



METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

# FY2016 ADOPTED BUDGET BOOK



**DEPARTMENT OF FINANCE  
Office of Management & Budget  
October 2015**

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, 2014.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Metropolitan Atlanta Rapid Transit Authority  
Georgia**

For the Fiscal Year Beginning

**July 1, 2014**

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director

**FISCAL YEAR 2016**  
**ADOPTED OPERATING & CAPITAL FUNDS BUDGET**  
**(July 1, 2015 through June 30, 2016)**

MARTA

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**TABLE OF CONTENTS**

<b>Letter from the General Manager/CEO</b> .....	i	Summary of FY16 Expenses by Organization.....	67
Officers and Directors .....	iv	Graph of Total Authority Personnel by Fiscal Year.....	71
Executives and Senior Staff .....	v	Graph of Personnel by Status and Fiscal Year.....	72
Guide to Book Contents .....	viii	Graph of Personnel by Class and Fiscal Year .....	73
<b>Marta History &amp; Overview</b> .....	1	Summary of Authority Personnel by Status .....	74
<b>Fiscal Policy Guide</b> .....	11	<b>Division of the General Manger/CEO</b> .....	83
Strategic Planning Process at MARTA .....	11	Department of the General Manager/CEO .....	85
Fiscal Year Budget Development.....	16	General Manager/CEO.....	89
Financial and Budgetary Policies .....	20	Board of Directors .....	93
Revenue Policies .....	29	Diversity & Inclusion .....	97
Expenditure Policies.....	30	Department of Internal Audit.....	101
Source Documents .....	32	AGM Internal Audit .....	106
<b>Strategic Plan</b> .....	33	Information Systems Audit .....	110
<b>Organizational Goals</b> .....	39	Department of Communications & External Affairs.....	115
<b>Financial Summary</b> .....	41	AGM Communications & External Affairs .....	123
Financial Overview .....	41	External Affairs.....	128
Authority Operating Expenses and Revenues .....	41	Marketing & Sales.....	132
Sources and Uses of Funds – Table 2.....	44	Government & Constituent Relations .....	136
Available Funding for Operations – Table 3.....	45	Media Communications .....	140
Summary of Operating Revenues – Table 4 .....	47	Department of Capital Programs & Development.....	145
Summary of Operating Budget Expenditures.....	49	AGM Capital Programs & Development .....	151
Summary of Transit Subsidy – Table 5 .....	51	Engineering & Development .....	155
Five-Year Summary Plan – Table 6 .....	52	Infrastructure Engineering.....	159
Capital Program Funding.....	55	Systems Engineering.....	163
Debt Service Schedule .....	58	Capital Programming .....	167
<b>Operating Budget</b> .....	61	Project Management & Construction.....	172
Authority Organization Chart .....	61	Architecture and Design .....	177
2016 Chart of Gross Expenses by Category.....	62	Department of Safety & Quality Assurance.....	181
2016 Chart of Non Labor Expenses .....	63	AGM Safety & QA .....	188
		Safety.....	192

Quality Assurance & Configuration Management .....	197	Department of Human Resources .....	337
<b>Division of Operations</b> .....	203	AGM of Human Resources.....	342
Department of Chief Operating Officer/COO .....	207	Human Resources .....	346
Chief Operating Officer/COO .....	210	Labor Relations .....	351
Department of Operations Support Services .....	215	Training.....	355
Operations Support Services .....	218	Department of Technology .....	361
Facilities.....	223	AGM Technology/CIO .....	367
Vertical Transportation .....	228	Technology Infrastructure & Production .....	371
Department of Rail Operations .....	233	Technology Applications.....	376
Director of Operations .....	238	Technology Support Services.....	381
Rail Services .....	244	Department of Planning .....	387
Rail Car Maintenance.....	249	AGM of Planning .....	392
Maintenance of Way.....	255	Research and Analysis .....	396
Department of Bus Operations .....	261	Transit System Planning.....	401
Bus Transportation.....	267	Department of Police Services .....	407
Bus Maintenance.....	272	AGM Police Services .....	413
Mobility .....	277	<b>Division of Chief Counsel Legal Services</b> .....	419
<b>Division of Finance</b> .....	283	Department of Chief Counsel Legal Services .....	421
Department of Chief Financial Officer/CFO .....	285	Chief Counsel Legal Services .....	425
Chief Financial Officer/CFO .....	292	Chief of Corporate Law .....	429
Accounting .....	296	Chief of Litigation .....	433
Management & Budget .....	300	Risk Management.....	437
Revenue Operations.....	304	<b>Division of Chief of Staff</b> .....	441
Treasury .....	309	Department of Chief of Staff .....	443
Federal & State Programs .....	313	Chief of Staff .....	448
Contracts & Procurement.....	317	Transit Oriented Development.....	452
<b>Division of Administration</b> .....	323	<b>Capital Budget</b> .....	459
Department of Chief Administrative Officer/CAO .....	325	Capital Budget Overview.....	459
Chief Administrative Officer/CAO .....	333	Capital Improvement Program Infrastructure.....	473

Planning Program Overview .....479  
Capital Sources and Applications of Funds.....482  
Approved Capital Projects Summary .....484  
Approved Capital Projects Ten-year Forecast.....486  
Operating Budget Impact.....503  
Approved Projects Detail.....505  
Federal Grant Detail .....597

**Appendix**

Employee Salary Structures.....615  
Fare Structure .....634

Fare History ..... 638  
Financial Performance Measures..... 639  
FY2016 Benefits Calculation ..... 640  
MARTA Facts ..... 641  
Category and Sub-Category Expense Listing ..... 644  
Organizational Structure ..... 645  
Glossary ..... 655

**Index**..... 659

**Transit System Map**

**PREFACE**



October 5, 2015



**Letter from the General Manager/CEO**

MARTA had a very good year marked by increased ridership, rising revenues, implementation of new technology for our ridership and the successful conclusion of labor negotiations with the Amalgamated Transit Union, Local (ATU) 732. However, the highlight for the history books is the overwhelming, 74 percent vote by Clayton county residents to join MARTA in November 2014 and the launch of bus service in March 2015.

Clayton County represents the first jurisdictional expansion of our transit system in four decades and we can all take pride in this ground-breaking accomplishment.

We continue to improve our financial position with the realization of our five-year, Fiscal Sustainability Plan (FSP). Enhanced revenues and contained expenditures have allowed the Authority to manage its operations without any reliance on reserves for the last three consecutive years. This is a virtually unprecedented accomplishment not experienced since the time of the 1996 Summer Olympics in Atlanta.

MARTA remains committed to the precept of “Routine Excellence,” as the way we do business to ensure efficient, safe and reliable service is exceptional and cost- effective. The Authority endeavors to continue to improve the quality and effectiveness of the service it provides to metro Atlanta. Optimal customer service is a foundational expectation for Routine Excellence. The Authority will also hone its focus on employee development and strive to provide competitive wages for its employees.

Some of the positive changes of progress are as follows:

**Customer Impacts:**

- Continuation of the enhanced rail service
- Enhanced technology to assist with customer communications
- Implemented Q-Bus program and deployed new buses to improve performance, comfort and convenience
- Better lighting at rail stations
- No increase in the base fare or other fare rates
- Implementation of Ridership Incentives

**Employee Impacts:**

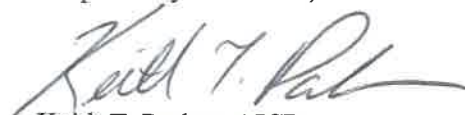
- Continual employee training and development opportunities
- Successfully negotiated an agreement with the ATU (represented) employees, which included union wage increases of 3%
- Implemented a 3% merit increase for non-represented employees
- Implemented the Performance Management Program

**Fiscal Impacts:**

- Relief of the sales tax utilization restriction
- Breeze Cards & Breeze tickets surcharge increase of \$1.00 & \$0.50
- Ad Valorem Legislative “make whole” provision in base budget
- MARTA Transformation Initiative and absenteeism reduction strategy to reduce expenditures

Our objective is to implement programs and processes to maximize the fiscal stability of the Authority while meeting the needs of our customers and continue to earn the confidence of taxpayers. The budgets for FY16 are fiscally conservative and service-oriented, with the long-term objective to develop creative strategies that address future needs and challenges, including economic uncertainties.

Respectfully submitted,



Keith T. Parker, AICP  
General Manager/CEO

**Operating Budget Highlights**

<b>FY2016 Adopted Budget</b>	
<b>Sources and Applications of Operating Funds</b>	
<b>Beginning FY2016 Carry-Over</b> <span style="float: right;"><b>\$206.8</b></span>	
Operating Sales Tax (47.94% of Receipts)	208.5
Passenger Revenue	145.8
Title Ad Valorem Tax	17.3
Station Parking	2.7
Advertising Revenue	4.7
Lease Income	10.3
Other Transit Operating	0.9
Federal Operating Assistance	68.5
<b>Operating Revenues</b>	<b>\$458.7</b>
<b>Total FY2016 Available Funding</b> <span style="float: right;"><b>\$665.5</b></span>	
Gross Expenses	512.6
Capital Allocation	(64.0)
<b>Net Operating Expenses</b>	<b>\$448.5</b>
<b>Ending FY2016 Carry-over</b>	<b>\$217.0</b>

- FY16 Net Transit Operating Expenses: \$448.5M
- No Fare Increase for FY2016 fare products. Fares will remain as follows:
  - Base Fare: \$2.50
  - Weekly Fare: \$23.75
  - Monthly Fare: \$95
  - Reduced Fare: \$1.00
  - Mobility Base Fare: \$4
  - Mobility Monthly Pass: \$128

**Revenue Summary**

Available funding for Transit Operations is \$665.5M, which is funded through the following primary sources:

- **Sales Tax** – 47.94% of Sales Tax (including Clayton County estimated Sales Tax) is programmed at \$208.5M. The Sales Tax projections from the Georgia State Economic Forecasting Center resulted in a total projection of \$434.9M for FY16.
- **Passenger Revenue** - The projected FY16 passenger revenue, including Clayton County fare revenue, is \$145.8M. Projected daily ridership is approximately 440k+ riders.
- **Ad Valorem** - \$8.3M Ad Valorem Tax Fee Revenue. Another \$9.0M is projected from the Ad Valorem Legislative “make whole” provision.
- **Federal Operating Assistance** - \$68.5M, which includes the flex of 5309 Preventive Maintenance to Operating.

**FY16 Planned Service Levels**

- **Bus Fixed Route Service** - 29.7M total miles of service operating 101 routes. There are 565 buses scheduled to provide this service.
- **Demand-Response Mobility Service** - for elderly and disabled patrons is projected at 9.8M total miles of service. There are 217 Mobility Vans available for this service.
- **Rail Service Level** - 23.5M total rail car miles with peak headway frequency of 10 minutes. Peak service hours of 6:00 AM – 9:00 AM and 3:00 PM – 7:00 weekdays, with service until 1:00 AM each day. There are 338 Rail Cars, 38 Rail Stations & 48 miles of double track in our rail service.
- **Clayton County Service Levels** – are included in the numbers above. However, separately their numbers are 2.7M total miles of bus service and 0.6M total miles for demand-response mobility service. The service will be performed with a scheduled 33 buses and 16 L-vans.

**LETTER OF TRANSMITTAL**

Capital Budget Summary

FY2016 Adopted Budget Sources and Applications of Capital Funds	
<b>FY16 Beginning Balance</b>	<b>\$ 36.3</b>
<b>Revenues</b>	
Sales Tax	202.5
Interest and Other Capital Income	0.5
Federal Grants	41.5
State Grants	1.0
Debt Issue – Floating Rate Notes (FRN)	156.0
	<b>\$ 401.5</b>
<b>Total FY16 Funding Sources</b>	<b>\$ 437.8</b>
<b>Application of Funds</b>	
Capital Improvement Program	(283.1)
Debt Service (Bonds & FRN)	(148.9)
<b>Total Expenses</b>	<b>\$ (432.0)</b>
<b>Ending FY2016 Balance</b>	<b>\$ 5.8</b>

- Proposed Capital Funds Budget of \$432.0M for FY2016
- FY2016 Capital Improvement Program Proposed budget of \$283.1M

Revenue & Expenses Summary

Revenue

The Authority's \$437.8M **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 FY2016 are annotated in the table below.

Project Name	FY2016	Ten Year Total
Train Control Systems Upgrade	\$25.7	\$111.0
Fire Protection Systems	\$20.5	\$34.0
Brady Mobility Facility	\$18.0	\$18.5
Tunnel Ventilation System Rehabilitation and Upgrade	\$17.3	\$190.6
MARTA Reliability Centered Maintenance Program	\$12.3	\$95.5
Future Radio Infrastructure	\$10.7	\$37.0
Audio Visual Information System (AVIS)	\$8.2	\$85.0
Articulated Buses	\$7.4	\$7.4
Facilities Upgrade Program	\$7.2	\$90.7
Bus Midlife Overhaul	\$4.3	\$34.1

The Authority's **Bond and FRN Debt Service Programs**, totaling \$148.9M are programmed for the principal and interest payments on outstanding fixed and variable-rate bonds and floating rate notes.

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

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**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, FY2015 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 2016 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 2016 Benefits Calculation; MARTA facts; organization structure; debt service schedule; glossary of terms and MARTA's rapid rail system map.



## **MARTA OVERVIEW**

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

## MARTA's History

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

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

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

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

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

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

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

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

In November of 2014, Clayton County joined MARTA, becoming the first time a county has joined since operations began in 1971. *(Please see the complete history of MARTA and other MARTA facts at [www.itsmarta.com](http://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. (See map of MARTA's Service Area and map of MARTA Rail Stations and Other Regional Transit Agencies on the following pages.)

**Other Transit Options within the Metropolitan Area**

**Atlanta Street Car Project<sup>1</sup>**

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

On December 30, 2014, phase one of street car service was reintroduced to Atlanta with the new **Atlanta Streetcar** project, with 2.7 miles of track and 12 stops (see route map on this page). Per the Atlanta Streetcar website, phase One offers last mile connectivity to the city center for MARTA, the Atlanta BeltLine and other transit options, and additional phases are planned that will expand that service even further.

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

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

**Atlanta Street Car Route Map**



**Other Transit Systems in the Region<sup>2</sup>**

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

<sup>1</sup> Atlanta Streetcar, <http://streetcar.atlantaga.gov/>

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

Existing Metropolitan Area Regional Transit Systems			
■ Fixed Route Rail or Bus	■ Circulators and Shuttles	■ On-Demand Service	■ Vanpool Services
<p><b><u>Georgia Regional Transportation Authority (GRTA) Xpress Bus</u></b> - is a commuter bus service that provides trips to and from 12 counties in the Atlanta region into Downtown and Midtown Atlanta and other regional employment centers. All of the routes connect to MARTA rail stations. There are various Xpress passes available for passengers in two different fare zones. Passengers may also use a Breeze Card to pay Xpress fare if it is loaded with stored cash value and to make free transfers between the MARTA system.</p>	<p><b><u>Atlantic Station Shuttle</u></b> - also known as FREE RIDE, is a free service that provides service between the Arts Center MARTA station and Atlantic Station in Atlanta.</p>	<p><b><u>Three Rivers Regional Commission</u></b> - provides on – demand transit service within Butts, Lamar, Pike, Spalding, and Upson counties. Service is offered Monday through Friday and requires 24-hour notice for reservations.</p>	<p><b><u>vRide Vanpool Services</u></b> - is an online vanpool and carpool matching system that allows users to search for potential rideshares in their area or to start their own. This service is part of GRTA’s Regional Vanpool Program and partners with ARC and the Clean Air Campaign.</p>
<p><b><u>Cobb Community Transit (CCT)</u></b> - provides local bus service within Cobb County and commuter bus to and from Downtown and Midtown Atlanta. Breeze Cards can be used by passengers to transfer between the MARTA system. Breeze Cards can be used for non-transfer trips as well, if they are loaded with stored cash value or a CCT fare product. ADA complementary paratransit services are also available for qualified riders.</p>	<p><b><u>The buc</u></b> - is a free shuttle service that connects various destinations in the Buckhead area of Atlanta, including area hotels, restaurants, offices, shopping, and the Buckhead and Lenox MARTA stations. There are two routes - one with weekday commute hours only and the other with Monday through Saturday service.</p>	<p><b><u>Coweta County Transit</u></b> - provides on-demand transit service to business, commercial, and activity centers within the county. Trips must be scheduled 24 hours ahead of time.</p>	<p><b><u>Rideshare by Enterprise</u></b> – is an online service that provides resources and information to commuters, employers, and transit agencies about the benefits of vanpooling and assists individuals in finding an appropriate vanpool or starting their own. Partners of this program include ARC and the Clean Air Campaign.</p>

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**Area Population, Forecasts, and Demographic Information**

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

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

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

The most recent ARC forecasts for population and employment<sup>3</sup> indicate that the Atlanta region will add an estimated three million residents and 1.5 million jobs during the next 30 years. This forecast indicates that five metro counties will double their population, and 10 counties will experience a doubling of their job base by 2040.

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

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

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

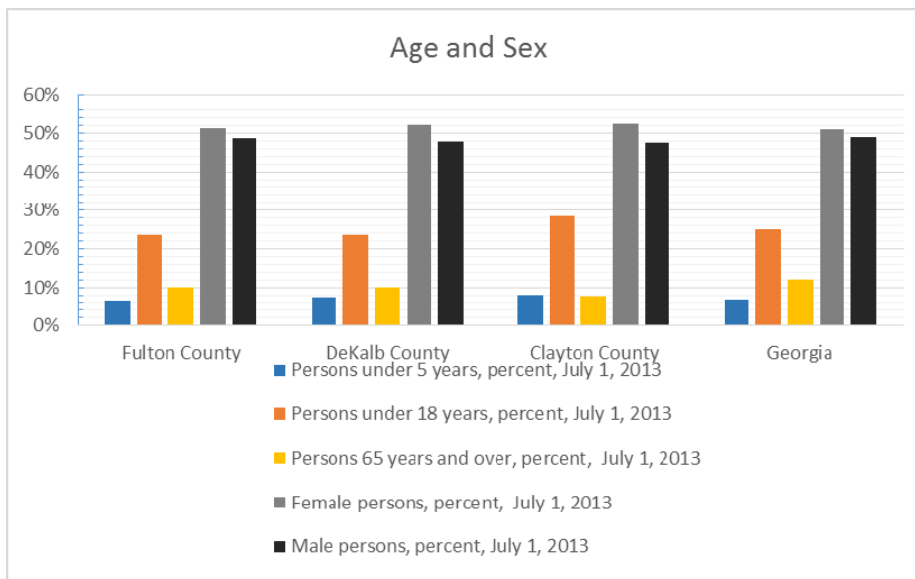
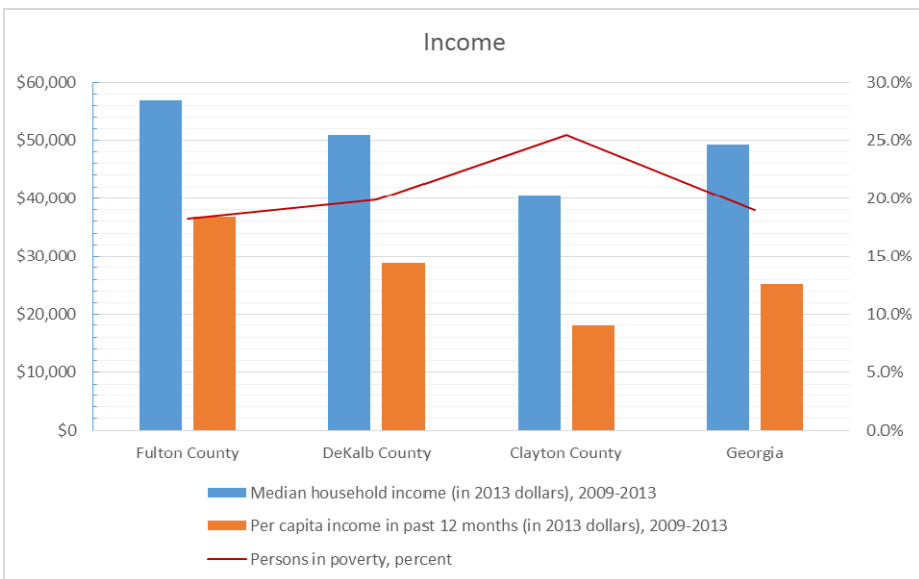
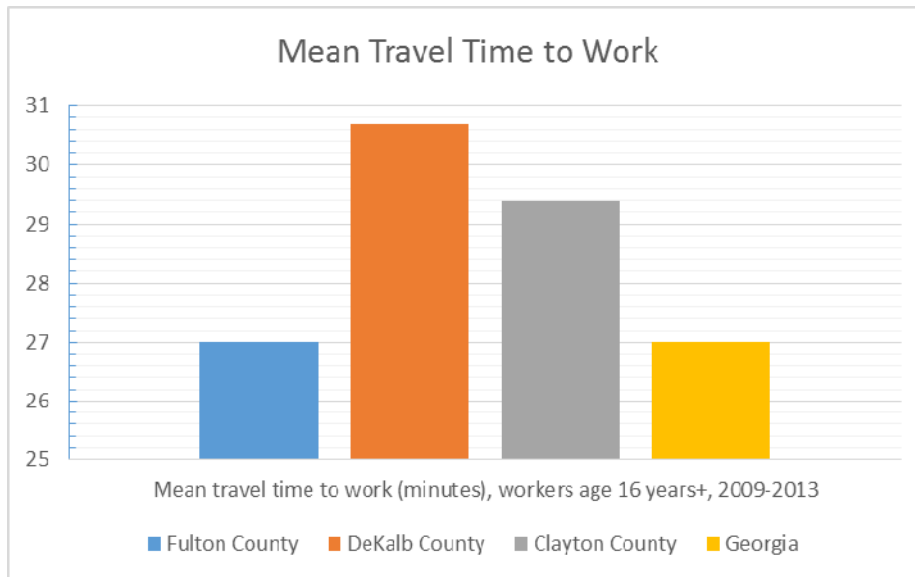
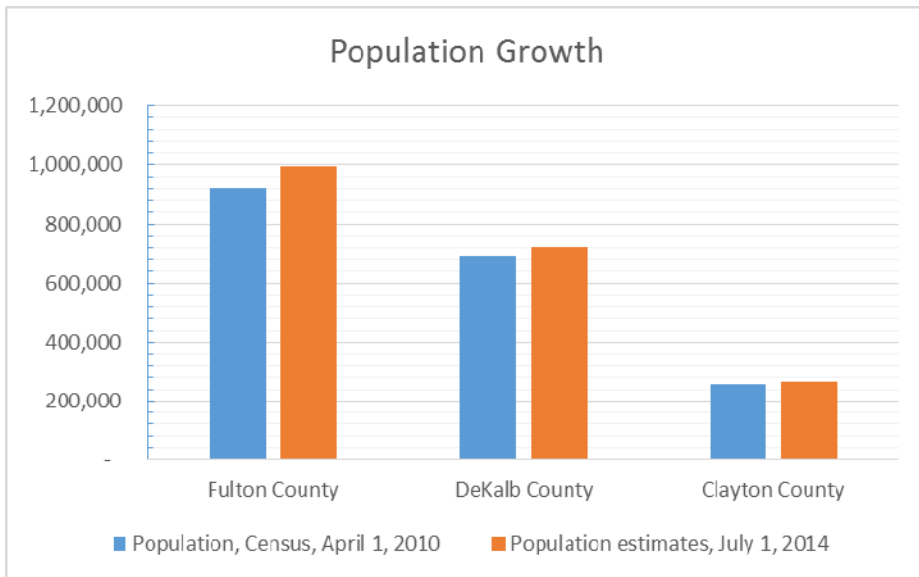
In terms of employment, Fulton County is expected to add more jobs than any other county with 360,000 new jobs over the next 30 years, giving Fulton County more than one million jobs, or roughly 28 percent of all jobs in the region. Gwinnett will add 220,000 jobs, ranking second in forecast job growth.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

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

*(Please see the table and charts of People Quick Facts in the following sections detailing additional demographic data.)*

<sup>3</sup> Atlanta Regional Commission, <http://www.atlantaregional.com/info-center/forecasts>

### Service Area Demographics



People Quick Facts	DeKalb County	Fulton County	Clayton County	Georgia
<b>Population</b>				
Population estimates, July 1, 2014	722,161	996,319	267,542	10,097,343
Population, Census, April 1, 2010	691,893	920,581	259,424	9,687,653
<b>Age and Sex</b>				
Persons under 18 years, percent, July 1, 2013	23.7%	23.5%	28.4%	24.9%
Persons 65 years and over, percent, July 1, 2013	10.0%	10.1%	78.0%	12.0%
<b>Race and Hispanic Origin</b>				
White alone, percent, July 1, 2013	37%	46.9%	24.2%	62.5%
Black or African American alone, percent, July 1, 2013	54.8%	44.4%	67.8%	31.4%
American Indian and Alaska Native alone, percent, July 1, 2013	0.5%	0.003	0.006	0.005
Asian alone, percent, July 1, 2013	5.6%	6.3%	5.2%	3.7%
Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2013	0.1%	0.1%	0.1%	0.1%
Two or More Races, percent, July 1, 2013	2%	2%	2.1%	1.9%
Hispanic or Latino, percent, July 1, 2013	9.1%	7.7%	13.2%	9.2%
White alone, not Hispanic or Latino, percent, July 1, 2013	30%	40.7%	14%	54.8%
<b>Housing</b>				
Housing units, July 1, 2013	305,313	441,076	104,343	4,109,896
Owner-occupied housing unit rate, 2009-2013	56.7%	53.9%	55.3%	65.1%
Median value of owner-occupied housing units, 2009-2013	\$168,900	\$238,200	\$97,500	\$151,300
Median gross rent, 2009-2013	\$970	\$971	\$881	\$860
Building permits, 2013	1,212	8,258	134	36,174
<b>Families and Living Arrangements</b>				
Households, 2009-2013	264,496	368,184	86,274	3,518,097
Persons per household, 2009-2013	2.59	2.49	2.99	2.71
Language other than English spoken at home	18.6%	16.7%	20.5%	13.3%
<b>Education</b>				
High school graduate or higher, percent of persons age 25 years+, 2009-2013	88.4%	90.4%	81.7%	84.7%
Bachelor's degree or higher, percent of persons age 25 years+, 2009-2013	39.7%	48.2%	18.0%	28.0%



People Quick Facts	DeKalb County	Fulton County	Clayton County	Georgia
<b>Health</b>				
With a disability, under age 65 years, percent, 2009-2013	69.0%	63.0%	84.0%	86.0%
Persons without health insurance, under age 65 years, percent	22.2%	21.0%	26.2%	21.2%
<b>Economy</b>				
In civilian labor force, total, percent of population age 16 years+, 2009-2013	69.7%	67.7%	67.9%	63.2%
In civilian labor force, female, percent of population age 16 years+, 2009-2013	65.4%	62.5%	65.5%	58.6%
<b>Transportation</b>				
Mean travel time to work (minutes), workers age 16 years+, 2009-2013	30.7	27	29.4	27
<b>Income and Poverty</b>				
Median household income (in 2013 dollars), 2009-2013	\$50,856	\$56,857	\$40,606	\$49,179
Per capita income in past 12 months (in 2013 dollars), 2009-2013	\$28,810	\$36,757	\$17,950	\$25,182
Persons in poverty, percent	19.9%	18.2%	25.4%	19.0%
<b>Businesses</b>				
Total employer establishments, 2013	16,052	33,874	3,767	217,559
Total employment, 2013	260,194	723,886	70,120	3,458,050
Total annual payroll, 2013	\$12,917,490	\$46,351,161	\$2,504,131	\$154,628,032
Total nonemployer establishments, 2012	69,904	97,671	24,258	797,404
<b>Geography</b>				
Population per square mile, 2010	2,586	1,748	1,833	168
Land area in square miles, 2010	268	527	142	57,513
<i>Some estimates presented here come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable.</i>				
<i>QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits.</i>				
<a href="http://quickfacts.census.gov/qfd/index.html">http://quickfacts.census.gov/qfd/index.html</a>				

### Legislative Challenges<sup>4</sup>

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

The 2015 session of the Georgia General Assembly began on January 5, 2015 and adjourned Sine Die on April 2<sup>nd</sup>. This was arguably the most successful session in MARTA's experience, assisted greatly by transportation funding being the main focus of the legislative session. In fact, HB 170 – better known as the “Transportation Funding Bill” – recognized “public transit” as a component of Georgia's transportation infrastructure for the first time ever. In addition, contingencies were made in the legislation that could provide future avenues to dedicated transit funding from the state. As a counterpart to much of HB 170, the Assembly also approved an annual budget that included a \$75 billion bond package that will be directly distributed throughout the state's public transit systems.

Riding the coattails of such landmark progress, the Assembly also passed HB 213, this year's “MARTA bill”. This was a bill of historic proportion:

- The 50-50 mandate dictating how MARTA can spend its tax revenue was **permanently** lifted.
- MARTA's jurisdictional taxing authority was extended through 2057, preserving our 30-year bonding capacity.
- MARTA's Board structure was amended to provide voting rights to the gubernatorial appointment from GRTA – this vote will now serve as a tiebreaking vote when necessary.

- HB 213 eliminated the ½ penny option as an avenue for joining the system – future jurisdictions will now be mandated to vote on joining the system at a full penny only.
- The Authority was granted permission to develop comprehensive language for fines and fees associated with MARTA's successful “Ride With Respect” code of conduct.
- Board member terms for MARTA's newest jurisdictional member, Clayton County, have now been staggered to prevent issues with turnover.

In addition to HB 213, MARTA also benefited from HB 202, an omnibus tax bill that restored approximately \$10 million per year in revenue that had previously been redirected through an unintended consequence of changes to the Ad Valorem (aka “the Birthday Tax”) taxing structure.

Perhaps more important than the legislative victories, MARTA's work under the Gold Dome this past session could be best characterized as “intensely collaborative”. We were asked to be an integral part of the major transportation funding bill discussions, and earned quite an amount of respect for our work in rallying support for that package. We are better positioned with state legislators than ever before.

We look forward to continuing to push for MARTA to receive maximum flexibility to run our transit system in an effective, efficient and fiscally prudent manner. We also look forward to working with the Assembly on exploring options for additional dedicated revenue for public transit interests throughout the state of Georgia.

<sup>4</sup> MARTA Office of Government & Constituent Relations



## **FISCAL POLICY GUIDE**

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

**FISCAL POLICY**

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

**MARTA Strategic Planning Process**

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

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



**Assessment of Conditions**

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

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

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

- **Core Business Functions within the Authority –** Management must determine how well primary processes are functioning with the focus on *“The Six Organizational Goals”*. Position MARTA to become an employer of choice, Demonstrate routine excellence in daily internal/external operations, Increase organizational efficiencies to reverse financial decline, Continue to develop a sustainable model TOD program as an established stream of revenue, Improve the customer service experience across all modes of service and Increase ridership through the accuracy, frequency and availability of information sharing through advanced technology. These goals will guide all operating and capital projects.
- **Critical Productivity, Effectiveness, and Efficiency Measures -** We need to guarantee that all resources are used to the optimum extent possible. Effective performance measurements are essential to ensure this is accomplished.

We should endeavor to remain a reasonably priced transportation alternative.

### **I. Board and Management Guidance and Direction**

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

### **II. Organization Planning**

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

### **III. Resource Allocation and Planning**

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

### **IV. Program Management & Performance Monitoring**

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

### **Operating Plan Summary**

The Strategic Planning process provides a process to enhance our ability to comprehensively respond to a wide range of increasingly complex issues in a coordinated and effective manner. These issues arise out of

changes in the external environment, shifts in customer desires, demands for new services, responses to the aging of our facilities and equipment, and the development of our evolving priorities, objectives, organizational structure, functions and focus.

### **Budget Process Linkage to Capital Investment**

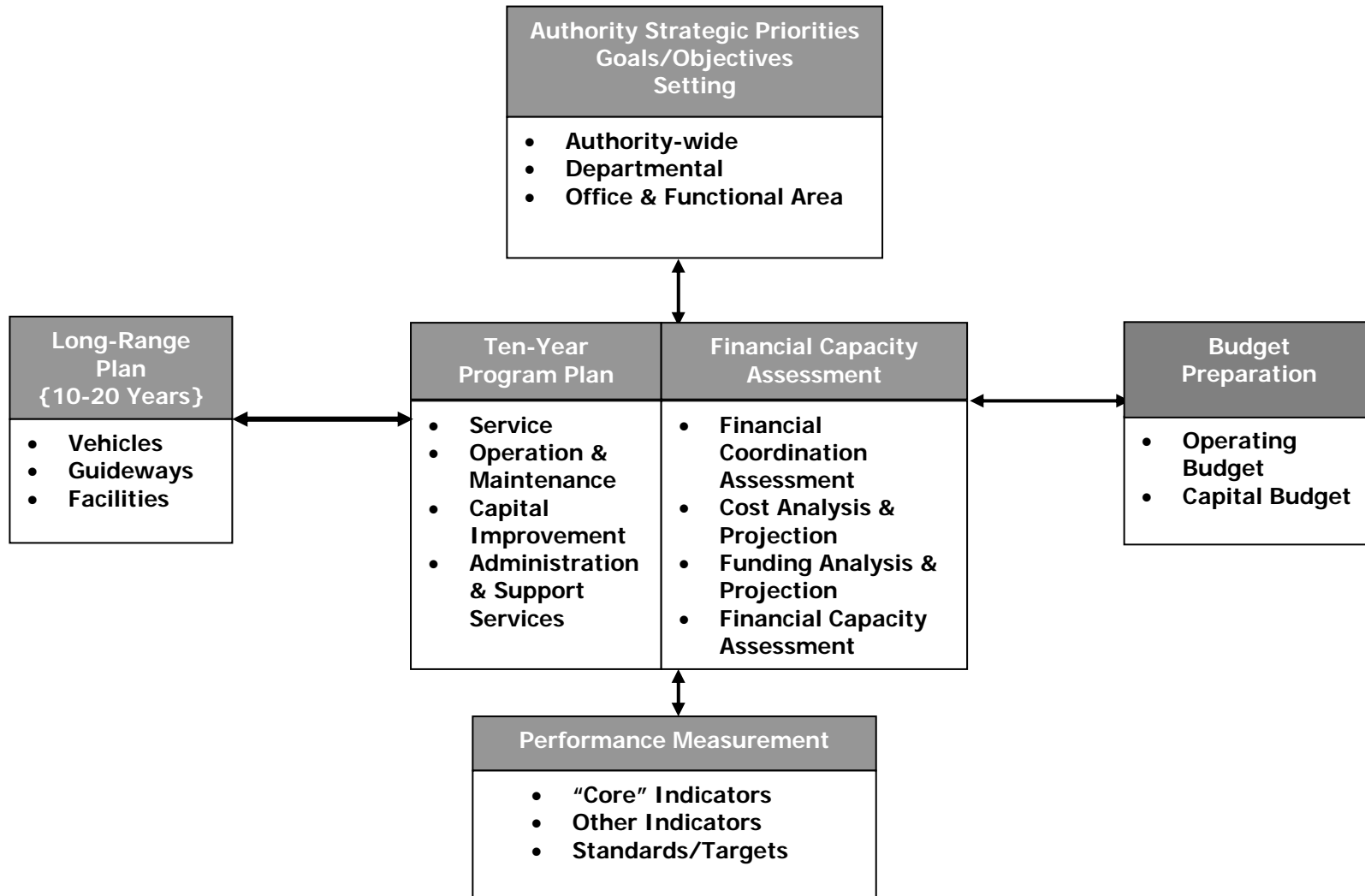
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

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

### **MARTA Capital Plan Priorities & Issues**

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

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



### Capital Planning Process

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

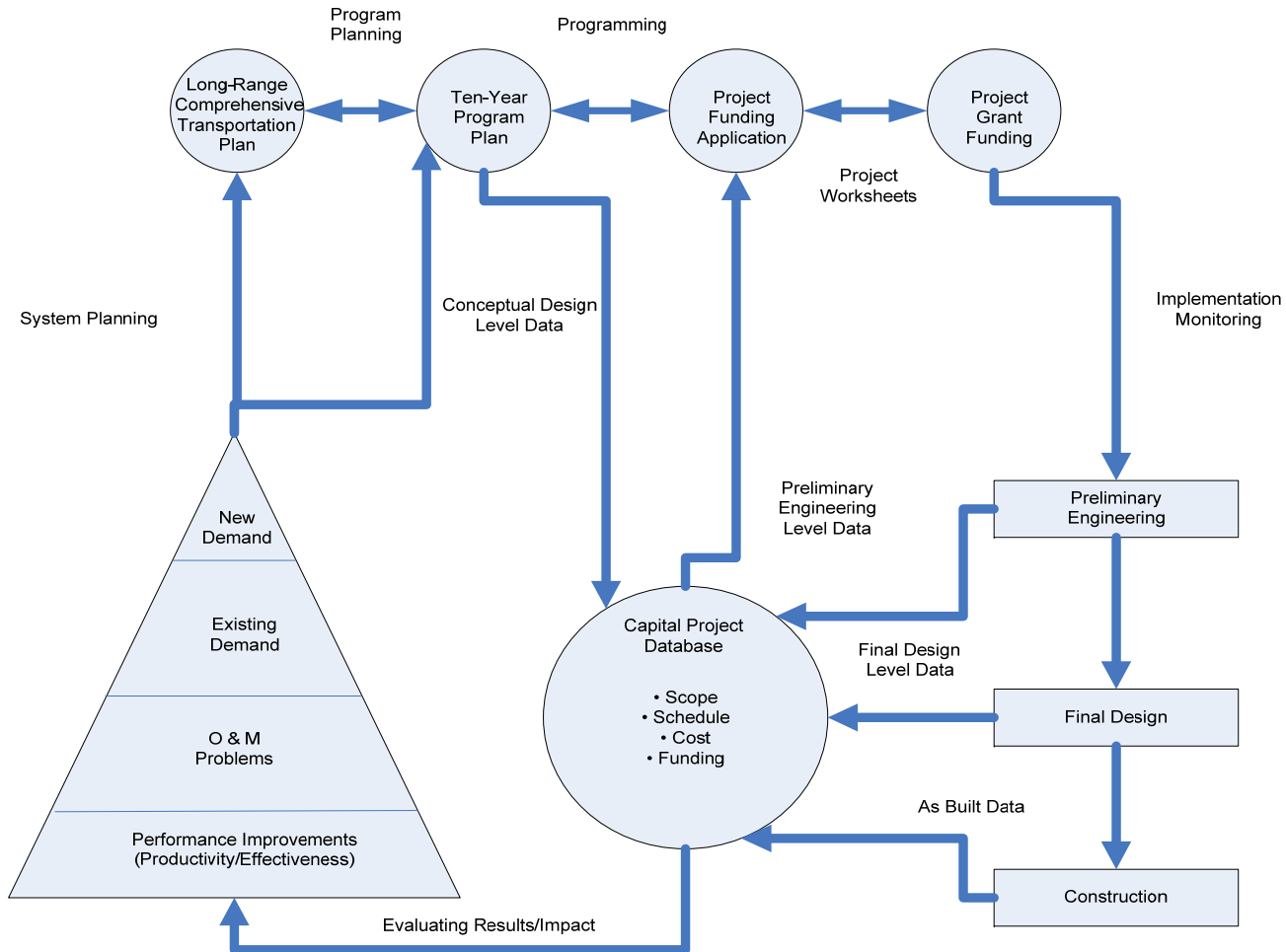
- The Authority-wide Long-Range Comprehensive Transportation Plan – This plan focuses on long-range, system-level planning. It will identify and analyze overall transit service issues, opportunities, problems, documented needs, and priorities from the Capital Improvement Program. This will provide management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

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

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



**Exhibit # 2**  
**Relationship Among Major Construction Project Processes & Products**



### Fiscal Year Budget Development

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

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

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

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

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

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

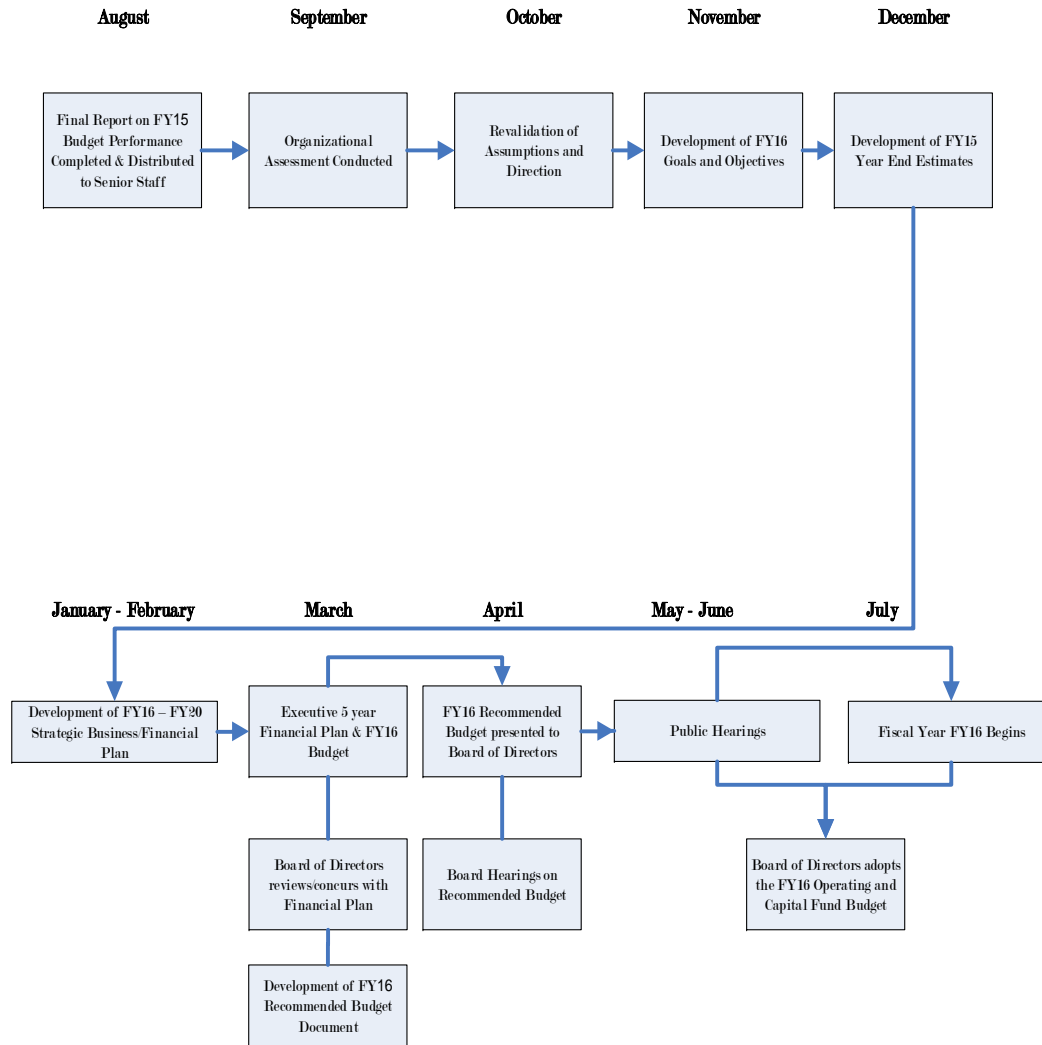
In addition to the budget development phase, opportunities for public comment occur formally and informally throughout the year. On an informal basis, Customer Question and Answer sessions are held at MARTA's rail stations periodically. On a formal basis, significant route changes or applications for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

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

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

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

**Exhibit # 3**  
**Calendar for Development of the FY16 Budget**



**Exhibit # 4  
Development of the FY16 Budget Major Milestones**

<u>Date</u>	<u>Event</u>
Dec 2014	December Service Levels Mark-Up
Jan 2015	Determine Corporate and Strategic Assumptions for the FY2016 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, etc.)
Jan 24, 2015	Distribution of FY2016 Budget Call Package
Jan-Feb	Draft Legislative, Budget and Service Plan Communications Strategy
Jan -April	Legislative Session
Feb 14, 2015	FY2016 Budget Call Package submissions due
Feb 2015	Briefing on the FY 2016 Draft Service Plan
Feb 2015	Board Briefing on Corporate and Strategic Assumptions for the FY2016 Budget Development (i.e. Service Levels, Parking Plan, Fare Increase Plan, Fare Policy Plan, Reserves Utilization, Strategic Performance Objectives, Legislative Strategy, etc.)
March 2015	<u>Internal Budget Hearings</u> : EMT Review and Revisions of FY2016 Budget <u>Submissions</u> , Parking Plan, Fare Increase Plan, Fare Policy Plan, Revenue Projections & Service Plan
March 2015	Call for Public Hearing (Service and Budget)
March 2015	Legislative and jurisdictional Board briefings on service and budget
March 2015	Revised Service Plan (based on outreach and budget refinements)
March 2015	EMT Review of the FY2016 Preliminary Operating & Capital Budgets, including Service Plan, Parking Plan & Fare Increase Plan (including Fare Policy Plan)

**Exhibit # 4**  
**Development of the FY16 Budget Major Milestones (continued)**

<u>Date</u>	<u>Event</u>
March 2015	Board Briefing on Budget Development Status & Updates
March – June 2015	Community Outreach Sessions by GM/CEO & EMT (fiscal focus strategy, customer focus strategy [i.e. fare policy & service plan], Employee focus strategy)
April 2015	Advertise for Public Hearings; Community Outreach Sessions
April 2015	Hold Public Hearing
April 2015	Briefing on the Revised Service Plan
April 2015	Board Retreat on the FY 2016 <u>Proposed</u> Operating & Capital Budgets, including Service Plan, Parking Plan, Fare increase Plan & Legislative Outcome; Board provides specific guidance and direction on the Proposed Service, Budgetary, Fare & Parking Plans for FY2016
May 2015	May Mark-Up
May 2015	Report Results of Public Hearing
May 2015	Briefing on the Recommended FY 2016 Service Plan
May 2015	Board Presentation of FY 2016 Recommended Operating & Capital Budgets
June 2015	Board Adoption of FY 2016 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 Policies Adopted for Fiscal Year 2016

Fare Policy Adopted for Fiscal Year 2016 (see appendix)

### Financial & Budgetary Policies

#### 1) Creation and Organization

- The Metropolitan Atlanta Rapid Transit Authority (MARTA) was formed as a joint public instrumentality of the City of Atlanta and the counties of Fulton, DeKalb, Cobb, Clayton, and Gwinnett by action of the General Assembly of the State of Georgia (the MARTA Act), to design and implement a rapid transit system for the Atlanta metropolitan area. MARTA operates a bus and rapid rail transportation system and continues to develop and construct further improvements to its integrated bus/rail transportation system.
- As required by the terms of MARTA's Sales Tax Revenue Bond Trust Indentures, the financial activities of MARTA are accounted for using three separate funds, all of which are related to Capital or Debt Service, with the exception of a single Operating Fund. Such funds are combined for financial reporting purposes in order to present the financial position and results of operations of MARTA as a whole. They are as follows:
  - 1) **General Operating Fund** – MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.
  - 2) **Debt Service Funds** – MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.
  - 3) **Capital Projects Funds** - MARTA uses separate funds for major capital acquisition, construction and Authority's planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.

Exhibit #5  
Fund Structure

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Salaries	\$ 231,317,253.79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 231,317,253.79
Benefits	\$ 120,130,518.47	\$ 2,534.65	\$ -	\$ -	\$ -	\$ -	\$ 120,133,053.12
Contractual Services	\$ 33,136,814.16	\$ 7,640,873.02	\$ -	\$ 11,870,807.98	\$ -	\$ -	\$ 52,648,495.16
Material & Supplies Expenses	\$ 50,378,975.13	\$ 114,364.75	\$ -	\$ 4,721,838.67	\$ -	\$ -	\$ 55,215,178.55
Utilities	\$ 14,872,922.53	\$ 5,364.35	\$ -	\$ -	\$ -	\$ -	\$ 14,878,286.88
Taxes & Fees	\$ 98,288.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 98,288.75
Other Miscellaneous Expenses	\$ 13,120,408.73	\$ 1,165,359.97	\$ 82,284,337.87	\$ 965,981.23	\$ 152,450,238.35	\$ 25,581,624.00	\$ 275,567,950.15
Planning Grant Expenditure	\$ 1,793,458.16	\$ 32,639,424.97	\$ -	\$ 200,821,334.97	\$ -	\$ -	\$ 235,254,218.10
<b>TOTAL EXPENDITURES</b>	<b>\$ 464,848,639.72</b>	<b>\$ 41,567,921.71</b>	<b>\$ 82,284,337.87</b>	<b>\$ 218,379,962.85</b>	<b>\$ 152,450,238.35</b>	<b>\$ 25,581,624.00</b>	<b>\$ 985,112,724.50</b>
Cost Allocation	\$ (67,449,690.78)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (67,449,690.78)
<b>TOTAL OPERATING EXPENDITURES</b>	<b>\$ 397,398,948.94</b>	<b>\$ 41,567,921.71</b>	<b>\$ 82,284,337.87</b>	<b>\$ 218,379,962.85</b>	<b>\$ 152,450,238.35</b>	<b>\$ 25,581,624.00</b>	<b>\$ 917,663,033.72</b>

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Passenger	\$ 143,749,955.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 143,749,956.00
Station Parking	\$ 2,666,899.49	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,666,899.49
Other Operating	\$ 18,317,498.63	\$ -	\$ -	\$ -	\$ 677.42	\$ -	\$ 18,318,176.05
Operating Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenue Operating	\$ 372,383,397.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 372,383,397.12
Sales Tax Non-Capital Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax W/H Sinking Fund	\$ (146,183,673.71)	\$ -	\$ 146,183,673.79	\$ -	\$ -	\$ -	\$ 0.08
Investment Income	\$ 73,194.54	\$ -	\$ 98,681.35	\$ -	\$ 24,260.85	\$ 30,709,645.00	\$ 30,905,781.74
Other Non-Operating Revenue	\$ 20,554,572.26	\$ -	\$ -	\$ -	\$ 1,052,061.61	\$ -	\$ 21,606,633.87
Sales Tax Capital Related	\$ (40,008,024.90)	\$ -	\$ -	\$ -	\$ 40,008,024.90	\$ -	\$ -
Bonds Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local & Federal Capital Revenue	\$ 73,491,698.00	\$ 10,840,028.31	\$ -	\$ 92,968,461.71	\$ -	\$ -	\$ 177,300,188.02
Contractual Services Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Clearing	\$ -	\$ (212,422.00)	\$ -	\$ (94,444,691.71)	\$ -	\$ -	\$ (94,657,113.71)
<b>TOTAL REVENUES</b>	<b>\$ 445,045,517.00</b>	<b>\$ 10,627,606.31</b>	<b>\$ 146,282,355.14</b>	<b>\$ (1,476,230.00)</b>	<b>\$ 41,085,024.78</b>	<b>\$ 30,709,645.00</b>	<b>\$ 672,273,918.66</b>

- The State of Georgia determined oversight responsibility based on consideration of financial interdependency, selection of governing authority, designation of management, the ability to significantly influence management, and accountability for fiscal matters. No governmental units other than MARTA itself are included in the Authority reporting entity.
- MARTA is not included within the reporting entity of the City of Atlanta or any of the counties because these governments do not exercise significant influence over MARTA, and the city and counties are not accountable for MARTA's fiscal matters.
- MARTA's is currently governed by a Board of Directors. The Board is composed of 14 members, twelve members representing the City of Atlanta, Fulton County, DeKalb County and Clayton County; two members representing the Georgia Regional Transportation Authority and the Georgia Department of Transportation.
- MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), The Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a, has the ability to impose its will on the organization, or b, there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Prior to January 1, 2011 MARTA encompassed an eighteen member board, three members were appointed by Fulton County, five members by DeKalb County, four members by the City of Atlanta, and one member by each County of Clayton and Gwinnett. In addition, the Commissioner of the State Department of Transportation, the Commissioner of the State Department of Revenue, the Executive Director of the State Properties Commission, and the Executive Director of the Georgia Regional Transportation Authority served as ex-officio members of the Board. None of the participating governments appointed a majority of MARTA's Board and none had an ongoing financial interest or responsibility.
- House Bill 277 32-9-14, commonly referred to as The Transportation Investment ACT (TIA) amended the 18-member Board provision to an 12-member board composed of 11 voting members and one non-voting member effective January 1, 2011. Of the voting members: three members are residents of the City of Atlanta and are nominated by the mayor and elected by the city council; four members are residents of DeKalb County and are appointed by the DeKalb County Board of Commissioners; three members are residents of Fulton County and are appointed by the local governing body thereof. Independent of the municipalities, The Commissioner of Transportation is a voting member on the board and the Executive Director of the Georgia Regional Transportation Authority is a non-voting member of the board.
- In 2015 House Bill 213 amended the "Metropolitan Atlanta Rapid Transit Authority Act of 1965, so as to provide for a permanent suspension of restrictions on the use of sales and use tax proceeds. It further provided provision for the inclusion of Clayton County as a participant thus expanding the Board to 14 members of which 13 members reserved voting rights.



## 2) Balanced Budget

- To measure the costs of providing mass transportation services, the revenues from those services and required subsidies, MARTA has adopted the accounting principles and methods appropriate for a governmental enterprise fund. In accordance with accounting standards applicable to enterprise funds, MARTA has elected not to apply pronouncements issued by the Financial Accounting Standards Board after November 30, 1989. This complies with the MARTA Act and Sales Tax Bond Trust Indentures legal requirements that all accounting systems and records, auditing procedures and standards, and financial reporting shall conform to generally accepted principles of governmental accounting.
- MARTA's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board. The budget is prepared on the same basis of accounting as the financial statements, except that depreciation and interest expense are not budgeted. MARTA is structured as a single enterprise fund with revenues recognized when earned and measurable, not when they are received. Expenses are recognized when they are incurred, not when they are paid. Capital assets are capitalized and (except land) are depreciated over their useful lives. Cash amounts are restricted for debt service.
- The operating and capital budgets combined are balanced when expenditures do not exceed the sources of revenue. For FY16 the total uses are \$880.5M, and the total sources are \$1.103B, which leaves a surplus of funds of \$222.8M. MARTA has several sources of revenue as explained below.
- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- For historical information, under the law authorizing the levy of the sales and use tax, as amended May 10, 2002, MARTA is restricted as to its use of the tax proceeds as follows:
  - 1) No more than 50% of the annual sales and use tax proceeds can be used to subsidize the net operating costs, as defined, of the system, exclusive of depreciation and amortization, and other costs and charges as defined in Section 25(I) of the MARTA Act, except for the period beginning January 1, 2002 and ending December 31, 2008 when no more than 55% shall be used. The additional 5% of the Sales tax revenues may be applied to the operations of the transit system, to be used at the discretion of the General Manager.
  - 2) If more than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the deficit in operations must be made up during a period not to exceed the three succeeding years.
  - 3) If less than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the excess may, at the discretion of MARTA's Board of Directors, be reserved and later used to provide an additional subsidy for operations in any future fiscal year or years.
- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that, commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit" related operating revenue" for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years

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

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

providing a permanent suspension of restrictions on the use of sales and tax proceeds by the Authority

- During each fiscal year the Board shall propose an annual operating budget for the ensuing fiscal year and hold a public hearing thereon. After such public hearing the Board shall review its proposed budget, and, on or before the last day of the fiscal year, it shall adopt an annual operating budget for the ensuing fiscal year.
- The Board shall propose and adopt an annual capital improvements budget. The proposed capital improvements budget shall show all capital improvement projects in process of completion, those to be undertaken during the ensuing fiscal year and those anticipated to be undertaken during the ensuing ten years. The proposed budget shall also show the proposed method of financing each proposed project and the effect thereof on the debt structure of the Authority. After a public hearing the Board shall review its proposed budget and on or before the last day of the fiscal year it shall adopt an annual capital improvements budget for the ensuing fiscal year. No contract for the purchase or construction of any capital improvement project shall be authorized, except to meet a public emergency certified as such by the Board, unless it is included in the annual capital improvements budget; however, the Board may propose and adopt an amendment to the annual capital improvements budget by following the procedure herein prescribed for adopting the original budget.
- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in property and equipment. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.

- The FTA also provides funds for subsidizing operating costs involved in preventive maintenance of vehicles, system and equipment under Section 5307 of the Federal Transit Act.

### 3) Long-Range Planning

- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- MARTA issues Sales and Use Tax Revenue Bonds and Commercial Paper to raise capital funds for construction, expansion, and rehabilitation of the transit system. During fiscal year 2007, MARTA initiated its current commercial paper program to provide flexibility and optimization to the issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.
- The FTA has also authorized other grant funds for the construction of bus transit facilities, replacement and rehabilitation of transit operating equipment, development work for construction support techniques, purchase and installation of a computer, and other purposes not directly related to the rail construction program. MARTA plans to fund its committed projects through the unencumbered capital portion of its sales tax, future bond proceeds, issuance of commercial paper and federal and state capital grants. MARTA also has lease and interest revenue and capital reserves available to supplement its needs.
- MARTA has entered into forward contracts to purchase low sulfur heating oil and natural gas at a specified time in the future at a guaranteed price. MARTA enters into these contracts to help plan its low sulfur diesel and natural gas costs for the year and to protect itself against market risk of the commodity. It is possible that the market price before or at the specified time to purchase low sulfur diesel and natural gas may be lower than the price at which the MARTA is committed to buy. This would reduce the value of the contract. MARTA could sell the forward contract at a loss, or

if it were to continue to hold the contract, MARTA may make a termination payment to the counterparty to cancel its obligation under the contract and then buy low sulfur diesel and natural gas on the open market. MARTA currently has two fuel hedge transactions in place, one for diesel fuel and one for natural gas. The natural gas is scheduled to expire June 30, 2015 and the diesel contract is scheduled to expire, June 30, 2016. The MARTA staff will layer on additional hedge agreements as appropriated to further limit MARTA's exposure to market fluctuations.

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

- Reservations of Retained Earnings are used to indicate that a portion of retained earnings is legally segregated for a specific future use. Designations of retained earnings are not legally required reserves but are segregated for a specific purpose by an act of the Board of Directors of MARTA.

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

#### **I-20 East Transit Initiative**

- The I-20 East Transit Initiative was undertaken by MARTA to identify transit investments that would improve east-west mobility between downtown Atlanta and eastern/ southeastern DeKalb County. Specifically, we are investigating accessibility to jobs and housing within the corridor, the provision of convenient and efficient transit service to accommodate the increasing transit demands within the corridor, and the support of corridor economic development and revitalization. A Detailed Corridor Analysis (DCA) has been completed to help identify the best transit solution, also known as the Locally Preferred Alternative (LPA) for the corridor.
- The LPA, as adopted by the MARTA Board of Directors in April 2012, is comprised of the extension of MARTA's existing east-west heavy rail transit (HRT) line from the Indian Creek Station to the Mall at Stonecrest in southeastern DeKalb County and a new Bus Rapid Transit (BRT) service along I-20 between downtown Atlanta and Wesley Chapel Road, east of I-285 in DeKalb County. The adoption of the LPA by the MARTA Board of Directors in April 2012 marked the completion of the two-year long DCA phase of the I-20 East Transit Initiative. Since Fall 2012, MARTA has been performing environmental analyses of

the two projects. The BRT and HRT components of the LPA are being evaluated in separate environmental studies, sponsored by MARTA in partnership with the Federal Transit Administration (FTA).

- The environmental review for the BRT is slated for completion in the 2015 and the environmental review for the HRT is slated for completion in the 2016. This effort has been supported by an interactive public involvement/education program with active participation of a board based stakeholder group. We are also actively challenging our corridor partners to help identify ways to fund the cost to development this process.

#### **West Line Corridor**

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

#### **Clifton Corridor Transit Initiative**

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

the Clifton Road employment centers and the City of Decatur in west-central DeKalb County. The Clifton Corridor includes some of the largest activity centers in metro Atlanta without convenient access to the existing interstate and system or MARTA rail system. These conditions have resulted in high levels of traffic congestion on a severely limited network of roadways. A Locally Preferred Alternative (LPA) was adopted by the MARTA Board of Directors in April 2012 and it encompassed 8.8 miles of new light rail service from MARTA's Lindbergh Center Station to Avondale MARTA Station and generally includes operations adjacent to the CSX right-of-way. The LPA also includes in-street operations within the medians of Clifton Road (through the CDC/Emory area), Scott Boulevard, North Decatur Road, DeKalb Industrial Way and North Arcadia Avenue. The environmental impact study (EIS) is underway and is scheduled to be completed in early 2017. As a part of this effort and based on more detailed engineering we have developed some design options to reduce the capital costs and more closely align with the needs and desires of the surrounding area and communities. These options are being examined as a part of the EIS effort. As with the I-20 East Corridor, stakeholders are being asked work with us to identify potential funding sources for the further development and construction of the project.

#### **GA 400 Corridor Transit Initiative – Connect 400**

- The Connect 400 – Alternatives Analysis (AA) was initially launched in late 2011 and involves an 18-month study to identify a potential high-capacity transit solution within a study area encompassing the GA 400 expressway between I-285 in the City of Sandy Springs and McGinnis Ferry Road in northern Fulton County. MARTA conducted an alternatives analysis within the study area in 2003 which resulted in a determination that the corridor was not supportive of high-capacity transit due to low household and employment densities, high household incomes, and low intensity land uses. Subsequently, the MARTA Board redirected planning activities to market analysis and policy planning to serve as a guide for future development in northern Fulton County.
- Since these 2003 planning efforts were completed, the GA 400 Corridor has emerged as one of the fastest growing sub-regions within the Atlanta metropolitan area. As a result, roadway congestion and travel times along the GA 400 expressway and surrounding arterials have continued to deteriorate. An Alternatives Analysis (AA) was completed in December 2013 to identify the high capacity transit option that best addresses the identified transportation problems within the corridor. A range of technologies and alignments were assessed as part of the study including bus rapid transit, light rail, and an extension of the existing Red Line heavy rail service. Multiple alternatives were assessed along GA 400, Roswell Rd. (SR 9) and variations of both. An alignment along the GA 400 was the highest performing alignment in the analysis. This alternative was also preferred by the Project Steering Committee (PSC) and public through outreach. Heavy rail and BRT were the highest performing transit technologies in terms of community support.
- Phase I of Early Scoping for this study was conducted in September and October 2013, at the conclusion of the Alternatives Analysis. Early Scoping Phase I advanced HRT, BRT and LRT for further consideration. An outcome of the first phase of early scoping was the identification of the need to further explore the transit desires of area residents and employees before a decision on the LPA was made. Phase II of Early Scoping, which begin in the summer of 2014, eliminated LRT, and advanced HRT and BRT as the preferred technology.
- The Clifton Corridor Environmental Review was launched in late 2014. 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 2016 and a Final Environmental Impact Statement/Record of Decision (ROD) to be completed in Spring 2017.
- Comprehensive Operations Analysis (COA)

MARTA's Comprehensive Operations Analysis (COA) was launched in 2014. The COA is an in-depth study of the MARTA transportation network and is a tool that will identify strengths, weaknesses and alternatives to our service delivery methods. It will be one of the ingredients to create a "roadmap" to our future.

Key Objectives:

- Mobility Integration/Management: Determine the most effective and efficient use of MARTA existing and future transit resources
- Identify alternative service implementation strategies to match existing and future ridership and resources within defined time periods
  - Immediate: 0-12 months; Short range: 1-5 years
  - Mid-Range: 5 - 10 years; Long Range: 10 +
- Maximize resources while reducing cost
- Focus on how we deliver transit services

The study is scheduled to be complete in the winter of 2015.

#### 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.
- MARTA has established the Office of Transit Oriented Development (TOD) and Real Estate to provide renewed focus on TOD.

### 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 2016 Strategic Business Plan (FY16 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 FY16 SBP paves the way for MARTA to convert its resources, organizational culture and employee knowledge into expected tangible outcomes.

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

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

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

**STRATEGIC PLAN FRAMEWORK****Vision Statement**

MARTA is an integral part of the community, the economy and the transportation system in the region, providing a meaningful mobility choice and attractive alternative to the automobile for all residents and visitors to the area.

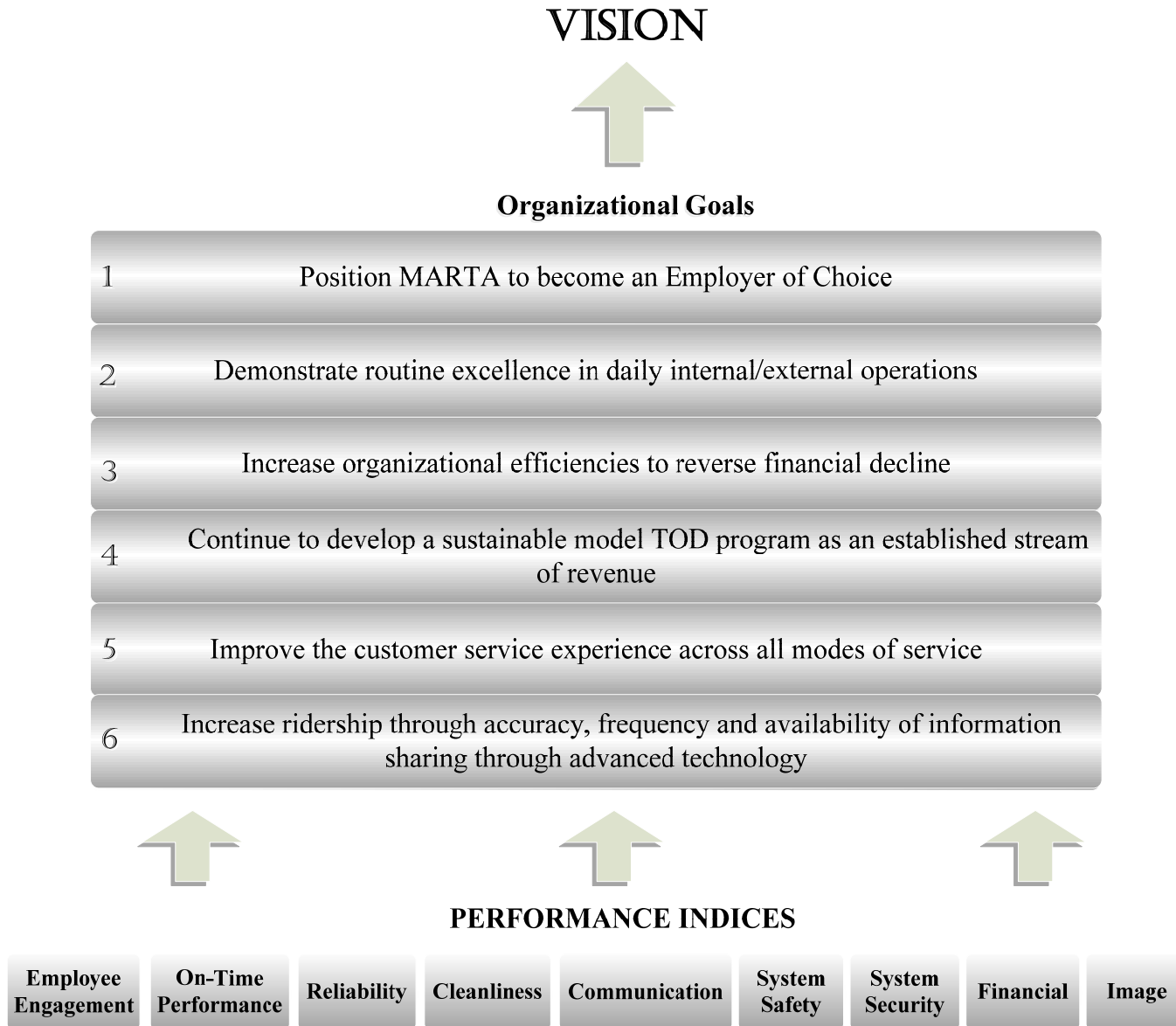
MARTA is a safe, secure, and reliable public transportation system, with emphasis upon customer service and cost effectiveness.

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

**Organizational Goals**

- 1. Position MARTA to become an Employer of Choice.**
- 2. Demonstrate routine excellence in daily internal/external operations.**
- 3. Increase organizational efficiencies to reverse financial decline.**
- 4. Continue to develop a sustainable model TOD program as an established stream of revenue.**
- 5. Improve the customer service experience across all modes of service.**
- 6. Increase ridership through the accuracy, frequency and availability of information sharing through advanced technology.**

**STRATEGY MAP**



**KEY PERFORMANCE INDICATORS**

**Financial KPIs**

KPI	Performance Owner	Data Owner	FY15 Target	FY15 Actual	FY16 Target
Budget Variance	Individual Offices	Management & Budget	</= 0%	-1.7%	</= 0%
Ridership Combined (unlinked trips)	EMT	Research & Analysis	>/= 136.9M	136.0M	>/= 138.3M
Bus Cost per Passenger Trip	Bus Operations	Accounting	</= \$3.17	\$3.14	</= \$3.36
Rail Cost per Passenger Trip	Rail Operations	Accounting	</= \$2.60	\$2.57	</= \$2.80
Mobility Cost per Passenger Trip	Bus Operations	Accounting	</= \$39.91	\$39.21	</= \$44.10
Bus Cost per Revenue Mile	Bus Operations	Accounting	</= \$8.76	\$8.54	</= \$8.20
Rail Cost per Revenue Mile	Rail Operations	Accounting	</= \$10.71	\$8.40	</= \$9.11
Mobility Cost per Revenue Mile	Bus Operations	Accounting	</= \$3.70	\$3.68	</= \$3.89

**Customer Service KPIs**

KPI	Performance Owner	Data Owner	FY15 Target	FY15 Actual	FY16 Target
Average Customer Call Wait Time	Customer Services	Customer Services	</= 0:40	0:24	</= 0:35
Customer Call Abandonment Rate	Customer Services	Customer Services	</= 5%	2.65%	</= 4%

**Safety & Security KPIs**

KPI	Performance Owner	Data Owner	FY15 Target	FY15 Actual	FY16 Target
Part I Crime	Police	Police	</= 3.80	3.88	</= 3.80
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	</= 3.70	3.78	</= 3.70
Mobility Collision Rate per 100K Miles	Mobility	Safety	</= 2.85	2.63	</= 2.5
Employee Accidents per 100 Employees	Individual Offices	Safety	</= 15	14.73	</= 14

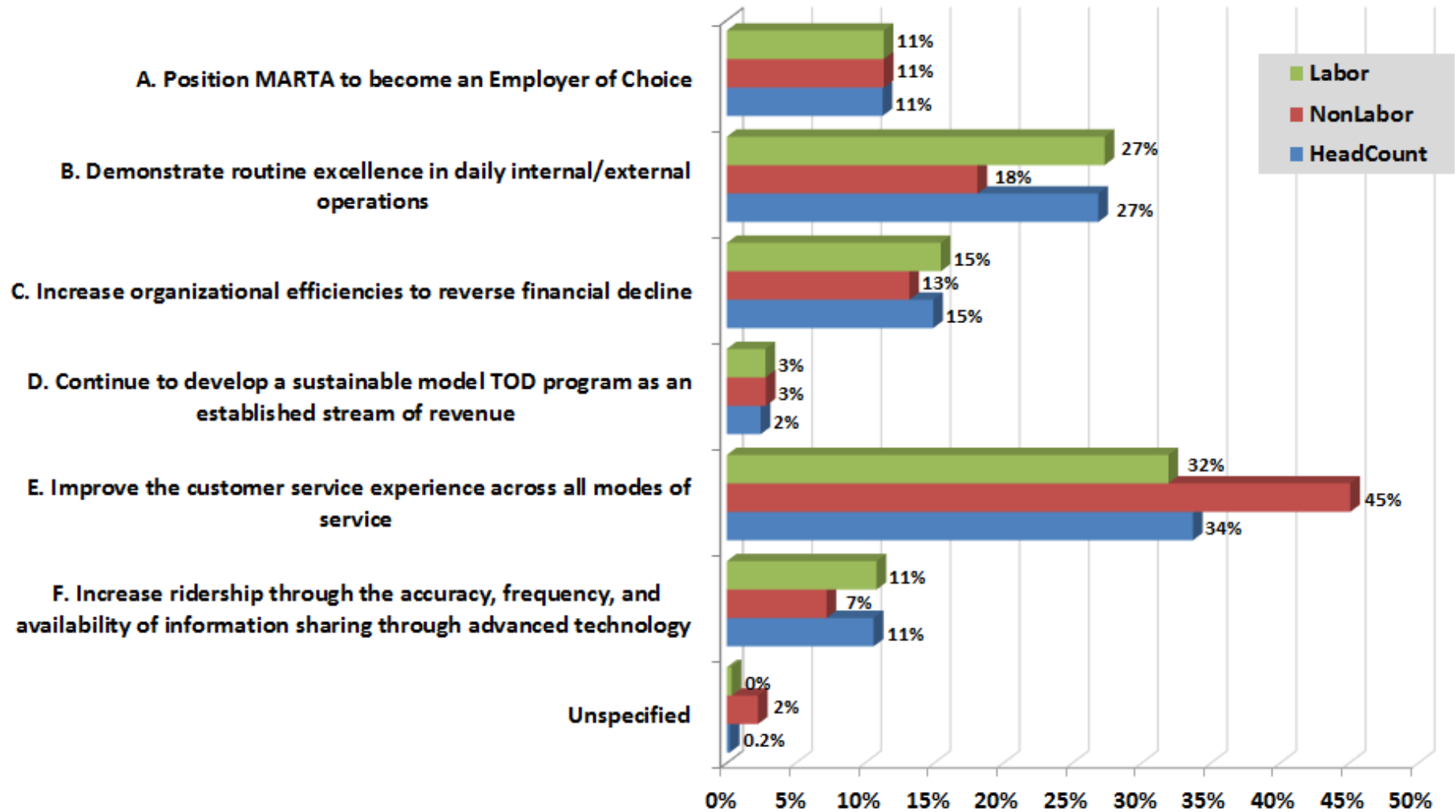


Operations KPIs

KPI	Performance Owner	Data Owner	FY15 Target	FY15 Actual	FY16 Target
Bus OTP	Bus Transportation	Bus Transportation	>/= 78%	79.56%	>/= 78.5%
Bus MDBF	Bus Maintenance	Bus Maintenance	>/= 3,000	3,331	>/= 3,500
Bus Complaints per 100K Boardings	Bus Operations	Customer Services	</= 8	8.19	</= 8
Rail OTP	Rail Transportation	Rail Transportation	>/= 97.50%	96.25%	>/= 95%
Rail MDBF	Rail Maintenance	Rail Maintenance	>/= 23,000	25,523	>/= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>/= 600	422	>/= 500
Rail Complaints per 100K Boardings	Rail Operations	Rail Operations	</= 1.00	0.50	</= 1.00
Mobility OTP	Mobility	Mobility	>/= 85%	81.12%	>/= 85%
Mobility MDBF	Bus Maintenance	Bus Maintenance	>/= 10,000	14,905	>/= 15,000
Mobility Trip Denial Rate	Mobility	Mobility	= 0%	9.46%	= 0%
Mobility Reservation Average Call Wait Time	Mobility	Customer Services	</= 2:00	5:21	</= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Customer Services	</= 5.50%	10.63%	</= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Services	</= 4.50	4.91	</= 4.50
Escalator Availability	Vertical Transportation	Vertical Transportation	>/= 97%	98.85%	>/= 97%
Elevator Availability	Vertical Transportation	Vertical Transportation	>/= 98.5%	99.50%	>/= 98.5%

## **ORGANIZATIONAL GOALS**

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



Type	A	B	C	D	E	F	Unspecified	Total
Gross Labor	44,279,914	106,560,464	60,465,544	10,991,218	124,531,242	42,263,783	2,254,281	\$ 391,346,445
Gross NonLabor	13,750,579	21,968,921	15,992,850	3,406,005	54,669,381	8,708,298	2,707,849	\$ 121,203,883
HeadCount	575	1,371	763	126	1,721	542	20	5,118

Type		A	B	C	D	E	F	Unspecified	Total
Gross Labor	%	11%	27%	15%	3%	32%	11%	1%	100%
	\$	44,279,914	106,560,464	60,465,544	10,991,218	124,531,242	42,263,783	2,254,281	\$391,346,445
Gross NonLabor	%	11%	18%	13%	3%	45%	7%	2%	100%
	\$	13,750,579	21,968,921	15,992,850	3,406,005	54,669,381	8,708,298	2,707,849	\$121,203,883
Headcount	%	11%	27%	15%	2%	34%	11%	0%	100%
	#	575	1,371	763	126	1,721	542	20	\$ 5,118

- A. Position MARTA to become an Employer of Choice
- B. Demonstrate routine excellence in daily internal/external operations
- C. Increase organizational efficiencies to reverse financial decline
- D. Continue to develop a sustainable model TOD program as an established stream of revenue
- E. Improve the customer service experience across all modes of service
- F. Increase ridership through the accuracy, frequency, and availability of information sharing through advanced technology

**Unspecified** Unspecified

## **FINANCIAL SUMMARY**

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

**FINANCIAL OVERVIEW**

**Comparison of Fiscal Years 2016 (FY16) and 2015 (FY15)**

**FY2015 Accomplishments:**

- Continuation of enhanced rail service
- Enhanced technology to assist with customer communications
- Implemented Q-Bus program and deployed new buses to improve performance, comfort and convenience
- Better lighting at rail stations
- No increase in the base fare or other fare rates
- Implementation of Ridership Incentives
- Implementation of Clayton County service

**FY2016 Objectives/Initiatives:**

- No fare increase in base fare and other discounted fare products
- New ridership incentives
- Purchase body cameras for Police
- Procurement of articulated buses
- Relief of the sales tax utilization restriction
- Breeze Cards & Breeze tickets surcharge increase of \$1.00 & \$0.50
- Ad Valorem Legislative “make whole” provision in base budget
- MARTA Transformation Initiative and absenteeism reduction strategy to reduce expenditures
- Continual employee training and development opportunities
- Successfully negotiated an agreement with the ATU (represented) employees, which included union wage increases of 3%
- Implemented a 3% merit increase for non-represented employees
- Implemented the Performance Management Program

**Authority Operating Expenses and Revenues**

**FY2016 Revenues vs. FY2015 Revenues**

Budgeted FY2016 Operating Sales Tax revenue for operations will be greater than FY2015 Actuals by \$22.3M or 12.0% which is largely due to Clayton County joining MARTA as well as the current economic condition,

as forecasted by the Georgia State University’s Economic Forecasting Center for Fulton and DeKalb Counties, including the City of Atlanta.<sup>1</sup>

The FY2016 Passenger revenue increased from FY2015 by \$2.0M or 1.4% (from \$143.8M to \$145.8M). The year’s ridership was positively affected by changes in the service calendar, by weather conditions, by large special events, and by the addition of Clayton County service, compared to a year ago. These circumstances were partially offset by the negative effects of having relatively low gas prices for the eight months in a row. The June 2015 actual passenger “trip making” revenue was modestly higher than a year ago, but was slightly below the forecast.

Other Transit Related funds decreased in FY2016 from FY2015 by \$3.2M primarily due to the receipt of the Alternative Fuel Tax in FY2015. The Alternative Fuel Tax is not budgeted for FY2016.

Federal Operating Assistance also decreased from FY2015 to FY2016 by \$5.0M or 6.8% due to the Congestion Mitigation Air Quality (CMAQ)/Job Access Reverse Commute (JARC) funds. Over \$7.5M was received in CMAQ/JARC Funds in FY2015, but only \$2.5M is budgeted in FY2016.

**FY2016 Expenses vs. FY2015 Expenses**

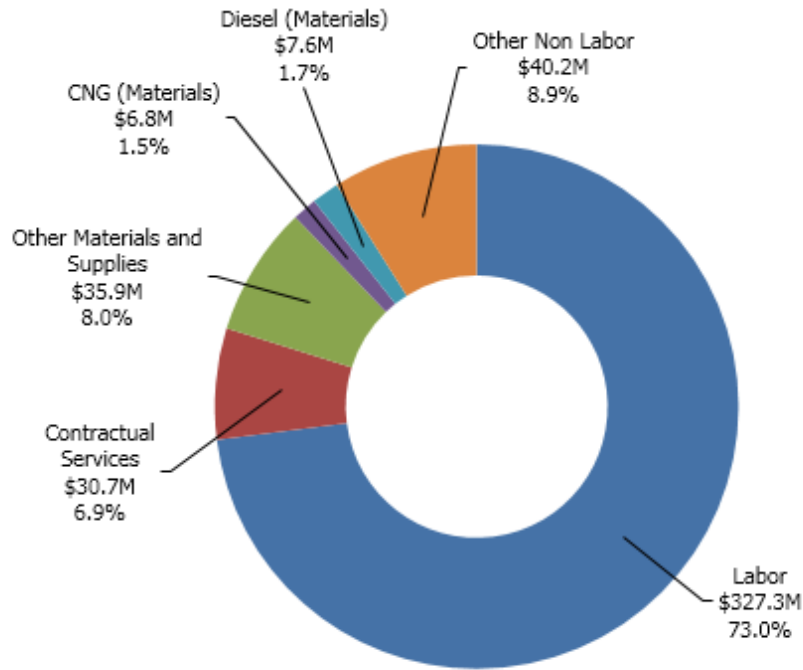
FY2016 Expenses are budgeted at \$56M over FY2015 Expenses. Most of the increase is attributable to the addition of the Clayton County service implementation, as well as wage increases for the Union and Non-Represented employees. Furthermore, the FY16 budget plan anticipates a cessation of the savings created by the exceptional vacancy rate experienced in FY15, especially for non-represented positions, which experienced an average vacancy rate of about 12%. The value of the vacancy savings in FY15 was in excess of \$15M.

Materials and Supplies increased \$5M due to increased service enhancements, particularly regarding the Clayton County service, requiring more maintenance parts, supplies and fuel.

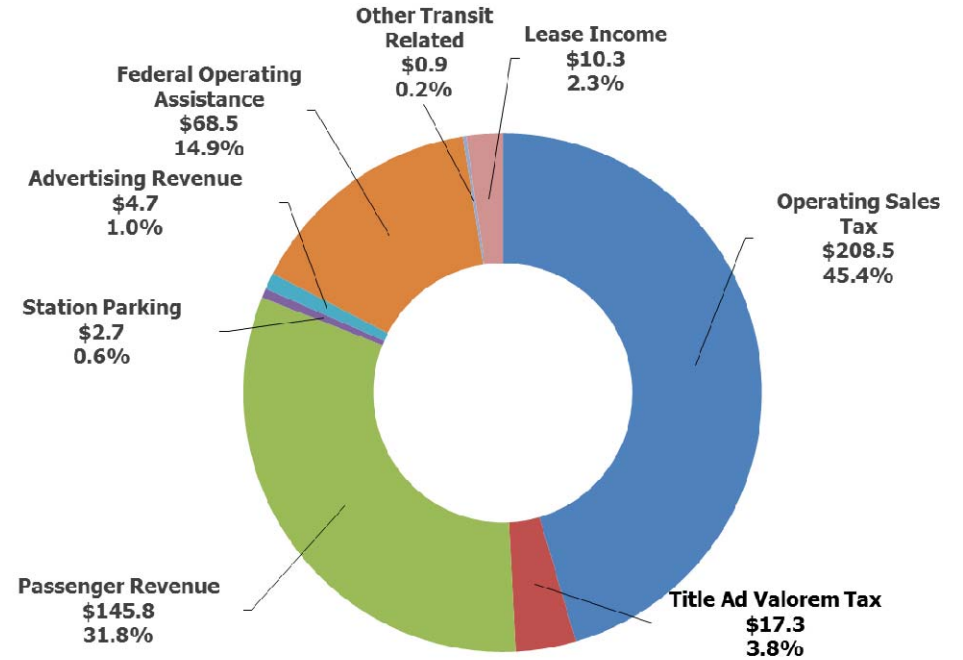
<sup>1</sup> Projections in this document are based upon Georgia State University’s Economic Forecasting Center’s February 2015 updated report, which serves as the basis for the forecast.

<b><u>Total Authority Operating Budget (Table 1)</u></b>					
	<b>Actual FY12</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Actual FY15</b>	<b>Adopted FY16</b>
<b>Total Operating Costs (\$M)</b>	\$454.3	\$452.2	\$465.2	\$467.5	\$512.6
Less: Capital Charges	(\$47.6)	(\$55.8)	(\$57.1)	(\$59.2)	(\$64.0)
<b>Net Operating Costs (\$M)</b>	\$406.7	\$396.4	\$408.1	\$408.3	\$448.5
\$ Change	\$6.6	(\$10.4)	\$11.8	\$0.2	\$40.2
% Change	1.7%	-2.6%	3.0%	0.0%	9.8%
<b>Revenue (\$M)</b>					
Operating Sales Tax	\$196.5	\$170.1	\$172.9	\$186.2	\$208.5
Title Ad Valorem Tax	\$0.0	\$7.2	\$21.1	\$15.9	\$17.3
Passenger Revenue	\$130.5	\$138.6	\$138.0	\$143.8	\$145.8
Station Parking	\$2.2	\$2.1	\$2.3	\$2.7	\$2.7
Advertising Revenue	\$7.2	\$7.4	\$7.5	\$6.8	\$4.7
Lease Income	\$11.9	\$9.9	\$9.9	\$10.1	\$10.3
Other Transit Related	\$4.6	\$3.3	\$5.0	\$4.1	\$0.9
Federal Formula Funds	\$53.3	\$66.3	\$66.0	\$73.5	\$68.5
Prior Period Audit Adjustment	\$0.2	(\$0.0)	(\$0.0)	(\$0.0)	(\$0.0)
Total Revenue	\$406.3	\$405.0	\$422.8	\$443.1	\$458.7
\$ Change	\$41.2	(\$1.4)	\$17.8	\$20.3	\$15.6
% Change	11.3%	-0.3%	4.4%	4.8%	3.5%
<b>Impact (\$M)</b>					
FY Beginning Carry-Over	\$143.4	\$143.0	\$151.6	\$166.2	\$206.8
FY Overage/(Shortfall)	(\$0.4)	\$8.6	\$14.7	\$34.8	\$10.2
Clayton Sales Tax Escrow				\$5.8	
FY Ending Carry-Over	\$143.0	\$151.6	\$166.2	\$206.8	\$217.0

**FY2016 Net Operating Expenditures**  
**(\$448.5M)** (Chart 1) (millions)



**FY2016 Net Operating Revenues**  
**(\$458.7M)** (Chart 2) (millions)





**Summary of Sources and Uses of Funds**

The Summary of Sources and Uses of Funds is an overview of MARTA's total funding sources and uses for FY2016. Details regarding funding (Table 2)

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

SOURCES			USES		
Beginning Balance			Operating Expenses	\$512,550,329	
Operating Sales Tax			Less: Capital Allocation	<u>(\$64,037,376)</u>	
(incl. 5% Sales Tax & RE Res.)	\$206,842,294		<b>Net Operating Expenses</b>		<b>\$448,512,953</b>
Capital	<u>\$36,292,500</u>	\$243,134,794			
Total Sales Tax		\$434,872,000	Capital Programs	<u>\$283,064,232</u>	
Less: Escrow for Clayton High Capacity Transit		(\$23,928,060)	Bond Debt Service & Other Financing Costs	<u>\$148,946,925</u>	
Remaining Sales Tax		\$410,943,940			<b>\$432,011,157</b>
Operating Revenues (Exc. Sales Tax)		\$181,723,789	<b>USES TOTAL</b>		<b>\$ 880,524,110</b>
Federal Assistance			<b>FUNDS AVAILABLE - GENERAL FUND</b>		
Federal Formula Funds	\$68,500,000		Operating Sales Tax	\$217,033,070	
Capital Assistance	<u>\$41,500,000</u>	\$110,000,000	Capital	\$5,780,343	
State Capital Assistance		\$1,020,000	<b>TOTAL FUNDS AVAILABLE</b>		<b>\$ 222,813,413</b>
Financing Proceeds		\$156,000,000			
Interest & Other Capital Income		\$515,000			
<b>SOURCES TOTAL</b>		<b><u>\$ 1,514,281,463</u></b>			

**Summary of Available Funding for Operations**

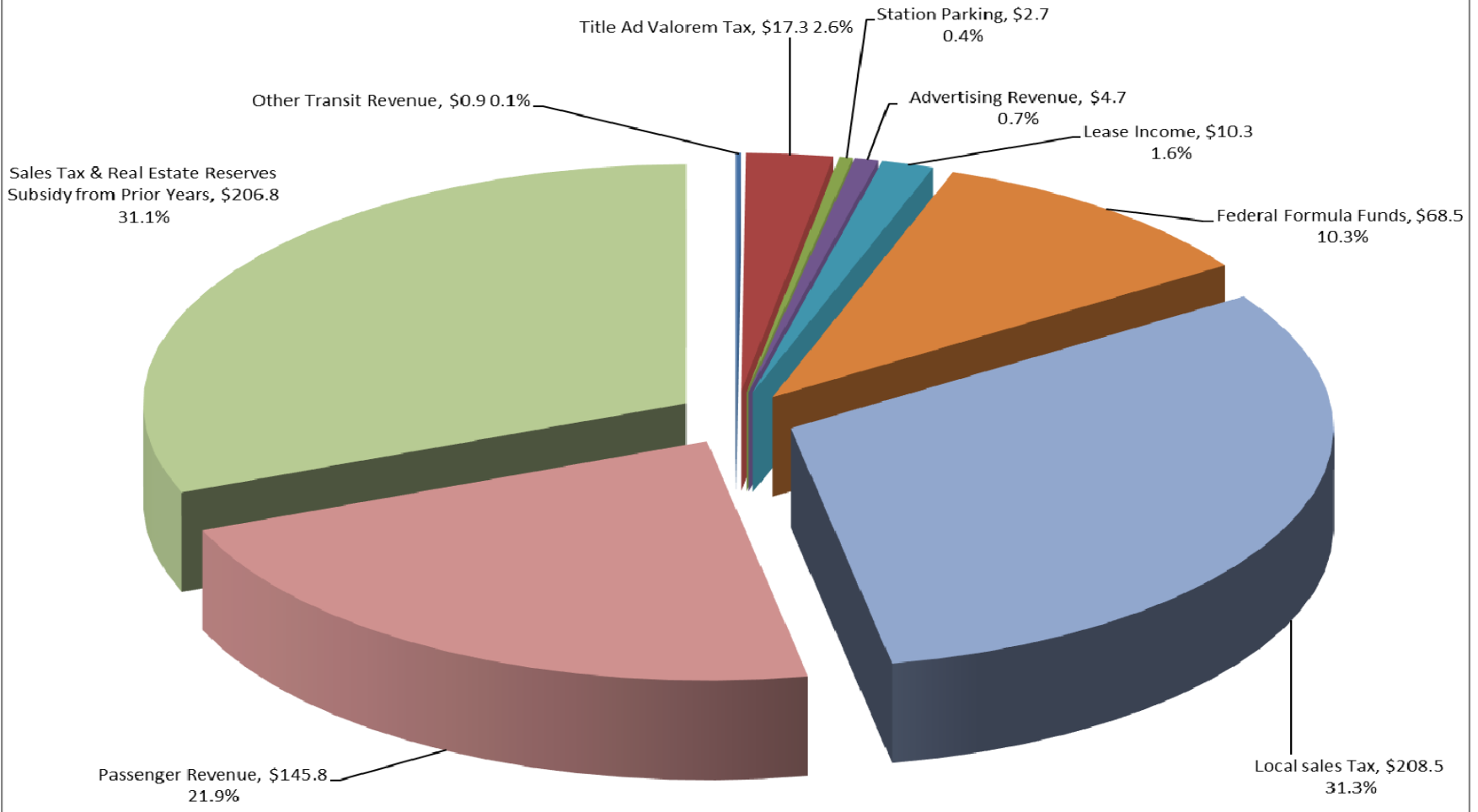
The Fiscal Year 2016 available funding sources for transit operations are \$665.5M, which are funded through four primary sources (Real Estate and Sales Tax Reserves, Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments.

The table below provides the dollar amount of the projected sources of funding available to fund operations in FY2016. Including the \$206.8 of Sales Tax and Other Reserves Carry-over from FY2015, the FY2016 Total Available Funding is projected to exceed FY2016 Net Operating Expenses by \$217.0M.

(Table 3)

<b>FY2016 Adopted Budget Sources and Applications of Operating Funds</b>		
<b>Beginning FY2016 Carry-Over</b>		<b>\$206.8</b>
Operating Sales Tax (47.94% of Receipts)	208.5	
Passenger Revenue	145.8	
Title Ad Valorem Tax	17.3	
Station Parking	2.7	
Advertising Revenue	4.7	
Lease Income	10.3	
Other Transit Operating	0.9	
Federal Operating Assistance	68.5	
<b>Operating Revenues</b>		<b>\$458.7</b>
<b>Total FY2016 Available Funding</b>		<b>\$665.5</b>
Gross Expenses	512.6	
Capital Allocation	(64.0)	
<b>Net Operating Expenses</b>		<b>\$448.5</b>
<b>Ending FY2016 Carry-over</b>		<b>\$217.0</b>

**FY16 Available Funding for Operations - \$665.5M (millions) (Chart 3)**



**Summary of Operating Revenues**

Operating Revenues include the categories described below. Under the MARTA Act, the fare charged for transit services must be such that total transit related revenues, including any federal operating subsidy and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs from the preceding year. Under provisions of amendments to the MARTA Act, lease income and interest earned from the real estate reserve and the capital rehabilitation replacement reserve may be treated as “transit-related operating revenue” for the purpose of this calculation. This criterion is expected to be met in FY16, even without the permitted inclusion of the capital rehabilitation and replacement reserve interest.

(Table 4)

FY15 Operating & Federal Revenues	=	\$ 256,904,673	=	<b>62.95%</b>
FY14 Net Operating Expenses		\$ 408,129,356		
The Adopted FY16 Budget is projected to meet this criterion:				
FY16 Operating & Federal Revenues	=	\$ 250,223,789	=	<b>61.28%</b>
FY15 Net Operating Expenses		\$ 408,311,097		

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

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

In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA

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.

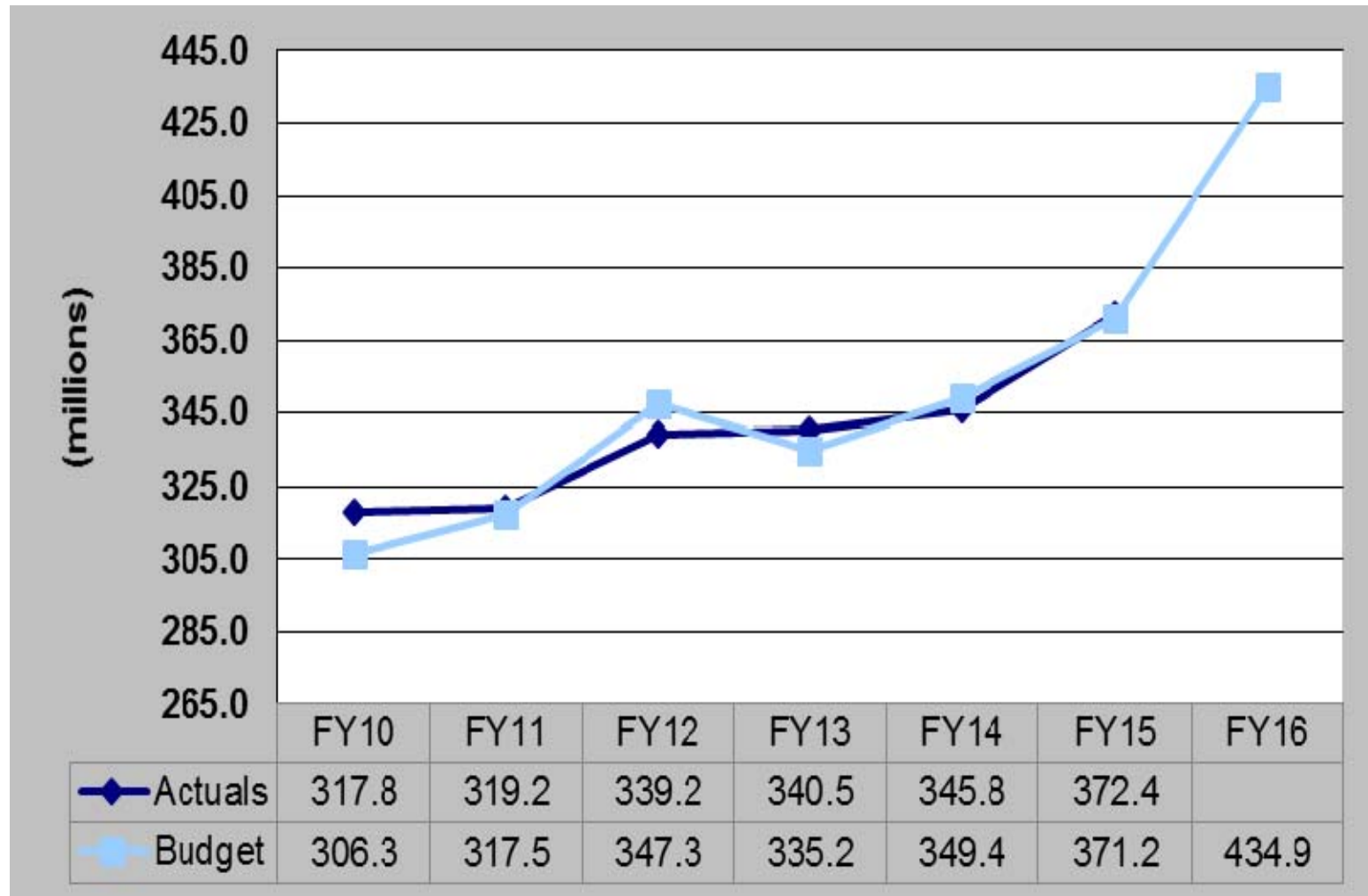
The State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This local operating 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 FY2016 is \$434.9M (including \$23.9M 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.

**FY2010 – FY2016 Sales Tax Receipts** (Chart 4)



In FY16, the Adopted Net Transit Operations expenditures are \$448.5M. 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 \$250.2M. This leaves a Sales Tax requirement of \$198.3M. We forecast the Operating share (47.94%) of FY16 Sales Tax Revenue to be \$208.5M. This will create a surplus of \$10.2M. The balance of Subsidy Available from Prior Years at the end of FY16 is thereby projected to be \$217.0M.

#### **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 FY16 is projected to be \$17.3M.

#### **Passenger Revenue**

The FY16 projected Passenger Revenues total of \$145.8M is based on planned service levels and passenger projections. Average fare per rider is expected to decrease from \$1.06 in FY15 to \$1.05 in FY16. Ridership is expected to increase from 136.0 million in FY15 to 138.2 million in FY16, for a total increase of 2.2M in annual boardings.

#### **Parking/Advertising/Other Transit Related Revenue**

Other Transit Revenue totals \$8.3M, which includes fees for overnight parking at Lenox, Lindbergh, Brookhaven, Doraville, Dunwoody, Medical Center, College Park, Kensington, North Springs and Sandy Springs; advertising fees paid to MARTA for use of space on rail cars, buses and other facilities; and pay telephone and newspaper vending commissions. New revenue sources such as vending opportunities were implemented at specific rail stations and new avenues of vending enhancements and advertising are being considered. MARTA is reviewing the cost benefits of contracting out of parking services, including charging premium parking fees for customers outside the MARTA service area.

#### **Lease Income**

Lease income totaling \$10.3M from property leases (especially TOD), air-rights leases and right-of-way leases, including fiber optics and antennae

sites, will be applied to operating expenses. The primary leasing locations are located at Lindbergh City Center and One Atlantic Center.

#### **Federal Sources**

FTA authorizes the use of Federal Section 5307 funds to be used to fund preventive maintenance. We have elected to use these funds in such a manner. Based on Federal Register information, we anticipate receiving \$68.5M in federal funds for preventive maintenance of our rolling stock and facilities.

#### **Summary of Operating Budget Expenditures**

The FY16 Gross Adopted Budget for Operating Expenditures totals \$512.5M. Of this amount, \$448.5M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining \$64.0M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

#### **Salaries & Wages (inc. Overtime)**

The FY16 Adopted Budget for gross salaries/wages/overtime reflects an increase of \$22.8M or 9.0% more than FY15 actuals. The majority of this increase is due to the authorization of additional positions for Clayton County as well as a 3% raise for represented and non-represented employees in FY16.

#### **Benefits**

Benefits will increase \$17.2M or 12.5% above FY15 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 and July 2015. A \$10M decrease also occurred in benefits in FY15 due to GASB 68.

#### **Contractual Services**

Contractual Services reflect a decrease of \$3.9M or 11.7% from FY15 actuals as more was spent on non-IBM license fees in FY15 due to the accrual for Trapeze.

**Materials & Supplies**

Materials and Supplies show an increase of \$8.1M or 19.3% from FY15. This is attributable primarily to adding Clayton County and budgeting for additional fuel due to service increases in FY16.

**Other Operating Expenses**

Other Operating Expenses reflect a \$2.3M or 15.4% increase from FY15 primarily due to acquiring Clayton County.

**Casualty & Liability Costs**

Casualty and Liability is projected to remain virtually the same over FY15 expenses.

**Miscellaneous Expenses**

Miscellaneous Expenses are projected to remain virtually the same over FY15 expenses.

**Other Non-Operating Expenses**

Other Non-Operating expenses reflect an increase of \$9.4M or 250.0% above FY15 expenses, primarily for Clayton County.

**Capitalized Expenditures**

A total of \$64.0M 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.

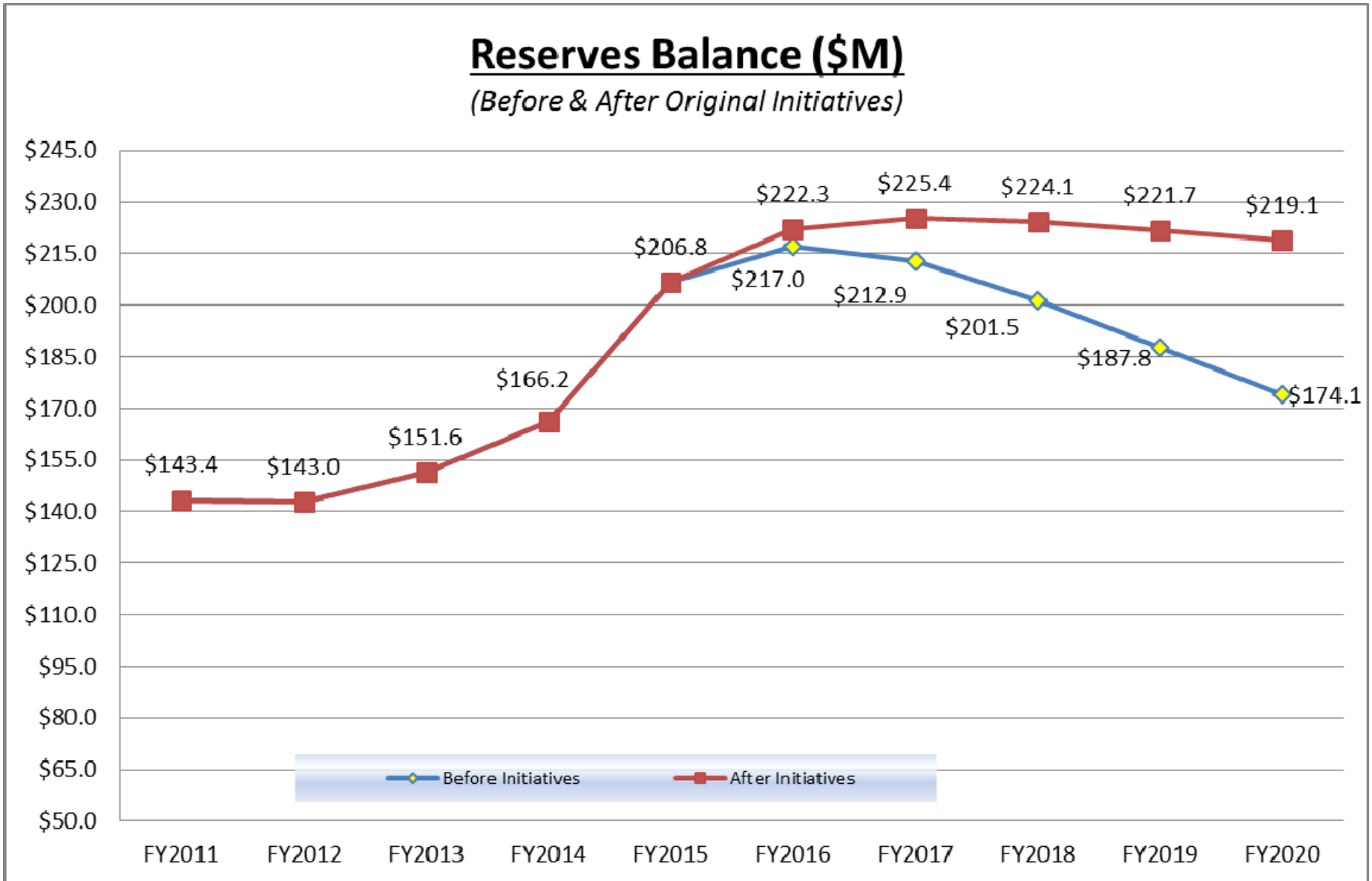
**Summary of Transit Subsidy** (Table 5)

	Actual FY12	Actual FY13	Actual FY14	Actual FY15	Adopted FY16
<b>Revenues</b>					
Passenger Revenues	\$130,462,757	\$138,606,611	\$137,969,246	\$143,761,671	\$145,781,192
Title Ad Valorem Tax	\$0	\$7,218,405	\$21,093,196	\$15,914,734	\$17,255,466
Station Parking	\$2,197,598	\$2,090,644	\$2,342,029	\$2,666,899	\$2,700,000
Advertising Revenue	\$7,217,625	\$7,423,410	\$7,513,498	\$6,835,595	\$4,710,000
Lease Income	\$11,857,161	\$9,873,367	\$9,940,992	\$10,135,330	\$10,342,622
Other Transit Revenues	\$4,562,655	\$3,283,294	\$5,014,127	\$4,098,746	\$934,509
Prior Period Audit Adjustment	\$209,746	(\$229)	\$0	\$0	\$0
Federal Formula Funds	\$44,878,000	\$66,325,551	\$66,000,000	\$73,491,698	\$68,500,000
Flex from ARC FHW Funds	\$8,468,998	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$ 209,854,540</b>	<b>\$ 234,821,053</b>	<b>\$ 249,873,088</b>	<b>\$ 256,904,673</b>	<b>\$ 250,223,789</b>
<b>Expenditures</b>					
Gross Operating Expenses	(\$454,308,927)	(\$452,169,522)	(\$465,228,850)	(\$467,499,598)	(\$512,550,329)
Capital Allocation	\$47,563,206	\$55,798,392	\$57,099,494	\$59,188,501	\$64,037,376
<b>Net Operating Expenses</b>	<b>(\$406,745,721)</b>	<b>(\$396,371,130)</b>	<b>(\$408,129,356)</b>	<b>(\$408,311,097)</b>	<b>(\$448,512,953)</b>
Operating Sales Tax Required	(\$196,891,181)	(\$161,550,077)	(\$158,256,268)	(\$151,406,424)	(\$198,289,164)
Total Sales Tax Receipts	\$339,156,492	\$340,491,000	\$345,824,834	\$372,383,396	\$434,872,000
% of Total Sales Tax Required	58.1%	47.4%	45.8%	40.7%	45.6%
47.94% of Sales Tax Applied	\$196,469,537	\$170,137,565	\$172,912,417	\$186,191,698	\$208,479,940
Sales Tax Excess (Shortfall)	(\$421,644)	\$8,587,488	\$14,656,149	\$34,785,274	\$10,190,776
Funds Applied from Prior Year	\$143,401,525	\$142,979,881	\$151,567,369	\$166,223,518	\$206,842,294
Funds Eligible for Future Clayton County Sales Tax Escrow				\$5,833,502	
Operating Subsidy	\$142,979,881	\$151,567,369	\$166,223,518	\$201,008,792	\$217,033,070
<b>Carry-Over</b>	<b>\$ 142,979,881</b>	<b>\$ 151,567,369</b>	<b>\$ 166,223,518</b>	<b>\$ 206,842,294</b>	<b>\$ 217,033,070</b>

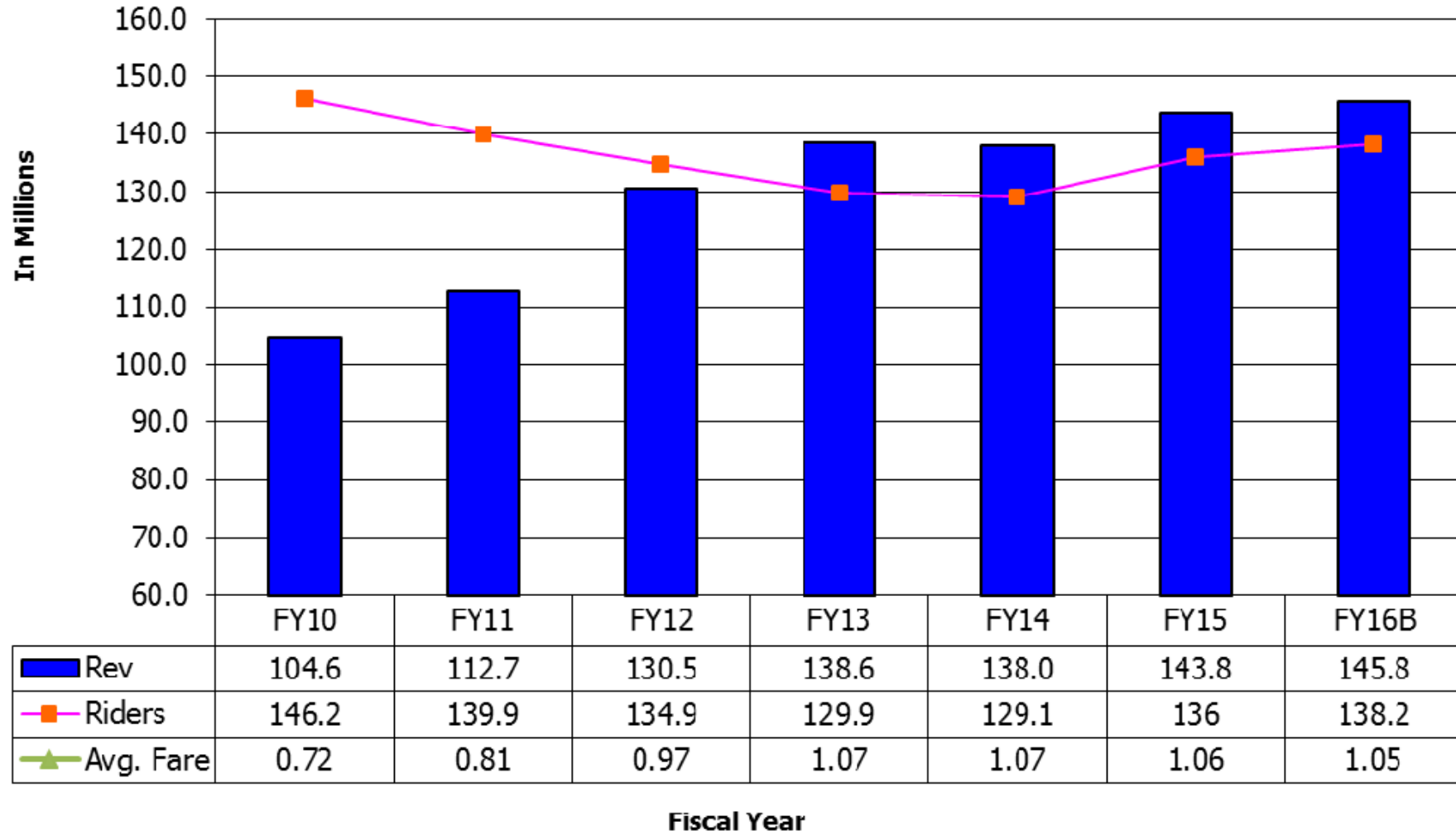


### Five-Year Summary Plan (Table 6) (\$millions)

MARTA 5-Year Plan Summary (SM)	Actual FY2015	Budget FY2016	Projection FY2017	Projection FY2018	Projection FY2019	Projection FY2020
Operating Revenues	443.1	458.7	465.3	472.3	488.5	502.6
Net Operating Expense	408.3	448.5	469.5	483.7	502.2	516.4
<b>Impact on Reserves (before Initiatives)</b>	<b>\$34.8</b>	<b>\$10.2</b>	<b>(\$4.1)</b>	<b>(\$11.4)</b>	<b>(\$13.7)</b>	<b>(\$13.8)</b>
Clayton Sales Tax Escrow	5.8					
<b>Remaining Reserves (before Initiatives)</b>	<b>\$206.8</b>	<b>\$217.0</b>	<b>\$212.9</b>	<b>\$201.5</b>	<b>\$187.8</b>	<b>\$174.1</b>
<b><i>Proposed Initiatives:</i></b>						
<b><u>Original Cost Reduction Initiatives:</u></b>						
Passenger Revenue Enhancements		(2.0)	(2.0)	(3.0)	(4.0)	(4.0)
Absenteeism Reduction Savings		(2.0)	(2.0)	(2.0)	(2.0)	(2.0)
MARTA Transformation Initiative		(2.0)	(4.0)	(6.0)	(6.0)	(6.0)
<i>sub-total</i>		<b>(6.0)</b>	<b>(8.0)</b>	<b>(11.0)</b>	<b>(12.0)</b>	<b>(12.0)</b>
Equity/Compression Adjustments		0.7	0.7	0.7	0.7	0.7
Global Internship Program		0.1	0.1	0.1	0.1	0.1
<b>Net Impact of Proposed Initiatives</b>	<b>0.0</b>	<b>(5.2)</b>	<b>(7.2)</b>	<b>(10.2)</b>	<b>(11.2)</b>	<b>(11.2)</b>
<b>Impact on Reserves (after Initiatives)</b>	<b>\$34.8</b>	<b>\$15.4</b>	<b>\$3.1</b>	<b>(\$1.2)</b>	<b>(\$2.5)</b>	<b>(\$2.6)</b>
Clayton Sales Tax Escrow	5.8					
<b>Remaining Reserves (after Initiatives)</b>	<b>\$206.8</b>	<b>\$222.3</b>	<b>\$225.4</b>	<b>\$224.1</b>	<b>\$221.7</b>	<b>\$219.1</b>



### Passenger Revenue & Ridership Trends (millions)



**CAPITAL PROGRAM FUNDING**

The Fiscal Year 2016 Capital Budget of \$432,011,157 in program expenditures is funded as follows:

<i>Local Sources</i>	
FY16 Beginning Balance	\$36,292,500
Sales Tax	\$202,464,000
Financing	
Debt Issue - CP	156,000,000
Investment, Lease & Other Income	515,000
<i>Federal, State and Other Sources</i>	
Federal Capital Assistance	41,500,000
State Grants	1,020,000
Total Sources	<u>\$437,791,500</u>
<i>Capital Expenditures</i>	
Capital Programs	(283,064,232)
Bond Debt and Other Bond Costs	(148,946,925)
Total Uses	<u>(432,011,157)</u>
End of Fiscal Year Balance	\$5,780,343

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 15% of the FY16 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 FY16 Capital Budget include the Sales Tax, and a FY16 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.

**FY16 General Fund Beginning Balance**

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

**Sales Tax**

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton and DeKalb Counties and the City of Atlanta. In these jurisdictions, a local option sales tax of 1% is levied for the exclusive use of MARTA. On Feb 01, 2015, MARTA started to receive sales and use tax proceeds of 1% from Clayton County. In the first quarter of FY2016, MARTA will undergo a bond validation to pledge Clayton County Sales Tax to the debt service.

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

**Investment & Other Income**

Also available as a local source is investment income totaling \$515,000. This source includes interest income from all capital eligible portfolios.

**Financing**

MARTA is expected to issue \$156,000,000 in Floating Rate Notes (FRN) to fund the FY16 Capital Program.

**Federal, State and Other Sources**

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

**Federal Grants Program**

This program is designed to encompass Section 5309 Fixed Guideway Modernization, Surface Transportation Program, Congestion Mitigation and Air Quality, Discretionary Bus, Section 5307 Urbanized Area Formula Grant Program, Department of Homeland Security, ARRA and reprogrammed Federal Highway Administration funds. Approximately \$41,500,000 is expected to be reimbursed in FY16.

**State Grants Program**

The State of Georgia participates in the procurement of clean fuel buses, rail projects, and Americans with Disabilities Act Paratransit vehicles and assistance. Funding from the State in FY16 is expected to total approximately \$1,020,000. These funds are from various State fiscal year appropriations.

**Capital Expenditures**

The total Capital Budget of \$432,011,157 for FY16 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 \$283,064,232 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY16. 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 FY16 are expected to total \$148,946,925.

Sales Tax Revenue Bonds as of July 01, 2015 [\$ million]

Series		Year Issued	Original Principal Issued	Year of Maturity	Interest Rates %	Balance
N	*	1992	122.245	2018	6.25	22.88
P	*	1992	296.755	2020	6.0 - 6.25	40.48
2000A		2000	100	2025	Var	94.00
2000B		2000	100	2025	Var	94.00
2005A	*	2005	174.72	2020	5	122.74
2006A	*	2006	138.60	2020	5	103.06
2007A	*	2007	145.725	2032	5.25	145.73
2007B		2008	389.83	2037	4.5 - 5	389.83
2009A		2009	250.00	2039	4.80 - 5.25	250.00
2012A	*	2012	311.10	2040	3 - 5	311.10
2012B	*	2012	17.93	2020	3 - 5	16.83
2013A	*	2013	22.98	2020	3 - 5	20.98
2014A	*	2014	286.7	2044	4 - 5	286.7
2015A		2015	87.5	2045	5	87.05
<b>Total Sales Tax Revenue Bonds (\$ million)</b>						<b>1,985.33</b>
<i>*Refunding Bonds</i>						

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

- A total of \$148,946,925 is budgeted in FY16 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.

FY16 Sales Tax Receipt Budget	\$434,872,000	
FY16 Debt Service	\$148,946,925	
		=
Total Sales Tax Debt Ratio =	$\frac{\$148,946,925}{\$434,872,000}$	34.25%
<i>(Requirement is at least 2 times)</i>		

Sales Tax Receipts (FY15)	\$372,383,397	
Total Outstanding Debt Service (FY15)	\$146,264,579	
<i>(Requirement is at least 2 times) Ratio =</i>	$\frac{\$372,383,397}{\$146,264,579}$	= 2.54

**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 (FY15)	\$372,383,397	
Total Outstanding Debt Service (FY16)	\$147,282,925	
Annual Debt Service Required New Bond	1,664,000	
Total Future Annual Debt Service	\$148,946,925	
<i>(Requirement is at least 1.5) Ratio =</i>	$\frac{\$372,383,397}{\$148,946,925}$	= 2.50

**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.

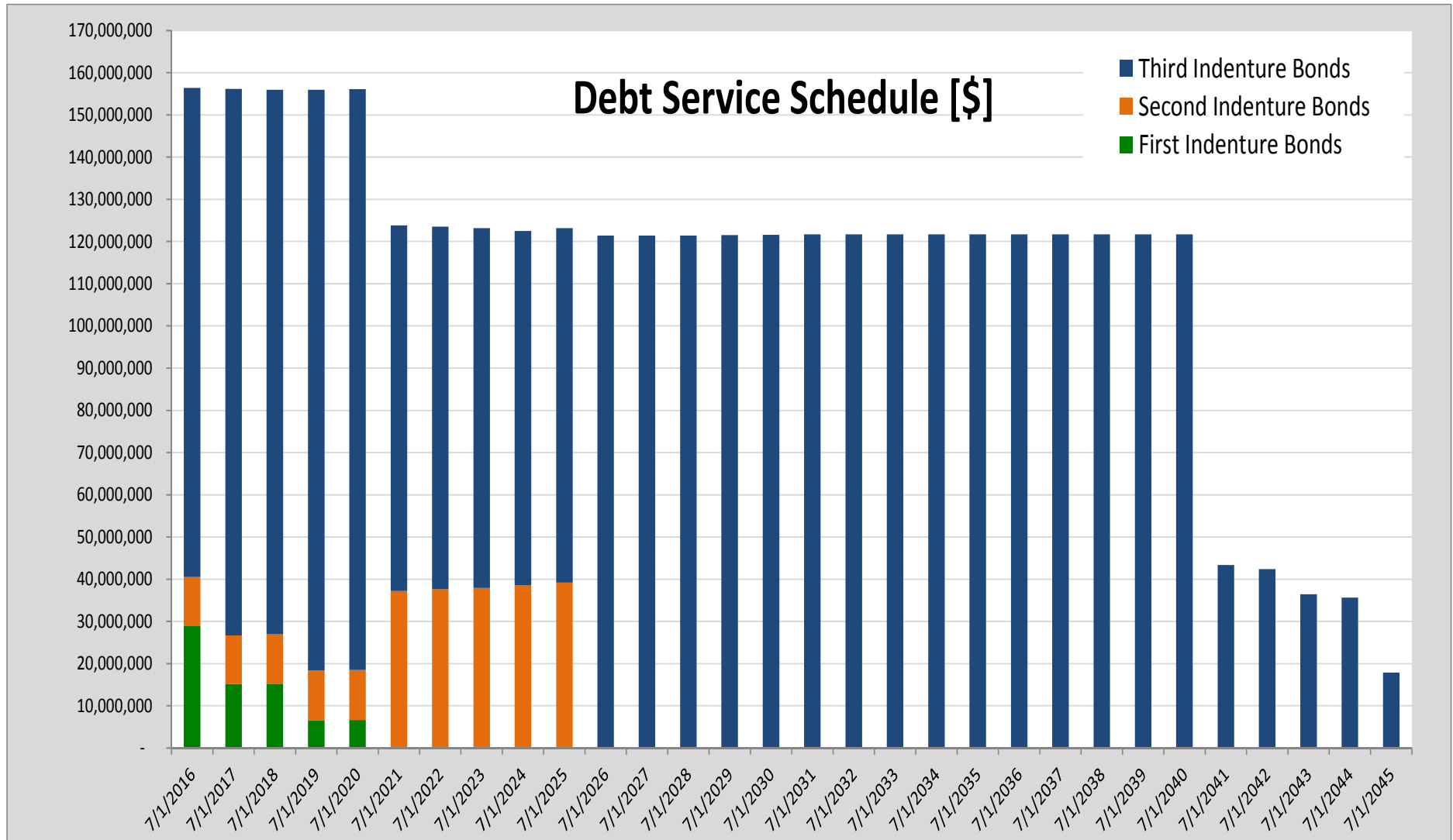
FY16 Total Sales Tax Receipts Budget	\$434,872,000	
Total Outstanding Debt Service (FY16)	\$147,282,925	
Annual Debt Service Required New Bond	1,664,000	
Total Future Annual Debt Service	\$148,946,925	
<i>(Requirement is at least 2.0) Ratio =</i>	$\frac{\$434,872,000}{\$148,946,925}$	= 2.91

- 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.

