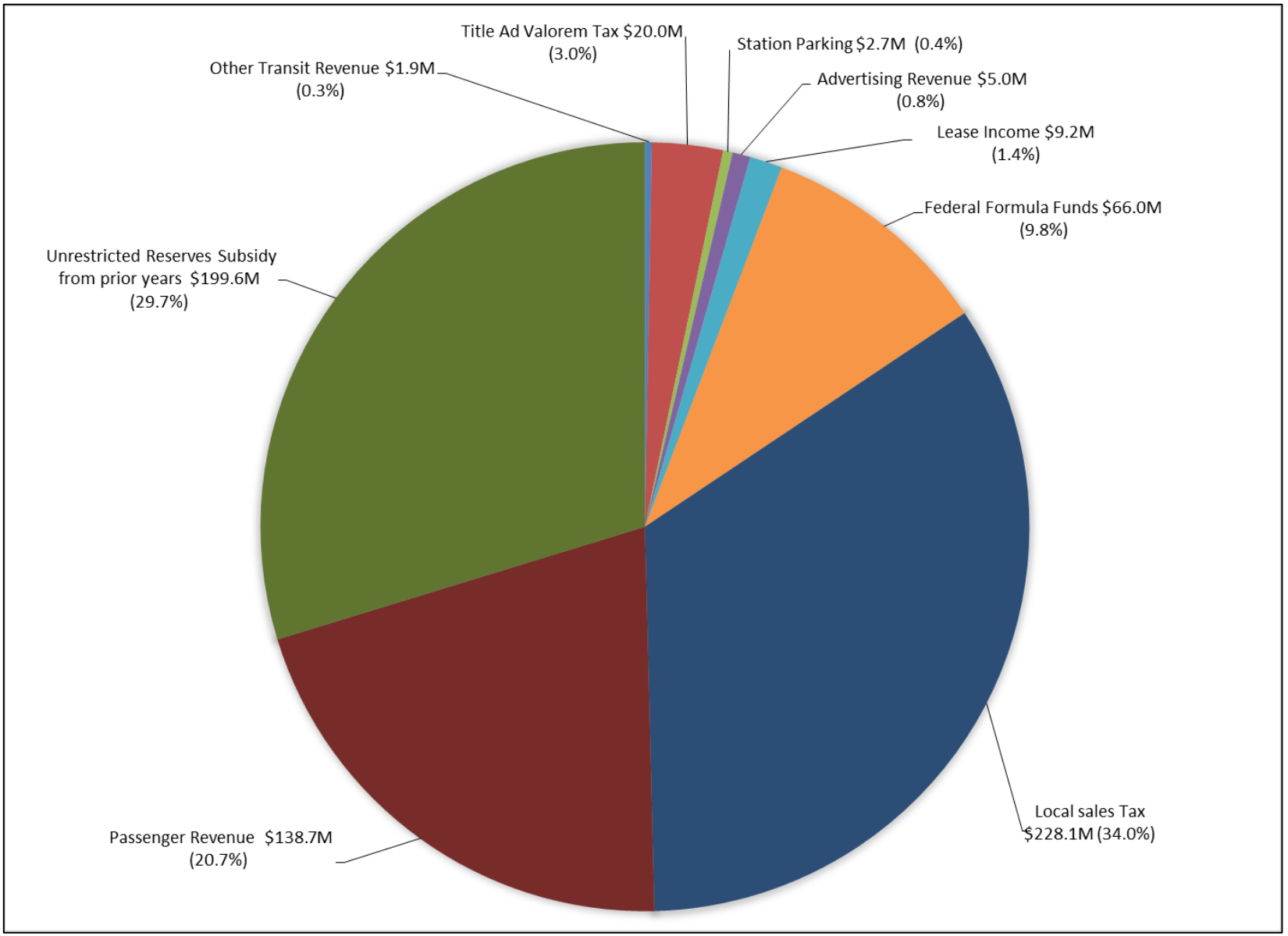
The Summary of Sources and Uses of Funds is an overview of MARTA's total funding sources and uses for FY2018. Details regarding funding sources and uses for Transit Operations and Capital Programs respectively are explained in this section.

(Table 2)

SOURCES		
Beginning Balance		
Dedicated/Restricted Reserves	$59,200,000	
Non-Dedicated/Non-Restricted Reser	$199,600,000	
General Fund/Cash Balance	$168,000,000	$426,800,000
Total Sales Tax		$499,175,567
Less: Escrow for Clayton County	($25,457,954)	
Reserve for MORE MARTA	($34,111,162)	
Remaining Sales Tax	$439,606,451	
Operating Sales Tax	$228,123,234	
Operating Revenues (Exc. Sales Tax)		$177,522,207
Federal Assistance		
Federal Formula Funds	$66,000,000	
Capital Assistance	$65,000,000	$131,000,000
State Capital Assistance		$0
Financing Proceeds		$55,000,000
Interest & Other Capital Income		$500,000
SOURCES TOTAL		**$ 1,289,997,774.00**

USES		
Operating Expenses	$522,925,261	
Less: Capital Allocation	($61,398,699)	
Net Operating Expenses		**$461,526,562**
Capital Programs	$284,659,837	
Bond Debt Service & Other Financing Costs	$150,129,517	
		$434,789,354
USES TOTAL		**$ 896,315,916**
FUNDS AVAILABLE - GENERAL FUND		
Dedicated/Restricted Reserves	$118,769,116	
Non-Dedicated/Non-Restricted Reserv	$209,718,879	
General Fund/Cash Balance	$65,193,863.00	
TOTAL FUNDS AVAILABLE		**$ 393,681,858**

FY18 AVAILABLE FUNDING FOR OPERATIONS - $671.2M (Chart3)



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 FY18, even without the permitted inclusion of the capital rehabilitation and replacement reserve interest.

(Table 4)

OPERATING REVENUES - 35% RULE				
FY17 Operating & Federal Revenues / FY16 Net Operating Expenses	=	$ 258,165,013 / $ 427,578,254	=	**60.38%**
The Adopted FY18 Budget is projected to meet this criterion:				
FY18 Operating & Federal Revenues / FY17 Net Operating Expenses	=	$ 243,522,209 / $ 450,432,809	=	**54.06%**

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.

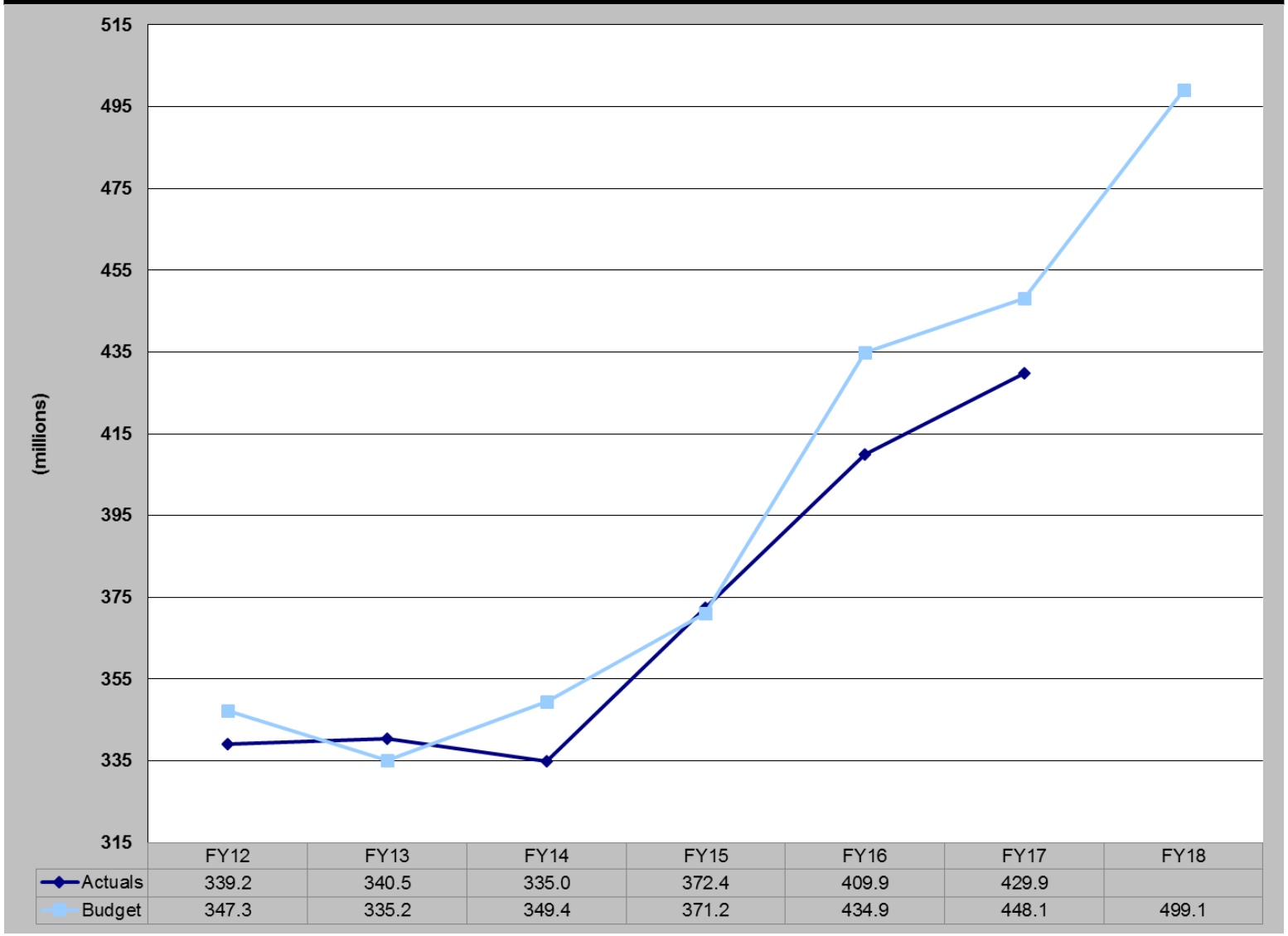
The State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This local operating 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.

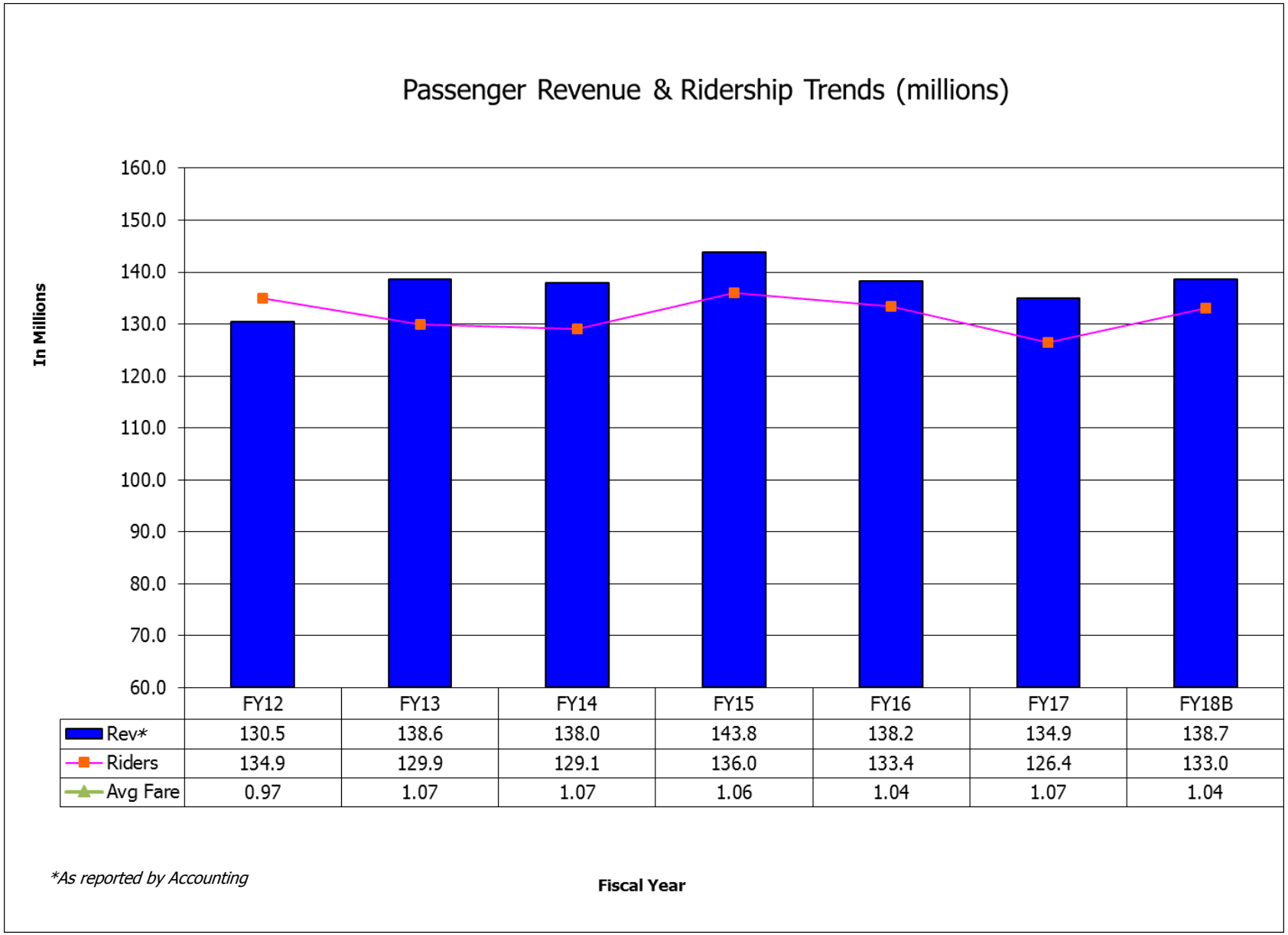
The MARTA Act was amended by the Georgia Assembly under HB277 (Transportation Investment Act), and became effective January 1, 2011. HB277 set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes and suspends them for three years. No funds received 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 FY2018 is $499.2M (including $25.5M 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.

FY2012 – FY2018 Sales Tax Receipts (Chart 4)



	FY12	FY13	FY14	FY15	FY16	FY17	FY18
Actuals	339.2	340.5	335.0	372.4	409.9	429.9	
Budget	347.3	335.2	349.4	371.2	434.9	448.1	499.1



	FY12	FY13	FY14	FY15	FY16	FY17	FY18B
Rev*	130.5	138.6	138.0	143.8	138.2	134.9	138.7
Riders	134.9	129.9	129.1	136.0	133.4	126.4	133.0
Avg Fare	0.97	1.07	1.07	1.06	1.04	1.07	1.04

**As reported by Accounting*

Summary of Available Funding for Operations

The Fiscal Year 2018 available funding sources for transit operations are $671.2M, which are funded through four primary sources: Sales Tax, Prior Year Subsidy, Passenger Revenues, and Federal Sources. The table below provides the dollar amount of the projected sources of funding available for operations in FY2018. Including the $199.6M of unrestricted reserves, the FY2018 Total Available Funding is projected to exceed FY2017 Net Operating Expenses by $209.7M.

AVAILABLE FUNDING FOR OPERATIONS (Table 3)		
Sales Tax & Prior Year Carry-Over		
Sales Tax Applied	$ 228,123,234	
Unrestricted Reserves	$ 199,600,000	
Total		$ 427,723,234
Operating Revenues		
Passenger Revenues	$ 138,654,049	
Title Ad Valorem Tax	$ 20,000,000	
Station Parking	$ 2,700,000	
Advertising Revenue	$ 5,059,200	
Lease Income	$ 9,192,048	
Other Transit Revenues	$ 1,916,912	
Total Operating Revenues		$ 177,522,209
Total Federal Formula Funds		$ 66,000,000
Total Operating Sources		$ 671,245,443
Net Operating Expenses		$ (461,526,562)
Unrestricted Funds Available for Future Use		$ 209,718,881

In FY18, the Adopted Net Transit Operations expenditures are $461.5M. 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 $243.5M. This leaves a Sales Tax requirement of $218M. We forecast the Operating share (45.7%) of FY18 Sales Tax Revenue to be $228.1M. This will create a surplus of $4.8M. The balance of Subsidy Available from Prior Years at the end of FY18 is thereby projected to be $210M.

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 FY18 is projected to be $20M.

Passenger Revenue
The FY18 projected Passenger Revenues total of $138.6M is based on planned service levels and passenger projections. Average fare per rider is expected to remain the same at $1.04. Ridership is expected to increase from 126.4 million in FY17 to 132.9 million in FY18, for a total increase of 6.5M in annual boardings.

Parking/Advertising/Other Transit Related Revenue
Other Transit Revenue totals $9.17M, 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 parking services and including charging premium parking fees for customers outside the MARTA service area.

Lease Income
Lease income totaling $9.2M 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 $66M in federal funds for preventive maintenance of our rolling stock and facilities.

Summary of Operating Budget Expenditures

The FY18 Gross Adopted Budget for Operating Expenditures totals $522.9M. Of this amount, $461.5M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining $61.4M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

Salaries & Wages (incl. Overtime)
The FY18 Adopted Budget for gross salaries/wages/overtime reflects an increase of $2.1M or .84% more than FY17 actuals. The majority of this increase is due to negotiated wage increases for the represented employees.

Benefits
Benefits will increase $1.3M or 1.03% above FY17 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 decreased by $6.5M or 9.9% from FY17 actuals as Paratransit Services were outsourced.

Materials & Supplies
Materials and Supplies show an increase of $9.6M or 25.4% from FY17. This is attributable primarily to expanding Clayton County and budgeting for additional fuel due to service increases in FY17.

Other Operating Expenses
Other Operating Expenses reflect a $.11M or 2.9% increase from FY17 primarily due to acquiring Clayton County.

Casualty & Liability Costs
Casualty and Liability reflects a $1.7M or 16% decrease from FY17 due to an increase in reserves last year, and actual payouts were not as high as scheduled.

Miscellaneous Expenses
Miscellaneous Expenses are projected to decrease $.3M from $1M to $.7M from FYY17.

Other Non-Operating Expenses
Other Non-Operating expenses reflect an increase of $6.1M or 162.7% above FY17 expenses, primarily for the contingency account for unanticipated O&M needs.

Capitalized Expenditures
A total of $61.4M is projected for capitalization of certain expenditures related to the various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with accounting guidelines.

Summary of Transit Subsidy (Table 5)

	Actual FY14	Actual FY15	Actual FY16	Actual FY17	Adopted FY18
Revenues					
Passenger Revenues	$137,969,246	$143,761,671	$138,271,917	$134,950,266	$138,654,049
Title Ad Valorem Tax	$21,093,196	$15,914,734	$23,862,785	$30,407,111	$20,000,000
Station Parking	$2,342,029	$2,666,899	$3,113,244	$2,965,061	$2,700,000
Advertising Revenue	$7,513,498	$6,835,595	$6,533,954	$6,247,643	$5,059,200
Lease Income	$9,940,992	$10,135,330	$18,164,718	$9,302,887	$9,192,048
Other Transit Revenues	$5,014,127	$4,098,746	$4,970,399	$5,292,045	$1,916,912
Prior Period Audit Adjustment	$0	$0	$0	$0	$0
Federal Formula Funds	$66,000,000	$73,491,698	$74,510,112	$69,000,000	$66,000,000
Flex from ARC FHW Funds	$0	$0	$0	$0	$0
Total Revenues	**$ 249,873,088**	**$ 256,904,673**	**$ 269,427,129**	**$ 258,165,013**	**$ 243,522,209**
Expenditures					
Gross Operating Expenses	($465,228,850)	($456,587,625)	($488,330,389)	($509,954,042)	($522,925,261)
Capital Allocation	$57,099,494	$59,188,501	$60,752,135	$59,521,233	$61,398,699
Net Operating Expenses	($408,129,356)	($397,399,124)	($427,578,254)	($450,432,809)	($461,526,562)
Operating Sales Tax Required	($158,256,268)	($140,494,451)	($158,151,125)	($192,267,796)	($218,004,353)
Total Sales Tax Receipts	$345,824,834	$372,383,396	$409,845,538	$429,886,049	$499,175,567
% of Total Sales Tax Required	45.8%	37.7%	38.6%	44.7%	43.7%
45.7% of Sales Tax Applied	$172,912,417	$186,191,698	$196,482,121	$203,210,207	$228,123,233
Sales Tax Excess (Shortfall)	$14,656,149	$45,697,247	$38,330,996	$10,942,411	$10,118,880
Reserves Funds Applied from Prior Y	$151,567,369	$166,223,518	$210,723,518	$245,508,792	$200,000,000
Flex to Capital				-$56,451,203	
Reserves Reallocation		$44,500,000			
S.T. Excess/(Shortfall) Allocated to Rese	$14,656,149		$34,785,274	$10,942,411	$10,118,880
Operating Subsidy	$166,223,518	$210,723,518	$245,508,792	$200,000,000	$210,118,880
Carry-Over	**$166,223,518**	**$210,723,518**	**$245,508,792**	**$200,000,000**	**$210,118,880**

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

Including More MARTA	Actual FY2015	Actual FY2016	Actual FY2017	Adopted FY2018	Projection FY2019	Projection FY2020	Projection FY2021	Projection FY2022
Operating Revenues								
Total Sales Tax	186.2	196.5	203.2	228.1	238.2	247.8	256.4	265.1
Title Ad Valorem Tax	15.9	23.9	30.4	20.0	20.0	20.0	20.0	20.0
Passenger Revenue Base	143.8	138.3	135.0	138.7	140.5	141.8	143.1	144.5
Fare Increase - July FY19 (25 cents)	0.0	0.0	0.0	0.0	8.4	8.5	8.6	10.1
Fare Increase - July FY21 (25 cents)	0.0	0.0	0.0	0.0	0.0	0.0	8.5	8.5
Total Passenger Revenue	143.8	138.3	135.0	138.7	148.9	150.3	160.2	163.2
Station Parking	2.7	3.1	3.0	2.7	2.9	3.0	3.1	3.2
Total Advertising	6.8	6.5	6.2	5.1	5.2	5.3	5.1	5.1
Total Interest Income	0.3	0.5	1.0	1.1	1.4	1.4	1.4	1.4
Total Other Revenues	3.8	4.5	4.3	0.8	0.8	0.8	0.8	0.8
Total Lease Income	10.1	18.2	9.3	9.2	9.5	10.2	10.3	10.3
Total Federal Assistance	73.5	74.5	69.0	66.0	66.0	66.0	66.0	66.0
Grand Total All Revenues	**$443.1**	**$465.9**	**$461.4**	**$471.6**	**$492.9**	**$504.9**	**$523.3**	**$535.1**
Operating Expenses								
Salaries & Wages	200.9	215.3	218.6	232.5	241.8	251.5	261.5	272.0
Overtime	30.4	33.8	33.2	21.4	22.2	23.1	24.1	25.0
Healthcare Rep/Non Rep (Benefits)	56.8	53.9	56.0	58.2	65.4	68.0	70.8	73.6
Pension Rep/Non Rep (Benefits)	29.4	32.9	34.8	30.8	32.0	33.3	34.6	36.0
Pension - GASB 68	(10.9)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Workers Comp-Losses (Benefits)	19.2	7.4	6.2	8.3	8.6	9.0	9.4	9.7
Other Benefits	25.4	36.9	28.3	29.3	30.4	31.6	32.9	34.2
Benefits Total	120.0	131.1	125.2	126.5	136.5	141.9	147.6	153.5
Labor Total	351.3	380.2	377.0	380.4	400.5	416.5	433.2	450.5
Contractual Services	34.6	41.9	65.4	58.9	60.1	61.3	62.5	63.7
Diesel (Materials)	7.9	6.5	4.0	9.0	9.2	9.4	9.6	9.8
CNG (Materials)	5.1	4.2	5.3	6.3	6.5	6.6	6.7	6.8
Other Material & Supplies	29.2	29.1	28.8	32.3	33.0	33.6	34.3	35.0
Other Non Labor	28.5	26.4	29.6	36.0	44.7	0.0	0.0	0.0
Gross Operating Expenditures	456.6	488.3	510.0	522.9	553.9	573.0	592.7	613.3
Capital Allocation	(59.2)	(60.8)	(59.5)	(61.4)	(62.0)	(62.6)	(62.6)	(63.3)
Net Operating Expenditures	**$397.4**	**$427.6**	**$450.4**	**$461.5**	**$491.9**	**$510.3**	**$530.1**	**$550.0**
Overage/(Shortfall)	**$45.7**	**$38.3**	**$10.9**	**$10.1**	**$1.1**	**($5.4)**	**($6.8)**	**($14.9)**

CAPITAL PROGRAM FUNDING

The Fiscal Year 2018 Capital Budget of $434,789,354 in program expenditures is funded as follows:

FY2018 Adopted Budget Sources and Applications of Capital Funds		
Funding Sources		
FY 2017 Carry-Over	$168,000,000	
Dedicated/Restricted Reserves*	$59,200,000	
Sales Tax (Capital Allocation)	$211,650,439	
Clayton County Sales Tax Escrow*	$25,457,954	
City of Atlanta Sales Tax Reserve*	$34,111,162	
Federal Funds - CIP	$65,000,000	
State Funds	$0	
Interest Income	$500,000	
Debt Issuance - Commercial Paper/Bonds	$55,000,000	
Total Capital Funds		**$618,919,555**
Total Capital Funds - Restricted *		*$118,769,116*
Total Capital Funds - Available (Unrestricted)		**$500,150,439**
Project Expenditures		
Maintenance of Way	$6,183,400	
Vehicles	$49,913,809	
Systems	$162,704,613	
Facilities	$32,776,821	
Non-Asset	$33,081,194	
Total Capital Projects		**$284,659,837**
Bond Debt Service and Other Bond Related Costs		**$150,129,517**
Total Capital Program		**$434,789,354**
FY18 Year Ending Balance		
Total Available Funds Carryover		**$65,361,086**
Total Restricted Funds Carryover		*$118,769,116*
Total Funds Carryover		$184,130,202

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 23% of the FY18 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 FY18 Capital Budget include the Sales Tax, a FY18 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.

FY18 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, DeKalb and Clayton Counties and the City of Atlanta. In these jurisdictions, a local option sales tax of 1% is levied for the exclusive use of MARTA. Beginning in April 2017, an additional local option sales tax of ½% was collected from the City of Atlanta.

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 $500,000. This source includes interest income from all capital eligible portfolios.

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 $65,000,000 is expected to be reimbursed in FY18.

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 is not expected in FY18. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of $434,789,354 for FY18 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 $284,659,837 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY18. 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 FY18 are expected to total $150,129,517.

Sales Tax Revenue Bonds as of July 01, 2017 [$ million]

Series		Year Issued	Original Principal Issued	Year of Maturity	Interest Rates % Rates %			Balance
2005A	*	2005	174.72	2020	5			83.69
2007A	*	2007	145.73	2032	5.25			145.73
2009A		2009	250.00	2039	4.8	-	5.25	250.00
2012A	*	2012	311.08	2040	3	-	5	311.08
2012B	*	2012	17.93	2020	3	-	5	11.83
2013A	*	2013	22.98	2020	3	-	5	15.36
2014A	*	2014	286.70	2044	4	-	5	286.70
2015A		2015	87.02	2045	5			87.02
2015B		2015	88.49	2045	2	-	5	88.49
2015C		2015	93.09	2029	5			93.09
2016A		2016	90.26	2024	2.3			80.26
2016B		2016	242.99	2037	5			242.99
2017A		2017	100.82	2047	3	-	4	100.82
2017B		2017	180.80	2025	FRN			180.80
Total Sales Tax Revenue Bonds ($ million)								**1,977.82**

**Refunding Bonds*

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

- A total of $150,129,517 is budgeted in FY18 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.

FY18 Sales Tax Receipt Budget	$499,175,564	
FY18 Debt Service	$ 150,129,517	
Total Sales Tax Debt Ratio =	$ 150,129,517	= 30.08%
(*Requirement is less than 45%*)	$ 499,175,564	

- 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 (FY17)	$429,886,049	
Total Actual Debt Service Paid (FY17)	$131,619,779	
(*Requirement is at least 2 times*) Ratio =	$429,886,049	= 3.27
	$131,619,779	

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 (FY17)	$429,886,049	
Total Outstanding Debt Service (FY18)	$ 147,135,766	
Annual Debt Service Required New Bond	2,993,751	
Total Future Annual Debt Service	$ 150,129,517	
(Requirement is at least 1.5) Ratio =	$429,886,049	= 2.86
	$ 150,129,517	

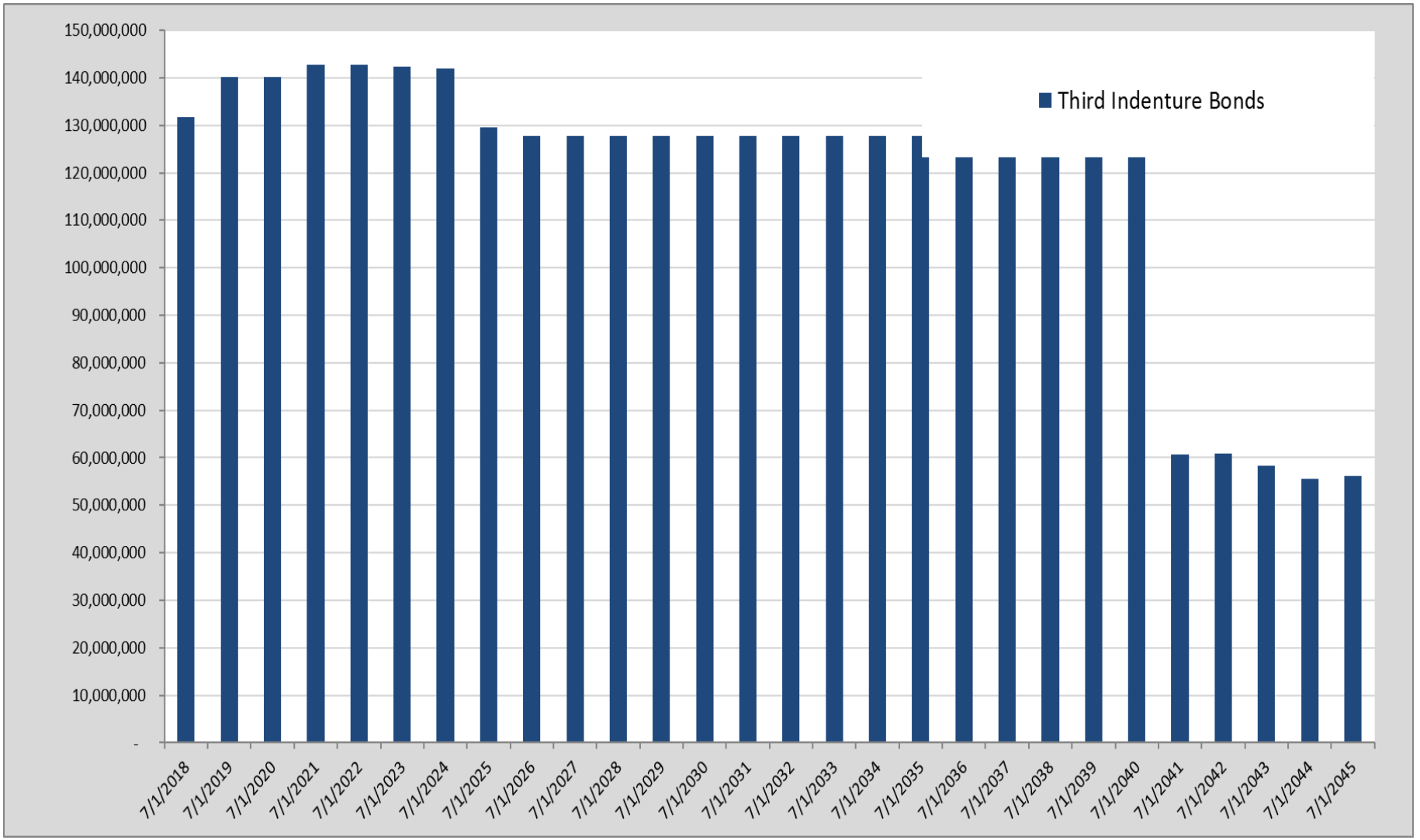
Test 3. The estimate of future annual sales tax receipts must be at least equal to two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments that will become due during each corresponding bond year with respect to all bonds outstanding.

FY18 Total Sales Tax Receipts Budget	$499,175,564	
Total Outstanding Debt Service (FY17)	$ 147,135,766	
Annual Debt Service Required New Bond	2,993,751	
Total Future Annual Debt Service	$ 150,129,517	
(Requirement is at least 2.0) Ratio =	$ 499,175,564	= 3.32
	$ 150,129,517	

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, 2017A, 2017B			Combined All Indentures		
Year	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2018	-	-	-	-	-	-	43,585,000	88,192,800	131,777,800	43,585,000	88,192,800	131,777,800
7/1/2019	-	-	-	-	-	-	53,850,000	86,293,326	140,143,326	53,850,000	86,293,326	140,143,326
7/1/2020	-	-	-	-	-	-	56,135,000	83,938,740	140,073,740	56,135,000	83,938,740	140,073,740
7/1/2021	-	-	-	-	-	-	61,375,000	81,437,413	142,812,413	61,375,000	81,437,413	142,812,413
7/1/2022	-	-	-	-	-	-	63,620,000	79,030,301	142,650,301	63,620,000	79,030,301	142,650,301
7/1/2023	-	-	-	-	-	-	65,840,000	76,573,329	142,413,329	65,840,000	76,573,329	142,413,329
7/1/2024	-	-	-	-	-	-	67,950,000	74,028,294	141,978,294	67,950,000	74,028,294	141,978,294
7/1/2025	-	-	-	-	-	-	58,115,000	71,368,496	129,483,496	58,115,000	71,368,496	129,483,496
7/1/2026	-	-	-	-	-	-	58,930,000	68,908,488	127,838,488	58,930,000	68,908,488	127,838,488
7/1/2027	-	-	-	-	-	-	61,650,000	66,184,700	127,834,700	61,650,000	66,184,700	127,834,700
7/1/2028	-	-	-	-	-	-	64,670,000	63,166,313	127,836,313	64,670,000	63,166,313	127,836,313
7/1/2029	-	-	-	-	-	-	67,745,000	60,092,738	127,837,738	67,745,000	60,092,738	127,837,738
7/1/2030	-	-	-	-	-	-	70,965,000	56,869,338	127,834,338	70,965,000	56,869,338	127,834,338
7/1/2031	-	-	-	-	-	-	74,335,000	53,502,163	127,837,163	74,335,000	53,502,163	127,837,163
7/1/2032	-	-	-	-	-	-	77,705,000	50,128,350	127,833,350	77,705,000	50,128,350	127,833,350
7/1/2033	-	-	-	-	-	-	81,235,000	46,598,075	127,833,075	81,235,000	46,598,075	127,833,075
7/1/2034	-	-	-	-	-	-	84,905,000	42,929,288	127,834,288	84,905,000	42,929,288	127,834,288
7/1/2035	-	-	-	-	-	-	88,680,000	39,154,369	127,834,369	88,680,000	39,154,369	127,834,369
7/1/2036	-	-	-	-	-	-	92,710,000	35,126,281	127,836,281	92,710,000	35,126,281	127,836,281
7/1/2037	-	-	-	-	-	-	96,925,000	30,911,656	127,836,656	96,925,000	30,911,656	127,836,656
7/1/2038	-	-	-	-	-	-	101,415,000	26,421,544	127,836,544	101,415,000	26,421,544	127,836,544
7/1/2039	-	-	-	-	-	-	106,220,000	21,613,000	127,833,000	106,220,000	21,613,000	127,833,000
7/1/2040	-	-	-	-	-	-	111,260,000	16,574,544	127,834,544	111,260,000	16,574,544	127,834,544
7/1/2041	-	-	-	-	-	-	48,630,000	12,130,706	60,760,706	48,630,000	12,130,706	60,760,706
7/1/2042	-	-	-	-	-	-	50,840,000	9,960,950	60,800,950	50,840,000	9,960,950	60,800,950
7/1/2043	-	-	-	-	-	-	50,580,000	7,682,725	58,262,725	50,580,000	7,682,725	58,262,725
7/1/2044	-	-	-	-	-	-	50,160,000	5,427,550	55,587,550	50,160,000	5,427,550	55,587,550
7/1/2045	-	-	-	-	-	-	52,885,000	3,170,050	56,055,050	52,885,000	3,170,050	56,055,050
7/1/2046	-	-	-	-	-	-	7,305,000	596,000	7,901,000	7,305,000	596,000	7,901,000
7/1/2047	-	-	-	-	-	-	7,595,000	303,800	7,898,800	7,595,000	303,800	7,898,800
Total Outstanding	0	0	0	0	0	0	1,977,815,000	1,358,315,325	3,336,130,325	1,977,815,000	1,358,315,325	3,336,130,325

DEBT SERVICE SCHEDULE [$]



GENERAL FUND PORTFOLIO

The General Fund has been in existence since MARTA's inception. The fund captures all receipts and all disbursements of MARTA, including payroll, operating expenses, capital items, and all revenues.

While it is true that the General Fund contains both operating and capital monies at the same time, it is most easily understood if one assumes that all monies in the general fund are capital, and further assumes that operations monies are a break-even status; that is, operating revenues equal operating expenditures during the fiscal year.

Monies in the General Fund portfolio are generally invested short-term (less than two years) or overnight. All interest income in the General Fund is treated as Non-Operating Revenue (Capital).

UNIFIED RESERVE

A multipurpose reserve portfolio that was formed in July 2015 at the direction of Management by uniting various portions of other reserve portfolios into one unified reserve to streamline the management of these monies. The funds can be used for capital or operating needs as directed by Management. Management would direct the use of its principal should such a use be required. It was established to simplify and streamline MARTA's reserve portfolio processes and make the activities related to maintaining the reserves more efficient. It is also easier to understand. It was formed from the funds associated with other reserve portfolios, thus the name "unified" is utilized as a descriptive term for the portfolio. A portion of this portfolio would fulfill any reserve requirements put forth by the General Assembly in the past (SB115 of 2013) in that it much more than adequately covers the 20% of prior year's operating budget reserve requirement put forth by the Assembly. Further, the lifting of the 50-50 split rule by lawmakers makes the methodology related to the portfolio fully sanctioned. Further, any storage of excess sales tax receipts that is directed by Management to be put in a Reserve would be placed within this portfolio. The reserve also most probably provides a comfort cash cushion to capital market lenders, potentially allowing MARTA to borrow or refinance at a lower cost on the debt side.

Historically, the reserve has been positioned shorter than 2.5 years in terms of duration at the direction of management.

CAPITAL REHABILITATION RESERVE

The Capital Rehabilitation/Replacement Reserve was established in February 1986 to set aside funds for the rebuilding, repairing, or renovating facilities, equipment, or capital assets of the Authority.

This reserve account may be drawn down for specific expenditures as determined by the Budget. Draw-downs of the reserve have occurred over time. The remaining $10 million of this reserve is being held for certain eligible ARC reimbursement expenditures.

CLAYTON CAPITAL PORTFOLIO

Formed in March of 2015 to separate a certain portion of the Clayton County Sales Tax receipts for upcoming capital project funding requirements, fifty percent of the estimated sales tax receipts from Clayton County is put aside in this portfolio for later use.

CITY OF ATLANTA CAPITAL PORTFOLIO

Formed in the Spring of 2017 to separate a certain portion of the recently ratified extra half penny of City of Atlanta Sales Tax receipts for upcoming capital funding requirements, fifty percent of the estimated sales tax receipts from extra tax is put aside in this portfolio for later use.

CSX TRUST

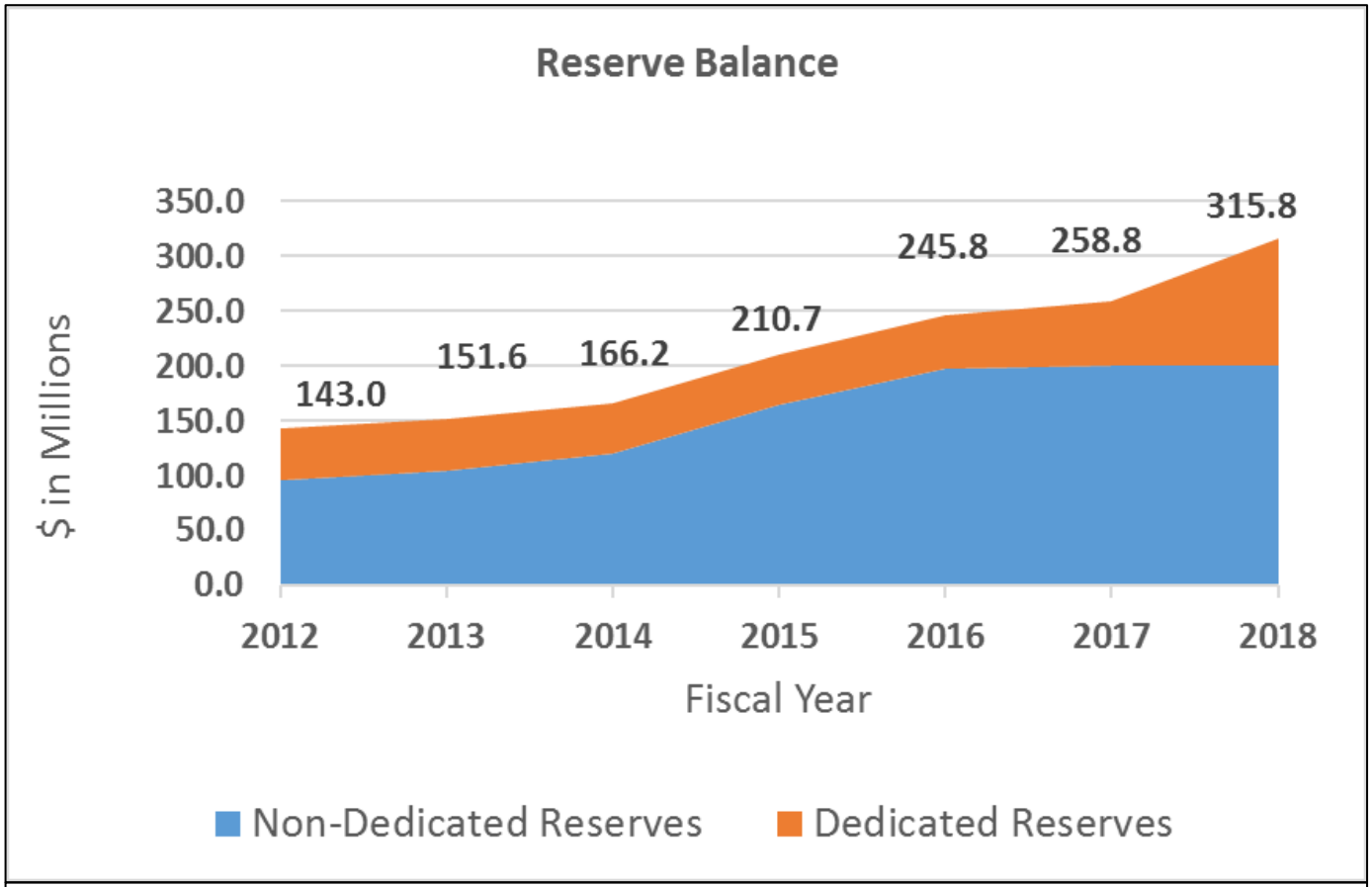
MARTA has a formal Cooperative Agreement in place with CSX for Risk Management purposes which define the need for this Trust and its external management requirement. The Trust, totaling $10.2 million, is currently managed by SunTrust. The Trust's purpose would be for use to clear the tracks in an expedient manner for MARTA or CSX should an incident occur where the parties have adjacent tracks that are impacted by the said incident.

MARTA Investment Portfolios for 2017 (in millions)

Portfolios- Internally Managed Portfolios	Restricted?	Restriction Type?	Transfer Adjusted Par Value of Assets* ($M)
End Cash balance in Master Bank Account	No	None	20.5
General Fund	No	None	147.5
Total General Fund & Bank Acct.			**168.0**
Capital Rehabilitaion	Yes	Board/ budget	10.5
Unified Reserve	Yes	Mgmt.	189.1
Total Non-Dedicated Reserves			**199.6**
City of Atlanta Capital Reserve	Yes	Mgmt.	5.2
Clayton Capital Reserve	Yes	Mgmt./Contractual	43.8
Internally Managed Dedicated Reserves			**49.0**
Total			**$ 416.62**

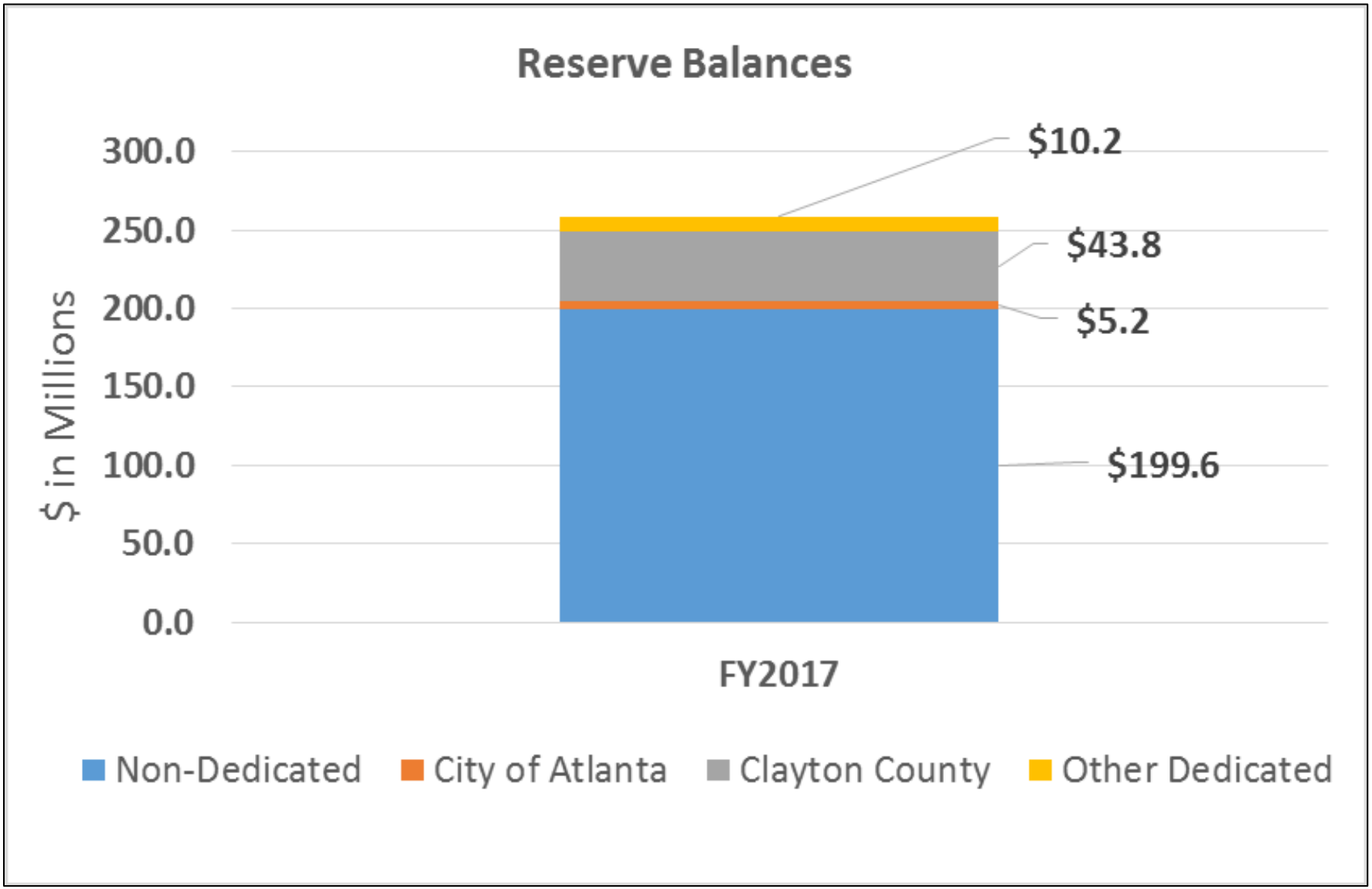
Portfolios- Externally Managed Portfolios	Restricted?	Restriction Type?	Par Value of Assets ($M)
CSX Trust	Yes	CSX Agreement	$10.2
Total			**$ 10.2**
Sum of all Portfolios			**$ 426.8**

*Balances are adjusted and depict certain key tranfers ocurring after the fiscal year end.



As of June 30, 2017

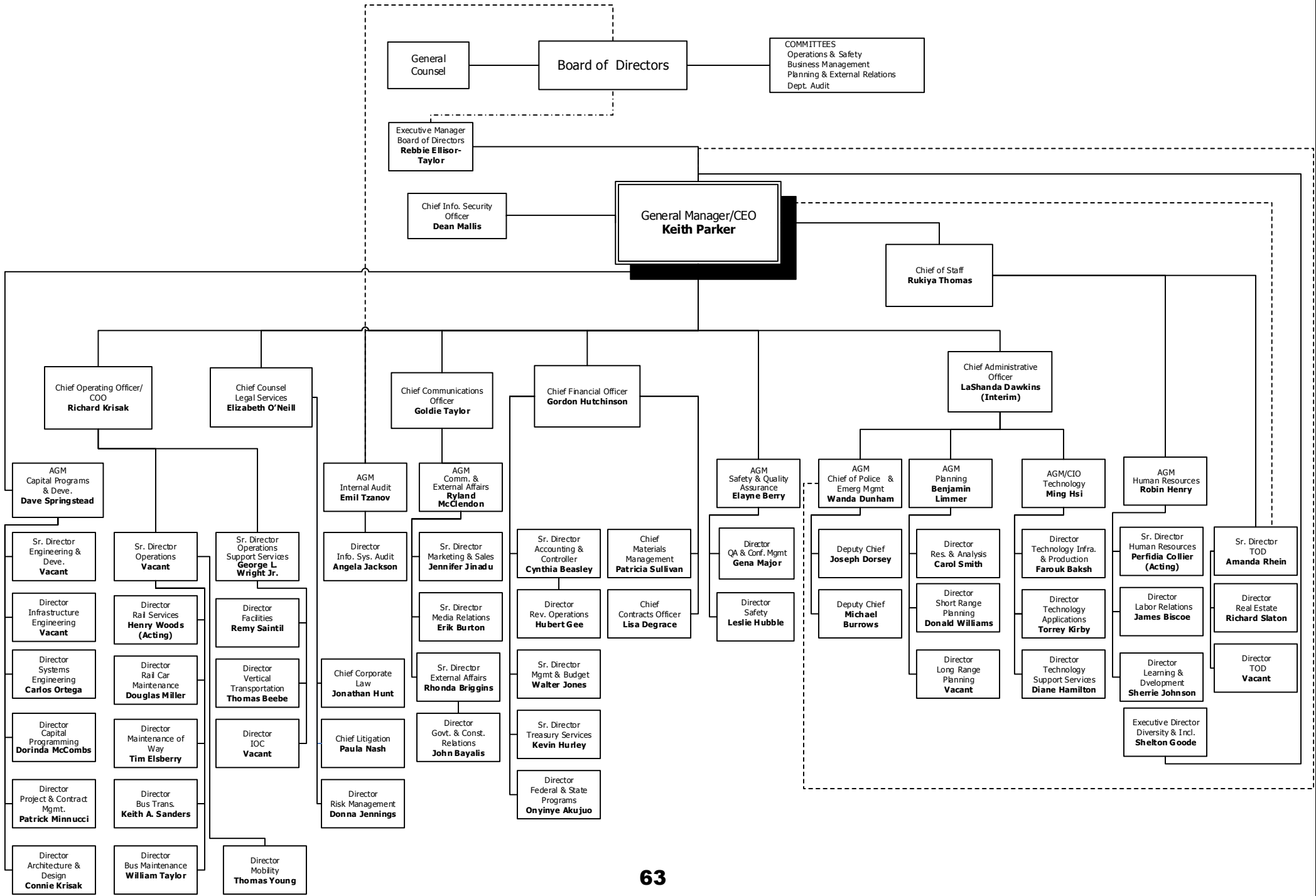
	2012	2013	2014	2015	2016	2017	2018
Non-Dedicated Reserves	96.5	105.0	119.5	163.9	197.9	199.6	199.7
Dedicated Reserves	46.5	46.6	46.7	46.8	47.9	59.2	116.1
Total	143.0	151.6	166.2	210.7	245.8	258.8	315.8


Reserve Balances
300.0
250.0
200.0
150.0
100.0
50.0
0.0
$ in Millions
$10.2
$43.8
$5.2
$199.6
FY2017
Non-Dedicated
City of Atlanta
Clayton County
Other Dedicated

OPERATING BUDGET

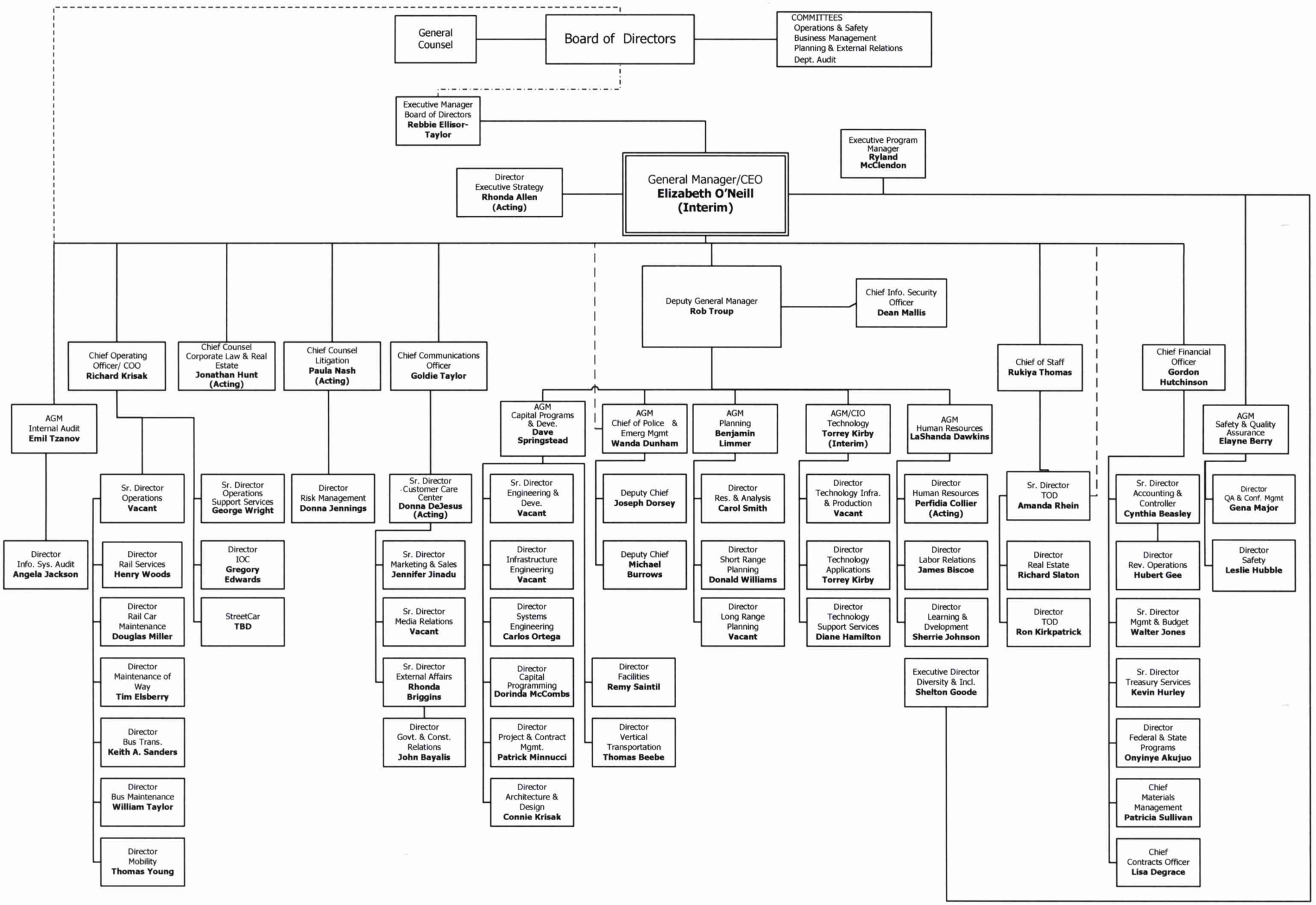
This section provides an overall view of the annual operating budget for the Authority, including expenses by category and organizational structure.

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

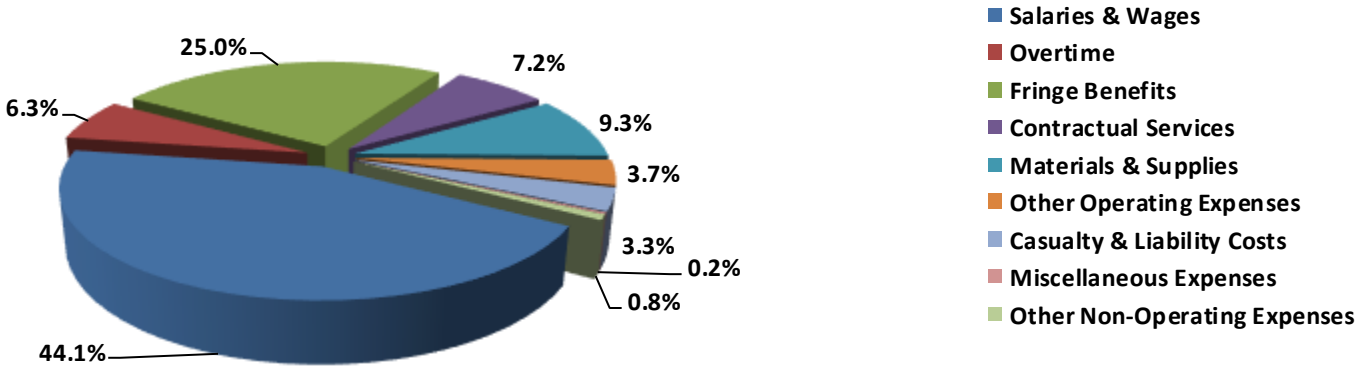


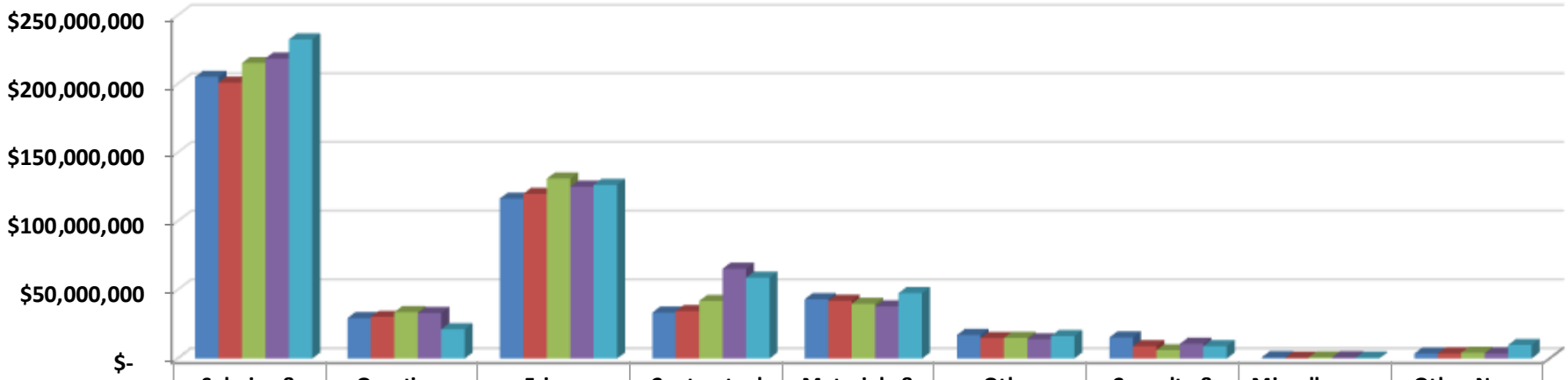
marta

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



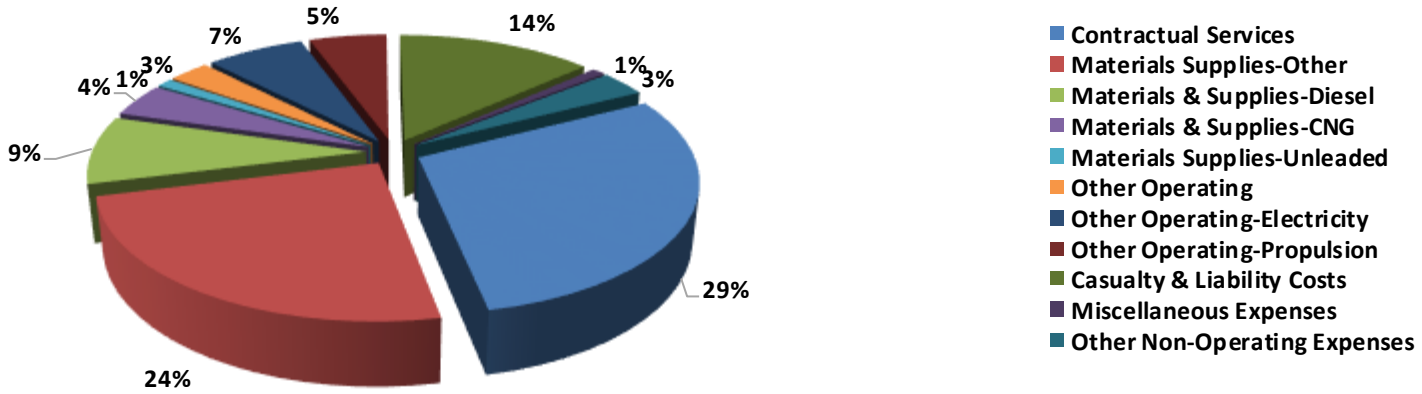
Gross Expenses by Category

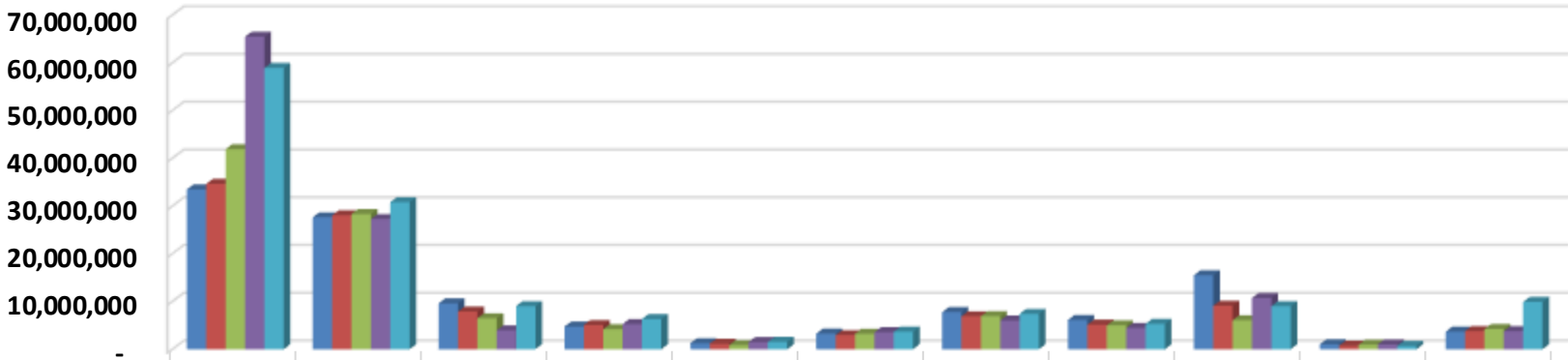




	Salaries & Wages	Overtime	Fringe Benefits	Contractual Services	Materials & Supplies	Other Operating Expenses	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY2014	$205,216,415	$29,444,721	$116,513,937	$33,484,767	$43,222,184	$17,166,940	$15,481,064	$1,040,361	$3,658,160
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	$218,580,638	$33,172,254	$125,219,081	$65,444,466	$37,986,963	$14,045,269	$10,731,653	$1,009,530	$3,764,153
FY2018	$232,485,263	$21,390,398	$126,526,925	$58,891,606	$47,646,061	$16,361,964	$9,018,884	$709,288	$9,888,773

Non-Labor Expenses by Category





	Contractual Services	Materials Supplies-Other	Materials & Supplies-Diesel	Materials & Supplies-CNG	Materials Supplies-Unleaded	Other Operating	Other Operating-Electricity	Other Operating-Propulsion	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY2014	33,484,767	27,617,927	9,601,996	4,743,104	1,259,157	3,272,702	7,761,735	6,132,503	15,481,064	1,040,361	3,658,160
FY2015	34,629,936	28,043,241	7,868,487	5,068,135	1,137,937	2,946,050	6,893,838	5,131,322	9,077,523	724,931	3,770,526
FY2016	41,898,116	28,310,740	6,473,698	4,205,534	838,912	3,225,044	6,926,877	4,984,561	6,067,246	945,294	4,235,982
FY2017	65,444,466	27,264,428	3,955,952	5,259,911	1,506,673	3,567,842	6,026,351	4,451,076	10,731,653	1,009,530	3,764,153
FY2018	58,891,606	30,782,831	9,010,972	6,323,870	1,528,388	3,674,382	7,397,582	5,290,000	9,018,884	709,288	9,888,773

Total Authority Summary of Category Expenses

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	205,216,415	200,943,717	215,298,666	218,580,638	232,485,263
Overtime	29,444,721	30,373,554	33,814,365	33,172,254	21,390,398
Fringe Benefits	116,513,837	119,978,323	131,105,353	125,219,081	126,526,925
Contractual Services	33,484,767	34,629,936	41,898,116	65,444,466	58,891,606
Materials & Supplies	43,475,808	40,796,814	39,094,364	37,691,467	46,442,758
Other Operating Expenses	17,166,940	14,971,210	15,136,482	14,045,269	16,361,964
Casualty & Liability Costs	15,481,064	9,077,523	6,067,246	10,731,653	9,018,884
Miscellaneous Expenses	1,040,361	724,931	945,294	1,009,530	709,288
Other Non-Operating Expenses	3,658,160	3,770,526	4,235,920	3,764,153	9,888,773
Authority Sub Total	**$465,482,073**	**$455,266,534**	**$487,595,806**	**$509,658,510**	**$521,715,858**
Inventory Adjustment	-253,524	1,320,986	734,583	295,495	1,203,303
Eligible Leases*	-37,665	0	0	0	0
Authority Gross Total	**$465,228,549**	**$456,587,520**	**$488,330,389**	**$509,954,006**	**$522,919,161**
Capital Allocation	**-$57,099,500**	**-$59,188,503**	**-$60,752,135**	**-$59,521,233**	**-$61,330,637**
Authority Net Operating Total	**$408,129,049**	**$397,399,017**	**$427,578,254**	**$450,432,773**	**$461,588,524**
$ Change from Prior Year	**$11,652,468**	**-$10,730,032**	**$30,179,237**	**$22,854,519**	**$11,155,751**
% Change from Prior Year	**3%**	**-3%**	**8%**	**5%**	**2%**

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

Total Authority Summary of Category Expenses

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	205,216,415	200,943,717	215,298,666	218,580,638	232,485,263
Overtime	29,444,721	30,373,554	33,814,365	33,172,254	21,390,398
Other Benefits	26,709,637	14,529,682	36,887,652	28,266,459	29,249,030
Healthcare Rep/NonRep	52,442,932	56,794,516	53,940,198	55,987,429	58,211,772
Pension Rep/NonRep	28,644,983	29,419,526	32,898,217	34,799,414	30,750,132
Workers Comp-Excess/Losses	8,716,285	19,234,599	7,379,287	6,165,778	8,315,991
Contractual Services	33,484,767	34,629,936	41,898,116	65,444,466	58,891,606
Materials Supplies-Other	27,871,551	26,722,255	27,576,220	26,968,932	29,579,528
Materials & Supplies-Diesel	9,601,996	7,868,487	6,473,698	3,955,952	9,010,972
Materials & Supplies-CNG	4,743,104	5,068,135	4,205,534	5,259,911	6,323,870
Materials Supplies-Unleaded	1,259,157	1,137,937	838,912	1,506,673	1,528,388
Other Operating	3,272,702	2,946,050	3,225,044	3,567,842	3,674,382
Other Operating-Electricity	7,761,735	6,893,838	6,926,877	6,026,351	7,397,582
Other Operating-Propulsion	6,132,503	5,131,322	4,984,561	4,451,076	5,290,000
Casualty & Liability Costs	15,481,064	9,077,523	6,067,246	10,731,653	9,018,884
Miscellaneous Expenses	1,040,361	724,931	945,294	1,009,530	709,288
Other Non-Operating Expenses	3,658,160	3,770,526	4,235,920	3,764,153	9,888,773
Authority Sub Total	**$465,482,073**	**$455,266,534**	**$487,595,806**	**$509,658,510**	**$521,715,858**
Inventory Adjustment	-253,524	1,320,986	734,583	295,495	1,203,303
Eligible Leases*	-37,665	0	0	0	0
Authority Gross Total	**$465,228,549**	**$456,587,520**	**$488,330,389**	**$509,954,006**	**$522,919,161**
Capital Allocation	**-$57,099,500**	**-$59,188,503**	**-$60,752,135**	**-$59,521,233**	**-$61,330,637**
Authority Net Operating Total	**$408,129,049**	**$397,399,017**	**$427,578,254**	**$450,432,773**	**$461,588,524**
$ Change from Prior Year	**$11,652,468**	**-$10,730,032**	**$30,179,237**	**$22,854,519**	**$11,155,751**
% Change from Prior Year	**3%**	**-3%**	**8%**	**5%**	**2%**

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

AUTHORITY

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	205,216,415	200,943,717	215,298,666	218,580,638	232,485,263
Overtime	29,444,721	30,373,554	33,814,365	33,172,254	21,390,398
Other Benefits	26,709,737	14,529,682	36,887,652	28,266,459	29,249,030
Healthcare Rep/NonRep	52,442,932	56,794,516	53,940,198	55,987,429	58,211,772
Pension Rep/NonRep	28,644,983	29,419,526	32,898,217	34,799,414	30,750,132
Workers Comp-Excess/Losses	8,716,285	19,234,599	7,379,287	6,165,778	8,315,991
Benefits Total	116,513,937	119,978,323	131,105,353	125,219,081	126,526,925
Labor Total	**351,175,073**	**351,295,594**	**380,218,384**	**376,971,972**	**380,402,586**
Contractual Services	33,484,767	34,629,936	41,898,116	65,444,466	58,891,606
Materials Supplies-Other	27,617,927	28,043,241	28,310,740	27,264,428	30,782,831
Materials & Supplies-Diesel	9,601,996	7,868,487	6,473,698	3,955,952	9,010,972
Materials & Supplies-CNG	4,743,104	5,068,135	4,205,534	5,259,911	6,323,870
Materials Supplies-Unleaded	1,259,157	1,137,937	838,912	1,506,673	1,528,388
Materials Total	43,222,184	42,117,800	39,828,884	37,986,963	47,646,061
Other Operating	3,272,702	2,946,050	3,225,044	3,567,842	3,674,382
Other Operating-Electricity	7,761,735	6,893,838	6,926,877	6,026,351	7,397,582
Other Operating-Propulsion	6,132,503	5,131,322	4,984,561	4,451,076	5,290,000
Other Total	17,166,940	14,971,210	15,136,482	14,045,269	16,361,964
Casualty & Liability Costs	15,481,064	9,077,523	6,067,246	10,731,653	9,018,884
Miscellaneous Expenses	1,040,361	724,931	945,294	1,009,530	709,288
Other Non-Operating Expenses	3,658,160	3,770,526	4,235,982	3,764,153	9,888,773
Non Labor Total	**114,053,476**	**105,291,926**	**108,112,005**	**132,982,033**	**142,516,576**
Gross Operating Total	**465,228,549**	**456,587,520**	**488,330,389**	**509,954,006**	**522,919,161**
Cost Allocation	-57,099,500	-59,188,503	-60,752,135	-59,521,233	-61,330,637
Allocation Total	**-57,099,500**	**-59,188,503**	**-60,752,135**	**-59,521,233**	**-61,330,637**
Net Operating Expense	**408,129,049**	**397,399,017**	**427,578,254**	**450,432,773**	**461,588,524**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	1,629	1,683	1,720	1,685	1,641
Represented	2,793	2,826	2,982	2,662	2,652
Full-Time Total	**4,422**	**4,509**	**4,702**	**4,347**	**4,293**
Non-Represented (PT)	72	53	48	48	46
Represented (PT)	187	187	187	127	127
Part-Time Total	**259**	**240**	**235**	**175**	**173**
Contract	**141**	**174**	**182**	**180**	**161**
Total	**4,822**	**4,923**	**5,119**	**4,702**	**4627**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	309	331	336	318	297
Management	218	222	226	225	223
Police	312	312	323	323	318
Professional	373	407	410	413	386
Technical	270	280	285	281	270
Maintenance	1,101	1,099	1,127	1,082	1,075
Operator	1,679	1,715	1,843	1,510	1,517
Represented	200	199	199	197	187
Supervisory	360	358	370	353	354
Total	**4,822**	**4,923**	**5,119**	**4,702**	**4,627**

GROSS EXPENSES BY ORGANIZATION

Organization:	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Office of General Manager CEO	1,477,802	1,241,294	1,236,677	1,973,020	7,461,530
Office of Board of Directors	338,623	372,607	445,458	424,352	403,538
Office of Diversity and Inclusion	1,485,666	1,430,701	1,144,821	1,235,268	1,560,032
Dept of General Manager CEO	**3,302,091**	**3,044,602**	**2,826,956**	**3,632,640**	**9,425,101**
Office of AGM Internal Audit	1,656,775	1,755,591	1,596,994	1,891,417	1,839,804
Office of Information Systems Audit	362,492	284,387	327,166	273,767	511,441
Dept of Internal Audit	**2,019,267**	**2,039,978**	**1,924,160**	**2,165,184**	**2,351,246**
Office of Systems Engineering	1,302,168	1,661,430	2,126,172	2,681,031	2,354,615
Office of Project Management & Construction	6,823,232	6,475,567	7,865,300	9,225,641	10,036,722
Office of AGM Capital Programs & Development	0	0	246,927	353,746	420,445
Office of Capital Programming	907,635	1,766,278	2,172,418	2,501,426	3,542,321
Office of Engineering & Development	590,341	930,869	864,791	394,964	400,348
Office of Infrastructure Engineering	3,083,277	3,162,719	3,228,637	3,436,739	4,419,742
Office of Architecture & Design	1,172,742	1,116,250	1,300,626	1,202,161	1,812,358
Dept of Capital Programs & Development	**13,879,395**	**15,113,113**	**17,804,869**	**19,795,707**	**22,986,550**
Office of Safety	1,904,556	1,876,271	2,070,471	2,913,874	3,039,928
Office of AGM of Safety & QA	235,232	438,830	379,557	455,044	508,631
Office of QA & Configuration Mgmt	2,884,055	2,652,890	2,624,085	2,708,767	3,102,018
Dept of Safety & Quality Assurance	**5,023,843**	**4,967,991**	**5,074,113**	**6,077,684**	**6,650,577**
Division of General Manager CEO	**24,224,596**	**25,165,684**	**27,630,098**	**31,671,216**	**41,413,473**
Office of Vertical Transportation	6,422,075	7,126,738	7,168,902	7,270,410	7,153,747
Office of Facilities	23,428,351	20,851,432	23,238,640	22,849,588	25,050,827
Office of Operations Support Services	0	4,786,779	4,465,069	3,642,086	3,141,463
Office of Integrated Operations Center	0	0	0	0	274,025
Dept of Operations Support Services	**29,850,426**	**32,764,949**	**34,872,611**	**33,762,084**	**35,620,061**
Office of Chief Operating Officer COO	817,863	1,698,282	1,534,324	1,302,229	1,411,179
Dept of Chief Operating Officer COO	**817,863**	**1,698,282**	**1,534,324**	**1,302,229**	**1,411,179**
Office of Bus Transportation	89,629,502	88,787,417	101,766,746	104,249,221	105,979,631
Office of Bus Maintenance	65,573,225	57,881,596	57,580,900	54,049,548	67,534,541
Office of Mobility	17,748,033	18,114,344	22,691,134	29,527,270	25,226,861

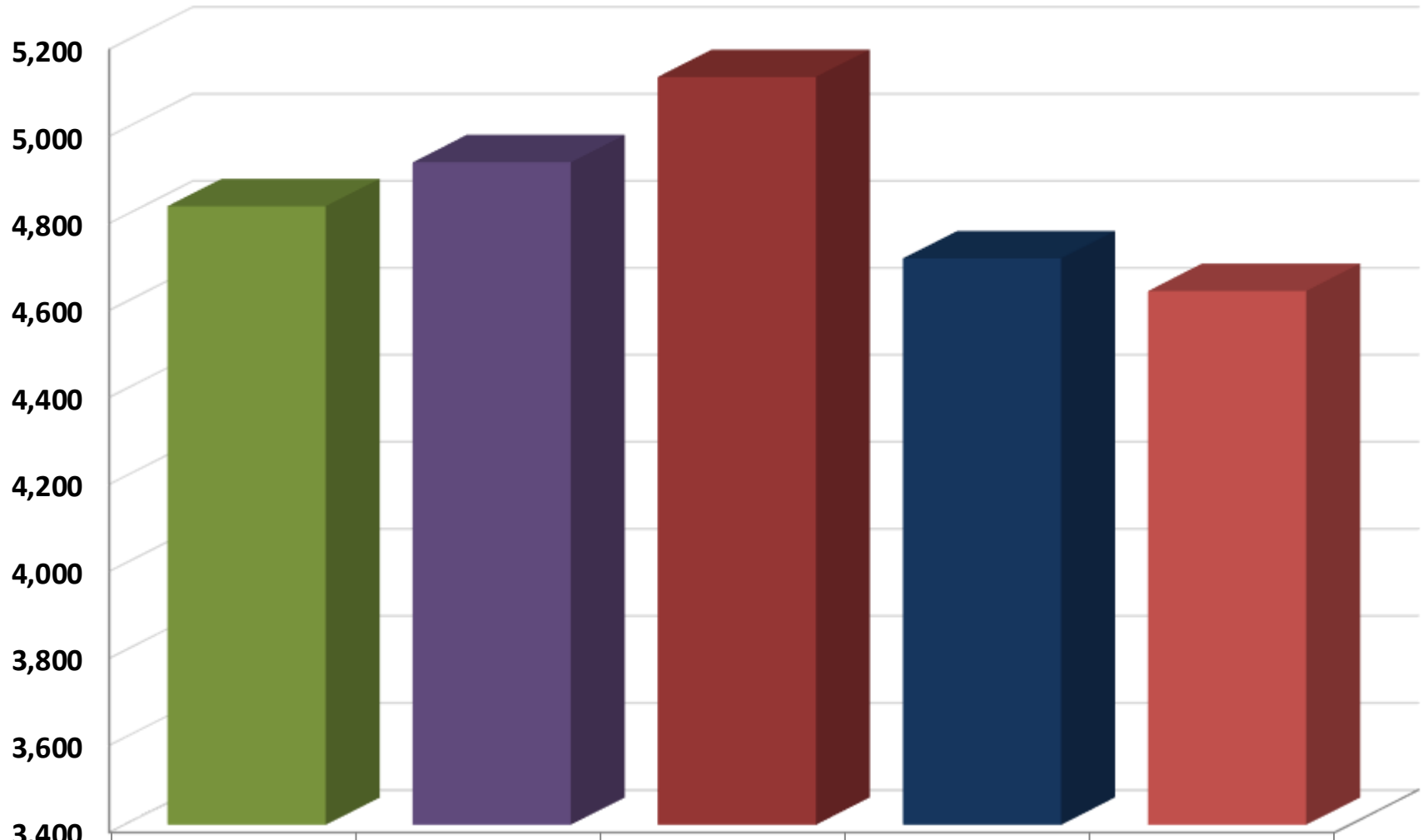
GROSS EXPENSES BY ORGANIZATION

Organization:	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Dept of Bus Operations	**172,950,760**	**164,783,357**	**182,038,779**	**187,826,039**	**198,741,034**
Office of Operations	1,150,025	750,329	369,516	369,513	475,488
Office of Rail Services	27,998,330	28,780,391	31,516,652	33,954,264	30,221,372
Office of Rail Car Maintenance	34,244,843	31,589,398	41,166,639	40,477,833	35,337,748
Office of Maintenance of Way	33,373,980	30,771,630	32,978,920	32,559,103	33,838,080
Dept of Rail Operations	**96,767,178**	**91,891,748**	**106,031,727**	**107,360,713**	**99,872,687**
Division of Operations	**300,386,227**	**291,138,336**	**324,477,441**	**330,251,065**	**335,644,962**
Office of Chief Financial Officer CFO	2,937,209	3,065,432	2,933,729	2,670,351	2,766,909
Office of Accounting	3,676,571	3,627,315	3,448,604	3,807,389	3,930,246
Office of Management & Budget	1,634,774	1,927,269	2,031,415	2,229,815	2,137,888
Office of Treasury	1,008,395	1,154,044	1,104,248	1,110,490	1,059,568
Office of Revenue Operations	8,307,949	8,447,304	7,698,398	7,107,760	8,815,536
Office of Materials	7,007,436	7,591,921	7,956,501	7,238,687	6,982,179
Office of Chief Contracts Officer	2,897,215	2,217,228	2,538,781	3,389,204	3,907,671
Office of Federal & State Programs	346,299	460,571	435,405	634,542	943,991
Dept of Chief Financial Officer CFO	**27,815,848**	**28,491,084**	**28,147,082**	**28,188,238**	**30,543,988**
Division of Finance	**27,815,848**	**28,491,084**	**28,147,082**	**28,188,238**	**30,543,988**
Office of AGM Police Services	40,398,223	45,540,922	43,858,683	46,125,546	41,783,849
Dept of Police Services	**40,398,223**	**45,540,922**	**43,858,683**	**46,125,546**	**41,783,849**
Office of Chief Administrative Officer CAO	313,192	376,134	436,181	434,442	228,779
Dept of Chief Administrative Officer CAO	**313,192**	**376,134**	**436,181**	**434,442**	**228,779**
Office of AGM Technology CIO	3,798,348	933,662	852,362	944,869	1,523,241
Office of Technology Infrastructure & Production	14,710,190	16,583,020	15,920,196	18,422,339	17,160,520
Office of Technology Applications	6,821,182	8,248,658	8,204,811	9,179,490	11,252,008
Office of Technology Support Services	3,087,920	2,838,830	2,775,026	3,510,004	4,683,737
Dept of Technology	**28,417,640**	**28,604,170**	**27,752,396**	**32,056,702**	**34,619,506**
Office of AGM Planning	265,694	229,159	259,432	372,845	368,809
Office of Research & Analysis	3,113,734	3,203,365	3,383,648	3,365,289	3,559,514
Office of Short Range Planning	2,417,015	2,470,321	2,400,599	2,336,075	2,154,666
Office of Long Range Planning	0	0	0	0	849,229

GROSS EXPENSES BY ORGANIZATION

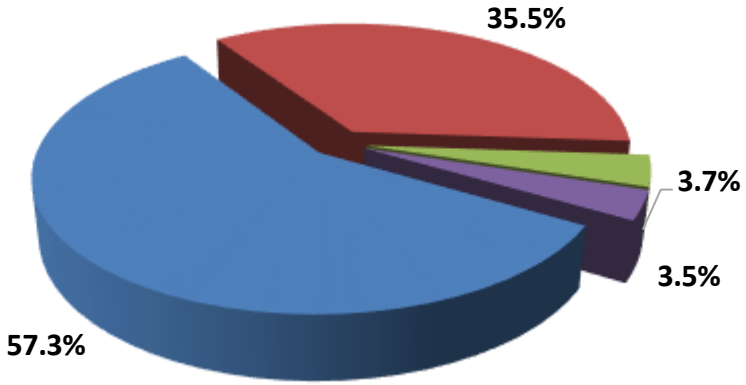
Organization:	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Dept of Planning	**5,796,443**	**5,902,845**	**6,043,679**	**6,074,209**	**6,932,219**
Division of Administration	**74,925,498**	**80,424,071**	**78,090,940**	**84,690,899**	**83,564,353**
Office of Chief Counsel Legal Services	3,203,067	3,534,737	5,311,382	4,314,081	2,518,265
Office of Risk Management	16,113,795	8,661,844	5,218,482	9,956,450	7,613,674
Office of Chief of Corporate Law	246,385	341,254	347,328	351,331	462,534
Office of Chief Litigation	419,689	382,404	399,081	367,714	625,506
Dept of Chief Counsel Legal Services	**19,982,936**	**12,920,239**	**11,276,273**	**14,989,576**	**11,219,979**
Division of Chief Counsel Legal Services	**19,982,936**	**12,920,239**	**11,276,273**	**14,989,576**	**11,219,979**
Office of Transit Oriented Development	2,487,239	1,295,260	1,438,034	1,700,958	1,749,087
Office of Chief of Staff	168,608	255,189	391,421	570,470	712,543
Office of Sustainability	0	0	3,746	0	0
Dept of Chief of Staff	**2,655,847**	**1,550,449**	**1,833,202**	**2,271,428**	**2,461,630**
Office of Human Resources	3,894,773	4,099,281	4,089,781	4,469,843	3,553,137
Office of Labor & Employee Relations	592,375	712,521	715,255	870,837	896,586
Office of Learning & Development	4,671,541	4,462,519	4,421,195	4,927,167	4,663,867
Office of AGM Human Resources	283,219	278,122	291,697	325,409	441,658
Dept of Human Resources	**9,441,908**	**9,552,443**	**9,517,928**	**10,593,256**	**9,555,249**
Division of Chief of Staff	**12,097,755**	**11,102,892**	**11,351,130**	**12,864,684**	**12,016,879**
Office of External Affairs	589,946	657,093	604,658	542,311	659,859
Office of Chief Comm & Ext Affairs	2,661,928	2,788,020	3,138,539	3,530,549	3,651,582
Office of Marketing & Sales	2,191,572	1,819,682	2,075,798	2,134,979	2,000,042
Office of Government & Constituent Relations	305,852	359,344	456,990	463,825	455,320
Office of Media Communications	299,915	400,089	346,857	331,168	545,420
Dept of Communication & Ext Affairs	**6,049,213**	**6,024,228**	**6,622,842**	**7,002,832**	**7,312,224**
Division of Communication & Ext Affairs	**6,049,213**	**6,024,228**	**6,622,842**	**7,002,832**	**7,312,224**
Inventory Adjustment	-253,524	1,320,986	734,583	295,495	1,203,303
Dept of Other	**-253,524**	**1,320,986**	**734,583**	**295,495**	**1,203,303**
Division of Other (Inventory Adjustment)	**-253,524**	**1,320,986**	**734,583**	**295,495**	**1,203,303**
Authority Totals	**465,228,549**	**456,587,520**	**488,330,389**	**509,954,006**	**522,919,161**

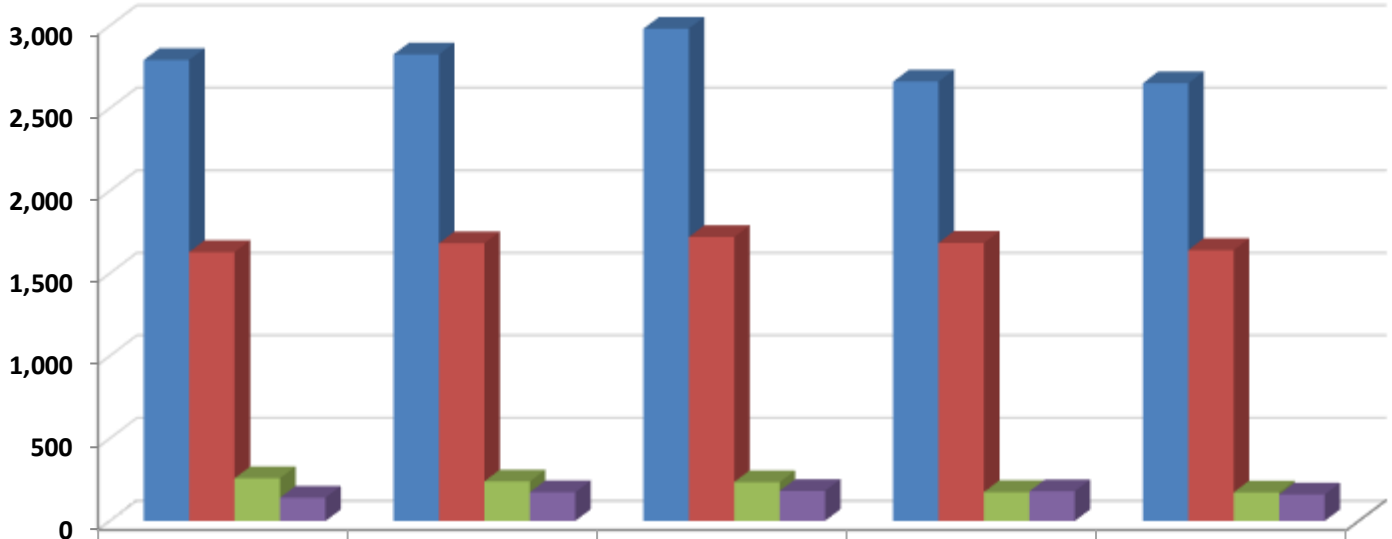
Total Authority Personnel



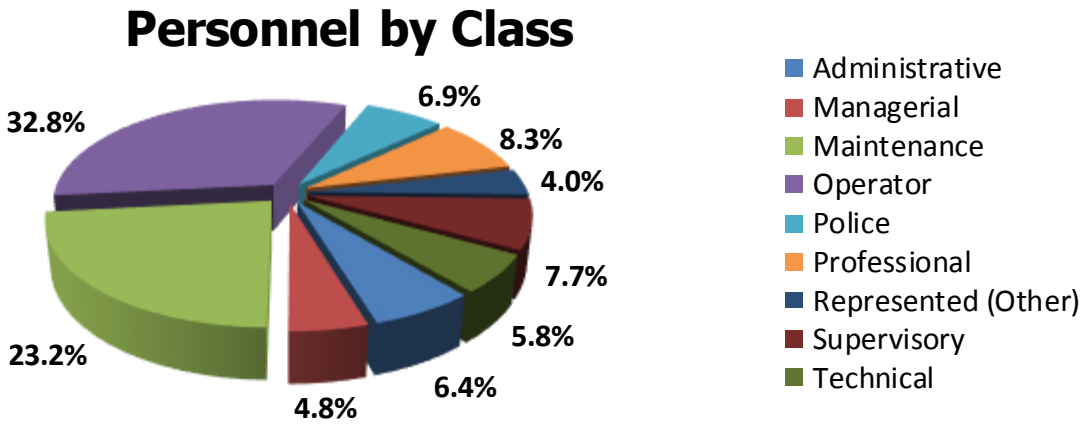
	FY2014	FY2015	FY2016	FY2017	FY2018
Total	4,822	4,923	5,119	4,702	4,627

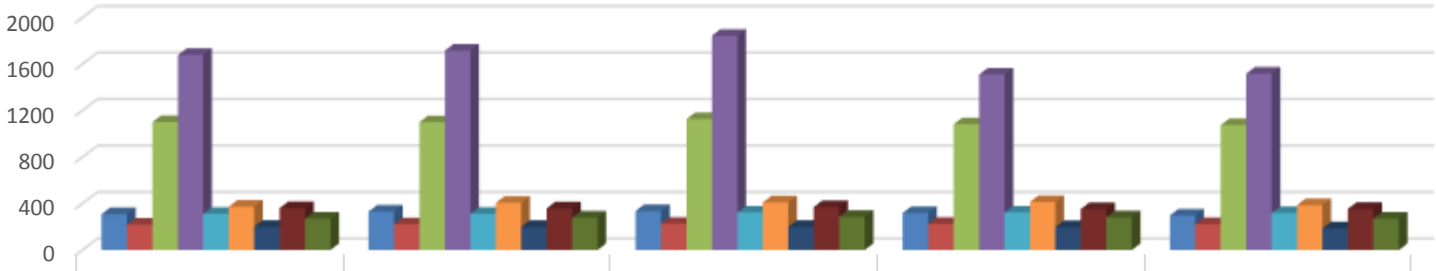
Personnel by Status





	FY2014	FY2015	FY2016	FY2017	FY2018
Full-time Represented	2,793	2,826	2,982	2,662	2,652
Full-time Non-Represented	1,629	1,683	1,720	1,685	1,641
Part-time	259	240	235	175	173
Contract	141	174	182	180	161





	FY2014	FY2015	FY2016	FY2017	FY2018
Administrative	309	331	336	318	297
Managerial	218	222	226	225	223
Maintenance	1101	1099	1127	1082	1075
Operator	1679	1715	1843	1510	1517
Police	312	312	323	323	318
Professional	373	407	410	413	386
Represented (Other)	200	199	199	197	187
Supervisory	360	358	370	353	354
Technical	270	280	285	281	270

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Office of General Manager CEO	4	4	3	4	4
Office of Board of Directors	2	2	2	2	2
Office of Diversity and Inclusion	17	15	14	14	13
Dept of General Manager CEO	**23**	**21**	**19**	**20**	**19**
Office of AGM Internal Audit	13	13	13	13	12
Office of Information Systems Audit	4	4	4	4	3
Dept of Internal Audit	**17**	**17**	**17**	**17**	**15**
Office of AGM Capital Programs & Development			2	2	2
Office of Engineering & Development	3	5	1	1	2
Office of Infrastructure Engineering	35	37	37	37	34
Office of Systems Engineering	15	22	23	23	17
Office of Capital Programming	28	26	26	27	26
Office of Project Management & Construction	70	93	95	95	86
Office of Architecture & Design	15	15	16	16	15
Dept of Capital Programs & Development	**166**	**198**	**200**	**201**	**182**
Office of AGM of Safety & QA	2	2	2	2	2
Office of Safety	21	23	27	27	24
Office of QA & Configuration Mgmt	24	22	21	21	23
Dept of Safety & Quality Assurance	**47**	**47**	**50**	**50**	**49**
Division of General Manager CEO	**253**	**283**	**286**	**288**	**265**
Office of Chief Operating Officer COO	3	3	2	2	2
Dept of Chief Operating Officer COO	**3**	**3**	**2**	**2**	**2**
Office of Operations Support Services		52	39	38	33
Office of Facilities	264	262	273	273	260
Office of Vertical Transportation	9	8	8	8	8
Office of Integrated Operations Center					2

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Dept of Operations Support Services	**273**	**322**	**320**	**319**	**303**
Office of Bus Transportation	1,205	1,211	1,321	1,321	1,338
Office of Bus Maintenance	439	411	432	387	395
Office of Mobility	305	305	331	23	24
Dept of Bus Operations	**1,949**	**1,927**	**2,084**	**1,731**	**1,757**
Office of Operations	1	2	2	3	3
Office of Rail Services	324	355	355	355	348
Office of Rail Car Maintenance	350	339	353	354	354
Office of Maintenance of Way	223	230	230	230	230
Dept of Rail Operations	**898**	**926**	**940**	**942**	**935**
Division of Operations	**3,123**	**3,178**	**3,346**	**2,994**	**2,997**
Office of Chief Financial Officer CFO	16	15	14	14	13
Office of Accounting	40	40	40	39	36
Office of Management & Budget	14	17	17	16	15
Office of Revenue Operations	72	71	72	69	63
Office of Treasury	8	9	6	7	7
Office of Federal & State Programs	3	4	7	7	7
Office of Chief Contracts Officer	31	29	34	37	35
Office of Materials	86	87	82	81	73
Dept of Chief Financial Officer CFO	**270**	**272**	**272**	**270**	**249**
Division of Finance	**270**	**272**	**272**	**270**	**249**
Office of Chief Administrative Officer CAO	1	1	2	1	1
Dept of Chief Administrative Officer CAO	**1**	**1**	**2**	**1**	**1**
Office of AGM Technology CIO	5	5	5	5	5
Office of Technology Infrastructure & Production	50	48	48	48	46
Office of Technology Applications	33	34	34	32	30

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Office of Technology Support Services	29	26	26	25	24
Dept of Technology	**117**	**113**	**113**	**110**	**105**
Office of AGM Planning	2	2	2	2	2
Office of Research & Analysis	27	27	27	27	27
Office of Short Range Planning	26	26	28	27	22
Office of Long Range Planning					7
Dept of Planning	**55**	**55**	**57**	**56**	**58**
Office of AGM Police Services	411	411	425	429	424
Dept of Police Services	**411**	**411**	**425**	**429**	**424**
Division of Administration	**584**	**580**	**597**	**596**	**588**
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	14
Dept of Chief Counsel Legal Services	**27**	**27**	**27**	**27**	**26**
Division of Chief Counsel Legal Services	**27**	**27**	**27**	**27**	**26**
Office of Chief of Staff	1	2	3	4	4
Office of Transit Oriented Development	12	12	12	12	12
Dept of Chief of Staff	**13**	**14**	**15**	**16**	**16**
Office of AGM Human Resources	2	2	2	2	3
Office of Human Resources	32	33	33	30	29
Office of Labor & Employee Relations	5	7	7	7	7
Office of Learning & Development	49	49	50	50	46
Dept of Human Resources	**88**	**91**	**92**	**89**	**85**
Division of Chief of Staff	**101**	**105**	**107**	**105**	**101**
Office of Chief Comm & Ext Affairs	43	43	46	46	46

Summary of Authority Personnel by Status

Full-time Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
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**	**67**	**67**	**67**
Division of Communication & Ext Affairs	**64**	**64**	**67**	**67**	**67**
Authority Full-time Personnel Total	**4,422**	**4,509**	**4,702**	**4,347**	**4,293**

Summary of Authority Personnel by Status

Part-time Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Office of Bus Transportation	125	125	125	125	125
Office of Mobility	60	60	60		
Dept of Bus Operations	**185**	**185**	**185**	**125**	**125**
Division of Operations	**185**	**185**	**185**	**125**	**125**
Office of Chief Financial Officer CFO	59	40	38	38	38
Office of Revenue Operations	13	13	10	10	8
Dept of Chief Financial Officer CFO	**72**	**53**	**48**	**48**	**46**
Division of Finance	**72**	**53**	**48**	**48**	**46**
Office of Chief Comm & Ext Affairs	2	2	2	2	2
Dept of Communication & Ext Affairs	**2**	**2**	**2**	**2**	**2**
Division of Communication & Ext Affairs	**2**	**2**	**2**	**2**	**2**
Authority Part-time Personnel Total	**259**	**240**	**235**	**175**	**173**

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Office of General Manager CEO	1	3	4	4	3
Dept of General Manager CEO	**1**	**3**	**4**	**4**	**3**
Office of AGM Internal Audit	1	1	1	1	1
Office of Information Systems Audit			1		
Dept of Internal Audit	**1**	**1**	**2**	**1**	**1**
Office of Systems Engineering					
Office of Capital Programming	7	7	2	2	2
Office of Project Management & Construction	1	2	7	7	5
Office of Architecture & Design	1	1	1	1	1
Dept of Capital Programs & Development	**9**	**10**	**10**	**10**	**8**
Office of Safety	1	1	1	1	1
Office of QA & Configuration Mgmt	6	6	6	6	4
Dept of Safety & Quality Assurance	**7**	**7**	**7**	**7**	**5**
Division of General Manager CEO	**18**	**21**	**23**	**22**	**17**
Office of Facilities					
Dept of Operations Support Services					
Office of Bus Transportation		10	13	13	13
Office of Mobility	6	4	4	3	3
Dept of Bus Operations	**6**	**14**	**17**	**16**	**16**
Office of Rail Services	3	3	3	2	2
Office of Rail Car Maintenance	4	----			
Dept of Rail Operations	**7**	**3**	**3**	**2**	**2**
Division of Operations	**13**	**17**	**20**	**18**	**18**
Office of Chief Financial Officer CFO	2	29	33	32	25
Office of Management & Budget	1	1	1	2	1
Office of Treasury	1	----			

Summary of Authority Personnel by Status

Contract Personnel

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Office of Federal & State Programs	1	----		1	1
Office of Materials	3	4	4	4	4
Dept of Chief Financial Officer CFO	**8**	**34**	**38**	**39**	**31**
Division of Finance	**8**	**34**	**38**	**39**	**31**
Office of AGM Technology CIO	10	4	4	4	4
Office of Technology Infrastructure & Production	12	16	16	15	14
Office of Technology Applications	7	7	7	7	7
Office of Technology Support Services	8	10	10	10	10
Dept of Technology	**37**	**37**	**37**	**36**	**35**
Office of Research & Analysis	36	36	36	36	31
Dept of Planning	**36**	**36**	**36**	**36**	**31**
Office of AGM Police Services	21	21	21	21	21
Dept of Police Services	**21**	**21**	**21**	**21**	**21**
Division of Administration	**94**	**94**	**94**	**93**	**87**
Office of Human Resources				1	1
Office of Learning & Development	1	1			
Dept of Human Resources	**1**	**1**		**1**	**1**
Division of Chief of Staff	**1**	**1**		**1**	**1**
Office of Chief Comm & Ext Affairs	4	4	4	4	4
Office of Marketing & Sales	3	3	3	3	3
Dept of Communication & Ext Affairs	**7**	**7**	**7**	**7**	**7**
Division of Communication & Ext Affairs	**7**	**7**	**7**	**7**	**7**
Authority Contract Personnel Total	**141**	**174**	**182**	**180**	**161**