DEBT SERVICE SCHEDULE [ \$ ]

Year	First Indenture Series N, P			Second Indenture Series 2000A, 2000B			Third Indenture Series 2005A, 2006A, 2007A, 2007B, 2009A, 2012A, 2012B, 2013A, 2014A, 2015A			Combined All Indentures		
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2016	25,025,000	3,960,625	28,985,625	3,500,000	8,027,600	11,527,600	34,180,000	81,678,050	115,858,050	62,705,000	93,666,275	156,371,275
7/1/2017	12,735,000	2,396,563	15,131,563	3,700,000	7,878,150	11,578,150	49,450,000	79,990,050	129,440,050	65,885,000	90,264,763	156,149,763
7/1/2018	13,580,000	1,600,625	15,180,625	4,000,000	7,720,160	11,720,160	51,535,000	77,517,550	129,052,550	69,115,000	86,838,335	155,953,335
7/1/2019	5,820,000	751,875	6,571,875	4,200,000	7,549,360	11,749,360	62,670,000	74,978,600	137,648,600	72,690,000	83,279,835	155,969,835
7/1/2020	6,210,000	388,125	6,598,125	4,500,000	7,370,020	11,870,020	65,775,000	71,845,100	137,620,100	76,485,000	79,603,245	156,088,245
7/1/2021	-	-	-	30,000,000	7,177,870	37,177,870	18,080,000	68,556,350	86,636,350	48,080,000	75,734,220	123,814,220
7/1/2022	-	-	-	31,700,000	5,896,870	37,596,870	18,305,000	67,629,875	85,934,875	50,005,000	73,526,745	123,531,745
7/1/2023	-	-	-	33,400,000	4,543,280	37,943,280	18,510,000	66,690,938	85,200,938	51,910,000	71,234,218	123,144,218
7/1/2024	-	-	-	35,400,000	3,117,100	38,517,100	18,275,000	65,740,525	84,015,525	53,675,000	68,857,625	122,532,625
7/1/2025	-	-	-	37,600,000	1,605,520	39,205,520	19,185,000	64,800,763	83,985,763	56,785,000	66,406,283	123,191,283
7/1/2026	-	-	-	-	-	-	57,610,000	63,814,050	121,424,050	57,610,000	63,814,050	121,424,050
7/1/2027	-	-	-	-	-	-	60,260,000	61,156,263	121,416,263	60,260,000	61,156,263	121,416,263
7/1/2028	-	-	-	-	-	-	63,325,000	58,112,675	121,437,675	63,325,000	58,112,675	121,437,675
7/1/2029	-	-	-	-	-	-	66,550,000	55,009,150	121,559,150	66,550,000	55,009,150	121,559,150
7/1/2030	-	-	-	-	-	-	69,865,000	51,747,600	121,612,600	69,865,000	51,747,600	121,612,600
7/1/2031	-	-	-	-	-	-	73,270,000	48,473,125	121,743,125	73,270,000	48,473,125	121,743,125
7/1/2032	-	-	-	-	-	-	76,535,000	45,196,013	121,731,013	76,535,000	45,196,013	121,731,013
7/1/2033	-	-	-	-	-	-	79,960,000	41,770,913	121,730,913	79,960,000	41,770,913	121,730,913
7/1/2034	-	-	-	-	-	-	83,690,000	38,045,475	121,735,475	83,690,000	38,045,475	121,735,475
7/1/2035	-	-	-	-	-	-	87,515,000	34,215,150	121,730,150	87,515,000	34,215,150	121,730,150
7/1/2036	-	-	-	-	-	-	91,595,000	30,133,400	121,728,400	91,595,000	30,133,400	121,728,400
7/1/2037	-	-	-	-	-	-	95,870,000	25,858,850	121,728,850	95,870,000	25,858,850	121,728,850
7/1/2038	-	-	-	-	-	-	100,430,000	21,302,050	121,732,050	100,430,000	21,302,050	121,732,050
7/1/2039	-	-	-	-	-	-	105,205,000	16,526,750	121,731,750	105,205,000	16,526,750	121,731,750
7/1/2040	-	-	-	-	-	-	110,210,000	11,522,550	121,732,550	110,210,000	11,522,550	121,732,550
7/1/2041	-	-	-	-	-	-	36,270,000	7,114,150	43,384,150	36,270,000	7,114,150	43,384,150
7/1/2042	-	-	-	-	-	-	36,920,000	5,463,350	42,383,350	36,920,000	5,463,350	42,383,350
7/1/2043	-	-	-	-	-	-	32,595,000	3,786,550	36,381,550	32,595,000	3,786,550	36,381,550
7/1/2044	-	-	-	-	-	-	33,300,000	2,332,750	35,632,750	33,300,000	2,332,750	35,632,750
7/1/2045	-	-	-	-	-	-	17,015,000	850,750	17,865,750	17,015,000	850,750	17,865,750
7/1/2046	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2047	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>63,370,000</b>	<b>9,097,813</b>	<b>72,467,813</b>	<b>188,000,000</b>	<b>60,885,930</b>	<b>248,885,930</b>	<b>1,733,955,000</b>	<b>1,341,859,363</b>	<b>3,075,814,363</b>	<b>1,985,325,000</b>	<b>1,411,843,105</b>	<b>3,397,168,105</b>

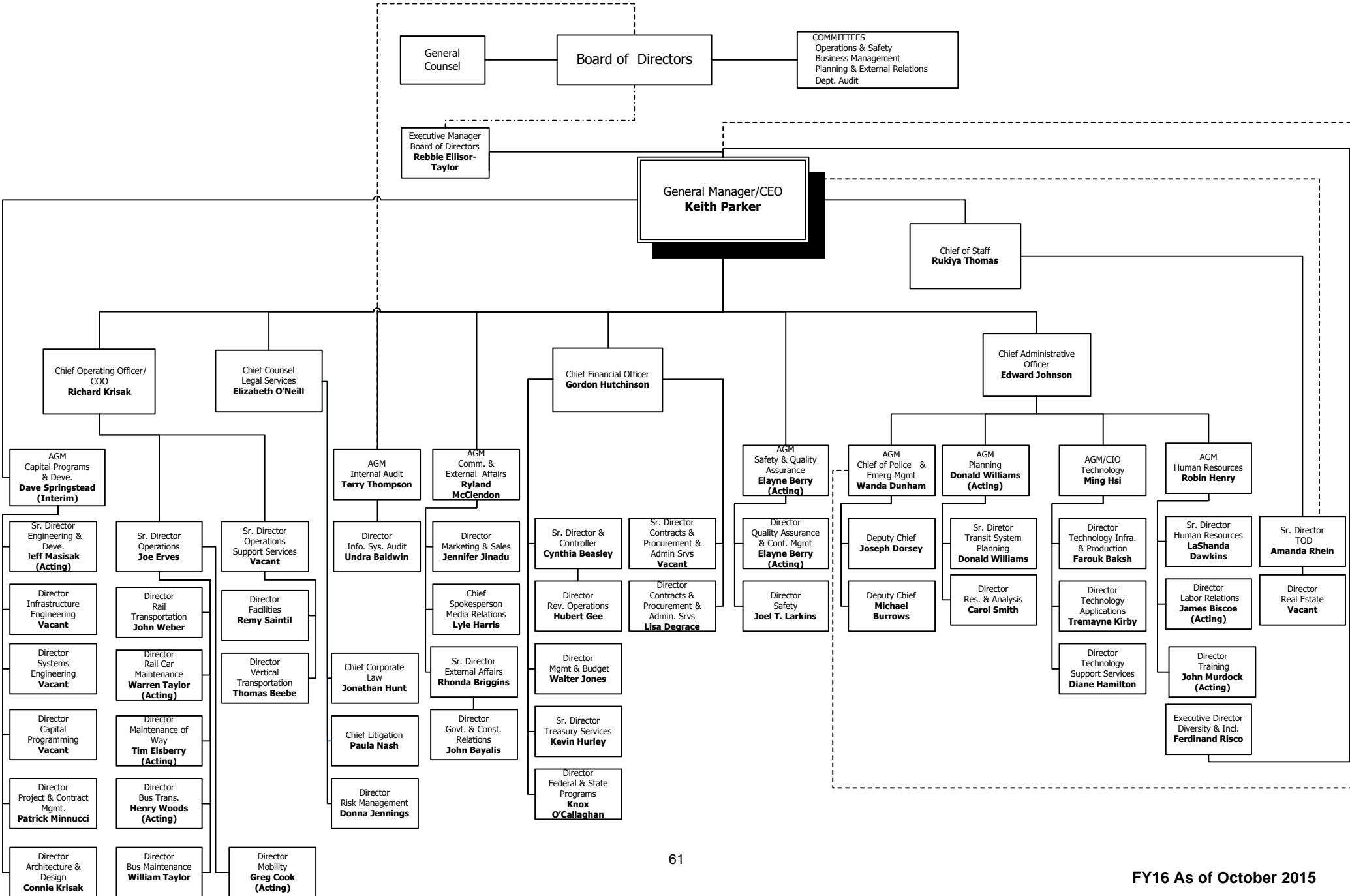




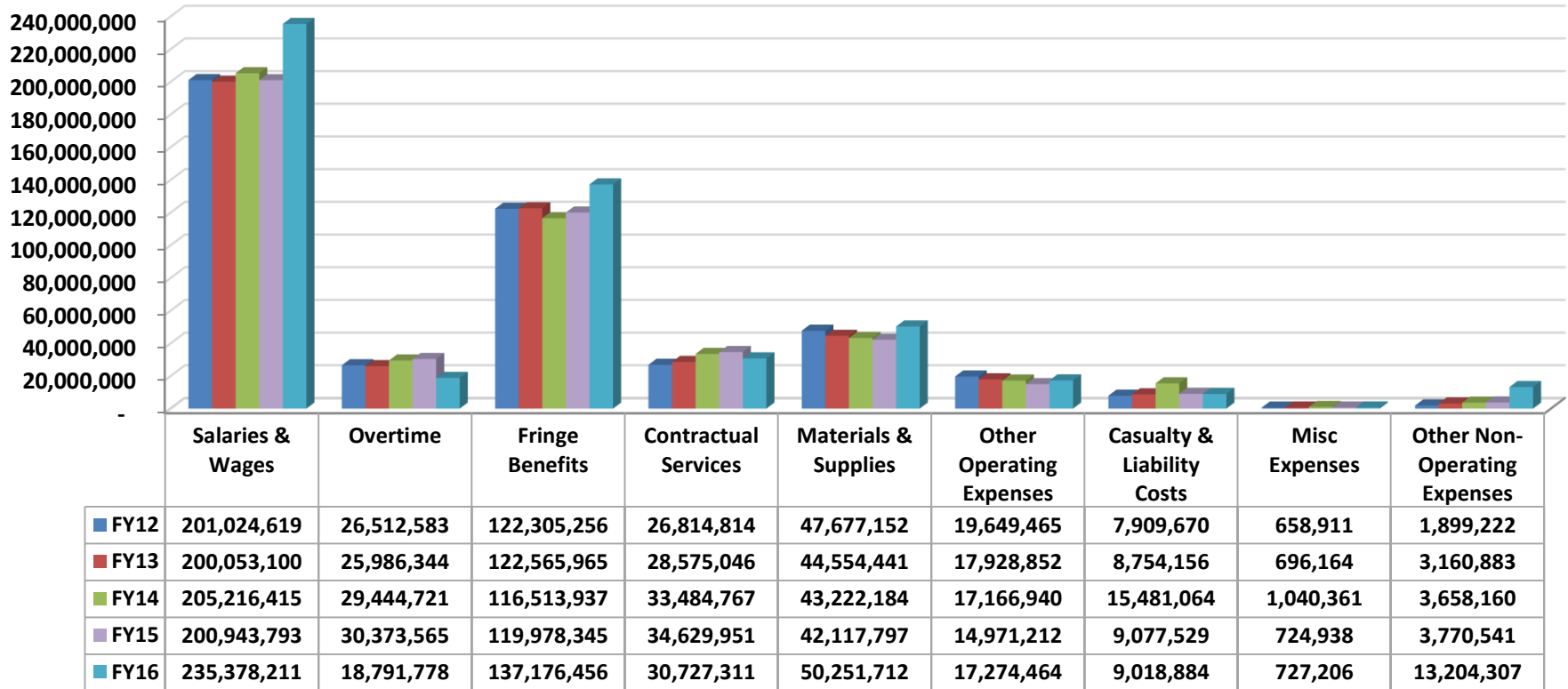
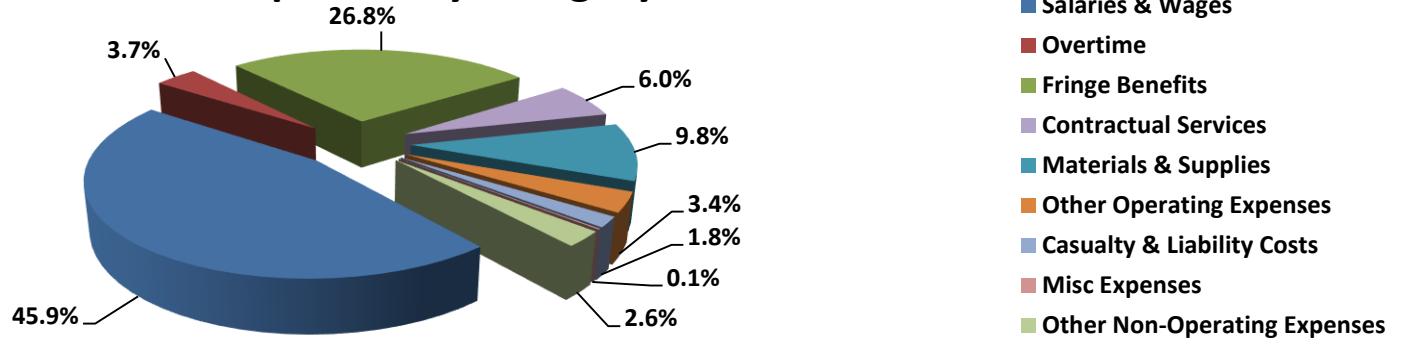


## **OPERATING BUDGET**

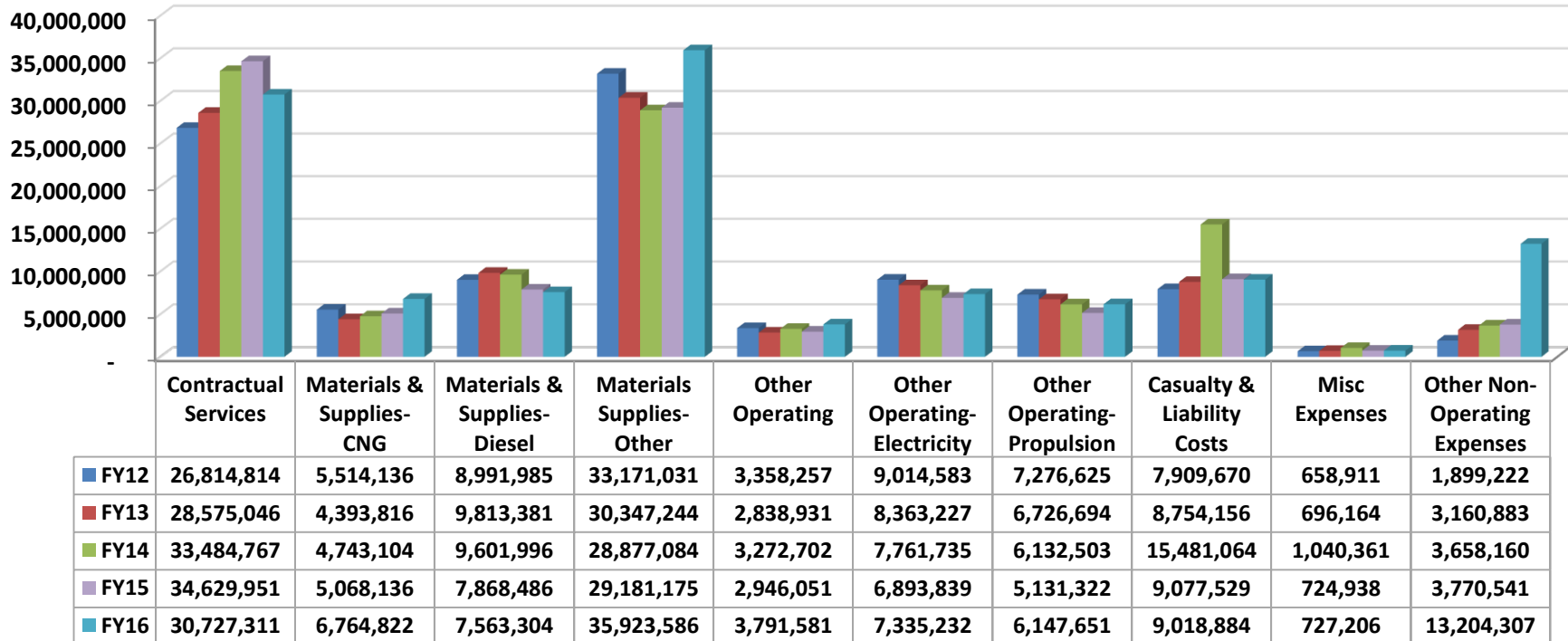
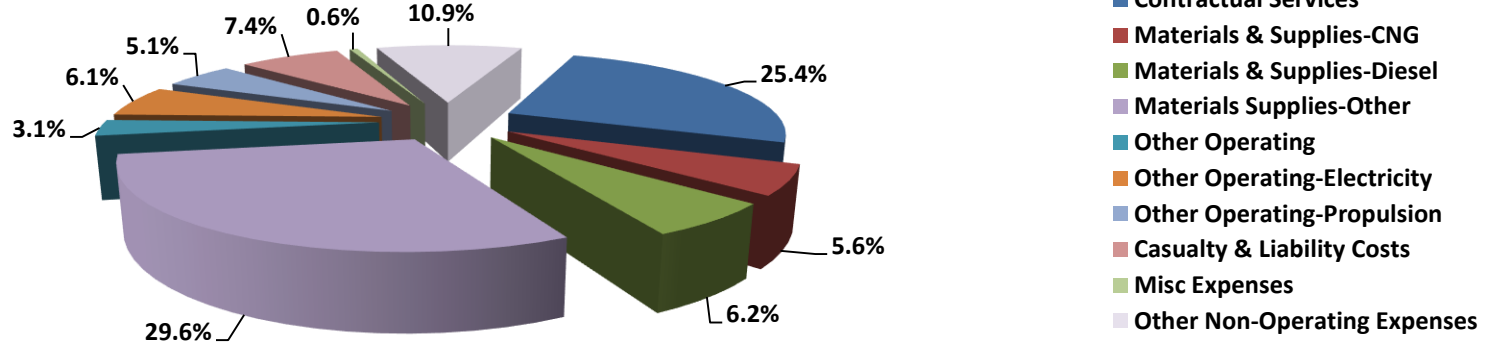
This section provides an overall view of the annual operating budget for the Authority, including expenses by category and organizational structure.



### Gross Expenses by Category



### Non-Labor Expenses by Category



**Total Authority Summary of Category Expenses**

<b>Categories of Expense</b>	<b>FY12 Expense</b>	<b>FY13 Expense</b>	<b>FY14 Expense</b>	<b>FY15 Expenses</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
Salaries & Wages	201,024,619	200,053,100	205,216,415	200,943,793	229,066,998	6,311,213	235,378,211
Overtime	26,512,583	25,986,344	29,444,721	30,373,565	18,791,778	0	18,791,778
Fringe Benefits	122,305,256	122,565,965	116,513,837	119,978,345	133,535,095	3,641,361	137,176,456
Contractual Services	26,814,814	28,575,046	33,484,767	34,629,951	30,607,311	120,000	30,727,311
Materials & Supplies	41,653,034	43,373,150	43,475,808	40,796,814	45,927,670	3,120,739	49,048,409
Other Operating Expenses	19,649,465	17,928,852	17,166,940	14,971,212	17,274,464	0	17,274,464
Casualty & Liability Costs	7,909,670	8,754,156	15,481,064	9,077,529	9,018,884	0	9,018,884
Miscellaneous Expenses	658,911	696,164	1,040,361	724,938	727,206	0	727,206
Other Non-Operating Expenses	1,899,222	3,160,870	3,658,160	3,770,541	6,029,567	7,174,740	13,204,307
<b>Authority Sub Total</b>	<b>\$448,427,574</b>	<b>\$451,093,647</b>	<b>\$465,482,073</b>	<b>\$455,266,688</b>	<b>\$490,978,972</b>	<b>\$20,368,053</b>	<b>\$511,347,025</b>
Inventory Adjustment	6,024,118	1,181,304	-253,524	1,320,983	1,203,303	0	1,203,303
Eligible Leases*	-142,741	-105,452	-37,665	----	----	----	----
<b>Authority Gross Total</b>	<b>\$454,308,951</b>	<b>\$452,169,499</b>	<b>\$465,228,549</b>	<b>\$456,587,671</b>	<b>\$492,182,275</b>	<b>\$20,368,053</b>	<b>\$512,550,328</b>
<b>Capital Allocation</b>	<b>-\$47,563,171</b>	<b>-\$55,798,370</b>	<b>-\$57,099,500</b>	<b>-\$59,188,501</b>	<b>-\$63,069,324</b>	<b>-\$968,053</b>	<b>-\$64,037,376</b>
<b>Authority Net Operating Total</b>	<b>\$406,745,780</b>	<b>\$396,371,129</b>	<b>\$408,091,384</b>	<b>\$397,399,170</b>	<b>\$429,112,952</b>	<b>\$19,400,000</b>	<b>\$448,512,952</b>
<b>\$ Change from Prior Year</b>	<b>\$6,619,620</b>	<b>-\$10,374,651</b>	<b>\$11,720,255</b>	<b>-\$10,692,214</b>	<b>\$31,713,782</b>	<b>\$0</b>	<b>\$51,113,782</b>
<b>% Change from Prior Year</b>	<b>2%</b>	<b>-3%</b>	<b>3%</b>	<b>-3%</b>	<b>8%</b>	<b>0%</b>	<b>13%</b>

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

**Total Authority Summary of Category Expenses**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expenses	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	201,024,619	200,053,100	205,216,415	200,943,793	229,066,998	6,311,213	235,378,211
Overtime	26,512,583	25,986,344	29,444,721	30,373,565	18,791,778	0	18,791,778
Other Benefits	25,881,581	25,903,263	27,380,000	11,861,099	30,450,974	151,268	30,602,241
Healthcare Rep/NonRep	54,970,909	54,599,605	52,442,932	56,794,515	60,416,196	2,428,221	62,844,417
Pension Rep/NonRep	31,617,994	33,732,331	28,644,983	32,761,526	34,203,624	739,186	34,942,810
Workers Comp-Losses	9,834,772	8,330,766	8,045,922	18,561,205	8,464,302	322,686	8,786,988
Contractual Services	26,814,814	28,575,046	33,484,767	34,629,951	30,607,311	120,000	30,727,311
Materials Supplies-Other	27,146,913	29,165,953	29,130,708	27,860,192	32,597,544	2,122,739	34,720,283
Materials & Supplies-Diesel	8,991,985	9,813,381	9,601,996	7,868,486	7,563,304	0	7,563,304
Materials & Supplies-CNG	5,514,136	4,393,816	4,743,104	5,068,136	5,766,822	998,000	6,764,822
Other Operating	3,358,257	2,838,931	3,272,702	2,946,051	3,791,581	0	3,791,581
Other Operating-Electricity	9,014,583	8,363,227	7,761,735	6,893,839	7,335,232	0	7,335,232
Other Operating-Propulsion	7,276,625	6,726,694	6,132,503	5,131,322	6,147,651	0	6,147,651
Casualty & Liability Costs	7,909,670	8,754,156	15,481,064	9,077,529	9,018,884	0	9,018,884
Miscellaneous Expenses	658,911	696,164	1,040,361	724,938	727,206	0	727,206
Other Non-Operating Expenses	1,899,222	3,160,870	3,658,160	3,770,541	6,029,567	7,174,740	13,204,307
<b>Authority Sub Total</b>	<b>\$448,427,574</b>	<b>\$451,093,647</b>	<b>\$465,482,073</b>	<b>\$455,266,688</b>	<b>\$490,978,972</b>	<b>\$20,368,053</b>	<b>\$511,347,025</b>
Inventory Adjustment	6,024,118	1,181,304	-253,524	1,320,983	1,203,303	0	1,203,303
Eligible Leases*	-142,741	-105,452	-37,665	----	----	----	----
<b>Authority Gross Total</b>	<b>\$454,308,951</b>	<b>\$452,169,499</b>	<b>\$465,228,549</b>	<b>\$456,587,671</b>	<b>\$492,182,275</b>	<b>\$20,368,053</b>	<b>\$512,550,328</b>
<b>Capital Allocation</b>	<b>-\$47,563,171</b>	<b>-\$55,798,370</b>	<b>-\$57,099,500</b>	<b>-\$59,188,501</b>	<b>-\$63,069,324</b>	<b>-\$968,053</b>	<b>-\$64,037,376</b>
<b>Authority Net Operating Total</b>	<b>\$406,745,780</b>	<b>\$396,371,129</b>	<b>\$408,091,384</b>	<b>\$397,399,170</b>	<b>\$429,112,952</b>	<b>\$19,400,000</b>	<b>\$448,512,952</b>
<b>\$ Change from Prior Year</b>	<b>\$6,619,620</b>	<b>-\$10,374,651</b>	<b>\$11,720,255</b>	<b>-\$10,692,214</b>	<b>\$31,713,782</b>	<b>\$0</b>	<b>\$51,113,782</b>
<b>% Change from Prior Year</b>	<b>2%</b>	<b>-3%</b>	<b>3%</b>	<b>-3%</b>	<b>8%</b>	<b>0%</b>	<b>13%</b>

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

**AUTHORITY**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	201,024,619	200,053,100	205,216,415	200,943,793	229,066,998	6,311,213	235,378,211
Overtime	26,512,583	25,986,344	29,444,721	30,373,565	18,791,778	0	18,791,778
Other Benefits	25,405,558	25,318,043	26,709,737	14,529,704	30,450,974	151,268	30,602,241
Healthcare Rep/NonRep	54,970,909	54,599,605	52,442,932	56,794,515	60,416,196	2,428,221	62,844,417
Pension Rep/NonRep	31,617,994	33,732,331	28,644,983	29,419,531	34,203,624	739,186	34,942,810
Workers Comp-Excess/Losses	10,310,795	8,915,986	8,716,285	19,234,595	8,464,302	322,686	8,786,988
<i>Benefits Total</i>	<i>122,305,256</i>	<i>122,565,965</i>	<i>116,513,937</i>	<i>119,978,345</i>	<i>133,535,095</i>	<i>3,641,361</i>	<i>137,176,456</i>
<b>Labor Total</b>	<b><u>349,842,458</u></b>	<b><u>348,605,409</u></b>	<b><u>351,175,073</u></b>	<b><u>351,295,703</u></b>	<b><u>381,393,871</u></b>	<b><u>9,952,574</u></b>	<b><u>391,346,445</u></b>
Contractual Services	26,814,814	28,575,046	33,484,767	34,629,951	30,607,311	120,000	30,727,311
Materials Supplies-Other	33,171,031	30,347,244	28,877,084	29,181,175	33,800,847	2,122,739	35,923,586
Materials & Supplies-Diesel	8,991,985	9,813,381	9,601,996	7,868,486	7,563,304	0	7,563,304
Materials & Supplies-CNG	5,514,136	4,393,816	4,743,104	5,068,136	5,766,822	998,000	6,764,822
<i>Materials Total</i>	<i>47,677,152</i>	<i>44,554,441</i>	<i>43,222,184</i>	<i>42,117,797</i>	<i>47,130,973</i>	<i>3,120,739</i>	<i>50,251,712</i>
Other Operating	3,358,257	2,838,931	3,272,702	2,946,051	3,791,581	0	3,791,581
Other Operating-Electricity	9,014,583	8,363,227	7,761,735	6,893,839	7,335,232	0	7,335,232
Other Operating-Propulsion	7,276,625	6,726,694	6,132,503	5,131,322	6,147,651	0	6,147,651
<i>Other Total</i>	<i>19,649,465</i>	<i>17,928,852</i>	<i>17,166,940</i>	<i>14,971,212</i>	<i>17,274,464</i>	<i>0</i>	<i>17,274,464</i>
Casualty & Liability Costs	7,909,670	8,754,156	15,481,064	9,077,529	9,018,884	0	9,018,884
Miscellaneous Expenses	658,911	696,164	1,040,361	724,938	727,206	0	727,206
Other Non-Operating Expenses	1,899,222	3,160,883	3,658,160	3,770,541	6,029,567	7,174,740	13,204,307
<b>Non Labor Total</b>	<b><u>104,609,234</u></b>	<b><u>103,669,542</u></b>	<b><u>114,053,476</u></b>	<b><u>105,291,968</u></b>	<b><u>110,788,405</u></b>	<b><u>10,415,479</u></b>	<b><u>121,203,883</u></b>
<b>Gross Operating Total</b>	<b><u>454,451,692</u></b>	<b><u>452,274,951</u></b>	<b><u>465,228,549</u></b>	<b><u>456,587,671</u></b>	<b><u>492,182,275</u></b>	<b><u>20,368,053</u></b>	<b><u>512,550,328</u></b>
Cost Allocation	-47,563,171	-55,798,370	-57,099,500	-59,188,501	-63,069,324	-968,053	-64,037,376
<b>Allocation Total</b>	<b><u>-47,563,171</u></b>	<b><u>-55,798,370</u></b>	<b><u>-57,099,500</u></b>	<b><u>-59,188,501</u></b>	<b><u>-63,069,324</u></b>	<b><u>-968,053</u></b>	<b><u>-64,037,376</u></b>
<b>Net Operating Expense</b>	<b><u>406,888,521</u></b>	<b><u>396,476,581</u></b>	<b><u>408,129,049</u></b>	<b><u>397,399,170</u></b>	<b><u>429,112,952</u></b>	<b><u>19,400,000</u></b>	<b><u>448,512,952</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	1,586	1,617	1,629	1,683	1,690	31	1,721	Administrative	319	316	309	331	330	5	335
Represented	2,771	2,785	2,793	2,826	2,831	151	2,982	Management	207	219	218	222	225	0	225
<b>Full-Time Total</b>	<b><u>4,357</u></b>	<b><u>4,402</u></b>	<b><u>4,422</u></b>	<b><u>4,509</u></b>	<b><u>4,521</u></b>	<b><u>182</u></b>	<b><u>4,703</u></b>	Police	275	277	312	312	312	14	326
Non-Represented (PT)	77	77	72	53	50	0	50	Professional	339	383	373	407	405	4	409
Represented (PT)	193	193	187	187	187	0	187	Technical	271	284	270	280	281	3	284
<b>Part-Time Total</b>	<b><u>270</u></b>	<b><u>270</u></b>	<b><u>259</u></b>	<b><u>240</u></b>	<b><u>237</u></b>	<b><u>0</u></b>	<b><u>237</u></b>	Maintenance	1,101	1,103	1,101	1,099	1,104	23	1,127
<b>Contract</b>	<b><u>109</u></b>	<b><u>140</u></b>	<b><u>141</u></b>	<b><u>174</u></b>	<b><u>175</u></b>	<b><u>3</u></b>	<b><u>178</u></b>	Operator	1,672	1,685	1,679	1,715	1,715	128	1,843
<b>Total</b>	<b><u>4,736</u></b>	<b><u>4,812</u></b>	<b><u>4,822</u></b>	<b><u>4,923</u></b>	<b><u>4,933</u></b>	<b><u>185</u></b>	<b><u>5,118</u></b>	Represented	189	188	200	199	199	0	199
								Supervisory	363	357	360	358	362	8	370
								<b>Total</b>	<b><u>4,736</u></b>	<b><u>4,812</u></b>	<b><u>4,822</u></b>	<b><u>4,923</u></b>	<b><u>4,933</u></b>	<b><u>185</u></b>	<b><u>5,118</u></b>



**GROSS EXPENSES BY ORGANIZATION**

<b>Organization:</b>	<b>FY12 Expense</b>	<b>FY13 Expense</b>	<b>FY14 Expense</b>	<b>FY15 Expense</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
Office of General Manager CEO	743,639	920,368	1,477,802	1,241,295	3,947,103	7,174,740	11,121,842
Office of Board of Directors	400,467	363,971	338,623	372,607	403,379	0	403,379
Office of Diversity and Inclusion	1,603,265	1,525,719	1,485,666	1,430,709	1,613,156	0	1,613,156
<b>Dept of General Manager CEO</b>	<b>2,747,371</b>	<b>2,810,058</b>	<b>3,302,091</b>	<b>3,044,611</b>	<b>5,963,638</b>	<b>7,174,740</b>	<b>13,138,377</b>
Office of AGM Internal Audit	2,358,414	1,911,533	1,656,775	1,755,590	1,951,663	0	1,951,663
Office of Information Systems Audit	520,581	476,806	362,492	284,396	610,776	0	610,776
<b>Dept of Internal Audit</b>	<b>2,878,995</b>	<b>2,388,339</b>	<b>2,019,267</b>	<b>2,039,986</b>	<b>2,562,440</b>	<b>0</b>	<b>2,562,440</b>
Office of AGM Comm & Ext Affairs	3,144,089	2,973,204	2,661,928	2,788,042	3,323,035	266,493	3,589,528
Office of External Affairs	655,911	592,955	589,946	657,087	628,929	0	628,929
Office of Marketing & Sales	1,644,158	1,815,804	2,191,572	1,819,674	1,968,856	0	1,968,856
Office of Government & Constituent Relations	403,910	412,869	305,852	359,338	441,927	0	441,927
Office of Media Communications	346,991	352,826	299,915	400,090	525,773	0	525,773
<b>Dept of Communication &amp; Ext Affairs</b>	<b>6,195,059</b>	<b>6,147,658</b>	<b>6,049,213</b>	<b>6,024,231</b>	<b>6,888,519</b>	<b>266,493</b>	<b>7,155,013</b>
Office of AGM Capital Programs & Development	0	0	0	0	337,393	0	337,393
Office of Engineering & Development	0	373,904	590,341	930,868	276,552	0	276,552
Office of Infrastructure Engineering	2,649,747	2,956,284	3,083,277	3,162,726	4,772,697	0	4,772,697
Office of Systems Engineering	2,131,540	1,277,612	1,302,168	1,661,430	3,206,236	0	3,206,236
Office of Capital Programming	0	1,019,127	907,635	1,766,278	1,059,504	0	1,059,504
Office of Project Management & Construction	4,506,985	5,889,109	6,823,232	6,475,562	9,286,355	0	9,286,355
Office of Architecture & Design	1,641,215	1,562,674	1,172,742	1,116,256	1,987,108	0	1,987,108
<b>Dept of Capital Programs &amp; Development</b>	<b>10,929,487</b>	<b>13,078,710</b>	<b>13,879,395</b>	<b>15,113,120</b>	<b>20,925,845</b>	<b>0</b>	<b>20,925,845</b>

**GROSS EXPENSES BY ORGANIZATION**

<b>Organization:</b>	<b>FY12 Expense</b>	<b>FY13 Expense</b>	<b>FY14 Expense</b>	<b>FY15 Expense</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
Office of AGM of Safety & QA	564,258	514,433	235,232	438,836	486,591	0	486,591
Office of Safety	1,734,963	1,908,757	1,904,556	1,876,275	2,623,968	246,440	2,870,408
Office of QA & Configuration Mgmt	2,374,196	2,579,341	2,884,055	2,652,884	3,304,800	0	3,304,800
<b>Dept of Safety &amp; Quality Assurance</b>	<b>4,673,417</b>	<b>5,002,531</b>	<b>5,023,843</b>	<b>4,967,995</b>	<b>6,415,359</b>	<b>246,440</b>	<b>6,661,799</b>
<b>Division of General Manager CEO</b>	<b>27,424,329</b>	<b>29,427,296</b>	<b>30,273,809</b>	<b>31,189,943</b>	<b>42,755,801</b>	<b>7,687,673</b>	<b>50,443,474</b>
Office of Chief Operating Officer COO	1,135,630	940,376	817,863	1,698,291	1,014,361	0	1,014,361
<b>Dept of Chief Operating Officer COO</b>	<b>1,135,630</b>	<b>940,376</b>	<b>817,863</b>	<b>1,698,291</b>	<b>1,014,361</b>	<b>0</b>	<b>1,014,361</b>
Office of Operations Support Services	0	0	0	4,786,786	3,381,148	0	3,381,148
Office of Facilities	24,249,448	23,281,039	23,428,351	20,851,445	25,054,681	252,573	25,307,254
Office of Vertical Transportation	5,505,687	6,036,293	6,422,075	7,126,736	6,515,298	0	6,515,298
<b>Dept of Operations Support Services</b>	<b>29,755,135</b>	<b>29,317,332</b>	<b>29,850,426</b>	<b>32,764,967</b>	<b>34,951,127</b>	<b>252,573</b>	<b>35,203,700</b>
Office of Bus Transportation	91,615,000	88,330,152	89,629,502	88,787,431	94,444,196	5,588,179	100,032,375
Office of Bus Maintenance	65,961,178	64,613,440	65,573,225	57,881,620	65,832,899	3,915,080	69,747,979
Office of Mobility	17,697,043	17,626,574	17,748,033	18,114,339	18,444,118	1,163,353	19,607,471
<b>Dept of Bus Operations</b>	<b>175,273,221</b>	<b>170,570,166</b>	<b>172,950,760</b>	<b>164,783,390</b>	<b>178,721,212</b>	<b>10,666,612</b>	<b>189,387,825</b>
Office of Operations	1,440,166	1,412,855	1,150,025	750,325	369,545	0	369,545
Office of Rail Services	26,628,008	27,388,609	27,998,330	28,780,394	30,706,379	0	30,706,379
Office of Rail Car Maintenance	32,961,841	32,619,808	34,244,843	31,589,408	34,212,312	137,241	34,349,553
Office of Maintenance of Way	33,871,409	34,584,133	33,373,980	30,771,648	34,355,448	0	34,355,448
<b>Dept of Rail Operations</b>	<b>94,901,424</b>	<b>96,005,405</b>	<b>96,767,178</b>	<b>91,891,775</b>	<b>99,643,684</b>	<b>137,241</b>	<b>99,780,925</b>
<b>Division of Operations</b>	<b>301,065,410</b>	<b>296,833,279</b>	<b>300,386,227</b>	<b>291,138,423</b>	<b>314,330,385</b>	<b>11,056,427</b>	<b>325,386,811</b>

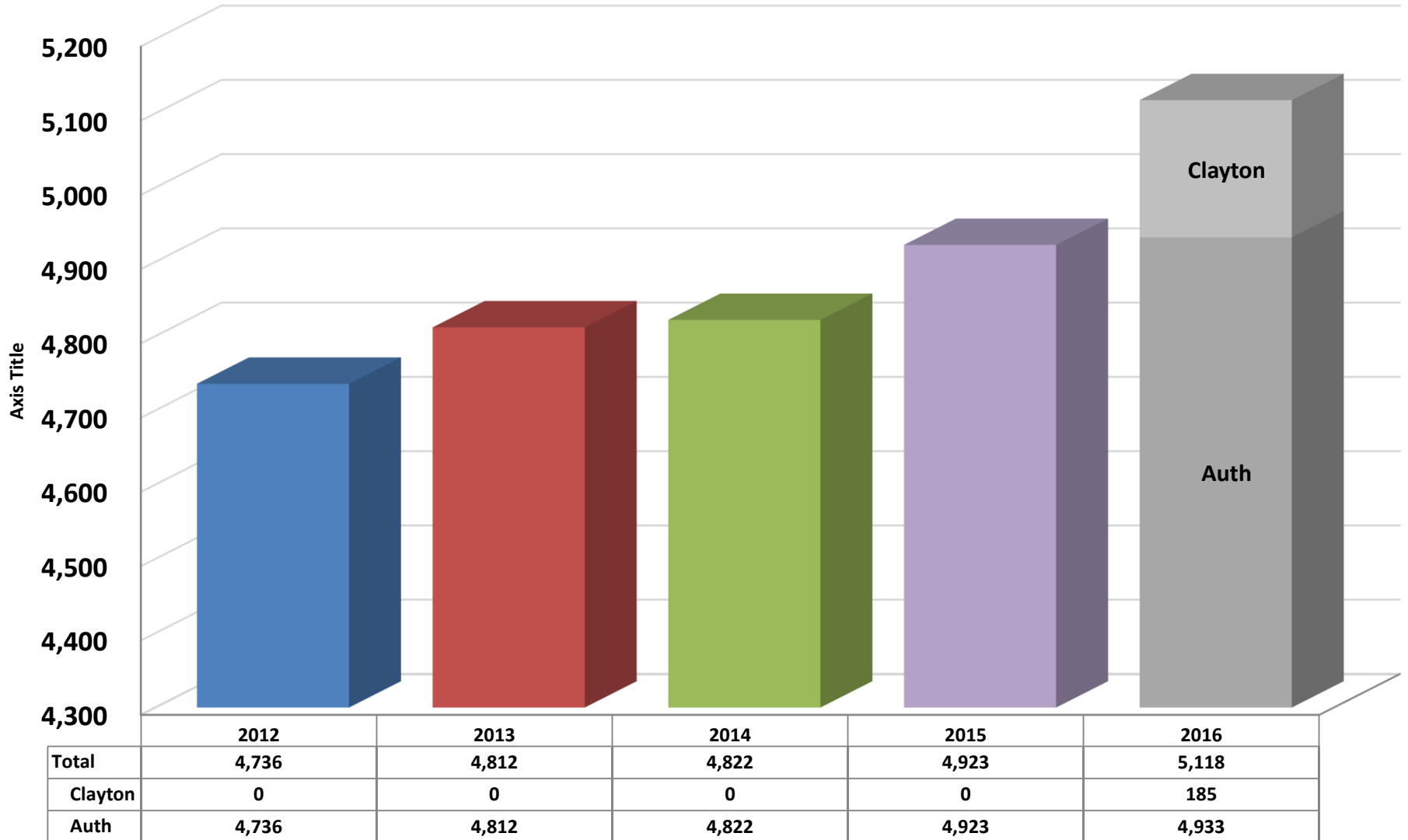
**GROSS EXPENSES BY ORGANIZATION**

<b>Organization:</b>	<b>FY12 Expense</b>	<b>FY13 Expense</b>	<b>FY14 Expense</b>	<b>FY15 Expense</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
Office of Chief Financial Officer CFO	2,776,980	2,648,288	2,937,209	3,065,438	2,824,117	0	2,824,117
Office of Accounting	3,660,976	3,669,440	3,676,571	3,627,326	4,050,248	0	4,050,248
Office of Management & Budget	1,141,011	1,412,963	1,625,652	1,668,169	1,907,640	0	1,907,640
Office of Revenue Operations	6,835,521	8,835,313	8,307,949	8,447,302	9,667,412	0	9,667,412
Office of Treasury	912,405	1,094,304	1,017,517	1,413,146	1,663,259	0	1,663,259
Office of Federal & State Programs	309,763	351,158	346,299	460,571	527,278	0	527,278
Office of Contracts & Procurement	10,234,364	9,686,653	9,904,651	9,809,163	11,261,864	0	11,261,864
<b>Dept of Chief Financial Officer CFO</b>	<b>25,871,020</b>	<b>27,698,119</b>	<b>27,815,848</b>	<b>28,491,115</b>	<b>31,901,818</b>	<b>0</b>	<b>31,901,818</b>
<b>Division of Finance</b>	<b>25,871,020</b>	<b>27,698,119</b>	<b>27,815,848</b>	<b>28,491,115</b>	<b>31,901,818</b>	<b>0</b>	<b>31,901,818</b>
Office of Chief Administrative Officer CAO	870,457	986,622	313,192	376,135	383,105	0	383,105
<b>Dept of Chief Administrative Officer CAO</b>	<b>870,457</b>	<b>986,622</b>	<b>313,192</b>	<b>376,135</b>	<b>383,105</b>	<b>0</b>	<b>383,105</b>
Office of AGM Human Resources	345,054	322,760	283,219	278,124	365,683	0	365,683
Office of Human Resources	3,844,532	4,105,610	3,894,773	4,099,278	3,750,588	0	3,750,588
Office of Labor Relations	310,864	568,879	592,375	712,522	839,425	0	839,425
Office of Training	4,618,775	4,689,447	4,671,541	4,462,517	4,908,086	214,596	5,122,681
<b>Dept of Human Resources</b>	<b>9,119,225</b>	<b>9,686,696</b>	<b>9,441,908</b>	<b>9,552,441</b>	<b>9,863,782</b>	<b>214,596</b>	<b>10,078,377</b>
Office of AGM Technology CIO	375,758	685,469	3,798,348	933,669	1,359,091	0	1,359,091
Office of Technology Infrastructure & Production	14,857,620	14,054,671	14,710,190	16,583,018	16,750,500	0	16,750,500
Office of Technology Applications	6,359,853	6,964,609	6,821,182	8,248,659	7,809,787	0	7,809,787
Office of Technology Support Services	2,838,707	3,490,660	3,087,920	2,838,827	4,615,820	0	4,615,820
<b>Dept of Technology</b>	<b>24,431,938</b>	<b>25,195,409</b>	<b>28,417,640</b>	<b>28,604,173</b>	<b>30,535,199</b>	<b>0</b>	<b>30,535,199</b>

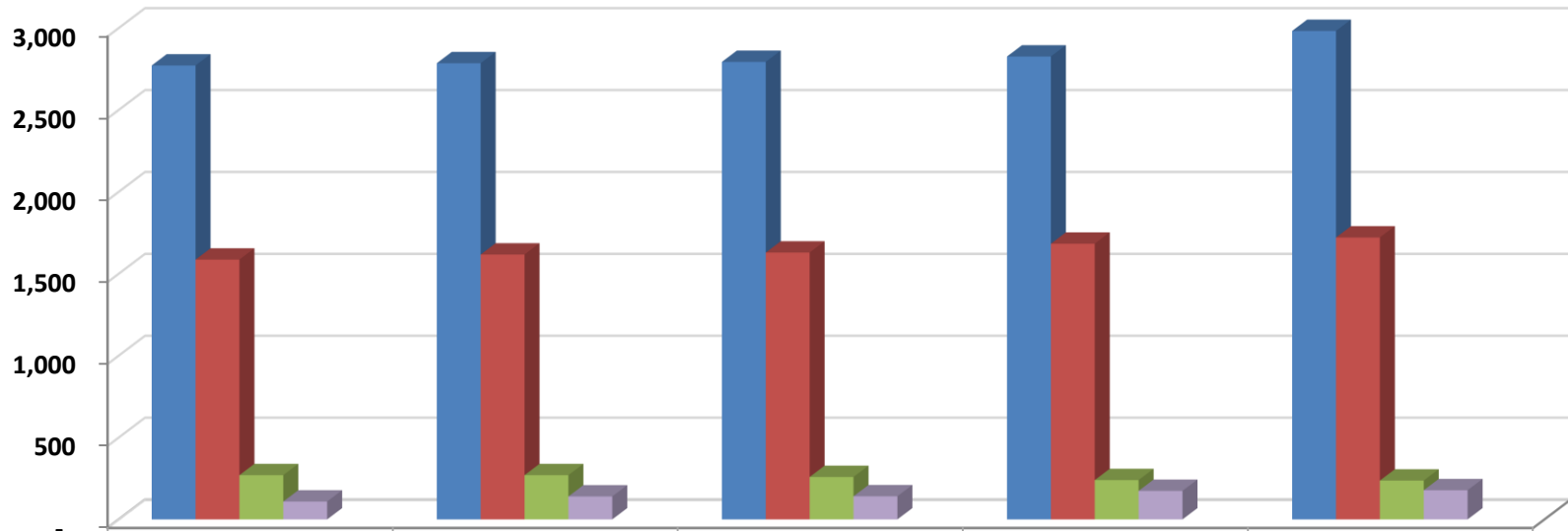
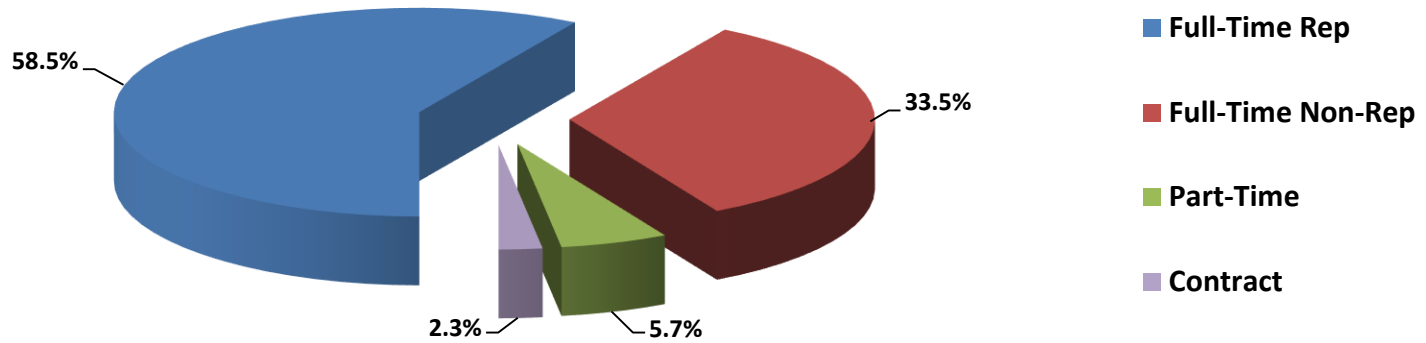
**GROSS EXPENSES BY ORGANIZATION**

<b>Organization:</b>	<b>FY12 Expense</b>	<b>FY13 Expense</b>	<b>FY14 Expense</b>	<b>FY15 Expense</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
Office of AGM Planning	303,074	287,914	265,694	229,157	350,269	0	350,269
Office of Research & Analysis	2,174,469	3,214,320	3,113,734	3,203,381	3,707,406	0	3,707,406
Office of Transit System Planning	2,371,615	2,403,147	2,417,015	2,470,317	2,660,542	130,163	2,790,704
<b>Dept of Planning</b>	<b>4,849,158</b>	<b>5,905,381</b>	<b>5,796,443</b>	<b>5,902,855</b>	<b>6,718,217</b>	<b>130,163</b>	<b>6,848,380</b>
Office of AGM Police Services	42,204,912	41,244,600	40,398,223	45,540,913	40,730,748	1,279,195	42,009,943
<b>Dept of Police Services</b>	<b>42,204,912</b>	<b>41,244,600</b>	<b>40,398,223</b>	<b>45,540,913</b>	<b>40,730,748</b>	<b>1,279,195</b>	<b>42,009,943</b>
<b>Division of Administration</b>	<b>81,475,690</b>	<b>83,018,708</b>	<b>84,367,406</b>	<b>89,976,517</b>	<b>88,231,051</b>	<b>1,623,953</b>	<b>89,855,004</b>
Office of Chief Counsel Legal Services	3,359,600	3,158,332	3,203,067	3,534,739	2,722,407	0	2,722,407
Office of Chief of Corporate Law	385,819	418,811	246,385	341,248	511,833	0	511,833
Office of Chief Litigation	198,782	499,968	419,689	382,402	650,548	0	650,548
Office of Risk Management	7,198,991	8,152,904	16,113,795	8,661,845	7,667,518	0	7,667,518
<b>Dept of Chief Counsel Legal Services</b>	<b>11,143,192</b>	<b>12,230,015</b>	<b>19,982,936</b>	<b>12,920,234</b>	<b>11,552,306</b>	<b>0</b>	<b>11,552,306</b>
<b>Division of Chief Counsel Legal Services</b>	<b>11,143,192</b>	<b>12,230,015</b>	<b>19,982,936</b>	<b>12,920,234</b>	<b>11,552,306</b>	<b>0</b>	<b>11,552,306</b>
Office of Chief of Staff	0	0	168,608	255,189	392,630	0	392,630
Office of Transit Oriented Development	1,447,933	1,886,230	2,487,239	1,295,267	1,814,981	0	1,814,981
<b>Dept of Chief of Staff</b>	<b>1,447,933</b>	<b>1,886,230</b>	<b>2,655,847</b>	<b>1,550,456</b>	<b>2,207,611</b>	<b>0</b>	<b>2,207,611</b>
<b>Division of Chief of Staff</b>	<b>1,447,933</b>	<b>1,886,230</b>	<b>2,655,847</b>	<b>1,550,456</b>	<b>2,207,611</b>	<b>0</b>	<b>2,207,611</b>
Inventory Adjustment	6,024,118	1,181,304	-253,524	1,320,983	1,203,303	0	1,203,303
<b>Dept of Other</b>	<b>6,024,118</b>	<b>1,181,304</b>	<b>-253,524</b>	<b>1,320,983</b>	<b>1,203,303</b>	<b>0</b>	<b>1,203,303</b>
<b>Division of Other (Inventory Adjustment)</b>	<b>6,024,118</b>	<b>1,181,304</b>	<b>-253,524</b>	<b>1,320,983</b>	<b>1,203,303</b>	<b>0</b>	<b>1,203,303</b>
<b>Authority Totals</b>	<b>454,451,692</b>	<b>452,274,951</b>	<b>465,228,549</b>	<b>456,587,671</b>	<b>492,182,275</b>	<b>20,368,053</b>	<b>512,550,328</b>

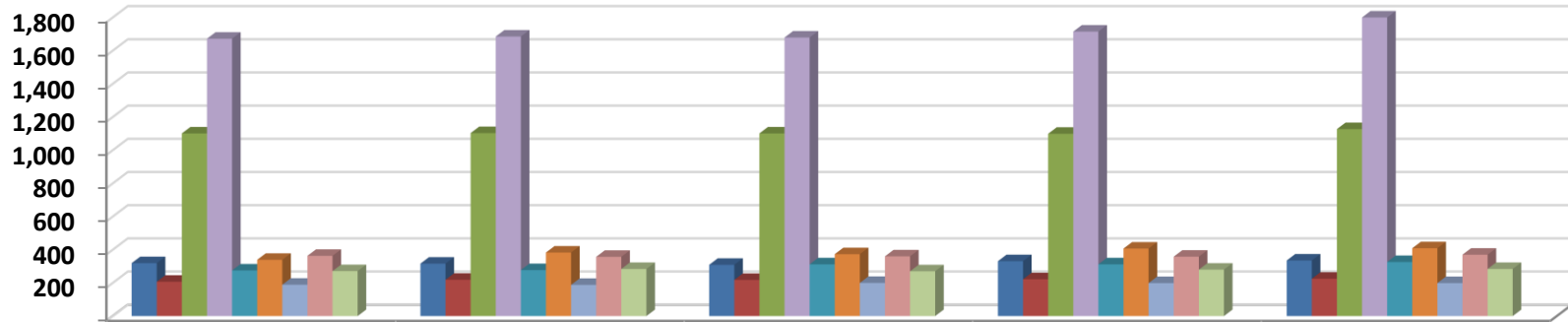
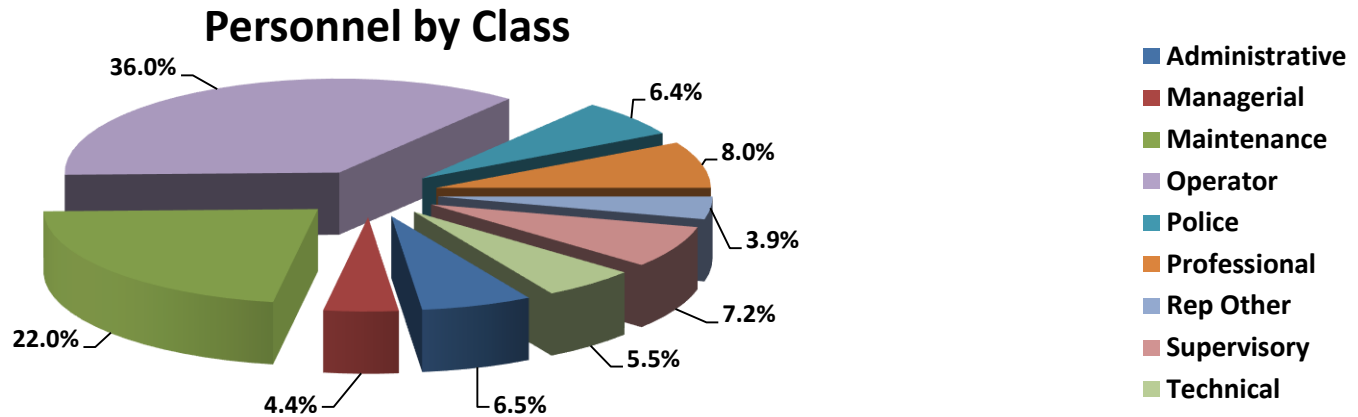
### Total Authority Personnel



### Personnel by Status



	FY12	FY13	FY14	FY15	FY16
Full-Time Rep	2,771	2,785	2,793	2,826	2,982
Full-Time Non-Rep	1,586	1,617	1,629	1,683	1,721
Part-Time	270	270	259	240	237
Contract	109	140	141	174	178
<b>Total</b>	<b>4,736</b>	<b>4,812</b>	<b>4,822</b>	<b>4,923</b>	<b>5,118</b>



	FY12	FY13	FY14	FY15	FY16
Administrative	319	316	309	331	335
Managerial	207	219	218	222	225
Maintenance	1,101	1,103	1,101	1,099	1,127
Operator	1,672	1,685	1,679	1,715	1,843
Police	275	277	312	312	326
Professional	339	383	373	407	409
Rep Other	189	188	200	199	199
Supervisory	363	357	360	358	370
Technical	271	284	270	280	284
<b>Total</b>	<b>4,736</b>	<b>4,812</b>	<b>4,822</b>	<b>4,923</b>	<b>5,118</b>

**Summary of Authority Personnel by Status**

**Full-time Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
Office of General Manager CEO	1	1	4	4	3	---	3
Office of Board of Directors	2	2	2	2	2	---	2
Office of Diversity and Inclusion	17	17	17	15	14	---	14
<b>Dept of General Manager CEO</b>	<b>20</b>	<b>20</b>	<b>23</b>	<b>21</b>	<b>19</b>	<b>---</b>	<b>19</b>
Office of AGM Internal Audit	13	13	13	13	13	---	13
Office of Information Systems Audit	4	4	4	4	4	---	4
<b>Dept of Internal Audit</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>---</b>	<b>17</b>
Office of AGM Comm & Ext Affairs	43	43	43	43	43	3	46
Office of External Affairs	5	5	5	5	5	---	5
Office of Marketing & Sales	11	11	11	11	11	---	11
Office of Government & Constituent Relations	2	2	2	2	2	---	2
Office of Media Communications	3	3	3	3	3	---	3
<b>Dept of Communication &amp; Ext Affairs</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>3</b>	<b>67</b>
Office of AGM Capital Programs & Development	---	---	---	---	2	---	2
Office of Engineering & Development	---	4	3	5	1	---	1
Office of Infrastructure Engineering	26	34	35	37	37	---	37
Office of Systems Engineering	33	15	15	22	23	---	23
Office of Capital Programming	---	33	28	26	26	---	26
Office of Project Management & Construction	53	61	70	93	95	---	95
Office of Architecture & Design	16	16	15	15	16	---	16
<b>Dept of Capital Programs &amp; Development</b>	<b>128</b>	<b>163</b>	<b>166</b>	<b>198</b>	<b>200</b>	<b>---</b>	<b>200</b>
Office of AGM of Safety & QA	4	2	2	2	2	---	2
Office of Safety	18	22	21	23	23	2	25
Office of QA & Configuration Mgmt	22	23	24	22	23	---	23
<b>Dept of Safety &amp; Quality Assurance</b>	<b>44</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>48</b>	<b>2</b>	<b>50</b>
<b>Division of General Manager CEO</b>	<b>273</b>	<b>311</b>	<b>317</b>	<b>347</b>	<b>348</b>	<b>5</b>	<b>353</b>



**Summary of Authority Personnel by Status**

**Full-time Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
Office of Chief Operating Officer COO	6	2	3	3	2	---	2
<b>Dept of Chief Operating Officer COO</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>---</b>	<b>2</b>
Office of Operations Support Services	---	---	---	52	39	---	39
Office of Facilities	264	265	264	262	269	4	273
Office of Vertical Transportation	11	11	9	8	8	---	8
<b>Dept of Operations Support Services</b>	<b>275</b>	<b>276</b>	<b>273</b>	<b>322</b>	<b>316</b>	<b>4</b>	<b>320</b>
Office of Bus Transportation	1,214	1,205	1,205	1,211	1,212	109	1,321
Office of Bus Maintenance	439	443	439	411	415	17	432
Office of Mobility	288	306	305	305	305	26	331
<b>Dept of Bus Operations</b>	<b>1,941</b>	<b>1,954</b>	<b>1,949</b>	<b>1,927</b>	<b>1,932</b>	<b>152</b>	<b>2,084</b>
Office of Operations	3	---	1	2	2	---	2
Office of Rail Services	305	309	324	355	355	---	355
Office of Rail Car Maintenance	350	352	350	339	351	2	353
Office of Maintenance of Way	222	223	223	230	230	---	230
<b>Dept of Rail Operations</b>	<b>880</b>	<b>884</b>	<b>898</b>	<b>926</b>	<b>938</b>	<b>2</b>	<b>940</b>
<b>Division of Operations</b>	<b>3,102</b>	<b>3,116</b>	<b>3,123</b>	<b>3,178</b>	<b>3,188</b>	<b>158</b>	<b>3,346</b>
Office of Chief Financial Officer CFO	17	16	16	15	15	---	15
Office of Accounting	39	40	40	40	40	---	40
Office of Management & Budget	13	14	14	14	14	---	14
Office of Revenue Operations	72	72	72	71	72	---	72
Office of Treasury	8	8	8	12	12	---	12
Office of Federal & State Programs	3	3	3	4	4	---	4
Office of Contracts & Procurement	121	119	117	116	116	---	116
<b>Dept of Chief Financial Officer CFO</b>	<b>273</b>	<b>272</b>	<b>270</b>	<b>272</b>	<b>273</b>	<b>---</b>	<b>273</b>
<b>Division of Finance</b>	<b>273</b>	<b>272</b>	<b>270</b>	<b>272</b>	<b>273</b>	<b>---</b>	<b>273</b>
Office of Chief Administrative Officer CAO	5	3	1	1	1	---	1

**Summary of Authority Personnel by Status**

**Full-time Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
<b>Dept of Chief Administrative Officer CAO</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>---</b>	<b>1</b>
Office of AGM Human Resources	2	2	2	2	2	---	2
Office of Human Resources	31	32	32	33	33	---	33
Office of Labor Relations	5	5	5	7	7	---	7
Office of Training	51	49	49	49	49	1	50
<b>Dept of Human Resources</b>	<b>89</b>	<b>88</b>	<b>88</b>	<b>91</b>	<b>91</b>	<b>1</b>	<b>92</b>
Office of AGM Technology CIO	3	5	5	5	5	---	5
Office of Technology Infrastructure & Production	72	61	50	48	48	---	48
Office of Technology Applications	38	36	33	34	34	---	34
Office of Technology Support Services	31	36	29	26	26	---	26
<b>Dept of Technology</b>	<b>144</b>	<b>138</b>	<b>117</b>	<b>113</b>	<b>113</b>	<b>---</b>	<b>113</b>
Office of AGM Planning	2	2	2	2	2	---	2
Office of Research & Analysis	27	27	27	27	27	---	27
Office of Transit System Planning	27	27	26	26	26	2	28
<b>Dept of Planning</b>	<b>56</b>	<b>56</b>	<b>55</b>	<b>55</b>	<b>55</b>	<b>2</b>	<b>57</b>
Office of AGM Police Services	376	378	411	411	411	16	427
<b>Dept of Police Services</b>	<b>376</b>	<b>378</b>	<b>411</b>	<b>411</b>	<b>411</b>	<b>16</b>	<b>427</b>
<b>Division of Administration</b>	<b>670</b>	<b>663</b>	<b>672</b>	<b>671</b>	<b>671</b>	<b>19</b>	<b>690</b>
Office of Chief Counsel Legal Services	6	5	5	5	5	---	5
Office of Chief of Corporate Law	3	3	3	3	3	---	3
Office of Chief Litigation	3	4	4	4	4	---	4
Office of Risk Management	15	15	15	15	15	---	15
<b>Dept of Chief Counsel Legal Services</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>---</b>	<b>27</b>
<b>Division of Chief Counsel Legal Services</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>---</b>	<b>27</b>
Office of Chief of Staff	---	1	1	2	2	---	2

**Summary of Authority Personnel by Status**

**Full-time Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
Office of Transit Oriented Development	12	12	12	12	12	---	12
<b>Dept of Chief of Staff</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>---</b>	<b>14</b>
<b>Division of Chief of Staff</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>---</b>	<b>14</b>
<b>Authority Full-time Personnel Total</b>	<b>4,357</b>	<b>4,402</b>	<b>4,422</b>	<b>4,509</b>	<b>4,521</b>	<b>182</b>	<b>4,703</b>

**Summary of Authority Personnel by Status**

**Part-time Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
Office of AGM Comm & Ext Affairs	2	2	2	2	2	---	2
<b>Dept of Communication &amp; Ext Affairs</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>---</b>	<b>2</b>
<b>Division of General Manager CEO</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>---</b>	<b>2</b>
Office of Bus Transportation	119	119	125	125	125	---	125
Office of Mobility	72	72	60	60	60	---	60
<b>Dept of Bus Operations</b>	<b>191</b>	<b>191</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>---</b>	<b>185</b>
<b>Division of Operations</b>	<b>191</b>	<b>191</b>	<b>185</b>	<b>185</b>	<b>185</b>	<b>---</b>	<b>185</b>
Office of Chief Financial Officer CFO	64	64	59	40	40	---	40
Office of Revenue Operations	13	13	13	13	10	---	10
<b>Dept of Chief Financial Officer CFO</b>	<b>77</b>	<b>77</b>	<b>72</b>	<b>53</b>	<b>50</b>	<b>---</b>	<b>50</b>
<b>Division of Finance</b>	<b>77</b>	<b>77</b>	<b>72</b>	<b>53</b>	<b>50</b>	<b>---</b>	<b>50</b>
<b>Authority Part-time Personnel Total</b>	<b>270</b>	<b>270</b>	<b>259</b>	<b>240</b>	<b>237</b>	<b>---</b>	<b>237</b>

**Summary of Authority Personnel by Status**

**Contract Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
Office of General Manager CEO	---	1	1	3	4	---	4
<b>Dept of General Manager CEO</b>	<b>---</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>---</b>	<b>4</b>
Office of AGM Internal Audit	---	---	1	1	1	---	1
Office of Information Systems Audit	---	---	---	---	1	---	1
<b>Dept of Internal Audit</b>	<b>---</b>	<b>---</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>---</b>	<b>2</b>
Office of AGM Comm & Ext Affairs	---	---	4	4	4	---	4
Office of Marketing & Sales	1	3	3	3	3	---	3
<b>Dept of Communication &amp; Ext Affairs</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>---</b>	<b>7</b>
Office of Systems Engineering	7	---	---	---	---	---	---
Office of Capital Programming	---	7	7	7	2	---	2
Office of Project Management & Construction	1	1	1	2	7	---	7
Office of Architecture & Design	---	1	1	1	1	---	1
<b>Dept of Capital Programs &amp; Development</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>---</b>	<b>10</b>
Office of Safety	1	1	1	1	1	---	1
Office of QA & Configuration Mgmt	3	6	6	6	6	---	6
<b>Dept of Safety &amp; Quality Assurance</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>---</b>	<b>7</b>
<b>Division of General Manager CEO</b>	<b>13</b>	<b>20</b>	<b>25</b>	<b>28</b>	<b>30</b>	<b>---</b>	<b>30</b>
Office of Facilities	2	---	---	---	---	---	---
<b>Dept of Operations Support Services</b>	<b>2</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>
Office of Bus Transportation	---	---	---	10	10	3	13
Office of Mobility	5	5	6	4	4	---	4
<b>Dept of Bus Operations</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>14</b>	<b>14</b>	<b>3</b>	<b>17</b>
Office of Rail Services	3	3	3	3	3	---	3
Office of Rail Car Maintenance	1	4	4	---	---	---	---
<b>Dept of Rail Operations</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>---</b>	<b>3</b>

**Summary of Authority Personnel by Status**

**Contract Personnel**

<b>Organization Description</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Adopted Total</b>
<b>Division of Operations</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>17</b>	<b>17</b>	<b>3</b>	<b>20</b>
Office of Chief Financial Officer CFO	1	2	2	29	29	---	29
Office of Management & Budget	---	1	1	1	1	---	1
Office of Treasury	1	1	1	---	---	---	---
Office of Federal & State Programs	---	---	1	---	---	---	---
Office of Contracts & Procurement	2	2	3	4	4	---	4
<b>Dept of Chief Financial Officer CFO</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>34</b>	<b>34</b>	<b>---</b>	<b>34</b>
<b>Division of Finance</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>34</b>	<b>34</b>	<b>---</b>	<b>34</b>
Office of Training	2	1	1	1	---	---	---
<b>Dept of Human Resources</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>---</b>	<b>---</b>	<b>---</b>
Office of AGM Technology CIO	---	13	10	4	4	---	4
Office of Technology Infrastructure & Production	11	15	12	16	16	---	16
Office of Technology Applications	10	10	7	7	7	---	7
Office of Technology Support Services	5	10	8	10	10	---	10
<b>Dept of Technology</b>	<b>26</b>	<b>48</b>	<b>37</b>	<b>37</b>	<b>37</b>	<b>---</b>	<b>37</b>
Office of Research & Analysis	36	36	36	36	36	---	36
<b>Dept of Planning</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>---</b>	<b>36</b>
Office of AGM Police Services	17	17	21	21	21	---	21
<b>Dept of Police Services</b>	<b>17</b>	<b>17</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>---</b>	<b>21</b>
<b>Division of Administration</b>	<b>81</b>	<b>102</b>	<b>95</b>	<b>95</b>	<b>94</b>	<b>---</b>	<b>94</b>
<b>Authority Contract Personnel Total</b>	<b>109</b>	<b>140</b>	<b>141</b>	<b>174</b>	<b>175</b>	<b>3</b>	<b>178</b>

**Summary of Authority Personnel by Status**

Organization Description	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton	FY16 Total
<b>Authority Total</b>	4,736	4,812	4,822	4,923	4,933	185	5,118





## **DIVISION OF GENERAL MANAGER/CEO**

*This Division includes the following Departments:*

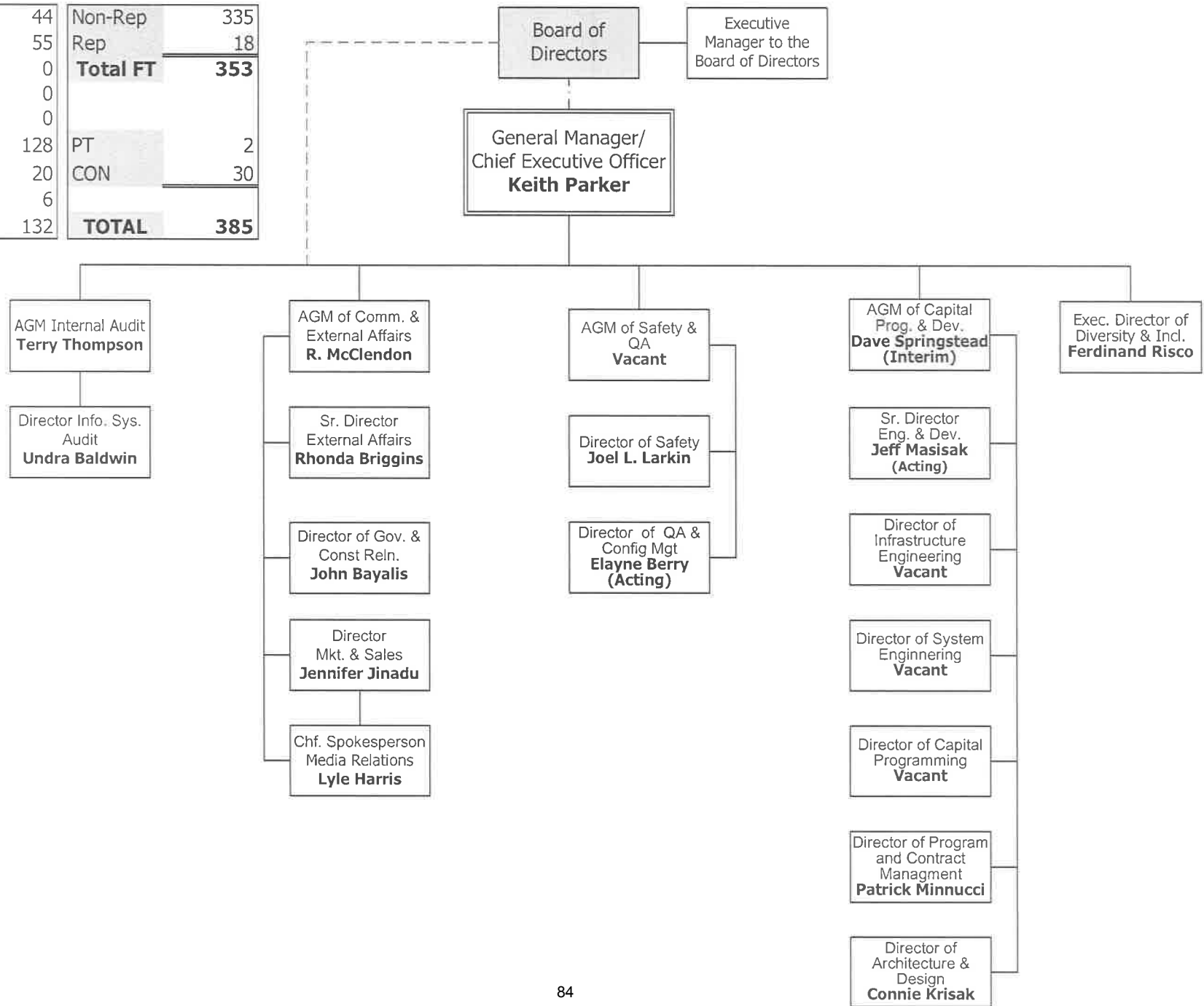
- **Department of General Manager/CEO**
- **Department of Internal Audit**
- **Department of Communications & External Affairs**
- **Department of Capital Programs & Development**
- **Department of Safety & Quality Assurance**

**DIVISION OF GENERAL MANAGER CEO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	15,915,210	18,292,644	19,651,637	20,524,470	24,269,206	259,707	24,528,912
Overtime	153,834	287,035	424,648	336,355	218,700	0	218,700
Other Benefits	1,532,430	1,792,197	1,875,884	2,222,694	3,880,408	31,403	3,911,811
Healthcare Rep/NonRep	2,965,673	3,052,051	3,037,918	3,100,186	4,202,403	59,205	4,261,608
Pension Rep/NonRep	3,403,344	3,760,097	2,439,018	2,567,291	4,542,767	53,753	4,596,521
Workers Comp-Excess/Losses	-15,373	34,554	19,737	-17,512	625,869	8,865	634,734
<i>Benefits Total</i>	7,886,074	8,638,899	7,372,557	7,872,659	13,251,447	153,227	13,404,674
<b>Labor Total</b>	<b><u>23,955,118</u></b>	<b><u>27,218,578</u></b>	<b><u>27,448,842</u></b>	<b><u>28,733,484</u></b>	<b><u>37,739,353</u></b>	<b><u>412,933</u></b>	<b><u>38,152,287</u></b>
Contractual Services	1,673,001	1,096,609	1,452,902	1,365,944	2,126,256	0	2,126,256
Materials Supplies-Other	159,006	131,024	102,618	113,718	112,286	100,000	212,286
<i>Materials Total</i>	159,006	131,024	102,618	113,718	112,286	100,000	212,286
Other Operating	823	0	36	0	0	0	0
Other Operating-Electricity	355,258	0	0	0	0	0	0
Other Operating-Propulsion	330,739	0	0	0	0	0	0
<i>Other Total</i>	686,820	0	36	0	0	0	0
Miscellaneous Expenses	460,600	488,459	799,916	449,024	521,680	0	521,680
Other Non-Operating Expenses	489,784	492,626	469,495	527,773	2,256,226	7,174,740	9,430,966
<b>Non Labor Total</b>	<b><u>3,469,211</u></b>	<b><u>2,208,718</u></b>	<b><u>2,824,967</u></b>	<b><u>2,456,459</u></b>	<b><u>5,016,448</u></b>	<b><u>7,274,740</u></b>	<b><u>12,291,188</u></b>
<b>Gross Operating Total</b>	<b><u>27,424,329</u></b>	<b><u>29,427,296</u></b>	<b><u>30,273,809</u></b>	<b><u>31,189,943</u></b>	<b><u>42,755,801</u></b>	<b><u>7,687,673</u></b>	<b><u>50,443,474</u></b>
Cost Allocation	-12,814,204	-16,355,373	-17,029,689	-19,298,336	-22,971,231	-665,870	-23,637,102
<b>Allocation Total</b>	<b><u>-12,814,204</u></b>	<b><u>-16,355,373</u></b>	<b><u>-17,029,689</u></b>	<b><u>-19,298,336</u></b>	<b><u>-22,971,231</u></b>	<b><u>-665,870</u></b>	<b><u>-23,637,102</u></b>
<b>Net Operating Expense</b>	<b><u>14,610,125</u></b>	<b><u>13,071,923</u></b>	<b><u>13,244,120</u></b>	<b><u>11,891,607</u></b>	<b><u>19,784,570</u></b>	<b><u>7,021,803</u></b>	<b><u>26,806,373</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	250	289	296	329	330	5	335	Administrative	30	32	37	41	41	3	44
Represented	23	22	21	18	18	0	18	Management	47	53	56	56	55	0	55
<b>Full-Time Total</b>	<b><u>273</u></b>	<b><u>311</u></b>	<b><u>317</u></b>	<b><u>347</u></b>	<b><u>348</u></b>	<b><u>5</u></b>	<b><u>353</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	79	103	101	125	128	0	128
Represented (PT)	2	2	2	2	2	0	2	Technical	100	114	120	129	130	2	132
<b>Part-Time Total</b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	Maintenance	3	3	3	0	0	0	0
<b>Contract</b>	<b><u>13</u></b>	<b><u>20</u></b>	<b><u>25</u></b>	<b><u>28</u></b>	<b><u>30</u></b>	<b><u>0</u></b>	<b><u>30</u></b>	Operator	0	0	0	0	0	0	0
								Represented	22	21	20	20	20	0	20
								Supervisory	7	7	7	6	6	0	6
<b>Total</b>	<b><u>288</u></b>	<b><u>333</u></b>	<b><u>344</u></b>	<b><u>377</u></b>	<b><u>380</u></b>	<b><u>5</u></b>	<b><u>385</u></b>	<b>Total</b>	<b><u>288</u></b>	<b><u>333</u></b>	<b><u>344</u></b>	<b><u>377</u></b>	<b><u>380</u></b>	<b><u>5</u></b>	<b><u>385</u></b>

ADM	44	Non-Rep	335
MGR	55	Rep	18
MNT	0	<b>Total FT</b>	<b>353</b>
OPR	0		
POL	0		
PRO	128	PT	2
REP	20	CON	30
SUP	6		
TEC	132	<b>TOTAL</b>	<b>385</b>



## **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 & Equal Opportunity

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	84.55%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-60.88%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-17.65%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-88.81%	</= 0%

**FY2016 GOALS AND OBJECTIVES**

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

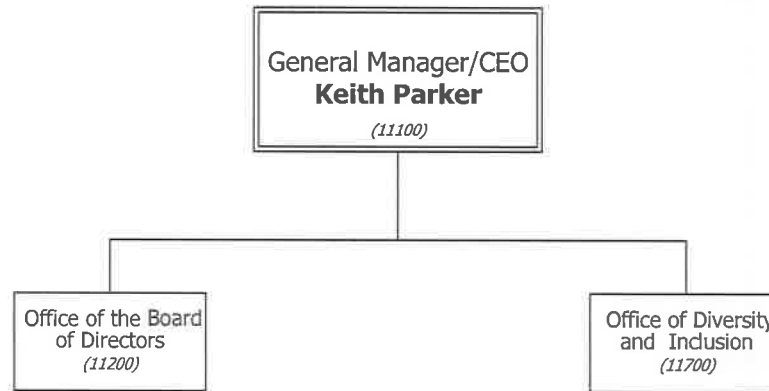
Board of Directors and directing the functions and operations of the Chief Operating Officer, Chief Financial Officer, Chief Administrative Officer, Chief of Staff, Office of Diversity & Equal Opportunity, and the Assistant General Managers.

**DEPT OF GENERAL MANAGER CEO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,557,703	1,695,305	2,124,951	2,077,911	2,152,392	0	2,152,392
Overtime	113	0	30	350	0	0	0
Other Benefits	132,877	197,998	181,969	194,775	419,380	0	419,380
Healthcare Rep/NonRep	223,575	214,947	215,955	210,705	224,979	0	224,979
Pension Rep/NonRep	416,806	419,067	225,435	231,042	347,803	0	347,803
Workers Comp-Excess/Losses	1,611	8,617	653	-4,391	33,687	0	33,687
<i>Benefits Total</i>	774,869	840,629	624,012	632,131	1,025,849	0	1,025,849
<b>Labor Total</b>	<b><u>2,332,685</u></b>	<b><u>2,535,934</u></b>	<b><u>2,748,993</u></b>	<b><u>2,710,392</u></b>	<b><u>3,178,241</u></b>	<b><u>0</u></b>	<b><u>3,178,241</u></b>
Contractual Services	49,501	76,281	378,017	151,545	1,072,228	0	1,072,228
Materials Supplies-Other	43,086	8,757	14,178	14,165	10,532	0	10,532
<i>Materials Total</i>	43,086	8,757	14,178	14,165	10,532	0	10,532
Miscellaneous Expenses	1,694	1,866	827	1,244	1,000	0	1,000
Other Non-Operating Expenses	320,405	187,220	160,076	167,265	1,701,637	7,174,740	8,876,377
<b>Non Labor Total</b>	<b><u>414,686</u></b>	<b><u>274,124</u></b>	<b><u>553,098</u></b>	<b><u>334,219</u></b>	<b><u>2,785,397</u></b>	<b><u>7,174,740</u></b>	<b><u>9,960,137</u></b>
<b>Gross Operating Total</b>	<b><u>2,747,371</u></b>	<b><u>2,810,058</u></b>	<b><u>3,302,091</u></b>	<b><u>3,044,611</u></b>	<b><u>5,963,638</u></b>	<b><u>7,174,740</u></b>	<b><u>13,138,377</u></b>
Cost Allocation	-895,829	-881,748	-907,797	-978,559	-1,194,656	-619,407	-1,814,063
<b>Allocation Total</b>	<b><u>-895,829</u></b>	<b><u>-881,748</u></b>	<b><u>-907,797</u></b>	<b><u>-978,559</u></b>	<b><u>-1,194,656</u></b>	<b><u>-619,407</u></b>	<b><u>-1,814,063</u></b>
<b>Net Operating Expense</b>	<b><u>1,851,542</u></b>	<b><u>1,928,310</u></b>	<b><u>2,394,294</u></b>	<b><u>2,066,052</u></b>	<b><u>4,768,982</u></b>	<b><u>6,555,332</u></b>	<b><u>11,324,314</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	20	20	23	21	19	0	19	Administrative	1	1	2	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	5	6	8	8	7	0	7
<b>Full-Time Total</b>	<b>20</b>	<b>20</b>	<b>23</b>	<b>21</b>	<b>19</b>	<b>0</b>	<b>19</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	14	14	14	15	15	0	15
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
Contract	0	1	1	3	4	0	4	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>20</b>	<b>21</b>	<b>24</b>	<b>24</b>	<b>23</b>	<b>0</b>	<b>23</b>	Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>20</b>	<b>21</b>	<b>24</b>	<b>24</b>	<b>23</b>	<b>0</b>	<b>23</b>

ADM	1	Non-Rep	19
MGR	8	Rep	0
MNT	0	<b>Total FT</b>	<b>19</b>
OPR	0		
POL	0		
PRO	15	PT	0
REP	0	CON	4
SUP	0		
TEC	0	<b>TOTAL</b>	<b>23</b>





**FUNCTIONS AND RESPONSIBILITIES**

The Department of the General Manager/CEO is the directing and coordinating mechanism for all Authority activities. The Office of the General Manager/CEO ensures adherence to the Authority's goals of becoming a regional transportation entity while meeting the transit needs of the Metropolitan Atlanta community. It is responsible for supporting the Board of Directors and directing the functions and operations of the

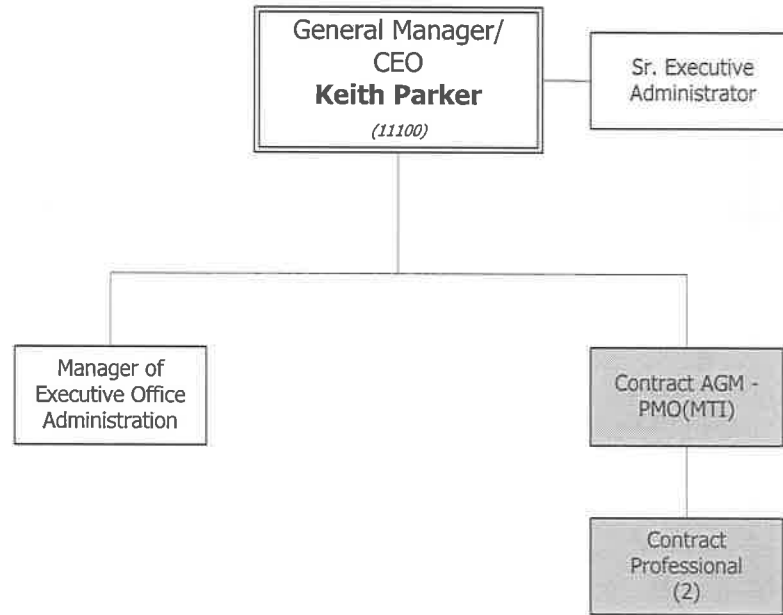
Chief Operating Officer, the Chief Financial Officer, the Deputy Chief Executive Officer, and the Assistant General Managers. The office is focused on working with employees, customers, transit stakeholders and the community to provide safe, efficient, and high quality transit services to the Atlanta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

**OFFICE OF GENERAL MANAGER CEO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	372,733	520,989	865,495	931,608	1,034,380	0	1,034,380
Overtime	0	0	30	350	0	0	0
Other Benefits	15,207	69,433	51,866	60,110	208,980	0	208,980
Healthcare Rep/NonRep	39,506	27,714	40,375	46,420	35,523	0	35,523
Pension Rep/NonRep	154,212	170,337	83,088	74,243	116,400	0	116,400
Workers Comp-Excess/Losses	0	0	0	-15	5,319	0	5,319
<i>Benefits Total</i>	208,925	267,484	175,329	180,758	366,222	0	366,222
<b>Labor Total</b>	<b>581,658</b>	<b>788,473</b>	<b>1,040,854</b>	<b>1,112,716</b>	<b>1,400,602</b>	<b>0</b>	<b>1,400,602</b>
Contractual Services	21,413	55,275	368,415	83,414	997,208	0	997,208
Materials Supplies-Other	34,892	5,228	10,737	9,654	5,132	0	5,132
<i>Materials Total</i>	34,892	5,228	10,737	9,654	5,132	0	5,132
Other Non-Operating Expenses	105,676	71,392	57,796	35,511	1,544,160	7,174,740	8,718,900
<b>Non Labor Total</b>	<b>161,981</b>	<b>131,895</b>	<b>436,948</b>	<b>128,579</b>	<b>2,546,500</b>	<b>7,174,740</b>	<b>9,721,240</b>
<b>Gross Operating Total</b>	<b>743,639</b>	<b>920,368</b>	<b>1,477,802</b>	<b>1,241,295</b>	<b>3,947,103</b>	<b>7,174,740</b>	<b>11,121,842</b>
Cost Allocation	-60,683	-83,677	-138,270	-125,153	-381,100	-619,407	-1,000,507
<b>Allocation Total</b>	<b>-60,683</b>	<b>-83,677</b>	<b>-138,270</b>	<b>-125,153</b>	<b>-381,100</b>	<b>-619,407</b>	<b>-1,000,507</b>
<b>Net Operating Expense</b>	<b>682,956</b>	<b>836,691</b>	<b>1,339,532</b>	<b>1,116,142</b>	<b>3,566,003</b>	<b>6,555,332</b>	<b>10,121,335</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	1	1	4	4	3	0	3	Administrative	0	0	1	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	1	2	4	4	3	0	3
<b>Full-Time Total</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	3	4	0	4
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>4</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>	Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>

ADM	0	Non-Rep	3
MGR	3	Rep	0
MNT	0	<b>Total FT</b>	<b>3</b>
OPR	0		
POL	0		
PRO	4		
REP	0	PT	0
SUP	0	CON	4
TEC	0	<b>TOTAL</b>	<b>7</b>



PERSONNEL COMPARISON

OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Executive Administrator	17	----	----	1	----	----	----	----
General Manager CEO	A	1	1	1	1	1	----	1
Manager of Executive Office Administration	21	----	----	1	1	1	----	1
Project Manager-Transformation Initiatives	22	----	----	1	1	----	----	----
Sr Executive Administrator	19	----	----	----	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>1</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>----</b>	<b>3</b>
<b>Total Full-Time</b>		<b>1</b>	<b>1</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>----</b>	<b>3</b>
<b>Contract</b>								
Contract AGM - PMO	----	----	1	1	1	1	----	1
CONTRACT PROFESSIONAL	----	----	----	----	2	3	----	3
<b>Total Contract</b>		<b>----</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b>Office Total</b>		<b>1</b>	<b>2</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>

**FUNCTIONS AND RESPONSIBILITIES**

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

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

**OFFICE OF BOARD OF DIRECTORS**

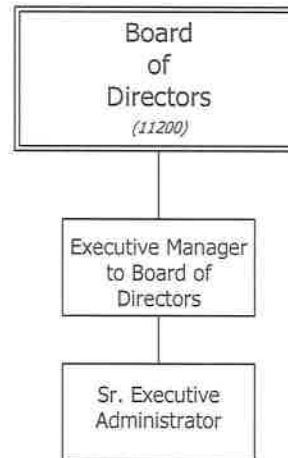
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	170,706	182,573	178,860	172,638	169,790	0	169,790
Other Benefits	16,365	18,040	19,173	22,077	37,806	0	37,806
Healthcare Rep/NonRep	28,465	27,505	24,537	27,224	23,682	0	23,682
Pension Rep/NonRep	40,820	42,725	36,168	40,380	35,143	0	35,143
Workers Comp-Excess/Losses	0	0	0	-8	3,546	0	3,546
<i>Benefits Total</i>	85,650	88,270	79,878	89,673	100,176	0	100,176
<b>Labor Total</b>	<b><u>256,356</u></b>	<b><u>270,843</u></b>	<b><u>258,738</u></b>	<b><u>262,311</u></b>	<b><u>269,967</u></b>	<b><u>0</u></b>	<b><u>269,967</u></b>
Contractual Services	0	80	1,862	870	0	0	0
Materials Supplies-Other	861	1,505	1,644	1,150	2,000	0	2,000
<i>Materials Total</i>	861	1,505	1,644	1,150	2,000	0	2,000
Miscellaneous Expenses	1,694	1,866	827	1,244	1,000	0	1,000
Other Non-Operating Expenses	141,556	89,677	75,552	107,032	130,412	0	130,412
<b>Non Labor Total</b>	<b><u>144,111</u></b>	<b><u>93,128</u></b>	<b><u>79,885</u></b>	<b><u>110,296</u></b>	<b><u>133,412</u></b>	<b><u>0</u></b>	<b><u>133,412</u></b>
<b>Gross Operating Total</b>	<b><u>400,467</u></b>	<b><u>363,971</u></b>	<b><u>338,623</u></b>	<b><u>372,607</u></b>	<b><u>403,379</u></b>	<b><u>0</u></b>	<b><u>403,379</u></b>
Cost Allocation	0	0	0	-37,105	0	0	0
<b>Allocation Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>-37,105</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Net Operating Expense</b>	<b><u>400,467</u></b>	<b><u>363,971</u></b>	<b><u>338,623</u></b>	<b><u>335,502</u></b>	<b><u>403,379</u></b>	<b><u>0</u></b>	<b><u>403,379</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	2	2	2	2	2	0	2	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	1	1	1	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>

FY2016 OPERATING & CAPITAL BUDGETS

OFFICE OF BOARD OF DIRECTORS

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



PERSONNEL COMPARISON

OFFICE OF BOARD OF DIRECTORS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Executive Mgr To Board Of Dir	21	1	1	1	1	1	----	1
Sr. Executive Administrator Board	19	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>



**FUNCTIONS AND RESPONSIBILITIES**

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

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

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

- **Integrity** – We will have consistency in our actions, values, methods, measures, principles, expectations, and outcomes.
- **Respect** – Every stakeholder must be treated with the utmost respect. We value diversity and recognize the contributions all make in the workplace and community.
- **Inclusion** – We will work to create an inclusive environment where all are invited to contribute and participate.
- **Professionalism** - We will strive to be professional, diligent, and dedicated to carrying out the duties we have been charged with executing.

The core functions of the department are:

**Compliance**

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

**Education**

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

**Outreach**

- MARTA Accessibility Committee (MAC)
- Inclusion Council
- Business Resource Groups
- Cross Cultural Mentoring Program
- Diversity Awareness Programing
- Cultural Diversity Programs
- Targeted Organization Memberships
- Cultural Program Attendance

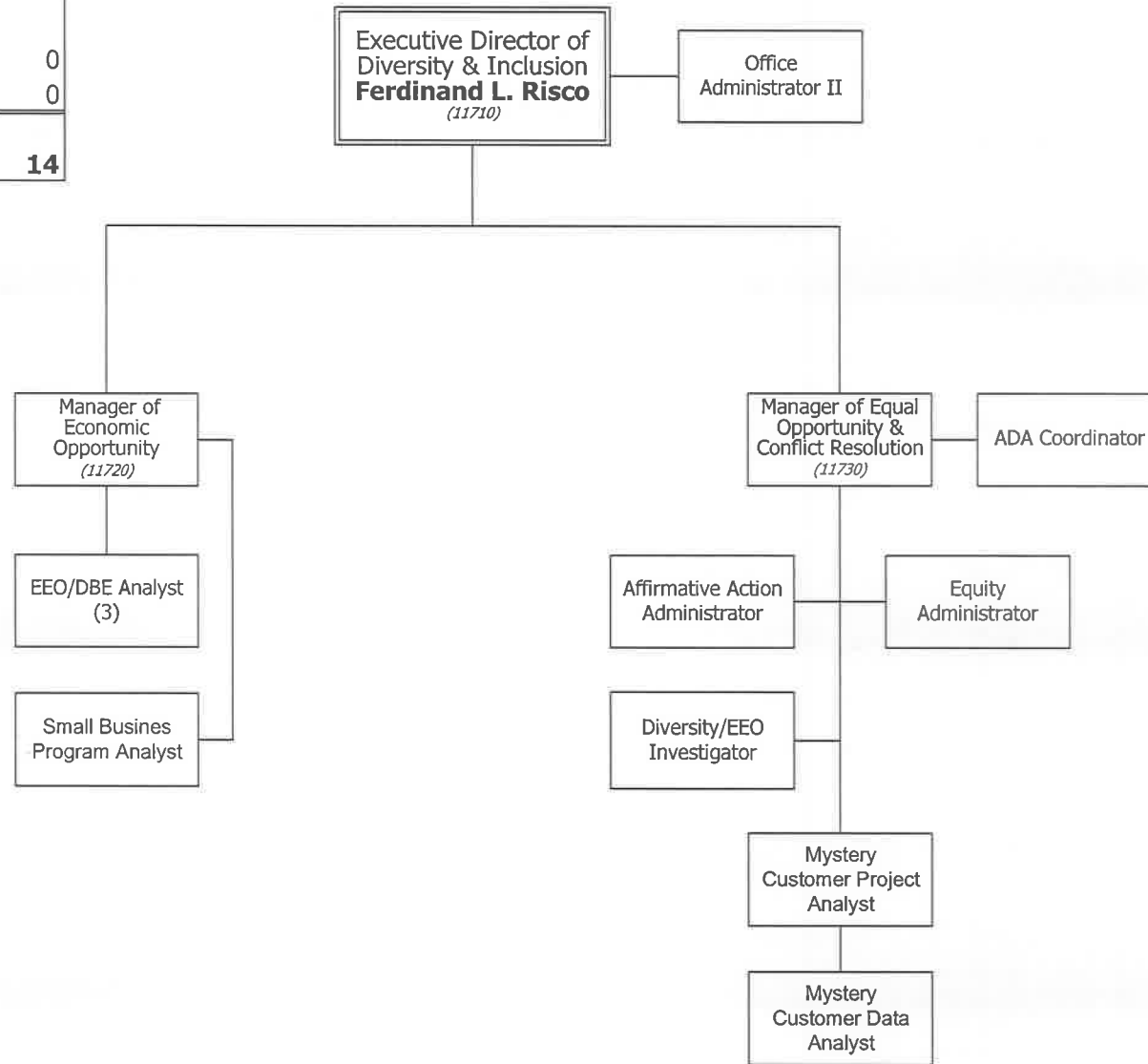
**OFFICE OF DIVERSITY AND INCLUSION**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,014,264	991,743	1,080,596	973,665	948,221	0	948,221
Overtime	113	0	0	0	0	0	0
Other Benefits	101,305	110,525	110,930	112,588	172,594	0	172,594
Healthcare Rep/NonRep	155,604	159,728	151,043	137,061	165,774	0	165,774
Pension Rep/NonRep	221,774	206,005	106,179	116,419	196,260	0	196,260
Workers Comp-Excess/Losses	1,611	8,617	653	-4,368	24,822	0	24,822
<i>Benefits Total</i>	480,294	484,875	368,805	361,700	559,450	0	559,450
<b>Labor Total</b>	<b>1,494,671</b>	<b>1,476,618</b>	<b>1,449,401</b>	<b>1,335,365</b>	<b>1,507,671</b>	<b>0</b>	<b>1,507,671</b>
Contractual Services	28,088	20,926	7,740	67,261	75,020	0	75,020
Materials Supplies-Other	7,333	2,024	1,797	3,361	3,400	0	3,400
<i>Materials Total</i>	7,333	2,024	1,797	3,361	3,400	0	3,400
Miscellaneous Expenses	0	0	0	0	0	0	0
Other Non-Operating Expenses	73,173	26,151	26,728	24,722	27,065	0	27,065
<b>Non Labor Total</b>	<b>108,594</b>	<b>49,101</b>	<b>36,265</b>	<b>95,344</b>	<b>105,485</b>	<b>0</b>	<b>105,485</b>
<b>Gross Operating Total</b>	<b>1,603,265</b>	<b>1,525,719</b>	<b>1,485,666</b>	<b>1,430,709</b>	<b>1,613,156</b>	<b>0</b>	<b>1,613,156</b>
Cost Allocation	-835,146	-798,071	-769,527	-816,301	-813,556	0	-813,556
<b>Allocation Total</b>	<b>-835,146</b>	<b>-798,071</b>	<b>-769,527</b>	<b>-816,301</b>	<b>-813,556</b>	<b>0</b>	<b>-813,556</b>
<b>Net Operating Expense</b>	<b>768,119</b>	<b>727,648</b>	<b>716,139</b>	<b>614,408</b>	<b>799,600</b>	<b>0</b>	<b>799,600</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	17	17	17	15	14	---	14	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	---	0	Management	3	3	3	3	3	0	3
<b>Full-Time Total</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>---</b>	<b>14</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	---	0	Professional	13	13	13	11	10	0	10
Represented (PT)	0	0	0	0	0	---	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>---</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>---</b>	<b>14</b>	Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>0</b>	<b>14</b>

OFFICE OF DIVERSITY & INCLUSION

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



PERSONNEL COMPARISON

OFFICE OF DIVERSITY AND INCLUSION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
ADA Coordinator	15	1	1	1	1	1	----	1
Affirm Act Administrator	19	1	1	1	1	1	----	1
DBE Coordinator	15	1	1	----	----	----	----	----
Diversity EEO Investigator	17	1	1	1	1	1	----	1
EEO DBE Analyst	17	4	4	4	4	3	----	3
Employee Relations Specialist (ADR)	17	2	2	2	----	----	----	----
Equity Administrator	19	1	1	1	1	1	----	1
Exec Director of Diversity & Equal Opportu	24	1	1	1	1	1	----	1
Manager of Economic Opportunity	20	1	1	1	1	1	----	1
Manager of Equal Opportunity & Conflict R	21	1	1	1	1	1	----	1
Mystery Customer Data Analyst	15	1	1	1	1	1	----	1
Mystery Customer Project Analy	17	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Small Business Program Analyst	17	----	----	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>----</b>	<b>14</b>
<b>Total Full-Time</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>----</b>	<b>14</b>
<b>Office Total</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>15</b>	<b>14</b>	<b>0</b>	<b>14</b>

## **DEPARTMENT OF INTERNAL AUDIT**

*This Department includes the following Office:*

### **Department of Internal Audit**

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

**FY2015 ACCOMPLISHMENTS**

- **Operational Audit**
  - 21 audits scheduled
  - 19 audits issued
  - 2 audits in-progress
  
- **IT Audit**
  - 6 audits scheduled
  - 4 audits issued
  - 0 audits in-progress
  
- **Contract Audit**
  - 68 audits requested
  - 87 audits issued
  - 14 audits in-progress
  
- **Special Projects/Fraud, Waste and Abuse Investigations**
  - Returned Preventive Maintenance Parts
  - Time and Attendance Reviews
  - Excessive Overtime Hours Reviews
  - Mandated Weekend Coverage Review
  - Conflict of Interest Review
  - Safety and Quality Assurance Review
  - Asset Utilization Reviews

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Audit Completion Rate</b>	Percent audits completed on schedule	>/= 75%	85.00%	>/= 85%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.63%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-36.25%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-24.13%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	15.97%	</= 0%

**FY2016 GOALS AND OBJECTIVES**

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

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



**DEPT OF INTERNAL AUDIT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,301,593	1,369,009	1,256,794	1,212,633	1,386,590	0	1,386,590
Overtime	0	1,336	1,859	825	0	0	0
Other Benefits	141,610	130,079	136,954	117,356	271,275	0	271,275
Healthcare Rep/NonRep	213,477	191,529	135,289	136,892	201,297	0	201,297
Pension Rep/NonRep	305,260	281,265	144,864	116,697	268,049	0	268,049
Workers Comp-Excess/Losses	-8,634	5,996	-4,317	-41	30,141	0	30,141
<i>Benefits Total</i>	651,713	608,869	412,790	370,904	770,762	0	770,762
<b><u>Labor Total</u></b>	<b><u>1,953,306</u></b>	<b><u>1,979,214</u></b>	<b><u>1,671,443</u></b>	<b><u>1,584,362</u></b>	<b><u>2,157,352</u></b>	<b><u>0</u></b>	<b><u>2,157,352</u></b>
Contractual Services	892,434	376,546	265,227	390,646	300,000	0	300,000
Materials Supplies-Other	2,870	3,635	5,674	7,215	5,000	0	5,000
<i>Materials Total</i>	2,870	3,635	5,674	7,215	5,000	0	5,000
Other Non-Operating Expenses	30,385	28,944	76,923	57,763	100,088	0	100,088
<b><u>Non Labor Total</u></b>	<b><u>925,689</u></b>	<b><u>409,125</u></b>	<b><u>347,824</u></b>	<b><u>455,624</u></b>	<b><u>405,088</u></b>	<b><u>0</u></b>	<b><u>405,088</u></b>
<b><u>Gross Operating Total</u></b>	<b><u>2,878,995</u></b>	<b><u>2,388,339</u></b>	<b><u>2,019,267</u></b>	<b><u>2,039,986</u></b>	<b><u>2,562,440</u></b>	<b><u>0</u></b>	<b><u>2,562,440</u></b>
Cost Allocation	-1,364,815	-1,248,517	-1,047,147	-1,033,298	-1,420,602	0	-1,420,602
<b><u>Allocation Total</u></b>	<b><u>-1,364,815</u></b>	<b><u>-1,248,517</u></b>	<b><u>-1,047,147</u></b>	<b><u>-1,033,298</u></b>	<b><u>-1,420,602</u></b>	<b><u>0</u></b>	<b><u>-1,420,602</u></b>
<b><u>Net Operating Expense</u></b>	<b><u>1,514,180</u></b>	<b><u>1,139,822</u></b>	<b><u>972,120</u></b>	<b><u>1,006,688</u></b>	<b><u>1,141,838</u></b>	<b><u>0</u></b>	<b><u>1,141,838</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	17	17	17	17	17	0	17	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	4	4	4	4	4	0	4
<b><u>Full-Time Total</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>0</u></b>	<b><u>17</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	12	12	13	13	14	0	14
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b><u>Part-Time Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b><u>Contract</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	Operator	0	0	0	0	0	0	0
<b><u>Total</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>18</u></b>	<b><u>18</u></b>	<b><u>19</u></b>	<b><u>0</u></b>	<b><u>19</u></b>	Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
								<b><u>Total</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>18</u></b>	<b><u>18</u></b>	<b><u>19</u></b>	<b><u>0</u></b>	<b><u>19</u></b>

ADM	1	Non-Rep	17
MGR	4	Rep	0
MNT	0	<b>Total FT</b>	<b>17</b>
OPR	0		
POL	0		
PRO	14	PT	0
REP	0	CON	2
SUP	0		
TEC	0	<b>TOTAL</b>	<b>19</b>

AGM of Internal  
Audit  
**Terry Thompson**  
*(12100)*

Info. Sys. Audit  
**Undra G.  
Baldwin**  
*(12200)*

**FUNCTIONS & RESPONSIBILITIES**

The Department of Internal Audit is responsible for assisting the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent analysis, appraisals, recommendations, and pertinent comments concerning the various organizational activities. The purpose of Internal Audit's assessment is to assist the board, management, and related government entities in achieving their overall strategic goals and objectives. Internal Audit is responsible for, but not limited to the following functions:

**General:**

- 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 the mail, email, and other forms of communication.
- Determine the extent of compliance with established MARTA policies, guidelines, procedures, and appropriate governmental regulations, including the MARTA Act.
- Objectively report audit findings with recommendations for corrective actions.
- Facilitate the implementation of corrective actions for audit recommendations through an effective follow-up system.
- Complete special projects at the request of Management or the Board of Directors.

- Determine the adequacy and timeliness of management responses to audit recommendations and provide follow-up status reports to the Board Audit Committee as appropriate.
- Administer the contract for external audit services and assist the external auditors in the analysis of the accounting records.
- Meet at least three times annually with the Audit Committee of the Board of Directors to apprise them of the areas under audit.
- Act as liaison with Federal and State audits and reviews and coordinate responses to any findings.

**Operations Audit:**

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

**Contracts Audit:**

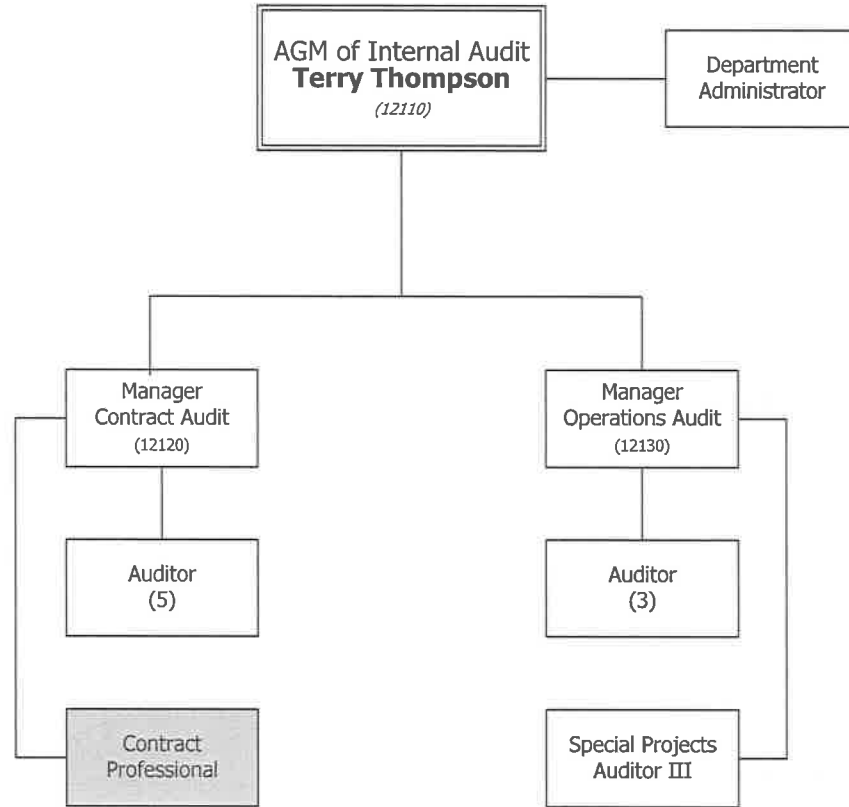
- Review contracts to ensure compliance with contract provisions, MARTA procedures, and applicable state and federal regulations.
- Review change orders, sole source contracts, and single bid contracts in excess of \$100,000 for price reasonableness.
- Provide rate reviews to ensure prices are reasonable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

**OFFICE OF AGM INTERNAL AUDIT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	952,533	1,056,980	1,005,631	1,003,366	1,021,981	0	1,021,981
Overtime	0	1,336	1,859	825	0	0	0
Other Benefits	108,480	99,751	112,858	99,155	198,396	0	198,396
Healthcare Rep/NonRep	157,943	144,534	104,250	115,339	153,933	0	153,933
Pension Rep/NonRep	225,720	196,440	95,879	102,818	200,805	0	200,805
Workers Comp-Excess/Losses	-8,634	5,997	-4,317	-35	23,049	0	23,049
<i>Benefits Total</i>	483,509	446,722	308,670	317,277	576,183	0	576,183
<b>Labor Total</b>	<b><u>1,436,042</u></b>	<b><u>1,505,038</u></b>	<b><u>1,316,160</u></b>	<b><u>1,321,468</u></b>	<b><u>1,598,163</u></b>	<b><u>0</u></b>	<b><u>1,598,163</u></b>
Contractual Services	892,434	376,546	263,532	390,646	300,000	0	300,000
Materials Supplies-Other	2,870	3,635	5,674	7,178	5,000	0	5,000
<i>Materials Total</i>	2,870	3,635	5,674	7,178	5,000	0	5,000
Other Non-Operating Expenses	27,068	26,314	71,409	36,298	48,500	0	48,500
<b>Non Labor Total</b>	<b><u>922,372</u></b>	<b><u>406,495</u></b>	<b><u>340,615</u></b>	<b><u>434,122</u></b>	<b><u>353,500</u></b>	<b><u>0</u></b>	<b><u>353,500</u></b>
<b>Gross Operating Total</b>	<b><u>2,358,414</u></b>	<b><u>1,911,533</u></b>	<b><u>1,656,775</u></b>	<b><u>1,755,590</u></b>	<b><u>1,951,663</u></b>	<b><u>0</u></b>	<b><u>1,951,663</u></b>
Cost Allocation	-1,118,675	-1,000,623	-862,157	-892,758	-1,093,583	0	-1,093,583
<b>Allocation Total</b>	<b><u>-1,118,675</u></b>	<b><u>-1,000,623</u></b>	<b><u>-862,157</u></b>	<b><u>-892,758</u></b>	<b><u>-1,093,583</u></b>	<b><u>0</u></b>	<b><u>-1,093,583</u></b>
<b>Net Operating Expense</b>	<b><u>1,239,739</u></b>	<b><u>910,910</u></b>	<b><u>794,618</u></b>	<b><u>862,832</u></b>	<b><u>858,081</u></b>	<b><u>0</u></b>	<b><u>858,081</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	13	13	13	13	13	0	13	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	3	3	3	3	3	0	3
<b>Full-Time Total</b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>0</u></b>	<b><u>13</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	9	9	10	10	10	0	10
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>0</u></b>	<b><u>1</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>	<b>Total</b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>

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



**PERSONNEL COMPARISON**

**OFFICE OF AGM INTERNAL AUDIT**

<b>Classification</b>	<b>Pay Grade</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
<b><u>Non-Represented</u></b>								
AGM Internal Audit	C	1	1	1	1	1	----	1
Audit Coordinator	15	1	1	----	----	----	----	----
Auditor I	12	1	1	1	1	1	----	1
Auditor II	16	2	----	----	1	1	----	1
Auditor III	18	5	7	7	6	6	----	6
Department Administrator	17	----	----	1	1	1	----	1
Mgr Audit	21	2	2	2	2	2	----	2
Special Projects Auditor III	19	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>----</b>	<b>13</b>
<b>Total Full-Time</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>----</b>	<b>13</b>
<b><u>Contract</u></b>								
Contract Professional	----	----	----	1	1	1	----	1
<b>Total Contract</b>		<b>----</b>	<b>----</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Office Total</b>		<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>

**FUNCTIONS & RESPONSIBILITIES**

The functions and responsibilities of Information Systems Audit are:

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

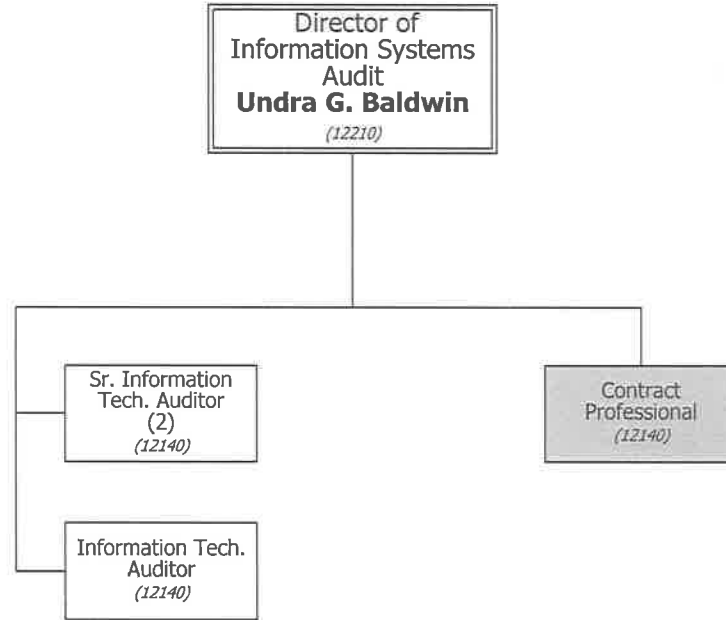
**OFFICE OF INFORMATION SYSTEMS AUDIT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	349,060	312,029	251,163	209,267	364,609	0	364,609
Other Benefits	33,130	30,328	24,096	18,201	72,879	0	72,879
Healthcare Rep/NonRep	55,534	46,995	31,039	21,553	47,364	0	47,364
Pension Rep/NonRep	79,540	84,825	48,985	13,879	67,244	0	67,244
Workers Comp-Excess/Losses	0	-1	0	-6	7,092	0	7,092
<i>Benefits Total</i>	168,204	162,147	104,120	53,627	194,579	0	194,579
<b>Labor Total</b>	<b><u>517,264</u></b>	<b><u>474,176</u></b>	<b><u>355,283</u></b>	<b><u>262,894</u></b>	<b><u>559,188</u></b>	<b><u>0</u></b>	<b><u>559,188</u></b>
Contractual Services	0	0	1,695	0	0	0	0
Materials Supplies-Other	0	0	0	37	0	0	0
<i>Materials Total</i>	0	0	0	37	0	0	0
Other Non-Operating Expenses	3,317	2,630	5,514	21,465	51,588	0	51,588
<b>Non Labor Total</b>	<b><u>3,317</u></b>	<b><u>2,630</u></b>	<b><u>7,209</u></b>	<b><u>21,502</u></b>	<b><u>51,588</u></b>	<b><u>0</u></b>	<b><u>51,588</u></b>
<b>Gross Operating Total</b>	<b><u>520,581</u></b>	<b><u>476,806</u></b>	<b><u>362,492</u></b>	<b><u>284,396</u></b>	<b><u>610,776</u></b>	<b><u>0</u></b>	<b><u>610,776</u></b>
Cost Allocation	-246,140	-247,894	-184,990	-140,540	-327,019	0	-327,019
<b>Allocation Total</b>	<b><u>-246,140</u></b>	<b><u>-247,894</u></b>	<b><u>-184,990</u></b>	<b><u>-140,540</u></b>	<b><u>-327,019</u></b>	<b><u>0</u></b>	<b><u>-327,019</u></b>
<b>Net Operating Expense</b>	<b><u>274,441</u></b>	<b><u>228,912</u></b>	<b><u>177,502</u></b>	<b><u>143,856</u></b>	<b><u>283,757</u></b>	<b><u>0</u></b>	<b><u>283,757</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	4	4	4	4	4	0	4	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	3	3	3	4	0	4
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>5</b>	Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>5</b>



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



Contract Positions (Shaded)

PERSONNEL COMPARISON

OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Dir Information Tech Audit	23	1	1	1	1	1	----	1
Information Technology Auditor	16	----	----	----	----	1	----	1
Sr Information Tech Auditor	19	3	3	3	3	2	----	2
<b>Non-Rep Subtotal</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b>Total Full-Time</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b><u>Contract</u></b>								
CONTRACT PROFESSIONAL	----	----	----	----	----	1	----	1
<b>Total Contract</b>		<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Office Total</b>		<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>5</b>



## **DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS**

*This Department includes the following Offices:*

### **Department of Communications & External Affairs**

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

## DEPARTMENT OF COMMUNICATIONS &amp; EXTERNAL AFFAIRS

## FY2015 ACCOMPLISHMENTS

- Coordinated a successful 2015 Legislative Session that among other things saw the Assembly permanently lift MARTA's 50/50 mandate, extend our sales and use taxing authority through 2057, and create fine language for violations of our Ride With Respect code of conduct. In addition, MARTA will be a recipient of a portion of a \$75 million state bonding package built into the FY 2016 state budget.
- Conducted comprehensive outreach and information sessions that lead to a successful vote on the county-wide referendum for Clayton County to officially join MARTA, becoming the first jurisdictional expansion of the system since its inception.
- Engaged every member of Georgia's federal delegation on issues ranging from long-term transportation funding to local expansion projects.
- Worked with federal lawmakers from key committees on several issues. Interactions included letter, calls and meetings and culminated in the GM/CEO serving on a panel regarding no/low emission vehicle fleets in front of the Senate Banking Committee ranking staff.
- System Advertising generated the following revenue during FY15: Transit - \$5.1 million, Bus Shelters - \$1.2 million, OutFront Media Rail Network - \$260,000.
- Sales Programs generated the following revenue during FY15: Partnership Program - \$14.7 million, UPASS - \$5.4 million, K-12 School Program \$1 million, Visitor Pass \$688K.
- Worked with OutFront Media to maintain all of our bus shelters which saves MARTA \$300,000 per year. Additionally, OutFront Media has built MARTA 4 new bus shelters at an approximate cost of \$60,000 (to OutFront Media) and will build approximately 20 more bus shelters and benches in FY16.
- Overall, 16 new bus shelters were installed in FY15. Additionally, 28 of the new contemporary designed bus shelters were erected to replace old deteriorated shelters during the fiscal year. Further, MARTA continues to reap the benefits of having our advertising bus shelter contractor maintain all of our bus shelters which has saved MARTA a minimum of \$300,000 per year since 2008.
- Successful launch of the Airport Awareness Campaign to raise awareness and increase ridership.
- Devised and executed APTA's National Dump the Pump Day campaign to employ daily riders, non-riders and MARTA employees to take transit and help save the environment and reduce traffic congestion. This year's campaign included the 3rd Annual Scavenger Hunt.
- Coordinated the following events: Clayton County Launch Event, General Manager Employee Breakfasts, General Manager Open Door Fridays, 35th Anniversary Activities, and Customer Appreciation Events.
- Surprise Days with live jazz events, WNBA Atlanta Dream mascot appearances, prize wheel, and live radio remotes. MARTA also participated in several green events celebrating Earth Day.
- Developed and implemented external communications plans for the following initiatives: Clayton County bus service, Service Changes, Town Hall meetings, Community Forums, Public Hearings, Holiday Service Communications (New Year, July 4th, Memorial Day, Labor Day, Thanksgiving, and Christmas), Breeze information, and single tracking communications.
- Successfully partnered with the following organizations to extend the MARTA reach and brand: GA Commute Options, Taste of Atlanta, WNBA Atlanta Dream, Peachtree Road Race, City of Atlanta Jazz Festival, High Museum of Art, Americas Mart, U.S. Road Sports for the ING Marathon, 100 Black Men/Atlanta Football Classic, Atlanta Street Food Festival, The Atlanta Fair, BB&T Atlanta Open/Atlanta Tennis Championship, 91.9FM Jazz, Atlanta Hip Hop Festival, Sweet Auburn Music Festival, and the Historic Westside Village Festival. Worked with the City of Atlanta Office of Cultural Affairs to host MARTA Jazz Monday at College Park, Doraville, Decatur, and Midtown Stations.

## DEPARTMENT OF COMMUNICATIONS &amp; EXTERNAL AFFAIRS

**FY2015 ACCOMPLISHMENTS (continued)**

- Successfully implemented phase II advertising with Police See & Say app with a print, radio and television campaign, which launched a new text feature.
- Designed and produced Annual Report, CAFR, Police annual report, MARTOC report, and the monthly Transit Times.
- Created and produced Destination Campaign videos for the following stations – Avondale, East Lake, Edgewood/Candler, King Memorial, Georgia State, Doraville, Chamblee, Sandy Springs, North Springs, Medical Center, Buckhead, and Arts Center.
- Implemented website advertising pilot.
- Coordinated Social Media - Ongoing management and support of MARTA's social media outlets. We currently have 15,045 likes on Facebook, 5,804 followers on GM's Twitter site.
- Partnered with Children's Christmas Parade. The new MARTA bus and employees from various areas (Police, Administrative Support Staff, Bus Operators, and Maintenance) were featured in the parade, which was broadcast live on Channel 2 – WSB-TV. This was the second year the new MARTA bus design and employees were featured in the parade.
- Coordinated GM/CEO local jurisdictions quarterly briefings for FY2015.
- Coordinated meetings between GM/CEO and local elected officials.
- Prepared the presentation materials for GM's State of MARTA Breakfast.
- Prepared briefing presentations for the GM/CEO for the numerous requests received across the service area for MARTA updates.
- Managed requests from elected officials and/or constituents by working with internal departments to resolve issues.
- Regularly kept elected officials abreast of MARTA related news and initiatives.
- Engaged the community by actively participating in over 200 community meetings, special events, serving as a MARTA liaison throughout the service area and facilitated all Public Hearings and community meetings as required.
- Community Relations assisted with hosting the COMTO National Conference held in July.
- Community Relations conducted extensive outreach in support of MARTA's ongoing Comprehensive Operations Analysis.
- To support the annual State of MARTA event, Community Relations worked to invite key stakeholders from all sectors (e.g., community, elected official, and businesses).
- To facilitate a smooth transition for the Braves Shuttle transition from Five Points to West End, Community Relations played an instrumental role in outreach to the public.
- Community Relations worked to assist key stakeholders with National Voter Registration Day.
- Throughout the year, the Community Relations team coordinated multiple job fairs, community forums and special events to support MARTA's expansion to Clayton County.
- Managed and scheduled staff during winter storm incident to assure that the call center was properly staffed to handle large influx of customer calls regarding service plans during the winter storms February 25 - 26, 2015.
- Successfully accomplished meeting the Customer Service FY15 KPIs goals achieving a 0:24 Customer Call Wait Time and a 2.65% Customer Call Abandonment.
- Implemented a procedure for immediately closing H.E.A.T. Reports that does not necessarily require a follow up with customers. The process allows reps the opportunity to educate customers on concerns (i.e. GPS tracking system, On-time performance committee, bus stop requests, etc.)
- Reviewed and updated CIC and CSC employee handbooks to include revised call center procedures and processes including individual employee performance requirements.
- Coordinated a month-long celebration of employees demonstrating appreciation, motivation and education by daily festivities and training sessions. The theme for the week was "Think Service" with a

**DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS**

**FY2015 ACCOMPLISHMENTS *(continued)***

- concentration on the following attributes: Compassion, Appreciation, Teamwork, Patience & Respect, and Excellence.
- Coordinated MARTA’s annual Call Center Challenge competition.
  - Sent a CIC Operator as MARTA representative in the APTA Call Center Challenge Finals held during the Marketing & Communications Workshop.
  - Coordinated training sessions offered by HUMANA to review techniques for managing callers. Courses offered; Effective Workplace Communication & Creative Conflict Management.
  - Coordinated CSC Kudos Fridays, quarterly motivational Customer Care Center staff meetings that focus on performance awards and training.
  - Served on the Authority’s Suspension Appeals Panel, a weekly panel and provided subject matter expert testimony pertaining to Breeze transactions. This information is vital in assisting the panel in making a determination of a customer’s violation of the MARTA rules and the corresponding punitive action.
  - Managed Authority wide media interviews, information requests and employee communications.
  - Wrote and distributed internal employee newsletter, The MARTA Stop.
  - Executed commercial photography and filming requests that generated additional revenues for the Authority.
  - Managed media interviews, information requests and employee communications during inclement weather.
  - Coordinated media briefings at HQ to disseminate positive news stories about the Authority.
  - Coordinated and staffed several industry and local interviews for GM, Authority Executives and Board Members regarding state of MARTA, growth & progress.
  - Coordinated with MARTA’s Board and staff to manage the Authority’s

media responses.