Summary of Authority Personnel by Status

Organization Description	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adopted
Authority Total	4,822	4,923	5,119	4,702	4,627

DIVISION OF GENERAL MANAGER/CEO

This Division includes the following Departments:

- **Department of General Manager/CEO**
- **Department of Internal Audit**
- **Department of Capital Programs & Development**
- **Department of Safety & Quality Assurance**

DIVISION OF GENERAL MANAGER CEO

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	16,537,696	17,161,429	18,878,386	20,789,298	22,625,874
Overtime	374,579	278,729	185,044	207,469	84,227
Other Benefits	1,542,654	1,852,335	1,781,963	1,875,544	4,655,939
Healthcare Rep/NonRep	2,341,986	2,394,766	2,403,150	2,764,572	3,121,394
Pension Rep/NonRep	1,937,888	2,019,771	2,259,361	2,863,160	3,363,137
Workers Comp-Excess/Losses	16,414	-22,963	178,521	7,476	469,845
Benefits Total	5,838,942	6,243,909	6,622,995	7,510,752	11,610,315
Labor Total	**22,751,217**	**23,684,067**	**25,686,425**	**28,507,519**	**34,320,417**
Contractual Services	991,928	941,933	1,259,489	2,630,538	956,528
Materials Supplies-Other	57,243	65,927	79,693	68,879	83,467
Materials Total	57,243	65,927	79,693	68,879	83,467
Other Operating	36	0	0	14	0
Other Total	36	0	0	14	0
Miscellaneous Expenses	827	10,293	2,587	655	1,000
Other Non-Operating Expenses	423,345	463,464	601,904	463,612	6,052,062
Non Labor Total	**1,473,379**	**1,481,617**	**1,943,673**	**3,163,698**	**7,093,057**
Gross Operating Total	**24,224,596**	**25,165,684**	**27,630,098**	**31,671,216**	**41,413,473**
Cost Allocation	-16,785,913	-18,666,808	-20,678,034	-22,605,323	-24,279,380
Allocation Total	**-16,785,913**	**-18,666,808**	**-20,678,034**	**-22,605,323**	**-24,279,380**
Net Operating Expense	**7,438,683**	**6,498,876**	**6,952,064**	**9,065,893**	**17,134,093**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	250	283	286	288	265
Represented	3	0	0	0	0
Full-Time Total	**253**	**283**	**286**	**288**	**265**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**18**	**21**	**23**	**22**	**17**
Total	**271**	**304**	**309**	**310**	**282**

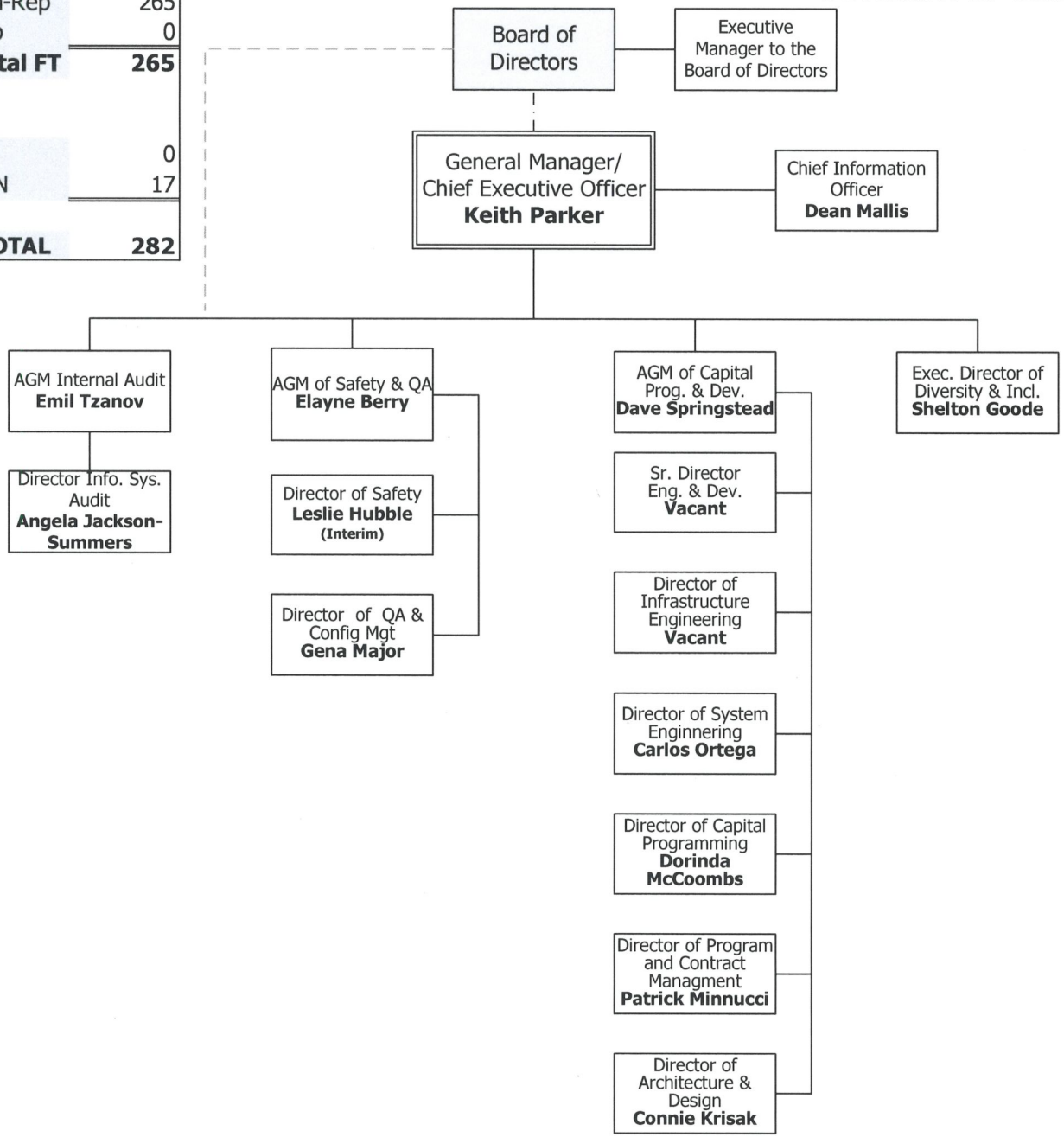
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	14	18	18	17	14
Management	46	46	43	44	43
Police	0	0	0	0	0
Professional	89	113	117	121	104
Technical	118	127	131	128	121
Maintenance	3	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	0	0	0	0
Total	**271**	**304**	**309**	**310**	**282**

DIVISION OF GENERAL MANAGER CEO

ADM	14
MGR	43
MNT	0
OPR	0
POL	0
PRO	104
REP	0
SUP	0
TEC	121

Non-Rep	265
Rep	0
Total FT	**265**
PT	0
CON	17
TOTAL	**282**



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
FY17 Department Accomplishments	• $HB 506 MARTA Procurement PASSED – Provide MARTA with additional flexibility when selecting retail concession partners to operate at MARTA rail stations. • MARTA received the GOLD Award for Safety in Heavy Rail from APTA • Atlanta voters passed a 0.50 percent tax for MARTA and transit in general to go along with a 0.40 percent tax for preapproved projects. • Site work start at the Edgewood/Candler station, which is near the Edgewood Retail District and Little Five Points • First time MARTA realized 4 consecutive years of favorable financial performance (Revenues exceeded Expenses)
FY18 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest** Objective 1: Implement Authority-wide learning & development program meeting current & future needs of the departments & employees Objective 2: Develop and implement an Employer of Choice multi-media campaign **GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** Objective 1: Improve and enhance station appearance Objective 2: Establish a monthly digital and e-communication cadence for the Board of Directors Objective 3: Establish an Influencer Relations Plan Objective 4: Host a successful APTA Expo that is well regarded within the industry **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: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** Objective 1: Complete a business development plan Objective 2: Partner with ATU to seek a contract to achieve measurable workforce performance and fiscal improvements Objective 3: Maintain a balanced budget throughout the year **GOAL 5: Maximize ridership and service quality through innovation and capital investment** Objective 1: Open and operate the Integrated Operations Center Objective 2: Develop and implement an amenities action plan to better serve our jurisdictions Objective 3: Effectively and efficiently execute the capital program Objective 4: Ensure MARTA proactively maintains critical transportation infrastructure in a state of good repair Objective 5: Increase ridership and improve customer service through technology innovation Objective 6: Develop and implement a fleet replacement and expansion strategy **GOAL 6: Achieve significant progress towards the planning and implementation of MORE MARTA** Objective 1: Update recommendations from the Comprehensive Operations Analysis (COA) and incorporate their implementation through the Transit Development Plan (TDP). Objective 2: Implement well-executed MORE MARTA initiatives based on the established timelines and deliverables

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.23%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-74.06%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	44.46%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-87.42%	</= 0%

DEPT OF GENERAL MANAGER CEO

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,124,951	2,077,905	1,866,514	1,922,884	2,298,346
Overtime	30	350	1,403	956	0
Other Benefits	181,969	194,772	146,810	142,177	504,852
Healthcare Rep/NonRep	215,955	210,706	168,047	166,362	223,798
Pension Rep/NonRep	225,435	231,043	190,520	214,609	302,846
Workers Comp-Excess/Losses	653	-4,390	-58	-10	33,687
Benefits Total	624,012	632,131	505,318	523,138	1,065,183
Labor Total	**2,748,993**	**2,710,386**	**2,373,234**	**2,446,978**	**3,363,529**
Contractual Services	378,017	151,543	185,949	996,495	472,228
Materials Supplies-Other	14,178	14,166	13,254	20,353	12,000
Materials Total	14,178	14,166	13,254	20,353	12,000
Other Operating	0	0	0	14	0
Other Total	0	0	0	14	0
Miscellaneous Expenses	827	1,243	1,511	655	1,000
Other Non-Operating Expenses	160,076	167,264	253,008	168,146	5,576,344
Non Labor Total	**553,098**	**334,216**	**453,722**	**1,185,662**	**6,061,572**
Gross Operating Total	**3,302,091**	**3,044,602**	**2,826,956**	**3,632,640**	**9,425,101**
Cost Allocation	-907,797	-978,562	-844,349	-912,691	-1,365,896
Allocation Total	**-907,797**	**-978,562**	**-844,349**	**-912,691**	**-1,365,896**
Net Operating Expense	**2,394,294**	**2,066,040**	**1,982,607**	**2,719,949**	**8,059,205**

Authorized Positions by Status

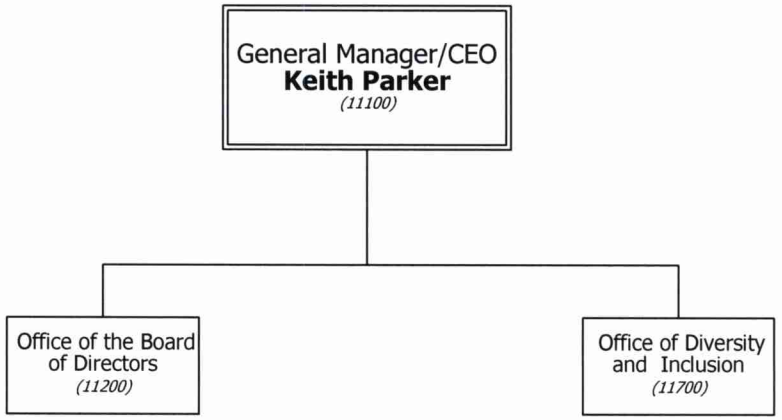
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	23	21	19	20	19
Represented	0	0	0	0	0
Full-Time Total	**23**	**21**	**19**	**20**	**19**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**3**	**4**	**4**	**3**
Total	**24**	**24**	**23**	**24**	**22**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	2	1	1	0	0
Managerial	8	8	7	8	8
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	14	15	15	16	14
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	0	0	0	0	0
Total	**24**	**24**	**23**	**24**	**22**

ADM	0
MGR	8
MNT	0
OPR	0
POL	0
PRO	14
REP	0
SUP	0
TEC	0

Non-Rep	19
Rep	0
Total FT	**19**
PT	0
CON	3
TOTAL	**22**



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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	865,495	931,610	944,248	999,348	1,181,756
Overtime	30	350	1,380	596	0
Other Benefits	51,866	60,112	52,664	51,445	277,565
Healthcare Rep/NonRep	40,375	46,420	26,506	30,102	47,115
Pension Rep/NonRep	83,088	74,240	34,009	36,924	125,327
Workers Comp-Excess/Losses	0	-15	-14	-2	7,092
Benefits Total	175,329	180,757	113,165	118,469	457,099
Labor Total	**1,040,854**	**1,112,717**	**1,058,793**	**1,118,412**	**1,638,855**
Contractual Services	368,415	83,414	138,459	816,133	397,208
Materials Supplies-Other	10,737	9,654	10,113	17,894	6,600
Materials Total	10,737	9,654	10,113	17,894	6,600
Other Operating	0	0	0	14	0
Other Total	0	0	0	14	0
Other Non-Operating Expenses	57,796	35,509	29,312	20,567	5,418,867
Non Labor Total	**436,948**	**128,577**	**177,884**	**854,608**	**5,822,675**
Gross Operating Total	**1,477,802**	**1,241,294**	**1,236,677**	**1,973,020**	**7,461,530**
Cost Allocation	-138,270	-125,156	-119,425	-173,626	-621,968
Allocation Total	**-138,270**	**-125,156**	**-119,425**	**-173,626**	**-621,968**
Net Operating Expense	**1,339,532**	**1,116,138**	**1,117,252**	**1,799,393**	**6,839,562**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	4	4	3	4	4
Represented	0	0	0	0	0
Full-Time Total	**4**	**4**	**3**	**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	**1**	**3**	**4**	**4**	**3**
Total	**5**	**7**	**7**	**8**	**7**

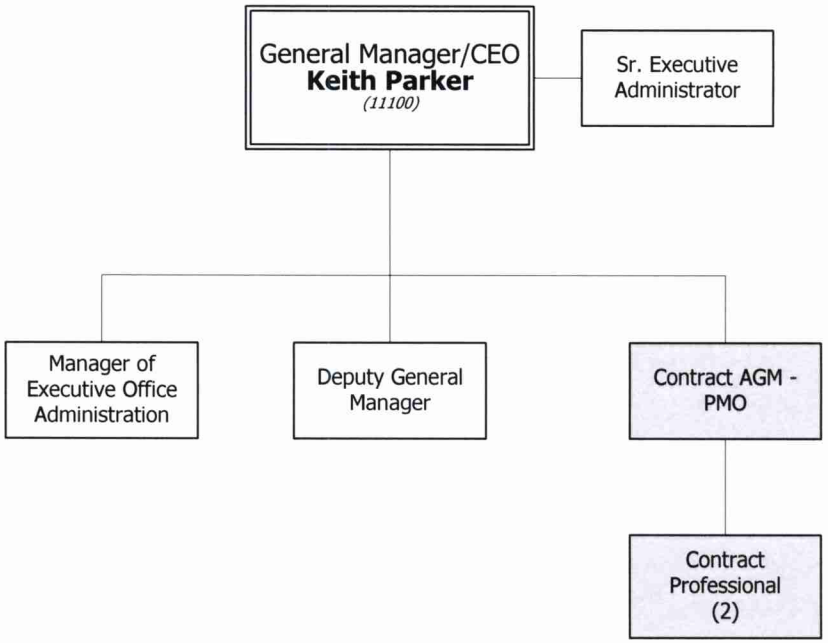
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	0	0	0	0
Managerial	4	4	3	4	4
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	0	3	4	4	3
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	0	0	0	0	0
Total	**5**	**7**	**7**	**8**	**7**

OFFICE OF THE GENERAL MANAGER/CEO

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

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



Contract Positions (Shaded)

OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DEPUTY GENERAL MANAGER	A	MGR		----	----	----	----	1	1
GENERAL MANAGER CEO	A	MGR		1	1	1	1	1	1
Project Manager-Transformation Initiatives	22	MGR		1	1	----	----	----	----
MGR EXEC OFFICE ADMINISTRATION	21	MGR		1	1	1	1	1	1
SR EXECUTIVE ADMINISTRATOR	19	PRO		----	1	1	1	1	1
Executive Administrator	17	ADM		1	----	----	----	----	----
Non-Rep Subtotal				**4**	**4**	**3**	**3**	**4**	**4**
Total Full-Time				**4**	**4**	**3**	**3**	**4**	**4**
Contract									
CONTRACT AGM	----	MGR		1	1	1	1	1	1
CONTRACT PROFESSIONAL	----	PRO		----	2	3	3	3	2
Total Contract				**1**	**3**	**4**	**4**	**4**	**3**
Office Total				**5**	**7**	**7**	**7**	**8**	**7**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	178,860	172,635	177,884	185,256	174,885
Other Benefits	19,173	22,077	20,885	21,161	40,333
Healthcare Rep/NonRep	24,537	27,225	33,930	29,722	23,558
Pension Rep/NonRep	36,168	40,383	43,318	58,203	27,804
Workers Comp-Excess/Losses	0	-8	-9	-2	3,546
Benefits Total	79,878	89,677	98,125	109,085	95,241
Labor Total	**258,738**	**262,312**	**276,008**	**294,340**	**270,126**
Contractual Services	1,862	869	2,605	9,002	0
Materials Supplies-Other	1,644	1,150	965	1,990	2,000
Materials Total	1,644	1,150	965	1,990	2,000
Miscellaneous Expenses	827	1,243	1,511	655	1,000
Other Non-Operating Expenses	75,552	107,033	164,368	118,365	130,412
Non Labor Total	**79,885**	**110,295**	**169,450**	**130,012**	**133,412**
Gross Operating Total	**338,623**	**372,607**	**445,458**	**424,352**	**403,538**
Cost Allocation	0	-37,105	-43,018	-37,343	-40,332
Allocation Total	**0**	**-37,105**	**-43,018**	**-37,343**	**-40,332**
Net Operating Expense	**338,623**	**335,502**	**402,440**	**387,009**	**363,207**

Authorized Positions by Status

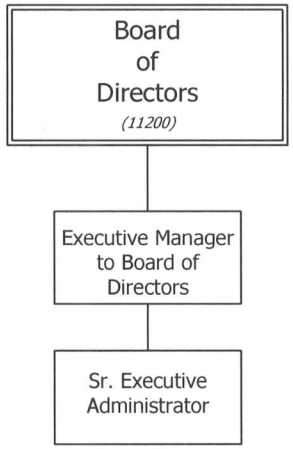
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**2**	**2**	**2**	**2**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Managerial	1	1	1	1	1
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	1	1	1	1	1
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	0	0	0	0	0
Total	**2**	**2**	**2**	**2**	**2**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
EXECUTIVE MGR TO BOARD OF DIR	21	MGR		1	1	1	1	1	1
SR EXECUTIVE ADMINISTRATOR BD	19	PRO		1	1	1	1	1	1
Non-Rep Subtotal				**2**	**2**	**2**	**2**	**2**	**2**
Total Full-Time				**2**	**2**	**2**	**2**	**2**	**2**
Office Total				**2**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,080,596	973,660	744,383	738,281	941,705
Overtime	0	0	23	360	0
Other Benefits	110,930	112,583	73,261	69,570	186,954
Healthcare Rep/NonRep	151,043	137,061	107,610	106,539	153,125
Pension Rep/NonRep	106,179	116,420	113,193	119,482	149,715
Workers Comp-Excess/Losses	653	-4,367	-36	-6	23,049
Benefits Total	368,805	361,697	294,028	295,585	512,843
Labor Total	**1,449,401**	**1,335,357**	**1,038,434**	**1,034,226**	**1,454,547**
Contractual Services	7,740	67,260	44,884	171,359	75,020
Materials Supplies-Other	1,797	3,362	2,176	469	3,400
Materials Total	1,797	3,362	2,176	469	3,400
Other Non-Operating Expenses	26,728	24,722	59,327	29,214	27,065
Non Labor Total	**36,265**	**95,344**	**106,388**	**201,042**	**105,485**
Gross Operating Total	**1,485,666**	**1,430,701**	**1,144,821**	**1,235,268**	**1,560,032**
Cost Allocation	-769,527	-816,301	-681,906	-701,721	-703,596
Allocation Total	**-769,527**	**-816,301**	**-681,906**	**-701,721**	**-703,596**
Net Operating Expense	**716,139**	**614,400**	**462,915**	**533,547**	**856,437**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	17	15	14	14	13
Represented	0	0	0	0	0
Full-Time Total	**17**	**15**	**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	**0**	**0**	**0**	**0**	**0**
Total	**17**	**15**	**14**	**14**	**13**

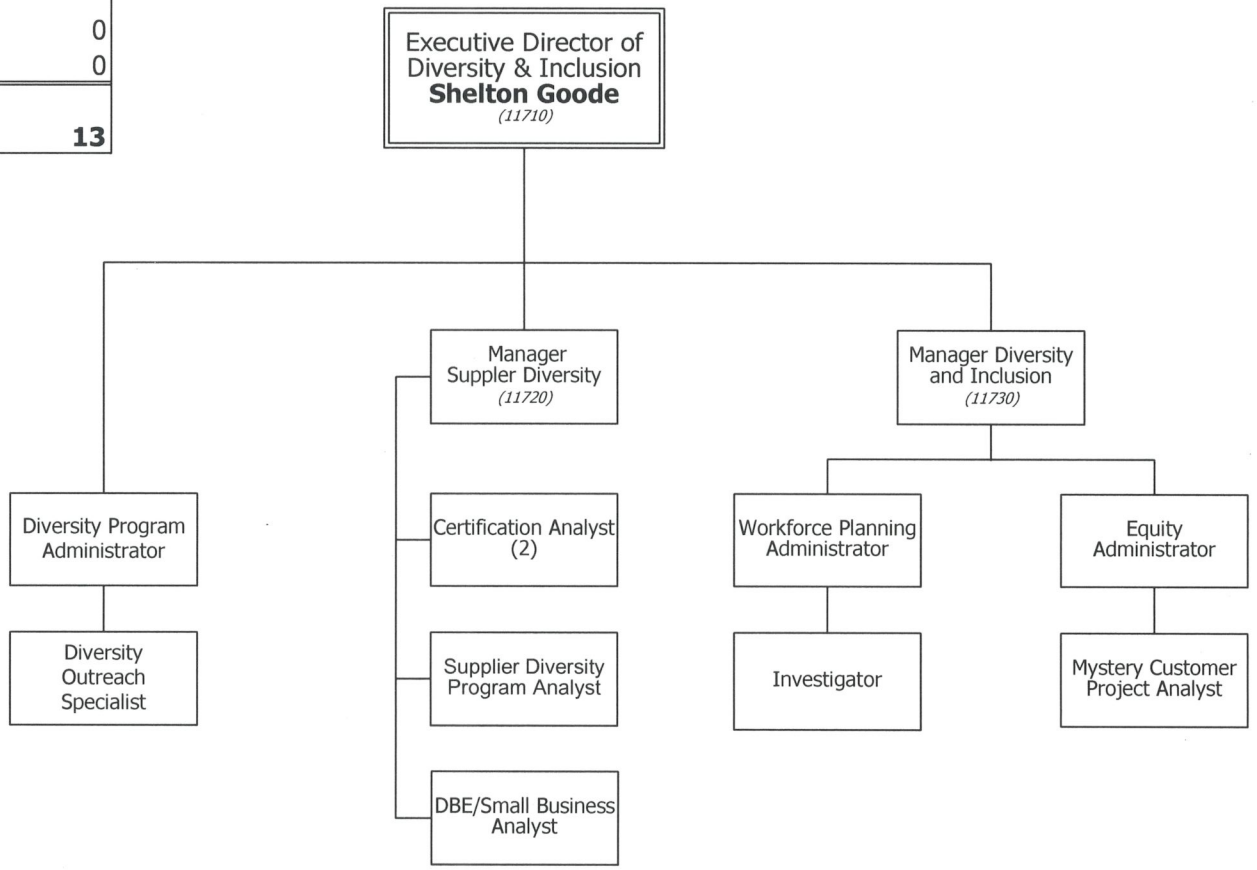
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	0	0
Managerial	3	3	3	3	3
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	13	11	10	11	10
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	0	0	0	0	0
Total	**17**	**15**	**14**	**14**	**13**

OFFICE OF DIVERSITY AND INCLUSION

ADM	0
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	0
TOTAL	**13**



OFFICE OF DIVERSITY AND INCLUSION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
EXEC DIR DIVERSITY & EQUAL OPP	24	MGR		1	1	1	----	----	----
Exec Dir Diversity & Inclusion	24	MGR		----	----	----	----	1	1
EXEC DIR DIVERSITY & INCLUSION	24	MGR		----	----	----	1	----	----
MANAGER SUPPLIER DIVERSITY	21	MGR		----	----	----	1	----	----
MANAGER SUPPLIER DIVERSITY	21	MGR		----	----	----	----	----	1
MGR DIVERSITY & INCLUSION	21	MGR		----	----	----	1	1	1
MGR EQUAL OPP CONFLICT RESOLUT	21	MGR		1	1	1	----	----	----
MGR SUPPLIER DIVERSITY	21	MGR		----	----	----	----	1	----
MGR ECONOMIC OPPORTUNITY	20	MGR		1	1	1	----	----	----
Affirm Act Administrator	19	PRO		1	1	1	----	----	----
DIVERSITY LIASON	19	PRO		----	----	----	1	----	----
DIVERSITY PROGRAM ADMIN	19	PRO		----	----	----	----	1	1
Equity Administrator	19	PRO		1	1	1	1	1	1
WORKFORCE PLANNING ADMINISTRATOR	19	PRO		----	----	----	1	----	----
WORKFORCE PLNG ADMINISTRATOR	19	PRO		----	----	----	----	1	1
CERTIFICATION ANALYST	17	PRO		----	----	----	2	----	----
CERTIFICATION ANALYST	17	PRO		----	----	----	----	2	2
DBE/Small Business Analyst	17	PRO		----	----	----	----	1	1
DIVERSITY EEO INVESTIGATOR	17	PRO		1	1	1	----	----	----
EEO DBE ANALYST	17	PRO		4	4	3	1	----	----
EMPLOYEE RELATIONS SPECIALIST	17	PRO		2	----	----	----	----	----
INVESTIGATOR	17	PRO		----	----	----	1	1	1
MYSTERY CUSTOMER PROJECT ANALY	17	PRO		1	1	1	1	1	1
SMALL BUSINESS PROGRAM ANALYST	17	PRO		1	1	1	----	----	----
SUPPLIER DIVERSITY PROGRAM ANALYST	17	PRO		----	----	----	----	1	1

OFFICE OF DIVERSITY AND INCLUSION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
SUPPLIER DIVERSITY PROGRAM ANALYST	17	PRO		----	----	----	1	----	----
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	----	----	----
ADA COORD	15	PRO		1	1	1	----	----	----
D&I INSTRUCTOR/TRAINER	15	PRO		----	----	----	1	1	----
DIVERSITY OUTREACH SPECIALIST	15	PRO		----	----	----	1	1	1
Mystery Customer Data Analyst	15	PRO		1	1	1	----	----	----
Non-Rep Subtotal				**17**	**15**	**14**	**14**	**14**	**13**
Total Full-Time				**17**	**15**	**14**	**14**	**14**	**13**
Office Total				**17**	**15**	**14**	**14**	**14**	**13**

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
FY17 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.
FY18 Goals & Objectives	**GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** • 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: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Identify cost-savings or operational efficiencies.

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.21%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-14.15%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-42.99%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	54.06%	</= 0%

DEPT OF INTERNAL AUDIT

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,256,794	1,212,632	1,261,170	1,231,016	1,289,591
Overtime	1,859	825	482	0	0
Other Benefits	136,954	117,354	106,265	102,342	277,771
Healthcare Rep/NonRep	135,289	136,888	140,470	146,256	176,683
Pension Rep/NonRep	144,864	116,698	101,277	102,034	196,833
Workers Comp-Excess/Losses	-4,317	-41	-42	-7	26,595
Benefits Total	412,790	370,899	347,970	350,625	677,881
Labor Total	**1,671,443**	**1,584,356**	**1,609,621**	**1,581,640**	**1,967,473**
Contractual Services	265,227	390,646	238,500	533,014	280,000
Materials Supplies-Other	5,674	7,215	17,507	274	15,000
Materials Total	5,674	7,215	17,507	274	15,000
Other Non-Operating Expenses	76,923	57,761	58,531	50,257	88,773
Non Labor Total	**347,824**	**455,622**	**314,538**	**583,544**	**383,773**
Gross Operating Total	**2,019,267**	**2,039,978**	**1,924,160**	**2,165,184**	**2,351,246**
Cost Allocation	-1,047,147	-1,033,295	-971,925	-1,071,077	-873,866
Allocation Total	**-1,047,147**	**-1,033,295**	**-971,925**	**-1,071,077**	**-873,866**
Net Operating Expense	**972,120**	**1,006,683**	**952,235**	**1,094,108**	**1,477,380**

Authorized Positions by Status

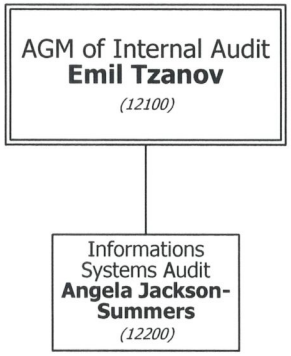
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	17	17	17	17	15
Represented	0	0	0	0	0
Full-Time Total	**17**	**17**	**17**	**17**	**15**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**2**	**1**	**1**
Total	**18**	**18**	**19**	**18**	**16**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	1
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	13	13	14	13	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	**18**	**18**	**19**	**18**	**16**

ADM	1
MGR	4
MNT	0
OPR	0
POL	0
PRO	11
REP	0
SUP	0
TEC	0

Non-Rep	15
Rep	0
Total FT	**15**
PT	0
CON	1
TOTAL	**16**



Functions & Responsibilities

AGM of Internal Audit

- Establish the short and long term strategies for the MARTA 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 various controls, applications, and new system development projects.
- 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 and report the adequacy and timeliness of Management responses to audit recommendations.
- Administer the contract for external audit services.
- Meet at least two 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.
- 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.

OFFICE OF AGM INTERNAL AUDIT

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,005,631	1,003,367	1,018,478	1,015,486	983,543
Overtime	1,859	825	482	0	0
Other Benefits	112,858	99,154	86,441	83,995	200,412
Healthcare Rep/NonRep	104,250	115,339	111,410	121,725	141,346
Pension Rep/NonRep	95,879	102,821	88,215	88,501	148,176
Workers Comp-Excess/Losses	-4,317	-35	-37	-6	21,276
Benefits Total	308,670	317,279	286,030	294,214	511,211
Labor Total	**1,316,160**	**1,321,471**	**1,304,990**	**1,309,700**	**1,494,754**
Contractual Services	263,532	390,646	238,500	533,014	280,000
Materials Supplies-Other	5,674	7,178	17,507	274	15,000
Materials Total	5,674	7,178	17,507	274	15,000
Other Non-Operating Expenses	71,409	36,296	35,996	48,430	50,050
Non Labor Total	**340,615**	**434,120**	**292,004**	**581,717**	**345,050**
Gross Operating Total	**1,656,775**	**1,755,591**	**1,596,994**	**1,891,417**	**1,839,804**
Cost Allocation	-862,157	-892,756	-810,245	-936,228	-614,474
Allocation Total	**-862,157**	**-892,756**	**-810,245**	**-936,228**	**-614,474**
Net Operating Expense	**794,618**	**862,835**	**786,748**	**955,189**	**1,225,330**

Authorized Positions by Status

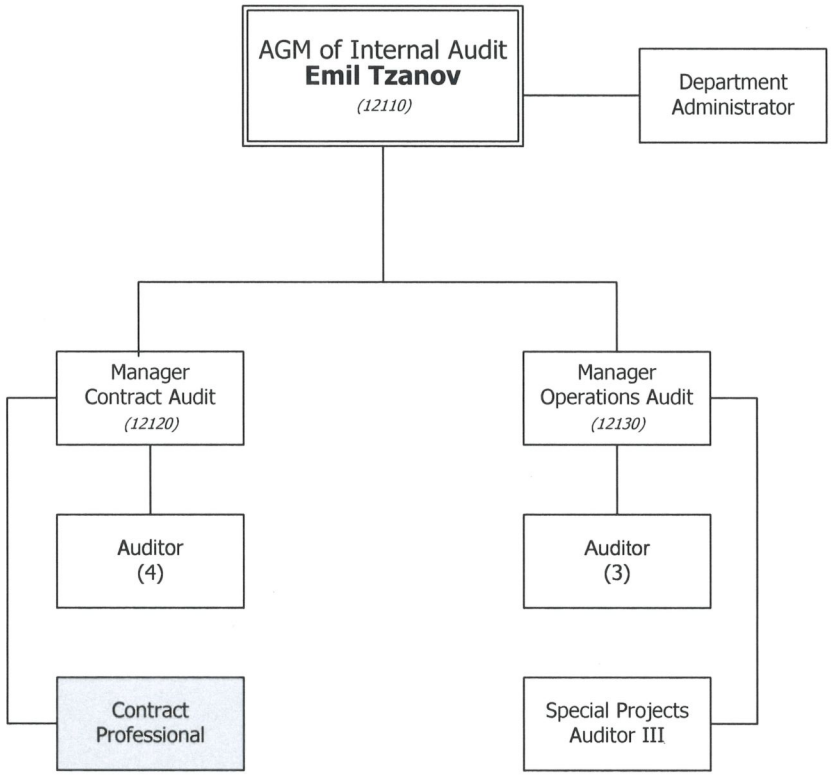
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	13	13	13	13	12
Represented	0	0	0	0	0
Full-Time Total	**13**	**13**	**13**	**13**	**12**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**1**	**1**	**1**
Total	**14**	**14**	**14**	**14**	**13**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	10	10	10	10	9
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	**14**	**14**	**14**	**14**	**13**

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

Non-Rep	12
Rep	0
Total FT	**12**
PT	0
CON	1
TOTAL	**13**



OFFICE OF AGM INTERNAL AUDIT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM INTERNAL AUDIT	C	MGR		1	1	1	1	1	1
MGR AUDIT	21	MGR		2	2	2	2	2	2
SPECIAL PROJECTS AUDITOR III	19	PRO		1	1	1	1	1	1
AUDITOR III	18	PRO		7	6	6	6	6	6
DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
AUDITOR II	16	PRO		----	1	1	1	1	1
AUDITOR I	12	PRO		1	1	1	1	1	----
Non-Rep Subtotal				**13**	**13**	**13**	**13**	**13**	**12**
Total Full-Time				**13**	**13**	**13**	**13**	**13**	**12**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	1	1	1	1	1
Total Contract				**1**	**1**	**1**	**1**	**1**	**1**
Office Total				**14**	**14**	**14**	**14**	**14**	**13**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	251,163	209,265	242,691	215,530	306,048
Other Benefits	24,096	18,200	19,824	18,347	77,359
Healthcare Rep/NonRep	31,039	21,549	29,060	24,531	35,337
Pension Rep/NonRep	48,985	13,877	13,061	13,534	48,656
Workers Comp-Excess/Losses	0	-6	-5	-1	5,319
Benefits Total	104,120	53,620	61,940	56,410	166,671
Labor Total	**355,283**	**262,885**	**304,631**	**271,940**	**472,718**
Contractual Services	1,695	0	0	0	0
Materials Supplies-Other	0	37	0	0	0
Materials Total	0	37	0	0	0
Other Non-Operating Expenses	5,514	21,465	22,535	1,827	38,723
Non Labor Total	**7,209**	**21,502**	**22,535**	**1,827**	**38,723**
Gross Operating Total	**362,492**	**284,387**	**327,166**	**273,767**	**511,441**
Cost Allocation	-184,990	-140,539	-161,680	-134,849	-259,392
Allocation Total	**-184,990**	**-140,539**	**-161,680**	**-134,849**	**-259,392**
Net Operating Expense	**177,502**	**143,848**	**165,486**	**138,919**	**252,049**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	4	4	4	4	3
Represented	0	0	0	0	0
Full-Time Total	**4**	**4**	**4**	**4**	**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**	**1**	**0**	**0**
Total	**4**	**4**	**5**	**4**	**3**

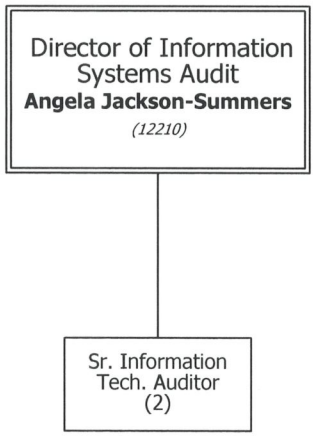
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	3	3	4	3	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	**4**	**4**	**5**	**4**	**3**

OFFICE OF INFORMATION SYSTEMS AUDIT

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**



Contract Positions (Shaded)

OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR INFORMATION TECH AUDIT	23	MGR		1	1	1	1	1	1
SR INFORMATION TECH AUDITOR	19	PRO		3	3	2	2	2	2
INFO TECH AUDITOR	16	PRO		----	----	1	1	1	----
Non-Rep Subtotal				**4**	**4**	**4**	**4**	**4**	**3**
Total Full-Time				**4**	**4**	**4**	**4**	**4**	**3**
Contract									
CONTRACT PROFESSIONAL	----	PRO		----	----	1	----	----	----
Total Contract				**----**	**----**	**1**	**----**	**----**	**----**
Office Total				**4**	**4**	**5**	**4**	**4**	**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

FY17 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.

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 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 in Bus and Mobility vehicles and the majority of rail fleet.

FY18 Goals & Objectives

GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA

- Objective: Acquire and Improve Professional Technical Services Performance and Efficiency

GOAL 3: Create a culture and discipline of security and safety excellence

- Objective: Maintain State of Good Repair, Asset Management, MAP-21, FAST Act, and State Safety Oversight (SSO) Compliance

GOAL 5: Maximize ridership and service quality through innovation and capital investment

- Objective: Effectively & efficiently execute the Capital Improvement Program

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Capital Expense Variance	Budget variance for overall capital expenses	</= 0%	-30.15%	</= 0%
Soft Cost Ratio	Soft cost as percentage of capital expenses	</= 45%	88.76%	</= 45%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	98.33%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-46.62%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-78.64%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	245.32%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	139.13%	</= 0%

DEPT OF CAPITAL PROGRAMS & DEVELOPMENT

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	9,713,846	10,443,215	12,132,721	13,393,658	14,755,664
Overtime	328,671	248,409	161,095	203,387	84,227
Other Benefits	899,664	1,129,649	1,164,701	1,232,152	3,018,306
Healthcare Rep/NonRep	1,446,743	1,534,975	1,615,045	1,821,682	2,143,750
Pension Rep/NonRep	1,088,328	1,219,492	1,477,202	1,871,623	2,249,392
Workers Comp-Excess/Losses	-2,222	767	178,756	7,518	322,686
Benefits Total	3,432,513	3,884,883	4,435,704	4,932,975	7,734,135
Labor Total	**13,475,030**	**14,576,507**	**16,729,520**	**18,530,019**	**22,574,026**
Contractual Services	283,294	326,519	819,316	1,076,787	124,200
Materials Supplies-Other	27,734	35,051	38,333	27,329	44,500
Materials Total	27,734	35,051	38,333	27,329	44,500
Other Operating	36	0	0	0	0
Other Total	36	0	0	0	0
Miscellaneous Expenses	0	9,050	1,076	0	0
Other Non-Operating Expenses	93,301	165,986	216,624	161,571	243,824
Non Labor Total	**404,365**	**536,606**	**1,075,350**	**1,265,688**	**412,524**
Gross Operating Total	**13,879,395**	**15,113,113**	**17,804,869**	**19,795,707**	**22,986,550**
Cost Allocation	-12,047,878	-13,828,374	-16,114,720	-17,816,513	-19,243,678
Allocation Total	**-12,047,878**	**-13,828,374**	**-16,114,720**	**-17,816,513**	**-19,243,678**
Net Operating Expense	**1,831,517**	**1,284,739**	**1,690,150**	**1,979,194**	**3,742,872**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	163	198	200	201	182
Represented	3	0	0	0	0
Full-Time Total	**166**	**198**	**200**	**201**	**182**
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**	**10**	**10**	**10**	**8**
Total	**175**	**208**	**210**	**211**	**190**

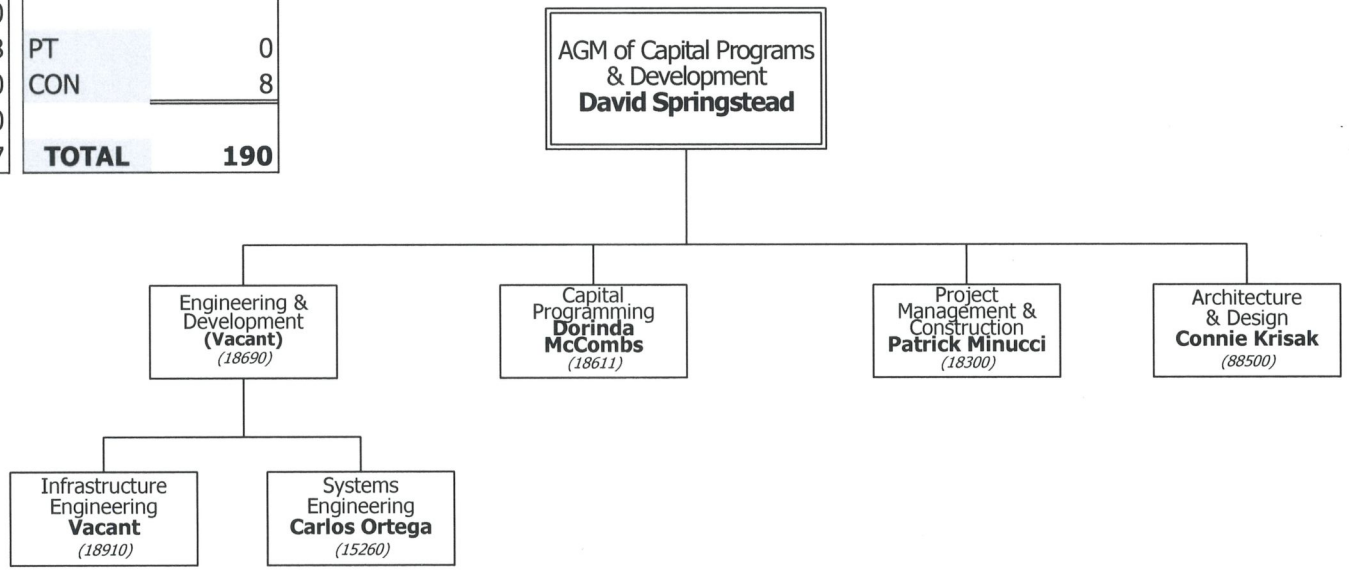
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	8	12	13	13	11
Management	24	24	25	25	24
Police	0	0	0	0	0
Professional	45	65	64	68	58
Technical	95	107	108	105	97
Maintenance	3	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**175**	**208**	**210**	**211**	**190**

DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT

ADM	11
MGR	24
MNT	0
OPR	0
POL	0
PRO	58
REP	0
SUP	0
TEC	97

Non-Rep	182
Rep	0
Total FT	**182**
PT	0
CON	8
TOTAL	**190**



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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	0	0	151,382	190,716	243,848
Other Benefits	0	0	15,671	15,710	66,926
Healthcare Rep/NonRep	0	0	12,864	18,582	23,558
Pension Rep/NonRep	0	0	49,666	98,908	38,768
Workers Comp-Excess/Losses	0	0	0	0	3,546
Benefits Total	0	0	78,201	133,199	132,797
Labor Total	**0**	**0**	**229,583**	**323,915**	**376,645**
Contractual Services	0	0	0	21,994	30,000
Materials Supplies-Other	0	0	1,746	2,438	6,500
Materials Total	0	0	1,746	2,438	6,500
Other Non-Operating Expenses	0	0	15,598	5,399	7,300
Non Labor Total	**0**	**0**	**17,344**	**29,831**	**43,800**
Gross Operating Total	**0**	**0**	**246,927**	**353,746**	**420,445**
Cost Allocation	0	0	-239,390	-343,811	-347,560
Allocation Total	**0**	**0**	**-239,390**	**-343,811**	**-347,560**
Net Operating Expense	**0**	**0**	**7,538**	**9,934**	**72,885**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented			2	2	2
Represented			0	0	0
Full-Time Total			**2**	**2**	**2**
Non-Represented (PT)			0	0	0
Represented (PT)			0	0	0
Part-Time Total			**0**	**0**	**0**
Contract			**0**	**0**	**0**
Total			**2**	**2**	**2**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative			1	1	1
Management			1	1	1
Police			0	0	0
Professional			0	0	0
Technical			0	0	0
Maintenance			0	0	0
Operator			0	0	0
Represented			0	0	0
Supervisory			0	0	0
Total			**2**	**2**	**2**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM CAPITAL PGMS & DEVELOPMENT	B	MGR		----	----	----	----	1	1
AGM Capital Programs & Development	C	MGR		----	----	1	1	----	----
Capital Programs & Development Admin	18	ADM		----	----	1	1	1	----
Department Administrator	17	ADM		----	----	----	----	----	1
Non-Rep Subtotal				**----**	**----**	**2**	**2**	**2**	**2**
Total Full-Time				**----**	**----**	**2**	**2**	**2**	**2**
Office Total				**0**	**0**	**2**	**2**	**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.
- 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	367,479	525,654	415,977	311,519	201,055
Overtime	228	3,299	4,193	226	0
Other Benefits	27,985	61,608	39,284	29,076	50,425
Healthcare Rep/NonRep	26,686	33,620	15,205	10,856	23,558
Pension Rep/NonRep	78,371	120,753	52,933	38,317	31,964
Workers Comp-Excess/Losses	0	-11	-9	-2	3,546
Benefits Total	133,042	215,970	107,412	78,246	109,493
Labor Total	**500,749**	**744,923**	**527,582**	**389,991**	**310,548**
Contractual Services	64,074	157,720	323,849	-88	30,000
Materials Supplies-Other	4,356	5,344	4,713	1,225	6,500
Materials Total	4,356	5,344	4,713	1,225	6,500
Other Non-Operating Expenses	21,162	22,882	8,647	3,836	53,300
Non Labor Total	**89,592**	**185,946**	**337,209**	**4,973**	**89,800**
Gross Operating Total	**590,341**	**930,869**	**864,791**	**394,964**	**400,348**
Cost Allocation	-450,763	-888,040	-829,526	-381,891	-393,642
Allocation Total	**-450,763**	**-888,040**	**-829,526**	**-381,891**	**-393,642**
Net Operating Expense	**139,578**	**42,829**	**35,265**	**13,074**	**6,706**

Authorized Positions by Status

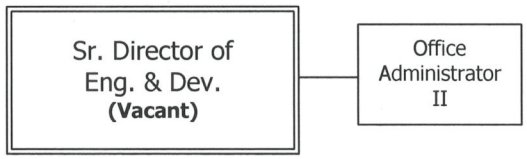
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	3	5	1	1	2
Represented	0	0	0	0	0
Full-Time Total	**3**	**5**	**1**	**1**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**3**	**5**	**1**	**1**	**2**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	2	0	0	1
Management	2	2	1	1	1
Police	0	0	0	0	0
Professional	0	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**	**5**	**1**	**1**	**2**

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 ENGINEERING & DEVELOPMENT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Sr. Dir Engineering & Development	24	MGR		1	1	1	1	1	1
ASSET MANAGEMENT PROGRAM MGR	21	MGR		1	1	----	----	----	----
A-E Contract Administrator	18	PRO		----	1	----	----	----	----
DEPARTMENT ADMINISTRATOR	17	ADM		----	1	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		1	1	----	----	----	1
Non-Rep Subtotal				**3**	**5**	**1**	**1**	**1**	**2**
Total Full-Time				**3**	**5**	**1**	**1**	**1**	**2**
Office Total				**3**	**5**	**1**	**1**	**1**	**2**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,334,309	2,341,074	2,363,978	2,477,983	2,766,004
Overtime	340	2,073	4,125	2,813	0
Other Benefits	205,850	228,044	214,525	236,493	605,827
Healthcare Rep/NonRep	319,844	344,741	337,271	357,441	400,481
Pension Rep/NonRep	185,902	184,568	165,730	196,059	439,748
Workers Comp-Excess/Losses	-942	-114	11,193	7,580	60,282
Benefits Total	710,654	757,239	728,717	797,574	1,506,338
Labor Total	**3,045,303**	**3,100,386**	**3,096,820**	**3,278,369**	**4,272,342**
Contractual Services	6,213	13,453	29,673	96,428	63,000
Materials Supplies-Other	1,936	5,041	10,681	2,895	15,550
Materials Total	1,936	5,041	10,681	2,895	15,550
Other Operating	36	0	0	0	0
Other Total	36	0	0	0	0
Other Non-Operating Expenses	29,789	43,839	91,463	59,046	68,850
Non Labor Total	**37,974**	**62,333**	**131,817**	**158,370**	**147,400**
Gross Operating Total	**3,083,277**	**3,162,719**	**3,228,637**	**3,436,739**	**4,419,742**
Cost Allocation	-2,755,562	-3,102,474	-3,170,399	-3,375,919	-3,892,676
Allocation Total	**-2,755,562**	**-3,102,474**	**-3,170,399**	**-3,375,919**	**-3,892,676**
Net Operating Expense	**327,715**	**60,245**	**58,238**	**60,820**	**527,065**

Authorized Positions by Status

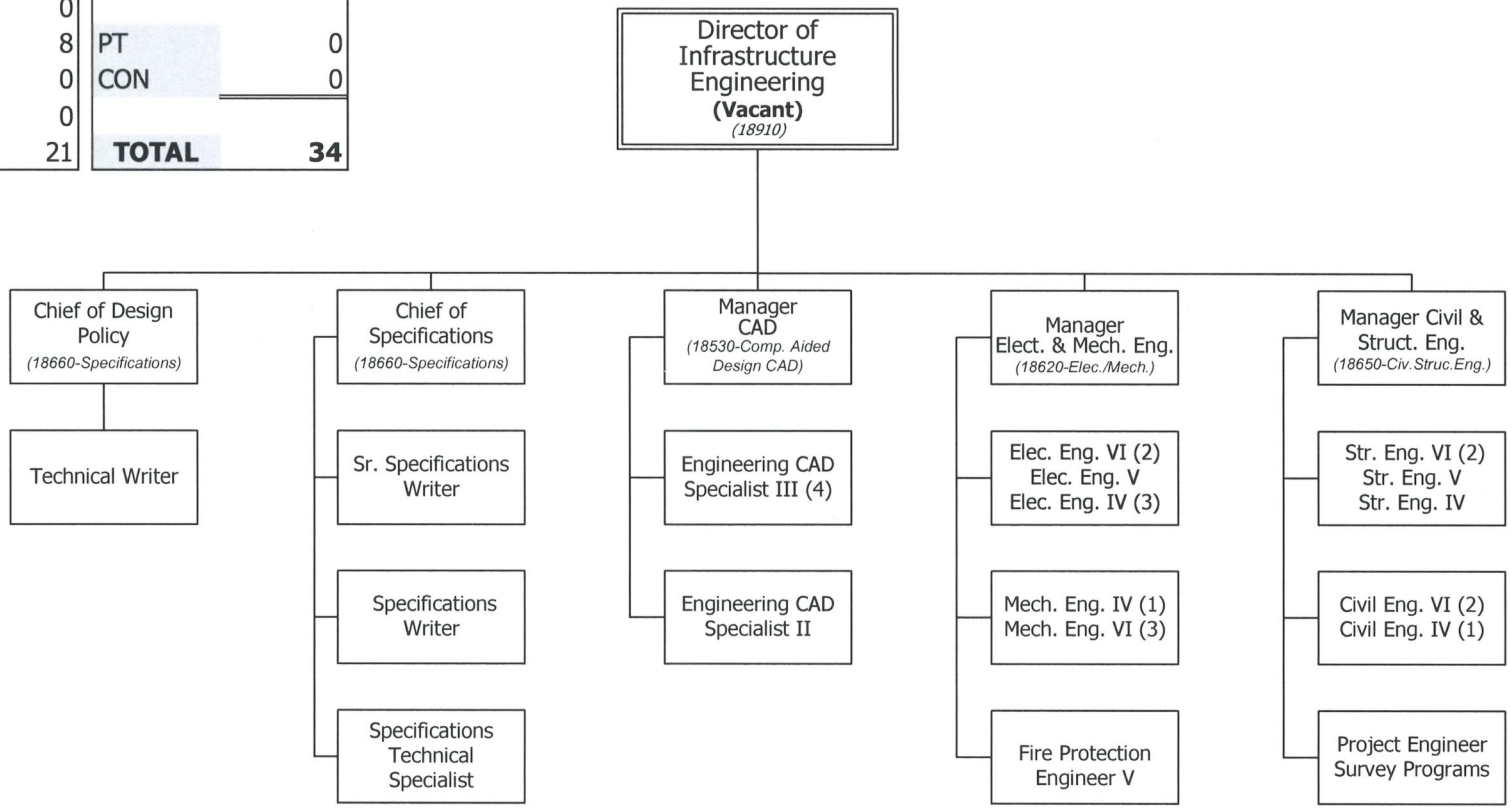
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	35	37	37	37	34
Represented	0	0	0	0	0
Full-Time Total	**35**	**37**	**37**	**37**	**34**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**35**	**37**	**37**	**37**	**34**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	1	1	1	0
Management	6	5	5	5	5
Police	0	0	0	0	0
Professional	8	8	7	8	8
Technical	21	23	24	23	21
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	**35**	**37**	**37**	**37**	**34**

ADM	0
MGR	5
MNT	0
OPR	0
POL	0
PRO	8
REP	0
SUP	0
TEC	21

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



OFFICE OF INFRASTRUCTURE ENGINEERING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Dir Infrastructure Development	23	MGR		----	----	----	----	----	1
Dir Infrastructure Engineering	23	MGR		----	----	----	----	1	----
Dir Infrastructure Engineering	23	MGR		----	----	1	1	----	----
MGR CIVIL & STRUC ENGINEERING	22	MGR		1	1	1	1	1	1
MGR ELEC & MECH ENGINEERING	22	MGR		1	1	1	1	1	1
MGR ENGINEERING SVCS	22	MGR		1	----	----	----	----	----
SR MGR INFRASTRUCTURE ENG	22	MGR		1	1	----	----	----	----
CHF DESIGN POLICY	21	PRO		1	1	1	1	1	1
CHF SPECIFICATIONS	21	MGR		1	1	1	1	1	1
CIVIL ENGINEER IV	20	TEC		----	----	----	----	----	1
CIVIL ENGINEER VI	20	TEC		4	4	3	3	3	2
ELECTRICAL ENGINEER VI	20	TEC		3	3	3	3	3	2
MECHANICAL ENGINEER VI	20	TEC		3	4	3	2	2	3
MGR CAD	20	MGR		1	1	1	1	1	1
STRUCTURAL ENGINEER VI	20	TEC		2	2	2	2	2	2
Civil Engineer V	19	TEC		1	1	1	----	----	----
Electrical Engineer V	19	TEC		1	1	1	1	1	1
SR SPECIFICATIONS WRITER	19	PRO		1	1	1	1	1	1
STRUCTURAL ENGINEER V	19	PRO		----	----	----	----	1	1
PROJECT ENG SURVEY PROGRAMS	18	TEC		1	1	1	1	1	1
Specifications Writer	18	TEC		1	1	1	1	1	1
TECHNICAL WRITER	18	PRO		----	1	1	1	1	1
FIRE PROTECTION ENGINEER V	17A	PRO		----	----	----	----	----	1
CIVIL ENGINEER IV	17	TEC		----	----	1	1	1	----
ELECTRICAL ENGINEER IV	17	TEC		1	1	2	3	3	3

OFFICE OF INFRASTRUCTURE ENGINEERING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
ENGINEERING CAD SPECIALIST III	17	TEC		4	4	4	4	4	4
Engineering CADD Specialist	17	TEC		----	1	----	----	----	----
MECHANICAL ENGINEER IV	17	TEC		----	----	1	2	2	1
STRUCTURAL ENGINEER IV	17	PRO		2	2	2	2	1	1
OFFICE ADMINISTRATOR II	16	ADM		----	----	1	1	1	----
SPECIFICATIONS TECH SPECIALIST	16	PRO		1	1	1	1	1	1
Associate Electrical Engineer	15	PRO		1	1	----	----	----	----
Engineering CAD Specialist II	15	TEC		----	----	1	----	----	----
Engineering CAD Specialist II	15	PRO		----	----	----	1	1	1
Land Surveyor	15	PRO		1	1	1	1	1	----
OFFICE ADMINISTRATOR I	14	ADM		----	1	----	----	----	----
OFFICE ADMINISTRATOR I	14	PRO		1	----	----	----	----	----
Non-Rep Subtotal				**35**	**37**	**37**	**37**	**37**	**34**
Total Full-Time				**35**	**37**	**37**	**37**	**37**	**34**
Office Total				**35**	**37**	**37**	**37**	**37**	**34**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	861,112	1,246,145	1,542,524	1,670,150	1,513,693
Overtime	4,219	30,417	30,576	23,369	0
Other Benefits	74,261	116,696	145,055	144,972	353,309
Healthcare Rep/NonRep	113,653	134,010	186,452	203,594	200,240
Pension Rep/NonRep	75,027	63,528	141,924	202,709	240,652
Workers Comp-Excess/Losses	0	-40	-47	-8	30,141
Benefits Total	262,941	314,194	473,383	551,267	824,342
Labor Total	**1,128,272**	**1,590,756**	**2,046,484**	**2,244,786**	**2,338,035**
Contractual Services	165,608	38,753	52,831	415,289	0
Materials Supplies-Other	5,282	8,800	3,251	5,354	2,000
Materials Total	5,282	8,800	3,251	5,354	2,000
Other Non-Operating Expenses	3,006	23,121	23,605	15,602	14,580
Non Labor Total	**173,896**	**70,674**	**79,687**	**436,245**	**16,580**
Gross Operating Total	**1,302,168**	**1,661,430**	**2,126,172**	**2,681,031**	**2,354,615**
Cost Allocation	-958,862	-1,641,830	-2,096,177	-2,619,926	-2,176,756
Allocation Total	**-958,862**	**-1,641,830**	**-2,096,177**	**-2,619,926**	**-2,176,756**
Net Operating Expense	**343,306**	**19,600**	**29,994**	**61,106**	**177,859**

Authorized Positions by Status

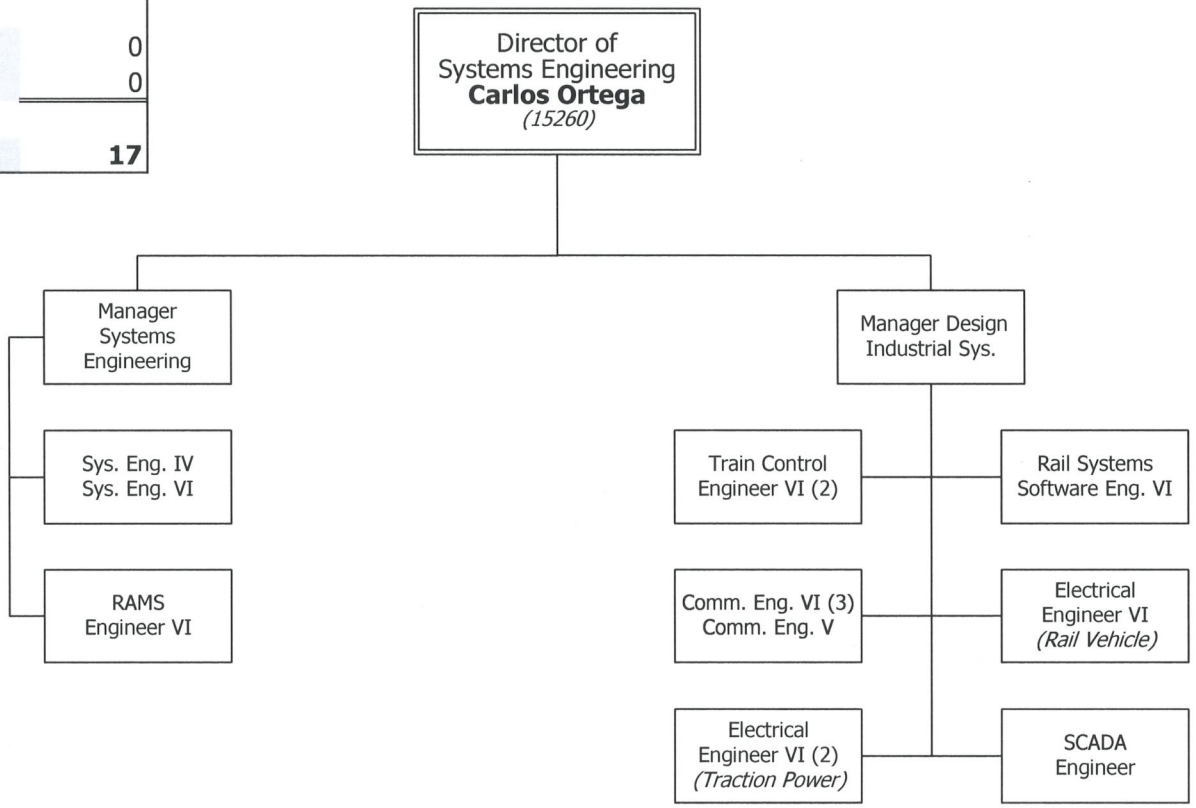
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	15	22	23	23	17
Represented	0	0	0	0	0
Full-Time Total	**15**	**22**	**23**	**23**	**17**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**15**	**22**	**23**	**23**	**17**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	1	1	0
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	4	8	8	10	6
Technical	9	12	12	10	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	**15**	**22**	**23**	**23**	**17**

ADM	0
MGR	2
MNT	0
OPR	0
POL	0
PRO	6
REP	0
SUP	0
TEC	9

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



OFFICE OF SYSTEMS ENGINEERING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Dir Systems Engineering	23	MGR		----	----	1	----	----	----
DIR Systems Engineering	23	MGR		----	----	----	1	----	1
Dir Systems Engineering	23	MGR		----	----	----	----	1	----
Design Manager Systems Engineering	22	PRO		----	1	----	----	----	----
Manager Design Industrial Systems	22	PRO		----	----	1	1	----	----
MGR DESIGN INDUSTRIAL SYSTEMS	22	PRO		----	----	----	----	1	1
MGR SYSTEMS ENGINEERING	22	MGR		1	1	1	1	1	1
Senior Mgr. - Systems Engineering	22	MGR		1	1	----	----	----	----
RAMS ENGINEER VI	20A	PRO		----	1	----	1	1	1
Systems Engineer VI	20A	PRO		----	2	2	1	1	1
COMMUNICATIONS ENGINEER VI	20	TEC		3	5	4	3	3	3
Corrosion Control Engineer VI	20	PRO		1	----	----	----	----	----
ELECTRICAL ENGINEER VI	20	TEC		2	3	3	3	3	3
Fire Protection Engineer VI	20	PRO		1	----	----	----	----	----
RAIL SYS SOFTWARE ENGINEER VI	20	PRO		1	1	1	1	1	1
RAMS ENGINEER VI	20	PRO		----	----	1	----	----	----
SCADA ENGINEER	20	PRO		1	1	1	1	1	1
Track Engineer	20	TEC		1	1	1	1	1	----
TRAIN CONTROL ENGINEER VI	20	TEC		2	2	2	2	2	2
COMMUNICATIONS ENGINEER V	19	TEC		1	1	1	1	1	1
FIRE PROTECTION ENGINEER V	19	PRO		----	----	1	1	----	----
CORROSION CONTROL ENGINEER IV	17A	PRO		----	1	1	1	1	----
Fire Protection Engineer IV	17A	PRO		----	1	----	----	----	----
FIRE PROTECTION ENGINEER V	17A	PRO		----	----	----	----	1	----
Systems Engineer IV	17A	PRO		----	----	----	1	----	----

OFFICE OF SYSTEMS ENGINEERING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Communications Engineer IV	17	TEC		----	----	1	----	----	----
Communications Engineer IV	17	PRO		----	----	----	2	2	----
SYSTEMS ENGINEER IV	17	PRO		----	----	----	----	1	1
OFFICE ADMINISTRATOR II	16	ADM		----	----	1	1	1	----
Non-Rep Subtotal				**15**	**22**	**23**	**23**	**23**	**17**
Total Full-Time				**15**	**22**	**23**	**23**	**23**	**17**
Office Total				**15**	**22**	**23**	**23**	**23**	**17**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	680,613	1,226,653	1,570,164	1,834,925	2,319,997
Overtime	38,896	26,192	23,073	17,243	0
Other Benefits	59,907	142,908	149,691	166,196	495,525
Healthcare Rep/NonRep	44,684	140,548	148,671	166,161	306,250
Pension Rep/NonRep	79,973	208,852	218,832	240,241	345,250
Workers Comp-Excess/Losses	0	-47	-44	-8	46,098
Benefits Total	184,564	492,261	517,150	572,590	1,193,123
Labor Total	**904,073**	**1,745,106**	**2,110,386**	**2,424,759**	**3,513,121**
Contractual Services	0	0	45,000	45,000	1,200
Materials Supplies-Other	0	26	697	2,315	2,000
Materials Total	0	26	697	2,315	2,000
Other Non-Operating Expenses	3,562	21,146	16,334	29,352	26,000
Non Labor Total	**3,562**	**21,172**	**62,031**	**76,667**	**29,200**
Gross Operating Total	**907,635**	**1,766,278**	**2,172,418**	**2,501,426**	**3,542,321**
Cost Allocation	-826,831	-1,729,115	-2,121,250	-2,456,478	-3,217,883
Allocation Total	**-826,831**	**-1,729,115**	**-2,121,250**	**-2,456,478**	**-3,217,883**
Net Operating Expense	**80,804**	**37,163**	**51,167**	**44,948**	**324,438**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	25	26	26	27	26
Represented	3	0	0	0	0
Full-Time Total	**28**	**26**	**26**	**27**	**26**
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**	**2**	**2**	**2**
Total	**35**	**33**	**28**	**29**	**28**

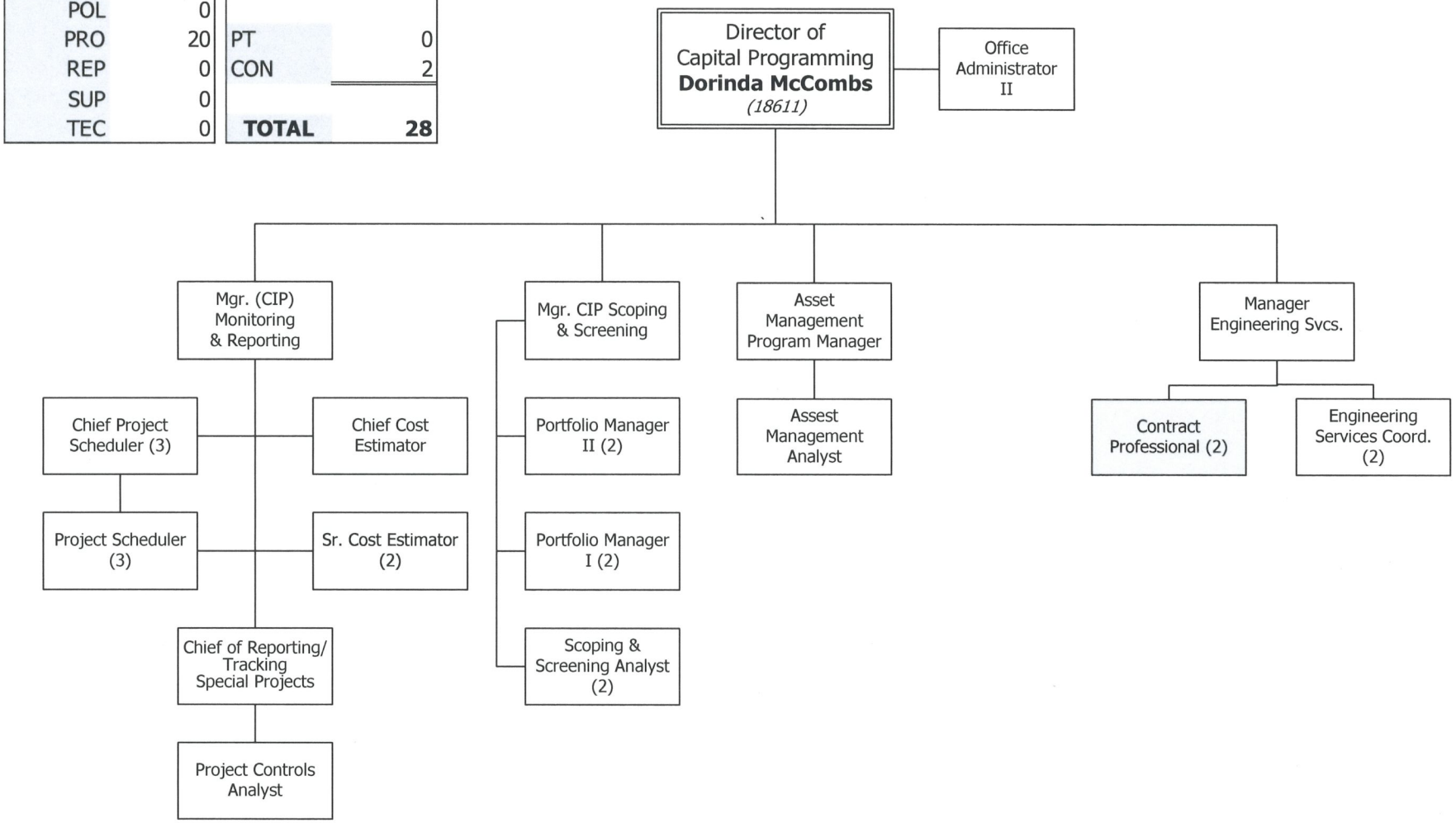
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	1
Management	4	6	7	7	7
Police	0	0	0	0	0
Professional	27	26	20	21	20
Technical	0	0	0	0	0
Maintenance	3	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**35**	**33**	**28**	**29**	**28**

OFFICE OF CAPITAL PROGRAMMING

ADM	1
MGR	7
MNT	0
OPR	0
POL	0
PRO	20
REP	0
SUP	0
TEC	0

Non-Rep	26
Rep	0
Total FT	**26**
PT	0
CON	2
TOTAL	**28**



OFFICE OF CAPITAL PROGRAMMING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Dir Capital Programming	23	MGR		----	----	----	----	1	1
Dir Capital Programming	23	MGR		----	----	1	1	----	----
CAPITAL PROGRAM MANAGER	22	PRO		2	2	----	----	----	----
MGR CIP MONITOR & REPORT	22	MGR		----	----	----	----	1	1
Mgr CIP Monitoring & Reporting	22	MGR		----	----	1	1	----	----
MGR CIP SCOPING & SCREENING	22	MGR		1	1	1	1	1	1
MGR ENGINEERING SVCS	22	MGR		----	1	1	1	1	1
Mgr. - (CIP) Monitoring & Reporting	22	MGR		1	1	----	----	----	----
PROJECT MANAGER II	22	PRO		5	----	----	----	----	----
Senior Mgr. - Project Controls	22	MGR		1	1	----	----	----	----
Sr. Program Manager - Cap. Operations Maintena	22	MGR		1	1	1	----	----	----
ASSET MANAGEMENT PROGRAM MGR	21	MGR		----	----	1	1	1	1
CHF COST ESTIMATOR	21	MGR		----	----	----	----	1	1
CHF REPORT TRACK SPEC PROJECTS	21	MGR		----	1	1	1	1	1
Chief Cost Estimator	21	MGR		----	----	----	1	----	----
PORTFOLIO MANAGER	21	PRO		4	4	----	----	----	----
Project Controls Analyst	21	PRO		2	1	----	----	----	----
Scoping and Screening Analyst	21	PRO		2	2	----	----	----	----
CHF PROJECT SCHEDULER	20	PRO		----	2	2	3	3	3
Engineering Services Coordinator	20	PRO		----	----	----	2	----	----
ENGINEERING SVCS COORDINATOR	20	PRO		----	----	----	----	2	2
PORTFOLIO MANAGER	20	PRO		----	----	4	4	----	----
PORTFOLIO MANAGER II	20	PRO		----	----	----	----	2	2
PROGRAM ADMIN MAINT OPERATIONS	20	PRO		1	1	1	----	----	----
Estimator	19	PRO		1	1	1	----	----	----

OFFICE OF CAPITAL PROGRAMMING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
PROJECT SCHEDULER	19	PRO		2	3	3	3	3	3
SR COST ESTIMATOR	19	PRO		----	3	3	3	3	2
A-E Contract Administrator	18	PRO		----	----	1	----	----	----
PORTFOLIO MANAGER I	18	PRO		----	----	----	----	2	2
Asset Management Analyst	17	PRO		----	----	----	1	----	----
ASSET MGMT PROGRAM ANALYST	17	PRO		----	----	----	----	1	1
PROJECT CONTROLS ANALYST	17	PRO		----	----	1	1	1	1
SCOPING & SCREENING ANALYST	17	PRO		----	----	2	2	2	2
OFFICE ADMINISTRATOR II	16	ADM		----	----	1	1	1	1
OFFICE ADMINISTRATOR I	14	ADM		1	1	----	----	----	----
Lead Inspector	TBD	PRO		1	----	----	----	----	----
Non-Rep Subtotal				**25**	**26**	**26**	**27**	**27**	**26**
Represented									
INSPECTOR	UR	MNT		3	----	----	----	----	----
Represented Subtotal				**3**	**----**	**----**	**----**	**----**	**----**
Total Full-Time				**28**	**26**	**26**	**27**	**27**	**26**
Contract									
CONTRACT PROFESSIONAL	----	PRO		7	7	2	2	2	2
Total Contract				**7**	**7**	**2**	**2**	**2**	**2**
Office Total				**35**	**33**	**28**	**29**	**29**	**28**

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

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	4,558,506	4,222,614	5,200,250	5,970,959	6,540,220
Overtime	284,988	186,428	99,129	159,735	84,227
Other Benefits	445,582	501,121	523,733	560,411	1,213,645
Healthcare Rep/NonRep	811,024	768,048	802,044	947,425	1,012,981
Pension Rep/NonRep	635,984	614,316	800,011	1,038,215	974,718
Workers Comp-Excess/Losses	-1,550	-261	5,687	-38	152,478
Benefits Total	1,891,040	1,883,224	2,131,476	2,546,013	3,353,823
Labor Total	**6,734,534**	**6,292,266**	**7,430,854**	**8,676,707**	**9,978,269**
Contractual Services	47,399	116,593	367,963	497,883	0
Materials Supplies-Other	12,007	13,125	14,002	8,812	7,050
Materials Total	12,007	13,125	14,002	8,812	7,050
Miscellaneous Expenses	0	9,050	1,076	0	0
Other Non-Operating Expenses	29,292	44,533	51,404	42,239	51,403
Non Labor Total	**88,698**	**183,301**	**434,445**	**548,934**	**58,453**
Gross Operating Total	**6,823,232**	**6,475,567**	**7,865,300**	**9,225,641**	**10,036,722**
Cost Allocation	-5,979,743	-5,367,621	-6,383,209	-7,454,189	-7,584,679
Allocation Total	**-5,979,743**	**-5,367,621**	**-6,383,209**	**-7,454,189**	**-7,584,679**
Net Operating Expense	**843,489**	**1,107,946**	**1,482,090**	**1,771,452**	**2,452,043**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	70	93	95	95	86
Represented	0	0	0	0	0
Full-Time Total	**70**	**93**	**95**	**95**	**86**
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**	**2**	**7**	**7**	**5**
Total	**71**	**95**	**102**	**102**	**91**

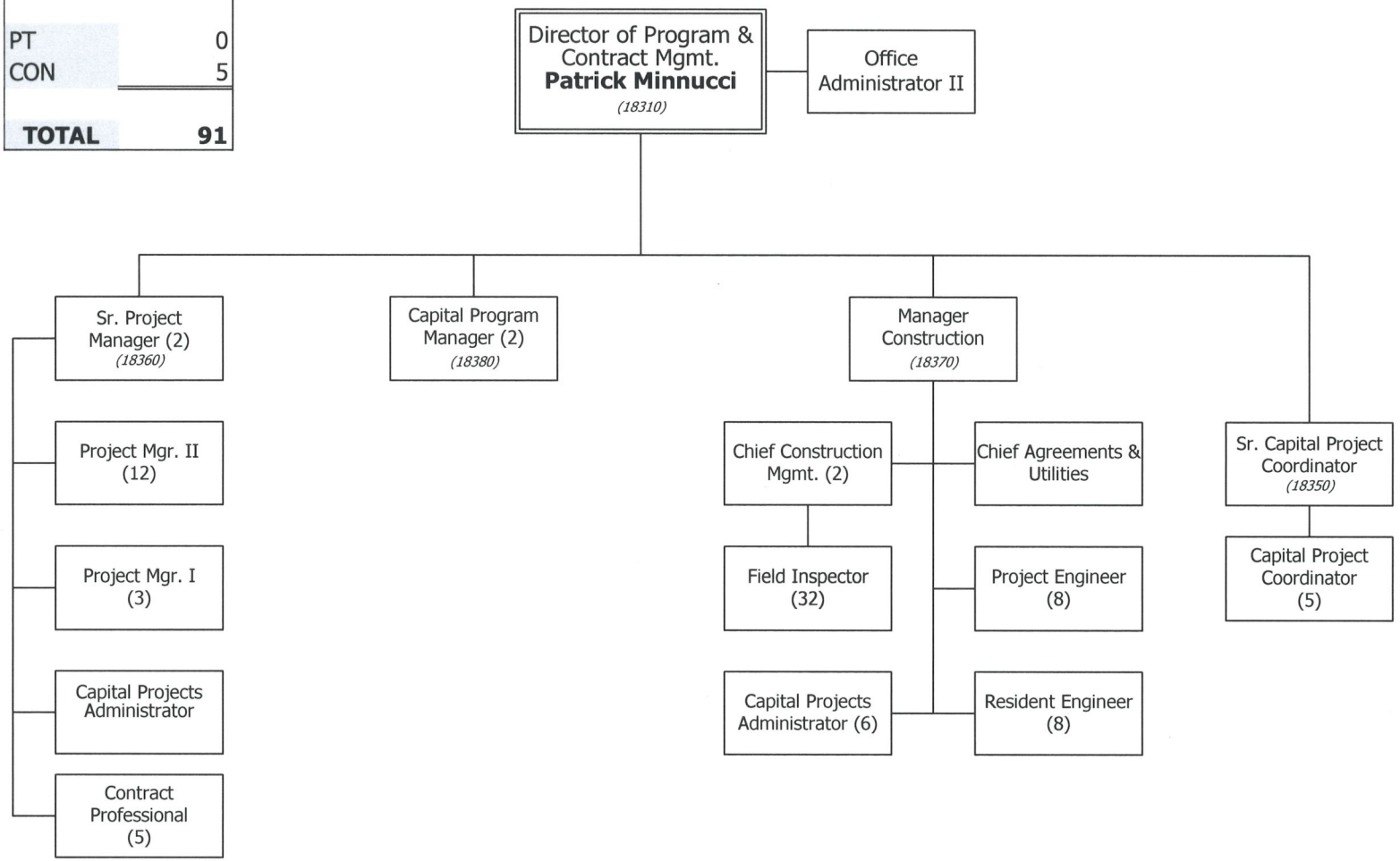
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	6	8	8	8	8
Management	7	6	6	6	5
Police	0	0	0	0	0
Professional	4	20	27	27	22
Technical	54	61	61	61	56
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	**71**	**95**	**102**	**102**	**91**

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

ADM	8
MGR	5
MNT	0
OPR	0
POL	0
PRO	22
REP	0
SUP	0
TEC	56

Non-Rep	86
Rep	0
Total FT	**86**
PT	0
CON	5
TOTAL	**91**



Contract Position (Shaded)

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR PROGRAM & CONTRACT MGMT	23	MGR		1	1	1	1	1	1
CAPITAL PROGRAM MANAGER	22	PRO		----	----	2	2	2	2
MGR CIP MGMT OVERSIGHT	22	MGR		1	----	----	----	----	----
MGR CONSTRUCTION	22	MGR		1	1	1	1	1	1
PROJECT MANAGER II	22	TEC		8	----	----	----	----	----
PROJECT MANAGER II	22	PRO		----	18	14	14	14	12
SR PROJECT MANAGER	22	TEC		1	2	2	2	2	2
CHF REPORT TRACK SPEC PROJECTS	21	MGR		1	----	----	----	----	----
RESIDENT ENGINEER	21	TEC		5	8	8	8	8	8
CHF AGREEMENTS & UTILITIES	20	MGR		1	1	1	1	1	1
CHF CONSTRUCTION MANAGEMENT	20	MGR		1	2	2	2	2	2
CHF PROJECT SCHEDULER	20	PRO		2	----	----	----	----	----
MGR Special Projects	20	MGR		1	1	1	1	1	----
Project Manager I	20	PRO		----	----	----	----	4	----
Project Manager I	20	PRO		----	----	4	4	----	3
SR CAPITAL PROJECT COORDINATOR	19	TEC		----	----	----	----	1	1
SR COST ESTIMATOR	19	TEC		3	----	----	----	----	----
SR JOC WORK ORDER COORDINATOR	19	TEC		1	1	1	1	----	----
PROJECT ENGINEER	18	TEC		5	8	8	8	8	8
TECHNICAL WRITER	18	PRO		1	----	----	----	----	----
CAPITAL PROJECT COORDINATOR	17	TEC		----	----	----	----	5	5
JOC WORK ORDER COORDINATOR	17	TEC		4	5	5	5	----	----
FIELD INSPECTOR	16	TEC		27	37	37	37	37	32
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
Capital Project Administrator	12	ADM		----	----	----	6	----	----

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Capital Project Administrator	12	ADM		----	----	----	1	----	----
CAPITAL PROJECTS ADMINISTRATOR	12	ADM		----	----	----	----	7	7
ADMINISTRATIVE ASSISTANT	10	ADM		5	7	7	----	----	----
Non-Rep Subtotal				**70**	**93**	**95**	**95**	**95**	**86**
Total Full-Time				**70**	**93**	**95**	**95**	**95**	**86**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	2	7	7	7	5
Total Contract				**1**	**2**	**7**	**7**	**7**	**5**
Office Total				**71**	**95**	**102**	**102**	**102**	**91**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	911,827	881,075	888,445	937,408	1,170,848
Other Benefits	86,079	79,272	76,742	79,294	232,650
Healthcare Rep/NonRep	130,852	114,008	112,538	117,622	176,683
Pension Rep/NonRep	33,071	27,475	48,107	57,175	178,291
Workers Comp-Excess/Losses	270	1,240	161,977	-6	26,595
Benefits Total	250,272	221,995	399,365	254,085	614,219
Labor Total	**1,162,099**	**1,103,070**	**1,287,810**	**1,191,492**	**1,785,067**
Contractual Services	0	0	0	282	0
Materials Supplies-Other	4,153	2,715	3,243	4,290	4,900
Materials Total	4,153	2,715	3,243	4,290	4,900
Other Non-Operating Expenses	6,490	10,465	9,573	6,097	22,391
Non Labor Total	**10,643**	**13,180**	**12,815**	**10,669**	**27,291**
Gross Operating Total	**1,172,742**	**1,116,250**	**1,300,626**	**1,202,161**	**1,812,358**
Cost Allocation	-1,076,117	-1,099,294	-1,274,769	-1,184,300	-1,630,482
Allocation Total	**-1,076,117**	**-1,099,294**	**-1,274,769**	**-1,184,300**	**-1,630,482**
Net Operating Expense	**96,625**	**16,956**	**25,856**	**17,861**	**181,876**

Authorized Positions by Status

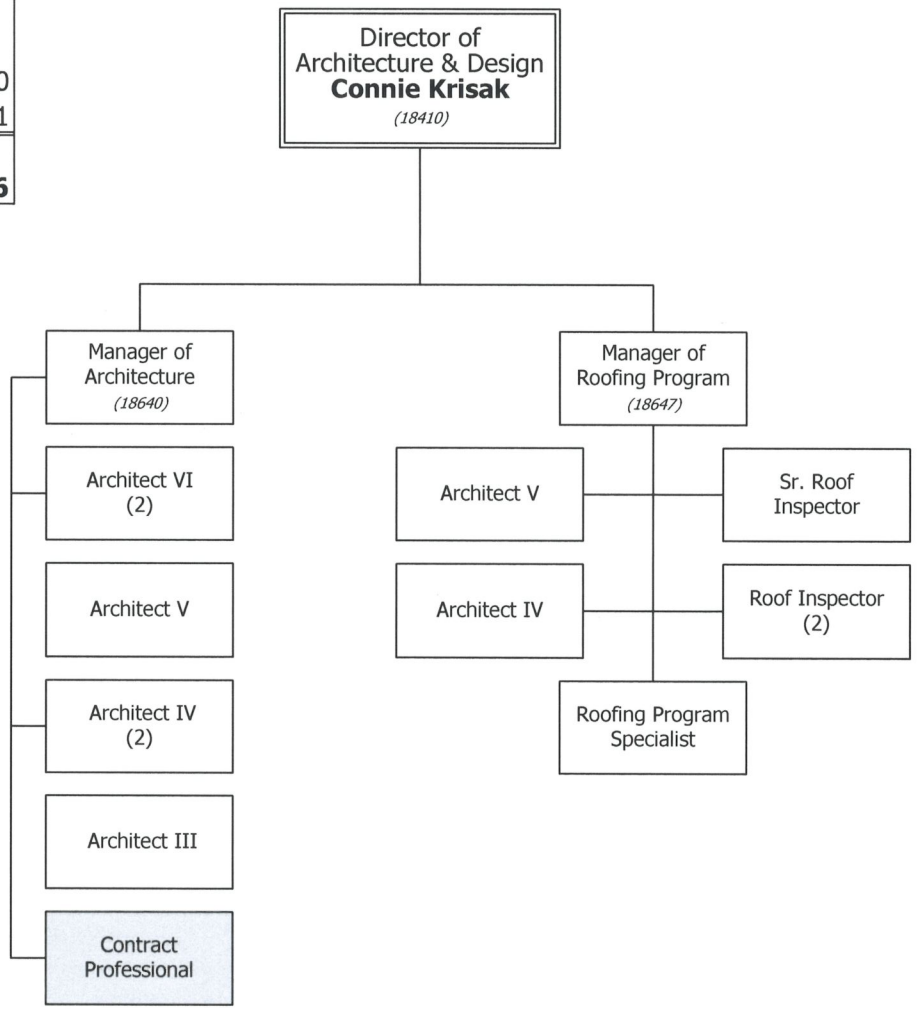
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	15	15	16	16	15
Represented	0	0	0	0	0
Full-Time Total	**15**	**15**	**16**	**16**	**15**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**1**	**1**	**1**
Total	**16**	**16**	**17**	**17**	**16**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	1	1	0
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	**16**	**16**	**17**	**17**	**16**

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

Non-Rep	15
Rep	0
Total FT	**15**
PT	0
CON	1
TOTAL	**16**



Contract Position (Shaded)

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR ARCHITECTURE & DESIGN STANDARDS	23	MGR		1	1	1	1	1	1
MGR ARCHITECTURE	22	MGR		1	1	1	1	1	1
MGR ROOFING PROGRAM	22	MGR		1	1	1	1	1	1
Sr Architect	21	TEC		1	----	----	----	----	----
ARCHITECT VI	20	TEC		4	4	2	2	2	2
Architect V	19	TEC		1	1	2	2	2	2
ARCHITECT IV	17	TEC		2	3	3	3	3	3
SR ROOF INSPECTOR	17	TEC		1	1	1	1	1	1
OFFICE ADMINISTRATOR II	16	ADM		----	----	1	1	1	----
ARCHITECT III	15	TEC		----	----	1	1	1	1
ROOF INSPECTOR	15	TEC		2	2	2	2	2	2
ROOFING PROGRAM SPEC	12	PRO		----	----	----	----	1	1
ROOFING PROGRAM SPECIALIST	12	PRO		1	1	1	----	----	----
ROOFING PROGRAM SPECIALIST	12	PRO		----	----	----	1	----	----
Non-Rep Subtotal				**15**	**15**	**16**	**16**	**16**	**15**
Total Full-Time				**15**	**15**	**16**	**16**	**16**	**15**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	1	1	1	1	1
Total Contract				**1**	**1**	**1**	**1**	**1**	**1**
Office Total				**16**	**16**	**17**	**17**	**17**	**16**

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

This Department includes the following Offices:

Department of Safety & Quality Assurance

- Office of the AGM of Safety & Quality Assurance
- Office of Safety
- Office of Quality Assurance & Configuration Management

Areas of Oversight	• Operational Safety • Environmental Health & Safety • System Safety Programs • Quality Assurance and Test • Configuration Management
FY17 Department Accomplishments	• GDOT – tracking, log, and submittals • CIP – Configuration Management Standards • Safety Hotline • Ride Alongs • 4DX • Maxx Participation • TSI Training • EMS Authority-Wide Certification • Increased visibility • Safety Moment • Safety vs. Security – Educational Awareness • Staff Reassignment Training • Safety Blitz
FY18 Goals & Objectives	**GOAL 2: Demonstrate routine excellence as the standard throughout MARTA.** • Objective: Create a corrective action team for the resolution of Operational concerns using DMAIC methodology (Define, Measure, Analyze, Improve Control) by 2nd quarter of FY'18. • Objective: Develop the MARTA Safety Academy and its' structure by the 4th Quarter of FY'18. **GOAL 3: Create a culture and discipline of security and safety excellence** • Objective: Implement a Pilot Program incorporating Origami and Tableau which will develop mitigation strategies that will reduce employee injuries by 5%. • Objective: Collaborate with ATU to increase safety awareness and provide hazard recognition education for front-level employees on a quarterly basis. **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Increase Operational cost-savings by 5% through partnerships with key stakeholders, contractors, consultants and industry peers to ensure consistency in safe and reliable operations. **GOAL 5: Maximize ridership and service quality through innovation and capital investment** • Objective: By June 30, 2018, enhance efficient execution of the Capital Improvement Program (CIP) by integrating defined safety metrics into the project assessment criteria to ensure mission critical functions are identified.

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Regulatory Compliance Rate	A score of compliance as it relates to internal and external inspections, audits, and testing	>/= 3.00	3.79	>/= 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	</= 3.80	4.33	</= 3.80
Employee Accidents per 100 Employees	Number of employee accidents per 100 employees	</= 14	12.69	</= 14
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.56%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	8.94%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	11.51%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-30.28%	</= 0%

DEPT OF SAFETY & QUALITY ASSURANCE

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	3,442,105	3,427,677	3,617,982	4,241,740	4,282,273
Overtime	44,019	29,145	22,064	3,126	0
Other Benefits	324,067	410,560	364,188	398,874	855,010
Healthcare Rep/NonRep	543,999	512,197	479,588	630,272	577,163
Pension Rep/NonRep	479,261	452,538	490,363	674,893	614,066
Workers Comp-Excess/Losses	22,300	-19,299	-135	-25	86,877
Benefits Total	1,369,627	1,355,996	1,334,003	1,704,014	2,133,116
Labor Total	**4,855,751**	**4,812,818**	**4,974,049**	**5,948,881**	**6,415,389**
Contractual Services	65,390	73,225	15,724	24,242	80,100
Materials Supplies-Other	9,657	9,495	10,599	20,923	11,967
Materials Total	9,657	9,495	10,599	20,923	11,967
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	93,045	72,453	73,741	83,638	143,121
Non Labor Total	**168,092**	**155,173**	**100,064**	**128,803**	**235,188**
Gross Operating Total	**5,023,843**	**4,967,991**	**5,074,113**	**6,077,684**	**6,650,577**
Cost Allocation	-2,783,091	-2,826,577	-2,747,040	-2,805,042	-2,795,941
Allocation Total	**-2,783,091**	**-2,826,577**	**-2,747,040**	**-2,805,042**	**-2,795,941**
Net Operating Expense	**2,240,752**	**2,141,414**	**2,327,073**	**3,272,642**	**3,854,636**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	47	47	50	50	49
Represented	0	0	0	0	0
Full-Time Total	**47**	**47**	**50**	**50**	**49**
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**	**5**
Total	**54**	**54**	**57**	**57**	**54**

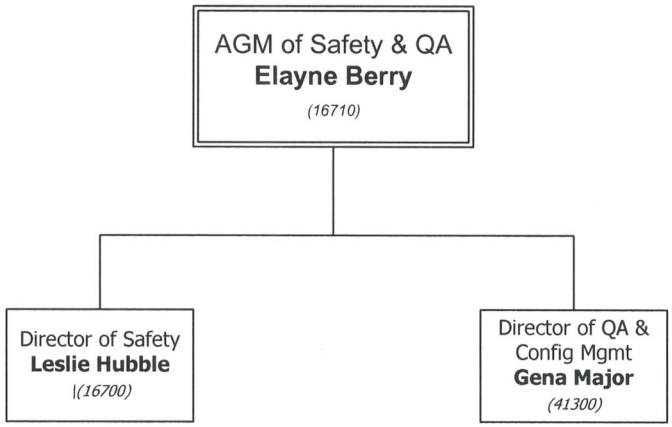
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	3	4	3	3	2
Management	10	10	7	7	7
Police	0	0	0	0	0
Professional	17	20	24	24	21
Technical	23	20	23	23	24
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	**54**	**54**	**57**	**57**	**54**

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

ADM	2
MGR	7
MNT	0
OPR	0
POL	0
PRO	24
REP	0
SUP	0
TEC	21

Non-Rep	48
Rep	0
Total FT	**48**
PT	0
CON	6
TOTAL	**54**



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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	65,923	241,060	266,423	288,148	237,834
Other Benefits	13,723	49,379	28,160	26,415	64,607
Healthcare Rep/NonRep	25,503	8,151	11,311	33,835	23,558
Pension Rep/NonRep	31,657	40,244	41,652	53,033	37,812
Workers Comp-Excess/Losses	0	-2	-1	0	3,546
Benefits Total	70,883	97,772	81,123	113,283	129,522
Labor Total	**136,806**	**338,832**	**347,546**	**401,431**	**367,356**
Contractual Services	34,790	64,759	13,418	16,999	65,000
Materials Supplies-Other	2,642	3,569	1,562	5,405	2,000
Materials Total	2,642	3,569	1,562	5,405	2,000
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	60,994	31,670	17,032	31,208	74,275
Non Labor Total	**98,426**	**99,998**	**32,012**	**53,613**	**141,275**
Gross Operating Total	**235,232**	**438,830**	**379,557**	**455,044**	**508,631**
Cost Allocation	-46,382	-123,017	-108,881	-117,221	-137,644
Allocation Total	**-46,382**	**-123,017**	**-108,881**	**-117,221**	**-137,644**
Net Operating Expense	**188,850**	**315,813**	**270,676**	**337,822**	**370,987**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM Safety & QA	C	MGR		1	1	1	1	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**2**	**2**	**2**	**2**	**2**	**2**
Total Full-Time				**2**	**2**	**2**	**2**	**2**	**2**
Office Total				**2**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,270,378	1,274,664	1,447,850	2,002,256	1,954,480
Overtime	4,622	3,639	5,279	0	0
Other Benefits	121,958	156,725	152,987	193,838	398,427
Healthcare Rep/NonRep	262,115	254,331	221,475	307,822	282,692
Pension Rep/NonRep	176,178	166,994	205,685	364,903	295,591
Workers Comp-Excess/Losses	22,300	-19,211	-68	-13	42,552
Benefits Total	582,551	558,839	580,079	866,550	1,019,263
Labor Total	**1,857,551**	**1,837,142**	**2,033,208**	**2,868,806**	**2,973,742**
Contractual Services	20,096	0	0	0	0
Materials Supplies-Other	3,570	2,338	3,260	9,932	6,640
Materials Total	3,570	2,338	3,260	9,932	6,640
Other Non-Operating Expenses	23,339	36,791	34,003	35,136	59,546
Non Labor Total	**47,005**	**39,129**	**37,263**	**45,067**	**66,186**
Gross Operating Total	**1,904,556**	**1,876,271**	**2,070,471**	**2,913,874**	**3,039,928**
Cost Allocation	-738,753	-837,577	-931,713	-1,050,468	-938,380
Allocation Total	**-738,753**	**-837,577**	**-931,713**	**-1,050,468**	**-938,380**
Net Operating Expense	**1,165,803**	**1,038,694**	**1,138,758**	**1,863,405**	**2,101,548**

Authorized Positions by Status

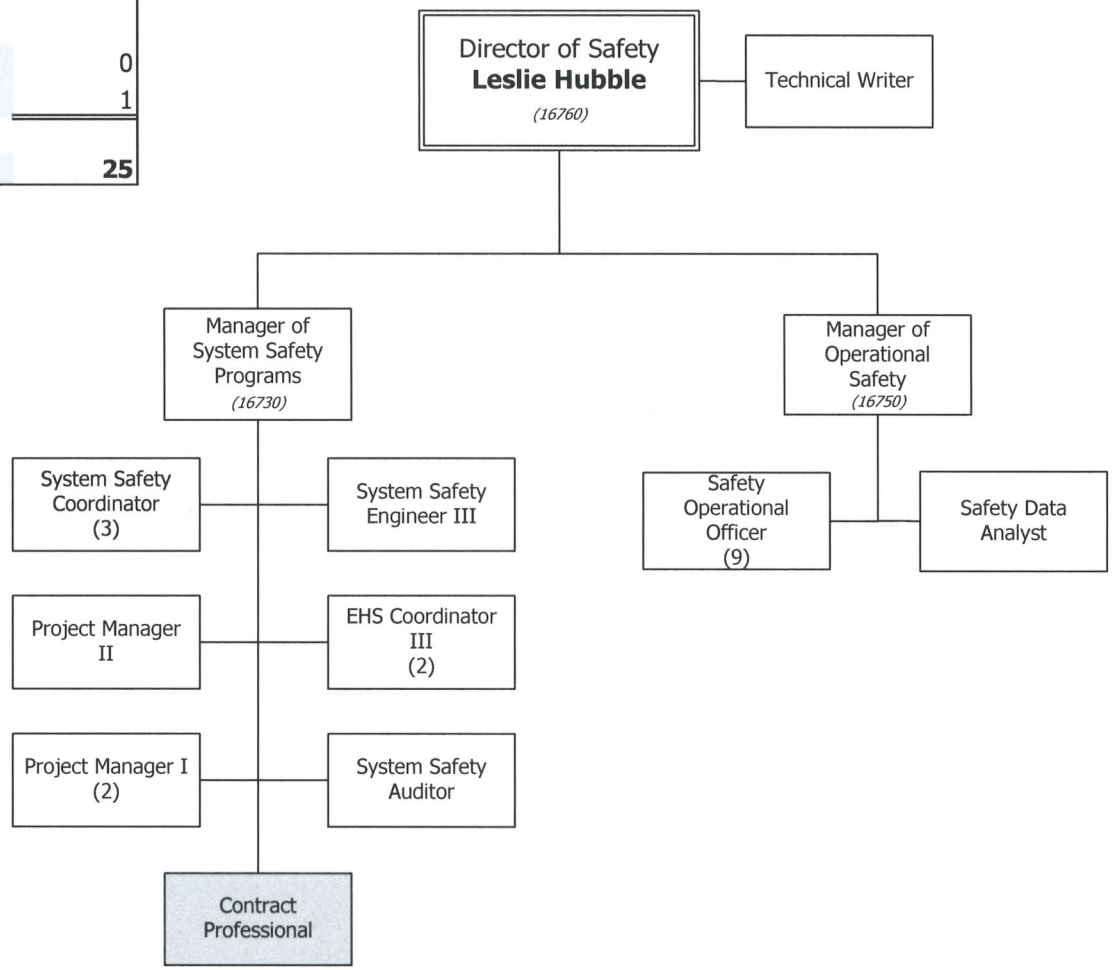
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	21	23	27	27	24
Represented	0	0	0	0	0
Full-Time Total	**21**	**23**	**27**	**27**	**24**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**1**	**1**	**1**
Total	**22**	**24**	**28**	**28**	**25**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	2	1	1	0
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	3	7	10	10	9
Technical	14	12	14	14	13
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	**22**	**24**	**28**	**28**	**25**

ADM	0
MGR	3
MNT	0
OPR	0
POL	0
PRO	9
REP	0
SUP	0
TEC	13

Non-Rep	24
Rep	0
Total FT	**24**
PT	0
CON	1
TOTAL	**25**



Contract Positions (Shaded)

OFFICE OF SAFETY

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Director of Safety	23	MGR		1	1	1	1	1	1
PROJECT MANAGER II	22	TEC		1	----	----	----	----	----
PROJECT MANAGER II	22	PRO		----	1	1	1	1	1
Mgr Operational Safety	21	MGR		1	----	----	----	----	----
MGR OPERATIONAL SAFETY	21	MGR		----	1	1	1	1	1
MGR SYSTEM SAFETY PROGRAMS	21	MGR		1	1	1	1	1	1
Project Manager I	20	PRO		----	----	2	2	2	2
System Safety Engineer III	20	TEC		----	----	1	1	1	1
Construction Safety Engineer	19	TEC		1	----	----	----	----	----
ENVIRO HEALTH SAFETY COORD III	19	PRO		----	1	2	2	2	2
Environmental Safety Engineer	19	TEC		1	----	----	----	----	----
Fire Safety Engineer	19	TEC		1	----	----	----	----	----
Industrial Safety Engineer	19	TEC		1	----	----	----	----	----
SAFETY OPERATIONAL OFFICER	19	TEC		----	8	10	10	10	9
Supv On-Call Emerg Readiness	19	SUP		1	----	----	----	----	----
SYSTEM SAFETY AUDITOR	19	PRO		----	1	1	1	1	1
SYSTEM SAFETY COORDINATOR	19	TEC		----	3	3	3	3	3
System Safety Engineer II	18	TEC		1	1	----	----	----	----
System Safety Officer	18	TEC		7	----	----	----	----	----
TECHNICAL WRITER	18	PRO		1	1	1	1	1	1
ENVIRO HEALTH SAFETY COORD II	17	PRO		----	1	----	----	----	----
Environmental Safety Inspector	17	TEC		1	----	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		----	1	----	----	----	----
SAFETY DATA ANALYST	16	PRO		1	1	1	1	1	1
SR ADMINISTRATIVE ASSISTANT	12	PRO		----	----	1	1	1	----

OFFICE OF SAFETY

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
ADMINISTRATIVE ASSISTANT	10	ADM		1	1	1	1	1	----
Non-Rep Subtotal				**21**	**23**	**27**	**27**	**27**	**24**
Total Full-Time				**21**	**23**	**27**	**27**	**27**	**24**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	1	1	1	1	1
Total Contract				**1**	**1**	**1**	**1**	**1**	**1**
Office Total				**22**	**24**	**28**	**28**	**28**	**25**

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

- 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.
- Provides MARTA's Infrastructure baseline drawings upon written request for capital improvement projects.
- Performs configuration management assessments/audits.
- Manages the emVision360 data storage system (vital document repository).
- Responsibilities include developing, implementing, maintaining and managing a comprehensive Configuration Management Program.
- Provides design CAD standard compliance oversight for design build contracts when requested.
- Review configuration management plans by using industry standards such as ISO 10007 and EIA-649b.