- Launched the “MARTA Army” of volunteers to support pro-transit initiatives.
- Helped generate more than \$7 million in equivalent advertising value through earned media (free) impressions.
- Facilitated MARTA Employee Advisory Council (MEAC) process and provided oversight in the planning and implementation of various MEAC lead events; including MARTA’s Employee Family Fun Day and Fall Festival.
- Successfully coordinated reassignment of over 500 administrative, professional, and management team members in support of the large scale special events, such as; 2014 New Year’s Eve, the July 4th, Jehovah’s Witness International Convention, and Labor Day weekend; and major operations and maintenance initiatives, including two (2) Track Renovation projects, the Fare Evasion Reduction and the Clayton County service start up.
- Processed 23,927 Reduced Fare and Mobility Breeze Cards, reduction of 5.35% below FY14.
- Processed 6,001 lost items, customers reclaimed 1,509 of their lost items for an annual Lost Item Recovery rate of 25.15%.
- Coordinated outreach initiatives within Clayton County at senior multi-purpose facilities and residential communities.
- Developed and implemented Authority-wide procedure for the confiscation of mis-used benefit (Reduced Fare, Mobility and Employee) Breeze Cards.
- Coordinated a community rally as part of APTA’s National Infrastructure Day, at our Five Points Station that featured key stakeholders and Georgia Congressional Delegation from around the metro region.

FY2016 Key Performance Measures

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Average Call Wait Time</b>	Average call wait time for customer calls (in minutes)	</= 0:40	0:24	</= 0:35
<b>Call Abandonment Rate</b>	Abandonment rate for customer calls	</= 5%	2.65%	</= 4%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.68%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	87.75%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-15.68%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-7.06%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-22.59%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	91.43%	</= 0%



**FY2016 GOALS AND OBJECTIVES****GOALS:**

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

**OBJECTIVES:**

- Work with the MARTA Transformation Initiatives PMO and consultants to develop and implement internal/external communication strategies about the program.
- Increase and enhance the ongoing partnership with TMAs and Pass Partners.
- Develop an awareness campaign as a result of the marketing analysis survey.
- Continue the Station Destination videos.
- Improve customer access to MARTA's call centers by leveraging technology and enhancing internal processes and procedures. (H.E.A.T. system upgrade).
- Continuously identify updates needed to (404) 848-5000 call tree menu and Interactive Voice Response System (IVR) to reflect service and operational changes including the Automated Next Bus / Next Rail IVR and the Breeze Balance Check IVR.
- Continue to work with HR and Labor Relations to design a MARTA call center that is able to operate during major emergencies and inclement weather, allowing customers' access to staff for responding to trip planning inquiries and documenting concerns.

- Monitor the Customer Service Center performance to ensure that Key Performance Indicators (KPIs) are met.
- Provide on-going call management and customer service training to customer care center staff to reinforce skills and techniques for maintaining a professional and courteous first point of contact to MARTA's customers.
- Maintain a working relationship with Congressional Delegation and staff to positively position MARTA through the coordination of the Federal Lobbying Team.
- Continue to educate Clayton County stakeholders as the expansion of MARTA into Clayton County continues.
- Coordinate with the Authority's management team to increase organizational focus on customer service by developing and implementing initiatives to improve the customer experience.
- Improve tracking and recovery of lost items through implementation of an enterprise-wide Lost & Found tracking system.
- Implement new software application to improve reassignment staffing process: facilitate and streamline schedule development, database communication, employee and management accountability and reporting and analytics.
- Leverage advertising buys with minority and community-based publications to facilitate an ongoing dialogue that allows MARTA to pro-actively share our messages on a consistent basis.
- Enlist the aid of contract writers to help report the positive news generating from different departments within the Authority.
- Maintain continuous working relationship with local/state elected officials.  
Position MARTA as a caring and valued community partner by publicizing outreach efforts created and attended by our community outreach team using available print, broadcast and online mediums.

**OBJECTIVES (continued):**

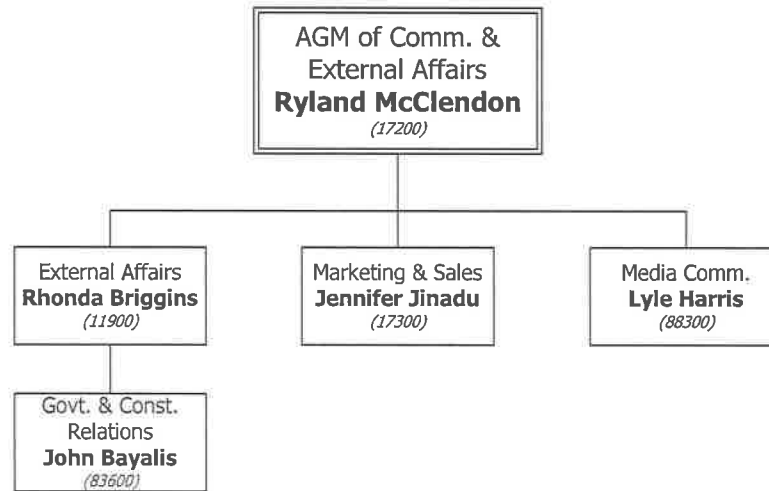
- Provide the Authority ongoing communications, marketing and media support to enhance MARTA's brand.
- Develop a communications strategy that uses all mediums (TV, print, newsletters & social media) to support delivery of Authority programs and projects.  
Improve customer access to MARTA's call centers by leveraging technology and enhancing internal processes and procedures.
- Revise the Customer Service Key Performance Indicators (KPIs) and call center performance goals based on FY'15 actual performance statistics.
- Continue to support Authority-wide programs and initiatives that have a direct impact with customers including service-related and fare media changes.
- Improve the communications flow throughout the Authority.

**DEPT OF COMMUNICATION & EXT AFFAIRS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	3,344,194	3,260,782	3,113,941	3,363,031	3,579,047	104,713	3,683,760
Overtime	34,227	50,131	50,069	57,621	53,371	0	53,371
Other Benefits	361,539	337,924	333,230	370,340	446,497	-735	445,762
Healthcare Rep/NonRep	830,463	781,155	695,932	705,428	804,036	35,523	839,559
Pension Rep/NonRep	654,863	669,673	501,130	547,524	626,302	21,673	647,975
Workers Comp-Excess/Losses	-6,306	5,622	3,323	5,452	117,018	5,319	122,337
<i>Benefits Total</i>	1,840,559	1,794,374	1,533,615	1,628,744	1,993,853	61,781	2,055,634
<b>Labor Total</b>	<b>5,218,980</b>	<b>5,105,287</b>	<b>4,697,625</b>	<b>5,049,396</b>	<b>5,626,270</b>	<b>166,493</b>	<b>5,792,764</b>
Contractual Services	426,312	463,514	460,974	424,008	613,628	0	613,628
Materials Supplies-Other	38,303	51,300	45,375	47,793	46,787	100,000	146,787
<i>Materials Total</i>	38,303	51,300	45,375	47,793	46,787	100,000	146,787
Other Operating	113	0	0	0	0	0	0
<i>Other Total</i>	113	0	0	0	0	0	0
Miscellaneous Expenses	458,906	486,591	799,089	438,730	520,680	0	520,680
Other Non-Operating Expenses	52,445	40,966	46,150	64,304	81,154	0	81,154
<b>Non Labor Total</b>	<b>976,079</b>	<b>1,042,371</b>	<b>1,351,588</b>	<b>974,835</b>	<b>1,262,249</b>	<b>100,000</b>	<b>1,362,249</b>
<b>Gross Operating Total</b>	<b>6,195,059</b>	<b>6,147,658</b>	<b>6,049,213</b>	<b>6,024,231</b>	<b>6,888,519</b>	<b>266,493</b>	<b>7,155,013</b>
Cost Allocation	-239,206	-256,610	-243,776	-631,521	-303,374	0	-303,374
<b>Allocation Total</b>	<b>-239,206</b>	<b>-256,610</b>	<b>-243,776</b>	<b>-631,521</b>	<b>-303,374</b>	<b>0</b>	<b>-303,374</b>
<b>Net Operating Expense</b>	<b>5,955,853</b>	<b>5,891,048</b>	<b>5,805,437</b>	<b>5,392,710</b>	<b>6,585,146</b>	<b>266,493</b>	<b>6,851,639</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	44	45	46	46	46	3	49	Administrative	16	17	23	23	23	3	26
Represented	20	19	18	18	18	0	18	Management	9	10	10	10	10	0	10
<b>Full-Time Total</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>64</b>	<b>3</b>	<b>67</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	12	13	12	12	12	0	12
Represented (PT)	2	2	2	2	2	0	2	Technical	2	2	2	2	2	0	2
<b>Part-Time Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>1</b>	<b>3</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>67</b>	<b>69</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>3</b>	<b>76</b>	Represented	22	21	20	20	20	0	20
								Supervisory	6	6	6	6	6	0	6
								<b>Total</b>	<b>67</b>	<b>69</b>	<b>73</b>	<b>73</b>	<b>73</b>	<b>3</b>	<b>76</b>

ADM	26	Non-Rep	49
MGR	10	Rep	18
MNT	0	<b>Total FT</b>	<b>67</b>
OPR	0		
POL	0		
PRO	12	PT	2
REP	20	CON	7
SUP	6		
TEC	2	<b>TOTAL</b>	<b>76</b>



**FUNCTIONS & RESPONSIBILITIES**

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

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

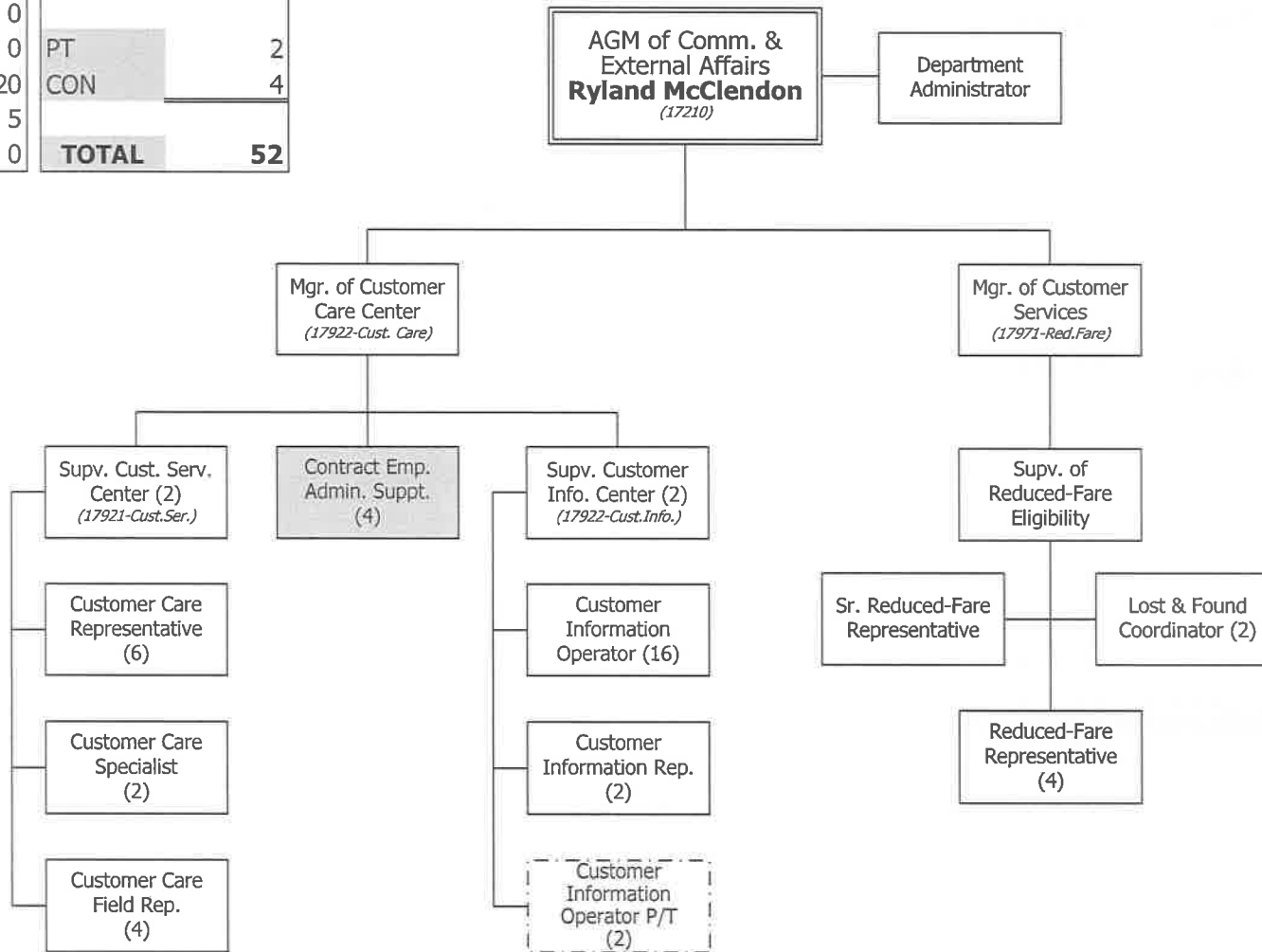
The office serves to enhance the image of the Authority by building customer loyalty, forming strategic alliances, and positioning MARTA as the subject matter expert for public transit. The office is the direct link to the Authority for facilitating the internal and external communications and publications,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

**OFFICE OF AGM COMM & EXT AFFAIRS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,865,547	1,710,978	1,620,127	1,691,695	1,936,209	104,713	2,040,922
Overtime	34,170	48,823	45,540	43,075	53,371	0	53,371
Other Benefits	215,077	191,374	177,259	159,720	139,041	-735	138,306
Healthcare Rep/NonRep	536,272	501,603	424,794	421,243	555,375	35,523	590,898
Pension Rep/NonRep	321,288	327,945	254,602	267,712	310,228	21,673	331,902
Workers Comp-Excess/Losses	-1,331	5,626	3,323	5,549	79,785	5,319	85,104
<i>Benefits Total</i>	1,071,306	1,026,548	859,978	854,224	1,084,429	61,781	1,146,210
<b>Labor Total</b>	<b>2,971,023</b>	<b>2,786,349</b>	<b>2,525,645</b>	<b>2,588,994</b>	<b>3,074,009</b>	<b>166,493</b>	<b>3,240,502</b>
Contractual Services	144,000	144,506	96,000	160,358	200,000	0	200,000
Materials Supplies-Other	13,760	14,814	16,863	16,082	18,973	100,000	118,973
<i>Materials Total</i>	13,760	14,814	16,863	16,082	18,973	100,000	118,973
Other Operating	113	0	0	0	0	0	0
<i>Other Total</i>	113	0	0	0	0	0	0
Miscellaneous Expenses	3,450	11,262	10,205	8,997	10,000	0	10,000
Other Non-Operating Expenses	11,743	16,273	13,215	13,611	20,053	0	20,053
<b>Non Labor Total</b>	<b>173,066</b>	<b>186,855</b>	<b>136,283</b>	<b>199,048</b>	<b>249,026</b>	<b>100,000</b>	<b>349,026</b>
<b>Gross Operating Total</b>	<b>3,144,089</b>	<b>2,973,204</b>	<b>2,661,928</b>	<b>2,788,042</b>	<b>3,323,035</b>	<b>266,493</b>	<b>3,589,528</b>
Cost Allocation	-1,217	-103	0	-183,571	0	0	0
<b>Allocation Total</b>	<b>-1,217</b>	<b>-103</b>	<b>0</b>	<b>-183,571</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Expense</b>	<b>3,142,872</b>	<b>2,973,101</b>	<b>2,661,928</b>	<b>2,604,471</b>	<b>3,323,035</b>	<b>266,493</b>	<b>3,589,528</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	23	24	25	25	25	3	28	Administrative	14	15	21	21	21	3	24
Represented	20	19	18	18	18	0	18	Management	3	3	3	3	3	0	3
<b>Full-Time Total</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>3</b>	<b>46</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	1	0	0	0	0	0
Represented (PT)	2	2	2	2	2	0	2	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>45</b>	<b>45</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>3</b>	<b>52</b>	Represented	22	21	20	20	20	0	20
								Supervisory	5	5	5	5	5	0	5
								<b>Total</b>	<b>45</b>	<b>45</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>3</b>	<b>52</b>

ADM	24	Non-Rep	28
MGR	3	Rep	18
MNT	0	<b>Total FT</b>	<b>46</b>
OPR	0		
POL	0		
PRO	0	PT	2
REP	20	CON	4
SUP	5		
TEC	0	<b>TOTAL</b>	<b>52</b>



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

PERSONNEL COMPARISON

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
AGM Communications & Ext Aff	C	1	1	1	1	1	----	1
Customer Care Field Rep	14	3	3	3	3	3	1	4
Customer Care Rep	14	5	5	5	5	5	1	6
Customer Care Spec	13	2	2	2	2	2	----	2
Customer Svcs Program Admin	16	1	1	----	----	----	----	----
Department Administrator	17	1	1	1	1	1	----	1
Lost & Found Coordinator	6	----	1	2	2	2	----	2
Mgr Customer & Station Svcs	20	1	1	1	1	1	----	1
Mgr Customer Care Center	20	1	1	1	1	1	----	1
Reduced Fare Representative	6	2	2	3	3	3	1	4
Sr Reduced Fare Respresentative	8	1	1	1	1	1	----	1
Supv Customer Info Centr	16	2	2	2	2	2	----	2
Supv Customer Services Center	16	2	2	2	2	2	----	2
Supv Reduced Fare Eligibility	16	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>23</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>3</b>	<b>28</b>
<b><u>Represented</u></b>								
Customer Info Representative	UR	2	2	2	2	2	----	2
Customer Information Operator	UR	18	17	16	16	16	----	16
<b>Represented Subtotal</b>		<b>20</b>	<b>19</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>----</b>	<b>18</b>
<b>Total Full-Time</b>		<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>43</b>	<b>3</b>	<b>46</b>
<b><u>Part-Time</u></b>								
Customer Info Operator Pt	UR	2	2	2	2	2	----	2
<b>Total Part-Time</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>



PERSONNEL COMPARISON

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Contract</b>								
Contract Emp Admin Support	----	----	----	4	4	4	----	4
<b>Total Contract</b>		----	----	<b>4</b>	<b>4</b>	<b>4</b>	----	<b>4</b>
<b>Office Total</b>		<b>45</b>	<b>45</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>3</b>	<b>52</b>

**FUNCTIONS & RESPONSIBILITIES**

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

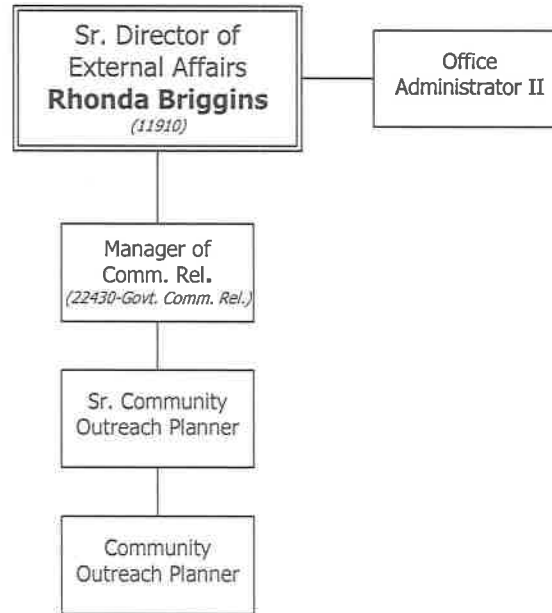
conversation and is charged with facilitating community forums and public hearings. The office is responsible for developing and maintaining positive and effective relations with the community, transit advocacy groups and various levels of government (federal, state, and local).

**OFFICE OF EXTERNAL AFFAIRS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	377,625	357,633	334,726	404,241	371,699	0	371,699
Other Benefits	42,488	36,133	46,106	61,867	74,299	0	74,299
Healthcare Rep/NonRep	102,490	91,185	76,727	83,872	59,205	0	59,205
Pension Rep/NonRep	94,728	87,291	65,071	74,543	76,933	0	76,933
Workers Comp-Excess/Losses	0	-2	0	-29	8,865	0	8,865
<i>Benefits Total</i>	239,706	214,607	187,904	220,253	219,302	0	219,302
<b>Labor Total</b>	<b><u>617,331</u></b>	<b><u>572,240</u></b>	<b><u>522,630</u></b>	<b><u>624,494</u></b>	<b><u>591,002</u></b>	<b><u>0</u></b>	<b><u>591,002</u></b>
Contractual Services	11,750	0	36,711	6,688	0	0	0
Materials Supplies-Other	453	9,551	6,988	1,928	4,000	0	4,000
<i>Materials Total</i>	453	9,551	6,988	1,928	4,000	0	4,000
Miscellaneous Expenses	1,100	0	4,742	1,893	2,080	0	2,080
Other Non-Operating Expenses	25,277	11,164	18,875	22,084	31,847	0	31,847
<b>Non Labor Total</b>	<b><u>38,580</u></b>	<b><u>20,715</u></b>	<b><u>67,316</u></b>	<b><u>32,593</u></b>	<b><u>37,927</u></b>	<b><u>0</u></b>	<b><u>37,927</u></b>
<b>Gross Operating Total</b>	<b><u>655,911</u></b>	<b><u>592,955</u></b>	<b><u>589,946</u></b>	<b><u>657,087</u></b>	<b><u>628,929</u></b>	<b><u>0</u></b>	<b><u>628,929</u></b>
Cost Allocation	-177,316	-186,219	-164,418	-237,675	-226,270	0	-226,270
<b>Allocation Total</b>	<b><u>-177,316</u></b>	<b><u>-186,219</u></b>	<b><u>-164,418</u></b>	<b><u>-237,675</u></b>	<b><u>-226,270</u></b>	<b><u>0</u></b>	<b><u>-226,270</u></b>
<b>Net Operating Expense</b>	<b><u>478,595</u></b>	<b><u>406,736</u></b>	<b><u>425,528</u></b>	<b><u>419,412</u></b>	<b><u>402,659</u></b>	<b><u>0</u></b>	<b><u>402,659</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	5	5	5	5	5	0	5	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	2	2	2	2	2	0	2
<b>Full-Time Total</b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>0</u></b>	<b><u>5</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	2	2	2	2	0	2
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>0</u></b>	<b><u>5</u></b>	<b>Total</b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>0</u></b>	<b><u>5</u></b>

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



PERSONNEL COMPARISON

OFFICE OF EXTERNAL AFFAIRS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Community Outreach Planner	16	1	1	1	1	1	----	1
Mgr Community Relations	20	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Sr Community Outreach Planner	19	1	1	1	1	1	----	1
Sr. Director of External Affairs	24	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>----</b>	<b>5</b>
<b>Total Full-Time</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>----</b>	<b>5</b>
<b>Office Total</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>

**FUNCTIONS & RESPONSIBILITIES**

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

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

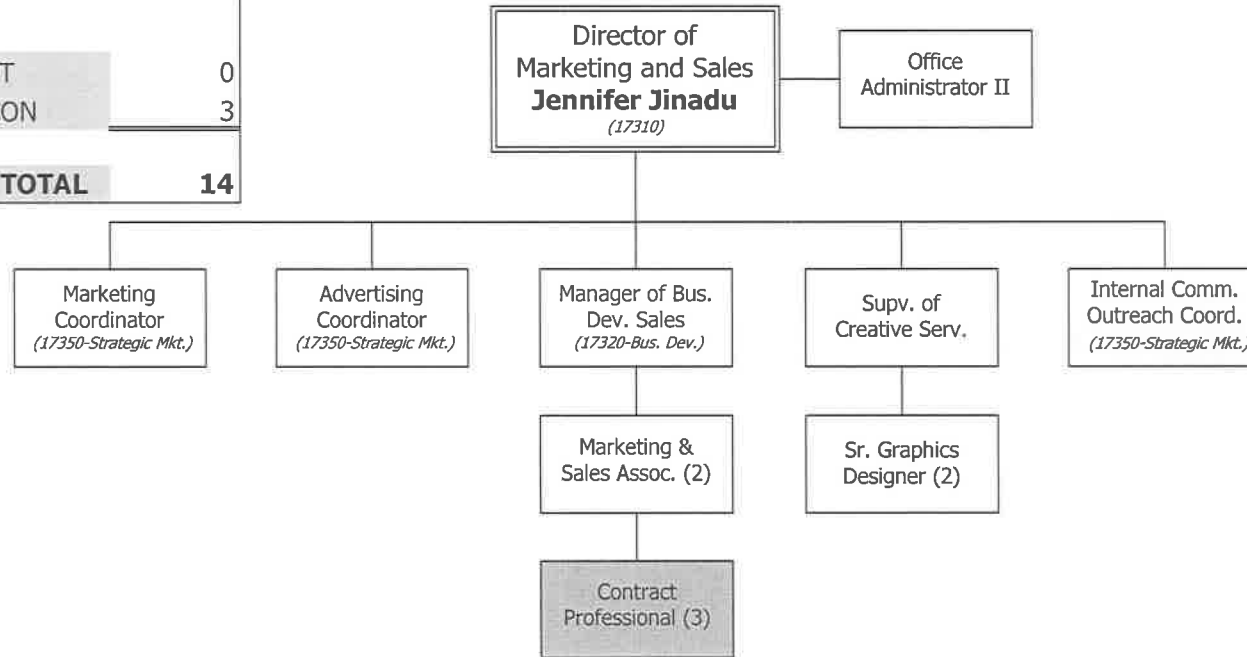
The Strategic Sales team, which is part of the Business Development group, primarily focuses on increasing group sales revenue and market share within the designated sales channels: Corporations, Government Agencies, Nonprofits (Employer Pass Program), University (UPass Program), School Systems K-12 (Student Pass Program), Conventions and Hospitality (Visitor Pass Program). These programs generate approximately \$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. The Business Development group oversees three revenue generating contracts - Transit Advertising, Bus Shelter Advertising, and Digital Signs - in the trains and on the platform, representing almost \$6.6 million annually to the Authority. In addition, the Business Development group takes the lead on identifying, conducting due diligence and developing a business case for all non-traditional revenue generating initiatives that will enhance the customers' experience while riding MARTA. Furthermore, this unit oversees the Bus Shelter Program by managing the installation, movement and maintenance of all shelters in the service area.

**OFFICE OF MARKETING & SALES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	693,415	786,337	827,394	807,360	823,029	0	823,029
Overtime	57	1,308	967	472	0	0	0
Other Benefits	71,169	75,695	77,574	105,453	129,591	0	129,591
Healthcare Rep/NonRep	154,065	149,525	160,372	162,425	130,251	0	130,251
Pension Rep/NonRep	160,993	174,192	148,726	166,261	146,392	0	146,392
Workers Comp-Excess/Losses	-4,975	-2	0	-55	19,503	0	19,503
<i>Benefits Total</i>	381,252	399,410	386,672	434,084	425,737	0	425,737
<b>Labor Total</b>	<b>1,074,724</b>	<b>1,187,055</b>	<b>1,215,033</b>	<b>1,241,916</b>	<b>1,248,766</b>	<b>0</b>	<b>1,248,766</b>
Contractual Services	87,816	122,896	162,486	104,409	184,128	0	184,128
Materials Supplies-Other	23,767	25,781	20,384	29,542	21,648	0	21,648
<i>Materials Total</i>	23,767	25,781	20,384	29,542	21,648	0	21,648
Miscellaneous Expenses	454,356	475,329	784,142	427,840	508,600	0	508,600
Other Non-Operating Expenses	3,495	4,743	9,527	15,967	5,714	0	5,714
<b>Non Labor Total</b>	<b>569,434</b>	<b>628,749</b>	<b>976,539</b>	<b>577,758</b>	<b>720,090</b>	<b>0</b>	<b>720,090</b>
<b>Gross Operating Total</b>	<b>1,644,158</b>	<b>1,815,804</b>	<b>2,191,572</b>	<b>1,819,674</b>	<b>1,968,856</b>	<b>0</b>	<b>1,968,856</b>
Cost Allocation	-60,673	-69,962	-78,935	-210,275	-77,104	0	-77,104
<b>Allocation Total</b>	<b>-60,673</b>	<b>-69,962</b>	<b>-78,935</b>	<b>-210,275</b>	<b>-77,104</b>	<b>0</b>	<b>-77,104</b>
<b>Net Operating Expense</b>	<b>1,583,485</b>	<b>1,745,842</b>	<b>2,112,637</b>	<b>1,609,399</b>	<b>1,891,752</b>	<b>0</b>	<b>1,891,752</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	11	11	11	11	11	0	11	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	2	2	2	2	2	0	2
<b>Full-Time Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	6	8	8	8	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	2	2	2	2	2	0	2
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>	Represented	0	0	0	0	0	0	0
								Supervisory	1	1	1	1	1	0	1
								<b>Total</b>	<b>12</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>

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



Contract Positions (Shaded)



PERSONNEL COMPARISON

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Advertising Coordinator	17	1	1	1	1	1	----	1
Director of Marketing & Sales	23	1	1	1	1	1	----	1
Internal Comm Outreach Coord	17	1	1	1	1	1	----	1
Marketing & Sales Associate	17	2	2	2	2	2	----	2
Marketing Coordinator	16	1	1	1	1	1	----	1
Mgr Business Dev Sales	22	1	1	1	1	1	----	1
Office Administrator I	14	1	1	----	----	----	----	----
Office Administrator II	16	----	----	1	1	1	----	1
Sr Graphics Designer	16	2	2	2	2	2	----	2
Supv Creative Services	17	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>----</b>	<b>11</b>
<b>Total Full-Time</b>		<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>----</b>	<b>11</b>
<b>Contract</b>								
Contract Professional	----	1	3	3	3	3	----	3
<b>Total Contract</b>		<b>1</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>----</b>	<b>3</b>
<b>Office Total</b>		<b>12</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>

**FUNCTIONS & RESPONSIBILITIES**

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

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

**OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	157,760	162,787	106,332	171,449	164,367	0	164,367
Other Benefits	12,844	13,939	12,602	18,877	35,728	0	35,728
Healthcare Rep/NonRep	12,223	12,642	8,500	13,367	23,682	0	23,682
Pension Rep/NonRep	34,102	39,843	26,811	32,007	34,020	0	34,020
Workers Comp-Excess/Losses	0	0	0	-5	3,546	0	3,546
<i>Benefits Total</i>	59,169	66,424	47,913	64,246	96,977	0	96,977
<b>Labor Total</b>	<b><u>216,929</u></b>	<b><u>229,211</u></b>	<b><u>154,245</u></b>	<b><u>235,695</u></b>	<b><u>261,344</u></b>	<b><u>0</u></b>	<b><u>261,344</u></b>
Contractual Services	179,000	178,000	148,500	118,136	168,500	0	168,500
Materials Supplies-Other	65	0	427	111	168	0	168
<i>Materials Total</i>	65	0	427	111	168	0	168
Other Non-Operating Expenses	7,916	5,658	2,680	5,396	11,915	0	11,915
<b>Non Labor Total</b>	<b><u>186,981</u></b>	<b><u>183,658</u></b>	<b><u>151,607</u></b>	<b><u>123,643</u></b>	<b><u>180,583</u></b>	<b><u>0</u></b>	<b><u>180,583</u></b>
<b>Gross Operating Total</b>	<b><u>403,910</u></b>	<b><u>412,869</u></b>	<b><u>305,852</u></b>	<b><u>359,338</u></b>	<b><u>441,927</u></b>	<b><u>0</u></b>	<b><u>441,927</u></b>
Cost Allocation	0	-326	0	0	0	0	0
<b>Allocation Total</b>	<b><u>0</u></b>	<b><u>-326</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Net Operating Expense</b>	<b><u>403,910</u></b>	<b><u>412,543</u></b>	<b><u>305,852</u></b>	<b><u>359,338</u></b>	<b><u>441,927</u></b>	<b><u>0</u></b>	<b><u>441,927</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	2	2	2	2	2	0	2	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	1	1	1	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

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

Director of  
Government &  
Constituent Relations  
**John Bayalis**  
*(22435)*

Government  
Affairs Officer

PERSONNEL COMPARISON

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Dir Government Relations	23	1	1	1	1	1	----	1
Government Affairs Officer	17	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**FUNCTIONS & RESPONSIBILITIES**

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

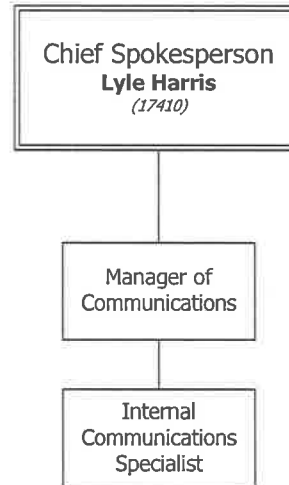
Relations Office advises senior and executive staff on all matters related to the media, and disseminates timely, credible, and accurate information related to the authority's strategies, goals, objectives, operations, and image.

**OFFICE OF MEDIA COMMUNICATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	249,847	243,047	225,362	288,286	283,742	0	283,742
Overtime	0	0	3,562	14,074	0	0	0
Other Benefits	19,961	20,783	19,689	24,423	67,838	0	67,838
Healthcare Rep/NonRep	25,413	26,200	25,539	24,521	35,523	0	35,523
Pension Rep/NonRep	43,752	40,402	5,920	7,001	58,728	0	58,728
Workers Comp-Excess/Losses	0	0	0	-8	5,319	0	5,319
<i>Benefits Total</i>	89,126	87,385	51,148	55,937	167,408	0	167,408
<b>Labor Total</b>	<b>338,973</b>	<b>330,432</b>	<b>280,072</b>	<b>358,297</b>	<b>451,150</b>	<b>0</b>	<b>451,150</b>
Contractual Services	3,746	18,112	17,277	34,417	61,000	0	61,000
Materials Supplies-Other	258	1,154	713	130	1,998	0	1,998
<i>Materials Total</i>	258	1,154	713	130	1,998	0	1,998
Other Non-Operating Expenses	4,014	3,128	1,853	7,246	11,625	0	11,625
<b>Non Labor Total</b>	<b>8,018</b>	<b>22,394</b>	<b>19,843</b>	<b>41,793</b>	<b>74,623</b>	<b>0</b>	<b>74,623</b>
<b>Gross Operating Total</b>	<b>346,991</b>	<b>352,826</b>	<b>299,915</b>	<b>400,090</b>	<b>525,773</b>	<b>0</b>	<b>525,773</b>
Cost Allocation	0	0	-423	0	0	0	0
<b>Allocation Total</b>	<b>0</b>	<b>0</b>	<b>-423</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Expense</b>	<b>346,991</b>	<b>352,826</b>	<b>299,492</b>	<b>400,090</b>	<b>525,773</b>	<b>0</b>	<b>525,773</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	3	3	3	3	3	0	3	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	1	2	2	2	2	0	2
<b>Full-Time Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	1	1	1	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>

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





PERSONNEL COMPARISON

OFFICE OF MEDIA COMMUNICATIONS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Chf Spokesperson	24	1	1	1	1	1	----	1
Internal Communications Spec	17	1	1	1	1	1	----	1
Mgr Communications	21	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>----</b>	<b>3</b>
<b>Total Full-Time</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>----</b>	<b>3</b>
<b>Office Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>



## **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

**DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT**
**FY2015 ACCOMPLISHMENTS**

During FY15, the structure of the department of Engineering and Development was renamed and re-organized to align resources with the long range Capital Improvement Program, right-size staff to adequately support project delivery, and reduce dependency on consultant services.

**Engineering & Development**

- Engineering and Designs Completed
  - Hamilton Bus Facility Renovation
  - Numerous Job Order Contracting (JOC) projects including expediting Clayton County Bus Shelters
- Designs In-Progress
  - Perry Facility Security and Lighting Upgrade
  - HQ Wellness Center
  - Auxiliary Low Voltage Switchgear replacement
  - Traction Power Substation Equipment Replacement
  - Laredo and Perry Bus Wash Replacement
- Design Services During Construction
  - Brady Mobility Bus Facility Renovation
  - Laredo Facility Security and Lighting Upgrade
  - CCTV Expansion
  - Avondale Gap Breaker EEX Equipment Replacement
- Transit Orientated Development (TOD) Support - Requests for Proposals for TOD at MLK, Avondale, Oakland City, Chamblee, Brookhaven, Edgewood and Arts Center Stations.
- Design support for other development and construction projects adjacent to MARTA facilities - Falcons Stadium, State Farm Headquarters, Post Properties, GDOT Spring St. Viaduct Rehabilitation, Beltline, Path Foundation, City of Atlanta Midtown Millennium and Wood Partners/ Midtown Development
- Began developing new standards for 3D design and modeling
- Completed Design Standards Chapters for Utilities, Structural, Civil, Track, Transportation and Storm Water

**Capital Programming**

- Finalized solicitation documents and conducted Industry Day for A/E services:
  - Safety Specialist
  - Operations & Maintenance Technical Support
  - Program & Project Management
  - Communications & Electrical Engineering
  - Architectural
  - APX6500 Mobile Radios
- Advertised A/E contracts for the following:
  - Systems Engineering
  - Vehicle Consulting
  - Safety Certification
- Developed and managed FY15 Consultant Work Programs
  - General Engineering Consultant (GEC) – approx. 100 work orders/change orders
  - General Consultant and Professional Services (GCPS) - 35 work orders.
- Designed the Primavera P6 Enterprise Project Structure (EPS) and Work Breakdown Structure (WBS) code system for CIP Projects
- Mapped an integration strategy between Oracle and Primavera P6 for CIP cost reporting
- Created Program Structure and Program Charter templates for use in SharePoint and Primavera for tracking CIP projects as programs.
- Set up new Budget Templates for CIP Projects in SharePoint to view and export CIP project data
- Initiated a Strategic Plan scorecard and performance measures for Capital Programming and Development

**DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT****FY2015 ACCOMPLISHMENTS (Continued)**

- Automated the Project Setup process in SharePoint for setting up new projects in Oracle Financials
- Developed the Project Approval Letter (PAL) for implementation in FY16

**Architecture and Design**

- Developed the design "in-house" for:
  - Hamilton Bus Facility Expansion to include CNG Fueling Station
  - Brady Mobility Facility (conceptual design)
  - Inman Park Bridge rehabilitation
  - Five Points Reduced Fare store
  - HQ Wellness Center
  - Station Public Address System Upgrade
- Developed implementation plan for obtaining LEED certification for Brady Mobility Facility and Buckhead Bridge Expansion
- Fire Protection Upgrade – Design oversight of installation completed at 11 Stations and three facilities; a total of 14 locations

- Completed design for construction of Job Order Contracting (JOC) projects
- Trained staff on new 3D modeling software.
- Participated in the selection of Developers for Transit Oriented Development at the King Memorial, Brookhaven and Chamblee stations
- Developed design guidance for the Dunwoody State Farm Station entrance project
- Implemented additional Sustainable Authority practices and completed carbon footprint report
- Continued on going roof inspections throughout the Authority and replaced roofs as needed
- Provided conceptual design for Airport Station concourse enhancements
- Provided the design for Rail Station pavement Program at Oakland Station
- Provided design services for on-going Authority space planning needs

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Capital Expense Variance</b>	Budget variance for overall capital expenses	</= 0%	-28.28%	</= 0%
<b>Soft Cost Ratio</b>	Soft cost as percentage of capital expenses	</= 45%	43.24%	</= 45%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	N/A	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	N/A	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	N/A	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	N/A	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	N/A	</= 0%

**DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT**

**FY2016 GOALS AND OBJECTIVES**

The Department of Capital Programs & Development provides centralized and comprehensive management of the Authority's Capital Improvement Program (CIP). The Department includes the Offices of Engineering & Development, Architecture & Design, Project Management & Construction, and Capital Programming. The goals and objectives of the Department of Capital Programs & Development are as follow:

1. Develop an organizational structure for the new MARTA Department of Capital Programs & Development that allows for collaborative and innovative industry leading performance.
2. Improve transparency & accessibility of CIP Information throughout the Authority to include all Business Units, Senior Staff, Executive Staff, C-Team and Board Members.
3. Develop a Centralized Project Management Office (PMO) structure to standardize project management and delivery processes and procedures agency wide

4. Define and secure internal and external resources required to efficiently and effectively plan, program and deliver MARTA'S Ten (10) Year CIP
5. Monitor the progress of Moving Ahead for Progress (MAP-21) rule making and implement measures to ensure MARTA maintains compliance.
6. Prepare MARTA for ISO55000 Certification in Asset Management; a first in transit in North America.

**DEPT OF CAPITAL PROGRAMS & DEVELOPMENT**

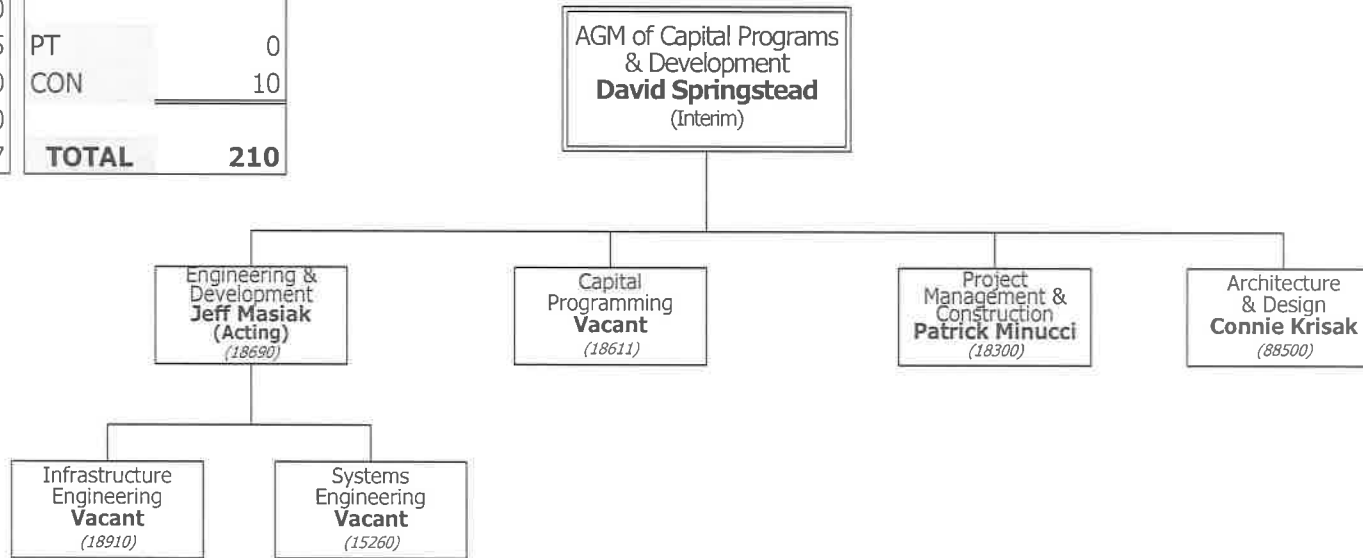
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	6,606,217	8,678,512	9,713,846	10,443,221	13,069,840	0	13,069,840
Overtime	103,184	192,050	328,671	248,411	165,330	0	165,330
Other Benefits	619,953	802,774	899,664	1,129,659	2,035,985	0	2,035,985
Healthcare Rep/NonRep	1,195,878	1,357,113	1,446,743	1,534,962	2,391,882	0	2,391,882
Pension Rep/NonRep	1,367,813	1,713,935	1,088,328	1,219,492	2,581,939	0	2,581,939
Workers Comp-Excess/Losses	-1,594	14,036	-2,222	767	358,146	0	358,146
<i>Benefits Total</i>	3,182,050	3,887,858	3,432,513	3,884,880	7,367,952	0	7,367,952
<b>Labor Total</b>	<b>9,891,451</b>	<b>12,758,420</b>	<b>13,475,030</b>	<b>14,576,512</b>	<b>20,603,121</b>	<b>0</b>	<b>20,603,121</b>
Contractual Services	253,022	143,963	283,294	326,521	94,200	0	94,200
Materials Supplies-Other	44,407	35,448	27,734	35,050	38,000	0	38,000
<i>Materials Total</i>	44,407	35,448	27,734	35,050	38,000	0	38,000
Other Operating	438	0	36	0	0	0	0
Other Operating-Electricity	355,258	0	0	0	0	0	0
Other Operating-Propulsion	330,739	0	0	0	0	0	0
<i>Other Total</i>	686,435	0	36	0	0	0	0
Miscellaneous Expenses	0	0	0	9,050	0	0	0
Other Non-Operating Expenses	54,172	140,879	93,301	165,987	190,524	0	190,524
<b>Non Labor Total</b>	<b>1,038,036</b>	<b>320,290</b>	<b>404,365</b>	<b>536,608</b>	<b>322,724</b>	<b>0</b>	<b>322,724</b>
<b>Gross Operating Total</b>	<b>10,929,487</b>	<b>13,078,710</b>	<b>13,879,395</b>	<b>15,113,120</b>	<b>20,925,845</b>	<b>0</b>	<b>20,925,845</b>
Cost Allocation	-8,301,871	-11,372,293	-12,047,878	-13,828,373	-16,987,222	0	-16,987,222
<b>Allocation Total</b>	<b>-8,301,871</b>	<b>-11,372,293</b>	<b>-12,047,878</b>	<b>-13,828,373</b>	<b>-16,987,222</b>	<b>0</b>	<b>-16,987,222</b>
<b>Net Operating Expense</b>	<b>2,627,616</b>	<b>1,706,417</b>	<b>1,831,517</b>	<b>1,284,747</b>	<b>3,938,623</b>	<b>0</b>	<b>3,938,623</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	125	160	163	198	200	0	200	Administrative	8	10	8	12	13	0	13
Represented	3	3	3	0	0	0	0	Management	20	23	24	24	25	0	25
<b>Full-Time Total</b>	<b>128</b>	<b>163</b>	<b>166</b>	<b>198</b>	<b>200</b>	<b>0</b>	<b>200</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	32	51	45	65	65	0	65
Represented (PT)	0	0	0	0	0	0	0	Technical	73	85	95	107	107	0	107
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	3	3	3	0	0	0	0
<b>Contract</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>10</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>136</b>	<b>172</b>	<b>175</b>	<b>208</b>	<b>210</b>	<b>0</b>	<b>210</b>	<b>Total</b>	<b>136</b>	<b>172</b>	<b>175</b>	<b>208</b>	<b>210</b>	<b>0</b>	<b>210</b>



DEPARTMENT OF CAPITAL PROGRAMS & DEVELOPMENT

ADM	13	Non-Rep	200
MGR	25	Rep	0
MNT	0	<b>Total FT</b>	<b>200</b>
OPR	0		
POL	0		
PRO	65	PT	0
REP	0	CON	10
SUP	0		
TEC	107	<b>TOTAL</b>	<b>210</b>



**FUNCTIONS AND RESPONSIBILITIES**

The Department of Capital Programs & Development is responsible for providing centralized and comprehensive management of the Authority's Capital Program. This department consists of the Offices of Capital Programming, Architecture & Design, Engineering & Development, and Project Management and Construction. This department ensures that Capital resources are fully aligned with and support the Authority's overall strategic goals and objectives.

The Office of Engineering & Development (E&D) includes Infrastructure Engineering and Systems Engineering. The office 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 configuration management and document control, 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 of 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).

The Office of 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

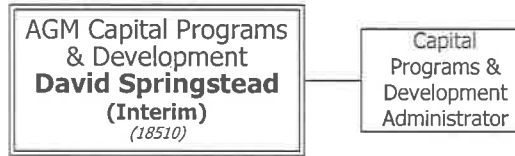
estimating. This office also manages the Authority's Strategic Asset Management Plan (STAMP), State of Good Repair (SGR) initiatives, Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21) compliance and ISO55000 certification.

The Office of Project Management & Construction provides project management, construction management, and capital program support services. The Project Management group provides project management services in support of MARTA's long range Capital Improvement Program. Project Managers are responsible for managing and directing resources and activities to ensure that project goals and objectives are successfully completed within scope, schedule and budget. 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.

The Office of 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. 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.

OFFICE OF AGM OF CAPITAL PROGRAMS & DEVELOPMENT

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



**OFFICE OF AGM CAPITAL PROGRAMS & DEVELOPMENT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	0	0	0	0	212,197	0	212,197
Other Benefits	0	0	0	0	54,048	0	54,048
Healthcare Rep/NonRep	0	0	0	0	23,682	0	23,682
Pension Rep/NonRep	0	0	0	0	43,920	0	43,920
Workers Comp-Excess/Losses	0	0	0	0	3,546	0	3,546
<i>Benefits Total</i>	0	0	0	0	125,196	0	125,196
<b>Labor Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>337,393</b>	<b>0</b>	<b>337,393</b>
<b>Gross Operating Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>337,393</b>	<b>0</b>	<b>337,393</b>
Cost Allocation	0	0	0	0	-273,884	0	-273,884
<b>Allocation Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-273,884</b>	<b>0</b>	<b>-273,884</b>
<b>Net Operating Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>63,509</b>	<b>0</b>	<b>63,509</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	---	---	---	---	2	---	2	Administrative	---	---	---	---	1	0	1
Represented	---	---	---	---	0	---	0	Management	---	---	---	---	1	0	1
<b>Full-Time Total</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>2</b>	<b>---</b>	<b>2</b>	Police	---	---	---	---	0	0	0
Non-Represented (PT)	---	---	---	---	0	---	0	Professional	---	---	---	---	0	0	0
Represented (PT)	---	---	---	---	0	---	0	Technical	---	---	---	---	0	0	0
<b>Part-Time Total</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>0</b>	<b>---</b>	<b>0</b>	Maintenance	---	---	---	---	0	0	0
<b>Contract</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>0</b>	<b>---</b>	<b>0</b>	Operator	---	---	---	---	0	0	0
<b>Total</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>2</b>	<b>---</b>	<b>2</b>	Represented	---	---	---	---	0	0	0
								Supervisory	---	---	---	---	0	0	0
								<b>Total</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>2</b>	<b>0</b>	<b>2</b>

PERSONNEL COMPARISON

OFFICE OF AGM CAPITAL PROGRAMS & DEVELOPMENT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM Capital Programs & Development	C	----	----	----	----	1	----	1
Capital Programs & Development Admin	18	----	----	----	----	1	----	1
<b>Non-Rep Subtotal</b>		----	----	----	----	<b>2</b>	----	<b>2</b>
<b>Total Full-Time</b>		----	----	----	----	<b>2</b>	----	<b>2</b>
<b>Office Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>

**FUNCTIONS & RESPONSIBILITIES**

Office of Engineering and Development consists of Infrastructure Engineering and Systems Engineering.

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

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

Engineering & Development directs and manages the technical activities

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

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

The office also provides technical services in support of special projects requested by other MARTA Departments in support of regional planning studies, Transit Oriented Development (TOD) and marketing campaigns.

**OFFICE OF ENGINEERING & DEVELOPMENT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	0	236,237	367,479	525,656	146,385	0	146,385
Overtime	0	0	228	3,300	0	0	0
Other Benefits	0	17,412	27,985	61,608	42,455	0	42,455
Healthcare Rep/NonRep	0	19,713	26,686	33,616	11,841	0	11,841
Pension Rep/NonRep	0	68,449	78,371	120,751	30,298	0	30,298
Workers Comp-Excess/Losses	0	0	0	-11	1,773	0	1,773
<i>Benefits Total</i>	0	105,574	133,042	215,964	86,367	0	86,367
<b>Labor Total</b>	<b>0</b>	<b>341,811</b>	<b>500,749</b>	<b>744,920</b>	<b>232,752</b>	<b>0</b>	<b>232,752</b>
Contractual Services	0	15,186	64,074	157,720	30,000	0	30,000
Materials Supplies-Other	0	1,815	4,356	5,343	6,500	0	6,500
<i>Materials Total</i>	0	1,815	4,356	5,343	6,500	0	6,500
Other Non-Operating Expenses	0	15,092	21,162	22,885	7,300	0	7,300
<b>Non Labor Total</b>	<b>0</b>	<b>32,093</b>	<b>89,592</b>	<b>185,948</b>	<b>43,800</b>	<b>0</b>	<b>43,800</b>
<b>Gross Operating Total</b>	<b>0</b>	<b>373,904</b>	<b>590,341</b>	<b>930,868</b>	<b>276,552</b>	<b>0</b>	<b>276,552</b>
Cost Allocation	0	-305,004	-450,763	-888,040	-207,484	0	-207,484
<b>Allocation Total</b>	<b>0</b>	<b>-305,004</b>	<b>-450,763</b>	<b>-888,040</b>	<b>-207,484</b>	<b>0</b>	<b>-207,484</b>
<b>Net Operating Expense</b>	<b>0</b>	<b>68,900</b>	<b>139,578</b>	<b>42,828</b>	<b>69,068</b>	<b>0</b>	<b>69,068</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented		4	3	5	1	0	1	Administrative		2	1	2	0	0	0
Represented		0	0	0	0	0	0	Management		2	2	2	1	0	1
<b>Full-Time Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>	Police		0	0	0	0	0	0
Non-Represented (PT)		0	0	0	0	0	0	Professional		0	0	1	0	0	0
Represented (PT)		0	0	0	0	0	0	Technical		0	0	0	0	0	0
<b>Part-Time Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance		0	0	0	0	0	0
<b>Contract</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator		0	0	0	0	0	0
								Represented		0	0	0	0	0	0
								Supervisory		0	0	0	0	0	0
<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>Total</b>		<b>4</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>

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

Sr. Director of Engineering & Dev. <b>Jeff Masiak</b> Acting (18690)
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PERSONNEL COMPARISON

OFFICE OF ENGINEERING & DEVELOPMENT

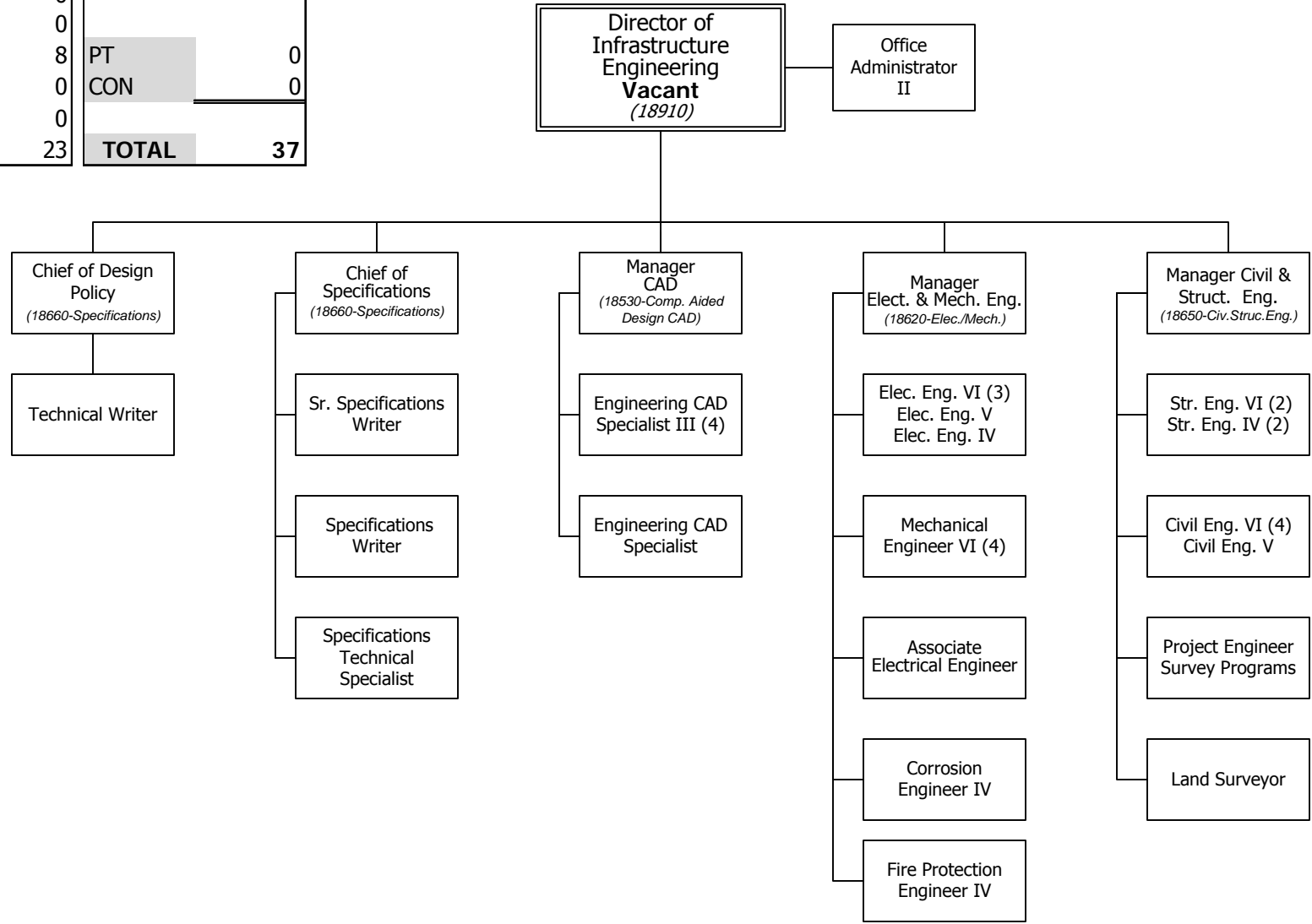
Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
A-E Contract Administrator	18	----	----	----	1	----	----	----
Asset Management Program Mgr	21	----	----	1	1	----	----	----
Department Administrator	17	----	----	----	1	----	----	----
Executive Administrator	19	----	1	----	----	----	----	----
Manager of Asset Management	21	----	1	----	----	----	----	----
Office Administrator I	14	----	1	----	----	----	----	----
Office Administrator II	16	----	----	1	1	----	----	----
Sr. Dir Egeineering & Develop	24	----	1	1	1	----	----	----
Sr. Dir Engineering & Development	24	----	----	----	----	1	----	1
<b>Non-Rep Subtotal</b>		----	<b>4</b>	<b>3</b>	<b>5</b>	<b>1</b>	----	<b>1</b>
<b>Total Full-Time</b>		----	<b>4</b>	<b>3</b>	<b>5</b>	<b>1</b>	----	<b>1</b>
<b>Office Total</b>		<b>0</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>1</b>

**OFFICE OF INFRASTRUCTURE ENGINEERING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,881,076	2,036,972	2,334,309	2,341,072	2,908,992	0	2,908,992
Overtime	860	20	340	2,073	0	0	0
Other Benefits	158,036	182,322	205,850	228,047	610,491	0	610,491
Healthcare Rep/NonRep	236,307	260,973	319,844	344,740	438,117	0	438,117
Pension Rep/NonRep	370,658	379,173	185,902	184,574	602,096	0	602,096
Workers Comp-Excess/Losses	0	12,497	-942	-114	65,601	0	65,601
<i>Benefits Total</i>	765,001	834,965	710,654	757,247	1,716,305	0	1,716,305
<b>Labor Total</b>	<b><u>2,646,937</u></b>	<b><u>2,871,957</u></b>	<b><u>3,045,303</u></b>	<b><u>3,100,392</u></b>	<b><u>4,625,297</u></b>	<b><u>0</u></b>	<b><u>4,625,297</u></b>
Contractual Services	0	37,916	6,213	13,454	63,000	0	63,000
Materials Supplies-Other	0	1,255	1,936	5,041	15,550	0	15,550
<i>Materials Total</i>	0	1,255	1,936	5,041	15,550	0	15,550
Other Operating	0	0	36	0	0	0	0
<i>Other Total</i>	0	0	36	0	0	0	0
Other Non-Operating Expenses	2,810	45,156	29,789	43,839	68,850	0	68,850
<b>Non Labor Total</b>	<b><u>2,810</u></b>	<b><u>84,327</u></b>	<b><u>37,974</u></b>	<b><u>62,334</u></b>	<b><u>147,400</u></b>	<b><u>0</u></b>	<b><u>147,400</u></b>
<b>Gross Operating Total</b>	<b><u>2,649,747</u></b>	<b><u>2,956,284</u></b>	<b><u>3,083,277</u></b>	<b><u>3,162,726</u></b>	<b><u>4,772,697</u></b>	<b><u>0</u></b>	<b><u>4,772,697</u></b>
Cost Allocation	-2,509,298	-2,743,351	-2,755,562	-3,102,480	-3,881,381	0	-3,881,381
<b>Allocation Total</b>	<b><u>-2,509,298</u></b>	<b><u>-2,743,351</u></b>	<b><u>-2,755,562</u></b>	<b><u>-3,102,480</u></b>	<b><u>-3,881,381</u></b>	<b><u>0</u></b>	<b><u>-3,881,381</u></b>
<b>Net Operating Expense</b>	<b><u>140,449</u></b>	<b><u>212,933</u></b>	<b><u>327,715</u></b>	<b><u>60,246</u></b>	<b><u>891,316</u></b>	<b><u>0</u></b>	<b><u>891,316</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	26	34	35	37	37	0	37	Administrative	0	0	0	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	5	6	6	5	5	0	5
<b>Full-Time Total</b>	<b><u>26</u></b>	<b><u>34</u></b>	<b><u>35</u></b>	<b><u>37</u></b>	<b><u>37</u></b>	<b><u>0</u></b>	<b><u>37</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	8	8	8	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	18	20	21	23	23	0	23
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>26</u></b>	<b><u>34</u></b>	<b><u>35</u></b>	<b><u>37</u></b>	<b><u>37</u></b>	<b><u>0</u></b>	<b><u>37</u></b>	<b>Total</b>	<b><u>26</u></b>	<b><u>34</u></b>	<b><u>35</u></b>	<b><u>37</u></b>	<b><u>37</u></b>	<b><u>0</u></b>	<b><u>37</u></b>

ADM	1	Non-Rep	37
MGR	5	Rep	0
MNT	0	<b>Total FT</b>	<b>37</b>
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	0
SUP	0		
TEC	23	<b>TOTAL</b>	<b>37</b>



PERSONNEL COMPARISON

OFFICE OF INFRASTRUCTURE ENGINEERING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Associate Electrical Engineer	15	----	1	1	1	1	----	1
Chf Specifications	21	1	1	1	1	1	----	1
Chief of Design Policy	21	----	1	1	1	1	----	1
Civil Engineer IV	17	1	----	----	----	----	----	----
Civil Engineer V	19	1	1	1	1	1	----	1
Civil Engineer VI	20	2	4	4	4	4	----	4
Communications Engineer VI	20	2	----	----	----	----	----	----
Dir Infrastructure Engineering	23	----	----	----	----	1	----	1
Electrical Engineer IV	17	1	1	1	1	1	----	1
Electrical Engineer V	19	1	1	1	1	1	----	1
Electrical Engineer VI	20	1	3	3	3	3	----	3
Engineering CADD Specialist	17	1	1	----	1	1	----	1
Engineering CADD Specialist III	17	----	----	4	4	4	----	4
Land Surveyor	15	----	1	1	1	1	----	1
Manager of Engineering Services	22	1	1	1	----	----	----	----
Mechanical Engineer VI	20	2	3	3	4	4	----	4
Mgr CAD	20	1	1	1	1	1	----	1
Mgr Civil & Struc Engineering	22	1	1	1	1	1	----	1
Mgr Elec & Mech Engineering	22	1	1	1	1	1	----	1
Office Administrator I	14	----	1	1	1	----	----	----
Office Administrator II	16	----	----	----	----	1	----	1
Project Eng Survey Programs	18	1	1	1	1	1	----	1
Senior Mgr. - Infrastructure Engineering	22	----	----	1	1	----	----	----
Specifications Tech Specialist	16	1	1	1	1	1	----	1
Specifications Writer	18	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF INFRASTRUCTURE ENGINEERING

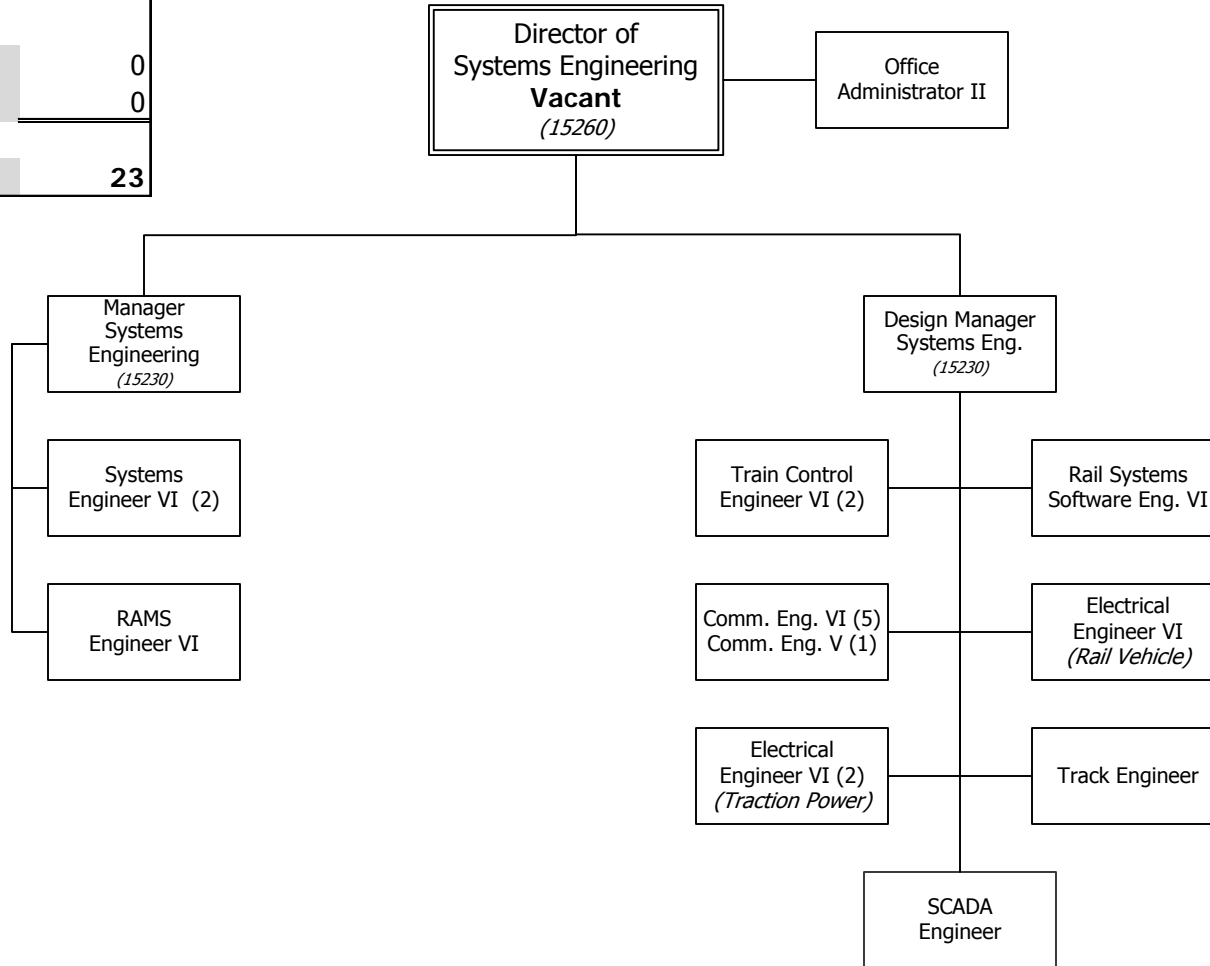
Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Sr Engineering Technical Spec	14	1	1	----	----	----	----	----
Sr Specifications Writer	19	1	1	1	1	1	----	1
Sr. Contract CAD Engineering Specialist	16	1	----	----	----	----	----	----
Sr. Engineering CAD Specialist	17	----	1	----	----	----	----	----
Sr. Manager Infrastructure Engineering	22	----	1	----	----	----	----	----
STRUCTURAL ENGINEER IV	17	1	2	2	2	2	----	2
Structural Engineer V	19	1	----	----	----	----	----	----
Structural Engineer VI	20	1	2	2	2	2	----	2
TECHNICAL WRITER	18	----	----	----	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>26</b>	<b>34</b>	<b>35</b>	<b>37</b>	<b>37</b>	<b>----</b>	<b>37</b>
<b>Total Full-Time</b>		<b>26</b>	<b>34</b>	<b>35</b>	<b>37</b>	<b>37</b>	<b>----</b>	<b>37</b>
<b>Office Total</b>		<b>26</b>	<b>34</b>	<b>35</b>	<b>37</b>	<b>37</b>	<b>0</b>	<b>37</b>

**OFFICE OF SYSTEMS ENGINEERING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	765,740	751,646	861,112	1,246,146	2,006,073	0	2,006,073
Overtime	11,754	2,684	4,219	30,417	0	0	0
Other Benefits	69,442	62,396	74,261	116,696	455,249	0	455,249
Healthcare Rep/NonRep	339,046	240,968	113,653	134,009	272,343	0	272,343
Pension Rep/NonRep	131,178	96,620	75,027	63,528	415,212	0	415,212
Workers Comp-Excess/Losses	0	-1	0	-40	40,779	0	40,779
<i>Benefits Total</i>	539,666	399,983	262,941	314,193	1,183,583	0	1,183,583
<b>Labor Total</b>	<b><u>1,317,160</u></b>	<b><u>1,154,313</u></b>	<b><u>1,128,272</u></b>	<b><u>1,590,756</u></b>	<b><u>3,189,656</u></b>	<b><u>0</u></b>	<b><u>3,189,656</u></b>
Contractual Services	72,490	68,823	165,608	38,753	0	0	0
Materials Supplies-Other	30,444	14,438	5,282	8,801	2,000	0	2,000
<i>Materials Total</i>	30,444	14,438	5,282	8,801	2,000	0	2,000
Other Operating-Electricity	355,258	0	0	0	0	0	0
Other Operating-Propulsion	330,739	0	0	0	0	0	0
<i>Other Total</i>	685,997	0	0	0	0	0	0
Other Non-Operating Expenses	25,449	40,038	3,006	23,120	14,580	0	14,580
<b>Non Labor Total</b>	<b><u>814,380</u></b>	<b><u>123,299</u></b>	<b><u>173,896</u></b>	<b><u>70,674</u></b>	<b><u>16,580</u></b>	<b><u>0</u></b>	<b><u>16,580</u></b>
<b>Gross Operating Total</b>	<b><u>2,131,540</u></b>	<b><u>1,277,612</u></b>	<b><u>1,302,168</u></b>	<b><u>1,661,430</u></b>	<b><u>3,206,236</u></b>	<b><u>0</u></b>	<b><u>3,206,236</u></b>
Cost Allocation	-623,862	-899,605	-958,862	-1,641,826	-2,504,938	0	-2,504,938
<b>Allocation Total</b>	<b><u>-623,862</u></b>	<b><u>-899,605</u></b>	<b><u>-958,862</u></b>	<b><u>-1,641,826</u></b>	<b><u>-2,504,938</u></b>	<b><u>0</u></b>	<b><u>-2,504,938</u></b>
<b>Net Operating Expense</b>	<b><u>1,507,678</u></b>	<b><u>378,007</u></b>	<b><u>343,306</u></b>	<b><u>19,604</u></b>	<b><u>701,298</u></b>	<b><u>0</u></b>	<b><u>701,298</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	30	15	15	22	23	0	23	Administrative	2	0	0	0	1	0	1
Represented	3	0	0	0	0	0	0	Management	5	2	2	2	2	0	2
<b>Full-Time Total</b>	<b><u>33</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>22</u></b>	<b><u>23</u></b>	<b><u>0</u></b>	<b><u>23</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	24	4	4	8	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	6	9	9	12	12	0	12
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	3	0	0	0	0	0	0
<b>Contract</b>	<b><u>7</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>40</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>22</u></b>	<b><u>23</u></b>	<b><u>0</u></b>	<b><u>23</u></b>	<b>Total</b>	<b><u>40</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>22</u></b>	<b><u>23</u></b>	<b><u>0</u></b>	<b><u>23</u></b>

ADM	1	Non-Rep	23
MGR	2	Rep	0
MNT	0	<b>Total FT</b>	<b>23</b>
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	0
SUP	0		
TEC	12	<b>TOTAL</b>	<b>23</b>



PERSONNEL COMPARISON

OFFICE OF SYSTEMS ENGINEERING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Communications Engineer V	19	1	1	1	1	1	----	1
Communications Engineer VI	20	----	3	3	5	5	----	5
Corrosion Control Engineer IV	17A	----	----	----	1	1	----	1
Corrosion Control Engineer VI	20	1	1	1	----	----	----	----
Design Manager Systems Engineering	22	----	----	----	1	1	----	1
Dir Systems Engineering	23	----	----	----	----	1	----	1
Electrical Engineer VI	20	2	2	2	3	3	----	3
Estimator	19	1	----	----	----	----	----	----
Executive Administrator	19	1	----	----	----	----	----	----
Fire Protection Engineer IV	17A	----	----	----	1	1	----	1
Fire Protection Engineer VI	20	1	1	1	----	----	----	----
Lead Inspector	TBD	1	----	----	----	----	----	----
Manager Monitoring & Reporting	21	1	----	----	----	----	----	----
Manager of Systems Engineering	22	1	1	1	1	1	----	1
Office Administrator I	14	1	----	----	----	----	----	----
Office Administrator II	16	----	----	----	----	1	----	1
Program Administrator Maint Operations	20	1	----	----	----	----	----	----
Project Manager II	22	5	----	----	----	----	----	----
Rail Sys Software Engineer VI	20	1	1	1	1	1	----	1
RAMS Engineer VI	17	----	----	----	----	----	----	----
RAMS Engineer VI	20A	----	----	----	1	1	----	1
SCADA Engineer	20	1	1	1	1	1	----	1
Scheduler	19	1	----	----	----	----	----	----
Senior Mgr. - Systems Engineering	22	----	----	1	1	----	----	----
Sr. Capital Program Specialist	20	2	----	----	----	----	----	----



PERSONNEL COMPARISON

**OFFICE OF SYSTEMS ENGINEERING**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Sr. Dir Engineering & Develop	24	1	----	----	----	----	----	----
Sr. Manager Infrastructure Engineering	TBD	1	----	----	----	----	----	----
Sr. Manager Project Controls	23	1	----	----	----	----	----	----
Sr. Manager Systems Engineering	22	----	1	----	----	----	----	----
Sr. Manager Systems Engineering	TBD	1	----	----	----	----	----	----
Sr. Program Manager - Cap. Operations M	22	1	----	----	----	----	----	----
Systems Engineer VI	20A	----	----	----	2	2	----	2
Systems Engineer VI	17	----	----	----	----	----	----	----
Track Engineer	20	1	1	1	1	1	----	1
Train Control Engineer VI	20	2	2	2	2	2	----	2
<b>Non-Rep Subtotal</b>		<b>30</b>	<b>15</b>	<b>15</b>	<b>22</b>	<b>23</b>	<b>----</b>	<b>23</b>
<b><u>Represented</u></b>								
Inspector	UR	3	----	----	----	----	----	----
<b>Represented Subtotal</b>		<b>3</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Total Full-Time</b>		<b>33</b>	<b>15</b>	<b>15</b>	<b>22</b>	<b>23</b>	<b>----</b>	<b>23</b>
<b><u>Contract</u></b>								
Contract Professional	----	7	----	----	----	----	----	----
<b>Total Contract</b>		<b>7</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Office Total</b>		<b>40</b>	<b>15</b>	<b>15</b>	<b>22</b>	<b>23</b>	<b>0</b>	<b>23</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Capital Programming is responsible for capital project oversight and performance analyses for successful delivery of the Capital Improvement Program (CIP).

The office prepares, maintains and controls CIP project scope, schedules, and budgets. The office also ranks projects relative to the Authority's Strategic Goals and the Asset Management Program for funding considerations in the 10-year CIP, and screens projects annually for the CIP budget process.

Capital Programming provides scheduling and estimating services to all CIP project stakeholders, and monitors and reports project progress and performance throughout the project lifecycle.

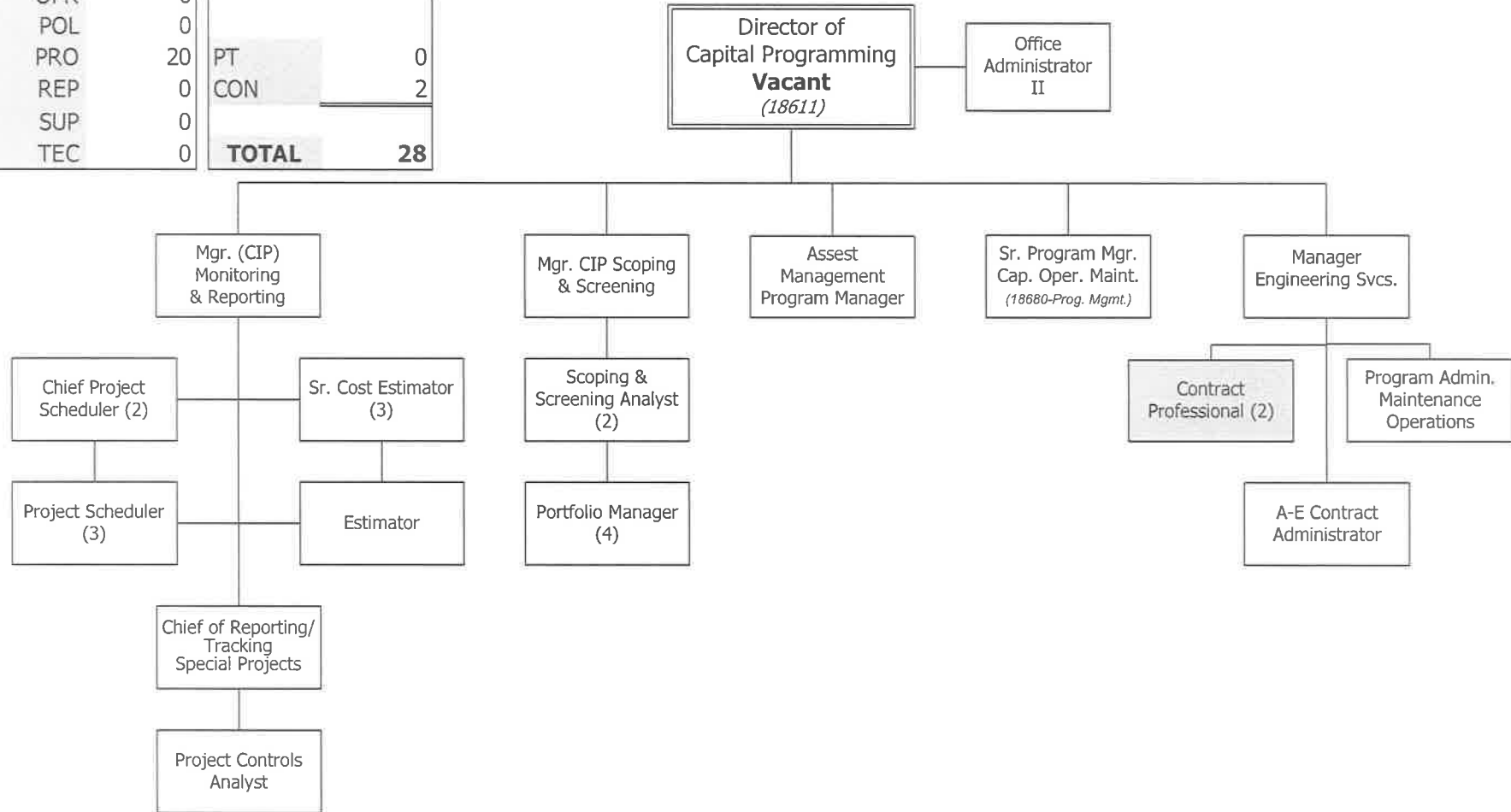
Capital Programming also provides contract management support for technical and professional services provided to the Authority by the General Engineering Consultant (GEC), General Consultant Professional Services (GCPS), Rail Vehicle Consultant (RVC) and other specialty engineering consultants. The Office is responsible for assisting the Office of Engineering & Development with defining technical requirements and scope of services for consultants' annual work programs in support of the Authority's long range Capital Improvement Program (CIP), Asset Management Plan (AMP), State of Good Repair (SGR), and Project Delivery & Project Controls (PD/PC) Program.

**OFFICE OF CAPITAL PROGRAMMING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	0	791,659	680,613	1,226,655	695,642	0	695,642
Overtime	0	29,397	38,896	26,194	0	0	0
Other Benefits	0	65,603	59,907	142,911	-146,570	0	-146,570
Healthcare Rep/NonRep	0	40,135	44,684	140,544	319,707	0	319,707
Pension Rep/NonRep	0	86,282	79,973	208,849	113,654	0	113,654
Workers Comp-Excess/Losses	0	0	0	-47	47,871	0	47,871
<i>Benefits Total</i>	0	192,020	184,564	492,257	334,662	0	334,662
<b>Labor Total</b>	<b>0</b>	<b>1,013,076</b>	<b>904,073</b>	<b>1,745,106</b>	<b>1,030,304</b>	<b>0</b>	<b>1,030,304</b>
Contractual Services	0	0	0	0	1,200	0	1,200
Materials Supplies-Other	0	692	0	26	2,000	0	2,000
<i>Materials Total</i>	0	692	0	26	2,000	0	2,000
Other Non-Operating Expenses	0	5,359	3,562	21,146	26,000	0	26,000
<b>Non Labor Total</b>	<b>0</b>	<b>6,051</b>	<b>3,562</b>	<b>21,172</b>	<b>29,200</b>	<b>0</b>	<b>29,200</b>
<b>Gross Operating Total</b>	<b>0</b>	<b>1,019,127</b>	<b>907,635</b>	<b>1,766,278</b>	<b>1,059,504</b>	<b>0</b>	<b>1,059,504</b>
Cost Allocation	0	-908,395	-826,831	-1,729,115	-878,545	0	-878,545
<b>Allocation Total</b>	<b>0</b>	<b>-908,395</b>	<b>-826,831</b>	<b>-1,729,115</b>	<b>-878,545</b>	<b>0</b>	<b>-878,545</b>
<b>Net Operating Expense</b>	<b>0</b>	<b>110,732</b>	<b>80,804</b>	<b>37,163</b>	<b>180,959</b>	<b>0</b>	<b>180,959</b>

Authorized Positions by Status							Authorized Positions by Class								
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total		FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented		30	25	26	26	0	26	Administrative		1	1	1	1	0	1
Represented		3	3	0	0	0	0	Management		4	4	6	7	0	7
<b>Full-Time Total</b>		<b>33</b>	<b>28</b>	<b>26</b>	<b>26</b>	<b>0</b>	<b>26</b>	Police		0	0	0	0	0	0
Non-Represented (PT)		0	0	0	0	0	0	Professional		32	27	26	20	0	20
Represented (PT)		0	0	0	0	0	0	Technical		0	0	0	0	0	0
<b>Part-Time Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance		3	3	0	0	0	0
<b>Contract</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>2</b>	Operator		0	0	0	0	0	0
								Represented		0	0	0	0	0	0
								Supervisory		0	0	0	0	0	0
<b>Total</b>		<b>40</b>	<b>35</b>	<b>33</b>	<b>28</b>	<b>0</b>	<b>28</b>	<b>Total</b>		<b>40</b>	<b>35</b>	<b>33</b>	<b>28</b>	<b>0</b>	<b>28</b>

ADM	1	Non-Rep	26
MGR	7	Rep	0
MNT	0	<b>Total FT</b>	<b>26</b>
OPR	0		
POL	0		
PRO	20	PT	0
REP	0	CON	2
SUP	0		
TEC	0	<b>TOTAL</b>	<b>28</b>



PERSONNEL COMPARISON

OFFICE OF CAPITAL PROGRAMMING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
A-E Contract Administrator	18	----	----	----	----	1	----	1
Asset Management Program Mgr	21	----	----	----	----	1	----	1
Capital Program Manager	22	----	2	2	2	----	----	----
Chf Project Scheduler	20	----	1	----	2	2	----	2
CHF REPORT TRACK SPEC PROJECTS	21	----	----	----	1	1	----	1
Chief Estimator	20	----	1	----	----	----	----	----
Dir Capital Programming	23	----	----	----	----	1	----	1
Estimator	19	----	1	1	1	1	----	1
Lead Inspector	TBD	----	1	1	----	----	----	----
Manager CIP Scoping and Screening	22	----	----	1	1	----	----	----
Manager CIP Scoping and Screening	22	----	1	----	----	----	----	----
Manager of Engineering Services	22	----	----	----	1	1	----	1
Mgr CIP Monitoring & Reporting	22	----	----	----	----	1	----	1
Mgr CIP Scoping and Screening	22	----	----	----	----	1	----	1
Mgr. - (CIP) Monitoring & Reporting	22	----	1	1	1	----	----	----
Office Administrator I	14	----	1	1	1	----	----	----
Office Administrator II	16	----	----	----	----	1	----	1
Portfolio Manager	21	----	6	----	----	----	----	----
Portfolio Manager	21	----	----	4	4	4	----	4
Program Administrator Maint Operations	20	----	1	1	1	1	----	1
Project Controls Analyst	21	----	2	2	1	----	----	----
Project Controls Analyst	17	----	----	----	----	1	----	1
Project Manager II	22	----	5	5	----	----	----	----
Project Scheduler	19	----	----	2	3	3	----	3
Scheduler	19	----	2	----	----	----	----	----

PERSONNEL COMPARISON

OFFICE OF CAPITAL PROGRAMMING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Scoping and Screening Analyst	21	----	2	2	2	----	----	----
Scoping and Screening Analyst	17	----	----	----	----	2	----	2
Senior Estimator	19	----	1	----	----	----	----	----
Senior Mgr. - Project Controls	22	----	----	1	1	----	----	----
Sr Cost Estimator	19	----	----	----	3	3	----	3
Sr. Manager Project Controls	22	----	1	----	----	----	----	----
Sr. Program Manager - Cap. Operations M	22	----	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		----	<b>30</b>	<b>25</b>	<b>26</b>	<b>26</b>	----	<b>26</b>
<b><u>Represented</u></b>								
Inspector	UR	----	3	3	----	----	----	----
<b>Represented Subtotal</b>		----	<b>3</b>	<b>3</b>	----	----	----	----
<b>Total Full-Time</b>		----	<b>33</b>	<b>28</b>	<b>26</b>	<b>26</b>	----	<b>26</b>
<b><u>Contract</u></b>								
Contract Professional	----	----	7	7	7	2	----	2
<b>Total Contract</b>		----	<b>7</b>	<b>7</b>	<b>7</b>	<b>2</b>	----	<b>2</b>
<b>Office Total</b>		<b>0</b>	<b>40</b>	<b>35</b>	<b>33</b>	<b>28</b>	<b>0</b>	<b>28</b>

**FUNCTIONS AND RESPONSIBILITIES**

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

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

Project Management responsibilities include developing and initiating capital projects, managing conceptual design through bid documents, overseeing construction activity and coordinating agreements with outside agencies. Project Management performs project briefings to MARTA senior management and Board of Directors.

Project Management participates in the development of the annual work programs for the General Engineering Consultant and other Architectural/Engineering Consultants. Project Management 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.

The Construction Management group provides the services necessary to oversee construction contracts in support of MARTA's Long-Range Capital

**OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION**

Improvement Program. Construction contracts include new buildings or structures, renovations/rehabilitation of existing facilities/equipment and installation of security/communication systems.

Construction Management is 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.

Construction Management is also responsible for overseeing, coordinating, monitoring and inspecting the construction activities performed by outside contractors or developers adjacent to MARTA property. This oversight ensures the protection of MARTA patrons, employees, property and operations.

JOC focuses on delivering minor construction projects quickly and safely without sacrificing quality. This work is executed through a single Indefinite Delivery, Indefinite Quantity (IDIQ) contract using pre-negotiated rates.

JOC annually executes 40 to 50 projects which typically include facilities modifications, life-safety upgrades, civil-site improvements and systems enhancements.

**OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION**

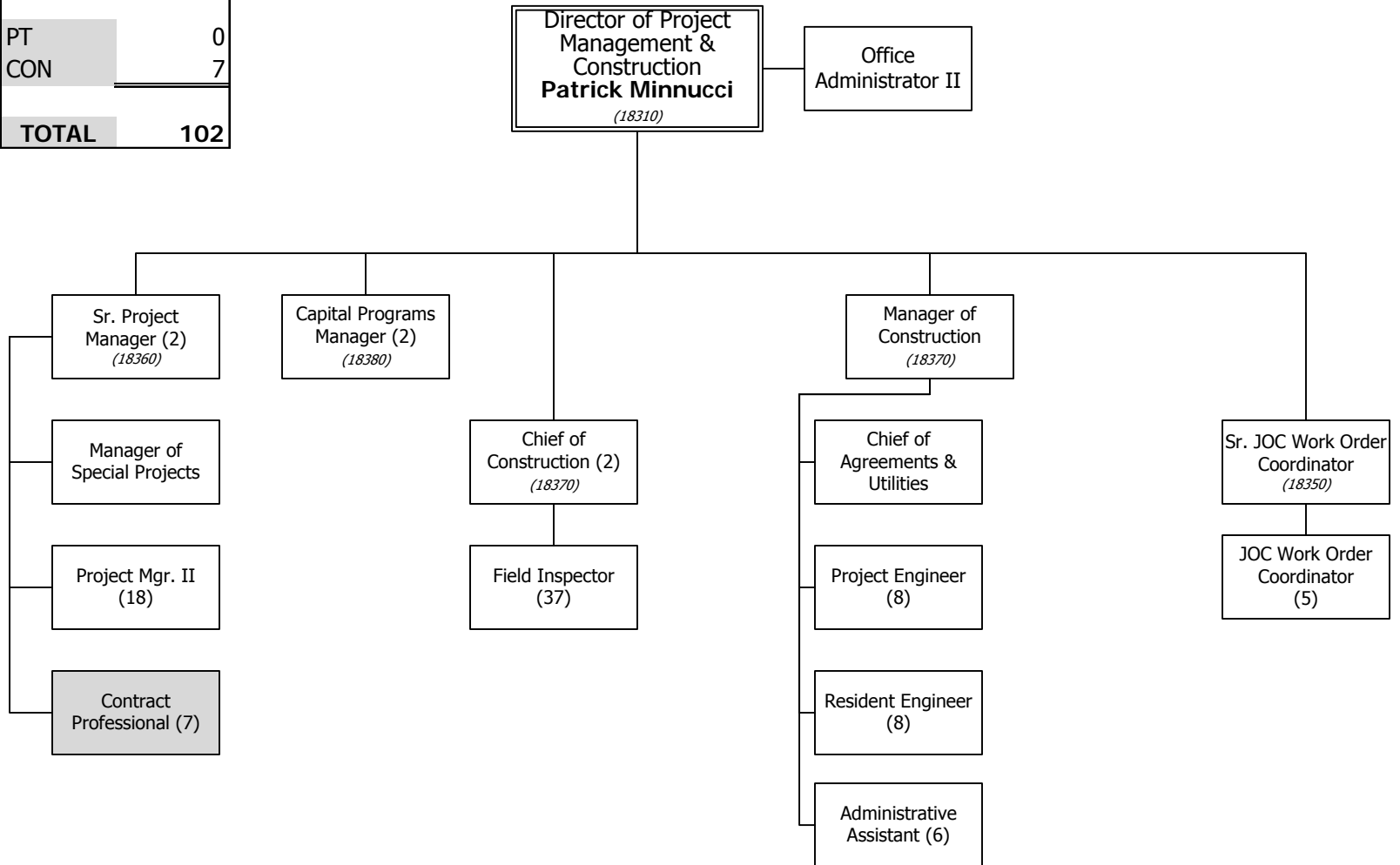
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	2,831,100	3,784,318	4,558,506	4,222,617	5,851,808	0	5,851,808
Overtime	90,570	159,949	284,988	186,427	165,330	0	165,330
Other Benefits	273,245	370,451	445,582	501,120	775,242	0	775,242
Healthcare Rep/NonRep	467,140	635,643	811,024	768,045	1,136,736	0	1,136,736
Pension Rep/NonRep	638,938	871,207	635,984	614,313	1,128,578	0	1,128,578
Workers Comp-Excess/Losses	0	1,543	-1,550	-261	170,208	0	170,208
<i>Benefits Total</i>	1,379,323	1,878,844	1,891,040	1,883,217	3,210,764	0	3,210,764
<b>Labor Total</b>	<b><u>4,300,993</u></b>	<b><u>5,823,111</u></b>	<b><u>6,734,534</u></b>	<b><u>6,292,261</u></b>	<b><u>9,227,902</u></b>	<b><u>0</u></b>	<b><u>9,227,902</u></b>
Contractual Services	180,532	22,038	47,399	116,594	0	0	0
Materials Supplies-Other	9,365	13,602	12,007	13,125	7,050	0	7,050
<i>Materials Total</i>	9,365	13,602	12,007	13,125	7,050	0	7,050
Other Operating	438	0	0	0	0	0	0
<i>Other Total</i>	438	0	0	0	0	0	0
Miscellaneous Expenses	0	0	0	9,050	0	0	0
Other Non-Operating Expenses	15,657	30,358	29,292	44,532	51,403	0	51,403
<b>Non Labor Total</b>	<b><u>205,992</u></b>	<b><u>65,998</u></b>	<b><u>88,698</u></b>	<b><u>183,301</u></b>	<b><u>58,453</u></b>	<b><u>0</u></b>	<b><u>58,453</u></b>
<b>Gross Operating Total</b>	<b><u>4,506,985</u></b>	<b><u>5,889,109</u></b>	<b><u>6,823,232</u></b>	<b><u>6,475,562</u></b>	<b><u>9,286,355</u></b>	<b><u>0</u></b>	<b><u>9,286,355</u></b>
Cost Allocation	-3,693,858	-5,067,266	-5,979,743	-5,367,619	-7,637,603	0	-7,637,603
<b>Allocation Total</b>	<b><u>-3,693,858</u></b>	<b><u>-5,067,266</u></b>	<b><u>-5,979,743</u></b>	<b><u>-5,367,619</u></b>	<b><u>-7,637,603</u></b>	<b><u>0</u></b>	<b><u>-7,637,603</u></b>
<b>Net Operating Expense</b>	<b><u>813,127</u></b>	<b><u>821,843</u></b>	<b><u>843,489</u></b>	<b><u>1,107,943</u></b>	<b><u>1,648,752</u></b>	<b><u>0</u></b>	<b><u>1,648,752</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	53	61	70	93	95	0	95	Administrative	5	6	6	8	8	0	8
Represented	0	0	0	0	0	0	0	Management	7	6	7	6	6	0	6
<b>Full-Time Total</b>	<b><u>53</u></b>	<b><u>61</u></b>	<b><u>70</u></b>	<b><u>93</u></b>	<b><u>95</u></b>	<b><u>0</u></b>	<b><u>95</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	4	5	4	20	27	0	27
Represented (PT)	0	0	0	0	0	0	0	Technical	38	45	54	61	61	0	61
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>2</u></b>	<b><u>7</u></b>	<b><u>0</u></b>	<b><u>7</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>54</u></b>	<b><u>62</u></b>	<b><u>71</u></b>	<b><u>95</u></b>	<b><u>102</u></b>	<b><u>0</u></b>	<b><u>102</u></b>	<b>Total</b>	<b><u>54</u></b>	<b><u>62</u></b>	<b><u>71</u></b>	<b><u>95</u></b>	<b><u>102</u></b>	<b><u>0</u></b>	<b><u>102</u></b>



OFFICE OF PROJECT MANAGEMENT AND CONSTRUCTION

ADM	8	Non-Rep	95
MGR	6	Rep	0
MNT	0	<b>Total FT</b>	<b>95</b>
OPR	0		
POL	0		
PRO	27	PT	0
REP	0	CON	7
SUP	0		
TEC	61	<b>TOTAL</b>	<b>102</b>



PERSONNEL COMPARISON

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	4	5	5	7	7	----	7
Architect IV	17	1	----	----	----	----	----	----
Capital Program Manager	22	----	----	----	----	2	----	2
Chf Agreements & Utilities	20	1	1	1	1	1	----	1
Chf Capital Programs	19	1	----	----	----	----	----	----
Chf Construction Management	20	----	----	1	2	2	----	2
Chf Project Scheduler	20	2	2	2	----	----	----	----
Chf Report Track Spec Projects	21	1	1	1	----	----	----	----
Chief - Construction Management	20	----	----	----	----	----	----	----
Chief Estimator	20	1	1	----	----	----	----	----
Dir Program & Contract Mgmt	23	1	1	1	1	1	----	1
Field Inspector	16	15	17	27	37	37	----	37
JOC Work Order Coordinator	17	3	4	4	5	5	----	5
Mgr Cip Mgmt Oversight	22	1	1	1	----	----	----	----
Mgr Construction	22	1	1	1	1	1	----	1
Mgr Special Projects	20	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Project Engineer	18	4	5	5	8	8	----	8
Project Manager II	22	8	8	8	18	18	----	18
Resident Engineer	21	4	5	5	8	8	----	8
Senior Estimator	19	3	3	3	----	----	----	----
Sr. JOC Work Order Coordinator	19	----	1	1	1	1	----	1
Sr. Project Manager	22	----	2	1	2	2	----	2
Technical Writer	18	----	1	1	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>53</b>	<b>61</b>	<b>70</b>	<b>93</b>	<b>95</b>	<b>----</b>	<b>95</b>

PERSONNEL COMPARISON

OFFICE OF PROJECT MANAGEMENT & CONSTRUCTION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Total Full-Time</b>		<b>53</b>	<b>61</b>	<b>70</b>	<b>93</b>	<b>95</b>	----	<b>95</b>
<b><u>Contract</u></b>								
Contract Professional	----	1	1	1	2	7	----	7
<b>Total Contract</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>7</b>	----	<b>7</b>
<b>Office Total</b>		<b>54</b>	<b>62</b>	<b>71</b>	<b>95</b>	<b>102</b>	<b>0</b>	<b>102</b>

**OFFICE OF ARCHITECTURE & DESIGN****FUNCTIONS AND RESPONSIBILITIES**

The Office of Architecture and Design provides the Authority with complete architectural design services in support of operating and capital programs for rehabilitation of existing facilities as well as for new capital projects. The Office establishes design programming, design criteria, technical services including designs, design reviews, interphase with other disciplines, design services during construction, and inspections. The Office ensures architectural code compliance throughout including all ADA compliance requirements necessary throughout the Authority.

The Office participates in the selection and negotiation of Architectural/Engineering contracts and manages architectural services for the Authority with other consultants as required.

The Office furnishes conceptual architectural support for special projects and planning studies for revenue service expansion projects as requested by various MARTA departments and offices. It also supports and provides design services and design review for developers projects and for revenue generating projects for TOD and Marketing.

The Office develops and manages an environmental baseline and implemented a comprehensive Sustainability Master Plan for the Authority. The Office manages the Sustainability Program, including reducing MARTA's environmental footprint, and increasing MARTA's use of green products and services. The Office is also charged with increasing the volume of recycled materials, and increasing savings and return on investment through greening strategies. The Office also oversees and is responsible for all System-wide signage. It oversees all related design implementation to signage modifications and ensures code compliance as related to signage issues.

The Office is also responsible for the management of the Roofing Program for the Authority. This includes the continuous inspection of over 200 facility roofs, preparation of contract documents for roof replacement contracts, inspection and acceptance of new roofing construction. The Office is responsible for compiling the database with the newest information regarding the roof's condition, and performance of Design Services during Construction (DSDC) for roof replacement contracts.

The Office is also responsible for developing and managing all space planning efforts for the Authority. It also oversees all design and implementation of space changes throughout the Authority. The Office oversees general code compliance and life safety issues as it relates to general office space modifications.

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

Develop and implement MARTA Sustainability Program and initiatives by promoting ways to reduce the Authority's overall carbon footprint.

Support Maintenance Services in the overall inspection and minor repairs of MARTA's roofing assets. Establish and maintain roofing database including inspections and conditions.

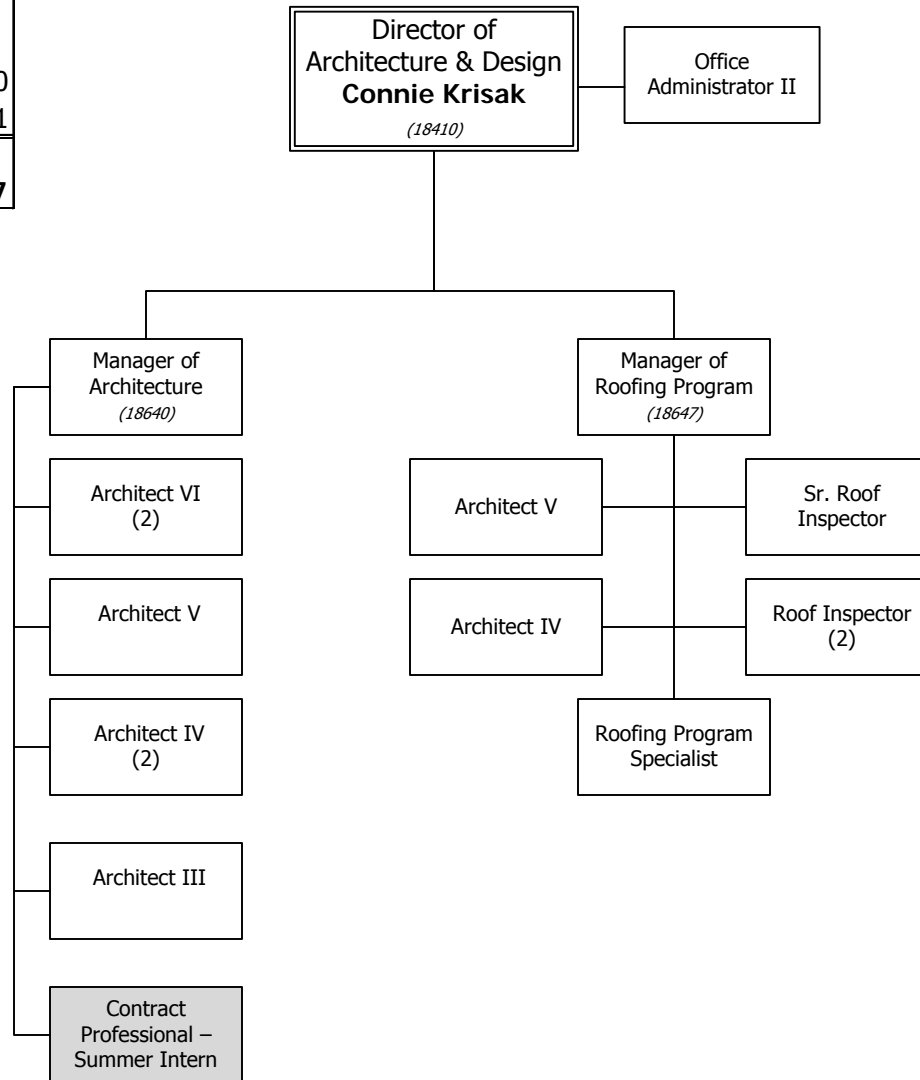
**OFFICE OF ARCHITECTURE & DESIGN**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,128,301	1,077,680	911,827	881,075	1,248,743	0	1,248,743
Other Benefits	119,230	104,590	86,079	79,277	245,069	0	245,069
Healthcare Rep/NonRep	153,385	159,681	130,852	114,008	189,456	0	189,456
Pension Rep/NonRep	227,039	212,204	33,071	27,477	248,181	0	248,181
Workers Comp-Excess/Losses	-1,594	-3	270	1,240	28,368	0	28,368
<i>Benefits Total</i>	498,060	476,472	250,272	222,002	711,074	0	711,074
<b>Labor Total</b>	<b><u>1,626,361</u></b>	<b><u>1,554,152</u></b>	<b><u>1,162,099</u></b>	<b><u>1,103,077</u></b>	<b><u>1,959,817</u></b>	<b><u>0</u></b>	<b><u>1,959,817</u></b>
Materials Supplies-Other	4,598	3,646	4,153	2,714	4,900	0	4,900
<i>Materials Total</i>	4,598	3,646	4,153	2,714	4,900	0	4,900
Miscellaneous Expenses	0	0	0	0	0	0	0
Other Non-Operating Expenses	10,256	4,876	6,490	10,465	22,391	0	22,391
<b>Non Labor Total</b>	<b><u>14,854</u></b>	<b><u>8,522</u></b>	<b><u>10,643</u></b>	<b><u>13,179</u></b>	<b><u>27,291</u></b>	<b><u>0</u></b>	<b><u>27,291</u></b>
<b>Gross Operating Total</b>	<b><u>1,641,215</u></b>	<b><u>1,562,674</u></b>	<b><u>1,172,742</u></b>	<b><u>1,116,256</u></b>	<b><u>1,987,108</u></b>	<b><u>0</u></b>	<b><u>1,987,108</u></b>
Cost Allocation	-1,474,853	-1,448,672	-1,076,117	-1,099,293	-1,603,387	0	-1,603,387
<b>Allocation Total</b>	<b><u>-1,474,853</u></b>	<b><u>-1,448,672</u></b>	<b><u>-1,076,117</u></b>	<b><u>-1,099,293</u></b>	<b><u>-1,603,387</u></b>	<b><u>0</u></b>	<b><u>-1,603,387</u></b>
<b>Net Operating Expense</b>	<b><u>166,362</u></b>	<b><u>114,002</u></b>	<b><u>96,625</u></b>	<b><u>16,963</u></b>	<b><u>383,722</u></b>	<b><u>0</u></b>	<b><u>383,722</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	16	16	15	15	16	0	16	Administrative	1	1	0	0	1	0	1
Represented	0	0	0	0	0	0	0	Management	3	3	3	3	3	0	3
<b>Full-Time Total</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>0</b>	<b>16</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	2	2	2	2	0	2
Represented (PT)	0	0	0	0	0	0	0	Technical	11	11	11	11	11	0	11
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>16</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>0</b>	<b>17</b>	Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>16</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>0</b>	<b>17</b>

**OFFICE OF ARCHITECTURE & DESIGN**

ADM	1	Non-Rep	16
MGR	3	Rep	0
MNT	0	<b>Total FT</b>	<b>16</b>
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CON	1
SUP	0		
TEC	11	<b>TOTAL</b>	<b>17</b>



PERSONNEL COMPARISON

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Architect IV	17	2	2	2	3	3	----	3
Architect V	19	1	1	1	1	1	----	1
Architect VI	20	5	5	4	4	4	----	4
Director of Architecture & Design	23	1	1	1	1	1	----	1
Mgr Architecture	22	1	1	1	1	1	----	1
Mgr Roofing Program	22	1	1	1	1	1	----	1
Office Administrator II	16	1	1	----	----	1	----	1
Roof Inspector	15	2	2	2	2	2	----	2
Roofing Program Specialist	12	1	1	1	1	1	----	1
Sr Architect	21	----	----	1	----	----	----	----
Sr Roof Inspector	17	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>----</b>	<b>16</b>
<b>Total Full-Time</b>		<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>----</b>	<b>16</b>
<b><u>Contract</u></b>								
Contract Professional	----	----	1	1	1	1	----	1
<b>Total Contract</b>		<b>----</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Office Total</b>		<b>16</b>	<b>17</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>0</b>	<b>17</b>

## **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



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**DEPARTMENT OF SAFETY & QUALITY ASSURANCE**
**FY2015 ACCOMPLISHMENTS**

- Successfully submitted for GDOT approval three documents required for compliance: the *System Safety Program Plan*, the *Hazard Management Plan*, and the *Accident/Incident Investigation Procedure*.
- Expedited the implementation of the Office of Safety reorganization plan to align the office with upcoming changes to the FTA guidelines as amended in MAP-21 legislation.
- Facilitated the annual educational partnering luncheon, hosted by the Department of Safety and Quality Assurance, between MARTA, Georgia Department of Transportation – Intermodal Division, the Federal Transit Administration Plan, and the City of Atlanta to minimize risk associated with public transportation.
- Developed and implemented the *Accident Incident Report Procedure*.
- Analyzed and categorized Authority accidents/incidents and graded as preventable/non-preventable.
- Reviewed and revised MARTA's Accident/Incident Investigation Management Procedure.
- Ensured regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety and Security Oversight.
- Developed and implemented the *Facilities Inspection Procedure*.
- As part of MARTA's Recycling Program, instituted efforts to improve measurement of tons of materials recycled and diverted from the landfill.
- Oversaw the completion of the Environmental Management System (EMS) and Stage II audits, in anticipation of obtaining EMS ISO 14001 Certification for the Armour Yard facility.
- Maintained "in good standing" at all maintenance facilities with the following regulatory compliance programs: Air Compliance, Hazardous Waste Management, Storm Water Pollution Prevention and Spill Response (SWPP-SR) and Underground Storage Tank (UST) Management.
- Maintained successful soil and groundwater remediation systems at the Brady, Georgia Avenue, Hamilton, and Laredo facilities that are operating according to design specifications.
- Updated and improved implementation of Spill Prevention Control, and the Countermeasure Plan (SPCC) at all maintenance facilities.
- Maintained the Environmental Policy Act (EPACT) rollout requirements for the Authority's UST Programs.
- Reviewed and sustained *MARTA's Emergency Response Spill Plans*.
- Facilitated internal audits as necessary to comply with state and federal mandates.
- Facilitated and managed the Joint Health and Safety Committee and the Safety Hazard Notification and Escalation Process (Safety 1st) to enhance MARTA's hazard management and improve employee morale.
- Represented the Authority to federal, state and industry agencies, including but not limited to the Federal Transit Administration, the National Transportation Safety Board, the Georgia Department of Transportation, and the American Public Transportation Association ensuring that the Authority is cognizant and current with rules and regulations, best practices, compliance, and industry trends.
- Facilitated and managed the development of an Authority-Wide Environmental Management System (EMS).
- Continued participation with MARTA Police Department in developing a COOP plan.
- Continued stringent oversight of both safety and quality assurance of the TCSU Capital Project.
- Performed Parts and Materials receiving inspections.
- Facilitated activities to improve bus, railcar, and facilities and maintenance of way operations.
- Conducted internal Quality and Safety audits of the Authority's processes and procedures.
- Secured vendor-sponsored training courses for the Configuration Management staff from product developer, OpenText, regarding functionalities within the newly acquired configuration management software, emVision360.
- Reviewed and updated Configuration Management Branch procedures and plans.
- Facilitated a Smith System Driver Train-the-Trainer course for personnel in Safety and Operations.
- Conducted Accident Review Board Hearings and Emergency Accident Review Board Hearings, in conjunction with Bus Operations.

**DEPARTMENT OF SAFETY & QUALITY ASSURANCE**

- In partnership with Transportation Safety Institute (TSI), hosted several safety and security courses.
- Provided Safety support during special event reassignment activities.
- As continuous improvement, participated in and completed various training such as National Incident Management System (NIMS), Scaffold and Fall Protection, Wayside Access, OSHA, Refresher Environmental, and Transit Supervisory Certifications.

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Regulatory Compliance Rate</b>	A score of compliance as it relates to internal and external inspections, audits, and testing	>/= 3.00	3.91	>/= 3.00
<b>Employee Lost Time Accidents per 100 Employees</b>	Employee accident rate for accidents resulting in a loss of 7 or more calendar days per 100 employees	</= 5.50	4.65	</= 5.50
<b>Employee Injuries per 100 Employees</b>	Number of employee accidents per 100 employees	</= 15	14.73	</= 14
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.43%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-33.18%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-22.76%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-47.51%	</= 0%

## DEPARTMENT OF SAFETY &amp; QUALITY ASSURANCE

## FY2016 GOALS AND OBJECTIVES

- Promote safety culture throughout the Authority to provide a safe environment for MARTA employees, passengers, and the general public.
- Train Configuration Management staff on the new configuration management software.
- Complete the re-organization of the Configuration Management branch.
- Establish a Configuration Management boilerplate for use in the development of projects, programs, and contracts.
- Continue safety certification and quality assurance of the Train Control Systems Upgrade and Fire Protection Upgrade projects
- Continue partnership with Print Shop regarding legacy Project Manuals not currently uploaded into the Configuration Management database.
- Complete Record Storage activity involving the archival of over 150 storage boxes
- Enhance Bus/Rail receiving inspection of life/safety and critical components by partnering with the CP&M stores personnel.
- Provide test documentation in support of system safety certification.
- Develop and update Quality Assurance, Configuration Management, and Test procedures.
- Conduct 12 internal quality audits.
- Partner with Bus Maintenance in facilitating a 5S program.
- Continue stringent Quality Assurance oversight over the Train Control SCADA Upgrade (TCSU) project.
- Complete the refinement of the APTA Reverse Engineering effort and distribute all legitimate findings to the appropriate stakeholders.
- Improve the Quality Assurance coverage of Capital Contract Oversight.
- Develop and implement a Quality Assurance Engineer syllabus.
- Complete and implement an Authority-wide Hazard Management Program.
- Complete Accident / Incident Report Procedure.
- Complete and implement the Accident Review Board Guidelines.
- Complete and implement Facilities Inspection Procedure.
- Develop, implement, and manage a comprehensive DSQA corrective action database, perform trend analysis and data reporting.
- Establish a comprehensive Environmental Inspection Program Plan, which integrates the principles of hazard management in all environmental compliance programs.
- Analyze and categorize accidents/incidents and grading as preventable/non-preventable.
- Partner with Operations to identify strategies to reduce accident/incident rates through hazard management, training and safety awareness programs.
- Develop handbooks for System Safety Programs positions.
- Implement Respiratory Fit-Test and Training program.
- Review and sustain MARTA's Emergency Response Spill plans.
- Review and revise MARTA System Safety Program Plan.
- Review and revise MARTA Accident/incident Investigation Management Procedure.
- Facilitate internal and external audits and reviews.
- Execute MARTA Safety Award Program for safe operator recognition.
- Continue to develop an Environmental Management System (EMS) Authority-Wide.
- Ensure regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety and Security Oversight.
- Complete the revision of the *Distraction Policy*.
- Complete the revision of the Joint Health and Safety Committee (JHSC) Administrative Guidelines.
- Conduct the *Safe Operator Recognition Awards* ceremony in FY2016.
- Continue Safety certification and verification activities and testing efforts to manage acceptance testing in accordance with MARTA's Testing Program Plan (MTPP), thereby providing the certifying agent with the necessary test documentation. This process is ongoing and continual.
- Revise and update the Quality Assurance Program Plan (QAPP), Quality Manual, and MARTA Testing Program Plan (MTPP).
- Fill QACM vacancies.

**DEPARTMENT OF SAFETY & QUALITY ASSURANCE**

**FY2016 GOALS AND OBJECTIVES (Continued)**

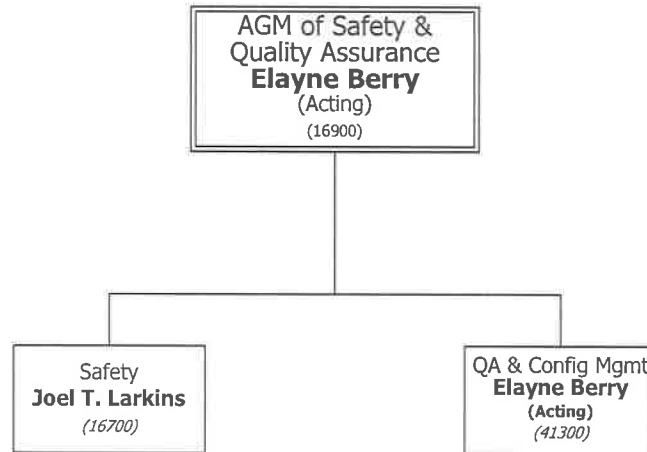
- Ensure compliance with all federal, state, and local environmental regulations.
  - Maintain ISO-14001 EMS Certification for Armour Yard.
  - Develop and implement a ISO-14001 EMS Program for Laredo Garage.
  - Develop a Corporate Hazard Communication Plan; Confined Space Program, and Blood borne Pathogen Program.
  - Conduct Quarterly Audits of the Contractor Safety Programs.
  - Perform weekly inspections of Contractor Safety at MARTA facilities.
  - Decrease critical supplier lead times by 5%.
  - Develop and implement a Quality Control Program that will identify and reduce defect costs by 5%.
  - Reduce the number of product returns by 5%.
  - Reduce the number of product returns by increasing the number of supplier quality checks and audits.
  - Enhance the Q-Inspection Program through a 10% increase in preventative maintenance inspections.
  - Increase the Authority's critical document repository by adding 1 business unit per quarter.
- Reduce errors and omissions on the Configuration Management database by 1%.
  - Conduct 320 compliance checks per quarter, using established tools and practices with bus and train operators.
  - Establish safety protocols and risk methodologies to reduce Bus and Rail Accidents, and Employee Injuries by 5% from the previous year.
  - Perform an Annual Rail System Safety Audit.
  - Brand Configuration Management as the Authority's critical document repository.
  - Establish a Quality Control Program that works cross functionally in identifying and implementing an effective process control system which verifies the integrity of stock, equipment, and systems used within Operations for Rail, Bus, Infrastructure, and the safe operations of the system.
  - Develop safety tools and practices that will reduce preventable bus accidents by 5%.
  - Conduct 3 overall facility inspections per quarter.
  - Conduct weekly facility inspections.

**DEPT OF SAFETY & QUALITY ASSURANCE**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	3,105,503	3,289,036	3,442,105	3,427,674	4,081,338	154,994	4,236,332
Overtime	16,310	43,518	44,019	29,148	0	0	0
Other Benefits	276,451	323,422	324,067	410,564	707,272	32,138	739,410
Healthcare Rep/NonRep	502,280	507,307	543,999	512,199	580,209	23,682	603,891
Pension Rep/NonRep	658,602	676,157	479,261	452,536	718,673	32,080	750,754
Workers Comp-Excess/Losses	-450	283	22,300	-19,299	86,877	3,546	90,423
<i>Benefits Total</i>	1,436,883	1,507,169	1,369,627	1,356,000	2,093,031	91,446	2,184,477
<b>Labor Total</b>	<b>4,558,696</b>	<b>4,839,723</b>	<b>4,855,751</b>	<b>4,812,822</b>	<b>6,174,369</b>	<b>246,440</b>	<b>6,420,809</b>
Contractual Services	51,732	36,305	65,390	73,224	46,200	0	46,200
Materials Supplies-Other	30,340	31,884	9,657	9,495	11,967	0	11,967
<i>Materials Total</i>	30,340	31,884	9,657	9,495	11,967	0	11,967
Other Operating	272	0	0	0	0	0	0
<i>Other Total</i>	272	0	0	0	0	0	0
Miscellaneous Expenses	0	2	0	0	0	0	0
Other Non-Operating Expenses	32,377	94,617	93,045	72,454	182,823	0	182,823
<b>Non Labor Total</b>	<b>114,721</b>	<b>162,808</b>	<b>168,092</b>	<b>155,173</b>	<b>240,990</b>	<b>0</b>	<b>240,990</b>
<b>Gross Operating Total</b>	<b>4,673,417</b>	<b>5,002,531</b>	<b>5,023,843</b>	<b>4,967,995</b>	<b>6,415,359</b>	<b>246,440</b>	<b>6,661,799</b>
Cost Allocation	-2,012,483	-2,596,205	-2,783,091	-2,826,585	-3,065,378	-46,463	-3,111,841
<b>Allocation Total</b>	<b>-2,012,483</b>	<b>-2,596,205</b>	<b>-2,783,091</b>	<b>-2,826,585</b>	<b>-3,065,378</b>	<b>-46,463</b>	<b>-3,111,841</b>
<b>Net Operating Expense</b>	<b>2,660,934</b>	<b>2,406,326</b>	<b>2,240,752</b>	<b>2,141,410</b>	<b>3,349,981</b>	<b>199,977</b>	<b>3,549,958</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	44	47	47	47	48	2	50	Administrative	4	3	3	4	3	0	3
Represented	0	0	0	0	0	0	0	Management	9	10	10	10	9	0	9
<b>Full-Time Total</b>	<b>44</b>	<b>47</b>	<b>47</b>	<b>47</b>	<b>48</b>	<b>2</b>	<b>50</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	9	13	17	20	22	0	22
Represented (PT)	0	0	0	0	0	0	0	Technical	25	27	23	20	21	2	23
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>48</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>55</b>	<b>2</b>	<b>57</b>	Represented	0	0	0	0	0	0	0
								Supervisory	1	1	1	0	0	0	0
								<b>Total</b>	<b>48</b>	<b>54</b>	<b>54</b>	<b>54</b>	<b>55</b>	<b>2</b>	<b>57</b>

ADM	3	Non-Rep	50
MGR	9	Rep	0
MNT	0	<b>Total FT</b>	<b>50</b>
OPR	0		
POL	0		
PRO	22	PT	0
REP	0	CON	7
SUP	0		
TEC	23	<b>TOTAL</b>	<b>57</b>



**FUNCTIONS & RESPONSIBILITIES**

The Office of AGM of Safety & QA oversees the macro-functions of the Office of Safety and the Office of Quality Assurance & 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, investigations,

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

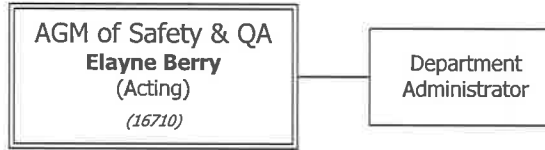


**OFFICE OF AGM OF SAFETY & QA**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	347,100	290,678	65,923	241,062	219,066	0	219,066
Other Benefits	21,837	41,011	13,723	49,379	56,679	0	56,679
Healthcare Rep/NonRep	45,965	34,597	25,503	8,153	23,682	0	23,682
Pension Rep/NonRep	66,623	62,314	31,657	40,245	45,342	0	45,342
Workers Comp-Excess/Losses	0	0	0	-2	3,546	0	3,546
<i>Benefits Total</i>	134,425	137,922	70,883	97,775	129,249	0	129,249
<b>Labor Total</b>	<b><u>481,525</u></b>	<b><u>428,600</u></b>	<b><u>136,806</u></b>	<b><u>338,837</u></b>	<b><u>348,316</u></b>	<b><u>0</u></b>	<b><u>348,316</u></b>
Contractual Services	43,305	28,012	34,790	64,758	35,000	0	35,000
Materials Supplies-Other	24,913	6,066	2,642	3,569	2,000	0	2,000
<i>Materials Total</i>	24,913	6,066	2,642	3,569	2,000	0	2,000
Miscellaneous Expenses	0	2	0	0	0	0	0
Other Non-Operating Expenses	14,515	51,753	60,994	31,672	101,275	0	101,275
<b>Non Labor Total</b>	<b><u>82,733</u></b>	<b><u>85,833</u></b>	<b><u>98,426</u></b>	<b><u>99,999</u></b>	<b><u>138,275</u></b>	<b><u>0</u></b>	<b><u>138,275</u></b>
<b>Gross Operating Total</b>	<b><u>564,258</u></b>	<b><u>514,433</u></b>	<b><u>235,232</u></b>	<b><u>438,836</u></b>	<b><u>486,591</u></b>	<b><u>0</u></b>	<b><u>486,591</u></b>
Cost Allocation	-128,732	-127,892	-46,382	-123,019	-85,377	0	-85,377
<b>Allocation Total</b>	<b><u>-128,732</u></b>	<b><u>-127,892</u></b>	<b><u>-46,382</u></b>	<b><u>-123,019</u></b>	<b><u>-85,377</u></b>	<b><u>0</u></b>	<b><u>-85,377</u></b>
<b>Net Operating Expense</b>	<b><u>435,526</u></b>	<b><u>386,541</u></b>	<b><u>188,850</u></b>	<b><u>315,817</u></b>	<b><u>401,213</u></b>	<b><u>0</u></b>	<b><u>401,213</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	4	2	2	2	2	0	2	Administrative	2	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b><u>4</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	1	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>4</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	<b>Total</b>	<b><u>4</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>

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



PERSONNEL COMPARISON

OFFICE OF AGM OF SAFETY & QA

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	1	----	----	----	----	----	----
AGM Safety & QA	C	1	1	1	1	1	----	1
Department Administrator	17	1	1	1	1	1	----	1
Project Manager II	22	1	----	----	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>4</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Safety strives to promote safety, efficiency, effectiveness, and accountability in the Authority. This is accomplished through audits, assessments, hazard management, inspections, investigations, observations, and evaluations to determine whether activities and programs comply with applicable codes, standards, specifications, guidelines, etc., and reporting the same.

The Office of Safety provides data collection, objective analysis, and recommendations through the performance of:

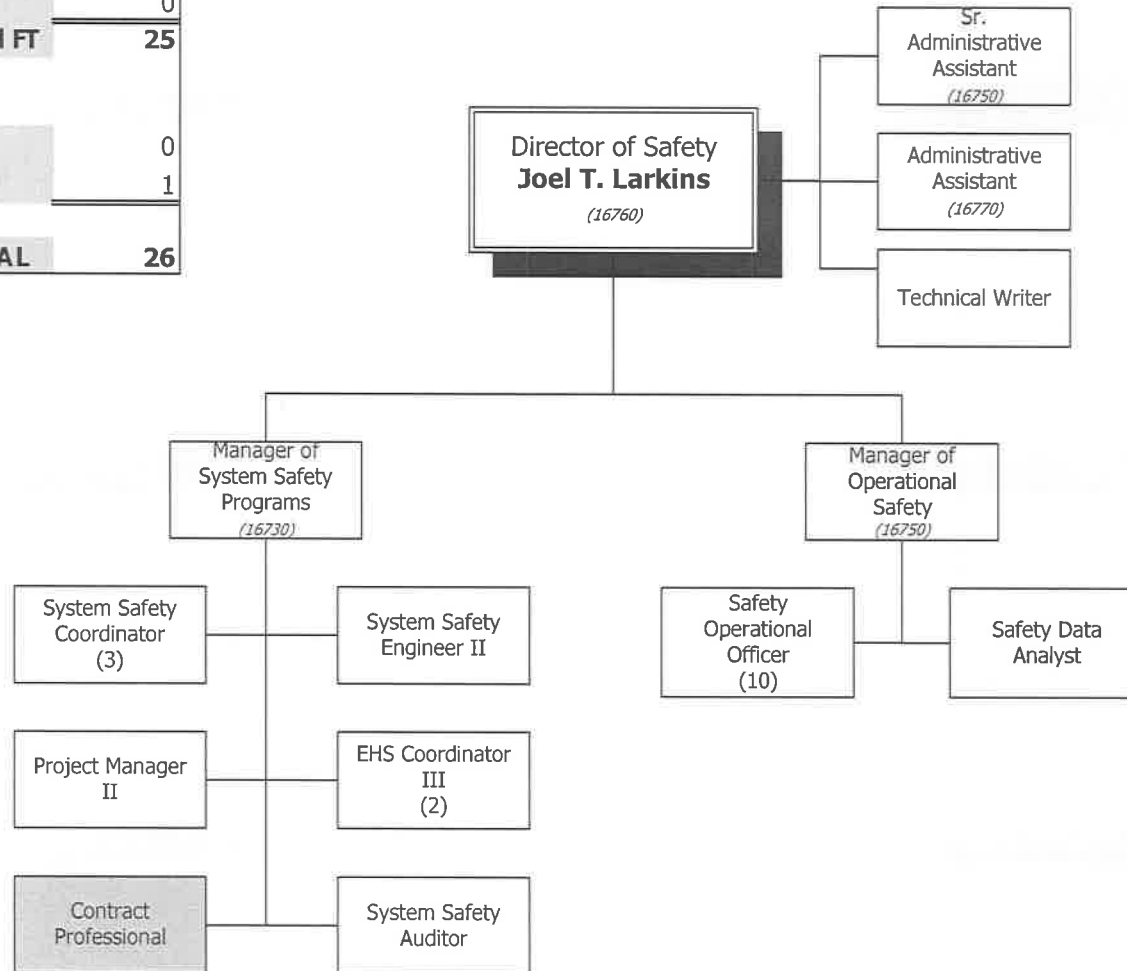
- audits, assessments, inspections, investigations, observations, and evaluations
- preliminary, interim, and final reporting
- stakeholder meetings

**OFFICE OF SAFETY**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,147,305	1,232,776	1,270,378	1,274,663	1,636,317	154,994	1,791,311
Overtime	6,000	3,675	4,622	3,641	0	0	0
Other Benefits	106,587	118,106	121,958	156,729	271,186	32,138	303,324
Healthcare Rep/NonRep	221,321	237,086	262,115	254,330	284,184	23,682	307,866
Pension Rep/NonRep	235,149	263,274	176,178	166,995	319,442	32,080	351,522
Workers Comp-Excess/Losses	0	-3	22,300	-19,211	42,552	3,546	46,098
<i>Benefits Total</i>	563,057	618,463	582,551	558,843	917,363	91,446	1,008,810
<b>Labor Total</b>	<b><u>1,716,362</u></b>	<b><u>1,854,914</u></b>	<b><u>1,857,551</u></b>	<b><u>1,837,147</u></b>	<b><u>2,553,680</u></b>	<b><u>246,440</u></b>	<b><u>2,800,120</u></b>
Contractual Services	1,407	-1,114	20,096	0	0	0	0
Materials Supplies-Other	2,509	25,178	3,570	2,338	6,640	0	6,640
<i>Materials Total</i>	2,509	25,178	3,570	2,338	6,640	0	6,640
Other Non-Operating Expenses	14,685	29,779	23,339	36,790	63,648	0	63,648
<b>Non Labor Total</b>	<b><u>18,601</u></b>	<b><u>53,843</u></b>	<b><u>47,005</u></b>	<b><u>39,128</u></b>	<b><u>70,288</u></b>	<b><u>0</u></b>	<b><u>70,288</u></b>
<b>Gross Operating Total</b>	<b><u>1,734,963</u></b>	<b><u>1,908,757</u></b>	<b><u>1,904,556</u></b>	<b><u>1,876,275</u></b>	<b><u>2,623,968</u></b>	<b><u>246,440</u></b>	<b><u>2,870,408</u></b>
Cost Allocation	-570,274	-723,662	-738,753	-837,580	-845,779	-46,463	-892,242
<b>Allocation Total</b>	<b><u>-570,274</u></b>	<b><u>-723,662</u></b>	<b><u>-738,753</u></b>	<b><u>-837,580</u></b>	<b><u>-845,779</u></b>	<b><u>-46,463</u></b>	<b><u>-892,242</u></b>
<b>Net Operating Expense</b>	<b><u>1,164,689</u></b>	<b><u>1,185,095</u></b>	<b><u>1,165,803</u></b>	<b><u>1,038,695</u></b>	<b><u>1,778,189</u></b>	<b><u>199,977</u></b>	<b><u>1,978,166</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	18	22	21	23	23	2	25	Administrative	0	1	1	2	1	0	1
Represented	0	0	0	0	0	0	0	Management	2	3	3	3	3	0	3
<b>Full-Time Total</b>	<b><u>18</u></b>	<b><u>22</u></b>	<b><u>21</u></b>	<b><u>23</u></b>	<b><u>23</u></b>	<b><u>2</u></b>	<b><u>25</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	3	3	7	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	14	15	14	12	12	2	14
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>0</u></b>	<b><u>1</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	1	1	1	0	0	0	0
<b>Total</b>	<b><u>19</u></b>	<b><u>23</u></b>	<b><u>22</u></b>	<b><u>24</u></b>	<b><u>24</u></b>	<b><u>2</u></b>	<b><u>26</u></b>	<b>Total</b>	<b><u>19</u></b>	<b><u>23</u></b>	<b><u>22</u></b>	<b><u>24</u></b>	<b><u>24</u></b>	<b><u>2</u></b>	<b><u>26</u></b>

ADM	1	Non-Rep	25
MGR	3	Rep	0
MNT	0	<b>Total FT</b>	<b>25</b>
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	1
SUP	0		
TEC	14	<b>TOTAL</b>	<b>26</b>



PERSONNEL COMPARISON

**OFFICE OF SAFETY**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	----	1	1	1	1	----	1
Construction Safety Engineer	19	1	1	1	----	----	----	----
Director of Safety	23	----	1	1	1	1	----	1
ENVIRO HEALTH SAFETY COORD II	17	----	----	----	1	----	----	----
ENVIRO HEALTH SAFETY COORD III	19	----	----	----	1	2	----	2
Environmental Safety Engineer	19	1	1	1	----	----	----	----
Environmental Safety Inspector	17	1	1	1	----	----	----	----
Fire Safety Engineer	19	----	1	1	----	----	----	----
Industrial Safety Engineer	19	1	1	1	----	----	----	----
Mgr Operational Safety	21	----	----	1	----	----	----	----
Mgr Operational Safety	21	----	----	----	1	1	----	1
Mgr Sys Safety Acct/Inc Invest	21	1	1	----	----	----	----	----
Mgr System Safety Programs	21	1	1	1	1	1	----	1
Office Administrator II	16	----	----	----	1	----	----	----
Project Manager II	22	----	1	1	1	1	----	1
QA Engineer	19	1	1	----	----	----	----	----
Safety Data Analyst	16	1	1	1	1	1	----	1
Safety Operational Officer	19	----	----	----	8	8	2	10
Sr Administrative Assistant	12	----	----	----	----	1	----	1
Supv On-Call Emerg Readiness	19	1	1	1	----	----	----	----
System Safety Auditor	19	----	----	----	1	1	----	1
System Safety Coordinator	19	----	----	----	3	3	----	3
System Safety Engineer II	18	1	1	1	1	1	----	1
System Safety Officer	18	7	7	7	----	----	----	----
Technical Writer	18	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF SAFETY

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Rep Subtotal</b>		<b>18</b>	<b>22</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>2</b>	<b>25</b>
<b>Total Full-Time</b>		<b>18</b>	<b>22</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>2</b>	<b>25</b>
<b><u>Contract</u></b>								
Contract Professional	----	----	1	1	1	1	----	1
Fire Safety Engineer	CAP	1	----	----	----	----	----	----
<b>Total Contract</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Office Total</b>		<b>19</b>	<b>23</b>	<b>22</b>	<b>24</b>	<b>24</b>	<b>2</b>	<b>26</b>



**FUNCTIONS & RESPONSIBILITIES**

The Quality Assurance Branch directly supports the operations and capital projects by developing, implementing, maintaining, and monitoring activities outlined in the Quality Assurance and Testing Program Plans. The Quality Assurance Program Plan ensures that assemblies, structures, systems of vehicles, equipment, and facilities are designed, engineered, manufactured, installed, and maintained in accordance with specified contractual, industry, and government requirements. Quality Assurance also assesses Operations and Infrastructure Maintenance groups' Standard Operating Procedures, processes, and practices whereby enhancing and improving operability. The Test Program continuously reviews, modifies, and amends procedures and methodologies to improve systems performance and efficiency.

The Configuration Management Branch is responsible for the control, distribution and storage of all documentations for various Departments throughout the Authority. The Office assists Facilities, Maintenance, Rail Systems Engineering, Rail Operations, and Safety and Quality Assurance. Configuration Management creates and updates documents for infrastructure, rolling stock and systems components. The Configuration Management Branch also ensures standardization and consistency; accuracy of information; reduces unauthorized usage of security sensitive documents; builds a sound Configuration Management database; and enables efficient system changes and upgrades. All updated configured final documents are to be filed electronically on existing "EmVision 360" data storage system which is managed by the Configuration Management Branch.

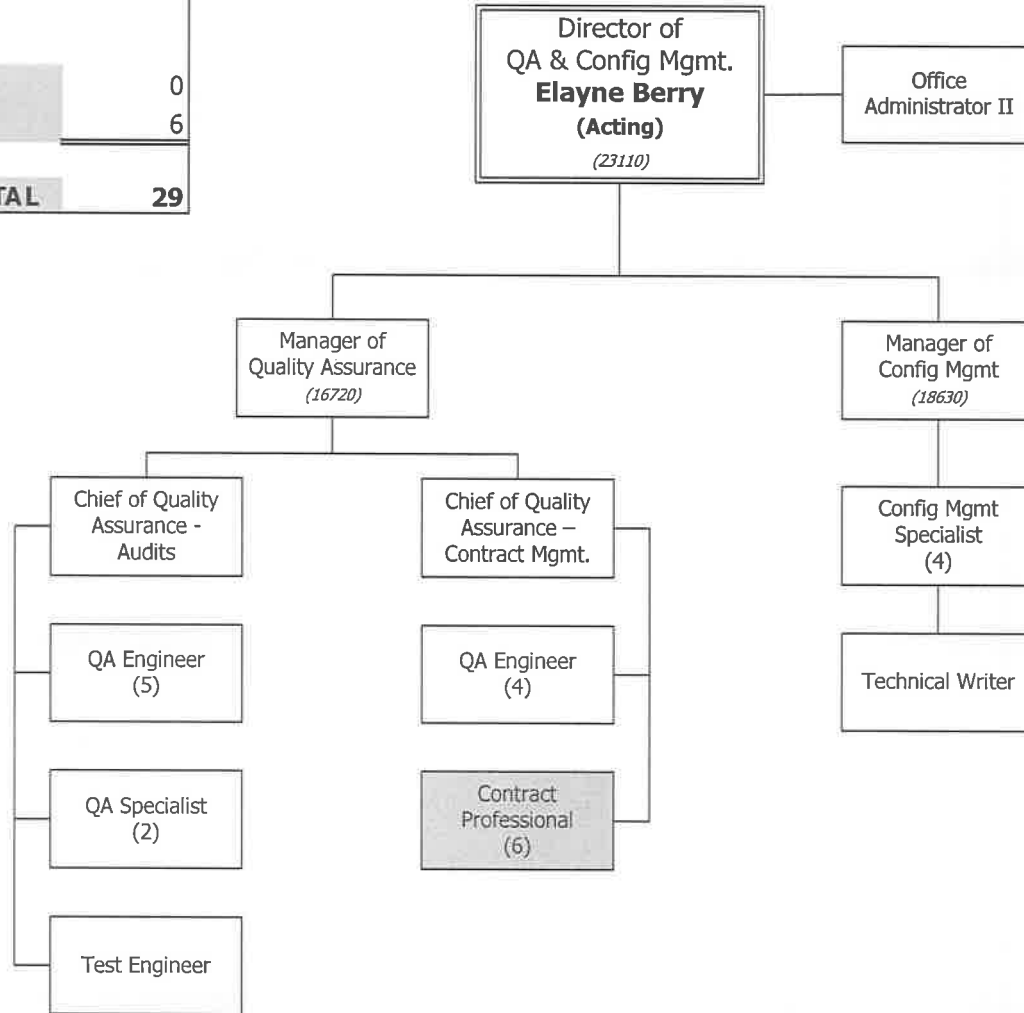
**OFFICE OF QA & CONFIGURATION MGMT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,611,098	1,765,582	2,105,804	1,911,949	2,225,955	0	2,225,955
Overtime	10,310	39,843	39,397	25,507	0	0	0
Other Benefits	148,027	164,305	188,386	204,456	379,407	0	379,407
Healthcare Rep/NonRep	234,994	235,624	256,381	249,716	272,343	0	272,343
Pension Rep/NonRep	356,830	350,569	271,426	245,296	353,890	0	353,890
Workers Comp-Excess/Losses	-450	286	0	-86	40,779	0	40,779
<i>Benefits Total</i>	739,401	750,784	716,193	699,382	1,046,419	0	1,046,419
<b>Labor Total</b>	<b><u>2,360,809</u></b>	<b><u>2,556,209</u></b>	<b><u>2,861,394</u></b>	<b><u>2,636,838</u></b>	<b><u>3,272,373</u></b>	<b><u>0</u></b>	<b><u>3,272,373</u></b>
Contractual Services	7,020	9,407	10,504	8,466	11,200	0	11,200
Materials Supplies-Other	2,918	640	3,445	3,588	3,327	0	3,327
<i>Materials Total</i>	2,918	640	3,445	3,588	3,327	0	3,327
Other Operating	272	0	0	0	0	0	0
<i>Other Total</i>	272	0	0	0	0	0	0
Other Non-Operating Expenses	3,177	13,085	8,712	3,992	17,900	0	17,900
<b>Non Labor Total</b>	<b><u>13,387</u></b>	<b><u>23,132</u></b>	<b><u>22,661</u></b>	<b><u>16,046</u></b>	<b><u>32,427</u></b>	<b><u>0</u></b>	<b><u>32,427</u></b>
<b>Gross Operating Total</b>	<b><u>2,374,196</u></b>	<b><u>2,579,341</u></b>	<b><u>2,884,055</u></b>	<b><u>2,652,884</u></b>	<b><u>3,304,800</u></b>	<b><u>0</u></b>	<b><u>3,304,800</u></b>
Cost Allocation	-1,313,477	-1,744,651	-1,997,956	-1,865,986	-2,134,222	0	-2,134,222
<b>Allocation Total</b>	<b><u>-1,313,477</u></b>	<b><u>-1,744,651</u></b>	<b><u>-1,997,956</u></b>	<b><u>-1,865,986</u></b>	<b><u>-2,134,222</u></b>	<b><u>0</u></b>	<b><u>-2,134,222</u></b>
<b>Net Operating Expense</b>	<b><u>1,060,719</u></b>	<b><u>834,690</u></b>	<b><u>886,099</u></b>	<b><u>786,898</u></b>	<b><u>1,170,578</u></b>	<b><u>0</u></b>	<b><u>1,170,578</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	22	23	24	22	23	0	23	Administrative	2	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	6	6	6	6	5	0	5
<b>Full-Time Total</b>	<b><u>22</u></b>	<b><u>23</u></b>	<b><u>24</u></b>	<b><u>22</u></b>	<b><u>23</u></b>	<b><u>0</u></b>	<b><u>23</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	7	10	14	13	14	0	14
Represented (PT)	0	0	0	0	0	0	0	Technical	10	12	9	8	9	0	9
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>3</u></b>	<b><u>6</u></b>	<b><u>6</u></b>	<b><u>6</u></b>	<b><u>6</u></b>	<b><u>0</u></b>	<b><u>6</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>25</u></b>	<b><u>29</u></b>	<b><u>30</u></b>	<b><u>28</u></b>	<b><u>29</u></b>	<b><u>0</u></b>	<b><u>29</u></b>	<b>Total</b>	<b><u>25</u></b>	<b><u>29</u></b>	<b><u>30</u></b>	<b><u>28</u></b>	<b><u>29</u></b>	<b><u>0</u></b>	<b><u>29</u></b>

OFFICE OF QA & CONFIGURATION MGMT

ADM	1	Non-Rep	23
MGR	5	Rep	0
MNT	0	<b>Total FT</b>	<b>23</b>
OPR	0		
POL	0		
PRO	14	PT	0
REP	0	CON	6
SUP	0		
TEC	9	<b>TOTAL</b>	<b>29</b>



PERSONNEL COMPARISON

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Chf Config Mgmt	18	----	1	1	1	----	----	----
Chf Doc Control Config Mgmt	18	1	----	----	----	----	----	----
Chief of Quality Assurance - Audits	20	1	1	1	1	1	----	1
Chief of Quality Assurance - Contract Mgm	20	1	1	1	1	1	----	1
Config Mgmt Specialist II	14	1	----	----	----	----	----	----
Config Mgmt Specialist III	16	----	3	3	3	4	----	4
Director of QA & Configuration Mgmt	23	1	1	1	1	1	----	1
Document Management Specialist	TBD	1	----	----	----	----	----	----
Manager of Quality Assurance	22	1	1	1	1	1	----	1
Mgr Configuration Mgmt	21	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
QA Engineer	19	6	8	8	8	9	----	9
QA Engineer Receiving	19	1	1	1	----	----	----	----
QA Specialist	16	2	2	2	2	2	----	2
Sr Config Mgmt Specialist	16	1	----	----	----	----	----	----
Sr Documentation Control Spec	15	1	----	----	----	----	----	----
System Safety Auditor	19	1	1	2	1	----	----	----
Technical Writer	18	1	1	1	1	1	----	1
Test Engineer	19	----	----	----	----	1	----	1
<b>Non-Rep Subtotal</b>		<b>22</b>	<b>23</b>	<b>24</b>	<b>22</b>	<b>23</b>	<b>----</b>	<b>23</b>
<b>Total Full-Time</b>		<b>22</b>	<b>23</b>	<b>24</b>	<b>22</b>	<b>23</b>	<b>----</b>	<b>23</b>

PERSONNEL COMPARISON

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Contract</b>								
Contract Professional	----	----	6	6	6	6	----	6
Technical Specialist	----	1	----	----	----	----	----	----
Test Engineer	19	2	----	----	----	----	----	----
<b>Total Contract</b>		<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	----	<b>6</b>
<b>Office Total</b>		<b>25</b>	<b>29</b>	<b>30</b>	<b>28</b>	<b>29</b>	<b>0</b>	<b>29</b>



## **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**

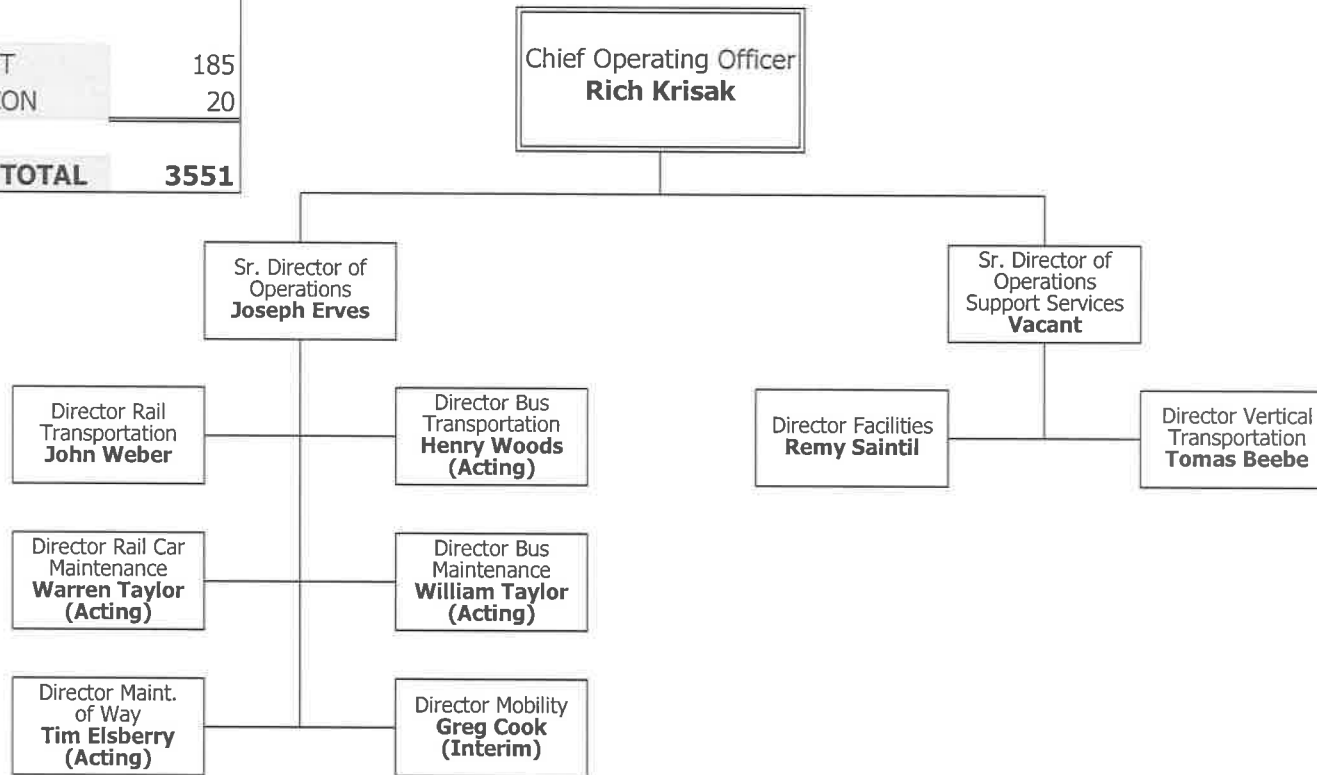
**DIVISION OF OPERATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	130,411,506	125,881,738	128,314,349	122,131,173	141,340,795	5,177,370	146,518,165
Overtime	18,732,582	19,150,479	22,061,918	23,001,379	13,623,012	0	13,623,012
Other Benefits	17,434,913	17,007,995	16,892,327	4,267,507	17,450,900	43,716	17,494,616
Healthcare Rep/NonRep	40,248,354	40,102,181	38,392,586	42,804,402	43,959,843	2,144,037	46,103,880
Pension Rep/NonRep	14,368,129	15,242,418	14,556,139	14,000,314	17,457,887	504,506	17,962,393
Workers Comp-Excess/Losses	8,968,517	7,574,770	7,505,530	16,030,649	5,990,967	280,134	6,271,101
<i>Benefits Total</i>	81,019,913	79,927,364	77,346,582	77,102,872	84,859,597	2,972,393	87,831,990
<b>Labor Total</b>	<b><u>230,164,001</u></b>	<b><u>224,959,581</u></b>	<b><u>227,722,849</u></b>	<b><u>222,235,424</u></b>	<b><u>239,823,405</u></b>	<b><u>8,149,763</u></b>	<b><u>247,973,167</u></b>
Contractual Services	11,232,936	11,622,302	12,564,446	13,766,254	12,308,542	0	12,308,542
Materials Supplies-Other	24,694,734	26,311,075	26,785,950	25,468,336	29,401,320	1,908,664	31,309,984
Materials & Supplies-Diesel	8,991,985	9,813,381	9,601,996	7,868,486	7,563,304	0	7,563,304
Materials & Supplies-CNG	5,514,136	4,393,816	4,743,104	5,068,136	5,766,822	998,000	6,764,822
<i>Materials Total</i>	39,200,855	40,518,272	41,131,050	38,404,958	42,731,446	2,906,664	45,638,110
Other Operating	1,733,982	1,502,111	1,688,811	1,276,541	1,835,963	0	1,835,963
Other Operating-Electricity	8,659,325	8,363,227	7,761,735	6,893,839	7,335,232	0	7,335,232
Other Operating-Propulsion	6,945,886	6,726,694	6,132,503	5,131,322	6,147,651	0	6,147,651
<i>Other Total</i>	17,339,193	16,592,032	15,583,049	13,301,702	15,318,846	0	15,318,846
Casualty & Liability Costs	2,929,837	2,977,258	3,112,093	3,134,411	3,489,436	0	3,489,436
Miscellaneous Expenses	35,832	36,944	26,670	47,912	24,764	0	24,764
Other Non-Operating Expenses	162,756	126,890	246,070	247,762	633,946	0	633,946
<b>Non Labor Total</b>	<b><u>70,901,409</u></b>	<b><u>71,873,698</u></b>	<b><u>72,663,378</u></b>	<b><u>68,902,999</u></b>	<b><u>74,506,980</u></b>	<b><u>2,906,664</u></b>	<b><u>77,413,644</u></b>
<b>Gross Operating Total</b>	<b><u>301,065,410</u></b>	<b><u>296,833,279</u></b>	<b><u>300,386,227</u></b>	<b><u>291,138,423</u></b>	<b><u>314,330,385</u></b>	<b><u>11,056,427</u></b>	<b><u>325,386,811</u></b>
Cost Allocation	-10,058,127	-11,872,203	-11,360,917	-9,803,403	-11,379,555	-32,657	-11,412,212
<b>Allocation Total</b>	<b><u>-10,058,127</u></b>	<b><u>-11,872,203</u></b>	<b><u>-11,360,917</u></b>	<b><u>-9,803,403</u></b>	<b><u>-11,379,555</u></b>	<b><u>-32,657</u></b>	<b><u>-11,412,212</u></b>
<b>Net Operating Expense</b>	<b><u>291,007,283</u></b>	<b><u>284,961,076</u></b>	<b><u>289,025,310</u></b>	<b><u>281,335,020</u></b>	<b><u>302,950,830</u></b>	<b><u>11,023,770</u></b>	<b><u>313,974,599</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	479	476	473	487	492	7	499	Administrative	60	58	56	62	62	1	63
Represented	2,623	2,640	2,650	2,691	2,696	151	2,847	Management	71	75	76	76	78	0	78
<b>Full-Time Total</b>	<b><u>3,102</u></b>	<b><u>3,116</u></b>	<b><u>3,123</u></b>	<b><u>3,178</u></b>	<b><u>3,188</u></b>	<b><u>158</u></b>	<b><u>3,346</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	26	22	23	33	32	3	35
Represented (PT)	191	191	185	185	185	0	185	Technical	84	87	82	82	82	0	82
<b>Part-Time Total</b>	<b><u>191</u></b>	<b><u>191</u></b>	<b><u>185</u></b>	<b><u>185</u></b>	<b><u>185</u></b>	<b><u>0</u></b>	<b><u>185</u></b>	Maintenance	1,060	1,064	1,062	1,068	1,073	23	1,096
<b>Contract</b>	<b><u>11</u></b>	<b><u>12</u></b>	<b><u>13</u></b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>3</u></b>	<b><u>20</u></b>	Operator	1,672	1,685	1,679	1,715	1,715	128	1,843
<b>Total</b>	<b><u>3,304</u></b>	<b><u>3,319</u></b>	<b><u>3,321</u></b>	<b><u>3,380</u></b>	<b><u>3,390</u></b>	<b><u>161</u></b>	<b><u>3,551</u></b>	Represented	80	80	94	93	93	0	93
								Supervisory	251	248	249	251	255	6	261
								<b>Total</b>	<b><u>3,304</u></b>	<b><u>3,319</u></b>	<b><u>3,321</u></b>	<b><u>3,380</u></b>	<b><u>3,390</u></b>	<b><u>161</u></b>	<b><u>3,551</u></b>



ADM	63	Non-Rep	499
MGR	78	Rep	2847
MNT	1096	<b>Total FT</b>	<b>3346</b>
OPR	1843		
POL	0		
PRO	35	PT	185
REP	93	CON	20
SUP	261		
TEC	82	<b>TOTAL</b>	<b>3551</b>



**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

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.13%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-10.82%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-30.75%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	2.09%	</= 0%

**DEPT OF CHIEF OPERATING OFFICER COO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	713,778	671,498	339,420	303,110	302,051	0	302,051
Other Benefits	47,371	45,466	23,919	53,114	88,464	0	88,464
Healthcare Rep/NonRep	72,676	65,924	29,520	27,000	23,682	0	23,682
Pension Rep/NonRep	154,148	139,186	31,698	36,878	62,518	0	62,518
Workers Comp-Excess/Losses	0	-1	0	-8	3,546	0	3,546
<i>Benefits Total</i>	274,195	250,575	85,137	116,984	178,210	0	178,210
<b>Labor Total</b>	<b>987,973</b>	<b>922,073</b>	<b>424,557</b>	<b>420,094</b>	<b>480,261</b>	<b>0</b>	<b>480,261</b>
Contractual Services	97,011	0	304,330	808,572	0	0	0
Materials Supplies-Other	4,682	1,582	47,553	19,623	9,992	0	9,992
<i>Materials Total</i>	4,682	1,582	47,553	19,623	9,992	0	9,992
Casualty & Liability Costs	0	0	0	294,840	0	0	0
Miscellaneous Expenses	3,500	0	2,798	28,884	11,208	0	11,208
Other Non-Operating Expenses	42,464	16,721	38,625	126,278	512,900	0	512,900
<b>Non Labor Total</b>	<b>147,657</b>	<b>18,303</b>	<b>393,306</b>	<b>1,278,197</b>	<b>534,100</b>	<b>0</b>	<b>534,100</b>
<b>Gross Operating Total</b>	<b>1,135,630</b>	<b>940,376</b>	<b>817,863</b>	<b>1,698,291</b>	<b>1,014,361</b>	<b>0</b>	<b>1,014,361</b>
Cost Allocation	-91,717	-97,094	-49,484	-90,637	-73,271	0	-73,271
<b>Allocation Total</b>	<b>-91,717</b>	<b>-97,094</b>	<b>-49,484</b>	<b>-90,637</b>	<b>-73,271</b>	<b>0</b>	<b>-73,271</b>
<b>Net Operating Expense</b>	<b>1,043,913</b>	<b>843,282</b>	<b>768,379</b>	<b>1,607,654</b>	<b>941,090</b>	<b>0</b>	<b>941,090</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	6	2	3	3	2	0	2	Administrative	1	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	2	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	1	2	2	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
Contract	0	0	0	0	0	0	0	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>

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

Chief Operating Officer/COO <b>Richard Krisak</b> <i>(11800)</i>
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**FUNCTIONS AND RESPONSIBILITIES**

The Office of the **Chief Operating Officer (COO)** is responsible for the direction and management of the operations and maintenance of the Authority's transit system. This includes maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the bus, rail, mobility and vertical transportation systems.

There are 3,551 employees within the Division of Operations with a total net budget of allocation of \$313M. This represents 69% of all authority personnel and 70% of the total authority budget.

Functions include the following:

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

- Maintenance of all transit and non-revenue vehicles to ensure safe, reliable transportation. This includes daily service, scheduled repairs, on-demand maintenance, and vehicle overhaul and rebuilds. It also includes rebuilds and/or replacement of major vehicle components.
- Management of the Operations & Safety Committee Meeting agenda and providing the MARTA Board of Directors visibility into the overall operation of the Authority which includes all procurements requiring board approval with the exception of those dealing with Legal services and Financial Service.

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

**OFFICE OF CHIEF OPERATING OFFICER COO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	713,778	671,498	339,420	303,110	302,051	0	302,051
Other Benefits	47,371	45,466	23,919	53,114	88,464	0	88,464
Healthcare Rep/NonRep	72,676	65,924	29,520	27,000	23,682	0	23,682
Pension Rep/NonRep	154,148	139,186	31,698	36,878	62,518	0	62,518
Workers Comp-Excess/Losses	0	-1	0	-8	3,546	0	3,546
<i>Benefits Total</i>	274,195	250,575	85,137	116,984	178,210	0	178,210
<b>Labor Total</b>	<b>987,973</b>	<b>922,073</b>	<b>424,557</b>	<b>420,094</b>	<b>480,261</b>	<b>0</b>	<b>480,261</b>
Contractual Services	97,011	0	304,330	808,572	0	0	0
Materials Supplies-Other	4,682	1,582	47,553	19,623	9,992	0	9,992
<i>Materials Total</i>	4,682	1,582	47,553	19,623	9,992	0	9,992
Casualty & Liability Costs	0	0	0	294,840	0	0	0
Miscellaneous Expenses	3,500	0	2,798	28,884	11,208	0	11,208
Other Non-Operating Expenses	42,464	16,721	38,625	126,278	512,900	0	512,900
<b>Non Labor Total</b>	<b>147,657</b>	<b>18,303</b>	<b>393,306</b>	<b>1,278,197</b>	<b>534,100</b>	<b>0</b>	<b>534,100</b>
<b>Gross Operating Total</b>	<b>1,135,630</b>	<b>940,376</b>	<b>817,863</b>	<b>1,698,291</b>	<b>1,014,361</b>	<b>0</b>	<b>1,014,361</b>
Cost Allocation	-91,717	-97,094	-49,484	-90,637	-73,271	0	-73,271
<b>Allocation Total</b>	<b>-91,717</b>	<b>-97,094</b>	<b>-49,484</b>	<b>-90,637</b>	<b>-73,271</b>	<b>0</b>	<b>-73,271</b>
<b>Net Operating Expense</b>	<b>1,043,913</b>	<b>843,282</b>	<b>768,379</b>	<b>1,607,654</b>	<b>941,090</b>	<b>0</b>	<b>941,090</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	6	2	3	3	2	0	2	Administrative	1	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	2	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	1	2	2	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>

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





PERSONNEL COMPARISON

OFFICE OF CHIEF OPERATING OFFICER COO

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM of Rail Operations	B	1	----	----	----	----	----	----
Atlanta Street Car Contract Manager	21	----	----	1	1	----	----	----
Chief Operating Officer	A	----	1	1	1	1	----	1
Department Administrator	17	1	----	----	----	----	----	----
DGM CHF Operations Officer	A	1	----	----	----	----	----	----
Senior Executive Administrator	19	1	1	1	----	----	----	----
Sr Executive Administrator	19	----	----	----	1	1	----	1
Statistical Performance Budget Analyst	20	2	----	----	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>6</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>



## **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

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Escalator Availability</b>	Percent of revenue service time during which escalators are available for customer use	>/= 97%	98.85%	>/= 97%
<b>Elevator Availability</b>	Percent of revenue service time during which elevators are available for customer use	>/= 98.5%	99.50%	>/= 98.5%
<b>Infrastructure NTD Reportable Injury Rate</b>	The number of NTD reportable injuries on MARTA system per 100,000 rail unlinked boardings	</= 0.26	0.09	</= 0.26
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.52%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	86.12%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-7.18%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-9.14%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-4.93%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	137.69%	</= 0%

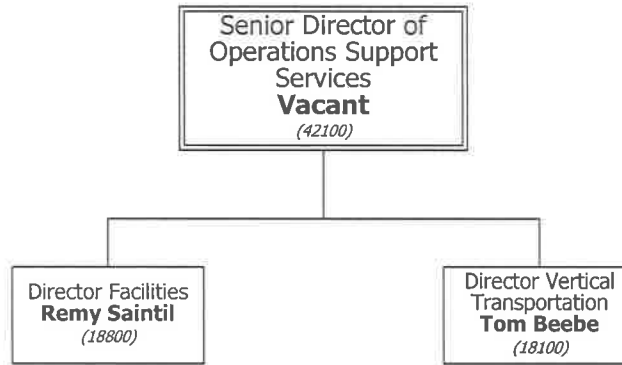
**DEPT OF OPERATIONS SUPPORT SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	10,094,648	10,030,180	10,154,812	11,853,884	12,920,270	158,851	13,079,120
Overtime	1,109,532	855,068	1,160,089	1,040,432	485,934	0	485,934
Other Benefits	1,341,248	1,318,847	1,305,321	772,504	1,194,780	17,423	1,212,203
Healthcare Rep/NonRep	3,269,257	3,335,113	3,172,313	3,932,902	4,181,508	54,600	4,236,108
Pension Rep/NonRep	1,237,332	1,293,538	1,259,893	1,730,050	1,790,675	14,607	1,805,282
Workers Comp-Excess/Losses	324,928	459,296	230,074	426,659	563,814	7,092	570,906
<i>Benefits Total</i>	6,172,765	6,406,794	5,967,601	6,862,115	7,730,777	93,722	7,824,499
<b>Labor Total</b>	<b>17,376,945</b>	<b>17,292,042</b>	<b>17,282,502</b>	<b>19,756,431</b>	<b>21,136,980</b>	<b>252,573</b>	<b>21,389,553</b>
Contractual Services	7,283,205	7,418,695	7,905,365	8,570,488	8,769,152	0	8,769,152
Materials Supplies-Other	2,379,313	2,282,865	2,032,939	2,269,155	2,206,353	0	2,206,353
<i>Materials Total</i>	2,379,313	2,282,865	2,032,939	2,269,155	2,206,353	0	2,206,353
Other Operating	1,552,336	1,327,488	1,478,878	1,093,308	1,637,996	0	1,637,996
Other Operating-Electricity	1,151,578	1,007,035	1,136,945	1,052,864	1,187,582	0	1,187,582
<i>Other Total</i>	2,703,914	2,334,523	2,615,823	2,146,172	2,825,578	0	2,825,578
Casualty & Liability Costs	0	-17,046	-11,070	-2,101	0	0	0
Miscellaneous Expenses	0	253	0	42	0	0	0
Other Non-Operating Expenses	11,758	6,000	24,867	24,780	13,064	0	13,064
<b>Non Labor Total</b>	<b>12,378,190</b>	<b>12,025,290</b>	<b>12,567,924</b>	<b>13,008,536</b>	<b>13,814,147</b>	<b>0</b>	<b>13,814,147</b>
<b>Gross Operating Total</b>	<b>29,755,135</b>	<b>29,317,332</b>	<b>29,850,426</b>	<b>32,764,967</b>	<b>34,951,127</b>	<b>252,573</b>	<b>35,203,700</b>
Cost Allocation	-427,577	-507,957	-681,441	-1,338,819	-1,081,861	-19,389	-1,101,250
<b>Allocation Total</b>	<b>-427,577</b>	<b>-507,957</b>	<b>-681,441</b>	<b>-1,338,819</b>	<b>-1,081,861</b>	<b>-19,389</b>	<b>-1,101,250</b>
<b>Net Operating Expense</b>	<b>29,327,558</b>	<b>28,809,375</b>	<b>29,168,985</b>	<b>31,426,148</b>	<b>33,869,266</b>	<b>233,184</b>	<b>34,102,450</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	52	53	50	97	86	0	86	Administrative	7	7	6	11	11	0	11
Represented	223	223	223	225	230	4	234	Management	5	5	5	8	8	0	8
<b>Full-Time Total</b>	<b>275</b>	<b>276</b>	<b>273</b>	<b>322</b>	<b>316</b>	<b>4</b>	<b>320</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	6	4	4	6	6	0	6
Represented (PT)	0	0	0	0	0	0	0	Technical	11	12	10	48	36	0	36
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	223	223	223	223	228	4	232
<b>Contract</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>277</b>	<b>276</b>	<b>273</b>	<b>322</b>	<b>316</b>	<b>4</b>	<b>320</b>	Represented	0	0	0	2	2	0	2
								Supervisory	25	25	25	24	25	0	25
								<b>Total</b>	<b>277</b>	<b>276</b>	<b>273</b>	<b>322</b>	<b>316</b>	<b>4</b>	<b>320</b>

DEPARTMENT OF OPERATIONS SUPPORT SERVICES

ADM	11	Non-Rep	86
MGR	9	Rep	234
MNT	232	<b>Total FT</b>	<b>320</b>
OPR	0		
POL	0		
PRO	6	PT	0
REP	2	CON	0
SUP	24		
TEC	36	<b>TOTAL</b>	<b>320</b>



**FUNCTIONS AND RESPONSIBILITIES**

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

The **Office of Facilities** consists of 273 employees and is responsible for managing the maintenance programs for the Authority's facilities management and maintenance, utilities (gas, water electricity), elevator/escalator, landscaping services and custodial services for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate. The primary focus of this Office is to provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers.

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

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

The Headquarters Maintenance branch is responsible for the general custodial support, signage, landscape, painting and all associated

mechanical, HVAC, water, sewer and fire protection systems in the Headquarters and HQ Annex buildings. This maintenance group maintains a safe and efficient environment for MARTA's business units.

The **Office of Vertical Transportation** consists of 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.

Additionally, the Office of Vertical Transportation ensures contractors comply with contract technical specifications and requirements, as well as with any federal, state, city and local government requirements, ordinances, codes, and all applicable safety requirements; oversees equipment inspections and troubleshooting process of MARTA's elevator ordinances, codes, and all applicable safety requirements; oversees equipment inspections and troubleshooting process of MARTA's elevator and escalator electrical and mechanical equipment problems and tracks installation of repaired or acquired equipment; ensures other MARTA staff members such as Safety and Quality Assurance personnel, Project and Resident Engineers, and Project and Construction Managers are informed of the status of the elevator/escalator facilities on a routine basis; ensures timely 24hr/7-day week emergency response to all elevator/escalator incidents or accidents.

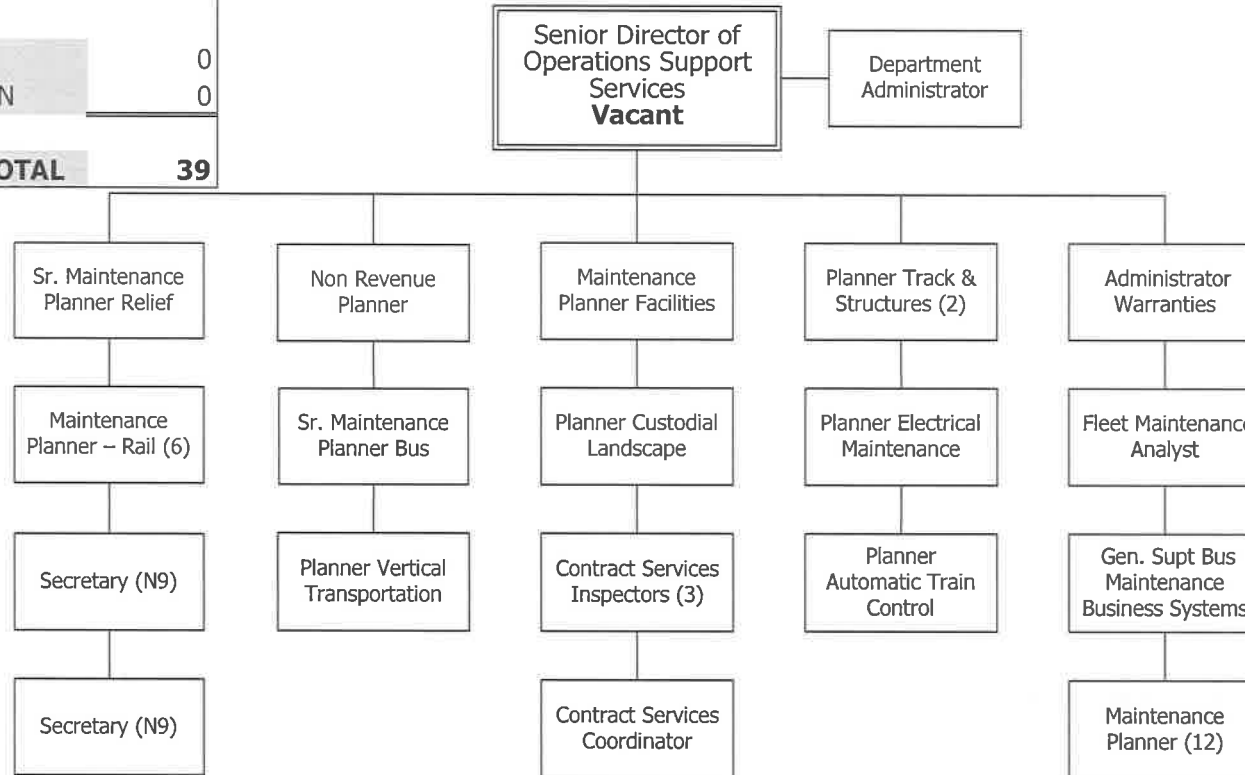
**OFFICE OF OPERATIONS SUPPORT SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	0	0	0	2,858,271	2,069,937	0	2,069,937
Overtime	0	0	0	128,536	69,792	0	69,792
Other Benefits	0	0	0	408,864	259,342	0	259,342
Healthcare Rep/NonRep	0	0	0	601,799	477,258	0	477,258
Pension Rep/NonRep	0	0	0	778,165	433,899	0	433,899
Workers Comp-Excess/Losses	0	0	0	-206	70,920	0	70,920
<i>Benefits Total</i>	0	0	0	1,788,622	1,241,419	0	1,241,419
<b><u>Labor Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>4,775,429</u></b>	<b><u>3,381,148</u></b>	<b><u>0</u></b>	<b><u>3,381,148</u></b>
Contractual Services	0	0	0	9,826	0	0	0
Materials Supplies-Other	0	0	0	443	0	0	0
<i>Materials Total</i>	0	0	0	443	0	0	0
Other Operating	0	0	0	222	0	0	0
<i>Other Total</i>	0	0	0	222	0	0	0
Other Non-Operating Expenses	0	0	0	866	0	0	0
<b><u>Non Labor Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>11,357</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b><u>Gross Operating Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>4,786,786</u></b>	<b><u>3,381,148</u></b>	<b><u>0</u></b>	<b><u>3,381,148</u></b>
Cost Allocation	0	0	0	-685,125	-243,398	0	-243,398
<b><u>Allocation Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>-685,125</u></b>	<b><u>-243,398</u></b>	<b><u>0</u></b>	<b><u>-243,398</u></b>
<b><u>Net Operating Expense</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>4,101,661</u></b>	<b><u>3,137,751</u></b>	<b><u>0</u></b>	<b><u>3,137,751</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	---	---	---	50	37	---	37	Administrative	---	---	---	6	6	0	6
Represented	---	---	---	2	2	---	2	Management	---	---	---	3	2	0	2
<b><u>Full-Time Total</u></b>	<b><u>---</u></b>	<b><u>---</u></b>	<b><u>---</u></b>	<b><u>52</u></b>	<b><u>39</u></b>	<b><u>---</u></b>	<b><u>39</u></b>	Police	---	---	---	0	0	0	0
Non-Represented (PT)	---	---	---	0	0	---	0	Professional	---	---	---	4	4	0	4
Represented (PT)	---	---	---	0	0	---	0	Technical	---	---	---	37	25	0	25
<b><u>Part-Time Total</u></b>	<b><u>---</u></b>	<b><u>---</u></b>	<b><u>---</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>---</u></b>	<b><u>0</u></b>	Maintenance	---	---	---	0	0	0	0
<b>Contract</b>	---	---	---	0	0	---	0	Operator	---	---	---	0	0	0	0
<b>Total</b>	---	---	---	<b>52</b>	<b>39</b>	---	<b>39</b>	Represented	---	---	---	2	2	0	2
								Supervisory	---	---	---	0	0	0	0
								<b>Total</b>	---	---	---	<b>52</b>	<b>39</b>	<b>0</b>	<b>39</b>



ADM	6	Non-Rep	37
MGR	2	Rep	2
MNT	0	<b>Total FT</b>	<b>39</b>
OPR	0		
POL	0		
PRO	4	PT	0
REP	2	CON	0
SUP	0		
TEC	25	<b>TOTAL</b>	<b>39</b>



**OFFICE OF OPERATIONS SUPPORT SERVICES**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrator - Warranties	17	----	----	----	1	1	----	1
Bus Mech Elec Engineer	18	----	----	----	3	----	----	----
Chf Vehicle Engineering	20	----	----	----	1	----	----	----
Contract Services Coordinator	16	----	----	----	1	1	----	1
Contract Services Inspector	10	----	----	----	3	3	----	3
Department Administrator	17	----	----	----	1	1	----	1
Electrical Engineer VI	20	----	----	----	3	----	----	----
Fleet Maintenance Analyst	18	----	----	----	1	1	----	1
Gen Supt Bus Maint Bsn Sys	20	----	----	----	1	1	----	1
Maintenance Planner Bus	16	----	----	----	12	12	----	12
Maintenance Planner Facilities	16	----	----	----	1	1	----	1
Maintenance Planner-Rail	16	----	----	----	6	6	----	6
Mechanical Engineer IV	17	----	----	----	1	----	----	----
Mechanical Engineer VI	20	----	----	----	2	----	----	----
Non Revenue Planner	16	----	----	----	1	1	----	1
Planner Automatic Train Contr	16	----	----	----	1	1	----	1
Planner Custodial Landscape	16	----	----	----	1	1	----	1
Planner Electrical Maintenance	16	----	----	----	1	1	----	1
Planner Track & Structures	16	----	----	----	2	2	----	2
Planner Vertical Trans	16	----	----	----	1	1	----	1
Program Manager Cars	----	----	----	----	1	----	----	----
Radio Communications Engineer	22	----	----	----	1	----	----	----
Sr Maintenance Planner Bus	17	----	----	----	1	1	----	1
Sr Maintenance Planner Relief	17	----	----	----	1	1	----	1
Sr Radio Communication Eng	21	----	----	----	1	----	----	----

PERSONNEL COMPARISON

OFFICE OF OPERATIONS SUPPORT SERVICES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Sr. Director Operations Support	24	----	----	----	1	1	----	1
<b>Non-Rep Subtotal</b>		----	----	----	<b>50</b>	<b>37</b>	----	<b>37</b>
<b><u>Represented</u></b>								
Secretary (N9)	UR	----	----	----	2	2	----	2
<b>Represented Subtotal</b>		----	----	----	<b>2</b>	<b>2</b>	----	<b>2</b>
<b>Total Full-Time</b>		----	----	----	<b>52</b>	<b>39</b>	----	<b>39</b>
<b>Office Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>52</b>	<b>39</b>	<b>0</b>	<b>39</b>

**FUNCTIONS AND RESPONSIBILITIES**

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

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

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

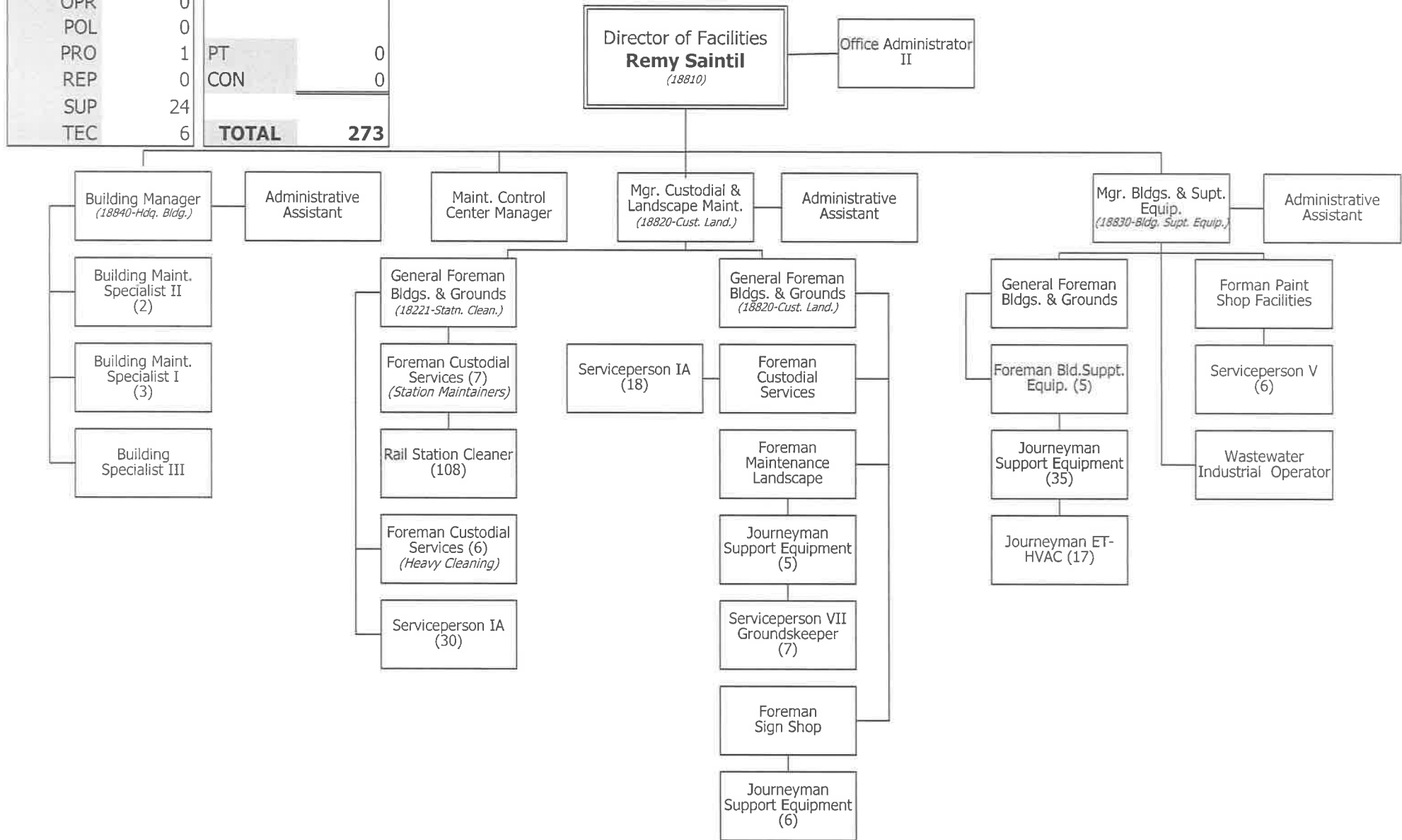
The Headquarters Building Management branch is responsible for the oversight of the operational tasks associated with custodial support, fire safety equipment, life safety equipment, HVAC equipment, electrical equipment, plumbing equipment, landscaping, painting, signage, and utilities for the buildings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

**OFFICE OF FACILITIES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	9,837,318	9,427,113	9,567,298	8,440,455	10,211,841	158,851	10,370,692
Overtime	1,105,520	844,689	1,131,245	880,193	397,918	0	397,918
Other Benefits	1,312,133	1,262,353	1,248,638	308,393	798,200	17,423	815,623
Healthcare Rep/NonRep	3,250,507	3,262,971	3,088,706	3,250,862	3,609,522	54,600	3,664,122
Pension Rep/NonRep	1,193,473	1,179,979	1,218,924	911,092	1,220,953	14,607	1,235,560
Workers Comp-Excess/Losses	324,928	459,296	230,074	426,895	478,710	7,092	485,802
<i>Benefits Total</i>	6,081,041	6,164,599	5,786,342	4,897,242	6,107,385	93,722	6,201,107
<b>Labor Total</b>	<b>17,023,879</b>	<b>16,436,401</b>	<b>16,484,885</b>	<b>14,217,890</b>	<b>16,717,144</b>	<b>252,573</b>	<b>16,969,717</b>
Contractual Services	2,142,220	2,241,978	2,285,285	2,200,318	3,298,542	0	3,298,542
Materials Supplies-Other	2,377,843	2,281,182	2,031,061	2,267,035	2,204,353	0	2,204,353
<i>Materials Total</i>	2,377,843	2,281,182	2,031,061	2,267,035	2,204,353	0	2,204,353
Other Operating	1,552,336	1,327,216	1,478,878	1,093,086	1,637,996	0	1,637,996
Other Operating-Electricity	1,151,578	1,007,035	1,136,945	1,052,864	1,187,582	0	1,187,582
<i>Other Total</i>	2,703,914	2,334,251	2,615,823	2,145,950	2,825,578	0	2,825,578
Casualty & Liability Costs	0	-17,046	-11,070	-2,101	0	0	0
Miscellaneous Expenses	0	253	0	42	0	0	0
Other Non-Operating Expenses	1,592	4,020	22,367	22,311	9,064	0	9,064
<b>Non Labor Total</b>	<b>7,225,569</b>	<b>6,844,638</b>	<b>6,943,466</b>	<b>6,633,555</b>	<b>8,337,537</b>	<b>0</b>	<b>8,337,537</b>
<b>Gross Operating Total</b>	<b>24,249,448</b>	<b>23,281,039</b>	<b>23,428,351</b>	<b>20,851,445</b>	<b>25,054,681</b>	<b>252,573</b>	<b>25,307,254</b>
Cost Allocation	-427,577	-449,019	-622,332	-602,176	-767,540	-19,389	-786,929
<b>Allocation Total</b>	<b>-427,577</b>	<b>-449,019</b>	<b>-622,332</b>	<b>-602,176</b>	<b>-767,540</b>	<b>-19,389</b>	<b>-786,929</b>
<b>Net Operating Expense</b>	<b>23,821,871</b>	<b>22,832,020</b>	<b>22,806,019</b>	<b>20,249,269</b>	<b>24,287,141</b>	<b>233,184</b>	<b>24,520,325</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	41	42	41	39	41	0	41	Administrative	6	6	6	4	4	0	4
Represented	223	223	223	223	228	4	232	Management	4	4	4	4	5	0	5
<b>Full-Time Total</b>	<b>264</b>	<b>265</b>	<b>264</b>	<b>262</b>	<b>269</b>	<b>4</b>	<b>273</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	4	2	2	1	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	4	5	4	6	6	0	6
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	223	223	223	223	228	4	232
<b>Contract</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>266</b>	<b>265</b>	<b>264</b>	<b>262</b>	<b>269</b>	<b>4</b>	<b>273</b>	Supervisory	25	25	25	24	25	0	25
								<b>Total</b>	<b>266</b>	<b>265</b>	<b>264</b>	<b>262</b>	<b>269</b>	<b>4</b>	<b>273</b>

ADM	4	Non-Rep	41
MGR	6	Rep	232
MNT	232	<b>Total FT</b>	<b>273</b>
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CON	0
SUP	24		
TEC	6	<b>TOTAL</b>	<b>273</b>



PERSONNEL COMPARISON

OFFICE OF FACILITIES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	----	----	----	3	3	----	3
Building Maint Spec II	14	2	2	2	2	2	----	2
Building Maintenance Spec I	12	1	1	1	3	3	----	3
Building Maintenance Specialist III	16	----	----	----	1	1	----	1
Building Manager	20	----	----	----	----	----	----	----
Building Specialist III	16	----	----	----	----	----	----	----
Contract Services Coordinator	16	1	2	1	----	----	----	----
Contract Services Inspector	10	3	3	3	----	----	----	----
Dir Facilities	23	1	1	1	1	1	----	1
Foreman Buildings Supp Equip	16	5	5	5	5	5	----	5
Foreman Custodial Services	14	13	13	13	13	14	----	14
Foreman Maint Landscape	16	1	1	1	1	1	----	1
Foreman Paint Shop Facilities	16	1	1	1	1	1	----	1
Foreman Sign Shop	16	1	1	1	1	1	----	1
Gen Foreman Bldgs & Grounds	18	4	4	4	3	3	----	3
Maint. Control Center Mgr	20	----	----	----	----	1	----	1
Maintenance Planner Facilities	16	1	1	1	----	----	----	----
Mgr Building Maintenance	20	----	----	----	1	1	----	1
Mgr Buildings & Support Equip	20	1	1	1	1	1	----	1
Mgr Custodial Landscape Maint	20	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Planner Bldgs & Support Equip	16	1	1	1	----	----	----	----
Planner Custodial Landscape	16	1	1	1	----	----	----	----
Supt Building	19	1	1	1	----	----	----	----
Wastewater Industrial Operator	16	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF FACILITIES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Rep Subtotal</b>		<b>41</b>	<b>42</b>	<b>41</b>	<b>39</b>	<b>41</b>	----	<b>41</b>
<b>Represented</b>								
Journeyman ET-HVAC	UR	17	17	17	17	17	----	17
Journeyman Support Equipment	UR	43	43	43	43	43	3	46
Rail Station Cleaner	UR	108	108	108	108	108	----	108
Serviceperson I (A)	UR	42	42	42	42	47	1	48
Serviceperson V	UR	6	6	6	6	6	----	6
Serviceperson VII Groundskeeper	UR	7	7	7	7	7	----	7
<b>Represented Subtotal</b>		<b>223</b>	<b>223</b>	<b>223</b>	<b>223</b>	<b>228</b>	<b>4</b>	<b>232</b>
<b>Total Full-Time</b>		<b>264</b>	<b>265</b>	<b>264</b>	<b>262</b>	<b>269</b>	<b>4</b>	<b>273</b>
<b>Contract</b>								
Contract Professional	----	2	----	----	----	----	----	----
<b>Total Contract</b>		<b>2</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Office Total</b>		<b>266</b>	<b>265</b>	<b>264</b>	<b>262</b>	<b>269</b>	<b>4</b>	<b>273</b>



**FUNCTIONS AND RESPONSIBILITIES**

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

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

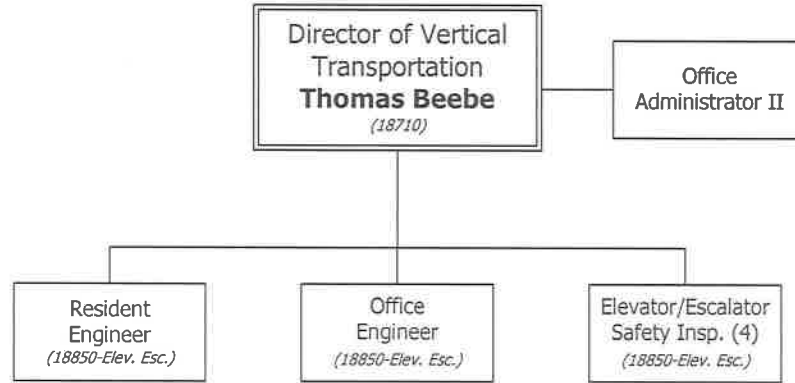
ordinances, codes, and all applicable safety requirements; oversees equipment inspections and troubleshooting process of MARTA's elevator and escalator electrical and mechanical equipment problems and tracks installation of repaired or acquired equipment; ensures other MARTA staff members such as Safety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

**OFFICE OF VERTICAL TRANSPORTATION**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	257,330	603,067	587,514	555,158	638,491	0	638,491
Overtime	4,012	10,379	28,844	31,703	18,224	0	18,224
Other Benefits	29,115	56,494	56,683	55,247	137,239	0	137,239
Healthcare Rep/NonRep	18,750	72,142	83,607	80,241	94,728	0	94,728
Pension Rep/NonRep	43,859	113,559	40,969	40,793	135,822	0	135,822
Workers Comp-Excess/Losses	0	0	0	-30	14,184	0	14,184
<i>Benefits Total</i>	91,724	242,195	181,259	176,251	381,973	0	381,973
<b>Labor Total</b>	<b>353,066</b>	<b>855,641</b>	<b>797,617</b>	<b>763,112</b>	<b>1,038,688</b>	<b>0</b>	<b>1,038,688</b>
Contractual Services	5,140,985	5,176,717	5,620,080	6,360,344	5,470,610	0	5,470,610
Materials Supplies-Other	1,470	1,683	1,878	1,677	2,000	0	2,000
<i>Materials Total</i>	1,470	1,683	1,878	1,677	2,000	0	2,000
Other Operating	0	272	0	0	0	0	0
<i>Other Total</i>	0	272	0	0	0	0	0
Other Non-Operating Expenses	10,166	1,980	2,500	1,603	4,000	0	4,000
<b>Non Labor Total</b>	<b>5,152,621</b>	<b>5,180,652</b>	<b>5,624,458</b>	<b>6,363,624</b>	<b>5,476,610</b>	<b>0</b>	<b>5,476,610</b>
<b>Gross Operating Total</b>	<b>5,505,687</b>	<b>6,036,293</b>	<b>6,422,075</b>	<b>7,126,736</b>	<b>6,515,298</b>	<b>0</b>	<b>6,515,298</b>
Cost Allocation	0	-58,938	-59,109	-51,518	-70,924	0	-70,924
<b>Allocation Total</b>	<b>0</b>	<b>-58,938</b>	<b>-59,109</b>	<b>-51,518</b>	<b>-70,924</b>	<b>0</b>	<b>-70,924</b>
<b>Net Operating Expense</b>	<b>5,505,687</b>	<b>5,977,355</b>	<b>6,362,966</b>	<b>7,075,218</b>	<b>6,444,375</b>	<b>0</b>	<b>6,444,375</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	11	11	9	8	8	0	8	Administrative	1	1	0	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	2	2	1	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	7	7	6	5	5	0	5
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>	<b>Total</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>

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



PERSONNEL COMPARISON

OFFICE OF VERTICAL TRANSPORTATION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	1	1	----	----	----	----	----
Dir Vertical Transportation	23	1	1	1	1	1	----	1
ELEV ESCALATOR SAFE INSPEC II	18	6	6	5	4	4	----	4
Office Administrator II	16	----	----	----	1	1	----	1
Office Engineer	19	1	1	1	1	1	----	1
Planner Elevators & Escalators	TBD	1	1	----	----	----	----	----
Planner Vertical Trans	16	----	----	1	----	----	----	----
Resident Engineer	21	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>----</b>	<b>8</b>
<b>Total Full-Time</b>		<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>----</b>	<b>8</b>
<b>Office Total</b>		<b>11</b>	<b>11</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>



## **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

## FY2015 ACCOMPLISHMENTS

### Rail Services

- Successfully planned, implemented, and supported the following large scale events: New Year's Eve, July 4<sup>th</sup>, Music Midtown, Jehovah Witness 3 day Convention
- Overall OTP for the year was 96%
- Successfully came in below the target of 1.00 complaints per 100K boarding; overall average .57
- Supported the TCSU Capital Projects
- Supported the following projects; TR-III, At-Grade Track Slab, AC Track Circuit, Tunnel Ventilation and Stabilization
- Filled 14 new Station Agent positions and began the new Enhanced Customer Experience training program
- Completed the new Rules Compliance Program and initiated the rollout
- Provided special service support for 10 Atlanta Falcons games and numerous college bowl games

### Rail Car Maintenance

- Improved rail car fleet reliability 24% from 19,139 Mean Distance Between Failure (MDBF NTD) in FY'2014 to 25,523 MDBF in FY'2015
- Completed 14 car projects to include truck frame photographing and cataloging:
  - cycles of motor bearing inspections
  - overhead Asbestos Abatement
  - photo-luminescent emergency sign installation
- Achieved an Inventory Service Level average of 88.62% for Rebuilds; an increase of 9% from 2014 and 20% from 2013
- Achieved >98% compliance rate for performing preventive maintenance inspections on the active rail car fleet
- Maintained the Life Cycle Asset Reliability Enhancement (LCARE) schedule by completing 38 cars including 76 trucks
- Facilitated installation of the fire suppression system on the rail work cars

- Deployed the work cars for winter ops and vegetation removal
- Supported the successful launch of Bus and Mobility service in the Southern Service Area/Clayton County on March 21, 2015
- Initiated installations and testing of VSCS security cameras and TCSU systems on some rail cars
- Backshops rebuilt or repaired 1,265 electrical components, rebuilt 1,192 mechanical components and repaired 178 trucks
- Provided support and resources in executing the implementation of the LED Lights in the rail cars

### Maintenance of Way

- Supported At-Grade Track Slab, TR-III, Fire Protection, Structural Inspection, AC Track Circuits, Tunnel Lighting, TCSU, Work Car and various JOC Projects
- Maintained 94%% PM Compliance for ATC, EP&E and T&S
- Completed TR-III Project
- Completed AC Track Circuit Project
- Completed system-wide field welding program
- Performed 2 automated geometry tests of the rail system with 0 exceptions noted
- Performed 2 system-wide ultrasonic rail tests
- Addressed customer requests for electrical support
- Worked with the stabilization team resolving SCADA and Tunnel Vent issues
- Performed routine direct fixation repair, switch PM, frog & rail replacement, brush cutting, surfacing, tamping, switch & crosstie replacement, contact rail maintenance, wayside fence repair, etc.
- Continued planning process for Trackway Renovation Phase IV Projects
- Began marker coil rehabilitation project

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Rail Ridership</b>	Number of unlinked Rail passenger boardings	>/= 72.9M	72.5M	>/= 73.7M
<b>Rail Cost per Passenger Trip</b>	Operating expense for Rail passenger boarding	</= \$2.60	\$2.57	</= \$2.80
<b>Rail Cost per Revenue Mile</b>	Operating expense for Rail revenue mile	</= \$10.71	\$8.40	</= \$9.11
<b>Rail OTP</b>	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 97.5%	96.25%	>/= 95%
<b>Rail MDBF</b>	Mean distance between mechanical failures	>/= 23,000	25,580	>/= 23,000
<b>Rail MDBSI</b>	Mean distance between service delays or lost trips (train miles)	>/= 600	422	>/= 500
<b>Completed Trips</b>	Percent of completed rail trips compared to scheduled rail trips	>/= 98.5%	98.99%	>/= 98.5%
<b>Rail Car Availability</b>	Rail cars available for service delivery during AM & PM peak periods	>/= 182	209	>/= 182
<b>NTD Reportable Injury Rate</b>	The number of NTD reportable injuries involving rail service per 100,000 rail unlinked boardings	= 0.00	0.017	= 0.00
<b>Rail Customer Complaints Per 100,000 Boardings</b>	The number of Rail service related customer complaints per 100,000 rail unlinked boardings	</= 1.0	0.5	</= 1.0
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.91%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	86.72%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-4.35%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-1.64%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-12.10%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	338.78%	</= 0%



**FY2016 GOALS AND OBJECTIVES****Rail Services**

- Continue to meet and exceed the OTP goal of 97.5%
- Rollout of the following SOPs: New Wayside Access Procedure, Rail Operators Throwing Switches on the Mainline
- Service Quality Superintendent will complete the performance evaluation on each Rail Controller and will initiate development plan to improve performance
- Provide special service to 10 Atlanta Falcons games and numerous bowl games
- Continued support of the following projects; TR-III, At-Grade Track Slab, AC Track Circuit, Tunnel Ventilation and Stabilization
- Reduce Station Services overtime to align within budget
- Interview and select new RSCC General Superintendent
- Complete all recertification on time

**Rail Car Maintenance**

- Improve rail car fleet NTD MDBF by 3%
- Reduce Rail Car Maintenance related service delays by 5%
- Exceed rail car revenue goal by 6 rail cars to 216 rail cars
- Increase PM compliance for fire system by 5%
- Exterior heavy clean all revenue ready rail cars
- Eliminate known communication trouble areas, to date there are four known areas

**Maintenance of Way**

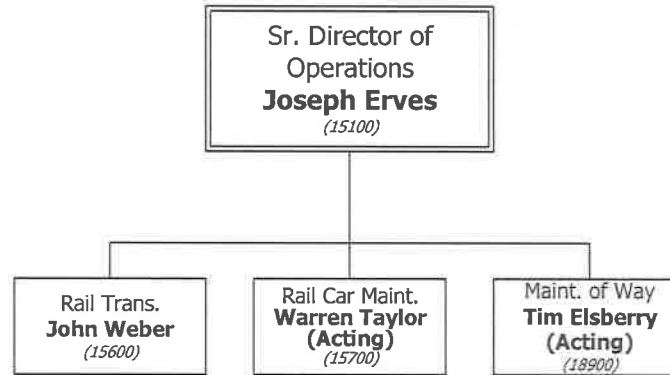
- Close out the TR-III project
- Complete the At-Grade Track Slab project
- Close out AC Track Circuits Contract
- Continue to support TCSU
- Support Tunnel Ventilation and Stabilization Projects
- Continue to support the Structural Inspection and Work Car project
- Maintain ATC, EP&E and T&S PM compliance schedule > 98%
- Perform 2 automated track geometry tests
- Perform 2 ultrasonic rail tests
- Perform System Wide Rail Grinding
- Continue routine direct fixation repair, switch PM, frog & rail replacement, brush cutting, surfacing, tamping, switch & crosstie replacement, contact rail maintenance, wayside fence repair, etc.
- Purchase new Production Tamper
- Bring TR-IV project to bid and award
- Complete Marker Coil Rehab Project
- Continue UPS upgrades
- Reduce MOW related rail delays

**DEPT OF RAIL OPERATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	39,921,008	38,537,758	40,283,136	37,544,765	44,818,287	86,315	44,904,602
Overtime	6,108,344	6,827,772	7,811,895	8,280,445	2,984,367	0	2,984,367
Other Benefits	5,381,360	5,122,174	5,148,137	1,718,140	6,936,947	12,143	6,949,090
Healthcare Rep/NonRep	11,440,908	11,351,841	11,053,493	12,284,547	12,444,861	27,300	12,472,161
Pension Rep/NonRep	5,413,318	5,781,341	5,417,566	4,922,494	5,928,721	7,937	5,936,658
Workers Comp-Excess/Losses	833,542	1,376,826	1,314,726	3,471,970	1,668,393	3,546	1,671,939
<i>Benefits Total</i>	23,069,128	23,632,182	22,933,922	22,397,151	26,978,922	50,926	27,029,848
<b>Labor Total</b>	<b>69,098,480</b>	<b>68,997,712</b>	<b>71,028,953</b>	<b>68,222,361</b>	<b>74,781,577</b>	<b>137,241</b>	<b>74,918,818</b>
Contractual Services	3,488,802	3,947,872	3,822,553	3,825,238	3,158,302	0	3,158,302
Materials Supplies-Other	5,872,018	6,971,610	7,009,533	6,925,777	7,266,303	0	7,266,303
<i>Materials Total</i>	5,872,018	6,971,610	7,009,533	6,925,777	7,266,303	0	7,266,303
Other Operating	178,553	171,680	207,812	180,915	195,000	0	195,000
Other Operating-Electricity	7,507,747	7,356,192	6,624,790	5,840,975	6,147,650	0	6,147,650
Other Operating-Propulsion	6,945,886	6,726,694	6,132,503	5,131,322	6,147,651	0	6,147,651
<i>Other Total</i>	14,632,186	14,254,566	12,965,105	11,153,212	12,490,301	0	12,490,301
Casualty & Liability Costs	1,742,216	1,775,351	1,824,962	1,690,634	1,880,112	0	1,880,112
Miscellaneous Expenses	4,361	2,588	4,094	14,586	2,808	0	2,808
Other Non-Operating Expenses	63,361	55,706	111,978	59,967	64,281	0	64,281
<b>Non Labor Total</b>	<b>25,802,944</b>	<b>27,007,693</b>	<b>25,738,225</b>	<b>23,669,414</b>	<b>24,862,107</b>	<b>0</b>	<b>24,862,107</b>
<b>Gross Operating Total</b>	<b>94,901,424</b>	<b>96,005,405</b>	<b>96,767,178</b>	<b>91,891,775</b>	<b>99,643,684</b>	<b>137,241</b>	<b>99,780,925</b>
Cost Allocation	-7,774,981	-9,872,731	-10,244,829	-8,083,821	-9,909,810	-13,187	-9,922,997
<b>Allocation Total</b>	<b>-7,774,981</b>	<b>-9,872,731</b>	<b>-10,244,829</b>	<b>-8,083,821</b>	<b>-9,909,810</b>	<b>-13,187</b>	<b>-9,922,997</b>
<b>Net Operating Expense</b>	<b>87,126,443</b>	<b>86,132,674</b>	<b>86,522,349</b>	<b>83,807,954</b>	<b>89,733,874</b>	<b>124,054</b>	<b>89,857,928</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	217	217	217	206	218	0	218	Administrative	13	12	12	15	15	0	15
Represented	663	667	681	720	720	2	722	Management	37	42	43	41	42	0	42
<b>Full-Time Total</b>	<b>880</b>	<b>884</b>	<b>898</b>	<b>926</b>	<b>938</b>	<b>2</b>	<b>940</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	8	8	7	9	9	0	9
Represented (PT)	0	0	0	0	0	0	0	Technical	55	57	55	34	43	0	43
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	462	462	464	476	476	2	478
<b>Contract</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	Operator	126	130	130	160	160	0	160
<b>Total</b>	<b>884</b>	<b>891</b>	<b>905</b>	<b>929</b>	<b>941</b>	<b>2</b>	<b>943</b>	Represented	73	73	87	84	84	0	84
								Supervisory	110	107	107	110	112	0	112
								<b>Total</b>	<b>884</b>	<b>891</b>	<b>905</b>	<b>929</b>	<b>941</b>	<b>2</b>	<b>943</b>

ADM	15	Non-Rep	218
MGR	43	Rep	722
MNT	478	<b>Total FT</b>	<b>940</b>
OPR	160		
POL	0		
PRO	10	PT	0
REP	84	CON	3
SUP	111		
TEC	42	<b>TOTAL</b>	<b>943</b>



## FUNCTIONS AND RESPONSIBILITIES

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

- The overall management and coordination of the bus, mobility and rail fleets, ensuring safe, efficient, and cost-effective transportation for our riders. This includes the scheduling of vehicles, preparation for service, communication with all operators, control of rail vehicles, and supervision of daily transit operations.
- Maintenance of all rail transit vehicles to ensure safe, reliable transportation. This includes daily service, scheduled repairs, on-demand maintenance, and vehicle overhaul and rebuilds. It also includes rebuilds and/or replacement of major vehicle components.
- Management support of the Authority's Rail Capital Programs including development, programming, designing, and execution of all major capital investments. The Office of the Senior Director of Operations manages, coordinates, and directs activities to ensure that new bus, mobility, and rail projects are successfully completed within scope, budget, and schedule.
- Long and short range scheduling for bus, mobility, and rail services for providing and improving service delivery and reliability.

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

The **Office of Bus Maintenance** is responsible for the comprehensive maintenance of the Authority's buses, mobility vans, police vehicles, maintenance vehicles, and light duty vehicles. The office employs 432 full-time employees and maintains 531 buses, 211 mobility vans, and over 398 non-revenue and police vehicles. Additionally, the **Office of**

**Bus Maintenance** operates four bus maintenance garages (Perry, Hamilton, Laredo, and Brady) and one heavy maintenance facility (Browns Mill). Within each maintenance garage at Brady, Hamilton, Laredo, or Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, body and frame maintenance, repainting, non-revenue vehicle maintenance, and major component overhaul.

The **Office of Bus Transportation** consists of 1,459 employees and is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating garages that employ 1,398 employees, operating 532 buses. The combined fleet travels over 34 million miles annually on 92 bus routes including special events.

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

The **Office of Mobility Services** consists of 395 employees and is responsible for directing and coordinating operations and administrative functions of demand-response mobility services. This office effectively meets the service demands of certified customers in compliance with the Americans with Disabilities Act (ADA) of 1990. Providing complementary mobility service or equivalent public transportation to individuals with disabilities who cannot board, ride, or get to an accessible fixed route bus or train because of their disabilities is the mission of MARTA Mobility.

The operation offers transportation on demand to customers who reserve trips up to seven days in advance to customers traveling anywhere for any purpose within  $\frac{3}{4}$  of a mile of MARTA's fixed route service area. All customers are recertified to continue eligibility every four years. MARTA Mobility coordinates and partners with its community affairs department to communicate Mobility's goal and objectives to provide quality, reliable transportation for certified customers with disabilities. The service operates to and from locations on a curb-to-curb basis, as a feeder service to the fixed route system, or upon request, origin-to-destination.

**FUNCTIONS AND RESPONSIBILITIES (Cont.)**

**MARTA Mobility** service is a shared ride and advanced reservation form of public transportation that complements MARTA's fixed route services and provides administrative support such as determining customer eligibility, scheduling service, managing day to day service or reconciling the data necessary to measure its efficiency and performance. The operation utilizes a fleet of 211 revenue L-Vans.

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

The Office of **Rail Car Maintenance** consists of 353 employees in seven primary functional areas: Administration, Light Maintenance, Heavy Maintenance, Reliability Engineering, Rail Car Appearance, Communications/Computer Maintenance, and Quality Control.

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

Communications/Computer Maintenance is comprised of two functional Areas: Radio Communications and Computer Maintenance. Radio Communications provides electrical/electronic maintenance services to ensure critical communication systems work as designed. Computer

maintenance focuses on maintaining and correcting hardware issues on the Authority's computer mainframes. FY14 saw the implementation of the Quality Control group with focus on improving products produced by Rail Car Maintenance through proven quality control processes and concepts.

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

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

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

**Rail Services** is responsible for the safe and efficient operation of all rail car movement within the MARTA rail system. Rail Transportation and Station Services supports 104 miles of mainline track, three rail yards, dispatch, 38 stations, and 74 station agents. Rail is also responsible for the Rail Services Control Center in Decatur which is the command center for all of rail operations.

Included in **Rail Services** is Yard Operations staff which wash, store, and inspect rail vehicles and coordinate with Office of Rail Maintenance to ensure the required number of cars is available for revenue service. The Yard Operations staff also controls all yard movement, including movement in and out of shops, and provides vehicle-testing support for operations and capital projects.

**FUNCTIONS AND RESPONSIBILITIES (Cont.)**

Other responsibilities in **Rail Services** include:

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

The **Office of Maintenance of Way** consists of 230 employees and is responsible for managing the maintenance programs for the Authority's automatic train control and signaling system; traction, auxiliary and emergency power systems; track, structures, and right of way; for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate. The primary focus of this Office is to provide a safe, reliable infrastructure and operating system for the Authority's internal and external customers. The Office of Maintenance of Way is committed to MARTA's strategic priorities and will meet those objectives and standards through the combined efforts of the Director and the following branches:

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

The Electrical Power and Equipment branch is responsible for preventive maintenance and repair of the Authority's traction and auxiliary power systems. The traction power function of this branch is to deliver safe and reliable third rail power (750 dc) to propel the Authority's rail cars and to

maintain the wayside emergency trip stations. The auxiliary power function of this branch is to deliver safe and reliable auxiliary power to the Authority's electrical loads, (lighting, elevators, escalators, heating and ventilation) for all rails, bus, and support facilities. This branch also performs general building electrical maintenance, and repair and minor installation in bus and rail facilities. The primary focus of this branch is to provide uninterrupted traction power, well-lighted passenger stations and parking lots, and electrical system integrity.

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

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

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

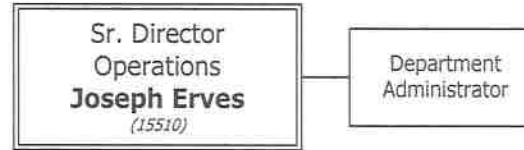
The Structural Engineering, Maintenance and Inspection unit provides structural inspection services, including the inspection of aerial structures, tunnels, right-of-way structures and passenger station structures on a biennial basis to ensure safety, strength and serviceability. Maintenance services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

**OFFICE OF OPERATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	346,766	306,807	117,486	162,897	211,664	0	211,664
Overtime	0	0	0	0	0	0	0
Other Benefits	25,013	23,645	10,526	21,396	53,844	0	53,844
Healthcare Rep/NonRep	29,687	26,993	14,452	20,275	23,682	0	23,682
Pension Rep/NonRep	68,235	54,139	38,004	59,737	43,810	0	43,810
Workers Comp-Excess/Losses	2,906	-5,529	0	-7	3,546	0	3,546
<i>Benefits Total</i>	125,841	99,248	62,982	101,401	124,882	0	124,882
<b>Labor Total</b>	<b><u>472,607</u></b>	<b><u>406,055</u></b>	<b><u>180,468</u></b>	<b><u>264,298</u></b>	<b><u>336,545</u></b>	<b><u>0</u></b>	<b><u>336,545</u></b>
Contractual Services	946,611	990,064	967,759	484,558	15,000	0	15,000
Materials Supplies-Other	3,367	1,031	136	459	5,000	0	5,000
<i>Materials Total</i>	3,367	1,031	136	459	5,000	0	5,000
Other Operating	0	0	0	48	0	0	0
<i>Other Total</i>	0	0	0	48	0	0	0
Miscellaneous Expenses	0	-200	0	0	0	0	0
Other Non-Operating Expenses	17,581	15,905	1,662	962	13,000	0	13,000
<b>Non Labor Total</b>	<b><u>967,559</u></b>	<b><u>1,006,800</u></b>	<b><u>969,557</u></b>	<b><u>486,027</u></b>	<b><u>33,000</u></b>	<b><u>0</u></b>	<b><u>33,000</u></b>
<b>Gross Operating Total</b>	<b><u>1,440,166</u></b>	<b><u>1,412,855</u></b>	<b><u>1,150,025</u></b>	<b><u>750,325</u></b>	<b><u>369,545</u></b>	<b><u>0</u></b>	<b><u>369,545</u></b>
Cost Allocation	-113,903	-181,610	-179,563	-12,537	-92,458	0	-92,458
<b>Allocation Total</b>	<b><u>-113,903</u></b>	<b><u>-181,610</u></b>	<b><u>-179,563</u></b>	<b><u>-12,537</u></b>	<b><u>-92,458</u></b>	<b><u>0</u></b>	<b><u>-92,458</u></b>
<b>Net Operating Expense</b>	<b><u>1,326,263</u></b>	<b><u>1,231,245</u></b>	<b><u>970,462</u></b>	<b><u>737,788</u></b>	<b><u>277,088</u></b>	<b><u>0</u></b>	<b><u>277,088</u></b>

	Authorized Positions by Status							Authorized Positions by Class						
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented	3	1	2	2	0	2	2	Administrative	1	0	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	0	1
<b>Full-Time Total</b>	<b><u>3</u></b>	<b><u>1</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	Police	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	1	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0
<b>Total</b>	<b><u>3</u></b>	<b><u>1</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	Represented	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0
								<b>Total</b>	<b><u>3</u></b>	<b><u>1</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>

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





PERSONNEL COMPARISON

OFFICE OF OPERATIONS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM of Bus Operations	B	1	----	----	----	----	----	----
Department Administrator	17	1	----	----	1	1	----	1
Radio Communications Engineer	22	1	----	----	----	----	----	----
Senior Director - Operations	24	----	----	1	----	----	----	----
Sr Dir Operations	24	----	----	----	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>3</b>	<b>----</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>3</b>	<b>----</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**FUNCTIONS & RESPONSIBILITIES**

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

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

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

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

Other responsibilities in Rail Transportation & Station Services include:

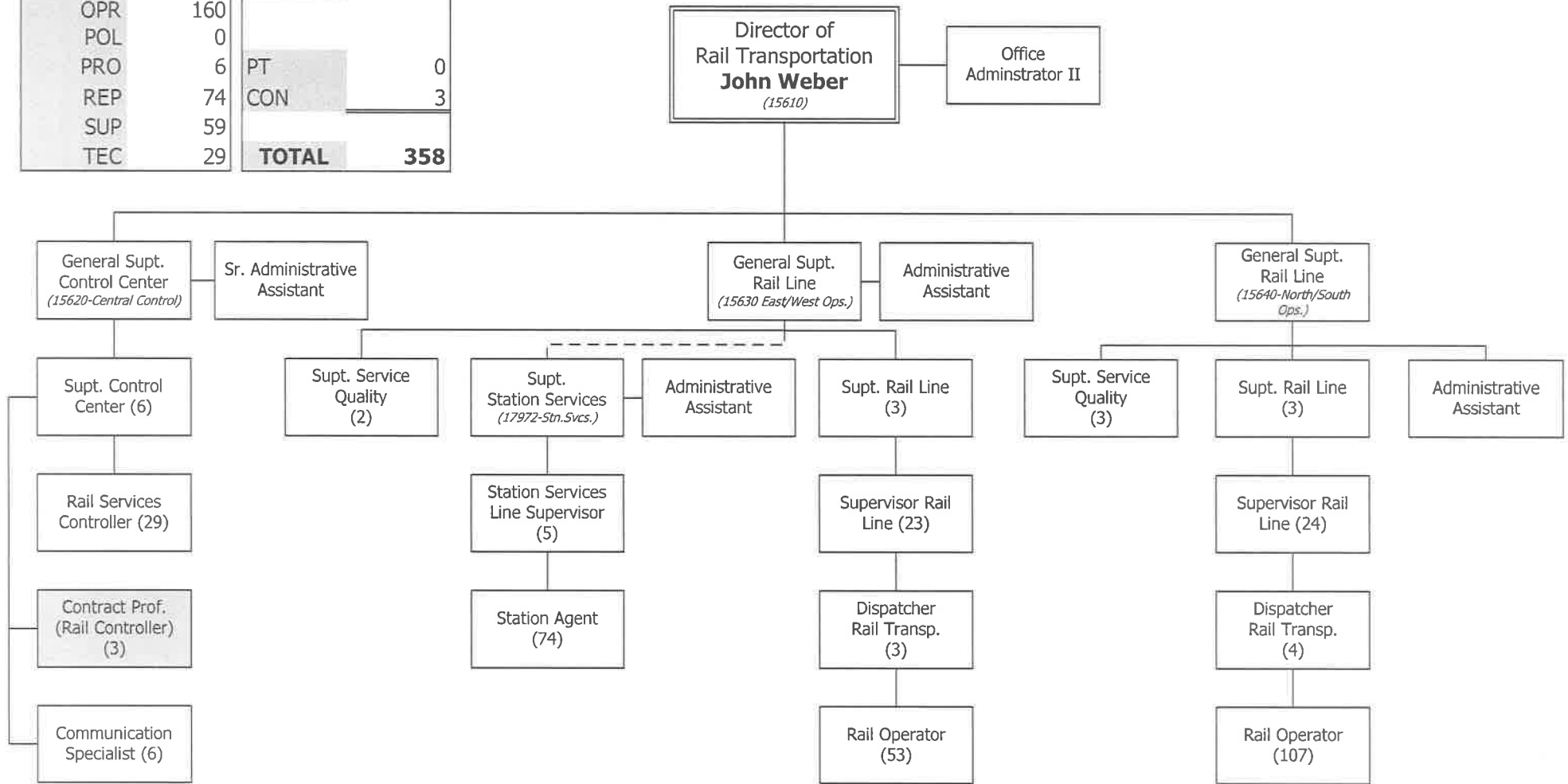
- Dispatching scheduled work assignments to represented and non-represented personnel to ensure that all work is filled in accordance with the labor agreements
- Providing reports of vehicle performance to assist with failure diagnosis and repairs
- Monitoring and troubleshooting problems within rail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

**OFFICE OF RAIL SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	13,946,597	13,413,458	14,968,154	14,858,239	17,087,016	0	17,087,016
Overtime	2,668,689	3,386,194	3,219,199	3,736,164	1,412,324	0	1,412,324
Other Benefits	1,927,172	1,774,800	1,819,290	1,024,963	2,500,462	0	2,500,462
Healthcare Rep/NonRep	3,654,762	3,600,973	3,579,893	3,984,715	4,638,702	0	4,638,702
Pension Rep/NonRep	2,315,766	2,460,066	2,227,293	2,313,332	2,513,143	0	2,513,143
Workers Comp-Excess/Losses	334,737	928,828	253,246	1,116,256	631,188	0	631,188
<i>Benefits Total</i>	8,232,437	8,764,667	7,879,722	8,439,266	10,283,494	0	10,283,494
<b>Labor Total</b>	<b>24,847,723</b>	<b>25,564,319</b>	<b>26,067,075</b>	<b>27,033,669</b>	<b>28,782,835</b>	<b>0</b>	<b>28,782,835</b>
Contractual Services	377	2,751	2,486	2,897	1,260	0	1,260
Materials Supplies-Other	31,028	37,943	51,095	42,164	40,576	0	40,576
<i>Materials Total</i>	31,028	37,943	51,095	42,164	40,576	0	40,576
Other Operating	0	225	0	0	0	0	0
<i>Other Total</i>	0	225	0	0	0	0	0
Casualty & Liability Costs	1,745,139	1,777,372	1,826,725	1,690,634	1,880,112	0	1,880,112
Miscellaneous Expenses	0	24	30	0	0	0	0
Other Non-Operating Expenses	3,741	5,975	50,919	11,030	1,596	0	1,596
<b>Non Labor Total</b>	<b>1,780,285</b>	<b>1,824,290</b>	<b>1,931,255</b>	<b>1,746,725</b>	<b>1,923,544</b>	<b>0</b>	<b>1,923,544</b>
<b>Gross Operating Total</b>	<b>26,628,008</b>	<b>27,388,609</b>	<b>27,998,330</b>	<b>28,780,394</b>	<b>30,706,379</b>	<b>0</b>	<b>30,706,379</b>
Cost Allocation	-436,734	-496,122	-340,995	-681,736	-344,569	0	-344,569
<b>Allocation Total</b>	<b>-436,734</b>	<b>-496,122</b>	<b>-340,995</b>	<b>-681,736</b>	<b>-344,569</b>	<b>0</b>	<b>-344,569</b>
<b>Net Operating Expense</b>	<b>26,191,274</b>	<b>26,892,487</b>	<b>27,657,335</b>	<b>28,098,658</b>	<b>30,361,810</b>	<b>0</b>	<b>30,361,810</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	118	118	119	121	121	0	121	Administrative	8	8	8	8	8	0	8
Represented	187	191	205	234	234	0	234	Management	17	22	22	22	22	0	22
<b>Full-Time Total</b>	<b>305</b>	<b>309</b>	<b>324</b>	<b>355</b>	<b>355</b>	<b>0</b>	<b>355</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	3	4	6	6	0	6
Represented (PT)	0	0	0	0	0	0	0	Technical	31	30	29	29	29	0	29
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
Contract	3	3	3	3	3	0	3	Operator	126	130	130	160	160	0	160
<b>Total</b>	<b>308</b>	<b>312</b>	<b>327</b>	<b>358</b>	<b>358</b>	<b>0</b>	<b>358</b>	Represented	61	61	75	74	74	0	74
								Supervisory	62	58	59	59	59	0	59
								<b>Total</b>	<b>308</b>	<b>312</b>	<b>327</b>	<b>358</b>	<b>358</b>	<b>0</b>	<b>358</b>

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



Contract Positions (Shaded)

**OFFICE OF RAIL SERVICES**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Administrative Assistant	10	1	1	1	1	1	----	1
Communications Specialist	12	6	6	6	6	6	----	6
Dir Rail Transportation	23	1	1	1	1	1	----	1
Dispatcher-Rail Transportation	15	6	6	7	7	7	----	7
Gen Supt Control Center	21	1	1	1	1	1	----	1
Gen Supt Rail Line	20	2	2	2	2	2	----	2
Line Supervisor - Station Services	15	4	4	5	5	5	----	5
Office Administrator II	16	1	1	1	1	1	----	1
Rail Services Controller	17	31	30	29	29	29	----	29
Sr Administrative Assistant	12	----	----	----	3	3	----	3
Sr. Administrative Assistant	12	----	----	1	----	----	----	----
Supt Control Center	19	6	6	6	6	6	----	6
Supt Rail Line	18	6	6	7	7	7	----	7
Supt Service Quality	19	----	5	5	5	5	----	5
Supt Station Services	17	1	1	----	----	----	----	----
Supv Rail Line	16	36	34	47	47	47	----	47
Supv Rail Yard Tower	16	16	14	----	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>118</b>	<b>118</b>	<b>119</b>	<b>121</b>	<b>121</b>	<b>----</b>	<b>121</b>
<b><u>Represented</u></b>								
Rail Operator	UR	126	130	130	160	160	----	160
Station Agent	UR	60	60	74	74	74	----	74
Transportation Assistant	UR	1	1	1	----	----	----	----
<b>Represented Subtotal</b>		<b>187</b>	<b>191</b>	<b>205</b>	<b>234</b>	<b>234</b>	<b>----</b>	<b>234</b>
<b>Total Full-Time</b>		<b>305</b>	<b>309</b>	<b>324</b>	<b>355</b>	<b>355</b>	<b>----</b>	<b>355</b>

PERSONNEL COMPARISON

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Contract</b>								
Contract Professional	----	3	3	3	3	3	----	3
<b>Total Contract</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>----</b>	<b>3</b>
<b>Office Total</b>		<b>308</b>	<b>312</b>	<b>327</b>	<b>358</b>	<b>358</b>	<b>0</b>	<b>358</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Rail Car Maintenance consists of 353 employees in six primary functional areas: Administration, Light Maintenance, Heavy Maintenance, Rail Car Appearance, Communications/Computer Maintenance, and Quality Control.

Light Maintenance is comprised of running repair and scheduled preventive maintenance inspections of the active rail car fleet. Heavy Maintenance is comprised of component repair/overhaul (Backshops), comprehensive scheduled inspections and the Life Cycle Assets Reliability Enhancement (LCARE) program. Rail Car Appearance performs minor and major interior and exterior cleaning of the Authority’s rail car fleet. Rail Car Maintenance activities are performed at Armour Yard, Avondale and South Yard maintenance facilities. Communications/Computer Maintenance is comprised of two functional areas; Radio Communications and Computer Maintenance. Radio Communications provides electrical/electronic maintenance services to ensure critical communication systems works as

designed. Computer maintenance focuses on maintaining and correcting hardware issues on the Authority’s computer mainframes. The Quality Control teams focus centers on improving products produced by Rail Car Maintenance through proven quality control processes and concepts.

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

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

**OFFICE OF RAIL CAR MAINTENANCE**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	15,567,827	15,207,880	15,459,692	13,504,289	16,565,714	86,315	16,652,029
Overtime	1,690,074	1,501,153	2,028,454	2,305,973	541,441	0	541,441
Other Benefits	2,063,694	1,988,026	1,963,539	361,764	2,558,635	12,143	2,570,778
Healthcare Rep/NonRep	4,666,904	4,608,317	4,460,749	4,949,608	4,696,260	27,300	4,723,560
Pension Rep/NonRep	1,797,425	1,975,156	1,873,585	1,486,713	2,009,181	7,937	2,017,118
Workers Comp-Excess/Losses	420,281	230,396	578,277	1,329,626	624,096	3,546	627,642
<i>Benefits Total</i>	8,948,304	8,801,895	8,876,150	8,127,711	9,888,172	50,926	9,939,098
<b>Labor Total</b>	<b>26,206,205</b>	<b>25,510,928</b>	<b>26,364,296</b>	<b>23,937,973</b>	<b>26,995,326</b>	<b>137,241</b>	<b>27,132,567</b>
Contractual Services	2,204,879	1,824,986	2,252,322	2,242,856	1,976,903	0	1,976,903
Materials Supplies-Other	4,346,428	5,090,501	5,378,213	5,185,625	5,034,719	0	5,034,719
<i>Materials Total</i>	4,346,428	5,090,501	5,378,213	5,185,625	5,034,719	0	5,034,719
Other Operating	178,553	171,455	207,731	180,867	195,000	0	195,000
<i>Other Total</i>	178,553	171,455	207,731	180,867	195,000	0	195,000
Casualty & Liability Costs	-2,923	0	-1,763	0	0	0	0
Miscellaneous Expenses	4,354	2,764	4,064	14,586	2,808	0	2,808
Other Non-Operating Expenses	24,345	19,174	39,980	27,501	7,556	0	7,556
<b>Non Labor Total</b>	<b>6,755,636</b>	<b>7,108,880</b>	<b>7,880,547</b>	<b>7,651,435</b>	<b>7,216,986</b>	<b>0</b>	<b>7,216,986</b>
<b>Gross Operating Total</b>	<b>32,961,841</b>	<b>32,619,808</b>	<b>34,244,843</b>	<b>31,589,408</b>	<b>34,212,312</b>	<b>137,241</b>	<b>34,349,553</b>
Cost Allocation	-4,443,299	-5,477,401	-5,111,650	-3,972,088	-5,184,891	-13,187	-5,198,078
<b>Allocation Total</b>	<b>-4,443,299</b>	<b>-5,477,401</b>	<b>-5,111,650</b>	<b>-3,972,088</b>	<b>-5,184,891</b>	<b>-13,187</b>	<b>-5,198,078</b>
<b>Net Operating Expense</b>	<b>28,518,542</b>	<b>27,142,407</b>	<b>29,133,193</b>	<b>27,617,320</b>	<b>29,027,420</b>	<b>124,054</b>	<b>29,151,475</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	62	64	62	47	59	0	59	Administrative	3	3	3	3	3	0	3
Represented	288	288	288	292	292	2	294	Management	13	14	14	12	14	0	14
<b>Full-Time Total</b>	<b>350</b>	<b>352</b>	<b>350</b>	<b>339</b>	<b>351</b>	<b>2</b>	<b>353</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	3	3	3	3	0	3
Represented (PT)	0	0	0	0	0	0	0	Technical	17	20	19	2	11	0	11
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	283	283	283	289	289	2	291
Contract	1	4	4	0	0	0	0	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>351</b>	<b>356</b>	<b>354</b>	<b>339</b>	<b>351</b>	<b>2</b>	<b>353</b>	Represented	5	5	5	3	3	0	3
								Supervisory	27	28	27	27	28	0	28
								<b>Total</b>	<b>351</b>	<b>356</b>	<b>354</b>	<b>339</b>	<b>351</b>	<b>2</b>	<b>353</b>

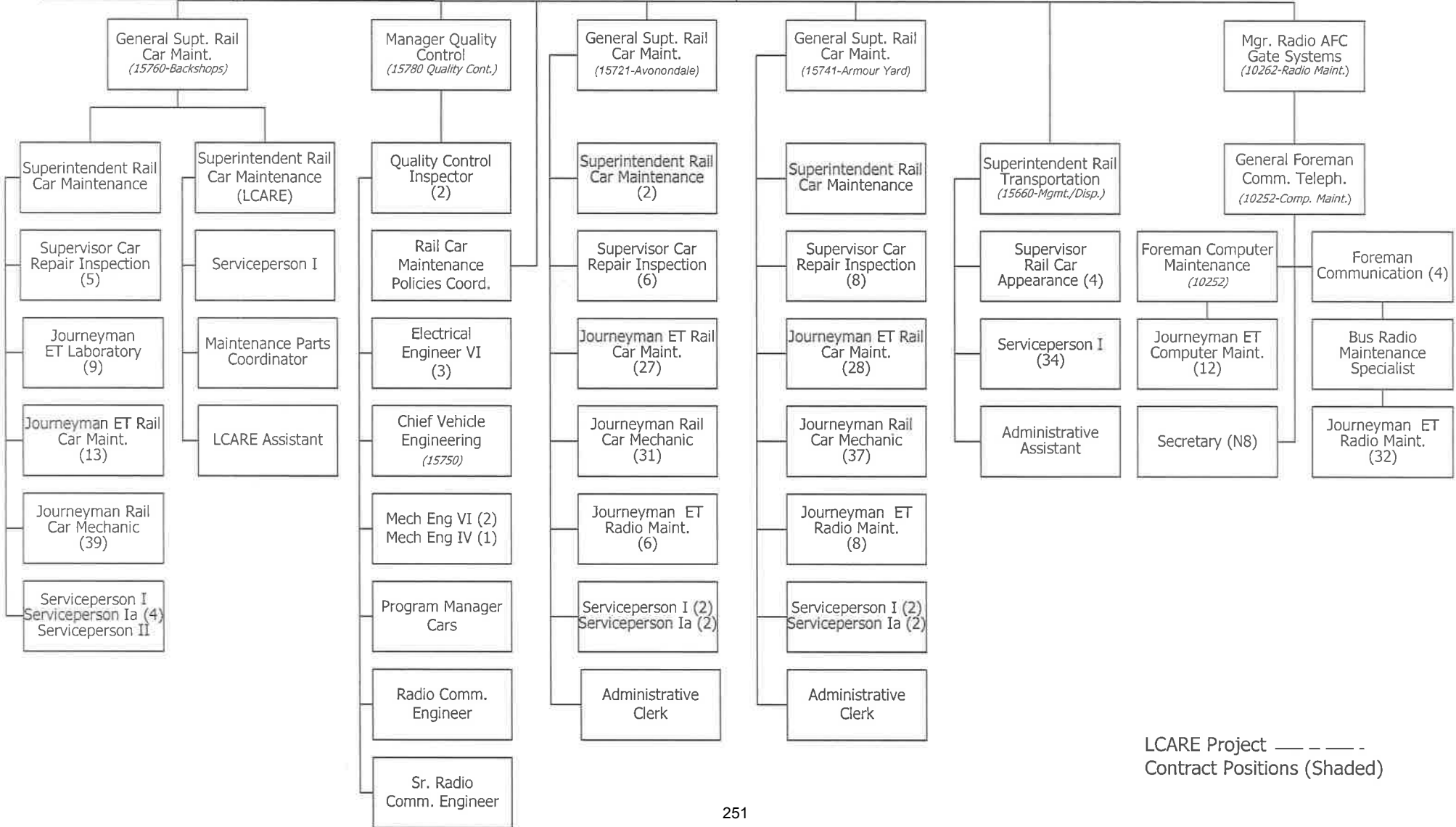
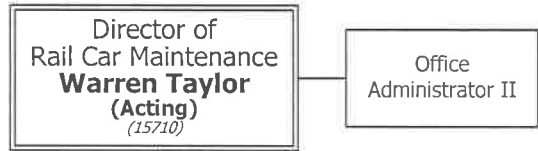


**FY2016 OPERATING & CAPITAL BUDGETS**



**OFFICE OF RAIL CAR MAINTENANCE**

ADM	3	Non-Rep	59
MGR	15	Rep	294
MNT	291	<b>Total FT</b>	<b>353</b>
OPR	0		
POL	0		
PRO	4	PT	0
REP	3	CON	0
SUP	27		
TEC	10	<b>TOTAL</b>	<b>353</b>



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

**OFFICE OF RAIL CAR MAINTENANCE**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	1	1	1	1	1	----	1
Bus Radio Maintenance Specialist	16	----	----	----	1	1	----	1
Chf Eng Reliability & RC Rehab	22	1	1	1	----	----	----	----
Chf Vehicle Engineering	20	1	1	1	----	1	----	1
Dir Rail Maintenance	23	1	1	1	1	1	----	1
Electrical Engineer VI	20	4	4	4	----	3	----	3
Foreman Communication	16	4	4	4	4	4	----	4
Foreman Computer Maintenance	16	1	1	1	1	1	----	1
GEN FOREMAN COMM TELEPHONE	18	----	----	----	----	1	----	1
Gen Foreman Computer Maint	18	1	1	1	----	----	----	----
Gen Foreman Faregates Comm	18	----	1	----	----	----	----	----
Gen Supt Rail Car Maintenance	21	3	3	3	3	3	----	3
LCARE Assistant	11	1	1	1	1	1	----	1
Maintenance Parts Coordinator	14	1	1	1	1	1	----	1
Maintenance Planner-Rail	16	5	7	6	----	----	----	----
Manager of Quality Control	21	----	----	----	----	----	----	----
Mechanical Engineer IV	17	1	1	1	----	1	----	1
Mechanical Engineer VI	20	2	2	2	----	2	----	2
Mgr Quality Control	21	----	----	----	1	1	----	1
Mgr Radio Afc Gate Systems	22	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Planner Comm Comptr & Farecoll	16	2	----	----	----	----	----	----
Program Manager Cars	----	----	----	----	----	1	----	1
Quality Control Inspector	TBD	----	----	----	----	----	----	----
Quality Control Inspector	16	----	----	----	2	2	----	2

PERSONNEL COMPARISON

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Radio Communications Engineer	22	----	1	1	----	1	----	1
Rail Car Maintenance Policies Coord	16	1	1	1	1	1	----	1
Sr Maintenance Planner Relief	17	1	1	1	----	----	----	----
Sr Radio Communication Eng	21	1	1	1	----	1	----	1
Sr Warranty Coordinator	15	1	1	1	----	----	----	----
Supt Rail Car Maint	19	5	5	5	5	5	----	5
Supt Rail Transportation	18	1	1	1	1	1	----	1
Supv Car Repair Inspection	16	17	17	17	18	19	----	19
Supv Rail Car Appearance	15	4	4	4	4	4	----	4
<b>Non-Rep Subtotal</b>		<b>62</b>	<b>64</b>	<b>62</b>	<b>47</b>	<b>59</b>	<b>----</b>	<b>59</b>
<b>Represented</b>								
Admin Clerk	UR	2	2	2	2	2	----	2
Journeyman ET-Computer Maint	UR	12	12	12	12	12	----	12
Journeyman ET-Laboratory	UR	9	9	9	9	9	----	9
Journeyman ET-Radio Maintenance	UR	38	38	38	44	44	2	46
Journeyman ET-Rail Car Maint	UR	68	68	68	68	68	----	68
Journeyman Rail Car Mechanic	UR	107	107	107	107	107	----	107
Secretary (N8)	UR	1	1	1	1	1	----	1
Secretary (N9)	UR	2	2	2	----	----	----	----
Serviceperson I	UR	40	40	40	40	40	----	40
Serviceperson I (A)	UR	8	8	8	8	8	----	8
Serviceperson II	UR	1	1	1	1	1	----	1
<b>Represented Subtotal</b>		<b>288</b>	<b>288</b>	<b>288</b>	<b>292</b>	<b>292</b>	<b>2</b>	<b>294</b>
<b>Total Full-Time</b>		<b>350</b>	<b>352</b>	<b>350</b>	<b>339</b>	<b>351</b>	<b>2</b>	<b>353</b>

PERSONNEL COMPARISON

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Contract</b>								
Manager of Quality Control	----	----	1	1	----	----	----	----
Program Manager Cars	----	1	1	1	----	----	----	----
Quality Control Inspector	----	----	2	2	----	----	----	----
<b>Total Contract</b>		<b>1</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Office Total</b>		<b>351</b>	<b>356</b>	<b>354</b>	<b>339</b>	<b>351</b>	<b>2</b>	<b>353</b>

**FUNCTIONS & RESPONSIBILITIES**

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

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

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

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

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

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

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

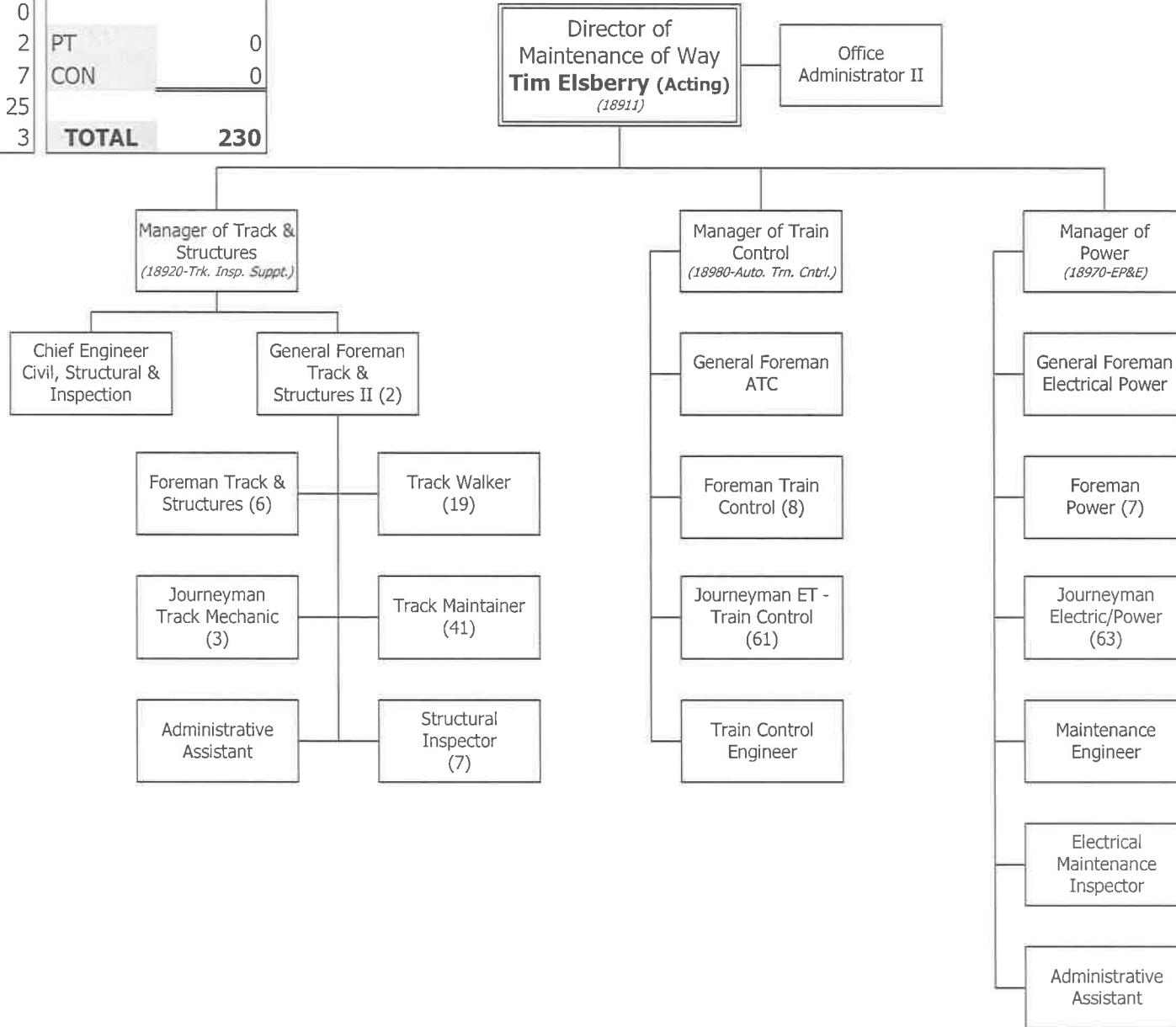
The Structural Engineering and Inspection unit provides structural inspection services, including the inspection of aerial structures, tunnels, right-of-way structures, and passenger station structures on a biennial basis to ensure safety, strength, and serviceability. This unit also furnishes conceptual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

**OFFICE OF MAINTENANCE OF WAY**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	10,059,818	9,609,613	9,737,804	9,019,340	10,953,894	0	10,953,894
Overtime	1,749,581	1,940,425	2,564,242	2,238,308	1,030,603	0	1,030,603
Other Benefits	1,365,481	1,335,703	1,354,782	310,017	1,824,007	0	1,824,007
Healthcare Rep/NonRep	3,089,555	3,115,558	2,998,399	3,329,949	3,086,217	0	3,086,217
Pension Rep/NonRep	1,231,892	1,291,980	1,278,684	1,062,712	1,362,588	0	1,362,588
Workers Comp-Excess/Losses	75,618	223,131	483,203	1,026,095	409,563	0	409,563
<i>Benefits Total</i>	5,762,546	5,966,372	6,115,068	5,728,773	6,682,375	0	6,682,375
<b>Labor Total</b>	<b>17,571,945</b>	<b>17,516,410</b>	<b>18,417,114</b>	<b>16,986,421</b>	<b>18,666,871</b>	<b>0</b>	<b>18,666,871</b>
Contractual Services	336,935	1,130,071	599,986	1,094,927	1,165,139	0	1,165,139
Materials Supplies-Other	1,491,195	1,842,135	1,580,089	1,697,529	2,186,008	0	2,186,008
<i>Materials Total</i>	1,491,195	1,842,135	1,580,089	1,697,529	2,186,008	0	2,186,008
Other Operating	0	0	81	0	0	0	0
Other Operating-Electricity	7,507,747	7,356,192	6,624,790	5,840,975	6,147,650	0	6,147,650
Other Operating-Propulsion	6,945,886	6,726,694	6,132,503	5,131,322	6,147,651	0	6,147,651
<i>Other Total</i>	14,453,633	14,082,886	12,757,374	10,972,297	12,295,301	0	12,295,301
Casualty & Liability Costs	0	-2,021	0	0	0	0	0
Miscellaneous Expenses	7	0	0	0	0	0	0
Other Non-Operating Expenses	17,694	14,652	19,417	20,474	42,129	0	42,129
<b>Non Labor Total</b>	<b>16,299,464</b>	<b>17,067,723</b>	<b>14,956,866</b>	<b>13,785,227</b>	<b>15,688,577</b>	<b>0</b>	<b>15,688,577</b>
<b>Gross Operating Total</b>	<b>33,871,409</b>	<b>34,584,133</b>	<b>33,373,980</b>	<b>30,771,648</b>	<b>34,355,448</b>	<b>0</b>	<b>34,355,448</b>
Cost Allocation	-2,781,045	-3,717,598	-4,612,621	-3,417,460	-4,287,893	0	-4,287,893
<b>Allocation Total</b>	<b>-2,781,045</b>	<b>-3,717,598</b>	<b>-4,612,621</b>	<b>-3,417,460</b>	<b>-4,287,893</b>	<b>0</b>	<b>-4,287,893</b>
<b>Net Operating Expense</b>	<b>31,090,364</b>	<b>30,866,535</b>	<b>28,761,359</b>	<b>27,354,188</b>	<b>30,067,556</b>	<b>0</b>	<b>30,067,556</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	34	35	35	36	36	0	36	Administrative	1	1	1	3	3	0	3
Represented	188	188	188	194	194	0	194	Management	6	6	6	6	5	0	5
<b>Full-Time Total</b>	<b>222</b>	<b>223</b>	<b>223</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>230</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	2	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	6	7	7	3	3	0	3
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	179	179	181	187	187	0	187
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>222</b>	<b>223</b>	<b>223</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>230</b>	Represented	7	7	7	7	7	0	7
								Supervisory	21	21	21	24	25	0	25
								<b>Total</b>	<b>222</b>	<b>223</b>	<b>223</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>230</b>

ADM	3	Non-Rep	36
MGR	5	Rep	194
MNT	187	<b>Total FT</b>	<b>230</b>
OPR	0		
POL	0		
PRO	2	PT	0
REP	7	CON	0
SUP	25		
TEC	3	<b>TOTAL</b>	<b>230</b>



PERSONNEL COMPARISON

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	----	----	----	2	2	----	2
Chf Eng-Civ Struct & Inspect	21	1	1	1	1	1	----	1
Dir Maintenance of Way	23	1	1	1	1	1	----	1
Electrical Maintenance Inspect	16	1	1	1	1	1	----	1
Foreman Power	16	6	6	6	7	7	----	7
Foreman Track & Strct	16	5	5	5	6	6	----	6
Foreman Train Control	16	7	7	7	8	8	----	8
Gen Foreman ATC	18	1	1	1	1	1	----	1
Gen Foreman Electrical Power	18	1	1	1	1	1	----	1
Gen Foreman Track & Struc II	19	1	1	1	1	2	----	2
Maintenance Eng	19	1	1	1	1	1	----	1
Mgr Power	21	1	1	1	1	1	----	1
Mgr Track & Strct	21	2	2	2	2	1	----	1
Mgr Train Control	22	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Planner Automatic Train Contr	16	----	1	1	----	----	----	----
Planner Electrical Maintenance	16	1	1	1	----	----	----	----
Planner Track & Structures	16	2	2	2	----	----	----	----
Train Control Engineer	19	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>34</b>	<b>35</b>	<b>35</b>	<b>36</b>	<b>36</b>	<b>----</b>	<b>36</b>



PERSONNEL COMPARISON

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Represented</b>								
Journeyman Elec Power Elect	UR	63	63	63	63	63	----	63
Journeyman ET-Train Control	UR	61	61	61	61	61	----	61
Journeyman Track Mechanic	UR	3	3	3	3	3	----	3
Structural Inspector	UR	7	7	7	7	7	----	7
Tamper Operator	UR	1	1	----	----	----	----	----
Track Maintainer	UR	33	33	35	41	41	----	41
Track Walker	UR	19	19	19	19	19	----	19
Track Welder	UR	1	1	----	----	----	----	----
<b>Represented Subtotal</b>		<b>188</b>	<b>188</b>	<b>188</b>	<b>194</b>	<b>194</b>	<b>----</b>	<b>194</b>
<b>Total Full-Time</b>		<b>222</b>	<b>223</b>	<b>223</b>	<b>230</b>	<b>230</b>	<b>----</b>	<b>230</b>
<b>Office Total</b>		<b>222</b>	<b>223</b>	<b>223</b>	<b>230</b>	<b>230</b>	<b>0</b>	<b>230</b>



## **DEPARTMENT OF BUS OPERATIONS**

*This Department includes the following Offices:*

### **Department of Bus Operations**

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

**FY2015 ACCOMPLISHMENTS****Office of Bus Transportation**

- Exceeded the Off The Lot Performance Goal by achieving 99.67%
- Successfully assisted with the implementation of Southside Expanded Service
- Exceeded the OTP Goal by achieving 79.5%
- Met the Customer Service Complaints Goal by achieving 8.1
- Completed Recertification/Defensive Driving Training for Operators

**Office of Bus Maintenance FY15**

- Successfully planned and implemented the historic service expansion and increase of Revenue and Mobility service into Clayton County, Georgia
- Exceeded the FY15 Transit Bus 3,000 MDBF Goal – closing with an average of 3,331 miles
- Exceeded the FY15 Mobility Van 10,000 MDBF Goal – closing with an average of 14,905 miles
- Bus Maintenance maintained a 99.7% on time Off-The-Lot (OTL) rate for the revenue bus fleet
- MARTA procured New Flyer Excelsior CNG revenue buses – 156 new buses were put into service
- MARTA procured Coach Mobility L-Vans – 99 new revenue vans were put into service

- Vehicle security cameras were installed on all 565 revenue buses and all 198 Mobility L-Vans
- The Paint and Body Shop implemented the new Q-Bus Program bus branding – reconditioning older buses to a *like-new* condition after overhaul and all-over collision repairs
- The Bus Warranty Department reclaimed \$2.3M in warranty parts/labor
- The Authority recouped \$569,974.10 from surplus sales of Buses, L-Vans, and Non-Revenue vehicles
- MARTA planned and conducted its first Bus Procurement “Industry Day” – achieving maximized vendor participation and product demonstration
- MARTA procured 10 non-revenue vehicles

**Office of Mobility**

- Tested GPC units on Mobility buses and ordered 217 GPS units to improve on-time service delivery; GPS units are scheduled to be installed July 2016.
- Improved OTP trending in the upward direction meeting above 85%
- Monitored Mobility operator absentee rate to improve Mobility Operator availability

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Bus Ridership</b>	Number of unlinked Bus passenger boardings	>/= 63.4M	62.9M	>/= 63.9M
<b>Mobility Ridership</b>	Number of unlinked Mobility passenger boardings	>/= 613K	613K	>/= 623K
<b>Bus Cost per Passenger Trip</b>	Operating expense for Bus passenger boarding	</= \$3.17	\$3.14	</= \$3.36
<b>Bus Cost per Revenue Mile</b>	Operating expense for Bus revenue mile	</= \$8.76	\$8.54	</= \$8.20
<b>Mobility Cost per Passenger Trip</b>	Operating expense for Mobility passenger boarding	</= 39.91	\$39.21	</= 44.10
<b>Mobility Cost per Revenue Mile</b>	Operating expense for Mobility revenue mile	</= 3.70	\$3.68	</= 3.89
<b>Bus OTP</b>	Percent departures at scheduled departure time measured against defined time-points	>/= 78%	79.56%	>/= 78.5%
<b>Bus MDBF</b>	Mean distance between mechanical failures	>/= 3,000	3,331	>/= 3,500
<b>Bus Complaints per 100K Boardings</b>	Number of bus customer complaints per 100K boardings	</= 8	8.19	</= 8
<b>Mobility OTP</b>	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 85%	81.12%	>/= 85%
<b>Mobility MDBF</b>	Mean distance between mechanical failures	>/= 10,000	14,905	>/= 15,000
<b>Mobility Trip Denial Rate</b>	Percent of passenger trips denied due to capacity constraints	= 0.00	9.46	= 0.00
<b>Mobility Reservation Average Call Wait Time</b>	Average call wait time for Mobility reservation calls (in minutes)	</= 2:00	5:21	</= 2:00
<b>Mobility Reservation Call Abandonment Rate</b>	Abandonment rate for Mobility reservation calls	</= 5.5%	10.63%	</= 5.5%

FY2016 Key Performance Indicators (Continued)

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Mobility Complaints per 1K Boardings</b>	Number of Mobility customer complaints per 1K boardings	</= 4.50	4.91	</= 4.50
<b>Bus Collision Rate per 100K Miles</b>	Number of collisions per 100K miles	</= 3.70	3.78	</= 3.70
<b>Mobility Collision Rate per 100K Miles</b>	Number of collisions per 100K miles	</= 2.85	2.63	</= 2.5
<b>Completed Trips (MARTA Mobility)</b>	Percent of completed Mobility trips compared to scheduled Mobility trips	>/= 98%	99.43%	>/= 98%
<b>MARTA Mobility Late Trips Rate</b>	Percent of MARTA Mobility pickups made from 31 to 90 minutes after the scheduled pickup time	</= 8%	18.88%	</= 8%
<b>AM Pullout (Mobility)</b>	Percent of on-time AM Mobility vehicle pullouts	>/= 99%	82.64%	>/= 99%
<b>PM Pullout (Mobility)</b>	Percent of on-time PM Mobility vehicle pullouts	>/= 98%	77.27%	>/= 98%
<b>NTD Reportable Collision Rate (Bus)</b>	The number of NTD reportable collisions involving a bus per 100,000 hub miles	</= 0.32	0.37	</= 0.32
<b>NTD Reportable Collision Rate (Mobility)</b>	The number of NTD reportable collisions involving Mobility vehicles per 100,000 hub miles	</= 0.21	0.11	</= 0.21
<b>Employee Availability (Bus Operators)</b>	Average number of days an employee is available for work	>/= 204.74	204.33	>/= 204.33
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.84%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	82.89%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-2.76%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-0.57%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-12.59%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	126.67%	</= 0%

## FY2016 GOALS AND OBJECTIVES

### Bus Maintenance

- Continue to analyze fleet failures to determine patterns for follow-up (i.e., system reliability per specific fleet and the percent of return repairs by mechanics), and prioritized repairs based upon individual bus performance
- Increase Customer Satisfaction
- Install GPS units on all Mobility Vans for better OTP
- Procure 18 60" Articulated buses to attract more ridership
- Complete at least 50 Q-Buses to recondition buses to like new condition
- Update Bus Maintenance Standard Operating Procedures
- Complete Zonar Implementation
- Complete 50 midlife overhauls for 2500 series buses
- Overhaul 25-50 diesel engines
- Replace approximately 127 non-revenue vehicles

### Bus Transportation

- **Improve on-time performance**
  - Continue to have BCC and Transportation Supervisors monitor routes and take corrective action when buses depart early or late
  - Participate in the SIT process to identify improvements for low performing routes
  - Ensure all Operators conduct post-trip inspections
- **Increase Customer Satisfaction**
  - Support the MARTA Experience Team's efforts to educate the public on how to ride
  - Provide Quality buses
  - Respond to complaints in a timely manner

- **Reduce Vehicle Collisions**

- Reward/Acknowledge operators with accident free driving records
- Conduct accident prevention/awareness campaigns to promote safe operations and "accident free days"
- Continue to identify hazards along the routes that contribute to collisions
- Conduct regular safety meetings

- **Improve Employee Attendance**

- Increase the number of operators on the extra board to ensure additional coverage for absent operators
- Reward employees with perfect attendance as outlined in the CBA
- Ensure consistent application of discipline occurrences
- Counsel employees to improve attendance
- Ensure consistent application of procedures for FMLA
- Strictly adhere to the attendance policy outlined in the CBA

### Office of Mobility

- Improve OTP by 5% Achieve a minimum of 90% On-Time Performance by the end of fiscal year
- Improve Mobility Service Denials by 5% by the end of the fiscal year
- Improve Call Wait Time and Abandoned Rate in Reservation Call Center by 5% by the end of the fiscal year
- Obtain the CERT Module for Trapeze to enable
- Develop a Coordinated Transportation program to enable
- Complete and development of necessary Standard Operating Procedure

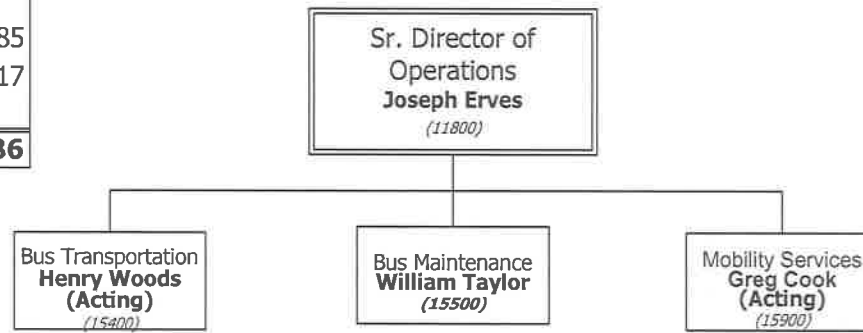
**DEPT OF BUS OPERATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	79,682,072	76,642,302	77,536,981	72,429,414	83,300,188	4,932,203	88,232,391
Overtime	11,514,706	11,467,639	13,089,934	13,680,502	10,152,711	0	10,152,711
Other Benefits	10,664,934	10,521,508	10,414,950	1,723,749	9,230,707	14,150	9,244,858
Healthcare Rep/NonRep	25,465,513	25,349,303	24,137,260	26,559,953	27,309,792	2,062,137	29,371,929
Pension Rep/NonRep	7,563,331	8,028,353	7,846,982	7,310,892	9,675,974	481,962	10,157,935
Workers Comp-Excess/Losses	7,810,047	5,738,649	5,960,730	12,132,028	3,755,214	269,496	4,024,710
<i>Benefits Total</i>	51,503,825	49,637,813	48,359,922	47,726,622	49,971,687	2,827,745	52,799,432
<b>Labor Total</b>	<b><u>142,700,603</u></b>	<b><u>137,747,754</u></b>	<b><u>138,986,837</u></b>	<b><u>133,836,538</u></b>	<b><u>143,424,586</u></b>	<b><u>7,759,948</u></b>	<b><u>151,184,535</u></b>
Contractual Services	363,918	255,735	532,198	561,956	381,088	0	381,088
Materials Supplies-Other	16,438,721	17,055,018	17,695,925	16,253,781	19,918,672	1,908,664	21,827,336
Materials & Supplies-Diesel	8,991,985	9,813,381	9,601,996	7,868,486	7,563,304	0	7,563,304
Materials & Supplies-CNG	5,514,136	4,393,816	4,743,104	5,068,136	5,766,822	998,000	6,764,822
<i>Materials Total</i>	30,944,842	31,262,215	32,041,025	29,190,403	33,248,798	2,906,664	36,155,462
Other Operating	3,093	2,943	2,121	2,318	2,967	0	2,967
<i>Other Total</i>	3,093	2,943	2,121	2,318	2,967	0	2,967
Casualty & Liability Costs	1,187,621	1,218,953	1,298,201	1,151,038	1,609,324	0	1,609,324
Miscellaneous Expenses	27,971	34,103	19,778	4,400	10,748	0	10,748
Other Non-Operating Expenses	45,173	48,463	70,600	36,737	43,701	0	43,701
<b>Non Labor Total</b>	<b><u>32,572,618</u></b>	<b><u>32,822,412</u></b>	<b><u>33,963,923</u></b>	<b><u>30,946,852</u></b>	<b><u>35,296,626</u></b>	<b><u>2,906,664</u></b>	<b><u>38,203,290</u></b>
<b>Gross Operating Total</b>	<b><u>175,273,221</u></b>	<b><u>170,570,166</u></b>	<b><u>172,950,760</u></b>	<b><u>164,783,390</u></b>	<b><u>178,721,212</u></b>	<b><u>10,666,612</u></b>	<b><u>189,387,825</u></b>
Cost Allocation	-1,763,852	-1,394,421	-385,163	-290,126	-314,612	-81	-314,693
<b>Allocation Total</b>	<b><u>-1,763,852</u></b>	<b><u>-1,394,421</u></b>	<b><u>-385,163</u></b>	<b><u>-290,126</u></b>	<b><u>-314,612</u></b>	<b><u>-81</u></b>	<b><u>-314,693</u></b>
<b>Net Operating Expense</b>	<b><u>173,509,369</u></b>	<b><u>169,175,745</u></b>	<b><u>172,565,597</u></b>	<b><u>164,493,264</u></b>	<b><u>178,406,600</u></b>	<b><u>10,666,532</u></b>	<b><u>189,073,131</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	204	204	203	181	186	7	193	Administrative	39	39	38	36	36	1	37
Represented	1,737	1,750	1,746	1,746	1,746	145	1,891	Management	27	27	27	26	27	0	27
<b>Full-Time Total</b>	<b><u>1,941</u></b>	<b><u>1,954</u></b>	<b><u>1,949</u></b>	<b><u>1,927</u></b>	<b><u>1,932</u></b>	<b><u>152</u></b>	<b><u>2,084</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	9	9	10	16	16	3	19
Represented (PT)	191	191	185	185	185	0	185	Technical	18	18	17	0	3	0	3
<b>Part-Time Total</b>	<b><u>191</u></b>	<b><u>191</u></b>	<b><u>185</u></b>	<b><u>185</u></b>	<b><u>185</u></b>	<b><u>0</u></b>	<b><u>185</u></b>	Maintenance	375	379	375	369	369	17	386
<b>Contract</b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>6</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>3</u></b>	<b><u>17</u></b>	Operator	1,546	1,555	1,549	1,555	1,555	128	1,683
<b>Total</b>	<b><u>2,137</u></b>	<b><u>2,150</u></b>	<b><u>2,140</u></b>	<b><u>2,126</u></b>	<b><u>2,131</u></b>	<b><u>155</u></b>	<b><u>2,286</u></b>	Represented	7	7	7	7	7	0	7
								Supervisory	116	116	117	117	118	6	124
								<b>Total</b>	<b><u>2,137</u></b>	<b><u>2,150</u></b>	<b><u>2,140</u></b>	<b><u>2,126</u></b>	<b><u>2,131</u></b>	<b><u>155</u></b>	<b><u>2,286</u></b>



ADM	37	Non-Rep	193
MGR	27	Rep	1891
MNT	386	<b>Total FT</b>	<b>2084</b>
OPR	1683		
POL	0		
PRO	19	PT	185
REP	7	CON	17
SUP	124		
TEC	3	<b>TOTAL</b>	<b>2286</b>



**FUNCTIONS & RESPONSIBILITIES**

The Office of Bus Transportation is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating divisions that employ 1,459 employees, operating 565 buses. The combined fleet travels over 27+ million miles annually on 99 bus routes including special events.