OFFICE OF QA & CONFIGURATION MGMT

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,105,804	1,911,953	1,903,709	1,951,336	2,089,959
Overtime	39,397	25,506	16,785	3,126	0
Other Benefits	188,386	204,456	183,040	178,620	391,976
Healthcare Rep/NonRep	256,381	249,715	246,802	288,615	270,913
Pension Rep/NonRep	271,426	245,300	243,025	256,958	280,663
Workers Comp-Excess/Losses	0	-86	-66	-12	40,779
Benefits Total	716,193	699,385	672,801	724,181	984,332
Labor Total	**2,861,394**	**2,636,844**	**2,593,296**	**2,678,644**	**3,074,291**
Contractual Services	10,504	8,466	2,306	7,243	15,100
Materials Supplies-Other	3,445	3,588	5,777	5,586	3,327
Materials Total	3,445	3,588	5,777	5,586	3,327
Other Non-Operating Expenses	8,712	3,992	22,707	17,294	9,300
Non Labor Total	**22,661**	**16,046**	**30,789**	**30,123**	**27,727**
Gross Operating Total	**2,884,055**	**2,652,890**	**2,624,085**	**2,708,767**	**3,102,018**
Cost Allocation	-1,997,956	-1,865,983	-1,706,446	-1,637,353	-1,719,917
Allocation Total	**-1,997,956**	**-1,865,983**	**-1,706,446**	**-1,637,353**	**-1,719,917**
Net Operating Expense	**886,099**	**786,907**	**917,639**	**1,071,415**	**1,382,101**

Authorized Positions by Status

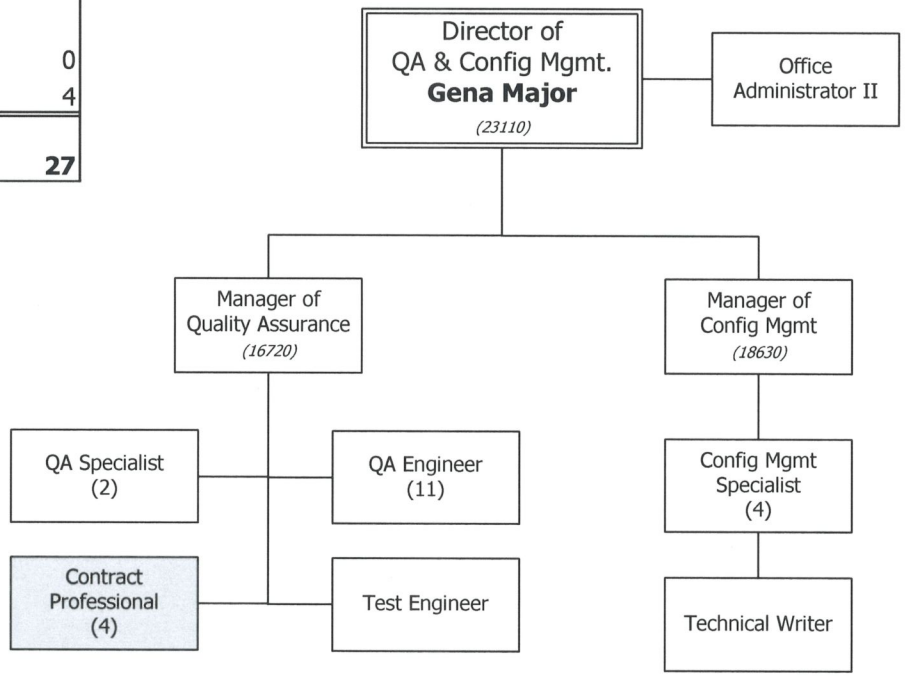
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	24	22	21	21	23
Represented	0	0	0	0	0
Full-Time Total	**24**	**22**	**21**	**21**	**23**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**6**	**6**	**6**	**6**	**4**
Total	**30**	**28**	**27**	**27**	**27**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	1
Management	6	6	3	3	3
Police	0	0	0	0	0
Professional	14	13	14	14	12
Technical	9	8	9	9	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	**30**	**28**	**27**	**27**	**27**

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	12
REP	0
SUP	0
TEC	11

Non-Rep	23
Rep	0
Total FT	**23**
PT	0
CON	4
TOTAL	**27**



Contract Positions (Shaded)

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR QA & CONFIG MGMT	23	MGR		----	----	----	----	1	1
Director of QA & Configuration Mgmt	23	MGR		1	1	1	1	----	----
MGR QUALITY ASSURANCE	22	MGR		1	1	1	1	1	1
MGR CONFIGURATION MGMT	21	MGR		1	1	1	1	1	1
Chief of Quality Assurance - Audits	20	MGR		1	1	----	----	----	----
Chief of Quality Assurance - Contract Mgmt	20	MGR		1	1	----	----	----	----
QA ENGINEER	19	TEC		8	8	9	9	9	11
QA Engineer Receiving	19	TEC		1	----	----	----	----	----
SYSTEM SAFETY AUDITOR	19	PRO		2	1	----	----	----	----
TEST ENGINEER	19	PRO		----	----	1	1	1	1
Chf Config Mgmt	18	MGR		1	1	----	----	----	----
TECHNICAL WRITER	18	PRO		1	1	1	1	1	1
CONFIG MGMT SPECIALIST III	16	PRO		3	3	4	4	4	4
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
QA SPECIALIST	16	PRO		2	2	2	2	2	2
Non-Rep Subtotal				**24**	**22**	**21**	**21**	**21**	**23**
Total Full-Time				**24**	**22**	**21**	**21**	**21**	**23**
Contract									
CONTRACT PROFESSIONAL	----	PRO		6	6	6	6	6	4
Total Contract				**6**	**6**	**6**	**6**	**6**	**4**
Office Total				**30**	**28**	**27**	**27**	**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 Bus Operations**
- **Department of Rail Operations**

DIVISION OF OPERATIONS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	128,314,349	122,131,145	134,161,898	133,016,993	141,259,279
Overtime	22,061,918	23,001,384	26,562,091	25,459,836	15,824,933
Other Benefits	16,892,327	4,267,502	26,755,003	18,068,434	14,225,940
Healthcare Rep/NonRep	38,392,586	42,804,399	40,500,478	41,550,642	42,354,742
Pension Rep/NonRep	14,556,139	14,000,289	16,926,842	15,033,901	16,991,315
Workers Comp-Excess/Losses	7,505,530	16,030,649	5,863,118	5,112,798	5,535,306
Benefits Total	77,346,582	77,102,839	90,045,442	79,765,774	79,107,303
Labor Total	**227,722,849**	**222,235,368**	**250,769,430**	**238,242,603**	**236,191,516**
Contractual Services	12,564,446	13,766,242	19,453,825	39,824,412	37,219,340
Materials Supplies-Other	25,526,813	24,330,396	25,680,842	26,039,372	26,718,246
Materials & Supplies-Diesel	9,601,996	7,868,487	6,473,698	3,955,952	9,010,972
Materials & Supplies-CNG	4,743,104	5,068,135	4,205,534	5,259,911	6,323,870
Materials Supplies-Unleaded	1,259,137	1,137,937	838,912	1,506,673	1,528,388
Materials Total	41,131,050	38,404,955	37,198,986	36,761,907	43,581,476
Other Operating	1,688,811	1,276,540	1,399,175	1,295,565	1,836,134
Other Operating-Electricity	7,761,735	6,893,838	6,926,877	6,026,351	7,397,582
Other Operating-Propulsion	6,132,503	5,131,322	4,984,561	4,451,076	5,290,000
Other Total	15,583,049	13,301,700	13,310,613	11,772,992	14,523,716
Casualty & Liability Costs	3,112,093	3,134,407	3,337,160	3,354,459	3,489,436
Miscellaneous Expenses	26,670	47,906	14,458	19,651	17,763
Other Non-Operating Expenses	246,070	247,758	392,968	275,041	621,715
Non Labor Total	**72,663,378**	**68,902,968**	**73,708,011**	**92,008,462**	**99,453,446**
Gross Operating Total	**300,386,227**	**291,138,336**	**324,477,441**	**330,251,065**	**335,644,962**
Cost Allocation	-11,360,917	-9,803,412	-9,792,550	-9,938,528	-9,011,460
Allocation Total	**-11,360,917**	**-9,803,412**	**-9,792,550**	**-9,938,528**	**-9,011,460**
Net Operating Expense	**289,025,310**	**281,334,924**	**314,684,891**	**320,312,537**	**326,633,502**

Authorized Positions by Status

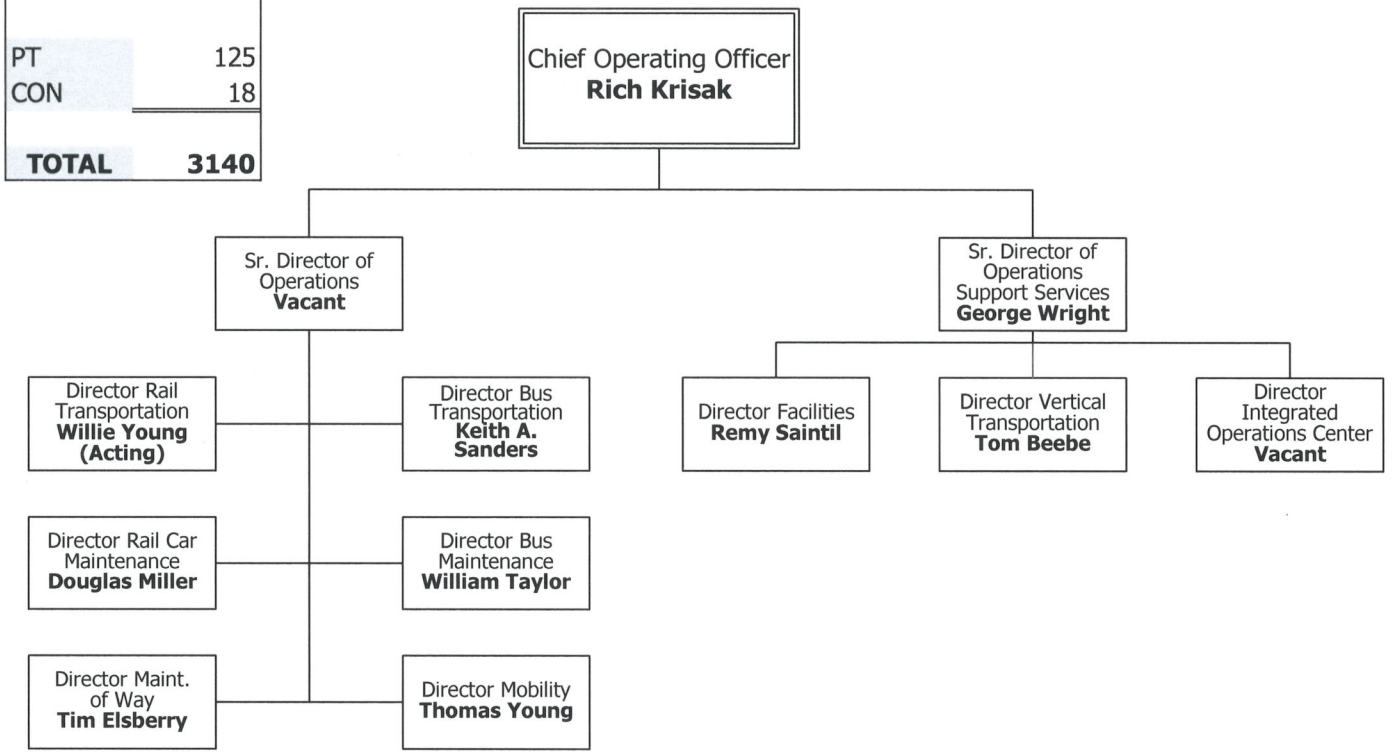
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	473	487	499	466	466
Represented	2,650	2,691	2,847	2,528	2,531
Full-Time Total	**3,123**	**3,178**	**3,346**	**2,994**	**2,997**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	185	185	185	125	125
Part-Time Total	**185**	**185**	**185**	**125**	**125**
Contract	**13**	**17**	**20**	**18**	**18**
Total	**3,321**	**3,380**	**3,551**	**3,137**	**3140**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	56	62	63	47	49
Management	76	76	78	78	77
Police	0	0	0	0	0
Professional	23	33	35	33	32
Technical	82	82	82	82	80
Maintenance	1,062	1,068	1,096	1,051	1,047
Operator	1,679	1,715	1,843	1,510	1,517
Represented	94	93	93	92	92
Supervisory	249	251	261	244	246
Total	**3,321**	**3,380**	**3,551**	**3,137**	**3,140**

ADM	49
MGR	77
MNT	1047
OPR	1517
POL	0
PRO	32
REP	92
SUP	246
TEC	80

Non-Rep	466
Rep	2531
Total FT	**2997**
PT	125
CON	18
TOTAL	**3140**



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

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	100.00%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	56.99%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	24.89%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	76.18%	</= 0%

See the Departments of Rail, Bus, and Operations Support for ***Areas of Oversight***, ***FY17 Department Accomplishments***, *and* ***FY18 Goals & Objectives***.

DEPT OF CHIEF OPERATING OFFICER COO

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	339,420	303,108	321,781	324,992	311,845
Other Benefits	23,919	53,116	22,442	22,267	93,146
Healthcare Rep/NonRep	29,520	26,997	27,123	29,215	23,558
Pension Rep/NonRep	31,698	36,875	42,964	57,063	49,578
Workers Comp-Excess/Losses	0	-8	-7	-1	3,546
Benefits Total	85,137	116,980	92,522	108,543	169,828
Labor Total	**424,557**	**420,088**	**414,303**	**433,536**	**481,672**
Contractual Services	304,330	808,572	519,970	499,806	382,090
Materials Supplies-Other	47,553	19,623	521	2,598	12,000
Materials Total	47,553	19,623	521	2,598	12,000
Casualty & Liability Costs	0	294,840	314,172	216,331	0
Miscellaneous Expenses	2,798	28,883	0	0	11,208
Other Non-Operating Expenses	38,625	126,276	285,359	149,959	524,209
Non Labor Total	**393,306**	**1,278,194**	**1,120,021**	**868,694**	**929,507**
Gross Operating Total	**817,863**	**1,698,282**	**1,534,324**	**1,302,229**	**1,411,179**
Cost Allocation	-49,484	-90,636	-76,971	-65,528	-122,492
Allocation Total	**-49,484**	**-90,636**	**-76,971**	**-65,528**	**-122,492**
Net Operating Expense	**768,379**	**1,607,646**	**1,457,353**	**1,236,702**	**1,288,687**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	3	3	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**3**	**3**	**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	**3**	**3**	**2**	**2**	**2**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	2	2	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**	**2**	**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 services.
- 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	339,420	303,108	321,781	324,992	311,845
Other Benefits	23,919	53,116	22,442	22,267	93,146
Healthcare Rep/NonRep	29,520	26,997	27,123	29,215	23,558
Pension Rep/NonRep	31,698	36,875	42,964	57,063	49,578
Workers Comp-Excess/Losses	0	-8	-7	-1	3,546
Benefits Total	85,137	116,980	92,522	108,543	169,828
Labor Total	**424,557**	**420,088**	**414,303**	**433,536**	**481,672**
Contractual Services	304,330	808,572	519,970	499,806	382,090
Materials Supplies-Other	47,553	19,623	521	2,598	12,000
Materials Total	47,553	19,623	521	2,598	12,000
Casualty & Liability Costs	0	294,840	314,172	216,331	0
Miscellaneous Expenses	2,798	28,883	0	0	11,208
Other Non-Operating Expenses	38,625	126,276	285,359	149,959	524,209
Non Labor Total	**393,306**	**1,278,194**	**1,120,021**	**868,694**	**929,507**
Gross Operating Total	**817,863**	**1,698,282**	**1,534,324**	**1,302,229**	**1,411,179**
Cost Allocation	-49,484	-90,636	-76,971	-65,528	-122,492
Allocation Total	**-49,484**	**-90,636**	**-76,971**	**-65,528**	**-122,492**
Net Operating Expense	**768,379**	**1,607,646**	**1,457,353**	**1,236,702**	**1,288,687**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	3	3	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**3**	**3**	**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	**3**	**3**	**2**	**2**	**2**

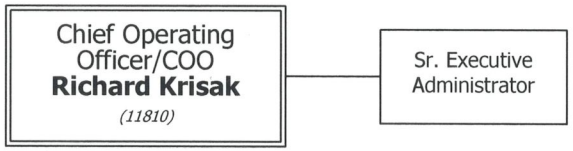
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	2	2	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**	**2**	**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**



OFFICE OF CHIEF OPERATING OFFICER COO

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF OPERATING OFFICER	A	MGR		1	1	1	1	1	1
Atlanta Street Car Contract Manager	21	PRO		1	1	----	----	----	----
SR EXECUTIVE ADMINISTRATOR	19	PRO		1	1	1	1	1	1
Non-Rep Subtotal				**3**	**3**	**2**	**2**	**2**	**2**
Total Full-Time				**3**	**3**	**2**	**2**	**2**	**2**
Office Total				**3**	**3**	**2**	**2**	**2**	**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
- Office of Integrated Operations Center

Areas of Oversight	• Operations Support • Facilities • Vertical Transportation • Integrated Operations Center
FY17 Department Accomplishments	**Facilities** • Constructed and installed new security booth at Brady Garage. • Maintenance Control Center launch. • Decatur Station SMART Restroom renovation and other station restroom refurbishments • Assisted with the installation of Soccer in the Streets at Five Points. • Christmas decorations at stations. • Art restoration at the Ashby Station • Completion of phase I Predictive Maintenance Quality pilot. **Vertical Transportation** • Met and exceeded FY'17 KPI Goal • Negotiated RFP P28505 to full award of contract, reducing cost by over $60M
FY18 Goals & Objectives	**GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Vertical Transportation- Carefully monitor and administer the new RFP P28505 to assure contract compliance, maximizing efficiencies wherever possible. **GOAL 5: Maximize ridership and service quality through innovation and capital investment** • Objective: Facilities - Open and operate the Integrated Operations Center • Objective: Vertical Transportation- work with our contractors to provide a more reliable, safe and best performing system through our newly refurbished escalators and elevators.

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Escalator Availability	Percent of revenue service time during which escalators are available for customer use	>/= 97%	98.71%	>/= 97%
Elevator Availability	Percent of revenue service time during which elevators are available for customer use	>/= 98.5%	99.36%	>/= 98.5%
Infrastructure NTD Reportable Injury Rate	The number of NTD reportable injuries on MARTA system per 100,000 rail unlinked boardings	</= 0.26	0.09	</= 0.26
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	98.56%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	94.48%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-5.38%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-8.25%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-3.68%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	136.03%	</= 0%

DEPT OF OPERATIONS SUPPORT SERVICES

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	10,154,812	11,853,864	11,080,274	12,041,781	13,288,114
Overtime	1,160,089	1,040,435	1,353,579	1,180,555	511,074
Other Benefits	1,305,321	772,505	3,425,660	1,553,094	1,043,405
Healthcare Rep/NonRep	3,172,313	3,932,904	3,367,899	3,587,489	4,104,876
Pension Rep/NonRep	1,259,893	1,730,048	1,654,372	1,728,767	1,665,552
Workers Comp-Excess/Losses	230,074	426,660	737,595	364,520	537,219
Benefits Total	5,967,601	6,862,117	9,185,527	7,233,871	7,351,053
Labor Total	**17,282,502**	**19,756,416**	**21,619,380**	**20,456,207**	**21,150,240**
Contractual Services	7,905,365	8,570,487	9,070,013	9,166,734	9,426,226
Materials Supplies-Other	2,032,939	2,269,155	1,960,342	2,046,689	2,206,353
Materials Total	2,032,939	2,269,155	1,960,342	2,046,689	2,206,353
Other Operating	1,478,878	1,093,306	1,142,895	1,098,999	1,637,996
Other Operating-Electricity	1,136,945	1,052,863	1,070,715	944,065	1,187,582
Other Total	2,615,823	2,146,169	2,213,611	2,043,064	2,825,578
Casualty & Liability Costs	-11,070	-2,101	-624	0	0
Miscellaneous Expenses	0	42	390	93	0
Other Non-Operating Expenses	24,867	24,781	9,499	49,297	11,664
Non Labor Total	**12,567,924**	**13,008,533**	**13,253,230**	**13,305,877**	**14,469,821**
Gross Operating Total	**29,850,426**	**32,764,949**	**34,872,611**	**33,762,084**	**35,620,061**
Cost Allocation	-681,441	-1,338,815	-1,344,890	-1,093,584	-1,199,270
Allocation Total	**-681,441**	**-1,338,815**	**-1,344,890**	**-1,093,584**	**-1,199,270**
Net Operating Expense	**29,168,985**	**31,426,134**	**33,527,721**	**32,668,499**	**34,420,791**

Authorized Positions by Status

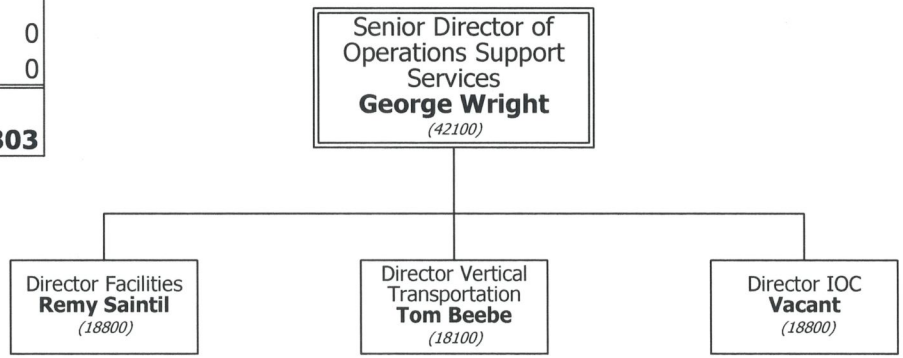
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	50	97	86	87	83
Represented	223	225	234	232	220
Full-Time Total	**273**	**322**	**320**	**319**	**303**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**273**	**322**	**320**	**319**	**303**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	6	11	11	12	11
Management	5	8	8	8	8
Police	0	0	0	0	0
Professional	4	6	6	6	6
Technical	10	48	36	36	34
Maintenance	223	223	232	232	220
Operator	0	0	0	0	0
Represented	0	2	2	0	0
Supervisory	25	24	25	25	24
Total	**273**	**322**	**320**	**319**	**303**

ADM	11
MGR	8
MNT	220
OPR	0
POL	0
PRO	6
REP	0
SUP	24
TEC	34

Non-Rep	83
Rep	220
Total FT	**303**
PT	0
CON	0
TOTAL	**303**



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 260 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	0	2,858,260	1,753,845	2,129,385	1,974,527
Overtime	0	128,535	173,244	150,872	71,096
Other Benefits	0	408,863	1,612,154	253,105	323,876
Healthcare Rep/NonRep	0	601,803	411,743	428,752	388,702
Pension Rep/NonRep	0	778,166	513,288	630,197	324,754
Workers Comp-Excess/Losses	0	-206	-164	38,221	58,509
Benefits Total	0	1,788,626	2,537,021	1,350,274	1,095,840
Labor Total	**0**	**4,775,421**	**4,464,110**	**3,630,531**	**3,141,463**
Contractual Services	0	9,826	0	0	0
Materials Supplies-Other	0	443	0	0	0
Materials Total	0	443	0	0	0
Other Operating	0	222	0	0	0
Other Total	0	222	0	0	0
Other Non-Operating Expenses	0	867	959	11,554	0
Non Labor Total	**0**	**11,358**	**959**	**11,554**	**0**
Gross Operating Total	**0**	**4,786,779**	**4,465,069**	**3,642,086**	**3,141,463**
Cost Allocation	0	-685,124	-395,984	-332,064	-303,722
Allocation Total	**0**	**-685,124**	**-395,984**	**-332,064**	**-303,722**
Net Operating Expense	**0**	**4,101,655**	**4,069,084**	**3,310,022**	**2,837,740**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented		50	37	38	33
Represented		2	2	0	0
Full-Time Total		**52**	**39**	**38**	**33**
Non-Represented (PT)		0	0	0	0
Represented (PT)		0	0	0	0
Part-Time Total		**0**	**0**	**0**	**0**
Contract		**0**	**0**	**0**	**0**
Total		**52**	**39**	**38**	**33**

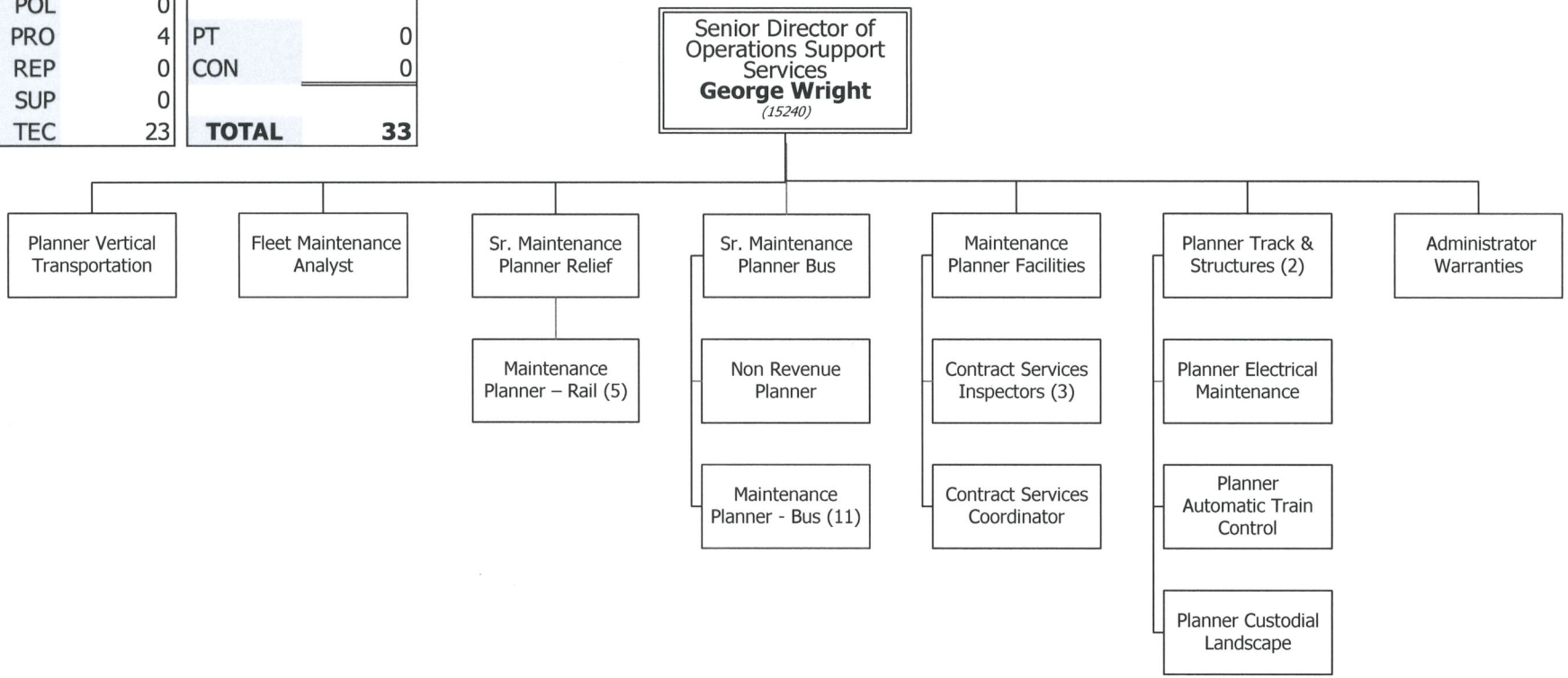
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative		6	6	7	5
Management		3	2	2	1
Police		0	0	0	0
Professional		4	4	4	4
Technical		37	25	25	23
Maintenance		0	0	0	0
Operator		0	0	0	0
Represented		2	2	0	0
Supervisory		0	0	0	0
Total		**52**	**39**	**38**	**33**

OFFICE OF OPERATIONS SUPPORT SERVICES

ADM	5
MGR	1
MNT	0
OPR	0
POL	0
PRO	4
REP	0
SUP	0
TEC	23

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



OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR OPERATIONS SUPPORT	24	MGR		----	----	----	----	1	1
Sr. Director Operations Support	24	MGR		----	1	1	1	----	----
Director of IOC	23	MGR		----	----	----	1	1	----
RADIO COMMUNICATIONS ENGINEER	22	TEC		----	1	----	----	----	----
SR RADIO COMMUNICATIONS ENGR	21	TEC		----	1	----	----	----	----
CHF VEHICLE ENGINEERING	20	MGR		----	1	----	----	----	----
ELECTRICAL ENGINEER VI	20	TEC		----	3	----	----	----	----
Gen Supt Bus Maint Bsn Sys	20	MGR		----	1	1	----	----	----
MECHANICAL ENGINEER VI	20	TEC		----	2	----	----	----	----
Operations Systems Administrator	19	ADM		----	----	----	1	1	----
BUS MECH ELEC ENGINEER	18	TEC		----	3	----	----	----	----
FLEET MAINTENANCE ANALYST	18	PRO		----	1	1	1	1	1
ADMINISTRATOR - WARRANTIES	17	PRO		----	1	1	1	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		----	1	1	1	1	----
MECHANICAL ENGINEER IV	17	TEC		----	1	----	----	----	----
SR MAINTENANCE PLANNER BUS	17	TEC		----	1	1	1	1	1
SR MAINTENANCE PLANNER RELIEF	17	TEC		----	1	1	1	1	1
CONTRACT SERVICES COORDINATOR	16	TEC		----	1	1	1	1	1
MAINTENANCE PLANNER BUS	16	TEC		----	12	12	12	12	11
MAINTENANCE PLANNER FACILITIES	16	PRO		----	1	1	1	1	1
MAINTENANCE PLANNER-RAIL	16	TEC		----	6	6	6	6	5
NON REVENUE PLANNER	16	ADM		----	1	1	1	1	1
PLANNER AUTOMATIC TRAIN CONTR	16	TEC		----	1	1	1	1	1
PLANNER CUSTODIAL LANDSCAPE	16	ADM		----	1	1	1	1	1
PLANNER ELECTRICAL MAINTENANCE	16	TEC		----	1	1	1	1	1

OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
PLANNER TRACK & STRUCTURES	16	TEC		----	2	2	2	2	2
Planner Vertical Trans	16	PRO		----	1	1	1	1	1
CONTRACT SERVICES INSPECTOR	10	ADM		----	3	3	3	3	3
PROGRAM MANAGER CARS	----	TEC		----	1	----	----	----	----
Non-Rep Subtotal				**----**	**50**	**37**	**38**	**38**	**33**
Represented									
SECRETARY (N9)	UR	REP		----	2	2	2	----	----
Represented Subtotal				**----**	**2**	**2**	**2**	**----**	**----**
Total Full-Time				**----**	**52**	**39**	**40**	**38**	**33**
Office Total				**0**	**52**	**39**	**40**	**38**	**33**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	9,567,298	8,440,445	8,690,057	9,239,256	10,492,661
Overtime	1,131,245	880,197	1,164,305	1,006,856	418,645
Other Benefits	1,248,638	308,393	1,758,005	1,242,103	535,584
Healthcare Rep/NonRep	3,088,706	3,250,862	2,867,188	3,048,009	3,598,386
Pension Rep/NonRep	1,218,924	911,089	1,107,441	1,055,907	1,207,033
Workers Comp-Excess/Losses	230,074	426,896	737,778	326,303	460,980
Benefits Total	5,786,342	4,897,240	6,470,412	5,672,323	5,801,983
Labor Total	**16,484,885**	**14,217,882**	**16,324,773**	**15,918,435**	**16,713,290**
Contractual Services	2,285,285	2,200,316	2,737,372	2,807,171	3,298,542
Materials Supplies-Other	2,031,061	2,267,035	1,958,425	2,044,857	2,204,353
Materials Total	2,031,061	2,267,035	1,958,425	2,044,857	2,204,353
Other Operating	1,478,878	1,093,084	1,142,895	1,098,999	1,637,996
Other Operating-Electricity	1,136,945	1,052,863	1,070,715	944,065	1,187,582
Other Total	2,615,823	2,145,947	2,213,611	2,043,064	2,825,578
Casualty & Liability Costs	-11,070	-2,101	-624	0	0
Miscellaneous Expenses	0	42	390	93	0
Other Non-Operating Expenses	22,367	22,311	4,694	35,968	9,064
Non Labor Total	**6,943,466**	**6,633,550**	**6,913,867**	**6,931,153**	**8,337,537**
Gross Operating Total	**23,428,351**	**20,851,432**	**23,238,640**	**22,849,588**	**25,050,827**
Cost Allocation	-622,332	-602,175	-891,247	-689,928	-788,877
Allocation Total	**-622,332**	**-602,175**	**-891,247**	**-689,928**	**-788,877**
Net Operating Expense	**22,806,019**	**20,249,257**	**22,347,393**	**22,159,660**	**24,261,950**

Authorized Positions by Status

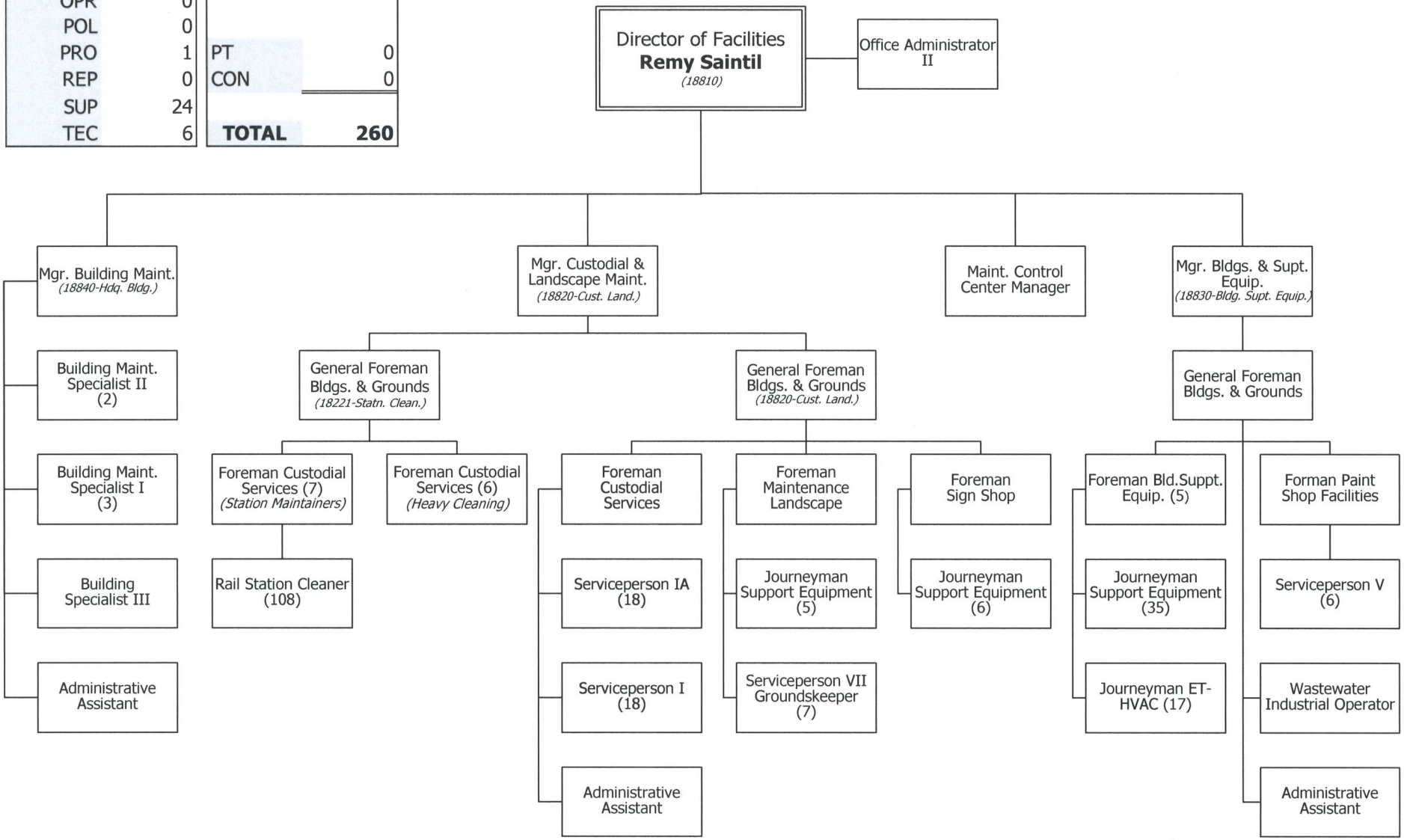
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	41	39	41	41	40
Represented	223	223	232	232	220
Full-Time Total	**264**	**262**	**273**	**273**	**260**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**264**	**262**	**273**	**273**	**260**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	6	4	4	4	4
Management	4	4	5	5	5
Police	0	0	0	0	0
Professional	2	1	1	1	1
Technical	4	6	6	6	6
Maintenance	223	223	232	232	220
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	25	24	25	25	24
Total	**264**	**262**	**273**	**273**	**260**

ADM	4
MGR	5
MNT	220
OPR	0
POL	0
PRO	1
REP	0
SUP	24
TEC	6

Non-Rep	40
Rep	220
Total FT	**260**
PT	0
CON	0
TOTAL	**260**



OFFICE OF FACILITIES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR FACILITIES	23	MGR		1	1	1	1	1	1
Manager Maintenance Control Center	20	MGR		----	----	1	1	----	----
MGR BUILDING MAINTENANCE	20	MGR		----	1	1	1	1	1
MGR BUILDINGS & SUPPORT EQUIP	20	MGR		1	1	1	1	1	1
Mgr Custodial Landscape Maint	20	MGR		1	1	1	1	1	1
MGR MAINT CONTROL CENTER	20	MGR		----	----	----	----	1	1
Supt Building	19	MGR		1	----	----	----	----	----
GEN FOREMAN BLDGS & GROUNDS	18	SUP		4	3	3	3	3	3
BUILDING MAINT SPEC III	16	TEC		----	1	1	1	1	1
CONTRACT SERVICES COORDINATOR	16	TEC		1	----	----	----	----	----
FOREMAN BUILDINGS SUPP EQUIP	16	SUP		5	5	5	5	5	5
FOREMAN MAINT LANDSCAPE	16	SUP		1	1	1	1	1	1
FOREMAN PAINT SHOP FACILITIES	16	SUP		1	1	1	1	1	1
FOREMAN SIGN SHOP	16	SUP		1	1	1	1	1	1
MAINTENANCE PLANNER FACILITIES	16	PRO		1	----	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
Planner Bldgs & Support Equip	16	ADM		1	----	----	----	----	----
PLANNER CUSTODIAL LANDSCAPE	16	ADM		1	----	----	----	----	----
WASTEWATER INDUSTRIAL OPERATOR	16	PRO		1	1	1	1	1	1
BUILDING MAINT SPEC II	14	TEC		2	2	2	2	2	2
FOREMAN CUSTODIAL SERVICES	14	SUP		13	13	14	14	14	13
BUILDING MAINT SPEC I	12	TEC		----	----	3	----	----	----
BUILDING MAINT SPEC I	12	TEC		----	----	----	3	3	3
BUILDING MAINTENANCE SPEC I	12	TEC		1	3	----	----	----	----
ADMINISTRATIVE ASSISTANT	10	ADM		----	3	3	3	3	3

OFFICE OF FACILITIES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
CONTRACT SERVICES INSPECTOR	10	ADM		3	----	----	----	----	----
Non-Rep Subtotal				**41**	**39**	**41**	**41**	**41**	**40**
Represented									
JOURNEYMAN ET-HVAC	UR	MNT		17	17	17	17	17	17
JOURNEYMAN SUPPORT EQUIPMENT	UR	MNT		43	43	46	46	46	46
RAIL STATION CLEANER	UR	MNT		108	108	108	108	108	108
SERVICEPERSON I	UR	MNT		----	----	----	----	----	18
SERVICEPERSON I (A)	UR	MNT		42	42	48	48	48	18
SERVICEPERSON V	UR	MNT		6	6	6	6	6	6
SERVICEPERSON VII GROUNDSKEEPR	UR	MNT		7	7	7	7	7	7
Represented Subtotal				**223**	**223**	**232**	**232**	**232**	**220**
Total Full-Time				**264**	**262**	**273**	**273**	**273**	**260**
Office Total				**264**	**262**	**273**	**273**	**273**	**260**

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

- Ensures contractors comply with contract technical specifications and requirements, as well as with any federal, state, city and local government requirements, ordinances, codes, and all applicable safety requirements
- Oversees equipment inspections and troubleshooting process of MARTA's elevator and escalator electrical and mechanical equipment problems and tracks installation of repaired or acquired equipment
- Ensures other MARTA staff members such as Safety and Quality Assurance personnel, Project and Resident Engineers, and Project and Construction Managers are informed of the status of the elevator/escalator facilities on a routine basis
- Ensures timely 24 hour a day, seven days a week emergency response to all elevator/escalator incidents or accidents

OFFICE OF VERTICAL TRANSPORTATION

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	587,514	555,159	636,373	673,140	643,517
Overtime	28,844	31,703	16,031	22,827	21,333
Other Benefits	56,683	55,249	55,502	57,886	142,639
Healthcare Rep/NonRep	83,607	80,239	88,968	110,728	94,231
Pension Rep/NonRep	40,969	40,793	33,643	42,663	105,560
Workers Comp-Excess/Losses	0	-30	-18	-3	14,184
Benefits Total	181,259	176,251	178,094	211,274	356,614
Labor Total	**797,617**	**763,113**	**830,497**	**907,241**	**1,021,463**
Contractual Services	5,620,080	6,360,345	6,332,641	6,359,563	6,127,684
Materials Supplies-Other	1,878	1,677	1,917	1,832	2,000
Materials Total	1,878	1,677	1,917	1,832	2,000
Other Operating	0	0	0	0	0
Other Total	0	0	0	0	0
Other Non-Operating Expenses	2,500	1,603	3,847	1,774	2,600
Non Labor Total	**5,624,458**	**6,363,625**	**6,338,405**	**6,363,170**	**6,132,284**
Gross Operating Total	**6,422,075**	**7,126,738**	**7,168,902**	**7,270,410**	**7,153,747**
Cost Allocation	-59,109	-51,516	-57,659	-71,593	-77,832
Allocation Total	**-59,109**	**-51,516**	**-57,659**	**-71,593**	**-77,832**
Net Operating Expense	**6,362,966**	**7,075,222**	**7,111,243**	**7,198,817**	**7,075,915**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	9	8	8	8	8
Represented	0	0	0	0	0
Full-Time Total	**9**	**8**	**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	**9**	**8**	**8**	**8**	**8**

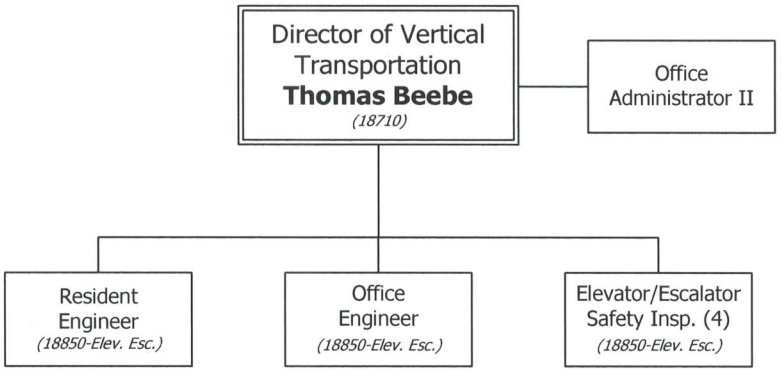
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	2	1	1	1	1
Technical	6	5	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	**9**	**8**	**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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR VERTICAL TRANSPORTATION	23	MGR		1	1	1	1	1	1
RESIDENT ENGINEER	21	TEC		1	1	1	1	1	1
OFFICE ENGINEER	19	PRO		1	1	1	1	1	1
ELEV ESCALATOR SAFE INSPEC II	18	TEC		5	4	4	4	4	4
OFFICE ADMINISTRATOR II	16	ADM		----	1	1	1	1	1
Planner Vertical Trans	16	PRO		1	----	----	----	----	----
Non-Rep Subtotal				**9**	**8**	**8**	**8**	**8**	**8**
Total Full-Time				**9**	**8**	**8**	**8**	**8**	**8**
Office Total				**9**	**8**	**8**	**8**	**8**	**8**

Functions & Responsibilities

Director of Integrated Operations Center

- Directs and controls all activities of the **Integrated Operations Center** through co-location of MARTA core communications and operations groups which is central to MARTA's upgraded train control and SCADA systems.
- Functions include coordinating Bus and Mobility communications, Rail control, and Police services to ensure safe and efficient operations and providing leadership to the Emergency Operation Center (EOC).
- Improve customer service by providing better management of incidents and the impact to MARTA patrons.
- Functions also include determining safe work methods and ensuring that employees are notified of new and modified methods; Prepares, reviews, and updates office operating procedures; maintains executive liaison with Senior Staff and related agencies within and outside of the Authority.
- Uses and tracks KPIs (Key Performance Indicators) for IOC and TCSU (Train Control and SCADA Update) project for management of the IOC organization.
- Develops and submits for approval operating and capital budgets and ensures all subordinate staff remains within established budgets.
- Manages/leverages MARTA's mobility resources to ensure efficient operations during abnormal periods and special events.
- Coordinates with bus and rail to ensure highest service quality and superior customer service.

OFFICE OF INTEGRATED OPERATIONS CENTER

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	0	0	0	0	177,410
Other Benefits	0	0	0	0	41,307
Healthcare Rep/NonRep	0	0	0	0	23,558
Pension Rep/NonRep	0	0	0	0	28,205
Workers Comp-Excess/Losses	0	0	0	0	3,546
Benefits Total	0	0	0	0	96,615
Labor Total	**0**	**0**	**0**	**0**	**274,025**
Gross Operating Total	**0**	**0**	**0**	**0**	**274,025**
Cost Allocation	0	0	0	0	-28,838
Allocation Total	**0**	**0**	**0**	**0**	**-28,838**
Net Operating Expense	**0**	**0**	**0**	**0**	**245,187**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented					2
Represented					0
Full-Time Total					**2**
Non-Represented (PT)					0
Represented (PT)					0
Part-Time Total					**0**
Contract					**0**
Total					**2**

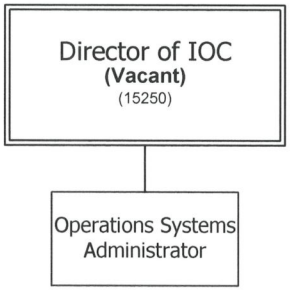
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative					1
Management					1
Police					0
Professional					0
Technical					0
Maintenance					0
Operator					0
Represented					0
Supervisory					0
Total					**2**

OFFICE OF INTEGRATED OPERATIONS CENTER

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 INTEGRATED OPERATIONS CENTER

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Director of IOC	23	MGR		----	----	----	----	----	1
Operations Systems Administrator	19	ADM		----	----	----	----	----	1
Non-Rep Subtotal				**----**	**----**	**----**	**----**	**----**	**2**
Total Full-Time				**----**	**----**	**----**	**----**	**----**	**2**
Office Total				**0**	**0**	**0**	**0**	**0**	**2**

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
FY17 Department Accomplishments	**Rail Transportation** • Continue to exceed the OTP goal of 97.5% • Continued support of the TR-III, At-Grade Track Slab, AC Track Circuit, Tunnel Ventilation and Stabilization projects • Closed out all GDOT Audits • All rail employees are wayside certified to crank switches **Rail Car Maintenance** • Performed 100% of Periodic Inspections within the required mileage • Completed 100% Life Cycle Asset Enhancements (LCARE) on schedule; 28 rail cars and 56 trucks **Maintenance of Way** • Reduced MOW Rail Delays by 13% from FY16' • Maintained 98.99% preventive maintenance (PM) compliance
FY18 Goals & Objectives	**GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** • 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 5% from FY17 **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Maintain a balanced budget throughout the year **GOAL 5: Maximize ridership and service quality through innovation and capital investment** • Objective: Ensure MARTA proactively maintains critical transportation infrastructure in a state of good repair

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Rail Ridership	Number of unlinked Rail passenger boardings	>/= 75.5M	68.3M	>/= 71.8M
Rail Cost per Passenger Trip	Gross Operating expense for Rail passenger boarding	</= $3.18	$3.32	</= $3.34
Rail Cost per Revenue Mile	Gross Operating expense for Rail revenue mile	</= $10.94	$10.14	</= $10.83
Rail OTP	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 95%	97.06%	>/= 95%
Rail MDBF	Mean distance between mechanical failures	>/= 23,000	24,825	>/= 23,000
Rail MDBSI	Mean distance between service delays or lost trips (train miles)	>/= 475	536	>/= 475
Completed Trips	Percent of completed rail trips compared to scheduled rail trips	>/= 98.5%	99.05%	>/= 98.5%
Rail Car Availability	Rail cars available for service delivery during AM & PM peak periods	>/= 182	211	>/= 182
NTD Reportable Injury Rate	The number of NTD reportable injuries involving rail service per 100,000 rail unlinked boardings	= 0.00	0.00	= 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	0.48	</= 1.0
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.02%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	95.72%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	3.65%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	5.02%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-0.27%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	253.14%	</= 0%

DEPT OF RAIL OPERATIONS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	40,283,136	37,544,749	42,724,548	45,545,311	47,024,063
Overtime	7,811,895	8,280,446	9,198,933	10,618,289	3,060,490
Other Benefits	5,148,137	1,718,142	8,536,817	6,063,908	6,007,763
Healthcare Rep/NonRep	11,053,493	12,284,542	12,061,830	13,208,819	12,759,722
Pension Rep/NonRep	5,417,566	4,922,488	6,179,956	6,413,558	5,768,588
Workers Comp-Excess/Losses	1,314,726	3,471,967	345,142	938,830	1,657,755
Benefits Total	22,933,922	22,397,139	27,123,745	26,625,115	26,193,828
Labor Total	**71,028,953**	**68,222,334**	**79,047,226**	**82,788,715**	**76,278,381**
Contractual Services	3,822,553	3,825,234	5,112,103	3,211,995	3,025,917
Materials Supplies-Other	7,009,398	6,925,701	8,952,474	9,752,913	6,924,763
Materials Supplies-Unleaded	135	83	-3	0	0
Materials Total	7,009,533	6,925,784	8,952,471	9,752,913	6,924,763
Other Operating	207,812	180,916	188,911	192,988	195,000
Other Operating-Electricity	6,624,790	5,840,975	5,856,162	5,082,286	6,210,000
Other Operating-Propulsion	6,132,503	5,131,322	4,984,561	4,451,076	5,290,000
Other Total	12,965,105	11,153,213	11,029,634	9,726,350	11,695,000
Casualty & Liability Costs	1,824,962	1,690,632	1,801,746	1,806,591	1,880,112
Miscellaneous Expenses	4,094	14,584	10,994	14,821	2,808
Other Non-Operating Expenses	111,978	59,967	77,553	59,328	65,706
Non Labor Total	**25,738,225**	**23,669,414**	**26,984,501**	**24,571,998**	**23,594,306**
Gross Operating Total	**96,767,178**	**91,891,748**	**106,031,727**	**107,360,713**	**99,872,687**
Cost Allocation	-10,244,829	-8,083,834	-8,157,192	-8,569,072	-7,407,848
Allocation Total	**-10,244,829**	**-8,083,834**	**-8,157,192**	**-8,569,072**	**-7,407,848**
Net Operating Expense	**86,522,349**	**83,807,914**	**97,874,536**	**98,791,641**	**92,464,839**

Authorized Positions by Status

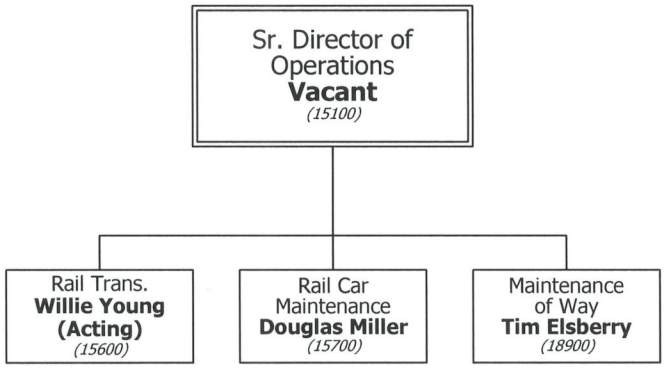
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	217	206	218	218	218
Represented	681	720	722	724	717
Full-Time Total	**898**	**926**	**940**	**942**	**935**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**7**	**3**	**3**	**2**	**2**
Total	**905**	**929**	**943**	**944**	**937**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	12	15	15	15	15
Management	43	41	42	42	42
Police	0	0	0	0	0
Professional	7	9	9	8	8
Technical	55	34	43	43	43
Maintenance	464	476	478	478	478
Operator	130	160	160	160	153
Represented	87	84	84	86	86
Supervisory	107	110	112	112	112
Total	**905**	**929**	**943**	**944**	**937**

ADM	15
MGR	42
MNT	478
OPR	153
POL	0
PRO	8
REP	86
SUP	112
TEC	43

Non-Rep	218
Rep	717
Total FT	**935**
PT	0
CON	2
TOTAL	**937**



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 350 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 1,476 employees and is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating garages, operating 630 buses. The combined fleet travels over 250 million passenger miles annually on 107 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 395 full-time employees and maintains 630 buses, 211 mobility vans, and non-revenue and police vehicles.
- The **Office of Mobility Services** consists of 27 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	117,486	162,896	230,717	211,397	286,476
Other Benefits	10,526	21,397	22,964	21,651	69,811
Healthcare Rep/NonRep	14,452	20,278	27,960	32,002	35,337
Pension Rep/NonRep	38,004	59,737	72,644	94,282	45,545
Workers Comp-Excess/Losses	0	-7	-7	-1	5,319
Benefits Total	62,982	101,405	123,561	147,934	156,012
Labor Total	**180,468**	**264,301**	**354,278**	**359,331**	**442,488**
Contractual Services	967,759	484,559	3,216	6,096	15,000
Materials Supplies-Other	136	459	959	1,086	5,000
Materials Total	136	459	959	1,086	5,000
Other Operating	0	48	0	0	0
Other Total	0	48	0	0	0
Miscellaneous Expenses	0	0	0	0	0
Other Non-Operating Expenses	1,662	962	11,063	3,000	13,000
Non Labor Total	**969,557**	**486,028**	**15,238**	**10,182**	**33,000**
Gross Operating Total	**1,150,025**	**750,329**	**369,516**	**369,513**	**475,488**
Cost Allocation	-179,563	-12,538	-3,337	-5,385	-1,627
Allocation Total	**-179,563**	**-12,538**	**-3,337**	**-5,385**	**-1,627**
Net Operating Expense	**970,462**	**737,791**	**366,180**	**364,128**	**473,860**

Authorized Positions by Status

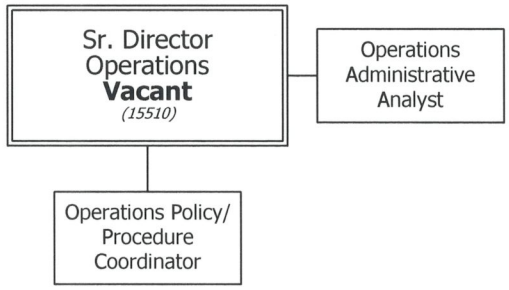
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	1	2	2	3	3
Represented	0	0	0	0	0
Full-Time Total	**1**	**2**	**2**	**3**	**3**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**1**	**2**	**2**	**3**	**3**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	1	1	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	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	**1**	**2**	**2**	**3**	**3**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR OPERATIONS	24	MGR		1	1	1	1	1	1
Operations Administative Analyst	18	PRO		----	----	----	1	----	----
Operations Administrative Analyst	18	PRO		----	----	----	----	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		----	1	1	----	----	----
Operations Policy Coordinator	15	PRO		----	----	----	1	----	----
Operations Policy/Procedure Coordinator	15	PRO		----	----	----	----	1	1
Non-Rep Subtotal				**1**	**2**	**2**	**3**	**3**	**3**
Total Full-Time				**1**	**2**	**2**	**3**	**3**	**3**
Office Total				**1**	**2**	**2**	**3**	**3**	**3**

Functions & Responsibilities

Director of Rail Transportation

- Responsible for oversight of the Rail Services Control Center, Mainline Rail Operations, Yard Operations (Avondale, South, and Armour Yards), 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.

Rail Services Control Center

- 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	14,968,154	14,858,234	16,682,793	17,955,613	17,265,179
Overtime	3,219,199	3,736,164	3,560,060	4,069,697	1,397,961
Other Benefits	1,819,290	1,024,969	2,704,734	2,241,590	2,080,380
Healthcare Rep/NonRep	3,579,893	3,984,715	4,004,554	4,496,492	4,651,975
Pension Rep/NonRep	2,227,293	2,313,326	2,609,676	2,904,031	2,285,311
Workers Comp-Excess/Losses	253,246	1,116,256	57,538	417,649	617,004
Benefits Total	7,879,722	8,439,266	9,376,502	10,059,762	9,634,670
Labor Total	**26,067,075**	**27,033,664**	**29,619,354**	**32,085,072**	**28,297,810**
Contractual Services	2,486	2,897	1,987	4,728	1,274
Materials Supplies-Other	51,010	42,165	74,101	63,444	40,576
Materials Supplies-Unleaded	85	0	0	0	0
Materials Total	51,095	42,165	74,101	63,444	40,576
Other Operating	0	0	0	0	0
Other Total	0	0	0	0	0
Casualty & Liability Costs	1,826,725	1,690,632	1,808,725	1,787,823	1,880,112
Miscellaneous Expenses	30	0	15	7	0
Other Non-Operating Expenses	50,919	11,033	12,469	13,189	1,600
Non Labor Total	**1,931,255**	**1,746,727**	**1,897,298**	**1,869,192**	**1,923,562**
Gross Operating Total	**27,998,330**	**28,780,391**	**31,516,652**	**33,954,264**	**30,221,372**
Cost Allocation	-340,995	-681,735	-784,614	-1,019,772	-793,332
Allocation Total	**-340,995**	**-681,735**	**-784,614**	**-1,019,772**	**-793,332**
Net Operating Expense	**27,657,335**	**28,098,656**	**30,732,038**	**32,934,492**	**29,428,040**

Authorized Positions by Status

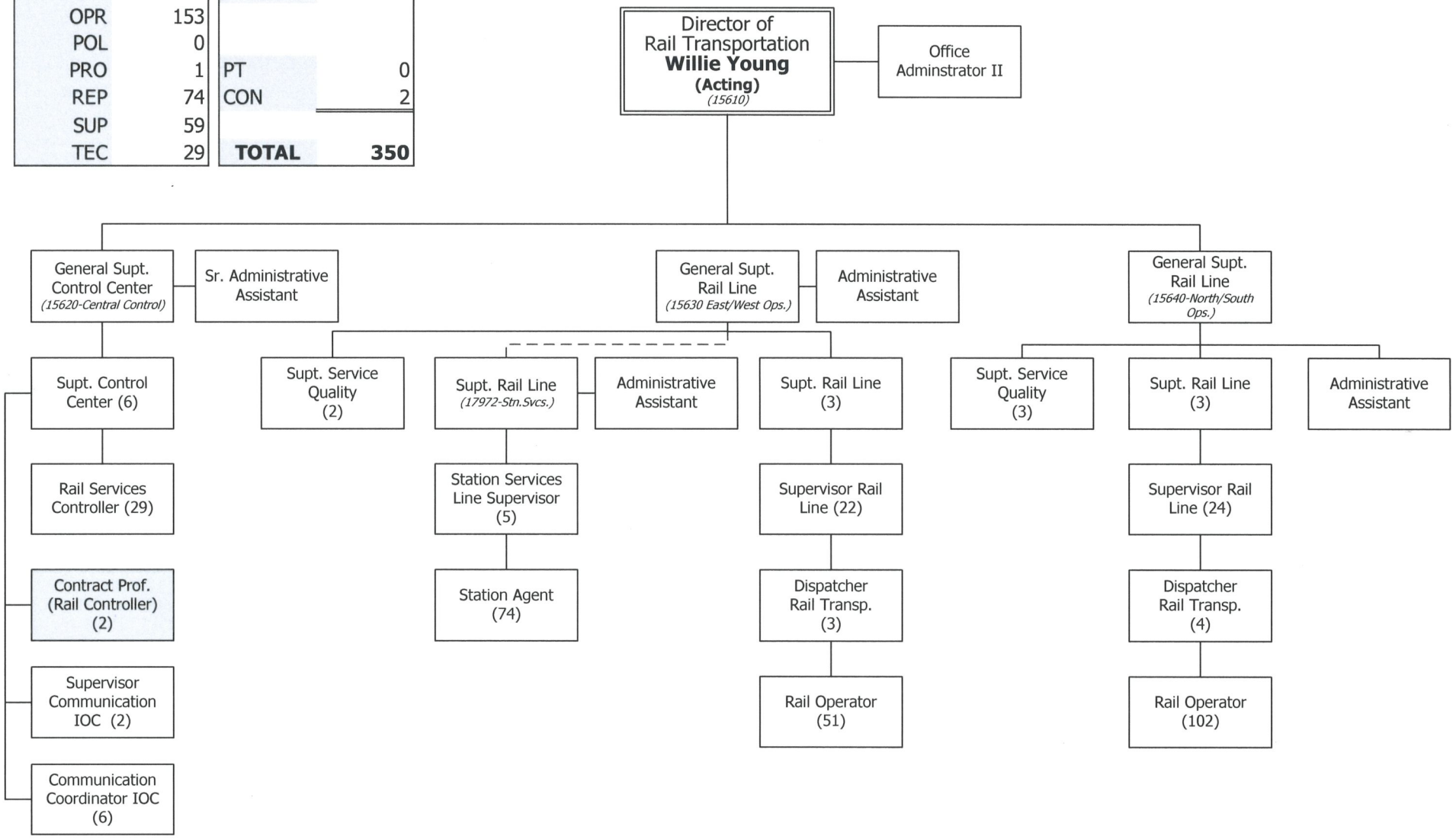
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	119	121	121	121	121
Represented	205	234	234	234	227
Full-Time Total	**324**	**355**	**355**	**355**	**348**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**3**	**3**	**3**	**2**	**2**
Total	**327**	**358**	**358**	**357**	**350**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	8	8	8	10	10
Management	22	22	22	22	22
Police	0	0	0	0	0
Professional	4	6	6	3	3
Technical	29	29	29	29	29
Maintenance	0	0	0	0	0
Operator	130	160	160	160	153
Represented	75	74	74	74	74
Supervisory	59	59	59	59	59
Total	**327**	**358**	**358**	**357**	**350**

ADM	10
MGR	22
MNT	0
OPR	153
POL	0
PRO	1
REP	74
SUP	59
TEC	29

Non-Rep	121
Rep	227
Total FT	**348**
PT	0
CON	2
TOTAL	**350**



Contract Positions (Shaded)

OFFICE OF RAIL SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR RAIL TRANSPORTATION	23	MGR		1	1	1	1	1	1
Gen Supt Control Center	21	MGR		1	1	1	1	1	1
GEN SUPT RAIL LINE	20	MGR		2	2	2	2	2	2
SUPT CONTROL CENTER	19	MGR		6	6	6	6	6	6
SUPT SERVICE QUALITY	19	MGR		5	5	5	5	5	5
SUPT RAIL LINE	18	MGR		7	7	7	7	7	7
RAIL SERVICES CONTROLLER	17	TEC		29	29	29	29	29	29
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
Supv Communications IOC	16	SUP		----	----	----	2	2	2
SUPV RAIL LINE	16	SUP		47	47	47	45	45	45
DISPATCHER-RAIL TRANSPORTATION	15	SUP		7	7	7	7	7	7
LINE SUPERVISOR	15	SUP		5	5	5	5	5	5
Communications Coord IOC	14	ADM		----	----	----	6	6	6
COMMUNICATIONS SPECIALIST	12	ADM		6	6	6	----	----	----
SR ADMINISTRATIVE ASSISTANT	12	PRO		1	3	1	1	1	1
ADMINISTRATIVE ASSISTANT	10	PRO		----	----	2	2	----	----
ADMINISTRATIVE ASSISTANT	10	ADM		1	1	1	1	3	3
Non-Rep Subtotal				**119**	**121**	**121**	**121**	**121**	**121**
Represented									
RAIL OPERATOR	UR	OPR		130	160	160	160	160	153
STATION AGENT	UR	REP		74	74	74	74	74	74
TRANSPORTATION ASSISTANT	UR	REP		1	----	----	----	----	----
Represented Subtotal				**205**	**234**	**234**	**234**	**234**	**227**
Total Full-Time				**324**	**355**	**355**	**355**	**355**	**348**

OFFICE OF RAIL SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Contract									
CONTRACT PROFESSIONAL	----	PRO		3	3	3	2	2	2
Total Contract				**3**	**3**	**3**	**2**	**2**	**2**
Office Total				**327**	**358**	**358**	**357**	**357**	**350**

Functions & Responsibilities

Director of Rail Car 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	15,459,692	13,504,289	15,801,273	16,801,711	17,749,421
Overtime	2,028,454	2,305,973	3,288,357	3,542,154	573,358
Other Benefits	1,963,539	361,765	3,666,296	2,295,170	2,232,297
Healthcare Rep/NonRep	4,460,749	4,949,600	4,830,635	5,253,114	4,890,721
Pension Rep/NonRep	1,873,585	1,486,713	2,120,030	2,099,661	2,036,582
Workers Comp-Excess/Losses	578,277	1,329,625	46,393	303,783	627,642
Benefits Total	8,876,150	8,127,703	10,663,354	9,951,729	9,787,243
Labor Total	**26,364,296**	**23,937,965**	**29,752,984**	**30,295,594**	**28,110,022**
Contractual Services	2,252,322	2,242,854	4,305,053	2,416,498	1,987,643
Materials Supplies-Other	5,378,163	5,185,546	6,872,625	7,543,622	5,034,719
Materials Supplies-Unleaded	50	83	0	0	0
Materials Total	5,378,213	5,185,629	6,872,625	7,543,622	5,034,719
Other Operating	207,731	180,868	187,934	192,988	195,000
Other Total	207,731	180,868	187,934	192,988	195,000
Casualty & Liability Costs	-1,763	0	0	0	0
Miscellaneous Expenses	4,064	14,584	10,571	13,020	2,808
Other Non-Operating Expenses	39,980	27,498	37,471	16,112	7,556
Non Labor Total	**7,880,547**	**7,651,433**	**11,413,654**	**10,182,239**	**7,227,726**
Gross Operating Total	**34,244,843**	**31,589,398**	**41,166,639**	**40,477,833**	**35,337,748**
Cost Allocation	-5,111,650	-3,972,096	-4,595,411	-4,517,374	-3,940,271
Allocation Total	**-5,111,650**	**-3,972,096**	**-4,595,411**	**-4,517,374**	**-3,940,271**
Net Operating Expense	**29,133,193**	**27,617,302**	**36,571,228**	**35,960,459**	**31,397,476**

Authorized Positions by Status

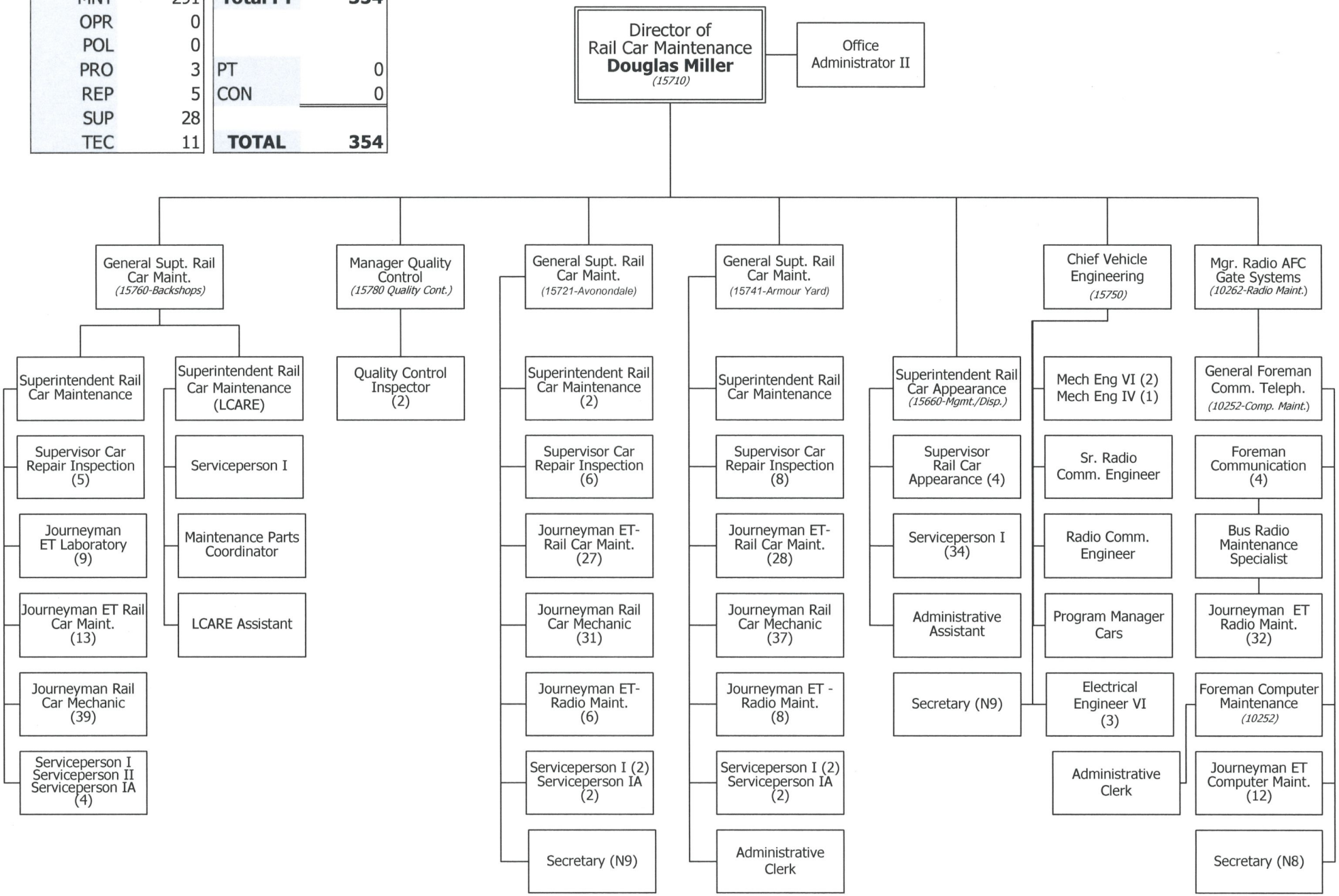
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	62	47	59	58	58
Represented	288	292	294	296	296
Full-Time Total	**350**	**339**	**353**	**354**	**354**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**4**	**0**	**0**	**0**	**0**
Total	**354**	**339**	**353**	**354**	**354**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	3	3	3	2	2
Management	14	12	14	14	14
Police	0	0	0	0	0
Professional	3	3	3	3	3
Technical	19	2	11	11	11
Maintenance	283	289	291	291	291
Operator	0	0	0	0	0
Represented	5	3	3	5	5
Supervisory	27	27	28	28	28
Total	**354**	**339**	**353**	**354**	**354**

ADM	2
MGR	14
MNT	291
OPR	0
POL	0
PRO	3
REP	5
SUP	28
TEC	11

Non-Rep	58
Rep	296
Total FT	**354**
PT	0
CON	0
TOTAL	**354**



OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR RAIL MAINTENANCE	23	MGR		1	1	1	1	1	1
Chf Eng Reliability & RC Rehab	22	MGR		1	----	----	----	----	----
MGR RADIO AFC GATE SYSTEMS	22	MGR		1	1	1	1	1	1
RADIO COMMUNICATIONS ENGINEER	22	TEC		1	----	1	1	1	1
GEN SUPT RAIL CAR MAINTENANCE	21	MGR		3	3	3	3	3	3
MGR QUALITY CONTROL	21	MGR		----	1	1	1	1	1
SR RADIO COMMUNICATIONS ENGR	21	TEC		1	----	1	1	1	1
CHF VEHICLE ENGINEERING	20	MGR		1	----	1	1	1	1
ELECTRICAL ENGINEER VI	20	TEC		4	----	3	3	3	3
MECHANICAL ENGINEER VI	20	TEC		2	----	2	2	2	2
SUPT RAIL CAR MAINT	19	MGR		5	5	5	5	5	5
GEN FOREMAN COMM TELEPHONE	18	SUP		1	----	----	----	----	----
GEN FOREMAN COMM TELEPHONE	18	MGR		----	----	1	1	1	1
Supt Rail Car Appearance	18	MGR		----	----	1	1	1	1
Supt Rail Transportation	18	MGR		1	1	----	----	----	----
MECHANICAL ENGINEER IV	17	TEC		1	----	1	1	1	1
SR MAINTENANCE PLANNER RELIEF	17	TEC		1	----	----	----	----	----
BUS RADIO MAINTENANCE SPEC	16	PRO		----	1	1	1	1	1
FOREMAN COMMUNICATION	16	SUP		4	4	4	4	4	4
FOREMAN COMPUTER MAINTENANCE	16	SUP		1	1	1	1	1	1
MAINTENANCE PLANNER-RAIL	16	TEC		6	----	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
QUALITY CONTROL INSPECTOR	16	TEC		----	2	2	2	2	2
Rail Car Maintenance Policies Coord	16	ADM		1	1	1	----	----	----
SUPV CAR REPAIR INSPECTION	16	SUP		17	18	19	19	19	19

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Sr Warranty Coordinator	15	PRO		1	----	----	----	----	----
SUPV RAIL CAR APPEARANCE	15	SUP		4	4	4	4	4	4
MAINTENANCE PARTS COORDINATOR	14	PRO		1	1	1	1	1	1
LCARE ASSISTANT	11	PRO		1	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	10	ADM		1	1	1	1	1	1
PROGRAM MANAGER CARS	----	TEC		----	----	1	1	1	1
Non-Rep Subtotal				**62**	**47**	**59**	**58**	**58**	**58**
Represented									
ADMIN CLERK	UR	REP		2	2	2	2	2	2
JOURNEYMAN ET-COMPUTER MAINT	UR	MNT		12	12	12	12	12	12
JOURNEYMAN ET-LABORATORY	UR	MNT		9	9	9	9	9	9
JOURNEYMAN ET-RADIO MAINT	UR	MNT		38	44	46	46	46	46
JOURNEYMAN ET-RAIL CAR MAINT	UR	MNT		68	68	68	68	68	68
JOURNEYMAN RAIL CAR MECHANIC	UR	MNT		107	107	107	107	107	107
SECRETARY (N8)	UR	REP		1	1	1	1	1	1
SECRETARY (N9)	UR	REP		2	----	----	----	2	2
SERVICEPERSON I	UR	MNT		40	40	40	40	40	40
SERVICEPERSON I (A)	UR	MNT		8	8	8	8	8	8
SERVICEPERSON II	UR	MNT		1	1	1	1	1	1
Represented Subtotal				**288**	**292**	**294**	**294**	**296**	**296**
Total Full-Time				**350**	**339**	**353**	**352**	**354**	**354**

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Contract									
Manager of Quality Control	----	MGR		1	----	----	----	----	----
PROGRAM MANAGER CARS	----	TEC		1	----	----	----	----	----
Quality Control Inspector	----	TEC		2	----	----	----	----	----
Total Contract				**4**	**----**	**----**	**----**	**----**	**----**
Office Total				**354**	**339**	**353**	**352**	**354**	**354**

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, Traction, Auxiliary Lighting, and Emergency Power, Track, Structures, and Right of Way systems.
- 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 rail, 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	9,737,804	9,019,330	10,009,765	10,576,590	11,722,987
Overtime	2,564,242	2,238,309	2,350,516	3,006,438	1,089,172
Other Benefits	1,354,782	310,011	2,142,822	1,505,496	1,625,275
Healthcare Rep/NonRep	2,998,399	3,329,949	3,198,682	3,427,210	3,181,688
Pension Rep/NonRep	1,278,684	1,062,712	1,377,607	1,315,584	1,401,150
Workers Comp-Excess/Losses	483,203	1,026,093	241,218	217,400	407,790
Benefits Total	6,115,068	5,728,765	6,960,328	6,465,690	6,615,903
Labor Total	**18,417,114**	**16,986,404**	**19,320,610**	**20,048,718**	**19,428,062**
Contractual Services	599,986	1,094,924	801,847	784,673	1,022,000
Materials Supplies-Other	1,580,089	1,697,531	2,004,788	2,144,761	1,844,468
Materials Supplies-Unleaded	0	0	-3	0	0
Materials Total	1,580,089	1,697,531	2,004,785	2,144,761	1,844,468
Other Operating	81	0	977	0	0
Other Operating-Electricity	6,624,790	5,840,975	5,856,162	5,082,286	6,210,000
Other Operating-Propulsion	6,132,503	5,131,322	4,984,561	4,451,076	5,290,000
Other Total	12,757,374	10,972,297	10,841,700	9,533,362	11,500,000
Casualty & Liability Costs	0	0	-6,979	18,768	0
Miscellaneous Expenses	0	0	408	1,795	0
Other Non-Operating Expenses	19,417	20,474	16,550	27,026	43,550
Non Labor Total	**14,956,866**	**13,785,226**	**13,658,310**	**12,510,385**	**14,410,018**
Gross Operating Total	**33,373,980**	**30,771,630**	**32,978,920**	**32,559,103**	**33,838,080**
Cost Allocation	-4,612,621	-3,417,465	-2,773,830	-3,026,540	-2,672,618
Allocation Total	**-4,612,621**	**-3,417,465**	**-2,773,830**	**-3,026,540**	**-2,672,618**
Net Operating Expense	**28,761,359**	**27,354,165**	**30,205,090**	**29,532,563**	**31,165,462**

Authorized Positions by Status

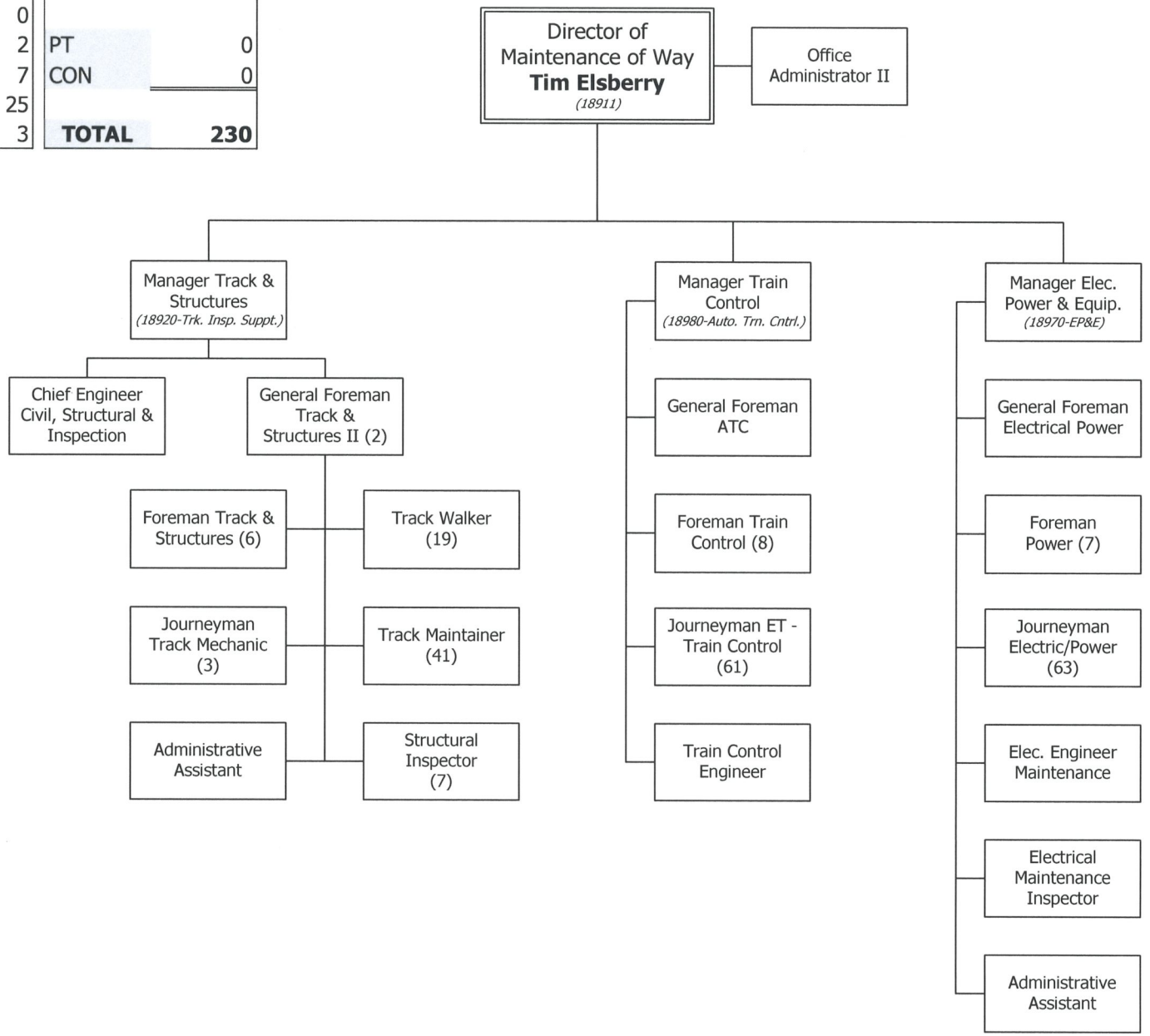
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	35	36	36	36	36
Represented	188	194	194	194	194
Full-Time Total	**223**	**230**	**230**	**230**	**230**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**223**	**230**	**230**	**230**	**230**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	3	3	3	3
Management	6	6	5	5	5
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	7	3	3	3	3
Maintenance	181	187	187	187	187
Operator	0	0	0	0	0
Represented	7	7	7	7	7
Supervisory	21	24	25	25	25
Total	**223**	**230**	**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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR MAINTENANCE OF WAY	23	MGR		1	1	1	1	1	1
Manager of Track & Structures	22	MGR		----	----	1	1	----	----
MGR ELEC POWER & EQUIPMENT	22	MGR		----	----	----	1	1	1
MGR POWER	22	MGR		----	----	1	----	----	----
MGR TRACK & STRCT	22	MGR		----	----	----	----	1	1
MGR TRAIN CONTROL	22	MGR		1	1	1	1	1	1
CHF ENG-CIV STRUCT & INSPECT	21	MGR		1	1	1	1	1	1
MGR POWER	21	MGR		1	1	----	----	----	----
Mgr Track & Strct	21	MGR		2	2	----	----	----	----
ELECTRICAL MAINTENANCE ENG	19	TEC		1	1	1	1	1	1
GEN FOREMAN TRACK & STRUC INSP	19	SUP		1	1	2	2	2	2
TRAIN CONTROL ENGINEER	19	TEC		1	1	1	1	1	1
GEN FOREMAN ATC	18	SUP		1	1	1	1	1	1
GEN FOREMAN ELECTRICAL POWER	18	SUP		1	1	1	1	1	1
ELECTRICAL MAINTENANCE INSPECT	16	TEC		1	1	1	1	1	1
FOREMAN POWER	16	SUP		6	7	7	7	7	7
FOREMAN TRACK & STRCT	16	SUP		5	6	6	6	6	6
FOREMAN TRAIN CONTROL	16	SUP		7	8	8	8	8	8
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
PLANNER AUTOMATIC TRAIN CONTR	16	TEC		1	----	----	----	----	----
PLANNER ELECTRICAL MAINTENANCE	16	TEC		1	----	----	----	----	----
PLANNER TRACK & STRUCTURES	16	TEC		2	----	----	----	----	----
ADMINISTRATIVE ASSISTANT	10	ADM		----	2	2	2	2	2
Non-Rep Subtotal				**35**	**36**	**36**	**36**	**36**	**36**

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Represented									
JOURNEYMAN ELEC POWER ELECT	UR	MNT		63	63	63	63	63	63
JOURNEYMAN ET-TRAIN CONTROL	UR	MNT		61	61	61	61	61	61
JOURNEYMAN TRACK MECHANIC	UR	MNT		3	3	3	3	3	3
STRUCTURAL INSPECTOR	UR	REP		7	7	7	7	7	7
TRACK MAINTAINER	UR	MNT		35	41	41	41	41	41
TRACK WALKER	UR	MNT		19	19	19	19	19	19
Represented Subtotal				**188**	**194**	**194**	**194**	**194**	**194**
Total Full-Time				**223**	**230**	**230**	**230**	**230**	**230**
Office Total				**223**	**230**	**230**	**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
FY17 Department Accomplishments	**Bus Transportation** • Expanded fixed route and mobility services for the "More MARTA" initiative in the City of Atlanta • Reduced Customer Comments per 100,000 rides by 23.13 percent • Successfully deployed / supported service during I-85 bridge collapse • 99% AM/PM Pullout **Bus Maintenance** • Completed Request for Proposal (RFP) for 270 new CNG Fixed Route Vehicles • 99% AM/PM Pullout • 6,885 Mean Distance Between Failures (NTD) • 8% Under Budget • Warranty Recovery= $2.4 Million **Mobility** • Successfully completed the outsourcing of Mobility Operations and Maintenance • Successfully completed implementation of Mobility eligibility functional assessments • Increased ridership by 4.24 percent • Increased on-time performance by 7.85 percent • Decrease Customer Comments per 1,000 rides by 27.75 percent
FY18 Goals & Objectives	**GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: **Bus Transportation** – Ensure all weekend routes perform at 78.5% OTP by working with Planning, Scheduling and R&A. Address and adjust Clayton County service to improve OTP (implemented in FY2015). • Objective: **Bus Maintenance** – Meet or exceed NTD fleet Mean Distance between Failures (MDBF) to 7,000. • Objective: **Mobility** - Increase fixed route and rail usage by ADA certified customers by 10%. **GOAL 5: Maximize ridership and service quality through innovation and capital investment** • Objective: **Bus Transportation** - Implement and sustain a process with the training department to ensure training of Bus Operators on the articulated buses, re-certification and Defensive Driving training. • Objective: **Bus Maintenance** – Procure 105 transit buses to replace existing fleet that has exceeded useful life by years and miles. • Objective: **Mobility** – Develop strategies for implementation of trip-by-trip feeder service.