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

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

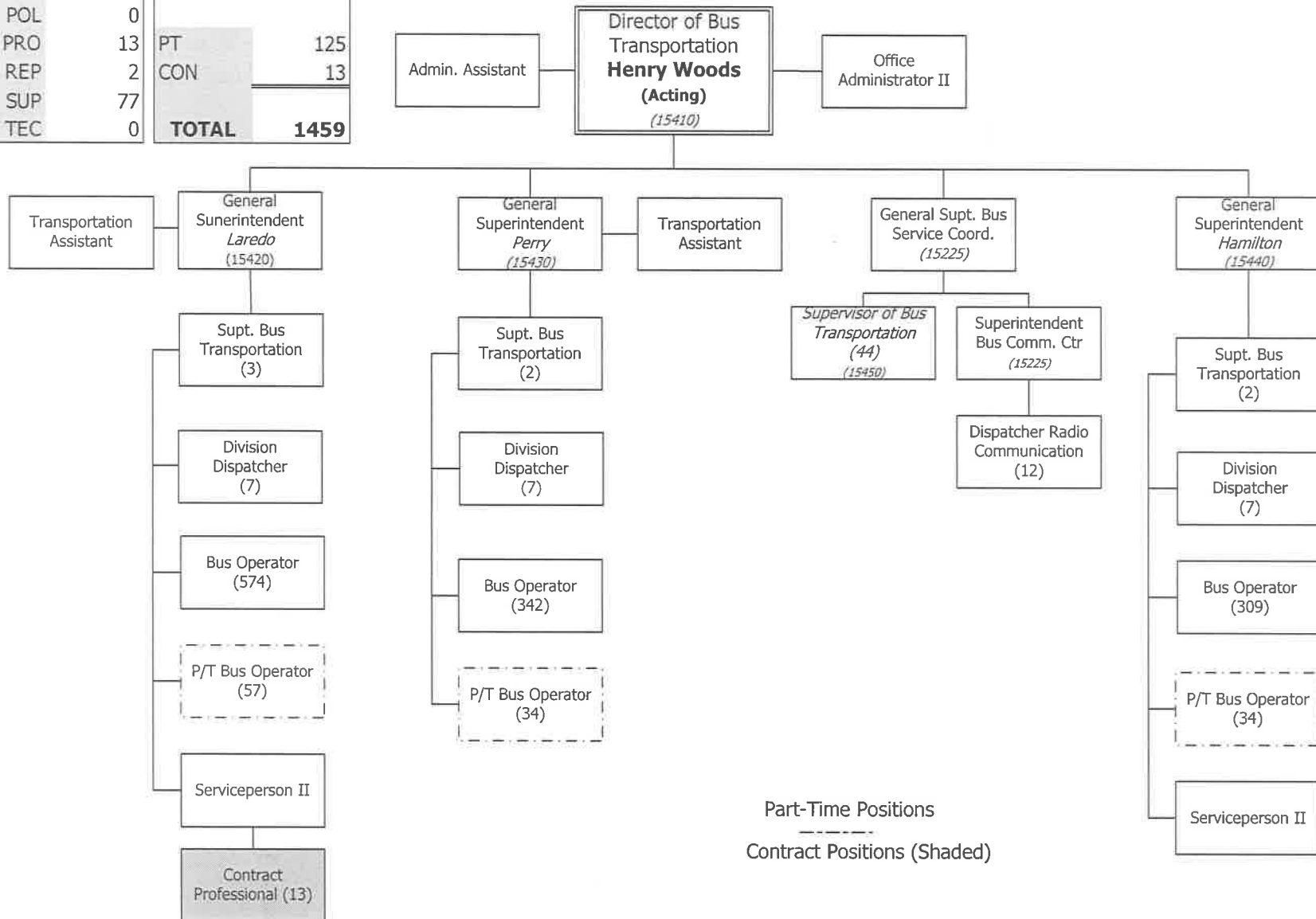
By Operating a safe, clean, and efficient bus system, this Office ensures customer safety, comfort, and satisfaction.

**OFFICE OF BUS TRANSPORTATION**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	51,033,330	48,522,869	49,637,475	47,165,000	53,754,163	3,566,311	57,320,474
Overtime	7,541,259	7,691,947	8,383,654	9,157,476	6,895,115	0	6,895,115
Other Benefits	6,807,169	6,634,411	6,623,382	805,911	6,542,790	583	6,543,373
Healthcare Rep/NonRep	15,934,629	15,821,237	14,986,595	16,992,836	17,241,351	1,476,996	18,718,347
Pension Rep/NonRep	4,488,316	4,669,754	4,676,734	4,557,126	6,079,424	351,032	6,430,456
Workers Comp-Excess/Losses	4,582,599	3,782,482	3,980,132	8,896,220	2,370,501	193,257	2,563,758
<i>Benefits Total</i>	31,812,713	30,907,884	30,266,843	31,252,093	32,234,066	2,021,868	34,255,934
<b>Labor Total</b>	<b><u>90,387,302</u></b>	<b><u>87,122,700</u></b>	<b><u>88,287,972</u></b>	<b><u>87,574,569</u></b>	<b><u>92,883,344</u></b>	<b><u>5,588,179</u></b>	<b><u>98,471,523</u></b>
Contractual Services	37,067	4	4,112	53,943	0	0	0
Materials Supplies-Other	77,686	73,360	107,131	60,533	64,479	0	64,479
<i>Materials Total</i>	77,686	73,360	107,131	60,533	64,479	0	64,479
Casualty & Liability Costs	1,107,562	1,130,769	1,213,289	1,094,613	1,486,178	0	1,486,178
Miscellaneous Expenses	533	527	154	573	547	0	547
Other Non-Operating Expenses	4,850	2,792	16,844	3,200	9,648	0	9,648
<b>Non Labor Total</b>	<b><u>1,227,698</u></b>	<b><u>1,207,452</u></b>	<b><u>1,341,530</u></b>	<b><u>1,212,862</u></b>	<b><u>1,560,852</u></b>	<b><u>0</u></b>	<b><u>1,560,852</u></b>
<b>Gross Operating Total</b>	<b><u>91,615,000</u></b>	<b><u>88,330,152</u></b>	<b><u>89,629,502</u></b>	<b><u>88,787,431</u></b>	<b><u>94,444,196</u></b>	<b><u>5,588,179</u></b>	<b><u>100,032,375</u></b>
Cost Allocation	-104,329	-155,807	-185,326	-48,786	-228,373	-81	-228,454
<b>Allocation Total</b>	<b><u>-104,329</u></b>	<b><u>-155,807</u></b>	<b><u>-185,326</u></b>	<b><u>-48,786</u></b>	<b><u>-228,373</u></b>	<b><u>-81</u></b>	<b><u>-228,454</u></b>
<b>Net Operating Expense</b>	<b><u>91,510,671</u></b>	<b><u>88,174,345</u></b>	<b><u>89,444,176</u></b>	<b><u>88,738,645</u></b>	<b><u>94,215,823</u></b>	<b><u>5,588,098</u></b>	<b><u>99,803,921</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	85	85	85	85	86	6	92	Administrative	2	2	2	2	2	0	2
Represented	1,129	1,120	1,120	1,126	1,126	103	1,229	Management	12	12	12	12	13	0	13
<b>Full-Time Total</b>	<b><u>1,214</u></b>	<b><u>1,205</u></b>	<b><u>1,205</u></b>	<b><u>1,211</u></b>	<b><u>1,212</u></b>	<b><u>109</u></b>	<b><u>1,321</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	10	10	3	13
Represented (PT)	119	119	125	125	125	0	125	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>119</u></b>	<b><u>119</u></b>	<b><u>125</u></b>	<b><u>125</u></b>	<b><u>125</u></b>	<b><u>0</u></b>	<b><u>125</u></b>	Maintenance	2	2	2	2	2	0	2
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>10</u></b>	<b><u>10</u></b>	<b><u>3</u></b>	<b><u>13</u></b>	Operator	1,244	1,235	1,241	1,247	1,247	103	1,350
								Represented	2	2	2	2	2	0	2
								Supervisory	71	71	71	71	71	6	77
<b>Total</b>	<b><u>1,333</u></b>	<b><u>1,324</u></b>	<b><u>1,330</u></b>	<b><u>1,346</u></b>	<b><u>1,347</u></b>	<b><u>112</u></b>	<b><u>1,459</u></b>	<b>Total</b>	<b><u>1,333</u></b>	<b><u>1,324</u></b>	<b><u>1,330</u></b>	<b><u>1,346</u></b>	<b><u>1,347</u></b>	<b><u>112</u></b>	<b><u>1,459</u></b>

ADM	2	Non-Rep	92
MGR	13	Rep	1229
MNT	2	<b>Total FT</b>	<b>1321</b>
OPR	1350		
POL	0		
PRO	13	PT	125
REP	2	CON	13
SUP	77		
TEC	0	<b>TOTAL</b>	<b>1459</b>



PERSONNEL COMPARISON

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Administrative Assistant	10	1	1	1	1	1	----	1
Dir Bus Transportation	23	1	1	1	1	1	----	1
Dispatcher Radio Communication	15	12	12	12	12	12	----	12
Division Dispatcher	15	21	21	21	21	21	----	21
Gen Supt Bus Trans Operations	20	3	3	3	3	3	----	3
Gen Supt for Bus Svc Coordination	20	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Supt Bus Communications Center	18	1	1	1	1	1	----	1
Supt Bus Transportation	18	6	6	6	6	7	----	7
Supv Bus Transportation	15	38	38	38	38	38	6	44
<b>Non-Rep Subtotal</b>		<b>85</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>86</b>	<b>6</b>	<b>92</b>
<b><u>Represented</u></b>								
Bus Operator	UR	1116	1116	1116	1122	1,122	103	1,225
Bus Operator (CAP)	UR	9	----	----	----	----	----	----
Serviceperson II	UR	2	2	2	2	2	----	2
Transportation Assistant	UR	2	2	2	2	2	----	2
<b>Represented Subtotal</b>		<b>1,129</b>	<b>1,120</b>	<b>1,120</b>	<b>1,126</b>	<b>1,126</b>	<b>103</b>	<b>1,229</b>
<b>Total Full-Time</b>		<b>1,214</b>	<b>1,205</b>	<b>1,205</b>	<b>1,211</b>	<b>1,212</b>	<b>109</b>	<b>1,321</b>
<b><u>Part-Time</u></b>								
PT Bus Operator	UR	119	119	125	125	125	----	125
<b>Total Part-Time</b>		<b>119</b>	<b>119</b>	<b>125</b>	<b>125</b>	<b>125</b>	<b>----</b>	<b>125</b>

PERSONNEL COMPARISON

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Contract</b>								
CONTRACT PROFESSIONAL	----	----	----	----	10	10	3	13
<b>Total Contract</b>		----	----	----	<b>10</b>	<b>10</b>	<b>3</b>	<b>13</b>
<b>Office Total</b>		<b>1,333</b>	<b>1,324</b>	<b>1,330</b>	<b>1,346</b>	<b>1,347</b>	<b>112</b>	<b>1,459</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Bus Maintenance is responsible for the comprehensive maintenance of the Authority's buses, Mobility vans, and non-revenue vehicles (police vehicles, maintenance vehicles and light duty vehicles). The office employs 432 employees and maintains 565 buses, 211 mobility vans, and over 391 non-revenue vehicles. The Office of Bus Maintenance operates four Bus Maintenance Facilities (Perry, Hamilton, Laredo, and Brady) and one Heavy Maintenance Facility (Browns Mill).

Within each Bus Maintenance Facility at Brady, Hamilton, Laredo, and Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, midlife overhauls, collision and refinishing repairs, non-revenue vehicle service and repair, and major component overhaul.

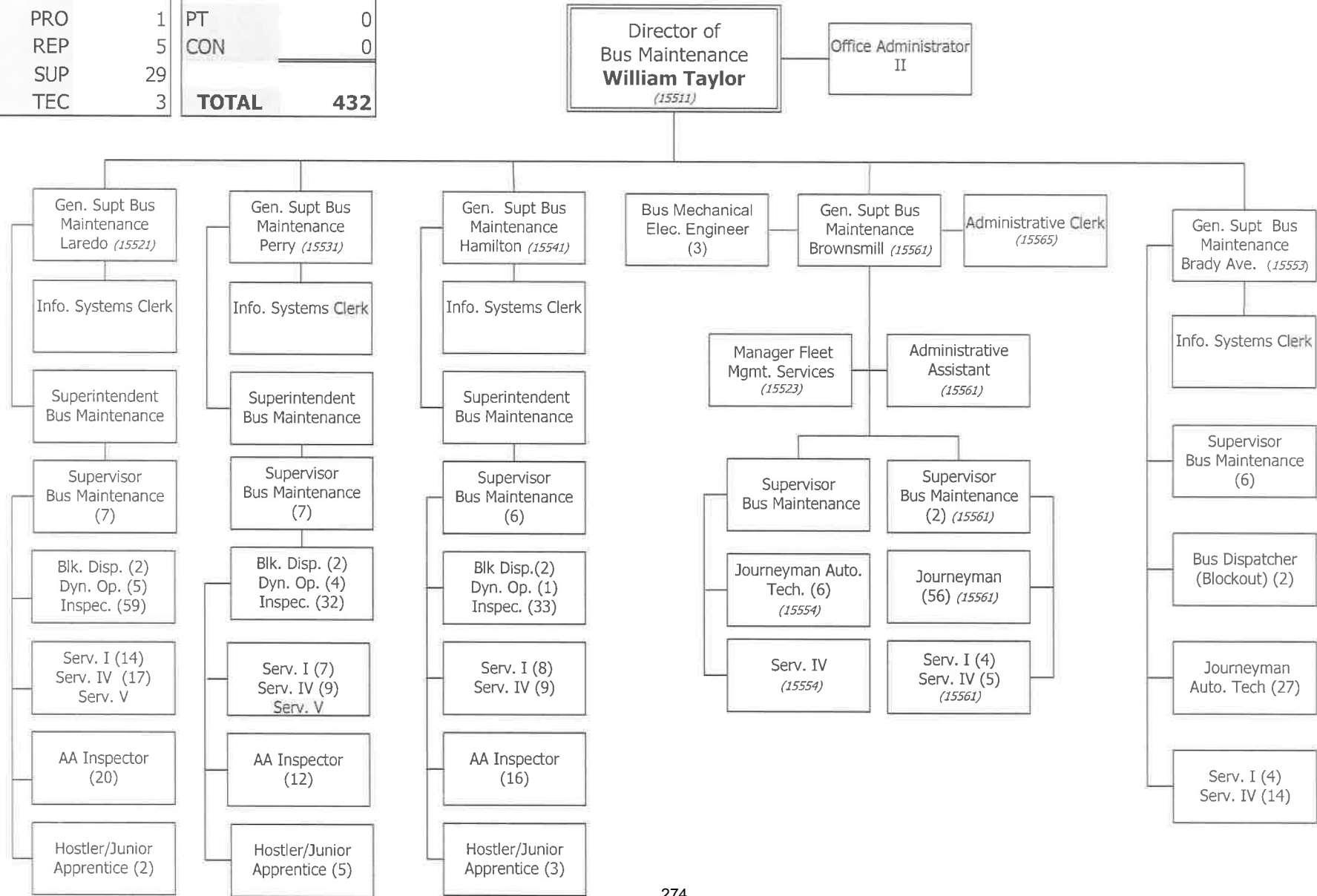
**OFFICE OF BUS MAINTENANCE**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	19,093,100	18,643,919	18,504,801	15,768,279	18,700,021	634,224	19,334,245
Overtime	2,776,932	2,652,480	3,385,148	2,984,673	2,103,060	0	2,103,060
Other Benefits	2,567,638	2,537,362	2,480,038	443,896	2,894,852	53,681	2,948,532
Healthcare Rep/NonRep	6,192,745	6,246,177	5,881,502	6,065,431	5,585,154	232,050	5,817,204
Pension Rep/NonRep	2,096,451	2,281,096	2,210,930	1,788,632	2,239,926	58,320	2,298,246
Workers Comp-Excess/Losses	2,030,237	786,871	649,287	1,444,986	735,795	30,141	765,936
<i>Benefits Total</i>	12,887,071	11,851,506	11,221,757	9,742,945	11,455,726	374,192	11,829,918
<b>Labor Total</b>	<b>34,757,103</b>	<b>33,147,905</b>	<b>33,111,706</b>	<b>28,495,897</b>	<b>32,258,807</b>	<b>1,008,416</b>	<b>33,267,223</b>
Contractual Services	326,851	255,656	522,548	282,223	381,088	0	381,088
Materials Supplies-Other	16,354,886	16,973,583	17,583,009	16,184,895	19,846,275	1,908,664	21,754,939
Materials & Supplies-Diesel	8,991,985	9,813,381	9,601,996	7,868,486	7,563,304	0	7,563,304
Materials & Supplies-CNG	5,514,136	4,393,816	4,743,104	5,068,136	5,766,822	998,000	6,764,822
<i>Materials Total</i>	30,861,007	31,180,780	31,928,109	29,121,517	33,176,401	2,906,664	36,083,065
Other Operating	3,093	2,943	2,121	2,318	2,967	0	2,967
<i>Other Total</i>	3,093	2,943	2,121	2,318	2,967	0	2,967
Casualty & Liability Costs	-29,122	-22,728	-27,975	-34,384	-6,360	0	-6,360
Miscellaneous Expenses	27,368	33,396	19,624	3,821	10,000	0	10,000
Other Non-Operating Expenses	14,878	15,488	17,092	10,228	9,996	0	9,996
<b>Non Labor Total</b>	<b>31,204,075</b>	<b>31,465,535</b>	<b>32,461,519</b>	<b>29,385,723</b>	<b>33,574,092</b>	<b>2,906,664</b>	<b>36,480,756</b>
<b>Gross Operating Total</b>	<b>65,961,178</b>	<b>64,613,440</b>	<b>65,573,225</b>	<b>57,881,620</b>	<b>65,832,899</b>	<b>3,915,080</b>	<b>69,747,979</b>
Cost Allocation	-1,609,534	-1,169,270	-188,088	-223,716	-81,072	0	-81,072
<b>Allocation Total</b>	<b>-1,609,534</b>	<b>-1,169,270</b>	<b>-188,088</b>	<b>-223,716</b>	<b>-81,072</b>	<b>0</b>	<b>-81,072</b>
<b>Net Operating Expense</b>	<b>64,351,644</b>	<b>63,444,170</b>	<b>65,385,137</b>	<b>57,657,904</b>	<b>65,751,826</b>	<b>3,915,080</b>	<b>69,666,907</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	62	62	62	40	44	0	44	Administrative	3	3	3	1	1	0	1
Represented	377	381	377	371	371	17	388	Management	11	11	11	10	10	0	10
<b>Full-Time Total</b>	<b>439</b>	<b>443</b>	<b>439</b>	<b>411</b>	<b>415</b>	<b>17</b>	<b>432</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	3	3	1	1	0	1
Represented (PT)	0	0	0	0	0	0	0	Technical	18	18	17	0	3	0	3
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	372	376	372	366	366	17	383
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>439</b>	<b>443</b>	<b>439</b>	<b>411</b>	<b>415</b>	<b>17</b>	<b>432</b>	Represented	5	5	5	5	5	0	5
								Supervisory	27	27	28	28	29	0	29
								<b>Total</b>	<b>439</b>	<b>443</b>	<b>439</b>	<b>411</b>	<b>415</b>	<b>17</b>	<b>432</b>



ADM	1	Non-Rep	44
MGR	10	Rep	388
MNT	383	<b>Total FT</b>	<b>432</b>
OPR	0		
POL	0		
PRO	1	PT	0
REP	5	CON	0
SUP	29		
TEC	3	<b>TOTAL</b>	<b>432</b>



PERSONNEL COMPARISON

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Administrative Assistant	10	1	1	1	----	----	----	----
Administrator - Warranties	17	1	1	1	----	----	----	----
Bus Mech Elec Engineer	18	3	3	3	----	3	----	3
Bus Radio Maintenance Specialist	16	1	1	1	----	----	----	----
Dir Bus Maintenance	23	1	1	1	1	1	----	1
Fleet Maintenance Analyst	18	1	1	1	----	----	----	----
Gen Supt Bus Maint	20	5	5	5	5	5	----	5
Gen Supt Bus Maint Bsn Sys	20	1	1	1	----	----	----	----
Maintenance Planner Bus	16	14	14	13	----	----	----	----
Mgr Fleet Mgmt Services	20	1	1	1	1	1	----	1
Non Revenue Planner	16	1	1	1	----	----	----	----
Office Administrator II	16	1	1	1	1	1	----	1
Sr Administrative Assistant	12	----	----	----	1	1	----	1
Sr Maintenance Planner Bus	17	1	1	1	----	----	----	----
Supt Bus Maintenance Garage	18	3	3	3	3	3	----	3
Supv Bus Maint - Body Shop	16	----	1	1	1	1	----	1
Supv Bus Maintenance	16	27	26	27	27	28	----	28
<b>Non-Rep Subtotal</b>		<b>62</b>	<b>62</b>	<b>62</b>	<b>40</b>	<b>44</b>	<b>----</b>	<b>44</b>

PERSONNEL COMPARISON

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Represented</b>								
AA Inspector	UR	53	48	48	48	48	----	48
Admin Clerk	UR	1	1	1	1	1	----	1
Bus Dispatcher (Blockout)	UR	8	8	8	8	8	----	8
Dynamometer Operator	UR	5	10	10	10	10	----	10
Hostler Junior Apprentice	UR	10	10	10	10	10	----	10
Information Systems Rec Clerk	UR	4	4	4	4	4	----	4
Inspector	UR	117	117	117	117	117	7	124
Journeyman Automotive Tech	UR	34	38	31	31	31	2	33
Journeyman Body Repair	UR	16	16	19	19	19	----	19
Journeyman ET-Radio Maintenance	UR	6	6	6	----	----	----	----
Journeyman Machinist	UR	1	1	1	1	1	----	1
Journeyman Overhauler	UR	30	30	30	30	30	----	30
Journeyman Painter	UR	5	5	5	5	5	----	5
Journeyman Welder	UR	1	1	1	1	1	----	1
Serviceperson I	UR	35	35	34	34	34	3	37
Serviceperson IV	UR	49	49	50	50	50	5	55
Serviceperson V	UR	2	2	2	2	2	----	2
<b>Represented Subtotal</b>		<b>377</b>	<b>381</b>	<b>377</b>	<b>371</b>	<b>371</b>	<b>17</b>	<b>388</b>
<b>Total Full-Time</b>		<b>439</b>	<b>443</b>	<b>439</b>	<b>411</b>	<b>415</b>	<b>17</b>	<b>432</b>
<b>Office Total</b>		<b>439</b>	<b>443</b>	<b>439</b>	<b>411</b>	<b>415</b>	<b>17</b>	<b>432</b>

**FUNCTIONS & RESPONSIBILITIES**

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

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

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

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

This office employs 395 employees who transport; provide administrative support such as determining customer eligibility, scheduling service, managing day to day service or reconciling the data necessary to measure its efficiency and performance. The operation utilizes a fleet of 217 revenue L-Vans.

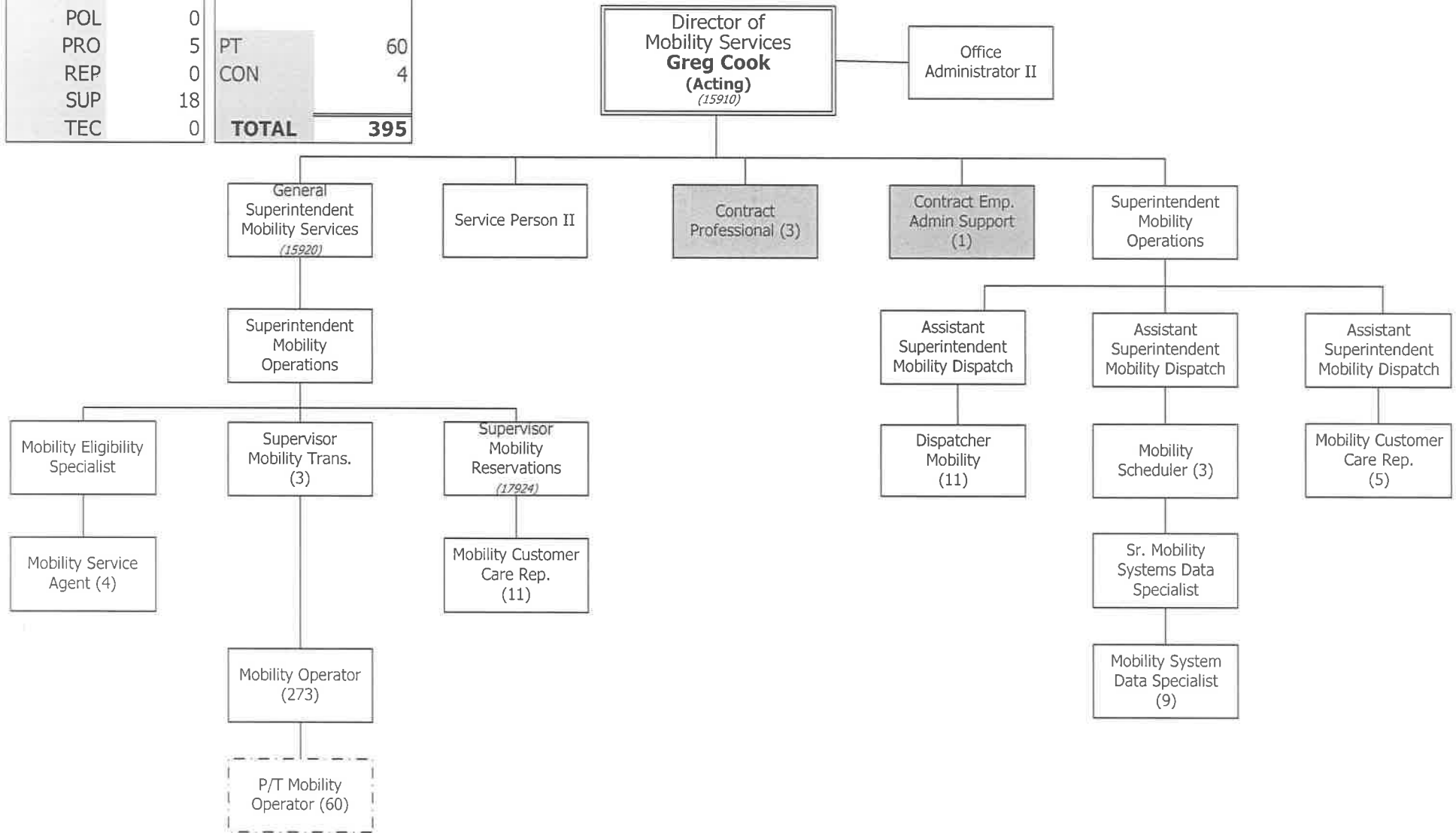
The office of Mobility services is also responsible for accomplishing its mission through the development, implementation, and management of comprehensive quality programs, procedures, and practices which pursues ADA compliance, improved on-time performance, reliability, customer satisfaction, and safe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

**OFFICE OF MOBILITY**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	9,555,642	9,475,514	9,394,705	9,496,135	10,846,004	731,669	11,577,673
Overtime	1,196,515	1,123,212	1,321,132	1,538,353	1,154,537	0	1,154,537
Other Benefits	1,290,127	1,349,735	1,311,530	473,942	-206,934	-40,114	-247,048
Healthcare Rep/NonRep	3,338,139	3,281,889	3,269,163	3,501,686	4,483,287	353,091	4,836,378
Pension Rep/NonRep	978,564	1,077,503	959,318	965,134	1,356,624	72,609	1,429,234
Workers Comp-Excess/Losses	1,197,211	1,169,296	1,331,311	1,790,822	648,918	46,098	695,016
<i>Benefits Total</i>	6,804,041	6,878,423	6,871,322	6,731,584	6,281,895	431,685	6,713,580
<b>Labor Total</b>	<b>17,556,198</b>	<b>17,477,149</b>	<b>17,587,159</b>	<b>17,766,072</b>	<b>18,282,436</b>	<b>1,163,353</b>	<b>19,445,789</b>
Contractual Services	0	75	5,538	225,790	0	0	0
Materials Supplies-Other	6,149	8,075	5,785	8,353	7,918	0	7,918
<i>Materials Total</i>	6,149	8,075	5,785	8,353	7,918	0	7,918
Casualty & Liability Costs	109,181	110,912	112,887	90,809	129,506	0	129,506
Miscellaneous Expenses	70	180	0	6	201	0	201
Other Non-Operating Expenses	25,445	30,183	36,664	23,309	24,057	0	24,057
<b>Non Labor Total</b>	<b>140,845</b>	<b>149,425</b>	<b>160,874</b>	<b>348,267</b>	<b>161,682</b>	<b>0</b>	<b>161,682</b>
<b>Gross Operating Total</b>	<b>17,697,043</b>	<b>17,626,574</b>	<b>17,748,033</b>	<b>18,114,339</b>	<b>18,444,118</b>	<b>1,163,353</b>	<b>19,607,471</b>
Cost Allocation	-49,989	-69,344	-11,749	-17,624	-5,167	0	-5,167
<b>Allocation Total</b>	<b>-49,989</b>	<b>-69,344</b>	<b>-11,749</b>	<b>-17,624</b>	<b>-5,167</b>	<b>0</b>	<b>-5,167</b>
<b>Net Operating Expense</b>	<b>17,647,054</b>	<b>17,557,230</b>	<b>17,736,284</b>	<b>18,096,715</b>	<b>18,438,951</b>	<b>1,163,353</b>	<b>19,602,304</b>

	Authorized Positions by Status								Authorized Positions by Class						
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total		FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented	57	57	56	56	56	1	57	Administrative	34	34	33	33	33	1	34
Represented	231	249	249	249	249	25	274	Management	4	4	4	4	4	0	4
<b>Full-Time Total</b>	<b>288</b>	<b>306</b>	<b>305</b>	<b>305</b>	<b>305</b>	<b>26</b>	<b>331</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	6	6	7	5	5	0	5
Represented (PT)	72	72	60	60	60	0	60	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>72</b>	<b>72</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>0</b>	<b>60</b>	Maintenance	1	1	1	1	1	0	1
<b>Contract</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	Operator	302	320	308	308	308	25	333
<b>Total</b>	<b>365</b>	<b>383</b>	<b>371</b>	<b>369</b>	<b>369</b>	<b>26</b>	<b>395</b>	Represented	0	0	0	0	0	0	0
								Supervisory	18	18	18	18	18	0	18
								<b>Total</b>	<b>365</b>	<b>383</b>	<b>371</b>	<b>369</b>	<b>369</b>	<b>26</b>	<b>395</b>

ADM	34	Non-Rep	57
MGR	4	Rep	274
MNT	1	<b>Total FT</b>	<b>331</b>
OPR	333		
POL	0		
PRO	5	PT	60
REP	0	CON	4
SUP	18		
TEC	0	<b>TOTAL</b>	<b>395</b>



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

PERSONNEL COMPARISON

OFFICE OF MOBILITY

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Asst. Supt. Mobility Dispatch	16	3	3	3	3	3	----	3
Dir Mobility Services	23	1	1	1	1	1	----	1
Dispatcher Mobility	14	11	11	11	11	11	----	11
Gen Supt Mobility	20	1	1	1	1	1	----	1
Mobility Customer Care Rep	13	15	15	15	15	15	1	16
Mobility Eligibility Specialist	16	1	1	1	1	1	----	1
Mobility Scheduler I	9	2	2	2	2	2	----	2
Mobility Scheduler II	11	1	1	1	1	1	----	1
Mobility Service Agent	8	4	4	4	4	4	----	4
Mobility System Data Specialist	9	9	9	9	9	9	----	9
Office Administrator II	16	1	1	1	1	1	----	1
Schedule Analyst III	16	1	1	----	----	----	----	----
Sr Mobility Sys Data Spec	12	1	1	1	1	1	----	1
Supervisor Mobility Transportation	15	3	3	3	3	3	----	3
Supt Mobility Operations	18	2	2	2	2	2	----	2
Supv Mobility Reservations	16	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>57</b>	<b>57</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>1</b>	<b>57</b>
<b>Represented</b>								
Mobility Operator	UR	230	248	248	248	248	25	273
Serviceperson II	UR	1	1	1	1	1	----	1
<b>Represented Subtotal</b>		<b>231</b>	<b>249</b>	<b>249</b>	<b>249</b>	<b>249</b>	<b>25</b>	<b>274</b>
<b>Total Full-Time</b>		<b>288</b>	<b>306</b>	<b>305</b>	<b>305</b>	<b>305</b>	<b>26</b>	<b>331</b>

PERSONNEL COMPARISON

OFFICE OF MOBILITY

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Part-Time</b>								
PT Mobility Operator	UR	72	72	60	60	60	----	60
<b>Total Part-Time</b>		<b>72</b>	<b>72</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>----</b>	<b>60</b>
<b>Contract</b>								
Contract Emp Admin Support	----	2	2	1	1	1	----	1
Contract Professional	----	3	3	5	3	3	----	3
<b>Total Contract</b>		<b>5</b>	<b>5</b>	<b>6</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b>Office Total</b>		<b>365</b>	<b>383</b>	<b>371</b>	<b>369</b>	<b>369</b>	<b>26</b>	<b>395</b>





## **DIVISION OF FINANCE**

*This Division includes the following Departments:*

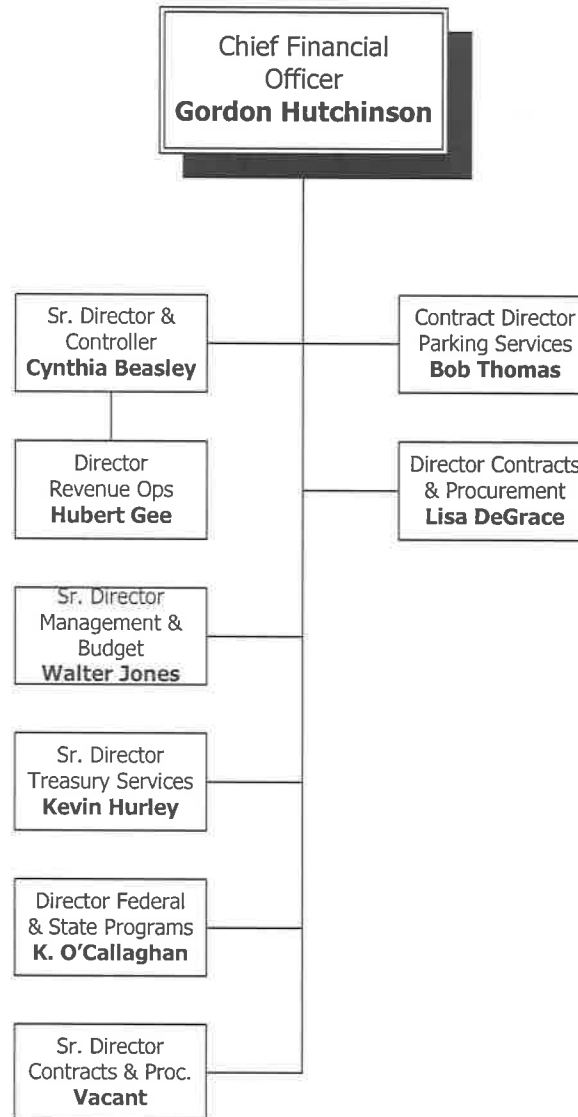
- **Department of Chief Financial Officer/CFO**

**DIVISION OF FINANCE**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	14,554,738	14,452,869	15,246,248	15,338,830	16,361,674	0	16,361,674
Overtime	320,034	315,126	382,264	332,320	503,618	0	503,618
Other Benefits	1,612,837	1,609,728	1,626,826	1,557,945	2,023,341	0	2,023,341
Healthcare Rep/NonRep	3,452,989	3,386,164	3,360,770	3,442,082	3,703,434	0	3,703,434
Pension Rep/NonRep	2,754,762	2,901,083	2,464,407	2,552,111	2,906,038	0	2,906,038
Workers Comp-Excess/Losses	183,616	149,679	46,651	579,403	577,998	0	577,998
<i>Benefits Total</i>	8,004,204	8,046,654	7,498,654	8,131,541	9,210,811	0	9,210,811
<b>Labor Total</b>	<b><u>22,878,976</u></b>	<b><u>22,814,649</u></b>	<b><u>23,127,166</u></b>	<b><u>23,802,691</u></b>	<b><u>26,076,104</u></b>	<b>0</b>	<b><u>26,076,104</u></b>
Contractual Services	563,840	537,700	662,617	564,708	685,362	0	685,362
Materials Supplies-Other	1,855,981	2,350,727	1,827,019	1,855,444	2,640,500	0	2,640,500
<i>Materials Total</i>	1,855,981	2,350,727	1,827,019	1,855,444	2,640,500	0	2,640,500
Other Operating	308,421	253,034	249,856	205,795	240,000	0	240,000
<i>Other Total</i>	308,421	253,034	249,856	205,795	240,000	0	240,000
Miscellaneous Expenses	99,954	118,137	123,269	133,429	124,969	0	124,969
Other Non-Operating Expenses	163,848	1,623,872	1,825,921	1,929,048	2,134,883	0	2,134,883
<b>Non Labor Total</b>	<b><u>2,992,044</u></b>	<b><u>4,883,470</u></b>	<b><u>4,688,682</u></b>	<b><u>4,688,424</u></b>	<b><u>5,825,714</u></b>	<b>0</b>	<b><u>5,825,714</u></b>
<b>Gross Operating Total</b>	<b><u>25,871,020</u></b>	<b><u>27,698,119</u></b>	<b><u>27,815,848</u></b>	<b><u>28,491,115</u></b>	<b><u>31,901,818</u></b>	<b>0</b>	<b><u>31,901,818</u></b>
Cost Allocation	-5,031,302	-5,513,143	-5,623,005	-4,898,437	-6,199,085	0	-6,199,085
<b>Allocation Total</b>	<b><u>-5,031,302</u></b>	<b><u>-5,513,143</u></b>	<b><u>-5,623,005</u></b>	<b><u>-4,898,437</u></b>	<b><u>-6,199,085</u></b>	<b>0</b>	<b><u>-6,199,085</u></b>
<b>Net Operating Expense</b>	<b><u>20,839,718</u></b>	<b><u>22,184,976</u></b>	<b><u>22,192,843</u></b>	<b><u>23,592,678</u></b>	<b><u>25,702,733</u></b>	<b>0</b>	<b><u>25,702,733</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	195	194	193	195	196	0	196	Administrative	142	142	132	137	134	0	134
Represented	78	78	77	77	77	0	77	Management	28	26	27	30	30	0	30
<b>Full-Time Total</b>	<b><u>273</u></b>	<b><u>272</u></b>	<b><u>270</u></b>	<b><u>272</u></b>	<b><u>273</u></b>	<b>0</b>	<b><u>273</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	77	77	72	53	50	0	50	Professional	84	89	95	96	97	0	97
Represented (PT)	0	0	0	0	0	0	0	Technical	1	1	1	1	1	0	1
<b>Part-Time Total</b>	<b><u>77</u></b>	<b><u>77</u></b>	<b><u>72</u></b>	<b><u>53</u></b>	<b><u>50</u></b>	<b>0</b>	<b><u>50</u></b>	Maintenance	3	3	3	3	3	0	3
<b>Contract</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>34</b>	<b>34</b>	<b>0</b>	<b>34</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>354</b>	<b>355</b>	<b>350</b>	<b>359</b>	<b>357</b>	<b>0</b>	<b>357</b>	Represented	75	75	74	74	74	0	74
								Supervisory	21	19	18	18	18	0	18
								<b>Total</b>	<b>354</b>	<b>355</b>	<b>350</b>	<b>359</b>	<b>357</b>	<b>0</b>	<b>357</b>

ADM	134	Non-Rep	196
MGR	30	Rep	77
MNT	3	<b>Total FT</b>	<b>273</b>
OPR	0		
POL	0		
PRO	97	PT	50
REP	74	CON	34
SUP	18		
TEC	1	<b>TOTAL</b>	<b>357</b>



## **DEPARTMENT OF CHIEF FINANCIAL OFFICER**

*This Department includes the following Offices:*

### **Department of Finance**

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

## FY2015 ACCOMPLISHMENTS

### Office of Chief Financial Officer CFO

- Successfully implemented "Gates Down, Revenue Up" operations plan in Parking Services that significantly increased revenue.

### Office of Accounting

- Received an unqualified opinion on the financial audit and single audit.
- Received the distinguished GFOA award for FY2015 Comprehensive Annual Financial Report (CAFR).
- Received the distinguished GFOA award for FY2015 Annual Popular Report.
- Implemented process improvements to the payroll functions resulting in material cost savings.
- Worked as part of team to successfully complete the NTD Report.
- Worked as part of team to successfully complete the MARTOC Report.

### Office of Management & Budget

- Developed and published fiscal year Operating and Capital Budget Book. Received GFOA as a distinguished budgetary presentation award.
- Facilitated monthly Executive Management Team organizational performance reviews.
- Maintained and updated Balanced Scorecard toolset.
- Provided financial planning and support effort for expansion studies and for Regional Transit Committee activities (Clayton County \* Atlanta Street car initiatives).
- Conducted Performance Optimization & Efficiencies studies, including those vetting Mobility Attendance Incentive proposal and Cleaning Function Cost Assessment for MARTA's Strategic Transformation program.
- Designed and built an interactive Overtime dashboard to assist management with the governance and monitoring of Authority overtime expenses. Automated notices are now distributed each pay period to key stakeholders.

### Office of Revenue Operations

- Reengineered Rider Store business functions and hours resulting in significant cost savings.
- Reengineered Revenue Collection processes and hours resulting in significant cost savings.
- Implemented electronic Breeze Emergency transfer resulting in the elimination of paper transfers and an increase in customer service satisfaction.
- Implemented safety improvements for bus and rail collection.
- Worked as part of the Fare Evasion Team, which resulted in a significant increase in passenger revenue.

### Office of Treasury

- Maximized the receipt of federal grants assistance to MARTA and continued to maintain MARTA's eligibility to receive federal assistance; remain in compliance with regulations of all grants
- Successfully obtained allocation of flexible federal preventive maintenance funds from ARC.
- Continued the mitigation of fuel price risk fluctuations by incorporating additional hedge transactions.
- Exceeded the GA 1 Fund Investment Performance FY15 (through May 30) by .038 basis points or 25.475% and the S&P GIP by .161 basis points
- Performed monthly Sales Tax and Debt Service Analysis on time and error free.
- Team continued to mitigate fuel pricing risk through use of swaps and future contract instruments.
- Facilitated the initiation of new Banking and Merchant Services contracts.
- Restructured debt through refunding's/direct placements and new issues.
- Established \$400m Floating Rate Note Program to eliminate LOC and Remarketing Fees associated with the Commercial Paper program.
- Converted Series 2000A Variable Rate Bonds to remove letter of credit support in excess of \$2 million over three years, and eliminating \$570k remarketing fees/year.
- Converted Series 2000B Variable Rate Bonds to remove letter of credit support in excess of \$1 million over three years, and eliminating \$570K remarketing fees/year.

- Advanced refunded Series 2006A/2016A bonds placing \$90.3 Million par with Wells Fargo at the rate of 2.30% and all in rate inclusive of Cost of Issuance of 2.36%. Resulted in a present value debt service savings of \$5.7 Million, or 6.39% of the refunding bonds.
- Issued \$87M Par Series 2015A 30-year fixed bonds at a premium netting proceeds of \$100M in new money to support the Capital Program.
- All credit ratings were confirmed by Rating Agencies – Fitch and S&P
- Complied with SEC MCDC disclosure requirements.
- Provided support for Clayton County extension including debt issuance modeling, sales tax proceeds determination methodology, and incorporation into the GSU Forecast.
- Successfully submitted grant application to ARC for the Implementation of MARTA's Updated Comprehensive Mobility Eligibility Assessment and Associated Travel Training program.
- Successfully met all FTA Quarterly Milestones reporting deadlines.
- Met all Bond Disclosure requirements on time.
- Met all LILO compliance requirements on time.
- Integrated Halogen Employee performance management system with office key performance indicators to insure employee focus is on strategic improvement.

#### **Office of Federal & State Programs**

- Successfully coordinated the submittal of three Joint Development projects for FTA Concurrence in support of the Authority's TOD initiative.
- Successfully submitted two nontraditional grant applications for Common Heritage and Tourism Product Development to support implementation of MARTA's TOD initiatives.
- Revised and updated Grant Administration Policy Guidelines and Processes.
- Successfully submitted FY 2014 NTD Annual Report to FTA.
- Assisted with obtaining flexible federal CMAQ funds allocation from ARC.

- Successfully obtained FTA concurrence for various Incidental Uses and Dispositions of MARTA Real Property.
- Administered five FTA New Freedom sub grants successfully, resulting in \$4 million in reimbursements to sub grantees.
- Successfully closed three Security grants resulting in more than \$7 million in federal funds for MARTA projects.
- Successfully submitted and received a Georgia EMA grant for \$50,000 to support MARTA Police.
- Successfully submitted, in conjunction with Treasury and MTI, a Section 5310 grant application to ARC in support of MARTA's Mobility Transformation Initiative.
- Successfully submitted and received \$800,000 Transit Security Grant to support MARTA Police training and exercises.
- Engaged in collaborative advocacy efforts to increase federal funding for security-related projects.

#### **Office of Contracts & Procurement**

- Achieved and maintained an Inventory Service Level of 95% or better
- Worked with Maintenance to determine inventory that no longer has application and can be disposed. Sell/dispose of all inventory determined to be obsolete for our needs. For FY15, 125 Buses and 81 L-Vans were added to the sales.
- Continued current methods and programs to minimize the inventory investment and continue to determine and implement new methods to minimize this investment.
- Completed a massive review and revision of descriptions for over 13,000 item records to enhance their effectiveness in buyer, supplier, and maintenance employee use and understanding.
- Increased iSupplier usefulness by requiring suppliers to input/update their own information that the Authority requires to complete processes electronically in Oracle that were previously done manually.

FY2016 Key Performance Indicator

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Average Inventory Service Level</b>	Percent of Stock Issues out of the number of all requested stock items	>= 95%	95.10%	>= 95%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>= 96%	94.28%	>= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>= 90%	84.13%	>= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	<= 0%	-7.26%	<= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	<= 0%	-6.47%	<= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	<= 0%	-22.19%	<= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	<= 0%	-15.11%	<= 0%



## FY2016 GOALS AND OBJECTIVES

### Office of Chief Financial Officer CFO

- Provide strategic, analytical and budgetary services that enable the agency to produce a fiscally prudent budget that supports the Strategic Plan and enables the Authority to optimize performance in a cost effective manner.
- Effectively manage accounting and financial reporting functions for the Authority to ensure that all financial information is reliable and available for management to make timely decisions.
- Ensure that all revenue is accurately and timely collected, processed, deposited and recorded.
- Promote and encourage employee responsibility, accountability, and development.
- Direct effective and efficient financial planning and debt and grant program management.
- Direct effective and efficient cash, investment portfolio, energy price risk, and banking service management.
- Award Parking RFP to successful proponent.
- Maximize parking revenue by continuing to improve on processes and procedures.

### Office of Accounting

- Evaluate and implement efficiencies and process improvements to the accounts payable functions.
- Implement AP Self Invoicing, which reduces the manual matching of three-way and four-way purchase orders.
- Implement Oracle web base expense reporting, which reduces the manual functions related to processing expense reports and employee advances.
- Implement ACH electronic payment for Accounts Payable, which reduces the amount of paper checks processed.
- Receive an unqualified opinion on the FY2015 audited financial statements.
- Receive the distinguished GFOA awards for the FY2015 CAFR and FY2015 Annual Popular Report.
- Consolidate and manage all travel related functions in one area, which reduces the amount of time, errors and inconsistencies related to employee travel.

- Implement GASB Statement No. 68 Accounting and Financial Reporting for Pension – an Amendment to GASB Statement No. 27.
- Convert the AT&A Timekeeping System to Oracle Timekeeping.

### Office of Management & Budget

- Improve financial viability by reducing costs, increasing revenue sources and maintaining reserves.
- Develop and publish fiscal year Operating and Capital Budget Book.
- Facilitate monthly Senior Staff/EMT organizational performance reviews.
- Maintain and update Balanced Scorecard toolset.
- Conduct various Performance Optimization and Efficiency studies.
- Increase responsiveness to special events.
- Build and maintain an electronic portfolio of current and past OMB projects, white papers, and Six Sigma studies.

### Office of Revenue Operations

- Implement Direct Partner and Transit Management Association (TMA) Regional Products.
- Provide financial analysis and recommendations on the upgrade of the money room application software and work station hardware.
- Reintroduce paper tickets into the TVM, which allows patrons flexibility and more choices.
- Replace current fare media with more secure and durable fare media.
- Manage audit of regional Clearinghouse.
- Evaluate and implement efficiencies and process improvements to the revenue collection functions.

### Office of Treasury

- Continue improvement in grant closeout performance.
- Continue to refine capital budget process for efficiency and incorporation of project control initiatives.
- Finalize new Banking and Merchant Services contracts by August 31, 2015.

- Monitor and limit counterparty risk associated with potential bank credit downgrades in relation to forward delivery agreements and other financial transactions.
- Continue to outperform portfolio earnings benchmarks.
- Monitor remediated LILO transactions in the event that further closure opportunities present themselves. Further closure would eliminate potential future exposure to financial downturns.
- Optimize cash balances minimizing debt issuance.
- Continue to monitor outstanding bond series for potential refunding opportunities.
- Secure pledging of Clayton County and Ad Valorem receipts to MARTA sales tax bonds, modify additional bond tests and receive credit rating upgrades.
- Maintain a debt structure that provides flexibility and cost savings.
- Terminate LILO transactions with the least cost to the Authority enhancing balance sheet reporting.
- Work with TOD to clean and clear IGA offset flex grants.

**Office of Federal & State Programs**

- Continue to maintain and build-upon positive working relationships with Federal and State grantor agencies, including the Federal Transit Administration and Department of Homeland Security.
- Coordinate effectively with other departments to maintain the Authority's eligibility for the continued receipt of Federal grant assistance.
- Facilitate the Authority's preparation for and response to Federal grant program compliance reviews, including the FTA PSR and FY16 Triennial Reviews.
- Seek and respond to Federal, State and Non-traditional grant funding opportunities, which align with MARTA's goals and objectives.

- Administer subgrant agreements with local governments in a responsive manner in accordance with FTA requirements.
- Coordinate the Authority's responsibilities, in conjunction with ARC and the Office of Treasury, as the Atlanta Urbanized Area's Designated Recipient of specified FTA Section 5307, 5337, & 5339 formula grant funds.

**Office of Contracts & Procurement**

- Achieve and maintain 98% inventory accuracy.
- Achieve and maintain an Inventory Service Level of 95% or better.
- Work with Maintenance to determine inventory that no longer has application and can be disposed. Sell/dispose of all inventory determined to be obsolete for our needs.
- Continue current methods and programs to minimize the inventory investment and continue to determine and implement new methods to minimize this investment.
- Evaluate automated Records Accession and Management systems and determine the feasibility of implementing an automated system. Prepare a project request and secure the necessary funding for project implementation.
- Develop SharePoint workflows for Procedures Management, Records Management, Facilities Moving, and Mail Center operations.
- Implement Purchase Card Recognition Program based on a performance criteria for cardholders and approvers.
- Continue to expand usage and electronic capabilities of iSupplier, both with internal functions and with suppliers.
- Expand usage of the Print Shop by bringing in print work that has traditionally been done by external Suppliers.
- Continue to create and revise SOPs to standardize processes and to facilitate training of new employees.

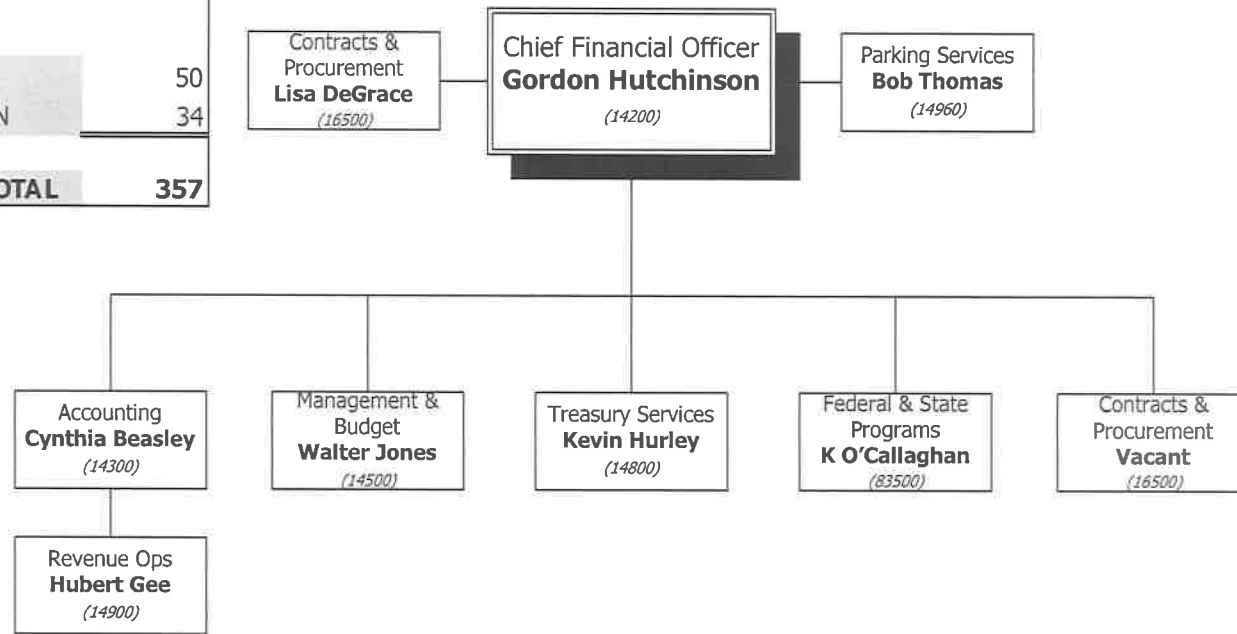
**DEPT OF CHIEF FINANCIAL OFFICER CFO**

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<b>Gross Operating Total</b>	<b><u>25,871,020</u></b>	<b><u>27,698,119</u></b>	<b><u>27,815,848</u></b>	<b><u>28,491,115</u></b>	<b><u>31,901,818</u></b>	<b><u>0</u></b>	<b><u>31,901,818</u></b>
Cost Allocation	-5,031,302	-5,513,143	-5,623,005	-4,898,437	-6,199,085	0	-6,199,085
<b>Allocation Total</b>	<b><u>-5,031,302</u></b>	<b><u>-5,513,143</u></b>	<b><u>-5,623,005</u></b>	<b><u>-4,898,437</u></b>	<b><u>-6,199,085</u></b>	<b><u>0</u></b>	<b><u>-6,199,085</u></b>
<b>Net Operating Expense</b>	<b><u>20,839,718</u></b>	<b><u>22,184,976</u></b>	<b><u>22,192,843</u></b>	<b><u>23,592,678</u></b>	<b><u>25,702,733</u></b>	<b><u>0</u></b>	<b><u>25,702,733</u></b>

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Represented	78	78	77	77	77	0	77	Management	28	26	27	30	30	0	30
<b>Full-Time Total</b>	<b><u>273</u></b>	<b><u>272</u></b>	<b><u>270</u></b>	<b><u>272</u></b>	<b><u>273</u></b>	<b><u>0</u></b>	<b><u>273</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	77	77	72	53	50	0	50	Professional	84	89	95	96	97	0	97
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<b>Contract</b>	<b><u>4</u></b>	<b><u>6</u></b>	<b><u>8</u></b>	<b><u>34</u></b>	<b><u>34</u></b>	<b><u>0</u></b>	<b><u>34</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>354</u></b>	<b><u>355</u></b>	<b><u>350</u></b>	<b><u>359</u></b>	<b><u>357</u></b>	<b><u>0</u></b>	<b><u>357</u></b>	Represented	75	75	74	74	74	0	74
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								<b>Total</b>	<b><u>354</u></b>	<b><u>355</u></b>	<b><u>350</u></b>	<b><u>359</u></b>	<b><u>357</u></b>	<b><u>0</u></b>	<b><u>357</u></b>

DEPARTMENT OF CHIEF FINANCIAL OFFICER/CFO

ADM	134	Non-Rep	196
MGR	30	Rep	77
MNT	3	<b>Total FT</b>	<b>273</b>
OPR	0		
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PRO	97	PT	50
REP	74	CON	34
SUP	18		
TEC	1	<b>TOTAL</b>	<b>357</b>



**FUNCTIONS AND RESPONSIBILITIES**

The Office of Chief Financial Officer CFO supervises the Authority's financial activities, and is responsible for the strategic direction, financial viability and daily management of the Department of Finance. The Department of Finance encompasses the Offices of Accounting, Management & Budget, Treasury Services, Revenue Operations, Parking Services, and Federal & State Programs.

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

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

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

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

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

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

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

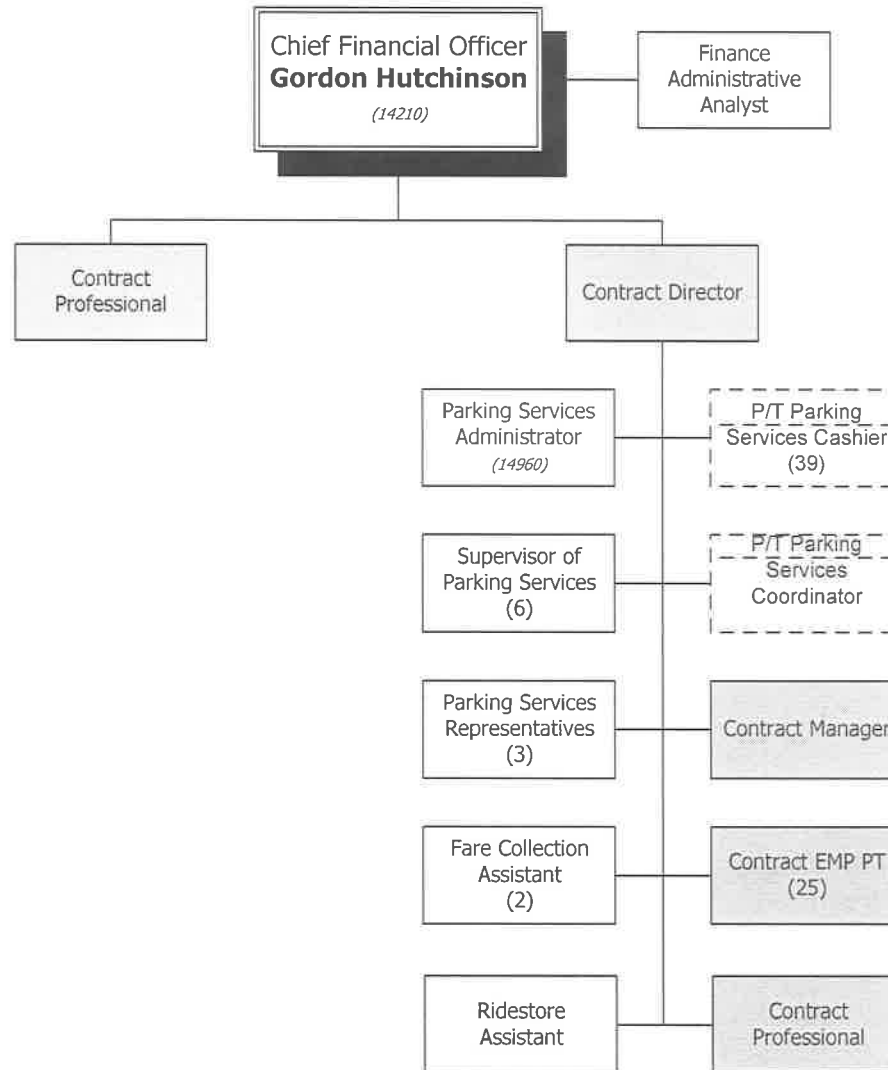
**OFFICE OF CHIEF FINANCIAL OFFICER CFO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,564,009	1,489,939	1,694,027	1,948,259	1,774,891	0	1,774,891
Overtime	43,649	20,842	46,207	36,500	61,653	0	61,653
Other Benefits	197,593	226,425	217,298	190,633	-119,466	0	-119,466
Healthcare Rep/NonRep	513,535	466,086	443,671	407,370	414,435	0	414,435
Pension Rep/NonRep	190,019	196,465	129,486	125,631	257,429	0	257,429
Workers Comp-Excess/Losses	56,337	22,244	-450	28,610	97,515	0	97,515
<i>Benefits Total</i>	957,484	911,220	790,005	752,244	649,913	0	649,913
<b>Labor Total</b>	<b><u>2,565,142</u></b>	<b><u>2,422,001</u></b>	<b><u>2,530,239</u></b>	<b><u>2,737,003</u></b>	<b><u>2,486,458</u></b>	<b><u>0</u></b>	<b><u>2,486,458</u></b>
Contractual Services	95,166	116,251	129,900	156,703	124,264	0	124,264
Materials Supplies-Other	3,043	3,058	6,169	7,526	9,195	0	9,195
<i>Materials Total</i>	3,043	3,058	6,169	7,526	9,195	0	9,195
Miscellaneous Expenses	0	0	0	4	0	0	0
Other Non-Operating Expenses	113,629	106,978	270,901	164,202	204,200	0	204,200
<b>Non Labor Total</b>	<b><u>211,838</u></b>	<b><u>226,287</u></b>	<b><u>406,970</u></b>	<b><u>328,435</u></b>	<b><u>337,659</u></b>	<b><u>0</u></b>	<b><u>337,659</u></b>
<b>Gross Operating Total</b>	<b><u>2,776,980</u></b>	<b><u>2,648,288</u></b>	<b><u>2,937,209</u></b>	<b><u>3,065,438</u></b>	<b><u>2,824,117</u></b>	<b><u>0</u></b>	<b><u>2,824,117</u></b>
Cost Allocation	-329,695	-320,203	-408,844	-554,991	-434,805	0	-434,805
<b>Allocation Total</b>	<b><u>-329,695</u></b>	<b><u>-320,203</u></b>	<b><u>-408,844</u></b>	<b><u>-554,991</u></b>	<b><u>-434,805</u></b>	<b><u>0</u></b>	<b><u>-434,805</u></b>
<b>Net Operating Expense</b>	<b><u>2,447,285</u></b>	<b><u>2,328,085</u></b>	<b><u>2,528,365</u></b>	<b><u>2,510,447</u></b>	<b><u>2,389,312</u></b>	<b><u>0</u></b>	<b><u>2,389,312</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	17	16	16	15	15	0	15	Administrative	72	72	67	72	72	0	72
Represented	0	0	0	0	0	0	0	Management	2	1	1	3	3	0	3
<b>Full-Time Total</b>	<b><u>17</u></b>	<b><u>16</u></b>	<b><u>16</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>0</u></b>	<b><u>15</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	64	64	59	40	40	0	40	Professional	2	3	3	3	3	0	3
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>64</u></b>	<b><u>64</u></b>	<b><u>59</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>0</u></b>	<b><u>40</u></b>	Maintenance	0	0	0	0	0	0	0
Contract	1	2	2	29	29	0	29	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>82</u></b>	<b><u>82</u></b>	<b><u>77</u></b>	<b><u>84</u></b>	<b><u>84</u></b>	<b><u>0</u></b>	<b><u>84</u></b>	Represented	0	0	0	0	0	0	0
								Supervisory	6	6	6	6	6	0	6
								<b>Total</b>	<b><u>82</u></b>	<b><u>82</u></b>	<b><u>77</u></b>	<b><u>84</u></b>	<b><u>84</u></b>	<b><u>0</u></b>	<b><u>84</u></b>

OFFICE OF CHIEF FINANCIAL OFFICER / CFO

ADM	72	Non-Rep	15
MGR	3	Rep	0
MNT	0	<b>Total FT</b>	<b>15</b>
OPR	0		
POL	0		
PRO	3	PT	40
REP	0	CON	29
SUP	6		
TEC	0	<b>TOTAL</b>	<b>84</b>



PERSONNEL COMPARISON

OFFICE OF CHIEF FINANCIAL OFFICER CFO

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
AGM Finance	C	1	----	----	----	----	----	----
Chief Financial Officer	A	----	1	1	1	1	----	1
Fare Collection Asst	9	2	2	2	2	2	----	2
Finance Administrative Analyst	18	1	1	1	1	1	----	1
Mgr Financial Systems	21	1	----	----	----	----	----	----
Parking Services Administrator	16	1	1	1	1	1	----	1
Parking Services Rep	6	5	5	5	3	3	----	3
Ridestore Assistant	9	----	----	----	1	1	----	1
Supv Parking Services	10	6	6	6	6	6	----	6
<b>Non-Rep Subtotal</b>		<b>17</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>----</b>	<b>15</b>
<b>Total Full-Time</b>		<b>17</b>	<b>16</b>	<b>16</b>	<b>15</b>	<b>15</b>	<b>----</b>	<b>15</b>
<b><u>Part-Time</u></b>								
Parking Services Cashier PT	----	62	62	57	39	39	----	39
Parking Svcs Coordinator PT	----	2	2	2	1	1	----	1
<b>Total Part-Time</b>		<b>64</b>	<b>64</b>	<b>59</b>	<b>40</b>	<b>40</b>	<b>----</b>	<b>40</b>
<b><u>Contract</u></b>								
Contract Director	----	----	----	----	1	1	----	1
CONTRACT EMP PT	----	----	----	----	25	25	----	25
Contract Manager	----	----	----	----	1	1	----	1
Contract Professional	----	1	2	2	2	2	----	2
<b>Total Contract</b>		<b>1</b>	<b>2</b>	<b>2</b>	<b>29</b>	<b>29</b>	<b>----</b>	<b>29</b>
<b>Office Total</b>		<b>82</b>	<b>82</b>	<b>77</b>	<b>84</b>	<b>84</b>	<b>0</b>	<b>84</b>



**FUNCTIONS AND RESPONSIBILITIES**

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

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

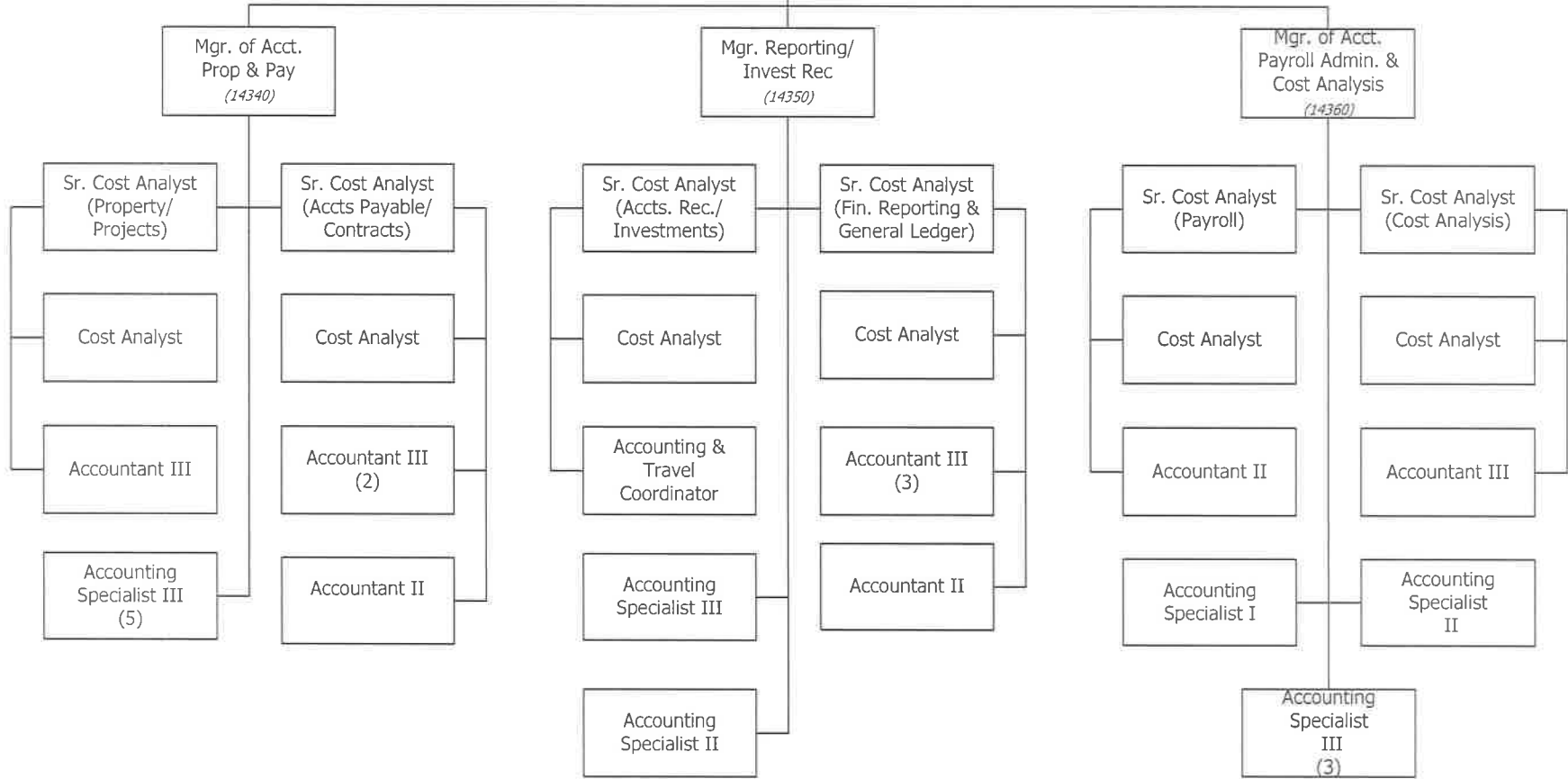
Specific responsibilities include: preparation of the monthly financial results and variance to budget for presentation to the Board of Directors and MARTA Senior Management; processing of biweekly payroll; processing of disbursements and cash receipts; and appropriate accounting allocation between operating,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

**OFFICE OF ACCOUNTING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	2,347,893	2,357,595	2,387,920	2,253,137	2,406,372	0	2,406,372
Overtime	22,210	9,786	12,801	13,582	116,110	0	116,110
Other Benefits	229,288	229,843	232,115	307,900	373,676	0	373,676
Healthcare Rep/NonRep	453,481	438,553	429,670	367,993	485,481	0	485,481
Pension Rep/NonRep	587,456	620,410	552,665	598,729	521,442	0	521,442
Workers Comp-Excess/Losses	2,551	-4,890	74	23,771	72,693	0	72,693
<i>Benefits Total</i>	1,272,776	1,283,916	1,214,524	1,298,393	1,453,292	0	1,453,292
<b>Labor Total</b>	<b><u>3,642,879</u></b>	<b><u>3,651,297</u></b>	<b><u>3,615,245</u></b>	<b><u>3,565,112</u></b>	<b><u>3,975,774</u></b>	<b><u>0</u></b>	<b><u>3,975,774</u></b>
Contractual Services	490	545	27,507	42,892	52,724	0	52,724
Materials Supplies-Other	6,418	6,817	19,278	6,962	4,840	0	4,840
<i>Materials Total</i>	6,418	6,817	19,278	6,962	4,840	0	4,840
Miscellaneous Expenses	15	12	149	14	36	0	36
Other Non-Operating Expenses	11,174	10,769	14,392	12,346	16,874	0	16,874
<b>Non Labor Total</b>	<b><u>18,097</u></b>	<b><u>18,143</u></b>	<b><u>61,326</u></b>	<b><u>62,214</u></b>	<b><u>74,474</u></b>	<b><u>0</u></b>	<b><u>74,474</u></b>
<b>Gross Operating Total</b>	<b><u>3,660,976</u></b>	<b><u>3,669,440</u></b>	<b><u>3,676,571</u></b>	<b><u>3,627,326</u></b>	<b><u>4,050,248</u></b>	<b><u>0</u></b>	<b><u>4,050,248</u></b>
Cost Allocation	-1,147,243	-1,159,400	-1,148,560	-1,155,599	-1,240,185	0	-1,240,185
<b>Allocation Total</b>	<b><u>-1,147,243</u></b>	<b><u>-1,159,400</u></b>	<b><u>-1,148,560</u></b>	<b><u>-1,155,599</u></b>	<b><u>-1,240,185</u></b>	<b><u>0</u></b>	<b><u>-1,240,185</u></b>
<b>Net Operating Expense</b>	<b><u>2,513,733</u></b>	<b><u>2,510,040</u></b>	<b><u>2,528,011</u></b>	<b><u>2,471,727</u></b>	<b><u>2,810,062</u></b>	<b><u>0</u></b>	<b><u>2,810,062</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	39	40	40	40	40	0	40	Administrative	13	13	13	12	12	0	12
Represented	0	0	0	0	0	0	0	Management	4	4	4	4	4	0	4
<b>Full-Time Total</b>	<b><u>39</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>0</u></b>	<b><u>40</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	19	22	23	24	24	0	24
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b><u>39</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>0</u></b>	<b><u>40</u></b>	Supervisory	3	1	0	0	0	0	0
								<b>Total</b>	<b><u>39</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>40</u></b>	<b><u>0</u></b>	<b><u>40</u></b>

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



PERSONNEL COMPARISON

OFFICE OF ACCOUNTING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Accountant II	15	3	3	2	3	3	----	3
Accountant III	17	10	7	8	7	7	----	7
Accounting & Travel Coordinator	14	----	----	----	1	1	----	1
Accounting Specialist I	9	----	1	1	1	1	----	1
Accounting Specialist II	11	5	3	3	2	2	----	2
Accounting Specialist III	13	8	9	9	9	9	----	9
Accounting Sys Adm & Proj Mgr	20	1	1	1	1	1	----	1
Cost Analyst	18	2	6	6	6	6	----	6
Dir Accounting	23	1	1	----	----	----	----	----
Mgr Accounting	21	3	3	3	3	3	----	3
Sr Cost Analyst	20	3	5	6	6	6	----	6
Sr Director & Controller	24	----	----	1	1	1	----	1
Supv Accounting	19	3	1	----	----	----	----	----
Travel Coordinator	15	----	----	----	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>39</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>----</b>	<b>40</b>
<b>Total Full-Time</b>		<b>39</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>----</b>	<b>40</b>
<b>Office Total</b>		<b>39</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>0</b>	<b>40</b>

## FUNCTIONS AND RESPONSIBILITIES

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

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

The Office consists of three branches: the Budget branch, the Strategic Performance branch, and Financial Systems branch.

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

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

The branch works to identify solutions for organizational concerns, manages personnel authorization and requisition control, provides financial analysis to assure the best use of MARTA's financial resources, assesses the efficient use of our employees, monitors the functional

components of the Authority, and determines how each function operates internally and cross-functionally.

Strategic Performance Management branch facilitates the collection, analysis and submission of mandatory NTD data and the development and implementation of MARTA's performance management process. The Office provides timely, accurate and actionable business intelligence that enables the Authority's senior management to effectively and efficiently improve performance in line with MARTA's strategic direction. This includes performance metrics tracking in line with Authority-wide annual Strategic Business Plan, particularly via Data Warehouse/Balanced Scorecard toolset; maintaining Strategic KPI data on public web-site Itsmarta.com; development of industry-wide benchmarking process for comparative and best practices research of performance tracking and improvement; and studies to optimize performance and improve efficiency of business processes system-wide at standing and ad hoc requests by senior management. The performance and efficiency optimization studies include those based on six sigma methodology. In addition to that, Strategic Performance Management staff is tasked with conducting thorough review and analysis of the current internal cost associated with maintaining functions identified for potential outsourcing in the Strategic Transformation program. On aggregate, Strategic Performance Management branch directly supports MARTA's commitment to fulfill the Organizational Goals "Increase employee accountability at every level in meeting organizational priorities," "Demonstrate routine excellence in daily internal/external operations," and "Increase organizational efficiencies to reverse financial decline."

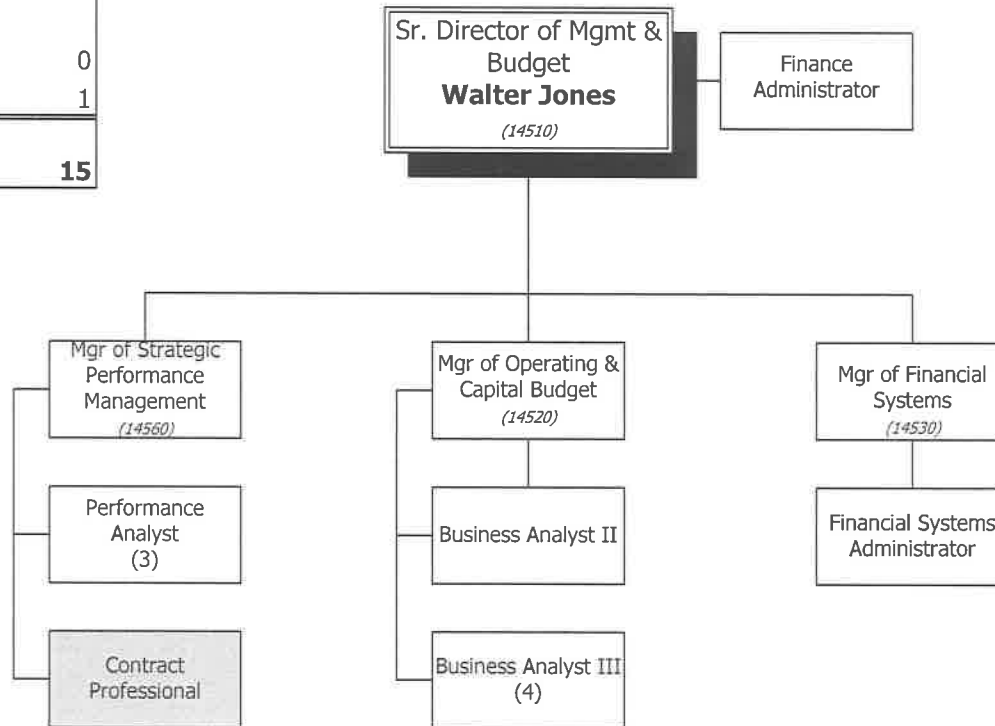
The Financial Systems branch is responsible for maintaining and improving the budget information system. This branch is tasked with administering the budget databases as well as any inbound or outbound data. Working with IT, Accounting, and HR the Financial Systems branch is the central conduit for data exchange and reporting between OMB and the rest of the Authority. All OMB SharePoint and Business Intelligence projects, data modeling, and budget book reporting are designed, deployed, and maintained by the Financial Systems branch.

**OFFICE OF MANAGEMENT & BUDGET**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	737,430	940,620	1,118,058	1,114,015	1,171,476	0	1,171,476
Overtime	0	174	365	1,178	0	0	0
Other Benefits	75,238	87,918	101,073	135,024	236,742	0	236,742
Healthcare Rep/NonRep	137,528	157,207	188,577	198,909	165,774	0	165,774
Pension Rep/NonRep	183,242	220,404	180,971	203,874	228,210	0	228,210
Workers Comp-Excess/Losses	0	-2	0	-64	24,822	0	24,822
<i>Benefits Total</i>	396,008	465,527	470,621	537,743	655,549	0	655,549
<b>Labor Total</b>	<b><u>1,133,438</u></b>	<b><u>1,406,321</u></b>	<b><u>1,589,044</u></b>	<b><u>1,652,936</u></b>	<b><u>1,827,024</u></b>	<b><u>0</u></b>	<b><u>1,827,024</u></b>
Contractual Services	0	0	30,732	0	65,000	0	65,000
Materials Supplies-Other	3,807	5,320	4,695	8,052	8,692	0	8,692
<i>Materials Total</i>	3,807	5,320	4,695	8,052	8,692	0	8,692
Other Non-Operating Expenses	3,766	1,322	1,181	7,181	6,924	0	6,924
<b>Non Labor Total</b>	<b><u>7,573</u></b>	<b><u>6,642</u></b>	<b><u>36,608</u></b>	<b><u>15,233</u></b>	<b><u>80,616</u></b>	<b><u>0</u></b>	<b><u>80,616</u></b>
<b>Gross Operating Total</b>	<b><u>1,141,011</u></b>	<b><u>1,412,963</u></b>	<b><u>1,625,652</u></b>	<b><u>1,668,169</u></b>	<b><u>1,907,640</u></b>	<b><u>0</u></b>	<b><u>1,907,640</u></b>
Cost Allocation	-488,140	-672,417	-780,543	-594,261	-903,466	0	-903,466
<b>Allocation Total</b>	<b><u>-488,140</u></b>	<b><u>-672,417</u></b>	<b><u>-780,543</u></b>	<b><u>-594,261</u></b>	<b><u>-903,466</u></b>	<b><u>0</u></b>	<b><u>-903,466</u></b>
<b>Net Operating Expense</b>	<b><u>652,871</u></b>	<b><u>740,546</u></b>	<b><u>845,109</u></b>	<b><u>1,073,908</u></b>	<b><u>1,004,174</u></b>	<b><u>0</u></b>	<b><u>1,004,174</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	13	14	14	14	14	0	14	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	3	4	4	4	4	0	4
<b>Full-Time Total</b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	10	11	11	11	11	0	11
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>0</u></b>	<b><u>1</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>13</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>0</u></b>	<b><u>15</u></b>	<b>Total</b>	<b><u>13</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>0</u></b>	<b><u>15</u></b>

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



**OFFICE OF MANAGEMENT & BUDGET**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Business Analyst II	17	1	1	1	1	1	----	1
Business Analyst III	19	4	4	4	4	4	----	4
Dir Financial Mgmt & Budget	23	1	1	1	1	1	----	1
Finance Administrator	16	1	1	1	1	1	----	1
Financial Systems Admin	20	1	1	1	1	1	----	1
Mgr Financial Systems	21	----	1	1	1	1	----	1
Mgr Operating & Capital Budget	22	1	1	1	1	1	----	1
Mgr Strategic Performance	21	1	1	1	1	1	----	1
Performance Analyst	18	2	3	3	3	3	----	3
Project Mgr Org Efficiency	20	1	----	----	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>----</b>	<b>14</b>
<b>Total Full-Time</b>		<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>----</b>	<b>14</b>
<b><u>Contract</u></b>								
Contract Professional	----	----	1	1	1	1	----	1
<b>Total Contract</b>		<b>----</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Office Total</b>		<b>13</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>15</b>



**FUNCTIONS AND RESPONSIBILITIES**

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

The Revenue Administration Branch oversees the reconciliation of actual coin and currency counts processed by the Revenue Processing Unit and by monitoring, auditing, and controlling transactional fraud and system access rules. These activities include identifying, preventing, investigating, resolving, and reporting discrepancies, unusual occurrences and variances. Total revenue monitored is approximately \$117 million annually. This Branch is also responsible for the management of the design, implementation, and operation of the Authority's fare collection system, encoding fare media and the administration of revenue contracts. The Ticket Vending/Bus processing equipment maintenance oversight Branch oversees equipment reported as out of service to prevent abuse and fraudulent transactions.

The mission of MARTA's Revenue Settlement and Clearinghouse is to ensure that fare payment transactions and revenue are accurately reported and apportioned according to Breeze Regional Agreements. All Regional Partner autoloads are investigated and resolved. The money settlement amounts are distributed to the Regional Partner transit agencies on a monthly basis. The office reconciles credit/debit settlement reports from the bank against the Breeze Vending Machine credit/debit sales reports and investigates transaction discrepancies. Responsibilities also include the review and investigation of Breeze customer inquiries

requesting credit restore and limited cash refunds. Collections on Accounts Receivables are coordinated for each area producing the invoice and monthly reporting of the aging of collections is reported.

The Revenue Collections Branch is responsible for securing the collection of approximately \$70 million from bus fareboxes and ticket vending machines. This Branch also works with other departments to handle special events and to assist patrons throughout the system.

The Revenue Processing Branch is responsible for securing the processing and banking of approximately \$70 million from bus fareboxes, parking lots, and Ticket Vending machines. This Branch is also responsible for supplying change of approximately \$6 million for the Ticket Vending machines. This Branch also works with other departments to handle special events and to assist patrons throughout the system.

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

The Media Sales Branch is responsible for Breeze MARTA's Ridestores and the sale of fare media at two locations within the rail system. The Ridestores are located at the Five Points and Airport rail stations. This Branch is also responsible for the distribution of MARTA fare media to non-profit government agencies, MARTA Partnerships programs, universities, MARTA Employees and at selected conventions held at the Georgia World Congress Center. In addition the Media Sales Branch manages and oversees Web ticketing for group and individual sales. This area is also responsible for the securing and collecting of approximately \$28.7 million annually.

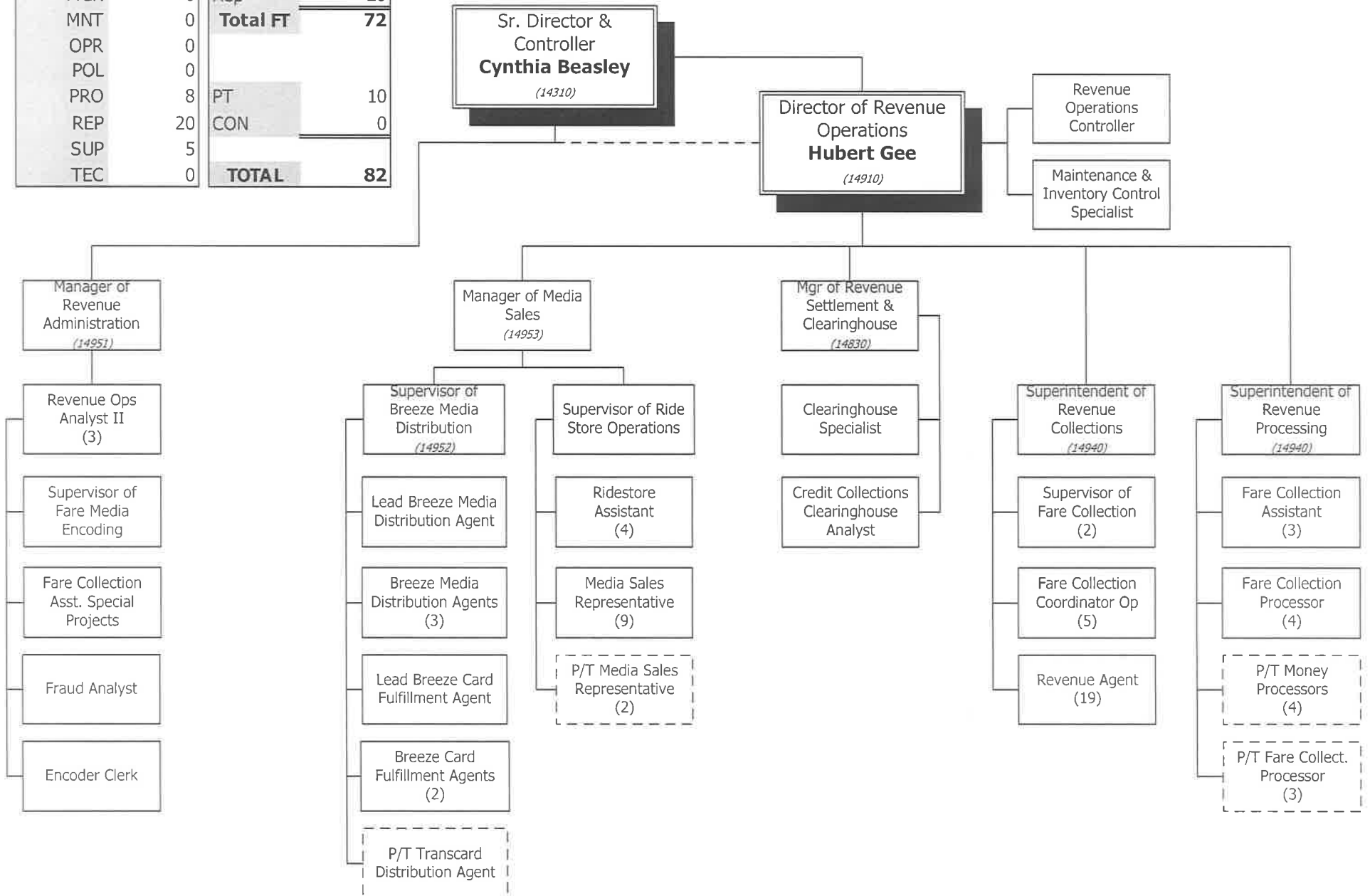
**OFFICE OF REVENUE OPERATIONS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	3,008,285	3,023,682	3,144,510	2,974,804	3,205,896	0	3,205,896
Overtime	153,221	149,943	110,719	100,836	205,976	0	205,976
Other Benefits	374,427	363,686	354,595	328,323	210,088	0	210,088
Healthcare Rep/NonRep	922,513	902,365	860,255	868,727	959,778	0	959,778
Pension Rep/NonRep	591,987	649,244	571,396	613,267	592,077	0	592,077
Workers Comp-Excess/Losses	28,498	49,846	8,005	186,804	147,159	0	147,159
<i>Benefits Total</i>	1,917,425	1,965,141	1,794,251	1,997,121	1,909,102	0	1,909,102
<b>Labor Total</b>	<b>5,078,931</b>	<b>5,138,766</b>	<b>5,049,480</b>	<b>5,072,761</b>	<b>5,320,974</b>	<b>0</b>	<b>5,320,974</b>
Contractual Services	244,791	268,546	275,518	264,763	312,149	0	312,149
Materials Supplies-Other	1,545,799	2,062,269	1,470,628	1,606,924	2,280,344	0	2,280,344
<i>Materials Total</i>	1,545,799	2,062,269	1,470,628	1,606,924	2,280,344	0	2,280,344
Miscellaneous Expenses	0	0	0	8	36	0	36
Other Non-Operating Expenses	-34,000	1,365,732	1,512,323	1,502,846	1,753,909	0	1,753,909
<b>Non Labor Total</b>	<b>1,756,590</b>	<b>3,696,547</b>	<b>3,258,469</b>	<b>3,374,541</b>	<b>4,346,438</b>	<b>0</b>	<b>4,346,438</b>
<b>Gross Operating Total</b>	<b>6,835,521</b>	<b>8,835,313</b>	<b>8,307,949</b>	<b>8,447,302</b>	<b>9,667,412</b>	<b>0</b>	<b>9,667,412</b>
Cost Allocation	-480,079	-680,311	-669,581	-929	-757,476	0	-757,476
<b>Allocation Total</b>	<b>-480,079</b>	<b>-680,311</b>	<b>-669,581</b>	<b>-929</b>	<b>-757,476</b>	<b>0</b>	<b>-757,476</b>
<b>Net Operating Expense</b>	<b>6,355,442</b>	<b>8,155,002</b>	<b>7,638,368</b>	<b>8,446,373</b>	<b>8,909,937</b>	<b>0</b>	<b>8,909,937</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	52	52	52	51	52	0	52	Administrative	47	47	47	46	43	0	43
Represented	20	20	20	20	20	0	20	Management	6	6	6	6	6	0	6
<b>Full-Time Total</b>	<b>72</b>	<b>72</b>	<b>72</b>	<b>71</b>	<b>72</b>	<b>0</b>	<b>72</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	13	13	13	13	10	0	10	Professional	7	7	7	7	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>10</b>	<b>0</b>	<b>10</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>84</b>	<b>82</b>	<b>0</b>	<b>82</b>	Represented	20	20	20	20	20	0	20
								Supervisory	5	5	5	5	5	0	5
								<b>Total</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>84</b>	<b>82</b>	<b>0</b>	<b>82</b>

OFFICE OF REVENUE OPERATIONS

ADM	43	Non-Rep	52
MGR	6	Rep	20
MNT	0	<b>Total FT</b>	<b>72</b>
OPR	0		
POL	0		
PRO	8	PT	10
REP	20	CON	0
SUP	5		
TEC	0	<b>TOTAL</b>	<b>82</b>



**OFFICE OF REVENUE OPERATIONS**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Breeze Card Fulfillment Agent	8	2	2	2	2	2	----	2
Breeze Media Distribution Agt	13	3	3	3	3	3	----	3
Clearinghouse Specialist	13	1	1	1	1	1	----	1
Credit Collec Clearhse Analyst	16	1	1	1	1	1	----	1
Dir Revenue Operations	23	1	1	1	1	1	----	1
Fare Collect Asst Sp Proj	9	1	1	1	1	1	----	1
Fare Collection Asst	9	3	3	3	3	3	----	3
Fare Collection Coordinator Op	15	5	5	5	5	5	----	5
Fare Collection Processor	6	4	4	4	4	4	----	4
Fraud Analyst	18	----	----	----	----	1	----	1
Ld Breeze Card Fulfillment Agt	9	1	1	1	1	1	----	1
Ld Breeze Media Dist Agent	14	1	1	1	1	1	----	1
Maintenance & Inventory Control Specialist	16	1	1	1	1	1	----	1
Media Sales Rep	7	9	9	9	9	9	----	9
Mgr Media Sales	19	1	1	1	1	1	----	1
Mgr Rev Settlemt & Clearinghse	20	1	1	1	1	1	----	1
Mgr Revenue Administration	19	1	1	1	1	1	----	1
Revenue Operations Analyst II	16	3	3	3	3	3	----	3
Revenue Operations Controller	17	1	1	1	1	1	----	1
Ridestore Assistant	9	5	5	5	4	4	----	4
Supt Revenue Collections	17	1	1	1	1	1	----	1
Supt Revenue Processing	17	1	1	1	1	1	----	1
Supv Breeze Media Dist Ride St	16	1	1	1	1	1	----	1
Supv Fare Collection Operation	15	2	2	2	2	2	----	2
Supv Fare Media Encoding	16	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Supv Ridestore Operations	16	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>52</b>	<b>52</b>	<b>52</b>	<b>51</b>	<b>52</b>	----	<b>52</b>
<b><u>Represented</u></b>								
Encoder Clerk	UR	1	1	1	1	1	----	1
Revenue Agent	UR	19	19	19	19	19	----	19
<b>Represented Subtotal</b>		<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	----	<b>20</b>
<b>Total Full-Time</b>		<b>72</b>	<b>72</b>	<b>72</b>	<b>71</b>	<b>72</b>	----	<b>72</b>
<b><u>Part-Time</u></b>								
Fare Collection Processor PT	----	3	3	3	3	3	----	3
Media Sales Rep PT	----	2	2	2	2	2	----	2
Money Processor PT	----	4	4	4	4	4	----	4
Pt Transcard Distrib Agent	----	1	1	1	1	1	----	1
Ridestore Clerk PT	----	3	3	3	3	----	----	----
<b>Total Part-Time</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>10</b>	----	<b>10</b>
<b>Office Total</b>		<b>85</b>	<b>85</b>	<b>85</b>	<b>84</b>	<b>82</b>	<b>0</b>	<b>82</b>

**FUNCTIONS AND RESPONSIBILITIES**

The primary responsibilities of the Office of Treasury & Capital Programs are to provide support to the Authority in the areas of cash management, business and financial analysis; ensure maximum investment yield; CIP management and oversight and capital budget development; grant and debt program execution and management. The Office of Treasury and Capital Programs consists of three branches: Financial Planning & Analysis, Cash Management and the Capital Improvement Program Management & Oversight.

The Financial Planning & Analysis branch provides programming, management, administration and oversight of federal and state grants to include regional solicitation and designated recipient efforts; and analysis and forecasting of revenue. In addition, the branch maintains and utilizes financial computer models to: develop and support short, intermediate and long-range planning; perform variance and financial analysis; and produce ad hoc and periodic management reports.

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

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

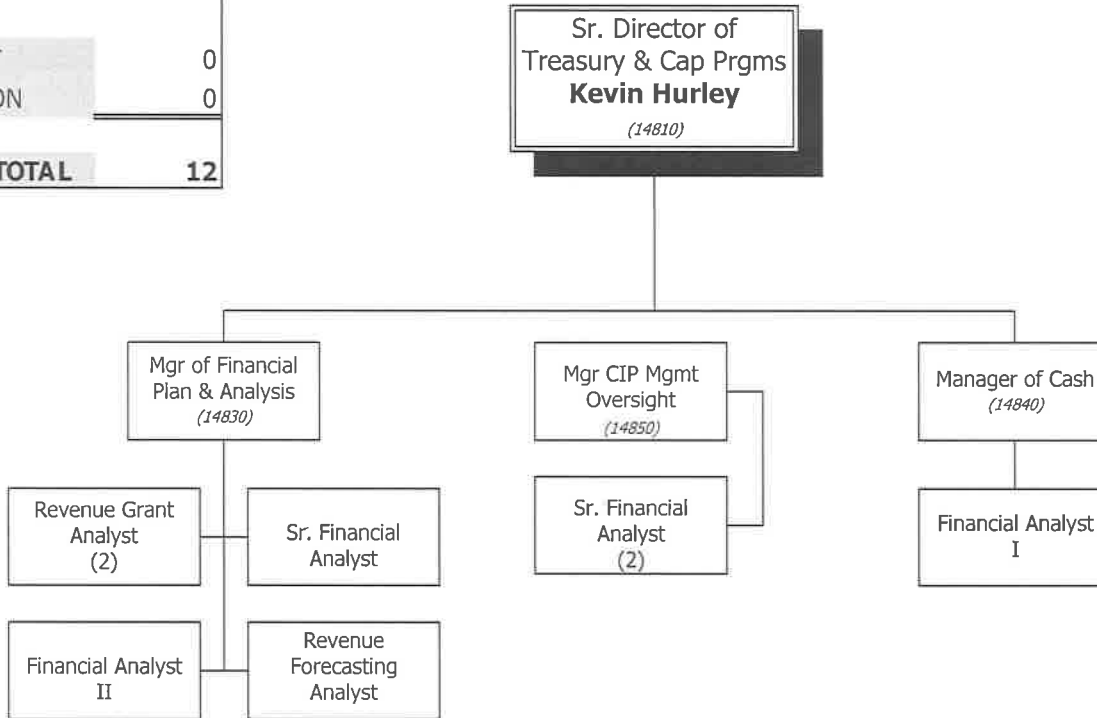
The Capital Improvement Program Management & Oversight branch is responsible for the financial management of the Authority's capital planning program, capital project oversight and analyses, project and program performance analyses, capital budget development and financial management; to include programming of funds, budget development, tracking capital expenditures and preservation programs. This branch participates in the development and improvement of project control systems and recommends improvements in systems, tools, and methods of project controls and project management.

**OFFICE OF TREASURY**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	591,361	622,124	629,951	935,435	992,182	0	992,182
Other Benefits	58,388	58,511	57,925	116,809	216,660	0	216,660
Healthcare Rep/NonRep	120,021	115,389	108,914	135,404	142,092	0	142,092
Pension Rep/NonRep	139,055	175,548	172,498	202,856	205,359	0	205,359
Workers Comp-Excess/Losses	0	-2	0	-43	21,276	0	21,276
<i>Benefits Total</i>	317,464	349,446	339,337	455,026	585,387	0	585,387
<b>Labor Total</b>	<b>908,825</b>	<b>971,570</b>	<b>969,288</b>	<b>1,390,461</b>	<b>1,577,569</b>	<b>0</b>	<b>1,577,569</b>
Contractual Services	0	700	46,013	-2,229	10,000	0	10,000
Materials Supplies-Other	3,453	2,686	340	10,044	2,730	0	2,730
<i>Materials Total</i>	3,453	2,686	340	10,044	2,730	0	2,730
Other Non-Operating Expenses	127	119,348	1,876	14,870	72,960	0	72,960
<b>Non Labor Total</b>	<b>3,580</b>	<b>122,734</b>	<b>48,229</b>	<b>22,685</b>	<b>85,690</b>	<b>0</b>	<b>85,690</b>
<b>Gross Operating Total</b>	<b>912,405</b>	<b>1,094,304</b>	<b>1,017,517</b>	<b>1,413,146</b>	<b>1,663,259</b>	<b>0</b>	<b>1,663,259</b>
Cost Allocation	-629,575	-734,788	-675,006	-1,007,182	-845,710	0	-845,710
<b>Allocation Total</b>	<b>-629,575</b>	<b>-734,788</b>	<b>-675,006</b>	<b>-1,007,182</b>	<b>-845,710</b>	<b>0</b>	<b>-845,710</b>
<b>Net Operating Expense</b>	<b>282,830</b>	<b>359,516</b>	<b>342,511</b>	<b>405,964</b>	<b>817,549</b>	<b>0</b>	<b>817,549</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	8	8	8	12	12	0	12	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	3	3	3	4	4	0	4
<b>Full-Time Total</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	6	6	6	8	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>	Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>

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





PERSONNEL COMPARISON

OFFICE OF TREASURY

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Business Process Analyst	19	----	----	----	1	----	----	----
Financial Analyst I	16	1	1	1	----	1	----	1
Financial Analyst II	18	----	----	----	1	1	----	1
Mgr Cash	20	1	1	1	1	1	----	1
MGR CIP MGMT OVERSIGHT	22	----	----	----	1	1	----	1
Mgr Financial Plan Analysis	22	1	1	1	1	1	----	1
Revenue Forecasting Analyst	20	1	1	1	1	1	----	1
Revenue Grant Analyst	19	1	1	1	2	2	----	2
Sr Dir Treas Cap Prg Treasurer	24	1	1	1	1	1	----	1
Sr Financial Analyst	20	2	2	2	3	3	----	3
<b>Non-Rep Subtotal</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>12</b>	<b>----</b>	<b>12</b>
<b>Total Full-Time</b>		<b>8</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>12</b>	<b>----</b>	<b>12</b>
<b><u>Contract</u></b>								
Contract Professional	----	1	1	1	----	----	----	----
<b>Total Contract</b>		<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Office Total</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>

**FUNCTIONS AND RESPONSIBILITIES**

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

The Federal & State Programs Office, in conjunction with the Financial Planning and Analysis branch of the Office of Treasury Services, coordinates the development/submittal of grant applications and grant amendments to U.S. and state government funding agencies, primarily the FTA, DHS, Department of Justice and GEMA. In support of MARTA's role as Designated Recipient of FTA JARC and New Freedom funds for the Atlanta Region, the Office also is responsible for the administration of sub-grant agreements, which pass-through federal funds to sub-recipient entities.