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Bus Ridership	Number of unlinked Bus passenger boardings	>/= 63.7M	57.5M	>/= 60.4M
Mobility Ridership	Number of unlinked Mobility passenger boardings	>/= 623K	687K	>/= 719K
Bus Cost per Passenger Trip	Gross Operating expense for Bus passenger boarding	</= $3.84	$4.03	</= $4.10
Bus Cost per Revenue Mile	Gross Operating expense for Bus revenue mile	</= $9.47	$8.83	</= $8.96
Moblitity Cost per Passenger Trip	Gross Operating expense for Mobility passenger boarding	</= $48.60	$49.87	</= $49.30
Moblitity Cost per Revenue Mile	Gross Operating expense for Mobility revenue mile	</= $4.95	$4.72	</= $5.02
Bus OTP	Percent departures at scheduled departure time measured against defined time-points	>/= 78.5%	77.66%	>/= 78.5%
Bus MDBF	Mean distance between mechanical failures	>/= 4,500	4,338	>/= 4,500
Bus Complaints per 100K Boardings	Number of bus customer complaints per 100K boardings	</= 8	7.51	</= 8
Mobility OTP	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 90%	88.51%	>/= 90%
Mobility MDBF	Mean distance between mechanical failures	>/= 15,000	11,005	>/= 15,000
Missed Trip Rate	Percent of missed passenger trips	N/A	0.40%	</= 0.5%
Mobility Reservation Average Call Wait Time	Average call wait time for Mobility reservation calls (in minutes)	</= 2:00	4:08	</= 2:00
Mobility Reservation Call Abandonment Rate	Abandonment rate for Mobility reservation calls	</= 5.5%	12.16%	</= 5.5%
Mobility Complaints per 1K Boardings	Number of Mobility customer complaints per 1K boardings	</= 4.00	3.41	</= 4.00

FY2018 Key Performance Indicators (Continued)

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Bus Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 3.80	4.94	</= 3.80
Mobility Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.5	3.61	</= 2.5
NTD Reportable Collision Rate (Bus)	The number of NTD reportable collisions involving a bus per 100,000 hub miles	</= 0.32	0.26	</= 0.32
NTD Reportable Collision Rate (Mobility)	The number of NTD reportable collisions involving Mobility vehicles per 100,000 hub miles	</= 0.21	0.08	</= 0.21
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.03%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	93.00%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-1.46%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	1.48%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-8.16%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	56.29%	</= 0%

DEPT OF BUS OPERATIONS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	77,536,981	72,429,424	80,035,294	75,104,908	80,635,258
Overtime	13,089,934	13,680,503	16,009,578	13,660,992	12,253,369
Other Benefits	10,414,950	1,723,739	14,770,085	10,429,165	7,081,625
Healthcare Rep/NonRep	24,137,260	26,559,956	25,043,625	24,725,118	25,466,587
Pension Rep/NonRep	7,846,982	7,310,878	9,049,550	6,834,513	9,507,597
Workers Comp-Excess/Losses	5,960,730	12,132,030	4,780,388	3,809,449	3,336,786
Benefits Total	48,359,922	47,726,603	53,643,648	45,798,245	45,392,595
Labor Total	**138,986,837**	**133,836,530**	**149,688,520**	**134,564,146**	**138,281,222**
Contractual Services	532,198	561,949	4,751,740	26,945,878	24,385,107
Materials Supplies-Other	16,436,923	15,115,917	14,767,506	14,237,172	17,575,130
Materials & Supplies-Diesel	9,601,996	7,868,487	6,473,698	3,955,952	9,010,972
Materials & Supplies-CNG	4,743,104	5,068,135	4,205,534	5,259,911	6,323,870
Materials Supplies-Unleaded	1,259,002	1,137,854	838,915	1,506,673	1,528,388
Materials Total	32,041,025	29,190,393	26,285,653	24,959,707	34,438,360
Other Operating	2,121	2,318	67,368	3,578	3,138
Other Total	2,121	2,318	67,368	3,578	3,138
Casualty & Liability Costs	1,298,201	1,151,036	1,221,867	1,331,537	1,609,324
Miscellaneous Expenses	19,778	4,397	3,074	4,736	3,747
Other Non-Operating Expenses	70,600	36,734	20,557	16,457	20,136
Non Labor Total	**33,963,923**	**30,946,827**	**32,350,259**	**53,261,894**	**60,459,812**
Gross Operating Total	**172,950,760**	**164,783,357**	**182,038,779**	**187,826,039**	**198,741,034**
Cost Allocation	-385,163	-290,127	-213,498	-210,344	-281,849
Allocation Total	**-385,163**	**-290,127**	**-213,498**	**-210,344**	**-281,849**
Net Operating Expense	**172,565,597**	**164,493,230**	**181,825,281**	**187,615,696**	**198,459,184**

Authorized Positions by Status

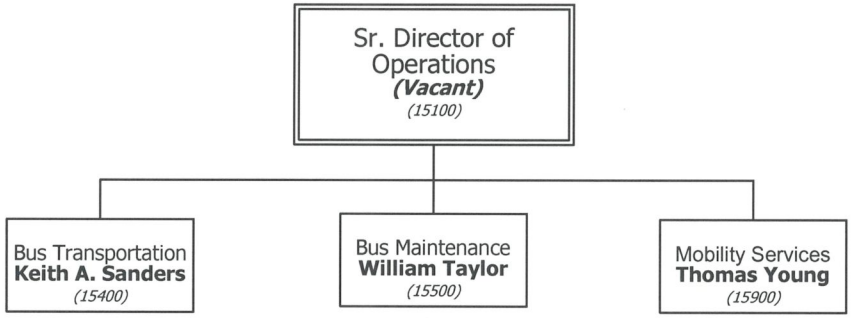
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	203	181	193	159	163
Represented	1,746	1,746	1,891	1,572	1,594
Full-Time Total	**1,949**	**1,927**	**2,084**	**1,731**	**1,757**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	185	185	185	125	125
Part-Time Total	**185**	**185**	**185**	**125**	**125**
Contract	**6**	**14**	**17**	**16**	**16**
Total	**2,140**	**2,126**	**2,286**	**1,872**	**1898**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	38	36	37	20	23
Management	27	26	27	27	26
Police	0	0	0	0	0
Professional	10	16	19	18	17
Technical	17	0	3	3	3
Maintenance	375	369	386	341	349
Operator	1,549	1,555	1,683	1,350	1,364
Represented	7	7	7	6	6
Supervisory	117	117	124	107	110
Total	**2,140**	**2,126**	**2,286**	**1,872**	**1,898**

ADM	23
MGR	26
MNT	341
OPR	1364
POL	0
PRO	17
REP	6
SUP	110
TEC	3

Non-Rep	163
Rep	1594
Total FT	**1757**
PT	125
CON	16
TOTAL	**1898**



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 1,476 employees and 550 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	49,637,475	47,165,004	53,375,135	58,012,386	60,402,425
Overtime	8,383,654	9,157,470	11,467,502	10,971,632	10,025,900
Other Benefits	6,623,382	805,909	9,970,992	7,686,415	4,639,465
Healthcare Rep/NonRep	14,986,595	16,992,833	16,480,378	18,179,868	19,676,269
Pension Rep/NonRep	4,676,734	4,557,123	5,796,338	4,933,077	7,080,823
Workers Comp-Excess/Losses	3,980,132	8,896,222	3,492,798	3,168,260	2,593,899
Benefits Total	30,266,843	31,252,087	35,740,505	33,967,620	33,990,455
Labor Total	**88,287,972**	**87,574,561**	**100,583,142**	**102,951,638**	**104,418,779**
Contractual Services	4,112	53,943	158	0	0
Materials Supplies-Other	107,131	60,528	48,052	51,920	64,479
Materials Total	107,131	60,528	48,052	51,920	64,479
Casualty & Liability Costs	1,213,289	1,094,613	1,128,581	1,241,981	1,486,178
Miscellaneous Expenses	154	572	429	139	547
Other Non-Operating Expenses	16,844	3,200	6,384	3,543	9,648
Non Labor Total	**1,341,530**	**1,212,856**	**1,183,604**	**1,297,583**	**1,560,852**
Gross Operating Total	**89,629,502**	**88,787,417**	**101,766,746**	**104,249,221**	**105,979,631**
Cost Allocation	-185,326	-48,787	-10,309	-11,711	-7,021
Allocation Total	**-185,326**	**-48,787**	**-10,309**	**-11,711**	**-7,021**
Net Operating Expense	**89,444,176**	**88,738,630**	**101,756,437**	**104,237,510**	**105,972,611**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	85	85	92	92	95
Represented	1,120	1,126	1,229	1,229	1,243
Full-Time Total	**1,205**	**1,211**	**1,321**	**1,321**	**1,338**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	125	125	125	125	125
Part-Time Total	**125**	**125**	**125**	**125**	**125**
Contract	**0**	**10**	**13**	**13**	**13**
Total	**1,330**	**1,346**	**1,459**	**1,459**	**1476**

Authorized Positions by Class

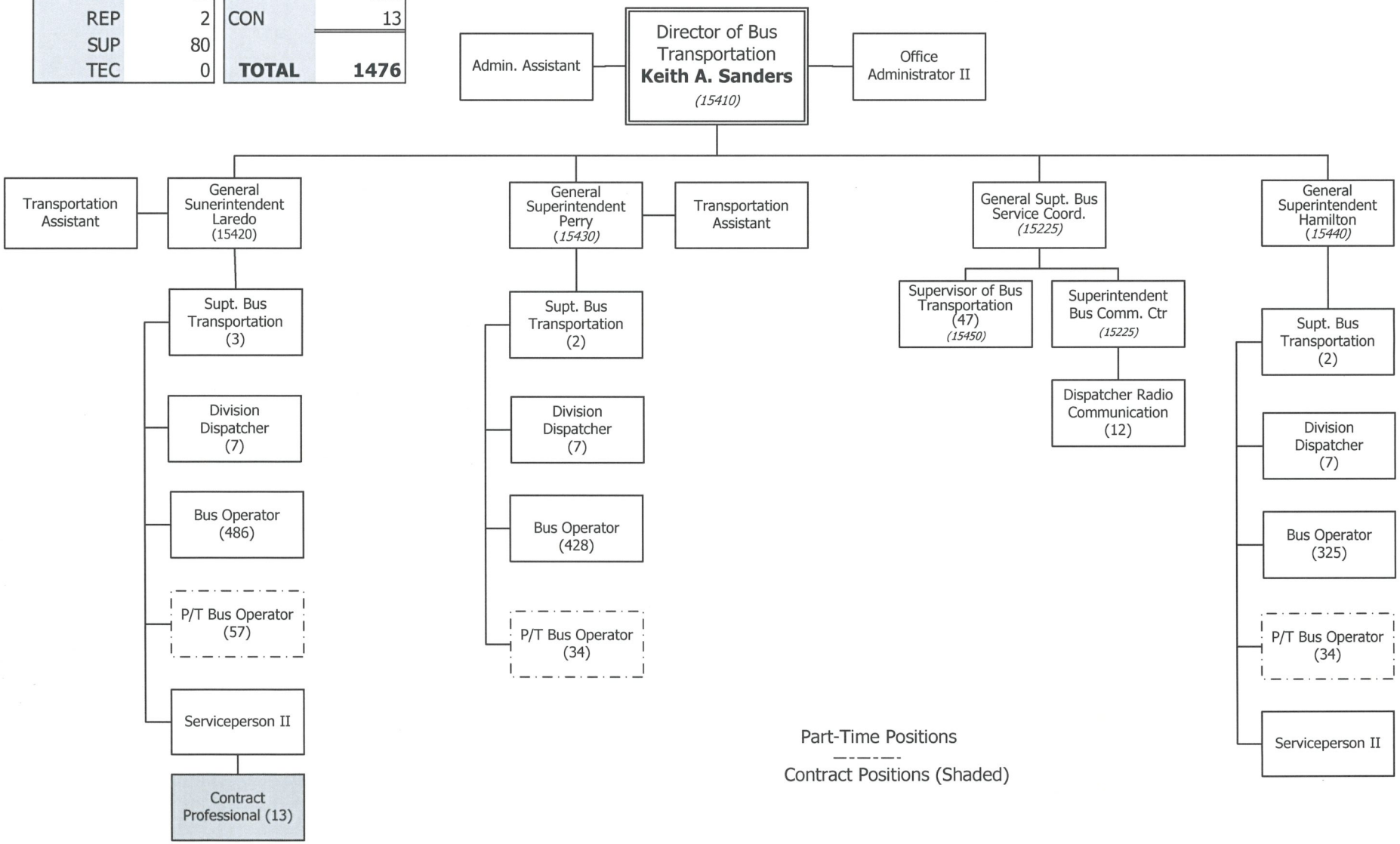
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	2	2	2	2	2
Management	12	12	13	13	13
Police	0	0	0	0	0
Professional	0	10	13	13	13
Technical	0	0	0	0	0
Maintenance	2	2	2	2	2
Operator	1,241	1,247	1,350	1,350	1,364
Represented	2	2	2	2	2
Supervisory	71	71	77	77	80
Total	**1,330**	**1,346**	**1,459**	**1,459**	**1,476**

marta

OFFICE OF BUS TRANSPORTATION

ADM	2
MGR	13
MNT	2
OPR	1364
POL	0
PRO	13
REP	2
SUP	80
TEC	0

Non-Rep	95
Rep	1243
Total FT	**1338**
PT	125
CON	13
TOTAL	**1476**



OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Dir Bus Transportation	23	MGR		1	1	1	1	1	1
GEN SUPT BUS SVC COORDINATION	20	MGR		1	1	1	1	1	1
GEN SUPT BUS TRANS OPERATIONS	20	MGR		3	3	3	3	3	3
SUPT BUS COMMUNICATIONS CENTER	18	MGR		1	1	1	1	1	1
SUPT BUS TRANSPORTATION	18	MGR		6	6	7	7	7	7
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
DISPATCHER RADIO COMMUNICATION	15	SUP		12	12	12	12	12	12
DIVISION DISPATCHER	15	SUP		21	21	21	21	21	21
SUPV BUS TRANSPORTATION	15	SUP	X	----	----	----	----	----	3
SUPV BUS TRANSPORTATION	15	SUP		38	38	44	44	44	44
ADMINISTRATIVE ASSISTANT	10	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**85**	**85**	**92**	**92**	**92**	**95**
Represented									
BUS OPERATOR	UR	OPR		1,116	1,122	1,225	1,225	1,225	1,198
BUS OPERATOR	UR	OPR	X	----	----	----	----	----	41
SERVICEPERSON II	UR	MNT		2	2	2	2	2	2
TRANSPORTATION ASSISTANT	UR	REP		2	2	2	2	2	2
Represented Subtotal				**1,120**	**1,126**	**1,229**	**1,229**	**1,229**	**1,243**
Total Full-Time				**1,205**	**1,211**	**1,321**	**1,321**	**1,321**	**1,338**
Part-Time									
PT BUS OPERATOR	UR	OPR		125	125	125	125	125	125
Total Part-Time				**125**	**125**	**125**	**125**	**125**	**125**

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Contract									
CONTRACT PROFESSIONAL	----	PRO		----	10	13	13	13	13
Total Contract				**----**	**10**	**13**	**13**	**13**	**13**
Office Total				**1,330**	**1,346**	**1,459**	**1,459**	**1,459**	**1,476**

Functions & Responsibilities

Office of Bus Maintenance

Revenue Vehicle Maintenance

- Operates three Bus Maintenance Facilities (Perry, Hamilton, and Laredo).
- Performs comprehensive maintenance of the Authority's buses, Mobility vans,
- The office employs 395 employees and maintains 550 buses.
- 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	18,504,801	15,768,278	16,292,773	16,099,191	18,936,709
Overtime	3,385,148	2,984,679	3,264,726	2,624,532	2,182,693
Other Benefits	2,480,038	443,890	3,363,859	2,263,257	2,305,320
Healthcare Rep/NonRep	5,881,502	6,065,435	5,462,554	5,736,830	5,507,626
Pension Rep/NonRep	2,210,930	1,788,624	2,151,467	1,857,946	2,236,004
Workers Comp-Excess/Losses	649,287	1,444,986	449,304	313,246	700,335
Benefits Total	11,221,757	9,742,935	11,427,184	10,171,279	10,749,285
Labor Total	**33,111,706**	**28,495,892**	**30,984,683**	**28,895,002**	**31,868,686**
Contractual Services	522,548	282,217	297,143	234,879	1,285,239
Materials Supplies-Other	16,324,032	15,047,030	14,712,681	14,181,295	17,507,412
Materials & Supplies-Diesel	9,601,996	7,868,487	6,473,698	3,955,952	9,010,972
Materials & Supplies-CNG	4,743,104	5,068,135	4,205,534	5,259,911	6,323,870
Materials Supplies-Unleaded	1,258,977	1,137,854	838,915	1,506,673	1,528,388
Materials Total	31,928,109	29,121,506	26,230,827	24,903,830	34,370,642
Other Operating	2,121	2,318	67,368	3,578	3,138
Other Total	2,121	2,318	67,368	3,578	3,138
Casualty & Liability Costs	-27,975	-34,384	-9,902	-3,170	-6,360
Miscellaneous Expenses	19,624	3,819	2,635	4,584	3,200
Other Non-Operating Expenses	17,092	10,228	8,145	10,845	9,996
Non Labor Total	**32,461,519**	**29,385,704**	**26,596,217**	**25,154,546**	**35,665,855**
Gross Operating Total	**65,573,225**	**57,881,596**	**57,580,900**	**54,049,548**	**67,534,541**
Cost Allocation	-188,088	-223,716	-203,189	-198,633	-274,829
Allocation Total	**-188,088**	**-223,716**	**-203,189**	**-198,633**	**-274,829**
Net Operating Expense	**65,385,137**	**57,657,880**	**57,377,711**	**53,850,915**	**67,259,713**

Authorized Positions by Status

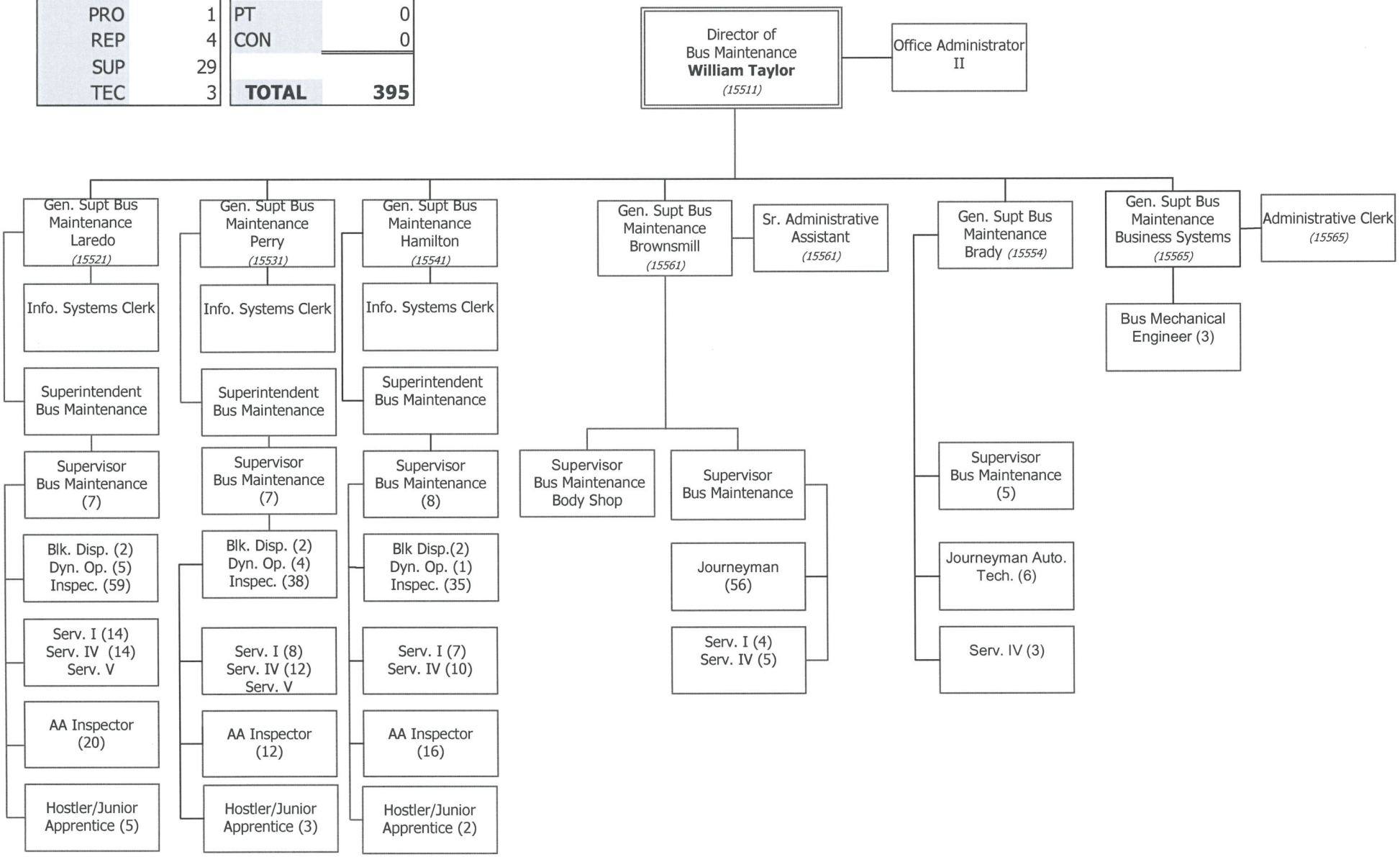
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	62	40	44	44	44
Represented	377	371	388	343	351
Full-Time Total	**439**	**411**	**432**	**387**	**395**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**439**	**411**	**432**	**387**	**395**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	3	1	1	1	1
Management	11	10	10	10	10
Police	0	0	0	0	0
Professional	3	1	1	1	1
Technical	17	0	3	3	3
Maintenance	372	366	383	339	347
Operator	0	0	0	0	0
Represented	5	5	5	4	4
Supervisory	28	28	29	29	29
Total	**439**	**411**	**432**	**387**	**395**

ADM	1
MGR	10
MNT	347
OPR	0
POL	0
PRO	1
REP	4
SUP	29
TEC	3

Non-Rep	44
Rep	351
Total FT	**395**
PT	0
CON	0
TOTAL	**395**



OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR BUS MAINTENANCE	23	MGR		1	1	1	1	1	1
GEN SUPT BUS MAINT	20	MGR		5	5	5	5	5	5
Gen Supt Bus Maint Bsn Sys	20	MGR		1	----	----	1	1	1
Mgr Fleet Mgmt Services	20	MGR		1	1	1	----	----	----
BUS MECH ELEC ENGINEER	18	TEC		3	----	3	3	3	3
FLEET MAINTENANCE ANALYST	18	PRO		1	----	----	----	----	----
SUPT BUS MAINTENANCE GARAGE	18	MGR		3	3	3	3	3	3
ADMINISTRATOR - WARRANTIES	17	PRO		1	----	----	----	----	----
SR MAINTENANCE PLANNER BUS	17	TEC		1	----	----	----	----	----
BUS RADIO MAINTENANCE SPEC	16	PRO		1	----	----	----	----	----
MAINTENANCE PLANNER BUS	16	TEC		13	----	----	----	----	----
NON REVENUE PLANNER	16	ADM		1	----	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
SUPV BUS MAINTENANCE	16	SUP		27	27	28	28	28	28
SUPV BUS MAINTENANCE BODY SHOP	16	SUP		1	1	1	1	1	1
SR ADMINISTRATIVE ASSISTANT	12	PRO		----	1	1	1	1	1
ADMINISTRATIVE ASSISTANT	10	ADM		1	----	----	----	----	----
Non-Rep Subtotal				**62**	**40**	**44**	**44**	**44**	**44**

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Represented									
AA INSPECTOR	UR	MNT		48	48	48	48	48	48
ADMIN CLERK	UR	REP		1	1	1	1	1	1
BUS DISPATCHER (BLOCKOUT)	UR	MNT		8	8	8	6	6	6
DYNAMOMETER OPERATOR	UR	MNT		10	10	10	10	10	10
HOSTLER JUNIOR APPRENTICE	UR	MNT		10	10	10	10	10	10
INFORMATION SYSTEMS REC CLERK	UR	REP		4	4	4	3	3	3
INSPECTOR	UR	MNT		117	117	124	124	124	124
INSPECTOR	UR	MNT	X	----	----	----	----	----	8
JOURNEYMAN AUTOMOTIVE TECH	UR	MNT		31	31	33	6	6	6
JOURNEYMAN BODY REPAIR	UR	MNT		19	19	19	19	19	19
JOURNEYMAN ET-RADIO MAINT	UR	MNT		6	----	----	----	----	----
JOURNEYMAN MACHINIST	UR	MNT		1	1	1	1	1	1
JOURNEYMAN OVERHAULER	UR	MNT		30	30	30	30	30	30
JOURNEYMAN PAINTER	UR	MNT		5	5	5	5	5	5
JOURNEYMAN WELDER	UR	MNT		1	1	1	1	1	1
SERVICEPERSON I	UR	MNT		34	34	37	33	33	33
SERVICEPERSON IV	UR	MNT		50	50	55	44	44	44
SERVICEPERSON V	UR	MNT		2	2	2	2	2	2
Represented Subtotal				**377**	**371**	**388**	**343**	**343**	**351**
Total Full-Time				**439**	**411**	**432**	**387**	**387**	**395**
Office Total				**439**	**411**	**432**	**387**	**387**	**395**

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. Lift equipped accessible vehicles capable of transporting up to three wheelchairs and/or nine (9) ambulatory customers are utilized.
- 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.
- Manage the administrative process for ADA eligibility.
- Monitors compliance of our eligibility functional assessment contractor.
- Provides Travel Training to customers with a disability who want to learn to use the regular fixed route and/or rail service.
- Directs and coordinates operations, maintenance, and administrative functions of demand-response paratransit services.
- Monitors compliance of our Operations and Maintenance contractor.
- Operates a comprehensive call center for customer to make ride reservations.
- Meets the service demands of certified customers in compliance with the Americans with Disabilities Act (ADA) of 1990.
- Coordinates and partners with its community affairs department to provide quality, reliable transportation for certified customers with disabilities.
- Operates to and from locations on an origin-to-destination basis, as a feeder service to the fixed route and/or rail system, or upon request, door-to-door service.
- 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	9,394,705	9,496,142	10,367,386	993,332	1,296,124
Overtime	1,321,132	1,538,354	1,277,350	64,827	44,777
Other Benefits	1,311,530	473,940	1,435,234	479,493	136,841
Healthcare Rep/NonRep	3,269,163	3,501,688	3,100,693	808,420	282,692
Pension Rep/NonRep	959,318	965,131	1,101,745	43,490	190,770
Workers Comp-Excess/Losses	1,331,311	1,790,822	838,287	327,942	42,552
Benefits Total	6,871,322	6,731,581	6,475,959	1,659,346	652,855
Labor Total	**17,587,159**	**17,766,077**	**18,120,696**	**2,717,505**	**1,993,756**
Contractual Services	5,538	225,789	4,454,439	26,710,999	23,099,868
Materials Supplies-Other	5,760	8,359	6,773	3,957	3,239
Materials Supplies-Unleaded	25	0	0	0	0
Materials Total	5,785	8,359	6,773	3,957	3,239
Casualty & Liability Costs	112,887	90,807	103,188	92,726	129,506
Miscellaneous Expenses	0	6	10	14	0
Other Non-Operating Expenses	36,664	23,306	6,028	2,069	492
Non Labor Total	**160,874**	**348,267**	**4,570,438**	**26,809,765**	**23,233,105**
Gross Operating Total	**17,748,033**	**18,114,344**	**22,691,134**	**29,527,270**	**25,226,861**
Cost Allocation	-11,749	-17,624	0	0	0
Allocation Total	**-11,749**	**-17,624**	**0**	**0**	**0**
Net Operating Expense	**17,736,284**	**18,096,720**	**22,691,134**	**29,527,270**	**25,226,861**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	56	56	57	23	24
Represented	249	249	274	0	0
Full-Time Total	**305**	**305**	**331**	**23**	**24**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	60	60	60	0	0
Part-Time Total	**60**	**60**	**60**	**0**	**0**
Contract	**6**	**4**	**4**	**3**	**3**
Total	**371**	**369**	**395**	**26**	**27**

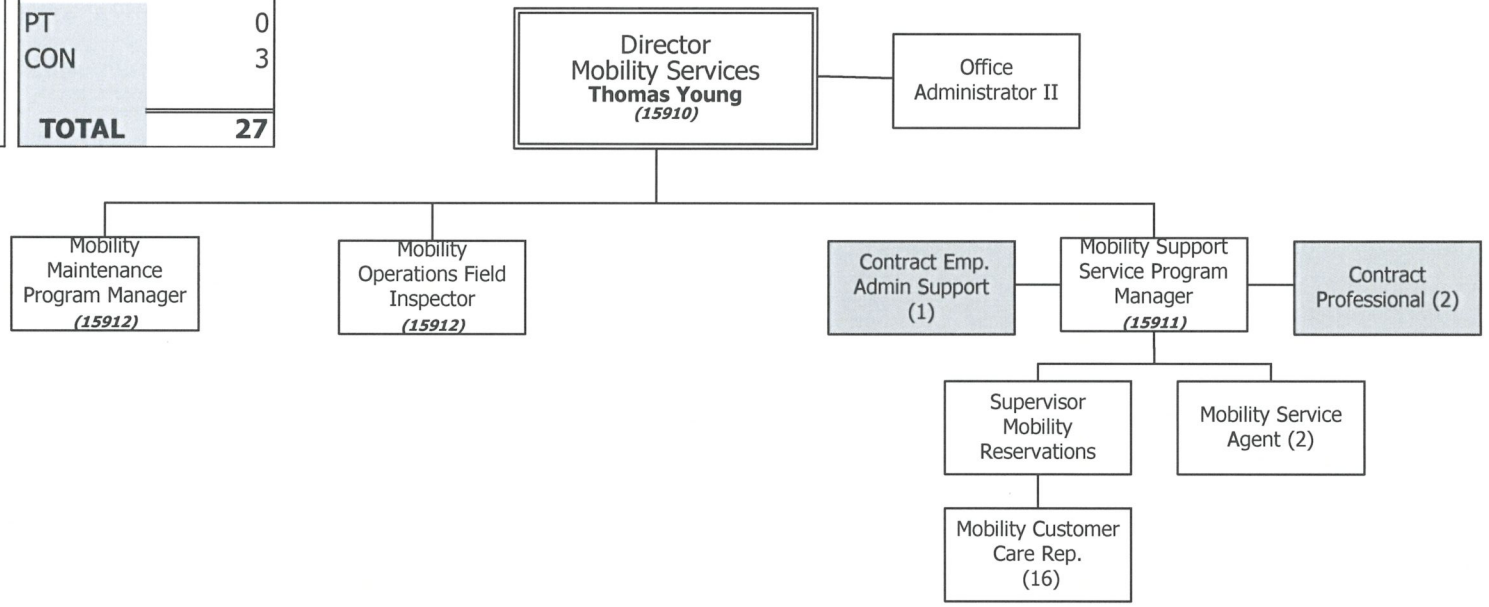
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	33	33	34	17	20
Management	4	4	4	4	3
Police	0	0	0	0	0
Professional	7	5	5	4	3
Technical	0	0	0	0	0
Maintenance	1	1	1	0	0
Operator	308	308	333	0	0
Represented	0	0	0	0	0
Supervisory	18	18	18	1	1
Total	**371**	**369**	**395**	**26**	**27**

OFFICE OF MOBILITY

ADM	20
MGR	3
MNT	0
OPR	0
POL	0
PRO	3
REP	0
SUP	1
TEC	0

Non-Rep	24
Rep	0
Total FT	**24**
PT	0
CON	3
TOTAL	**27**



Contract Positions (Shaded)

OFFICE OF MOBILITY

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Dir Mobility Services	23	MGR		1	1	1	1	1	1
GEN SUPT MOBILITY	20	MGR		1	1	1	----	----	----
MOBILITY MAINTENANCE PROGRAM MANAGER	20	MGR		----	----	----	1	----	1
MOBILITY MAINTENANCE PROGRAM MANAGER	20	MGR		----	----	----	----	1	----
MOBILITY OPERATIONS PROGRAM MANAGER	20	MGR		----	----	----	1	----	----
MOBILITY OPERATIONS PROGRAM MANAGER	20	MGR		----	----	----	----	1	----
MOBILITY SUPPORT SERVICES PROGRAM MANAG	20	MGR		----	----	----	----	1	1
MOBILITY SUPPORT SERVICES PROGRAM MANAG	20	MGR		----	----	----	1	----	----
SUPT MOBILITY OPERATIONS	18	MGR		2	2	2	----	----	----
ASST SUPT MOBILITY DISPATCH	16	SUP		3	3	3	----	----	----
MOBILITY ELIGIBILITY SPECIALIST	16	PRO		1	1	1	----	----	----
MOBILITY MAINTENANCE FIELD INSPECTOR	16	PRO		----	----	----	1	----	----
MOBILITY MAINTENANCE FIELD INSPECTOR	16	PRO		----	----	----	----	1	----
MOBILITY OPERATIONS FIELD INSPECTOR	16	PRO		----	----	----	1	----	----
MOBILITY OPERATIONS FIELD INSPECTOR	16	PRO		----	----	----	----	1	1
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
SUPV MOBILITY RESERVATIONS	16	SUP		1	1	1	1	1	1
SUPV MOBILITY TRANSPORTATION	15	SUP		3	3	3	----	----	----
DISPATCHER MOBILITY	14	SUP		11	11	11	----	----	----
MOBILITY CUSTOMER CARE REP	13	ADM		15	15	16	13	13	16
Sr Mobility Sys Data Spec	12	PRO		1	1	1	----	----	----
MOBILITY SCHEDULER II	11	ADM		1	1	1	----	----	----
MOBILITY SCHEDULER I	9	ADM		2	2	2	----	----	----
MOBILITY SYSTEM DATA SPECIALIST	9	ADM		9	9	9	----	----	----
MOBILITY SERVICE AGENT	8	ADM		4	4	4	2	2	2

OFFICE OF MOBILITY

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Rep Subtotal				**56**	**56**	**57**	**23**	**23**	**24**
Represented									
MOBILITY OPERATOR	UR	OPR		248	248	273	----	----	----
SERVICEPERSON II	UR	MNT		1	1	1	----	----	----
Represented Subtotal				**249**	**249**	**274**	**----**	**----**	**----**
Total Full-Time				**305**	**305**	**331**	**23**	**23**	**24**
Part-Time									
PT MOBILITY OPERATOR	UR	OPR		60	60	60	----	----	----
Total Part-Time				**60**	**60**	**60**	**----**	**----**	**----**
Contract									
CONTRACT EMP ADMIN SUPPORT	----	ADM		1	1	1	1	1	1
CONTRACT PROFESSIONAL	----	PRO		5	3	3	2	2	2
Total Contract				**6**	**4**	**4**	**3**	**3**	**3**
Office Total				**371**	**369**	**395**	**26**	**26**	**27**

DIVISION OF FINANCE

This Division includes the following Departments:

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

DIVISION OF FINANCE

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	15,246,248	15,338,812	15,328,721	15,660,258	16,242,334
Overtime	382,264	332,321	304,766	339,653	466,866
Other Benefits	1,626,826	1,557,936	1,967,753	1,719,990	2,232,630
Healthcare Rep/NonRep	3,360,770	3,442,081	3,193,375	3,403,945	3,371,920
Pension Rep/NonRep	2,464,407	2,552,113	2,741,280	3,359,498	2,311,148
Workers Comp-Excess/Losses	46,651	579,404	274,277	288,015	523,035
Benefits Total	7,498,654	8,131,534	8,176,686	8,771,448	8,438,733
Labor Total	**23,127,166**	**23,802,667**	**23,810,173**	**24,771,359**	**25,147,934**
Contractual Services	662,617	564,710	486,341	652,952	669,757
Materials Supplies-Other	1,827,019	1,855,437	1,297,192	238,514	2,160,549
Materials Total	1,827,019	1,855,437	1,297,192	238,514	2,160,549
Other Operating	249,856	205,794	329,277	351,889	360,263
Other Total	249,856	205,794	329,277	351,889	360,263
Miscellaneous Expenses	123,269	133,430	156,794	175,101	123,845
Other Non-Operating Expenses	1,825,921	1,929,046	2,067,306	1,998,423	2,081,640
Non Labor Total	**4,688,682**	**4,688,417**	**4,336,909**	**3,416,879**	**5,396,054**
Gross Operating Total	**27,815,848**	**28,491,084**	**28,147,082**	**28,188,238**	**30,543,988**
Cost Allocation	-5,623,005	-4,898,445	-5,201,434	-5,162,630	-5,105,155
Allocation Total	**-5,623,005**	**-4,898,445**	**-5,201,434**	**-5,162,630**	**-5,105,155**
Net Operating Expense	**22,192,843**	**23,592,639**	**22,945,648**	**23,025,608**	**25,438,833**

Authorized Positions by Status

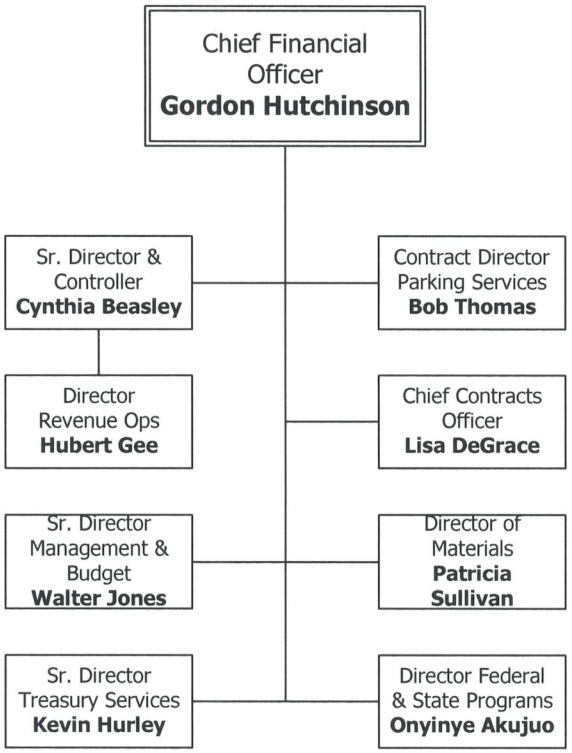
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	193	195	195	194	180
Represented	77	77	77	76	69
Full-Time Total	**270**	**272**	**272**	**270**	**249**
Non-Represented (PT)	72	53	48	48	46
Represented (PT)	0	0	0	0	0
Part-Time Total	**72**	**53**	**48**	**48**	**46**
Contract	**8**	**34**	**38**	**39**	**31**
Total	**350**	**359**	**358**	**357**	**326**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	132	137	134	131	116
Management	27	30	30	30	29
Police	0	0	0	0	0
Professional	95	96	98	101	93
Technical	1	1	1	1	1
Maintenance	3	3	3	3	3
Operator	0	0	0	0	0
Represented	74	74	74	73	66
Supervisory	18	18	18	18	18
Total	**350**	**359**	**358**	**357**	**326**

ADM	115
MGR	29
MNT	3
OPR	0
POL	0
PRO	94
REP	66
SUP	18
TEC	1

Non-Rep	180
Rep	69
Total FT	**249**
PT	46
CON	31
TOTAL	**326**



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 Financial Officer • Accounting • Management & Budget • Treasury Services • Revenue Operations • Parking Services • Federal & State Programs • Chief Contracts Officer • Materials
FY17 Department Accomplishments	• Produced and received awards from GFOA for the 2017 Budget Book, CAFR and Popular Reports • Completed NTD and MARTOC Reports; maintained and updated Balance Scorecard toolset. • Produced various vetting and cost/benefit analyses for the Authority • Facilitated the development of a balanced budget for the 5th consecutive year • Financial planning and support effort for expansion studies for implementation of the More MARTA service expansion in Atlanta. • Eliminated the First and Second Bond Lien Trust Indentures allowing for all bond holders to be on parity • Treasury Team mitigated fuel pricing risk utilizing futures for 75% forecast consumption. Rates locked in lower than budget. • Cash Management's investment performance passed the GA1 Fund by 5 points or 12.4% and the S&P GIP by 19 points or 48.3%. • Received very favorable bond ratings on the Series 2017A Fixed Rate Bonds, AA+ from Standard and Poor's and Aa2 from Moody's • Provided Dun and Bradstreet and financial statement analysis for on MARTA procurements. • Prepared Reports and Schedules for External Auditors and assisted with external audit. • Completed 100% wall to wall inventory counts; Updated Min/Max Planning methods; Implemented long annual quotes for Bus Parts • Successful procurement of buses: 270 Forty-Foot, 40 CNG buses; 50 forty-foot, 40 Diesel Buses; 10 thirty-foot Diesel buses • Implemented a modified review process for the iSupplier vendor system to decrease risk to the Authority. (State of GA business search) • Implemented a weekly outreach program to keep our internal customers informed about individual solicitations. (WIG) • Effectively implemented processes to have many vendors setup and participate w/the ACH Accounting system. • Implemented efficiencies and process improvements in Accounts Payable that led to over $322K or 30 percent in savings • Reduced overtime in the warehouses by 26% of budgeted amount; Reduced inventory by 6% in six months from Jan until June • The Department of Grants closed out a challenging TIGER Grant, the Atlanta Streetcar TIGER project. • Continuously improved and expanded Overtime Dashboards in the Oracle Business Intelligence Enterprise Edition (OBIEE) • Assisted with the transition of Absenteeism and Overtime Dashboards from OBIEE to Microsoft Power Business Intelligence (BI) • Facilitated the outdated Oracle Balanced Scorecard Tool replacement with Power BI tool in collaboration with IT • Developed and implemented quarterly Capital Performance Reporting for Board
FY18 Goals & Objectives	**GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** • Objective: Promote and encourage employee responsibility, accountability, and development. • Objective: Direct effective and efficient financial planning and debt and grant program management **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Provide strategic, analytical and budgetary services to produce a fiscally prudent budget that supports the Strategic Plan • 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 of Directors • Objective: Effectively manage accounting/financial reporting functions to ensure that all financial information is reliable and available • Objective: Ensure that all revenue is accurately and timely collected, processed, deposited and recorded.

FY2018 Key Performance Indicator

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Average Inventory Service Level	Percent of Stock Issues out of the number of all requested stock items	>/= 95%	96.01%	>/= 95%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.46 %	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	95.94 %	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-12.15%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-5.67%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-36.98%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-31.75%	</= 0%

DEPT OF CHIEF FINANCIAL OFFICER CFO

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	15,246,248	15,338,812	15,328,721	15,660,258	16,242,334
Overtime	382,264	332,321	304,766	339,653	466,866
Other Benefits	1,626,826	1,557,936	1,967,753	1,719,990	2,232,630
Healthcare Rep/NonRep	3,360,770	3,442,081	3,193,375	3,403,945	3,371,920
Pension Rep/NonRep	2,464,407	2,552,113	2,741,280	3,359,498	2,311,148
Workers Comp-Excess/Losses	46,651	579,404	274,277	288,015	523,035
Benefits Total	7,498,654	8,131,534	8,176,686	8,771,448	8,438,733
Labor Total	**23,127,166**	**23,802,667**	**23,810,173**	**24,771,359**	**25,147,934**
Contractual Services	662,617	564,710	486,341	652,952	669,757
Materials Supplies-Other	1,827,019	1,855,437	1,297,192	238,514	2,160,549
Materials Total	1,827,019	1,855,437	1,297,192	238,514	2,160,549
Other Operating	249,856	205,794	329,277	351,889	360,263
Other Total	249,856	205,794	329,277	351,889	360,263
Miscellaneous Expenses	123,269	133,430	156,794	175,101	123,845
Other Non-Operating Expenses	1,825,921	1,929,046	2,067,306	1,998,423	2,081,640
Non Labor Total	**4,688,682**	**4,688,417**	**4,336,909**	**3,416,879**	**5,396,054**
Gross Operating Total	**27,815,848**	**28,491,084**	**28,147,082**	**28,188,238**	**30,543,988**
Cost Allocation	-5,623,005	-4,898,445	-5,201,434	-5,162,630	-5,105,155
Allocation Total	**-5,623,005**	**-4,898,445**	**-5,201,434**	**-5,162,630**	**-5,105,155**
Net Operating Expense	**22,192,843**	**23,592,639**	**22,945,648**	**23,025,608**	**25,438,833**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	193	195	195	194	180
Represented	77	77	77	76	69
Full-Time Total	**270**	**272**	**272**	**270**	**249**
Non-Represented (PT)	72	53	48	48	46
Represented (PT)	0	0	0	0	0
Part-Time Total	**72**	**53**	**48**	**48**	**46**
Contract	**8**	**34**	**38**	**39**	**31**
Total	**350**	**359**	**358**	**357**	**326**

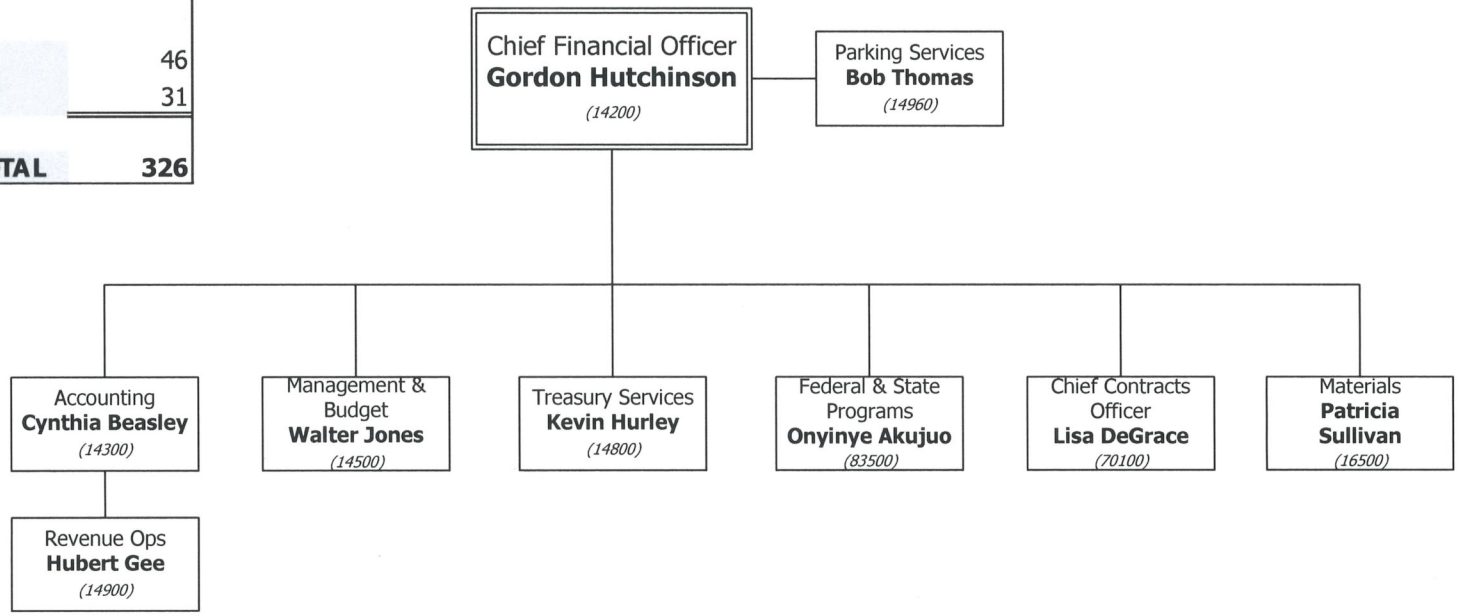
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	132	137	134	131	116
Management	27	30	30	30	29
Police	0	0	0	0	0
Professional	95	96	98	101	93
Technical	1	1	1	1	1
Maintenance	3	3	3	3	3
Operator	0	0	0	0	0
Represented	74	74	74	73	66
Supervisory	18	18	18	18	18
Total	**350**	**359**	**358**	**357**	**326**

DEPARTMENT OF CHIEF FINANCIAL OFFICER/CFO

ADM	115
MGR	29
MNT	3
OPR	0
POL	0
PRO	94
REP	66
SUP	18
TEC	1

Non-Rep	180
Rep	69
Total FT	**249**
PT	46
CON	31
TOTAL	**326**



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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,694,027	1,948,257	1,824,859	1,404,753	1,763,378
Overtime	46,207	36,498	48,833	81,188	72,147
Other Benefits	217,298	190,633	195,182	170,361	-55,122
Healthcare Rep/NonRep	443,671	407,371	373,416	375,355	376,923
Pension Rep/NonRep	129,486	125,631	144,076	184,640	201,500
Workers Comp-Excess/Losses	-450	28,610	36,069	64,460	90,423
Benefits Total	790,005	752,245	748,743	794,816	613,724
Labor Total	**2,530,239**	**2,737,000**	**2,622,435**	**2,280,758**	**2,449,250**
Contractual Services	129,900	156,703	124,790	170,885	124,264
Materials Supplies-Other	6,169	7,525	6,433	8,089	9,195
Materials Total	6,169	7,525	6,433	8,089	9,195
Other Operating	0	0	0	-400	0
Other Total	0	0	0	-400	0
Miscellaneous Expenses	0	4	0	0	0
Other Non-Operating Expenses	270,901	164,200	180,071	211,019	184,200
Non Labor Total	**406,970**	**328,432**	**311,295**	**389,593**	**317,659**
Gross Operating Total	**2,937,209**	**3,065,432**	**2,933,729**	**2,670,351**	**2,766,909**
Cost Allocation	-408,844	-554,990	-590,385	-549,747	-524,689
Allocation Total	**-408,844**	**-554,990**	**-590,385**	**-549,747**	**-524,689**
Net Operating Expense	**2,528,365**	**2,510,442**	**2,343,344**	**2,120,603**	**2,242,220**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	16	15	14	14	13
Represented	0	0	0	0	0
Full-Time Total	**16**	**15**	**14**	**14**	**13**
Non-Represented (PT)	59	40	38	38	38
Represented (PT)	0	0	0	0	0
Part-Time Total	**59**	**40**	**38**	**38**	**38**
Contract	**2**	**29**	**33**	**32**	**25**
Total	**77**	**84**	**85**	**84**	**76**

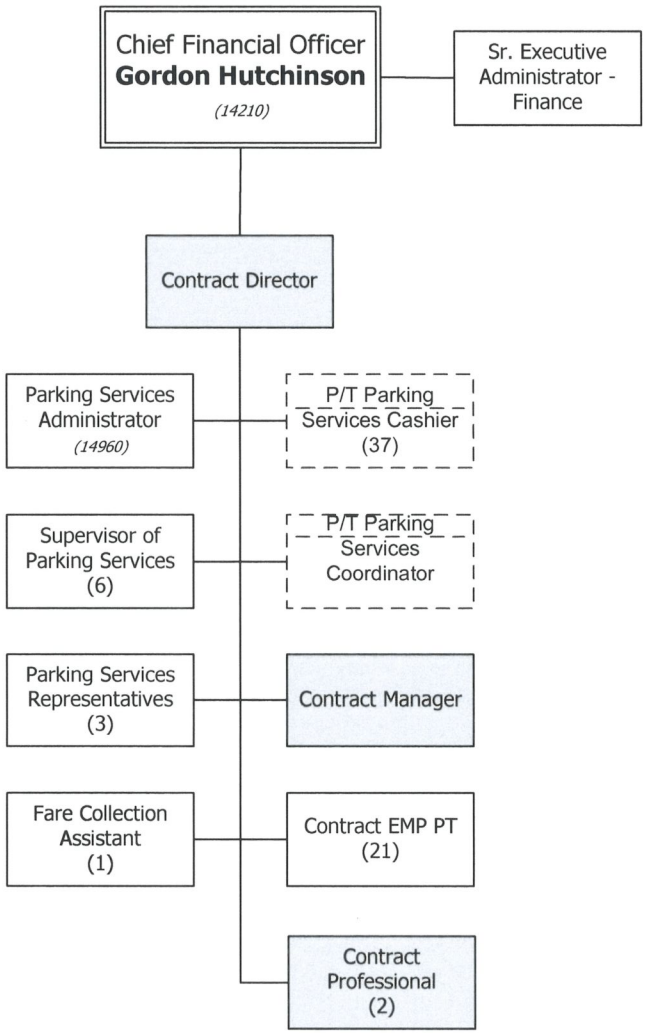
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	67	72	72	72	64
Management	1	3	3	3	3
Police	0	0	0	0	0
Professional	3	3	4	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	6	6	6	6	6
Total	**77**	**84**	**85**	**84**	**76**

OFFICE OF CHIEF FINANCIAL OFFICER / CFO

ADM	64
MGR	3
MNT	0
OPR	0
POL	0
PRO	3
REP	0
SUP	6
TEC	0

Non-Rep	13
Rep	0
Total FT	**13**
PT	38
CON	25
TOTAL	**76**



Capital Contract Positions (Shaded)

PT Positions -------

OFFICE OF CHIEF FINANCIAL OFFICER CFO

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF FINANCIAL OFFICER	A	MGR		1	1	1	1	1	1
SR EXECUTIVE ADMINISTRATOR	19	ADM		----	----	----	----	1	1
FINANCE ADMINISTRATIVE ANALYST	18	ADM		1	1	1	1	----	----
PARKING SERVICES ADMINISTRATOR	16	PRO		1	1	1	1	1	1
SUPV PARKING SERVICES	10	SUP		6	6	6	6	----	----
SUPV PARKING SVC	10	SUP		----	----	----	----	6	6
FARE COLLECTION ASST	9	ADM		2	2	2	2	2	1
RIDESTORE ASSISTANT	9	ADM		----	1	----	----	----	----
PARKING SERVICES REP	6	ADM		5	3	3	3	3	3
Non-Rep Subtotal				**16**	**15**	**14**	**14**	**14**	**13**
Total Full-Time				**16**	**15**	**14**	**14**	**14**	**13**
Part-Time									
PARKING SERVICES CASHIER PT	----	ADM		57	39	37	37	37	37
PARKING SVCS COORDINATOR PT	----	ADM		2	1	1	1	1	1
Total Part-Time				**59**	**40**	**38**	**38**	**38**	**38**
Contract									
CONTRACT DIRECTOR	----	MGR		----	1	1	1	1	1
CONTRACT EMP PT	----	ADM		----	25	28	28	28	21
CONTRACT MANAGER	----	MGR		----	1	1	1	1	1
CONTRACT PROFESSIONAL	----	PRO		2	2	3	2	2	2
Total Contract				**2**	**29**	**33**	**32**	**32**	**25**
Office Total				**77**	**84**	**85**	**84**	**84**	**76**

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 and capital.

OFFICE OF ACCOUNTING

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,387,920	2,253,134	2,217,398	2,382,519	2,415,976
Overtime	12,801	13,582	18,277	19,049	96,275
Other Benefits	232,115	307,896	253,050	249,037	456,880
Healthcare Rep/NonRep	429,670	367,994	337,428	363,079	424,038
Pension Rep/NonRep	552,665	598,724	590,611	747,603	398,775
Workers Comp-Excess/Losses	74	23,771	-2,766	2,313	63,828
Benefits Total	1,214,524	1,298,385	1,178,324	1,362,032	1,343,521
Labor Total	**3,615,245**	**3,565,101**	**3,413,999**	**3,763,600**	**3,855,772**
Contractual Services	27,507	42,892	1,798	14,789	52,724
Materials Supplies-Other	19,278	6,962	5,868	7,343	4,840
Materials Total	19,278	6,962	5,868	7,343	4,840
Miscellaneous Expenses	149	14	0	0	36
Other Non-Operating Expenses	14,392	12,346	26,939	21,658	16,874
Non Labor Total	**61,326**	**62,214**	**34,605**	**43,789**	**74,474**
Gross Operating Total	**3,676,571**	**3,627,315**	**3,448,604**	**3,807,389**	**3,930,246**
Cost Allocation	-1,148,560	-1,155,599	-1,098,323	-1,195,317	-1,038,971
Allocation Total	**-1,148,560**	**-1,155,599**	**-1,098,323**	**-1,195,317**	**-1,038,971**
Net Operating Expense	**2,528,011**	**2,471,716**	**2,350,281**	**2,612,072**	**2,891,275**

Authorized Positions by Status

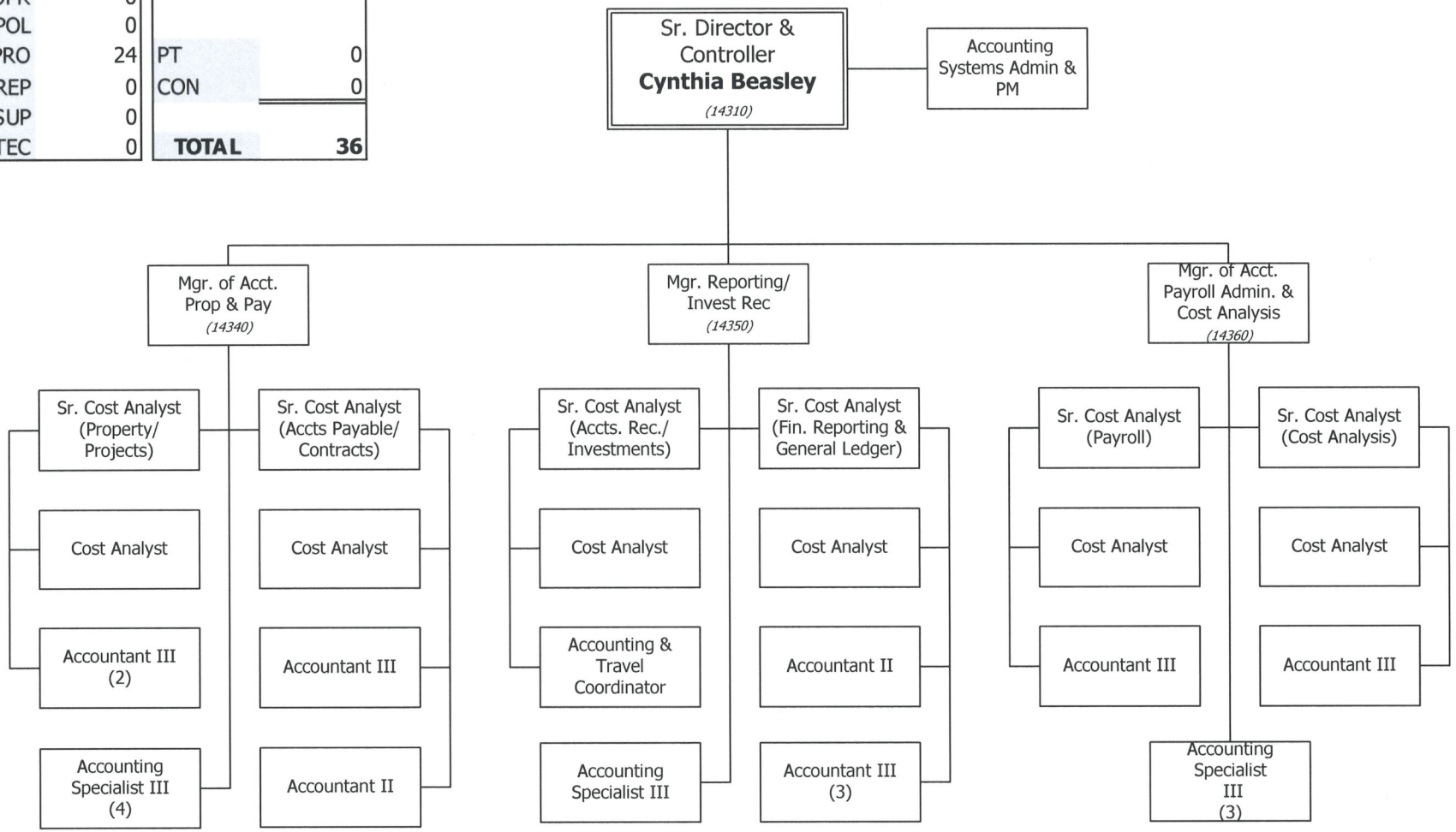
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	40	40	40	39	36
Represented	0	0	0	0	0
Full-Time Total	**40**	**40**	**40**	**39**	**36**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**40**	**40**	**40**	**39**	**36**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	13	12	12	11	8
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	23	24	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	0	0	0	0	0
Total	**40**	**40**	**40**	**39**	**36**

ADM	8
MGR	4
MNT	0
OPR	0
POL	0
PRO	24
REP	0
SUP	0
TEC	0

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



OFFICE OF ACCOUNTING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR & CONTROLLER	24	MGR		1	1	1	1	1	1
MGR ACCOUNTING	21	MGR		3	3	3	3	3	3
ACCOUNTING SYS ADM & PROJ MGR	20	PRO		1	1	1	1	1	1
SR COST ANALYST	20	PRO		6	6	6	6	6	6
COST ANALYST	18	PRO		6	6	6	6	6	6
ACCOUNTANT III	17	PRO		8	7	8	8	8	8
ACCOUNTANT II	15	PRO		2	3	2	2	2	2
ACCOUNTING & TRAVEL COORD	14	PRO		----	1	1	1	1	1
ACCOUNTING SPECIALIST III	13	ADM		9	9	9	9	9	8
ACCOUNTING SPECIALIST II	11	ADM		3	2	2	2	2	----
Accounting Specialist I	9	ADM		1	1	1	----	----	----
Non-Rep Subtotal				**40**	**40**	**40**	**39**	**39**	**36**
Total Full-Time				**40**	**40**	**40**	**39**	**39**	**36**
Office Total				**40**	**40**	**40**	**39**	**39**	**36**

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.

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 MANAGEMENT & BUDGET

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,123,745	1,313,528	1,389,657	1,466,191	1,370,937
Overtime	365	1,178	3,151	7,456	0
Other Benefits	101,314	151,393	144,793	143,553	301,623
Healthcare Rep/NonRep	191,664	234,025	236,969	253,769	176,683
Pension Rep/NonRep	181,078	210,090	240,728	342,327	205,972
Workers Comp-Excess/Losses	0	-71	-75	-14	26,595
Benefits Total	474,056	595,437	622,415	739,636	710,873
Labor Total	**1,598,166**	**1,910,143**	**2,015,223**	**2,213,283**	**2,081,810**
Contractual Services	30,732	0	2,772	6,295	40,462
Materials Supplies-Other	4,695	8,050	6,630	6,705	8,692
Materials Total	4,695	8,050	6,630	6,705	8,692
Other Non-Operating Expenses	1,181	9,076	6,790	3,533	6,924
Non Labor Total	**36,608**	**17,126**	**16,192**	**16,533**	**56,078**
Gross Operating Total	**1,634,774**	**1,927,269**	**2,031,415**	**2,229,815**	**2,137,888**
Cost Allocation	-780,543	-800,584	-921,126	-980,362	-824,071
Allocation Total	**-780,543**	**-800,584**	**-921,126**	**-980,362**	**-824,071**
Net Operating Expense	**854,231**	**1,126,685**	**1,110,290**	**1,249,453**	**1,313,816**

Authorized Positions by Status

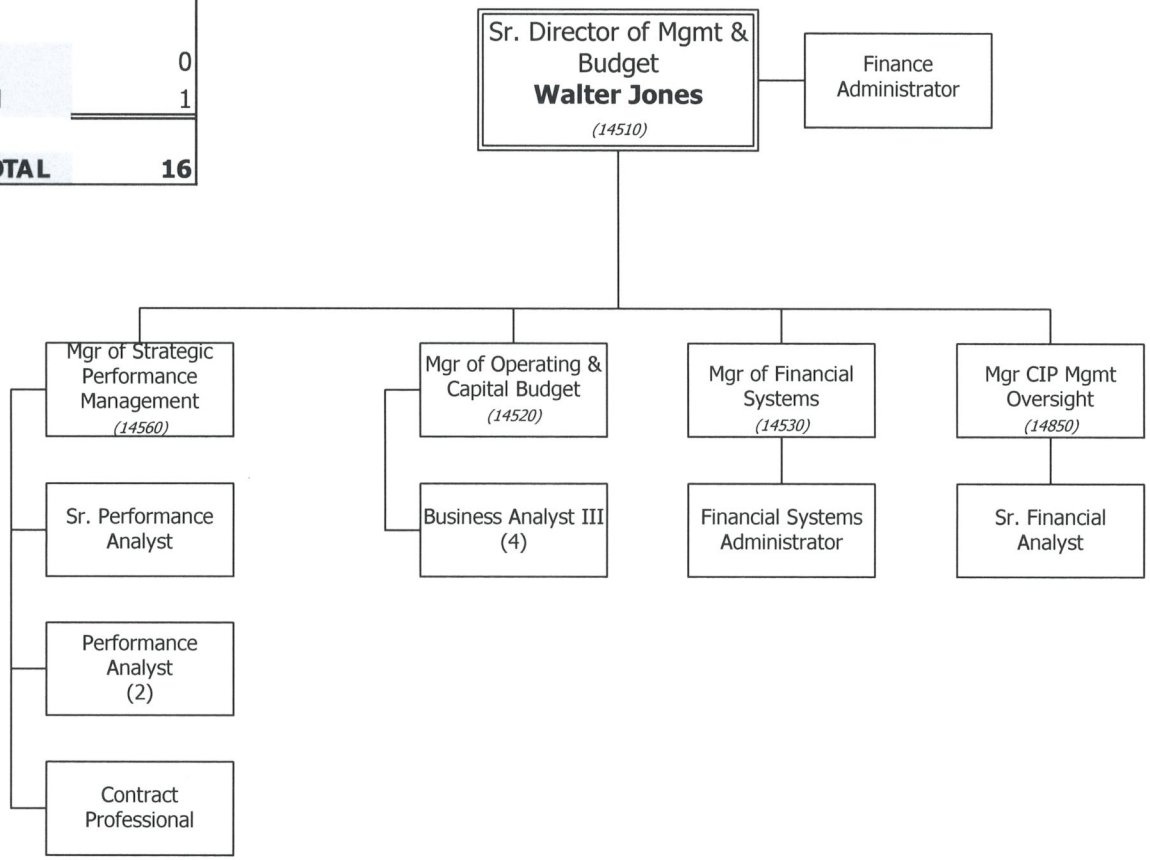
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	14	17	17	16	15
Represented	0	0	0	0	0
Full-Time Total	**14**	**17**	**17**	**16**	**15**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**1**	**2**	**1**
Total	**15**	**18**	**18**	**18**	**16**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	4	5	5	5	5
Police	0	0	0	0	0
Professional	11	13	13	13	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**	**18**	**18**	**18**	**16**

ADM	0
MGR	5
MNT	0
OPR	0
POL	0
PRO	11
REP	0
SUP	0
TEC	0

Non-Rep	15
Rep	0
Total FT	**15**
PT	0
CON	1
TOTAL	**16**



Contract Position (Shaded)

OFFICE OF MANAGEMENT & BUDGET

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR MGNT & BUDGET	24	MGR		----	----	1	1	1	1
Dir Financial Mgmt & Budget	23	MGR		1	1	----	----	----	----
MGR CIP MGMT OVERSIGHT	22	MGR		----	1	1	1	1	1
MGR FINANCIAL SYSTEMS	22	MGR		----	----	1	1	1	1
MGR OPERATING & CAPITAL BUDGET	22	MGR		1	1	1	1	1	1
MGR STRATEGIC PERFORMANCE	22	MGR		----	----	----	----	----	1
MGR FINANCIAL SYSTEMS	21	MGR		1	1	----	----	----	----
MGR STRATEGIC PERFORMANCE	21	MGR		1	1	1	1	1	----
FINANCIAL SYSTEMS ADMIN	20	PRO		1	1	1	1	1	1
SR FINANCIAL ANALYST	20	PRO		----	2	2	2	2	1
BUSINESS ANALYST III	19	PRO		4	4	4	3	4	4
SR PERFORMANCE ANALYST	19	PRO		----	----	1	1	1	1
PERFORMANCE ANALYST	18	PRO		3	3	2	2	2	2
BUSINESS ANALYST II	17	PRO		1	1	1	1	----	----
FINANCE ADMINISTRATOR	16	PRO		1	1	1	1	1	1
Non-Rep Subtotal				**14**	**17**	**17**	**16**	**16**	**15**
Total Full-Time				**14**	**17**	**17**	**16**	**16**	**15**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	1	1	2	2	1
Total Contract				**1**	**1**	**1**	**2**	**2**	**1**
Office Total				**15**	**18**	**18**	**18**	**18**	**16**

Functions & Responsibilities

Director of Revenue Operations

- Manages 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
- Ensures all transactions and revenue are accurately reported and apportioned according to regional agreements

Revenue Collections

- Oversees the collection of revenue from ticket vending machines, bus fare boxes, parking lots, and Mobility facilities
- Provides addition Rail Customer Service assistance during large scale events
- Replenishes fare media
- Supports scheduled Cubic maintenance functions

Revenue Processing

- Processes revenue collected at ticket vending machines, bus fare boxes, parking lots, Mobility facilities
- Evaluates and schedules equipment servicing and maintenance for Automated Fare Collection (AFC) equipment

Revenue Administration

- Oversees the reconciliation of actual coin and currency counts processed by the Revenue Processing Unit
- Monitors, audits, and controls transactional fraud and system access rules
- Encodes fare media and administers revenue contracts

Media Sales

- Manages Ride Stores and provides direct sales to customers
- Distributes MARTA fare media to non-profit government agencies, partnerships programs, universities, employees and selected conventions
- Oversees Web ticketing for group and individual sales

Revenue Settlement & Clearinghouse

- Ensures fare payment transactions and revenue are accurately reported and apportioned according to Breeze Regional Agreements
- Initiates investigations and resolved anomalies
- Distributes settlement amounts to Regional Partner transit agencies on a monthly basis
- Manages the accounts receivable collection process

OFFICE OF REVENUE OPERATIONS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	3,144,510	2,974,801	2,934,686	2,967,405	2,998,929
Overtime	110,719	100,839	107,823	136,938	193,025
Other Benefits	354,595	328,321	386,496	359,063	251,518
Healthcare Rep/NonRep	860,255	868,731	807,651	844,520	830,592
Pension Rep/NonRep	571,396	613,267	663,341	800,104	450,951
Workers Comp-Excess/Losses	8,005	186,805	85,264	137,166	125,883
Benefits Total	1,794,251	1,997,124	1,942,752	2,140,853	1,658,944
Labor Total	**5,049,480**	**5,072,764**	**4,985,261**	**5,245,196**	**4,850,899**
Contractual Services	275,518	264,764	224,145	233,798	305,228
Materials Supplies-Other	1,470,628	1,606,922	940,780	18,021	1,871,609
Materials Total	1,470,628	1,606,922	940,780	18,021	1,871,609
Other Operating	0	0	13,216	9,606	14,855
Other Total	0	0	13,216	9,606	14,855
Miscellaneous Expenses	0	8	0	0	36
Other Non-Operating Expenses	1,512,323	1,502,846	1,534,997	1,601,139	1,772,909
Non Labor Total	**3,258,469**	**3,374,540**	**2,713,137**	**1,862,564**	**3,964,637**
Gross Operating Total	**8,307,949**	**8,447,304**	**7,698,398**	**7,107,760**	**8,815,536**
Cost Allocation	-669,581	-931	-2,606	-666	0
Allocation Total	**-669,581**	**-931**	**-2,606**	**-666**	**0**
Net Operating Expense	**7,638,368**	**8,446,373**	**7,695,792**	**7,107,094**	**8,815,536**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	52	51	52	50	46
Represented	20	20	20	19	17
Full-Time Total	**72**	**71**	**72**	**69**	**63**
Non-Represented (PT)	13	13	10	10	8
Represented (PT)	0	0	0	0	0
Part-Time Total	**13**	**13**	**10**	**10**	**8**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**85**	**84**	**82**	**79**	**71**

Authorized Positions by Class

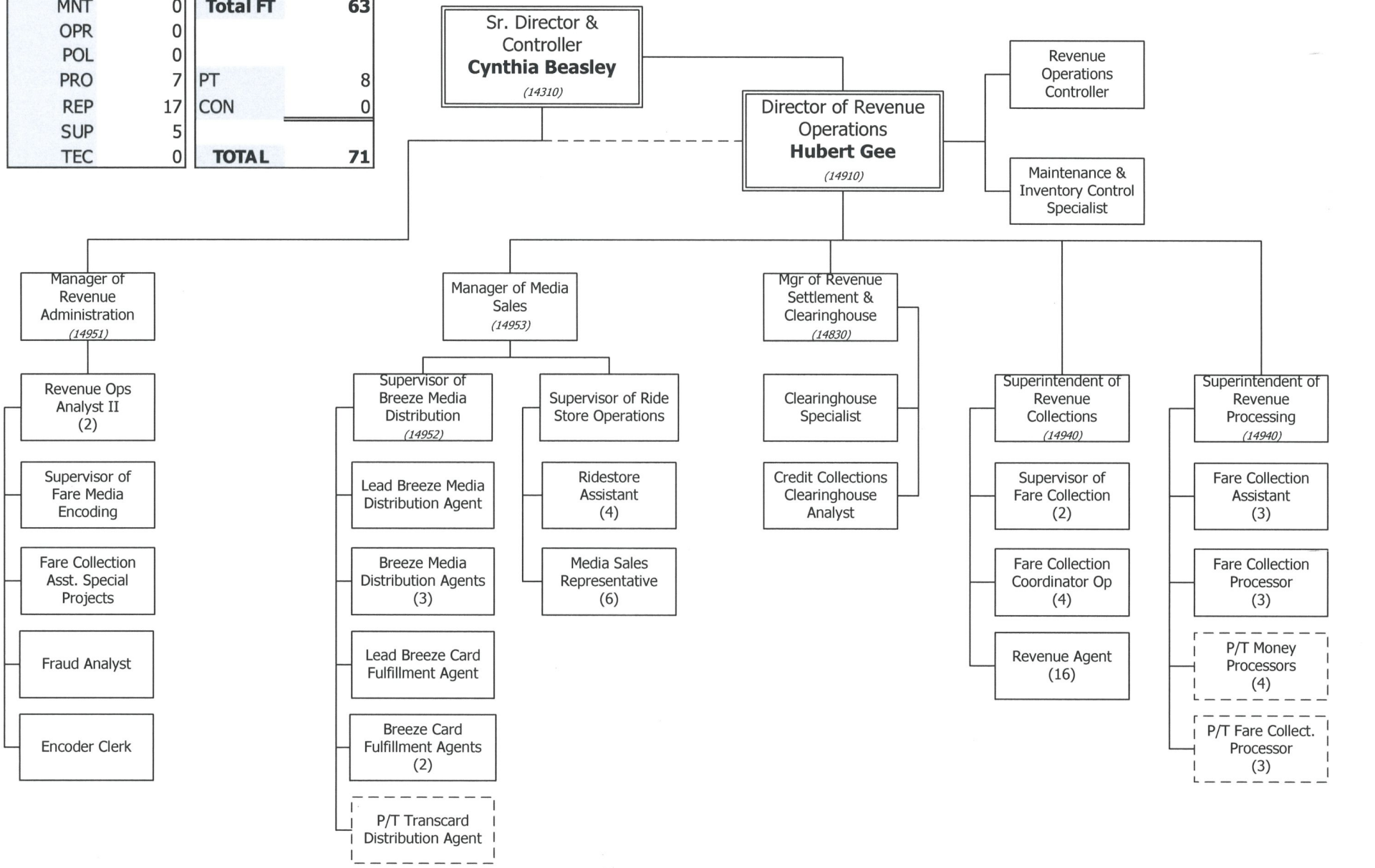
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	47	46	43	41	36
Management	6	6	6	6	6
Police	0	0	0	0	0
Professional	7	7	8	8	7
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	20	20	20	19	17
Supervisory	5	5	5	5	5
Total	**85**	**84**	**82**	**79**	**71**

marta

OFFICE OF REVENUE OPERATIONS

ADM	36
MGR	6
MNT	0
OPR	0
POL	0
PRO	7
REP	17
SUP	5
TEC	0

Non-Rep	46
Rep	17
Total FT	**63**
PT	8
CON	0
TOTAL	**71**



OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR REVENUE OPERATIONS	23	MGR		1	1	1	1	1	1
MGR REV SETTLEMT & CLEARINGHSE	20	MGR		1	1	1	1	1	1
MGR MEDIA SALES	19	MGR		1	1	1	1	1	1
MGR REVENUE ADMINISTRATION	19	MGR		1	1	1	1	1	1
FRAUD ANALYST	18	PRO		----	----	1	1	1	1
REVENUE OPERATIONS CONTROLLER	17	PRO		1	1	1	1	1	1
SUPT REVENUE COLLECTIONS	17	MGR		1	1	1	1	1	1
SUPT REVENUE PROCESSING	17	MGR		1	1	1	1	1	1
CREDIT COLLEC CLEARHSE ANALYST	16	PRO		1	1	1	1	1	1
MAINT & INVENTORY CONTROL SPEC	16	PRO		1	1	1	1	1	1
REVENUE OPERATIONS ANALYST II	16	PRO		3	3	3	3	3	2
SUPV BREEZE MEDIA DIST RIDE ST	16	SUP		1	1	1	1	1	1
SUPV FARE MEDIA ENCODING	16	SUP		1	1	1	1	1	1
SUPV RIDESTORE OPERATIONS	16	SUP		1	1	1	1	1	1
FARE COLLECTION COORDINATOR OP	15	ADM		5	5	5	4	4	4
SUPV FARE COLLECTION OPERATION	15	SUP		2	2	2	2	2	2
LD BREEZE MEDIA DIST AGENT	14	ADM		1	1	1	1	1	1
BREEZE MEDIA DIST AGENT	13	ADM		----	----	----	----	3	3
BREEZE MEDIA DISTRIBUTION AGT	13	ADM		3	3	3	3	----	----
CLEARINGHOUSE SPEC	13	PRO		----	----	----	----	1	1
CLEARINGHOUSE SPECIALIST	13	PRO		1	1	1	1	----	----
FARE COLLECT ASST SP PROJ	9	ADM		1	1	1	1	1	1
FARE COLLECTION ASST	9	ADM		3	3	3	3	3	3
Ld Breeze Card Fulfillment Agt	9	ADM		1	1	1	1	1	1
RIDESTORE ASSISTANT	9	ADM		5	4	4	4	4	4

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
BREEZE CARD FULFILLMENT AGENT	8	ADM		2	2	2	2	2	2
MEDIA SALES REP	7	ADM		9	9	9	8	8	6
FARE COLLECTION PROCESSOR	6	ADM		4	4	4	4	4	3
Non-Rep Subtotal				**52**	**51**	**52**	**50**	**50**	**46**
Represented									
ENCODER CLERK	UR	REP		1	1	1	1	1	1
REVENUE AGENT	UR	REP		19	19	19	18	18	16
Represented Subtotal				**20**	**20**	**20**	**19**	**19**	**17**
Total Full-Time				**72**	**71**	**72**	**69**	**69**	**63**
Part-Time									
FARE COLLECTION PROCESSOR PT	----	ADM		3	3	3	3	3	3
Media Sales Rep PT	----	ADM		2	2	2	2	2	----
MONEY PROCESSOR PT	----	ADM		4	4	4	4	4	4
PT TRANSCARD DISTRIB AGENT	----	ADM		1	1	1	1	1	1
Ridestore Clerk PT	----	ADM		3	3	----	----	----	----
Total Part-Time				**13**	**13**	**10**	**10**	**10**	**8**
Office Total				**85**	**84**	**82**	**79**	**79**	**71**

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;

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
- Provides financial modeling support for expansion planning
- Conducts corporate financial analysis to support MARTA contracting efforts
- Conducts financial analysis to support major investment decisions

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
- Provides oversight of OPEB investments
- Executes and administers fuel hedging contracts to reduce price volatility risk

OFFICE OF TREASURY

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	624,264	735,923	717,789	606,312	644,040
Other Benefits	57,684	100,436	79,975	64,158	153,483
Healthcare Rep/NonRep	105,827	100,287	83,847	72,341	82,452
Pension Rep/NonRep	172,391	196,645	212,852	244,382	102,392
Workers Comp-Excess/Losses	0	-36	-27	-5	12,411
Benefits Total	335,902	397,332	376,647	380,877	350,738
Labor Total	**960,166**	**1,133,255**	**1,094,436**	**987,189**	**994,778**
Contractual Services	46,013	-2,229	125	666	10,000
Materials Supplies-Other	340	10,043	2,708	3,309	2,730
Materials Total	340	10,043	2,708	3,309	2,730
Other Non-Operating Expenses	1,876	12,975	6,979	119,326	52,060
Non Labor Total	**48,229**	**20,789**	**9,812**	**123,301**	**64,790**
Gross Operating Total	**1,008,395**	**1,154,044**	**1,104,248**	**1,110,490**	**1,059,568**
Cost Allocation	-675,006	-800,865	-762,520	-715,215	-642,744
Allocation Total	**-675,006**	**-800,865**	**-762,520**	**-715,215**	**-642,744**
Net Operating Expense	**333,389**	**353,179**	**341,728**	**395,274**	**416,824**

Authorized Positions by Status

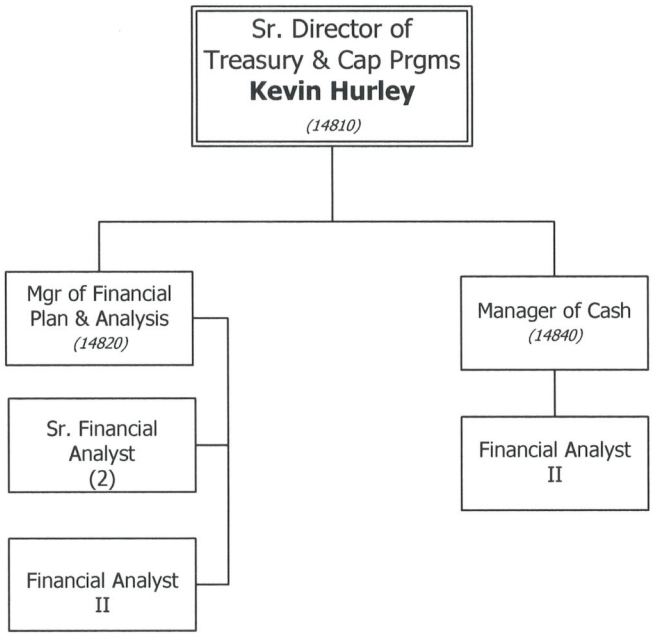
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	8	9	6	7	7
Represented	0	0	0	0	0
Full-Time Total	**8**	**9**	**6**	**7**	**7**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**0**	**0**	**0**	**0**
Total	**9**	**9**	**6**	**7**	**7**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	6	6	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	**9**	**9**	**6**	**7**	**7**

ADM	0
MGR	3
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**



Contract Position (Shaded)

OFFICE OF TREASURY

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR TREAS CAP PRG TREASURER	24	MGR		1	1	1	1	1	1
MGR FINANCIAL PLAN ANALYSIS	22	MGR		1	1	1	1	1	1
MGR CASH	20	MGR		1	1	1	1	1	1
REVENUE FORECASTING ANALYST	20	PRO		1	1	----	----	----	----
SR FINANCIAL ANALYST	20	PRO		2	1	1	1	2	2
Business Process Analyst	19	PRO		----	1	----	----	----	----
REVENUE GRANT ANALYST	19	PRO		1	2	----	----	----	----
FINANCIAL ANALYST II	18	PRO		----	1	1	1	2	2
FINANCIAL ANALYST I	16	PRO		1	----	1	1	----	----
Non-Rep Subtotal				**8**	**9**	**6**	**6**	**7**	**7**
Total Full-Time				**8**	**9**	**6**	**6**	**7**	**7**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	----	----	----	----	----
Total Contract				**1**	**----**	**----**	**----**	**----**	**----**
Office Total				**9**	**9**	**6**	**6**	**7**	**7**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	241,915	325,125	346,497	471,747	617,702
Overtime	5,662	246	0	0	0
Other Benefits	22,094	35,222	36,099	47,938	127,774
Healthcare Rep/NonRep	26,747	37,430	22,895	44,506	82,452
Pension Rep/NonRep	42,651	51,266	15,714	62,202	90,353
Workers Comp-Excess/Losses	0	-11	-13	-2	12,411
Benefits Total	91,492	123,907	74,695	154,643	312,990
Labor Total	**339,069**	**449,278**	**421,193**	**626,390**	**930,691**
Contractual Services	150	199	125	395	0
Materials Supplies-Other	1,794	5,325	1,642	3,337	3,225
Materials Total	1,794	5,325	1,642	3,337	3,225
Other Non-Operating Expenses	5,286	5,769	12,445	4,420	10,075
Non Labor Total	**7,230**	**11,293**	**14,213**	**8,152**	**13,300**
Gross Operating Total	**346,299**	**460,571**	**435,405**	**634,542**	**943,991**
Cost Allocation	-307,194	-385,075	-341,897	-529,094	-565,584
Allocation Total	**-307,194**	**-385,075**	**-341,897**	**-529,094**	**-565,584**
Net Operating Expense	**39,105**	**75,496**	**93,508**	**105,448**	**378,407**

Authorized Positions by Status

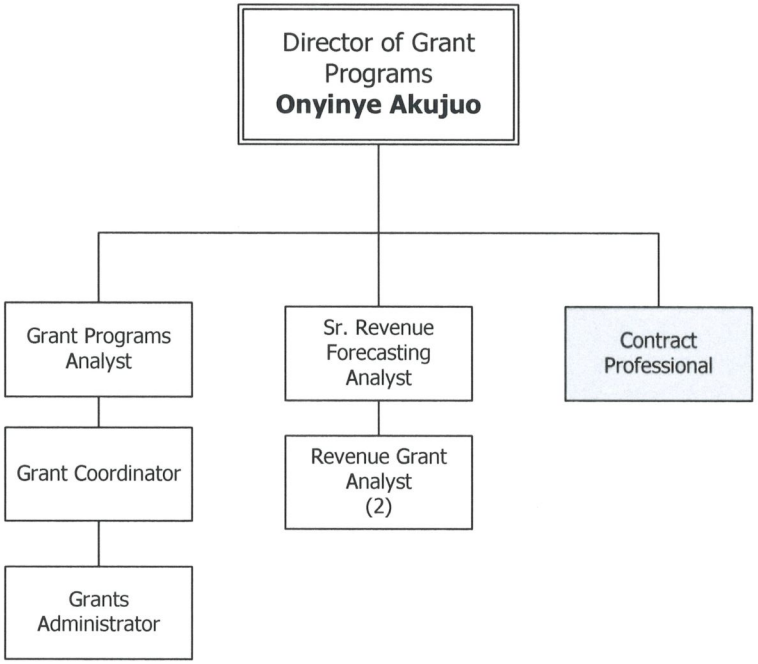
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	3	4	7	7	7
Represented	0	0	0	0	0
Full-Time Total	**3**	**4**	**7**	**7**	**7**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**0**	**0**	**1**	**1**
Total	**4**	**4**	**7**	**8**	**8**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	3	3	6	7	7
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**	**7**	**8**	**8**

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

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



Contract Positions (Shaded)

OFFICE OF FEDERAL & STATE PROGRAMS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR GRANT PROGRAMS	23	MGR		1	1	1	1	1	1
REVENUE FORECASTING ANALYST	20	PRO		----	----	1	1	----	----
Sr. Revenue Forecasting Analyst	20	PRO		----	----	----	----	1	1
GRANT PROGRAM ANALYST	19	PRO		1	1	1	1	1	1
REVENUE GRANT ANALYST	19	PRO		----	----	2	2	2	2
Grants Administrator	18	PRO		----	1	1	1	1	1
Grant Coordinator	17	PRO		----	----	----	----	1	1
GRANT WRITER	17	PRO		1	1	1	1	----	----
Non-Rep Subtotal				**3**	**4**	**7**	**7**	**7**	**7**
Total Full-Time				**3**	**4**	**7**	**7**	**7**	**7**
Contract									
CONTRACT PROFESSIONAL	----	PRO		1	----	----	----	1	1
Total Contract				**1**	**----**	**----**	**----**	**1**	**1**
Office Total				**4**	**4**	**7**	**7**	**8**	**8**

Functions & Responsibilities

Office of Chief Contracts Officer

The Office of Chief Contracts Officer 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.

MARTA Procurement Responsibilities

- 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 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,998,633	1,555,691	1,765,293	2,288,631	2,505,530
Overtime	1,297	170	1,894	2,268	0
Other Benefits	183,047	175,715	178,936	214,949	491,835
Healthcare Rep/NonRep	301,785	230,250	221,036	292,949	412,260
Pension Rep/NonRep	316,733	212,122	276,860	396,698	398,337
Workers Comp-Excess/Losses	0	1,987	10,264	-4,627	62,055
Benefits Total	801,565	620,074	687,096	899,970	1,364,487
Labor Total	**2,801,495**	**2,175,935**	**2,454,283**	**3,190,869**	**3,870,017**
Contractual Services	60,825	9,150	16,434	96,174	0
Materials Supplies-Other	4,498	3,480	11,107	8,690	6,293
Materials Total	4,498	3,480	11,107	8,690	6,293
Miscellaneous Expenses	29,799	27,747	48,032	77,028	24,773
Other Non-Operating Expenses	598	916	8,924	16,442	6,588
Non Labor Total	**95,720**	**41,293**	**84,498**	**198,335**	**37,654**
Gross Operating Total	**2,897,215**	**2,217,228**	**2,538,781**	**3,389,204**	**3,907,671**
Cost Allocation	-1,004,463	-483,971	-730,632	-592,331	-844,580
Allocation Total	**-1,004,463**	**-483,971**	**-730,632**	**-592,331**	**-844,580**
Net Operating Expense	**1,892,752**	**1,733,257**	**1,808,149**	**2,796,872**	**3,063,090**

Authorized Positions by Status

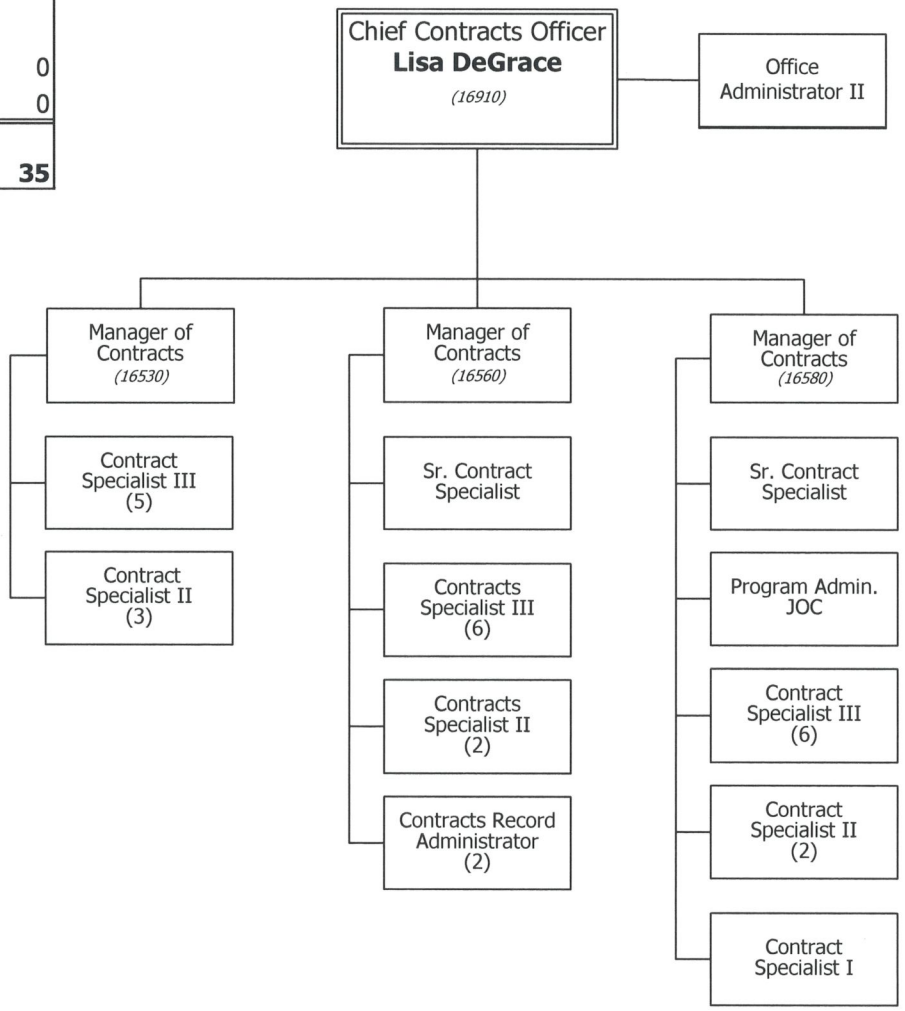
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	31	29	34	37	35
Represented	0	0	0	0	0
Full-Time Total	**31**	**29**	**34**	**37**	**35**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**31**	**29**	**34**	**37**	**35**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	0	2	2	3
Management	3	3	4	4	4
Police	0	0	0	0	0
Professional	27	26	28	31	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	**31**	**29**	**34**	**37**	**35**

ADM	2
MGR	4
MNT	0
OPR	0
POL	0
PRO	29
REP	0
SUP	0
TEC	0

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



Contract Positions (Shaded)

OFFICE OF CHIEF CONTRACTS OFFICER

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF CONTRACTS OFFICER	23	MGR		----	----	1	1	1	1
MGR CONTRACTS	22	MGR		3	3	2	2	3	3
SR MGR CONTRACTS	22	MGR		----	----	1	1	----	----
PROGRAM ADMINISTRATOR JOC	20	PRO		1	1	1	1	1	1
Sr Contract Specialist	20	PRO		----	----	2	2	2	2
Business Process Analyst	19	PRO		1	----	----	----	----	----
CONTRACT SPECIALIST III	19	PRO		11	11	12	12	18	17
CONTRACT SPECIALIST II	17	PRO		9	10	10	10	7	7
OFFICE ADMINISTRATOR II	16	ADM		----	----	1	1	1	1
Contract Specialist I	15	PRO		3	2	1	1	1	1
SR ADMINISTRATIVE ASSISTANT	12	PRO		2	2	2	2	2	----
CONTRACTS RECORDS ADMIN	11	ADM		1	----	1	1	1	2
Non-Rep Subtotal				**31**	**29**	**34**	**34**	**37**	**35**
Total Full-Time				**31**	**29**	**34**	**34**	**37**	**35**
Office Total				**31**	**29**	**34**	**34**	**37**	**35**

Functions & Responsibilities

Chief of Materials

- Provides oversight for Purchasing, Materials, Records Management, Mail Services, Meeting Services, Facilities Furniture, Moving Services, Print Shop, P-Card Program and Wireless devices
- Monitors all assigned budgets to ensure money is spent efficiently and effectively
- Ensures maximum inventory effectiveness with a minimum inventory

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
- Develop, implement and administer policies and procedures for the Authority's Purchasing functions
- Maintain file integrity of the Oracle Purchasing modules

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
- Develop, implement and administer policies for the Authority's Inventory Functions
- Maintain file integrity of the Oracle Inventory Modules

Records Management

- Maintains MARTA's Record Center and provides inactive records storage services for the Authority's records
- Provides reference services in compliance with the Open Records Act and the Georgia Records Act
- Provides records destruction services in compliance with the Georgia Records Act

Mail Services

- Receives and distributes the Authority's US Mail, interoffice mail and express parcels
- Operates two mail centers at MARTA HQ and HQ Annex
- Provides meeting setup for MARTA's Board of Directors

Facilities Furniture & Moving Services

- Provides new and replacement furniture for the Authority
- Provides moving services for the Authority
- Provides special events setups for the Authority

Print Shop

- Provides printing service request for the Authority
- Provides various bindery request for the Authority
- Provides paper usage request for the Authority

OFFICE OF MATERIALS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	4,031,234	4,232,353	4,132,542	4,072,700	3,925,842
Overtime	205,213	179,808	124,789	92,754	105,419
Other Benefits	458,679	268,320	693,222	470,931	504,640
Healthcare Rep/NonRep	1,001,151	1,195,993	1,110,133	1,157,425	986,520
Pension Rep/NonRep	498,007	544,368	597,097	581,541	462,869
Workers Comp-Excess/Losses	39,022	338,349	145,561	88,724	129,429
Benefits Total	1,996,859	2,347,030	2,546,013	2,298,622	2,083,457
Labor Total	**6,233,306**	**6,759,191**	**6,803,343**	**6,464,075**	**6,114,717**
Contractual Services	91,972	93,231	116,152	129,950	137,079
Materials Supplies-Other	319,617	207,130	322,023	183,020	253,965
Materials Total	319,617	207,130	322,023	183,020	253,965
Other Operating	249,856	205,794	316,061	342,683	345,408
Other Total	249,856	205,794	316,061	342,683	345,408
Miscellaneous Expenses	93,321	105,657	108,761	98,073	99,000
Other Non-Operating Expenses	19,364	220,918	290,160	20,885	32,010
Non Labor Total	**774,130**	**832,730**	**1,153,158**	**774,612**	**867,462**
Gross Operating Total	**7,007,436**	**7,591,921**	**7,956,501**	**7,238,687**	**6,982,179**
Cost Allocation	-628,814	-716,430	-753,946	-599,896	-664,515
Allocation Total	**-628,814**	**-716,430**	**-753,946**	**-599,896**	**-664,515**
Net Operating Expense	**6,378,622**	**6,875,491**	**7,202,555**	**6,638,790**	**6,317,665**

Authorized Positions by Status

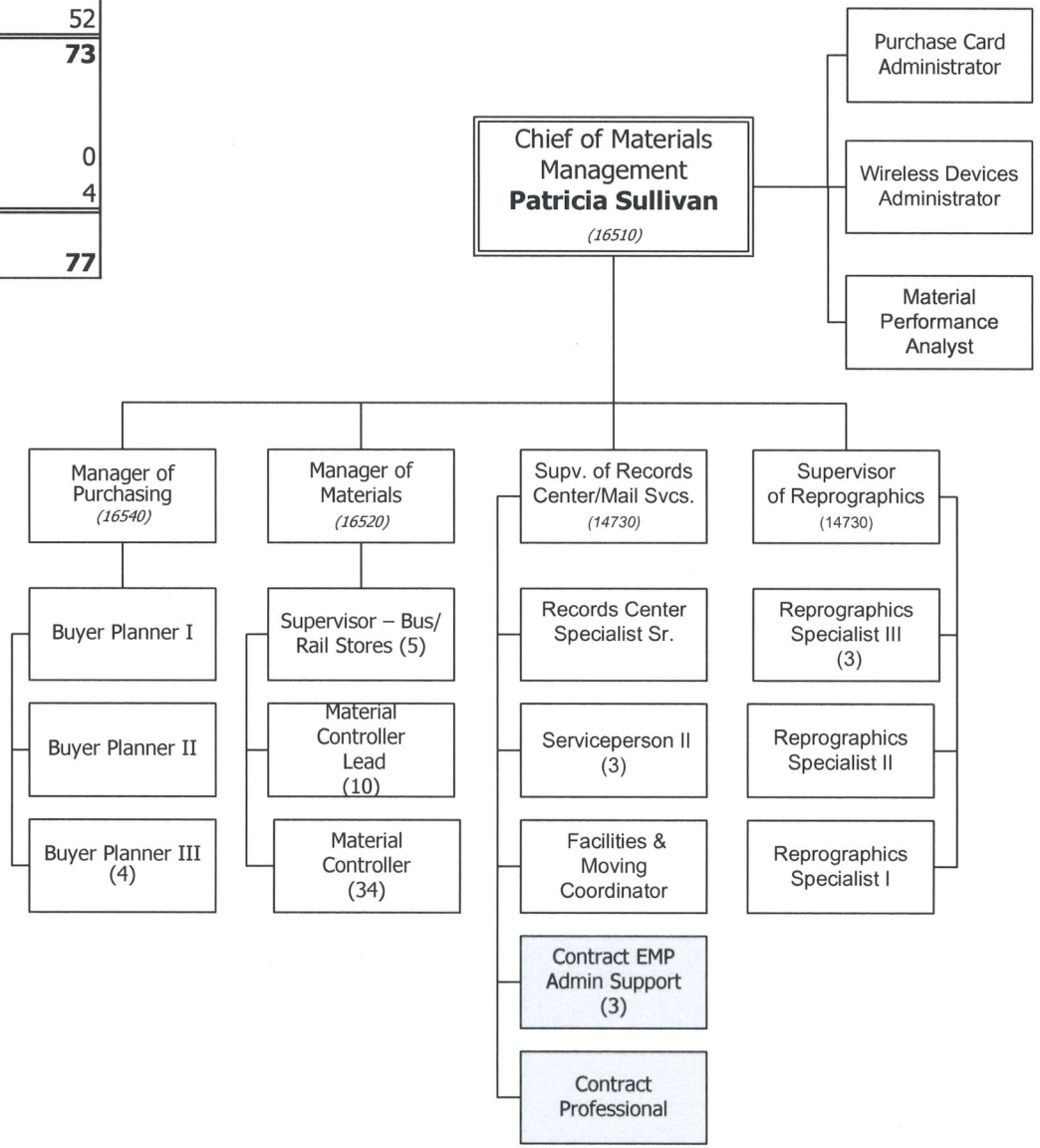
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	29	30	25	24	21
Represented	57	57	57	57	52
Full-Time Total	**86**	**87**	**82**	**81**	**73**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**3**	**4**	**4**	**4**	**4**
Total	**89**	**91**	**86**	**85**	**77**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	4	7	5	5	5
Management	5	5	4	4	3
Police	0	0	0	0	0
Professional	15	14	12	11	9
Technical	1	1	1	1	1
Maintenance	3	3	3	3	3
Operator	0	0	0	0	0
Represented	54	54	54	54	49
Supervisory	7	7	7	7	7
Total	**89**	**91**	**86**	**85**	**77**

ADM	5
MGR	3
MNT	3
OPR	0
POL	0
PRO	9
REP	49
SUP	7
TEC	0

Non-Rep	21
Rep	52
Total FT	**73**
PT	0
CON	4
TOTAL	**77**



Contract Positions (Shaded)

OFFICE OF MATERIALS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Sr Dir Contracts Proc Materials	24	MGR		1	1	----	----	----	----
CHF MATERIALS MGMT	23	MGR		----	----	----	----	1	1
Chief of Materials Management	23	MGR		----	----	1	1	----	----
Dir Contracts Proc Materials	23	MGR		1	1	----	----	----	----
MGR MATERIALS	20	MGR		1	1	1	1	1	1
MGR PURCHASING	20	MGR		1	1	1	1	1	1
MGR SUPPLY CHAIN MANAGEMENT	20	MGR		1	1	1	1	1	----
Sr Contract Specialist	20	PRO		1	1	----	----	----	----
CONTRACT SPECIALIST III	19	PRO		1	1	----	----	----	----
BUYER PLANNER III	18	PRO		3	3	3	3	4	4
WIRELESS DEVICES ADMINISTRATOR	17	TEC		1	1	1	1	1	1
BUYER PLANNER II	16	PRO		3	3	4	3	2	1
MATERIAL PERFORMANCE ANALYST	16	PRO		----	----	----	----	----	1
OFFICE ADMINISTRATOR II	16	ADM		1	1	----	----	----	----
PURCHASE CARD ADMINISTRATOR	16	PRO		1	1	1	1	1	1
SUPV BUS & RAIL STORES	16	SUP		5	5	5	5	5	5
SUPV RECORDS CENTER MAIL SVCS	16	SUP		1	1	1	1	1	1
SUPV REPROGRAPHICS	16	SUP		1	1	1	1	1	1
Materials Performance Analyst	15	PRO		1	1	1	----	----	----
STOREROOM COORDINATOR	15	PRO		1	1	1	1	----	----
STOREROOM COORDINATOR	15	PRO		----	----	----	----	1	----
Buyer Planner I	14	PRO		1	1	----	1	1	1
FACILITIES & MOVING COORD	12	ADM		1	1	1	1	1	1
SR ADMINISTRATIVE ASSISTANT	12	PRO		1	1	1	1	1	----
CONTRACTS RECORDS ADMIN	11	ADM		----	1	----	----	----	----

OFFICE OF MATERIALS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
RECORDS CENTER SPECIALIST SR	10	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**29**	**30**	**25**	**24**	**24**	**21**
Represented									
MATERIAL CONTROLLER	UR	REP		38	38	38	38	38	34
MATERIAL CONTROLLER LEAD	UR	REP		10	10	10	10	10	10
REPROGRAPHICS SPEC I	UR	REP		2	2	2	2	2	1
REPROGRAPHICS SPEC II	UR	REP		1	1	1	1	1	1
REPROGRAPHICS SPEC III	UR	REP		3	3	3	3	3	3
SERVICEPERSON II	UR	MNT		3	3	3	3	3	3
Represented Subtotal				**57**	**57**	**57**	**57**	**57**	**52**
Total Full-Time				**86**	**87**	**82**	**81**	**81**	**73**
Contract									
CONTRACT EMP ADMIN SUPPORT	----	ADM		1	3	3	3	3	3
CONTRACT PROFESSIONAL	----	PRO		2	1	1	1	1	1
Total Contract				**3**	**4**	**4**	**4**	**4**	**4**
Office Total				**89**	**91**	**86**	**85**	**85**	**77**

DIVISION OF ADMINISTRATION

This Division includes the following Departments:

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

DIVISION OF ADMINISTRATION

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	34,120,651	35,083,784	35,242,087	36,594,032	39,455,030
Overtime	6,509,782	6,632,365	6,651,820	6,974,913	4,959,460
Other Benefits	3,998,682	5,293,846	4,803,647	4,705,251	6,312,957
Healthcare Rep/NonRep	6,375,440	6,241,409	5,990,133	6,261,634	6,991,730
Pension Rep/NonRep	7,684,864	8,686,762	8,707,083	10,758,319	6,133,708
Workers Comp-Excess/Losses	419,613	1,956,406	510,723	135,314	1,042,524
Benefits Total	18,478,599	22,178,423	20,011,586	21,860,518	20,480,919
Labor Total	**59,109,032**	**63,894,572**	**61,905,493**	**65,429,463**	**64,895,409**
Contractual Services	13,942,999	14,559,400	14,013,596	16,605,742	16,497,345
Materials Supplies-Other	357,687	361,933	421,852	516,010	415,883
Materials Supplies-Unleaded	20	0	0	0	0
Materials Total	357,707	361,933	421,852	516,010	415,883
Other Operating	1,333,836	1,463,716	1,496,592	1,919,102	1,477,985
Other Total	1,333,836	1,463,716	1,496,592	1,919,102	1,477,985
Casualty & Liability Costs	-1,189	0	0	0	0
Miscellaneous Expenses	36,600	10,330	13,297	10,520	6,000
Other Non-Operating Expenses	146,513	134,120	240,110	210,063	271,732
Non Labor Total	**15,816,466**	**16,529,499**	**16,185,447**	**19,261,436**	**18,668,945**
Gross Operating Total	**74,925,498**	**80,424,071**	**78,090,940**	**84,690,899**	**83,564,353**
Cost Allocation	-18,744,931	-21,790,820	-20,917,097	-17,028,485	-19,217,189
Allocation Total	**-18,744,931**	**-21,790,820**	**-20,917,097**	**-17,028,485**	**-19,217,189**
Net Operating Expense	**56,180,567**	**58,633,251**	**57,173,843**	**67,662,414**	**64,347,165**

Authorized Positions by Status

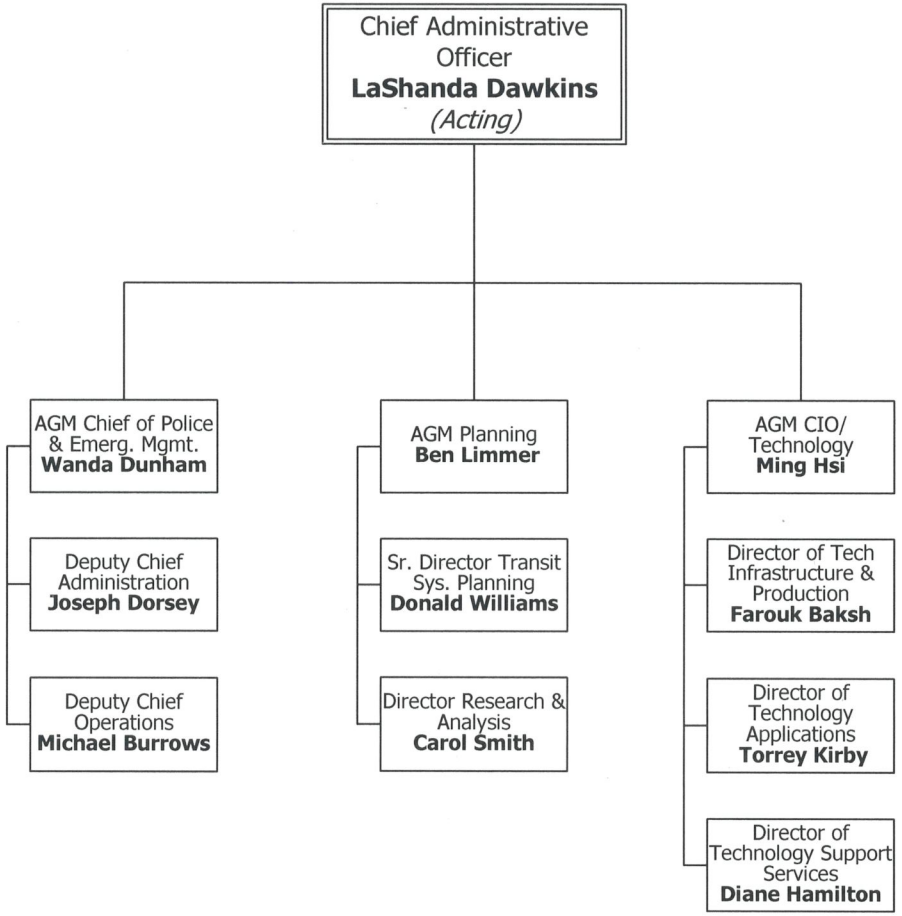
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	551	552	569	568	561
Represented	33	28	28	28	27
Full-Time Total	**584**	**580**	**597**	**596**	**588**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**94**	**94**	**94**	**93**	**87**
Total	**678**	**674**	**691**	**689**	**675**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	73	80	81	84	77
Management	33	33	35	33	34
Police	312	312	323	323	318
Professional	77	73	73	71	72
Technical	67	68	69	68	66
Maintenance	23	18	18	18	17
Operator	0	0	0	0	0
Represented	10	10	10	10	10
Supervisory	83	80	82	82	81
Total	**678**	**674**	**691**	**689**	**675**

ADM	77
MGR	34
MNT	17
OPR	0
POL	318
PRO	72
REP	10
SUP	81
TEC	66

Non-Rep	561
Rep	27
Total FT	**588**
PT	0
CON	87
TOTAL	**675**



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 Oversig	• Department of Police Services • Department of Planning • Department of Technology
FY17 Department Accomplishments	**Planning** • Implemented the first two phases of the MORE MARTA Atlanta initiative, which included additional bus service, amenities and rail planning. • Implemented the first phase of the recently approved Comprehensive Operations Analysis to maximize service efficiencies. • Engaged regional agencies to coordinate advancement of the bus stop replacement project using SRTA's GO! Transit bond funds, as well as coordinating internally on a complex cost estimation project and signage manual update. • Completed all internal/external coordination and implemented a partnership with the City of Atlanta Relay Bike Share, bringing bike share to 5 stations (with more to come). **Police Services** • Reduced the number of Part 1 crimes per 1,000,000 to 3.57, 14% below the </= 4.15 • Completed 99% installation of Closed Circuit (CCTV) on Rail Cars • Received the TSA Gold Standard Certification for the 2nd consecutive cycle • 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
FY18 Goals & Objectives	**GOAL 1: Demonstrate and communicate routine excellence as the standard throughout MARTA** • Objective: Improve and enhance station appearance • Objective: Host a successful APTA Expo that is well regarded within the industry • 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. **GOAL 3: Create a Culture and discipline of security and safety excellence** • Objective: Improve and enhance a security culture among employees • Objective: Mature our cybersecurity program and foster a culture of cyber security awareness throughout the Authority **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Complete a business development plan • Objective: Partner with ATU to seek a contract to achieve measurable workforce performance and fiscal improvements

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.71%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-23.51%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-35.98%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	90.08%	</= 0%

DEPT OF CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	255,667	220,418	232,156	276,621	114,938
Other Benefits	23,000	12,184	14,777	17,952	30,769
Healthcare Rep/NonRep	23,233	20,278	17,697	26,564	11,779
Pension Rep/NonRep	6,941	6,335	12,699	15,894	18,273
Workers Comp-Excess/Losses	0	-7	-7	-1	1,773
Benefits Total	53,174	38,790	45,166	60,410	62,594
Labor Total	**308,841**	**259,208**	**277,322**	**337,031**	**177,532**
Contractual Services	300	111,689	148,265	91,605	30,000
Materials Supplies-Other	34	0	0	0	0
Materials Total	34	0	0	0	0
Other Non-Operating Expenses	4,017	5,237	10,595	5,806	21,247
Non Labor Total	**4,351**	**116,926**	**158,860**	**97,411**	**51,247**
Gross Operating Total	**313,192**	**376,134**	**436,181**	**434,442**	**228,779**
Cost Allocation	-29,297	-37,457	-42,122	-38,231	-18,064
Allocation Total	**-29,297**	**-37,457**	**-42,122**	**-38,231**	**-18,064**
Net Operating Expense	**283,895**	**338,677**	**394,060**	**396,211**	**210,715**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	1	1	2	1	1
Represented	0	0	0	0	0
Full-Time Total	**1**	**1**	**2**	**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	**1**	**1**	**2**	**1**	**1**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Managerial	1	1	2	1	1
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	0	0	0	0	0
Total	**1**	**1**	**2**	**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
TOTAL	**1**

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.

OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	255,667	220,418	232,156	276,621	114,938
Other Benefits	23,000	12,184	14,777	17,952	30,769
Healthcare Rep/NonRep	23,233	20,278	17,697	26,564	11,779
Pension Rep/NonRep	6,941	6,335	12,699	15,894	18,273
Workers Comp-Excess/Losses	0	-7	-7	-1	1,773
Benefits Total	53,174	38,790	45,166	60,410	62,594
Labor Total	**308,841**	**259,208**	**277,322**	**337,031**	**177,532**
Contractual Services	300	111,689	148,265	91,605	30,000
Materials Supplies-Other	34	0	0	0	0
Materials Total	34	0	0	0	0
Other Non-Operating Expenses	4,017	5,237	10,595	5,806	21,247
Non Labor Total	**4,351**	**116,926**	**158,860**	**97,411**	**51,247**
Gross Operating Total	**313,192**	**376,134**	**436,181**	**434,442**	**228,779**
Cost Allocation	-29,297	-37,457	-42,122	-38,231	-18,064
Allocation Total	**-29,297**	**-37,457**	**-42,122**	**-38,231**	**-18,064**
Net Operating Expense	**283,895**	**338,677**	**394,060**	**396,211**	**210,715**

Authorized Positions by Status

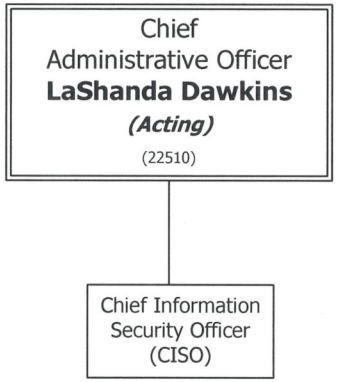
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	1	1	2	1	1
Represented	0	0	0	0	0
Full-Time Total	**1**	**1**	**2**	**1**	**1**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**1**	**1**	**2**	**1**	**1**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Managerial	1	1	2	1	1
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	0	0	0	0	0
Total	**1**	**1**	**2**	**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
TOTAL	**1**



OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF ADMINISTRATIVE OFFICER	A	MGR		1	1	1	1	----	----
CHF INFO SECURITY OFFICER	24	MGR		----	----	----	----	1	1
CHF INFORMATION SECURITY OFFICER	24	MGR		----	----	1	1	----	----
Non-Rep Subtotal				**1**	**1**	**2**	**2**	**1**	**1**
Total Full-Time				**1**	**1**	**2**	**2**	**1**	**1**
Office Total				**1**	**1**	**2**	**2**	**1**	**1**

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 • Enterprise Architecture and Security
FY17 Department Accomplishments	Through improved technology services, reduced costs, increased efficiency and security, the Department of Technology is improving our internal and external customer experience. Our FY17 accomplishments are highlighted below: **Improved Technology Services** • Completed two Technology Hack-A-Thons for improved customer experience and IOT "Internet of Things" integration • Implemented the new mobile friendly itsmarta.com website • Deployed new dynamic parking page to show parking availability throughout the system on itsmarta.com • Migrated to Microsoft Office 365 with improved functionalities for collaboration (Skype) and capacity (One Drive) • Consolidated to SharePoint 2013 with more efficient workflow process and Power BI for better business intelligence capabilities • Implemented free Wi-Fi on 515 buses and cellular services for patrons at Five Points, Dome and Peachtree Center stations **Improved Financial Viability by Reducing Technology Capital and Operating Costs** • Commenced Microsoft Software Center for centralized application access and deployment Authority-Wide • Established Enterprise Architecture practice to strengthen technology standards • Implemented contingent workers and subprojects for enterprise resource planning (ERP) system **Major Internal System Improvements for Operation Efficiencies** • Re-designed of the network operation center (NOC) to increase visibility on critical components in the Authority • Integrated New Reduced Fare Office at the MARTA Five Points location. Upgraded Next Train signage servers to increase availability • Installed 80+ new Canon copiers with enhanced security and implemented new information digital displays in the MARTA HQ atrium **Improved Cyber Security** • Implemented 24*7 network security monitoring by Center for Internet Security to monitor network traffic for malicious activities • Completed Authority-wide awareness training and implemented Authority-wide monthly phishing email awareness campaign to proactively educate users to avoid falling victims of security scams • Implemented vulnerability management solution, advanced email protection, self-service password reset tool and Security Incident and Event Management (SIEM) solution to improve our cyber security posture • Implemented dual factor-authentication and mobile device management to secure remote access and corporate emails on mobile devices • Achieved PCI DSS certification
FY18 Objectives	**GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** • Objective 1: Create a diverse, service-oriented culture that values individual development and teamwork • Objective 2: Provide reliable, dependable and responsive Technology services to all business units • Objective 3: Ensure the Technology infrastructure of the Authority is secure **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective 4: Provide cost effective technology that aligns with the Authority's needs **GOAL 5: Maximize ridership and service quality through innovation and capital investment** • Objective 5: 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

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
AFC Device Availability	Percent service time, during which faregates and Breeze card vending machines are available for customer use	>/= 99.00%	99.86%	>/= 99.00%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	98.26 %	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	95.16 %	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	7.45%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-34.10%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	26.96%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	467.83%	</= 0%

DEPT OF TECHNOLOGY

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	9,657,504	9,211,223	8,964,777	9,694,802	11,714,706
Overtime	334,940	442,314	396,858	386,462	69,164
Other Benefits	900,157	816,618	932,134	909,733	1,996,232
Healthcare Rep/NonRep	1,247,506	1,199,108	1,116,840	1,195,840	1,278,188
Pension Rep/NonRep	952,138	860,301	870,315	1,134,564	1,255,987
Workers Comp-Excess/Losses	8,192	11,567	-317	478	186,165
Benefits Total	3,107,993	2,887,594	2,918,973	3,240,616	4,716,572
Labor Total	**13,100,437**	**12,541,131**	**12,280,607**	**13,321,880**	**16,500,443**
Contractual Services	13,744,795	14,327,894	13,608,205	16,410,856	16,294,538
Materials Supplies-Other	234,242	246,481	300,556	385,682	253,036
Materials Total	234,242	246,481	300,556	385,682	253,036
Other Operating	1,333,836	1,463,716	1,496,627	1,919,276	1,477,985
Other Total	1,333,836	1,463,716	1,496,627	1,919,276	1,477,985
Casualty & Liability Costs	0	0	0	0	0
Miscellaneous Expenses	0	449	682	0	0
Other Non-Operating Expenses	4,330	24,499	65,720	19,008	93,504
Non Labor Total	**15,317,203**	**16,063,039**	**15,471,789**	**18,734,822**	**18,119,063**
Gross Operating Total	**28,417,640**	**28,604,170**	**27,752,396**	**32,056,702**	**34,619,506**
Cost Allocation	-8,027,403	-8,324,967	-8,138,665	-8,753,763	-8,399,140
Allocation Total	**-8,027,403**	**-8,324,967**	**-8,138,665**	**-8,753,763**	**-8,399,140**
Net Operating Expense	**20,390,237**	**20,279,203**	**19,613,731**	**23,302,939**	**26,220,366**

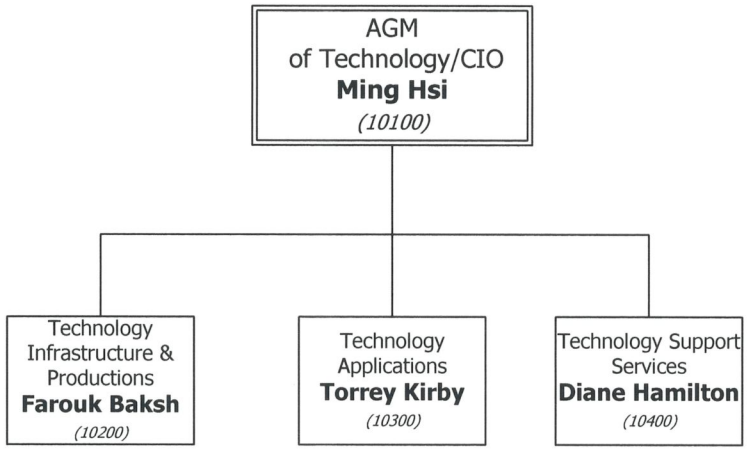
Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	94	95	95	92	88
Represented	23	18	18	18	17
Full-Time Total	**117**	**113**	**113**	**110**	**105**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**37**	**37**	**37**	**36**	**35**
Total	**154**	**150**	**150**	**146**	**140**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	2	2	2	1
Management	16	16	16	15	15
Police	0	0	0	0	0
Professional	43	42	42	40	39
Technical	65	66	66	65	63
Maintenance	23	18	18	18	17
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	6	6	6	6	5
Total	**154**	**150**	**150**	**146**	**140**

ADM	1	Non-Rep	88
MGR	15	Rep	17
MNT	17	**Total FT**	**105**
OPR	0		
POL	0		
PRO	39	PT	0
REP	0	CON	35
SUP	5		
TEC	63	**TOTAL**	**140**



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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,195,533	736,448	576,241	566,091	1,105,235
Overtime	9,855	4,620	1,954	5,842	0
Other Benefits	89,956	59,575	46,297	48,446	171,599
Healthcare Rep/NonRep	18,708	25,491	26,490	33,453	58,894
Pension Rep/NonRep	57,258	62,221	64,438	91,180	81,407
Workers Comp-Excess/Losses	0	-19	11	-1	8,865
Benefits Total	165,922	147,268	137,236	173,078	320,765
Labor Total	**1,371,310**	**888,336**	**715,431**	**745,011**	**1,426,000**
Contractual Services	2,410,185	24,028	95,214	178,942	55,000
Materials Supplies-Other	11,809	10,440	6,181	4,724	10,000
Materials Total	11,809	10,440	6,181	4,724	10,000
Other Non-Operating Expenses	5,044	10,858	35,537	16,193	32,241
Non Labor Total	**2,427,038**	**45,326**	**136,931**	**199,858**	**97,241**
Gross Operating Total	**3,798,348**	**933,662**	**852,362**	**944,869**	**1,523,241**
Cost Allocation	-1,297,320	-406,085	-400,468	-263,441	-635,636
Allocation Total	**-1,297,320**	**-406,085**	**-400,468**	**-263,441**	**-635,636**
Net Operating Expense	**2,501,028**	**527,577**	**451,895**	**681,427**	**887,605**

Authorized Positions by Status

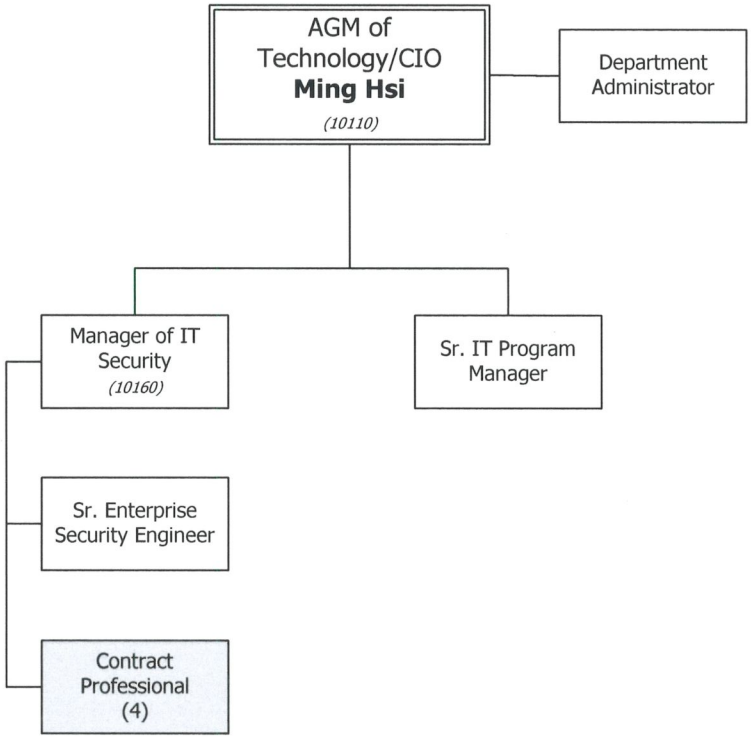
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	5	5	5	5	5
Represented	0	0	0	0	0
Full-Time Total	**5**	**5**	**5**	**5**	**5**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**10**	**4**	**4**	**4**	**4**
Total	**15**	**9**	**9**	**9**	**9**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	1	1	1	1
Managerial	2	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	11	5	5	5	5
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Technical	2	1	1	1	1
Total	**15**	**9**	**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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM TECHNOLOGY	C	MGR		1	1	1	1	1	1
Manager of IT Security	22	MGR		1	1	1	1	1	1
SR IT PROGRAM MANAGER	20	PRO		----	----	----	----	1	1
Sr. Enterprise Security Engineer	20	TEC		1	1	1	1	1	1
Sr. IT Program Manager	20	PRO		1	1	1	1	----	----
DEPARTMENT ADMINISTRATOR	17	ADM		----	1	1	1	1	1
Technology Project Coordinator	17	TEC		1	----	----	----	----	----
Non-Rep Subtotal				**5**	**5**	**5**	**5**	**5**	**5**
Total Full-Time				**5**	**5**	**5**	**5**	**5**	**5**
Contract									
CONTRACT PROFESSIONAL	----	PRO		10	4	4	4	4	4
Total Contract				**10**	**4**	**4**	**4**	**4**	**4**
Office Total				**15**	**9**	**9**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	3,511,765	3,738,259	3,320,187	3,545,495	4,103,682
Overtime	320,299	416,025	387,655	377,996	69,164
Other Benefits	369,202	295,644	427,135	369,174	599,919
Healthcare Rep/NonRep	633,607	655,285	572,985	563,208	583,236
Pension Rep/NonRep	369,666	349,408	303,365	341,238	418,991
Workers Comp-Excess/Losses	8,192	11,761	-182	506	81,558
Benefits Total	1,380,667	1,312,098	1,303,303	1,274,126	1,683,704
Labor Total	**5,212,731**	**5,466,382**	**5,011,145**	**5,197,616**	**5,856,550**
Contractual Services	7,972,381	9,429,774	9,128,740	10,932,717	9,581,521
Materials Supplies-Other	190,428	222,163	281,751	370,436	232,411
Materials Total	190,428	222,163	281,751	370,436	232,411
Other Operating	1,331,836	1,463,716	1,496,627	1,919,276	1,477,985
Other Total	1,331,836	1,463,716	1,496,627	1,919,276	1,477,985
Casualty & Liability Costs	0	0	0	0	0
Miscellaneous Expenses	0	30	682	0	0
Other Non-Operating Expenses	2,814	955	1,252	2,294	12,053
Non Labor Total	**9,497,459**	**11,116,638**	**10,909,051**	**13,224,723**	**11,303,970**
Gross Operating Total	**14,710,190**	**16,583,020**	**15,920,196**	**18,422,339**	**17,160,520**
Cost Allocation	-4,501,972	-4,374,532	-4,051,168	-4,456,253	-3,623,892
Allocation Total	**-4,501,972**	**-4,374,532**	**-4,051,168**	**-4,456,253**	**-3,623,892**
Net Operating Expense	**10,208,218**	**12,208,488**	**11,869,028**	**13,966,086**	**13,536,628**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	29	30	30	30	29
Represented	21	18	18	18	17
Full-Time Total	**50**	**48**	**48**	**48**	**46**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**12**	**16**	**16**	**15**	**14**
Total	**62**	**64**	**64**	**63**	**60**

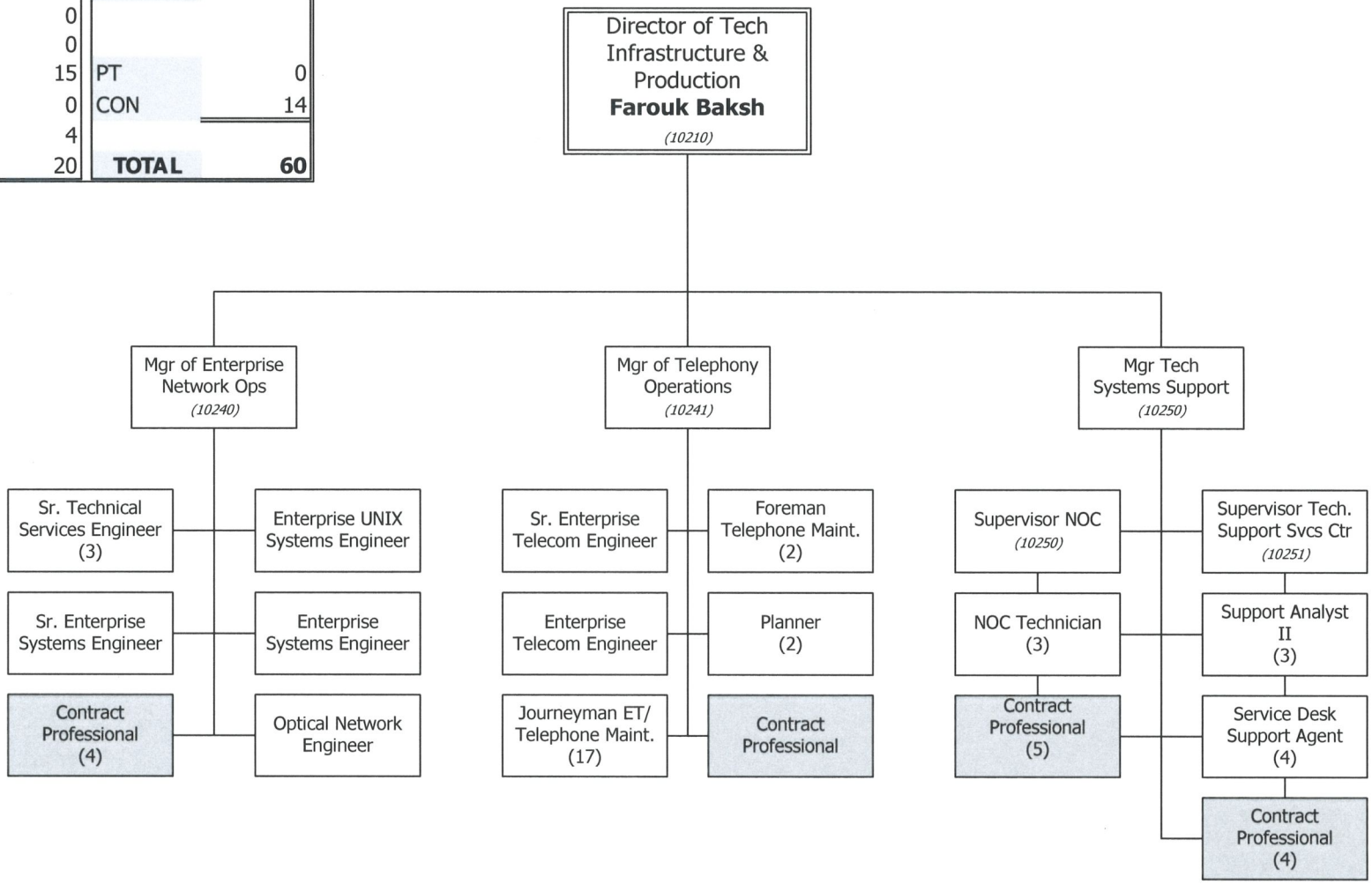
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	0
Managerial	4	4	4	4	4
Maintenance	21	18	18	18	17
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	13	17	17	16	15
Represented	0	0	0	0	0
Supervisory	5	4	4	4	4
Technical	18	20	20	20	20
Total	**62**	**64**	**64**	**63**	**60**

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

ADM	0
MGR	4
MNT	17
OPR	0
POL	0
PRO	15
REP	0
SUP	4
TEC	20

Non-Rep	29
Rep	17
Total FT	**46**
PT	0
CON	14
TOTAL	**60**



Contract Positions (Shaded)

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR TECH INFRASTRUCTURE & PROD	23	MGR		1	1	1	1	1	1
Manager Telephony Operations	22	MGR		1	1	1	1	----	----
MGR ENTERPRISE NETWORK OPS	22	MGR		1	1	1	1	1	1
MGR TECH SYSTEMS SUPPORT	22	MGR		----	1	1	1	1	1
MGR TELEPHONY OPERATIONS	22	MGR		----	----	----	----	1	1
Manager Client Technologies	21	MGR		1	----	----	----	----	----
Sr Enterprise Systems Engineer	20	TEC		1	1	1	1	1	1
SR TECHNICAL SERVICES ENGINEER	20	TEC		3	3	3	3	3	3
SR ENTERPRISE TELECOM ENGINEER	19	PRO		1	1	1	1	1	1
SUPV TECH SUPPORT SVCS CENTR	19	SUP		2	1	1	1	1	1
ENTERPRISE SYSTEMS ENGINEER	18	TEC		1	1	1	1	1	1
ENTERPRISE TELE ENGINEER	18	TEC		----	----	----	----	1	1
Enterprise Telecom Engineer	18	TEC		1	1	1	1	----	----
Enterprise Unix Sys Engineer	18	TEC		1	1	1	1	1	1
OPTICAL NETWORK ENGINEER	18	TEC		1	1	1	1	1	1
SUPV NETWORK OPERATIONS CENTER	18	SUP		1	1	1	1	1	1
FOREMAN TELEPHONE MAINTENANCE	16	SUP		2	2	2	2	2	2
NETWORK OPERATIONS CENTER TECH	16	TEC		3	3	3	3	3	3
PLANNER COMM COMPTR & FARECOLL	16	TEC		2	2	2	2	2	2
SUPPORT ANALYST II	15	TEC		3	3	3	3	3	3
SVC DESK SUPPORT AGENT	12	TEC		2	4	4	4	4	4
COMPUTER OPERATOR III	10	ADM		1	1	1	1	1	----
Non-Rep Subtotal				**29**	**30**	**30**	**30**	**30**	**29**

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Represented									
JOURNEYMAN ET-TELEPHONE MAINT	UR	MNT		21	18	18	18	18	17
Represented Subtotal				**21**	**18**	**18**	**18**	**18**	**17**
Total Full-Time				**50**	**48**	**48**	**48**	**48**	**46**
Contract									
CONTRACT PROFESSIONAL	----	PRO		12	16	16	15	15	14
Total Contract				**12**	**16**	**16**	**15**	**15**	**14**
Office Total				**62**	**64**	**64**	**63**	**63**	**60**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,726,280	2,571,884	2,963,731	3,099,737	3,465,343
Overtime	878	1,302	3,090	91	0
Other Benefits	245,413	262,440	272,302	281,937	661,995
Healthcare Rep/NonRep	378,335	349,543	351,981	400,321	353,365
Pension Rep/NonRep	311,304	280,320	344,854	473,190	415,796
Workers Comp-Excess/Losses	0	-120	-96	-17	53,190
Benefits Total	935,052	892,183	969,041	1,155,431	1,484,346
Labor Total	**3,662,210**	**3,465,369**	**3,935,862**	**4,255,259**	**4,949,689**
Contractual Services	3,154,193	4,770,605	4,240,537	4,925,678	6,274,294
Materials Supplies-Other	1,738	4,662	5,097	3,303	1,900
Materials Total	1,738	4,662	5,097	3,303	1,900
Miscellaneous Expenses	0	419	0	0	0
Other Non-Operating Expenses	3,041	7,603	23,317	-4,751	26,125
Non Labor Total	**3,158,972**	**4,783,289**	**4,268,950**	**4,924,231**	**6,302,319**
Gross Operating Total	**6,821,182**	**8,248,658**	**8,204,811**	**9,179,490**	**11,252,008**
Cost Allocation	-1,032,646	-2,502,188	-2,593,935	-2,776,289	-2,771,628
Allocation Total	**-1,032,646**	**-2,502,188**	**-2,593,935**	**-2,776,289**	**-2,771,628**
Net Operating Expense	**5,788,536**	**5,746,470**	**5,610,877**	**6,403,201**	**8,480,380**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	33	34	34	32	30
Represented	0	0	0	0	0
Full-Time Total	**33**	**34**	**34**	**32**	**30**
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	**40**	**41**	**41**	**39**	**37**

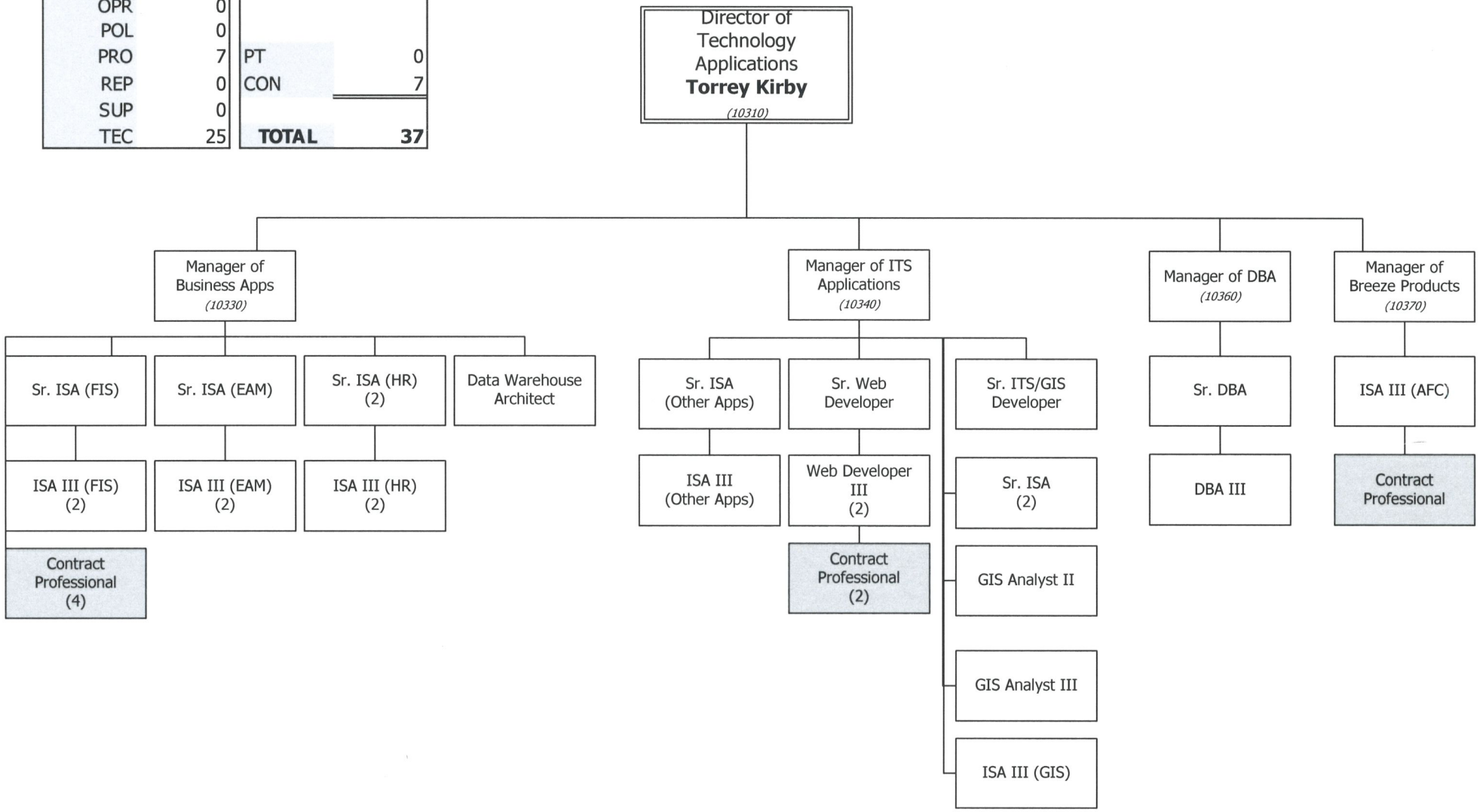
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Managerial	5	5	5	5	5
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	8	8	8	7	7
Represented	0	0	0	0	0
Supervisory	0	1	1	1	0
Technical	27	27	27	26	25
Total	**40**	**41**	**41**	**39**	**37**

OFFICE OF TECHNOLOGY APPLICATIONS

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

Non-Rep	30
Rep	0
Total FT	**30**
PT	0
CON	7
TOTAL	**37**



Contract Position (Shaded)

OFFICE OF TECHNOLOGY APPLICATIONS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR TECH APPLICATIONS	23	MGR		1	1	1	1	1	1
Manager Client Server Application	22	MGR		1	----	----	----	----	----
MGR BREEZE PRODUCTS	22	MGR		1	1	1	1	1	1
MGR BUSINESS APPLICATIONS	22	MGR		1	1	1	1	1	1
MGR DBA	22	MGR		1	1	1	1	1	1
MGR ITS APPLICATIONS	22	MGR		----	1	1	1	1	1
DATA WAREHOUSE ARCHITECT	20	TEC		1	1	1	1	1	1
SR DATABASE ADMINISTRATOR	20	TEC		----	----	----	----	1	1
SR INFORMATION SYSTEMS ANALYST	20	TEC		7	7	7	7	7	7
SR ITS GIS DEVELOPER	20	TEC		1	1	1	1	1	1
SR WEB DEVELOPER	20	TEC		1	1	1	1	1	1
Sr. Database Administrator	20	TEC		1	1	1	1	----	----
DATABASE ADMINISTRATOR III	19	TEC		1	1	1	1	1	1
GIS ANALYST III	19	TEC		1	1	1	1	1	1
INFORMATION SYS ANALYST III	19	TEC		9	9	9	9	9	9
WEB DEVELOPER III	19	TEC		2	2	2	2	2	2
Data Warehouse Business Analyst QA	18	PRO		1	1	1	----	----	----
DATABASE ADMINISTRATOR II	18	TEC		1	1	1	1	1	----
GIS ANALYST II	18	TEC		1	1	1	1	1	1
FOREMAN FARE GATE MAINTENANCE	16	SUP		----	1	1	1	1	----
Information Systems Analyst I	16	TEC		1	1	1	----	----	----
Non-Rep Subtotal				**33**	**34**	**34**	**32**	**32**	**30**
Total Full-Time				**33**	**34**	**34**	**32**	**32**	**30**

OFFICE OF TECHNOLOGY APPLICATIONS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Contract									
CONTRACT PROFESSIONAL	----	PRO		7	7	7	7	7	7
Total Contract				**7**	**7**	**7**	**7**	**7**	**7**
Office Total				**40**	**41**	**41**	**39**	**39**	**37**

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.
- Evaluate 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 Authority'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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,223,926	2,164,632	2,104,618	2,483,479	3,040,447
Overtime	3,908	20,367	4,158	2,534	0
Other Benefits	195,586	198,959	186,399	210,177	562,719
Healthcare Rep/NonRep	216,856	168,789	165,385	198,858	282,692
Pension Rep/NonRep	213,910	168,352	157,658	228,956	339,793
Workers Comp-Excess/Losses	0	-55	-50	-9	42,552
Benefits Total	626,352	536,045	509,392	637,981	1,227,757
Labor Total	**2,854,186**	**2,721,044**	**2,618,169**	**3,123,994**	**4,268,204**
Contractual Services	208,036	103,487	143,715	373,519	383,723
Materials Supplies-Other	30,267	9,216	7,528	7,219	8,725
Materials Total	30,267	9,216	7,528	7,219	8,725
Other Operating	2,000	0	0	0	0
Other Total	2,000	0	0	0	0
Other Non-Operating Expenses	-6,569	5,083	5,615	5,272	23,085
Non Labor Total	**233,734**	**117,786**	**156,857**	**386,010**	**415,533**
Gross Operating Total	**3,087,920**	**2,838,830**	**2,775,026**	**3,510,004**	**4,683,737**
Cost Allocation	-1,195,465	-1,042,162	-1,093,094	-1,257,779	-1,367,984
Allocation Total	**-1,195,465**	**-1,042,162**	**-1,093,094**	**-1,257,779**	**-1,367,984**
Net Operating Expense	**1,892,455**	**1,796,668**	**1,681,932**	**2,252,225**	**3,315,753**

Authorized Positions by Status

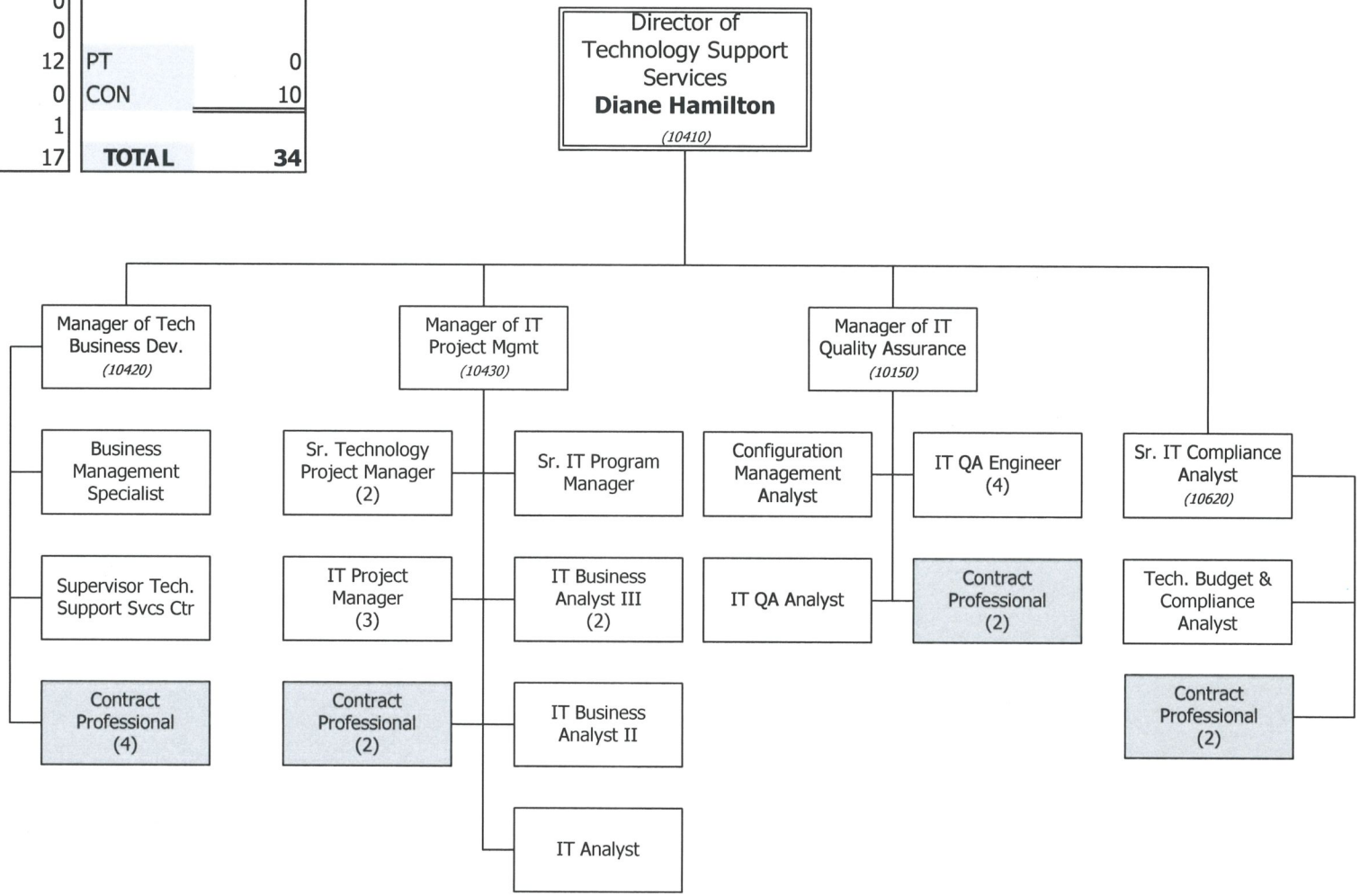
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	27	26	26	25	24
Represented	2	0	0	0	0
Full-Time Total	**29**	**26**	**26**	**25**	**24**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**8**	**10**	**10**	**10**	**10**
Total	**37**	**36**	**36**	**35**	**34**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Managerial	5	5	5	4	4
Maintenance	2	0	0	0	0
Operator	0	0	0	0	0
Police	0	0	0	0	0
Professional	11	12	12	12	12
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Technical	18	18	18	18	17
Total	**37**	**36**	**36**	**35**	**34**

ADM	0
MGR	4
MNT	0
OPR	0
POL	0
PRO	12
REP	0
SUP	1
TEC	17

Non-Rep	24
Rep	0
Total FT	**24**
PT	0
CON	10
TOTAL	**34**



Contract Position (Shaded)

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR TECH SUPPORT SERVICES	23	MGR		1	1	1	1	1	1
Manager IT Project Management	22	MGR		1	1	1	1	1	1
Manager of IT Compliance	22	MGR		1	1	----	----	----	----
MGR TECHNOLOGY BUS DEVELOP	22	MGR		1	1	1	1	1	1
Manager of IT Compliance	21	MGR		----	----	1	----	----	----
MGR IT QUALITY ASSURANCE	21	MGR		1	1	1	1	1	1
Sr IT Compliance Analyst	20	TEC		1	1	1	1	1	1
SR IT PROGRAM MANAGER	20	PRO		----	----	----	----	1	1
SR TECH PROJECT MANAGER	20	TEC		2	2	2	2	2	2
Sr. IT Program Manager	20	PRO		1	1	1	1	----	----
TECH BDGT & COMPLIANCE ANALYST	20	PRO		1	1	1	1	1	1
CONFIG MGMT ANALYST	19	TEC		1	1	1	1	1	1
IT Auditor	19	PRO		1	----	----	----	----	----
IT BUSINESS ANALYST III	19	TEC		1	2	2	2	2	2
IT QUALITY ASSURANCE ENGINEER	19	TEC		4	4	4	4	4	4
SUPV TECH SUPPORT SVCS CENTR	19	SUP		----	1	1	1	1	1
BUSINESS MGMT SPECIALIST	18	TEC		1	1	1	1	1	1
IT ANALYST	18	TEC		1	1	1	1	1	1
IT PROJECT MANAGER	18	TEC		4	4	4	4	4	3
IT QUALITY ASSURANCE ANALYST	18	TEC		1	1	1	1	1	1
IT BUSINESS ANALYST II	17	TEC		1	1	1	1	1	1
FOREMAN FARE GATE MAINTENANCE	16	SUP		1	----	----	----	----	----
IT Business Analyst I	15	TEC		1	----	----	----	----	----
Non-Rep Subtotal				**27**	**26**	**26**	**25**	**25**	**24**

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Represented									
Journeyman ET-Faregate Maintenance	UR	MNT		2	----	----	----	----	----
Represented Subtotal				**2**	**----**	**----**	**----**	**----**	**----**
Total Full-Time				**29**	**26**	**26**	**25**	**25**	**24**
Contract									
CONTRACT PROFESSIONAL	----	PRO		8	10	10	10	10	10
Total Contract				**8**	**10**	**10**	**10**	**10**	**10**
Office Total				**37**	**36**	**36**	**35**	**35**	**34**

DEPARTMENT OF PLANNING

This Department includes the following Offices:

Department of Planning

- Office of AGM of Planning
- Office of Research & Analysis
- Office of Short Term Planning
- Office of Long Term Planning

Areas of Oversight

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

FY17 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 internal and external consulting capabilities by conducting: intercept surveys, online survey, root-cause analyses, employee surveys, parking studies, bike usage, KPI's, bus and rail announcements, system-wide factors study, benchmarks, focus groups, fare evasion studies, new products/service testing, secret shoppers, 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 bus ridership analysis and reporting for major service changes throughout 2017 for Title VI Assessments and FTA reporting.
- Completed data collection, processing, and reporting of National Transit Database data for MARTA's annual submission to FTA.

Director of Transit System Planning

Service Planning & Scheduling

- Implemented the first two phases of the MORE MARTA Atlanta initiative, which included additional bus service, amenities and rail planning.
- Implemented the first phase of the recently approved Comprehensive Operations Analysis to maximize service efficiencies.

Special Projects & Analysis

- Engaged regional agencies to coordinate advancement of the bus stop replacement project using SRTA's GO! Transit bond funds, as well as coordinating internally on a complex cost estimation project and signage manual update.
- Completed all internal/external coordination and implemented a partnership with the City of Atlanta Relay Bike Share, bringing bike share to 5 stations (with more to come).

FY18Goals & Objectives

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

- Objective: Execute the Departmental Action Plans associated with improving Communications, Cross-Departmental Collaboration, Succession Planning and Team Development.

GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA

- Objective: Coordinate with the appropriate MARTA offices to enhance the customer experience.

GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation

- Objective: Complete a 5-year Strategic Plan, in concert with the development of the MARTA Business Development Plan.

GOAL 5: Maximize ridership and service quality through innovation and capital investment

- Objective: Develop a plan to incorporate transportation network company models into the delivery of MARTA bus and/or mobility services.

GOAL 6: Achieve significant progress towards the planning and implementation of MORE MARTA

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.25%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	95.18%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-17.74%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-18.57%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	6.55%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	191.53%	</= 0%

DEPT OF PLANNING

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	4,061,153	4,022,686	4,037,014	3,977,209	4,607,063
Overtime	110,785	179,794	198,272	217,769	119,621
Other Benefits	396,514	421,417	449,736	406,415	720,853
Healthcare Rep/NonRep	588,299	553,640	563,722	563,389	707,532
Pension Rep/NonRep	532,056	590,699	639,552	790,079	581,549
Workers Comp-Excess/Losses	22,727	69,647	-18	29,833	102,834
Benefits Total	1,539,596	1,635,403	1,652,992	1,789,716	2,112,767
Labor Total	**5,711,534**	**5,837,883**	**5,888,278**	**5,984,694**	**6,839,451**
Contractual Services	898	577	50,936	-22,340	3,200
Materials Supplies-Other	22,610	11,804	11,422	16,033	17,458
Materials Total	22,610	11,804	11,422	16,033	17,458
Other Operating	0	0	-35	-150	0
Other Total	0	0	-35	-150	0
Other Non-Operating Expenses	61,401	52,581	93,077	95,972	72,110
Non Labor Total	**84,909**	**64,962**	**155,401**	**89,515**	**92,768**
Gross Operating Total	**5,796,443**	**5,902,845**	**6,043,679**	**6,074,209**	**6,932,219**
Cost Allocation	-4,119,334	-4,254,787	-4,054,397	-4,000,392	-4,327,585
Allocation Total	**-4,119,334**	**-4,254,787**	**-4,054,397**	**-4,000,392**	**-4,327,585**
Net Operating Expense	**1,677,109**	**1,648,058**	**1,989,282**	**2,073,817**	**2,604,634**

Authorized Positions by Status

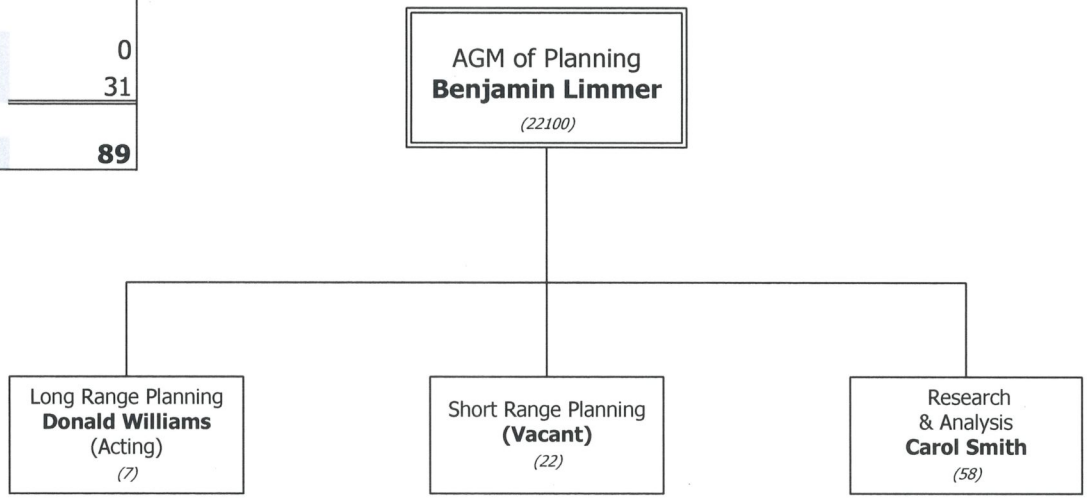
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	45	45	47	46	48
Represented	10	10	10	10	10
Full-Time Total	**55**	**55**	**57**	**56**	**58**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**36**	**36**	**36**	**36**	**31**
Total	**91**	**91**	**93**	**92**	**89**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	24	30	31	30	24
Management	8	8	8	8	9
Police	0	0	0	0	0
Professional	32	29	29	29	31
Technical	2	2	3	3	3
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	10	10	10	10	10
Supervisory	15	12	12	12	12
Total	**91**	**91**	**93**	**92**	**89**

ADM	24
MGR	9
MNT	0
OPR	0
POL	0
PRO	31
REP	10
SUP	12
TEC	3

Non-Rep	48
Rep	10
Total FT	**58**
PT	0
CON	31
TOTAL	**89**



Functions & Responsibilities

AGM of Planning

- The Office of the Assistant General Manager of Planning oversees a wide variety of programs and activities that involve diverse constituencies, community and stakeholder outreach, planning for future corridor expansion, service planning and scheduling for both bus and rail, environmental analysis, 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 as well as reporting to the Federal Transit Administration about MARTA's system performance.

Other offices in the Department of Planning are:

- **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 performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

- **Short Range Planning:** The Office of Short Range Planning (SRP) is comprised of the units of Service Planning, Scheduling and Special Projects & Analysis. The Office is responsible for conducting transit planning initiatives, which includes immediate, short-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment within the community. SRP oversees and coordinates all regional and planning initiatives for the Authority which includes identifying and structuring new and revised service to growing markets, and identifying and developing service schedules and accompanying transit amenities and facilities.

- **Long Range Planning:** The Office of Long Range Planning (LRP) is comprised of the units of Project Development, Systems Planning, and Community Outreach. The Office is responsible for conducting transit planning initiatives, which includes long-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment within the community. LRP oversees and coordinates all regional and planning initiatives for the Authority which includes the analysis of expansion of service and facilities, and identifying new bus and rail technologies while overseeing the Unified Planning Work program that is reported to the Atlanta Regional Commission and the Federal Transit Administration. Additionally, LRP also reviews environmental impact, historical, and archaeological studies as required by State and Federal laws and facilitates the Authority's Public Hearing process.

OFFICE OF AGM PLANNING

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	202,219	160,848	209,423	278,749	221,620
Overtime	0	0	0	1,274	0
Other Benefits	17,086	12,107	12,240	16,307	58,355
Healthcare Rep/NonRep	15,477	13,467	21,349	29,045	23,558
Pension Rep/NonRep	6,314	4,866	11,023	15,276	35,234
Workers Comp-Excess/Losses	15,700	30,438	-11,568	-1	3,546
Benefits Total	54,577	60,878	33,044	60,628	120,692
Labor Total	**256,796**	**221,726**	**242,467**	**340,652**	**342,312**
Materials Supplies-Other	1,437	1,858	5,028	2,050	3,237
Materials Total	1,437	1,858	5,028	2,050	3,237
Other Non-Operating Expenses	7,461	5,575	11,936	30,143	23,260
Non Labor Total	**8,898**	**7,433**	**16,964**	**32,194**	**26,497**
Gross Operating Total	**265,694**	**229,159**	**259,432**	**372,845**	**368,809**
Cost Allocation	-125,493	-61,346	-118,672	-214,820	-201,448
Allocation Total	**-125,493**	**-61,346**	**-118,672**	**-214,820**	**-201,448**
Net Operating Expense	**140,201**	**167,813**	**140,759**	**158,025**	**167,361**

Authorized Positions by Status

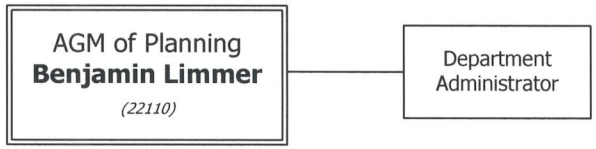
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**2**	**2**	**2**	**2**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM PLANNING	C	MGR		1	1	1	1	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**2**	**2**	**2**	**2**	**2**	**2**
Total Full-Time				**2**	**2**	**2**	**2**	**2**	**2**
Office Total				**2**	**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 system wide 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,220,784	2,199,743	2,261,936	2,210,157	2,465,203
Overtime	108,607	177,316	188,616	207,830	119,621
Other Benefits	213,555	210,592	269,666	234,527	315,044
Healthcare Rep/NonRep	261,757	242,750	269,301	251,990	342,387
Pension Rep/NonRep	267,507	307,984	338,195	395,559	241,029
Workers Comp-Excess/Losses	4,365	40,169	634	18,457	47,871
Benefits Total	747,184	801,495	877,796	900,533	946,331
Labor Total	**3,076,575**	**3,178,554**	**3,328,349**	**3,318,520**	**3,531,154**
Contractual Services	0	0	0	0	2,500
Materials Supplies-Other	12,254	853	1,786	1,459	4,805
Materials Total	12,254	853	1,786	1,459	4,805
Other Operating	0	0	-35	0	0
Other Total	0	0	-35	0	0
Other Non-Operating Expenses	24,905	23,958	53,548	45,310	21,055
Non Labor Total	**37,159**	**24,811**	**55,300**	**46,769**	**28,360**
Gross Operating Total	**3,113,734**	**3,203,365**	**3,383,648**	**3,365,289**	**3,559,514**
Cost Allocation	-2,477,632	-2,612,502	-2,374,864	-2,213,140	-2,154,130
Allocation Total	**-2,477,632**	**-2,612,502**	**-2,374,864**	**-2,213,140**	**-2,154,130**
Net Operating Expense	**636,102**	**590,863**	**1,008,784**	**1,152,149**	**1,405,384**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**	**31**
Total	**63**	**63**	**63**	**63**	**58**

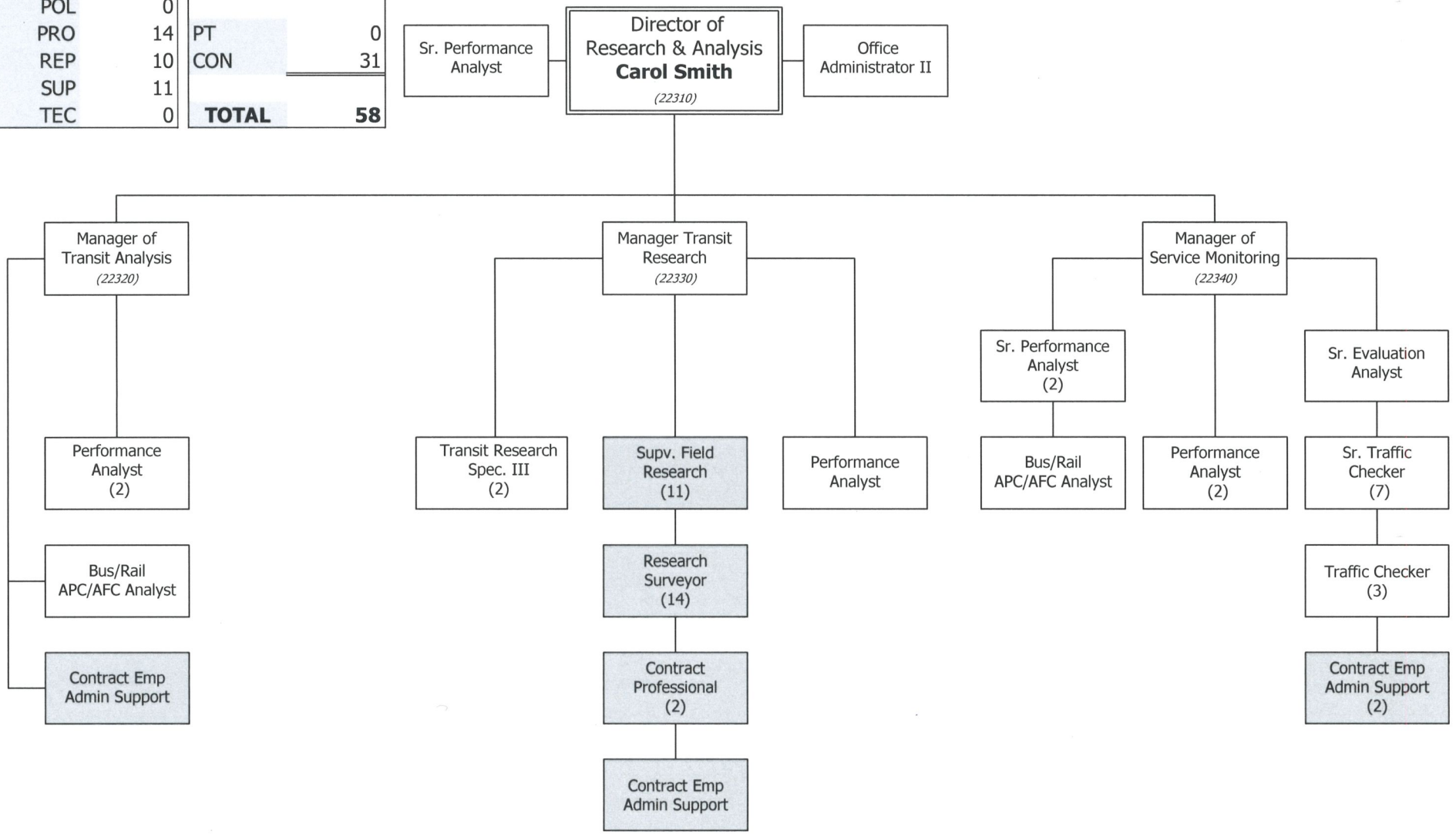
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	18	24	24	24	19
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	17	14	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	11	11	11	11
Total	**63**	**63**	**63**	**63**	**58**

OFFICE OF RESEARCH & ANALYSIS

ADM	19
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	31
TOTAL	**58**



Contract Positions (Shaded)

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR TRANSIT RESEARCH ANALYSIS	23	MGR		1	1	1	1	1	1
MGR SERVICE MONITORING	21	MGR		1	1	1	1	1	1
MGR TRANSIT ANALYSIS	21	MGR		1	1	1	1	1	1
MGR TRANSIT RESEARCH	21	MGR		1	1	1	1	1	1
SR PERFORMANCE ANALYST	19	PRO		2	2	2	2	2	2
PERFORMANCE ANALYST	18	PRO		6	5	5	5	5	5
SR EVALUATION ANALYST	18	PRO		1	1	1	1	1	1
BUS/RAIL APC AFC ANALYST III	17	PRO		1	1	1	1	1	1
TRANS RESEARCH SPECIALIST III	17	PRO		1	2	2	2	2	2
OFFICE ADMINISTRATOR II	16	ADM		----	1	1	1	1	1
Supv Transit Research	16	SUP		1	----	----	----	----	----
BUS/RAIL APC AFC ANALYST II	15	PRO		----	1	1	1	1	1
OFFICE ADMINISTRATOR I	14	ADM		1	----	----	----	----	----
Non-Rep Subtotal				**17**	**17**	**17**	**17**	**17**	**17**
Represented									
SR TRAFFIC CHECKER	UR	REP		7	7	7	7	7	7
TRAFFIC CHECKER	UR	REP		3	3	3	3	3	3
Represented Subtotal				**10**	**10**	**10**	**10**	**10**	**10**
Total Full-Time				**27**	**27**	**27**	**27**	**27**	**27**

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Contract									
CONTRACT EMP ADMIN SUPPORT	----	ADM		----	6	6	6	6	4
CONTRACT PROFESSIONAL	----	PRO		2	2	2	2	2	2
RESEARCH SURVEYOR	----	ADM		17	17	17	17	17	14
SUPV FIELD RESEARCH	----	SUP		13	11	11	11	11	11
Technical Support Assistant	----	PRO		4	----	----	----	----	----
Total Contract				**36**	**36**	**36**	**36**	**36**	**31**
Office Total				**63**	**63**	**63**	**63**	**63**	**58**

Functions & Responsibilities

Director of Short Range Planning

- The Office of Short Range Planning (SRP) is comprised of the units of Service Planning, Scheduling and Special Projects & Analysis. The office is responsible for conducting transit planning initiatives, which includes immediate, short-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment within the community. SRP oversees and coordinates all regional and planning initiatives for the Authority which includes identifying and structuring new and revised service to growing markets, and identifying and developing service schedules and accompanying transit amenities and facilities.

Service Planning

- The Service Planning unit includes evaluating the efficiency and effectiveness of existing services, proactively develops service plans with community input, maintains MARTA's Service Standards that are approved annually by the MARTA Board of Directors and coordinates with local public/private agencies with bus and shuttle services (Transportation Management Associates and Community Improvement Districts).

Scheduling

- The Scheduling unit includes developing efficient and effective schedules to support existing and proposed bus and rail services. The unit supports MARTA's Service Standards that are approved annually by the MARTA Board of Directors and coordinates with other MARTA offices on the deployment of specialized schedules to support bus and rail services (i.e. single-tracking, special events, etc.).

Special Projects & Analysis

- The Special Projects & Analysis unit is primarily responsible for coordinating the Authority's bus stop and shelter management efforts. This includes maintaining all of the existing bus stops, shelters, and other passenger waiting environment amenities to maximize passenger access to the bus and rail system. The unit also supports the other Short Range Planning units to proactively implement service plans with community input and maintains MARTA's Service Standards that are approved annually by the MARTA Board of Directors.

OFFICE OF SHORT RANGE PLANNING

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,638,150	1,662,095	1,565,654	1,488,303	1,370,432
Overtime	2,178	2,478	9,656	8,665	0
Other Benefits	165,873	198,718	167,830	155,581	230,307
Healthcare Rep/NonRep	311,065	297,423	273,071	282,354	259,135
Pension Rep/NonRep	258,235	277,849	290,334	379,243	217,876
Workers Comp-Excess/Losses	2,662	-960	10,915	11,377	39,006
Benefits Total	737,835	773,030	742,151	828,555	746,323
Labor Total	**2,378,163**	**2,437,603**	**2,317,462**	**2,325,523**	**2,116,755**
Contractual Services	898	577	50,936	-22,340	700
Materials Supplies-Other	8,919	9,093	4,608	12,523	9,416
Materials Total	8,919	9,093	4,608	12,523	9,416
Other Operating	0	0	0	-150	0
Other Total	0	0	0	-150	0
Other Non-Operating Expenses	29,035	23,048	27,593	20,518	27,795
Non Labor Total	**38,852**	**32,718**	**83,138**	**10,552**	**37,911**
Gross Operating Total	**2,417,015**	**2,470,321**	**2,400,599**	**2,336,075**	**2,154,666**
Cost Allocation	-1,516,209	-1,580,939	-1,560,861	-1,572,431	-1,198,512
Allocation Total	**-1,516,209**	**-1,580,939**	**-1,560,861**	**-1,572,431**	**-1,198,512**
Net Operating Expense	**900,806**	**889,382**	**839,738**	**763,643**	**956,154**

Authorized Positions by Status

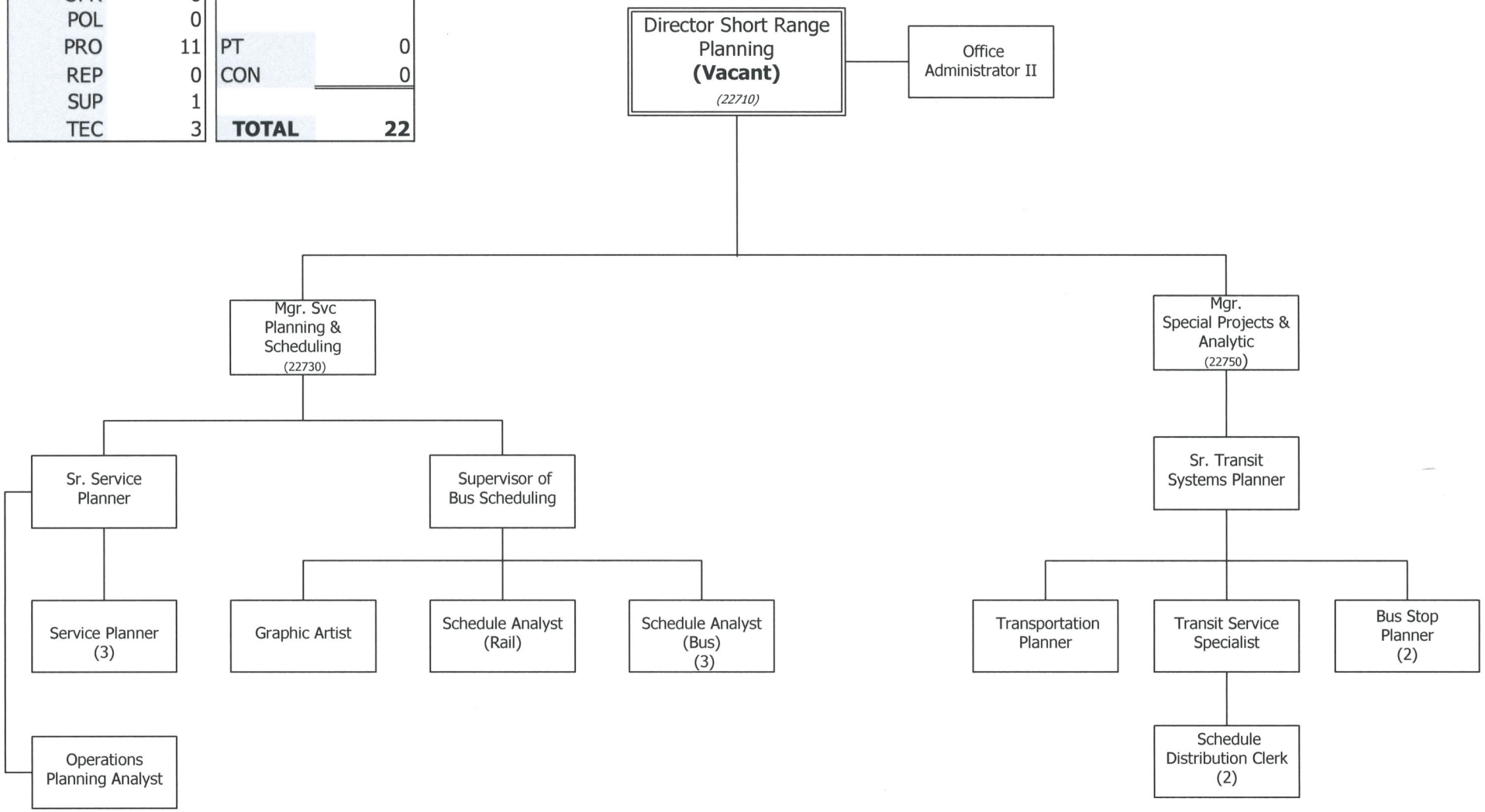
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	26	26	28	27	22
Represented	0	0	0	0	0
Full-Time Total	**26**	**26**	**28**	**27**	**22**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**26**	**26**	**28**	**27**	**22**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	5	5	6	5	4
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	15	15	15	15	11
Technical	2	2	3	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	**26**	**26**	**28**	**27**	**22**

ADM	4
MGR	3
MNT	0
OPR	0
POL	0
PRO	11
REP	0
SUP	1
TEC	3

Non-Rep	22
Rep	0
Total FT	**22**
PT	0
CON	0
TOTAL	**22**



OFFICE OF SHORT RANGE PLANNING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR TRANSIT SYSTEM PLANNING	24	MGR		1	1	1	1	1	----
DIRECTOR SHORT RANGE PLANNING	23	MGR		----	----	----	----	----	1
MGR SPEC PROJECTS & ANALYSIS	21	MGR		1	1	1	1	1	1
Mgr Svc Planning & Scheduling	21	MGR		1	1	1	1	1	1
SR SERVICE PLANNER	19	PRO		1	1	1	1	1	1
SR TRANSIT SYSTEM PROJECT PLNR	19	PRO		1	1	1	1	1	----
SR TRANSIT SYSTEMS PLANNER	19	PRO		1	1	1	1	1	1
SUPV BUS SCHEDULING	19	SUP		1	1	1	1	1	1
TRANSIT SYS PLNG PRGM ANALYST	19	PRO		1	1	1	1	1	----
TRANSIT SYSTEM PROJECT PLANNER	19	PRO		2	2	2	2	2	----
BUS STOP PLANNER III	17	TEC		----	----	1	1	1	1
OPERATIONS PLANNING ANALYST	17	PRO		1	1	1	1	1	1
SERVICE PLANNER III	17	PRO		2	2	2	2	2	2
TRANSPORTATION PLANNER III	17	PRO		----	1	1	1	1	1
Bus Stop Planner	16	TEC		1	----	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
SCHEDULE ANALYST III	16	PRO		3	3	3	3	3	3
BUS STOP PLANNER II	15	TEC		----	1	1	1	1	1
SERVICE PLANNER II	15	PRO		1	1	1	1	1	1
Transportation Planner II	15	PRO		1	----	----	----	----	----
GRAPHIC ARTIST	14	TEC		1	1	1	1	1	1
SCHEDULE ANALYST II	14	PRO		1	1	1	1	1	1
Scheduling Technician	9	ADM		1	1	1	----	----	----
TRANSIT SERVICE SPECIALIST	9	ADM		1	1	1	1	1	1
SCHEDULE DISTRIBUTION CLERK	6	ADM		2	2	3	3	3	2

OFFICE OF SHORT RANGE PLANNING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Rep Subtotal				26	26	28	27	27	22
Total Full-Time				26	26	28	27	27	22
Office Total				26	26	28	27	27	22

Functions & Responsibilities

Director of Long Range Planning

- The Office of Long Range Planning (LRP) is comprised of the units of Project Development, Systems Planning, and Community Outreach. The office is responsible for conducting transit planning initiatives, which includes long-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment within the community. LRP oversees and coordinates all regional and planning initiatives for the Authority which includes the analysis of expansion of service and facilities, and identifying new bus and rail technologies while overseeing the Unified Planning Work program that is reported to the Atlanta Regional Commission and the Federal Transit Administration. Additionally, LRP also reviews environmental impact, historical, and archaeological studies as required by State and Federal laws and facilities the Authority's Public Hearing process.

Project Development

- The Project Development unit conducts long-range planning to include guiding system expansion projects through the federal Capital Investment Grant program, ridership modeling and identifying future locations for capital expansion projects (fixed-guideway, bus-rapid transit). This unit also reviews environmental impact, historical and archaeological studies as required by State and Federal laws.

Systems Planning

- The Systems Planning unit provides general planning activities to develop and enhance coordinating bus and rail service. The unit also provides core GIS capabilities; and conducting special service analysis and mapping. This unit also develops analysis of system research projects and develops special support projects. This unit also conducts project development activities and develops concepts on innovative strategies to enhance the operating profile of the Authority.

Community Outreach

- The Community Outreach unit is primarily responsible for coordinating the Authority's community outreach activities to support the existing and proposed bus and rail services. This includes supporting the tri-annual mark-up process, outreach support activities related to transit expansion and coordinating inquiries from customers related to bus and rail route inquiries, bus stop and shelter placements and other service related items.

OFFICE OF LONG RANGE PLANNING

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	0	0	0	0	549,809
Other Benefits	0	0	0	0	117,147
Healthcare Rep/NonRep	0	0	0	0	82,452
Pension Rep/NonRep	0	0	0	0	87,410
Workers Comp-Excess/Losses	0	0	0	0	12,411
Benefits Total	0	0	0	0	299,420
Labor Total	**0**	**0**	**0**	**0**	**849,229**
Gross Operating Total	**0**	**0**	**0**	**0**	**849,229**
Cost Allocation	0	0	0	0	-773,495
Allocation Total	**0**	**0**	**0**	**0**	**-773,495**
Net Operating Expense	**0**	**0**	**0**	**0**	**75,734**

Authorized Positions by Status

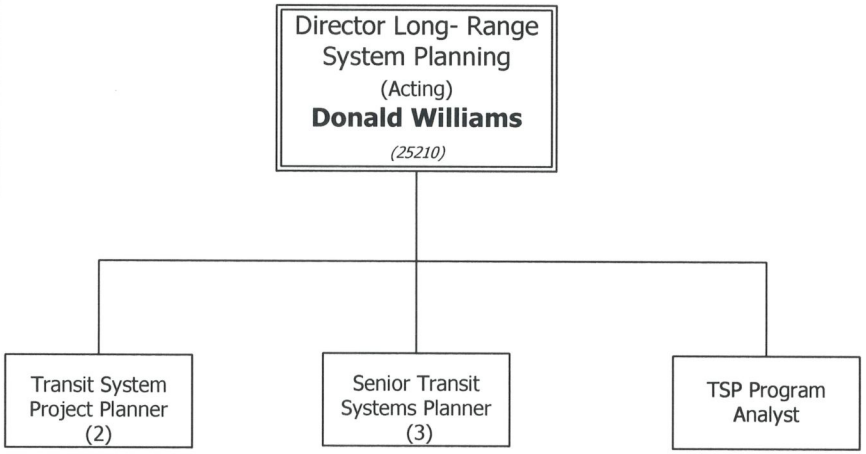
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented					7
Represented					0
Full-Time Total					**7**
Non-Represented (PT)					0
Represented (PT)					0
Part-Time Total					**0**
Contract					**0**
Total					**7**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative					0
Management					1
Police					0
Professional					6
Technical					0
Maintenance					0
Operator					0
Represented					0
Supervisory					0
Total					**7**

ADM	0
MGR	1
MNT	0
OPR	0
POL	0
PRO	6
REP	0
SUP	0
TEC	3

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



OFFICE OF LONG RANGE PLANNING

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIRECTOR LONG RANGE PLANNING	23	MGR		----	----	----	----	----	1
SR TRANSIT SYSTEMS PLANNER	19	PRO	X	----	----	----	----	----	3
TRANSIT SYS PLNG PRGM ANALYST	19	PRO		----	----	----	----	----	1
TRANSIT SYSTEM PROJECT PLANNER	19	PRO		----	----	----	----	----	2
Non-Rep Subtotal				**----**	**----**	**----**	**----**	**----**	**7**
Total Full-Time				**----**	**----**	**----**	**----**	**----**	**7**
Office Total				**0**	**0**	**0**	**0**	**0**	**7**

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 • Deputy Chief of Police Administration • Deputy Chief of Police Operations • Criminal Justice Communications
FY17 Department Accomplishments	• Reduced the number of Part 1 crimes per 1,000,000 to 3.57, 14% below the </= 4.15 • 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 the TSA Gold Standard Certification for the 2nd consecutive cycle • Received 100% on the Police Property and Evidence Audit • Received three 100% P-Card Audit compliance reports • Held Community Emergency Response Team/Citizens Police Academy (CERT/CPA) Program with over 20 graduates and completed Kids in Transit Program • Provided over 19,000 hours of quality training to officers • Successfully trained and implemented the Authority-wide initiative of the 4 Disciplines of Execution (4DX) • Monitored the See & Say App with 27,489 downloads, 22,320 non-test reports and 8,612 SMS reports (text messages)
FY18 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 4.15 or less • Objective: To continue to strengthen MARTA'S Cyber Security Infrastructure and target harden our system against crime and acts of terror **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

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Part I Crime Rate	Number of Part I Crimes (4 types violent and 4 types of property crimes) per 1M passenger boarding	</= 4.15	3.56	</= 4.15
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.45%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	23.78%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	24.26%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-16.31%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	46.06%	</= 0%

DEPT OF POLICE SERVICES

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	20,146,327	21,629,457	22,008,140	22,645,400	23,018,322
Overtime	6,064,057	6,010,257	6,056,690	6,370,682	4,770,674
Other Benefits	2,679,011	4,043,627	3,407,001	3,371,150	3,565,103
Healthcare Rep/NonRep	4,516,402	4,468,383	4,291,873	4,475,841	4,994,231
Pension Rep/NonRep	6,193,729	7,229,427	7,184,517	8,817,781	4,277,899
Workers Comp-Excess/Losses	388,694	1,875,199	511,065	105,004	751,752
Benefits Total	13,777,836	17,616,636	15,394,456	16,769,776	13,588,985
Labor Total	**39,988,220**	**45,256,350**	**43,459,286**	**45,785,858**	**41,377,982**
Contractual Services	197,006	119,240	206,190	125,620	169,607
Materials Supplies-Other	100,801	103,648	109,874	114,294	145,389
Materials Supplies-Unleaded	20	0	0	0	0
Materials Total	100,821	103,648	109,874	114,294	145,389
Other Operating	0	0	0	-24	0
Other Total	0	0	0	-24	0
Casualty & Liability Costs	-1,189	0	0	0	0
Miscellaneous Expenses	36,600	9,881	12,615	10,520	6,000
Other Non-Operating Expenses	76,765	51,803	70,718	89,277	84,871
Non Labor Total	**410,003**	**284,572**	**399,397**	**339,688**	**405,867**
Gross Operating Total	**40,398,223**	**45,540,922**	**43,858,683**	**46,125,546**	**41,783,849**
Cost Allocation	-6,568,897	-9,173,609	-8,681,913	-4,236,100	-6,472,399
Allocation Total	**-6,568,897**	**-9,173,609**	**-8,681,913**	**-4,236,100**	**-6,472,399**
Net Operating Expense	**33,829,326**	**36,367,313**	**35,176,770**	**41,889,447**	**35,311,450**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	411	411	425	429	424
Represented	0	0	0	0	0
Full-Time Total	**411**	**411**	**425**	**429**	**424**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**21**	**21**	**21**	**21**	**21**
Total	**432**	**432**	**446**	**450**	**445**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	48	48	48	52	52
Management	8	8	9	9	9
Police	312	312	323	323	318
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	62	62	64	64	64
Total	**432**	**432**	**446**	**450**	**445**

ADM	52
MGR	9
MNT	0
OPR	0
POL	318
PRO	2
REP	0
SUP	64
TEC	0

Non-Rep	424
Rep	0
Total FT	**424**
PT	0
CON	21
TOTAL	**445**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	20,146,327	21,629,457	22,008,140	22,645,400	23,018,322
Overtime	6,064,057	6,010,257	6,056,690	6,370,682	4,770,674
Other Benefits	2,679,011	4,043,627	3,407,001	3,371,150	3,565,103
Healthcare Rep/NonRep	4,516,402	4,468,383	4,291,873	4,475,841	4,994,231
Pension Rep/NonRep	6,193,729	7,229,427	7,184,517	8,817,781	4,277,899
Workers Comp-Excess/Losses	388,694	1,875,199	511,065	105,004	751,752
Benefits Total	13,777,836	17,616,636	15,394,456	16,769,776	13,588,985
Labor Total	**39,988,220**	**45,256,350**	**43,459,286**	**45,785,858**	**41,377,982**
Contractual Services	197,006	119,240	206,190	125,620	169,607
Materials Supplies-Other	100,801	103,648	109,874	114,294	145,389
Materials Supplies-Unleaded	20	0	0	0	0
Materials Total	100,821	103,648	109,874	114,294	145,389
Other Operating	0	0	0	-24	0
Other Total	0	0	0	-24	0
Casualty & Liability Costs	-1,189	0	0	0	0
Miscellaneous Expenses	36,600	9,881	12,615	10,520	6,000
Other Non-Operating Expenses	76,765	51,803	70,718	89,277	84,871
Non Labor Total	**410,003**	**284,572**	**399,397**	**339,688**	**405,867**
Gross Operating Total	**40,398,223**	**45,540,922**	**43,858,683**	**46,125,546**	**41,783,849**
Cost Allocation	-6,568,897	-9,173,609	-8,681,913	-4,236,100	-6,472,399
Allocation Total	**-6,568,897**	**-9,173,609**	**-8,681,913**	**-4,236,100**	**-6,472,399**
Net Operating Expense	**33,829,326**	**36,367,313**	**35,176,770**	**41,889,447**	**35,311,450**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	411	411	425	429	424
Represented	0	0	0	0	0
Full-Time Total	**411**	**411**	**425**	**429**	**424**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**21**	**21**	**21**	**21**	**21**
Total	**432**	**432**	**446**	**450**	**445**

Authorized Positions by Class

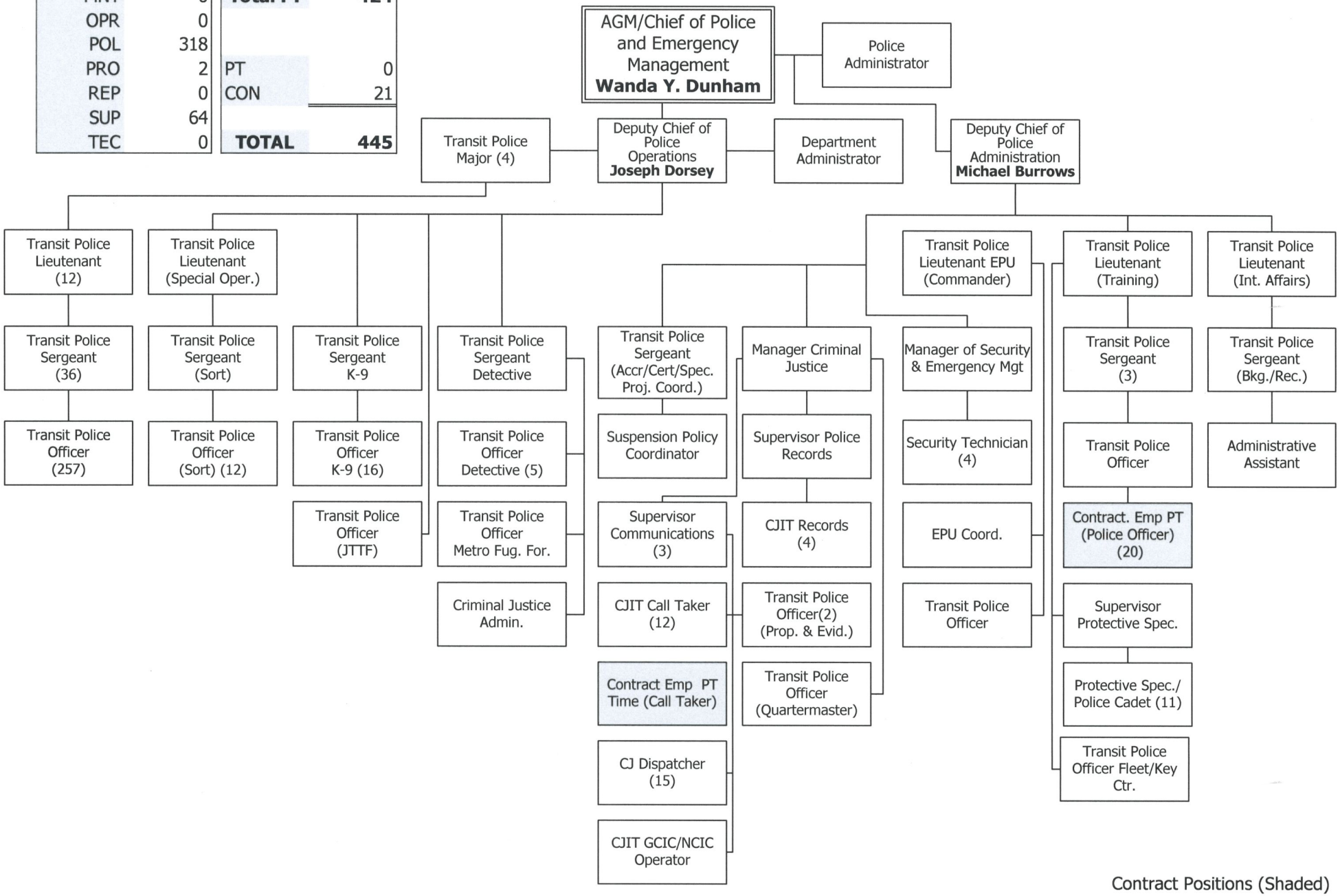
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	48	48	48	52	52
Management	8	8	9	9	9
Police	312	312	323	323	318
Professional	2	2	2	2	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	62	62	64	64	64
Total	**432**	**432**	**446**	**450**	**445**

marta

OFFICE OF AGM POLICE SERVICES

ADM	52
MGR	9
MNT	0
OPR	0
POL	318
PRO	2
REP	0
SUP	64
TEC	0

Non-Rep	424
Rep	0
Total FT	**424**
PT	0
CON	21
TOTAL	**445**



Contract Positions (Shaded)

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM CHF POLICE & EMERG MGMT	C	MGR		1	1	1	1	1	1
DEPUTY CHIEF OF POLICE	23	MGR		2	2	2	2	2	2
Mgr Security & Emergency Mgmt	20	MGR		----	----	1	1	1	1
TRANSIT POLICE MAJOR	20	MGR		4	4	4	4	4	4
MGR CRIMINAL JUSTICE COMM/RECD	19	MGR		1	1	1	1	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
POLICE ADMINISTRATOR	17	ADM		1	1	1	1	1	1
EMERGENCY PREP UNIT COORD	16	PRO		1	1	1	1	1	1
Planning Research Development Coordinator	16	PRO		1	1	----	----	----	----
SUPV COMMUNICATIONS	15	SUP		3	3	3	3	3	3
SUPV POLICE RECORDS	15	SUP		1	1	1	1	1	1
CJIT-POLICE DISPATCHER	14	ADM		15	15	15	15	15	15
SUSPENSION POLICY COORDINATOR	14	PRO		----	----	1	1	1	1
TRANSIT POLICE OFFICER SPECIAL	13P	POL		50	50	50	50	50	50
CJIT-CALL TAKER	13	ADM		12	12	12	12	12	12
TRANSIT POLICE OFFICER SR	12P	POL		182	182	182	182	182	172
CJIT GCIC NCIC OPERATOR	12	ADM		1	1	1	1	1	1
CRIMINAL JUSTICE ADMINISTRA	12	ADM		1	1	1	1	1	1
SECURITY TECHNICIAN	12	ADM		----	----	----	----	4	4
SUPV PROTECTIVE SPECIALISTS	12	SUP		1	1	1	1	1	1
TRANSIT POLICE LIEUTENANT	11P	SUP		13	13	16	16	16	16
TRANSIT POLICE SERGEANT	10P	SUP		44	44	43	43	43	43
ADMINISTRATIVE ASSISTANT	10	ADM		1	1	1	1	1	1
CRIMINAL JUSTICE INFO TECH REC	10	ADM		4	4	4	4	4	4
PROTECTIVE SPEC POLICE CADET	9	ADM		11	11	11	11	11	11

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
TRANSIT POLICE OFFICER	8P	POL		60	60	71	71	71	71
TRANSIT POLICE OFFICER	8P	POL	X	----	----	----	----	----	5
Non-Rep Subtotal				**411**	**411**	**425**	**425**	**429**	**424**
Total Full-Time				**411**	**411**	**425**	**425**	**429**	**424**
Contract									
CONTRACT EMP PT	----	ADM		1	1	1	1	1	1
CONTRACT EMP PT POLICE OFFICER	----	POL		20	20	20	20	20	20
Total Contract				**21**	**21**	**21**	**21**	**21**	**21**
Office Total				**432**	**432**	**446**	**446**	**450**	**445**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,777,444	1,849,568	1,857,767	1,957,411	2,004,575
Overtime	136	543	8	244	0
Other Benefits	1,506,816	202,732	188,268	195,957	24,395
Healthcare Rep/NonRep	245,984	241,983	230,172	258,462	308,686
Pension Rep/NonRep	281,933	325,418	335,642	438,297	316,492
Workers Comp-Excess/Losses	695,761	688,571	539,810	626,857	442,098
Benefits Total	2,730,494	1,458,704	1,293,891	1,519,573	1,091,671
Labor Total	**4,508,074**	**3,308,815**	**3,151,667**	**3,477,229**	**3,096,246**
Contractual Services	3,055,589	3,494,395	5,327,790	4,045,700	2,505,259
Materials Supplies-Other	7,325	11,723	8,573	6,977	9,246
Materials Total	7,325	11,723	8,573	6,977	9,246
Casualty & Liability Costs	12,370,160	5,943,116	2,730,086	7,377,194	5,529,448
Other Non-Operating Expenses	41,788	162,190	58,157	82,476	79,780
Non Labor Total	**15,474,862**	**9,611,424**	**8,124,606**	**11,512,347**	**8,123,733**
Gross Operating Total	**19,982,936**	**12,920,239**	**11,276,273**	**14,989,576**	**11,219,979**
Cost Allocation	-2,816,133	-2,007,614	-2,003,374	-2,262,285	-1,284,323
Allocation Total	**-2,816,133**	**-2,007,614**	**-2,003,374**	**-2,262,285**	**-1,284,323**
Net Operating Expense	**17,166,803**	**10,912,625**	**9,272,900**	**12,727,290**	**9,935,656**

Authorized Positions by Status

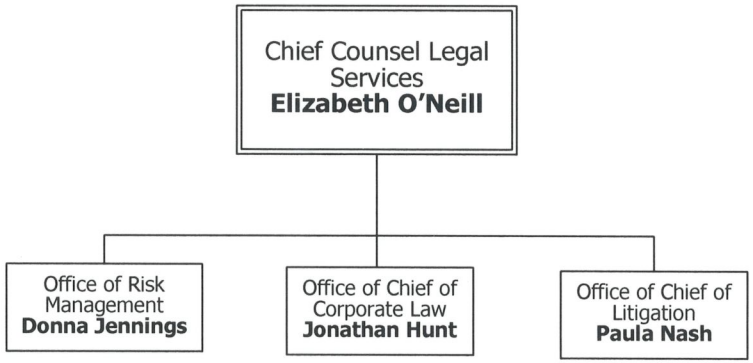
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	25	25	25	25	25
Represented	2	2	2	2	1
Full-Time Total	**27**	**27**	**27**	**27**	**26**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**27**	**27**	**27**	**27**	**26**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	2	2	2	2
Management	10	11	11	11	11
Police	0	0	0	0	0
Professional	13	11	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	1
Supervisory	1	1	1	1	1
Total	**27**	**27**	**27**	**27**	**26**

ADM	1
MGR	11
MNT	0
OPR	0
POL	0
PRO	12
REP	1
SUP	1
TEC	0

Non-Rep	25
Rep	1
Total FT	**26**
PT	0
CON	0
TOTAL	**26**



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
FY17 Department Accomplishments	• Resolved over ninety lawsuits involving the Authority, with over thirty cases being dismissed for a various reasons including MARTA's attaining summary judgment • Provided counsel on over one hundred procurements • Drafted and reviewed over two hundred contracts and Intergovernmental Agreements • Expanded the Modified Duty job task bank to double the number of placements available • Continued to champion the MTI Initiative Created and produced a video entitled "Stay @ Work" to assist in campaign to improve attendance • Continued to leverage Origami Risk management information system to drive efficiencies in claims processing through process automation and improved report/analysis distribution to the operational units • Adjust 1500+ liability, property and workers' compensation claims made against the Authority
FY18 Goals & Objectives	**GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** • 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: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Provide legal guidance and advice on legal issues surrounding the implementation of half penny referendum.