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

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

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

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

**OFFICE OF FEDERAL & STATE PROGRAMS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	211,641	240,936	241,915	325,127	323,822	0	323,822
Overtime	0	0	5,662	246	0	0	0
Other Benefits	19,659	21,354	22,094	35,223	69,575	0	69,575
Healthcare Rep/NonRep	25,536	26,165	26,747	37,429	47,364	0	47,364
Pension Rep/NonRep	46,698	56,673	42,651	51,264	67,024	0	67,024
Workers Comp-Excess/Losses	0	0	0	-11	7,092	0	7,092
<i>Benefits Total</i>	91,893	104,192	91,492	123,905	191,055	0	191,055
<b>Labor Total</b>	<b><u>303,534</u></b>	<b><u>345,128</u></b>	<b><u>339,069</u></b>	<b><u>449,278</u></b>	<b><u>514,878</u></b>	<b><u>0</u></b>	<b><u>514,878</u></b>
Contractual Services	0	0	150	199	0	0	0
Materials Supplies-Other	2,310	906	1,794	5,325	2,325	0	2,325
<i>Materials Total</i>	2,310	906	1,794	5,325	2,325	0	2,325
Miscellaneous Expenses	0	0	0	0	0	0	0
Other Non-Operating Expenses	3,919	5,124	5,286	5,769	10,075	0	10,075
<b>Non Labor Total</b>	<b><u>6,229</u></b>	<b><u>6,030</u></b>	<b><u>7,230</u></b>	<b><u>11,293</u></b>	<b><u>12,400</u></b>	<b><u>0</u></b>	<b><u>12,400</u></b>
<b>Gross Operating Total</b>	<b><u>309,763</u></b>	<b><u>351,158</u></b>	<b><u>346,299</u></b>	<b><u>460,571</u></b>	<b><u>527,278</u></b>	<b><u>0</u></b>	<b><u>527,278</u></b>
Cost Allocation	-280,141	-312,295	-307,194	-385,074	-349,439	0	-349,439
<b>Allocation Total</b>	<b><u>-280,141</u></b>	<b><u>-312,295</u></b>	<b><u>-307,194</u></b>	<b><u>-385,074</u></b>	<b><u>-349,439</u></b>	<b><u>0</u></b>	<b><u>-349,439</u></b>
<b>Net Operating Expense</b>	<b><u>29,622</u></b>	<b><u>38,863</u></b>	<b><u>39,105</u></b>	<b><u>75,497</u></b>	<b><u>177,838</u></b>	<b><u>0</u></b>	<b><u>177,838</u></b>

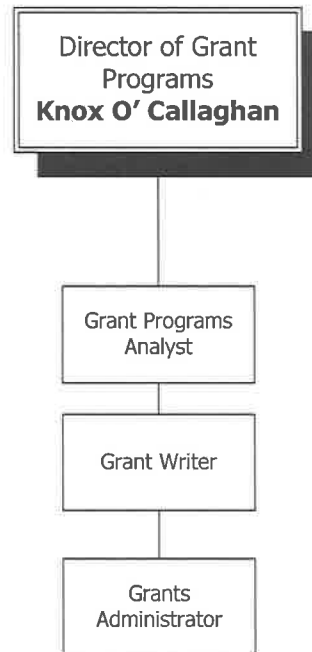
	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	3	3	3	4	4	0	4	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b><u>3</u></b>	<b><u>3</u></b>	<b><u>3</u></b>	<b><u>4</u></b>	<b><u>4</u></b>	<b><u>0</u></b>	<b><u>4</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	2	3	3	3	0	3
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>1</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b><u>3</u></b>	<b><u>3</u></b>	<b><u>4</u></b>	<b><u>4</u></b>	<b><u>4</u></b>	<b><u>0</u></b>	<b><u>4</u></b>	Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b><u>3</u></b>	<b><u>3</u></b>	<b><u>4</u></b>	<b><u>4</u></b>	<b><u>4</u></b>	<b><u>0</u></b>	<b><u>4</u></b>

PERSONNEL COMPARISON

**OFFICE OF FEDERAL & STATE PROGRAMS**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Dir Grant Programs	23	1	1	1	1	1	----	1
Grant Program Analyst	19	1	1	1	1	1	----	1
Grant Writer	17	1	1	1	1	1	----	1
Grants Administrator	18	----	----	----	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	----	<b>4</b>
<b>Total Full-Time</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	----	<b>4</b>
<b><u>Contract</u></b>								
Contract Professional	----	----	----	1	----	----	----	----
<b>Total Contract</b>		----	----	<b>1</b>	----	----	----	----
<b>Office Total</b>		<b>3</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

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



**FUNCTIONS & RESPONSIBILITIES**

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

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

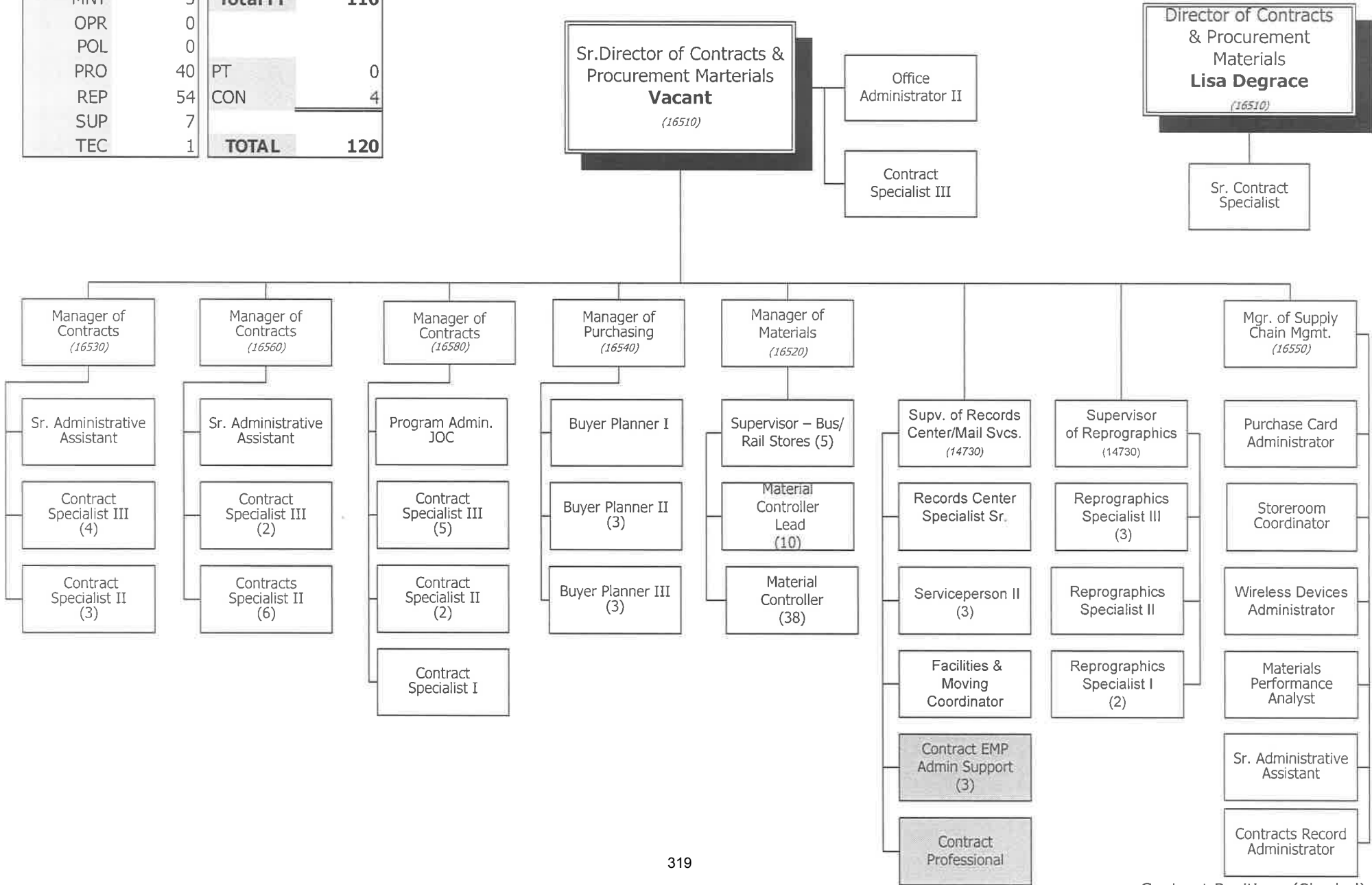
**OFFICE OF CONTRACTS & PROCUREMENT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	6,094,119	5,777,973	6,029,867	5,788,053	6,487,036	0	6,487,036
Overtime	100,954	134,381	206,510	179,978	119,879	0	119,879
Other Benefits	658,244	621,991	641,726	444,033	1,036,066	0	1,036,066
Healthcare Rep/NonRep	1,280,375	1,280,399	1,302,936	1,426,250	1,488,510	0	1,488,510
Pension Rep/NonRep	1,016,305	982,339	814,740	756,490	1,034,496	0	1,034,496
Workers Comp-Excess/Losses	96,230	82,483	39,022	340,336	207,441	0	207,441
<i>Benefits Total</i>	3,051,154	2,967,212	2,798,424	2,967,109	3,766,513	0	3,766,513
<b>Labor Total</b>	<b><u>9,246,227</u></b>	<b><u>8,879,566</u></b>	<b><u>9,034,801</u></b>	<b><u>8,935,140</u></b>	<b><u>10,373,427</u></b>	<b><u>0</u></b>	<b><u>10,373,427</u></b>
Contractual Services	223,393	151,658	152,797	102,380	121,225	0	121,225
Materials Supplies-Other	291,151	269,671	324,115	210,611	332,374	0	332,374
<i>Materials Total</i>	291,151	269,671	324,115	210,611	332,374	0	332,374
Other Operating	308,421	253,034	249,856	205,795	240,000	0	240,000
<i>Other Total</i>	308,421	253,034	249,856	205,795	240,000	0	240,000
Miscellaneous Expenses	99,939	118,125	123,120	133,403	124,897	0	124,897
Other Non-Operating Expenses	65,233	14,599	19,962	221,834	69,941	0	69,941
<b>Non Labor Total</b>	<b><u>988,137</u></b>	<b><u>807,087</u></b>	<b><u>869,850</u></b>	<b><u>874,023</u></b>	<b><u>888,437</u></b>	<b><u>0</u></b>	<b><u>888,437</u></b>
<b>Gross Operating Total</b>	<b><u>10,234,364</u></b>	<b><u>9,686,653</u></b>	<b><u>9,904,651</u></b>	<b><u>9,809,163</u></b>	<b><u>11,261,864</u></b>	<b><u>0</u></b>	<b><u>11,261,864</u></b>
Cost Allocation	-1,676,429	-1,633,729	-1,633,277	-1,200,401	-1,668,004	0	-1,668,004
<b>Allocation Total</b>	<b><u>-1,676,429</u></b>	<b><u>-1,633,729</u></b>	<b><u>-1,633,277</u></b>	<b><u>-1,200,401</u></b>	<b><u>-1,668,004</u></b>	<b><u>0</u></b>	<b><u>-1,668,004</u></b>
<b>Net Operating Expense</b>	<b><u>8,557,935</u></b>	<b><u>8,052,924</u></b>	<b><u>8,271,374</u></b>	<b><u>8,608,762</u></b>	<b><u>9,593,860</u></b>	<b><u>0</u></b>	<b><u>9,593,860</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	63	61	60	59	59	0	59	Administrative	10	10	5	7	7	0	7
Represented	58	58	57	57	57	0	57	Management	9	7	8	8	8	0	8
<b>Full-Time Total</b>	<b><u>121</u></b>	<b><u>119</u></b>	<b><u>117</u></b>	<b><u>116</u></b>	<b><u>116</u></b>	<b><u>0</u></b>	<b><u>116</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	38	38	42	40	40	0	40
Represented (PT)	0	0	0	0	0	0	0	Technical	1	1	1	1	1	0	1
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	3	3	3	3	3	0	3
<b>Contract</b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>3</u></b>	<b><u>4</u></b>	<b><u>4</u></b>	<b><u>0</u></b>	<b><u>4</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>123</u></b>	<b><u>121</u></b>	<b><u>120</u></b>	<b><u>120</u></b>	<b><u>120</u></b>	<b><u>0</u></b>	<b><u>120</u></b>	Represented	55	55	54	54	54	0	54
								Supervisory	7	7	7	7	7	0	7
								<b>Total</b>	<b><u>123</u></b>	<b><u>121</u></b>	<b><u>120</u></b>	<b><u>120</u></b>	<b><u>120</u></b>	<b><u>0</u></b>	<b><u>120</u></b>

OFFICE OF CONTRACTS & PROCUREMENT

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





**OFFICE OF CONTRACTS & PROCUREMENT**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM CONTRACTS & PROCUREMENT	C	1	----	----	----	----	----	----
Business Process Analyst	19	1	1	1	----	----	----	----
Buyer Planner I	14	----	----	1	1	1	----	1
Buyer Planner II	16	----	----	3	3	3	----	3
Buyer Planner III	18	----	----	3	3	3	----	3
Buyer Storeroom Coordinator	16	1	1	----	----	----	----	----
Contract Specialist I	15	3	3	3	2	1	----	1
Contract Specialist II	17	10	10	9	10	11	----	11
Contract Specialist III	19	10	10	12	12	12	----	12
Contracts Record Administrator	11	1	1	1	1	1	----	1
Cost Price Analyst	19	1	1	----	----	----	----	----
Dir Administrative Services	23	1	----	----	----	----	----	----
Dir Contracts Proc Materials	23	1	1	1	1	1	----	1
Facilities & Moving Coord	12	1	1	1	1	1	----	1
IT Services Analyst	16	1	1	----	----	----	----	----
Lead Contract Specialist	TBD	2	2	----	----	----	----	----
Manager of Admin Services	22	----	1	----	----	----	----	----
Manager of Materials	22	----	1	----	----	----	----	----
Manager of Materials	20	----	----	1	1	1	----	1
Manager of Supply Chain Management	20	----	----	1	1	1	----	1
Material Inventory Control Pln	15	3	3	----	----	----	----	----
Materials Performance Analyst	15	1	1	1	1	1	----	1
Mgr Contracts Pol & Proc	22	1	----	----	----	----	----	----
Mgr of Contracts	22	3	3	3	3	3	----	3
Mgr Purchasing	20	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Office Administrator II	16	1	1	1	1	1	----	1
Program Administrator JOC	20	1	1	1	1	1	----	1
Project Manager- CPM	20	1	----	----	----	----	----	----
Purchase Card Administrator	16	1	1	1	1	1	----	1
Purchasing Agent III	14	2	2	----	----	----	----	----
Records Center Specialist Sr	10	1	1	1	1	1	----	1
Sr Administrative Assistant	12	----	----	----	3	3	----	3
Sr Buyer	16	2	2	----	----	----	----	----
Sr Contract Specialist	20	----	----	1	1	1	----	1
Sr Dir Contracts Proc Materials	24	----	----	1	1	1	----	1
Sr. Administrative Assistant	12	3	3	3	----	----	----	----
Storeroom Coordinator	15	----	----	1	1	1	----	1
Supv Bus & Rail Stores	16	5	5	5	5	5	----	5
Supv Records Center Mail Svcs	16	1	1	1	1	1	----	1
Supv Reprographics	16	1	1	1	1	1	----	1
Technical Writer	18	1	1	----	----	----	----	----
Wireless Devices Administrator	17	----	----	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>63</b>	<b>61</b>	<b>60</b>	<b>59</b>	<b>59</b>	<b>----</b>	<b>59</b>

PERSONNEL COMPARISON

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Represented</b>								
Material Controller	UR	39	39	38	38	38	----	38
Material Controller Lead	UR	10	10	10	10	10	----	10
Reprographics Spec I	UR	2	2	2	2	2	----	2
Reprographics Spec II	UR	1	1	1	1	1	----	1
Reprographics Spec III	UR	3	3	3	3	3	----	3
Serviceperson II	UR	3	3	3	3	3	----	3
<b>Represented Subtotal</b>		<b>58</b>	<b>58</b>	<b>57</b>	<b>57</b>	<b>57</b>	<b>----</b>	<b>57</b>
<b>Total Full-Time</b>		<b>121</b>	<b>119</b>	<b>117</b>	<b>116</b>	<b>116</b>	<b>----</b>	<b>116</b>
<b>Contract</b>								
Contract Emp Admin Support	----	1	1	1	3	3	----	3
Contract Professional	----	1	1	2	1	1	----	1
<b>Total Contract</b>		<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b>Office Total</b>		<b>123</b>	<b>121</b>	<b>120</b>	<b>120</b>	<b>120</b>	<b>0</b>	<b>120</b>

## **DIVISION OF ADMINISTRATION**

*This Division includes the following Departments:*

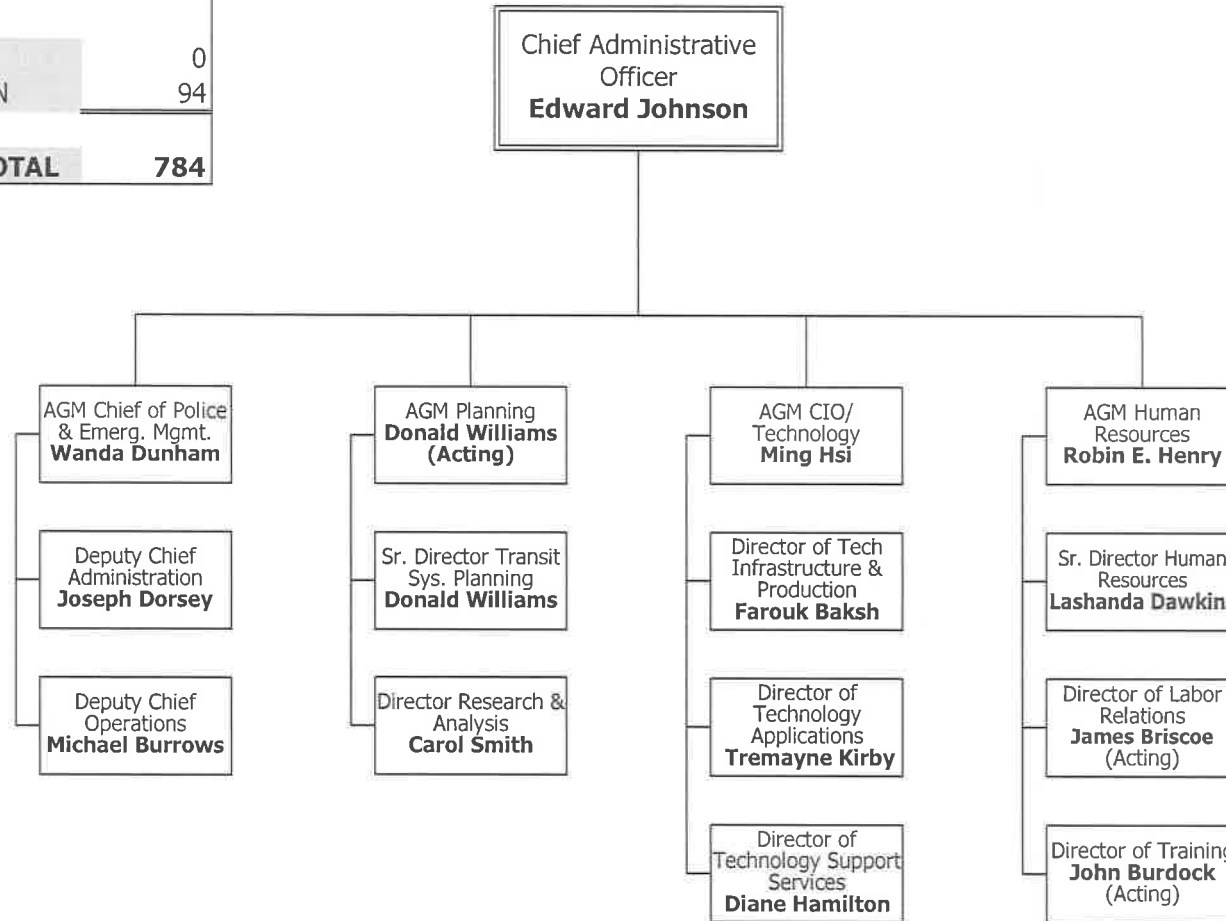
- **Department of Chief Administrative Officer/CAO**
- **Department of Human Resources**
- **Department of Technology**
- **Department of Planning**
- **Department of Police Services**

**DIVISION OF ADMINISTRATION**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	37,524,952	38,755,030	39,294,322	40,191,803	43,914,175	874,137	44,788,312
Overtime	7,306,133	6,233,565	6,575,755	6,702,968	4,446,447	0	4,446,447
Other Benefits	4,577,642	4,662,638	4,726,306	6,184,921	6,431,853	76,148	6,508,001
Healthcare Rep/NonRep	7,902,247	7,680,248	7,296,714	7,091,138	8,061,417	224,979	8,286,396
Pension Rep/NonRep	10,517,755	11,225,488	8,820,853	9,883,544	8,646,319	180,927	8,827,245
Workers Comp-Excess/Losses	664,964	549,307	448,606	1,953,522	1,196,775	33,687	1,230,462
<i>Benefits Total</i>	23,662,608	24,117,681	21,292,479	25,113,125	24,336,363	515,741	24,852,104
<b>Labor Total</b>	<b>68,493,693</b>	<b>69,106,276</b>	<b>67,162,556</b>	<b>72,007,896</b>	<b>72,696,985</b>	<b>1,389,878</b>	<b>74,086,863</b>
Contractual Services	10,217,105	11,589,369	14,320,851	15,130,513	12,433,630	120,000	12,553,630
Materials Supplies-Other	421,830	365,948	405,156	408,752	431,170	114,075	545,245
<i>Materials Total</i>	421,830	365,948	405,156	408,752	431,170	114,075	545,245
Other Operating	1,315,031	1,083,786	1,333,999	1,463,715	1,715,618	0	1,715,618
<i>Other Total</i>	1,315,031	1,083,786	1,333,999	1,463,715	1,715,618	0	1,715,618
Casualty & Liability Costs	-12,549	-3,500	-1,189	0	0	0	0
Miscellaneous Expenses	62,525	52,382	90,506	94,569	55,793	0	55,793
Other Non-Operating Expenses	978,055	824,447	1,055,527	871,072	897,856	0	897,856
<b>Non Labor Total</b>	<b>12,981,997</b>	<b>13,912,432</b>	<b>17,204,850</b>	<b>17,968,621</b>	<b>15,534,067</b>	<b>234,075</b>	<b>15,768,142</b>
<b>Gross Operating Total</b>	<b>81,475,690</b>	<b>83,018,708</b>	<b>84,367,406</b>	<b>89,976,517</b>	<b>88,231,051</b>	<b>1,623,953</b>	<b>89,855,004</b>
Cost Allocation	-16,737,705	-18,922,162	-19,235,706	-22,326,406	-19,352,091	-269,525	-19,621,617
<b>Allocation Total</b>	<b>-16,737,705</b>	<b>-18,922,162</b>	<b>-19,235,706</b>	<b>-22,326,406</b>	<b>-19,352,091</b>	<b>-269,525</b>	<b>-19,621,617</b>
<b>Net Operating Expense</b>	<b>64,737,985</b>	<b>64,096,546</b>	<b>65,131,700</b>	<b>67,650,111</b>	<b>68,878,960</b>	<b>1,354,428</b>	<b>70,233,388</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	625	620	629	633	633	19	652	Administrative	86	83	83	89	90	1	91
Represented	45	43	43	38	38	0	38	Management	46	49	43	43	44	0	44
<b>Full-Time Total</b>	<b>670</b>	<b>663</b>	<b>672</b>	<b>671</b>	<b>671</b>	<b>19</b>	<b>690</b>	Police	275	277	312	312	312	14	326
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	130	149	134	134	131	1	132
Represented (PT)	0	0	0	0	0	0	0	Technical	86	82	67	68	68	1	69
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	35	33	33	28	28	0	28
<b>Contract</b>	<b>81</b>	<b>102</b>	<b>95</b>	<b>95</b>	<b>94</b>	<b>0</b>	<b>94</b>	Operator	0	0	0	0	0	0	0
								Represented	10	10	10	10	10	0	10
<b>Total</b>	<b>751</b>	<b>765</b>	<b>767</b>	<b>766</b>	<b>765</b>	<b>19</b>	<b>784</b>	Supervisory	83	82	85	82	82	2	84
								<b>Total</b>	<b>751</b>	<b>765</b>	<b>767</b>	<b>766</b>	<b>765</b>	<b>19</b>	<b>784</b>

ADM	91	Non-Rep	652
MGR	44	Rep	38
MNT	28	<b>Total FT</b>	<b>690</b>
OPR	0		
POL	326		
PRO	132	PT	0
REP	10	CON	94
SUP	84		
TEC	69	<b>TOTAL</b>	<b>784</b>



**DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER/CAO**

*This Department includes the following Offices:*

**Department of Chief Administrative Officer**

- Office of Chief Administrative Officer/CAO

**FY2015 ACCOMPLISHMENTS**

**Department of Police Services**

- Full Scale Exercise Series/Operations HACK-O-WEEN, November 1,2014
- Held CERT Programs on September 2, 2014 and March 3, 2015 for over 70 graduates
- NIMS 402e training for the Executive Management Team
- Table Top Exercise- June 2015 / Cyber Security
- Produced 2014 'See Something, Say Something' Campaign with Network T.V. Interviews, Commercials, Print, and Radio Ads
- All of the canine teams received a 100 percent on their field certification/evaluation for 2015
- Provided Active Shooter training for all civilian supervisors, managers and directors for the authority
- Reduced our Part 1 Crimes within the MARTA Headquarters and Annex buildings by enhancing our patrol techniques
- Increased the number of diverse applicants and candidates
- Maintained or decreased the FY15 Part 1 Crime Rate
- Completed CCTV installation on buses and mobility buses and started implementation on rail cars
- Established "Not on My Shift" campaign for employees
- Initiated deployment of Video Analytics for MARTA CCTV System
- Hosted ASIS Site visit with internal guests at new IOC/EOC
- Bar coding property and evidence system equipment installed
- Pamet software upgrade completed
- Conducted over 100 Target Hardening Operational Response exercises (THOR)
- Conducted bus and train assault training with Gwinnett County, Cobb County, Fulton County, Atlanta, Union City, DeKalb County and Federal Air Marshals
- Insured all personnel had P.O.S.T. required training hours for calendar year
- Established a computer lab in the Background and Recruiting Unite where the 1st phase of psychological examinations are conducted in-house to reduce cost
- Streamlined the Background and Recruiting hiring process where start to finish improved from an average of 114 days to an average of 76 days

- Eleven MARTA Police Explosive Canine Teams completed their
- TSA Recertification with 100% find rate
- Three new Explosive Canines handlers were added to the Unit
- Received, responded to and documented more than 154,066 calls in the Police Management Information System (PMIS)
- Monitored the See & Say App with 17,250 downloads, 9,577 nontest reports and 3,449 SMS reports
- Conducted, monitored, and/or scheduled a total of 21,845 hours of training for MPD sworn personnel
- Hired the department's first Cyber Security Specialist to assist the authority in minimizing our threat vulnerability

**Department of Transit System Planning (TSP)**

**Office of Research & Analysis**

**Fare Evasion Task Force**

- Led the Fare Evasion Task Force in implementing initiatives to curb fare evasion throughout the system. Major programs garnered over \$2 million dollars increased revenue and lowered fare evasion rates in both fixed bus and rail systems.

**Passenger Environmental Study (PES)**

- Audited stations, buses, and rail cars. Assisted stakeholders with monitoring cleanliness, appearance, customer information, equipment functionality and the overall station operation.

**Quality of Service Survey**

- Customer satisfaction studies were completed General, Reduced-Fare riders between July 2014 and June 2015.

**Bus and Rail On-Time Performance Reports**

- Assisted Bus and Rail Operations in raising On-Time Performance (OTP) by reporting daily, weekly and monthly bus OTP and quarterly Rail OTP. Conducted root cause analysis to identify and address issues impacting on time performance.



**FY2015 ACCOMPLISHMENTS (continued)****Budget Development**

- Prepared FY 2015 Detailed Projections of modal passenger revenue, ridership, and service levels for Budget, Planning, and Strategic Performance tracking of monthly KPIs.

**Office of Transit System Planning**

- Implemented Clayton County Transit Service
- Received Draft Final Report of Comprehensive Operations Analysis Study
- Completed I-20 East Draft Environmental Impact Study and Submitted for FTA Review
- Initiated Clifton Corridor Draft Environmental Impact Study; Completed Scoping
- Initiated GA 400 Draft Environmental Impact Study; Completed Scoping
- Implemented Service Modifications that addressed On-Time Performance (OTP) Issues throughout the System
- Worked with Operations and other departments to identify and implement strategies to improve operating efficiencies
- Continued Project Planning & Developed Bus Stop Inventory Model and Data Collection Process

**Department of Technology (IT)****Improved Technology Services**

- IT Satisfaction Survey conducted by Info-Tech Research Group for FY '15 showed an increase in overall satisfaction by 20% compared to FY'14.
- Updated and published Technology Service Level agreement was approved by MARTA Executive Management
- Implemented 24x7 Service Desk, reduced call wait time and implemented employee self-service for ticket creation and password reset.
- Implemented Technology Service Account Managers to assist and improve customer service for all MARTA departments.
- Successfully provided technology support for MARTA events such as GM/CEO State of MARTA 2015 Address, committee and board meetings, police events, and marketing events

**Improved financial viability by reducing Technology capital and operating costs**

- Consolidated various Trapeze and Oracle contracts to reduce maintenance cost and improve efficiency of contract management.
- Decommissioned 60 aging and failing servers along with 4 network switches, and retired 5 infrastructure racks from HQ Data Center; Reduced HQ Data Center power by 4%.
- Completed the Authority-Wide asset validation where Technology was successful in identifying and assigning 1262 laptops and 283 tablets to the appropriate owners.
- Updated IT asset management process and utilized enterprise asset management system to track all IT related client asset, which allows accurate assignment and tracking moving forward.

**Increased employee accountability**

- Completed FY16 employee performance plans to align individual employee's goals with the Authority's goals and objectives
- Aligned Technology management team's expertise with job functionalities
- Improved core competencies in-house and reduced the dependency on contractors
- Improved departmental communication through management letters and quarterly staff meetings

**Improved Fare Collection System**

- Updated Web Ticketing Version to enhance list of card functionality, report, and troubleshooting report display
- Implemented Driver Control Unit – Bus Emergency Transfer Button software which allows the driver to load a fare on the breeze card when the patron card does not register the fare
- Facilitated GRTA and Cobb County Transit fare changes using regional grant
- Deployed software to Cashless Ticket Vending machines for the Atlanta Street Car project and added them to the Nextfare System
- Started the implementation of new regional BVM screens with Cobb, GRTA and Gwinnett transit, developed statement of work

**DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER**

- and prepared board package utilizing regional grant
- Piloted new partner web interface for regional Transportation Management Associations (TMAs) including Buckhead Area, Clifton Corridor, Cobb County, Transit TMA, Central Atlanta Progress, Midtown Transportation Solutions and Perimeter Transportation & Sustainability Coalition.
- Kicked off Payment Card Industry Data Security Standard (PCI DSS) v3 2015 assessment from independent PCI Quality Security Assessor (QSA)

**Improved IT Services for MARTA External Customers**

- Resolved issues, restored and increased Digital Signage availability to 80% working all of FY'15. The appearance of the digital signage application was upgraded and advertising was integrated into the application.
- Enhanced MARTA "ON the GO" to integrate: Breeze Balance Check, Google Transit Planner, and Uber.
- Revamped/Redesigned the martanet and itsmarta.com to be ADA compliant.

**Major Internal System Improvements for Operation Efficiencies:**

- Completed the PC Refresh Project with the deployment of all desktops, laptops, monitors, peripherals and desktop operating systems software. A total of 1701 PC devices were deployed
- Implemented Oracle iExpense module for the Finance Department which enables employees to enter and submit expenses and Oracle Workflow automatically routes expense reports for approval and enforces reimbursement policies
- Implemented Oracle iSourcing module for Contracts & Procurement Department which enables buyers to efficiently manage MARTA procurements
- Implemented Oracle Automated Clearing House, for the Finance Department which allows payments to vendors to be submitted electronically to their bank accounts which reduces the need for manual check printing

- Upgraded and consolidated on NetApp Storage Area Network (SAN) platform to implement a high performance SAN for present and future storage needs and improved security. SAN cluster between HQ and Candler Park setup as foundation for the MARTA disaster recovery
- SharePoint 2013 Upgraded, successfully migrated 98% of targeted 2007 sites and 75% of targeted 2010 sites to new SharePoint 2013 platform
- ArGIS Upgraded, to version 10.2.2 to improve system stability and end user experience
- Reduced Fare system included upgrade for Half-fare software to version Framework 4.5, SQL Server Database 2012 and Hardware upgrade
- Expanded Closed-circuit television (CCTV) surveillance capabilities at MARTA facilities and on the rolling stocks. In addition, successfully added Video Analytics capabilities at Five Points and Georgia Dome rail stations
- Voice over Internet Protocol (VOIP) project successfully completed upgrades for HQ and Annex Voice Mailbox migration. Completed move of the Help Desk CC6 Call Center to a Cisco platform; completed major VoIP 10.5 software/application upgrade; completed upgrade of PCC TCR Aggregation data networks for 7 locations

**Cyber Security**

- Established an Authority-Wide Technology Security Awareness program for all MARTA Employees.
- Kicked off the implementation of next generation firewalls
- Implemented two-factor authentication for fare collection system
- 372,500 Threats, viruses and SPAMs blocked daily
- 1,675 Viruses cleaned, quarantined, deleted daily
- Average 69% percentage of incoming emails blocked by email protection services
- Average 4.5% percentage of outgoing emails blocked by email protection services

**DEPARTMENT OF THE CHIEF ADMINISTRATIVE OFFICER**

**Kicked off Major System Upgrade Projects & New Transit Initiatives**

- Piloted Mobile Ticketing which allows the patrons to obtain and validate fares (Breeze products) using smartphones
- Procured Cellular and Wireless (Wi-Fi) service for riders through a Neutral Host Provider to design, furnish, install and built a system for MARTA buses, rail stations, tunnels and parking facilities.
- Piloted Wi-Fi on Bus utilizing existing 4G infrastructure on the rolling stock
- Revamping itsmarta.com and make the site mobile device friendly
- Implemented secured Breeze card and tickets with a number of marketing campaigns
- Implemented Oracle iLearning and new budgeting modules for enterprise resource planning (ERP) system.

**Department of Human Resources**

**Human Resources**

- Successfully managed the implementation of the new Halogen automated performance management system, including:
- Entering all eligible employees' FY15 performance plans into the system for the employees
- Provided training through videos and meetings for employees about the new system
- Reviewed and approving all eligible employees proposed FY16 performance plans
- Analyzed MARTA's non represented pay and made recommendations designed to positively impact talent acquisition and retention, which included implementing several grades of the "hard-to-fill" salary structure
- Successfully completed an RFP for all of MARTA's group healthcare plans (medical, dental, pharmacy, vision and critical illness) that will be implemented in FY '16 and laid the groundwork for future savings to the Authority
- Supported MARTA's Clayton County expansion initiative through expanded recruitment and outreach efforts

- Successfully supported the process of researching, selecting, and procuring consultative services for an Absence Management Assessment, and ultimately a Leave of Absence Management RFP, which will support MARTA's organizational goal to increase organizational efficiencies to reverse financial decline
- Successfully completed and exceeded FTA mandated random drug testing rate and alcohol testing rate for calendar year 2014

**Training**

- Successfully trained 1,200 Operations employees on Train Control Supervisory Control and Data Acquisition (SCADA) System upgrades.
- Provided Track Safety Training for over 1,000 First Responders.
- Provided Rail Safety and Car Orientation for 529 Operations employees.
- Facilitated Transit Supervisors Certification Program and certified 32 employees from divisions across the Authority.
- Certified 17 Rail Car Journeyman Mechanics.
- Trained 310 employees on CPR/First Aid.
- Provided a Defensive Driving Refresher Course for 1,600 Professional Bus and Mobility Operators.
- Trained 407 employees on the National Incident Management System.

**DEO**

- Exceeded the DBE goal of 27.75%; achieving 29.0% participation
- Formed a strategic alliance with the US Small Business Administration
- Established the MARTA Accessibility Committee (MAC), formerly the Elderly Disabled Access Advisory Committee (EDAAC), to better serve the communities of seniors and persons with disabilities
- Increased the number of participants in the Mentor-Protégé Program by 200% Y/Y
- Reached over 550K persons through targeted outreach efforts

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.40%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	11.16%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-19.03%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	116.75%	</= 0%

**DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER****FY2016 GOALS AND OBJECTIVES**

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

- Position MARTA to become an Employer of Choice
  - Improve relationship between collective bargaining unit and management
- Demonstrate routine excellence in daily internal/external operations
  - Improve non-represented employee attendance equal to or exceed 88% per year.
- Increase organizational efficiencies to reverse financial decline
  - Fill Assistant General Manager of Planning position
  - Optimize transit service run cut to reduce scheduled costs per hour no later than the August 2016 service change.
- Improve the customer service experience across all modes of service
  - Design and implement advanced technology initiatives to increase accuracy, frequency and availability of cellular service for tunnels, stations and parking decks.
  - Design and implement advanced technology initiatives to increase accuracy, frequency and availability of mobile ticketing solution.
  - Design and implement advanced technology initiatives to increase accuracy, frequency and availability of Wi Fi services on buses.
  - Reduce Part I crimes over previous fiscal year.
- Increase ridership through the accuracy, frequency and availability of information sharing through advanced technology
  - Realign transit service to increase ridership and improve service performance.

**DEPT OF CHIEF ADMINISTRATIVE OFFICER CAO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	454,550	441,237	255,667	220,419	207,020	0	207,020
Overtime	0	0	0	0	0	0	0
Other Benefits	31,310	39,525	23,000	12,185	65,679	0	65,679
Healthcare Rep/NonRep	23,805	16,151	23,233	20,275	11,841	0	11,841
Pension Rep/NonRep	71,034	38,211	6,941	6,335	42,848	0	42,848
Workers Comp-Excess/Losses	0	-1	0	-7	1,773	0	1,773
<i>Benefits Total</i>	126,149	93,886	53,174	38,788	122,142	0	122,142
<b>Labor Total</b>	<b>580,699</b>	<b>535,123</b>	<b>308,841</b>	<b>259,207</b>	<b>329,161</b>	<b>0</b>	<b>329,161</b>
Contractual Services	203,061	253,987	300	111,689	30,000	0	30,000
Materials Supplies-Other	0	0	34	0	0	0	0
<i>Materials Total</i>	0	0	34	0	0	0	0
Other Non-Operating Expenses	86,697	197,512	4,017	5,239	23,944	0	23,944
<b>Non Labor Total</b>	<b>289,758</b>	<b>451,499</b>	<b>4,351</b>	<b>116,928</b>	<b>53,944</b>	<b>0</b>	<b>53,944</b>
<b>Gross Operating Total</b>	<b>870,457</b>	<b>986,622</b>	<b>313,192</b>	<b>376,135</b>	<b>383,105</b>	<b>0</b>	<b>383,105</b>
Cost Allocation	-71,517	-89,605	-29,297	-37,457	-15,415	0	-15,415
<b>Allocation Total</b>	<b>-71,517</b>	<b>-89,605</b>	<b>-29,297</b>	<b>-37,457</b>	<b>-15,415</b>	<b>0</b>	<b>-15,415</b>
<b>Net Operating Expense</b>	<b>798,940</b>	<b>897,017</b>	<b>283,895</b>	<b>338,678</b>	<b>367,691</b>	<b>0</b>	<b>367,691</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	5	3	1	1	1	0	1	Administrative	1	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	2	2	1	1	1	0	1
<b>Full-Time Total</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	1	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	Supervisory	1	0	0	0	0	0	0
								<b>Total</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

**FY2016 OPERATING & CAPITAL BUDGETS**

**DEPARTMENT OF CHIEF ADMINISTRATIVE OFFICER CAO**

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

Chief Administrative Officer <b>Edward Johnson</b> <i>(81100)</i>
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**FY2016 OPERATING & CAPITAL BUDGETS**

**OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO**

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

Chief Administrative Officer <b>Edward Johnson</b> <i>(81100)</i>
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## FUNCTIONS & RESPONSIBILITIES

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

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

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

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

**Department of Human Resources** – is the primary source to attract, develop, motivate, and retain a diverse team of highly skilled employees who are accountable for recognizing and responding to our customers’ needs while promoting organizational and individual achievement. The HR office designs and administers flexible, cost-effective benefit programs that can be individually tailored and are instrumental in attracting and retaining a talented and diverse workforce. The Office of Human Resources plays a critical role in the organization, which is demonstrated by its ability to effectively balance the needs of both employees and the organization. HR provides the following comprehensive services: recruitment, salary administration, HRIS and employee records, tuition reimbursement, employee recognition, pension administration, job evaluations, market analysis, occupational medical services, administration of the Employee Assistance Program, etc.

**OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	454,550	441,237	255,667	220,419	207,020	0	207,020
Overtime	0	0	0	0	0	0	0
Other Benefits	31,310	39,525	23,000	12,185	65,679	0	65,679
Healthcare Rep/NonRep	23,805	16,151	23,233	20,275	11,841	0	11,841
Pension Rep/NonRep	71,034	38,211	6,941	6,335	42,848	0	42,848
Workers Comp-Excess/Losses	0	-1	0	-7	1,773	0	1,773
<i>Benefits Total</i>	126,149	93,886	53,174	38,788	122,142	0	122,142
<b>Labor Total</b>	<b>580,699</b>	<b>535,123</b>	<b>308,841</b>	<b>259,207</b>	<b>329,161</b>	<b>0</b>	<b>329,161</b>
Contractual Services	203,061	253,987	300	111,689	30,000	0	30,000
Materials Supplies-Other	0	0	34	0	0	0	0
<i>Materials Total</i>	0	0	34	0	0	0	0
Other Non-Operating Expenses	86,697	197,512	4,017	5,239	23,944	0	23,944
<b>Non Labor Total</b>	<b>289,758</b>	<b>451,499</b>	<b>4,351</b>	<b>116,928</b>	<b>53,944</b>	<b>0</b>	<b>53,944</b>
<b>Gross Operating Total</b>	<b>870,457</b>	<b>986,622</b>	<b>313,192</b>	<b>376,135</b>	<b>383,105</b>	<b>0</b>	<b>383,105</b>
Cost Allocation	-71,517	-89,605	-29,297	-37,457	-15,415	0	-15,415
<b>Allocation Total</b>	<b>-71,517</b>	<b>-89,605</b>	<b>-29,297</b>	<b>-37,457</b>	<b>-15,415</b>	<b>0</b>	<b>-15,415</b>
<b>Net Operating Expense</b>	<b>798,940</b>	<b>897,017</b>	<b>283,895</b>	<b>338,678</b>	<b>367,691</b>	<b>0</b>	<b>367,691</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	5	3	1	1	1	0	1	Administrative	1	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	2	2	1	1	1	0	1
<b>Full-Time Total</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	1	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	1	0	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>Total</b>	<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

PERSONNEL COMPARISON

OFFICE OF CHIEF ADMINISTRATIVE OFFICER CAO

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Chief Administrative Officer	A	----	1	1	1	1	----	1
Chief of Business Support Services	A	1	----	----	----	----	----	----
Executive Administrator	17	1	----	----	----	----	----	----
Manager of Executive Office Administration	21	1	1	----	----	----	----	----
Senior Executive Administrator	19	1	1	----	----	----	----	----
Supv External Affairs	19	1	----	----	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Total Full-Time</b>		<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>1</b>
<b>Office Total</b>		<b>5</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

## **DEPARTMENT OF HUMAN RESOURCES**

*This Department includes the following Office:*

### **Department of Human Resources**

- Office of AGM of Human Resources
- Office of Human Resources
- Office of Labor Relations
- Office of Training

## FY2015 ACCOMPLISHMENTS

### Human Resources

- Successfully managed the implementation of the new Halogen automated performance management system, including:
  - Entering all eligible employees' FY '15 performance plans into the system for the employees
  - Providing training through videos and meetings for employees about the new system
  - Reviewing and approving all eligible employees proposed FY '16 performance plans
- Analyzed MARTA's non represented pay and made recommendations designed to positively impact talent acquisition and retention, which included implementing several grades of the "hard-to-fill" salary structure.
- Successfully completed an RFP for all of MARTA's group healthcare plans (medical, dental, pharmacy, vision and critical illness) that will be implemented in FY '16 and laid the groundwork for future savings to the Authority.
- Supported MARTA's Clayton County expansion initiative through expanded recruitment and outreach efforts.
- Successfully supported the process of researching, selecting, and procuring consultative services for an Absence Management Assessment, and ultimately a Leave of Absence Management RFP, which will support MARTA's organizational goal to increase organizational efficiencies to reverse financial decline.
- Successfully completed and exceeded FTA mandated random drug testing rate and alcohol testing rate for calendar year 2014.

### Training

- Successfully trained 1,200 Operations employees on Train Control Supervisory Control and Data Acquisition (SCADA) System upgrades.
- Provided Track Safety Training for over 1,000 First Responders.
- Provided Rail Safety and Car Orientation for 529 Operations employees.
- 

- Facilitated Transit Supervisors Certification Program and certified 32 employees from divisions across the Authority.
- Certified 17 Rail Car Journeyman Mechanics.
- Trained 310 employees on CPR/First Aid
- Provided a Defensive Driving Refresher Course for 1,600 Professional Bus and Mobility Operators.
- Trained 407 employees on the National Incident Management System.

### DEO

- Exceeded the DBE goal of 27.75%; achieving 29.0% participation.
- Formed a strategic alliance with the US Small Business Administration.
- Established the MARTA Accessibility Committee (MAC), formerly the Elderly Disabled Access Advisory Committee (EDAAC), to better serve the communities of seniors and persons with disabilities.
- Increased the number of participants in the Mentor-Protégé Program by 200% Y/Y.
- Reached over 550K persons through targeted outreach efforts.
- Awards: WTS' Diversity Leadership Award; Georgia Mentor-Protégé Connection's Ambassador Award; Greater Atlanta Economic Alliance Agency Award; and Goodwill Industries 2015 Community Training Site of the Year Award.

### Labor Relations

- Reached settlement with ATU Local 732 on new labor agreement and coordinated implementation of new contract provisions
- Prevailed in 75% of grievances arbitrations completed on behalf of the Authority in FY 2015.
- Settlement of disputes without arbitration increased by 225% during FY2015 as compared to FY 2014
- Increased and expanded technical advice and assistance provided to managers of represented employees, leading to more consistent contract compliance.
- Initiated customized training for internal customers focusing on specialized needs in the management of represented employees.
- Experienced a reduction in number of grievances filed in calendar year 2015.

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Critical Fill Rate</b>	Percent of filled positions required for MARTA’s core business units	>/= 98%	65.58%	>/= 98%
<b>New Hire Separation</b>	Percent of MARTA employees leaving voluntarily	</= 120	145	</= 120
<b>Voluntary Turnover Rate</b>	Percent MARTA employees resigning their positions and leaving MARTA voluntarily for any reason other than retirement	</= 6.5%	8.37%	</= 6.5%
<b>Monthly Training Attendance</b>	The number of training participants in a given month that attend training	>/= 2,700	1,032	>/= 2,700
<b>Training Capacity Utilization Rate</b>	The percentage of available training seats utilized in a given month.	>/= 80%	93.51%	>/= 80%
<b>Monthly Training Expense Ratio</b>	Training expenses as a percentage of payroll	</= 2.14%	1.09%	</= 2.14%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.28%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-1.38%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-6.76%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	45.27%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	52.79%	</= 0%

**FY2016 GOALS AND OBJECTIVES**

The goals and objectives of the Department of Human Resources are:

**MISSION**

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

**VISION**

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

The Department of Human Resources includes the Office of Human Resources, Training, DEO and Labor Relations including Employee Relations. The department’s primary goal for FY2016 is to continue to serve as a partner to all other MARTA departments by supporting the Authority’s strategic priorities in the most effective and efficient manner possible.

Key objectives of the Department of Human Resources include:

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

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

(2) To lead the Authority in becoming an Employer of Choice.

(3) Increasing the Authority’s fill rate through enhanced recruiting strategies.

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

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

(6) Designing a formal succession planning program through joint efforts of Recruiting, Compensation, Training, DEO, and Pension functions for implementation in FY16. Ultimately, we are committed to improve HR’s strategic alliances by becoming more engaged in MARTA’s overall strategic goals and objectives and to provide better coordination and communication between departments/office.

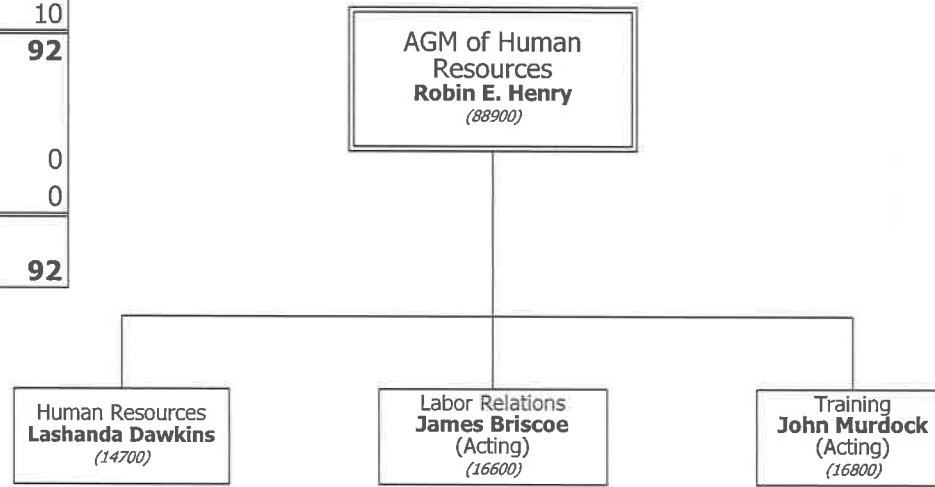
**DEPT OF HUMAN RESOURCES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	5,171,121	5,453,437	5,173,671	5,107,999	5,558,706	63,220	5,621,926
Overtime	34,459	57,810	65,973	70,598	57,937	0	57,937
Other Benefits	715,122	770,451	727,624	891,089	925,561	10,601	936,162
Healthcare Rep/NonRep	1,075,786	1,033,158	921,274	849,737	1,095,621	11,841	1,107,462
Pension Rep/NonRep	1,183,453	1,333,048	1,135,989	1,196,783	1,113,843	13,085	1,126,928
Workers Comp-Excess/Losses	-10,359	30,424	28,993	-2,883	161,343	1,773	163,116
<i>Benefits Total</i>	2,964,002	3,167,081	2,813,880	2,934,726	3,296,369	37,300	3,333,669
<b>Labor Total</b>	<b><u>8,169,582</u></b>	<b><u>8,678,328</u></b>	<b><u>8,053,524</u></b>	<b><u>8,113,323</u></b>	<b><u>8,913,011</u></b>	<b><u>100,521</u></b>	<b><u>9,013,531</u></b>
Contractual Services	179,634	511,398	377,852	571,114	202,908	0	202,908
Materials Supplies-Other	23,666	30,420	47,449	46,822	31,222	114,075	145,297
<i>Materials Total</i>	23,666	30,420	47,449	46,822	31,222	114,075	145,297
Other Operating	0	0	163	0	0	0	0
<i>Other Total</i>	0	0	163	0	0	0	0
Miscellaneous Expenses	61,222	47,577	53,906	84,239	49,793	0	49,793
Other Non-Operating Expenses	685,121	418,973	909,014	736,943	666,848	0	666,848
<b>Non Labor Total</b>	<b><u>949,643</u></b>	<b><u>1,008,368</u></b>	<b><u>1,388,384</u></b>	<b><u>1,439,118</u></b>	<b><u>950,771</u></b>	<b><u>114,075</u></b>	<b><u>1,064,846</u></b>
<b>Gross Operating Total</b>	<b><u>9,119,225</u></b>	<b><u>9,686,696</u></b>	<b><u>9,441,908</u></b>	<b><u>9,552,441</u></b>	<b><u>9,863,782</u></b>	<b><u>214,596</u></b>	<b><u>10,078,377</u></b>
Cost Allocation	-517,338	-558,715	-490,775	-535,579	-440,824	-771	-441,595
<b>Allocation Total</b>	<b><u>-517,338</u></b>	<b><u>-558,715</u></b>	<b><u>-490,775</u></b>	<b><u>-535,579</u></b>	<b><u>-440,824</u></b>	<b><u>-771</u></b>	<b><u>-441,595</u></b>
<b>Net Operating Expense</b>	<b><u>8,601,887</u></b>	<b><u>9,127,981</u></b>	<b><u>8,951,133</u></b>	<b><u>9,016,862</u></b>	<b><u>9,422,958</u></b>	<b><u>213,825</u></b>	<b><u>9,636,783</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	77	78	78	81	81	1	82	Administrative	10	10	10	9	10	0	10
Represented	12	10	10	10	10	0	10	Management	10	10	10	10	11	0	11
<b>Full-Time Total</b>	<b><u>89</u></b>	<b><u>88</u></b>	<b><u>88</u></b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>1</u></b>	<b><u>92</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	57	57	57	61	58	1	59
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	12	10	10	10	10	0	10
Contract	2	1	1	1	0	0	0	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>91</u></b>	<b><u>89</u></b>	<b><u>89</u></b>	<b><u>92</u></b>	<b><u>91</u></b>	<b><u>1</u></b>	<b><u>92</u></b>	Represented	0	0	0	0	0	0	0
								Supervisory	2	2	2	2	2	0	2
								<b>Total</b>	<b><u>91</u></b>	<b><u>89</u></b>	<b><u>89</u></b>	<b><u>92</u></b>	<b><u>91</u></b>	<b><u>1</u></b>	<b><u>92</u></b>



ADM	10	Non-Rep	82
MGR	11	Rep	10
MNT	10	<b>Total FT</b>	<b>92</b>
OPR	0		
POL	0		
PRO	59	PT	0
REP	0	CON	0
SUP	2		
TEC	0	<b>TOTAL</b>	<b>92</b>



**FUNCTIONS AND RESPONSIBILITIES**

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

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

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

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

**OFFICE OF AGM HUMAN RESOURCES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	213,451	231,116	220,923	207,813	229,990	0	229,990
Other Benefits	17,155	17,494	16,700	24,731	60,863	0	60,863
Healthcare Rep/NonRep	29,393	28,773	17,998	17,236	23,682	0	23,682
Pension Rep/NonRep	47,555	45,353	25,874	28,349	47,603	0	47,603
Workers Comp-Excess/Losses	0	-1	0	-5	3,546	0	3,546
<i>Benefits Total</i>	94,103	91,619	60,572	70,311	135,694	0	135,694
<b>Labor Total</b>	<b><u>307,554</u></b>	<b><u>322,735</u></b>	<b><u>281,495</u></b>	<b><u>278,124</u></b>	<b><u>365,683</u></b>	<b><u>0</u></b>	<b><u>365,683</u></b>
Contractual Services	0	0	1,724	0	0	0	0
Other Non-Operating Expenses	37,500	25	0	0	0	0	0
<b>Non Labor Total</b>	<b><u>37,500</u></b>	<b><u>25</u></b>	<b><u>1,724</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Gross Operating Total</b>	<b><u>345,054</u></b>	<b><u>322,760</u></b>	<b><u>283,219</u></b>	<b><u>278,124</u></b>	<b><u>365,683</u></b>	<b><u>0</u></b>	<b><u>365,683</u></b>
Cost Allocation	0	0	0	-7,432	0	0	0
<b>Allocation Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>-7,432</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Net Operating Expense</b>	<b><u>345,054</u></b>	<b><u>322,760</u></b>	<b><u>283,219</u></b>	<b><u>270,692</u></b>	<b><u>365,683</u></b>	<b><u>0</u></b>	<b><u>365,683</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	2	2	2	2	2	0	2	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Supervisory	0	0	0	0	0	0	0
								<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

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



PERSONNEL COMPARISON

OFFICE OF AGM HUMAN RESOURCES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
AGM Human Resources	C	1	1	1	1	1	----	1
Department Administrator	17	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**FUNCTIONS AND RESPONSIBILITIES**

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

The Office of Human Resources is the primary source to attract, develop, motivate, and retain a diverse team of highly skilled employees who are

accountable for recognizing and responding to our customers needs while promoting organizational and individual achievement. Our office designs and administers flexible, cost-effective benefit programs that can be individually tailored and are instrumental in attracting and retaining a talented and diverse workforce.

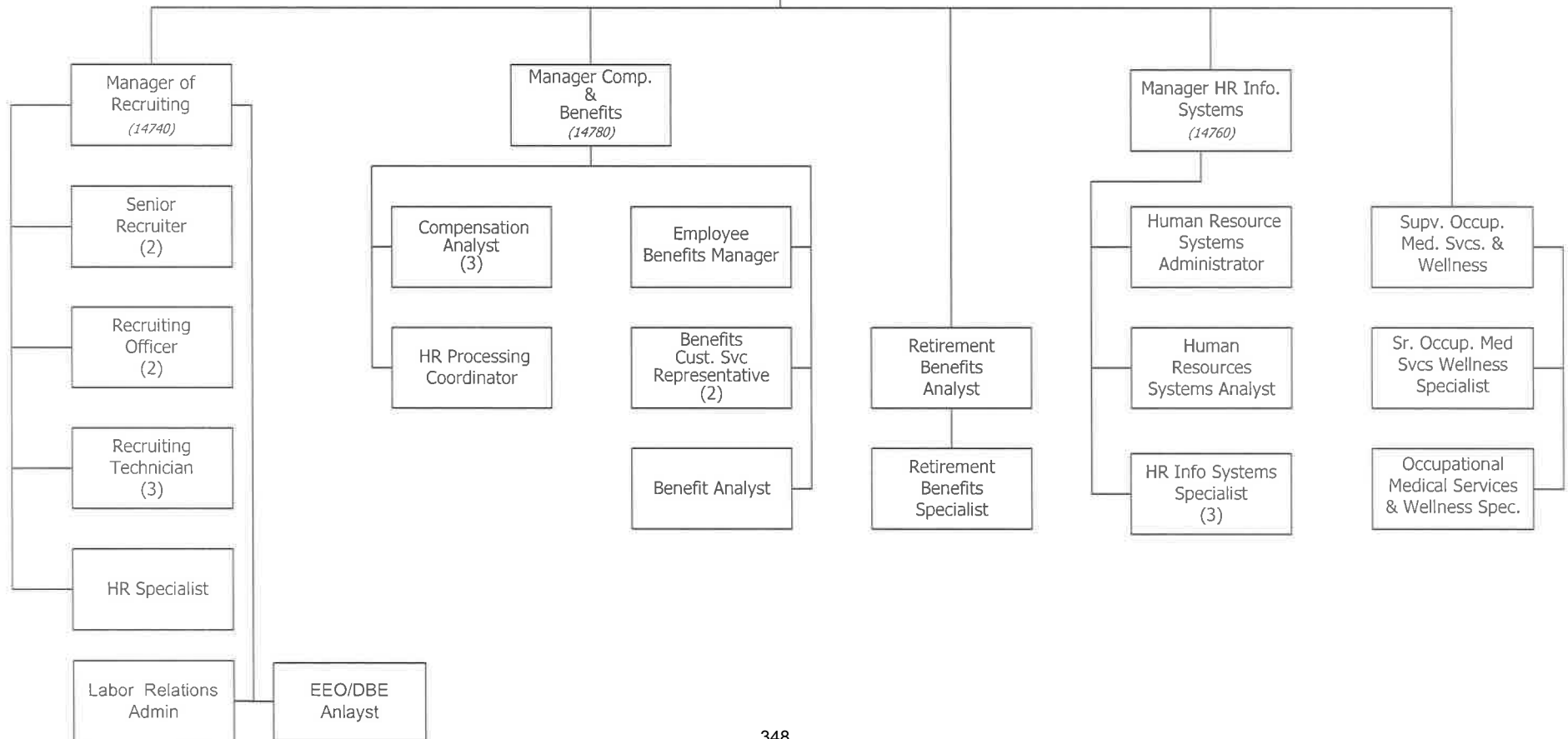
The Office of Human Resources plays a critical role in the organization, which is demonstrated by its ability to effectively balance the needs of both employees and the organization. HR provides the following comprehensive services: recruitment, salary administration, HRIS and employee records, tuition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

**OFFICE OF HUMAN RESOURCES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,989,307	1,999,584	1,917,339	1,909,022	1,984,048	0	1,984,048
Overtime	30	1,506	7,628	14,081	0	0	0
Other Benefits	391,134	397,953	385,769	458,051	310,673	0	310,673
Healthcare Rep/NonRep	424,041	354,923	321,975	289,880	390,753	0	390,753
Pension Rep/NonRep	452,921	500,445	417,151	424,996	410,653	0	410,653
Workers Comp-Excess/Losses	-7,948	-5	0	-7,863	58,509	0	58,509
<i>Benefits Total</i>	1,260,148	1,253,316	1,124,895	1,165,064	1,170,588	0	1,170,588
<b>Labor Total</b>	<b><u>3,249,485</u></b>	<b><u>3,254,406</u></b>	<b><u>3,049,862</u></b>	<b><u>3,088,167</u></b>	<b><u>3,154,637</u></b>	<b><u>0</u></b>	<b><u>3,154,637</u></b>
Contractual Services	155,373	476,694	323,864	527,731	166,708	0	166,708
Materials Supplies-Other	14,394	17,648	31,743	19,783	17,522	0	17,522
<i>Materials Total</i>	14,394	17,648	31,743	19,783	17,522	0	17,522
Miscellaneous Expenses	61,222	47,577	53,906	84,239	49,793	0	49,793
Other Non-Operating Expenses	364,058	309,285	435,398	379,358	361,928	0	361,928
<b>Non Labor Total</b>	<b><u>595,047</u></b>	<b><u>851,204</u></b>	<b><u>844,911</u></b>	<b><u>1,011,111</u></b>	<b><u>595,951</u></b>	<b><u>0</u></b>	<b><u>595,951</u></b>
<b>Gross Operating Total</b>	<b><u>3,844,532</u></b>	<b><u>4,105,610</u></b>	<b><u>3,894,773</u></b>	<b><u>4,099,278</u></b>	<b><u>3,750,588</u></b>	<b><u>0</u></b>	<b><u>3,750,588</u></b>
Cost Allocation	-378,772	-434,366	-369,637	-308,472	-320,474	0	-320,474
<b>Allocation Total</b>	<b><u>-378,772</u></b>	<b><u>-434,366</u></b>	<b><u>-369,637</u></b>	<b><u>-308,472</u></b>	<b><u>-320,474</u></b>	<b><u>0</u></b>	<b><u>-320,474</u></b>
<b>Net Operating Expense</b>	<b><u>3,465,760</u></b>	<b><u>3,671,244</u></b>	<b><u>3,525,136</u></b>	<b><u>3,790,806</u></b>	<b><u>3,430,114</u></b>	<b><u>0</u></b>	<b><u>3,430,114</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	31	32	32	33	33	0	33	Administrative	8	8	8	7	8	0	8
Represented	0	0	0	0	0	0	0	Management	5	5	5	5	5	0	5
<b>Full-Time Total</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>33</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	17	18	18	20	19	0	19
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	1	1	1	1	1	0	1
<b>Total</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>Total</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>33</b>

ADM	8	Non-Rep	33
MGR	5	Rep	0
MNT	0	<b>Total FT</b>	<b>33</b>
OPR	0		
POL	0		
PRO	19	PT	0
REP	0	CON	0
SUP	1		
TEC	0	<b>TOTAL</b>	<b>33</b>





OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Benefits Analyst	15	1	1	1	1	1	----	1
Benefits-Customer Svc Rep	13	2	2	2	2	2	----	2
Compensation Analyst II	15	----	----	----	1	----	----	----
Compensation Analyst III	17	3	3	3	3	3	----	3
Director of Human Resources	23	1	1	1	----	----	----	----
EEO DBE Analyst	17	----	----	----	1	1	----	1
HR Info System Specialist II	12	3	3	3	3	3	----	3
Human Resources Analyst	17	1	1	1	1	1	----	1
Human Resources Proc Coord	15	1	1	1	----	1	----	1
Human Resources Specialist	10	1	1	1	1	1	----	1
Human Resources Systems Admin	20	1	1	1	1	1	----	1
Human Resources Systems Analyst	17	1	1	1	1	1	----	1
Labor Relations Administrator	16	1	1	1	1	1	----	1
Mgr Compensation & Benefits	22	1	1	1	1	1	----	1
Mgr Employee Benefits	21	1	1	1	1	1	----	1
Mgr Human Resources Info Sys	20	1	1	1	1	1	----	1
Mgr Recruiting	21	1	1	1	1	1	----	1
Occupational Med Ser Well Spec	14	1	1	1	1	1	----	1
Recruiting Officer II	16	1	2	2	2	2	----	2
Recruiting Technician I	10	1	1	1	1	1	----	1
Recruiting Technician II	12	2	2	2	2	2	----	2
Retirement Benefits Specialist	14	1	1	1	1	1	----	1
Retirement Benefitis Analyst	16	1	1	1	1	1	----	1
Sr Dir Human Resources	24	----	----	----	1	1	----	1
Sr occup Med Svcs Well Spec	16	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Sr Recruiter	17	2	2	2	2	2	----	2
Supv Occup Med Svcs Wellness	18	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>31</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	----	<b>33</b>
<b>Total Full-Time</b>		<b>31</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	----	<b>33</b>
<b>Office Total</b>		<b>31</b>	<b>32</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>0</b>	<b>33</b>

**FUNCTIONS AND RESPONSIBILITIES**

The Office of Labor Relations is the Authority's authorized designee to administer the labor agreement with the Amalgamated Transit Union, Local 732. The Office of Labor Relations is responsible for ensuring adherence to the terms of the collective bargaining agreement; planning, development and oversight of implementation of all labor relations programs at MARTA and oversight and implementation of short and long-range strategies to support the goals, objectives and strategic plans of the Authority and its departments.

The Office of Labor Relations has direct oversight and management of the establishment of a labor strategy and spearheads all activities related to labor negotiations in accordance with the Authority's objectives and labor

strategy; provides technical advice, training and assistance to Authority management, as necessary in implementing and administering the labor agreement to ensure consistent application of policies, practices and contract compliance; assists Authority management on matters relative to labor activities, contract interpretation/administration; monitors the administration of disciplinary action in accordance with the labor agreement, work rules and Authority policy; also has direct oversight of monitoring and coordination of the contractual grievance process; represents the Authority in arbitrations; oversees all other aspects of labor/management relations; and works for the continued improvement of labor relations throughout the Authority.

**OFFICE OF LABOR RELATIONS**

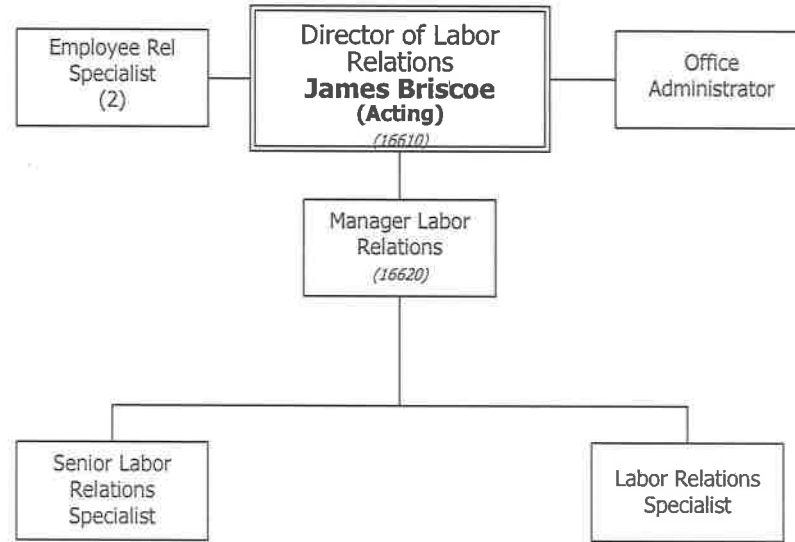
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	168,951	360,070	395,975	451,692	503,349	0	503,349
Other Benefits	23,714	39,931	37,664	57,162	97,496	0	97,496
Healthcare Rep/NonRep	41,867	51,790	54,800	59,739	82,887	0	82,887
Pension Rep/NonRep	51,206	77,555	76,193	106,352	104,182	0	104,182
Workers Comp-Excess/Losses	0	0	0	-20	12,411	0	12,411
<i>Benefits Total</i>	116,787	169,276	168,657	223,233	296,976	0	296,976
<b><u>Labor Total</u></b>	<b><u>285,738</u></b>	<b><u>529,346</u></b>	<b><u>564,632</u></b>	<b><u>674,925</u></b>	<b><u>800,325</u></b>	<b><u>0</u></b>	<b><u>800,325</u></b>
Contractual Services	23,931	34,704	17,274	32,871	30,200	0	30,200
Materials Supplies-Other	320	820	1,231	1,248	1,500	0	1,500
<i>Materials Total</i>	320	820	1,231	1,248	1,500	0	1,500
Other Non-Operating Expenses	875	4,009	9,238	3,478	7,400	0	7,400
<b><u>Non Labor Total</u></b>	<b><u>25,126</u></b>	<b><u>39,533</u></b>	<b><u>27,743</u></b>	<b><u>37,597</u></b>	<b><u>39,100</u></b>	<b><u>0</u></b>	<b><u>39,100</u></b>
<b><u>Gross Operating Total</u></b>	<b><u>310,864</u></b>	<b><u>568,879</u></b>	<b><u>592,375</u></b>	<b><u>712,522</u></b>	<b><u>839,425</u></b>	<b><u>0</u></b>	<b><u>839,425</u></b>
Cost Allocation	-6,757	-12,752	-11,482	-5,912	-10,822	0	-10,822
<b><u>Allocation Total</u></b>	<b><u>-6,757</u></b>	<b><u>-12,752</u></b>	<b><u>-11,482</u></b>	<b><u>-5,912</u></b>	<b><u>-10,822</u></b>	<b><u>0</u></b>	<b><u>-10,822</u></b>
<b><u>Net Operating Expense</u></b>	<b><u>304,107</u></b>	<b><u>556,127</u></b>	<b><u>580,893</u></b>	<b><u>706,610</u></b>	<b><u>828,603</u></b>	<b><u>0</u></b>	<b><u>828,603</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	5	5	5	7	7	0	7	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	2	2	2	2	2	0	2
<b><u>Full-Time Total</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>5</u></b>	<b><u>7</u></b>	<b><u>7</u></b>	<b><u>0</u></b>	<b><u>7</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	2	2	2	4	4	0	4
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b><u>Part-Time Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b><u>Contract</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>

**FY2016 OPERATING & CAPITAL BUDGETS**

**OFFICE OF LABOR RELATIONS**

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



PERSONNEL COMPARISON

**OFFICE OF LABOR RELATIONS**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Business Analyst	15	1	----	----	----	----	----	----
Dir Labor Relations	23	1	1	1	1	1	----	1
Employee Relations Specialist (ADR)	17	----	----	----	2	2	----	2
Labor Relations Administrator	16	----	----	----	----	----	----	----
Labor Relations Specialist	17	----	1	1	1	1	----	1
Mgr Labor Relations	20	1	1	1	1	1	----	1
Office Administrator I	14	1	1	1	1	1	----	1
Sr Labor Relations Specialist	19	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>----</b>	<b>7</b>
<b>Total Full-Time</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>----</b>	<b>7</b>
<b>Office Total</b>		<b>5</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>

**FUNCTIONS AND RESPONSIBILITIES**

The Office of Training partners with other operational and strategic business units within MARTA to assure the achievement of organizational goals and objectives. The primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's workforce via effective training, providing guidance regarding external training resources, and business unit development programs. To maximize delivered training with minimal dollars, various training strategies and methods are utilized. The Office assesses Authority learning needs and aligns workforce development strategies to utilize the most cost effective delivery method consistent with accepted pedagogy. External training resources are applied where internal development and delivery is not economical. Where appropriate, internal resources are allocated to

effectively and efficiently deliver instructor lead classroom and synchronous web based training, web based self-directed instruction, hands on training, job shadowing, individual employee coaching, and, business unit organizational development.

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

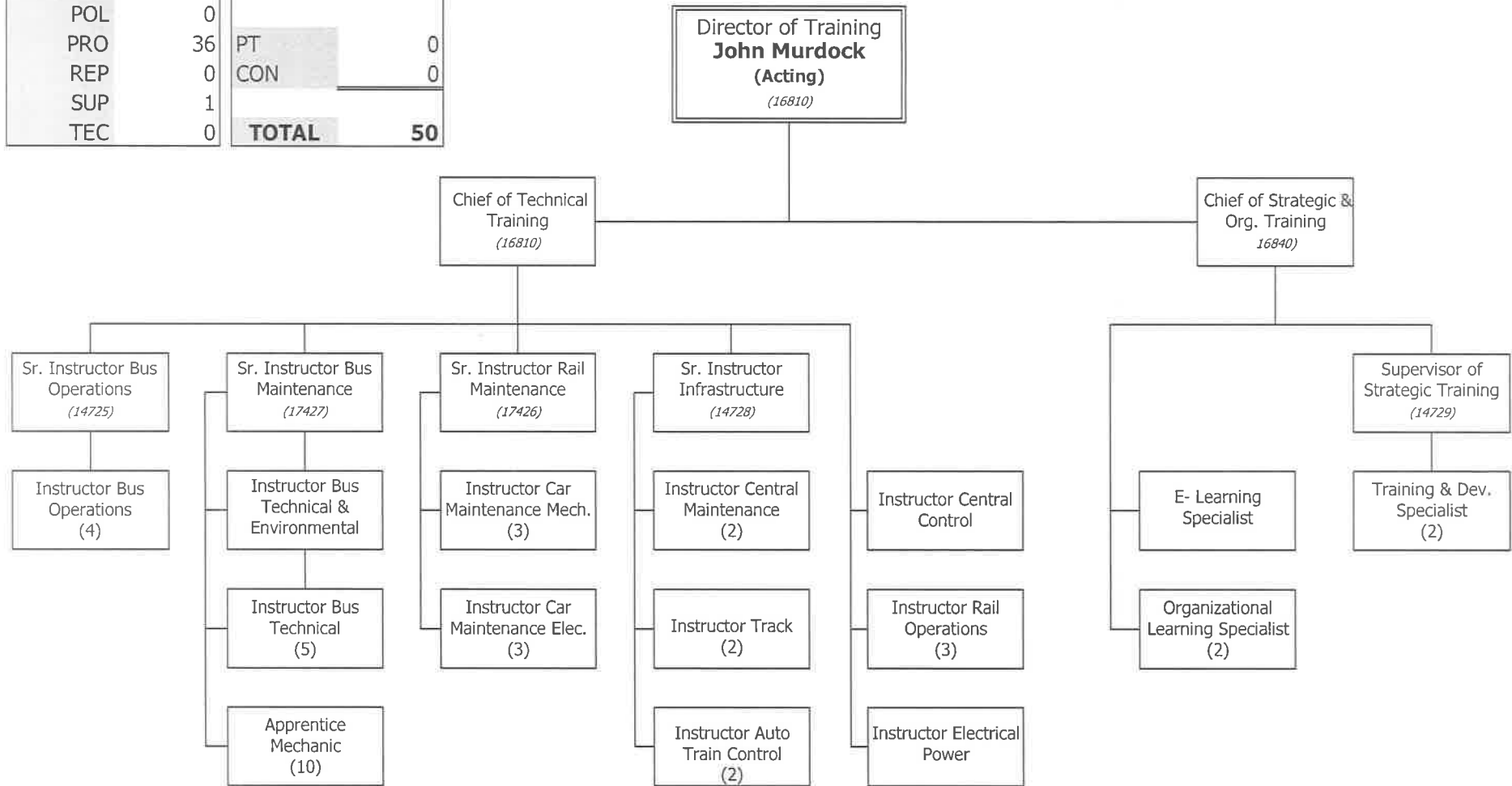
**OFFICE OF TRAINING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	2,799,412	2,862,667	2,639,434	2,539,472	2,841,319	63,220	2,904,539
Overtime	34,429	56,304	58,345	56,517	57,937	0	57,937
Other Benefits	283,119	315,073	287,491	351,145	456,529	10,601	467,130
Healthcare Rep/NonRep	580,485	597,672	526,501	482,882	598,299	11,841	610,140
Pension Rep/NonRep	631,771	709,695	616,771	637,086	551,405	13,085	564,491
Workers Comp-Excess/Losses	-2,411	30,430	28,993	5,005	86,877	1,773	88,650
<i>Benefits Total</i>	1,492,964	1,652,870	1,459,756	1,476,118	1,693,110	37,300	1,730,410
<b>Labor Total</b>	<b><u>4,326,805</u></b>	<b><u>4,571,841</u></b>	<b><u>4,157,535</u></b>	<b><u>4,072,107</u></b>	<b><u>4,592,366</u></b>	<b><u>100,521</u></b>	<b><u>4,692,886</u></b>
Contractual Services	330	0	34,990	10,512	6,000	0	6,000
Materials Supplies-Other	8,952	11,952	14,475	25,791	12,200	114,075	126,275
<i>Materials Total</i>	8,952	11,952	14,475	25,791	12,200	114,075	126,275
Other Operating	0	0	163	0	0	0	0
<i>Other Total</i>	0	0	163	0	0	0	0
Other Non-Operating Expenses	282,688	105,654	464,378	354,107	297,520	0	297,520
<b>Non Labor Total</b>	<b><u>291,970</u></b>	<b><u>117,606</u></b>	<b><u>514,006</u></b>	<b><u>390,410</u></b>	<b><u>315,720</u></b>	<b><u>114,075</u></b>	<b><u>429,795</u></b>
<b>Gross Operating Total</b>	<b><u>4,618,775</u></b>	<b><u>4,689,447</u></b>	<b><u>4,671,541</u></b>	<b><u>4,462,517</u></b>	<b><u>4,908,086</u></b>	<b><u>214,596</u></b>	<b><u>5,122,681</u></b>
Cost Allocation	-131,809	-111,597	-109,656	-213,763	-109,529	-771	-110,299
<b>Allocation Total</b>	<b><u>-131,809</u></b>	<b><u>-111,597</u></b>	<b><u>-109,656</u></b>	<b><u>-213,763</u></b>	<b><u>-109,529</u></b>	<b><u>-771</u></b>	<b><u>-110,299</u></b>
<b>Net Operating Expense</b>	<b><u>4,486,966</u></b>	<b><u>4,577,850</u></b>	<b><u>4,561,885</u></b>	<b><u>4,248,754</u></b>	<b><u>4,798,557</u></b>	<b><u>213,825</u></b>	<b><u>5,012,382</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	39	39	39	39	39	1	40	Administrative	0	0	0	0	0	0	0
Represented	12	10	10	10	10	0	10	Management	2	2	2	2	3	0	3
<b>Full-Time Total</b>	<b><u>51</u></b>	<b><u>49</u></b>	<b><u>49</u></b>	<b><u>49</u></b>	<b><u>49</u></b>	<b><u>1</u></b>	<b><u>50</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	38	37	37	37	35	1	36
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	12	10	10	10	10	0	10
<b>Contract</b>	<b><u>2</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>1</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	1	1	1	1	1	0	1
<b>Total</b>	<b><u>53</u></b>	<b><u>50</u></b>	<b><u>50</u></b>	<b><u>50</u></b>	<b><u>49</u></b>	<b><u>1</u></b>	<b><u>50</u></b>	<b>Total</b>	<b><u>53</u></b>	<b><u>50</u></b>	<b><u>50</u></b>	<b><u>50</u></b>	<b><u>49</u></b>	<b><u>1</u></b>	<b><u>50</u></b>



ADM	0	Non-Rep	40
MGR	3	Rep	10
MNT	10	<b>Total FT</b>	<b>50</b>
OPR	0		
POL	0		
PRO	36	PT	0
REP	0	CON	0
SUP	1		
TEC	0	<b>TOTAL</b>	<b>50</b>



PERSONNEL COMPARISON

OFFICE OF TRAINING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Chief of Strategic & Organizational Trainin	21	1	1	1	1	1	----	1
Chief ot Technical Training	21	----	----	----	----	1	----	1
Director of Training	23	1	1	1	1	1	----	1
E Learning Specialist	17	----	----	----	1	1	----	1
Instructor Auto Train Control	16	2	2	2	2	2	----	2
Instructor Bus Operations	16	3	3	3	3	3	1	4
Instructor Bus Tech Environ	16	1	1	1	1	1	----	1
Instructor Bus Technical	16	5	5	5	5	5	----	5
Instructor Car Maint Elect	16	3	3	3	3	3	----	3
Instructor Car Maint Mech	16	3	3	3	3	3	----	3
Instructor Central Control	16	2	2	2	2	1	----	1
Instructor Central Maintenance	16	2	2	2	2	2	----	2
Instructor Electrical Power	16	1	1	1	1	1	----	1
Instructor Personal Computers	16	1	1	1	----	----	----	----
Instructor Rail Operations	16	3	3	3	3	3	----	3
Instructor Track	16	2	2	2	2	2	----	2
Org Learning Specialist III	17	2	2	2	2	2	----	2
Senior Instructor Bus Maintenance	18	1	1	1	1	1	----	1
Senior Instructor Bus Operations	18	1	1	1	1	1	----	1
Senior Instructor Infrastructure	18	1	1	1	1	1	----	1
Senior Instructor Rail Maintenance	18	1	1	1	1	1	----	1
Senior Instructor-Educational Technologies	17	----	----	----	----	----	----	----
Supervisor of Strategic Training	19	1	1	1	1	1	----	1
Training & Development Spec	15	2	2	2	2	2	----	2
<b>Non-Rep Subtotal</b>		<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>1</b>	<b>40</b>

PERSONNEL COMPARISON

OFFICE OF TRAINING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Represented</b>								
Apprentice ET - Rail Car Maint	UR	2	----	----	----	----	----	----
APPRENTICE MECHANIC	UR	10	10	10	10	10	----	10
<b>Represented Subtotal</b>		<b>12</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>----</b>	<b>10</b>
<b>Total Full-Time</b>		<b>51</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>49</b>	<b>1</b>	<b>50</b>
<b>Contract</b>								
Capital Contract Instructional Designer	TBD	1	----	----	----	----	----	----
Contract Instructor	----	1	1	1	1	----	----	----
<b>Total Contract</b>		<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Office Total</b>		<b>53</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>49</b>	<b>1</b>	<b>50</b>



## **DEPARTMENT OF TECHNOLOGY**

*This Department includes the following Offices:*

### **Department of Technology**

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

**FY2015 ACCOMPLISHMENTS**

• **Improved Technology Services**

- IT Satisfaction Survey conducted by Info-Tech Research Group for FY '15 showed an increase in overall satisfaction by 20% compared to FY'14.
- Updated and published Technology Service Level Agreement approved by MARTA Executive Management.
- Implemented 24x7 Service Desk, reduced call wait time and implemented employee self-service for ticket creation and password reset.
- Implemented Technology Service Account Managers to assist and improve customer service for all MARTA departments.
- Successfully provided technology support for MARTA events such as GM/CEO State of MARTA 2015 Address, committee and board meetings, police events, and marketing events.

• **Improved financial viability by reducing Technology capital and operating costs**

- Consolidated various Trapeze and Oracle contracts to reduce maintenance cost and improve efficiency of contract management.
- Decommissioned 60 aging and failing servers along with 4 network switches, and retired 5 infrastructure racks from HQ Data Center; Reduced HQ Data Center power by 4%.
- Completed the Authority-Wide asset validation where Technology was successful in identifying and assigning 1262 laptops and 283 tablets to the appropriate owners.
- Updated IT asset management process and utilized enterprise asset management system to track all IT related client asset, which allows accurate assignment and tracking moving forward.

• **Increased employee accountability**

- Completed FY16 employee performance plans to align individual employee's goals with the Authority's goals and objectives.
- Aligned Technology management team's expertise with job

functionalities.

- Improved core competencies in-house and reduced the dependency on contractors.
- Improved departmental communication through management letters and quarterly staff meetings.

• **Improved Fare Collection System**

- Updated Web Ticketing Version to enhance list of card functionality, report, and troubleshooting report display.
- Implemented Driver Control Unit – Bus Emergency Transfer Button software which allows the driver to load a fare on the breeze card when the patron card does not register the fare.
- Facilitated GRTA and Cobb County Transit fare changes using regional grant.
- Deployed software to Cashless Ticket Vending machines for the Atlanta Street Car project and added them to the Nextfare System.
- Started the implementation of new regional BVM screens with Cobb, GRTA and Gwinnett transit, developed statement of work and prepared board package utilizing regional grant.
- Piloted new partner web interface for regional Transportation Management Associations (TMAs) including Buckhead Area, Clifton Corridor, Cobb County, Transit TMA, Central Atlanta Progress, Midtown Transportation Solutions and Perimeter Transportation & Sustainability Coalition.
- Kicked off Payment Card Industry Data Security Standard (PCI DSS) v3 2015 assessment from independent PCI Quality Security Assessor (QSA).

• **Improved IT Services for MARTA External Customers**

- Resolved issues, restored and increased Digital Signage availability to 80% working all of FY'15. The appearance of the digital signage application was upgraded and advertising was integrated into the application.
- Enhanced MARTA "ON the GO" to integrate: Breeze Balance Check, Google Transit Planner, and Uber.

- Revamped/Redesigned the martanet and itsmarta.com to be ADA compliant.
- **Major Internal System Improvements for Operation Efficiencies:**
  - Completed the PC Refresh Project with the deployment of all desktops, laptops, monitors, peripherals and desktop operating systems software. A total of 1701 PC devices were deployed.
  - Implemented Oracle iExpense module for the Finance Department which enables employees to enter and submit expenses and Oracle Workflow automatically routes expense reports for approval and enforces reimbursement policies.
  - Implemented Oracle iSourcing module for Contracts & Procurement Department which enables buyers to efficiently manage MARTA procurements.
  - Implemented Oracle Automated Clearing House, for the Finance Department which allows payments to vendors to be submitted electronically to their bank accounts which reduces the need for manual check printing.
  - Upgraded and consolidated on NetApp Storage Area Network (SAN) platform to implement a high performance SAN for present and future storage needs and improved security. SAN cluster between HQ and Candler Park setup as foundation for the MARTA disaster recovery.
  - SharePoint 2013 Upgraded, successfully migrated 98% of targeted 2007 sites and 75% of targeted 2010 sites to new SharePoint 2013 platform.
  - ArcGIS Upgraded, to version 10.2.2 to improve system stability and end user experience.
  - Reduced Fare system included upgrade for Half-fare software to version Framework 4.5, SQL Server Database 2012 and Hardware upgrade.
  - Expanded Closed-circuit television (CCTV) surveillance capabilities at MARTA facilities and on the rolling stocks. In addition, successfully added Video Analytics capabilities at Five Points and Georgia Dome rail stations.
- Voice over Internet Protocol (VOIP) project successfully completed upgrades for HQ and Annex Voice Mailbox migration. Completed move of the Help Desk CC6 Call Center to a Cisco platform; completed major VoIP 10.5 software/application upgrade; completed upgrade of PCC TCR Aggregation data networks for 7 locations.
- **Cyber Security**
  - Established an Authority-Wide Technology Security Awareness program for all MARTA Employees.
  - Kicked off the implementation of next generation firewalls
  - Implemented two-factor authentication for fare collection system.
  - 372,500 Threats, viruses and SPAMs blocked daily.
  - 1,675 Viruses cleaned, quarantined, deleted daily.
  - Average 69% percentage of incoming emails blocked by email protection services.
  - Average 4.5% percentage of outgoing emails blocked by email protection services.
- **Kicked off Major System Upgrade Projects & New Transit Initiatives**
  - Piloting **Mobile Ticketing** which allows the patrons to obtain and validate fares (Breeze products) using smartphones.
  - Procuring **Cellular and Wireless (Wi-Fi) service for riders** through a Neutral Host Provider to design, furnish, install and built a system for MARTA buses, rail stations, tunnels and parking facilities.
  - Piloting **Wi-Fi on Bus** utilizing existing 4G infrastructure on the rolling stock.
  - Revamping **itsmarta.com** and make the site mobile device friendly.
  - Implementing **secured Breeze card and tickets** with a number of marketing campaigns.
  - Implementing **Oracle iLearning** and new **budgeting** modules for enterprise resource planning (ERP) system.

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Breeze Card Availability</b>	Percent service time, during which faregates and Breeze card vending machines are available for customer use	>/= 99.00%	99.84	>/= 99.00%
<b>Application Availability</b>	Percent service time, during which technology applications are available for customer use	>/= 99.50%	95.73	>/= 99.50%
<b>Tech. Infrastructure Availability</b>	Percent service time, during which technology infrastructure is available for customer use	>/= 99.50%	98.94	>/= 99.50%
<b>Service Desk Average Call Wait Time</b>	Average time callers wait in queue prior to speaking to Service Desk representative (seconds)	</= 40	53	</= 40
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.10%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	86.32%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-15.06%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-24.27%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	13.06%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	820.97%	</= 0%



## FY2016 GOALS AND OBJECTIVES

### Position MARTA to become an Employer of Choice:

- Develop measurable performance plans for Technology employees and perform periodic review of employee performance
- Conduct skill assessments, develop and implement workforce training programs to bridge the skillset gaps
- Coordinate quarterly department meeting with team building exercises to improve communication & performance

### Demonstrate routine excellence in daily internal/external operations

- Update and publish Technology policies and procedures following the COBIT framework. COBIT is a Control Objectives for Information and Related Technology (COBIT) framework created by Information Systems Audit and Control Association (ISACA) for information technology management and IT governance
- Define measurable Key Performance Indicators for IT operational performance and maintain a high availability of MARTA's key Technology infrastructure and systems, including Intelligent Transportation systems and back office business applications, data center, network, systems, storage and telephony infrastructures

### Increase organizational efficiencies to reverse financial decline

- Conduct a complete inventory of IT assets and performance IT asset assessments to eliminate duplicate functions and maximize utilization
- Continue IT re-organization to increase organizational efficiencies
- Review maintenance agreements to eliminate duplication or unnecessary contracts
- Perform enterprise architecture and utilize new technologies to reduce Technology hardware and software costs for the Authority

### Develop a model TOD program as an established stream of revenue

- Provide necessary technology infrastructure to TOD program.
- Provide technology support to Universities (UPASS), Transit Management Authorities (TMAs) and other regional transit providers (CCT, GCT, GRATA, City of Atlanta) for regional Breeze systems.

### Improve the customer service experience across all modes of service

- Enhance Technology service desk experience for MARTA internal customers with reduced call wait time and implement self-service ticket creation and password reset
- Plan, design and implement various Technology initiatives for MARTA's external and internal customers, including
  - Self-service for external customer complains
  - New design for itsmarta.com website
  - Breeze promotion programs
  - Oracle iLearning modules and Office 365 for employees
  - Oracle invoice automation, cash management enhancement and new budget modules
  - New telephone systems for the Authority
  - Office 365 implementation
  - Fiber Optical Network expansion
  - Disaster recovery capability
  - Integrated employee badging and access control system

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

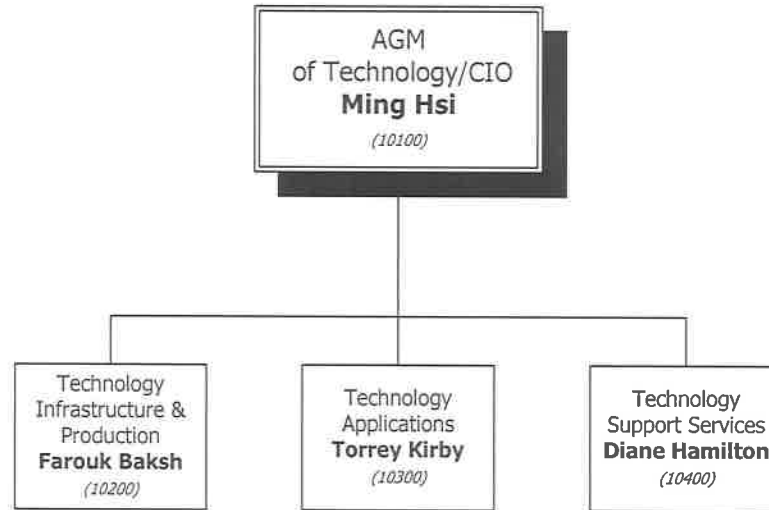
- Mobile fare payment and more secured fare media
- Cellular service at underground rail stations and tunnels
- Wi-Fi services on buses
- Business intelligence and data analytics.

**DEPT OF TECHNOLOGY**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	9,044,653	9,171,494	9,657,504	9,211,234	11,488,934	0	11,488,934
Overtime	259,657	256,620	334,940	442,322	70,643	0	70,643
Other Benefits	824,585	863,461	900,157	816,611	1,709,499	0	1,709,499
Healthcare Rep/NonRep	1,443,133	1,335,718	1,247,506	1,199,101	1,406,118	0	1,406,118
Pension Rep/NonRep	1,437,296	1,401,392	952,138	860,303	1,496,578	0	1,496,578
Workers Comp-Excess/Losses	-232	-20	8,192	11,567	205,668	0	205,668
<i>Benefits Total</i>	3,704,782	3,600,551	3,107,993	2,887,582	4,817,863	0	4,817,863
<b>Labor Total</b>	<b>13,009,092</b>	<b>13,028,665</b>	<b>13,100,437</b>	<b>12,541,138</b>	<b>16,377,441</b>	<b>0</b>	<b>16,377,441</b>
Contractual Services	9,705,078	10,705,135	13,744,795	14,327,891	12,086,832	0	12,086,832
Materials Supplies-Other	283,354	257,984	234,242	246,481	262,768	0	262,768
<i>Materials Total</i>	283,354	257,984	234,242	246,481	262,768	0	262,768
Other Operating	1,315,031	1,083,786	1,333,836	1,463,715	1,715,618	0	1,715,618
<i>Other Total</i>	1,315,031	1,083,786	1,333,836	1,463,715	1,715,618	0	1,715,618
Casualty & Liability Costs	0	-2,021	0	0	0	0	0
Miscellaneous Expenses	0	0	0	449	0	0	0
Other Non-Operating Expenses	119,383	121,860	4,330	24,499	92,540	0	92,540
<b>Non Labor Total</b>	<b>11,422,846</b>	<b>12,166,744</b>	<b>15,317,203</b>	<b>16,063,035</b>	<b>14,157,758</b>	<b>0</b>	<b>14,157,758</b>
<b>Gross Operating Total</b>	<b>24,431,938</b>	<b>25,195,409</b>	<b>28,417,640</b>	<b>28,604,173</b>	<b>30,535,199</b>	<b>0</b>	<b>30,535,199</b>
Cost Allocation	-5,798,545	-7,071,459	-8,027,403	-8,324,972	-8,529,369	0	-8,529,369
<b>Allocation Total</b>	<b>-5,798,545</b>	<b>-7,071,459</b>	<b>-8,027,403</b>	<b>-8,324,972</b>	<b>-8,529,369</b>	<b>0</b>	<b>-8,529,369</b>
<b>Net Operating Expense</b>	<b>18,633,393</b>	<b>18,123,950</b>	<b>20,390,237</b>	<b>20,279,201</b>	<b>22,005,830</b>	<b>0</b>	<b>22,005,830</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	121	115	94	95	95	0	95	Administrative	3	1	1	2	2	0	2
Represented	23	23	23	18	18	0	18	Management	18	20	16	16	16	0	16
<b>Full-Time Total</b>	<b>144</b>	<b>138</b>	<b>117</b>	<b>113</b>	<b>113</b>	<b>0</b>	<b>113</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	35	55	43	42	42	0	42
Represented (PT)	0	0	0	0	0	0	0	Technical	84	80	65	66	66	0	66
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	23	23	23	18	18	0	18
Contract	26	48	37	37	37	0	37	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>170</b>	<b>186</b>	<b>154</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>150</b>	Represented	0	0	0	0	0	0	0
								Supervisory	7	7	6	6	6	0	6
								<b>Total</b>	<b>170</b>	<b>186</b>	<b>154</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>150</b>

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



**FUNCTIONS AND RESPONSIBILITIES**

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

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

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

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

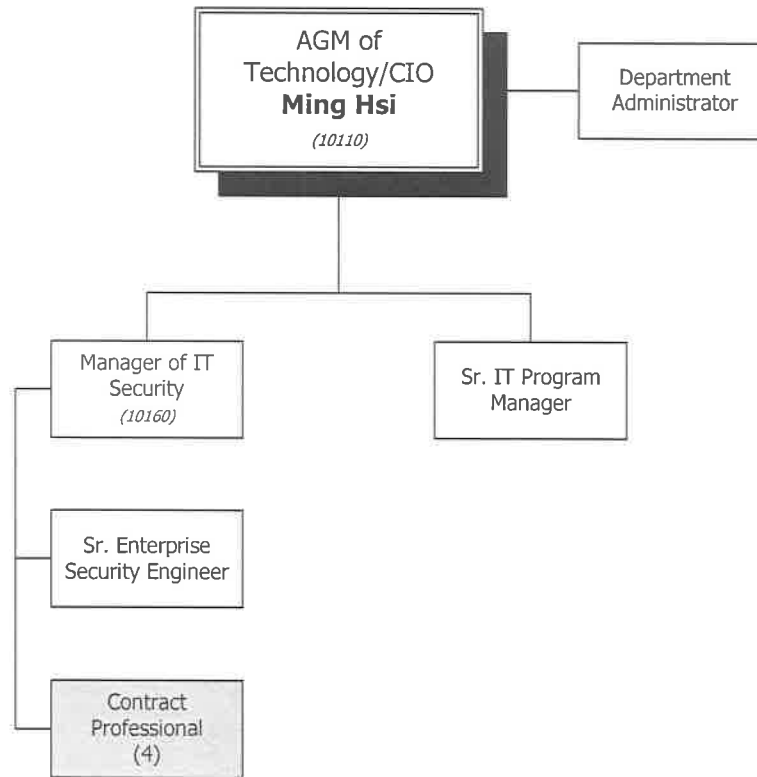
- Ensuring proper management control over the technology fiscal and human resources of MARTA.
- Providing cost-effective, efficient, manageable, and maintainable support for MARTA critical enterprise technology operations.
- Upgrading and replacing MARTA's technology infrastructures, including network,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

**OFFICE OF AGM TECHNOLOGY CIO**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	155,172	432,779	1,195,533	736,451	911,378	0	911,378
Overtime	0	400	9,855	4,622	0	0	0
Other Benefits	11,665	31,773	89,956	59,574	146,946	0	146,946
Healthcare Rep/NonRep	19,255	14,824	18,708	25,489	59,205	0	59,205
Pension Rep/NonRep	30,388	34,939	57,258	62,226	99,156	0	99,156
Workers Comp-Excess/Losses	0	0	0	-19	8,865	0	8,865
<i>Benefits Total</i>	61,308	81,536	165,922	147,270	314,172	0	314,172
<b>Labor Total</b>	<b>216,480</b>	<b>514,715</b>	<b>1,371,310</b>	<b>888,343</b>	<b>1,225,550</b>	<b>0</b>	<b>1,225,550</b>
Contractual Services	105,512	94,736	2,410,185	24,029	83,000	0	83,000
Materials Supplies-Other	16,741	35,505	11,809	10,439	15,000	0	15,000
<i>Materials Total</i>	16,741	35,505	11,809	10,439	15,000	0	15,000
Other Operating	570	0	0	0	0	0	0
<i>Other Total</i>	570	0	0	0	0	0	0
Other Non-Operating Expenses	36,455	40,513	5,044	10,858	35,541	0	35,541
<b>Non Labor Total</b>	<b>159,278</b>	<b>170,754</b>	<b>2,427,038</b>	<b>45,326</b>	<b>133,541</b>	<b>0</b>	<b>133,541</b>
<b>Gross Operating Total</b>	<b>375,758</b>	<b>685,469</b>	<b>3,798,348</b>	<b>933,669</b>	<b>1,359,091</b>	<b>0</b>	<b>1,359,091</b>
Cost Allocation	-87,642	-194,604	-1,297,320	-406,085	-643,532	0	-643,532
<b>Allocation Total</b>	<b>-87,642</b>	<b>-194,604</b>	<b>-1,297,320</b>	<b>-406,085</b>	<b>-643,532</b>	<b>0</b>	<b>-643,532</b>
<b>Net Operating Expense</b>	<b>288,116</b>	<b>490,865</b>	<b>2,501,028</b>	<b>527,584</b>	<b>715,559</b>	<b>0</b>	<b>715,559</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	3	5	5	5	5	0	5	Administrative	0	0	0	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	2	2	2	2	2	0	2
<b>Full-Time Total</b>	<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	14	11	5	5	0	5
Represented (PT)	0	0	0	0	0	0	0	Technical	1	2	2	1	1	0	1
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>13</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>18</b>	<b>15</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>Total</b>	<b>3</b>	<b>18</b>	<b>15</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>9</b>

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



PERSONNEL COMPARISON

OFFICE OF AGM TECHNOLOGY CIO

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM Technology	C	1	1	1	1	1	----	1
Department Administrator	17	----	----	----	1	1	----	1
Manager of IT Security	22	1	1	1	1	1	----	1
Sr. Enterprise Security Engineer	20	----	1	1	1	1	----	1
Sr. IT Program Manager	20	----	1	1	1	1	----	1
Technology Project Coordinator	17	1	1	1	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	----	<b>5</b>
<b>Total Full-Time</b>		<b>3</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	----	<b>5</b>
<b>Contract</b>								
Contract Professional	----	----	13	10	4	4	----	4
<b>Total Contract</b>		----	<b>13</b>	<b>10</b>	<b>4</b>	<b>4</b>	----	<b>4</b>
<b>Office Total</b>		<b>3</b>	<b>18</b>	<b>15</b>	<b>9</b>	<b>9</b>	<b>0</b>	<b>9</b>

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

The Office of Technology Infrastructure & Production is responsible for providing maintenance and support for telecommunication, network, storage area network, servers and data centers for all technology systems. This office supports Authority-Wide business units in providing service desk, distributed desktop, data network, system operations and telephony services support. This office operates and maintains an integrated Technology infrastructure that enables MARTA to operate effectively and efficiently in current and emerging business environments. Infrastructure plans, deploys and supports the rollout of network and server infrastructure, desktops, printers and associated software and controls the overall usage of technology tools throughout the Authority.

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

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

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

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

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

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

- Providing Authority-wide Tier II support (*diagnosing and resolving production support issues*) for enterprise server, 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).
- 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 Services.
- Support and Maintenance of Voice over IP Infrastructure.
- Providing support to the Police Emergency Response Systems, Incident Tracking Systems and Close-Circuit TV Systems.



**OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION**

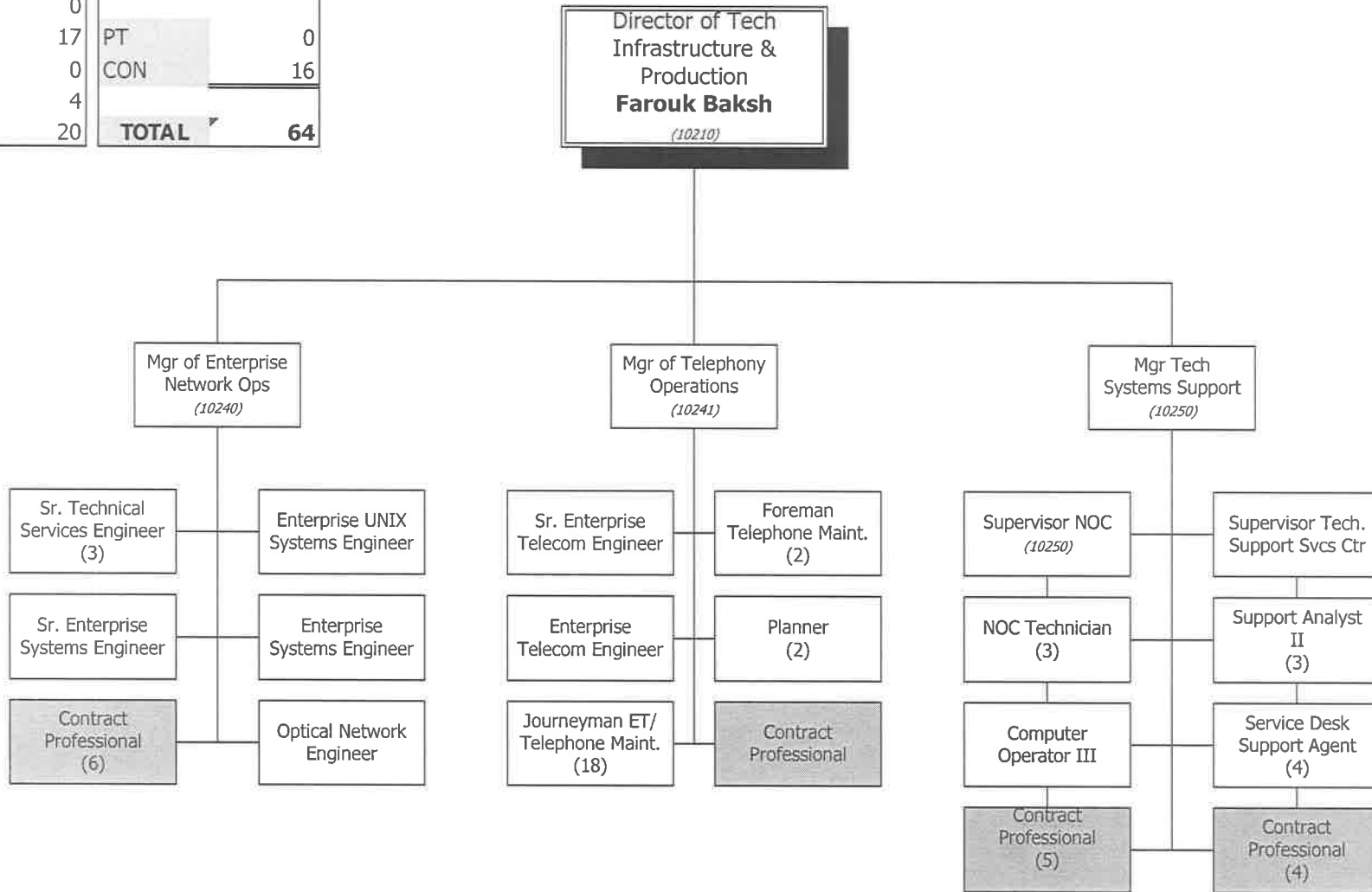
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	4,123,323	3,649,668	3,511,765	3,738,264	4,403,085	0	4,403,085
Overtime	253,972	253,644	320,299	416,028	70,643	0	70,643
Other Benefits	399,895	383,392	369,202	295,644	568,039	0	568,039
Healthcare Rep/NonRep	725,254	663,475	633,607	655,280	612,771	0	612,771
Pension Rep/NonRep	572,079	523,059	369,666	349,406	470,776	0	470,776
Workers Comp-Excess/Losses	-232	-12	8,192	11,761	86,877	0	86,877
<i>Benefits Total</i>	1,696,996	1,569,914	1,380,667	1,312,091	1,738,463	0	1,738,463
<b>Labor Total</b>	<b>6,074,291</b>	<b>5,473,226</b>	<b>5,212,731</b>	<b>5,466,383</b>	<b>6,212,191</b>	<b>0</b>	<b>6,212,191</b>
Contractual Services	7,191,806	7,288,548	7,972,381	9,429,771	8,573,138	0	8,573,138
Materials Supplies-Other	255,080	201,470	190,428	222,164	237,043	0	237,043
<i>Materials Total</i>	255,080	201,470	190,428	222,164	237,043	0	237,043
Other Operating	1,314,461	1,083,786	1,331,836	1,463,715	1,715,618	0	1,715,618
<i>Other Total</i>	1,314,461	1,083,786	1,331,836	1,463,715	1,715,618	0	1,715,618
Casualty & Liability Costs	0	-2,021	0	0	0	0	0
Miscellaneous Expenses	0	0	0	30	0	0	0
Other Non-Operating Expenses	21,982	9,662	2,814	955	12,510	0	12,510
<b>Non Labor Total</b>	<b>8,783,329</b>	<b>8,581,445</b>	<b>9,497,459</b>	<b>11,116,635</b>	<b>10,538,309</b>	<b>0</b>	<b>10,538,309</b>
<b>Gross Operating Total</b>	<b>14,857,620</b>	<b>14,054,671</b>	<b>14,710,190</b>	<b>16,583,018</b>	<b>16,750,500</b>	<b>0</b>	<b>16,750,500</b>
Cost Allocation	-4,085,672	-4,414,551	-4,501,972	-4,374,532	-5,125,003	0	-5,125,003
<b>Allocation Total</b>	<b>-4,085,672</b>	<b>-4,414,551</b>	<b>-4,501,972</b>	<b>-4,374,532</b>	<b>-5,125,003</b>	<b>0</b>	<b>-5,125,003</b>
<b>Net Operating Expense</b>	<b>10,771,948</b>	<b>9,640,120</b>	<b>10,208,218</b>	<b>12,208,486</b>	<b>11,625,497</b>	<b>0</b>	<b>11,625,497</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	49	40	29	30	30	0	30	Administrative	3	1	1	1	1	0	1
Represented	23	21	21	18	18	0	18	Management	5	5	4	4	4	0	4
<b>Full-Time Total</b>	<b>72</b>	<b>61</b>	<b>50</b>	<b>48</b>	<b>48</b>	<b>0</b>	<b>48</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	12	16	13	17	17	0	17
Represented (PT)	0	0	0	0	0	0	0	Technical	34	28	18	20	20	0	20
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	23	21	21	18	18	0	18
<b>Contract</b>	<b>11</b>	<b>15</b>	<b>12</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>16</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>83</b>	<b>76</b>	<b>62</b>	<b>64</b>	<b>64</b>	<b>0</b>	<b>64</b>	Supervisory	6	5	5	4	4	0	4
								<b>Total</b>	<b>83</b>	<b>76</b>	<b>62</b>	<b>64</b>	<b>64</b>	<b>0</b>	<b>64</b>

**FY2016 OPERATING & CAPITAL BUDGETS**

**OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION**

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



**OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Computer Operator III	10	3	1	1	1	1	----	1
Dir Enterprise Technology	23	1	1	----	----	----	----	----
Dir Tech Infrastructure & Production	23	----	----	1	1	1	----	1
Enterprise Systems Engineer	18	1	1	1	1	1	----	1
Enterprise Telecom Engineer	18	2	2	1	1	1	----	1
Enterprise Unix Sys Engineer	18	1	1	1	1	1	----	1
Foreman Fare Gate Maintenance	16	2	----	----	----	----	----	----
Foreman Telephone Maintenance	16	2	2	2	2	2	----	2
Manager Client Technologies	21	1	1	1	----	----	----	----
Manager Telephony Operations	22	1	1	1	1	1	----	1
Mgr Enterprise Network Ops	22	1	1	1	1	1	----	1
Mgr Tech Systems Support	22	1	1	----	1	1	----	1
Network Operations Center Tech	16	3	3	3	3	3	----	3
Optical Network Engineer	18	1	1	1	1	1	----	1
Planner Comm Comptr & Farecoll	16	2	2	2	2	2	----	2
Senior Enterprise Telecom Engineer	19	1	1	1	1	1	----	1
Service Desk Support Agent	12	7	7	2	4	4	----	4
Sr Enterprise Systems Engineer	20	2	2	1	1	1	----	1
Sr Technical Services Engineer	20	9	4	3	3	3	----	3
Sr. Enterprise Security Engineer	20	1	----	----	----	----	----	----
Support Analyst II	15	5	5	3	3	3	----	3
Supv Network Operations Center	18	1	1	1	1	1	----	1
Supv Tech Support Svcs Centr	19	1	2	2	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>49</b>	<b>40</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>----</b>	<b>30</b>

PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY INFRASTRUCTURE & PRODUCTION

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Represented</b>								
Journeyman ET-Telephone Maint	UR	23	21	21	18	18	----	18
<b>Represented Subtotal</b>		<b>23</b>	<b>21</b>	<b>21</b>	<b>18</b>	<b>18</b>	----	<b>18</b>
<b>Total Full-Time</b>		<b>72</b>	<b>61</b>	<b>50</b>	<b>48</b>	<b>48</b>	----	<b>48</b>
<b>Contract</b>								
Contract Professional	----	11	15	12	16	16	----	16
<b>Total Contract</b>		<b>11</b>	<b>15</b>	<b>12</b>	<b>16</b>	<b>16</b>	----	<b>16</b>
<b>Office Total</b>		<b>83</b>	<b>76</b>	<b>62</b>	<b>64</b>	<b>64</b>	<b>0</b>	<b>64</b>

**FUNCTIONS AND RESPONSIBILITIES**

The Office of Technology Applications is responsible for development and implementation of new applications and the maintenance and modifications of existing applications for all of the Authority. This office is also responsible for providing technology stewardship for MARTA enterprise technology applications. This office accomplishes these functions and responsibilities through the ITS Applications, Business Applications, Database Administration and Automated Fare Collection (Breeze) Program Management branches.

The **ITS Applications** branch is responsible for providing advanced applications development and maintenance across the MARTA enterprise. Branch responsibilities include:

- 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.

The **Business Applications** branch is responsible for planning, designing, developing or acquiring, implementing and supporting new and advanced business applications in MARTA's technology environment. Branch responsibilities include:

- 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.

The **Breeze Program Management** branch focuses on what is required to Operate, Support, Monitor, and Improve the Breeze System. Branch responsibilities include:

- 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.

The **Database Administration** branch maintains operational support for the authority wide databases and data warehouses. Branch responsibilities include:

- Vendor Management for relational databases and associated applications.
- Database architecture, development, administration, and management of all data repositories.

**OFFICE OF TECHNOLOGY APPLICATIONS**

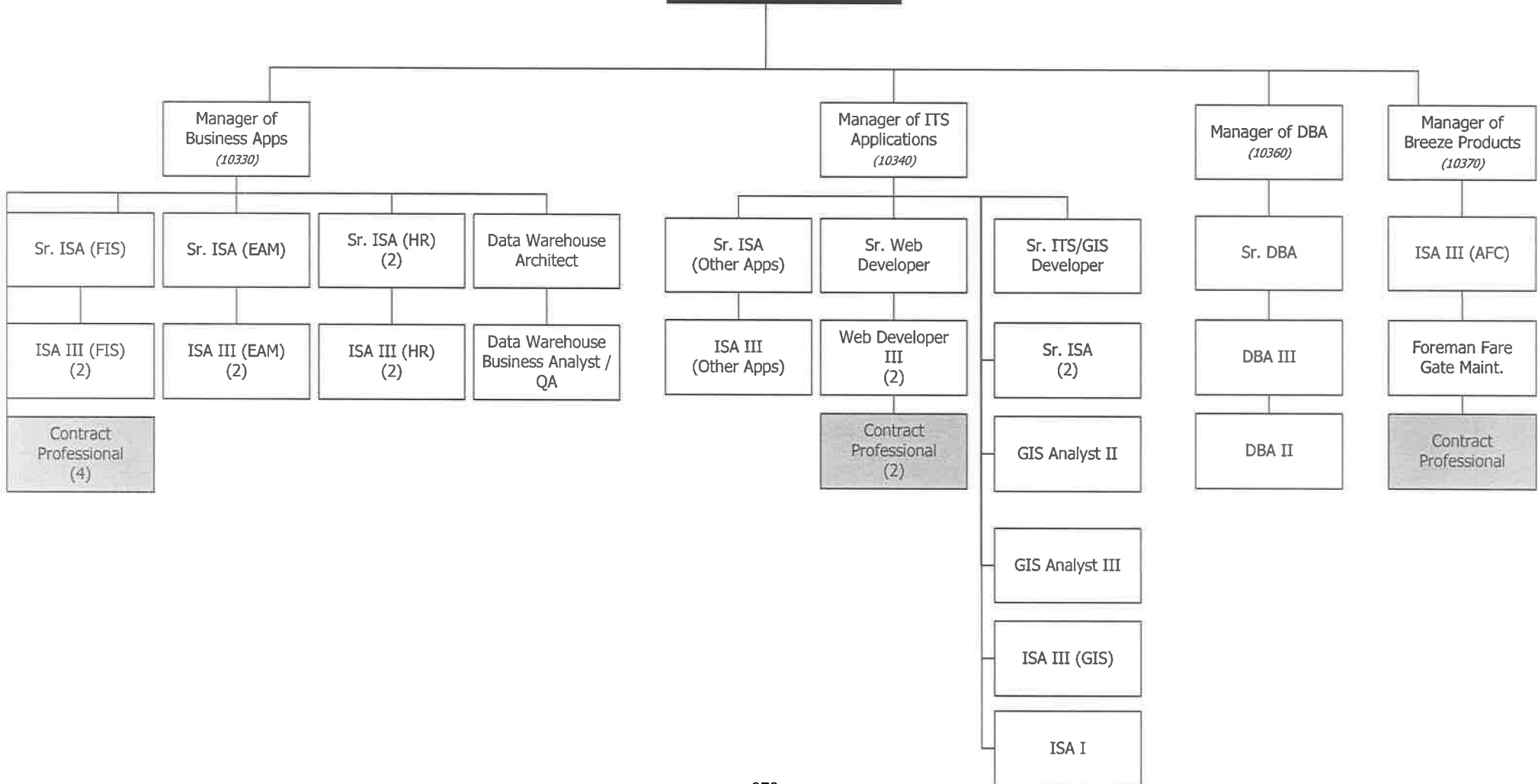
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	2,749,871	2,707,395	2,726,280	2,571,888	3,270,687	0	3,270,687
Overtime	2,310	2,336	878	1,302	0	0	0
Other Benefits	249,500	246,427	245,413	262,438	545,998	0	545,998
Healthcare Rep/NonRep	511,830	438,988	378,335	349,543	414,435	0	414,435
Pension Rep/NonRep	528,527	456,398	311,304	280,320	523,273	0	523,273
Workers Comp-Excess/Losses	0	-6	0	-120	62,055	0	62,055
<i>Benefits Total</i>	1,289,857	1,141,807	935,052	892,181	1,545,761	0	1,545,761
<b>Labor Total</b>	<b>4,042,038</b>	<b>3,851,538</b>	<b>3,662,210</b>	<b>3,465,371</b>	<b>4,816,448</b>	<b>0</b>	<b>4,816,448</b>
Contractual Services	2,290,402	3,084,136	3,154,193	4,770,604	2,968,152	0	2,968,152
Materials Supplies-Other	5,164	7,794	1,738	4,662	2,000	0	2,000
<i>Materials Total</i>	5,164	7,794	1,738	4,662	2,000	0	2,000
Miscellaneous Expenses	0	0	0	419	0	0	0
Other Non-Operating Expenses	22,249	21,141	3,041	7,603	23,187	0	23,187
<b>Non Labor Total</b>	<b>2,317,815</b>	<b>3,113,071</b>	<b>3,158,972</b>	<b>4,783,288</b>	<b>2,993,339</b>	<b>0</b>	<b>2,993,339</b>
<b>Gross Operating Total</b>	<b>6,359,853</b>	<b>6,964,609</b>	<b>6,821,182</b>	<b>8,248,659</b>	<b>7,809,787</b>	<b>0</b>	<b>7,809,787</b>
Cost Allocation	-902,699	-1,241,701	-1,032,646	-2,502,191	-1,141,924	0	-1,141,924
<b>Allocation Total</b>	<b>-902,699</b>	<b>-1,241,701</b>	<b>-1,032,646</b>	<b>-2,502,191</b>	<b>-1,141,924</b>	<b>0</b>	<b>-1,141,924</b>
<b>Net Operating Expense</b>	<b>5,457,154</b>	<b>5,722,908</b>	<b>5,788,536</b>	<b>5,746,468</b>	<b>6,667,863</b>	<b>0</b>	<b>6,667,863</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	38	36	33	34	34	0	34	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	5	6	5	5	5	0	5
<b>Full-Time Total</b>	<b>38</b>	<b>36</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>0</b>	<b>34</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	12	11	8	8	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	30	29	27	27	27	0	27
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>10</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>7</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
<b>Total</b>	<b>48</b>	<b>46</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>41</b>	Supervisory	1	0	0	1	1	0	1
								<b>Total</b>	<b>48</b>	<b>46</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>41</b>

OFFICE OF TECHNOLOGY APPLICATIONS

ADM	0	Non-Rep	34
MGR	5	Rep	0
MNT	0	<b>Total FT</b>	<b>34</b>
OPR	0		
POL	0		
PRO	8	PT	0
REP	0	CON	7
SUP	1		
TEC	27	<b>TOTAL</b>	<b>41</b>

**Director of Technology Applications**  
**Torrey Kirby**  
*(10310)*



**OFFICE OF TECHNOLOGY APPLICATIONS**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Data Warehouse Architect	20	1	1	1	1	1	----	1
Data Warehouse Business Analyst QA	18	1	1	1	1	1	----	1
Database Administrator II	18	1	1	1	1	1	----	1
Database Administrator III	19	2	2	1	1	1	----	1
Dir Enterprise Technology	23	1	1	----	----	----	----	----
Dir Technology Applications	23	----	----	1	1	1	----	1
Foreman Fare Gate Maintenance	16	----	----	----	1	1	----	1
Gen Foreman Faregates Comm	18	1	----	----	----	----	----	----
GIS Analyst	18	2	----	----	----	----	----	----
GIS Analyst II	18	----	2	1	1	1	----	1
GIS Analyst III	19	----	----	1	1	1	----	1
Information Systems Analyst I	16	1	1	1	1	1	----	1
Information Systems Analyst II	18	2	2	----	----	----	----	----
Information Systems Analyst III	19	9	10	9	9	9	----	9
Manager Client Server Application	22	1	1	1	----	----	----	----
Manager DBA	22	1	1	1	1	1	----	1
Manager of ITS Applications	22	----	----	----	1	1	----	1
MGR Breeze Products	22	1	1	1	1	1	----	1
Mgr Business Applications	22	1	1	1	1	1	----	1
Mgr ITS Applications	22	1	1	----	----	----	----	----
Oracle HR Payroll Technical Writer	16	1	----	----	----	----	----	----
Sr Information Systems Analyst	20	5	5	7	7	7	----	7
Sr ITS GIS Developer	20	1	1	1	1	1	----	1
Sr Web Developer	20	1	1	1	1	1	----	1
Sr. Database Administrator	20	1	1	1	1	1	----	1



**OFFICE OF TECHNOLOGY APPLICATIONS**

<b>Classification</b>	<b>Pay Grade</b>	<b>FY12 Auth</b>	<b>FY13 Auth</b>	<b>FY14 Auth</b>	<b>FY15 Auth</b>	<b>FY16 Adopted</b>	<b>FY16 Clayton Adopted</b>	<b>FY16 Total Adopted</b>
Web Developer II	18	1	----	----	----	----	----	----
Web Developer III	19	2	2	2	2	2	----	2
<b>Non-Rep Subtotal</b>		<b>38</b>	<b>36</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>----</b>	<b>34</b>
<b>Total Full-Time</b>		<b>38</b>	<b>36</b>	<b>33</b>	<b>34</b>	<b>34</b>	<b>----</b>	<b>34</b>
<b><u>Contract</u></b>								
Contract Professional	----	10	10	7	7	7	----	7
<b>Total Contract</b>		<b>10</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>----</b>	<b>7</b>
<b>Office Total</b>		<b>48</b>	<b>46</b>	<b>40</b>	<b>41</b>	<b>41</b>	<b>0</b>	<b>41</b>

## FUNCTIONS AND RESPONSIBILITIES

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

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

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

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

- Preparing departmental annual operating budget
- Monitoring expense against budget and report variance throughout the fiscal year to Technology management team
- Managing all vendor contracts for Technology including renewal and consolidation
  
- Maintaining accurate, up-to-date information on IT asset inventories, and tracking, monitoring, and reporting on assets on a regular basis to Technology management team.

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

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

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

The **Technology Compliance** branch supports and maintains Authority-Wide Technology Compliance through the following:

- Assure that MARTA Technology engagements, investigations, responses receive management concurrence and are made on schedule
- Protect the Authority's Technology Assets through compliance with audit and regulatory recommendations and requirements
- To minimize risks to Technology's operations and infrastructure through effective risk management
- To establish governance and compliance through the development, maintenance and control of technology policies and procedures
- To centralize and control Technology documentation, standards, repository and scheduling
- To initiate and monitor audit compliance reports to over 9 separate audit entities, including internal, external, GASB51, IRS1099, PCI, MARTOC, Safety, etc.
- Risk metrics as defined in the Risk Management plan for PCI for Technology External Audit

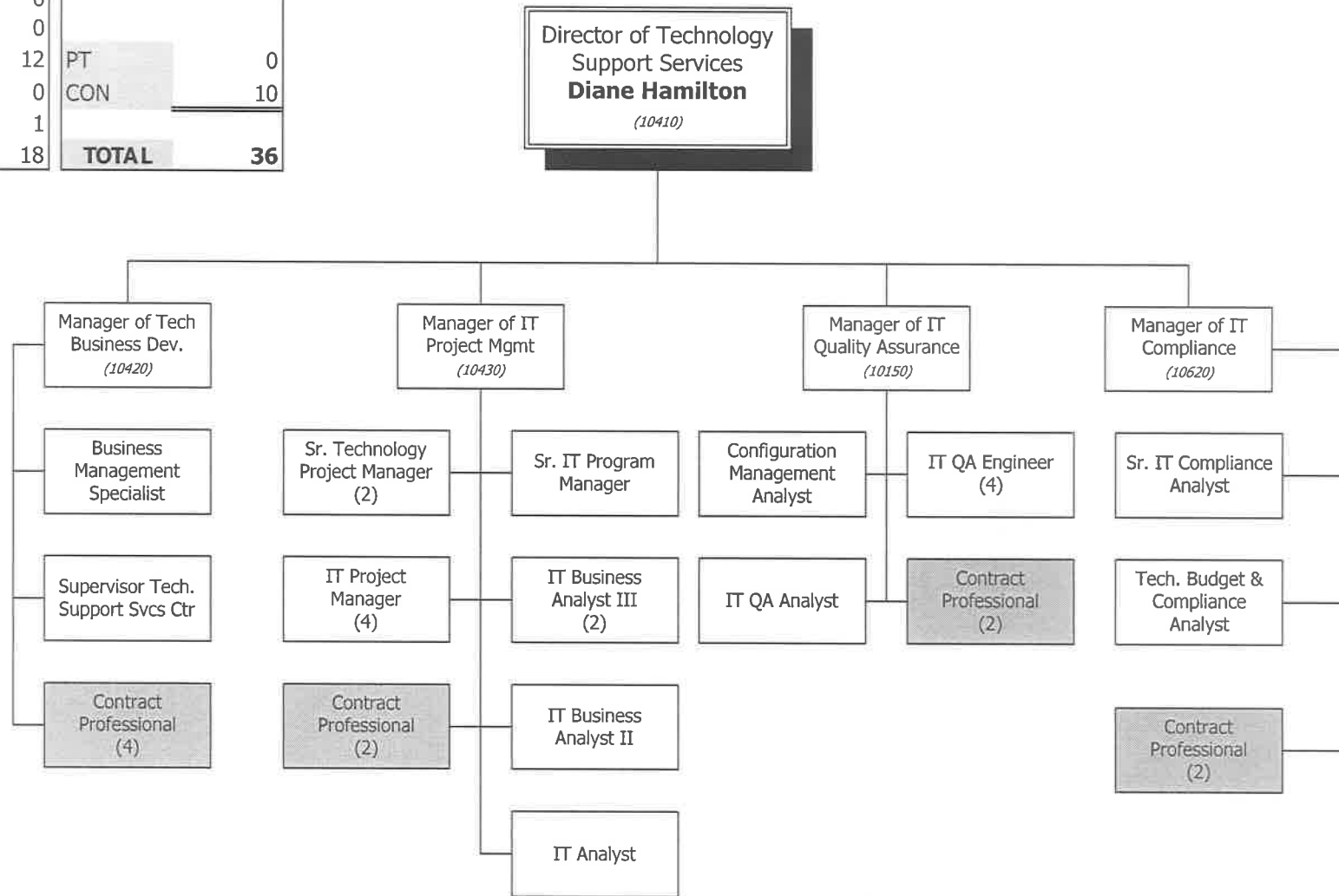
**OFFICE OF TECHNOLOGY SUPPORT SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	2,016,287	2,381,652	2,223,926	2,164,631	2,903,785	0	2,903,785
Overtime	3,375	240	3,908	20,370	0	0	0
Other Benefits	163,525	201,869	195,586	198,955	448,516	0	448,516
Healthcare Rep/NonRep	186,794	218,431	216,856	168,789	319,707	0	319,707
Pension Rep/NonRep	306,302	386,996	213,910	168,351	403,373	0	403,373
Workers Comp-Excess/Losses	0	-2	0	-55	47,871	0	47,871
<i>Benefits Total</i>	656,621	807,294	626,352	536,040	1,219,467	0	1,219,467
<b>Labor Total</b>	<b><u>2,676,283</u></b>	<b><u>3,189,186</u></b>	<b><u>2,854,186</u></b>	<b><u>2,721,041</u></b>	<b><u>4,123,251</u></b>	<b><u>0</u></b>	<b><u>4,123,251</u></b>
Contractual Services	117,358	237,715	208,036	103,487	462,542	0	462,542
Materials Supplies-Other	6,369	13,215	30,267	9,216	8,725	0	8,725
<i>Materials Total</i>	6,369	13,215	30,267	9,216	8,725	0	8,725
Other Operating	0	0	2,000	0	0	0	0
<i>Other Total</i>	0	0	2,000	0	0	0	0
Other Non-Operating Expenses	38,697	50,544	-6,569	5,083	21,302	0	21,302
<b>Non Labor Total</b>	<b><u>162,424</u></b>	<b><u>301,474</u></b>	<b><u>233,734</u></b>	<b><u>117,786</u></b>	<b><u>492,569</u></b>	<b><u>0</u></b>	<b><u>492,569</u></b>
<b>Gross Operating Total</b>	<b><u>2,838,707</u></b>	<b><u>3,490,660</u></b>	<b><u>3,087,920</u></b>	<b><u>2,838,827</u></b>	<b><u>4,615,820</u></b>	<b><u>0</u></b>	<b><u>4,615,820</u></b>
Cost Allocation	-722,532	-1,220,603	-1,195,465	-1,042,164	-1,618,909	0	-1,618,909
<b>Allocation Total</b>	<b><u>-722,532</u></b>	<b><u>-1,220,603</u></b>	<b><u>-1,195,465</u></b>	<b><u>-1,042,164</u></b>	<b><u>-1,618,909</u></b>	<b><u>0</u></b>	<b><u>-1,618,909</u></b>
<b>Net Operating Expense</b>	<b><u>2,116,175</u></b>	<b><u>2,270,057</u></b>	<b><u>1,892,455</u></b>	<b><u>1,796,663</u></b>	<b><u>2,996,911</u></b>	<b><u>0</u></b>	<b><u>2,996,911</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	31	34	27	26	26	0	26	Administrative	0	0	0	0	0	0	0
Represented	0	2	2	0	0	0	0	Management	6	7	5	5	5	0	5
<b>Full-Time Total</b>	<b><u>31</u></b>	<b><u>36</u></b>	<b><u>29</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>0</u></b>	<b><u>26</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	11	14	11	12	12	0	12
Represented (PT)	0	0	0	0	0	0	0	Technical	19	21	18	18	18	0	18
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	2	2	0	0	0	0
<b>Contract</b>	<b><u>5</u></b>	<b><u>10</u></b>	<b><u>8</u></b>	<b><u>10</u></b>	<b><u>10</u></b>	<b><u>0</u></b>	<b><u>10</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	2	1	1	1	0	1
<b>Total</b>	<b><u>36</u></b>	<b><u>46</u></b>	<b><u>37</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>0</u></b>	<b><u>36</u></b>	<b>Total</b>	<b><u>36</u></b>	<b><u>46</u></b>	<b><u>37</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>0</u></b>	<b><u>36</u></b>

OFFICE OF TECHNOLOGY SUPPORT SERVICES

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



**OFFICE OF TECHNOLOGY SUPPORT SERVICES**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Business Management Specialist	18	1	1	1	1	1	----	1
Configuration Management Analyst	19	1	1	1	1	1	----	1
Dir Enterprise Technology	23	2	2	----	----	----	----	----
Dir Technical Support Services	23	----	----	1	1	1	----	1
Dir Technology Support Services	23	----	----	----	----	----	----	----
Foreman Fare Gate Maintenance	16	----	2	1	----	----	----	----
IT Analyst	18	1	1	1	1	1	----	1
IT Asset Manager	TBD	1	----	----	----	----	----	----
IT Auditor	21	1	----	----	----	----	----	----
IT Auditor	19	----	1	1	----	----	----	----
IT Business Analyst I	15	2	2	1	----	----	----	----
IT Business Analyst II	17	2	1	1	1	1	----	1
IT Business Analyst III	19	1	2	1	2	2	----	2
IT Compliance Coordinator	TBD	1	----	----	----	----	----	----
IT Contracts Administrator	18	1	----	----	----	----	----	----
IT Project Manager	18	4	4	4	4	4	----	4
IT Project Support Coordinator	TBD	1	1	----	----	----	----	----
IT Quality Assurance Analyst	18	1	1	1	1	1	----	1
IT Quality Assurance Engineer	19	3	4	4	4	4	----	4
Manager IT Project Management	22	1	1	1	1	1	----	1
Manager of IT Assets Acquisition	21	----	1	----	----	----	----	----
Manager of IT Compliance	22	1	1	1	1	1	----	1
Manger IT Quality Assurance	21	1	1	1	1	1	----	1
Mgr Tech Business Development	22	1	1	1	1	1	----	1
Oracle HR Payroll Technical Writer	16	----	1	----	----	----	----	----

PERSONNEL COMPARISON

OFFICE OF TECHNOLOGY SUPPORT SERVICES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Senior Technology Project Manager	20	2	2	2	2	2	----	2
Sr IT Compliance Analyst	20	----	1	1	1	1	----	1
Sr. Enterprise Network Engineer	20	1	----	----	----	----	----	----
Sr. IT Program Manager	20	1	1	1	1	1	----	1
Supv Tech Support Svcs Centr	19	----	----	----	1	1	----	1
Tech Budget & Compliance Analyst	20	----	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>31</b>	<b>34</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>----</b>	<b>26</b>
<b><u>Represented</u></b>								
Journeyman ET-Faregate Maintenance	UR	----	2	2	----	----	----	----
<b>Represented Subtotal</b>		<b>----</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>----</b>	<b>----</b>	<b>----</b>
<b>Total Full-Time</b>		<b>31</b>	<b>36</b>	<b>29</b>	<b>26</b>	<b>26</b>	<b>----</b>	<b>26</b>
<b><u>Contract</u></b>								
Contract Professional	----	5	10	8	10	10	----	10
<b>Total Contract</b>		<b>5</b>	<b>10</b>	<b>8</b>	<b>10</b>	<b>10</b>	<b>----</b>	<b>10</b>
<b>Office Total</b>		<b>36</b>	<b>46</b>	<b>37</b>	<b>36</b>	<b>36</b>	<b>0</b>	<b>36</b>



## **DEPARTMENT OF PLANNING**

*This Department includes the following Offices:*

### **Department of Planning**

- Office of AGM of Planning
- Office of Research & Analysis
- Office of Transit System Planning



**FY2015 ACCOMPLISHMENTS**

➤ **Office of Research & Analysis**

**System-wide Factors**

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

**Rail Announcement Validation**

- Developed and Implemented Rail Announcements Validation project.