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Liability Unit Payments Variance	The cost to resolve claims and the expense associated with the liability claims against the Authority	</= 3%	16.59%	</= 3%
Workers' Compensation Payments Variance	The cost of occupational disability losses	</= 3%	-29.21%	</= 3%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	99.31%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	100.00%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	21.94%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-41.13%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	37.48%	</= 0%

DEPT OF CHIEF COUNSEL LEGAL SERVICES

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,777,444	1,849,568	1,857,767	1,957,411	2,004,575
Overtime	136	543	8	244	0
Other Benefits	1,506,816	202,732	188,268	195,957	24,395
Healthcare Rep/NonRep	245,984	241,983	230,172	258,462	308,686
Pension Rep/NonRep	281,933	325,418	335,642	438,297	316,492
Workers Comp-Excess/Losses	695,761	688,571	539,810	626,857	442,098
Benefits Total	2,730,494	1,458,704	1,293,891	1,519,573	1,091,671
Labor Total	**4,508,074**	**3,308,815**	**3,151,667**	**3,477,229**	**3,096,246**
Contractual Services	3,055,589	3,494,395	5,327,790	4,045,700	2,505,259
Materials Supplies-Other	7,325	11,723	8,573	6,977	9,246
Materials Total	7,325	11,723	8,573	6,977	9,246
Casualty & Liability Costs	12,370,160	5,943,116	2,730,086	7,377,194	5,529,448
Other Non-Operating Expenses	41,788	162,190	58,157	82,476	79,780
Non Labor Total	**15,474,862**	**9,611,424**	**8,124,606**	**11,512,347**	**8,123,733**
Gross Operating Total	**19,982,936**	**12,920,239**	**11,276,273**	**14,989,576**	**11,219,979**
Cost Allocation	-2,816,133	-2,007,614	-2,003,374	-2,262,285	-1,284,323
Allocation Total	**-2,816,133**	**-2,007,614**	**-2,003,374**	**-2,262,285**	**-1,284,323**
Net Operating Expense	**17,166,803**	**10,912,625**	**9,272,900**	**12,727,290**	**9,935,656**

Authorized Positions by Status

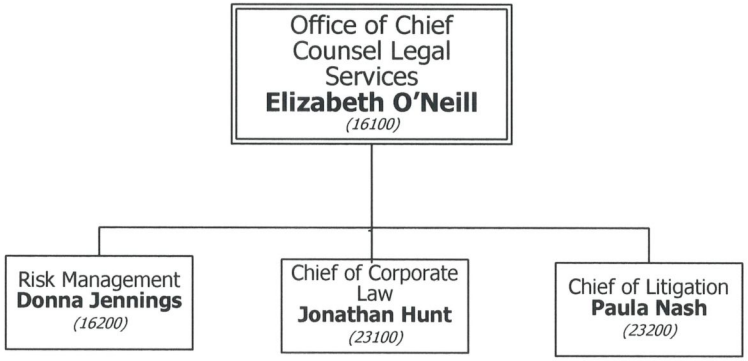
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	25	25	25	25	25
Represented	2	2	2	2	1
Full-Time Total	**27**	**27**	**27**	**27**	**26**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**27**	**27**	**27**	**27**	**26**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	2	2	2	2
Management	10	11	11	11	11
Police	0	0	0	0	0
Professional	13	11	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	1
Supervisory	1	1	1	1	1
Total	**27**	**27**	**27**	**27**	**26**

ADM	1
MGR	11
MNT	0
OPR	0
POL	0
PRO	12
REP	1
SUP	1
TEC	0

Non-Rep	25
Rep	1
Total FT	**26**
PT	0
CON	0
TOTAL	**26**



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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	365,230	366,059	395,988	424,546	419,548
Overtime	8	543	8	244	0
Other Benefits	31,384	41,935	37,930	46,764	94,021
Healthcare Rep/NonRep	51,321	51,086	50,844	54,869	58,894
Pension Rep/NonRep	67,345	80,225	87,236	119,132	66,701
Workers Comp-Excess/Losses	11,493	-7	-21,929	10	8,865
Benefits Total	161,543	173,239	154,082	220,775	228,482
Labor Total	**526,781**	**539,841**	**550,078**	**645,565**	**648,030**
Contractual Services	2,633,297	2,832,181	4,705,926	3,590,798	1,809,404
Materials Supplies-Other	4,620	4,814	6,430	3,980	3,984
Materials Total	4,620	4,814	6,430	3,980	3,984
Other Non-Operating Expenses	38,369	157,901	48,948	73,738	56,847
Non Labor Total	**2,676,286**	**2,994,896**	**4,761,304**	**3,668,516**	**1,870,235**
Gross Operating Total	**3,203,067**	**3,534,737**	**5,311,382**	**4,314,081**	**2,518,265**
Cost Allocation	-895,664	-803,383	-1,207,183	-953,880	-630,846
Allocation Total	**-895,664**	**-803,383**	**-1,207,183**	**-953,880**	**-630,846**
Net Operating Expense	**2,307,403**	**2,731,354**	**4,104,199**	**3,360,201**	**1,887,419**

Authorized Positions by Status

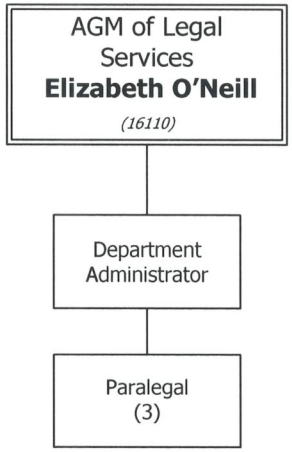
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	5	5	5	5	5
Represented	0	0	0	0	0
Full-Time Total	**5**	**5**	**5**	**5**	**5**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**5**	**5**	**5**	**5**	**5**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM LEGAL SERVICES	C	MGR		1	1	1	1	1	1
LEGAL DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
PARALEGAL	15	PRO		----	----	----	3	3	3
PARALEGAL	13	PRO		3	3	3	----	----	----
Non-Rep Subtotal				**5**	**5**	**5**	**5**	**5**	**5**
Total Full-Time				**5**	**5**	**5**	**5**	**5**	**5**
Office Total				**5**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	209,953	295,068	294,165	294,304	299,454
Overtime	128	0	0	0	0
Other Benefits	19,262	23,619	23,717	23,918	74,816
Healthcare Rep/NonRep	13,878	13,498	13,222	14,138	35,337
Pension Rep/NonRep	3,164	9,074	15,717	18,414	47,608
Workers Comp-Excess/Losses	0	-5	-4	-1	5,319
Benefits Total	36,304	46,186	52,651	56,469	163,080
Labor Total	**246,385**	**341,254**	**346,816**	**350,774**	**462,534**
Other Non-Operating Expenses	0	0	512	557	0
Non Labor Total	**0**	**0**	**512**	**557**	**0**
Gross Operating Total	**246,385**	**341,254**	**347,328**	**351,331**	**462,534**
Cost Allocation	-69,014	-77,723	-78,942	-77,990	-96,926
Allocation Total	**-69,014**	**-77,723**	**-78,942**	**-77,990**	**-96,926**
Net Operating Expense	**177,371**	**263,531**	**268,386**	**273,341**	**365,607**

Authorized Positions by Status

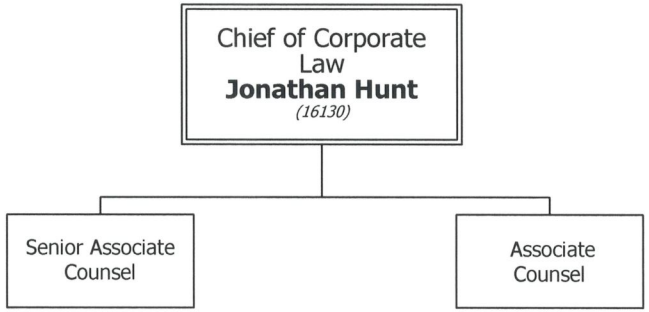
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	3	3	3	3	3
Represented	0	0	0	0	0
Full-Time Total	**3**	**3**	**3**	**3**	**3**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**3**	**3**	**3**	**3**	**3**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	2	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	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**3**	**3**	**3**	**3**	**3**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF CORPORATE LAW	24	MGR		1	1	1	1	1	1
SR ASSOCIATE COUNSEL	22	MGR		1	1	1	1	1	1
ASSOCIATE COUNSEL	20	MGR		----	1	1	1	1	1
Jr Associate Counsel	18	PRO		1	----	----	----	----	----
Non-Rep Subtotal				**3**	**3**	**3**	**3**	**3**	**3**
Total Full-Time				**3**	**3**	**3**	**3**	**3**	**3**
Office Total				**3**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	353,776	318,051	327,283	297,407	404,966
Other Benefits	28,640	27,112	26,767	27,221	101,950
Healthcare Rep/NonRep	25,508	27,283	26,702	22,704	47,115
Pension Rep/NonRep	10,360	9,966	17,245	20,325	64,383
Workers Comp-Excess/Losses	1,405	-8	-7	-1	7,092
Benefits Total	65,913	64,353	70,707	70,249	220,540
Labor Total	**419,689**	**382,404**	**397,991**	**367,656**	**625,506**
Materials Supplies-Other	0	0	54	0	0
Materials Total	0	0	54	0	0
Other Non-Operating Expenses	0	0	1,037	58	0
Non Labor Total	**0**	**0**	**1,090**	**58**	**0**
Gross Operating Total	**419,689**	**382,404**	**399,081**	**367,714**	**625,506**
Cost Allocation	-127,432	-96,537	-102,511	-90,456	-149,852
Allocation Total	**-127,432**	**-96,537**	**-102,511**	**-90,456**	**-149,852**
Net Operating Expense	**292,257**	**285,867**	**296,570**	**277,258**	**475,654**

Authorized Positions by Status

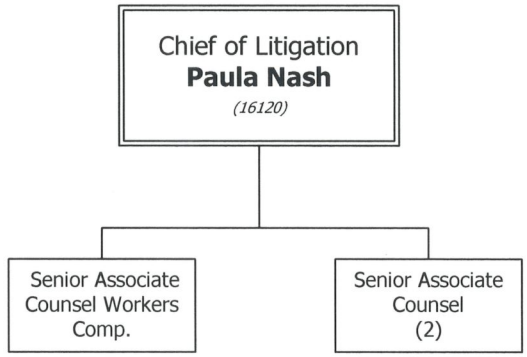
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	4	4	4	4	4
Represented	0	0	0	0	0
Full-Time Total	**4**	**4**	**4**	**4**	**4**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**4**	**4**	**4**	**4**	**4**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF LITIGATION ADMINISTRATION	24	MGR		1	1	1	1	1	1
SR ASSOCIATE COUNSEL	22	MGR		2	2	2	1	1	1
SR ASSOCIATE COUNSEL WKRS COMP	22	MGR		1	1	1	1	1	1
ASSOCIATE COUNSEL	20	MGR		----	----	----	1	1	1
Non-Rep Subtotal				**4**	**4**	**4**	**4**	**4**	**4**
Total Full-Time				**4**	**4**	**4**	**4**	**4**	**4**
Office Total				**4**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	848,485	870,390	840,330	941,154	880,607
Overtime	0	0	0	0	0
Other Benefits	1,427,530	110,066	99,853	98,053	-246,392
Healthcare Rep/NonRep	155,277	150,116	139,404	166,752	167,340
Pension Rep/NonRep	201,064	226,153	215,443	280,426	137,800
Workers Comp-Excess/Losses	682,863	688,591	561,750	626,849	420,822
Benefits Total	2,466,734	1,174,926	1,016,451	1,172,080	479,570
Labor Total	**3,315,219**	**2,045,316**	**1,856,781**	**2,113,234**	**1,360,176**
Contractual Services	422,292	662,214	621,864	454,902	695,855
Materials Supplies-Other	2,705	6,909	2,089	2,997	5,262
Materials Total	2,705	6,909	2,089	2,997	5,262
Casualty & Liability Costs	12,370,160	5,943,116	2,730,086	7,377,194	5,529,448
Other Non-Operating Expenses	3,419	4,289	7,661	8,123	22,933
Non Labor Total	**12,798,576**	**6,616,528**	**3,361,701**	**7,843,216**	**6,253,498**
Gross Operating Total	**16,113,795**	**8,661,844**	**5,218,482**	**9,956,450**	**7,613,674**
Cost Allocation	-1,724,023	-1,029,971	-614,738	-1,139,959	-406,699
Allocation Total	**-1,724,023**	**-1,029,971**	**-614,738**	**-1,139,959**	**-406,699**
Net Operating Expense	**14,389,772**	**7,631,873**	**4,603,744**	**8,816,491**	**7,206,975**

Authorized Positions by Status

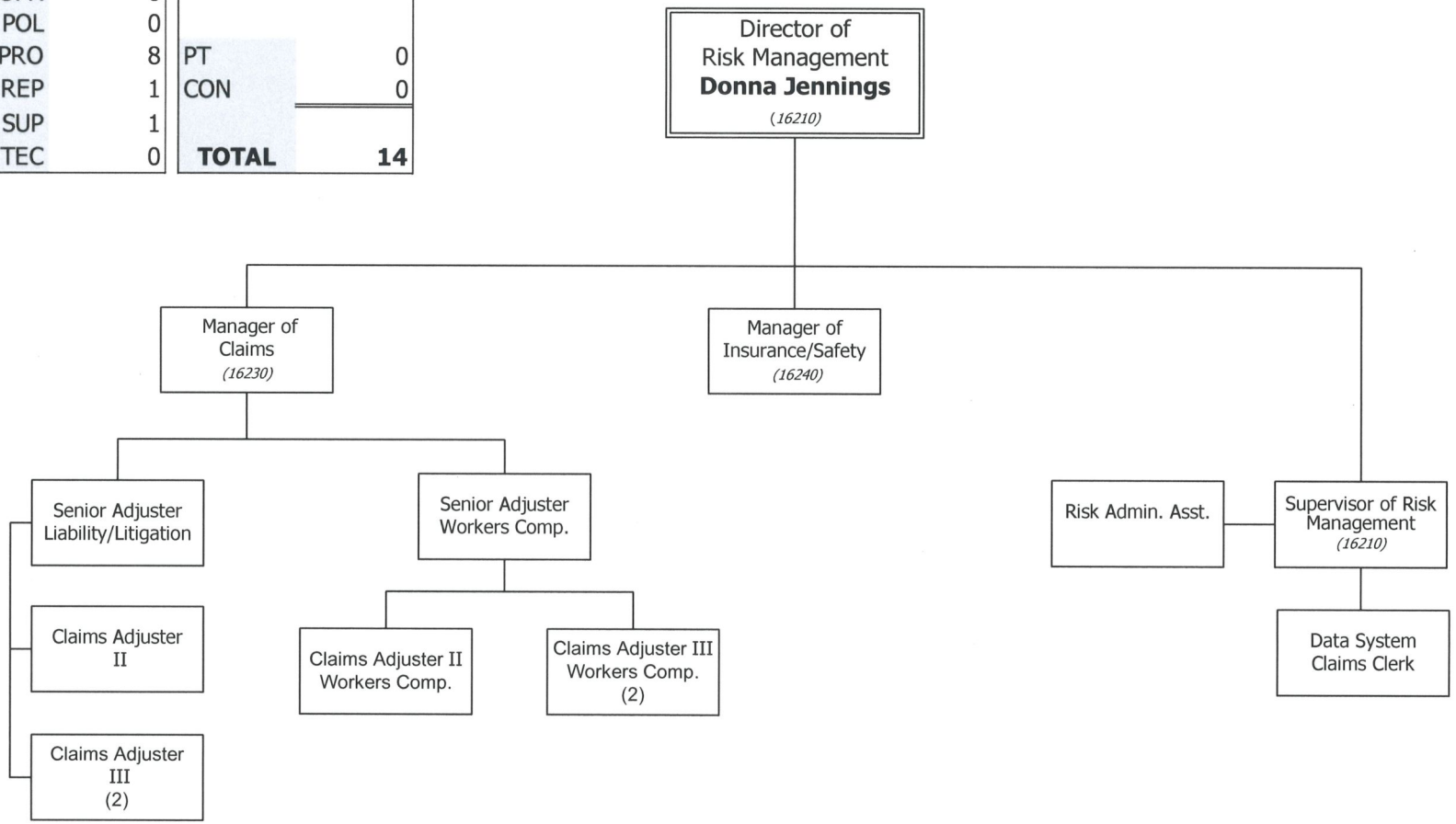
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	13	13	13	13	13
Represented	2	2	2	2	1
Full-Time Total	**15**	**15**	**15**	**15**	**14**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**15**	**15**	**15**	**15**	**14**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	1	1	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	9	8	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	1
Supervisory	1	1	1	1	1
Total	**15**	**15**	**15**	**15**	**14**

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	8
REP	1
SUP	1
TEC	0

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



OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR RISK MANAGEMENT	23	MGR		1	1	1	1	1	1
MGR INSURANCE SAFETY	21	MGR		1	1	1	1	1	1
Mgr Claims	20	MGR		1	1	1	1	1	1
SR ADJUSTER LIABILITY LITIG	18	PRO		1	1	1	1	1	1
SR ADJUSTER WORKERS COMP	18	PRO		1	1	1	1	1	1
SUPV RISK MANAGEMENT ADMIN	17	SUP		----	1	1	1	1	1
CLAIMS ADJUSTER III	16	PRO		2	2	2	2	2	2
CLAIMS ADJUSTER III-WKRS COMP	16	PRO		2	2	2	2	2	2
CLAIMS ADJUSTER II	14	PRO		1	1	1	1	1	1
CLAIMS ADJUSTER II WKRS COMP	14	PRO		1	1	1	1	1	1
Insurance Specialist	13	PRO		1	----	----	----	----	----
RISK ADMINISTRATIVE ASSISTANT	11	ADM		----	1	1	1	1	1
Supv Risk Mgmt Data Maint	11	SUP		1	----	----	----	----	----
Non-Rep Subtotal				**13**	**13**	**13**	**13**	**13**	**13**
Represented									
DATA SYSTEM CLAIMS CLERK	UR	REP		1	1	1	1	1	1
FILING CLERK	UR	REP		1	1	1	1	1	----
Represented Subtotal				**2**	**2**	**2**	**2**	**2**	**1**
Total Full-Time				**15**	**15**	**15**	**15**	**15**	**14**
Office Total				**15**	**15**	**15**	**15**	**15**	**14**

DIVISION OF CHIEF OF STAFF

This Division includes the following Departments:

- **Department of Chief of Staff**
- **Department of Human Resources**

DIVISION OF CHIEF OF STAFF

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	6,106,086	6,015,948	6,358,159	6,868,184	6,942,707
Overtime	65,973	70,594	42,261	123,974	0
Other Benefits	809,102	984,990	973,574	1,302,164	1,281,241
Healthcare Rep/NonRep	1,030,234	964,455	943,292	1,037,259	1,220,929
Pension Rep/NonRep	1,218,622	1,287,647	1,317,556	1,572,549	1,075,367
Workers Comp-Excess/Losses	28,993	-2,920	7,378	-669	180,846
Benefits Total	3,086,951	3,234,172	3,241,800	3,911,303	3,758,383
Labor Total	**9,259,010**	**9,320,714**	**9,642,221**	**10,903,460**	**10,701,090**
Contractual Services	1,806,214	879,249	819,806	1,198,779	429,749
Materials Supplies-Other	50,089	49,046	51,823	41,615	145,550
Materials Total	50,089	49,046	51,823	41,615	145,550
Other Operating	163	0	0	1,272	0
Other Total	163	0	0	1,272	0
Miscellaneous Expenses	53,906	84,243	34,566	40,189	40,000
Other Non-Operating Expenses	928,373	769,640	802,714	679,368	700,490
Non Labor Total	**2,838,745**	**1,782,178**	**1,708,909**	**1,961,223**	**1,315,789**
Gross Operating Total	**12,097,755**	**11,102,892**	**11,351,130**	**12,864,684**	**12,016,879**
Cost Allocation	-1,524,825	-1,389,882	-1,435,772	-1,695,421	-1,575,210
Allocation Total	**-1,524,825**	**-1,389,882**	**-1,435,772**	**-1,695,421**	**-1,575,210**
Net Operating Expense	**10,572,930**	**9,713,010**	**9,915,358**	**11,169,263**	**10,441,669**

Authorized Positions by Status

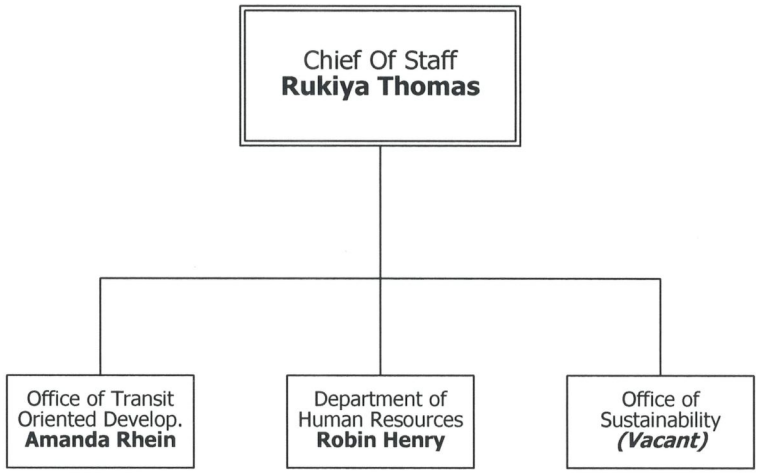
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	91	95	97	95	93
Represented	10	10	10	10	8
Full-Time Total	**101**	**105**	**107**	**105**	**101**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**0**	**1**	**1**
Total	**102**	**106**	**107**	**106**	**102**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	10	9	12	11	11
Management	16	16	19	19	19
Police	0	0	0	0	0
Professional	64	69	64	64	62
Technical	0	0	0	0	0
Maintenance	10	10	10	10	8
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	2	2	2	2	2
Total	**102**	**106**	**107**	**106**	**102**

ADM	11
MGR	19
MNT	8
OPR	0
POL	0
PRO	62
REP	0
SUP	2
TEC	0

Non-Rep	93
Rep	8
Total FT	**101**
PT	0
CON	1
TOTAL	**102**



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
- Office of Sustainability

Areas of Oversight	• Office of Chief of Staff • Office of Transit Oriented Development • Department of Human Resources
FY17 Department Accomplishments	• Expanded the scope of the Clean Sweep Recycling Challenge to include electronics and 9 operating and maintenance facilities • Led an Authority-wide Investment Grade Audit for development of a multi-million dollar energy savings performance contract • Developed a comprehensive sustainability plan to better monitor the agency's impact to the environment • Developed a comprehensive agency performance dashboard to better manage the agency's goals • Launched "The Four Disciplines of Execution" to address unscheduled absenteeism expanded Authority-wide • Led the comprehensive development of the Authority's Core Values and Code of Conduct • Launched MARTA's Arts in Transit Program, Artbound: o Established the MARTA Advisory Council for the Arts o Completed art rehabilitation at Ashby and Arts Center Stations • Continued to advance a model Transit Oriented Development (TOD) and Real Estate program: o Generated approximately $7,630,739 in revenue (leases, TOD, concessions) and sold $2,861,690 in property rights o Commenced construction on TODs at Edgewood/Candler Park, Avondale, and Chamblee Stations o Supported amendment to the MARTA Act to allow for Phase II Retail and Concessions implementation o Obtained Board approval to commence negotiations and received NEPA determination for the Arts Center TOD o Implemented Station Soccer and Community Garden at Five Points Station o Installed new bike racks and fix-it stations at 22 stations
FY18 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest** o Implement an Authority-wide learning and development program that meets the current and future needs of the departments and employees **GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** o Lead the implementation of The Four Disciplines of Execution to reduce unscheduled absenteeism, reduce overtime costs and improve employee engagement **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** o Complete construction of two Transit-Oriented Developments o Implement Phase II of the Energy Services Performance Contract **GOAL 5: Maximize ridership and service quality through innovation and capital investment** o Rehabilitate art at 1-3 stations o Commission 1-3 new art proposals

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Total TOD Revenues	Total revenues generated by TOD leases and sales of MARTA property	>/= $5M	$7.5M	>/= $5M
TOD Projects	The number of TOD related projects underway on MARTA property or on property with a direct link to MARTA stations	>/= 5	8	>/= 5
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	98.45%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-5.27%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-3.55%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	41.43%	</= 0%

DEPT OF CHIEF OF STAFF

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	932,415	907,946	1,142,749	1,291,721	1,390,478
Overtime	0	0	0	11	0
Other Benefits	81,478	93,906	107,233	114,458	305,796
Healthcare Rep/NonRep	108,960	114,716	138,197	154,506	200,240
Pension Rep/NonRep	82,633	90,856	126,517	216,219	221,063
Workers Comp-Excess/Losses	0	-38	-31	-6	30,141
Benefits Total	273,071	299,440	371,915	485,177	757,240
Labor Total	**1,205,486**	**1,207,386**	**1,514,664**	**1,776,909**	**2,147,718**
Contractual Services	1,428,362	308,137	252,331	451,519	269,790
Materials Supplies-Other	2,640	2,222	1,917	2,027	1,868
Materials Total	2,640	2,222	1,917	2,027	1,868
Miscellaneous Expenses	0	4	345	0	0
Other Non-Operating Expenses	19,359	32,700	63,945	40,973	42,254
Non Labor Total	**1,450,361**	**343,063**	**318,538**	**494,519**	**313,912**
Gross Operating Total	**2,655,847**	**1,550,449**	**1,833,202**	**2,271,428**	**2,461,630**
Cost Allocation	-1,034,050	-854,304	-1,030,785	-1,265,376	-1,281,763
Allocation Total	**-1,034,050**	**-854,304**	**-1,030,785**	**-1,265,376**	**-1,281,763**
Net Operating Expense	**1,621,797**	**696,145**	**802,417**	**1,006,052**	**1,179,868**

Authorized Positions by Status

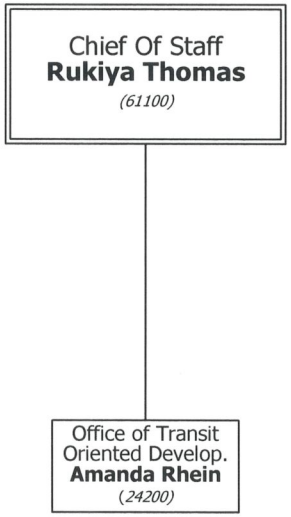
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	13	14	15	16	16
Represented	0	0	0	0	0
Full-Time Total	**13**	**14**	**15**	**16**	**16**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**13**	**14**	**15**	**16**	**16**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	2	2	2
Management	6	6	8	8	8
Police	0	0	0	0	0
Professional	7	8	5	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	**13**	**14**	**15**	**16**	**16**

ADM	2
MGR	8
MNT	0
OPR	0
POL	0
PRO	6
REP	0
SUP	0
TEC	0

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



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 of specific projects and initiatives 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 staff action.
- 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; 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	142,124	192,802	260,613	391,074	414,313
Overtime	0	0	0	11	0
Other Benefits	10,579	16,479	26,004	33,785	105,554
Healthcare Rep/NonRep	6,024	10,496	20,230	28,912	47,115
Pension Rep/NonRep	3,628	5,802	17,335	74,385	65,869
Workers Comp-Excess/Losses	0	-2	-2	-1	7,092
Benefits Total	20,231	32,775	63,566	137,081	225,631
Labor Total	**162,355**	**225,577**	**324,179**	**528,166**	**639,943**
Contractual Services	0	17,074	30,258	20,205	60,000
Materials Supplies-Other	0	137	722	208	500
Materials Total	0	137	722	208	500
Miscellaneous Expenses	0	4	0	0	0
Other Non-Operating Expenses	6,253	12,397	36,262	21,891	12,100
Non Labor Total	**6,253**	**29,612**	**67,242**	**42,303**	**72,600**
Gross Operating Total	**168,608**	**255,189**	**391,421**	**570,470**	**712,543**
Cost Allocation	0	-25,412	-56,409	-196,875	-210,316
Allocation Total	**0**	**-25,412**	**-56,409**	**-196,875**	**-210,316**
Net Operating Expense	**168,608**	**229,777**	**335,012**	**373,594**	**502,227**

Authorized Positions by Status

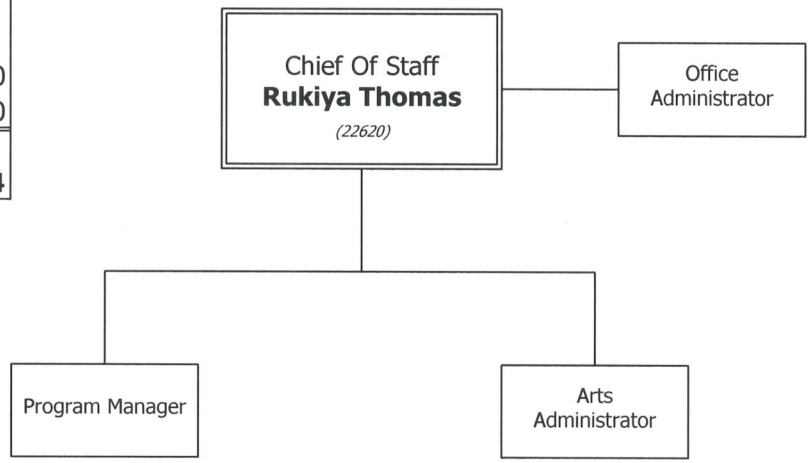
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	1	2	3	4	4
Represented	0	0	0	0	0
Full-Time Total	**1**	**2**	**3**	**4**	**4**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**1**	**2**	**3**	**4**	**4**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	1	1	1
Management	1	1	2	2	2
Police	0	0	0	0	0
Professional	0	1	0	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	**1**	**2**	**3**	**4**	**4**

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

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



OFFICE OF CHIEF OF STAFF

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF OF STAFF	B	MGR		1	1	1	1	1	1
ARTS ADMINISTRATOR	22	PRO		----	----	----	----	1	1
PROGRAM MANAGER	22	MGR		----	----	1	1	1	1
PROJECT COORDINATOR	17	PRO		----	1	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		----	----	----	----	1	1
OFFICE ADMINISTRATOR I	14	ADM		----	----	1	1	----	----
Non-Rep Subtotal				**1**	**2**	**3**	**3**	**4**	**4**
Total Full-Time				**1**	**2**	**3**	**3**	**4**	**4**
Office Total				**1**	**2**	**3**	**3**	**4**	**4**

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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	790,291	715,144	882,136	900,647	976,165
Other Benefits	70,899	77,427	81,229	80,673	200,242
Healthcare Rep/NonRep	102,936	104,220	117,967	125,594	153,125
Pension Rep/NonRep	79,005	85,054	109,182	141,834	155,194
Workers Comp-Excess/Losses	0	-36	-29	-5	23,049
Benefits Total	252,840	266,665	308,349	348,096	531,610
Labor Total	**1,043,131**	**981,809**	**1,190,485**	**1,248,743**	**1,507,775**
Contractual Services	1,428,362	291,063	218,327	431,315	209,790
Materials Supplies-Other	2,640	2,085	1,194	1,819	1,368
Materials Total	2,640	2,085	1,194	1,819	1,368
Miscellaneous Expenses	0	0	345	0	0
Other Non-Operating Expenses	13,106	20,303	27,684	19,082	30,154
Non Labor Total	**1,444,108**	**313,451**	**247,550**	**452,215**	**241,312**
Gross Operating Total	**2,487,239**	**1,295,260**	**1,438,034**	**1,700,958**	**1,749,087**
Cost Allocation	-1,034,050	-828,892	-974,375	-1,068,501	-1,071,447
Allocation Total	**-1,034,050**	**-828,892**	**-974,375**	**-1,068,501**	**-1,071,447**
Net Operating Expense	**1,453,189**	**466,368**	**463,659**	**632,457**	**677,640**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

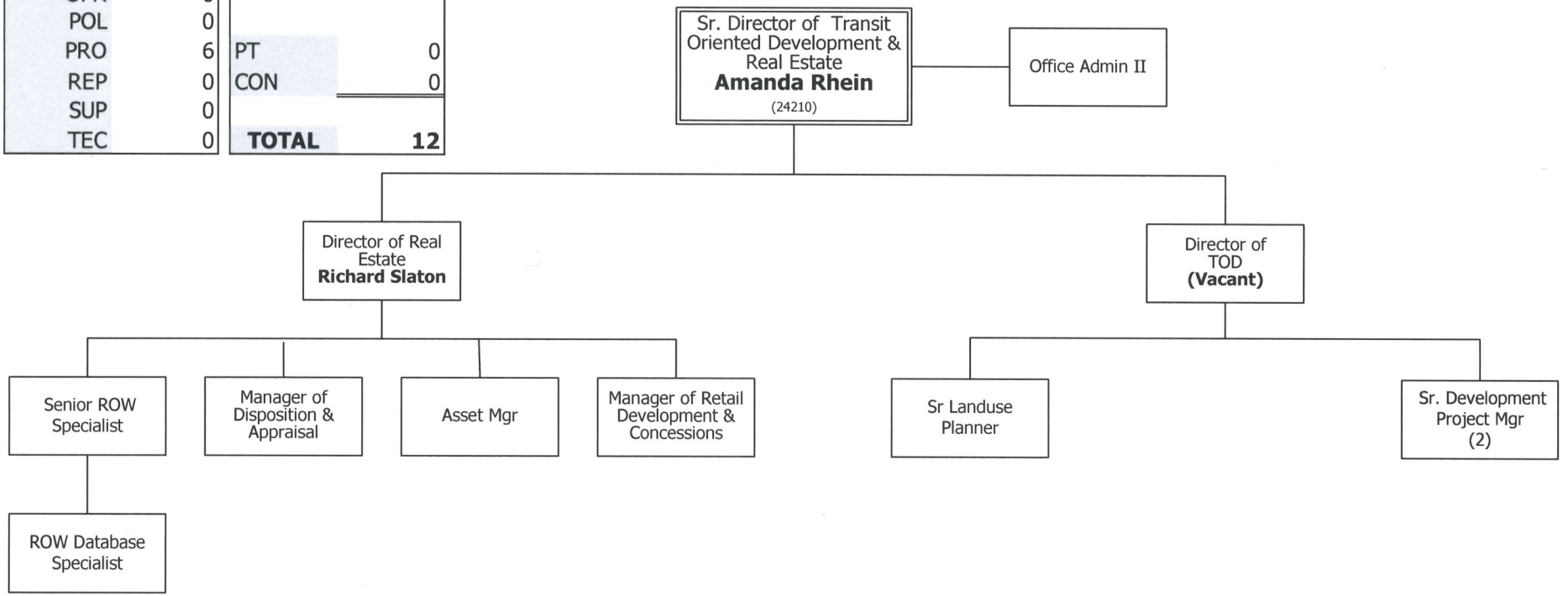
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	1	1	1
Management	5	5	6	6	6
Police	0	0	0	0	0
Professional	7	7	5	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	5
MNT	0
OPR	0
POL	0
PRO	6
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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Senior Director of Transit Oriented Development	24	MGR		1	----	----	----	----	----
SR DIR TOD & REAL ESTATE	24	MGR		----	1	1	1	1	1
Dir Developmt & Regional Coord	23	MGR		1	----	----	----	----	----
DIR REAL ESTATE	23	MGR		----	1	1	1	1	1
DIR TRANSIT ORIENTED DEV	23	MGR		----	----	----	----	1	1
Manager of Retail Development and Concessions	22	MGR		1	----	----	----	----	----
MGR RETAIL CONCESSIONS	22	MGR		----	1	1	1	1	1
MGR DISPOSITION & APPRAISAL	21	MGR		----	1	1	1	1	1
Mgr Joint Development	21	MGR		1	----	----	----	----	----
Mgr Real Estate	21	MGR		1	----	----	----	----	----
MGR TRANSIT ORIENTED DEV	21	MGR		----	1	1	1	----	----
ASSET MANAGER	19	MGR		----	----	1	1	1	1
ASSET MANAGER	19	PRO		----	1	----	----	----	----
Lease & Finance Specialist	19	PRO		1	----	----	----	----	----
SR DEV PROJECT MANAGER	19	PRO		----	2	2	2	2	2
Sr Development Associate	19	PRO		2	----	----	----	----	----
SR LAND USE PLANNER	19	PRO		1	1	1	1	1	1
SR RIGHT OF WAY SPECIALIST	19	PRO		1	1	1	1	1	1
OFFICE ADMINISTRATOR II	16	PRO		----	1	----	----	----	----
OFFICE ADMINISTRATOR II	16	ADM		----	----	1	1	1	1
PLANNING DATA ANALYST	16	PRO		1	----	----	----	----	----
Right Of Way Database Spec	16	PRO		----	1	1	1	1	1
Right Of Way Specialist	16	PRO		1	----	----	----	----	----
Non-Rep Subtotal				**12**	**12**	**12**	**12**	**12**	**12**

OFFICE OF TRANSIT ORIENTED DEVELOPMENT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Total Full-Time				12	12	12	12	12	12
Office Total				12	12	12	12	12	12

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 & Employee Relations
- Office of Learning & Development

Areas of Oversight	• AGM of Human Resources • Human Resources • Labor & Employee Relations • Learning & Development
FY17 Department Accomplishments	• **Human Resources** – Automated the Hiring Approval Request form as an inclusion to the Requisition Process for vacancies. Implemented the Contingent Worker process in Oracle to manage the hiring process of the GCPS employees. Managed the process to reduce the Authority vacancy rate. • **Labor and Employee Relations** – EER closed out over 97% of cases in FY17. Labor Relations partnered with Diversified Workforce Solutions to provide training for 100 plus supervisors and management on the Labor Agreement. Labor Relations successfully prevailed in four (4) arbitration cases, and reached one (1) settlement agreement on a grievance. • **Learning and Development** - Delivered 188,674 training hours - 9,104 employee contacts. New hire retention increased from 88% to 94.8%. Launched iLearning Learning Management system. Partnered with Alstom for successful delivery of Phase I IOC training. Re-designed Professional Bus Operator New Hire Certification. Track Wayside certifications brought back to compliance. Automatic Train Control re-certifications completed. 41 Supervisors/Managers completed leadership development training. Increased educational partners for Tuition Reimbursement program by 5%.
FY18 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest talent.** • Objective: Implement an Authority wide learning and development program that meets the current and future need of employees. • Objective: Develop and implement an Employer of Choice multi-media campaign **GOAL 2: Demonstrate routine excellence as the standard throughout our core business operations** • Objective: Finalize the update of internal standard operating procedures for each Human Resources unit within the Department. • Objective: Take a strategic look at positions across the department for right alignment and find efficiencies. **GOAL 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation** • Objective: Revamp the current Pension DROP program to enhance program accountability and efficiency. **GOAL 6: Achieve significant progress towards the planning and implementation of MORE MARTA** • Objective: Plan and monitor the workforce needs to ensure a readily available applicant and candidate pool for positions to support the expansion needs timely.

FY2018 Key Performance Indicators

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Critical Fill Rate	Percent of filled positions required for MARTA's core business units	>/= 98%	97.21%	>/= 98%
New Hire Separation	The number of MARTA employees leaving voluntarily	</= 60	160	</= 60
Voluntary Turnover Rate	Percent MARTA employees resigning their positions and leaving MARTA voluntarily for any reason other than retirement	</= 6.0%	8.92%	</= 6.5%
Monthly Training Hours	The monthly number of hours spent by the Office of Training staff on facilitating training	>/= 2,200	16,386	>/= 2,200
Training Capacity Utilization Rate	The percentage of available training seats utilized in a given month.	>/= 80%	93.32%	>/= 80%
Monthly Training Expense Ratio	Training expenses as a percentage of payroll	</= 2.14%	1.22%	</= 2.14%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.90%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	98.23%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	2.95%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-1.25%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	37.74%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	111.82%	</= 0%

DEPT OF HUMAN RESOURCES

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	5,173,671	5,108,002	5,215,411	5,576,463	5,552,229
Overtime	65,973	70,594	42,261	123,963	0
Other Benefits	727,624	891,084	866,342	1,187,705	975,445
Healthcare Rep/NonRep	921,274	849,739	805,094	882,753	1,020,689
Pension Rep/NonRep	1,135,989	1,196,791	1,191,040	1,356,330	854,304
Workers Comp-Excess/Losses	28,993	-2,882	7,409	-663	150,705
Benefits Total	2,813,880	2,934,732	2,869,885	3,426,125	3,001,143
Labor Total	**8,053,524**	**8,113,328**	**8,127,557**	**9,126,551**	**8,553,372**
Contractual Services	377,852	571,112	567,475	747,260	159,959
Materials Supplies-Other	47,449	46,824	49,906	39,589	143,682
Materials Total	47,449	46,824	49,906	39,589	143,682
Other Operating	163	0	0	1,272	0
Other Total	163	0	0	1,272	0
Miscellaneous Expenses	53,906	84,239	34,221	40,189	40,000
Other Non-Operating Expenses	909,014	736,940	738,769	638,395	658,236
Non Labor Total	**1,388,384**	**1,439,115**	**1,390,371**	**1,466,705**	**1,001,877**
Gross Operating Total	**9,441,908**	**9,552,443**	**9,517,928**	**10,593,256**	**9,555,249**
Cost Allocation	-490,775	-535,578	-404,987	-430,045	-293,447
Allocation Total	**-490,775**	**-535,578**	**-404,987**	**-430,045**	**-293,447**
Net Operating Expense	**8,951,133**	**9,016,865**	**9,112,941**	**10,163,211**	**9,261,802**

Authorized Positions by Status

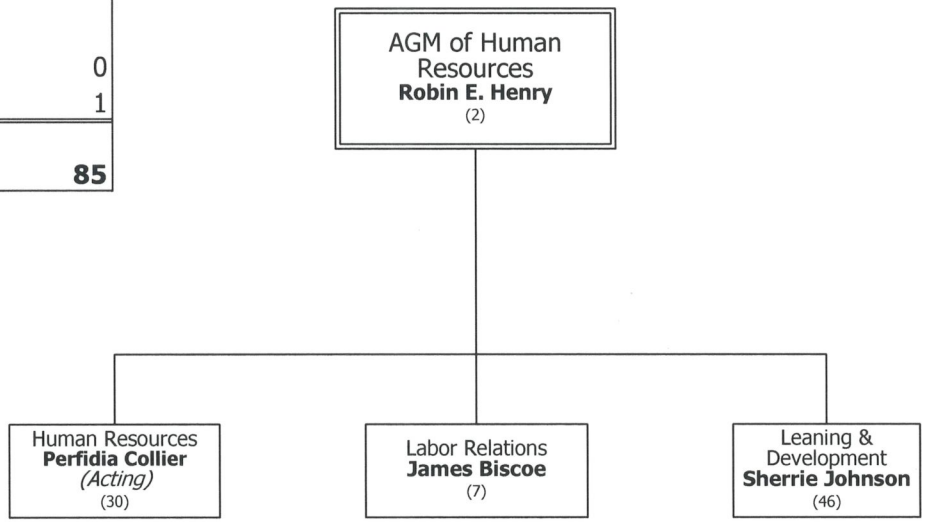
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	78	81	82	79	77
Represented	10	10	10	10	8
Full-Time Total	**88**	**91**	**92**	**89**	**85**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**1**	**0**	**1**	**1**
Total	**89**	**92**	**92**	**90**	**86**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	10	9	10	9	9
Management	10	10	11	11	11
Police	0	0	0	0	0
Professional	57	61	59	58	56
Technical	0	0	0	0	0
Maintenance	10	10	10	10	8
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	2	2	2	2	2
Total	**89**	**92**	**92**	**90**	**86**

ADM	9
MGR	11
MNT	8
OPR	0
POL	0
PRO	55
REP	0
SUP	2
TEC	0

Non-Rep	76
Rep	8
Total FT	**84**
PT	0
CON	1
TOTAL	**85**



Functions & Responsibilities

AGM of Human Resources

- The Office of the Assistant General Manager of Human Resources (Human Resources, Labor & Employee Relations, Learning & Development) 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 Human Resources, Labor & Employee Relations, and Learning & Development. 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	220,923	207,813	216,319	235,213	285,939
Other Benefits	16,700	24,729	18,647	19,219	69,604
Healthcare Rep/NonRep	17,998	17,234	13,874	15,212	35,337
Pension Rep/NonRep	25,874	28,351	32,369	48,920	45,460
Workers Comp-Excess/Losses	0	-5	-7	-1	5,319
Benefits Total	60,572	70,309	64,884	83,350	155,720
Labor Total	**281,495**	**278,122**	**281,203**	**318,563**	**441,658**
Contractual Services	1,724	0	0	0	0
Other Non-Operating Expenses	0	0	10,494	6,845	0
Non Labor Total	**1,724**	**0**	**10,494**	**6,845**	**0**
Gross Operating Total	**283,219**	**278,122**	**291,697**	**325,409**	**441,658**
Cost Allocation	0	-7,432	0	0	0
Allocation Total	**0**	**-7,432**	**0**	**0**	**0**
Net Operating Expense	**283,219**	**270,690**	**291,697**	**325,409**	**441,658**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	2	2	2	2	3
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**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	**2**	**2**	**2**	**2**	**3**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	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**	**3**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
AGM HUMAN RESOURCES	C	MGR		1	1	1	1	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
SR RECRUITER	17	PRO	X	----	----	----	----	----	1
Non-Rep Subtotal				**2**	**2**	**2**	**2**	**2**	**3**
Total Full-Time				**2**	**2**	**2**	**2**	**2**	**3**
Office Total				**2**	**2**	**2**	**2**	**2**	**3**

Functions & Responsibilities

Sr. 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; Drug/Alcohol Program and Modified Duty 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,917,339	1,909,019	1,999,749	1,881,032	1,963,287
Overtime	7,628	14,079	13,479	6,369	0
Other Benefits	385,769	458,051	480,114	796,756	349,071
Healthcare Rep/NonRep	321,975	289,888	265,088	243,909	341,587
Pension Rep/NonRep	417,151	424,995	417,753	508,096	304,567
Workers Comp-Excess/Losses	0	-7,863	2,969	-1,781	51,417
Benefits Total	1,124,895	1,165,071	1,165,924	1,546,981	1,046,641
Labor Total	**3,049,862**	**3,088,169**	**3,179,153**	**3,434,382**	**3,009,928**
Contractual Services	323,864	527,730	443,642	599,131	123,759
Materials Supplies-Other	31,743	19,785	19,483	13,860	17,522
Materials Total	31,743	19,785	19,483	13,860	17,522
Miscellaneous Expenses	53,906	84,239	34,221	40,189	40,000
Other Non-Operating Expenses	435,398	379,358	413,282	382,281	361,928
Non Labor Total	**844,911**	**1,011,112**	**910,629**	**1,035,461**	**543,209**
Gross Operating Total	**3,894,773**	**4,099,281**	**4,089,781**	**4,469,843**	**3,553,137**
Cost Allocation	-369,637	-308,470	-314,360	-318,685	-249,355
Allocation Total	**-369,637**	**-308,470**	**-314,360**	**-318,685**	**-249,355**
Net Operating Expense	**3,525,136**	**3,790,811**	**3,775,421**	**4,151,158**	**3,303,783**

Authorized Positions by Status

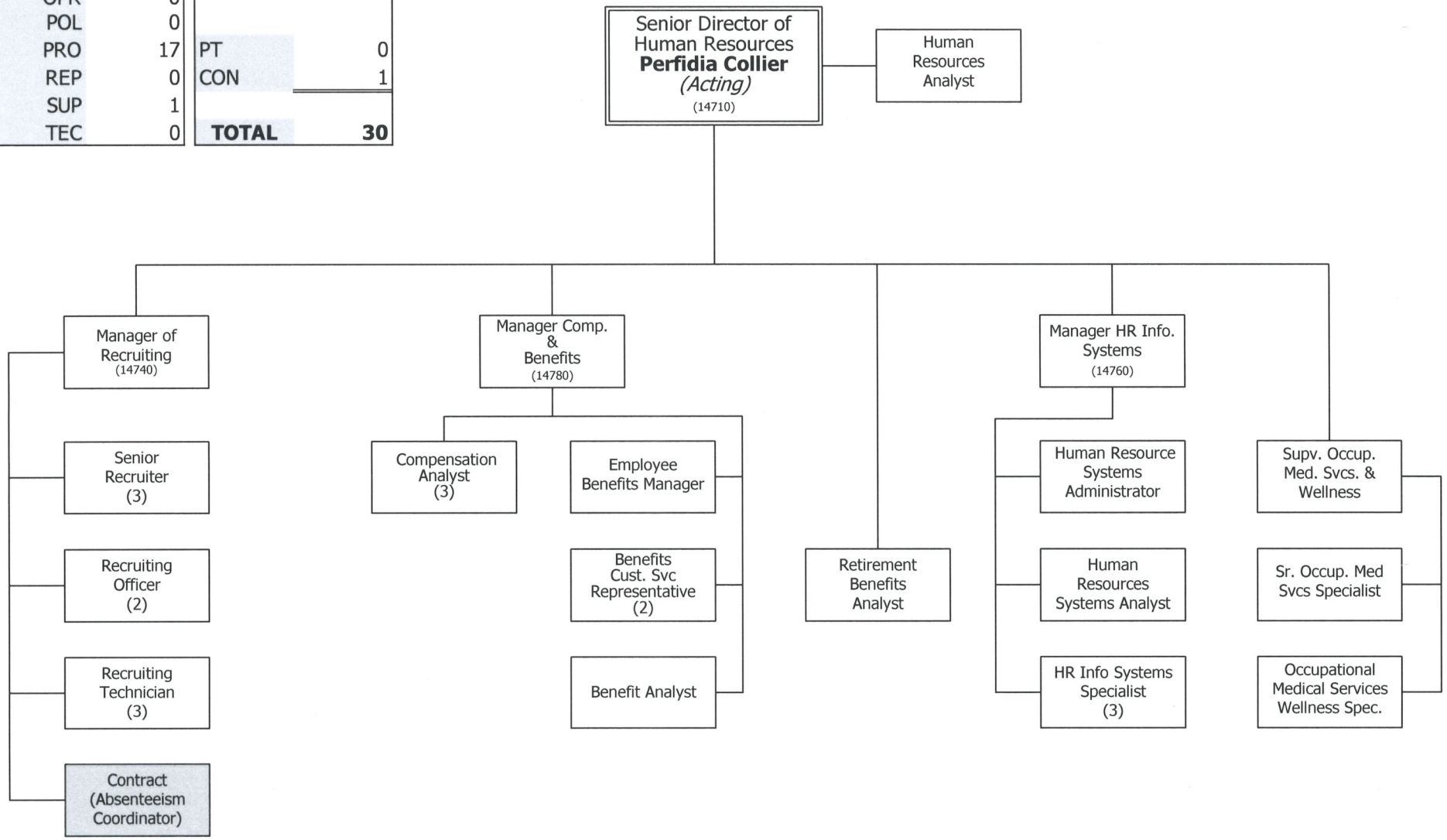
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	32	33	33	30	29
Represented	0	0	0	0	0
Full-Time Total	**32**	**33**	**33**	**30**	**29**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**1**	**1**
Total	**32**	**33**	**33**	**31**	**30**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	8	7	8	7	7
Management	5	5	5	5	5
Police	0	0	0	0	0
Professional	18	20	19	18	17
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**	**33**	**33**	**31**	**30**

ADM	7
MGR	5
MNT	0
OPR	0
POL	0
PRO	17
REP	0
SUP	1
TEC	0

Non-Rep	29
Rep	0
Total FT	**29**
PT	0
CON	1
TOTAL	**30**



Contract Positions (Shaded)

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR HUMAN RESOURCES	24	MGR		----	1	1	1	1	1
Director of Human Resources	23	MGR		1	----	----	----	----	----
MGR COMPENSATION & BENEFITS	22	MGR		1	1	1	1	1	1
MGR EMPLOYEE BENEFITS	21	MGR		1	1	1	1	1	1
MGR RECRUITING	21	MGR		1	1	1	1	1	1
Human Resources Systems Admin	20	PRO		1	1	1	1	----	----
MANAGER OCCUPATIONAL MEDICAL SERVICE	20	SUP		----	----	----	----	1	1
MGR HUMAN RESOURCES INFO SYS	20	MGR		1	1	1	1	1	1
HUMAN RESOURCES SYSTEM ANALYST	19	PRO		----	----	----	----	1	1
SUPV OCCUP MED SVCS WELLNESS	18	SUP		1	1	1	1	----	----
BENEFIT ANALYST III	17	ADM		----	----	----	----	1	1
COMPENSATION ANALYST III	17	PRO		3	3	3	3	3	3
EEO DBE ANALYST	17	PRO		----	1	----	----	----	----
HUMAN RESOURCES ANALYST	17	PRO		1	1	1	1	----	----
HUMAN RESOURCES SYSTEM ANALYST	17	PRO		1	1	1	1	----	----
RETIREMENT BENEFITS ANALYST	17	PRO		----	----	----	----	1	1
SR RECRUITER	17	PRO		2	2	3	3	3	3
Labor Relations Administrator	16	PRO		1	1	1	1	----	----
RECRUITING OFFICER II	16	PRO		2	2	2	2	2	2
RETIREMENT BENEFITS ANALYST	16	PRO		1	1	1	1	----	----
SR OCCUP MED SVCS SPEC	16	PRO		----	----	----	1	1	1
Sr Occup Med Svcs Well Spec	16	PRO		1	1	1	----	----	----
BENEFITS ANALYST	15	PRO		1	1	1	1	1	1
Compensation Analyst II	15	PRO		----	1	----	----	----	----
Human Resources Proc Coord	15	ADM		1	----	1	1	----	----

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
RETIREMENT BENEFITS SPECIALIST	15	PRO		----	----	----	----	1	----
Occupational Med Ser Well Spec	14	PRO		1	1	1	1	1	1
OMS PROGRAM SPECIALIST	14	PRO		----	----	----	----	1	1
RETIREMENT BENEFITS SPECIALIST	14	PRO		1	1	1	1	----	----
BENEFITS-CUSTOMER SVC REP	13	PRO		2	2	2	2	2	2
HR INFORMATION SYSTEMS SPEC II	12	ADM		3	3	3	3	3	3
RECRUITING TECHNICIAN II	12	ADM		2	2	2	2	2	2
Human Resources Specialist	10	ADM		1	1	1	1	----	----
Recruiting Technician I	10	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**32**	**33**	**33**	**33**	**30**	**29**
Total Full-Time				**32**	**33**	**33**	**33**	**30**	**29**
Contract									
CONTRACT PROFESSIONAL	----	PRO		----	----	----	----	1	1
Total Contract				**----**	**----**	**----**	**----**	**1**	**1**
Office Total				**32**	**33**	**33**	**33**	**31**	**30**

Functions & Responsibilities

Director of Labor & Employee Relations

- Authorizes designee to administer the labor agreement with the Amalgamated Transit Union, Local 732.
- Ensures 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.
- Directs 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.
- Directs 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.

Employee Relations

- Develops, implements, and administers programs designed to limit and resolve labor employee relations conflicts, complaints and Non-Title VII Complaints.
- Responsible for the development of policies, procedures and guidelines that govern improvements in MARTA's employee relations and organizational development programs.
- Assist in communication between employees and supervisors, corrective action plans, disciplinary actions and clarification of personnel policies and procedures.
- Conduct investigations of employee misconduct, counsel employees, supervisor training, provide support for departments experiencing personnel issues.

OFFICE OF LABOR & EMPLOYEE RELATIONS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	395,975	451,690	450,242	508,289	555,154
Other Benefits	37,664	57,161	50,831	50,797	119,208
Healthcare Rep/NonRep	54,800	59,738	65,477	69,213	82,452
Pension Rep/NonRep	76,193	106,356	117,182	175,714	88,260
Workers Comp-Excess/Losses	0	-20	-17	-3	12,411
Benefits Total	168,657	223,235	233,472	295,721	302,332
Labor Total	**564,632**	**674,925**	**683,714**	**804,010**	**857,486**
Contractual Services	17,274	32,870	21,584	52,226	30,200
Materials Supplies-Other	1,231	1,248	1,633	724	1,500
Materials Total	1,231	1,248	1,633	724	1,500
Other Non-Operating Expenses	9,238	3,478	8,324	13,877	7,400
Non Labor Total	**27,743**	**37,596**	**31,541**	**66,827**	**39,100**
Gross Operating Total	**592,375**	**712,521**	**715,255**	**870,837**	**896,586**
Cost Allocation	-11,482	-5,912	-5,783	-6,806	-4,997
Allocation Total	**-11,482**	**-5,912**	**-5,783**	**-6,806**	**-4,997**
Net Operating Expense	**580,893**	**706,609**	**709,472**	**864,031**	**891,589**

Authorized Positions by Status

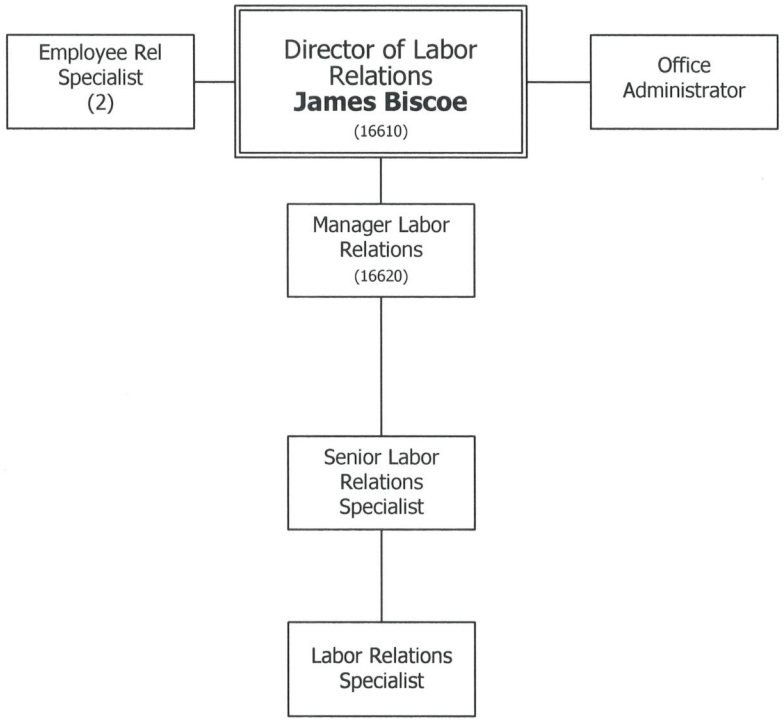
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	5	7	7	7	7
Represented	0	0	0	0	0
Full-Time Total	**5**	**7**	**7**	**7**	**7**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**5**	**7**	**7**	**7**	**7**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	1	1	1	1	1
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	2	4	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**	**7**	**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 & EMPLOYEE RELATIONS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
Dir Labor Relations	23	MGR		1	1	1	1	1	1
MGR LABOR RELATIONS	20	MGR		1	1	1	1	1	1
SR LABOR RELATIONS SPECIALIST	19	PRO		1	1	1	1	1	1
EMPLOYEE RELATIONS SPECIALIST	17	PRO		----	2	2	2	2	2
LABOR RELATIONS SPECIALIST	17	PRO		1	1	1	1	1	1
OFFICE ADMINISTRATOR I	14	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**5**	**7**	**7**	**7**	**7**	**7**
Total Full-Time				**5**	**7**	**7**	**7**	**7**	**7**
Office Total				**5**	**7**	**7**	**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. **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 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. **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. **Maintenance of Way 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. Assesses learning needs and aligns workforce development strategies to utilize the most effective delivery methods. Responsibilities also include leading talent management practices for Success Planning and continuous Quality Improvement initiatives in support of MARTA's strategic goals and objectives. **Chief of Strategic 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. **Chief of Technical Training** • Responsible for the day-to-day operations of Technical Training ensuring delivery and execution of training plans for Bus, Rail, and Maintenance of Way.

OFFICE OF LEARNING & DEVELOPMENT

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	2,639,434	2,539,480	2,549,101	2,951,928	2,747,848
Overtime	58,345	56,515	28,782	117,594	0
Other Benefits	287,491	351,143	316,749	320,933	437,561
Healthcare Rep/NonRep	526,501	482,879	460,655	554,419	561,314
Pension Rep/NonRep	616,771	637,089	623,736	623,599	416,017
Workers Comp-Excess/Losses	28,993	5,006	4,464	1,122	81,558
Benefits Total	1,459,756	1,476,117	1,405,604	1,500,073	1,496,451
Labor Total	**4,157,535**	**4,072,112**	**3,983,487**	**4,569,596**	**4,244,299**
Contractual Services	34,990	10,512	102,250	95,903	6,000
Materials Supplies-Other	14,475	25,791	28,790	25,005	124,660
Materials Total	14,475	25,791	28,790	25,005	124,660
Other Operating	163	0	0	1,272	0
Other Total	163	0	0	1,272	0
Other Non-Operating Expenses	464,378	354,104	306,669	235,391	288,908
Non Labor Total	**514,006**	**390,407**	**437,708**	**357,571**	**419,568**
Gross Operating Total	**4,671,541**	**4,462,519**	**4,421,195**	**4,927,167**	**4,663,867**
Cost Allocation	-109,656	-213,764	-84,844	-104,554	-39,095
Allocation Total	**-109,656**	**-213,764**	**-84,844**	**-104,554**	**-39,095**
Net Operating Expense	**4,561,885**	**4,248,755**	**4,336,351**	**4,822,613**	**4,624,772**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	39	39	40	40	38
Represented	10	10	10	10	8
Full-Time Total	**49**	**49**	**50**	**50**	**46**
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	**50**	**50**	**50**	**50**	**46**

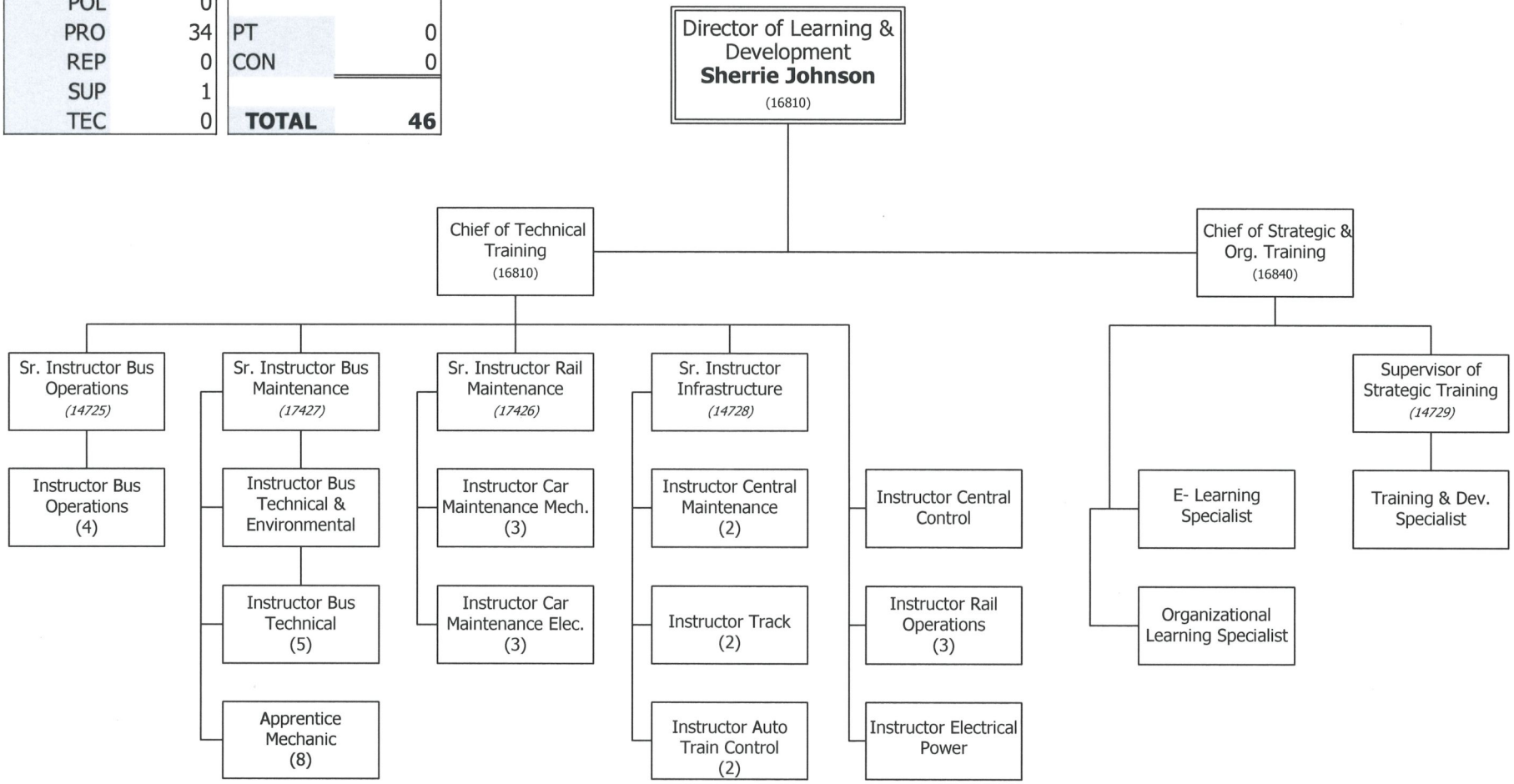
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	0	0	0	0	0
Management	2	2	3	3	3
Police	0	0	0	0	0
Professional	37	37	36	36	34
Technical	0	0	0	0	0
Maintenance	10	10	10	10	8
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	**50**	**50**	**50**	**50**	**46**

OFFICE OF LEARNING AND DEVELOPMENT

ADM	0
MGR	3
MNT	8
OPR	0
POL	0
PRO	34
REP	0
SUP	1
TEC	0

Non-Rep	38
Rep	8
Total FT	**46**
PT	0
CON	0
TOTAL	**46**



OFFICE OF LEARNING & DEVELOPMENT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR TRAINING	23	MGR		----	----	----	----	1	1
Director of Training	23	MGR		1	1	1	1	----	----
CHF STRATEGIC TRAINING	21	MGR		1	1	1	1	1	1
CHF TECHNICAL TRAINING	21	MGR		----	----	----	----	1	1
Chief ot Technical Training	21	MGR		----	----	1	1	----	----
Supervisor of Strategic Training	19	SUP		1	1	1	1	----	----
SUPV STRATEGIC TRAINING	19	SUP		----	----	----	----	1	1
SR INSTRUCTOR BUS MAINT	18	PRO		1	1	1	1	1	1
SR INSTRUCTOR BUS TRANSPORT	18	PRO		1	1	1	1	1	1
SR INSTRUCTOR INFRASTRUCTURE	18	PRO		1	1	1	1	1	1
SR INSTRUCTOR RAIL MAINT	18	PRO		1	1	1	1	1	1
E LEARNING SPECIALIST	17	PRO		----	1	1	1	1	1
ORG LEARNING SPECIALIST III	17	PRO		2	2	2	2	2	1
INSTRUCTOR AUTO TRAIN CONTROL	16	PRO		2	2	2	2	2	2
INSTRUCTOR BUS OPERATIONS	16	PRO		3	3	4	4	4	4
INSTRUCTOR BUS TECH ENVIRON	16	PRO		1	1	1	1	1	1
INSTRUCTOR BUS TECHNICAL	16	PRO		5	5	5	5	5	5
INSTRUCTOR CAR MAINT ELECT	16	PRO		3	3	3	3	3	3
INSTRUCTOR CAR MAINT MECH	16	PRO		3	3	3	3	3	3
INSTRUCTOR CENTRAL CONTROL	16	PRO		2	2	1	1	1	1
INSTRUCTOR CENTRAL MAINTENANCE	16	PRO		2	2	2	2	2	2
INSTRUCTOR ELECTRICAL POWER	16	PRO		1	1	1	1	1	1
Instructor Personal Computers	16	PRO		1	----	----	----	----	----
INSTRUCTOR RAIL OPERATIONS	16	PRO		3	3	3	3	3	3
INSTRUCTOR TRACK	16	PRO		2	2	2	2	2	2

OFFICE OF LEARNING & DEVELOPMENT

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
TRAINING & DEVELOPMENT SPEC	15	PRO		2	2	2	2	2	1
Non-Rep Subtotal				**39**	**39**	**40**	**40**	**40**	**38**
Represented									
APPRENTICE MECHANIC	UR	MNT		10	10	10	10	10	8
Represented Subtotal				**10**	**10**	**10**	**10**	**10**	**8**
Total Full-Time				**49**	**49**	**50**	**50**	**50**	**46**
Contract									
CONTRACT INSTRUCTOR	----	PRO		1	1	----	----	----	----
Total Contract				**1**	**1**	**----**	**----**	**----**	**----**
Office Total				**50**	**50**	**50**	**50**	**50**	**46**

DIVISION OF CHIEF OF COMMUNICATIONS

This Division includes the following Departments:

- **Department of Communications & External Affairs**

DIVISION OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	3,113,941	3,363,031	3,471,648	3,694,462	3,955,464
Overtime	50,069	57,618	68,374	66,165	54,911
Other Benefits	333,230	370,341	417,443	399,119	515,928
Healthcare Rep/NonRep	695,932	705,423	679,599	710,915	842,371
Pension Rep/NonRep	501,130	547,526	610,452	773,691	558,964
Workers Comp-Excess/Losses	3,323	5,452	5,460	-4,014	122,337
Benefits Total	1,533,615	1,628,742	1,712,953	1,879,712	2,039,600
Labor Total	**4,697,625**	**5,049,391**	**5,252,976**	**5,640,339**	**6,049,975**
Contractual Services	460,974	424,007	537,269	486,344	613,628
Materials Supplies-Other	45,375	47,793	36,245	57,566	46,587
Materials Total	45,375	47,793	36,245	57,566	46,587
Miscellaneous Expenses	799,089	438,729	723,593	763,414	520,680
Other Non-Operating Expenses	46,150	64,308	72,760	55,171	81,354
Non Labor Total	**1,351,588**	**974,837**	**1,369,867**	**1,362,494**	**1,262,249**
Gross Operating Total	**6,049,213**	**6,024,228**	**6,622,842**	**7,002,832**	**7,312,224**
Cost Allocation	-243,776	-631,522	-723,874	-828,560	-857,921
Allocation Total	**-243,776**	**-631,522**	**-723,874**	**-828,560**	**-857,921**
Net Operating Expense	**5,805,437**	**5,392,706**	**5,898,969**	**6,174,272**	**6,454,303**

Authorized Positions by Status

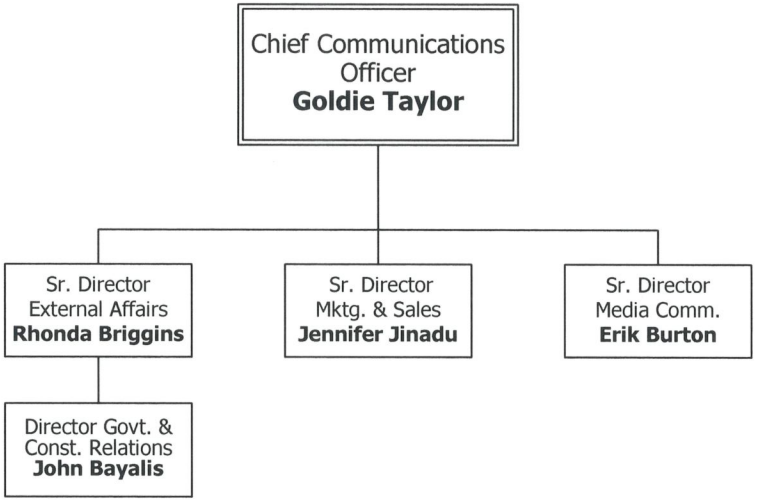
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	46	46	49	49	51
Represented	18	18	18	18	16
Full-Time Total	**64**	**64**	**67**	**67**	**67**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	2	2	2	2	2
Part-Time Total	**2**	**2**	**2**	**2**	**2**
Contract	**7**	**7**	**7**	**7**	**7**
Total	**73**	**73**	**76**	**76**	**76**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	23	23	26	26	28
Management	10	10	10	10	10
Police	0	0	0	0	0
Professional	12	12	12	12	12
Technical	2	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	20	20	20	20	18
Supervisory	6	6	6	6	6
Total	**73**	**73**	**76**	**76**	**76**

ADM	28
MGR	10
MNT	0
OPR	0
POL	0
PRO	12
REP	18
SUP	6
TEC	2

Non-Rep	51
Rep	16
Total FT	**67**
PT	2
CON	7
TOTAL	**76**



DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

This Department includes the following Offices:

Department of Communications & External Affairs

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

Areas of Oversight	• Chief of Communications & External Affairs • Customer Service • External Affairs • Marketing & Sales • Govt. & Constituent Relations • Media Communications
FY17 Department Accomplishments	• Reinvigorated internal newsletter launched in FY17 that highlights employee achievement, upcoming events and general MARTA news. • Enhanced media monitoring distribution that includes added television monitoring tools to capture increased MARTA and transit-related news items. • Increased overall positive earned media placement for the Authority to strategically position MARTA locally, nationally and internationally. • Supported all public outreach and city elected official engagements in getting the successful passage of the City of Atlanta November referendum vote providing $2.5B over 40 years for More MARTA. • Worked successfully in the GA General Assembly to have concessions language adopted that allows MARTA to consider other elements of contracting besides just the highest bidder when awarding concession contracts. • Stopped the passage of language in the GA General Assembly that would reverse revenues received by MARTA from the Title Ad Valorem Tax (TAVT) saving MARTA $23M. • Coordinated MARTA's Call Center Challenge to identify a customer service representative to compete in the annual APTA competition. • Encouraged and provided ongoing training for department personnel to enhance skill levels including customer service. • Successfully completed replacement of the "Blue" photo ID cards to the new "Gold" photo ID cards for 75% of the 58,000 Reduced Fare Customers. • Successfully planned, recruited and implemented the Authority staff reassignments for July 4th, Labor Day weekend and New Year's Eve. • Sales Programs generated the following revenue during FY17: Partnership Program - $14.677 million, UPASS – $4.251 million, K-12 - $896K Visitor Pass $49K; Advertising generated the following revenue during FY17: Vehicle/Stations – $4.15 million (775K above Minimum Guarantee), Bus Shelter $2.45 million (MARTA revenue $1.23 million), Rail Electronic/TV Monitor - $285K. • Twenty-one (21) new bus shelters, and five (5) benches were installed in FY17. • FY17 Social Media – Facebook (21,090), Twitter (12,400), GM Twitter (6,545) • Successfully partnered with 20 organizations/events that generated $2.323 million in total added value for MARTA. • In partnership with Technology launched a new website and developed a successful hackathon series. • Developed and implemented several successful ridership promotions – Weekend Pass, 30-Day Pass Discount, Groupon and Employer Pass.
FY18 Goals & Objectives	**GOAL 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest** • Objective: Develop and implement an Employer of Choice multi-media campaign **GOAL 2: Demonstrate and communicate routine excellence as the standard throughout MARTA** • Objective: Establish monthly digital and e-communications cadence for Board of Directors • Objective: Establish Influencer Relations plan

FY2018 Key Performance Measures

KPI	Definition	FY17 Target	FY17 Year-End	FY18 Target
Average Call Wait Time	Average call wait time for customer calls (in minutes)	</= 0:35	0:32	</= 0:35
Call Abandonment Rate	Abandonment rate for customer calls	</= 4%	3.89%	</= 6%
Attendance Non-represented	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.97%	>/= 96%
Attendance Represented	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	95.12%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-4.20%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-7.16%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	7.94%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	23.02%	</= 0%

DEPT OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	3,113,941	3,363,031	3,471,648	3,694,462	3,955,464
Overtime	50,069	57,618	68,374	66,165	54,911
Other Benefits	333,230	370,341	417,443	399,119	515,928
Healthcare Rep/NonRep	695,932	705,423	679,599	710,915	842,371
Pension Rep/NonRep	501,130	547,526	610,452	773,691	558,964
Workers Comp-Excess/Losses	3,323	5,452	5,460	-4,014	122,337
Benefits Total	1,533,615	1,628,742	1,712,953	1,879,712	2,039,600
Labor Total	**4,697,625**	**5,049,391**	**5,252,976**	**5,640,339**	**6,049,975**
Contractual Services	460,974	424,007	537,269	486,344	613,628
Materials Supplies-Other	45,375	47,793	36,245	57,566	46,587
Materials Total	45,375	47,793	36,245	57,566	46,587
Miscellaneous Expenses	799,089	438,729	723,593	763,414	520,680
Other Non-Operating Expenses	46,150	64,308	72,760	55,171	81,354
Non Labor Total	**1,351,588**	**974,837**	**1,369,867**	**1,362,494**	**1,262,249**
Gross Operating Total	**6,049,213**	**6,024,228**	**6,622,842**	**7,002,832**	**7,312,224**
Cost Allocation	-243,776	-631,522	-723,874	-828,560	-857,921
Allocation Total	**-243,776**	**-631,522**	**-723,874**	**-828,560**	**-857,921**
Net Operating Expense	**5,805,437**	**5,392,706**	**5,898,969**	**6,174,272**	**6,454,303**

Authorized Positions by Status

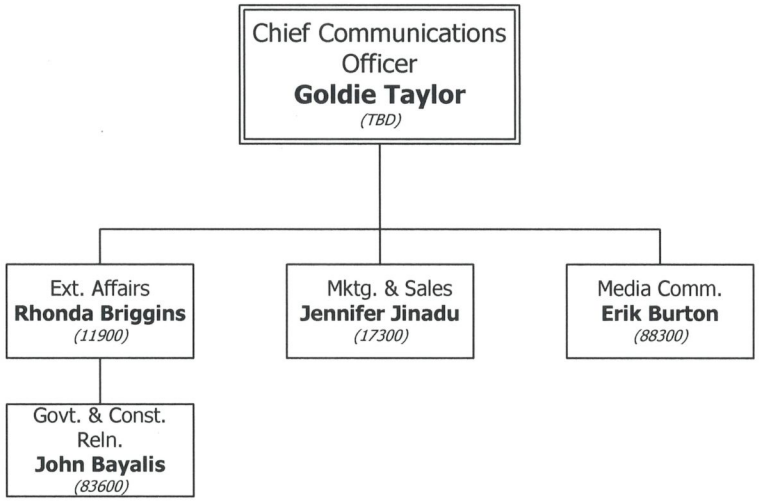
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	46	46	49	49	51
Represented	18	18	18	18	16
Full-Time Total	**64**	**64**	**67**	**67**	**67**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	2	2	2	2	2
Part-Time Total	**2**	**2**	**2**	**2**	**2**
Contract	**7**	**7**	**7**	**7**	**7**
Total	**73**	**73**	**76**	**76**	**76**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	23	23	26	26	28
Management	10	10	10	10	10
Police	0	0	0	0	0
Professional	12	12	12	12	12
Technical	2	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	20	20	20	20	18
Supervisory	6	6	6	6	6
Total	**73**	**73**	**76**	**76**	**76**

ADM	28
MGR	10
MNT	0
OPR	0
POL	0
PRO	12
REP	18
SUP	6
TEC	2

Non-Rep	51
Rep	16
Total FT	**67**
PT	2
CON	7
TOTAL	**76**



Functions & Responsibilities

Chief 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 CHIEF COMM & EXT AFFAIRS

Categories of Expense	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	1,620,127	1,691,691	1,809,640	2,123,590	2,201,397
Overtime	45,540	43,073	67,404	65,254	54,911
Other Benefits	177,259	159,719	243,871	234,420	165,269
Healthcare Rep/NonRep	424,794	421,233	429,208	474,481	595,015
Pension Rep/NonRep	254,602	267,707	312,097	403,664	300,860
Workers Comp-Excess/Losses	3,323	5,549	5,536	-3,999	85,104
Benefits Total	859,978	854,208	990,712	1,108,565	1,146,248
Labor Total	**2,525,645**	**2,588,972**	**2,867,756**	**3,297,409**	**3,402,556**
Contractual Services	96,000	160,358	207,526	151,635	200,000
Materials Supplies-Other	16,863	16,080	18,786	32,276	18,973
Materials Total	16,863	16,080	18,786	32,276	18,973
Miscellaneous Expenses	10,205	8,997	12,288	17,912	10,000
Other Non-Operating Expenses	13,215	13,613	32,183	31,316	20,053
Non Labor Total	**136,283**	**199,048**	**270,783**	**233,140**	**249,026**
Gross Operating Total	**2,661,928**	**2,788,020**	**3,138,539**	**3,530,549**	**3,651,582**
Cost Allocation	0	-183,573	-236,277	-336,359	-360,369
Allocation Total	**0**	**-183,573**	**-236,277**	**-336,359**	**-360,369**
Net Operating Expense	**2,661,928**	**2,604,447**	**2,902,262**	**3,194,190**	**3,291,214**

Authorized Positions by Status

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	25	25	28	28	30
Represented	18	18	18	18	16
Full-Time Total	**43**	**43**	**46**	**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	**4**	**4**	**4**	**4**	**4**
Total	**49**	**49**	**52**	**52**	**52**

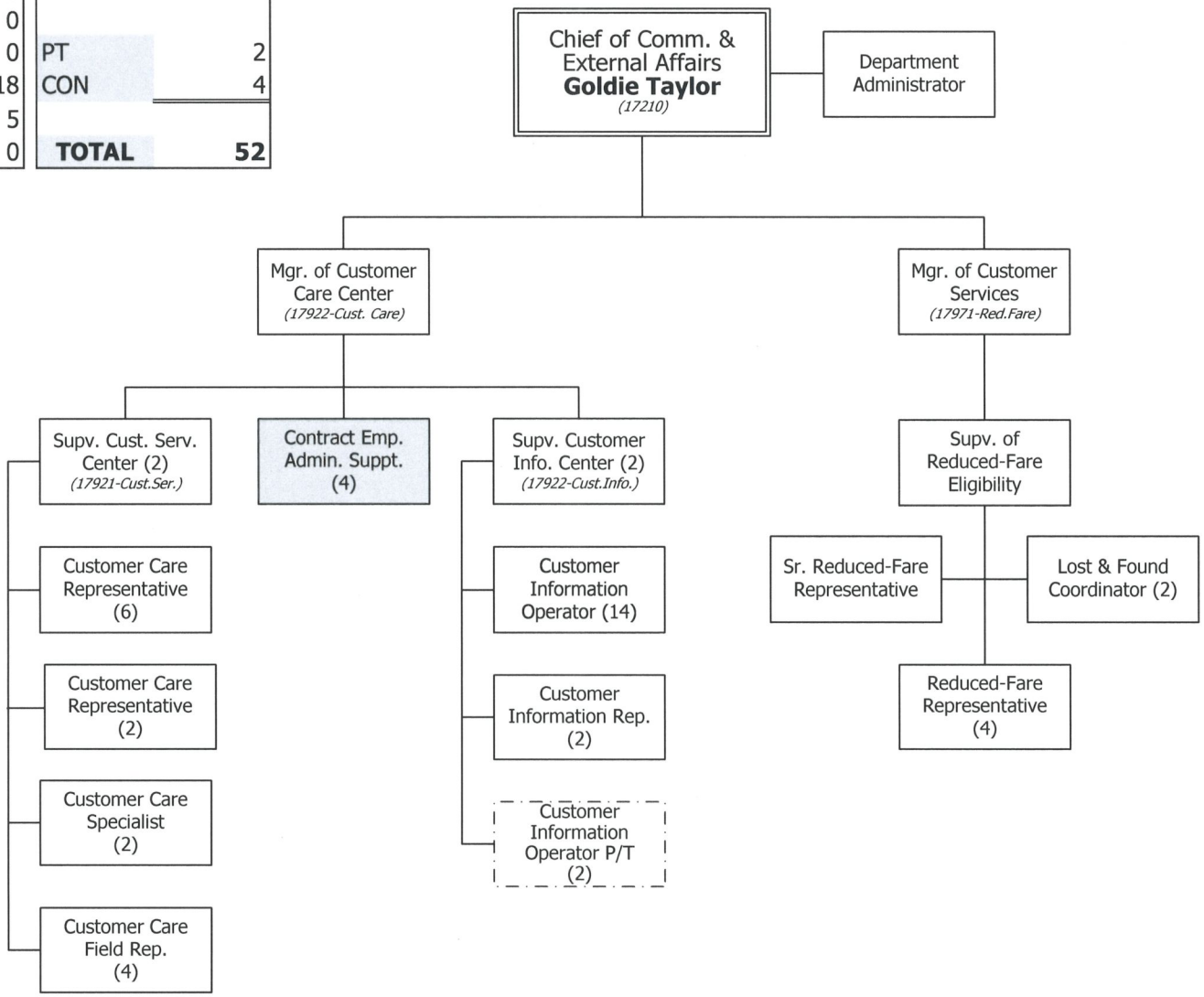
Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Administrative	21	21	24	24	26
Management	3	3	3	3	3
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	20	20	20	20	18
Supervisory	5	5	5	5	5
Total	**49**	**49**	**52**	**52**	**52**

OFFICE OF CHIEF OF COMMUNICATIONS & EXT AFFAIRS

ADM	26
MGR	3
MNT	0
OPR	0
POL	0
PRO	0
REP	18
SUP	5
TEC	0

Non-Rep	30
Rep	16
Total FT	**46**
PT	2
CON	4
TOTAL	**52**



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

OFFICE OF CHIEF COMM & EXT AFFAIRS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF COMMUNICATIONS OFFICER	A	MGR		----	----	----	----	1	1
AGM COMMUNICATIONS & EXT AFF	C	MGR		1	1	1	1	----	----
MGR CUSTOMER & STATION SVCS	20	MGR		1	1	1	1	1	1
MGR CUSTOMER CARE CENTER	20	MGR		1	1	1	1	1	1
DEPARTMENT ADMINISTRATOR	17	ADM		1	1	1	1	1	1
SUPV CUSTOMER INFO CENTR	16	SUP		2	2	2	2	2	2
SUPV CUSTOMER SERVICES CENTER	16	SUP		2	2	2	2	2	2
SUPV REDUCED FARE ELIGIBILITY	16	SUP		1	1	1	1	1	1
CUSTOMER CARE FIELD REP	14	ADM		3	3	4	4	4	4
CUSTOMER CARE REP	14	ADM	X	----	----	----	----	----	2
CUSTOMER CARE REP	14	ADM		5	5	6	6	6	6
CUSTOMER CARE SPEC	13	ADM		2	2	2	2	2	2
SR REDUCED FARE REPRESENTATIVE	11	ADM		----	----	----	----	1	1
REDUCED FARE REPRESENTATIVE	9	ADM		----	----	----	----	4	4
SR REDUCED FARE REPRESENTATIVE	8	ADM		1	1	1	1	----	----
LOST & FOUND COORDINATOR	6	ADM		2	2	2	2	2	2
REDUCED FARE REPRESENTATIVE	6	ADM		3	3	4	4	----	----
Non-Rep Subtotal				**25**	**25**	**28**	**28**	**28**	**30**
Represented									
CUSTOMER INFO REPRESENTATIVE	UR	REP		2	2	2	2	2	2
CUSTOMER INFORMATION OPERATOR	UR	REP		16	16	16	16	16	14
Represented Subtotal				**18**	**18**	**18**	**18**	**18**	**16**
Total Full-Time				**43**	**43**	**46**	**46**	**46**	**46**

OFFICE OF CHIEF COMM & EXT AFFAIRS

Classification	Pay Grade	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Part-Time									
Customer Info Operator Pt	UR	REP		2	2	2	2	2	2
Total Part-Time				**2**	**2**	**2**	**2**	**2**	**2**
Contract									
CONTRACT EMP ADMIN SUPPORT	----	ADM		4	4	4	4	4	4
Total Contract				**4**	**4**	**4**	**4**	**4**	**4**
Office Total				**49**	**49**	**52**	**52**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	334,726	404,241	382,478	336,531	402,652
Other Benefits	46,106	61,868	43,407	39,552	87,506
Healthcare Rep/NonRep	76,727	83,872	70,482	60,403	58,894
Pension Rep/NonRep	65,071	74,545	73,524	82,398	64,015
Workers Comp-Excess/Losses	0	-29	-23	-4	8,865
Benefits Total	187,904	220,256	187,390	182,348	219,280
Labor Total	**522,630**	**624,497**	**569,867**	**518,879**	**621,932**
Contractual Services	36,711	6,687	10,387	3,058	0
Materials Supplies-Other	6,988	1,929	1,196	4,582	4,000
Materials Total	6,988	1,929	1,196	4,582	4,000
Miscellaneous Expenses	4,742	1,893	2,555	750	2,080
Other Non-Operating Expenses	18,875	22,087	20,652	15,042	31,847
Non Labor Total	**67,316**	**32,596**	**34,790**	**23,432**	**37,927**
Gross Operating Total	**589,946**	**657,093**	**604,658**	**542,311**	**659,859**
Cost Allocation	-164,418	-237,674	-247,737	-245,853	-266,892
Allocation Total	**-164,418**	**-237,674**	**-247,737**	**-245,853**	**-266,892**
Net Operating Expense	**425,528**	**419,419**	**356,921**	**296,458**	**392,968**

Authorized Positions by Status

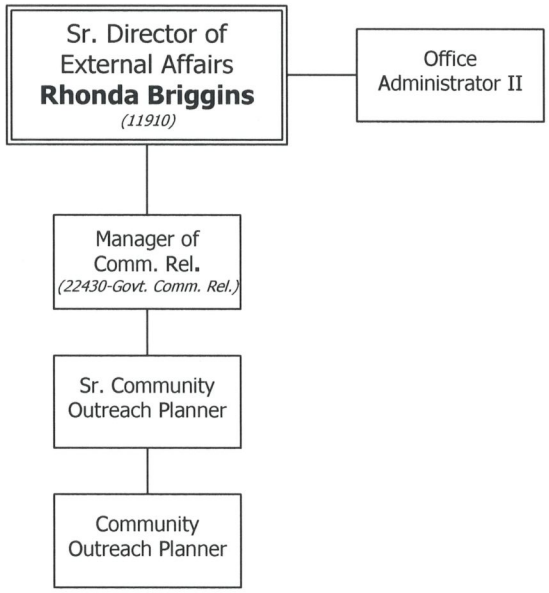
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	5	5	5	5	5
Represented	0	0	0	0	0
Full-Time Total	**5**	**5**	**5**	**5**	**5**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**5**	**5**	**5**	**5**	**5**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR EXTERNAL AFFAIRS	24	MGR		1	1	1	1	1	1
MGR COMMUNITY RELATIONS	20	MGR		1	1	1	1	1	1
SR COMMUNITY OUTREACH PLANNER	19	PRO		1	1	1	1	1	1
COMMUNITY OUTREACH PLANNER	16	PRO		1	1	1	1	1	1
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
Non-Rep Subtotal				**5**	**5**	**5**	**5**	**5**	**5**
Total Full-Time				**5**	**5**	**5**	**5**	**5**	**5**
Office Total				**5**	**5**	**5**	**5**	**5**	**5**

Functions & Responsibilities

Sr. Director of Marketing & Sales

- Devise and implement strategic business development and sales plans.
- Devise and implement 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 initiatives and monitors the advertising vendors.
- Forms strategic alliances and trade partnerships.
- Develops and executes MARTA's internal and external 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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	827,394	807,364	826,979	823,341	868,740
Overtime	967	471	0	94	0
Other Benefits	77,574	105,452	91,640	87,889	144,789
Healthcare Rep/NonRep	160,372	162,429	155,380	153,383	129,567
Pension Rep/NonRep	148,726	166,264	177,720	230,351	117,352
Workers Comp-Excess/Losses	0	-55	-48	-9	19,503
Benefits Total	386,672	434,090	424,692	471,614	411,212
Labor Total	**1,215,033**	**1,241,925**	**1,251,672**	**1,295,049**	**1,279,952**
Contractual Services	162,486	104,409	93,539	70,808	184,128
Materials Supplies-Other	20,384	29,543	16,143	20,514	21,648
Materials Total	20,384	29,543	16,143	20,514	21,648
Miscellaneous Expenses	784,142	427,839	708,750	744,752	508,600
Other Non-Operating Expenses	9,527	15,966	5,695	3,857	5,714
Non Labor Total	**976,539**	**577,757**	**824,127**	**839,931**	**720,090**
Gross Operating Total	**2,191,572**	**1,819,682**	**2,075,798**	**2,134,979**	**2,000,042**
Cost Allocation	-78,935	-210,275	-239,860	-246,348	-230,661
Allocation Total	**-78,935**	**-210,275**	**-239,860**	**-246,348**	**-230,661**
Net Operating Expense	**2,112,637**	**1,609,407**	**1,835,939**	**1,888,631**	**1,769,381**

Authorized Positions by Status

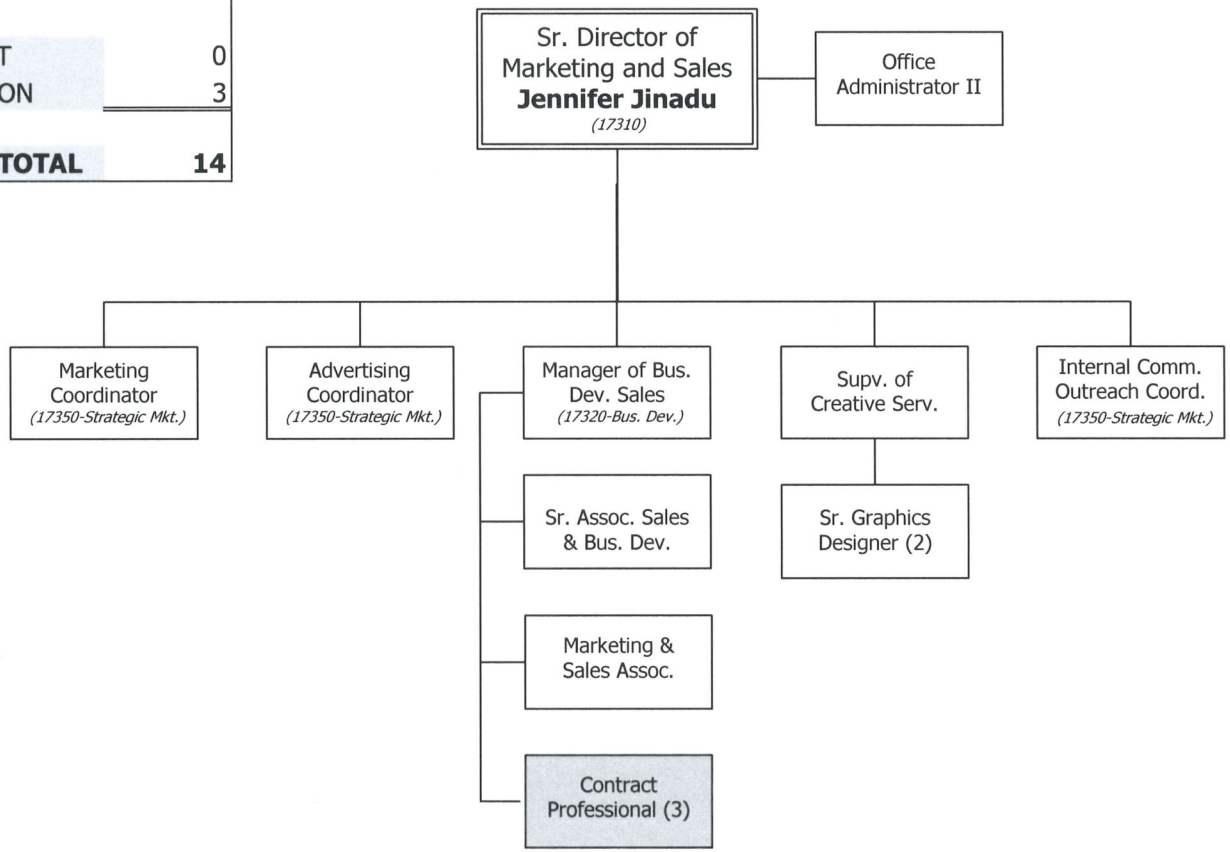
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	11	11	11	11	11
Represented	0	0	0	0	0
Full-Time Total	**11**	**11**	**11**	**11**	**11**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**3**	**3**	**3**	**3**	**3**
Total	**14**	**14**	**14**	**14**	**14**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
SR DIR MARKETING & SALES	24	MGR		----	----	----	----	----	1
DIR MARKETING AND SALES	23	MGR		1	1	1	----	----	----
SR DIR MARKETING & SALES	23	MGR		----	----	----	1	1	----
MGR BUSINESS DEV SALES	22	MGR		1	1	1	1	1	1
ADVERTISING COORDINATOR	17	PRO		1	1	1	1	1	1
INTERNAL COMM OUTREACH COORD	17	PRO		1	1	1	1	1	1
MARKETING & SALES ASSOCIATE	17	PRO		2	2	2	2	1	1
Sr. Assoc. Sales & Bus. Dev	17	PRO		----	----	----	----	1	1
SUPV CREATIVE SERVICES	17	SUP		1	1	1	1	1	1
Marketing Coordinator	16	PRO		1	1	1	1	1	1
OFFICE ADMINISTRATOR II	16	ADM		1	1	1	1	1	1
SR GRAPHICS DESIGNER	16	TEC		2	2	2	2	2	2
Non-Rep Subtotal				**11**	**11**	**11**	**11**	**11**	**11**
Total Full-Time				**11**	**11**	**11**	**11**	**11**	**11**
Contract									
CONTRACT PROFESSIONAL	----	PRO		3	3	3	3	3	3
Total Contract				**3**	**3**	**3**	**3**	**3**	**3**
Office Total				**14**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	106,332	171,449	172,841	179,595	177,871
Other Benefits	12,602	18,880	17,002	16,569	41,484
Healthcare Rep/NonRep	8,500	13,367	13,473	14,773	23,558
Pension Rep/NonRep	26,811	32,009	35,029	46,861	28,278
Workers Comp-Excess/Losses	0	-5	-4	-1	3,546
Benefits Total	47,913	64,251	65,500	78,202	96,867
Labor Total	**154,245**	**235,700**	**238,340**	**257,796**	**274,737**
Contractual Services	148,500	118,136	212,900	202,082	168,500
Materials Supplies-Other	427	111	80	30	168
Materials Total	427	111	80	30	168
Other Non-Operating Expenses	2,680	5,397	5,670	3,916	11,915
Non Labor Total	**151,607**	**123,644**	**218,650**	**206,028**	**180,583**
Gross Operating Total	**305,852**	**359,344**	**456,990**	**463,825**	**455,320**
Cost Allocation	0	0	0	0	0
Allocation Total	**0**	**0**	**0**	**0**	**0**
Net Operating Expense	**305,852**	**359,344**	**456,990**	**463,825**	**455,320**

Authorized Positions by Status

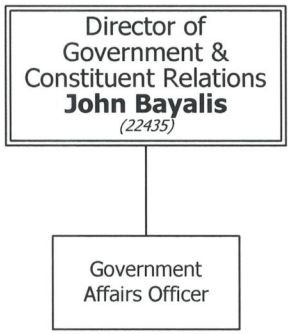
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**2**	**2**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**2**	**2**	**2**	**2**	**2**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
DIR GOVERNMENT RELATIONS	23	MGR		1	1	1	1	1	1
GOVERNMENT AFFAIRS OFFICER	17	PRO		1	1	1	1	1	1
Non-Rep Subtotal				**2**	**2**	**2**	**2**	**2**	**2**
Total Full-Time				**2**	**2**	**2**	**2**	**2**	**2**
Office Total				**2**	**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	FY14 Expense	FY15 Expense	FY16 Expense	FY17 Expense	FY18 Adopted
Salaries & Wages	225,362	288,286	279,710	231,406	304,804
Overtime	3,562	14,074	970	817	0
Other Benefits	19,689	24,422	21,523	20,689	76,879
Healthcare Rep/NonRep	25,539	24,522	11,056	7,876	35,337
Pension Rep/NonRep	5,920	7,001	12,082	10,418	48,459
Workers Comp-Excess/Losses	0	-8	-1	-1	5,319
Benefits Total	51,148	55,937	44,660	38,982	165,993
Labor Total	**280,072**	**358,297**	**325,340**	**271,205**	**470,797**
Contractual Services	17,277	34,417	12,917	58,760	61,000
Materials Supplies-Other	713	130	40	163	1,798
Materials Total	713	130	40	163	1,798
Other Non-Operating Expenses	1,853	7,245	8,560	1,040	11,825
Non Labor Total	**19,843**	**41,792**	**21,517**	**59,963**	**74,623**
Gross Operating Total	**299,915**	**400,089**	**346,857**	**331,168**	**545,420**
Cost Allocation	-423	0	0	0	0
Allocation Total	**-423**	**0**	**0**	**0**	**0**
Net Operating Expense	**299,492**	**400,089**	**346,857**	**331,168**	**545,420**

Authorized Positions by Status

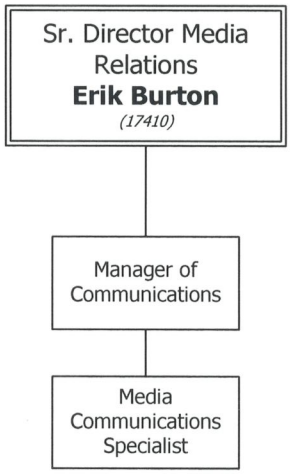
	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
Non-Represented	3	3	3	3	3
Represented	0	0	0	0	0
Full-Time Total	**3**	**3**	**3**	**3**	**3**
Non-Represented (PT)	0	0	0	0	0
Represented (PT)	0	0	0	0	0
Part-Time Total	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Total	**3**	**3**	**3**	**3**	**3**

Authorized Positions by Class

	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Auth	FY18 Adp.
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**

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	Class	more MARTA	FY14 Auth	FY15 Auth	FY16 Auth	FY17 Adopted	FY17 Auth	FY18 Adopted
Non-Represented									
CHF SPOKESPERSON	24	MGR		1	1	1	1	----	----
SR DIR MEDIA RELATIONS	24	MGR		----	----	----	----	1	1
MGR COMMUNICATIONS	21	MGR		1	1	1	1	1	1
Internal Communications Spec	17	PRO		1	1	1	1	----	----
Media Communications Spec	17	PRO		----	----	----	----	1	1
Non-Rep Subtotal				**3**	**3**	**3**	**3**	**3**	**3**
Total Full-Time				**3**	**3**	**3**	**3**	**3**	**3**
Office Total				**3**	**3**	**3**	**3**	**3**	**3**

CAPITAL BUDGET

This section summarizes FY18 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 FY18 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.

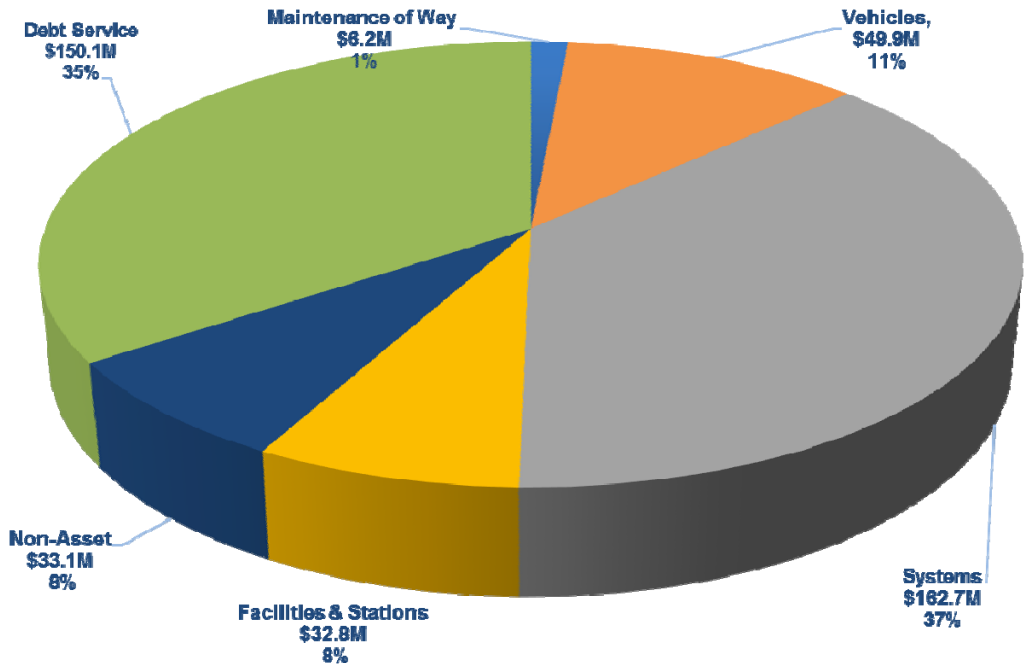
FY18 Capital Expenditures

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.

FY18 Capital Expenditures
($434.8M)



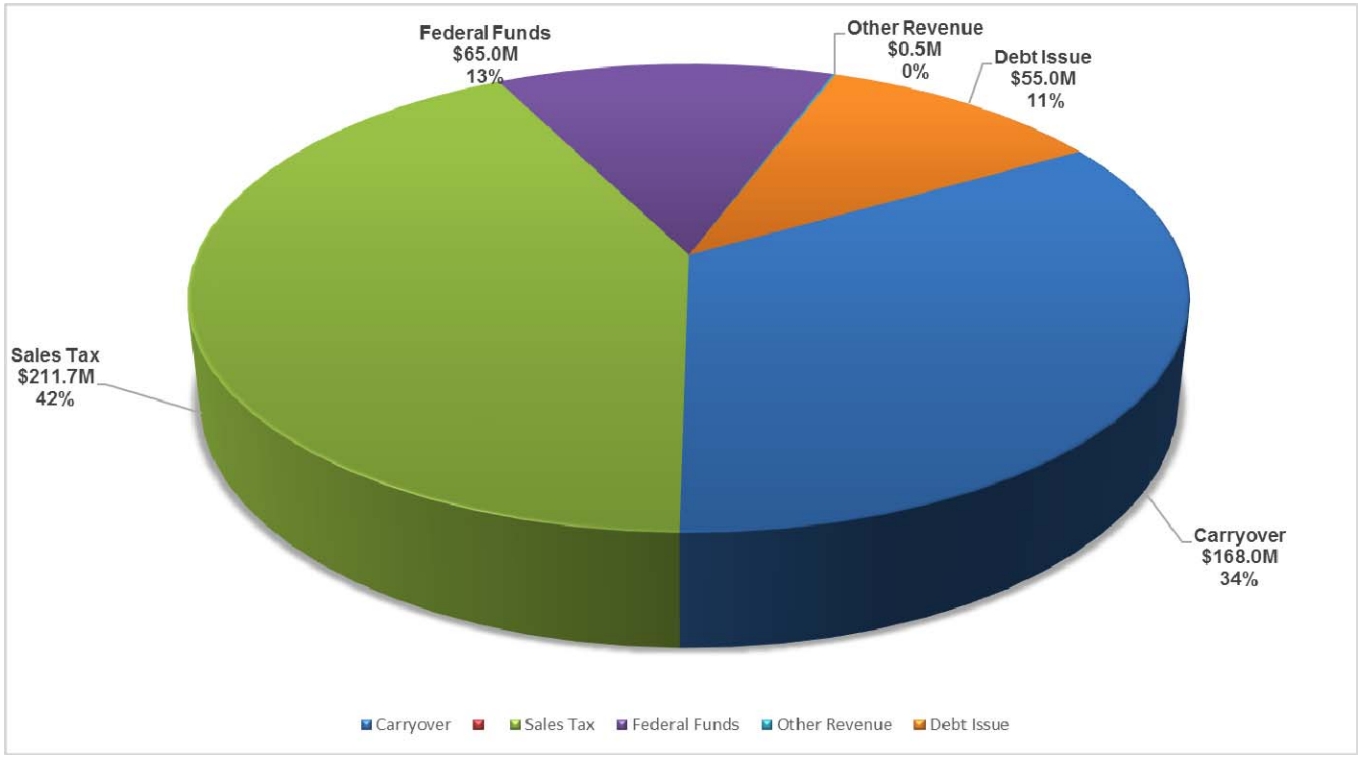
Capital Expenditures Summary Table

FY18 Capital Expenditures	Federal	State	MARTA	TOTAL
Capital Improvement Projects	**65,000,000**	**-**	**219,660,000**	**284,660,000**
Maintenance of Way	2,460,000	-	3,723,000	6,183,000
Vehicles	-	-	49,914,000	49,914,000
Systems	41,800,000	-	120,905,000	162,705,000
Facilities	20,740,000	-	12,037,000	32,777,000
Non - Asset	-	-	33,081,000	33,081,000
Debt Service on Bonds	-	-	**150,100,000**	**150,100,000**
Total	**65,000,000**	**-**	**369,760,000**	**434,760,000**

FY18 Capital Funding

Funding for the FY18 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.

FY18 Capital Revenue ($500.2M)



FY18 Capital Program Revenue Summary Table

Capital Program Unrestricted Revenues	FY16 Funding Level	FY17 Funding Level	FY18 Adopted Budget
General Fund Beginning Balance	96,199,642	123,000,000	168,000,000
Sales Tax	202,053,850	210,612,640	211,650,439
Interest Income	539,851	515,000	500,000
Federal Grants	34,998,068	55,000,000	65,000,000
Finance/Bonds/Reserves	99,600,000	13,000,000	55,000,000
State Grants	-	1,000,000	-
Total Revenues	**433,391,411**	**403,127,640**	**500,150,439**

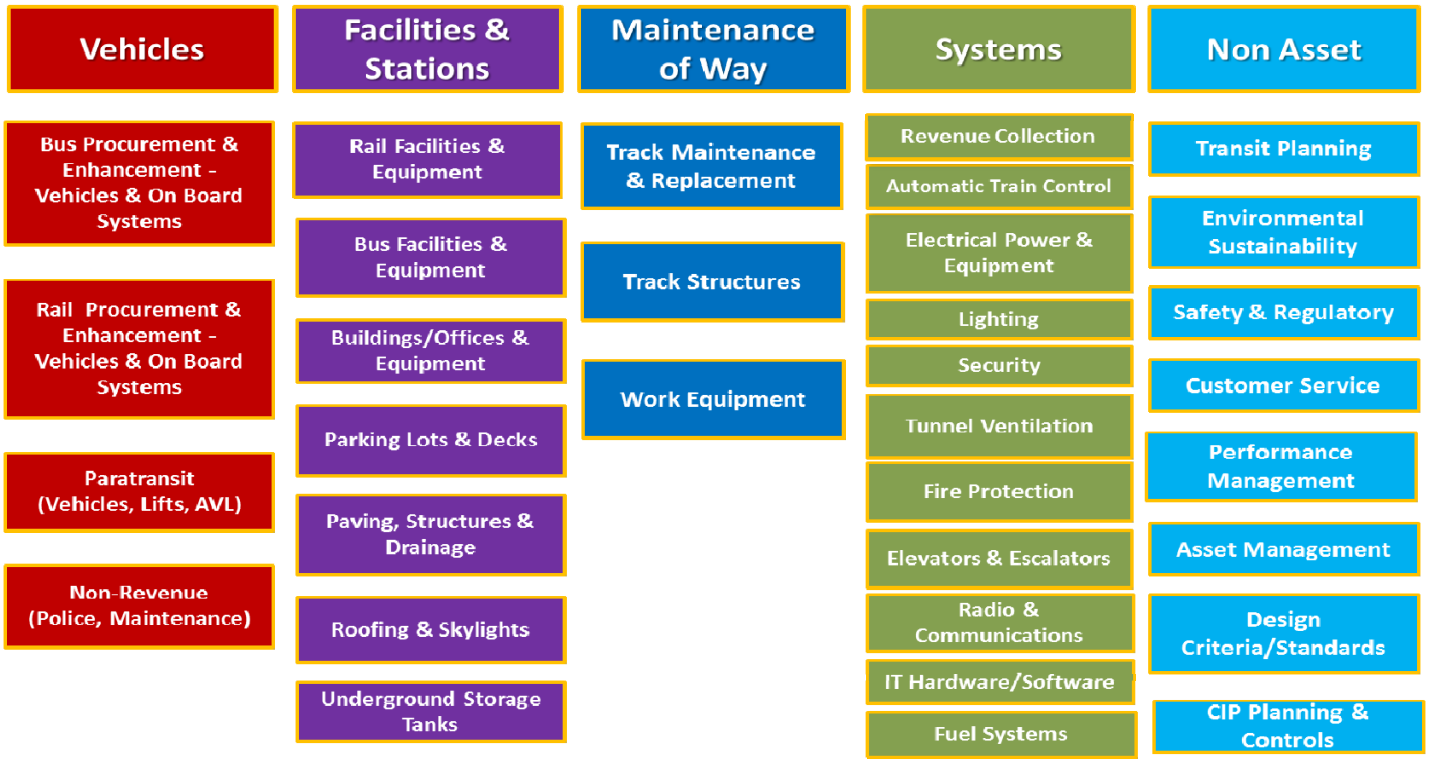
[1] Federal Contribution to Capital
[2] The financing source decision will be made at the time that the funds are needed based on current economic conditions and restrictions

A FY18 General Fund Beginning Balance totaling $168,000,000 will be available to fund the FY18 Capital Program. After recognizing FY18 capital and other general fund revenues and expenditures, a FY18 Ending Balance of $65,390,439 is anticipated to be available to fund the Capital Program beyond FY18. 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 include several 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 FY18, the Authority's bus fleet consists of 565 diesel and compressed natural gas (CNG) buses. The fleet composition is split between 145 diesel buses and 420 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 FY19 CIP planning window.

Projects within the rail vehicle program to be executed in FY18 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 FY18, 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 416 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 FY18 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 facilities, 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 FY18 include:
- Renovation of the Hamilton Bus facility
- 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 FY18 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 FY18 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 FY18 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 of them are ready for rehabilitation or replacement

Traction Power

The Authority's traction power system delivers 750V DC power to the third rail (contact rail) for vehicle propulsion utilizing 69 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 108 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 100 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 were completed and an RFP was awarded.

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 were completed and an RFP was awarded.

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. 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 FY18 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 FY18 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 initiatives which promote environmental sustainability. Current projects within this program area include the Authority-wide pollution prevention program; the Authority's hazardous materials management, the chemical storage program, microbial, asbestos and lead based paint remediation, industrial health and safety, an on-going environmental greening initiative and the on-going investigation and implementation of the environmental management systems Authority-wide.