**Quality of Service Survey**

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

**Bus On-Time Performance Report/Rail On Time Performance Report**

- Reported daily, weekly and monthly bus on time performance by route and conducted root cause analysis to address issues impacting on time performance.

**Rail Maximum Load Passenger Check**

- Conducted quarterly manual data collection and analysis.

of passenger load at nine maximum load location stations to provide line load, load factor by time period and 1-hr crush load to support service modifications for mark-up and Rail Fleet Management Study.

**Title VI Assessment Reporting/NTD Report**

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

➤ **Office of Transit System Planning**

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

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	88.36%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	94.17%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-25.05%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-15.82%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-31.03%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	196.81%	</= 0%

**FY2016 GOALS AND OBJECTIVES**

The goals and objectives of the Department of Planning are:

➤ **Office of Research & Analysis**

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

- Conduct the Quality of Service Study that collects customer satisfaction data from passengers on all modes of service.

➤ **Office of Transit System Planning**

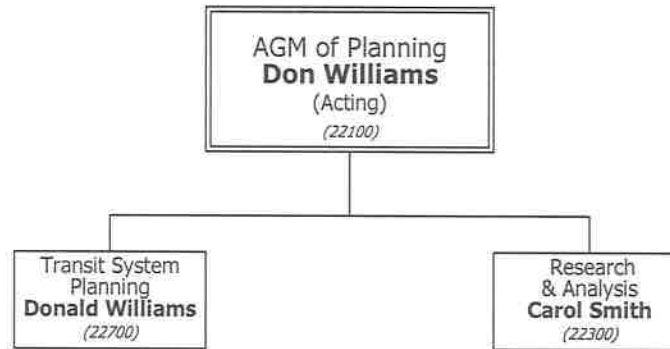
- Continue Clifton Corridor Pre-environmental Clearance Refinement of the LPA
- Initiate Clayton County Transit Service
- Complete Comprehensive Operations Analysis Study
- Complete I-20 East Draft Environmental Impact Study
- Complete Clifton Corridor Draft Environmental Impact Study
- Initiate GA 400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

**DEPT OF PLANNING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	3,133,189	3,993,532	4,061,153	4,022,698	4,443,840	81,864	4,525,704
Overtime	85,631	124,521	110,785	179,795	78,805	0	78,805
Other Benefits	316,474	390,021	396,514	421,412	664,913	4,128	669,041
Healthcare Rep/NonRep	568,223	581,338	588,299	553,639	669,345	23,682	693,027
Pension Rep/NonRep	672,476	744,867	532,056	590,699	678,072	16,944	695,016
Workers Comp-Excess/Losses	0	5,227	22,727	69,646	97,515	3,546	101,061
<i>Benefits Total</i>	1,557,173	1,721,453	1,539,596	1,635,396	2,109,846	48,299	2,158,145
<b>Labor Total</b>	<b><u>4,775,993</u></b>	<b><u>5,839,506</u></b>	<b><u>5,711,534</u></b>	<b><u>5,837,889</u></b>	<b><u>6,632,490</u></b>	<b><u>130,163</u></b>	<b><u>6,762,653</u></b>
Contractual Services	2,970	3,429	898	577	3,450	0	3,450
Materials Supplies-Other	20,153	12,372	22,610	11,803	16,958	0	16,958
<i>Materials Total</i>	20,153	12,372	22,610	11,803	16,958	0	16,958
Other Non-Operating Expenses	50,042	50,074	61,401	52,586	65,319	0	65,319
<b>Non Labor Total</b>	<b><u>73,165</u></b>	<b><u>65,875</u></b>	<b><u>84,909</u></b>	<b><u>64,966</u></b>	<b><u>85,727</u></b>	<b><u>0</u></b>	<b><u>85,727</u></b>
<b>Gross Operating Total</b>	<b><u>4,849,158</u></b>	<b><u>5,905,381</u></b>	<b><u>5,796,443</u></b>	<b><u>5,902,855</u></b>	<b><u>6,718,217</u></b>	<b><u>130,163</u></b>	<b><u>6,848,380</u></b>
Cost Allocation	-3,357,845	-4,152,987	-4,119,334	-4,254,783	-4,374,061	-80,338	-4,454,399
<b>Allocation Total</b>	<b><u>-3,357,845</u></b>	<b><u>-4,152,987</u></b>	<b><u>-4,119,334</u></b>	<b><u>-4,254,783</u></b>	<b><u>-4,374,061</u></b>	<b><u>-80,338</u></b>	<b><u>-4,454,399</u></b>
<b>Net Operating Expense</b>	<b><u>1,491,313</u></b>	<b><u>1,752,394</u></b>	<b><u>1,677,109</u></b>	<b><u>1,648,072</u></b>	<b><u>2,344,156</u></b>	<b><u>49,825</u></b>	<b><u>2,393,980</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	46	46	45	45	45	2	47	Administrative	25	25	24	30	30	1	31
Represented	10	10	10	10	10	0	10	Management	8	9	8	8	8	0	8
<b>Full-Time Total</b>	<b><u>56</u></b>	<b><u>56</u></b>	<b><u>55</u></b>	<b><u>55</u></b>	<b><u>55</u></b>	<b><u>2</u></b>	<b><u>57</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	32	31	32	29	29	0	29
Represented (PT)	0	0	0	0	0	0	0	Technical	2	2	2	2	2	1	3
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>0</u></b>	<b><u>36</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>92</u></b>	<b><u>92</u></b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>2</u></b>	<b><u>93</u></b>	Represented	10	10	10	10	10	0	10
								Supervisory	15	15	15	12	12	0	12
								<b>Total</b>	<b><u>92</u></b>	<b><u>92</u></b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>91</u></b>	<b><u>2</u></b>	<b><u>93</u></b>

ADM	31	Non-Rep	47
MGR	8	Rep	10
MNT	0	<b>Total FT</b>	<b>57</b>
OPR	0		
POL	0		
PRO	29	PT	0
REP	10	CON	36
SUP	12		
TEC	3	<b>TOTAL</b>	<b>93</b>



**FUNCTIONS & RESPONSIBILITIES**

The Office of the Assistant General Manager of Planning oversees a wide variety of programs and activities that involve diverse constituencies, planning for the expansion of transit in various corridors, service planning and scheduling, environmental analysis, regional service coordination and research and analysis.

Other offices in the department of Planning are the following:

- **Transit System Planning**
- **Research and Analysis**

The **Office of Transit System Planning** directs the Authority's Transit Planning initiatives, and is responsible for immediate, short-range and long-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment

within the community. This office oversees MARTA's long range system planning; expansion plans for key service corridors; coordinates all Authority regional and planning initiatives which include identifying and structuring new and revised service to growing markets; and identifies new bus and rail technologies while overseeing the Unified Planning Work Program (UPWP) that is reported to the ARC and FTA.

The **Office of Research & Analysis (R&A)** is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue data to assess system service levels and performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

**OFFICE OF AGM PLANNING**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	205,882	207,062	202,219	160,850	209,137	0	209,137
Other Benefits	17,465	15,683	17,086	12,107	52,876	0	52,876
Healthcare Rep/NonRep	19,466	17,832	15,477	13,464	23,682	0	23,682
Pension Rep/NonRep	37,330	32,651	6,314	4,865	43,287	0	43,287
Workers Comp-Excess/Losses	0	-1	15,700	30,438	3,546	0	3,546
<i>Benefits Total</i>	74,261	66,165	54,577	60,874	123,391	0	123,391
<b><u>Labor Total</u></b>	<b><u>280,143</u></b>	<b><u>273,227</u></b>	<b><u>256,796</u></b>	<b><u>221,724</u></b>	<b><u>332,527</u></b>	<b><u>0</u></b>	<b><u>332,527</u></b>
Contractual Services	1,500	0	0	0	0	0	0
Materials Supplies-Other	8,510	3,431	1,437	1,858	3,237	0	3,237
<i>Materials Total</i>	8,510	3,431	1,437	1,858	3,237	0	3,237
Other Non-Operating Expenses	12,921	11,256	7,461	5,575	14,505	0	14,505
<b><u>Non Labor Total</u></b>	<b><u>22,931</u></b>	<b><u>14,687</u></b>	<b><u>8,898</u></b>	<b><u>7,433</u></b>	<b><u>17,742</u></b>	<b><u>0</u></b>	<b><u>17,742</u></b>
<b><u>Gross Operating Total</u></b>	<b><u>303,074</u></b>	<b><u>287,914</u></b>	<b><u>265,694</u></b>	<b><u>229,157</u></b>	<b><u>350,269</u></b>	<b><u>0</u></b>	<b><u>350,269</u></b>
Cost Allocation	-212,734	-117,596	-125,493	-61,346	-154,241	0	-154,241
<b><u>Allocation Total</u></b>	<b><u>-212,734</u></b>	<b><u>-117,596</u></b>	<b><u>-125,493</u></b>	<b><u>-61,346</u></b>	<b><u>-154,241</u></b>	<b><u>0</u></b>	<b><u>-154,241</u></b>
<b><u>Net Operating Expense</u></b>	<b><u>90,340</u></b>	<b><u>170,318</u></b>	<b><u>140,201</u></b>	<b><u>167,811</u></b>	<b><u>196,028</u></b>	<b><u>0</u></b>	<b><u>196,028</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	2	2	2	2	2	0	2	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	1	1	1	1	1	0	1
<b><u>Full-Time Total</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>2</u></b>	<b><u>0</u></b>	<b><u>2</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b><u>Part-Time Total</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

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





PERSONNEL COMPARISON

OFFICE OF AGM PLANNING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM Planning	C	1	1	1	1	1	----	1
Department Administrator	17	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Office Total</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Research & Analysis (R&A) is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue data to assess system service levels and performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

Since 1985, the Transit Research Unit has captured system usage, customer demographics, and feedback, while tracking industry standards data for the evaluation of service delivery. Transit Research provides actionable information to assist in decision-making and effective stewardship of resources. The Quality of Service, System-wide Factors, and Breeze Fare Collection System studies provide continuous assessment of internal performance and external environmental factors. The unit also conducts a number of ad hoc studies to assess the impact of dynamic factors such as car ownership, high gas prices, and sensitivity to environmental concerns. Transit Research assists other MARTA departments to stay abreast of best practices in the transit industry by conducting peer studies on various timely subjects.

The primary function of the Transit Analysis Unit is to collect data and perform calculations on a monthly basis in support of mandated reporting to the Federal Transit Administration's National Transit Database. Reports include analyses of the quantity of service MARTA makes available in miles and hours and the quantity of service MARTA's customers consume measured by passenger trips and revenue. These statistics help determine MARTA's federal funding and support various performance measures

required by the strategic plan. Transit Analysis is tasked with analyzing historical data in order to forecast future MARTA passenger revenue and ridership for budget purposes. These analyses may include the evaluation of proposed changes in the fare structure and service levels. Transit Analysis also tracks trends in the data produced by the Bus Radio/Automatic Vehicle Location/Automatic Passenger Counter system and by the Breeze Automatic Fare Collection system for the purpose of system health monitoring and sustainability. The unit also performs standard and ad hoc analyses of system data for the purpose of responding to internal and external data requests.

The Service Monitoring Unit collects, analyzes and reports systemwide MARTA bus/rail ridership data at the route, block, trip and stop levels; bus and rail on time performance by route and station; system parking; and reciprocal data. Additionally, Service Monitoring supports TrapezeITS AVL/APC system sustainability functions, reports system KPIs and conducts validation. National Transit Database (NTD) and service level data are collected, analyzed and reported through Title VI Assessment and On Time Performance reports. Service Monitoring utilizes both manually collected data and output from Intelligent Transportation System technology – TrapezeITS AVL/APC and Breeze Systems. Additionally, Service Monitoring uses handheld technology and RSM software to collect and analyze ridership and service level data. Service Monitoring conducts rail line-load and load factor analysis; evaluates the impact of mark-up changes and new initiatives such as BRT, new technologies, and Street Car Project; conducts special/ad-hoc studies that include establishing ridership methodologies, developing data filters, and creating new processes for ridership reporting.

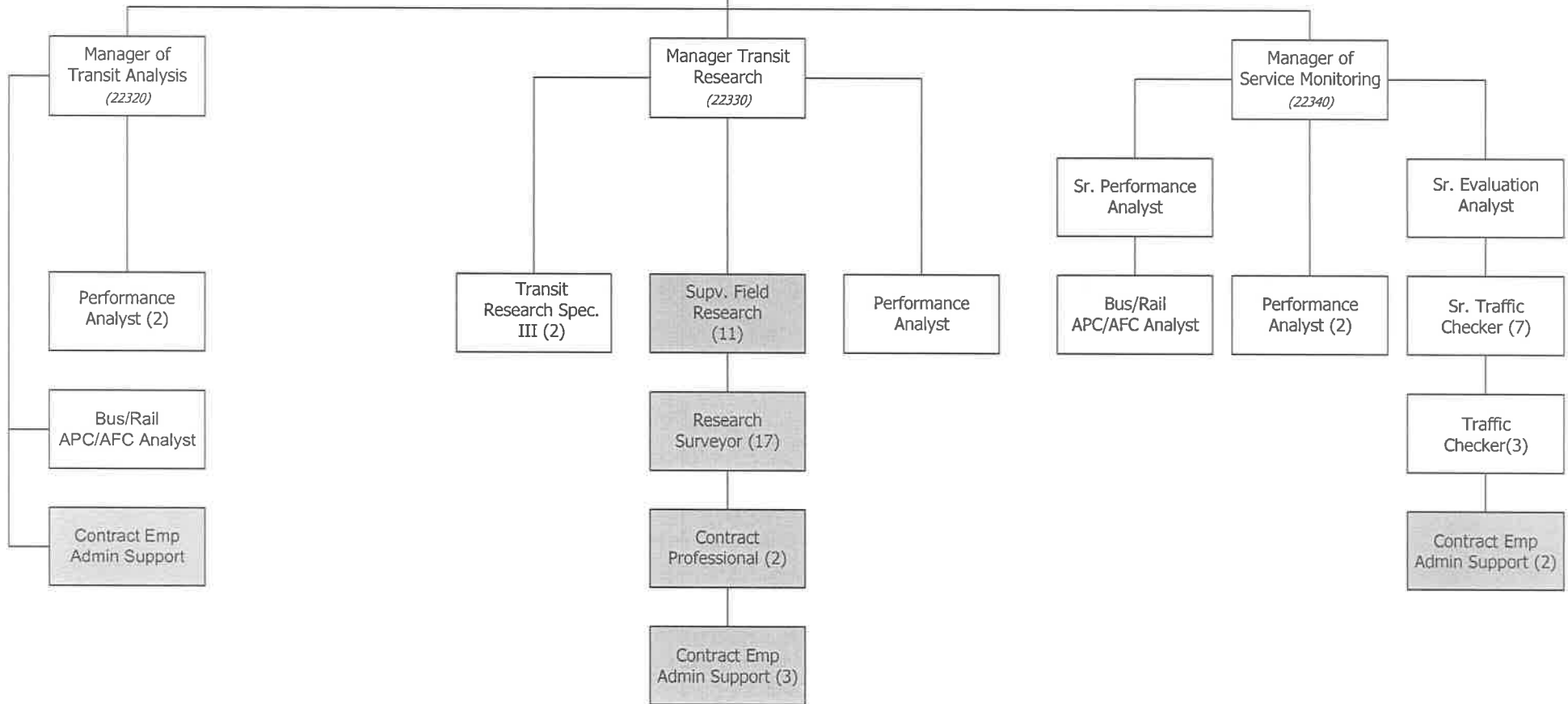
**OFFICE OF RESEARCH & ANALYSIS**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,414,717	2,256,321	2,220,784	2,199,748	2,585,259	0	2,585,259
Overtime	82,978	123,980	108,607	177,317	78,805	0	78,805
Other Benefits	142,816	220,057	213,555	210,592	334,227	0	334,227
Healthcare Rep/NonRep	235,241	248,620	261,757	242,755	337,797	0	337,797
Pension Rep/NonRep	271,399	336,225	267,507	307,986	293,388	0	293,388
Workers Comp-Excess/Losses	0	-354	4,365	40,169	47,871	0	47,871
<i>Benefits Total</i>	649,456	804,548	747,184	801,502	1,013,283	0	1,013,283
<b>Labor Total</b>	<b><u>2,147,151</u></b>	<b><u>3,184,849</u></b>	<b><u>3,076,575</u></b>	<b><u>3,178,567</u></b>	<b><u>3,677,346</u></b>	<b><u>0</u></b>	<b><u>3,677,346</u></b>
Contractual Services	1,095	0	0	0	3,000	0	3,000
Materials Supplies-Other	1,811	2,342	12,254	852	5,005	0	5,005
<i>Materials Total</i>	1,811	2,342	12,254	852	5,005	0	5,005
Other Non-Operating Expenses	24,412	27,129	24,905	23,962	22,055	0	22,055
<b>Non Labor Total</b>	<b><u>27,318</u></b>	<b><u>29,471</u></b>	<b><u>37,159</u></b>	<b><u>24,814</u></b>	<b><u>30,060</u></b>	<b><u>0</u></b>	<b><u>30,060</u></b>
<b>Gross Operating Total</b>	<b><u>2,174,469</u></b>	<b><u>3,214,320</u></b>	<b><u>3,113,734</u></b>	<b><u>3,203,381</u></b>	<b><u>3,707,406</u></b>	<b><u>0</u></b>	<b><u>3,707,406</u></b>
Cost Allocation	-1,805,908	-2,677,755	-2,477,632	-2,612,498	-2,660,511	0	-2,660,511
<b>Allocation Total</b>	<b><u>-1,805,908</u></b>	<b><u>-2,677,755</u></b>	<b><u>-2,477,632</u></b>	<b><u>-2,612,498</u></b>	<b><u>-2,660,511</u></b>	<b><u>0</u></b>	<b><u>-2,660,511</u></b>
<b>Net Operating Expense</b>	<b><u>368,561</u></b>	<b><u>536,565</u></b>	<b><u>636,102</u></b>	<b><u>590,883</u></b>	<b><u>1,046,895</u></b>	<b><u>0</u></b>	<b><u>1,046,895</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	17	17	17	17	17	0	17	Administrative	18	18	18	24	24	0	24
Represented	10	10	10	10	10	0	10	Management	3	4	4	4	4	0	4
<b>Full-Time Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>0</u></b>	<b><u>27</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	18	17	17	14	14	0	14
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>36</u></b>	<b><u>0</u></b>	<b><u>36</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>0</u></b>	<b><u>63</u></b>	Represented	10	10	10	10	10	0	10
								Supervisory	14	14	14	11	11	0	11
								<b>Total</b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>63</u></b>	<b><u>0</u></b>	<b><u>63</u></b>

OFFICE OF RESEARCH & ANALYSIS

ADM	24	Non-Rep	17
MGR	4	Rep	10
MNT	0	<b>Total FT</b>	<b>27</b>
OPR	0		
POL	0		
PRO	14	PT	0
REP	10	CON	36
SUP	11		
TEC	0	<b>TOTAL</b>	<b>63</b>



PERSONNEL COMPARISON

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Bus/Rail APC AFC Analyst II	15	----	----	----	1	1	----	1
Bus/Rail APC AFC Analyst III	17	1	1	1	1	1	----	1
Dir Transit Research Analysis	23	1	1	1	1	1	----	1
Mgr Service Monitoring	21	1	1	1	1	1	----	1
Mgr Transit Analysis	21	1	1	1	1	1	----	1
Mgr Transit Research	21	1	1	1	1	1	----	1
Office Administrator I	14	1	1	1	----	----	----	----
Office Administrator II	16	----	----	----	1	1	----	1
Performance Analyst	18	6	6	6	5	5	----	5
Sr Evaluation Analyst	18	1	1	1	1	1	----	1
Sr. Performance Analyst	19	1	2	2	2	2	----	2
Supv Transit Research	16	1	1	1	----	----	----	----
Trans Research Specialist II	15	1	----	----	----	----	----	----
Trans Research Specialist III	17	1	1	1	2	2	----	2
<b>Non-Rep Subtotal</b>		<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>----</b>	<b>17</b>
<b><u>Represented</u></b>								
Sr Traffic Checker	UR	8	8	7	7	7	----	7
Traffic Checker	UR	2	2	3	3	3	----	3
<b>Represented Subtotal</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>----</b>	<b>10</b>
<b>Total Full-Time</b>		<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>----</b>	<b>27</b>

PERSONNEL COMPARISON

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Contract</b>								
Contract Emp Admin Support	----	----	----	----	6	6	----	6
Contract Professional	----	2	2	2	2	2	----	2
Research Surveyor	----	17	17	17	17	17	----	17
Supervisor Field Research	----	13	13	13	11	11	----	11
Technical Support Assistant	TBD	4	----	----	----	----	----	----
Technical Support Assistant	----	----	4	4	----	----	----	----
<b>Total Contract</b>		<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>36</b>	<b>----</b>	<b>36</b>
<b>Office Total</b>		<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>63</b>	<b>0</b>	<b>63</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Transit System Planning (TSP) is responsible for the planning, design, scheduling and monitoring of all bus and rail service. This includes development of service plans as required for the Authority's operating budget, intermediate service initiatives, and long range expansion projects. TSP is responsible for the planning due diligence of the Authority's expansion program and participating in other projects sponsored by the regional planning partners. TSP is the primary touch point for the Authority's engagement in the regional transportation planning process to develop the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP) and for facilitating the Authority's submittal of activities and accomplishments for the development of regional Unified Planning Work Program (UPWP). These responsibilities are accomplished with two office branches;

- Service Planning & Scheduling (SPS) Branch
- Special Projects & Analysis (SPA) Branch

**Service Planning & Scheduling** is responsible for designing, monitoring, and evaluating bus and rail service. The branch proactively develops service plans with community input, maintains MARTA'S Service Standards that are approved annually by the MARTA Board of Directors and coordinates with local public/private agencies with bus and shuttle

services (Transportation Management Associates and Community Improvement Districts). This branch is also responsible for the scheduling of all bus and rail service in coordination with Operations and Maintenance to ensure safe, efficient and cost effective transportation for our riders. The branch also conducts transit operations studies to improve/enhance bus, rail and mobility services.

**Special Projects & Analysis (SPA)** is responsible for GIS mapping and analysis, bus stop management, and print distribution. These duties include developing GIS data, mapping and analysis, maintaining the bus stop inventory, keeping bus stops in a state of good repair, and stocking printed schedule information at transit stations and bus stops. Many of SPA's activities provide support to staff in other branches of TSP and groups in other departments, including Marketing, Facilities Maintenance, and Customer Service. This branch represents the Authority with Regional, State, Federal and Local Agencies and participates in studies and projects throughout the region to increase support of and expansion of transit initiatives and priorities. This branch also conducts Long-range Planning to include guiding system expansion projects through the Federal Funding process, ridership modeling and identifying future locations for capital expansion projects (fixed-guideway, bus-rapid transit). This branch also reviews environmental impact, historical and archaeological studies as required by State and Federal laws.

**OFFICE OF TRANSIT SYSTEM PLANNING**

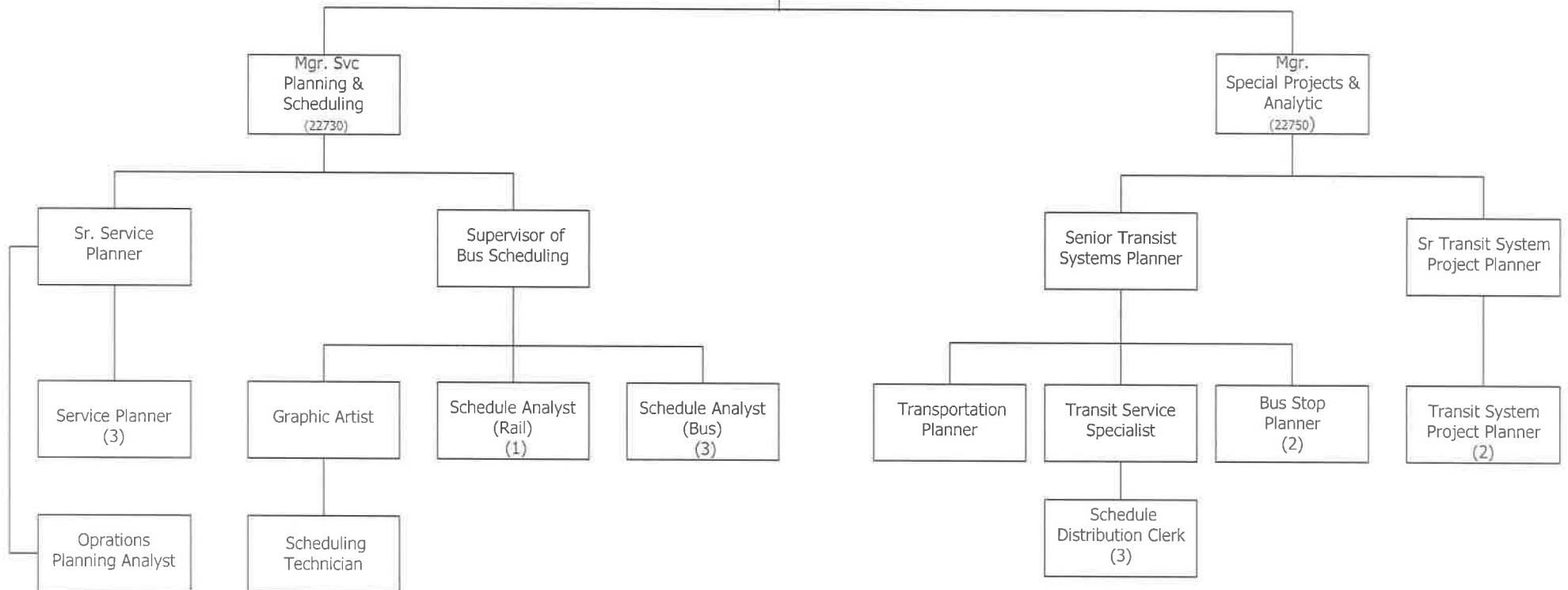
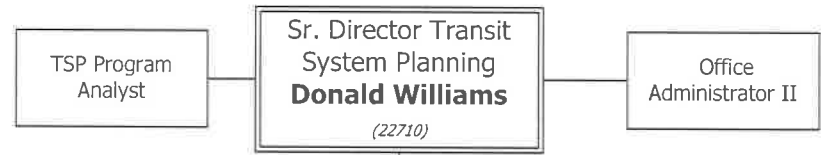
Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,512,590	1,530,149	1,638,150	1,662,100	1,649,445	81,864	1,731,308
Overtime	2,653	541	2,178	2,478	0	0	0
Other Benefits	156,193	154,281	165,873	198,713	277,810	4,128	281,938
Healthcare Rep/NonRep	313,516	314,886	311,065	297,420	307,866	23,682	331,548
Pension Rep/NonRep	363,747	375,991	258,235	277,848	341,398	16,944	358,342
Workers Comp-Excess/Losses	0	5,582	2,662	-961	46,098	3,546	49,644
<i>Benefits Total</i>	833,456	850,740	737,835	773,020	973,172	48,299	1,021,472
<b>Labor Total</b>	<b><u>2,348,699</u></b>	<b><u>2,381,430</u></b>	<b><u>2,378,163</u></b>	<b><u>2,437,598</u></b>	<b><u>2,622,617</u></b>	<b><u>130,163</u></b>	<b><u>2,752,780</u></b>
Contractual Services	375	3,429	898	577	450	0	450
Materials Supplies-Other	9,832	6,599	8,919	9,093	8,716	0	8,716
<i>Materials Total</i>	9,832	6,599	8,919	9,093	8,716	0	8,716
Other Non-Operating Expenses	12,709	11,689	29,035	23,049	28,759	0	28,759
<b>Non Labor Total</b>	<b><u>22,916</u></b>	<b><u>21,717</u></b>	<b><u>38,852</u></b>	<b><u>32,719</u></b>	<b><u>37,925</u></b>	<b><u>0</u></b>	<b><u>37,925</u></b>
<b>Gross Operating Total</b>	<b><u>2,371,615</u></b>	<b><u>2,403,147</u></b>	<b><u>2,417,015</u></b>	<b><u>2,470,317</u></b>	<b><u>2,660,542</u></b>	<b><u>130,163</u></b>	<b><u>2,790,704</u></b>
Cost Allocation	-1,339,203	-1,357,636	-1,516,209	-1,580,939	-1,559,308	-80,338	-1,639,647
<b>Allocation Total</b>	<b><u>-1,339,203</u></b>	<b><u>-1,357,636</u></b>	<b><u>-1,516,209</u></b>	<b><u>-1,580,939</u></b>	<b><u>-1,559,308</u></b>	<b><u>-80,338</u></b>	<b><u>-1,639,647</u></b>
<b>Net Operating Expense</b>	<b><u>1,032,412</u></b>	<b><u>1,045,511</u></b>	<b><u>900,806</u></b>	<b><u>889,378</u></b>	<b><u>1,101,233</u></b>	<b><u>49,825</u></b>	<b><u>1,151,058</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	27	27	26	26	26	2	28	Administrative	6	6	5	5	5	1	6
Represented	0	0	0	0	0	0	0	Management	4	4	3	3	3	0	3
<b>Full-Time Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>2</u></b>	<b><u>28</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	14	14	15	15	15	0	15
Represented (PT)	0	0	0	0	0	0	0	Technical	2	2	2	2	2	1	3
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	1	1	1	1	1	0	1
<b>Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>2</u></b>	<b><u>28</u></b>	<b>Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>26</u></b>	<b><u>2</u></b>	<b><u>28</u></b>



OFFICE OF TRANSIT SYSTEM PLANNING

ADM	6	Non-Rep	28
MGR	3	Rep	0
MNT	0	<b>Total FT</b>	<b>28</b>
OPR	0		
POL	0		
PRO	15	PT	0
REP	0	CON	0
SUP	1		
TEC	3	<b>TOTAL</b>	<b>28</b>



PERSONNEL COMPARISON

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Bus Stop Planner	16	1	1	1	----	----	----	----
Bus Stop Planner	15	----	----	----	1	----	1	1
Bus Stop Planner	17	----	----	----	----	1	----	1
Graphic Artist	14	1	1	1	1	1	----	1
Mgr Regional Planning & Analys	20	1	1	----	----	----	----	----
Mgr Special Projects & Analysi	21	1	1	1	1	1	----	1
Mgr Svc Planning & Scheduling	21	1	1	1	1	1	----	1
Office Administrator II	16	1	1	1	1	1	----	1
Operations Planning Analyst	17	----	----	1	1	1	----	1
Regional Planner III	17	1	----	----	----	----	----	----
Schedule Analyst II	14	2	1	1	1	1	----	1
Schedule Analyst III	16	2	3	3	3	3	----	3
Schedule Distribution Clerk	6	3	3	2	2	2	1	3
Scheduling Technician	9	1	1	1	1	1	----	1
Senior Transit Systems Planner	19	----	----	1	1	1	----	1
Service Planner II	15	2	1	1	1	1	----	1
Service Planner III	17	1	2	2	2	2	----	2
Sr Dir Transit System Planning	24	1	1	1	1	1	----	1
Sr Regional Planner	19	2	3	----	----	----	----	----
Sr Service Planner	19	1	1	1	1	1	----	1
Sr Transit System Project Plnr	19	----	----	1	1	1	----	1
Supv Bus Scheduling	19	1	1	1	1	1	----	1
Transit Sys Plng Prgm Analyst	19	----	----	1	----	----	----	----
Transit Service Specialist	9	1	1	1	1	1	----	1
Transit Sys Plng Prgm Analyst	19	----	----	----	1	1	----	1

**OFFICE OF TRANSIT SYSTEM PLANNING**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Transit System Plng Analyst	16	1	----	----	----	----	----	----
Transit System Plng Analyst II	17	----	1	----	----	----	----	----
Transit System Project Planners	19	----	----	2	2	2	----	2
Transportation Planner II	15	----	1	1	----	----	----	----
Transportation Planner III	17	2	1	----	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>27</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>2</b>	<b>28</b>
<b>Total Full-Time</b>		<b>27</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>2</b>	<b>28</b>
<b>Office Total</b>		<b>27</b>	<b>27</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>2</b>	<b>28</b>



## **DEPARTMENT OF POLICE SERVICES**

*This Department includes the following Offices:*

### **Department of Police Services**

- Office of AGM of Police Services

## FY2015 ACCOMPLISHMENTS

- Full Scale Exercise Series/Operations HACK-O-WEEN, November 1, 2014
- Held CERT Programs on September 2, 2014 and March 3, 2015 for over 70 graduates
- NIMS 402e training for the Executive Management Team
- Table Top Exercise- June 2015 / Cyber Security
- Produced 2014 'See Something, Say Something' Campaign with Network T.V. Interviews, Commercials, Print, and Radio Ads
- All of the canine teams received a 100 percent on their field certification/evaluation for 2015
- Provided Active Shooter training for all civilian supervisors, managers and directors for the authority
- Reduced our Part 1 Crimes within the MARTA Headquarters and Annex buildings by enhancing our patrol techniques
- Increased the number of diverse applicants and candidates
- Maintained or decreased the FY15 Part 1 Crime Rate
- Completed CCTV installation on buses and mobility buses and started implementation on rail cars
- Established "Not on My Shift" campaign for employees
- Initiated deployment of Video Analytics for MARTA CCTV System
- Hosted ASIS Site visit with internal guests at new IOC/EOC
- Bar coding property and evidence system equipment installed
- Pamet software upgrade completed
- Conducted over 100 Target Hardening Operational Response exercises (THOR)
- Conducted bus and train assault training with Gwinnett County, Cobb County, Fulton County, Atlanta, Union City, DeKalb County and Federal Air Marshals
- Insured all personnel had P.O.S.T. required training hours for calendar year
- Established a computer lab in the Background and Recruiting Unit where the 1<sup>st</sup> phase of psychological examinations are conducted in-house to reduce cost
- Streamlined the Background and Recruiting hiring process where start to finish improved from an average of 114 days to an average of 76 days
- Eleven MARTA Police Explosive Canine Teams completed their TSA Recertification with 100% find rate
- Three new Explosive Canine handlers were added to the Unit
- Received, responded to and documented more than 154,066 calls in the Police Management Information System (PMIS)
- Monitored the See & Say App with 17,250 downloads, 9,577 non-test reports and 3,449 SMS reports
- Conducted, monitored, and/or scheduled a total of 21,845 hours of training for MPD sworn personnel
- Hired the department's first Cyber Security Specialist to assist the authority in minimizing our threat vulnerability

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Part I Crime Rate</b>	Number of Part I Crimes (4 types violent and 4 types of property crimes) per 1M passenger boarding	</= 3.80	3.88	</= 3.80
<b>Security Cameras Availability</b>	Percent of properly operating security cameras	>/= 98.00%	99.25%	>/= 98.00%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.41%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	13.70%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	16.05%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	-0.45%	</= 0%
<b>Overtime Budget Variance</b>	Budget variance on overtime expenses	</= 0%	93.63%	</= 0%

**FY2016 GOALS AND OBJECTIVES**

The goals and objectives of the Department of Police include the following:

- Maintain or decrease the FY15 Part 1 Crime Rate.
- Continue Target Hardening Operational Response (THOR) operations.
- Continue to enforce MARTA's Ride with Respect Program.
- Specialized Patrol Units (SPU) will increase patrol on bus routes and rail to reduce the number of Bus Operator assaults.
- To have Senior Canine Handlers Instructor certified.
- Continue WMD (Weapons of Mass Destruction) table top and full scale exercises as mandated by the Department of Homeland Security. Also, will add more functional exercises to provide hands on training for internal MARTA staff.
- To complete the skype project for interviewing out of state candidates.
- Continue to identify unique incentives to help foster robust recruiting opportunities.
- Start procurement process for new Mobile Command Vehicle.
- Establish Security Design Criteria and Security Certification Program for Authority.
- Complete development of MARTA's newly EOC (Emergency Operations Center).
- Implement Comprehensive Site Security Program & System Security Policies.
- Increase officer diversity.
- Start the installation of Mobile CCTV's on rail cars and complete the installation of video analytics to the CCTV system.
- Complete recommendations identified by the GDOT (Georgia Department of Transportation) System Security Audit.
- Continue to streamline recruiting process in order to reduce process from 76 to 60 days.



**FY2016 OPERATING & CAPITAL BUDGETS**



**DEPARTMENT OF POLICE SERVICES**

ADM	48	Non-Rep	427
MGR	8	Rep	0
MNT	0	<b>Total FT</b>	<b>427</b>
OPR	0		
POL	326		
PRO	2	PT	0
REP	0	CON	21
SUP	64		
TEC	0	<b>TOTAL</b>	<b>448</b>

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

**DEPT OF POLICE SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	19,721,439	19,695,330	20,146,327	21,629,453	22,215,674	729,053	22,944,728
Overtime	6,926,386	5,794,614	6,064,057	6,010,253	4,239,063	0	4,239,063
Other Benefits	2,690,151	2,599,180	2,679,011	4,043,624	3,066,199	61,420	3,127,619
Healthcare Rep/NonRep	4,791,300	4,713,883	4,516,402	4,468,386	4,878,492	189,456	5,067,948
Pension Rep/NonRep	7,153,496	7,707,970	6,193,729	7,229,424	5,314,977	150,898	5,465,874
Workers Comp-Excess/Losses	675,555	513,677	388,694	1,875,199	730,476	28,368	758,844
<i>Benefits Total</i>	15,310,502	15,534,710	13,777,836	17,616,633	13,990,144	430,141	14,420,286
<b>Labor Total</b>	<b><u>41,958,327</u></b>	<b><u>41,024,654</u></b>	<b><u>39,988,220</u></b>	<b><u>45,256,339</u></b>	<b><u>40,444,881</u></b>	<b><u>1,159,195</u></b>	<b><u>41,604,076</u></b>
Contractual Services	126,362	115,420	197,006	119,242	110,440	120,000	230,440
Materials Supplies-Other	94,657	65,172	100,821	103,646	120,222	0	120,222
<i>Materials Total</i>	94,657	65,172	100,821	103,646	120,222	0	120,222
Casualty & Liability Costs	-12,549	-1,479	-1,189	0	0	0	0
Miscellaneous Expenses	1,303	4,805	36,600	9,881	6,000	0	6,000
Other Non-Operating Expenses	36,812	36,028	76,765	51,805	49,205	0	49,205
<b>Non Labor Total</b>	<b><u>246,585</u></b>	<b><u>219,946</u></b>	<b><u>410,003</u></b>	<b><u>284,574</u></b>	<b><u>285,867</u></b>	<b><u>120,000</u></b>	<b><u>405,867</u></b>
<b>Gross Operating Total</b>	<b><u>42,204,912</u></b>	<b><u>41,244,600</u></b>	<b><u>40,398,223</u></b>	<b><u>45,540,913</u></b>	<b><u>40,730,748</u></b>	<b><u>1,279,195</u></b>	<b><u>42,009,943</u></b>
Cost Allocation	-6,992,460	-7,049,396	-6,568,897	-9,173,615	-5,992,423	-188,417	-6,180,839
<b>Allocation Total</b>	<b><u>-6,992,460</u></b>	<b><u>-7,049,396</u></b>	<b><u>-6,568,897</u></b>	<b><u>-9,173,615</u></b>	<b><u>-5,992,423</u></b>	<b><u>-188,417</u></b>	<b><u>-6,180,839</u></b>
<b>Net Operating Expense</b>	<b><u>35,212,452</u></b>	<b><u>34,195,204</u></b>	<b><u>33,829,326</u></b>	<b><u>36,367,298</u></b>	<b><u>34,738,326</u></b>	<b><u>1,090,778</u></b>	<b><u>35,829,104</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	376	378	411	411	411	16	427	Administrative	47	47	48	48	48	0	48
Represented	0	0	0	0	0	0	0	Management	8	8	8	8	8	0	8
<b>Full-Time Total</b>	<b><u>376</u></b>	<b><u>378</u></b>	<b><u>411</u></b>	<b><u>411</u></b>	<b><u>411</u></b>	<b><u>16</u></b>	<b><u>427</u></b>	Police	275	277	312	312	312	14	326
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	5	5	2	2	2	0	2
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>21</u></b>	<b><u>21</u></b>	<b><u>21</u></b>	<b><u>0</u></b>	<b><u>21</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>393</u></b>	<b><u>395</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>16</u></b>	<b><u>448</u></b>	Represented	0	0	0	0	0	0	0
								Supervisory	58	58	62	62	62	2	64
								<b>Total</b>	<b><u>393</u></b>	<b><u>395</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>16</u></b>	<b><u>448</u></b>

**FY2016 OPERATING & CAPITAL BUDGETS**



**DEPARTMENT OF POLICE SERVICES**

ADM	48	Non-Rep	427
MGR	8	Rep	0
MNT	0	<b>Total FT</b>	<b>427</b>
OPR	0		
POL	326		
PRO	2	PT	0
REP	0	CON	21
SUP	64		
TEC	0	<b>TOTAL</b>	<b>448</b>

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

**FUNCTIONS & RESPONSIBILITIES**

The Office of the AGM of Police Services and Emergency Management is responsible for providing police services to MARTA patrons and all related facilities as well as providing protection and security for all Authority assets. The operation of the AGM of Police Services is based on accepted law enforcement standards. The Office applies these standards to the needs of the Authority, its patrons, and the community at large, while enforcing the rules of the Authority. This is consistent with the mission and purpose of MARTA as outlined in the MARTA Act. The Office of the AGM of Police Services is committed to MARTA's goal of being a customer focused organization that concentrates on the needs and expectations of existing and potential riders. Using both sworn and non-sworn personnel, the Office provides the Authority, its customers, and its employees with a

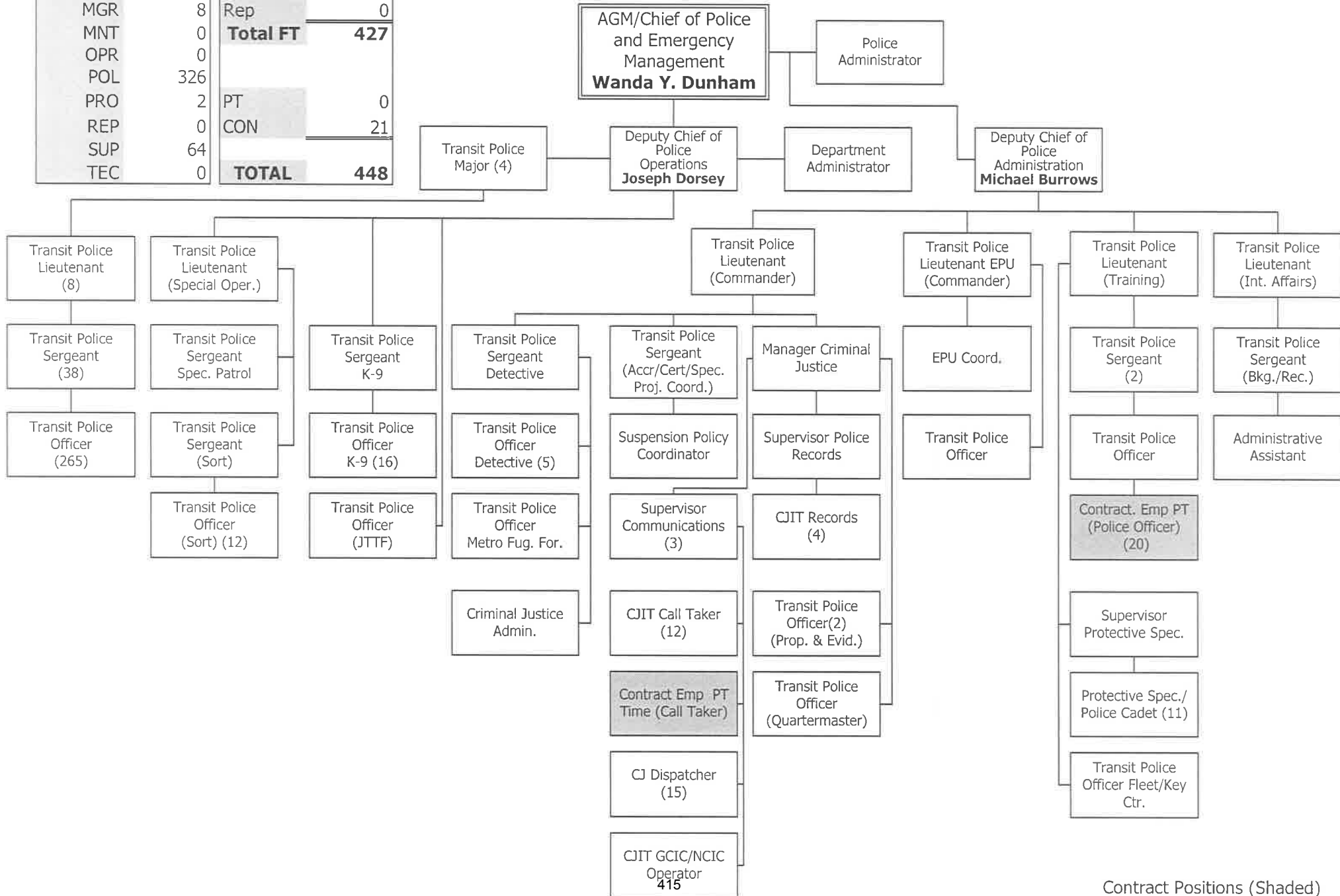
full-service police agency dedicated to reducing crime and improving the perception of crime on the system, and continuing to target harden the system against acts of terror both foreign and domestic, thereby maintaining current riders and attracting new riders to the system. As an integral part of its policing and security related functions, the Department of Police Services also has the primary emergency management responsibility for the Authority. By taking an all hazards approach to preparedness, the AGM for Police Services utilizes a systemic focus on prevention, mitigation, response and recovery. Emergency management is a continuing program designed to minimize 21<sup>st</sup> century risks and vulnerabilities, and to strategically increase the resiliency of the Authority.

**OFFICE OF AGM POLICE SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	19,721,439	19,695,330	20,146,327	21,629,453	22,215,674	729,053	22,944,728
Overtime	6,926,386	5,794,614	6,064,057	6,010,253	4,239,063	0	4,239,063
Other Benefits	2,690,151	2,599,180	2,679,011	4,043,624	3,066,199	61,420	3,127,619
Healthcare Rep/NonRep	4,791,300	4,713,883	4,516,402	4,468,386	4,878,492	189,456	5,067,948
Pension Rep/NonRep	7,153,496	7,707,970	6,193,729	7,229,424	5,314,977	150,898	5,465,874
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<i>Benefits Total</i>	15,310,502	15,534,710	13,777,836	17,616,633	13,990,144	430,141	14,420,286
<b>Labor Total</b>	<b><u>41,958,327</u></b>	<b><u>41,024,654</u></b>	<b><u>39,988,220</u></b>	<b><u>45,256,339</u></b>	<b><u>40,444,881</u></b>	<b><u>1,159,195</u></b>	<b><u>41,604,076</u></b>
Contractual Services	126,362	115,420	197,006	119,242	110,440	120,000	230,440
Materials Supplies-Other	94,657	65,172	100,821	103,646	120,222	0	120,222
<i>Materials Total</i>	94,657	65,172	100,821	103,646	120,222	0	120,222
Casualty & Liability Costs	-12,549	-1,479	-1,189	0	0	0	0
Miscellaneous Expenses	1,303	4,805	36,600	9,881	6,000	0	6,000
Other Non-Operating Expenses	36,812	36,028	76,765	51,805	49,205	0	49,205
<b>Non Labor Total</b>	<b><u>246,585</u></b>	<b><u>219,946</u></b>	<b><u>410,003</u></b>	<b><u>284,574</u></b>	<b><u>285,867</u></b>	<b><u>120,000</u></b>	<b><u>405,867</u></b>
<b>Gross Operating Total</b>	<b><u>42,204,912</u></b>	<b><u>41,244,600</u></b>	<b><u>40,398,223</u></b>	<b><u>45,540,913</u></b>	<b><u>40,730,748</u></b>	<b><u>1,279,195</u></b>	<b><u>42,009,943</u></b>
Cost Allocation	-6,992,460	-7,049,396	-6,568,897	-9,173,615	-5,992,423	-188,417	-6,180,839
<b>Allocation Total</b>	<b><u>-6,992,460</u></b>	<b><u>-7,049,396</u></b>	<b><u>-6,568,897</u></b>	<b><u>-9,173,615</u></b>	<b><u>-5,992,423</u></b>	<b><u>-188,417</u></b>	<b><u>-6,180,839</u></b>
<b>Net Operating Expense</b>	<b><u>35,212,452</u></b>	<b><u>34,195,204</u></b>	<b><u>33,829,326</u></b>	<b><u>36,367,298</u></b>	<b><u>34,738,326</u></b>	<b><u>1,090,778</u></b>	<b><u>35,829,104</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	376	378	411	411	411	16	427	Administrative	47	47	48	48	48	0	48
Represented	0	0	0	0	0	0	0	Management	8	8	8	8	8	0	8
<b>Full-Time Total</b>	<b><u>376</u></b>	<b><u>378</u></b>	<b><u>411</u></b>	<b><u>411</u></b>	<b><u>411</u></b>	<b><u>16</u></b>	<b><u>427</u></b>	Police	275	277	312	312	312	14	326
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	5	5	2	2	2	0	2
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>17</u></b>	<b><u>17</u></b>	<b><u>21</u></b>	<b><u>21</u></b>	<b><u>21</u></b>	<b><u>0</u></b>	<b><u>21</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	58	58	62	62	62	2	64
<b>Total</b>	<b><u>393</u></b>	<b><u>395</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>16</u></b>	<b><u>448</u></b>	<b>Total</b>	<b><u>393</u></b>	<b><u>395</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>432</u></b>	<b><u>16</u></b>	<b><u>448</u></b>

ADM	48	Non-Rep	427
MGR	8	Rep	0
MNT	0	<b>Total FT</b>	<b>427</b>
OPR	0		
POL	326		
PRO	2	PT	0
REP	0	CON	21
SUP	64		
TEC	0	<b>TOTAL</b>	<b>448</b>



Contract Positions (Shaded)

PERSONNEL COMPARISON

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b><u>Non-Represented</u></b>								
Administrative Assistant	10	1	1	1	1	1	----	1
AGM Chf Police & Emerg Mgmt	C	1	1	1	1	1	----	1
CJIT GCIC NCIC Operator	12	1	1	1	1	1	----	1
CJIT-Call Taker	13	12	12	12	12	12	----	12
CJIT-Police Dispatcher	14	15	15	15	15	15	----	15
Crime Scene Investigator	16	1	1	----	----	----	----	----
Criminal Justice Administra	12	1	1	1	1	1	----	1
Criminal Justice Info Tech Rec	10	4	4	4	4	4	----	4
Department Administrator	17	1	1	1	1	1	----	1
Deputy Chief of Police	23	1	1	2	2	2	----	2
Emergency Prep Unit Coordinator	16	1	1	1	1	1	----	1
Mgr Criminal Justice Comm/recd	19	1	1	1	1	1	----	1
Planning Research Development Coordinat	16	1	1	1	1	----	----	----
Police Administrator	17	1	1	1	1	1	----	1
Protective Spec Police Cadet	9	10	10	11	11	11	----	11
Supv Communications	15	3	3	3	3	3	----	3
Supv Police Records	15	1	1	1	1	1	----	1
Supv Protective Specialists	12	1	1	1	1	1	----	1
Suspension Policy Coordinator	14	----	----	----	----	1	----	1
Transit Police Lieutenant	11P	13	13	13	13	13	----	13
Transit Police Major	20	5	5	4	4	4	----	4
Transit Police Officer	8P	84	31	60	60	60	14	74
Transit Police Officer Special	13P	50	50	50	50	50	----	50
Transit Police Officer Sr	12P	127	182	182	182	182	----	182
Transit Police Sergeant	10P	40	40	44	44	44	2	46

PERSONNEL COMPARISON

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Rep Subtotal</b>		<b>376</b>	<b>378</b>	<b>411</b>	<b>411</b>	<b>411</b>	<b>16</b>	<b>427</b>
<b>Total Full-Time</b>		<b>376</b>	<b>378</b>	<b>411</b>	<b>411</b>	<b>411</b>	<b>16</b>	<b>427</b>
<b>Contract</b>								
Contract EMP PT	----	----	----	----	----	1	----	1
Contract EMP PT (Call-Taker)	----	1	1	1	1	----	----	----
Contract EMP PT Police Officer	----	14	14	20	20	20	----	20
Contract Professional	----	2	2	----	----	----	----	----
<b>Total Contract</b>		<b>17</b>	<b>17</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>----</b>	<b>21</b>
<b>Office Total</b>		<b>393</b>	<b>395</b>	<b>432</b>	<b>432</b>	<b>432</b>	<b>16</b>	<b>448</b>





## **DIVISION OF CHIEF COUNSEL LEGAL SERVICES**

*This Division includes the following Departments:*

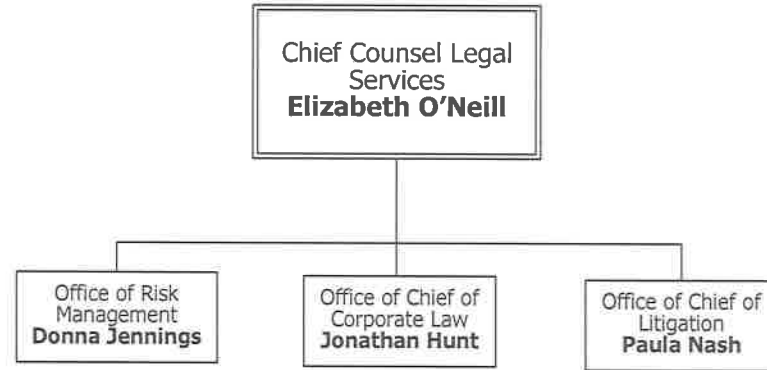
- **Department of Chief Counsel Legal Services**

**DIVISION OF CHIEF COUNSEL LEGAL SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,754,596	1,891,435	1,777,444	1,849,574	1,999,103	0	1,999,103
Overtime	0	139	136	543	0	0	0
Other Benefits	170,359	171,732	1,506,816	202,727	402,319	0	402,319
Healthcare Rep/NonRep	285,107	271,686	245,984	241,979	323,325	0	323,325
Pension Rep/NonRep	400,444	444,150	281,933	325,418	405,956	0	405,956
Workers Comp-Excess/Losses	509,071	607,677	695,761	688,571	47,871	0	47,871
<i>Benefits Total</i>	1,364,981	1,495,245	2,730,494	1,458,695	1,179,471	0	1,179,471
<b>Labor Total</b>	<b>3,119,577</b>	<b>3,386,819</b>	<b>4,508,074</b>	<b>3,308,812</b>	<b>3,178,573</b>	<b>0</b>	<b>3,178,573</b>
Contractual Services	2,921,170	2,978,861	3,055,589	3,494,394	2,765,259	0	2,765,259
Materials Supplies-Other	10,720	5,667	7,325	11,721	9,246	0	9,246
<i>Materials Total</i>	10,720	5,667	7,325	11,721	9,246	0	9,246
Casualty & Liability Costs	4,992,382	5,780,398	12,370,160	5,943,118	5,529,448	0	5,529,448
Other Non-Operating Expenses	99,343	78,270	41,788	162,189	69,780	0	69,780
<b>Non Labor Total</b>	<b>8,023,615</b>	<b>8,843,196</b>	<b>15,474,862</b>	<b>9,611,422</b>	<b>8,373,733</b>	<b>0</b>	<b>8,373,733</b>
<b>Gross Operating Total</b>	<b>11,143,192</b>	<b>12,230,015</b>	<b>19,982,936</b>	<b>12,920,234</b>	<b>11,552,306</b>	<b>0</b>	<b>11,552,306</b>
Cost Allocation	-2,112,678	-2,112,233	-2,816,133	-2,007,614	-2,047,806	0	-2,047,806
<b>Allocation Total</b>	<b>-2,112,678</b>	<b>-2,112,233</b>	<b>-2,816,133</b>	<b>-2,007,614</b>	<b>-2,047,806</b>	<b>0</b>	<b>-2,047,806</b>
<b>Net Operating Expense</b>	<b>9,030,514</b>	<b>10,117,782</b>	<b>17,166,803</b>	<b>10,912,620</b>	<b>9,504,500</b>	<b>0</b>	<b>9,504,500</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	25	25	25	25	25	0	25	Administrative	1	1	1	2	2	0	2
Represented	2	2	2	2	2	0	2	Management	10	10	10	11	11	0	11
<b>Full-Time Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>27</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	13	13	13	11	11	0	11
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>27</b>	Represented	2	2	2	2	2	0	2
								Supervisory	1	1	1	1	1	0	1
								<b>Total</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>0</b>	<b>27</b>

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



## **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

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Liability Unit Payments Variance</b>	The cost to resolve claims and the expense associated with the liability claims against the Authority	</= 3%	-2.62%	</= 3%
<b>Workers' Compensation Payments Variance</b>	The cost of occupational disability losses	</= 3%	127.38%	</= 3%
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.68%	>/= 96%
<b>Attendance Represented</b>	Percent represented employee hours worked of all represented employee hours scheduled for work	>/= 90%	92.91%	>/= 90%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	16.57%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	7.16%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	14.78%	</= 0%

**DEPARTMENT OF CHIEF COUNSEL LEGAL SERVICES**

**FY2016 GOALS & OBJECTIVES**

- Continue cross training opportunities for attorneys as part of succession planning efforts.
- Continue training on revised Code of Ethics.
- Continue to provide training to frontline supervisors on accident investigation and reporting.
- Work with training and operations areas to enhance training on accident investigation and reporting.
- Provide legal guidance to all departments within the Authority on a wide range of employment and labor issues.
- Continue to provide legal support for the suspension/fine process associated with the Ride with Respect program.
- Enhance the investigation of claims and reduce Authority liability through the use of video surveillance technology available within our rail stations and buses.
- Provide legal guidance on initiatives introduced during legislative session, draft language for MARTA Act Revisions.
- Assist Contracts and Procurement in the development and issuance of comprehensive procurement guidelines.
- Provide legal support for the successful implementation of Transit Oriented Developments.
- Implement a new Risk Management Information System with enhanced reporting and analysis features.

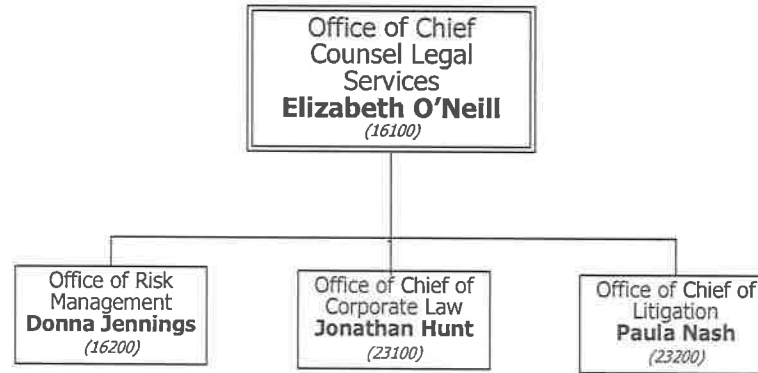
**DEPT OF CHIEF COUNSEL LEGAL SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	1,754,596	1,891,435	1,777,444	1,849,574	1,999,103	0	1,999,103
Overtime	0	139	136	543	0	0	0
Other Benefits	170,359	171,732	1,506,816	202,727	402,319	0	402,319
Healthcare Rep/NonRep	285,107	271,686	245,984	241,979	323,325	0	323,325
Pension Rep/NonRep	400,444	444,150	281,933	325,418	405,956	0	405,956
Workers Comp-Excess/Losses	509,071	607,677	695,761	688,571	47,871	0	47,871
<i>Benefits Total</i>	1,364,981	1,495,245	2,730,494	1,458,695	1,179,471	0	1,179,471
<b>Labor Total</b>	<b><u>3,119,577</u></b>	<b><u>3,386,819</u></b>	<b><u>4,508,074</u></b>	<b><u>3,308,812</u></b>	<b><u>3,178,573</u></b>	<b><u>0</u></b>	<b><u>3,178,573</u></b>
Contractual Services	2,921,170	2,978,861	3,055,589	3,494,394	2,765,259	0	2,765,259
Materials Supplies-Other	10,720	5,667	7,325	11,721	9,246	0	9,246
<i>Materials Total</i>	10,720	5,667	7,325	11,721	9,246	0	9,246
Casualty & Liability Costs	4,992,382	5,780,398	12,370,160	5,943,118	5,529,448	0	5,529,448
Other Non-Operating Expenses	99,343	78,270	41,788	162,189	69,780	0	69,780
<b>Non Labor Total</b>	<b><u>8,023,615</u></b>	<b><u>8,843,196</u></b>	<b><u>15,474,862</u></b>	<b><u>9,611,422</u></b>	<b><u>8,373,733</u></b>	<b><u>0</u></b>	<b><u>8,373,733</u></b>
<b>Gross Operating Total</b>	<b><u>11,143,192</u></b>	<b><u>12,230,015</u></b>	<b><u>19,982,936</u></b>	<b><u>12,920,234</u></b>	<b><u>11,552,306</u></b>	<b><u>0</u></b>	<b><u>11,552,306</u></b>
Cost Allocation	-2,112,678	-2,112,233	-2,816,133	-2,007,614	-2,047,806	0	-2,047,806
<b>Allocation Total</b>	<b><u>-2,112,678</u></b>	<b><u>-2,112,233</u></b>	<b><u>-2,816,133</u></b>	<b><u>-2,007,614</u></b>	<b><u>-2,047,806</u></b>	<b><u>0</u></b>	<b><u>-2,047,806</u></b>
<b>Net Operating Expense</b>	<b><u>9,030,514</u></b>	<b><u>10,117,782</u></b>	<b><u>17,166,803</u></b>	<b><u>10,912,620</u></b>	<b><u>9,504,500</u></b>	<b><u>0</u></b>	<b><u>9,504,500</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	25	25	25	25	25	0	25	Administrative	1	1	1	2	2	0	2
Represented	2	2	2	2	2	0	2	Management	10	10	10	11	11	0	11
<b>Full-Time Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>0</u></b>	<b><u>27</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	13	13	13	11	11	0	11
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
<b>Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>0</u></b>	<b><u>27</u></b>	Represented	2	2	2	2	2	0	2
								Supervisory	1	1	1	1	1	0	1
								<b>Total</b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>27</u></b>	<b><u>0</u></b>	<b><u>27</u></b>



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



**FUNCTIONS & RESPONSIBILITIES**

The Office of Chief Counsel Legal Services provides legal advice and support as needed to the Authority's Board of Directors and staff units with the support of General Counsel and other outside counsel. The office provides general support for real estate acquisition and disposition, review and drafting of contract documents, advice and counsel with respect to contract award and administration, and legal representation of the Authority in the defense, negotiation, mediation, arbitration, and litigation and contract claims.

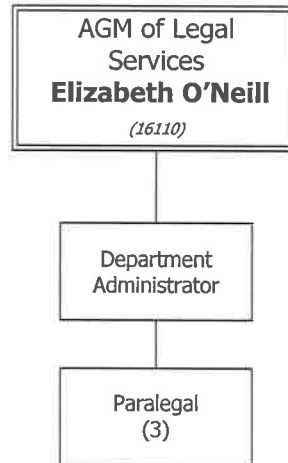
The Office of Chief Counsel Legal Services along with outside counsel, provides representation of the Authority in defense of personal injury claims, collection of subrogation claims, employment issues, labor issues, contract negotiations, arbitration, litigation and similar matters arising out of the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

**OFFICE OF CHIEF COUNSEL LEGAL SERVICES**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	442,366	327,162	365,230	366,063	378,724	0	378,724
Overtime	0	139	8	543	0	0	0
Other Benefits	47,129	28,938	31,384	41,934	76,990	0	76,990
Healthcare Rep/NonRep	66,866	57,978	51,321	51,084	59,205	0	59,205
Pension Rep/NonRep	99,555	76,044	67,345	80,227	78,387	0	78,387
Workers Comp-Excess/Losses	33,048	22,460	11,493	-7	8,865	0	8,865
<i>Benefits Total</i>	246,598	185,420	161,543	173,238	223,447	0	223,447
<b>Labor Total</b>	<b>688,964</b>	<b>512,721</b>	<b>526,781</b>	<b>539,844</b>	<b>602,172</b>	<b>0</b>	<b>602,172</b>
Contractual Services	2,518,688	2,572,616	2,633,297	2,832,181	2,059,404	0	2,059,404
Materials Supplies-Other	3,277	2,435	4,620	4,814	3,984	0	3,984
<i>Materials Total</i>	3,277	2,435	4,620	4,814	3,984	0	3,984
Other Non-Operating Expenses	148,671	70,560	38,369	157,900	56,847	0	56,847
<b>Non Labor Total</b>	<b>2,670,636</b>	<b>2,645,611</b>	<b>2,676,286</b>	<b>2,994,895</b>	<b>2,120,235</b>	<b>0</b>	<b>2,120,235</b>
<b>Gross Operating Total</b>	<b>3,359,600</b>	<b>3,158,332</b>	<b>3,203,067</b>	<b>3,534,739</b>	<b>2,722,407</b>	<b>0</b>	<b>2,722,407</b>
Cost Allocation	-958,932	-885,509	-895,664	-803,383	-726,118	0	-726,118
<b>Allocation Total</b>	<b>-958,932</b>	<b>-885,509</b>	<b>-895,664</b>	<b>-803,383</b>	<b>-726,118</b>	<b>0</b>	<b>-726,118</b>
<b>Net Operating Expense</b>	<b>2,400,668</b>	<b>2,272,823</b>	<b>2,307,403</b>	<b>2,731,356</b>	<b>1,996,289</b>	<b>0</b>	<b>1,996,289</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	6	5	5	5	5	0	5	Administrative	1	1	1	1	1	0	1
Represented	0	0	0	0	0	0	0	Management	2	1	1	1	1	0	1
<b>Full-Time Total</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	3	3	3	3	3	0	3
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>Total</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>

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



PERSONNEL COMPARISON

OFFICE OF CHIEF COUNSEL LEGAL SERVICES

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
AGM of Legal Services	C	1	1	1	1	1	----	1
Associate Counsel	20	1	----	----	----	----	----	----
Legal Department Administrator	17	1	1	1	1	1	----	1
Paralegal	13	3	3	3	3	3	----	3
<b>Non-Rep Subtotal</b>		<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>----</b>	<b>5</b>
<b>Total Full-Time</b>		<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>----</b>	<b>5</b>
<b>Office Total</b>		<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Chief of Corporate Law and Real Estate provides legal advice and general support for real estate acquisition and disposition, review and drafting of contract documents, advice and counsel with respect to contract award and administration, and legal representation of the Authority in the defense, negotiation, mediation, arbitration, and litigation of contract claims. This office is a key component in the Authority's Transit Oriented Development (TOD) program, either directly

providing, or overseeing provision of outside counsel, guidance in negotiations and structure of TOD awards.

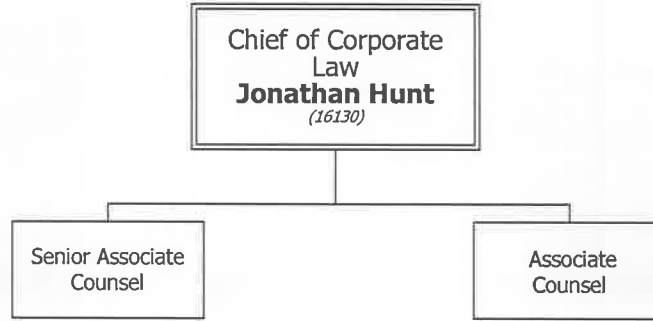
In addition, the Office provides legal guidance on Federal and State regulations, including FTA procurement policies, and charter service. This Office reviews and/or drafts intergovernmental agreements.

**OFFICE OF CHIEF OF CORPORATE LAW**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	272,880	296,875	209,953	295,070	321,907	0	321,907
Overtime	0	0	128	0	0	0	0
Other Benefits	22,775	25,014	19,262	23,616	82,456	0	82,456
Healthcare Rep/NonRep	25,603	25,152	13,878	13,494	35,523	0	35,523
Pension Rep/NonRep	64,561	71,770	3,164	9,073	66,628	0	66,628
Workers Comp-Excess/Losses	0	0	0	-5	5,319	0	5,319
<i>Benefits Total</i>	112,939	121,936	36,304	46,178	189,925	0	189,925
<b>Labor Total</b>	<b>385,819</b>	<b>418,811</b>	<b>246,385</b>	<b>341,248</b>	<b>511,833</b>	<b>0</b>	<b>511,833</b>
<b>Gross Operating Total</b>	<b>385,819</b>	<b>418,811</b>	<b>246,385</b>	<b>341,248</b>	<b>511,833</b>	<b>0</b>	<b>511,833</b>
Cost Allocation	-108,094	-120,749	-69,014	-77,723	-83,332	0	-83,332
<b>Allocation Total</b>	<b>-108,094</b>	<b>-120,749</b>	<b>-69,014</b>	<b>-77,723</b>	<b>-83,332</b>	<b>0</b>	<b>-83,332</b>
<b>Net Operating Expense</b>	<b>277,725</b>	<b>298,062</b>	<b>177,371</b>	<b>263,525</b>	<b>428,501</b>	<b>0</b>	<b>428,501</b>

	Authorized Positions by Status							Authorized Positions by Class						
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented	3	3	3	3	3	0	3	Administrative	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	2	2	2	3	3	0
<b>Full-Time Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	Police	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	1	1	1	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0
								Represented	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>

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





PERSONNEL COMPARISON

OFFICE OF CHIEF OF CORPORATE LAW

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Associate Counsel	20	----	----	----	1	1	----	1
Chief Corporate Law	24	1	1	1	1	1	----	1
Jr Associate Counsel	18	1	1	1	----	----	----	----
Sr Associate Counsel	22	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	----	<b>3</b>
<b>Total Full-Time</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	----	<b>3</b>
<b>Office Total</b>		<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>

**FUNCTIONS & RESPONSIBILITIES**

The Office of Chief of Litigation, along with outside counsel, provides representation of the Authority in defense of personal injury claims, collection of subrogation claims, employment issues, labor issues, contract negotiations, arbitration, litigation, workers' compensation claims and similar matters arising out of the operation of the bus and rail systems.

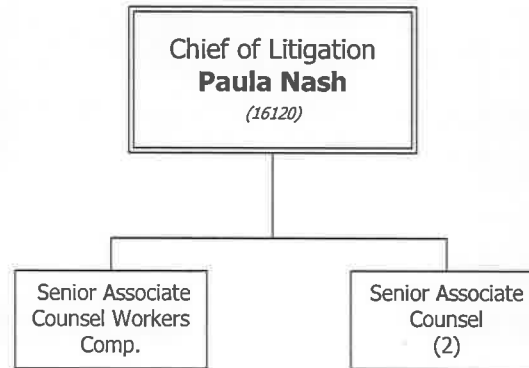
The office also deals directly with internal Authority departments on a wide range of personnel and employment issues including Title VII, the Americans with Disabilities Act, FMLA, and FLSA.

**OFFICE OF CHIEF LITIGATION**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	160,747	396,324	353,776	318,052	409,150	0	409,150
Other Benefits	11,697	30,610	28,640	27,111	102,258	0	102,258
Healthcare Rep/NonRep	1,141	14,047	25,508	27,282	47,364	0	47,364
Pension Rep/NonRep	25,197	58,704	10,360	9,965	84,685	0	84,685
Workers Comp-Excess/Losses	0	0	1,405	-8	7,092	0	7,092
<i>Benefits Total</i>	38,035	103,361	65,913	64,350	241,398	0	241,398
<b>Labor Total</b>	<b>198,782</b>	<b>499,685</b>	<b>419,689</b>	<b>382,402</b>	<b>650,548</b>	<b>0</b>	<b>650,548</b>
Materials Supplies-Other	0	283	0	0	0	0	0
<i>Materials Total</i>	0	283	0	0	0	0	0
<b>Non Labor Total</b>	<b>0</b>	<b>283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Gross Operating Total</b>	<b>198,782</b>	<b>499,968</b>	<b>419,689</b>	<b>382,402</b>	<b>650,548</b>	<b>0</b>	<b>650,548</b>
Cost Allocation	-64,310	-150,955	-127,432	-96,537	-197,001	0	-197,001
<b>Allocation Total</b>	<b>-64,310</b>	<b>-150,955</b>	<b>-127,432</b>	<b>-96,537</b>	<b>-197,001</b>	<b>0</b>	<b>-197,001</b>
<b>Net Operating Expense</b>	<b>134,472</b>	<b>349,013</b>	<b>292,257</b>	<b>285,865</b>	<b>453,547</b>	<b>0</b>	<b>453,547</b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	3	4	4	4	4	0	4	Administrative	0	0	0	0	0	0	0
Represented	0	0	0	0	0	0	0	Management	3	4	4	4	4	0	4
<b>Full-Time Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	0	0	0	0	0	0	0
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>Total</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

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



PERSONNEL COMPARISON

**OFFICE OF CHIEF LITIGATION**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Chief Litigation Administration	24	1	1	1	1	1	----	1
Sr Associate Counsel	22	1	2	2	2	2	----	2
Sr Associate Counsel Wkrs Comp	22	1	1	1	1	1	----	1
<b>Non-Rep Subtotal</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b>Total Full-Time</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>----</b>	<b>4</b>
<b>Office Total</b>		<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>

**FUNCTIONS & RESPONSIBILITIES**

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

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

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

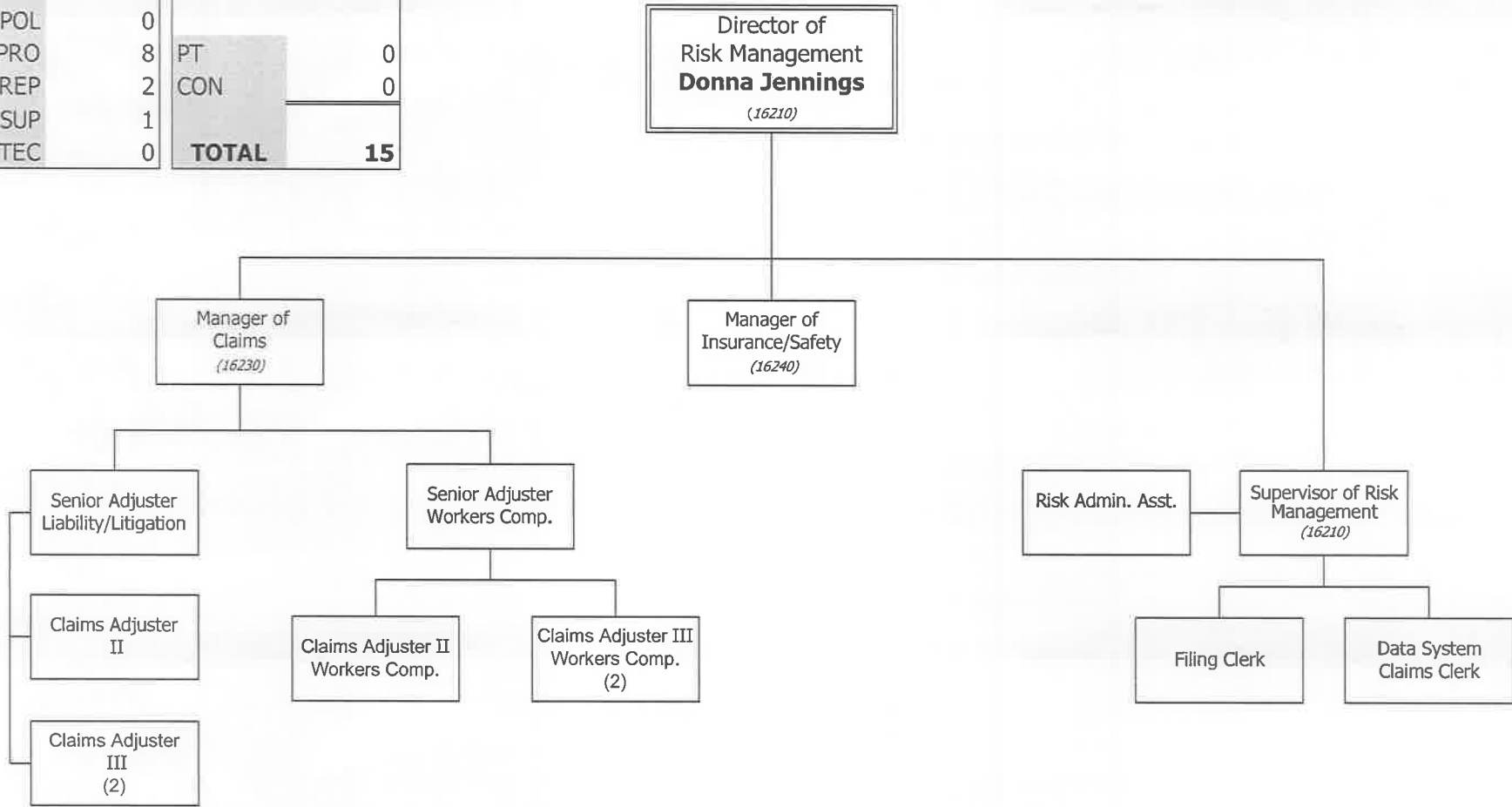
The Office of Risk Management is responsible for the Coordinated (Wrap-Up) Construction Insurance Program for all contractors and subcontractors working on capital construction projects. This Program also provides major safety programs for construction projects.

**OFFICE OF RISK MANAGEMENT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	878,603	871,074	848,485	870,389	889,321	0	889,321
Other Benefits	88,758	87,170	1,427,530	110,066	140,616	0	140,616
Healthcare Rep/NonRep	191,497	174,509	155,277	150,119	181,233	0	181,233
Pension Rep/NonRep	211,131	237,632	201,064	226,153	176,256	0	176,256
Workers Comp-Excess/Losses	476,023	585,217	682,863	688,591	26,595	0	26,595
<i>Benefits Total</i>	967,409	1,084,528	2,466,734	1,174,929	524,699	0	524,699
<b>Labor Total</b>	<b><u>1,846,012</u></b>	<b><u>1,955,602</u></b>	<b><u>3,315,219</u></b>	<b><u>2,045,318</u></b>	<b><u>1,414,020</u></b>	<b><u>0</u></b>	<b><u>1,414,020</u></b>
Contractual Services	402,482	406,245	422,292	662,213	705,855	0	705,855
Materials Supplies-Other	7,443	2,949	2,705	6,907	5,262	0	5,262
<i>Materials Total</i>	7,443	2,949	2,705	6,907	5,262	0	5,262
Casualty & Liability Costs	4,992,382	5,780,398	12,370,160	5,943,118	5,529,448	0	5,529,448
Other Non-Operating Expenses	-49,328	7,710	3,419	4,289	12,933	0	12,933
<b>Non Labor Total</b>	<b><u>5,352,979</u></b>	<b><u>6,197,302</u></b>	<b><u>12,798,576</u></b>	<b><u>6,616,527</u></b>	<b><u>6,253,498</u></b>	<b><u>0</u></b>	<b><u>6,253,498</u></b>
<b>Gross Operating Total</b>	<b><u>7,198,991</u></b>	<b><u>8,152,904</u></b>	<b><u>16,113,795</u></b>	<b><u>8,661,845</u></b>	<b><u>7,667,518</u></b>	<b><u>0</u></b>	<b><u>7,667,518</u></b>
Cost Allocation	-981,342	-955,020	-1,724,023	-1,029,971	-1,041,356	0	-1,041,356
<b>Allocation Total</b>	<b><u>-981,342</u></b>	<b><u>-955,020</u></b>	<b><u>-1,724,023</u></b>	<b><u>-1,029,971</u></b>	<b><u>-1,041,356</u></b>	<b><u>0</u></b>	<b><u>-1,041,356</u></b>
<b>Net Operating Expense</b>	<b><u>6,217,649</u></b>	<b><u>7,197,884</u></b>	<b><u>14,389,772</u></b>	<b><u>7,631,874</u></b>	<b><u>6,626,163</u></b>	<b><u>0</u></b>	<b><u>6,626,163</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	13	13	13	13	13	0	13	Administrative	0	0	0	1	1	0	1
Represented	2	2	2	2	2	0	2	Management	3	3	3	3	3	0	3
<b>Full-Time Total</b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>0</u></b>	<b><u>15</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	9	9	9	8	8	0	8
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	2	2	2	2	2	0	2
								Supervisory	1	1	1	1	1	0	1
<b>Total</b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>0</u></b>	<b><u>15</u></b>	<b>Total</b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>15</u></b>	<b><u>0</u></b>	<b><u>15</u></b>

ADM	1	Non-Rep	13
MGR	3	Rep	2
MNT	0	<b>Total FT</b>	<b>15</b>
OPR	0		
POL	0		
PRO	8	PT	0
REP	2	CON	0
SUP	1		
TEC	0	<b>TOTAL</b>	<b>15</b>





PERSONNEL COMPARISON

OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Claims Adjuster II	14	1	1	1	1	1	----	1
Claims Adjuster III	16	2	2	2	2	2	----	2
Claims Adjuster III-Wkrs Comp	16	2	2	2	2	2	----	2
Claims Adjuster II-Wkrs Comp	14	----	----	1	1	1	----	1
Claims Adjuster I-Wkrs Comp	12	1	1	----	----	----	----	----
Dir Risk Management	23	1	1	1	1	1	----	1
Insurance Specialist	13	1	1	1	----	----	----	----
Mgr Claims	20	1	1	1	1	1	----	1
Mgr Insurance Safety	21	1	1	1	1	1	----	1
Risk Administrative Assistant	11	----	----	----	1	1	----	1
Sr Adjuster Liability Litig	18	1	1	1	1	1	----	1
Sr Adjuster Workers Comp	18	1	1	1	1	1	----	1
Supervisor of Risk Management	17	----	----	----	1	1	----	1
Supv Risk Mgmt Data Maint	11	1	1	1	----	----	----	----
<b>Non-Rep Subtotal</b>		<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>----</b>	<b>13</b>
<b>Represented</b>								
Data System Claims Clerk	UR	1	1	1	1	1	----	1
Filing Clerk	UR	1	1	1	1	1	----	1
<b>Represented Subtotal</b>		<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>----</b>	<b>2</b>
<b>Total Full-Time</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>----</b>	<b>15</b>
<b>Office Total</b>		<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>15</b>

## **DIVISION OF CHIEF OF STAFF**

*This Division includes the following Departments:*

- **Department of Chief of Staff**

**DIVISION OF CHIEF OF STAFF**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	863,617	779,384	932,415	907,943	1,182,045	0	1,182,045
Other Benefits	77,377	73,753	81,478	93,910	262,154	0	262,154
Healthcare Rep/NonRep	116,539	107,275	108,960	114,728	165,774	0	165,774
Pension Rep/NonRep	173,560	159,095	82,633	90,853	244,657	0	244,657
Workers Comp-Excess/Losses	0	-1	0	-38	24,822	0	24,822
<i>Benefits Total</i>	367,476	340,122	273,071	299,453	697,406	0	697,406
<b>Labor Total</b>	<b><u>1,231,093</u></b>	<b><u>1,119,506</u></b>	<b><u>1,205,486</u></b>	<b><u>1,207,396</u></b>	<b><u>1,879,451</u></b>	<b>0</b>	<b><u>1,879,451</u></b>
Contractual Services	206,762	750,205	1,428,362	308,138	288,262	0	288,262
Materials Supplies-Other	4,642	1,512	2,640	2,221	3,022	0	3,022
<i>Materials Total</i>	4,642	1,512	2,640	2,221	3,022	0	3,022
Miscellaneous Expenses	0	242	0	4	0	0	0
Other Non-Operating Expenses	5,436	14,765	19,359	32,697	36,876	0	36,876
<b>Non Labor Total</b>	<b><u>216,840</u></b>	<b><u>766,724</u></b>	<b><u>1,450,361</u></b>	<b><u>343,060</u></b>	<b><u>328,160</u></b>	<b>0</b>	<b><u>328,160</u></b>
<b>Gross Operating Total</b>	<b><u>1,447,933</u></b>	<b><u>1,886,230</u></b>	<b><u>2,655,847</u></b>	<b><u>1,550,456</u></b>	<b><u>2,207,611</u></b>	<b>0</b>	<b><u>2,207,611</u></b>
Cost Allocation	-809,155	-1,023,256	-1,034,050	-854,305	-1,119,554	0	-1,119,554
<b>Allocation Total</b>	<b><u>-809,155</u></b>	<b><u>-1,023,256</u></b>	<b><u>-1,034,050</u></b>	<b><u>-854,305</u></b>	<b><u>-1,119,554</u></b>	<b>0</b>	<b><u>-1,119,554</u></b>
<b>Net Operating Expense</b>	<b><u>638,778</u></b>	<b><u>862,974</u></b>	<b><u>1,621,797</u></b>	<b><u>696,151</u></b>	<b><u>1,088,057</u></b>	<b>0</b>	<b><u>1,088,057</u></b>

	Authorized Positions by Status								Authorized Positions by Class						
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total		FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented	12	13	13	14	14	0	14	Administrative	0	0	0	0	1	0	1
Represented	0	0	0	0	0	0	0	Management	5	6	6	6	7	0	7
<b>Full-Time Total</b>	<b><u>12</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	7	7	7	8	6	0	6
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>12</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>	<b>Total</b>	<b><u>12</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>

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

Chief Of Staff  
**Rukiya Thomas**

## **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

DEPARTMENT OF THE CHIEF OF STAFF

**FY2015 ACCOMPLISHMENTS**

- Increase employee accountability at every level in meeting organizational priorities
  - ✓ Led the process of creating the FY16 Authority objectives that governs MARTA's direction in the upcoming fiscal year
  - ✓ Launched the Halogen Performance Based Management system to ensure that the Authority's organizational goals are aligned with employees' objectives
  - ✓ Planned Board, C-Team and Executive Management Team retreats to facilitate strengthening working relationships among leadership and finalize organizational planning for FY16
  - ✓ Helped solidify the Amalgamated Transit Union contract negotiations and worked to ratify the first new contract since 2010
  - ✓ Crafted the General Manager's accomplishments into a detailed report for his Board performance evaluation which supported his contract renewal
  
- Demonstrate routine excellence in daily internal/external operations
  - ✓ Organized and expanded the External Leadership Development Program that supports the organizational objective to create a performance-based management environment throughout the Authority
  
- Increase organizational efficiencies to reverse financial decline
  - ✓ Defined, coordinated and launched the Sustainability Task Force/Office to reduce financial burden due to inefficiencies, reduce the Authority's carbon footprint and be good stewards of the environment
    - Selected the Owner's Representative for the Energy Service Contract
    - Conducted the first Clean Sweep Recycling Initiative at headquarters which helped collect and recycle over 14 tons of paper
  - ✓ Directed the development of the absence management centralization which is estimated to recoup more than \$2.7 million upon implementation
  
- Worked with Clayton County officials and other stakeholders to bring MARTA services to Clayton County by March 2015 after the November 2014 county wide vote
  
- Develop a model Transit Oriented Development (TOD) Program as an established stream of revenue
  - ✓ Ensured that implementation of the program was built on a solid, steady foundation that is resourced appropriately
  - ✓ Steered the achievement of the General Manager's goal of releasing five TODs in two years
  - ✓ Directed the 3rd Annual TOD Development Day which is an exciting and informative event that educated an estimated 150 attendees on the Authority's Transit-Oriented Development Program
  
- Improve the customer service experience
  - ✓ Coordinated the 2nd Annual State of MARTA Breakfast which is a formal address that allows MARTA to report the accomplishments of the past year, establish its position in the present, and define the future outlook of the Authority to the 140 dignitaries and stakeholders in attendance and the 371 viewers via the live stream
  - ✓ Created the monthly General Manager's Board Report that outlines MARTA's progression and updates the Board on recent undertakings and accomplishments so that they are better informed when dealing with internal and external stakeholders
  - ✓ Developed the first MARTA Spirit Day throughout the Authority to boost employee morale, increase MARTA's social media presence and celebrate MARTA's 35 years of combined service
  - ✓ Developed and coordinated the Women of MARTA Brown Bag Lunch Series to increase female participation and retain the 36% of female employees for long term advancement at MARTA
  - ✓ Leveraged partnership with Uber to develop the "Last Mile Connectivity" campaign
  - ✓ Worked with the City of Atlanta and other entities to launch the Atlanta Street Car by 2015

FY2016 Key Performance Indicators

KPI	Definition	FY15 Target	FY15 Year-End	FY16 Target
<b>Total TOD Revenues</b>	Total revenues generated by TOD leases and sales of MARTA property	>/= \$5M	\$7.1M	>/= \$5M
<b>TOD Projects</b>	The number of TOD related projects underway on MARTA property or on property with a direct link to MARTA stations	>/= 5	6.00%	>/= 5
<b>Attendance Non-represented</b>	Percent non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.40%	>/= 96%
<b>Budget Variance</b>	Budget variance on overall expenses	</= 0%	-27.74%	</= 0%
<b>Labor Budget Variance</b>	Budget variance on labor related expenses	</= 0%	-33.95%	</= 0%
<b>Non-labor Budget Variance</b>	Budget variance on non-labor related expenses	</= 0%	4.44%	</= 0%

**FY2016 GOALS AND OBJECTIVES**

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

- Demonstrate routine excellence in daily internal/external operations
  - Routine Excellence Branding Campaign – market and educate on organization goal alignment with KPI progress to achieve improved employee morale and performance, increase customer service experience for riders, and position the Authority for APTA’s Transit Agency of the Year Award.
- Increase organizational efficiencies to reverse financial decline
  - Organizational Assessments – continue to evaluate the impact and effectiveness of our existing overall organizational structure with a focus in FY16 on Contracts and Procurement and the Capital Improvement Program.
- Leave Management Reform – implement a comprehensive centralized leave management program to address absenteeism and overtime costs.
- Sustainability Program – launch comprehensive program that supports agency wide sustainability efforts and implements internal infrastructure to sustain it.
- Continue to develop a sustainable model TOD program as an established stream of revenue
  - TOD Progress – continue building and implementing a successful program.

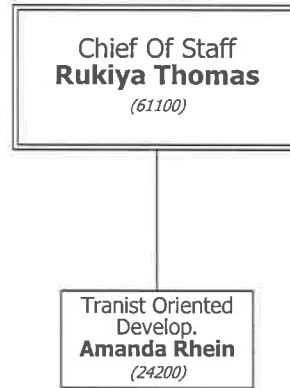


**DEPT OF CHIEF OF STAFF**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	863,617	779,384	932,415	907,943	1,182,045	0	1,182,045
Other Benefits	77,377	73,753	81,478	93,910	262,154	0	262,154
Healthcare Rep/NonRep	116,539	107,275	108,960	114,728	165,774	0	165,774
Pension Rep/NonRep	173,560	159,095	82,633	90,853	244,657	0	244,657
Workers Comp-Excess/Losses	0	-1	0	-38	24,822	0	24,822
<i>Benefits Total</i>	367,476	340,122	273,071	299,453	697,406	0	697,406
<b>Labor Total</b>	<b><u>1,231,093</u></b>	<b><u>1,119,506</u></b>	<b><u>1,205,486</u></b>	<b><u>1,207,396</u></b>	<b><u>1,879,451</u></b>	<b>0</b>	<b><u>1,879,451</u></b>
Contractual Services	206,762	750,205	1,428,362	308,138	288,262	0	288,262
Materials Supplies-Other	4,642	1,512	2,640	2,221	3,022	0	3,022
<i>Materials Total</i>	4,642	1,512	2,640	2,221	3,022	0	3,022
Miscellaneous Expenses	0	242	0	4	0	0	0
Other Non-Operating Expenses	5,436	14,765	19,359	32,697	36,876	0	36,876
<b>Non Labor Total</b>	<b><u>216,840</u></b>	<b><u>766,724</u></b>	<b><u>1,450,361</u></b>	<b><u>343,060</u></b>	<b><u>328,160</u></b>	<b>0</b>	<b><u>328,160</u></b>
<b>Gross Operating Total</b>	<b><u>1,447,933</u></b>	<b><u>1,886,230</u></b>	<b><u>2,655,847</u></b>	<b><u>1,550,456</u></b>	<b><u>2,207,611</u></b>	<b>0</b>	<b><u>2,207,611</u></b>
Cost Allocation	-809,155	-1,023,256	-1,034,050	-854,305	-1,119,554	0	-1,119,554
<b>Allocation Total</b>	<b><u>-809,155</u></b>	<b><u>-1,023,256</u></b>	<b><u>-1,034,050</u></b>	<b><u>-854,305</u></b>	<b><u>-1,119,554</u></b>	<b>0</b>	<b><u>-1,119,554</u></b>
<b>Net Operating Expense</b>	<b><u>638,778</u></b>	<b><u>862,974</u></b>	<b><u>1,621,797</u></b>	<b><u>696,151</u></b>	<b><u>1,088,057</u></b>	<b>0</b>	<b><u>1,088,057</u></b>

	Authorized Positions by Status								Authorized Positions by Class						
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total		FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented	12	13	13	14	14	0	14	Administrative	0	0	0	0	1	0	1
Represented	0	0	0	0	0	0	0	Management	5	6	6	6	7	0	7
<b>Full-Time Total</b>	<b><u>12</u></b>	<b><u>13</u></b>	<b><u>13</u></b>	<b><u>14</u></b>	<b><u>14</u></b>	<b><u>0</u></b>	<b><u>14</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	7	7	7	8	6	0	6
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>	<b>Total</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>

ADM	1	Non-Rep	14
MGR	7	Rep	0
MNT	0	<b>Total FT</b>	<b>14</b>
OPR	0		
POL	0		
PRO	6	PT	0
REP	0	CON	0
SUP	0		
TEC	0	<b>TOTAL</b>	<b>14</b>



## FUNCTIONS & RESPONSIBILITIES

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

The Chief of Staff is a senior administrative position responsible for all manner of assistance to the General Manager/CEO. The COS maintains effective relationships with both internal and external customers; interacts on a regular basis with executive staff, elected officials, legal counsel, transit patrons, representatives of foundations, companies, and other transit agencies. The Chief of Staff functions as a key member of the General Manager's team and works with other team members to ensure maximum support for the Authority; advising and staffing the General Manager's speaking engagements, and supports the executive office in daily operations and formalized ad hoc taskings. She independently performs a wide range of functions and tasks which require vision, leadership, and proficiency in developing, explaining, and implementing policy. The COS manages, plans, organizes, and coordinates activities

aligning responses with leadership intentions and policy decisions. The Chief of Staff prepares and distributes briefing materials; researches or directs research, and analyzes information to prepare reports, presentations, and papers; and she prepares correspondence in accordance with the General Manager's standards.

The Chief of Staff helps advance the strategic priorities of the Authority and manages the Authority's Strategic Plan, other major policy documents, and with the vision, goals and objectives of the General Manager. The Chief of Staff keeps abreast of local and national issues and brings pressing matters to the attention of the General Manager/CEO. The Chief of Staff accompanies the General Manager to key meetings and represents the General Manager on key boards, communities, etc.

Additionally, the Chief of Staff 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. The mission of the Office is to leverage and protect MARTA's real estate assets in order to generate revenue, increase ridership and enhance the customer experience. The long term vision is to create transit oriented communities that connect people to opportunities, drive sustainable community development and promote regional prosperity. The Office is divided into two major areas: Real Estate and Transit-Oriented Development.

**OFFICE OF CHIEF OF STAFF**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	0	0	142,124	192,801	195,836	0	195,836
Other Benefits	0	0	10,579	16,479	47,782	0	47,782
Healthcare Rep/NonRep	0	0	6,024	10,499	23,682	0	23,682
Pension Rep/NonRep	0	0	3,628	5,800	40,534	0	40,534
Workers Comp-Excess/Losses	0	0	0	-2	3,546	0	3,546
<i>Benefits Total</i>	0	0	20,231	32,776	115,544	0	115,544
<b>Labor Total</b>	<b>0</b>	<b>0</b>	<b>162,355</b>	<b>225,577</b>	<b>311,380</b>	<b>0</b>	<b>311,380</b>
Contractual Services	0	0	0	17,074	68,000	0	68,000
Materials Supplies-Other	0	0	0	137	750	0	750
<i>Materials Total</i>	0	0	0	137	750	0	750
Miscellaneous Expenses	0	0	0	4	0	0	0
Other Non-Operating Expenses	0	0	6,253	12,397	12,500	0	12,500
<b>Non Labor Total</b>	<b>0</b>	<b>0</b>	<b>6,253</b>	<b>29,612</b>	<b>81,250</b>	<b>0</b>	<b>81,250</b>
<b>Gross Operating Total</b>	<b>0</b>	<b>0</b>	<b>168,608</b>	<b>255,189</b>	<b>392,630</b>	<b>0</b>	<b>392,630</b>
Cost Allocation	0	0	0	-25,412	0	0	0
<b>Allocation Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-25,412</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Operating Expense</b>	<b>0</b>	<b>0</b>	<b>168,608</b>	<b>229,777</b>	<b>392,630</b>	<b>0</b>	<b>392,630</b>

Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total
Non-Represented		1	1	2	2	0	2	Administrative	0	0	0	0	0	0
Represented		0	0	0	0	0	0	Management	1	1	1	1	0	1
<b>Full-Time Total</b>		<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Police	0	0	0	0	0	0
Non-Represented (PT)		0	0	0	0	0	0	Professional	0	0	1	1	0	1
Represented (PT)		0	0	0	0	0	0	Technical	0	0	0	0	0	0
<b>Part-Time Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Maintenance	0	0	0	0	0	0
<b>Contract</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	Operator	0	0	0	0	0	0
<b>Total</b>		<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>	Represented	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0
								<b>Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

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



**PERSONNEL COMPARISON**

**OFFICE OF CHIEF OF STAFF**

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Chief of Staff	B	----	1	1	1	1	----	1
Project Coordinator	17	----	----	----	1	1	----	1
<b>Non-Rep Subtotal</b>		----	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	----	<b>2</b>
<b>Total Full-Time</b>		----	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	----	<b>2</b>
<b>Office Total</b>		<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>2</b>

## FUNCTIONS & RESPONSIBILITIES

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. The mission of the Office is to leverage and protect MARTA's real estate assets in order to generate revenue, increase ridership and enhance the customer experience. The long term vision is to create transit oriented communities that connect people to opportunities, drive sustainable community development and promote regional prosperity. The Office is divided into two major areas: Real Estate and Transit-Oriented Development.

The Real Estate group is responsible for acquisition of real estate needed for transit projects, relocation services, establishment of just compensation, property management, property dispositions (sales and leases), transfers to public agencies, property identification and mapping, including the Real Estate Information System (REIS), right-of-way and survey functions, real estate appraisals and responding to real estate information requests from adjoining property owners. The real estate group is also responsible for the management and administration of ground leases related to joint development and other leases. Responsibilities include property management, billing and collection of rent, calculating rent escalations, negotiating renewal on short-term leases, monitoring of key ground lease dates, revenue projections, the review of financial statements and internal coordination with Finance, as well as working with Legal on a variety of requirements/obligations associated with the lease portfolio. The retail and concessions function is also housed within the Real Estate group. The focus of this program is to generate sustainable retail revenue streams in and around rail stations. This includes the development and implementation of a short and long term strategy for building the program from the ground-up with limited financial investment from the Authority. Responsibilities include writing RFPs, reviewing proposals, evaluating local and national travel retail trends, optimizing vending, food and beverage and specialty retail sales as well as understanding how the local economy impacts ridership and purchase decisions. Externally team members build relationships with local and national brands interested in partnering opportunities. The concessions team is also responsible for identifying national trends, market based pricing guidelines, marketing campaigns, merchandise/product mix, themes and the selection of concessionaire/vendor partners. The team determines which specific

business models offer the best short and long term financial benefit to the Authority by evaluating concept/category proformas and return on investment.

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

## FY15 ACCOMPLISHMENTS

- Closed on disposition of four properties resulting in \$485,886 in revenue
- Generated approximately \$1.3 million in revenue from Retail Concessions Phase I – Beverage and Snack Vending
- Drafted solicitation document for Retail Concessions Phase II
- Planned for launch of fresh produce pilot program at West End Station
- Received Board authorization to execute agreements for Avondale Station TOD and submitted an application to ARC for federal funding support for Intermodal Parking Facility
- Received Board authorization to execute agreements for King Memorial TOD and executed Definitive Agreements
- Received Board authorization to negotiate and execute agreements for Edgewood/Candler Park Station TOD, completed extensive community engagement process and received Atlanta City Council approval to rezone property to PD-MU
- Concluded Request for Qualifications and Proposals processes for the Brookhaven / Oglethorpe University Station TOD
- Received Board authorization to solicit proposals for Lot #1 at Chamblee Station and concluded Request for Proposals process

**OFFICE OF TRANSIT ORIENTED DEVELOPMENT**

- Received Board authorization to solicit proposals for Arts Center Station TOD and issued Request for Proposals
- Received Board authorization to solicit proposals for Oakland City Station TOD, conducted community engagement activities and commenced rezoning process
- Completed master plan update for Phase II of Lindbergh Center TOD and worked with Carter to evaluate restructuring of existing ground leases
- Executed Development Agreement with KDC Real Estate for the construction of a new entrance to the Dunwoody Station

- Began implementation of strategic plan including reorganization, issuance of a task order for a new real estate information system and initiated hiring process for three new positions
- Successfully lobbied the Department of Community Affairs to prioritize LIHTC allocations to TOD projects
- Hosted third annual MARTA Development Day
- Disseminated quarterly updates to stakeholders TOD activities
- Continued partnership with ULI Livable Communities Council to identifying a viable TOD opportunity on the south or west line and transform Lindbergh Station into a model TOD



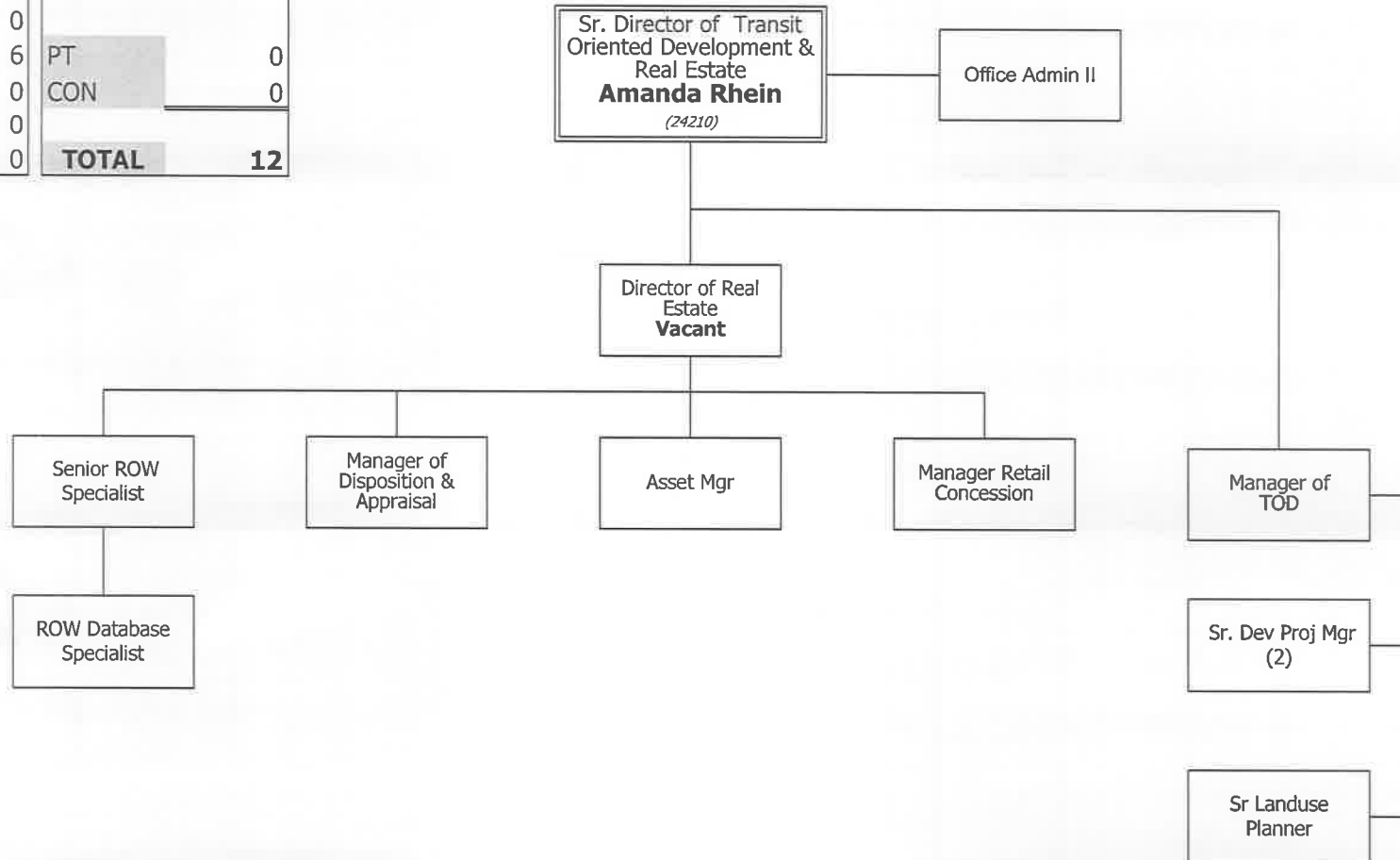
**OFFICE OF TRANSIT ORIENTED DEVELOPMENT**

Categories of Expense	FY12 Expense	FY13 Expense	FY14 Expense	FY15 Expense	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
Salaries & Wages	863,617	779,384	790,291	715,142	986,208	0	986,208
Other Benefits	77,377	73,753	70,899	77,431	214,372	0	214,372
Healthcare Rep/NonRep	116,539	107,275	102,936	104,229	142,092	0	142,092
Pension Rep/NonRep	173,560	159,095	79,005	85,053	204,123	0	204,123
Workers Comp-Excess/Losses	0	-1	0	-36	21,276	0	21,276
<i>Benefits Total</i>	367,476	340,122	252,840	266,677	581,863	0	581,863
<b>Labor Total</b>	<b><u>1,231,093</u></b>	<b><u>1,119,506</u></b>	<b><u>1,043,131</u></b>	<b><u>981,819</u></b>	<b><u>1,568,071</u></b>	<b><u>0</u></b>	<b><u>1,568,071</u></b>
Contractual Services	206,762	750,205	1,428,362	291,064	220,262	0	220,262
Materials Supplies-Other	4,642	1,512	2,640	2,084	2,272	0	2,272
<i>Materials Total</i>	4,642	1,512	2,640	2,084	2,272	0	2,272
Miscellaneous Expenses	0	242	0	0	0	0	0
Other Non-Operating Expenses	5,436	14,765	13,106	20,300	24,376	0	24,376
<b>Non Labor Total</b>	<b><u>216,840</u></b>	<b><u>766,724</u></b>	<b><u>1,444,108</u></b>	<b><u>313,448</u></b>	<b><u>246,910</u></b>	<b><u>0</u></b>	<b><u>246,910</u></b>
<b>Gross Operating Total</b>	<b><u>1,447,933</u></b>	<b><u>1,886,230</u></b>	<b><u>2,487,239</u></b>	<b><u>1,295,267</u></b>	<b><u>1,814,981</u></b>	<b><u>0</u></b>	<b><u>1,814,981</u></b>
Cost Allocation	-809,155	-1,023,256	-1,034,050	-828,893	-1,119,554	0	-1,119,554
<b>Allocation Total</b>	<b><u>-809,155</u></b>	<b><u>-1,023,256</u></b>	<b><u>-1,034,050</u></b>	<b><u>-828,893</u></b>	<b><u>-1,119,554</u></b>	<b><u>0</u></b>	<b><u>-1,119,554</u></b>
<b>Net Operating Expense</b>	<b><u>638,778</u></b>	<b><u>862,974</u></b>	<b><u>1,453,189</u></b>	<b><u>466,374</u></b>	<b><u>695,427</u></b>	<b><u>0</u></b>	<b><u>695,427</u></b>

	Authorized Positions by Status							Authorized Positions by Class							
	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adp.	FY16 Clay.	FY16 Total	
Non-Represented	12	12	12	12	12	0	12	Administrative	0	0	0	0	1	0	1
Represented	0	0	0	0	0	0	0	Management	5	5	5	5	6	0	6
<b>Full-Time Total</b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>0</u></b>	<b><u>12</u></b>	Police	0	0	0	0	0	0	0
Non-Represented (PT)	0	0	0	0	0	0	0	Professional	7	7	7	7	5	0	5
Represented (PT)	0	0	0	0	0	0	0	Technical	0	0	0	0	0	0	0
<b>Part-Time Total</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Maintenance	0	0	0	0	0	0	0
<b>Contract</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	Operator	0	0	0	0	0	0	0
								Represented	0	0	0	0	0	0	0
								Supervisory	0	0	0	0	0	0	0
<b>Total</b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>0</u></b>	<b><u>12</u></b>	<b>Total</b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>12</u></b>	<b><u>0</u></b>	<b><u>12</u></b>

OFFICE OF TRANSIT ORIENTED DEVELOPMENT & REAL ESTATE

ADM	1	Non-Rep	12
MGR	5	Rep	0
MNT	0	<b>Total FT</b>	<b>12</b>
OPR	0		
POL	0		
PRO	6	PT	0
REP	0	CON	0
SUP	0		
TEC	0	<b>TOTAL</b>	<b>12</b>



PERSONNEL COMPARISON

OFFICE OF TRANSIT ORIENTED DEVELOPMENT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Represented</b>								
Asset Mgr	19	----	----	----	1	1	----	1
Dir Developmt & Regional Coord	23	1	1	1	----	----	----	----
Dir Real Estate	23	----	----	----	1	1	----	1
Lease & Finance Specialist	19	1	1	1	----	----	----	----
Manager of Retail Development and Conce	22	1	1	1	----	----	----	----
Manager Retail Concessions	22	----	----	----	1	----	----	----
Mgr Dispositions & Appraisal	21	----	----	----	1	----	----	----
Mgr Dispositions & Appraisals	21	----	----	----	----	1	----	1
Mgr Joint Development	21	1	1	1	----	----	----	----
Mgr Real Estate	21	1	1	1	----	----	----	----
Mgr Regional Services Coord	20	1	1	----	----	----	----	----
Mgr Retail Concessions	22	----	----	----	----	1	----	1
Mgr Tranist Oriented Dev	21	----	----	----	1	----	----	----
Mgr Transit Oriented Development	21	----	----	----	----	1	----	1
Office Administrator II	16	----	----	----	1	1	----	1
Planning Data Analyst	16	1	1	1	----	----	----	----
Right of Way Database Spec	16	----	----	----	1	1	----	1
Right of Way Specialist	16	1	1	1	----	----	----	----
Senior Director of Transit Oriented Develo	24	----	----	1	----	----	----	----
Sr Dev Proj Mgr	19	----	----	----	2	2	----	2
Sr Development Associate	19	2	2	2	----	----	----	----
Sr Dir of Transit Oriented Development &	24	----	----	----	1	----	----	----
Sr Dir Transit Oriented Dev & Real Estate	24	----	----	----	----	1	----	1
Sr Landuse Planner	19	1	1	1	1	1	----	1
Sr Right Of Way Specialist	19	1	1	1	1	1	----	1

PERSONNEL COMPARISON

OFFICE OF TRANSIT ORIENTED DEVELOPMENT

Classification	Pay Grade	FY12 Auth	FY13 Auth	FY14 Auth	FY15 Auth	FY16 Adopted	FY16 Clayton Adopted	FY16 Total Adopted
<b>Non-Rep Subtotal</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>----</b>	<b>12</b>
<b>Total Full-Time</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>----</b>	<b>12</b>
<b>Office Total</b>		<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>12</b>



## **CAPITAL BUDGET**

This section summarizes FY16 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 FY16 CIP and beyond.

This section includes the following:

- **Capital Budget Overview**
- **Capital Infrastructure**
- **Planning Program Overview**
- **Capital Sources & Applications of Funds**
- **Approved Capital Budget Summary**
- **Approved Projects Ten-year Forecast**
- **Operating Budget Impact**
- **Approved Project Detail**
- **Federal Grant Detail**

**CAPITAL BUDGET OVERVIEW**

**OVERVIEW**

MARTA's Capital Budget provides for the rehabilitation, replacement, enhancement and expansion of the Authority's infrastructure, facilities, equipment and rolling stock. Additionally, funding is included for the Authority's planning needs and the retirement of bond debt.

**Capital Policy**

MARTA is required to adhere to a system of financial accounting that complies with Generally Accepted Accounting Principles (GAAP). Consistent with this requirement, MARTA developed and adopted Procedure 10.3.21, "Fixed Asset Management and Capital Policy." This procedure sets forth definitions of fixed asset and capital policies, the applicability of these policies, and the responsibilities in carrying out these stated policies (included in this section). As defined, the major categories of fixed assets include the following:

- Land
- System and Facility Improvements
- Vehicles (Revenue and Service)
- Operating Equipment
- Office Furnishings and Equipment

**Definition of Fixed Assets**

MARTA defines fixed assets as property, plant and equipment items that benefit future periods and have a useful life of greater than one year, a minimum cost per unit of \$300, and that have the characteristics of property. They are classified as real or personal, tangible or intangible, and can be new or used. The major characteristics of tangible fixed assets are that they have physical substance, are relatively long-lived, provide measurable future economic benefits, can be inventoried, are actively used in MARTA's operations, and are not held as an investment for resale.

**Authority Capital Policy**

In addition to adhering to the definition of fixed assets, MARTA's capital policy for property, plant and equipment divides expenditures for fixed assets into two categories: costs at acquisition or construction and costs

incurred during the useful life of an existing asset that increase its efficiency, capacity, useful life or economy.

1. **Costs at acquisition or construction** include the initial costs of the property, plant and equipment and any additional charges incurred to prepare them for their intended use.
  - Expenditures to add omitted construction work within a reasonable time (12 months) after an asset has been placed into service may be capitalized and added to the existing asset base unit; however,
  - Expenditures for corrective work resulting from latent defects and inferior construction are not eligible for capitalization but are considered non-operating expenses (according to MARTA Act).
  
2. **Costs incurred during the useful life of an existing asset** are those that increase its efficiency, capacity, useful life or economy. Expenditures of this kind are capital and classified as follows:
  - **Additions to Asset Base Unit** - Examples are extensions, enlargements or expansions made to existing assets.
  - **Extraordinary Repairs or Major Overhauls to Asset Base Units** - Expenditures of this kind normally involve very large amounts, are not recurring in nature, and tend to increase the utility or extend the service life of the asset's existing life. Examples of this kind of repair include the midlife overhaul of the rail cars and station rehabilitation projects.
  - **Replacement of Asset Base Unit Components** - The removal of a major part or component of an existing asset and the substitution of a new component having essentially the same type and performance capacities.
  - **Improvements to Asset Base Units** - This includes the removal of an existing asset and the substitution of a different asset having improved or increased overall efficiency and tends to extend useful life of the unit.

**CAPITAL BUDGET OVERVIEW**

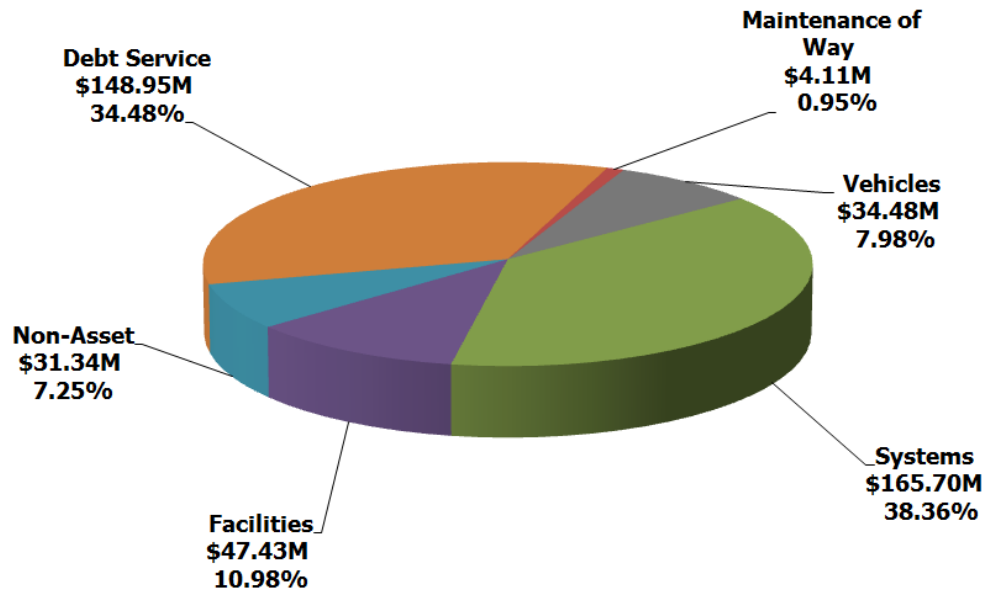
**FY16 Capital Expenditures**

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.

**FY16 Capital Expenditures  
(\$432.01M)**





**FY16 Capital Expenditures Summary Table**

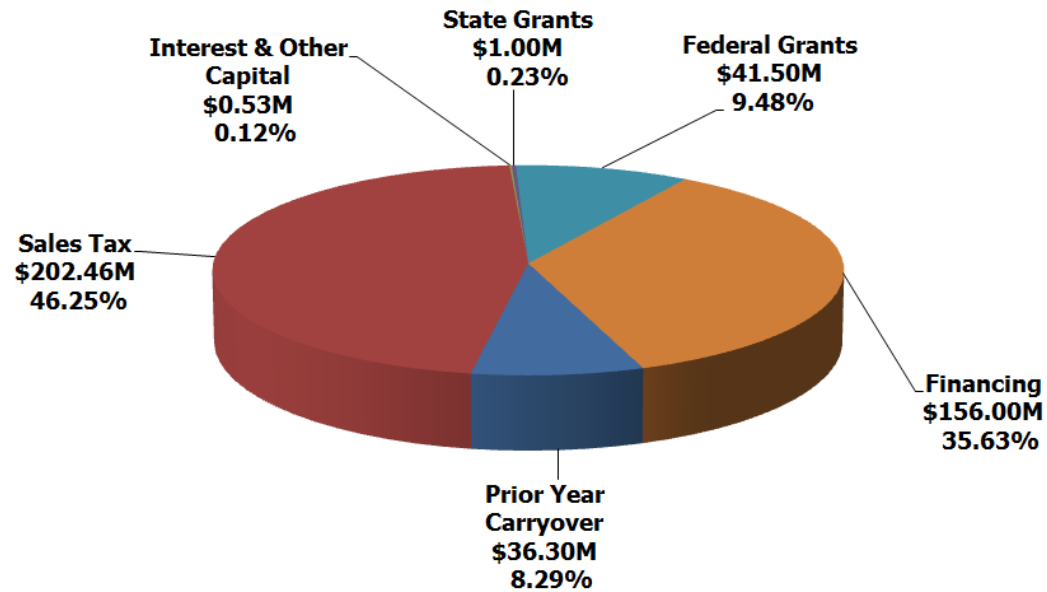
<b>FY16 Capital Expenditures</b>	<b>Federal</b>	<b>State</b>	<b>MARTA</b>	<b>TOTAL</b>
<b>Capital Improvement Projects</b>	<b>\$41,500,000</b>	<b>\$1,020,000</b>	<b>\$240,544,232</b>	<b>\$283,064,232</b>
Maintenance of Way	3,088,000	1,020,000	-	4,108,000
Vehicles	-	-	34,480,790	34,480,790
Systems	18,070,355	-	147,634,837	165,705,192
Facilities	18,721,645	-	28,710,652	47,432,297
Non - Asset	1,620,000	-	29,717,953	31,337,953
<b>Debt Service on Bonds</b>	-	-	<b>\$148,946,925</b>	<b>\$148,946,925</b>
<b>Total</b>	<b>\$41,500,000</b>	<b>\$1,020,000</b>	<b>\$389,491,157</b>	<b>\$432,011,157</b>

**FY16 Capital Funding**

Funding for the FY16 Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, 49.3% 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.