One example of a project in this program area is the environmental greening initiative. This is an agency wide initiative developed to establish and implement "green" initiatives by promoting sustainability through various campaigns that reduce the Authority's carbon footprint, as well as reduces our energy and water consumption. This initiative has proven to be a major commitment and the Authority has benefited from the implementation. Efforts have included the establishment of the Authority's carbon footprint, incorporation of Leadership in Energy and Environmental Design (LEED) into recent design efforts, 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 FY18 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 FY18, 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 FY18, 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 FY18 Capital Improvement Program budget.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY18 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	18
Armour Yard	Heavy Rail Vehicle Maintenance	12
Avondale Administration	Rail system administration	38
Avondale Car Maintenance	Rail car heavy maintenance	38
Avondale Central Control	Rail system operations center	38
Avondale Maintenance of Way	Rail system/infrastructure maintenance	38
Avondale Yard	Rail car storage	38
Avondale Zone Center	ATC Administration	38
Brady Bus Garage	Paratransit operations & maintenance	38
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	41
Candler Center	Record Storage, Police Precinct, Radio Repair	20
Chamblee Yard	Secondary rail car maintenance & inspection	30
College Park Police Precinct	Police precinct & system security	19
Decatur Avenue Radio Shop	Radio repair shop	46
Dunwoody Police Precinct	Police precinct & system security	20
Five Points Police Precinct	Police precinct & system security	23
Five Points Ridestore	Retail media sales	36
Garnett Cash Handling	Fare processing center	35
Georgia Avenue	Systemwide custodial & landscaping services	33
Hamilton Bus Garage	Bus operations, dispatch & maintenance	41
Indian Creek Police Precinct	Police precinct	24
Lakewood Zone Center	Storage	33

Facility	*Primary Function*	*Age (years)*
Lindbergh Zone Center	Storage	33
MARTA Headquarters Complex	Authority administration	30
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	56
North Springs Central Cashiering	Ridestore and Parking Cashier	17
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	21
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	17
South Rail Yard	Rail car maintenance & storage	29
West Lake Zone Center	Storage	37

Revenue Rolling Stock

MARTA's FY18 bus fleet currently consists of 565 diesel and compressed natural gas (CNG) buses. The split composition is split between 145 diesel and 420 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	36	FY16
2004	New Flyer, Diesel	55	FY16
2005	New Flyer, Diesel	54	FY16
2006	New Flyer, CNG	54	FY19
2009	New Flyer, CNG	5	FY21
2010	New Flyer, CNG	96	FY22
2013	New Flyer, CNG	80	FY26
2013	New Flyer, CNG	8	FY26
2014	New Flyer, CNG	89	FY27
2015	New Flyer, CNG	88	FY27
	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

FY18 - FY27 Approved Capital Program Sources and Uses of Funds

[$millions]

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	Totals
Beginning Balance	107.0										
Revenues											
Sales Tax	211.7	221.0	229.9	237.9	246.0	253.1	261.7	271.9	283.8	296.8	2,513.7
Federal Funds	65.0	73.0	32.0	31.0	30.0	27.0	27.0	27.0	27.0	27.0	366.0
Other Revenue	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.7	5.7
Debt Issue	55.0	270.0	375.0	275.0	205.0	235.0	270.0	245.0	255.0	140.0	2,325.0
Total Sources of Funds	439.2	568.9	644.8	553.9	488.8	526.0	565.7	555.4	574.4	465.9	5,210.4
Expenditures											
Capital Program Summary	284.7	400.5	452.1	352.1	271.8	299.4	319.6	308.9	320.0	196.7	3,205.7
Debt Service (Bonds & FRN)	150.1	161.1	183.2	194.6	206.7	220.2	235.2	238.6	252.9	266.6	2,109.2
Total Uses of Funds	434.8	561.6	635.3	546.7	478.4	519.5	554.8	547.5	573.0	463.4	5,314.9

CAPITAL PROJECTS SUMMARY

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY18. The total funds budgeted for capital improvements are $284,659,837.

Approved Ten-year by Program

[$ In Thousands]

	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
1. Vehicles	62,388	147,761	178,506	152,208	92,248	128,476	158,507	177,301	194,174	103,483
2. Facilities	36,023	39,768	38,519	24,523	12,539	11,930	11,825	11,763	10,735	9,200
3. Maintenaance of Way	8,263	10,677	50,623	28,257	24,721	23,219	13,542	430	270	0
4. Systems	129,765	174,393	157,681	124,676	123,573	117,050	115,752	100,420	96,536	70,590
5. Non-Asset	48,221	27,879	26,729	22,438	18,697	18,687	19,967	19,027	18,296	13,432
Total Approved Projects	**284,660**	**400,479**	**452,058**	**352,101**	**271,778**	**299,363**	**319,592**	**308,941**	**320,012**	**196,705**

Approved Capital Project Ten-Year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY18 to FY27.

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

1. Vehicles	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
30100 Service Vehicles	5,769	730	795	765	1,165	785	985	670	530	0
31591 Overhaul Bus Engines	600	600	450	600	600	600	600	600	0	0
31592 Rehab Bus Transmissions	250	250	250	250	250	250	250	250	0	0
31669 Bus Midlife Overhaul	0	0	4,100	4,100	4,100	3,100	6,500	6,500	0	0
31726 CQ312 42M LCARE Campaign	658	1,116	0	0	0	0	0	0	0	0
31728 LCARE Program: CQ312 Overhaul	23,883	25,121	42,020	45,256	26,140	3,630	1,121	0	0	0
31748 FY14 Bus Procurement	613	31,250	31,250	31,250	15,950	31,250	31,250	31,250	31,250	31,250
31758 LCARE CQ312 60-Month Cycle	1,013	1,013	1,013	254	0	0	0	0	0	0
31759 LCARE CQ312 84-Month Cycle	10,100	10,100	10,100	2,525	0	7,260	7,260	5,646	3,636	0
31888 FY14 Paratransit Vans	8,000	400	10,000	400	10,000	400	10,000	400	0	0
31918 Service vehicles for Police	514	560	532	510	415	460	463	533	0	0
31926 CQ312 Rail Car Mod Program	2,091	2,091	2,091	200	0	0	0	0	0	0
32125 MARTA Reliab Ctr Lfcy Enh Prog	4,000	1,200	1,200	1,200	0	0	0	0	0	0
32130 CQ310 CQ 311 Rail Car Rpl Prog	3,240	73,071	74,705	64,898	33,628	80,741	100,078	131,452	158,758	72,233
32133 LCARE CQ310 42-Month Cycle	658	211	0	0	0	0	0	0	0	0
32134 LCARE CQ310 60-Month Cycle	0	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 FY18 to FY27.

($ In Thousands)

1. Vehicles	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32162 Community Circulator	1,000	50	0	0	0	0	0	0	0	0
1. Vehicles Total	**62,388**	**147,761**	**178,506**	**152,208**	**92,248**	**128,476**	**158,507**	**177,301**	**194,174**	**103,483**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

2. Facilities	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
30600 Office Equipment	55	58	61	64	67	70	74	77	81	0
30640 Furniture	182	191	201	211	241	232	244	256	249	0
30740 Small Tools & Equipment	150	200	200	500	500	500	500	500	0	0
31098 Hamilton Blvd UST Program	372	378	386	393	401	408	421	430	443	0
31305 Roofing Rehabilitation Program	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
31325 UST Management	196	198	201	204	207	210	216	250	258	0
31335 Brady UST Program	123	125	128	130	133	136	139	142	146	0
31346 Laredo UST Program	183	183	186	189	192	195	201	206	212	0
31537 Georgia Avenue UST Program	200	200	200	200	200	200	200	200	200	200
31589 Bus Shelters and Benches	203	386	386	386	387	387	390	390	146	0
31643 CNG Facility at Perry Blvd	0	12	12	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	4,735	569	2,522	2,355	125	47	0	0	0	0
31672 CNG Fuel Facility at Hamilton	6,590	21,020	13,809	2,860	60	44	0	0	0	0
31734 Rail Supervisor Booths	2,453	475	2,534	50	0	0	0	0	0	0
31956 Train Wash Replacement	0	369	2,620	2,942	160	0	0	0	0	0
31970 Integrated Operations Center	0	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 FY18 to FY27.

($ In Thousands)

2. Facilities	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32061 Rplc Bus Maintenance Equipment	0	0	0	0	0	0	0	0	0	0
32063 Brady Mobility Facility Ph 1	800	0	0	0	0	0	0	0	0	0
32067 Browns Mill Systems Renovation	3,783	579	3,300	4,400	300	60	0	0	0	0
32091 Bus Wash Systems Replacement	37	250	72	48	0	0	0	0	0	0
32104 Station Access Program	200	1,050	200	150	125	0	0	0	0	0
32124 Facilities Upgrade Program	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250	7,250
32151 Avondale Veh Mnt Facility JLU	1,700	920	60	0	0	0	0	0	0	0
32152 Avondale Vehicle Mnt Facility	600	250	0	0	0	0	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	1,500	2,500	2,000	0	0	0	0	0	0	0
32177 Rail Station Asset Refurb Prog	760	0	0	0	0	0	0	0	0	0
32188 Wellness Center Upgrade	980	0	0	0	0	0	0	0	0	0
32196 Rail Wheel Truing Machine Rplc	68	0	0	0	0	0	0	0	0	0
32197 Rail Car Cleaning Platforms	200	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 FY18 to FY27.

($ In Thousands)

2. Facilities	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32200 Airport Station Enhancements	140	0	0	0	0	0	0	0	0	0
32209 Maintenance Control Center	75	0	0	0	0	0	0	0	0	0
32210 Art in Transit	467	855	441	441	441	441	441	312	0	0
32214 Training Facilities Modernization	270	0	0	0	0	0	0	0	0	0
F0143 Buckhead Station Nrth Entrance	0	0	0	0	0	0	0	0	0	0
2. Facilities Total	**36,023**	**39,768**	**38,519**	**24,523**	**12,539**	**11,930**	**11,825**	**11,763**	**10,735**	**9,200**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

3. Maintenaance of Way	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
31662 Structural Rehabilitation	0	0	0	0	0	0	0	0	0	0
31701 Track Renovation –Phase IV	1,978	8,757	48,733	27,476	24,671	23,219	13,542	430	270	0
31739 Decatur Tunnel Remediation	200	0	0	0	0	0	0	0	0	0
31811 Girder Grout & Seal	25	1,090	1,090	31	0	0	0	0	0	0
31813 Rehab At Grade Slabs	50	0	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	150	50	0	0	0	0	0	0	0	0
31833 Rpl Running Rail & Yrd Sw Ties	170	80	0	0	0	0	0	0	0	0
31934 Repl. Impedance Bonds Ph 2	5,340	300	50	0	0	0	0	0	0	0
31978 Structural Assess & Correct 2	300	400	750	750	50	0	0	0	0	0
32195 Production Tamper	50	0	0	0	0	0	0	0	0	0
32201 Rehab Dunwoody Parking Decks	0	0	0	0	0	0	0	0	0	0
3. Maintenaance of Way Total	**8,263**	**10,677**	**50,623**	**28,257**	**24,721**	**23,219**	**13,542**	**430**	**270**	**0**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

4. Systems	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
30540 Security Related Equipment	250	250	250	250	250	250	250	250	0	0
31583 Facilities Security	100	100	100	100	100	100	100	100	100	100
31614 Upgr Aging Equipment - Server	400	400	400	400	400	400	400	400	400	400
31626 Equip Upd; Std Software & OS	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
31644 Can Tm Pg (100% Fedl/Non-ARRA)	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	0	0
31651 Replace UPS Systems	125	50	0	0	0	0	0	0	0	0
31683 Auxiliary Power Switch Gear	1,800	3,900	6,000	12,000	20,401	25,200	29,100	30,699	32,269	32,811
31689 Wayside Encroachment Detection	200	0	0	0	0	2,012	4,736	0	0	0
31690 Loops/Interlockings Phs 2 & 3	2,375	700	0	0	0	0	0	0	0	0
31698 Fire Protection Systems Upgrad	14,449	3,380	1,517	0	0	0	0	0	0	0
31703 Train Control Systems Upgrade	18,500	19,900	14,582	200	0	0	15,599	0	0	0
31704 Traction Power Substation Sys	887	5,100	9,800	13,950	23,100	28,933	31,965	34,965	35,645	34,027
31707 Tunnel Lighting	3,000	1,160	0	0	0	0	0	0	0	0
31709 Audio Visual Information Sys	8,000	15,000	6,000	1,400	1,600	2,000	2,000	2,000	2,100	0
31733 HQ Data Center Rehabilitation	150	150	150	150	150	150	150	150	150	150
31853 ETS Gr 4: North	1,795	3,900	6,000	7,894	10,336	5,400	190	90	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

4. Systems	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
31893 Upgr Aging Equipment - Network	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
31900 Homeland Sec Access Controls	245	225	150	50	50	50	50	50	50	0
31927 Elevator Rehabilitation	3,600	3,527	4,400	4,900	5,450	6,051	6,600	7,200	7,900	0
31936 CCTV System Expansion	800	1,300	5,350	4,750	100	100	9	0	0	0
31939 Security Training & Awareness	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	0	0
31968 Rail Sys Stabilization	1,802	989	1,642	1,802	1,210	0	0	0	0	0
31977 Rehab Tunnel Ventilation Fans	21,153	37,023	41,971	30,740	20,097	6,202	0	0	0	0
31984 Vital Relays with Processors	0	0	0	500	5,763	8,063	0	0	0	0
31987 Future Radio Infrastructure	5,406	23,091	0	0	0	0	0	0	0	0
31993 Auto Parking Control System	1,528	1,392	7,000	0	0	0	0	0	0	0
31995 Purch Card Industry Compliance	200	200	200	200	200	200	200	200	0	0
31999 On-Board Veh Security Cameras	550	50	0	0	0	0	0	0	0	0
32000 CCTV Video Analytics	0	0	0	0	0	0	0	0	0	0
32060 TPSS SS1 Equipment Rplcment	0	0	0	0	0	0	0	0	0	0
32062 UPS: Lakewd; Dunwdy; Med Cntr	4,900	6,450	8,833	7,150	240	120	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

4. Systems	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32064 CNG Detection Systems Upgrade	0	0	0	0	0	0	0	0	0	0
32086 Mobile Command Veh Procurement	475	1,170	105	45	45	0	45	0	0	0
32087 Comm. Emergency Response Team	20	20	20	20	20	20	20	20	0	0
32088 Hi-Rail Security Upgrade	984	2,892	2,444	2,444	2,804	0	0	0	0	0
32096 Lighting Fixtures Upgrade	915	1,405	1,385	1,370	1,300	1,000	500	0	0	0
32097 Escalators Rehabilitation	8,700	9,100	10,150	10,500	10,510	13,520	12,300	12,000	12,200	0
32100 Enterprise Data Storage Upgrd	1,433	1,169	520	546	573	2,599	520	546	573	602
32109 Stdby Pwr Sup Rplc: Generators	1,422	2,849	1,628	0	0	0	0	0	0	0
32126 ItsMARTA.com and Mobile Upgd	662	375	1,500	350	375	400	425	1,750	500	0
32128 DEO Automation	155	0	0	0	0	0	0	0	0	0
32129 Enterprise Technology Security	798	543	0	0	0	0	0	0	0	0
32144 Security and Emergency Mgt-CAP	550	1,750	1,750	1,750	1,750	1,750	1,750	1,750	0	0
32149 Cyber Security for Control Sys	265	1,200	0	0	0	0	0	0	0	0
32150 CCTV System Expansion II	875	4,250	5,000	5,000	5,000	4,550	350	350	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

4. Systems	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32158 SharePoint Dpt Special Project	389	171	0	0	0	0	0	0	0	0
32159 Passenger Information System	264	202	112	50	50	50	50	50	25	0
32164 Mobile Fare Payment	1,131	1,447	3,861	150	946	150	744	150	150	0
32168 Enterprise Content Doc Mgmt	250	0	0	0	0	0	0	0	0	0
32169 Business Intel Dashbrds Analy	250	0	0	0	0	0	0	0	0	0
32170 Technology System Enhancements	150	0	0	0	0	0	0	0	0	0
32171 Oracle Application Enhancement	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	0
32172 Rail St, Wysd, Prk Dk Ph, Cabl	800	1,200	2,231	2,389	59	0	0	0	0	0
32173 Enhancement to Fare Collection	1,245	0	0	0	0	0	0	0	474	0
32184 Track Circuit Monitor & Rprtng	561	627	738	0	0	0	0	0	0	0
32189 Cellular & WiFi Srvs for Rider	511	305	0	0	0	0	0	0	0	0
32193 Real Estate Invnt Database Mgt	75	0	0	0	0	0	0	0	0	0
32198 Intelligent Transport Sys Upgd	150	150	150	150	150	150	150	150	150	0
32199 Next Generation Bus AVL	150	0	0	0	0	0	0	0	0	0
32202 Fiber Network Expansion	350	1,400	1,400	1,400	1,400	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

4. Systems	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32203 Dome/GWCC/Philips/CCN Lite Upg	1,674	400	308	2,492	100	80	0	0	0	0
32204 Perry Security Access Lgt Upgd	3,288	3,288	466	0	0	0	0	0	0	0
32208 Technology Disaster Recovery	150	720	0	0	0	0	0	0	0	0
32212 Security Access Controls-Hardware and Equipment	800	1,820	1,820	1,820	1,365	0	0	0	0	0
32213 Security Access Controls-Software C-Cure 9000	57	153	198	214	129	0	0	0	0	0
4. Systems Total	**129,765**	**174,393**	**157,681**	**124,676**	**123,573**	**117,050**	**115,752**	**100,420**	**96,536**	**70,590**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

5. Non-Asset	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
30940 General Planning	3,320	3,420	3,522	3,628	3,737	3,849	3,964	4,083	4,206	4,332
31078 Unallocated Insurance	35	35	35	35	35	35	35	35	0	0
31106 Financial Planning	1,671	1,671	1,671	1,671	1,671	1,671	1,671	1,671	1,671	2,165
31137 Pollution Prevention Plan	450	450	450	450	450	450	450	450	450	450
31237 Safety & Health Program	750	475	475	475	475	475	475	475	489	0
31314 Hazardous Materials Mgmt Plan	410	313	315	318	321	324	333	335	345	0
31490 TOD General Planning	900	900	900	900	900	900	900	900	900	900
31570 I-20 East Corridor AA/DEIS	1,000	870	0	0	0	0	0	0	0	0
31571 Asbestos Abatement	363	366	370	373	377	381	392	404	416	0
31717 Clifton Corridor AA	1,300	0	0	0	0	0	0	0	0	0
31735 Configuration Management	841	841	841	841	841	841	841	841	841	0
31741 Environmental Greening Init.	75	75	75	75	75	75	0	0	0	0
31904 Research & Analysis Planning	3,947	4,065	4,187	4,313	4,442	4,576	4,713	4,854	5,000	5,150
31905 Mystery Rider Prgm Planning	250	250	250	250	250	250	250	250	0	0
31906 Strat Performance Planning	562	562	562	562	562	562	562	562	0	0
31912 I-20 East Project Development	0	0	0	0	0	0	0	0	0	0
31963 Rail Station Concessions	800	278	286	295	304	313	322	332	340	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

5. Non-Asset	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
31996 Regional Transit Comm Planning	150	150	150	150	150	150	150	150	150	0
32084 North Line Transit Assessment	1,100	500	0	0	0	0	0	0	0	0
32085 Environmental Mgmt System	350	350	350	350	350	350	350	350	350	0
32105 Scoping/Screening Future CIP	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	0
32106 Proj Del/Controls Improv Init	1,780	1,650	1,500	1,300	1,300	1,300	1,300	1,300	1,300	0
32108 Wayside Worker Sfy Equip Pilot	0	0	0	0	125	65	0	0	0	0
32111 Short Range Planning Projects	305	410	414	417	421	424	430	435	435	435
32117 Asset Mgmt Program Ph 2	800	46	46	46	46	46	73	0	0	0
32132 Environmtl Mgmt-Annu Fee Prog	100	100	100	100	100	100	100	100	103	0
32145 Engineering Design Criteria	650	650	550	550	265	50	-150	0	0	0
32146 CIP Reserve	21,752	0	0	0	0	0	1,305	0	0	0
32157 Bus and Rail Training Simul	491	2,805	430	0	0	0	0	0	0	0
32165 Organizational Assessmnt	310	400	400	400	400	400	400	400	200	0
32179 Buford Hwy Bus Transit Traffic Signal	0	0	0	0	0	0	0	0	0	0
32206 Clayton Cnty Hi Capacity Trnst	2,500	4,938	7,675	3,838	0	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY18 to FY27.

($ In Thousands)

5. Non-Asset	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
32211 Automated External Defibrillator Program	158	209	76	0	0	0	0	0	0	0
5. Non-Asset Total	**48,221**	**27,879**	**26,729**	**22,438**	**18,697**	**18,687**	**19,967**	**19,027**	**18,296**	**13,432**
Approved Projects Total	**284,660**	**400,479**	**452,058**	**352,101**	**271,778**	**299,363**	**319,592**	**308,941**	**320,012**	**196,705**

Operating Budget Impact

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2018 through 2020.

Operating Budget Impact

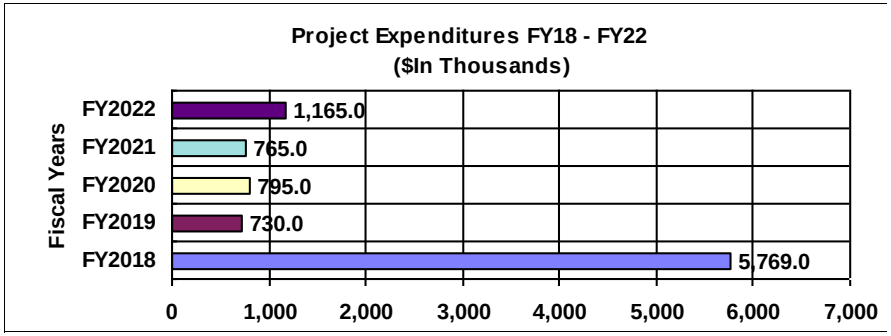
The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2018 through 2020 [$].

Major Program Name/ Project Number	Project Name	FY2018 Operating Budget Impact ($)	FY2019 Operating Budget Impact ($)	FY2020 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		**703,014**	**703,014**	**703,014**	**2,109,042**
31956	Train Wash Replacement	97,000	97,000	97,000	291,000
F0143	Buckhead Station Nrth Entrance	606,014	606,014	606,014	1,818,042
4. Systems		**584,975**	**584,975**	**584,975**	**1,754,925**
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 Procurement	10,000	10,000	10,000	30,000
32164	Mobile Fare Payment	15,000	15,000	15,000	45,000
32193	Real Estate Inventory Database Management	34,000	34,000	34,000	102,000
Grand Total		**2,046,104**	**2,046,104**	**2,046,104**	**6,138,312**

Approved Project Detail

The following report provides details for FY18 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.

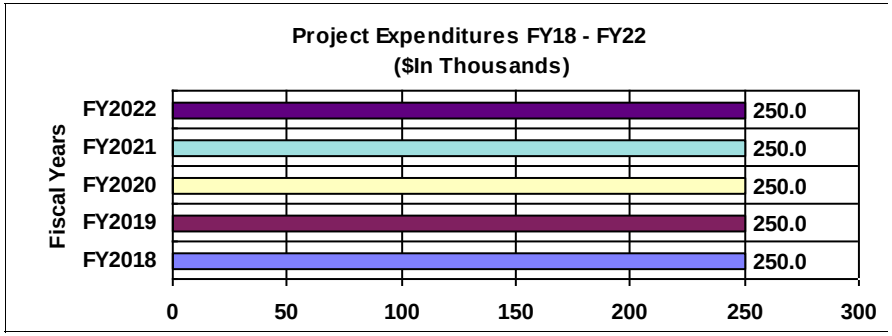
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

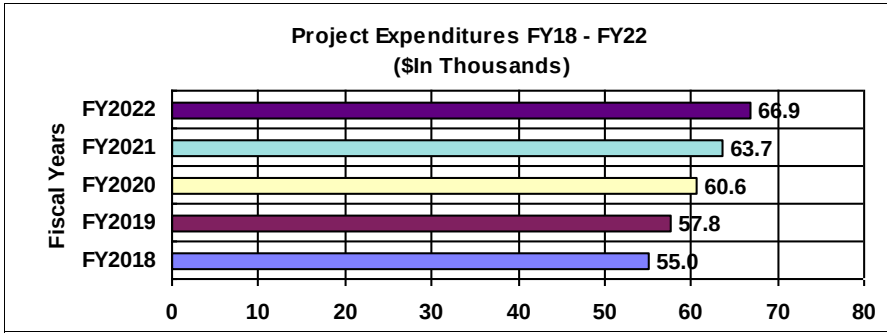
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

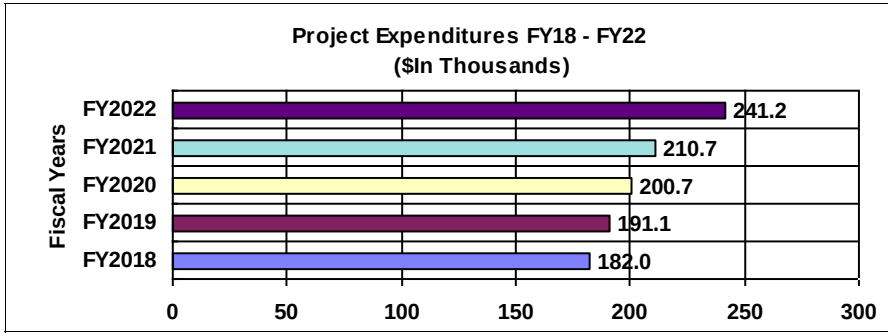
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

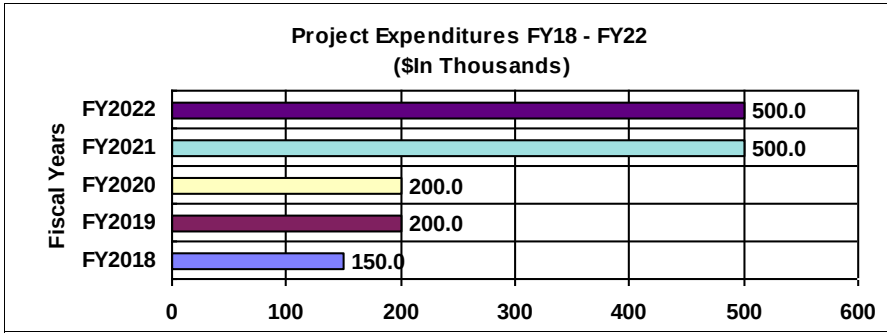
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

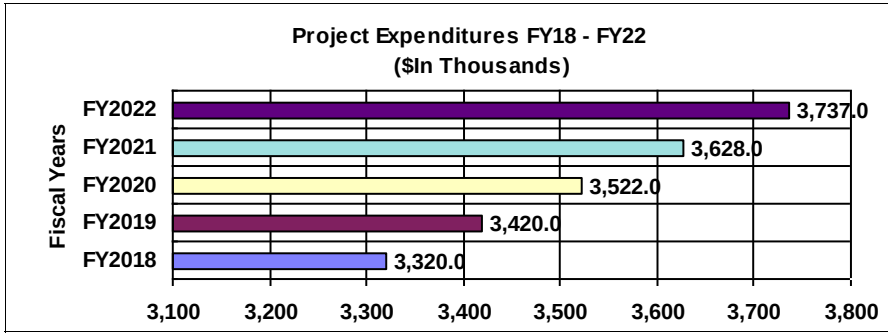
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

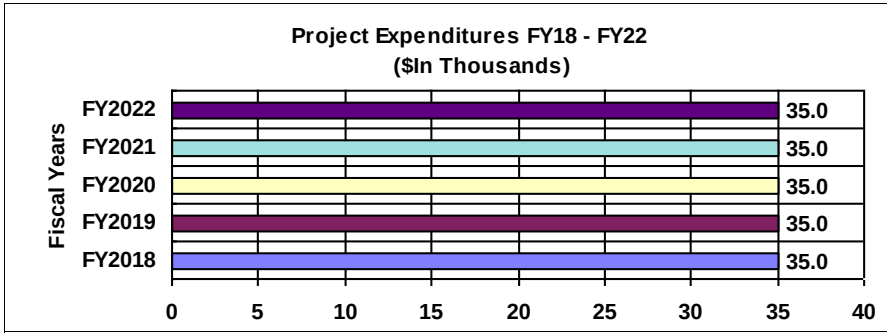
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

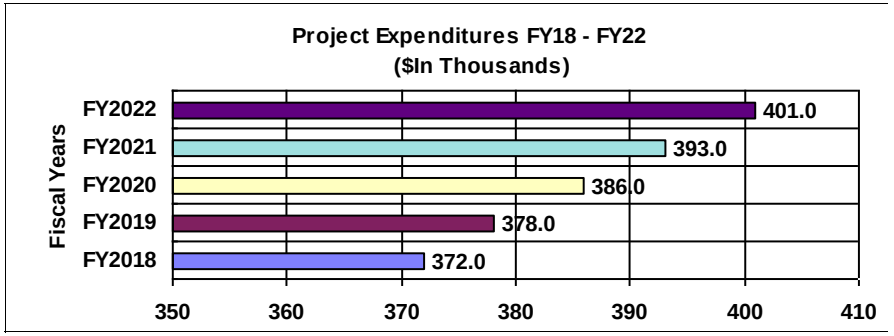
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

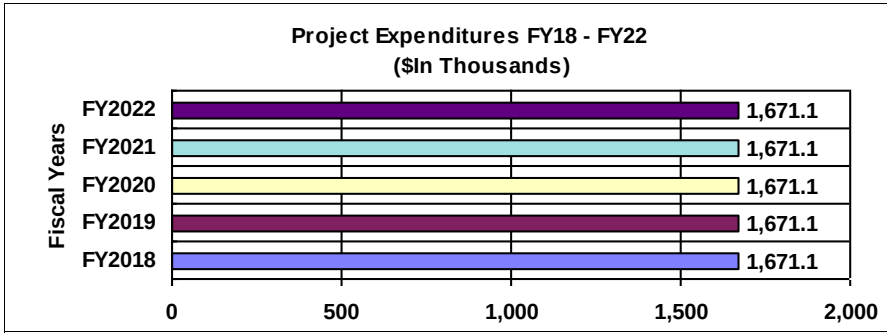
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

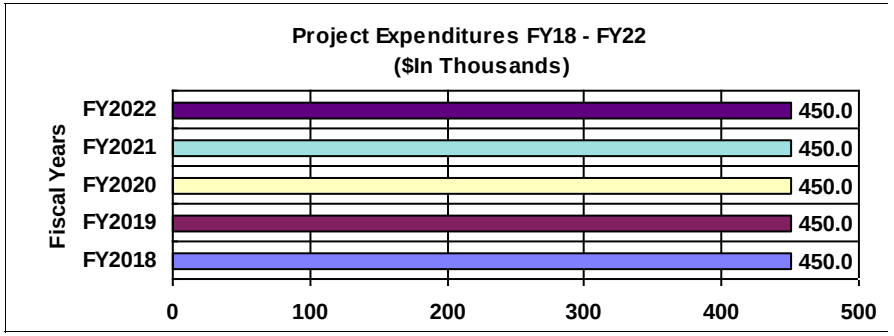
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

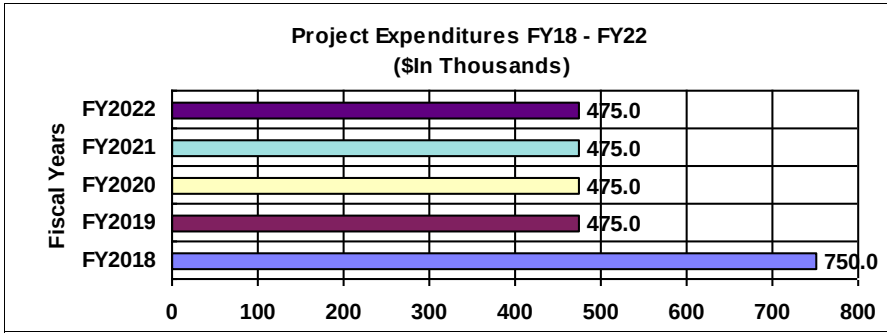
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

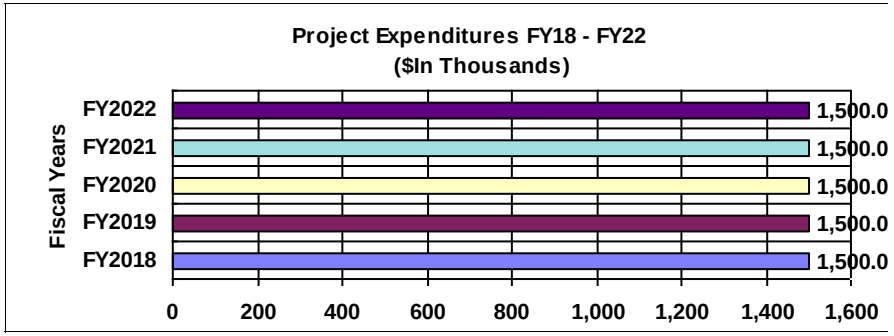
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

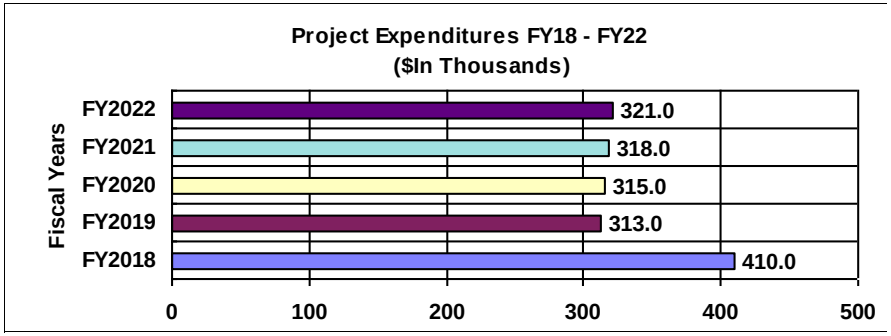
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

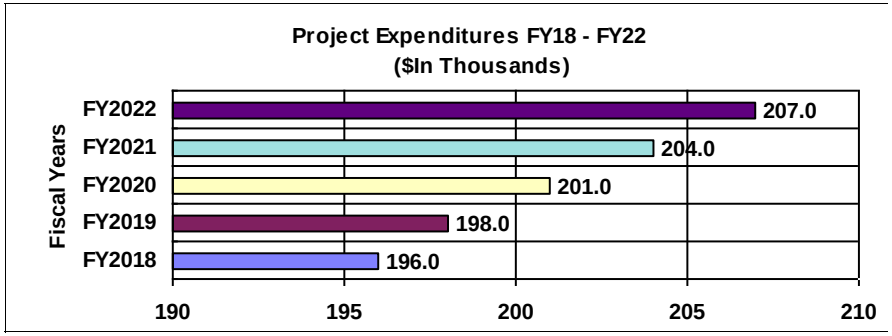
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

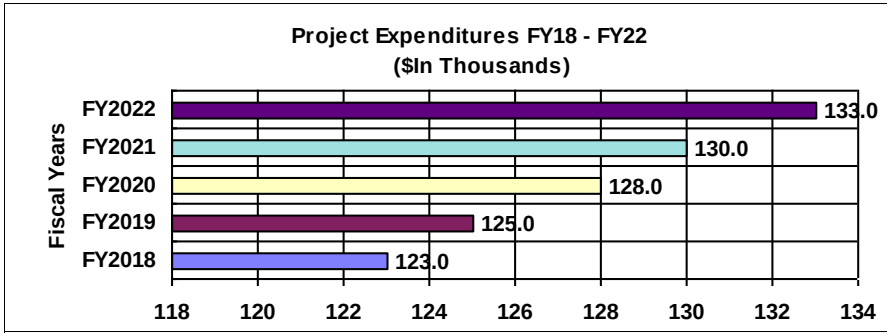
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

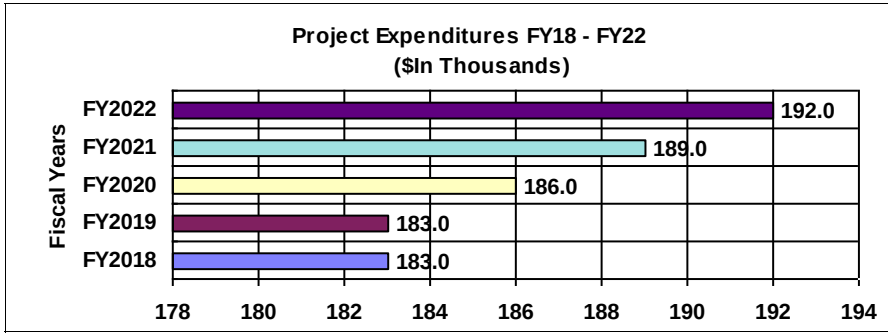
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

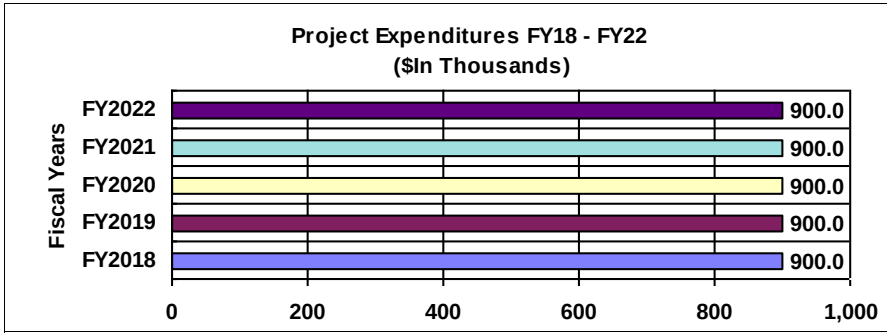
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

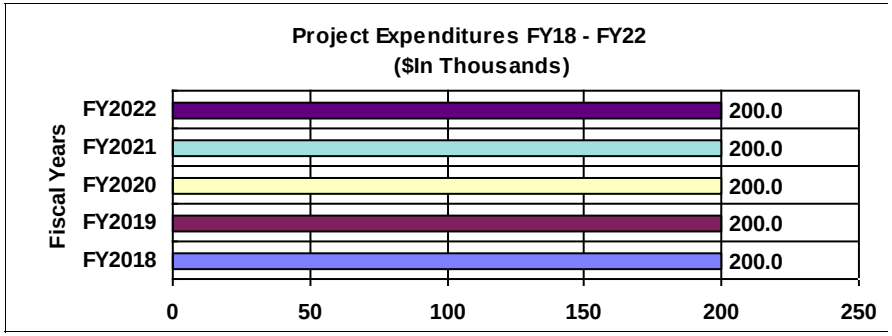
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

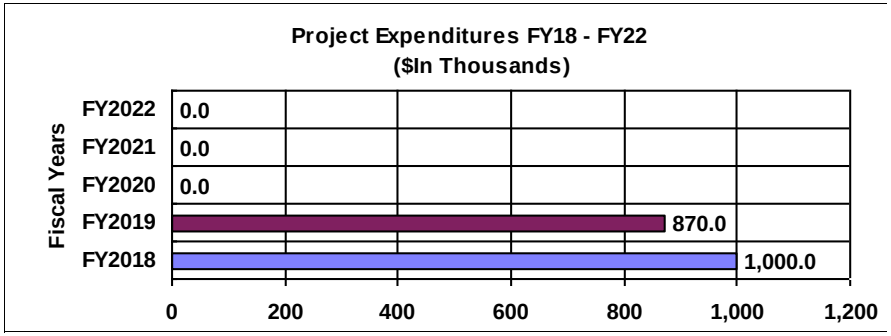
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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."

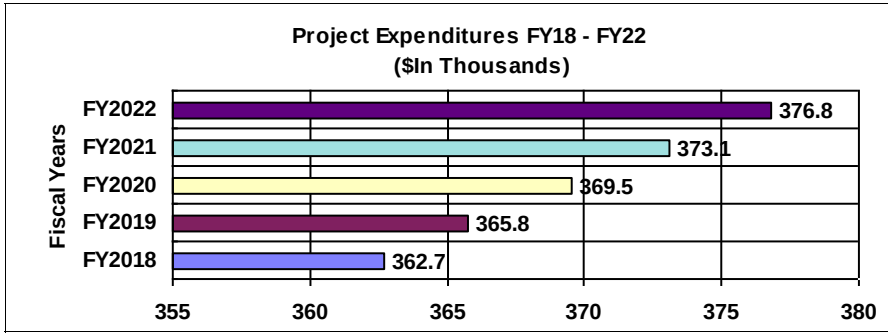
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

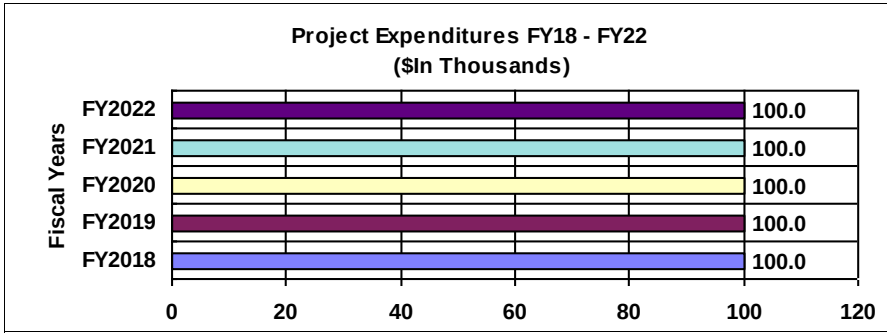
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

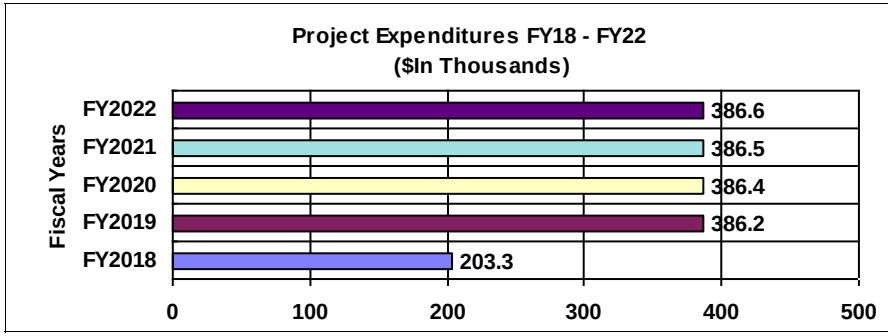
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

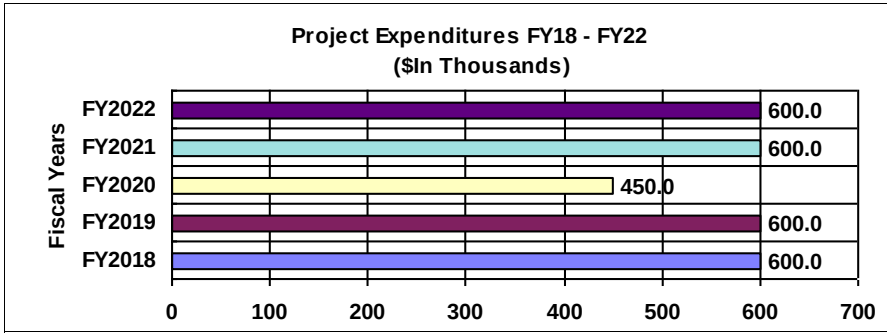
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

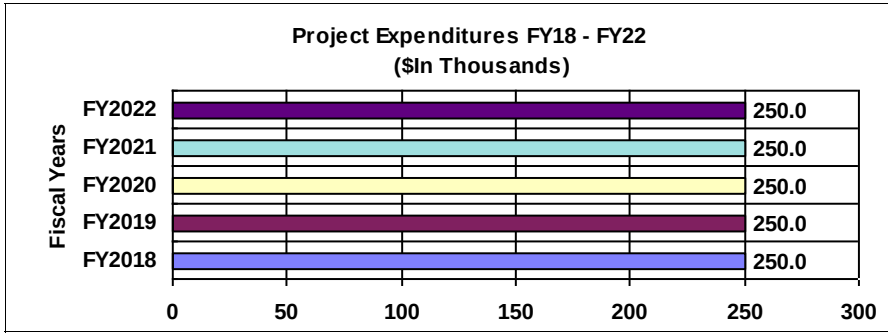
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

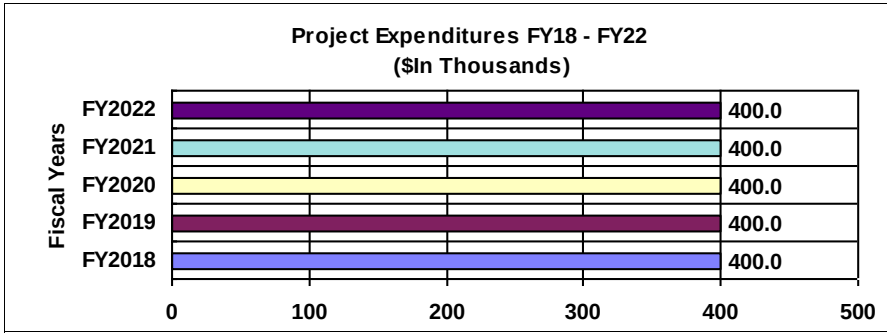
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

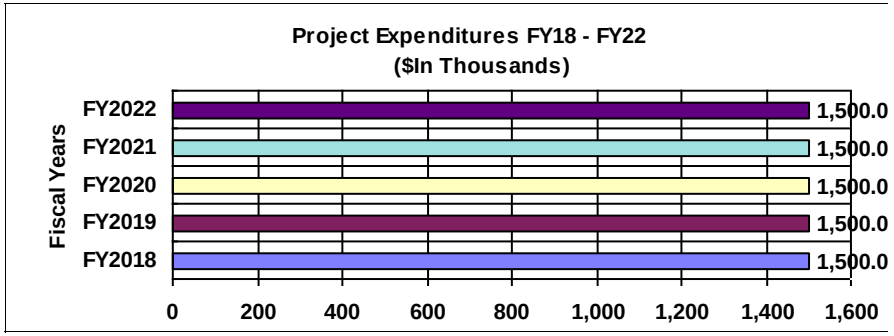
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

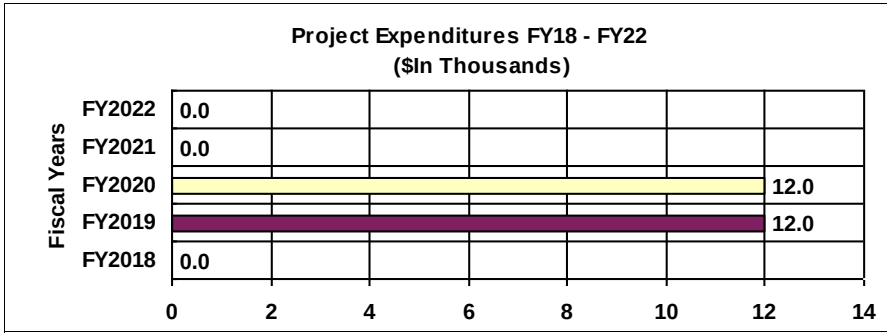
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

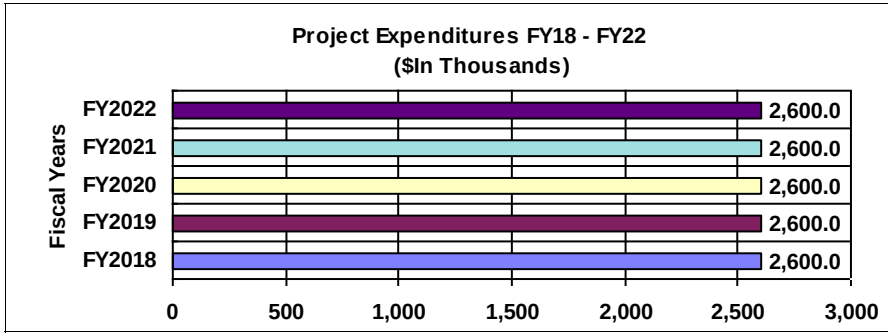
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

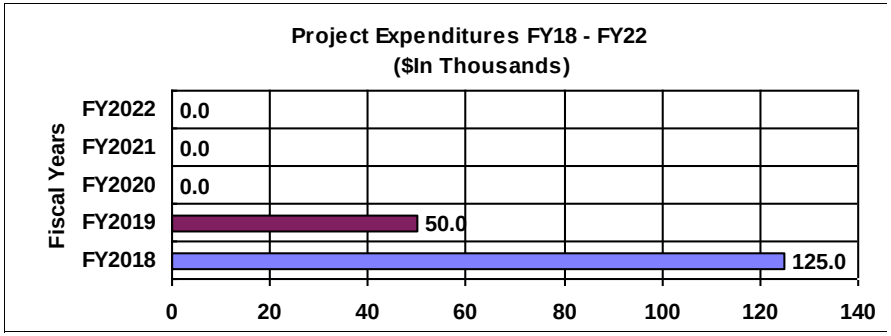
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31651 Replace UPS Systems



Project Scope

This project will provide and install new UPS equipment, batteries, and mechanical cooling systems in train control and battery rooms while removing and disposing of the existing non-functional equipment. Where possible, the UPS equipment for the auxiliary rooms and the train control rooms will be combined to minimize the need for new equipment. Provide automatic transfer switches, disconnect switches, and the conduit, cabling, and rewiring required to ensure dual power feeds. Provide load shedding equipment for locations where the ATC and auxiliary power UPS are combined.

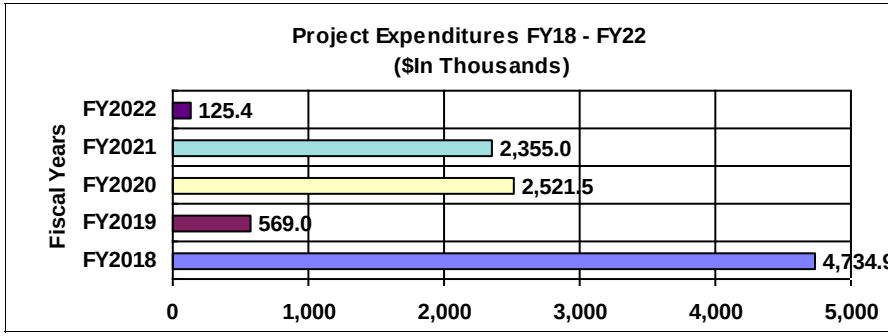
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

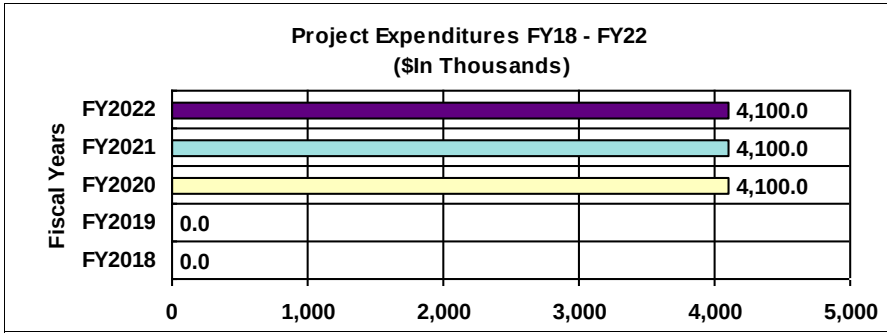
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

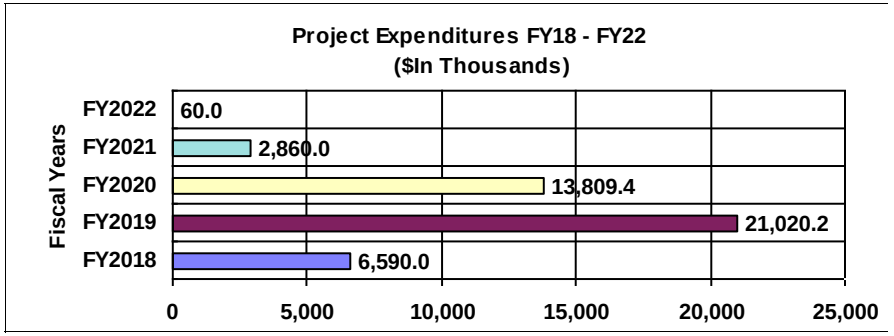
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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).

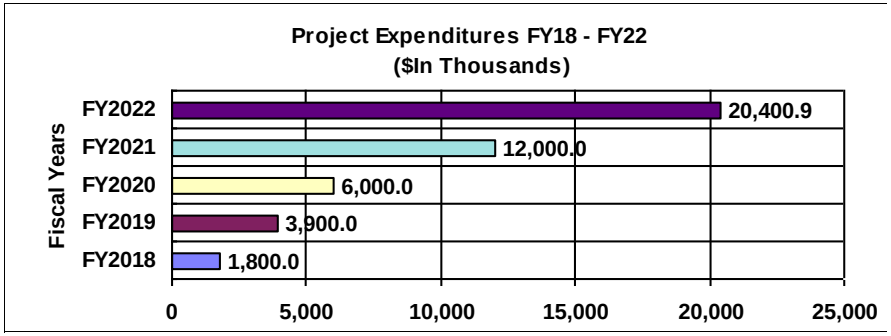
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

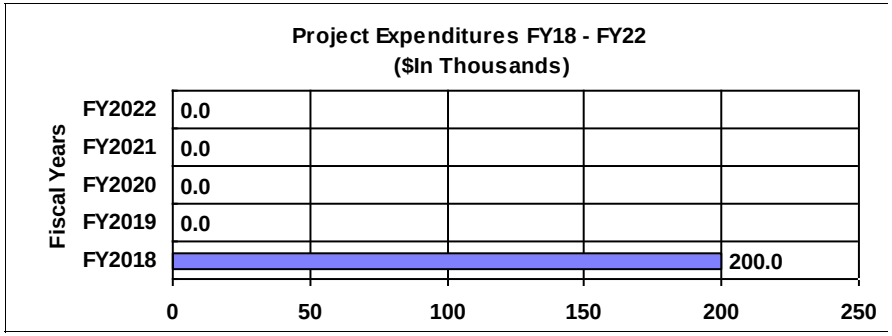
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31689 Wayside Encroachment Detection



Project Scope

The Encroachment Detection System (E.D.S.) is an electrical alarm circuit that provides an alarm indication that a freight railroad train or a MARTA train has derailed and encroached onto the adjacent property's right of way. This project will include a new design for all three types of application, and a replacement contract for the entire system.

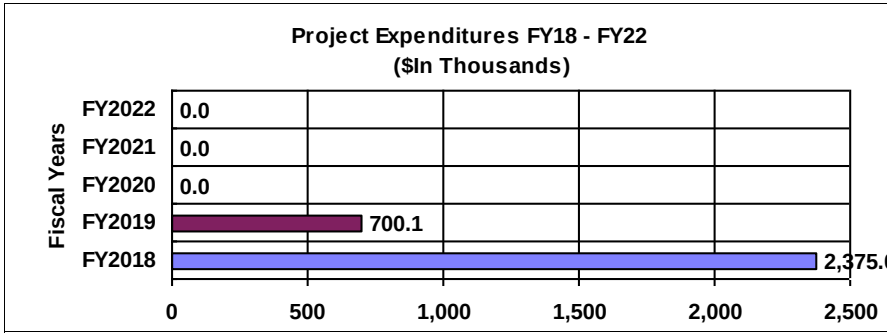
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

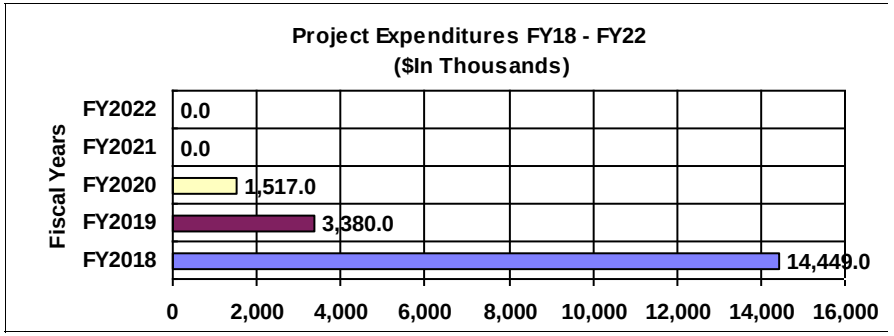
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

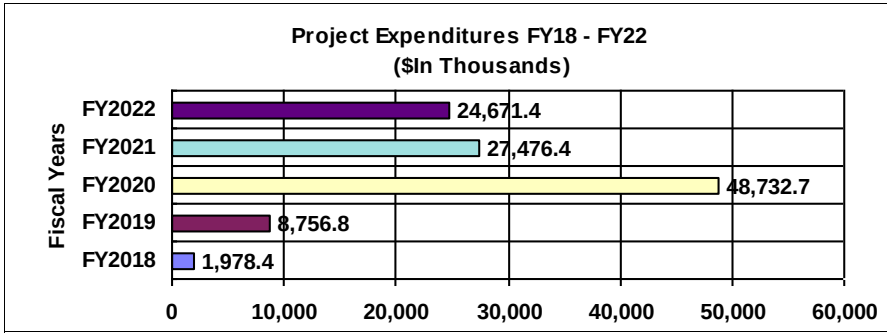
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31701 Track Renovation –Phase IV



Project Scope

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

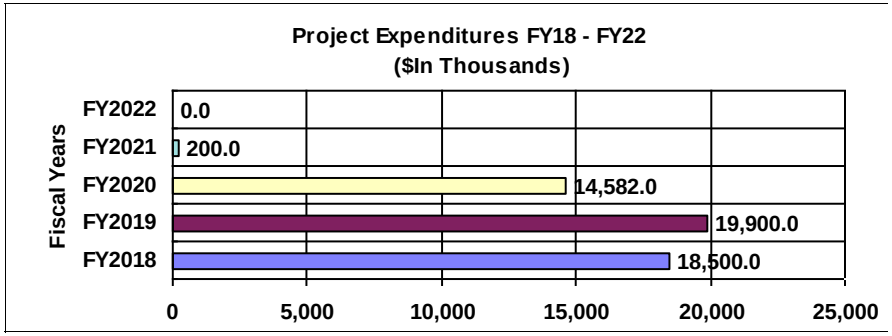
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

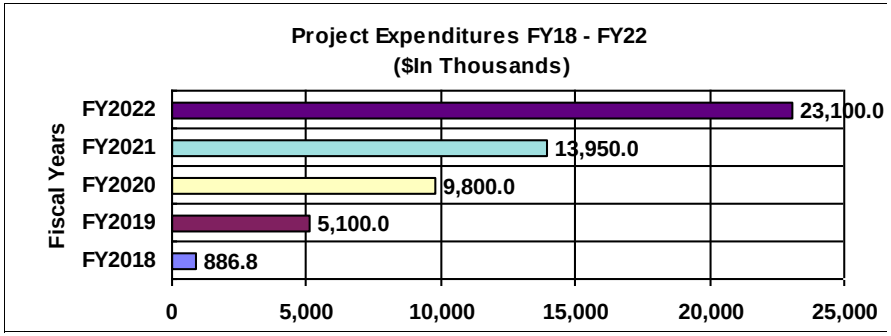
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31704 Traction Power Substation Sys



Project Scope

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

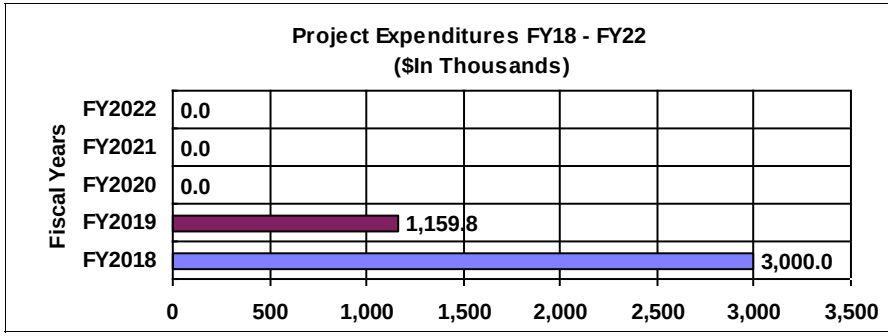
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

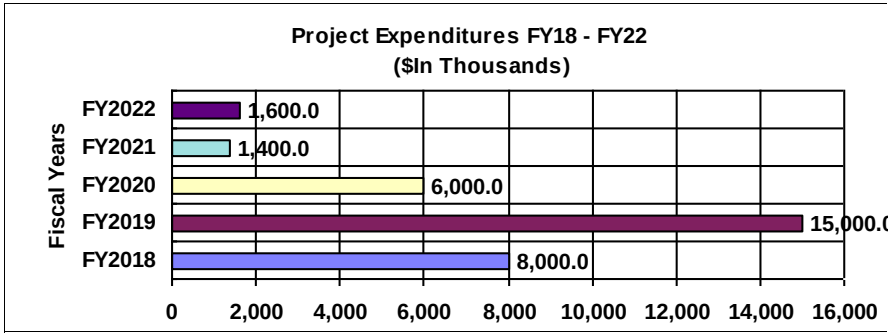
Operating Budget Impact

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

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

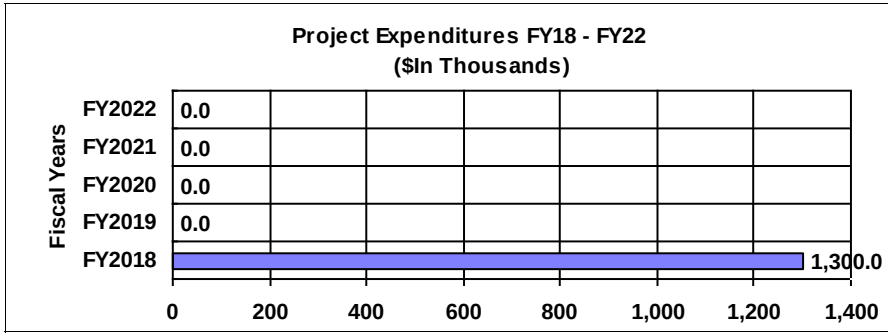
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

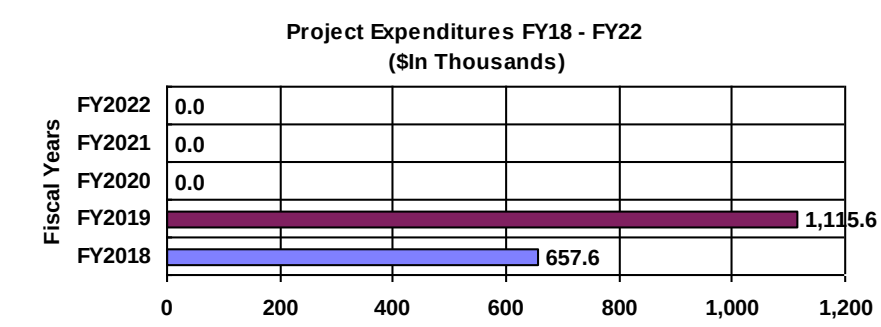
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31726 CQ312 42M LCARE Campaign



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.

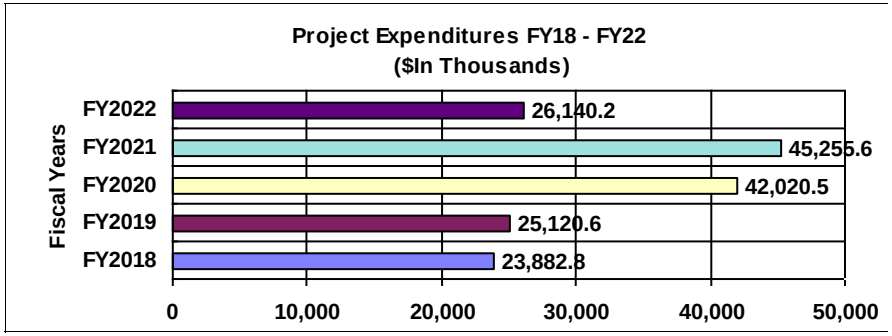
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

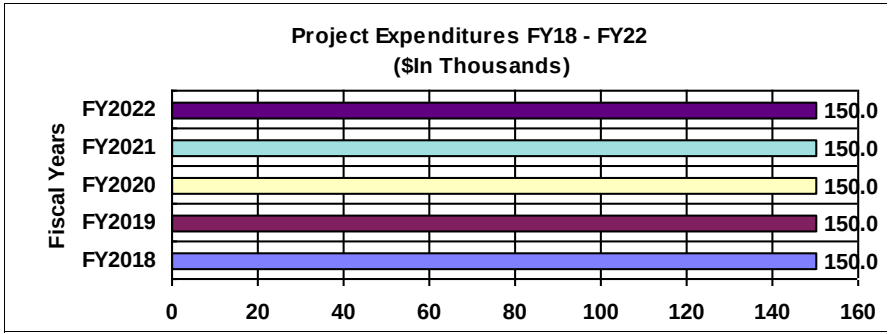
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

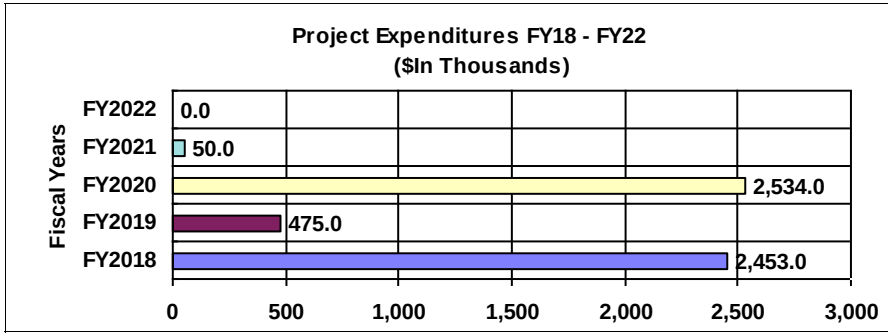
Operating Budget Impact

These costs are for maintaining the Datacenter infrastructure equipment such as CRAC units, etc.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

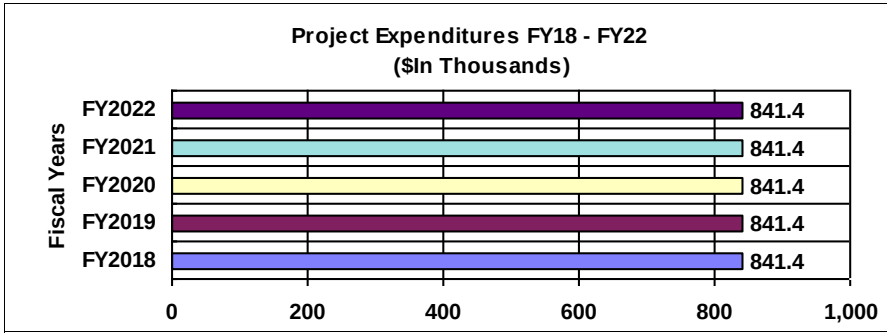
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

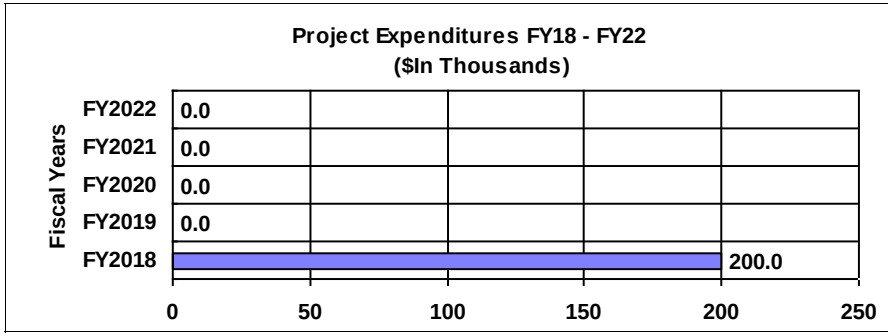
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

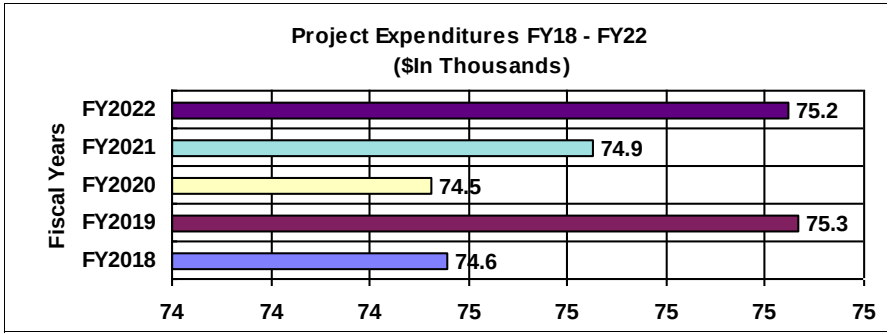
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

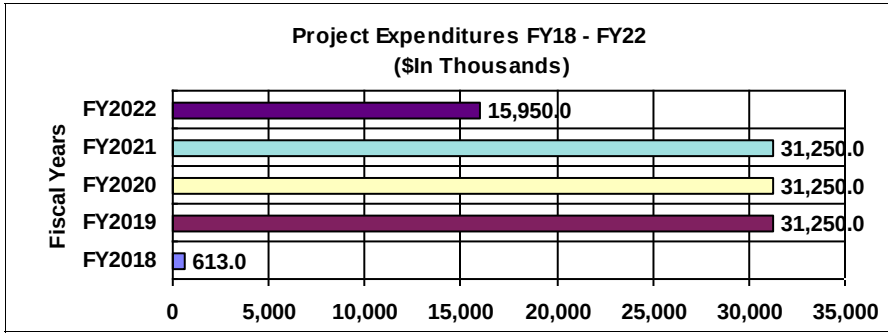
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31748 FY14 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type, bus size and changing EPA emission standards. Expenditures under this program are deemed critical to the services provided by the Authority and to support the efficient operation of the Authority's bus fleet.

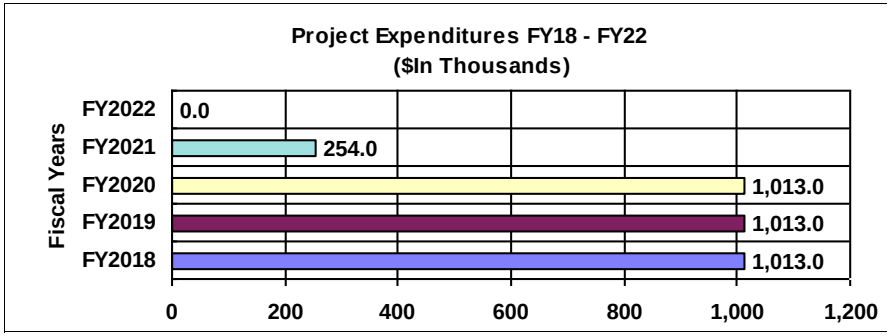
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31758 LCARE CQ312 60-Month Cycle



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.

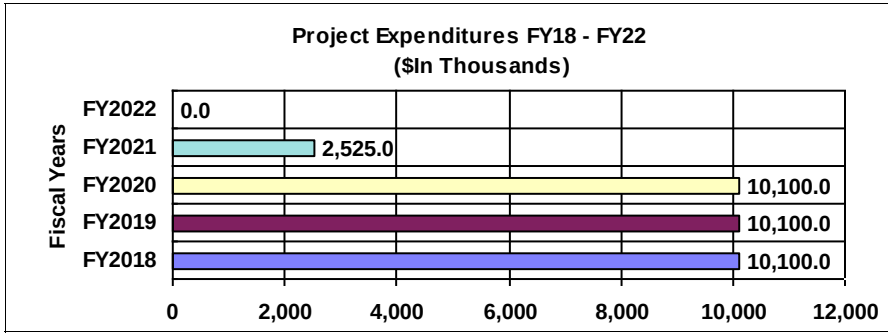
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31759 LCARE CQ312 84-Month Cycle



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.

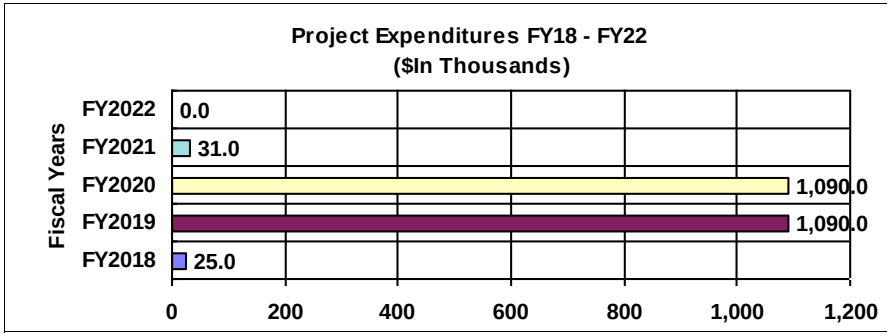
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

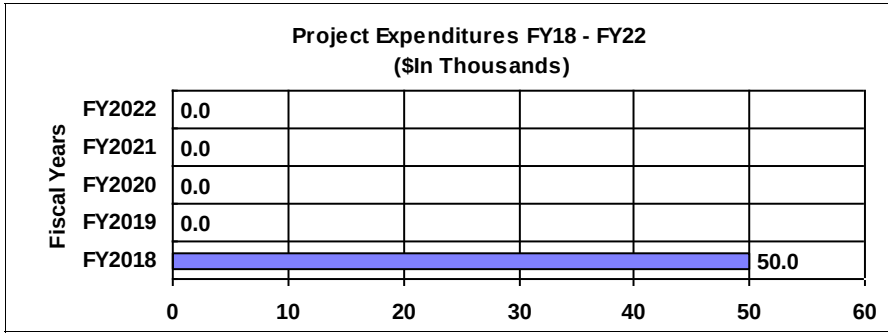
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

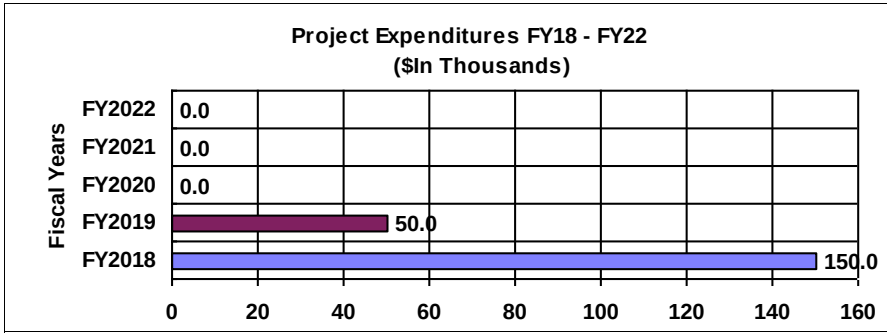
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

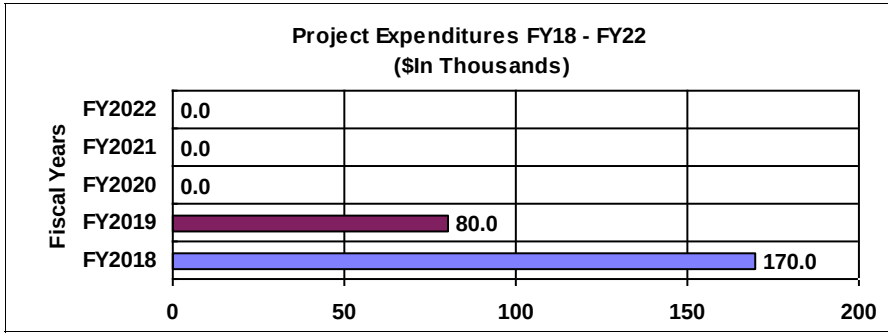
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

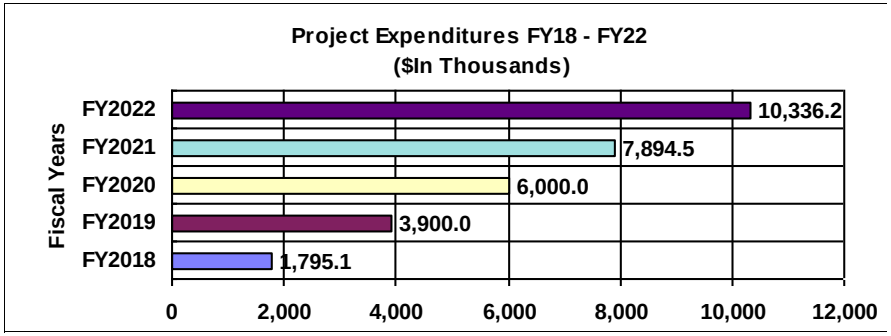
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

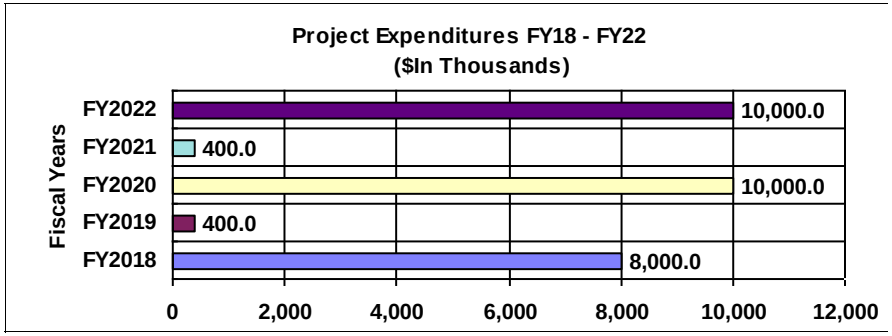
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

31888 FY14 Paratransit Vans



Project Scope

The scope of this project is to replace aging Mobility fleet.

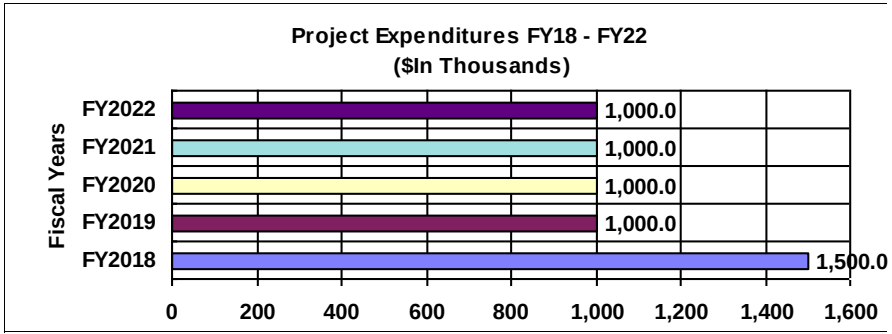
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

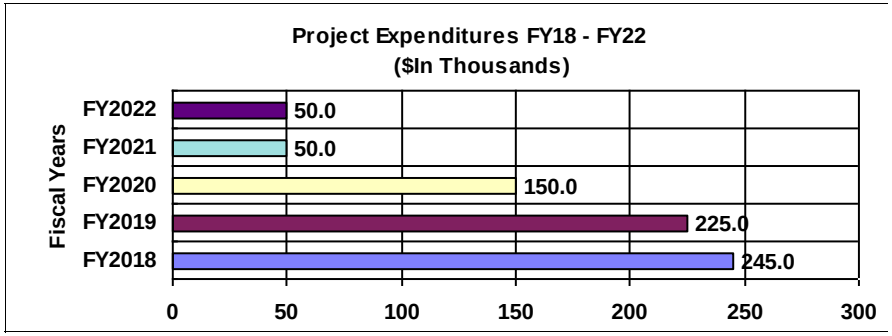
Operating Budget Impact

The annual costs are for Cisco Maintenance/Technical Support for Network and Data communication hardware and software.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

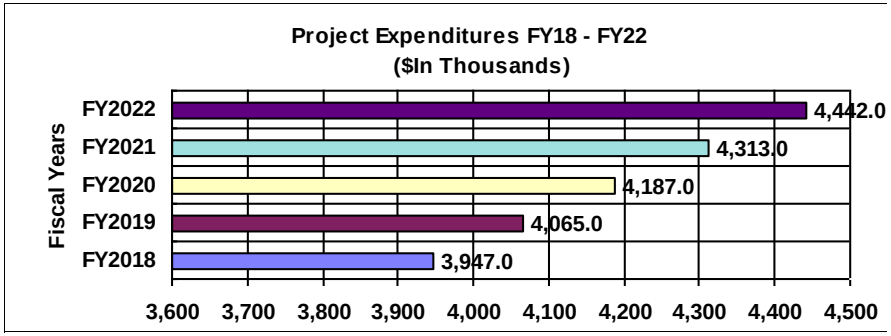
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

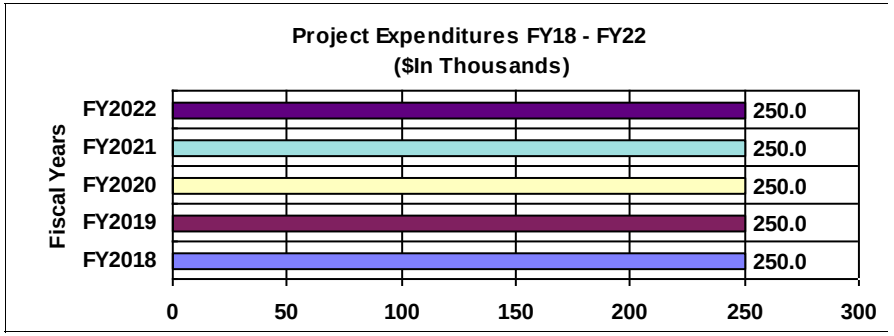
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

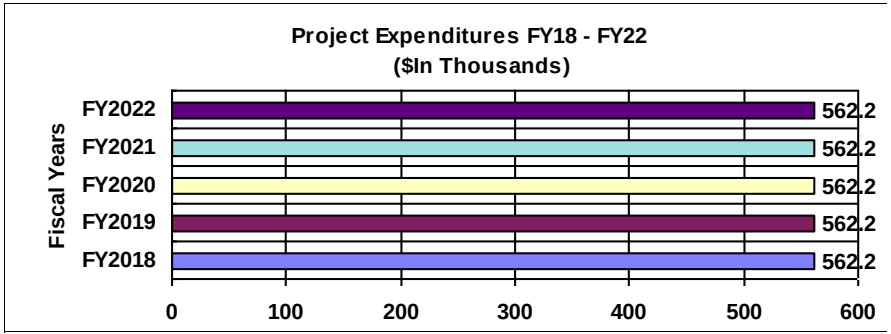
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

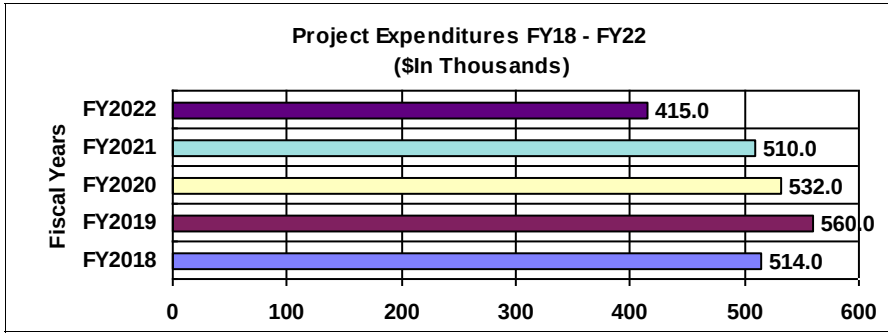
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

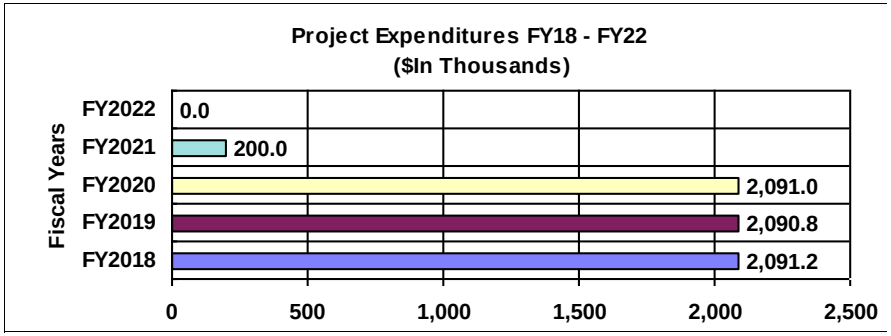
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

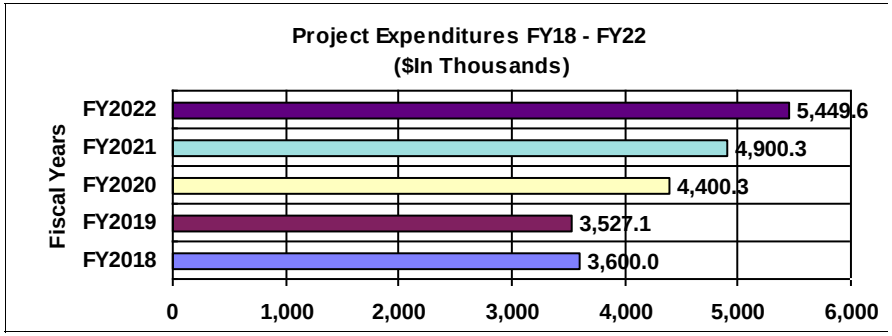
Operating Budget Impact

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

FY2018 ($)	FY2019 ($)	FY2020 ($)
-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.

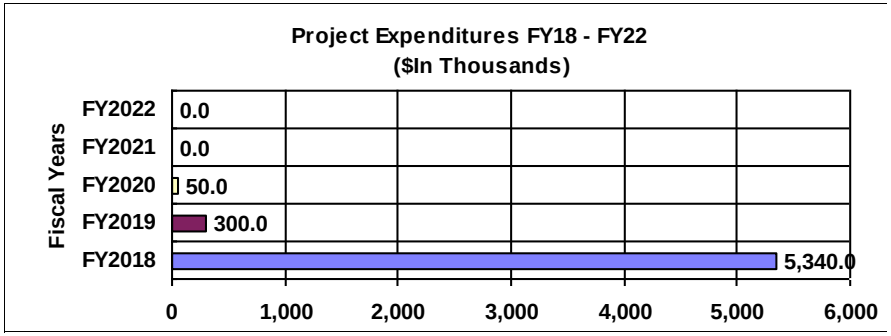
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

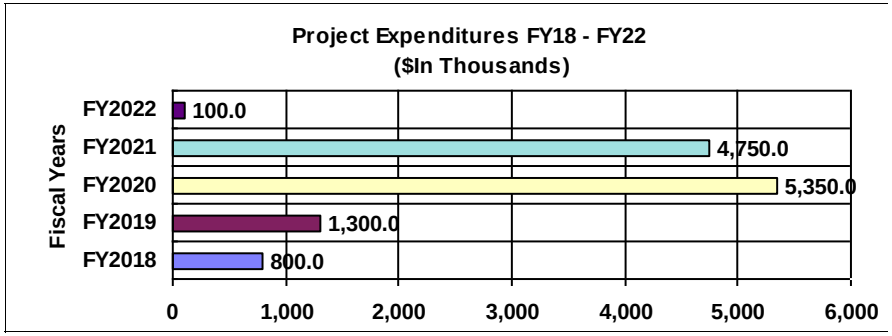
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

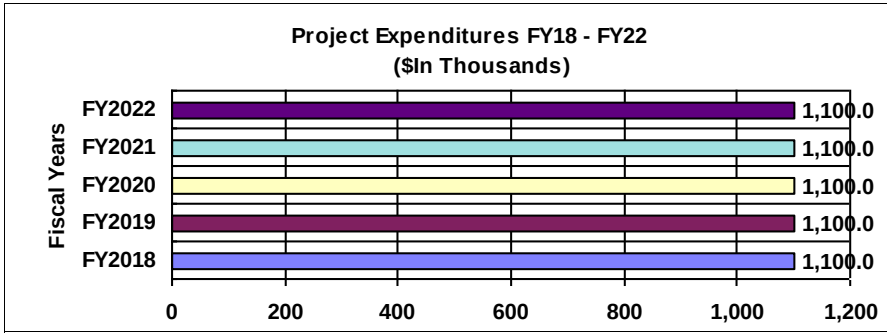
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

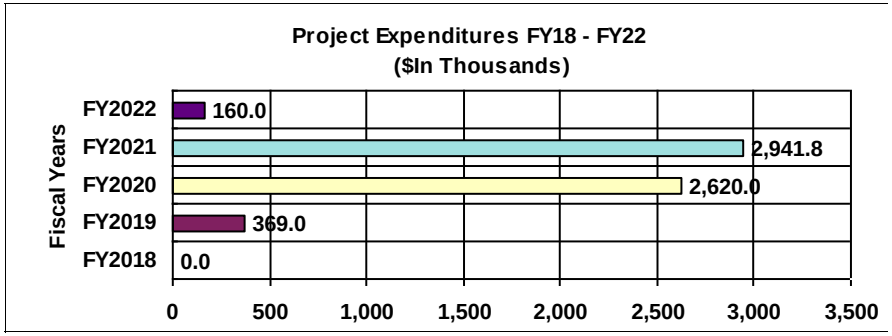
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

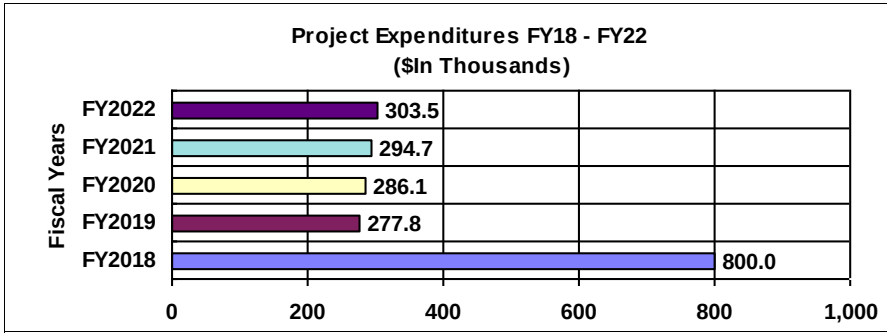
Operating Budget Impact

The maintenance is $97,000 per year.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
97,000	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.

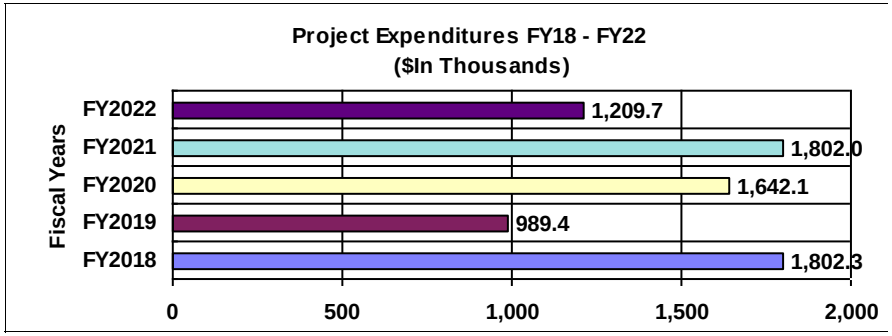
Operating Budget Impact

The savings result from additional revenue from retail concessions.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
-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).

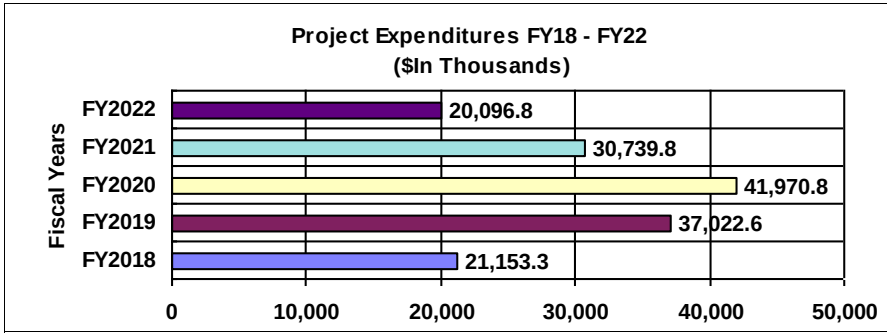
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

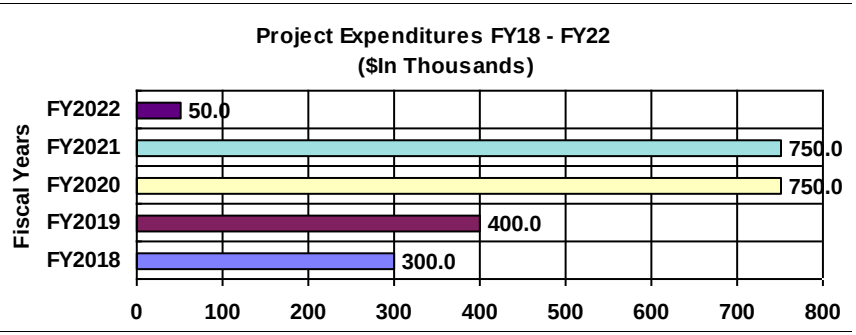
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

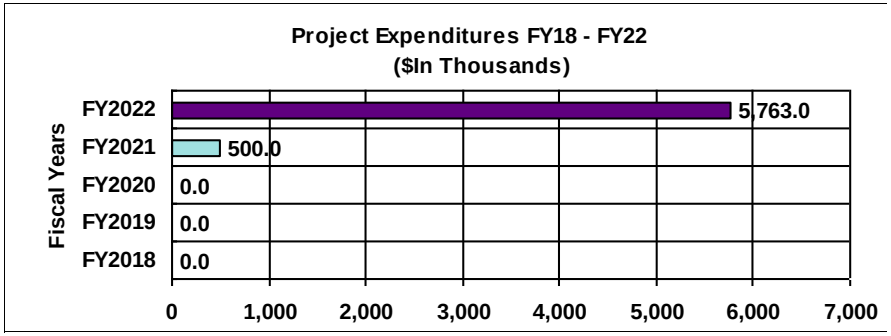
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

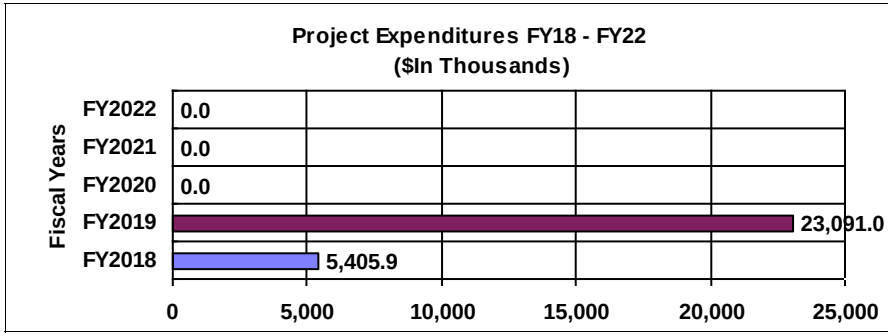
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

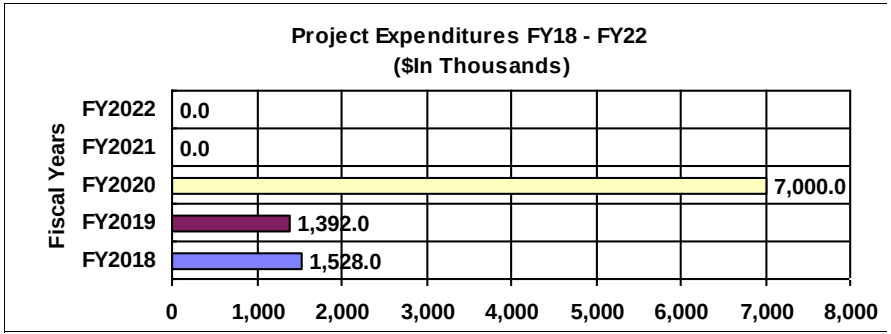
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

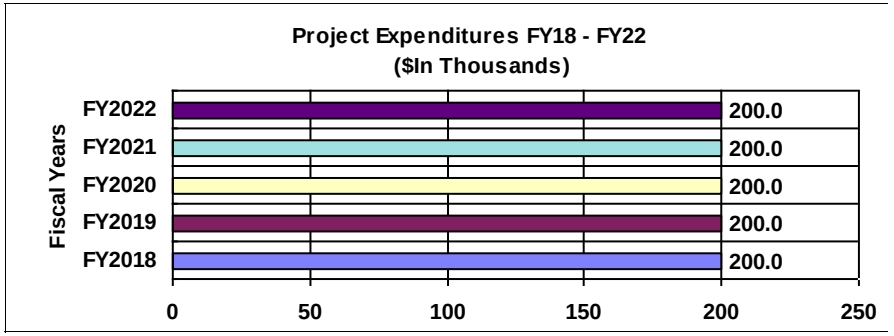
Operating Budget Impact

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

FY2018 ($)	FY2019 ($)	FY2020 ($)
-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.

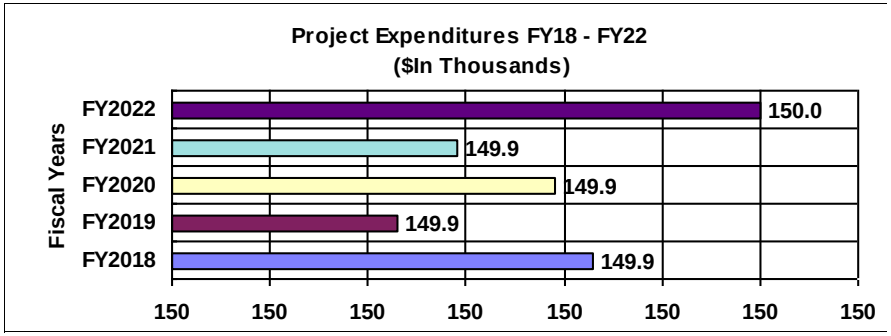
Operating Budget Impact

These costs cover hardware and software maintenance for File Integrity Monitor and HSM (Hardware Security Modules).

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

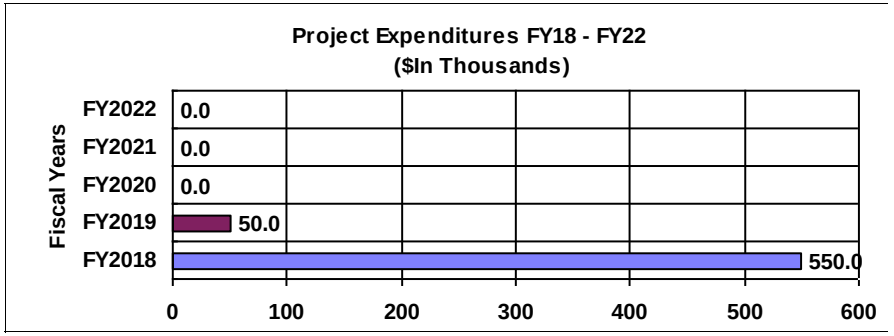
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

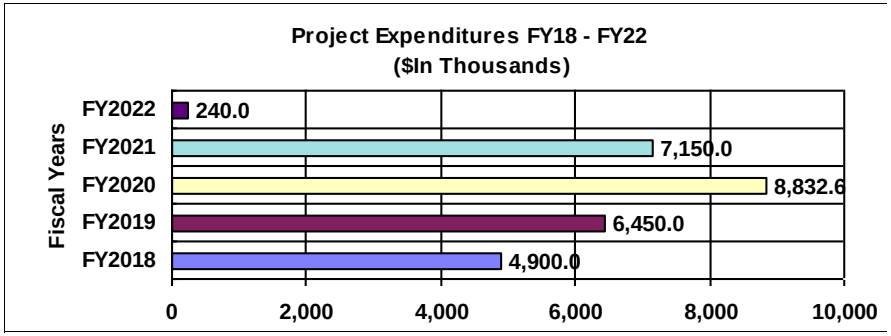
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

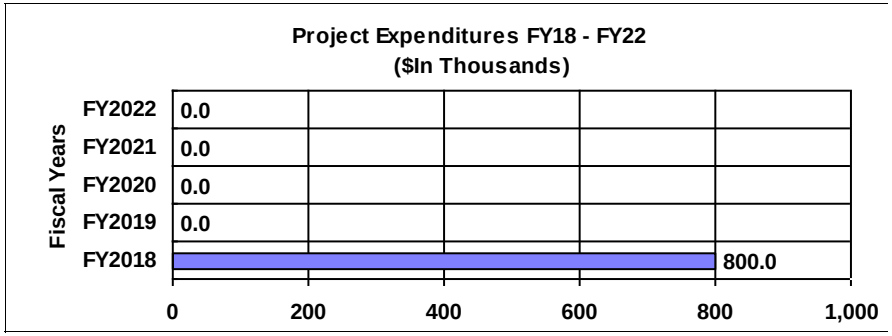
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

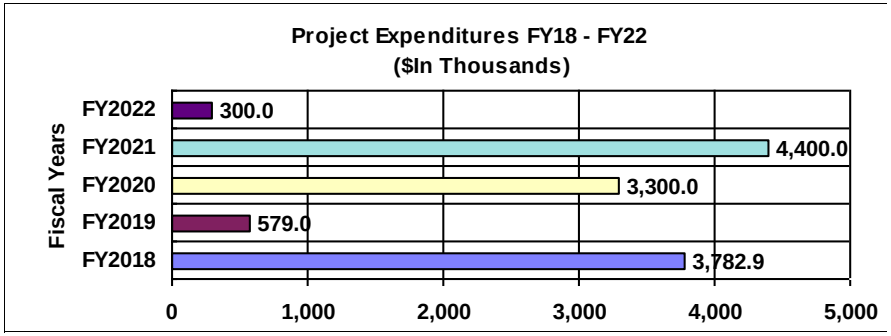
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

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.

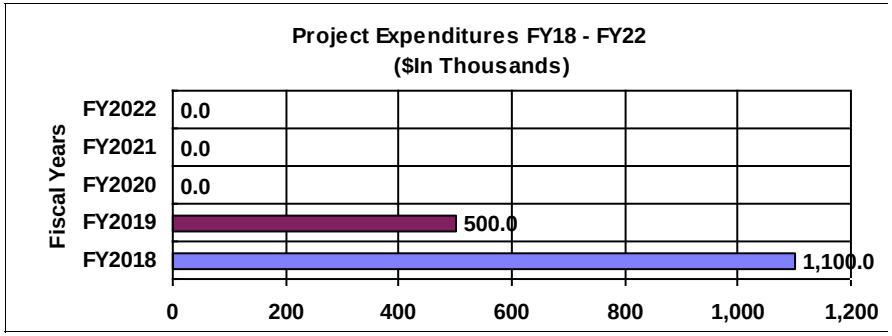
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

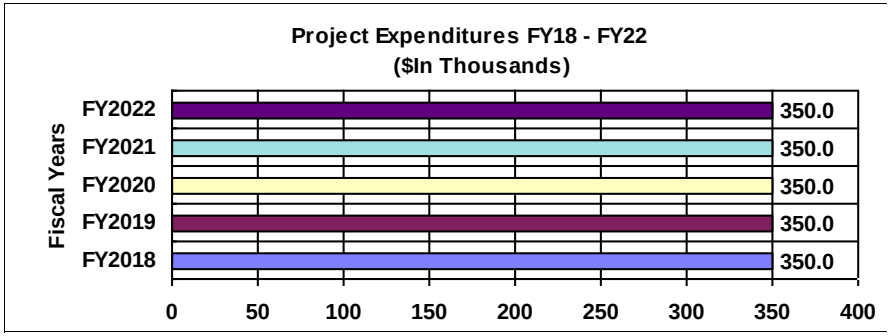
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

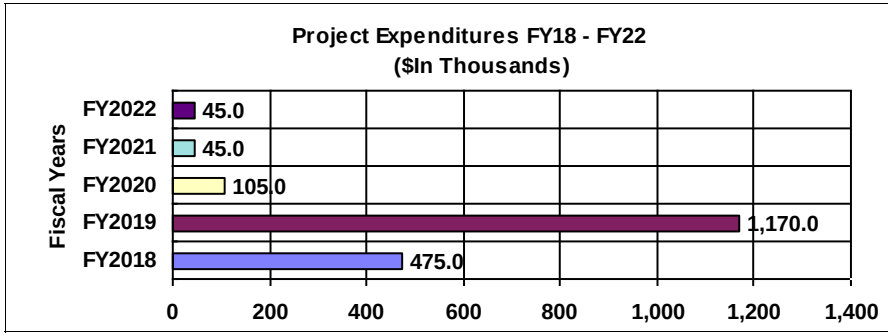
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

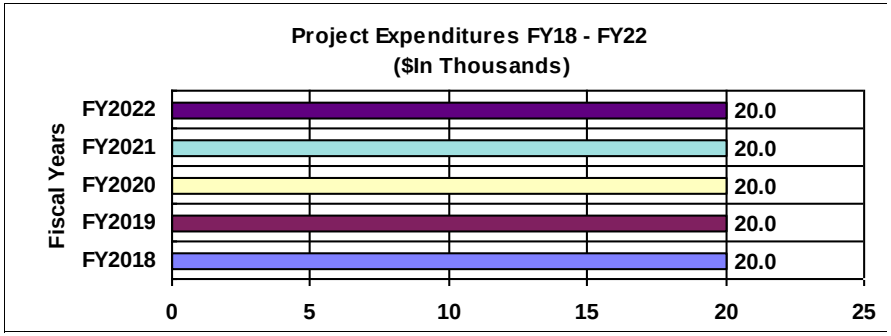
Operating Budget Impact

Approximately $10,000 would be added to the annual budget.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

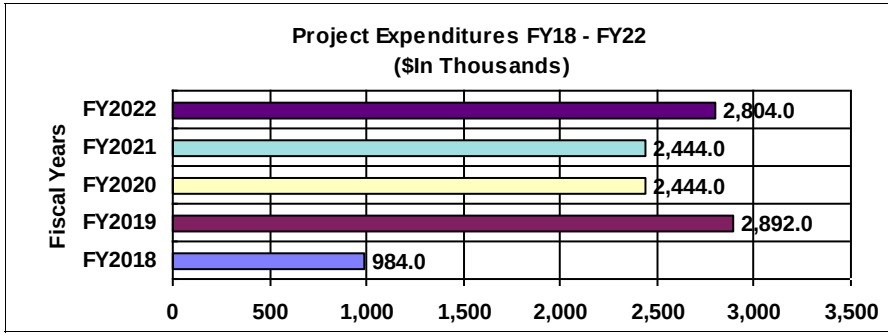
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

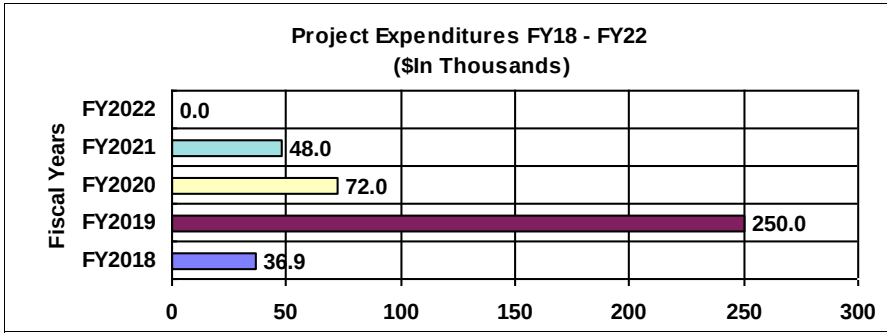
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

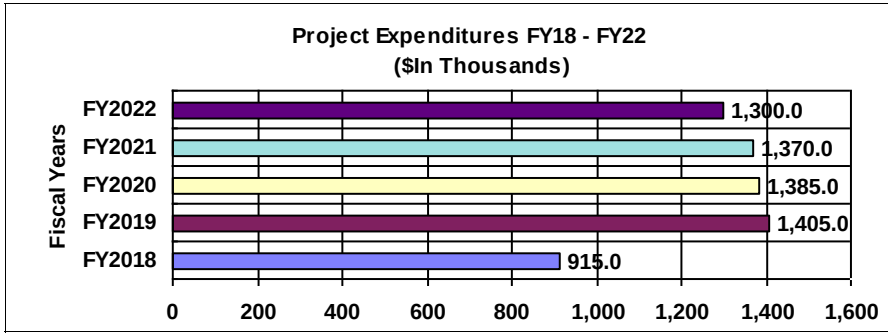
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

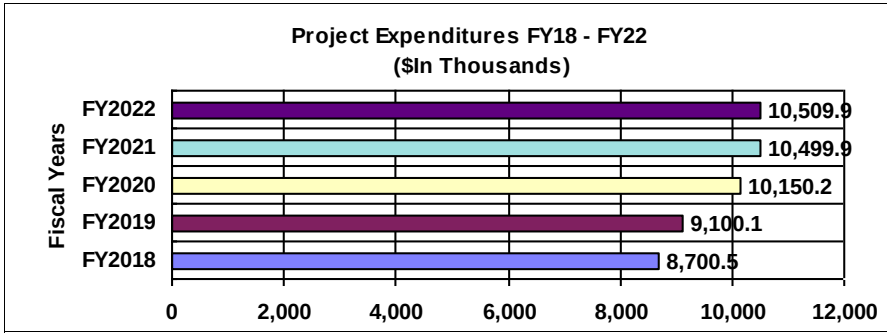
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

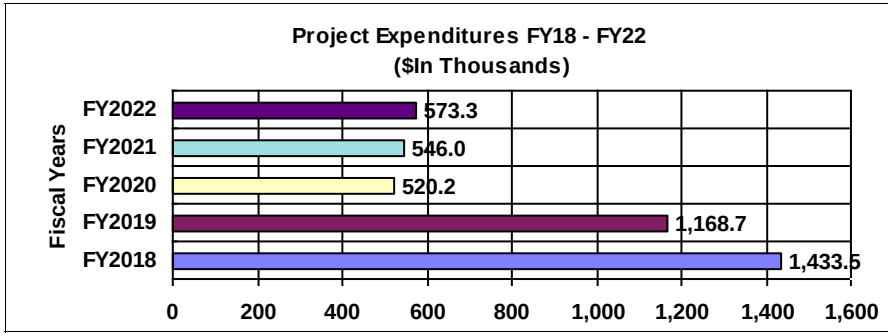
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

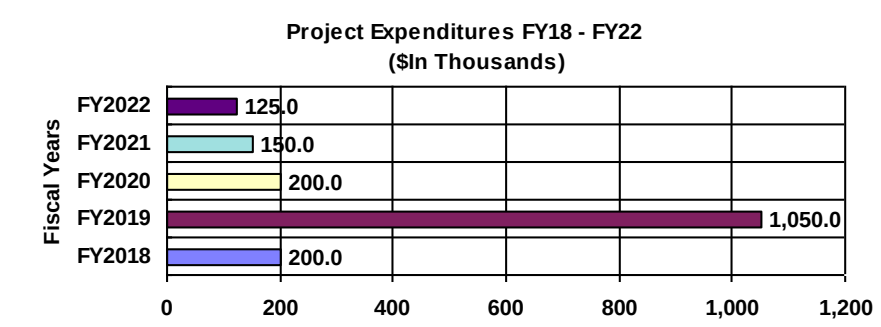
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

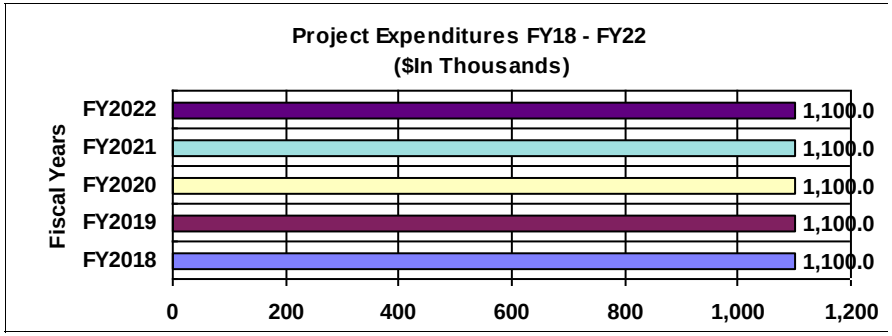
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

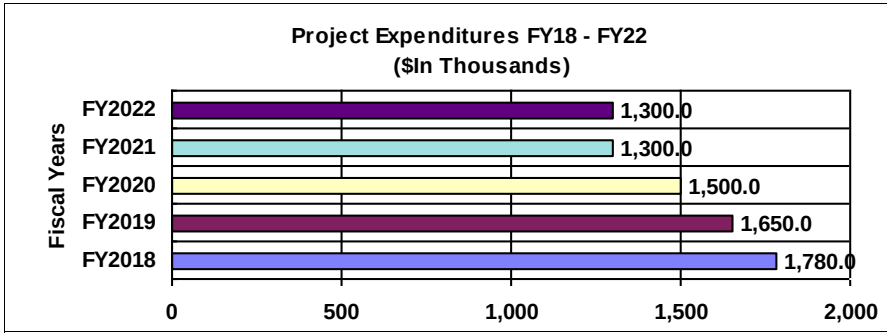
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

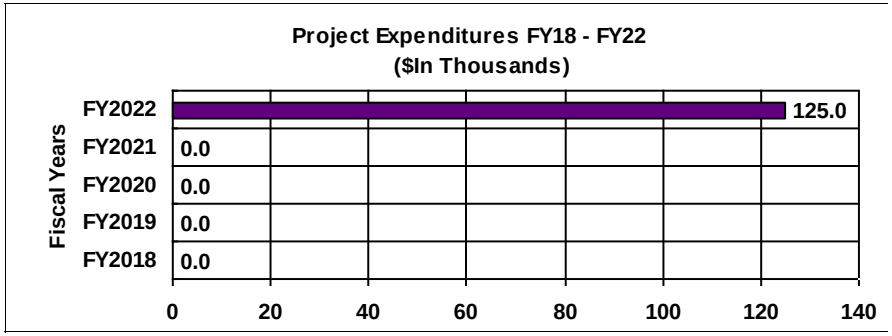
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

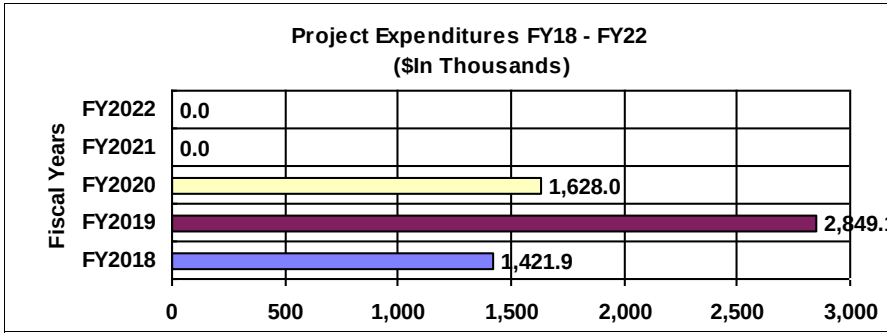
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

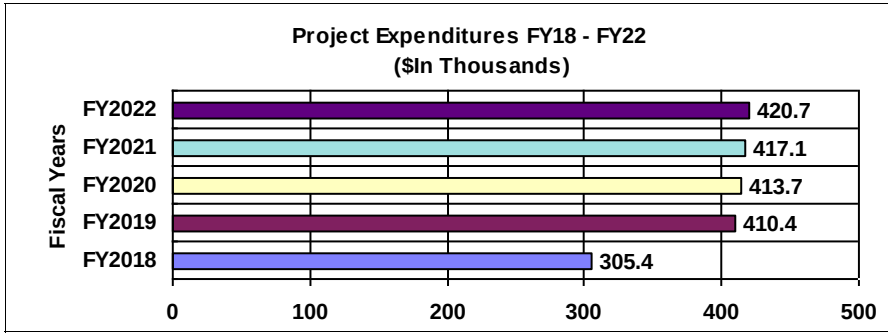
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

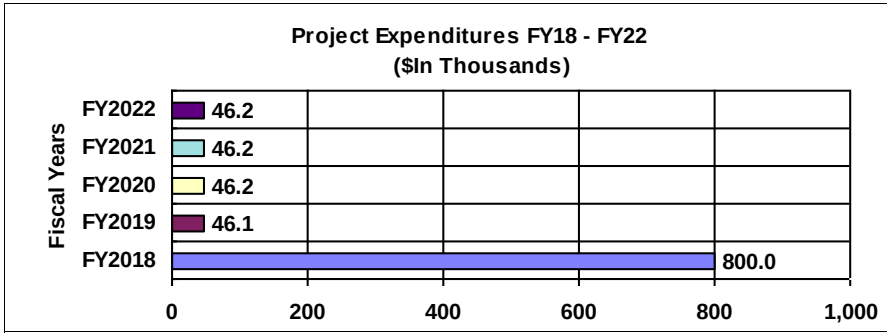
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

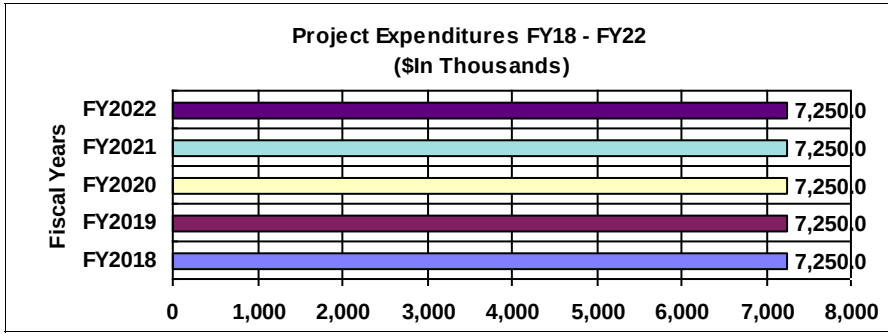
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

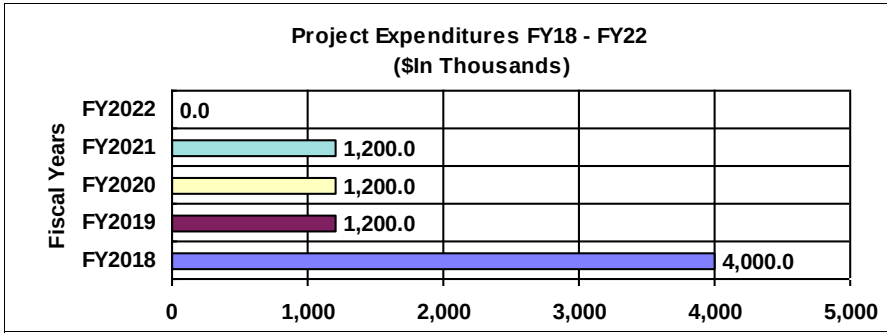
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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).

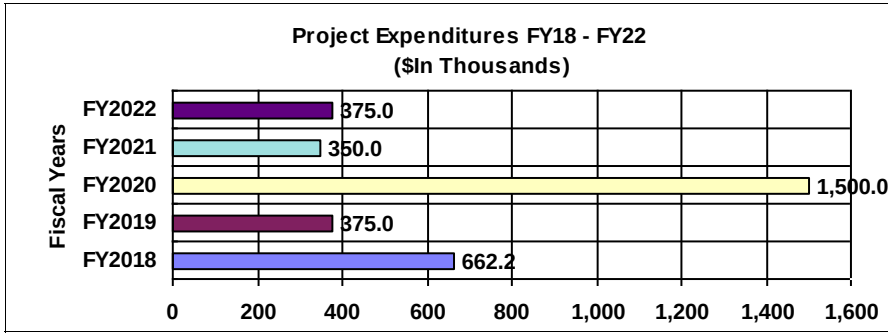
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

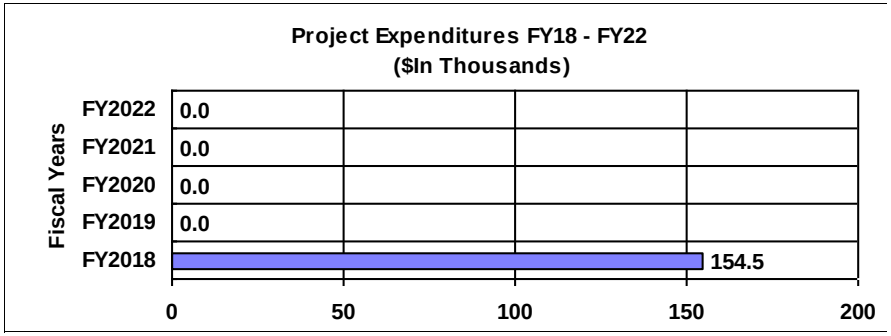
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

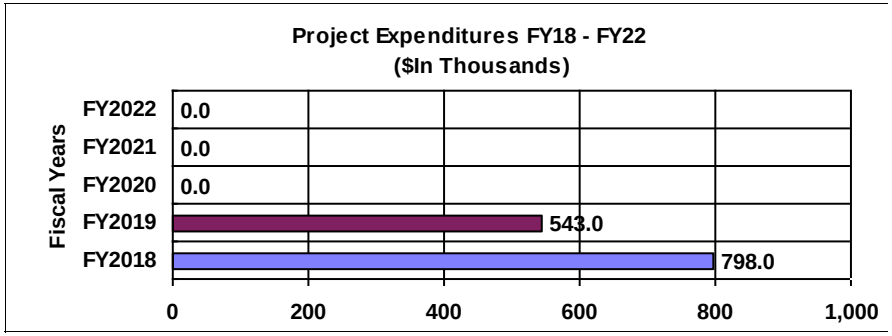
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

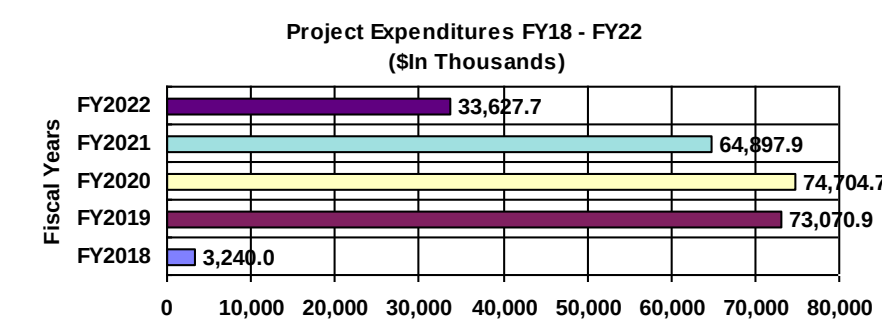
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

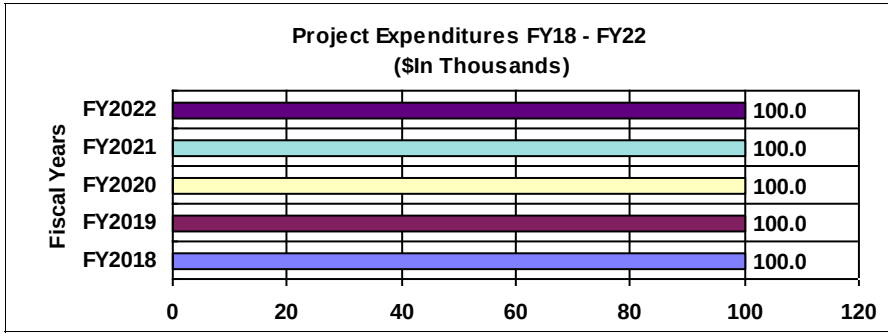
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

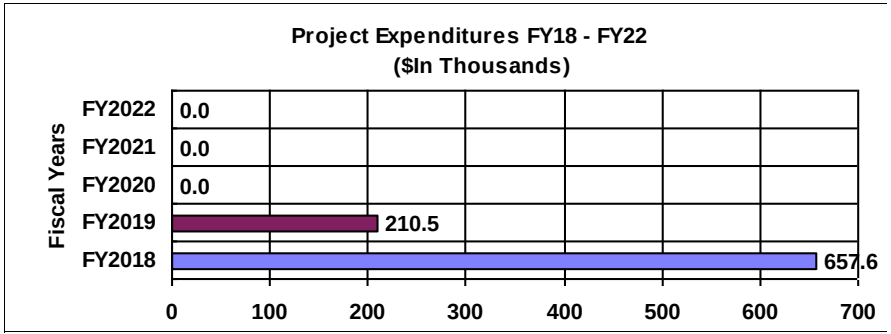
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32133 LCARE CQ310 42-Month Cycle



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.

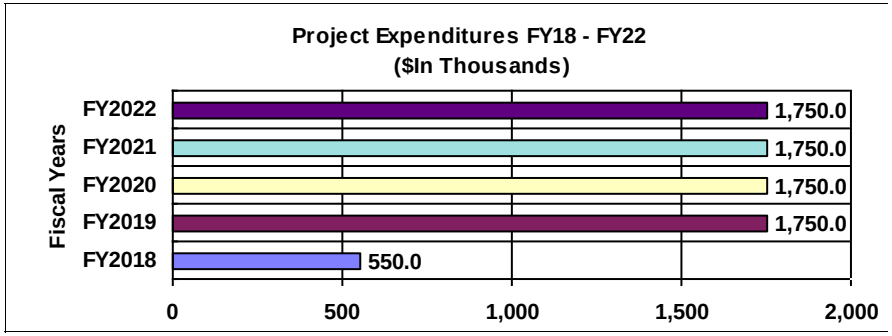
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

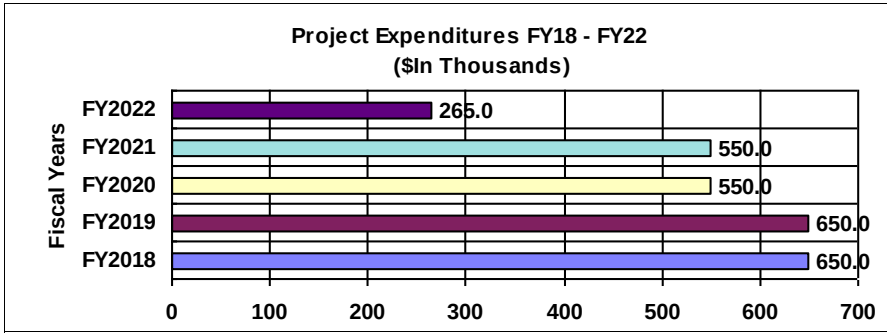
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

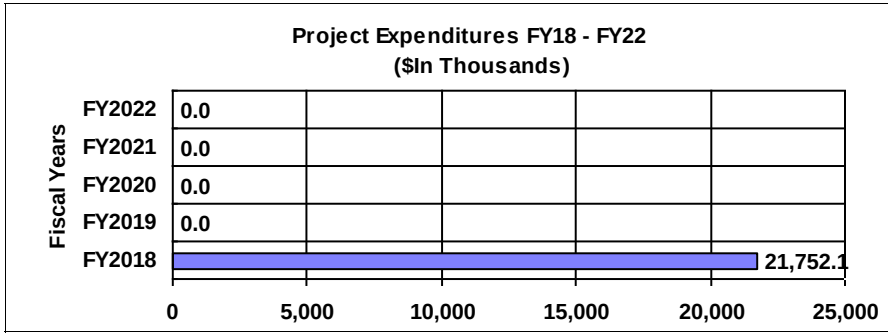
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32146 CIP Reserve



Project Scope

This is a reserve for long-term capital projects and anticipated future needs.

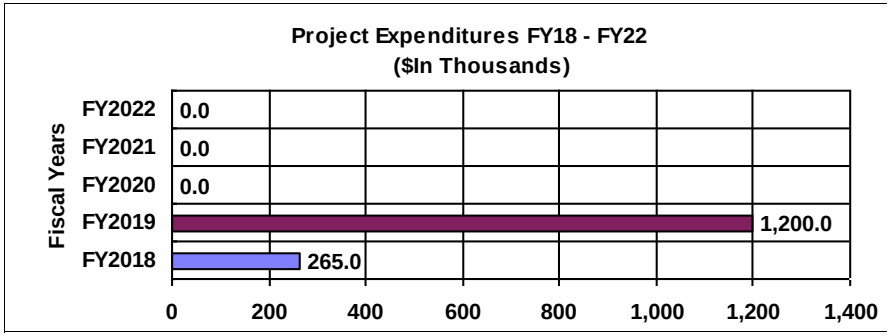
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

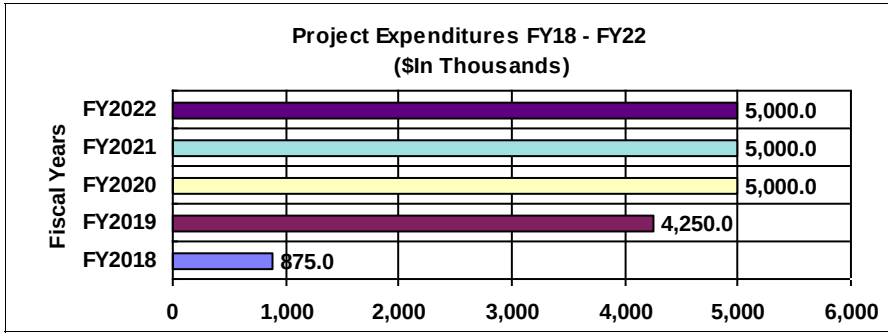
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

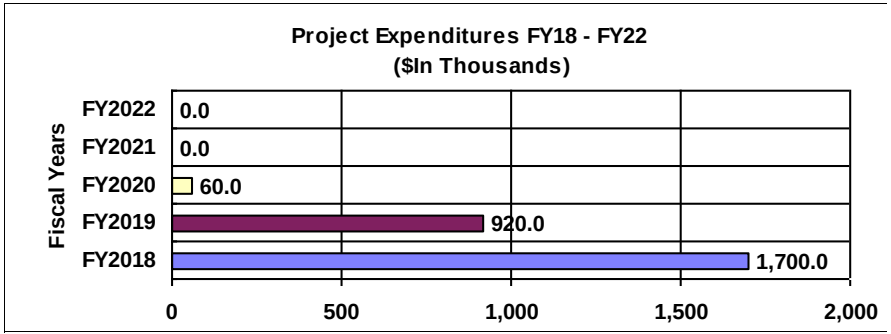
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

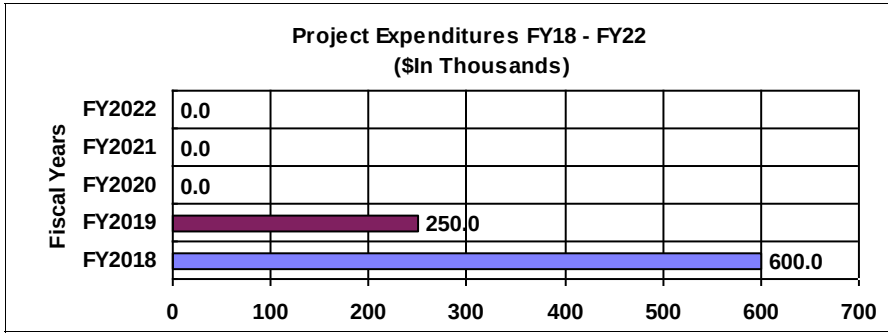
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

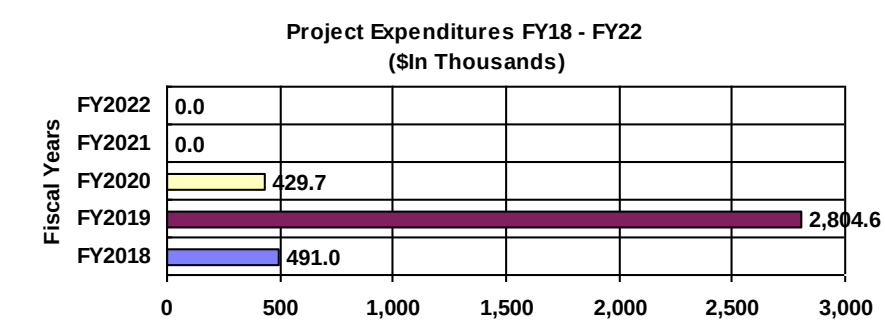
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

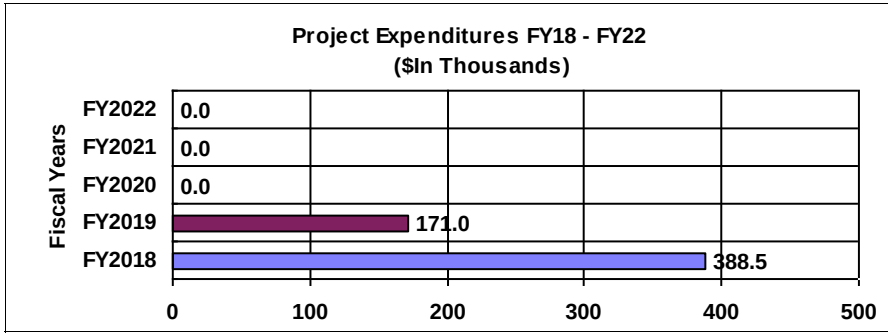
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

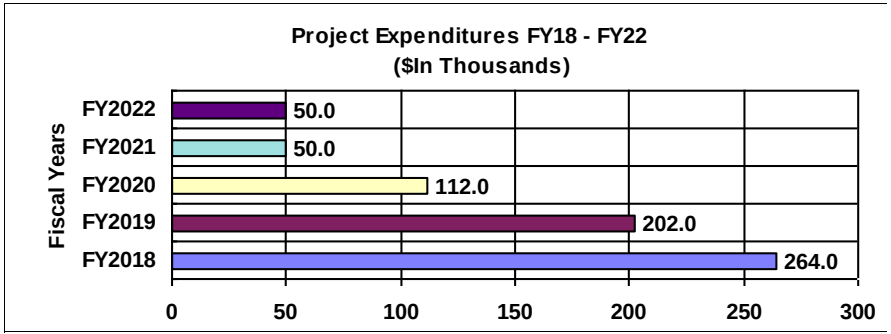
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

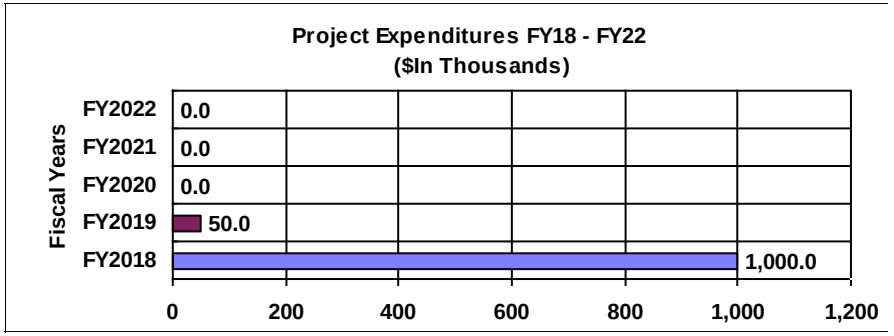
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

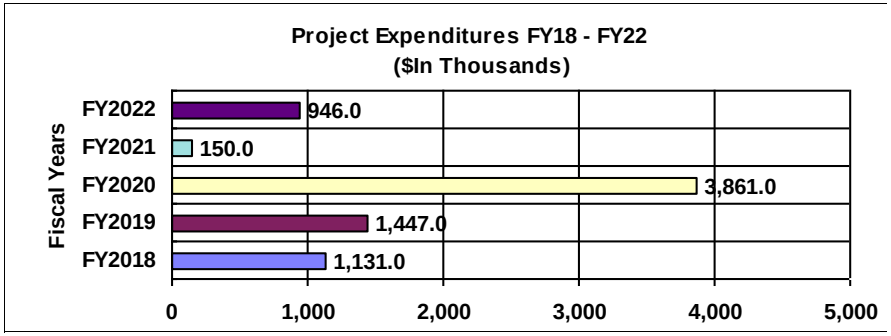
Operating Budget Impact

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

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

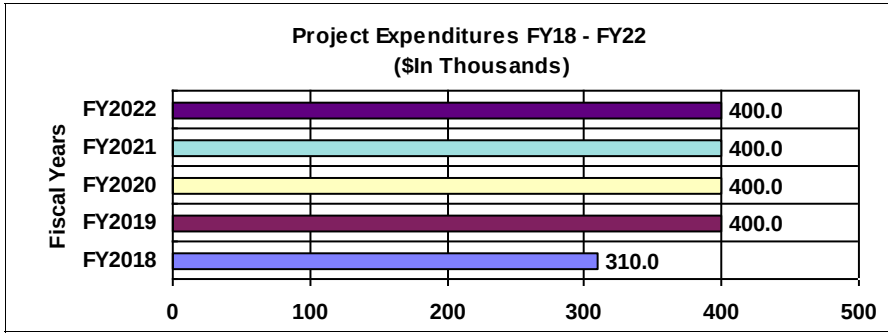
Operating Budget Impact

There may be software maintenance cost associated with mobile fare payment application.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

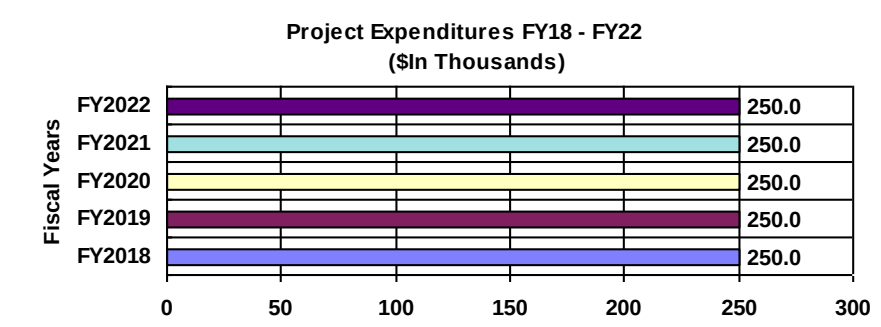
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

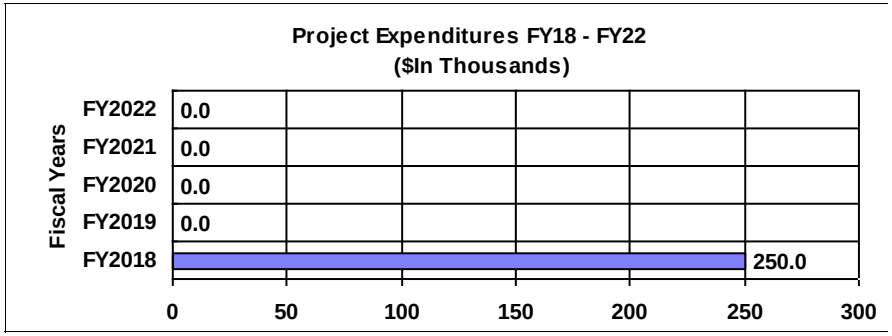
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

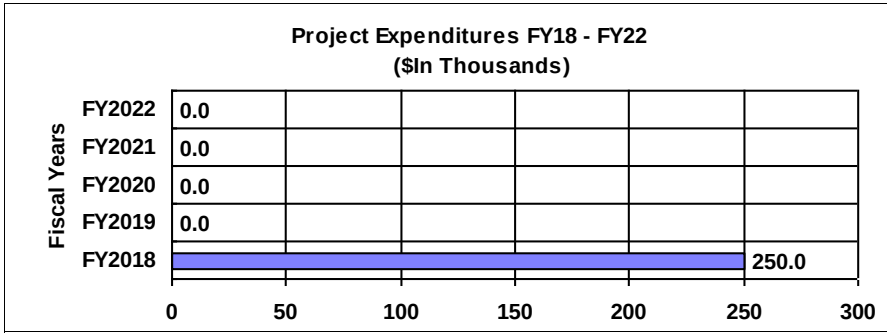
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

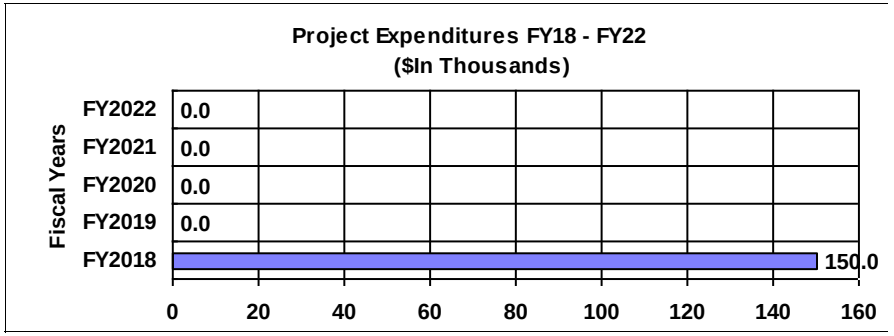
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

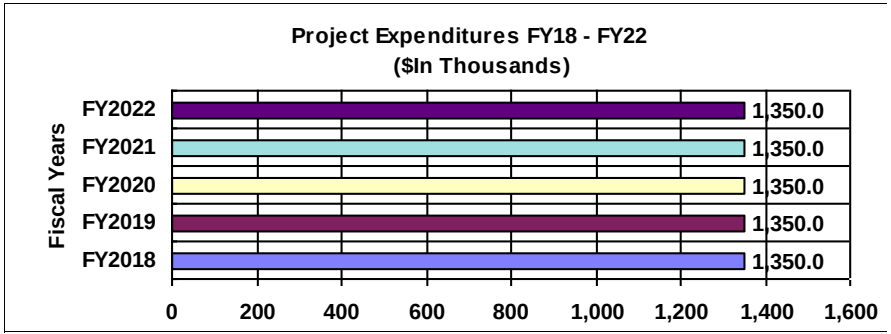
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

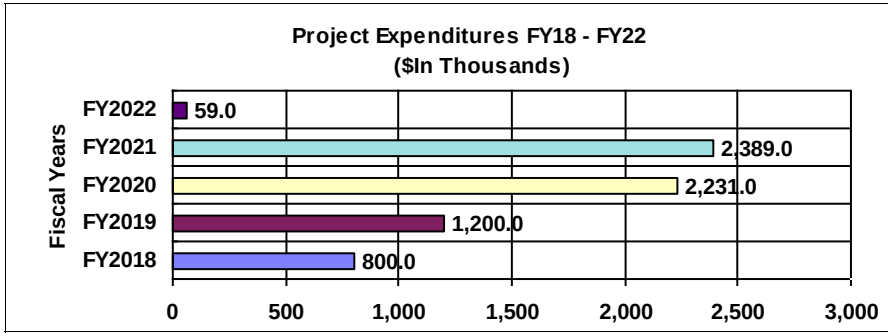
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

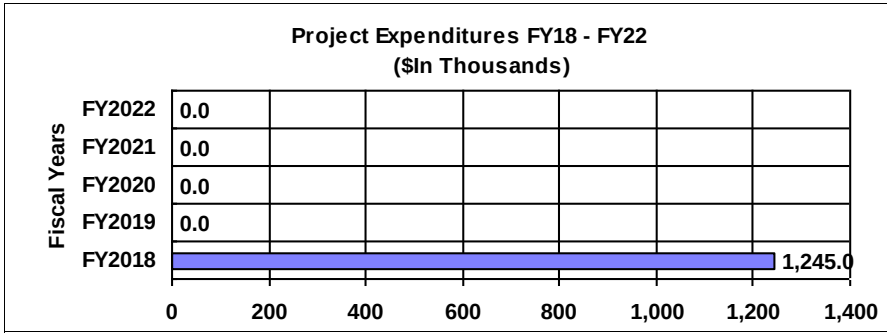
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

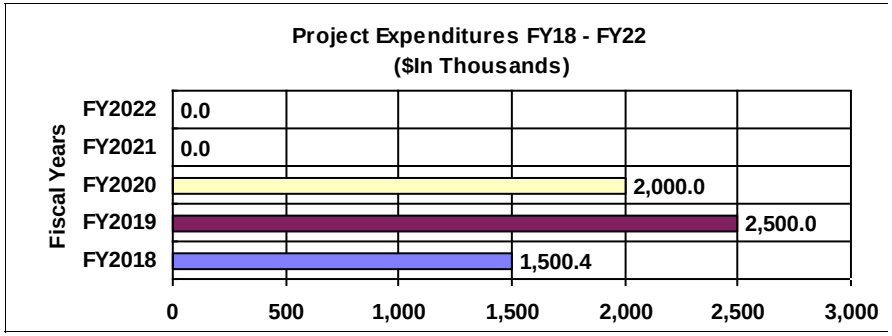
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

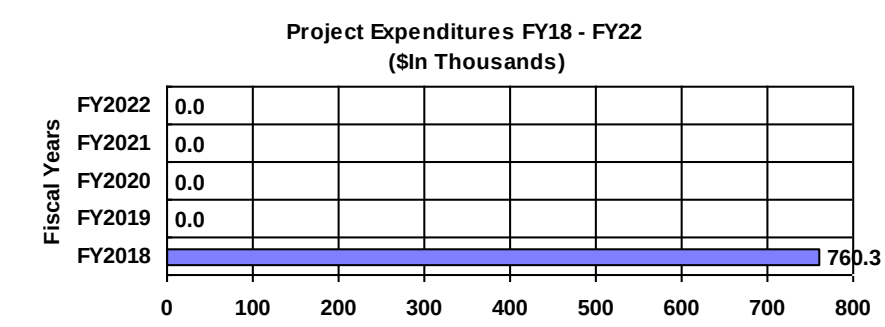
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

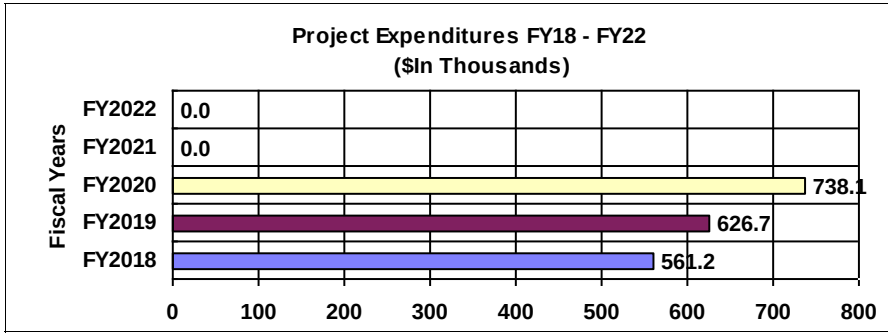
Operating Budget Impact

This project will reduce maintenance and operating costs.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
-500,000	-500,000	-500,000

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).

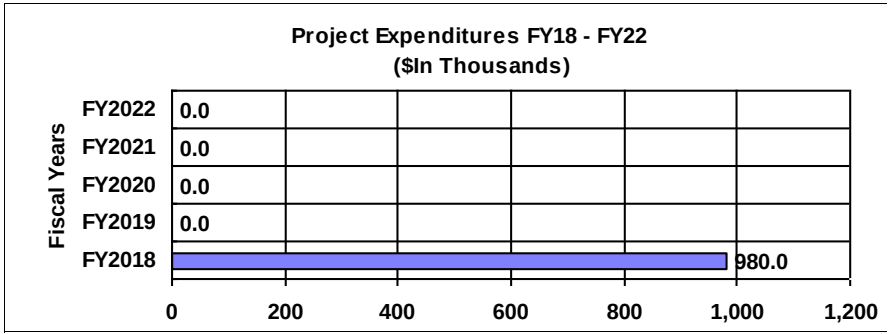
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

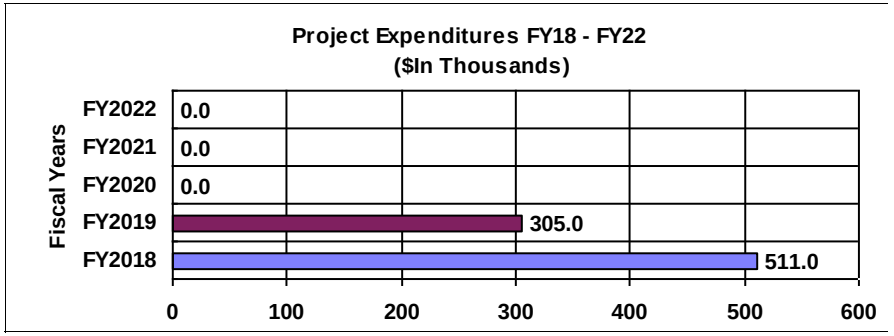
Operating Budget Impact

This project will reduce healthcare costs, health insurance premiums and workers' compensation claims.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
-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.

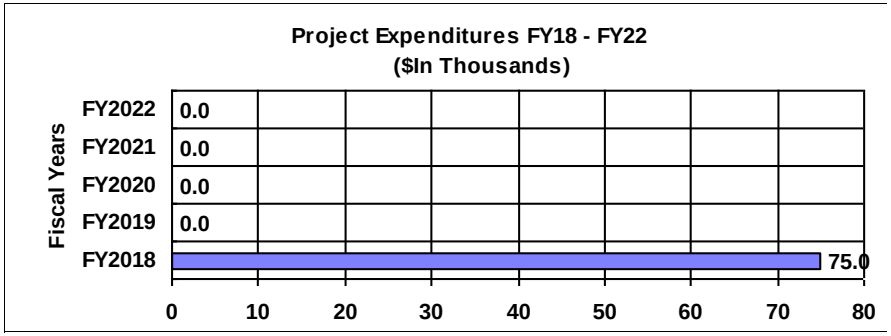
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

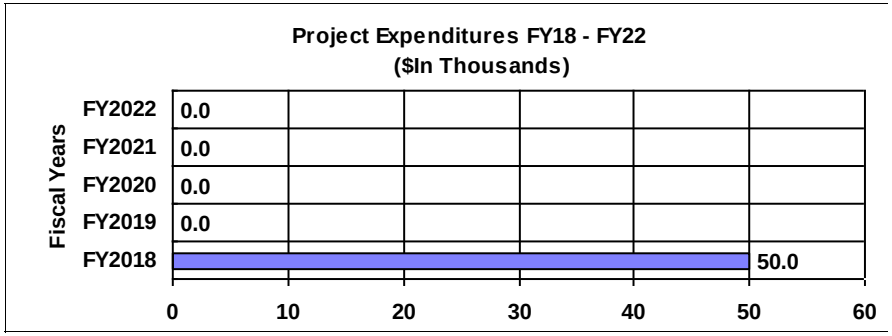
Operating Budget Impact

Once implemented this program will cost $34,000 annualy to operate.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

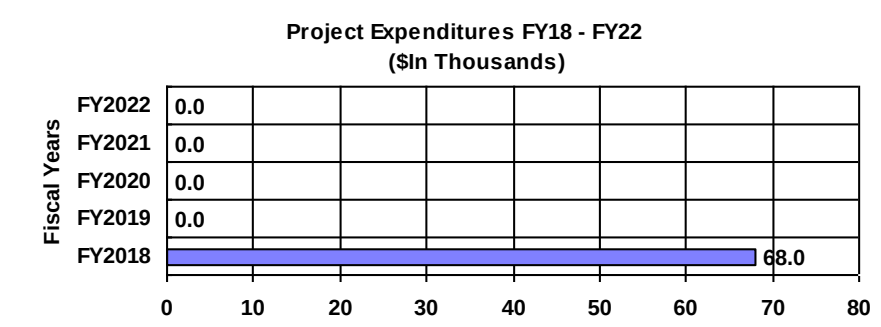
Operating Budget Impact

This project will lead to less maintenance and increased productivity.

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
-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.

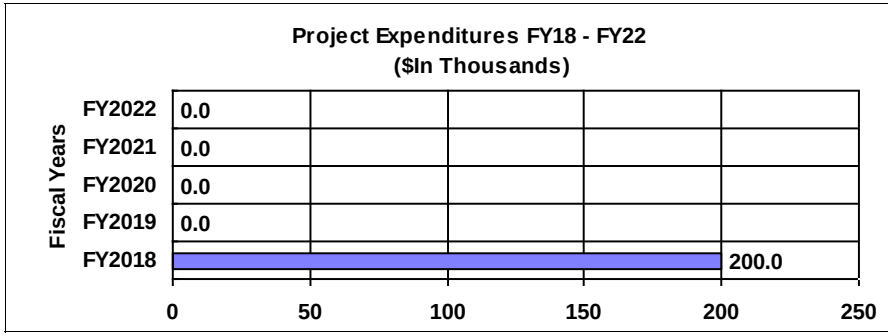
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

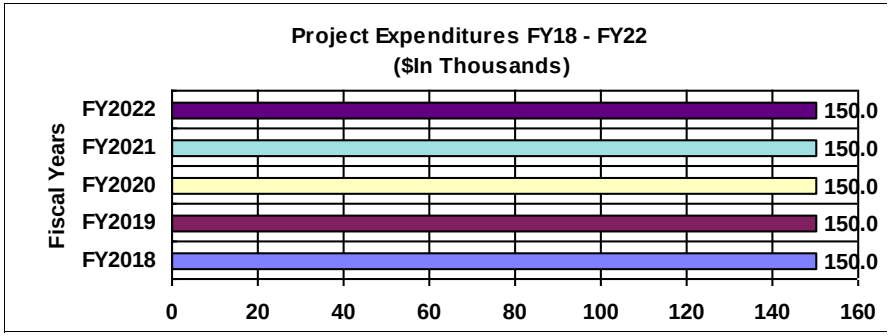
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

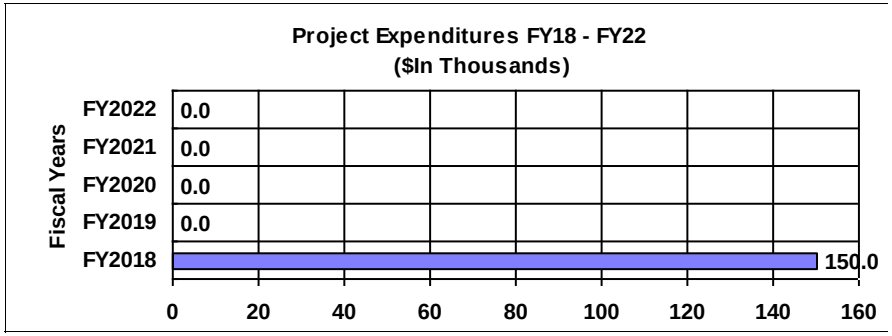
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

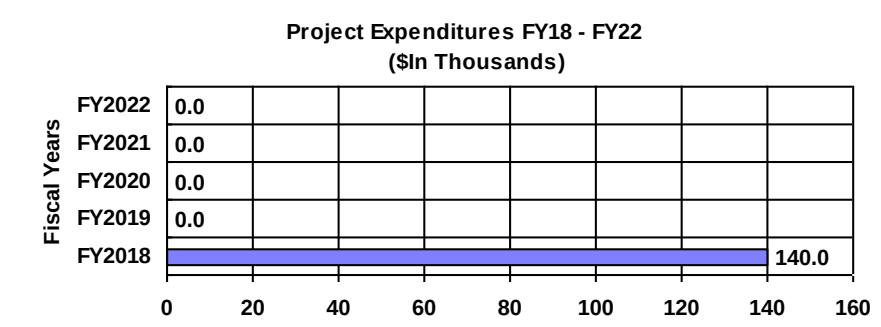
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

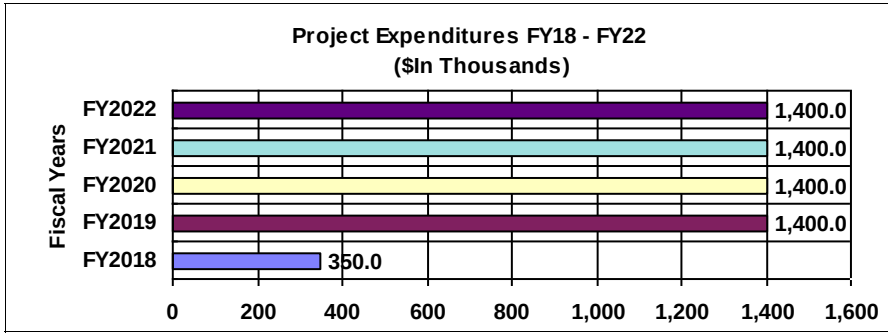
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

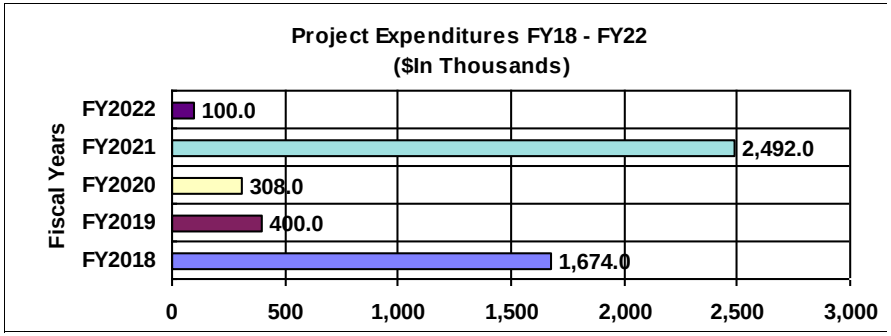
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

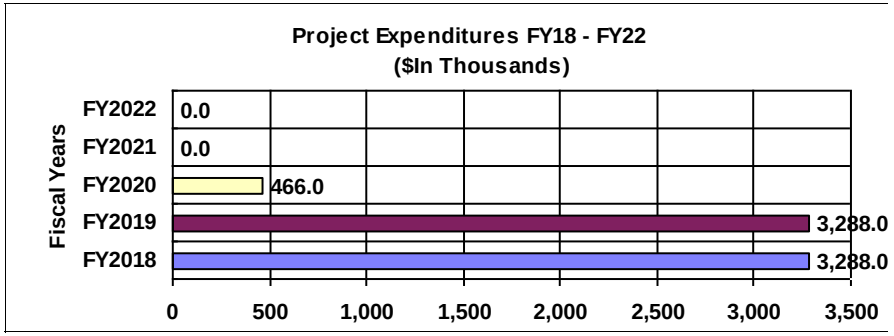
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

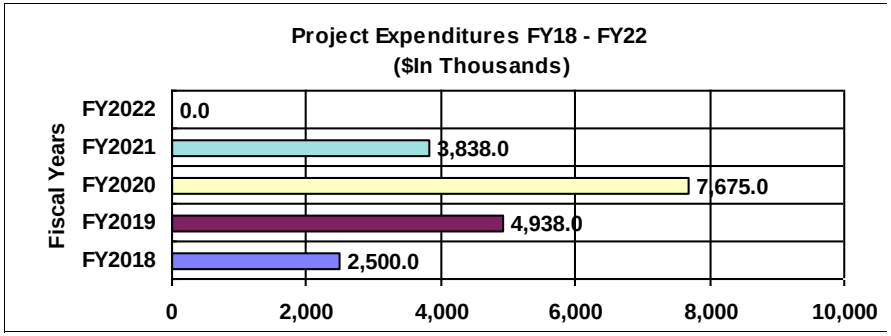
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

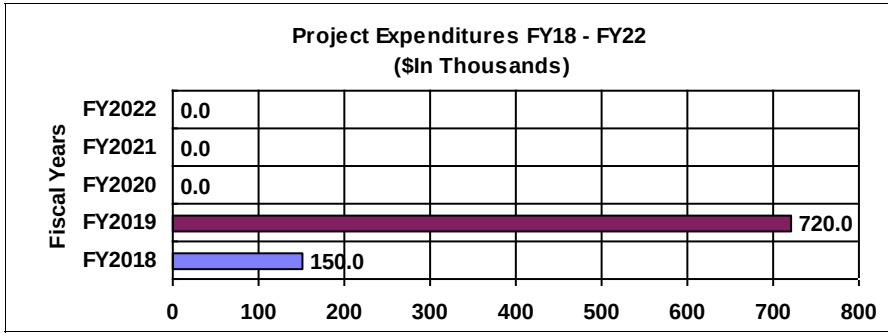
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

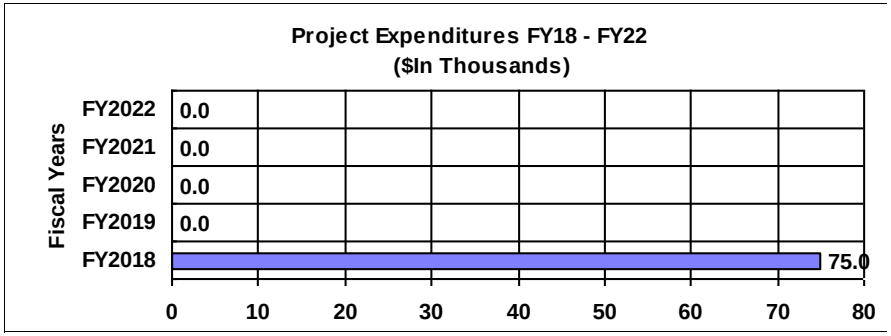
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32209 Maintenance Control Center



Project Scope

This project establishes a Facilities Help desk to receive trouble calls pertaining to: utilities, elvator and escalator, landscaping, and custodial services for all Authority owned facilities.

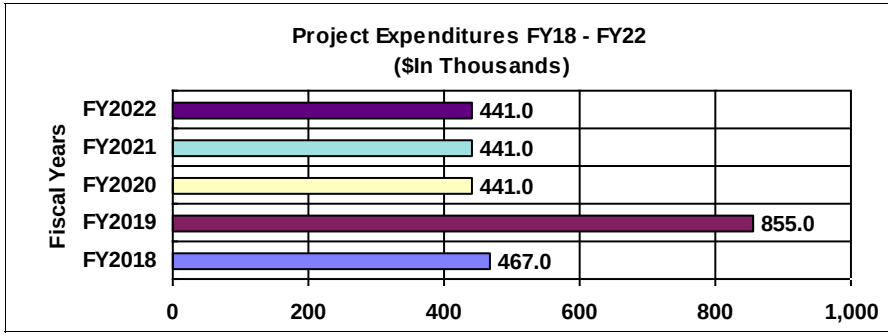
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
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.

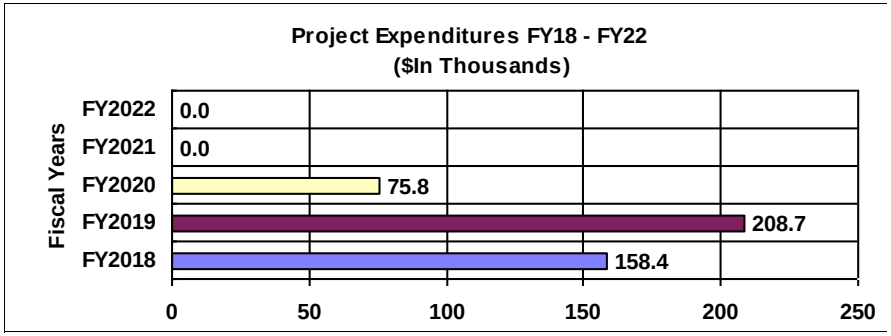
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32211 Automated External Defibrillator Program



Project Scope

The scope of this project is to procure and install Automated External Defribrillator units throughout the Authority based on the Department of Safety & Quality suggested locations.

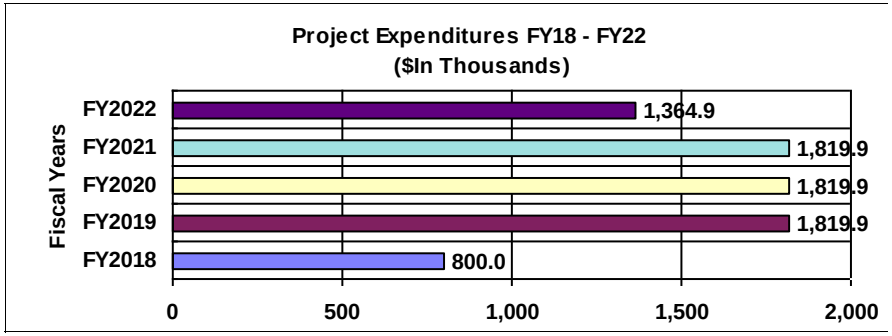
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32212 Security Access Controls- Hardware and Equipm



Project Scope

This project supports improved security access to MARTA facilities and railsystem entrance points throughout the Authority.

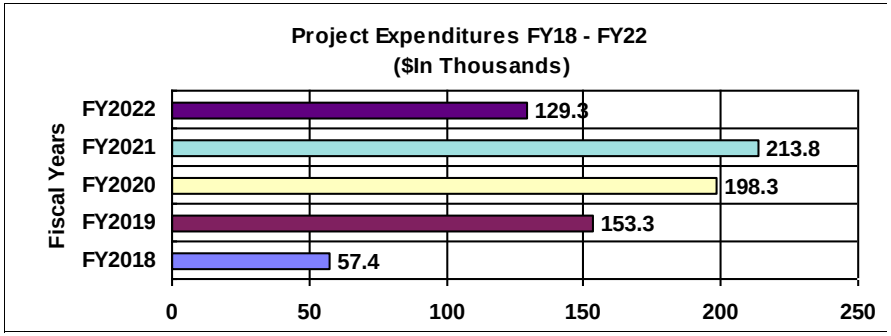
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32213 Security Access Controls-Software C-Cure 9000



Project Scope

This project will allow MARTA Police and Safety Personnel to better manage the acces points using a single unified software system, ultimately leading to the integration of the access control systems authority wide.

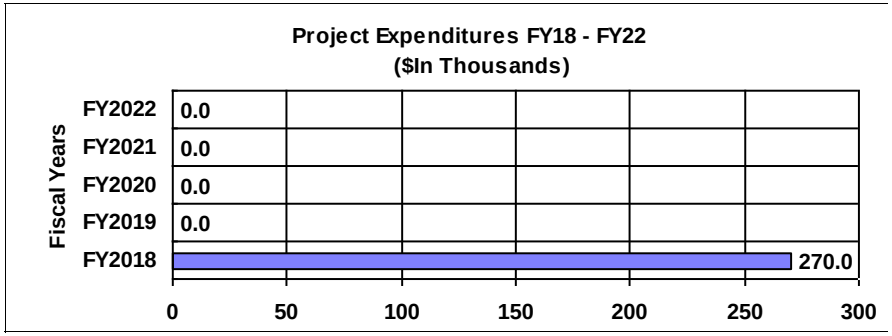
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

32214 Training Facilities Modernization



Project Scope

The scope of this project is to enhance MARTA's (7) training facilities to include facility restoration and improvements, procurement of classroom furniture, audio visual equipment, IT hardware and software as well as training aids and materials. Additional work includes the re-engineering facilities to accommodate the bus and rail training simulators

Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

FY2018 ($)	FY2019 ($)	FY2020 ($)
0	0	0

Federal Grants

This section details the federal grants that support the funding of the FY18 Capital Improvement Program and beyond.

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY18 Capital Improvement Program (CIP) is supported by a general fund with revenue sources as follows: $65,000,000 of Federal funding and $219,659,837 of MARTA funding. The following pages detail the Federal Grants that support the funding of the FY18 CIP. The CIP is funded from four (4) primary sources and the sources of those funds are defined in the Financial Summary Section of this document. The following outlines the funding details of the FY18 CIP.

Funding Source	Description	FY18 Funding Level
MARTA	Sales Tax, Bond Sales, Interest	219,659,837
Federal	GA-03-0081	3,011,412
	GA-04-0031	8,008,588
	GA-04-0036	1,000,000
	GA-26-7015	2,050,000
	GA-54-0001	32,241,149
	GA-58-0001	4,581,590
	GA-2016-007	1,000,000
	GA-2016-016	800,000
	GA-90-X130	1,077,500
	GA-90-X350	700,000
	GA-95-X027	3,725,000
	GA-95-X028	2,454,761
	GA-95-X031	350,000
	GA-2016-013	1,500,000
	GA-2016-025	2,000,000
	GA-2017-021	500,000
	SUBTOTAL	65,000,000
State		0
	TOTAL	65,000,000

Federal Grant: **GA-03-0081**
Date Awarded: July 2006
Est Completion: June 2018

Scope

This grant will provide additional federal funding under Federal Transit Administration (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	***FY18 Budget***	Future Years
Funding				
Federal Capital	2,428,541	19,411	2,409,130	0
MARTA Capital	607,135	4,853	602,282	0
Total	3,035,676	24,264	3,011,412	0
Budget				
Hamilton Renovations	3,035,676	24,264	3,011,412	0
Total	3,035,676	24,264	3,011,412	0

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 (4) projects: Brady Mobility Phase I/II, Brownsmill Bus Facility, Hamilton Renovations, 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 work 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. In addition, a grant amendment included funding support for the Hamilton Bus Facility renovations, MARTA's clean fuel bus procurement, and additional funding support for the Asset Management Program.

GA-04-0031	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	53,231,200	38,596,364	6,406,870	8,227,966
MARTA Capital	13,307,800	9,649,091	1,601,718	2,056,991
Total	66,539,000	48,245,455	8,008,588	10,284,957
Budget				
Brady Mobility Phase I/II	43,375,000	37,137,328	800,000	5,437,672
Brownsmill Bus Facility	5,660,000	0	3,000,000	2,660,000
Bus Procurement	10,075,304	10,075,304	0	0
Hamilton Renovations	5,299,696	0	4,000,000	1,299,696
Asset Mgt System	2,129,000	1,032,823	208,588	887,589
Total	66,539,000	48,245,455	8,008,588	10,284,957

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 for future transit service.

GA-04-0036	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	1,745,376	87,053	800,000	858,323
MARTA Capital	436,344	21,763	200,000	214,581
Total	2,181,720	108,816	1,000,000	1,072,904
Budget				
B'mill Paint Booth Renov	2,081,720	108,816	990,000	982,904
Project Administration	100,000	0	10,000	90,000
Total	2,181,720	108,816	1,000,000	1,072,904

Federal Grant: **GA-26-7015**
Date Awarded: August 2015
Est Completion: December 2018

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	***FY18 Budget***	Future Years
Funding				
Federal Capital	4,233,865	2,049,269	1,845,000	339,596
MARTA/Bombardier Capital	470,429	227,696	205,000	37,733
Total	4,704,294	2,276,965	2,050,000	377,329
Budget				
TrackSafe Phase II	4,704,294	2,276,965	2,050,000	377,329
Total	4,704,294	2,276,965	2,050,000	377,329

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	***FY18 Budget***	Future Years
Funding				
Federal Capital	52,707,000	22,373,960	25,792,919	4,540,121
Federal Operating	43,000,000	43,000,000	0	0
MARTA Capital	13,176,750	5,593,490	6,448,230	1,135,030
MARTA Operating	10,750,000	10,750,000	0	0
Total	119,633,750	81,717,450	32,241,149	5,675,151
Budget				
Rehab/Renov Line Equipment	15,875,000	4,455,668	11,419,332	0
Rehab/Renov Rail Stations	11,812,500	7,685,859	2,321,817	1,804,824
Train Control System Upgrade	38,196,250	15,825,923	18,500,000	3,870,327
Preventive Maintenance	53,750,000	53,750,000	0	0
Total	119,633,750	81,717,450	32,241,149	5,675,151

Federal Grant: **GA-58-0001**
Date Awarded: September 2013
Est Completion: December 2018

Scope

This grant award is funded under FTA Section 5308 Clean Fuels Program earmarked funds appropriated to MARTA. The grant application requests funding for MARTA's Clean Fuel Bus Replacement Procurement project, as follows: Procurement of 19 clean fuel accessible Low Floor urban transit buses for use in MARTA fixed route service. The buses included in this request will replace aging buses as necessary to maintain the bus fleet in optimal condition as outlined in the bus replacement program. This project is included in the adopted FY 2018-23 Atlanta Regional Transportation Improvement Program (TIP) under ARC TIP # M-AR-274B3 (p. 286) and incorporated by reference in the approved Statewide Transportation Improvement Program (STIP).

GA-58-0001	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	17,872,850	14,207,578	3,665,272	0
MARTA Capital	4,468,212	3,551,894	916,318	0
Total	22,341,062	17,759,472	4,581,590	0
Budget				
FY09-10 Bus Procurement	12,889,737	12,889,737	0	0
FY14 Bus Procurement	4,869,735	4,869,735	0	0
Hamilton Bus Facility	4,581,590	0	4,581,590	0
Total	22,341,062	17,759,472	4,581,590	0

Federal Grant: **GA-2016-007**
Date Awarded: April 2016
Est Completion: December 2018

Scope

This grant was awarded under the FTA Pilot Program for Transit Oriented Development (TOD) Planning. The project is included in the Federal Register notice dated September 15, 2015 for the I-20 East Corridor TOD Strategic Planning project that MARTA and its DeKalb County agency partners will develop for a TOD corridor-wide strategy, applying economic development and equitable TOD programs and policies to benefit communities served by the planned rail extension.

GA-2016-007	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	1,600,000	5,057	800,000	794,943
MARTA/Dekalb Capital	400,000	1,263	200,000	198,737
Total	2,000,000	6,320	1,000,000	993,680
Budget				
I -20 East Corridor AA/DEIS	2,000,000	6,320	1,000,000	993,680
Total	2,000,000	6,320	1,000,000	993,680

Federal Grant: **GA-2016-016**
Date Awarded: July 2015
Est Completion: December 2018

Scope

This FTA 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	***FY18 Budget***	Future Years
Funding				
Federal Capital	9,800,000	201,455	640,000	8,958,545
Federal Operating	40,000,000	40,000,000	0	0
MARTA Capital	3,800,000	50,364	160,000	3,589,636
MARTA Operating	10,000,000	10,000,000	0	0
Total	63,600,000	50,251,819	800,000	12,548,181
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	251,819	100,000	246,681
Total	63,600,000	50,251,819	800,000	12,548,181

Federal Grant: **GA-90-X130**
Date Awarded: March 2000
Est Completion: December 2018

Scope

This FTA grant is funded from FHWA "Flexed" 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 the purchase of equipment to support the renovation. As a note, the Hamilton Renovation project is funded with various FTA grant awards and

GA-90-X130	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	32,278,400	0	862,000	31,416,400
MARTA Capital	8,069,600	37,473	215,500	7,816,627
Total	40,348,000	37,473	1,077,500	39,233,027
Budget				
Bus Procurement	13,142,362	13,142,362	0	0
Transit Access Improv	17,205,638	16,128,138	1,077,500	0
Intermodal Improv	10,000,000	187,365	0	9,812,635
Total	40,348,000	29,457,865	1,077,500	9,812,635

Federal Grant: **GA-90-X350**
Date Awarded: July 2015
Est Completion: December 2017

Scope

This grant is funded by FY15 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 FY2018-2023 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	***FY18 Budget***	Future Years
Funding				
Federal Capital	1,271,654	533,000	560,000	178,654
Federal Operating	41,500,001	41,500,001	0	0
MARTA Capital	317,914	133,250	140,000	44,664
MARTA Operating	10,375,000	10,375,000	0	0
Total	53,464,569	52,541,251	700,000	223,318
Budget				
Preventive Maintenance	45,848,293	45,848,293	0	0
Surveillance/Security	666,250	666,250	0	0
Transit Enhancement	923,318	0	700,000	223,318
ADA Paratransit Service	6,026,708	6,026,708	0	0
Total	53,464,569	52,541,251	700,000	223,318

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 (STP) 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	***FY18 Budget***	Future Years
Funding				
Federal Capital	27,200,000	16,000,000	2,980,000	8,220,000
Federal Operating	16,000,000	16,000,000	0	0
MARTA Capital	6,800,000	4,000,000	745,000	2,055,000
MARTA Operating	4,000,000	4,000,000	0	0
Total	54,000,000	40,000,000	3,725,000	10,275,000
Budget				
Vehicle Procurement	20,000,000	20,000,000	0	0
Preventive Maintenance	20,000,000	20,000,000	0	0
Audio Visual Info System	3,125,000	0	3,125,000	0
Rehab Tunnel Ventilation	5,375,000	0	200,000	5,175,000
Station Access Program	3,500,000	0	200,000	3,300,000
Reno Pedestrian Bridges	1,500,000	0	200,000	1,300,000
Total	53,500,000	40,000,000	3,725,000	9,775,000

Federal Grant: **GA-95-X028**
Date Awarded: July 2013
Est Completion: December 2018

Scope

This grant will provide funding from FY10 "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	***FY18 Budget***	Future Years
Funding				
Federal Capital	2,000,000	36,191	1,963,809	0
MARTA Capital	500,000	9,048	490,952	0
Total	2,500,000	45,239	2,454,761	0
Budget				
Hamilton Renovations	2,500,000	45,239	2,454,761	0
Total	2,500,000	45,239	2,454,761	0

Federal Grant: **GA-95-X031**
Date Awarded: August 2015
Est Completion: June 2018

Scope

This grant is funded with FY2014 FHWA "Flexible" funds to the FTA. The flexed funds support pedestrian and transit enhancement 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, various sidewalk improvements, and other upgraded 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 (PCID) and the City of Dunwoody.

GA-95-X031	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	820,000	78,715	280,000	461,285
MARTA Capital	205,000	19,679	70,000	115,321
Total	1,025,000	98,394	350,000	576,606
Budget				
Hammond Road Mid-Block	400,000	0	250,000	150,000
Transit Improvements	593,750	98,394	90,000	405,356
Project Administration	31,250	0	10,000	21,250
Total	1,025,000	98,394	350,000	576,606

Federal Grant: **GA-2016-013**
Date Awarded: July 2015
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 (UZA) and suballocated to MARTA. The projects included in this funding request are Rail and Bus Preventive Maintenance and Rail Station and Line Renovations & Rehabilitation. This grant continues to provide funding for the systemwide trackway and rail station rehabilitation and renovation projects, and associated project management & administration, as these are multi-year, phased programs .

GA-2016-013	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	4,650,000	0	1,200,000	3,450,000
Federal Operating	26,000,000	26,000,000	0	0
MARTA Capital	1,162,500	0	300,000	862,500
MARTA Operating	6,500,000	6,500,000	0	0
Total	38,312,500	32,500,000	1,500,000	4,312,500
Budget				
Rehab/Renov Line Equipment	2,281,250	0	1,000,000	1,281,250
Rehab/Renov Rail Stations	3,531,250	0	500,000	3,031,250
Preventive Maintenance	32,500,000	32,500,000	0	0
Total	38,312,500	32,500,000	1,500,000	4,312,500

Federal Grant: **GA-2016-025**
Date Awarded: October 2016
Est Completion: December 2020

Scope

This grant is funded under the FTA Office of Research, Demonstration, and Innovation 49 U.S.C. 5312 Program; to install and demonstrate several of ENSCO Rail Inc.'s (ENSCO) Autonomous Track Inspection Systems (ATIS) on MARTA's rail system. These technologies have the potential to improve track inspection accuracy; provide for better condition assessments while reducing the need for hazardous wayside inspection work. The project will include the planning, design, manufacture of equipment, installation, testing, demonstration, documentation, evaluation support, and project management for Phase I of an autonomous track inspection system from ENSCO for rail maintenance planning and compliance with railway industry standards.

GA-2016-025	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	4,225,000	0	1,524,400	2,700,600
MARTA/ENSCO Capital	1,318,745	0	475,600	843,145
Total	5,543,745	0	2,000,000	3,543,745
Budget				
ATIS Phase I & II	5,543,745	0	2,000,000	3,543,745
Total	5,543,745	0	2,000,000	3,543,745

Federal Grant: **GA-2017-021**
Date Awarded: March 2017
Est Completion: December 2021

Scope

This FTA Section 5307 grant award is for funds allocated per the FTA's Urbanized Area (UZA) Formula Program for the Federal Fiscal Year 2017. 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 (JARC) projects, and Bus and Bus Facility Improvements.

GA-2017-021	***Grant Budget***	Prior Year Expense	***FY18 Budget***	Future Years
Funding				
Federal Capital	5,500,000	0	320,000	5,180,000
Federal Operating	25,500,000	23,265,807	80,000	2,154,193
MARTA Capital	2,125,000	0	80,000	2,045,000
MARTA Operating	6,375,000	5,816,452	20,000	538,548
Total	39,500,000	29,082,259	500,000	9,917,741
Budget				
Preventive Maintenance	31,875,000	29,082,259	0	2,792,741
Bus and Bus Facility	4,500,000	0	0	4,500,000
JARC	2,000,000	0	200,000	1,800,000
Bus Stop Signage	437,500	0	200,000	237,500
Surveillance/Security	687,500	0	100,000	587,500
Total	39,500,000	29,082,259	500,000	9,917,741

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**
- **FY2018 Benefits Calculation**
- **MARTA Facts**
- **Category and Subcategory Expense Listing**
- **Organizational Structure**
- **Glossary of Terms**

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

(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
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

(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
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

(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
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

(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
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 ;'c	$20.12
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

(Continued from previous page)

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

(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
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

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

(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
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

(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
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

(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
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

(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
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 ;'c	$20.12
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

(Continued from previous page)

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

(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
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

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 01/01/15 Tier 2- Hired After 07/01/2002	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	$15.59	$16.06	$16.54	$17.04
3rd 12 months	$17.11	$17.62	$18.15	$18.69
4th 12 months	$18.62	$19.18	$19.76	$20.35
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

(Continued from previous page)

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 01/01/15 Tier 2- Hired After 07/01/2002	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
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
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	$19.43	$20.01	$20.61	$21.23
Thereafter	$19.61	$20.20	$20.81	$21.43
Station Agents				
1st 8 months	$15.42	$15.88	$16.36	$16.85
2nd 8 months	$16.74	$17.24	$17.76	$18.29
3rd 8 months	$18.41	$18.96	$19.53	$20.11
Inspectors				
1st 8 months	$19.91	$20.51	$21.12	$21.76
2nd 8 months	$20.13	$20.73	$21.35	$21.99

(Continued from previous page)
Effective 01/01/15

Tier 2- Hired After 07/01/2002	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
A Inspectors				
Less than 3 years experience				
1st 8 months	$20.44	$21.05	$21.68	$22.33
2nd 8 months	$20.50	$21.11	$21.75	$22.40
Thereafter	$20.63	$21.25	$21.89	$22.54
3 years experience				
Thereafter	$21.35	$21.99	$22.65	$23.33
AA Inspectors				
Less than 3 years experience				
1st 8 months	$20.84	$21.46	$22.11	$22.77
2nd 8 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 8 months	$20.34	$20.95	$21.58	$22.23
2nd 8 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 8 months	$19.91	$20.51	$21.12	$21.76
2nd 8 months	$20.13	$20.73	$21.35	$21.99
3rd 8 months	$20.44	$21.05	$21.68	$22.33
4th 8 months	$20.50	$21.11	$21.75	$22.40
5th 8 months	$20.63	$21.25	$21.89	$22.54
Thereafter	$21.35	$21.99	$22.65	$23.33
(Continued from previous page)				
Effective 01/01/15	**Hourly**	**Hourly**	**Hourly**	**Hourly**
Tier 2- Hired After 07/01/2002	**01/01/15**	**07/01/15**	**07/01/16**	**07/01/17**

REPRESENTED EMPLOYEE SALARY STRUCTURE

SERVICE				
Serviceperson I and II				
1st 8 months	$14.28	$14.70	$15.15	$15.60
2nd 8 months	$15.09	$15.54	$16.01	$16.49
Thereafter	$15.76	$16.23	$16.72	$17.22
Serviceperson I(A) & VII				
1st 8 months	$14.45	$14.88	$15.33	$15.79
2nd 8 months	$15.27	$15.73	$16.21	$16.69
Thereafter	$15.99	$16.47	$16.96	$17.47
Serviceperson VI - Station Cleaners				
1st 8 months	$11.90	$12.25	$12.62	$13.00
2nd 8 months	$12.63	$13.01	$13.40	$13.80
3rd 8 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 8 months	$19.91	$20.51	$21.12	$21.76
2nd 8 months	$20.13	$20.73	$21.35	$21.99
3rd 8 months	$20.44	$21.05	$21.68	$22.33
4th 8 months	$20.50	$21.11	$21.75	$22.40
5th 8 months	$20.63	$21.25	$21.89	$22.54
Thereafter	$21.35	$21.99	$22.65	$23.33

(Continued from previous page)

Effective 01/01/15	**Hourly**	**Hourly**	**Hourly**	**Hourly**
Tier 2- Hired After 07/01/2002	**01/01/15**	**07/01/15**	**07/01/16**	**07/01/17**
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
BLOCKOUT				
Blockout				
1st 8 months	$19.91	$20.51	$21.12	$21.76
2nd 8 months	$20.13	$20.73	$21.35	$21.99
3rd 8 months	$20.44	$21.05	$21.68	$22.33
4th 8 months	$20.50	$21.11	$21.75	$22.40
Thereafter	$20.63	$21.25	$21.89	$22.54
REVENUE COLLECTION				
Revenue Agents				
1st 8 months	$18.42	$18.97	$19.54	$20.12
2nd 8 months	$19.00	$19.57	$20.16	$20.77
3rd 8 months	$19.29	$19.87	$20.47	$21.08
4th 8 months	$19.67	$20.26	$20.87	$21.50
5th 8 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
STORES				
Material Controllers				
1st 8 months	$18.42	$18.97	$19.54	$20.12
2nd 8 months	$18.85	$19.41	$20.00	$20.60
3rd 8 months	$19.28	$19.86	$20.46	$21.07
(Continued from previous page)				
Effective 01/01/15	**Hourly**	**Hourly**	**Hourly**	**Hourly**
Tier 2- Hired After 07/01/2002	**01/01/15**	**07/01/15**	**07/01/16**	**07/01/17**
4th 8 months	$19.69	$20.28	$20.89	$21.52
5th 8 months	$20.13	$20.73	$21.35	$21.99

6th 8 months	$20.55	$21.16	$21.80	$22.45
Thereafter	$20.98	$21.61	$22.26	$22.93
Lead Material Controllers				
1st 8 months	$19.06	$19.63	$20.22	$20.83
2nd 8 months	$19.48	$20.06	$20.66	$21.28
3rd 8 months	$19.91	$20.51	$21.13	$21.76
4th 8 months	$20.33	$20.94	$21.57	$22.22
5th 8 months	$20.76	$21.38	$22.02	$22.68
6th 8 months	$21.19	$21.83	$22.48	$23.15
Thereafter	$21.62	$22.27	$22.94	$23.63
SECURITY				
Security Guards				
1st 8 months	$15.18	$15.64	$16.11	$16.59
2nd 8 months	$15.27	$15.73	$16.21	$16.69
Thereafter	$15.52	$15.99	$16.47	$16.96
CLERICAL				
N7 Clerical				
1st 8 months	$11.93	$12.29	$12.65	$13.03
2nd 8 months	$12.48	$12.86	$13.24	$13.64
3rd 8 months	$13.23	$13.62	$14.03	$14.45
4th 8 months	$13.93	$14.34	$14.77	$15.22
Thereafter	$14.54	$14.98	$15.43	$15.89
N8 Clerical				
1st 8 months	$12.77	$13.16	$13.55	$13.96
2nd 8 months	$13.54	$13.95	$14.37	$14.80
3rd 8 months	$14.32	$14.75	$15.19	$15.64
4th 8 months	$15.06	$15.51	$15.98	$16.45
(Continued from previous page)				
Effective 01/01/15	**Hourly**	**Hourly**	**Hourly**	**Hourly**
Tier 2- Hired After 07/01/2002	**01/01/15**	**07/01/15**	**07/01/16**	**07/01/17**
Thereafter	$15.70	$16.17	$16.65	$17.15

F/T Customer Information Operators				
1st 8 months	$12.77	$13.16	$13.55	$13.96
2nd 8 months	$13.54	$13.95	$14.37	$14.80
3rd 8 months	$14.32	$14.75	$15.19	$15.64
4th 8 months	$15.06	$15.51	$15.98	$16.45
Thereafter	$15.70	$16.17	$16.65	$17.15
P/T Customer Information Operators				
Thereafter	$12.77	$13.16	$13.55	$13.96
N9 Clerical				
1st 8 months	$14.12	$14.54	$14.98	$15.43
2nd 8 months	$14.95	$15.39	$15.86	$16.33
3rd 8 months	$15.66	$16.13	$16.61	$17.11
4th 8 months	$16.46	$16.95	$17.46	$17.99
Thereafter	$17.24	$17.76	$18.29	$18.84
TRAFFIC CHECKERS				
Traffic Checkers				
1st 8 months	$11.70	$12.05	$12.41	$12.79
2nd 8 months	$12.39	$12.76	$13.15	$13.54
Thereafter	$13.12	$13.52	$13.92	$14.34
Sr. Traffic Checkers				
1st 12 months	$14.68	$15.12	$15.57	$16.04
2nd 12 months	$15.33	$15.79	$16.26	$16.75
Thereafter	$16.06	$16.54	$17.04	$17.55

(Continued from previous page)

Effective 01/01/15	**Hourly**	**Hourly**	**Hourly**	**Hourly**
Tier 2- Hired After 07/01/2002	**01/01/15**	**07/01/15**	**07/01/16**	**07/01/17**
PRINT SHOP				
Reprographics Specialist I				

1st 8 months	$11.87	$12.22	$12.59	$12.97
2nd 8 months	$12.33	$12.70	$13.08	$13.47
3rd 8 months	$12.80	$13.19	$13.58	$13.99
Thereafter	$13.07	$13.46	$13.87	$14.28
Reprographics Specialist II				
1st 8 months	$14.43	$14.86	$15.31	$15.77
2nd 8 months	$14.98	$15.43	$15.89	$16.36
3rd 8 months	$15.61	$16.08	$16.57	$17.06
Thereafter	$16.22	$16.71	$17.21	$17.73
Reprographics Specialist III				
1st 16 months	$17.30	$17.82	$18.36	$18.91
2nd 16 months	$18.00	$18.54	$19.10	$19.67
3rd 16 months	$18.73	$19.29	$19.87	$20.46
4th 16 months	$19.49	$20.07	$20.67	$21.29
5th 16 months	$20.26	$20.87	$21.49	$22.14
Thereafter	$21.05	$21.68	$22.34	$23.01

marta

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

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

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

Rider Classes:
Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass; University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and EDAAC

***V**=BVM; **M**=Media Sales; **R**=Ride Stores; **W**= Web Sales*

marta

FARE 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 will be available for purchase when testing is finalized.**

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 - 9	10 - 1,499	1,500+ or TMA
Partnership	Annual Pass (Invoiced as Calendar Monthly)	5%	15%	20%

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	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Projected
Passenger Revenue ($millions)	$138.0	$143.8	$138.2	$134.9	138.7
Net Operating Expenses ($millions)**	$408.1	$397.4	$427.6	$450.4	$461.5
Farebox Recovery	33.8%	36.1%	32.3%	30.%	30.1%

Passenger Revenue per Boarding	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Projected
Passenger Revenue ($millions)	$138.0	$143.8	$138.2	$134.9	138.7
Total Unlinked Passengers (millions)	129.1	136.0	133.4	126.4	133.0
Average Fare	$1.07	$1.06	$1.04	$1.07	$1.04

Net Operating Cost per Boarding	FY14 Actuals	FY15 Actuals	FY16 Actuals	FY17 Actuals	FY18 Projected
Net Operating Expenses ($millions)**	$408.1	$397.4	$427.6	$450.4	$461.5
Total Unlinked Passengers (millions)	129.1	136.0	133.4	126.4	133.0
Cost Per Passenger	$3.16	$3.00	$3.21	$3.56	$3.47

* 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 $127,200 for Social Security Tax and 1.45% on all wages for Medicare Tax) *Effective date January 1st, 2017*
Pension	Represented Defined Benefit Plan: • 8.09% of salaries Non-Rep. Defined Benefit Plan: • 30.91% 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 $73.15 per authorized employee) *Effective date January 1st, 2017*	Actual payment is charged directly to cost center based on the first $9,500 earned per employee at a rate of 0.77%. *Effective date January 1st, 2017*
Laundry Allowance	$50 Laundry per Mechanic and Service Personnel (Union Agreement)	Actual Expenditures of the cost center
Uniform Allowance	Budgeted $250 per FT Operator $210 per PT Operator and Other Union Employees varies by offices between $200 to $325 (Union Agreement)	Actual Expenditures of the cost center
Mechanic Tool Allowance	Budgeted $225 per Mechanic (Union Agreement)	Actual Expenditures of the cost center

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)	24,376
Annual Passenger Boardings (FY18 Projected)	138,654,049
Average Weekday Passenger Boardings (FY18 Projected)	425,600

Bus (Fixed Route)

Number of Routes	101
Number of large buses (CNG)	411
Number of large buses (Diesel)	139
Directional Route Miles	1,659
Annual Total Vehicle Miles (FY18 Projected)	33,356,214
Annual Total Vehicle Hours (FY18 Projected)	2,232,027
Number of Bus Shelters	680
Number of Bus Benches	143
Number of garages (Laredo, Perry, and Hamilton)	3
Number of Heavy Maintenance Facilities (Brownsmill)	1
Gallons of Diesel Fuel (FY18 Estimate)	3,037,942
Dekatherms of CNG (FY18 Estimate)	1,053,978

Mobility (Demand Responsive)

Number of Vehicles (FY18 Projected)	211
Annual Total Vehicle Miles (FY18 Projected)	8,873,252
Annual Total Vehicle Hours (FY18 Projected)	624,555
Gallons of Diesel/Unleaded Fuel (FY18 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 (FY18 Adopted)	389

Rail

Number of Rail Cars	338
Number of Rail Cars in Active Fleet	316
Length of System (Route Miles)	48
Number of Stations	38
Annual Total Vehicle Car Miles (FY18 Projected)	23,257,740
Annual Total Vehicle Car Hours (FY18 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 (FY17 Actual)	$200.0M
Operating Revenues (FY18 Estimate)	$471.7M
Total Available Operating Funding (FY18 Estimate)	$671.6M
Net Operating Expenses (FY18 Estimate)	$461.5M
Yearend Operating Carryover (FY18 Estimate)	$210.1M
Capital Allocation (FY18 Estimate)	$61.4M
Beginning Capital Revenues (FY18 Estimate)	$107.0M
Capital Revenues (FY18 Estimate)	$332.2M
Total Available Capital Funding (FY18 Estimate)	$439.2M
Total Capital Expenses (FY18 Estimate)	$434.7M
Ending Capital Carryover (FY18 Estimate)	$4.4M
Passenger Revenue (FY18 Estimate)	$138.7M
Sales Tax Revenue (FY18 Estimate)	$499.2M
Farebox Recovery (FY18 Estimate)	30.1%
Cost Per Passenger (FY18 Estimate)	$3.47
Average Fare (FY18 Estimate)	$1.04
Fare Subsidy Per Passenger (FY18 Estimate)	$2.43
Last Fare Increase	October 2, 2011

Employees

Number of Total Employees (FY18 Adopted).....4,627

	FT	PT	CON	Total
ADM	203	46	48	297
MGR	220		3	223
POL	298		20	318
PRO	307		79	386
TEC	270			270
MNT	1,075			1,075
OPR	1,392	125		1,517
REP	185	2		187
SUP	343		11	354
Total	4,293	173	161	4,627

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

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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
Administration	Chief Counsel Legal Services	16100	Chief Counsel Legal Services	16110	Chief Counsel Legal Services
Administration	Chief Counsel Legal Services	16100	Chief Counsel Legal Services	16140	Legal Administration
Administration	Chief Counsel Legal Services	16200	Risk Management	16210	Dir of Risk Management
Administration	Chief Counsel Legal Services	16200	Risk Management	16230	Claims
Administration	Chief Counsel Legal Services	16200	Risk Management	16240	Insurance
Administration	Chief Counsel Legal Services	23100	Chief of Corporate Law	16130	Chief of Corporate Law
Administration	Chief Counsel Legal Services	23200	Chief Litigation	16120	Chief of Litigation
Administration	Chief of Staff	24200	Transit Oriented Development	22210	Dir of Development & Regional Coordination
Administration	Chief of Staff	24200	Transit Oriented Development	22220	Real Estate
Administration	Chief of Staff	24200	Transit Oriented Development	22230	Joint Development
Administration	Chief of Staff	24200	Transit Oriented Development	23210	Regional Service Coordination
Administration	Chief of Staff	24200	Transit Oriented Development	24210	Dir of Transit Oriented Development
Administration	Chief of Staff	61100	Chief of Staff	22620	Chief of Staff
Administration	Chief of Staff	61200	Sustainability	22621	Sustainability Administration
Administration	Other	91000	Inventory Adjustment	91000	Inventory Adjustment
Administration	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.

More MARTA -

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 until June 30, 2047 in Fulton, DeKalb, and Clayton counties with an additional ½ penny from the city of Atlanta until June 30, 2057.

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 counts as three unlinked trips.

INDEX

Accounting 257
AGM Capital Programs & Development 121
AGM Internal Audit 109
AGM of Human Resources 395
AGM of Planning 325
AGM Police Services 347
AGM Safety & Quality Assurance 157
AGM Technology/CIO 301
Approved Capital Projects Summary 466
Approved Capital Projects Ten-year Forecast 468
Approved Projects Detail 485
Architecture and Design 149
Authority Operating Expenses and Revenues 41
Available Funding for Operations – Table 3 45

Board of Directors 95
Bus Maintenance 237
Bus Transportation 232

Capital Budget Overview 441
Capital Budget 441
Capital Improvement Program Infrastructure 455
Capital Program Funding 54
Capital Programming 139
Capital Sources and Applications of Funds 464
Category and Sub-Category Expense Listing 608
Chief Administrative Officer/CAO 293
Chief Communications & External Affairs 419
Chief Contracts Officer 278
Chief Counsel Legal Services 359
Chief Financial Officer/CFO 253
Chief of Corporate Law 363
Chief of Litigation 367
Chief of Staff 381
Chief Operating Officer/COO 177

Debt Service Schedule 57
Department of Bus Operations 227
Department of Capital Programs & Development 117
Department of Chief Administrative Officer/CAO 289
Department of Chief Counsel Legal Services 355
Department of Chief Financial Officer/CFO 249
Department of Chief of Staff 377
Department of Chief Operating Officer/COO 173
Department of Communications & External Affairs 415
Department of Human Resources 391
Department of Internal Audit 105
Department of Operations Support Services 181
Department of Planning 321
Department of Police Services 343
Department of Rail Operations 203
Department of Safety & Quality Assurance 153
Department of Technology 297
Department of the General Manager/CEO 87
Director of Operations 207
Diversity & Inclusion 99
Division of Administration 287
Division of Chief Counsel Legal Services 353
Division of Chief of Staff 375
Division of Communications & External Affairs 413
Division of Finance 247
Division of Operations 171
Division of the General Manger/CEO 85

Employee Salary Structures 571
Engineering & Development 125
Executives and Senior Staff v
Expenditure Policies 29
External Affairs 424

Facilities 190
Fare History 598

Fare Structure 599
Federal & State Programs 274
Federal Grant Detail 561
Financial and Budgetary Policies 18
Financial Overview 41
Financial Performance Measures 603
Financial Summary 41
Fiscal Policy Guide 9
Fiscal Year Budget Development 14
Five-Year Summary Plan – Table 6 53
Fund Structure Exhibit 5 19
FY18 Adopted Authority Organization Chart 63
FY18 Chart of Gross Expenses by Category 65
FY18 Chart of Non Labor Expenses by Category 66
FY18 Current Authority Organization Chart 64
FY2018 Benefits Calculation 604

General Manager/CEO 91
Glossary 619
Government & Constituent Relations 432
Graph of Personnel by Class and Fiscal Year 75
Graph of Personnel by Status and Fiscal Year 74
Graph of Total Authority Personnel by Fiscal Year 73
Guide to Book Contents ix

Human Resources 399

Information Systems Audit 113
Infrastructure Engineering 129
Integrated Operations Center 199

Labor & Employee Relations 404
Learning & Development 408
Letter from the General Manager/CEO i
Long Range Planning 339

Maintenance of Way 222
Management & Budget 261
Marketing & Sales 428
MARTA Facts 605
Marta History & Overview 1
Materials 282
Media Communications 436
Mobility 242

Officers and Directors iv
Organizational Goals 39
Organizational Structure 609

Planning Program Overview 461
Project Management & Construction 144

Quality Assurance & Configuration Management 166

Rail Car Maintenance 216
Rail Services 211
Research and Analysis 329
Resources by Organizational Goal 40
Revenue Operations 265
Revenue Policies 27
Risk Management 371

Safety 161
Short Range Planning 334
Source Documents 31
Sources and Uses of Funds – Table 2 44
Strategic Plan 33
Strategic Planning Process at MARTA 9
Summary of Authority Personnel by Status 76
Summary of FY18 Expenses by Category 67
Summary of FY18 Expenses by Organization 70

Summary of Operating Budget Expenditures 50
Summary of Operating Revenues – Table 4 47
Summary of Transit Subsidy – Table 5 52
Systems Engineering 134

Technology Applications 310
Technology Infrastructure & Production 305
Technology Support Services 315
Total Authority Operating Budget Table 1 42
Transit Oriented Development 385
Treasury & Capital Programs 270

Vertical Transportation 195

marta | METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

RAIL MAP

Legend

- **Red Line** — Service from North Springs to Airport until 7pm
- **Red Line** — After 7pm from Lindbergh Center to North Springs only.
- **Gold Line**
- **Blue Line**
- **Interstate Highways**
- **Green Line** — Service to Edgewood/Candler Park: **weekdays** 5am-9am & 3pm-7pm
  Service to King Memorial: **weekdays** 9am-3pm, **Sat.- Sun.** until 7pm
- **Green Line** — After 7pm, service to Vine City only.
- **Stations with free daily parking**
- **Stations with long-term and free daily parking**
- **Stations with restrooms**
- **Q:Express & Limited**(Bus Rapid Transit)

MARTA RideStore
- **Airport Station**
- **Five Points Station** — Located at Peachtree St. entrance.

Reduced Fare Office
- **Lindbergh Center Station** — Located in MARTA Headquarters Building.
- **Five Points Station** — Located at Forsyth St. entrance

Lost & Found
- **Five Points Station** — Inside Reduced Fare Office

Regional Connections

Cobb Community Transit
www.cobbcct.org
(770) 427-4444
Stations served:
- Dunwoody
- Arts Center
- Midtown
- North Avenue
- Peachtree Center
- Civic Center
- Hamilton E. Holmes
- Five Points

Gwinnett County Transit
www.gctransit.com
(770) 822-5010
Stations served:
- Doraville
- Arts Center
- Midtown
- North Avenue
- Civic Center
- Peachtree Center
- Lindbergh Center
- Five Points

GRTA Xpress
www.xpressga.com
(404) 463-4782
Stations served:
- Civic Center
- Arts Center
- North Avenue
- Peachtree Center
- Medical Center
- North Springs
- Dunwoody
- Midtown
- Five Points

Zipcar (a car sharing service)
www.zipcar.com 1-866-4ZIPCAR

Amtrak
www.amtrak.com 1-800-USA-RAIL
Bus Route 110 from Arts Center Station

Greyhound Bus Lines/Southeastern Stages
www.greyhound.com 1-800-231-2222
Exit at Garnett Station

Hartsfield-Jackson Atlanta International Airport
www.atlanta-airport.com (800) 897-1910

www.itsmarta.com 404-848-5000 TTY: 404-848-5665 Accessible Format: 404-848-5202