**FY16 Capital Revenue  
(\$437.79M)**



**FY16 Capital Program Revenue Summary Table**

<b>Capital Program Revenues</b>	<b>FY14 Funding Level</b>	<b>FY15 Funding Level</b>	<b>FY16 Adopted Budget</b>
General Fund Beginning Balance	\$54,312,793	\$51,610,215	\$36,292,500
Sales Tax	172,912,419	186,191,699	202,464,000
Interest Income	317,267	351,322	515,000
Federal Grants <sup>1</sup>	68,815,216	74,144,200	41,500,000
Finance/Bonds/Reserves <sup>2</sup>	100,000,000	199,500,000	156,000,000
State Grants <sup>1</sup>	-	-	1,020,000
<b>Total Revenues</b>	<b>\$396,357,695</b>	<b>\$511,797,436</b>	<b>\$437,791,500</b>

<sup>1</sup> Federal Contribution to Capital

<sup>2</sup> The financing source decision will be made at the time that the funds are needed based on current economic conditions and restrictions

A FY16 General Fund Beginning Balance totaling \$36,292,500 will be available to fund the FY16 Capital Program. After recognizing FY16 capital and other general fund revenues and expenditures, a FY16 Ending

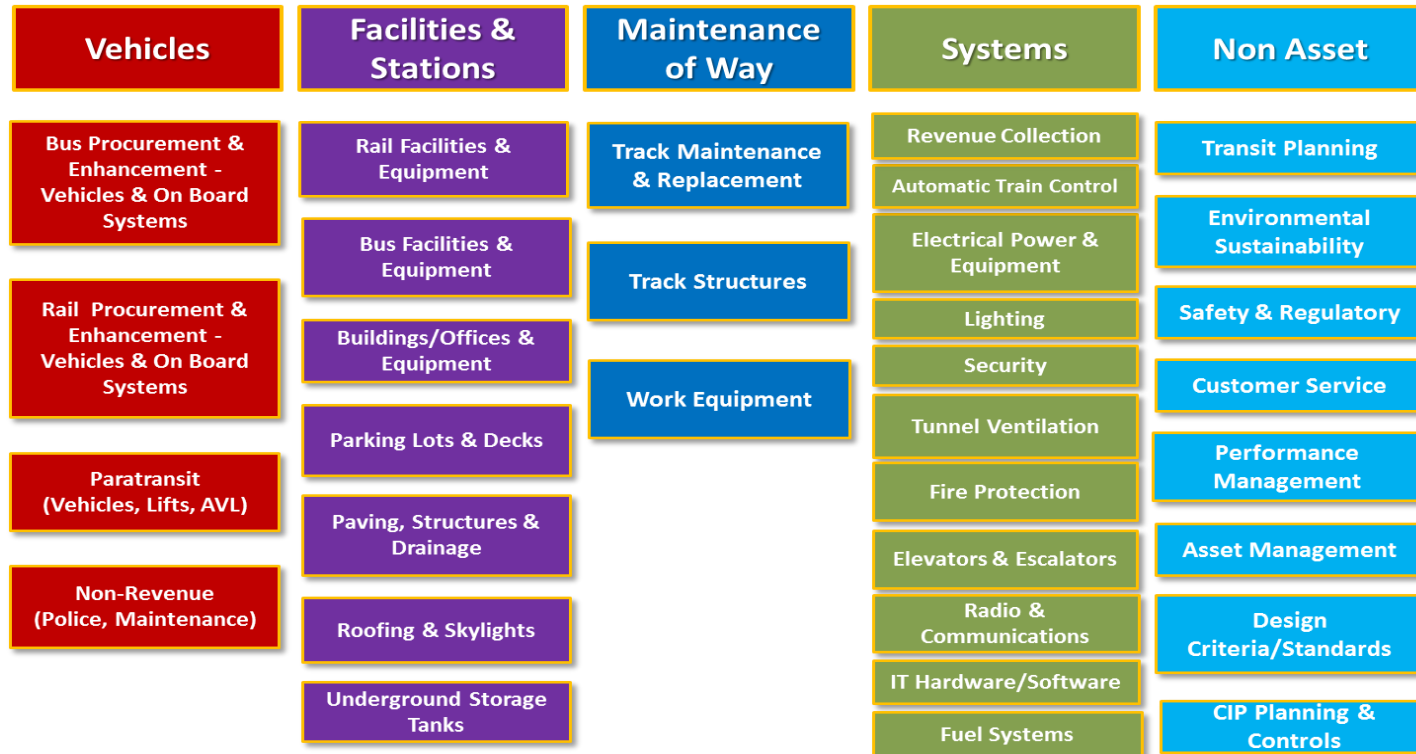
Balance of \$5,780,343 is anticipated to be available to fund the Capital Program beyond FY16. The sales tax shown represents only 49.3% of the total sales tax revenue.

**Capital Improvement Program**

MARTA launched capital improvement projects that will help preserve its capability for high-quality service delivery over a ten-year range.

The long-range CIP consists of a portfolio of programs and projects organized by the major asset categories of a transit authority. The CIP also includes a category for non-asset projects. These categories, which were adapted from the Federal Transit Administration’s (FTA) asset

management guidelines are vehicles; facilities and stations; maintenance of way; systems; and non-asset. Each of these categories then includes a number of on-going programs and each program may contain one or more projects. The CIP categories are depicted below, followed by a description of each of the categories.



## **I. Vehicles**

The vehicles category includes the acquisition and enhancement of vehicles and supporting systems required for MARTA operations. The programs within the vehicles category include:

- Bus vehicle procurement and enhancement
- Rail vehicle procurement and enhancement
- Rail vehicles and supporting systems
- Paratransit vehicles
- Non-revenue vehicles

### **Bus Vehicle Procurement and Enhancement**

This program area consists of the procurement and enhancement of bus vehicles including major on board systems such as automatic vehicle location (AVL) and automatic passenger counting systems (APC). As of FY16, 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. Also, for FY2016, MARTA wishes to purchase eight to twenty five articulated buses to initiate BRT service in selected areas of Atlanta.

### **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 FY16. The outcomes of this planning project will then be included in the FY17

CIP planning window. Please refer to Attachment – D for additional information on the Authority's rail car vehicles.

Projects within the rail vehicle program to be executed in FY16 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 FY16, the Authority's mobility fleet consists of 217 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 407 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 FY16 CIP to support replacement of any non-revenue vehicles which reach end-of-life status.

## **II. Facilities & Stations**

The facilities and stations asset category includes program areas which support design, development, preservation and rehabilitation of various MARTA facilities.

Programs in the facilities and stations asset category include:

- Rail facilities and equipment
- Bus facilities and equipment
- Buildings/ offices and equipment
- Parking lots and parking decks
- Paving, structures and drainage
- Roofing and skylights
- Underground storage tanks

### **Rail Facilities and Equipment**

This program area includes design, construction and renovation of MARTA rail stations and rail maintenance facilities and the major systems at these facilities. This program area also includes the acquisition and installation of new rail maintenance equipment.

The MARTA rail transit system has 38 passenger stations, some of which began service June 1979 while the most recent opened in December 2000. The rail stations are comprised of civil, structural, architectural, electrical, mechanical, and communications systems, all of which have a different service life. Specific life cycle rehabilitation/replacement programs have been developed for each of the major systems.

MARTA has three rail operations/maintenance and support facilities.

### **Bus Facilities and Equipment**

This program area includes design, construction and renovation of MARTA bus facilities and major systems at these facilities. This program area also includes the acquisition and installation of new bus maintenance equipment. Bus facilities include three bus operations, one heavy bus maintenance facility and one Mobility facility. Significant renovation projects are either underway or planned for each of these facilities during this ten-year CIP window.

### **Building/Offices and Equipment**

This program area includes design, construction and renovation of MARTA buildings and offices and associated major systems and equipment. These types of facilities are located throughout the Metropolitan Atlanta Area. Facilities within this program area include five police facilities, one administrative/headquarters facility and two revenue facilities.

### **Parking Lots and Parking Decks**

This program area includes design, construction, renovation and major rehabilitation of parking lots and parking deck facilities throughout the MARTA system.

### **Paving, Structures and Drainage**

This program area includes paving and drainage improvements and major structural rehabilitation projects performed at or within MARTA facilities throughout the system.

### **Roofing and Skylights**

This program area includes major repair and replacement of roofing systems and skylights throughout the MARTA system.

### **Underground Storage Tanks**

This program area includes activities mandated by the EPA, the Georgia Environmental Protection Division and other regulatory agencies to monitor and remediate underground storage tanks at Authority facilities.

Some examples of projects within the facilities and stations asset category to be executed in FY16 include:

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

### **III. Maintenance of Way**

The maintenance of way asset category includes the design, development and rehabilitation of railroad track infrastructure. Program areas within this asset category include:

- Track maintenance and replacement
- Track structures
- Work equipment

### **Track Maintenance and Replacement**

This program area includes maintenance, rehabilitation and replacement of the Authority's track way. The Authority's 124 total miles of track consists of 104 miles of mainline track and twenty miles (20) of yard track. Ninety six (96) of the 104 mainline miles are double track (i.e., left and right tracks for east/west or north/south travel), and the other eight

(8) miles consist of pocket track. The 20 miles of yard track are located within the three rail yards: Armour, Avondale and South Yard.

**Track Structures**

This program area includes rehabilitation and replacement of structures on the track way. The Authority has 144 structures consisting of track support systems, bridges, retaining walls and culverts. The track support systems consist of aerial, at-grade and subway structures.

**Work Equipment**

This program area includes the acquisition and enhancement of specialized work equipment to perform maintenance of way operations.

Examples of projects within the maintenance of way asset category to be executed in FY16 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 FY16 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 FY16 CIP, this program area includes the ongoing implementation of the Train Control Systems Upgrade project, as well as an on-going project which is designed to continue to stabilize the current system to sustain operations during the multi-year transition to the new train control system.

**Electrical Power and Equipment**

This program area includes planning, design, implementation and ongoing support and rehabilitation of the various electrical power systems Authority-wide. These systems were installed in phases as the rail and bus transit systems were designed and constructed. Some of

these systems have been in service since 1979 and a number are ready for rehabilitation or replacement

### **Traction Power**

The Authority's traction power system delivers 750V DC power to the third rail (contact rail) for vehicle propulsion utilizing 68 traction power substations and 16 gap breaker stations located at all passenger stations, the three rail yards and multiple intermediate locations along the right of way (between stations).

### **Auxiliary Power**

The Authority's auxiliary power system delivers power to station and facility loads such as lighting, elevators, escalators, communications, fare gates, HVAC etc., via 106 substations located in all passenger stations and operations/maintenance facilities.

### **Uninterruptible Power Supply (UPS) Systems**

The Authority's UPS system delivers battery backed emergency power to life safety critical station and facility loads such as lighting, communications, train control, fire detection etc. in the event of a loss of normal power. The UPS system consists of 94 UPS units and battery banks located in passenger stations and operations/maintenance support facilities.

### **Emergency Trip Stations (ETS)**

The traction power system has an Emergency Trip Station (ETS) system comprised of 454 individual trip stations located at the ends of station platforms, tunnels, and exit/entry points along the rail right of way. The ETS provides, in case of an emergency, a means of shutting-down power to the contact rail. This system also includes a phone to allow for communications with the Rail Services Control Center in the event an emergency occurs and power is shut-down.

Current projects within this program area include an ongoing initiative to replace traction power substations and gap breakers system-wide; an on-going initiative to replace UPS systems Authority-wide; and replacement of parts of the ETS system on the South and Northeast lines.

### **Lighting**

The lighting program area includes planning, design, implementation and ongoing support and rehabilitation of the lighting system Authority-wide. The Authority's lighting system is vast and includes lighting for all stations, tunnels, operations/maintenance facilities, parking lots and decks located within the MARTA service area. Within the lighting system there are emergency powered lights and exit signs required for safe egress under a loss of power scenario.

The current projects within this program include enhancement of tunnel lighting Authority-wide by installing energy efficient LED fixtures and station lighting upgrades in the patron areas by also installing LED fixtures.

### **Security**

The security program area includes planning, design, implementation and ongoing support and rehabilitation of security systems and the implementation of various transit security and emergency management initiatives. Current projects within this program area include expansion of the closed circuit television (CCTV) system Authority-wide; acquisition and implementation of in-vehicle security cameras for all MARTA trains and buses; the design and implementation of a video analytics program to assist in monitoring and analyzing data from these on-board cameras; on-going support for the Authority's Canine team; a comprehensive homeland security training program; and on-going initiatives to upgrade facility security and access controls system-wide.

### **Tunnel Ventilation**

This program area includes planning, design, implementation and rehabilitation of tunnel ventilation systems Authority-wide. The Authority owns 81 ventilation fans installed at specific locations in the subway sections of the rail system to push or pull air through the tunnels in the event of an emergency and the tunnel fills with smoke. The projects within this program area are planning, design and implementation of major upgrades to the Authority's tunnel ventilation systems.



**Fire Protection**

This program area includes planning, design, implementation, enhancement and rehabilitation of fire protection, detection and suppression systems that are required to ensure life safety by federal, state and local codes. Within the ten-year CIP, this program area includes a major upgrade which is currently underway to fire protection systems Authority-wide.

**Elevators and Escalators**

This program area includes planning, design, implementation, enhancement and rehabilitation of elevators and escalators across the MARTA system.

**Elevators**

The Authority operates and maintains 113 elevators in rail stations, parking decks and facilities throughout the transit system. The Office of Vertical Transportation conducted a system-wide assessment of the elevators in 2013. All of the elevators have been thoroughly inspected and safety issues have been addressed. The Office of Vertical Transportation was tasked in 2013 to develop an RFP for the modernization of all existing elevators. Contractor negotiations are underway with an expected RFP award date by 2<sup>nd</sup> quarter of FY16.

**Escalators**

The Authority operates and maintains 149 Escalators in rail stations only. In 2008, MARTA contracted with Schindler to modernize 33 of the most problematic escalators in the system. This project was successfully completed in November, 2013. The Office of Vertical Transportation was tasked in 2013 to develop an RFP for the modernization of the remaining 116 escalators. Contractor negotiations are underway with an expected RFP award date by 2<sup>nd</sup> quarter of FY16.

**Radio and Communications**

This program area includes planning, design, implementation and ongoing support and rehabilitation of the radio system and other Authority-wide communication systems.

Current projects within this program area include implementation of a new Audio Visual Information System (AVIS) Authority-wide; on-going implementation of an enhanced voice communications infrastructure; and planning, design and implementation of a new radio infrastructure for the Authority. This program area also includes a telephone sustainability initiative to provide for on-going support of the current telephony system during the multi-year transition to the new voice communications infrastructure.

**Information Technology Hardware**

This program area includes planning, design, implementation and ongoing upgrade/enhancement of the information technology infrastructure required to support MARTA operations including the Authority's data centers, network (wired and wireless), servers, storage area network (SAN), telephony, desktops/laptops and Authority-owned mobile computing devices.

Major initiatives in this program area include implementing VOIP phones; upgrading desktop, server, SAN and network components; an expansion of the enterprise wireless network; and ongoing renovation of the Authority's data center.

**Information Technology Software**

This program area includes planning, design, implementation and enhancement of application systems which support MARTA operations. Some of the projects in this program area include:

- Completion of a significant enhancement of ITSMARTA.com including expanded mobile capabilities
- Planning, design and initial implementation of mobile fare payment capabilities
- Ongoing upgrades and enhancements of the Authority's enterprise resource planning system (ERP) which supports the finance, accounting, human resources, payroll and procurement business functions
- Completion of implementation of a new Risk Management Information System (RMIS)

- Planning, design and implementation of a new system to support the operations of MARTA’s Office of Diversity and Equal Opportunity (DEO)

**Fuel Systems**

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

**V. Non-Asset**

The non-asset category includes the design, development and implementation of various business initiatives which do not specifically implement or rehabilitate an asset. This category also includes transit planning; programs which support regulatory compliance and programs which support planning for and monitoring the execution of the CIP. The program areas within the non-asset category include:

- Transit planning
- Environmental sustainability
- Safety and regulatory
- Customer service
- Performance measurement
- Asset management
- Financial Planning
- Design criteria/standards
- CIP Planning/Controls

**Transit Planning**

The transit planning program area includes transit feasibility studies; alternatives analysis, environmental review and preliminary engineering for proposed system expansion initiatives; general planning activities; planning for and management of transit oriented development (TOD) activities; and coordination with regional partners.

**Planning for System Expansion**

The MARTA Rapid Transit Contract and Assistance Agreement (RTCAA) set the framework for MARTA’s expansion program. In order for the expansion program to be fully realized, MARTA must continue to plan

and move its projects forward. Continuing with the project development process affords MARTA an opportunity to compete for federal New Starts funding. Below is a list of MARTA expansion corridors which are actively in the planning process:

- I-20 East High Capacity Transit – Southeast DeKalb County
- Clifton Corridor High Capacity Transit – West Central DeKalb County
- GA 400 North Line Alternative Analysis Study – North Fulton
- General Planning/System Sustainability

Funds are budgeted in the FY16 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 FY16 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 FY16 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 FY16, 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 FY16, 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 FY16 Capital Improvement Program Budget.

**CAPITAL INFRASTRUCTURE**

**CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE**

The infrastructure supported by the FY16 Capital Improvement Program Budget includes facilities (maintenance and administrative support), revenue rolling stock (rail cars, buses and paratransit vans), rail system infrastructure including rail stations and a vast array of tools and equipment. Maintenance of these assets is critical to ensure a high level of service, reliability and optimized operating costs.

**Support Facilities**

Maintenance and support facilities are located throughout the Metropolitan Atlanta Area. Projects are in place within the Capital Improvement Program to ensure these facilities receive the capital improvements necessary to maintain them in a state of good repair and to serve their functions in the safest and most economical manner possible. The table below provides a summary of MARTA's support facilities.

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Airport Ridestore	Retail media sales	16
Armour Yard	Heavy Rail Vehicle Maintenance	10
Avondale Administration	Rail system administration	36
Avondale Car Maintenance	Rail car heavy maintenance	36
Avondale Central Control	Rail system operations center	36
Avondale Maintenance of Way	Rail system/infrastructure maintenance	36
Avondale Yard	Rail car storage	36
Avondale Zone Center	ATC Administration	36
Brady Bus Garage	Paratransit operations & maintenance	36
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	39
Candler Center	Record Storage, Police Precinct, Radio Repair	18
Chamblee Yard	Secondary rail car maintenance & inspection	28
College Park Police Precinct	Police precinct & system security	17
Decatur Avenue Radio Shop	Radio repair shop	44
Dunwoody Police Precinct	Police precinct & system security	18
Five Points Police Precinct	Police precinct & system security	21
Five Points Ridestore	Retail media sales	34
Garnett Cash Handling	Fare processing center	33
Georgia Avenue	Systemwide custodial & landscaping services	31
Hamilton Bus Garage	Bus operations, dispatch & maintenance	39
Indian Creek Police Precinct	Police precinct	22
Lakewood Zone Center	Storage	31

**CAPITAL INFRASTRUCTURE**

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Lindbergh Zone Center	Storage	31
MARTA Headquarters Complex	Authority administration	28
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	54
North Springs Central Cashiering	Ridestore and Parking Cashier	15
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	19
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	15
South Rail Yard	Rail car maintenance & storage	27
West Lake Zone Center	Storage	35

**Revenue Rolling Stock**

MARTA’s FY16 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.

<b>Service Date</b>	<b>Manufacturer</b>	<b>Quantity</b>	<b>Eligible for Retirement</b>
2004	Orion, Diesel	36	FY16
2004	New Flyer, Diesel	55	FY16
2005	New Flyer, Diesel	54	FY17
2006	New Flyer, CNG	54	FY18
2009	New Flyer, CNG	5	FY21
2010	New Flyer, CNG	96	FY22
2013	New Flyer, CNG	80	FY25
2013	New Flyer, CNG	8	FY25
2014	New Flyer, CNG	89	FY26
2015	New Flyer, CNG	88	FY27
<b>Total</b>		<b>565</b>	

**CAPITAL INFRASTRUCTURE**

**Rolling Stock Continued**

A paratransit van and small bus fleet consisting of 217 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.

<i>Service Date</i>	<i>Manufacturer</i>	<i>Quantity</i>	<i>Eligible for Retirement</i>
2008	Chevy Goshen	6	FY15
2013	International	93	FY20
2014	Ford Glaval	94	FY19
2015	Ford Glaval	24	FY20
<b>Total</b>		<b>217</b>	

**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.

<i>Manufacture Date</i>	<i>Contract Model</i>	<i>Manufacturer</i>	<i>Quantity</i>
1979	CQ310	Societe Franco Belge	48
1980	CQ310	Societe Franco Belge	34
1981	CQ310	Societe Franco Belge	20
1981	CQ310	Societe Franco Belge	16
1984	CQ311	Hitachi	6
1985	CQ311	Hitachi	44
1986	CQ311	Hitachi	4
1987	CQ311	Hitachi	42
1988	CQ311	Hitachi	24
2000	CQ312	Breda	10
2001	CQ312	Breda	20
2002	CQ312	Breda	44
2003	CQ312	Breda	12
2004	CQ312	Breda	6
2005	CQ312	Breda	8
		<b>Total</b>	<b>338</b>



**CAPITAL INFRASTRUCTURE**

**Rail System Infrastructure**

The current operating rail system consists of 48 miles of double track and 38 passenger stations. The system was originally placed into operation in June 1979 with the latest segments placed into service in December 2000. Capital programs are in place to assure the safety, integrity and maintainability of the rail system encompassing aerial structures,

subway, and the at-grade segments. A map of the rail system is provided in the Appendix of this document. An overview of the rail stations is as follows:

<i><b>Rail Station</b></i>	<i><b>Line</b></i>	<i><b>Revenue Service</b></i>	<i><b>Parking Capacity</b></i>
Georgia State	East Line	6/79	0
King Memorial	East Line	6/79	21
Inman Park-Reynoldstown	East Line	6/79	401
Edgewood-Candler Park	East Line	6/79	611
East Lake	East Line	6/79	621
Decatur	East Line	6/79	0
Avondale	East Line	6/79	738
Kensington	East Line	6/93	1,966
Indian Creek	East Line	6/93	2,364
Five Points	West Line	12/79	0
Dome/GWCC/Philips/CNN	West Line	12/79	0
Vine City	West Line	12/79	27
Ashby	West Line	12/79	160
West Lake	West Line	12/79	391
Hamilton E. Holmes (formerly Hightower)	West Line	12/79	1,436
Bankhead	Proctor Creek Line	12/92	12
Civic Center	North Line	12/81	0
North Avenue	North Line	12/81	0
Peachtree Center	North Line	9/82	0
Midtown	North Line	12/82	13
Arts Center	North Line	12/82	29
Lindbergh	North Line	12/84	1,349
Buckhead	North Line	6/96	0

**CAPITAL INFRASTRUCTURE**

<i><b>Rail Station</b></i>	<i><b>Line</b></i>	<i><b>Revenue Service</b></i>	<i><b>Parking Capacity</b></i>
Medical Center	North Line	6/96	167
Dunwoody	North Line	6/96	1,165
North Springs	North Line	12/00	2,378
Sandy Springs	North Line	12/00	1,098
Lenox	Northeast Line	12/84	575
Brookhaven-Oglethorpe	Northeast Line	12/84	1,460
Chamblee	Northeast Line	12/87	1,149
Doraville	Northeast Line	12/92	1,257
Garnett	South Line	12/81	0
West End	South Line	9/82	472
Oakland City	South Line	12/84	350
Lakewood-Fort McPherson	South Line	12/84	1,048
East Point	South Line	8/86	927
College Park	South Line	6/88	2,056
Airport	South Line	6/88	0
<b>TOTAL</b>			<b>24,241</b>

**PLANNING PROGRAM**

This section identifies the Planning Program of the Capital Improvement Program.

## PLANNING PROGRAM OVERVIEW

### Planning Program

MARTA's Planning Program is contained within the Capital Improvement Program and consists of three primary components. The components are Regional Transit Planning, Transit Financial Planning and Short-Range Transit Planning.

### Regional Transit Planning

This component includes all work done in support of the Atlanta Regional Transportation Planning Program of the Atlanta Regional Commission (ARC). Recent developments include active participation in the recently formed Transit Planning Board that works in coordination with the ARC process. Examples of regional activities include participation in the Transportation Coordination Committee (TCC), clearinghouse reviews and coordination of specific projects within the transit program, and support for the following ARC activities:

- Updating the regional development and regional transportation plan
- Maintaining the transportation planning process
- Assisting in transportation air quality planning
- Participating in suburban transportation and inter-modal studies
- Analyzing sensitive sub-regional issues
- Planning for Transportation System Management Projects
- Developing a congestion management system
- Evaluating MARTA's bicycle access policies and facilities
- Refining transportation demand forecast models
- Preparing transit networks
- Providing technical assistance on transit issues in activities that expand the role of public transit in non-MARTA counties

Long-range planning projects may include:

- Updating data on referendum corridors
- Identifying new corridors for rail and bus system expansion
- Collecting, processing, analyzing and documenting MARTA's National Transit Database (NTD) non-financial operating data
- Activities related to implementing the Clean Air Act Amendments
- Coordinating land use and transportation policies
- Transportation strategic planning and special studies

### Transit Financial Planning

This planning component includes the development of long-range financial and business plans for MARTA's expense and revenue management. In support of these plans there will be an ongoing effort which analyzes the impact of reduced federal funds, alternative fare policies and structures, operational alternatives, and alternative funding sources. Also included will be activities related to obtaining Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) flexible funding for transit projects, planning and coordination required to refine and enhance MARTA's strategic planning process.

### Short-Range Transit Planning

This planning component provides for work by MARTA staff to refine and continue to apply the transit planning process to define transit services and operating formats and policies required to meet the public transportation needs of the MARTA service area. As part of this component, information about transit riders and non-riders will be captured and applied to system and service development activities.

Major activities will include the identification and development of service plans and strategies for transit markets with growth potential, refinement of existing service plans based on corridor level service needs and route level alignment studies, and special projects including MARTA's strategic planning activities.

Also included are studies to improve the efficiency and effectiveness of MARTA's operation, to coordinate with ARC and Georgia DOT in fulfilling planning requirements of SAFETEA-LU, and provide technical information and support to regional transit planning. Modifications of service levels and analysis of operating policies and programs are also included.

MARTA also maintains an ongoing monitoring program to determine the impact of the rail transit construction and operational demand. Activities will include evaluating the effectiveness of marketing strategies, developing strategies for changing factors which impact ridership, and evaluating demographic changes and their impact on ridership. Research

**PLANNING PROGRAM OVERVIEW**

support from the Georgia Institute of Technology and Georgia State University is also funded by this component.

Strategies to implement MARTA’s comprehensive service plan and programs for disabled persons and the development of a customer information system will continue to be established. Other activities include studies relating to management operations, capital requirements, and economic feasibility concerning the improved efficiency and effectiveness of MARTA’s transportation system, facilities and equipment. Also included are activities associated with engineering, design and evaluation of transportation facilities and/or projects. These activities consist of items such as: technical studies; engineering and architectural surveys; and the development of plans and specifications.

**Planning Processes**

In addition to specialized planning studies, many cyclical efforts take place within the Planning Program that support the ongoing operations and management of MARTA. These efforts are interrelated and complement the comprehensive planning program. The table below lists the major plans that are developed and maintained by the Authority on a regular basis.

The Authority’s Strategic Plan forms the backbone of the planning process and guides the development of all other plans. The development of the other plans identified is an iterative process that involves the balancing of competing demands for limited resources in a manner which best serves the Strategic Plan.

The Business Plan serves as the first step in addressing these competing demands and serves to resolve these issues. The Annual Budget then refines the information developed for the Business Plan.

<i>Plan</i>	<i>Purpose</i>	<i>Update Frequency</i>
Strategic Plan	Overall direction and purpose to the Authority	Every Five Years
Strategic Business Plan	Identifies resource allocations to accomplish Strategic Plan	Annually
Annual Operating & Capital Budgets	Refinement of 1st year of Business Plan, annual road map	Annually
Transportation Improvement Program	Linkage between regional and MARTA transportation plans	Annually
Capital Asset Replacement Plans	Identify asset needs, support Annual Budget & Business Plan	Annually
Regional Transportation Plan	Prioritize regional projects for greatest benefit to the region	Every three years
Source and Application of Funds	Analysis of capital financial capacity and status	As Required

**Sources and Applications of Funds**

The following section describes the capital program sources and applications of funds in the format of a ten-year plan.

**CAPITAL SOURCES AND APPLICATIONS OF FUNDS**

**Sources and Applications of Funds**

The following table describes the capital program sources and applications of funds in the format of a ten-year plan. The information

includes a beginning balance derived from prior year carryover, forecast revenues, forecast Capital Improvement Program expenditures, forecast debt service, and ends with the forecast yearend balance.

**Metropolitan Atlanta Rapid Transit Authority  
FY16 - FY25 Capital Program Sources and Uses of Funds  
[\$millions]**

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	Totals
<b>Beginning Balance</b>	36.3										
<b>Revenues</b>											
<b>Sales Tax</b>	202.5	212.7	221.3	232.4	245.4	259.8	273.0	286.3	297.3	308.0	2,538.7
<b>Federal Funds</b>	41.5	42.1	53.4	37.1	33.0	33.0	33.0	30.0	30.0	39.0	372.1
<b>Other Revenue</b>	1.5	1.6	1.6	1.6	1.7	1.7	1.8	1.8	1.8	1.9	17.1
<b>Debt Issue</b>	156.0	243.0	204.0	192.0	181.0	132.0	125.0	77.0	74.0	55.0	1,439.0
<b>Total Sources of Funds</b>	437.8	505.2	489.7	477.9	479.3	450.1	460.7	428.0	441.0	445.7	
<b>Expenditures</b>											
<b>Capital Program Summary</b>	283.1	338.1	304.3	279.0	264.1	252.5	245.6	199.0	202.6	196.3	2,564.5
<b>Debt Service (Bonds &amp; FRN)</b>	148.9	157.7	170.7	180.7	191.7	169.6	182.3	191.1	196.5	201.7	1,790.9
<b>Total Uses of Funds</b>	432.0	495.8	475.0	459.7	455.7	422.2	427.9	390.1	399.2	398.0	

**CAPITAL PROJECTS SUMMARY**

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY16. The total funds budgeted for capital improvement is \$283,064,232.



**Approved Ten-year by Program**

[\$ In Thousands]

	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
1. Vehicles	34,481	63,739	65,821	78,181	49,349	51,865	56,847	21,755	26,810	49,910
2. Facilities & Stations	47,432	52,082	39,703	31,645	36,663	33,019	34,232	37,121	34,892	26,529
3. Maintenance of Way	4,108	5,804	10,575	19,767	19,951	21,564	15,158	16,991	22,283	19,000
4. Systems	165,705	190,439	166,301	125,314	134,149	111,983	105,089	88,099	91,587	75,744
5. Non-Asset	31,338	26,035	21,868	24,092	23,949	34,103	34,248	35,011	27,063	25,117
<b>Total Approved Projects</b>	<b>283,064</b>	<b>338,100</b>	<b>304,269</b>	<b>278,999</b>	<b>264,061</b>	<b>252,535</b>	<b>245,573</b>	<b>198,977</b>	<b>202,636</b>	<b>196,299</b>

**Approved Capital Project Ten-Year Plan**

The report on the following pages depicts the approved capital projects ten year forecast for years FY16 to FY25.

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b><u>1. Vehicles</u></b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
30100 Service Vehicles	1,442	700	730	740	747	940	1,014	825	1,177	1,047
31591 Overhaul Bus Engines	1,700	500	600	600	450	600	600	600	600	600
31592 Rehab Bus Transmissions	250	250	250	250	250	250	250	250	250	250
31669 Bus Midlife Overhaul	4,275	1,425	0	0	4,100	4,100	4,100	3,100	6,500	6,500
31691 CQ312 42M	0	1,632	1,681	1,732	1,959	4,244	2,824	2,865	2,865	1,786
31726 LCARE CQ311 42-Month Cycle	2,632	2,711	2,792	2,876	2,962	0	0	0	0	0
31728 LCARE Program: CQ312 Overhaul	524	524	10,338	15,479	15,916	18,887	13,974	0	0	0
31748 FY14 Bus Procurement	1,200	35,280	36,330	32,574	13,200	13,260	28,866	60	60	32,480
31758 CQ312 60M	0	633	652	672	760	1,291	1,329	1,369	1,369	760
31759 LCARE CQ312 84-Month Cycle	2,382	2,453	2,478	2,503	2,528	3,033	2,974	3,026	3,026	2,504
31888 FY14 Paratransit Vans	0	8,000	0	10,000	4,250	4,250	0	8,700	10,000	0
31918 Service vehicles for Police	703	557	514	560	532	510	415	460	463	533
31926 CQ312 Rail Car Mod Program	2,128	2,091	2,393	2,240	800	0	0	0	0	0
31959 Door Safety Interlock	413	966	2,000	3,072	430	0	0	0	0	0
32125 MARTA Reliab Ctr Lfcy Enh Prog	3,627	1,103	817	523	65	0	0	0	0	0
32130 CQ310 CQ 311 Rail Car Rpl Prog	780	780	0	0	0	0	0	0	0	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>1. Vehicles</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
32131 Rail Car Rotables-FY14-FY23	400	400	400	400	400	500	500	500	500	500
32133 LCARE CQ310 42-Month Cycle	2,612	2,690	2,771	2,854	0	0	0	0	0	0
32134 LCARE CQ310 60-Month Cycle	1,013	1,043	1,075	1,107	0	0	0	0	0	0
32162 Community Circulator	654	0	0	0	0	0	0	0	0	0
New CQ313 42M	0	0	0	0	0	0	0	0	0	2,951
POC112 Articulated Buses	7,400	0	0	0	0	0	0	0	0	0
POC113 Articulated Bus Lifts	346	0	0	0	0	0	0	0	0	0
<b>1. Vehicles Total</b>	<b>34,481</b>	<b>63,739</b>	<b>65,821</b>	<b>78,181</b>	<b>49,349</b>	<b>51,865</b>	<b>56,847</b>	<b>21,755</b>	<b>26,810</b>	<b>49,910</b>

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b><u>2. Facilities &amp; Stations</u></b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
30600 Office Equipment	25	25	25	25	25	25	25	25	25	25
30640 Furniture	50	50	50	50	50	50	70	70	70	70
30740 Small Tools & Equipment	150	150	150	200	200	500	500	500	500	500
31098 Hamilton Blvd UST Program	358	365	372	378	386	393	401	408	421	430
31305 Roofing Rehabilitation Program	1,935	1,935	1,935	2,425	4,984	5,075	5,075	5,075	5,470	5,470
31325 UST Management	191	193	196	198	201	204	207	210	216	250
31335 Brady UST Program	335	340	123	125	128	130	133	136	139	142
31346 Laredo UST Program	328	250	180	183	186	189	192	195	201	206
31537 Georgia Avenue UST Program	333	336	340	344	348	352	357	361	372	383
31589 Bus Shelters and Benches	196	200	203	207	211	214	218	222	230	237
31643 CNG Facility at Perry Blvd	12	0	0	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	240	2,342	3,000	0	0	0	0	0	0	0
31672 Hamilton Bus Facility	2,358	18,572	17,462	15,771	11,130	3,355	0	0	0	0
31734 Rail Supervisor Booths	200	2,485	0	0	0	0	0	0	0	0
31956 Train Wash Replacement	100	0	0	189	2,620	2,942	90	0	0	0
31970 Integrated Operations Center	476	0	0	0	0	0	0	0	0	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>2. Facilities &amp; Stations</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
32061 Rplc Bus Maintenance Equipment	2,000	2,000	1,500	50	50	500	400	0	0	0
32063 Brady Mobility Facility Ph 1	18,000	500	0	0	0	0	0	0	0	0
32067 Browns Mill Systems Renovation	400	3,000	1,500	0	0	403	6,679	5,205	56	0
32068 Laredo Systems Renovation	0	0	0	0	0	127	363	9,763	5,112	56
32076 Printshop Equipment Lease	97	141	105	105	105	105	105	105	105	105
32091 Bus Wash Systems Replacement	1,099	600	0	0	0	0	0	0	0	0
32104 Station Access Program	1,048	204	203	200	0	0	0	0	0	0
32109 Stdby Pwr Sup Rplc: Generators	1,475	1,678	1,678	1,981	1,628	0	0	0	0	0
32123 MARTA HQ Renovation	505	0	0	0	0	0	0	0	0	0
32124 Facilities Upgrade Program	7,250	7,250	7,250	7,250	7,250	10,715	10,804	10,896	10,850	11,176
32151 Avondale Veh Mnt Facility JLU	1,900	0	0	0	0	0	0	0	0	0
32152 Avondale Vehicle Mnt Facility	506	317	120	200	5,450	1,342	3,851	0	0	0
32154 Station Supply Room Security	300	0	0	0	0	0	0	0	0	0
32166 Support for Developers Request	250	250	250	250	250	250	250	250	250	250

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b><u>2. Facilities &amp; Stations</u></b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
32174 Bus Stop Sign Replacement Upgr	645	645	645	706	600	629	0	0	0	0
32176 Station Signage - Planning	500	400	400	400	400	400	400	0	0	0
32177 Rail Station Asset Refurb Prog	386	386	386	386	386	500	500	500	500	500
32178 Maintenance Control Center	437	280	0	0	0	0	0	0	0	0
32185 HQ Standby Generator	640	1,736	1,578	0	0	0	0	0	0	0
32186 Clayton County Enhancements	250	0	0	0	0	0	0	0	0	0
32188 Wellness Center Upgrade	200	0	0	0	0	0	0	0	0	0
32192 Station Restroom & Expan Prog	500	0	0	0	0	0	0	0	0	0
32196 Rail Wheel Truing Machine Rplc	22	0	0	22	76	1,819	0	0	0	0
32197 Rail Car Cleaning Platforms	100	0	0	0	0	800	0	0	0	0
32200 Airport Station Enhancements	100	0	0	0	0	0	0	0	0	0
32201 Rehab Dunwoody Parking Decks	1,434	25	0	0	0	0	0	0	0	0
F0143 Buckhead Station Nrth Entrance	100	0	0	0	0	0	0	0	0	0
G1006 Propulsion Bench Test Equipment	0	0	0	0	0	120	1,151	0	0	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>2. Facilities &amp; Stations</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
G1031 Sandy Springs Parking Deck Rehabilitation	0	0	0	0	0	400	300	750	450	0
POC105 Electrical Power and Equipment Maintenance Facility	0	0	0	0	0	580	1,360	50	6,520	6,560
POC108 Solar Waste Stations	0	0	0	0	0	100	100	100	100	100
POC41 Rail Car Mover Procurement	0	0	0	0	0	0	0	0	586	0
POC92 Avondale Intermodal Parking Facility	0	5,428	51	0	0	0	0	0	0	0
POC94 Five Point Station Lighting Upgrade	0	0	0	0	0	800	700	2,300	2,720	70
<b>2. Facilities &amp; Stations Total</b>	<b>47,432</b>	<b>52,082</b>	<b>39,703</b>	<b>31,645</b>	<b>36,663</b>	<b>33,019</b>	<b>34,232</b>	<b>37,121</b>	<b>34,892</b>	<b>26,529</b>



**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b><u>3. Maintenance of Way</u></b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
31662 Structural Rehabilitation	300	0	0	0	0	0	0	0	0	0
31701 Track Switch Steel and X-Ties	700	3,500	8,000	15,500	14,500	15,000	15,000	15,000	19,000	19,000
31739 Decatur Tunnel Remediation	50	50	50	177	110	1,804	58	0	0	0
31811 Girder Grout & Seal	30	134	25	1,090	1,090	31	0	0	0	0
31813 Rehab At Grade Slabs	980	770	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	0	0	150	50	1,951	1,729	0	0	0	0
31833 Rpl Running Rail & Yrd Sw Ties	48	0	0	0	0	0	0	0	0	0
31934 Repl. Impedance Bonds Ph 2	100	1,050	2,000	2,500	1,500	2,000	50	0	0	0
31978 Structural Assess & Correct 2	650	250	300	400	750	1,000	50	0	0	0
32107 MOW - Rail Work Cars	0	0	0	0	0	0	0	1,991	3,283	0
32195 Production Tamper	1,250	50	50	50	50	0	0	0	0	0
<b>3. Maintenance of Way Total</b>	<b>4,108</b>	<b>5,804</b>	<b>10,575</b>	<b>19,767</b>	<b>19,951</b>	<b>21,564</b>	<b>15,158</b>	<b>16,991</b>	<b>22,283</b>	<b>19,000</b>

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>4. Systems</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
30540 Security Related Equipment	535	275	275	250	250	250	250	250	250	250
31583 Facilities Security	1,062	562	562	562	562	562	562	562	562	562
31614 Upgr Aging Equipment - Server	450	451	451	735	646	749	952	656	663	718
31626 Equip Upd; Std Software & OS	1,343	2,045	2,046	2,200	2,303	2,703	2,682	2,485	2,562	2,575
31644 Can Tm Pg (100% Fedl/Non-ARRA)	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600	2,600
31651 Replace UPS Systems	175	100	50	50	0	0	0	0	0	0
31683 Auxiliary Power Switch Gear	3,600	1,130	8,800	8,800	8,800	13,200	13,200	13,200	13,200	13,200
31684 Voice Com Infrastructure	150	0	0	0	0	0	0	0	0	0
31689 Wayside Encroachment Detection	0	0	0	0	0	0	0	2,012	4,736	0
31690 Loops/Interlockings Phs 2 & 3	3,100	0	0	0	0	0	0	0	0	0
31698 Fire Protection Systems Upgrad	20,519	13,534	0	0	0	0	0	0	0	0
31703 Train Control Systems Upgrade	25,693	39,690	29,992	0	0	0	15,599	0	0	0
31704 TPSSs: E Yd; N Av; S Int; W Lk	3,100	11,000	11,000	11,000	21,000	21,000	21,000	21,000	21,000	21,000
31705 Emergency Trip Sts Gr 2: South	75	0	0	0	0	0	0	0	0	0
31707 Tunnel Lighting	3,200	3,200	3,000	1,160	0	0	0	0	0	0
31709 Audio Visual Information Sys	8,216	19,910	23,045	15,394	17,602	910	0	0	0	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

	(\$ In Thousands)									
<b>4. Systems</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>
31733 HQ Data Center Rehabilitation	275	275	275	275	275	275	275	275	875	275
31853 ETS Gr 4: North	1,436	2,782	4,050	4,050	2,792	124	0	0	0	0
31893 Upgr Aging Equipment - Network	604	605	621	765	787	794	813	826	939	855
31900 Homeland Sec Access Controls	245	245	245	225	150	50	50	50	50	50
31927 Elevator Rehabilitation	2,500	3,500	3,000	3,997	4,267	4,267	4,798	4,867	5,500	3,000
31936 CCTV System Expansion	1,800	3,000	3,000	0	0	0	0	0	0	0
31939 Security Training & Awareness	800	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
31968 RSCC Stabilization	1,716	1,547	1,547	0	0	0	0	0	0	0
31977 Rehab Tunnel Ventilation Fans	17,313	21,035	30,475	38,578	39,686	33,030	10,435	0	0	0
31984 Vital Relays with Processors	0	0	0	0	0	500	5,763	8,063	0	0
31987 Future Radio Infrastructure	10,663	20,928	5,406	0	0	0	0	0	0	0
31991 Oracle Applications Compl	120	120	130	130	130	130	135	135	135	120
31993 Auto Parking Control System	2,650	2,145	0	0	0	0	0	0	0	0
31995 Purch Card Industry Compliance	474	474	450	474	474	474	474	474	474	474
31999 On-Board Veh Security Cameras	900	0	0	0	0	0	0	0	0	0
32000 CCTV Video Analytics	2,400	100	0	0	0	0	0	0	0	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>4. Systems</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
32060 TPSS SS1 Equipment Rplcment	70	0	0	0	0	0	0	0	0	0
32062 UPS: Lakewd; Dunwdy; Med Cntr	1,000	5,808	5,808	5,808	5,808	4,808	100	0	0	0
32064 CNG Detection Systems Upgrade	1,055	0	0	0	0	0	0	0	0	0
32072 Telephone Sustainability	980	1,096	650	0	0	0	0	0	0	0
32086 Mobile Command Veh Procurement	1,200	0	0	0	0	0	0	0	0	0
32087 Comm. Emergency Response Team	20	20	20	20	20	20	20	20	20	20
32088 Hi-Rail Security Upgrade	300	800	1,950	1,950	360	0	0	0	0	0
32096 Lighting Fixtures Upgrade	840	1,400	915	1,405	1,385	1,370	1,300	1,000	500	0
32097 Escalators Rehabilitation	2,500	4,500	4,614	4,014	4,095	9,142	10,760	12,920	12,500	11,500
32100 Enterprise Data Storage Upgrd	1,142	1,118	1,233	1,669	1,549	2,357	1,974	1,908	2,512	2,033
32110 Risk Mgmt Info Sys (RMIS) Upgr	120	0	0	0	0	0	0	0	0	0
32119 Enterprise Wireless LAN Sys Up	500	199	316	245	757	794	100	100	208	249
32122 Avondale Fire Hydrant Sys Reno	1,300	534	0	0	0	0	0	0	0	0
32126 ItsMARTA.com and Mobile Upgd	300	325	350	375	1,500	350	375	400	425	1,750

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>4. Systems</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
32128 DEO Automation	500	151	0	0	0	0	0	0	0	0
32129 Enterprise Technology Security	500	750	750	750	1,000	1,000	1,000	1,500	2,100	2,100
32143 Vendor-Managed Inventory-CAP	803	0	0	0	0	0	0	0	0	0
32144 Security and Emergency Mgt-CAP	1,653	2,039	2,228	2,434	2,660	2,500	2,500	2,500	2,500	2,500
32146 CIP Reserve	10,000	0	0	0	0	0	0	0	0	0
32149 Cyber Security for Control Sys	1,185	985	0	0	0	0	0	0	0	0
32150 CCTV System Expansion II	300	200	1,000	2,000	2,000	1,000	1,000	0	0	0
32158 SharePoint Dpt Special Project	400	0	0	0	0	0	0	0	0	0
32159 Passenger Information System	456	340	264	202	112	50	50	50	50	50
32161 Policie, Adm Gde, and Prcd Dev	147	147	0	0	0	0	0	0	0	0
32163 Backup Integrated Ops Center	2,600	75	0	0	0	0	0	0	0	0
32164 Mobile Fare Payment	3,860	2,350	1,715	947	961	150	946	150	744	150
32168 Enterprise Content Doc Mgmt	348	962	500	0	0	0	0	0	0	0
32169 Business Intel Dashbrds Analy	580	600	600	600	600	600	550	550	550	550
32170 Technology System Enhancements	225	225	225	225	225	225	225	225	225	225

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>4. Systems</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
32171 Oracle Application Enhancement	3,050	1,100	1,600	1,600	1,600	1,600	1,600	1,600	1,680	1,600
32172 Rail St, Wysd, Prk Dk Ph, Cabl	251	150	1,700	3,400	3,400	150	0	0	0	0
32173 New Fare Collection Tech-PDI	3,203	2,193	1,245	0	0	0	0	0	0	0
32181 FY13 TSGP/THOR	20	0	0	0	0	0	0	0	0	0
32182 FY14 TSGP/Training & Exercises	300	0	0	0	0	0	0	0	0	0
32184 Track Circuit Monitor & Rprtn	930	489	287	0	0	0	0	0	0	0
32189 Cellular & WiFi Svcs for Rider	1,200	1,305	816	0	0	0	0	0	0	0
32193 Real Estate Invnt Database Mgt	215	275	0	0	0	0	0	0	0	0
32198 Intelligent Transport Sys Upgd	1,719	1,164	1,158	1,169	1,192	234	186	187	184	180
32199 Next Generation Bus AVL	75	0	0	0	0	0	0	0	0	0
32202 Fiber Network Expansion	245	2,738	2,588	3,131	1,500	1,000	0	0	0	0
G1009 Electrical Sub-Metering for Transit Facilities	0	0	0	0	0	0	585	1,740	2,080	0
POC05 Bus and Rail Superior Street Management Tablets	0	0	0	0	0	0	0	0	55	0
POC10 Software for Safety and Environmental Management	0	0	0	0	0	0	0	0	95	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>4. Systems</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
POC101 Technology Disaster Recovery	1,000	1,000	0	0	0	0	0	0	0	0
POC104 Third Rail Heating System with Remote Control from IOC	0	0	0	0	0	560	980	35	5,432	5,537
POC116 Dome Station Lighting Upgrade	300	1,550	1,000	600	0	0	0	0	0	0
POC117 Security Access & Site Lighting Upgrade - Perry Bus Facility	600	1,500	650	425	0	0	0	0	0	0
POC60 Avondale Yard MOW and Avondale Employee Parking Lot	0	0	0	0	0	1,320	30	4,656	4,656	90
POC97 Bankhead Station Auxiliary Power Supply	0	0	0	0	0	35	120	3	426	431
<b>4. Systems Total</b>	<b>165,705</b>	<b>190,439</b>	<b>166,301</b>	<b>125,314</b>	<b>134,149</b>	<b>111,983</b>	<b>105,089</b>	<b>88,099</b>	<b>91,587</b>	<b>75,744</b>

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b><u>5. Non-Asset</u></b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
30940 General Planning	3,389	3,303	3,320	4,041	4,165	4,293	4,425	4,590	4,590	4,590
31078 Unallocated Insurance	35	35	35	35	35	35	35	35	35	35
31106 Financial Planning	1,631	1,671	1,713	1,756	1,800	1,845	1,891	1,938	1,987	1,987
31137 Pollution Prevention Plan	600	600	600	600	600	600	600	600	600	600
31237 Safety & Health Program	475	475	475	475	475	475	475	475	475	475
31314 Hazardous Materials Mgmt Plan	280	308	310	313	315	318	321	324	333	335
31490 TOD General Planning	1,773	1,816	1,859	1,904	1,950	1,997	2,046	2,096	2,188	2,197
31570 I-20 East Corridor AA/DEIS	1,118	0	0	0	0	0	0	0	0	0
31571 Asbestos Abatement	356	359	363	366	370	373	377	381	392	404
31717 Clifton Corridor AA	2,869	1,421	500	0	0	0	0	0	0	0
31735 Configuration Management	841	841	841	1,305	1,305	1,455	1,455	1,455	1,455	1,455
31741 Environmental Greening Init.	188	188	188	223	226	228	230	233	0	0
31904 Research & Analysis Planning	3,832	3,832	3,832	3,832	5,332	5,332	5,332	5,332	5,332	5,332
31905 Mystery Rider Prgm Planning	646	666	686	706	727	749	772	795	819	843
31906 Strat Performance Planning	562	562	562	562	562	562	562	562	562	562
31912 I-20 East Project Development	0	0	0	0	0	9,726	9,757	9,909	0	0
31963 Rail Station Concessions	1,406	262	270	278	286	295	304	313	322	332



**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>5. Non-Asset</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
31988 Vehicle Event Recorders	0	0	108	1,146	150	255	128	128	0	0
31996 Regional Transit Comm Planning	150	150	150	150	150	150	150	150	150	150
32083 West Line Extension Assessment	300	0	0	0	0	0	0	0	0	0
32084 North Line Transit Assessment	1,718	554	0	0	0	0	0	0	0	0
32085 Environmental Mgmt System	450	450	450	450	499	508	517	526	542	558
32105 Scoping/Screening Future CIP	1,093	1,148	1,205	1,263	1,323	1,484	1,548	1,613	1,660	1,710
32106 Proj Del/Controls Improv Init	2,286	2,362	2,239	1,405	1,440	1,576	1,612	1,900	1,938	1,996
32108 Wayside Worker Sfy Equip Pilot	1,500	2,700	0	0	0	0	125	65	0	0
32111 Short Range Planning Projects	501	303	305	410	414	417	421	424	430	435
32117 Asset Mgmt Program Ph 2	250	0	0	0	0	0	0	0	0	0
32132 Environmtl Mgmt-Annu Fee Prog	100	100	100	100	100	100	100	100	100	100
32145 Engineering Design Criteria	400	400	400	400	400	400	115	0	0	0
32157 Bus and Rail Training Simul	1,008	680	491	1,484	418	0	0	0	0	0
32165 Organizational Assessmnt	200	200	200	200	200	200	200	200	200	200
32194 Bus Rapid Transit	150	0	0	0	0	0	0	0	0	0

**APPROVED PROJECTS TEN-YEAR FORECAST**

**Approved Ten-year Projects**

The following portrays the approved capital projects ten year plan for years FY16 to FY25.

(\$ In Thousands)

<b>5. Non-Asset</b>	<b><u>FY16</u></b>	<b><u>FY17</u></b>	<b><u>FY18</u></b>	<b><u>FY19</u></b>	<b><u>FY20</u></b>	<b><u>FY21</u></b>	<b><u>FY22</u></b>	<b><u>FY23</u></b>	<b><u>FY24</u></b>	<b><u>FY25</u></b>
POC09 DSQA Authoritywide Oversight Program	0	0	0	0	0	0	0	0	1,000	0
POC119 Clayton County High Capacity Transit	600	0	0	0	0	0	0	0	0	0
POC22 Systemwide Safety Awareness Program	0	0	0	0	0	0	0	0	250	0
POC61 West End Aerial Bridge Structure Microbial Remediation	0	0	0	0	0	0	0	94	906	0
POC99 Support for Private TOD Developer Review	630	649	668	688	709	730	752	775	798	822
<b>5. Non-Asset Total</b>	<b>31,338</b>	<b>26,035</b>	<b>21,868</b>	<b>24,092</b>	<b>23,949</b>	<b>34,103</b>	<b>34,248</b>	<b>35,011</b>	<b>27,063</b>	<b>25,117</b>
<b>Approved Projects Total</b>	<b>283,064</b>	<b>338,100</b>	<b>304,269</b>	<b>278,999</b>	<b>264,061</b>	<b>252,535</b>	<b>245,573</b>	<b>198,977</b>	<b>202,636</b>	<b>196,299</b>

**Operating Budget Impact**

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2016 through 2018.

**Operating Budget Impact**

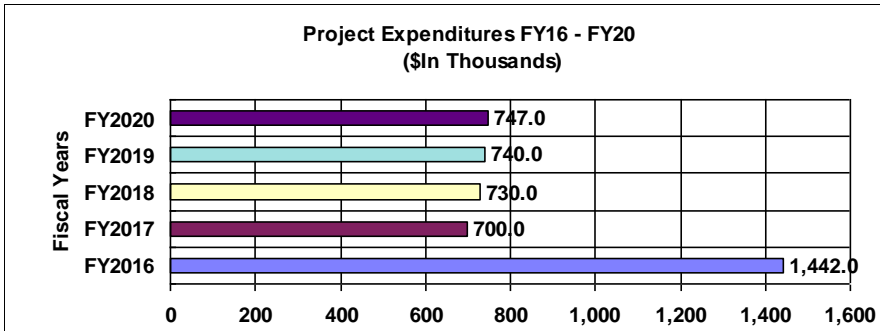
The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2016 through 2018 [\$.].

Major Program Name/ Project Number	Project Name	FY2016 Operating Budget Impact (\$)	FY2017 Operating Budget Impact (\$)	FY2018 Operating Budget Impact (\$)	Total
<b>1. Vehicles</b>		<b>408,115</b>	<b>408,115</b>	<b>408,115</b>	<b>1,224,345</b>
31926	Rail Car Mod Program	(350,000)	(350,000)	(350,000)	(1,050,000)
32162	Community Circulator	758,115	758,115	758,115	2,274,345
<b>2. Facilities &amp; Stations</b>		<b>(385,986)</b>	<b>(378,986)</b>	<b>(371,986)</b>	<b>(1,136,958)</b>
31956	Train Wash Replacement	83,000	90,000	97,000	270,000
32076	Printshop Equipment Lease	(75,000)	(75,000)	(75,000)	(225,000)
32177	Rail Station Asset Refurbishment Program	(500,000)	(500,000)	(500,000)	(1,500,000)
32188	Wellness Center Upgrade	(500,000)	(500,000)	(500,000)	(1,500,000)
F0143	Buckhead Station North Entrance	606,014	606,014	606,014	1,818,042
<b>3. Maintenance of Way</b>		<b>(36,000)</b>	<b>(36,000)</b>	<b>(36,000)</b>	<b>(108,000)</b>
32195	Production Tamper	(36,000)	(36,000)	(36,000)	(108,000)
<b>4. Systems</b>		<b>326,717</b>	<b>(1,558,283)</b>	<b>(1,524,283)</b>	<b>(2,755,849)</b>
31684	Voice Com Infrastructure	633,410	633,410	633,410	1,900,230
31707	Tunnel Lighting	334,870	334,870	334,870	1,004,610
31733	Data Center Renovation	26,745	26,745	26,745	80,235
31893	Upgr Aging Equipment - Network	41,860	41,860	41,860	125,580
31993	Auto Parking Control System	(1,000,000)	(2,000,000)	(2,000,000)	(5,000,000)
31995	Purchase Card Industry Compliance	22,500	22,500	22,500	67,500
32000	Video Analytics	-	(900,000)	(900,000)	(1,800,000)
32064	CNG Protection Systems Upgrade	100,000	100,000	100,000	300,000
32086	Mobile Command Vehicle Procurement	10,000	10,000	10,000	30,000
32143	Oracle Sourcing	157,332	157,332	157,332	471,996
32164	Mobile Fare Payment	-	15,000	15,000	30,000
32193	Real Estate Invnt Database Mgt	-	-	34,000	34,000
<b>5. Non-Asset</b>		<b>(650,000)</b>	<b>(650,000)</b>	<b>(650,000)</b>	<b>(1,950,000)</b>
31963	Rail Station Concessions	(650,000)	(650,000)	(650,000)	(1,950,000)
<b>Grand Total</b>		<b>(337,154)</b>	<b>(2,215,154)</b>	<b>(2,174,154)</b>	<b>(4,726,462)</b>

**Approved Project Detail**

The following report provides details for FY16 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.

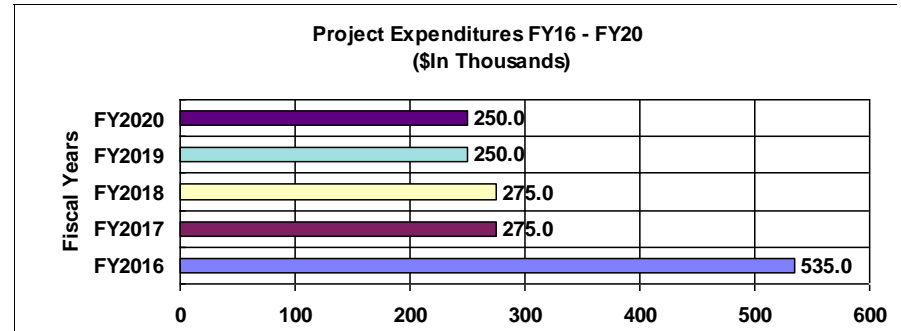
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

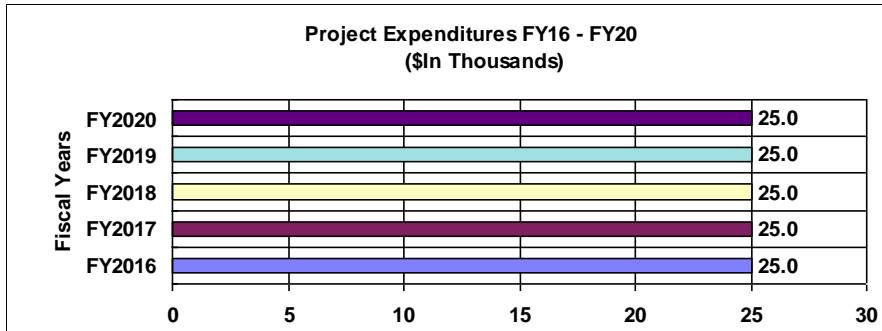
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

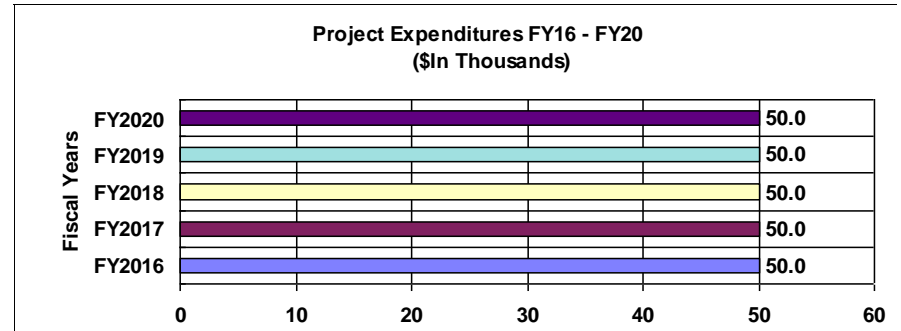
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

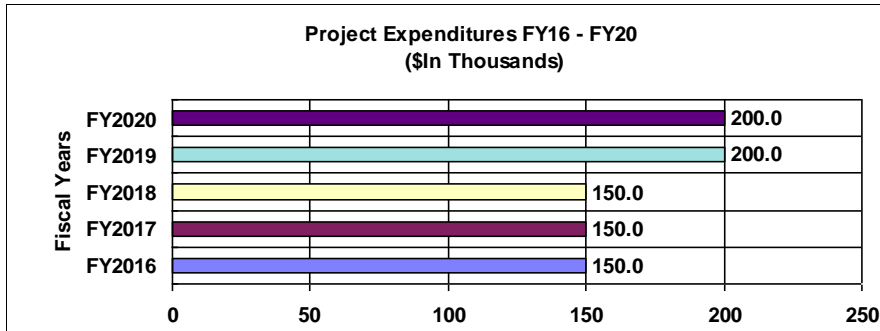
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

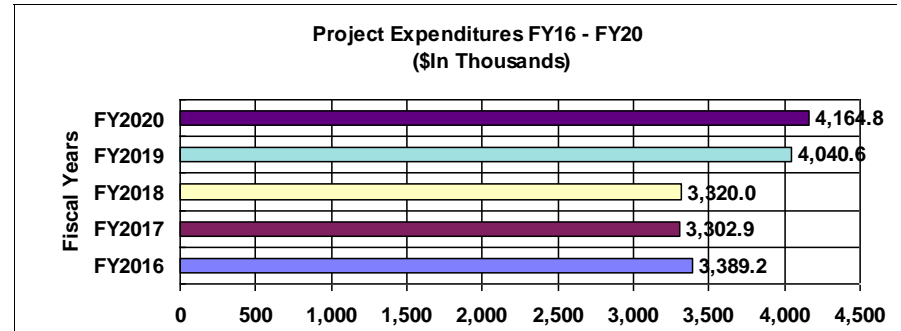
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

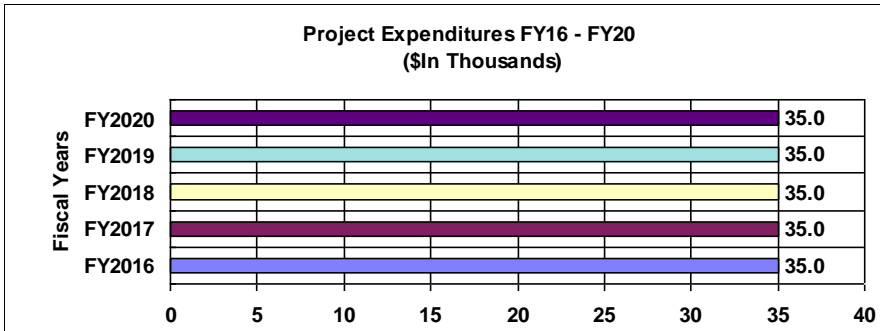
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

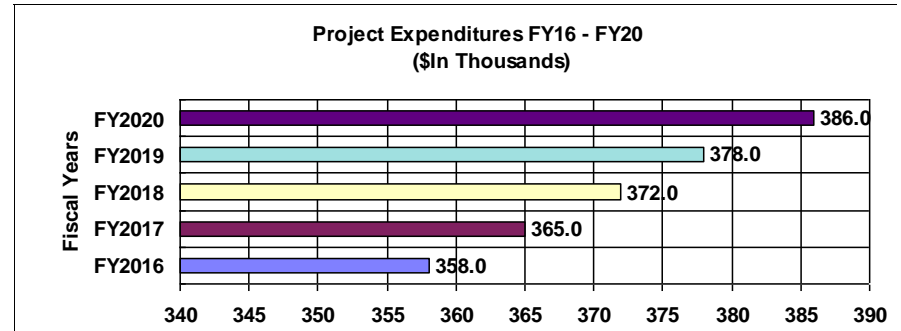
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

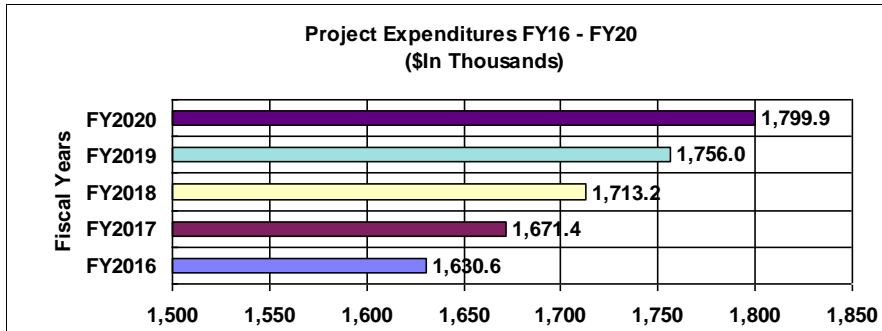
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

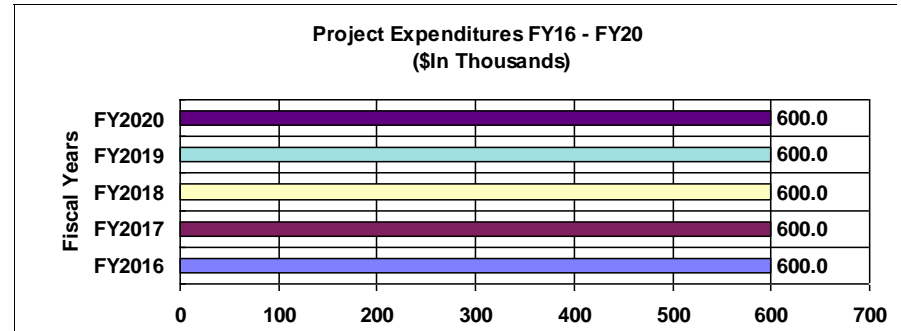
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

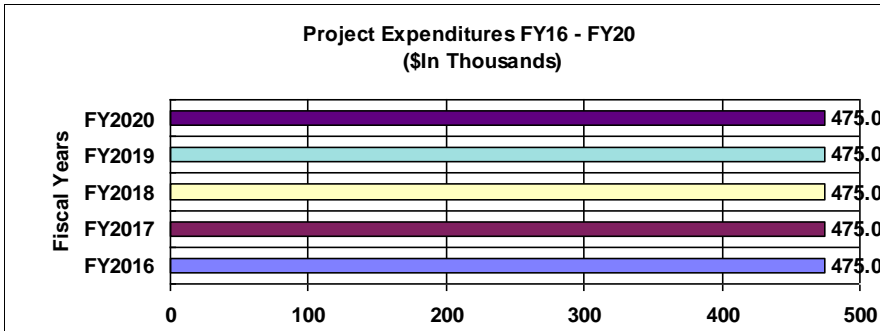
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

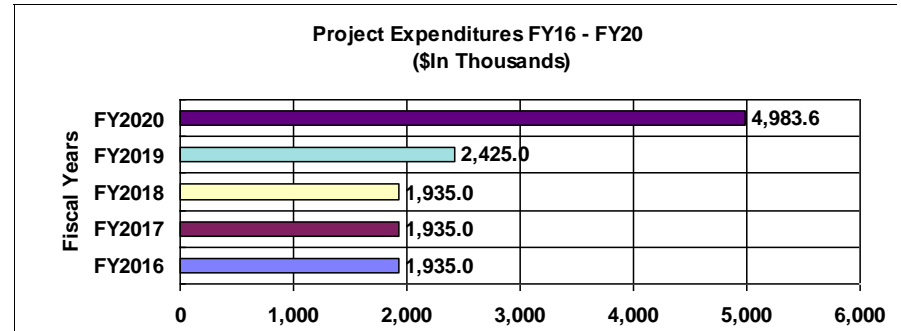
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

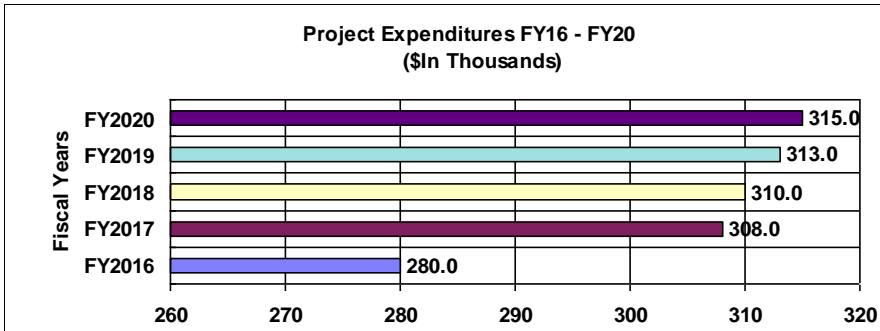
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

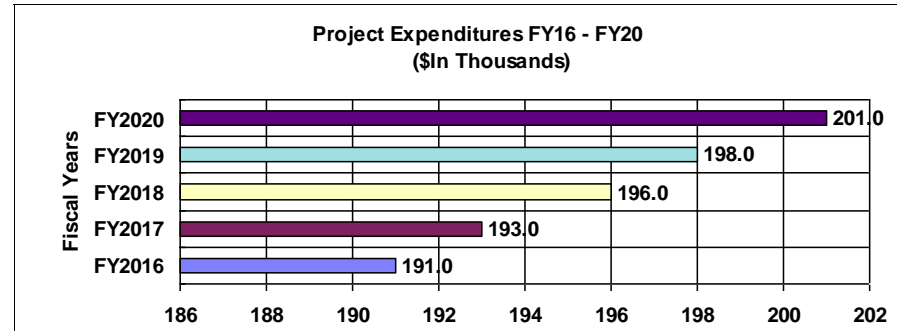
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

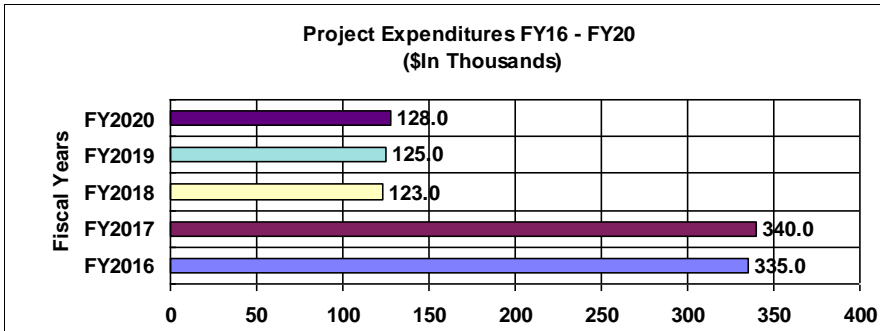
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

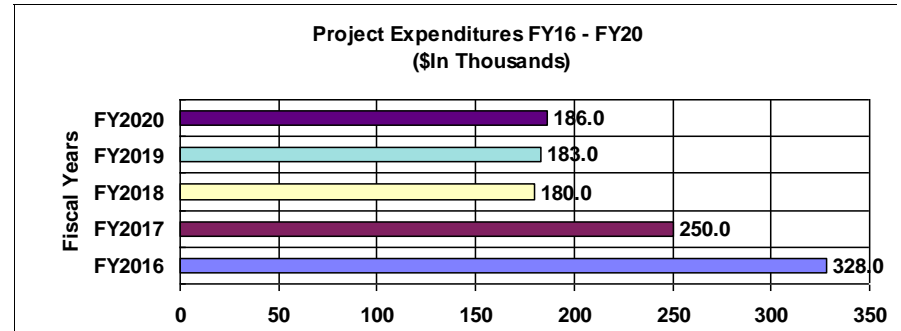
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

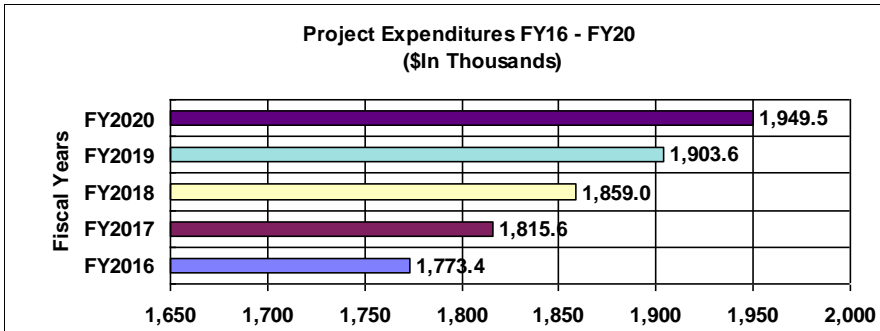
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

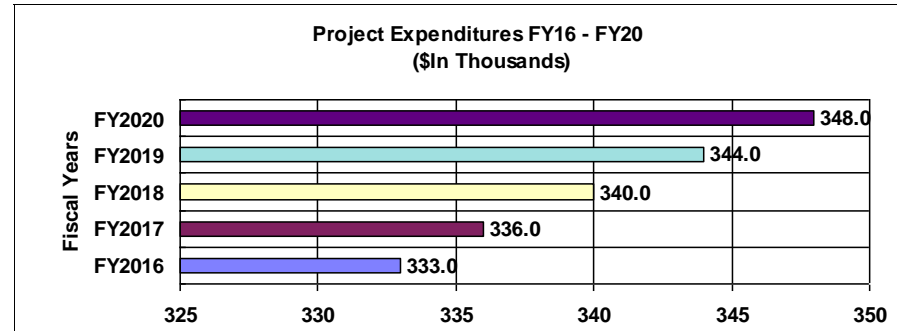
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

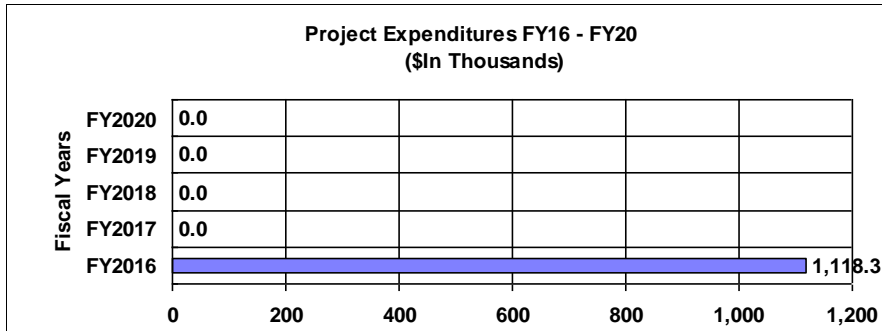
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31570 I-20 East Corridor AA/DEIS**



**Project Scope**

This project conducts initial planning and required studies in preparation for construction of high capacity transit in the South DeKalb "I-20 East Corridor."

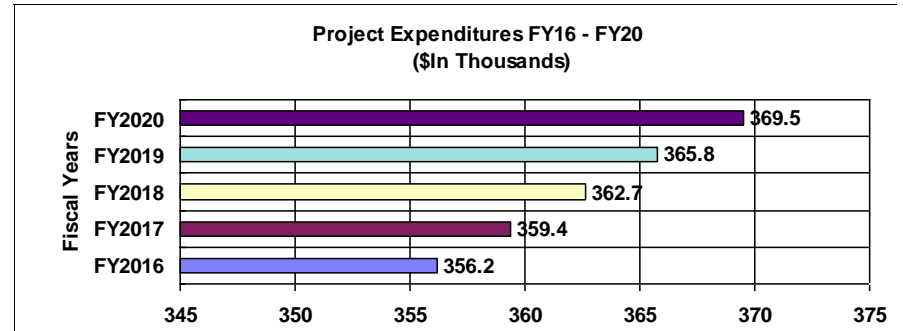
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

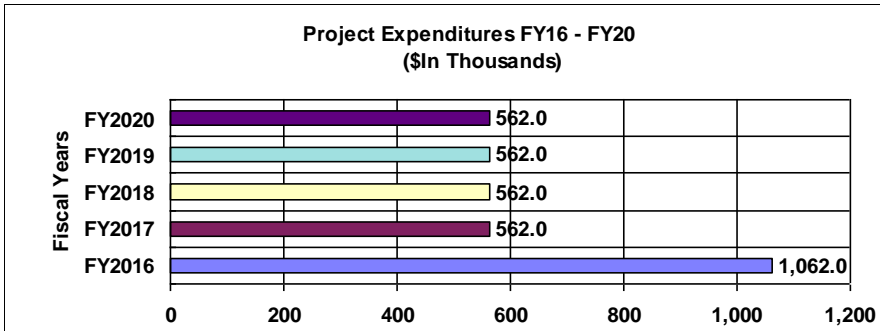
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

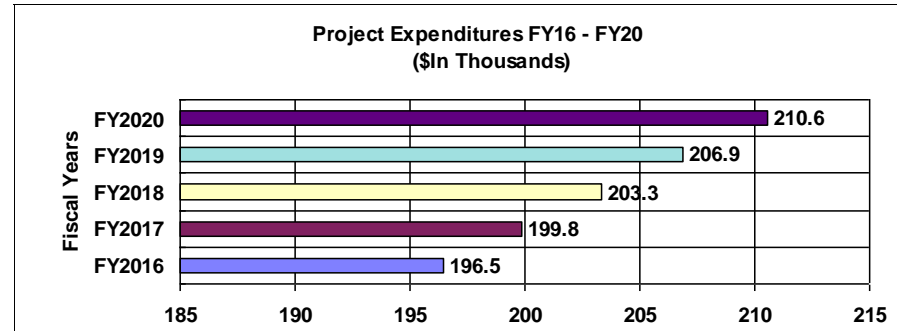
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

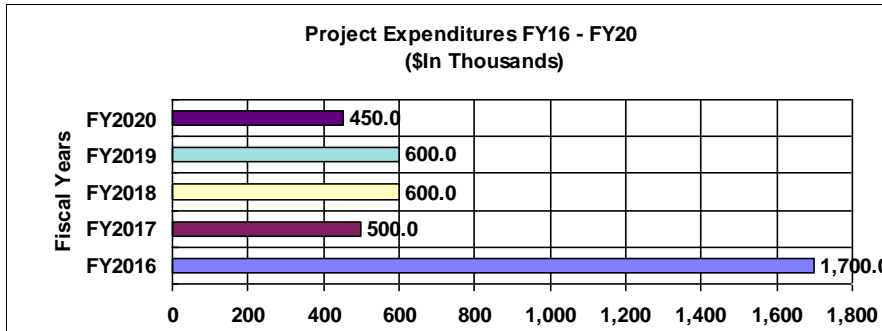
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

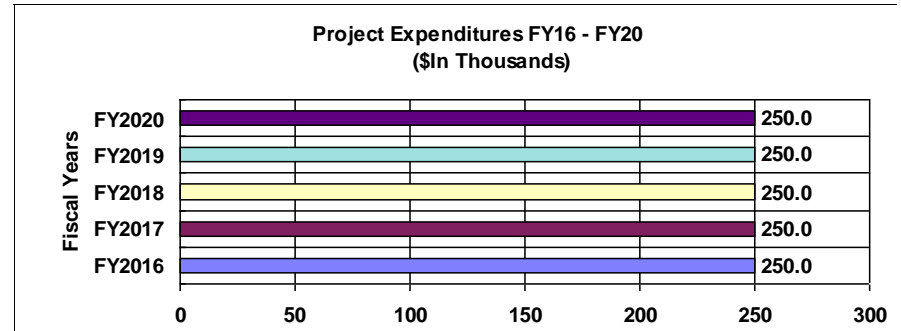
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

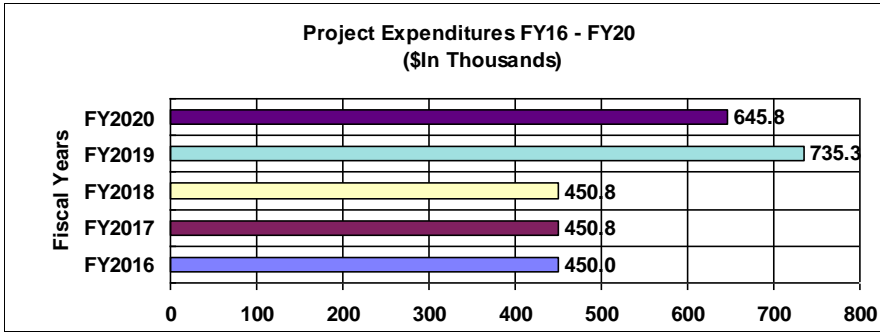
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**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.

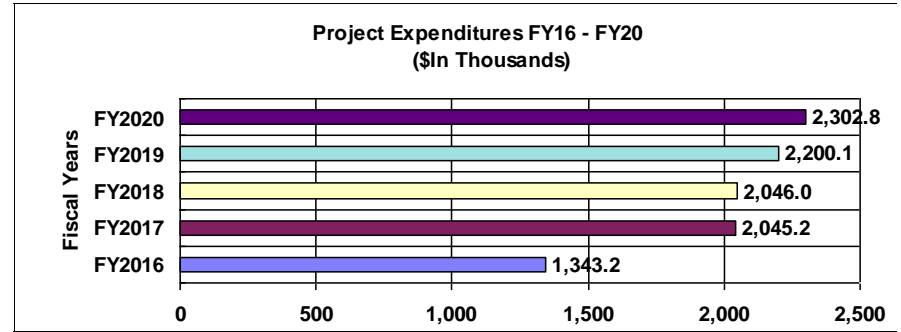
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

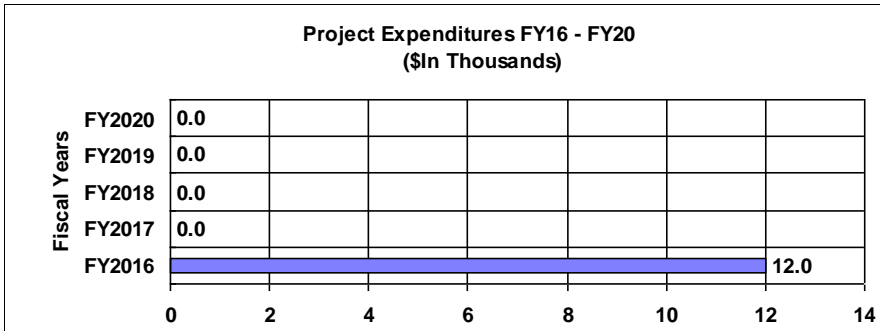
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**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.

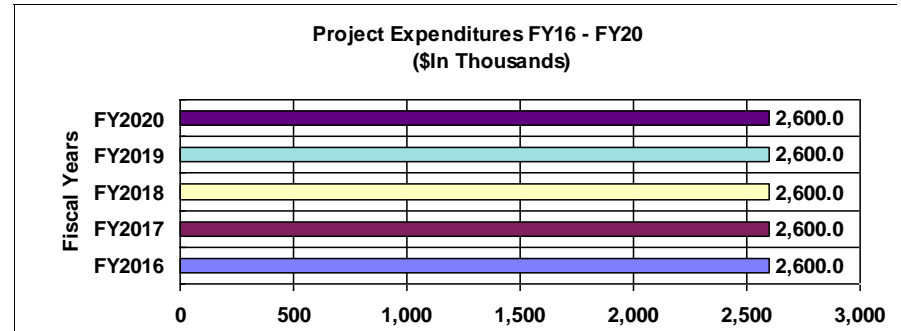
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31644 Can Tm Pg (100% Fed/Non-ARRA)**



**Project Scope**

This project specifically addresses both MARTA’s security plan and regional strategies in that each plan identifies the implementation of training specific to terrorist activity as a goal. It addresses that goal by providing training that will increase the proactive capabilities of the Authority to prevent, detect, and respond to possible terrorist activity. This project will continue to provide critical support for the training program MARTA has initiated with previous grant funds, both in-house and off-site as well as supplemental training for MARTA’s canine and Explosive Ordinance Division (EOD) programs.

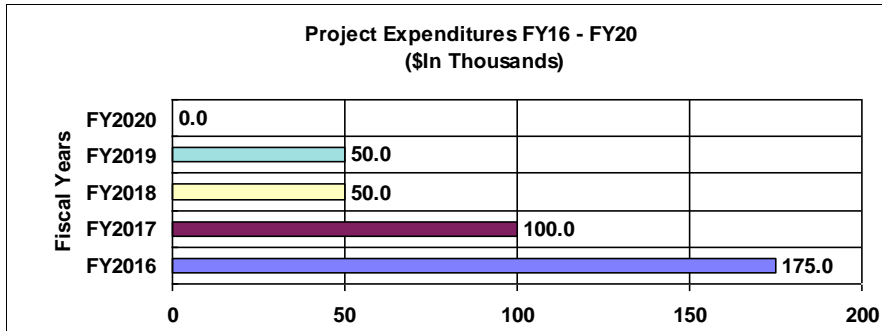
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

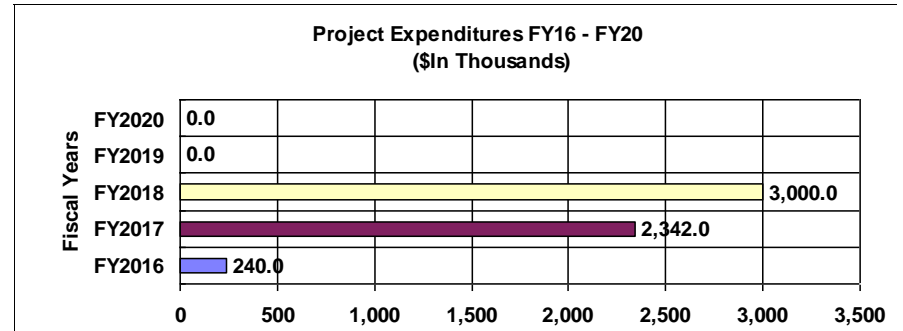
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

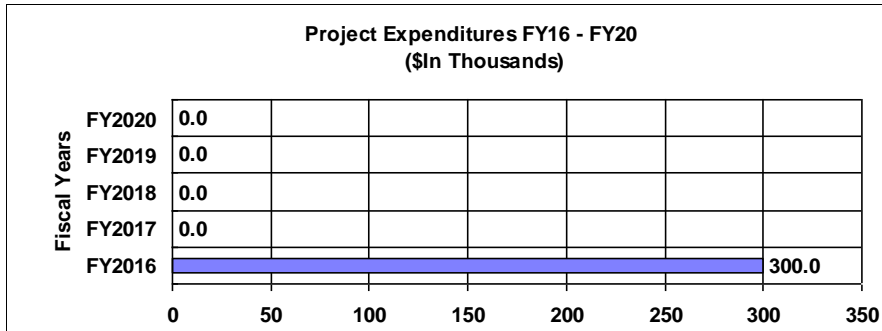
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31662 Structural Rehabilitation**



**Project Scope**

This project will provide surface preparation and structural steel coating of the MARTA bridge over I-20.

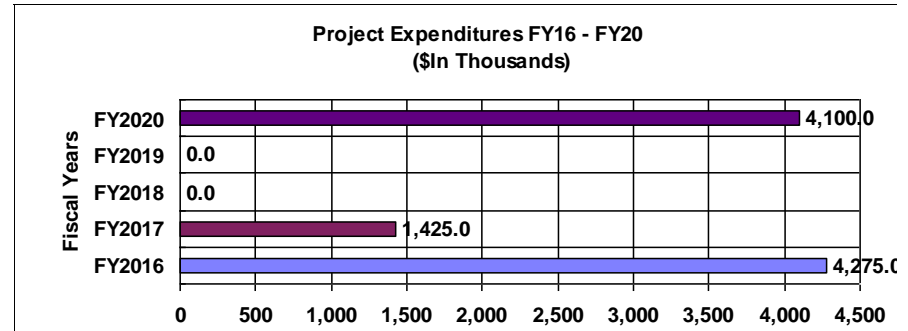
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

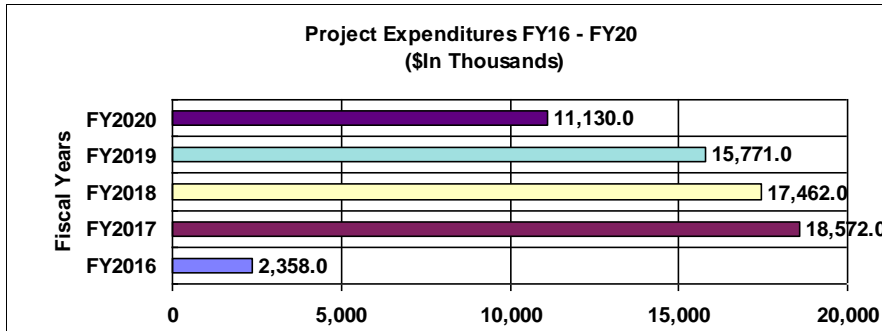
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31672 Hamilton Bus Facility**



**Project Scope**

This project provides for capital improvements to the Hamilton Boulevard Bus Operations and Maintenance Facility to improve on-site fueling, bus cleaning, fare collection, staging, and maintenance of buses. Design, construction, and start up of a new Industrial Wastewater Treatment Plant (IWTP).

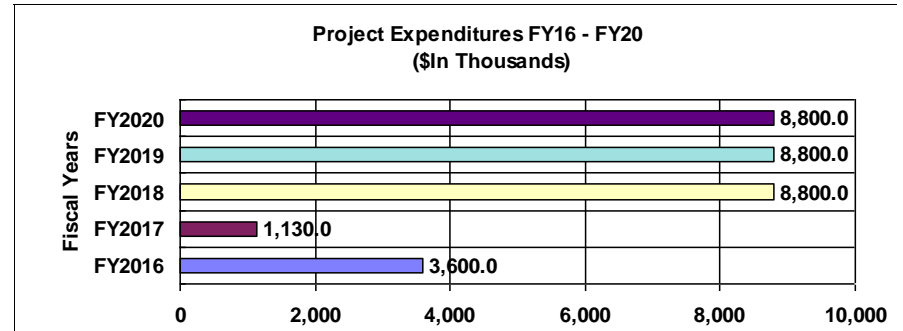
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

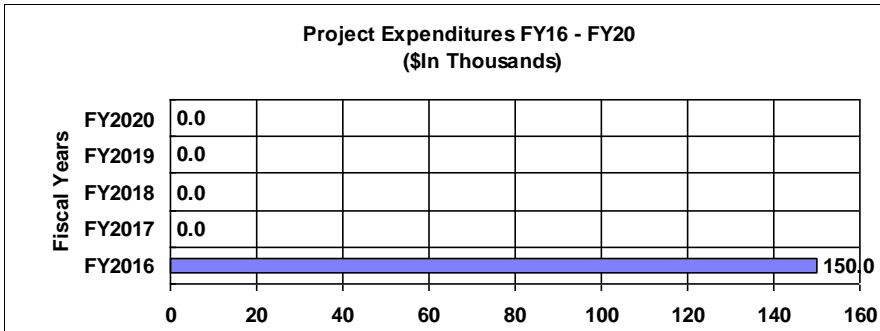
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31684 Voice Com Infrastructure**



**Project Scope**

The scope of this project is to replace an aging and substandard voice communications system with a system that will utilize IP Telephony, also known as, Voice over Internet Protocol (VoIP) throughout the Authority. MARTA’s existing telephone system is two decades old and has past its life expectancy. The system communicates over outdated infrastructure and contains components that are no longer manufactured.

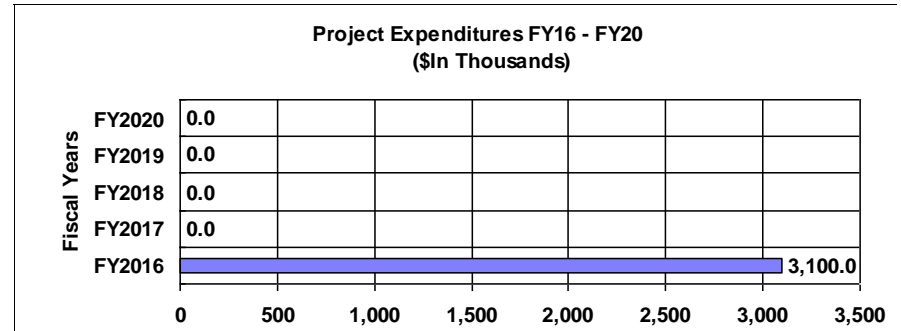
**Operating Budget Impact**

These costs are for training and Cisco Maintenance/Technical Support for Network and Data communication hardware and software (Includes VoIP phones).

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
633,410	633,410	633,410

**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**

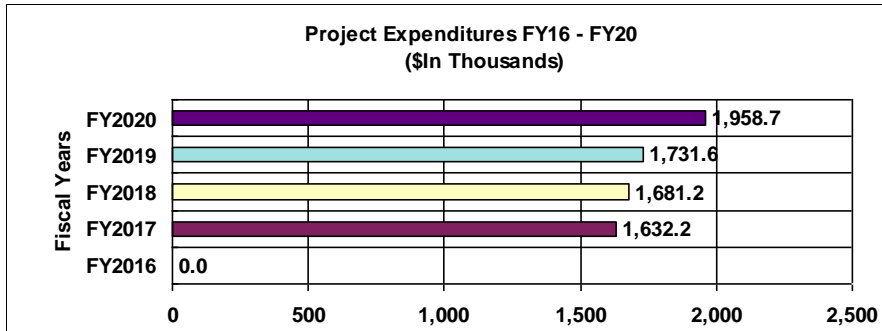
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**31691 CQ312 42M**



**Project Scope**

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

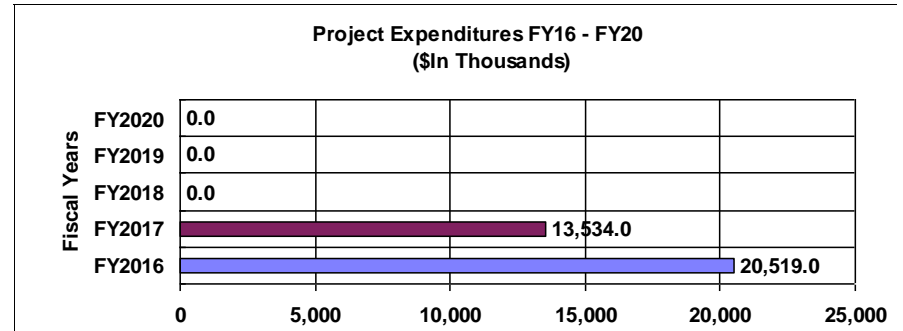
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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 FACP's will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center.

**Operating Budget Impact**

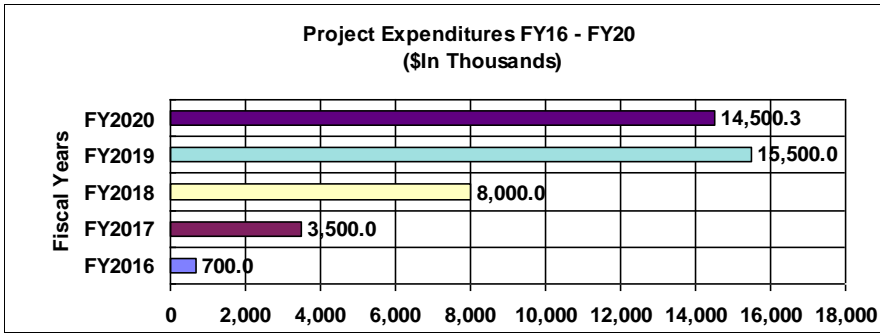
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0



**31701 Track Switch Steel and X-Ties**



**Project Scope**

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

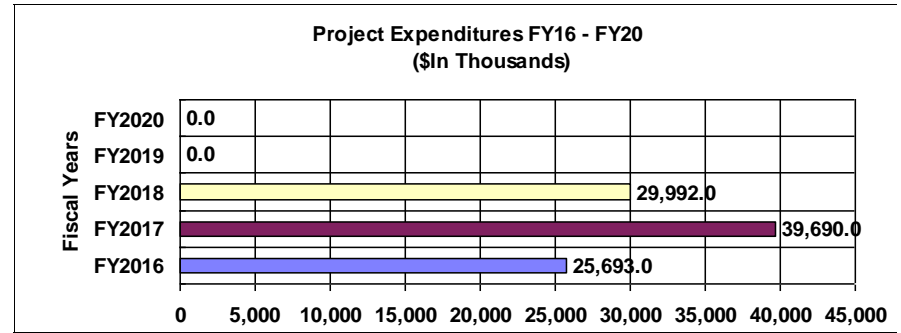
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

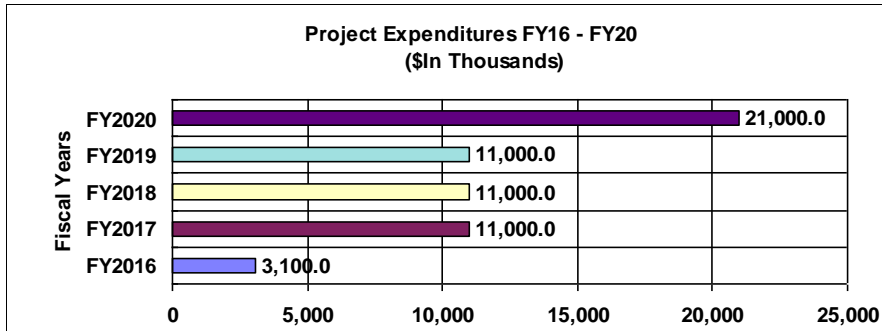
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31704 TPSSs: E Yd; N Av; S Int; W Lk**



**Project Scope**

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

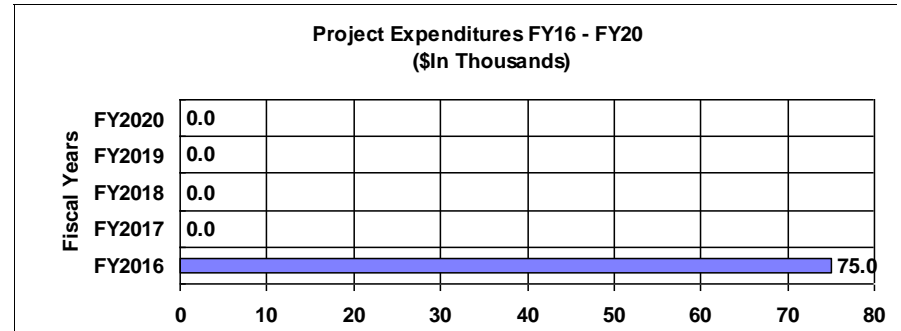
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31705 Emergency Trip Sts Gr 2: South**



**Project Scope**

This project provides for the procurement and installation of new emergency trip stations, cabling and emergency telephone wiring at all locations along the South Rail Line.

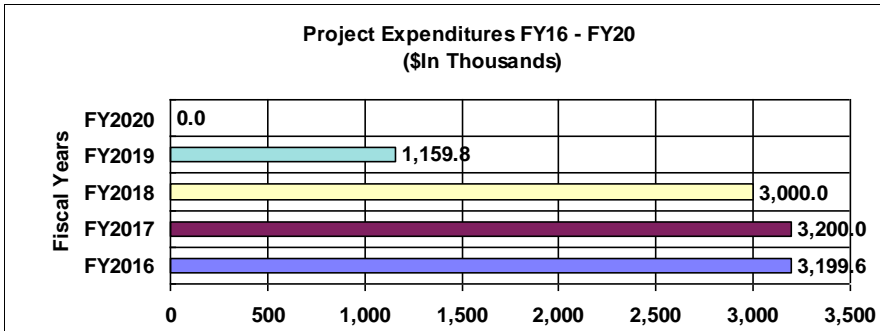
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

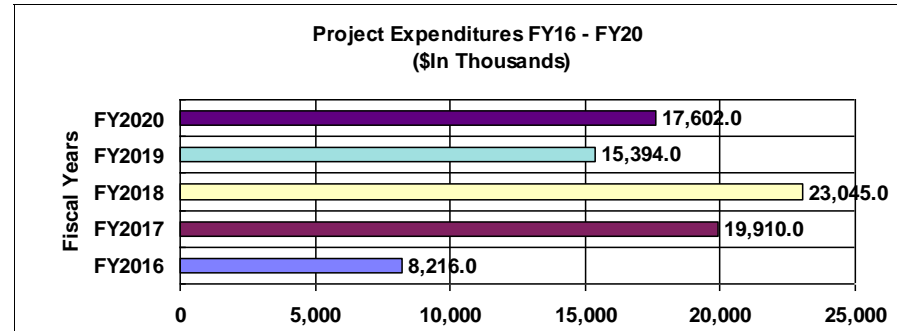
**Operating Budget Impact**

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*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

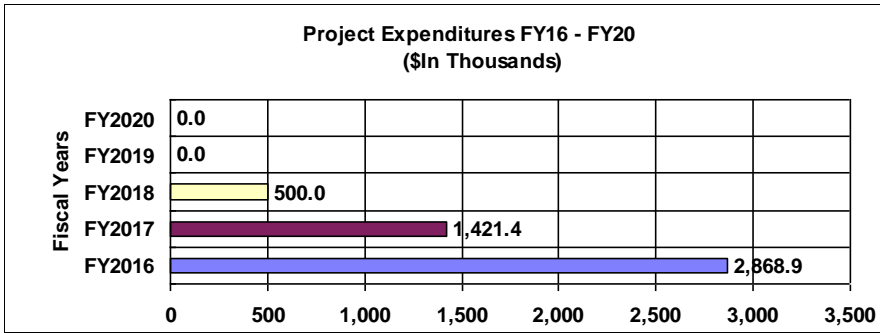
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

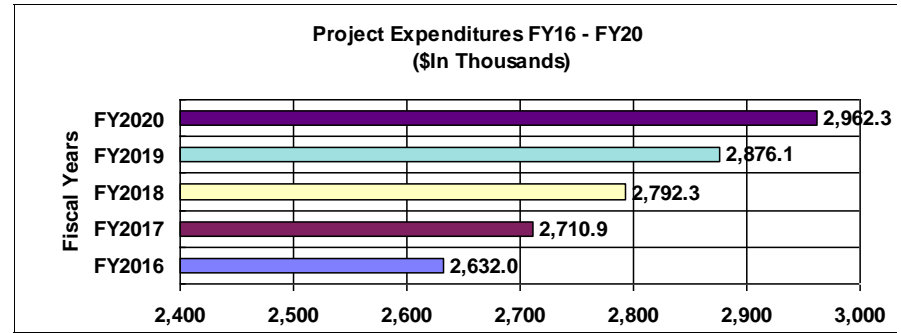
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31726 LCARE CQ311 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.

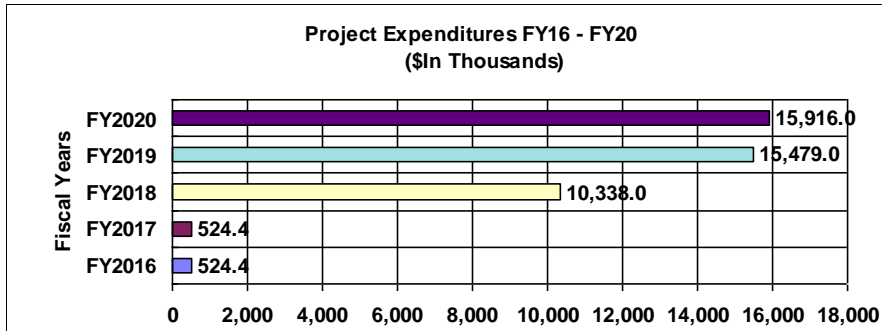
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

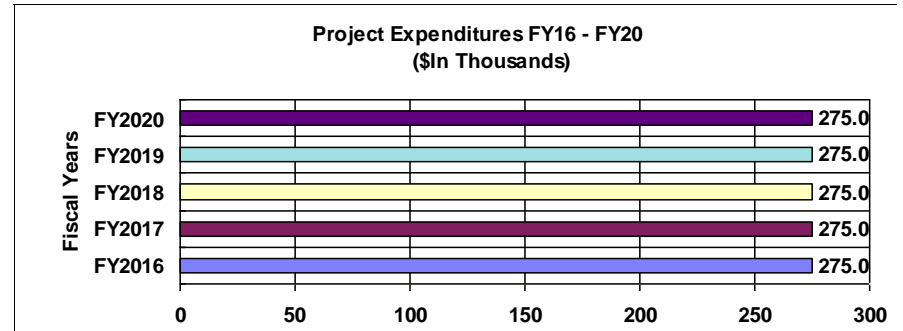
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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 housed in the new racks. This configuration will accommodate 3 to 4 years growth until a long term solution is established.

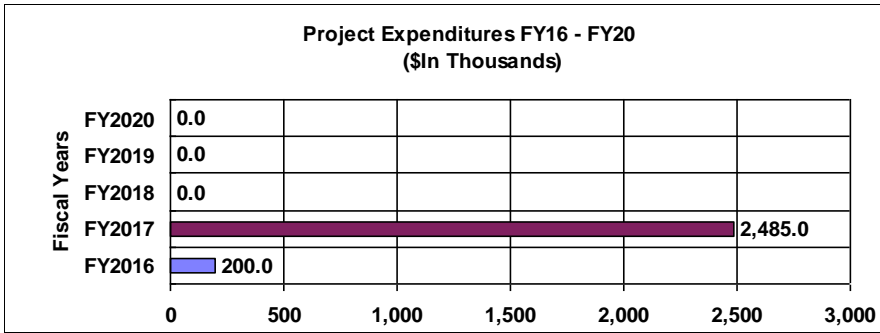
**Operating Budget Impact**

These costs are for maintaining the Datacenter infrastructure equipment such as CRAC units, etc.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

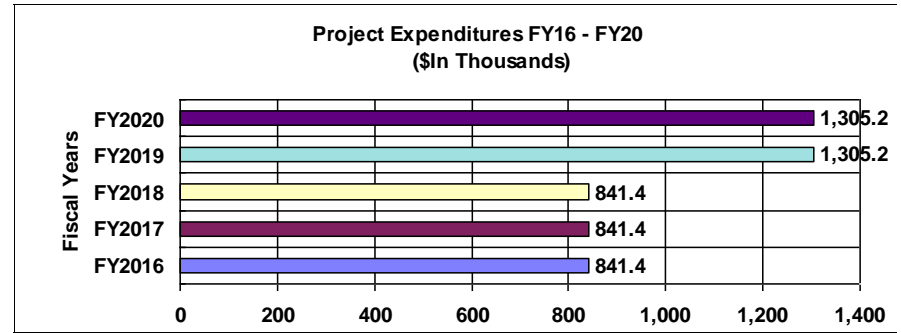
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

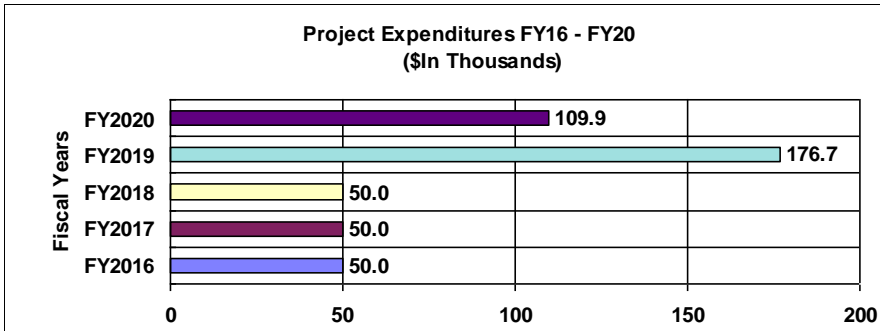
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

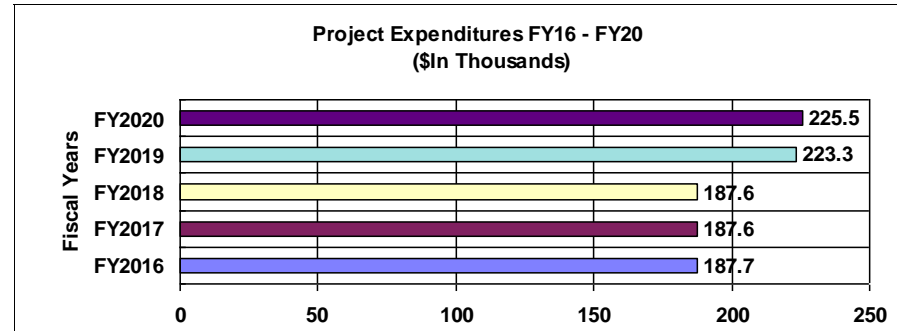
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

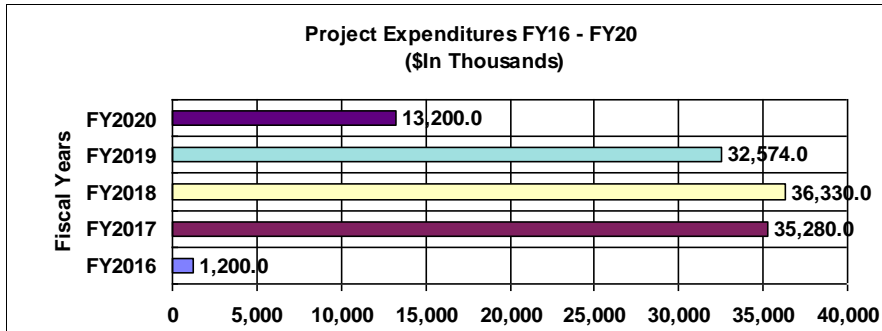
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

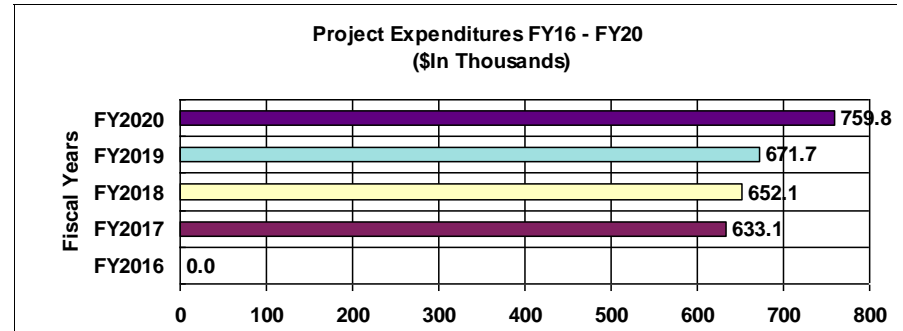
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31758 CQ312 60M**



**Project Scope**

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

**Operating Budget Impact**

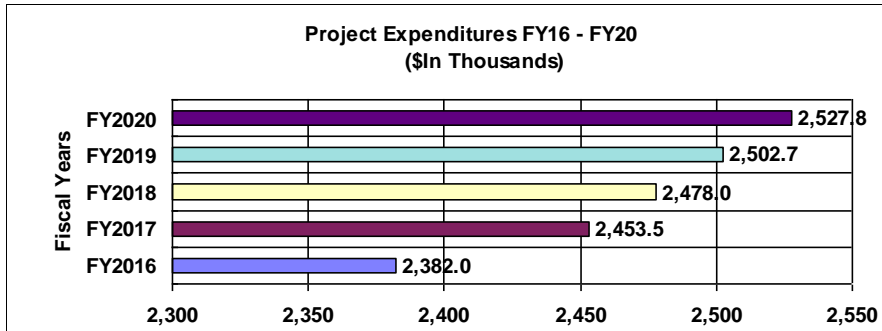
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

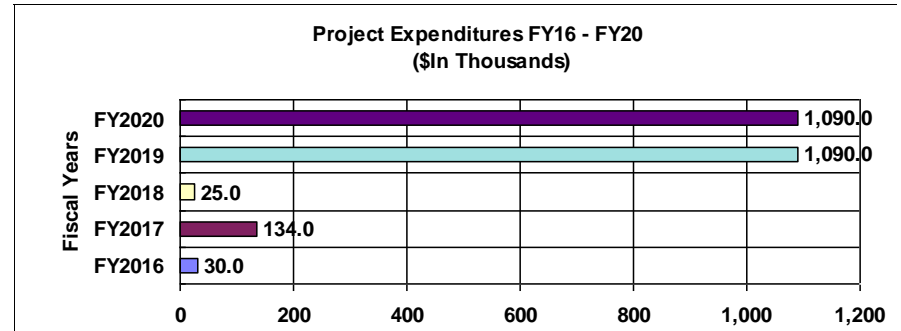
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

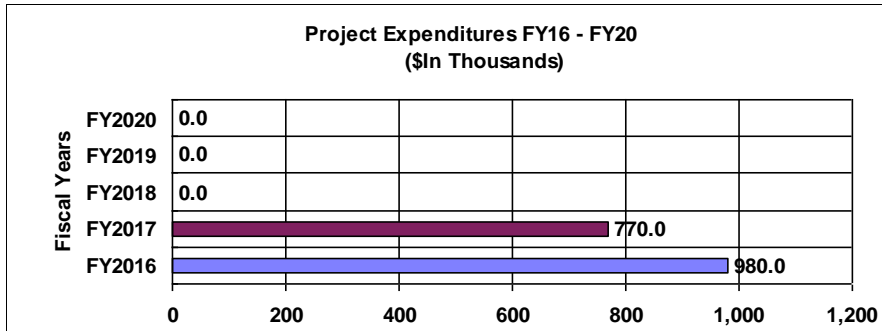
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

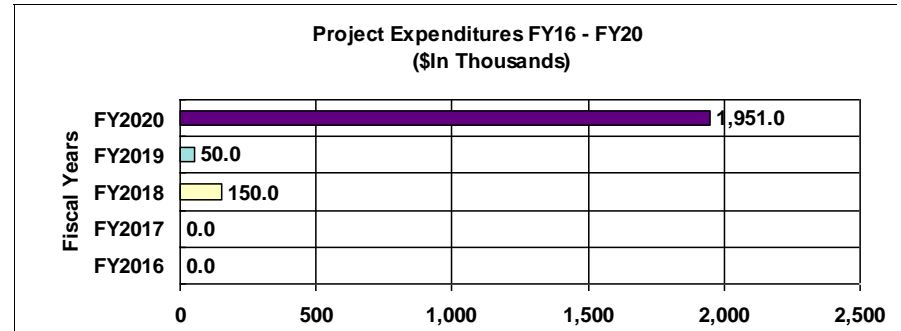
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

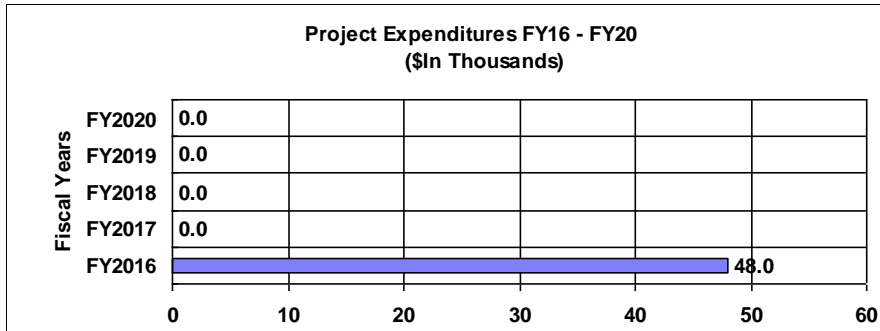
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

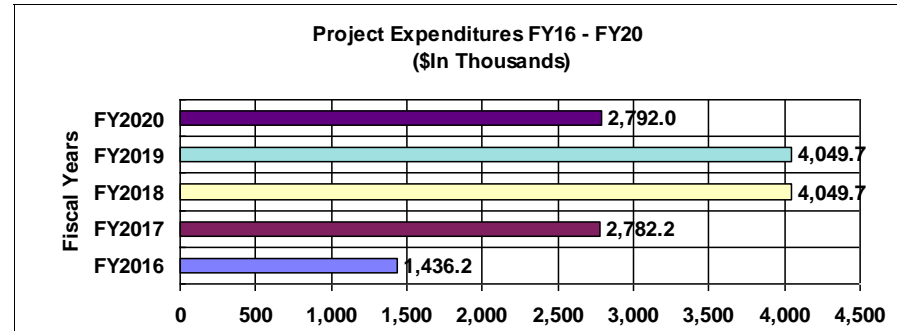
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

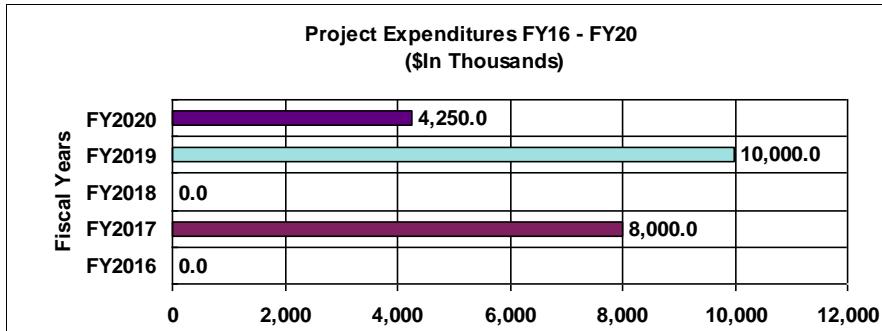
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31888 FY14 Paratransit Vans**



**Project Scope**

The scope of this project is to replace aging Mobility fleet.

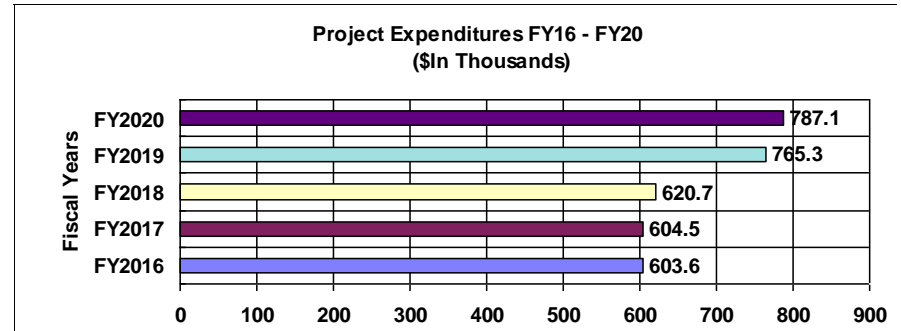
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

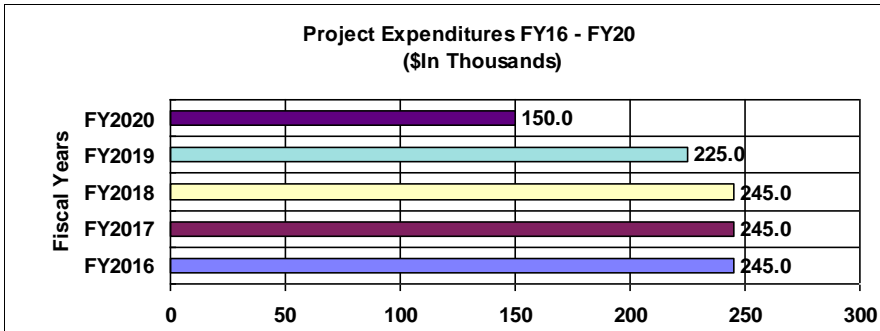
**Operating Budget Impact**

The annual costs are for Cisco Maintenance/Technical Support for Network and Data communication hardware and software.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

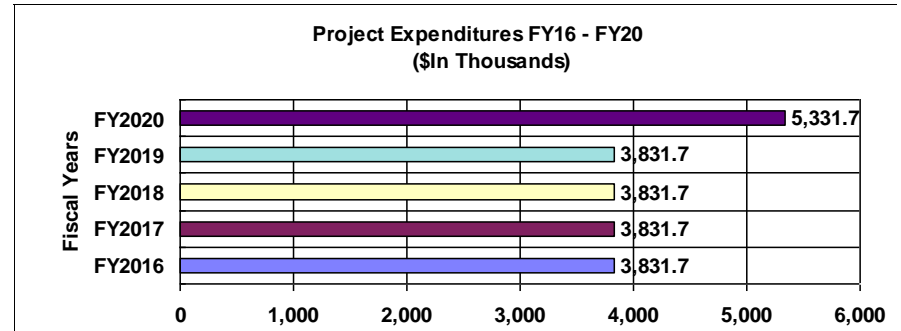
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

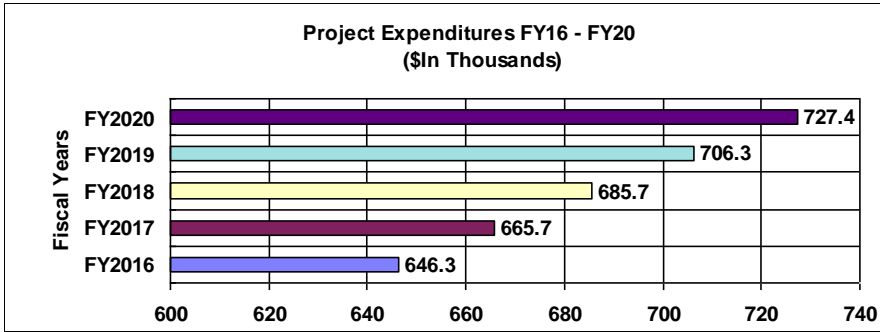
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

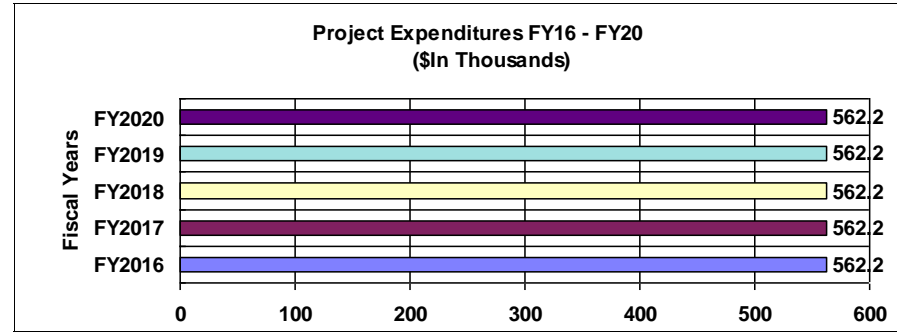
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

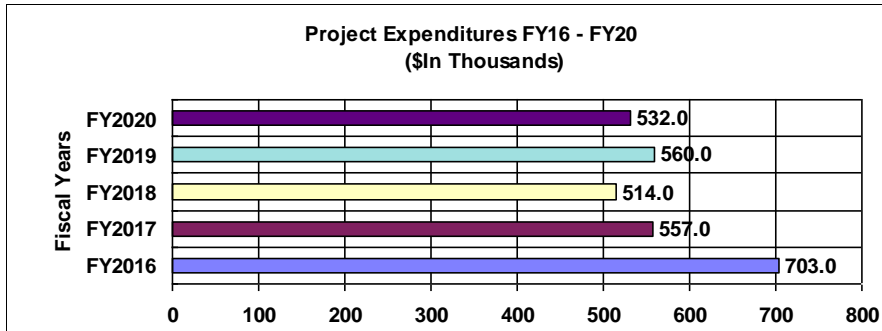
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

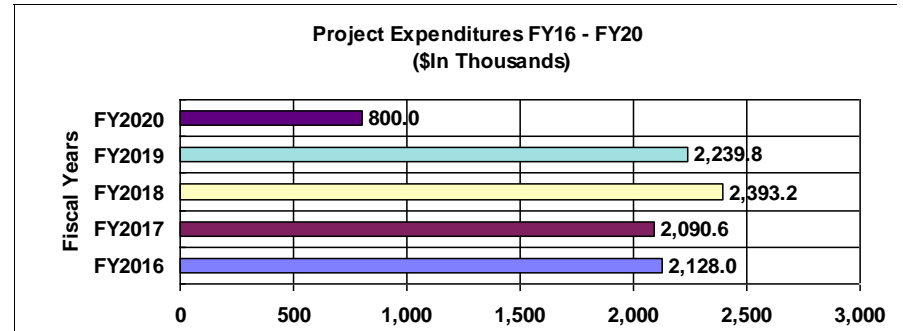
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

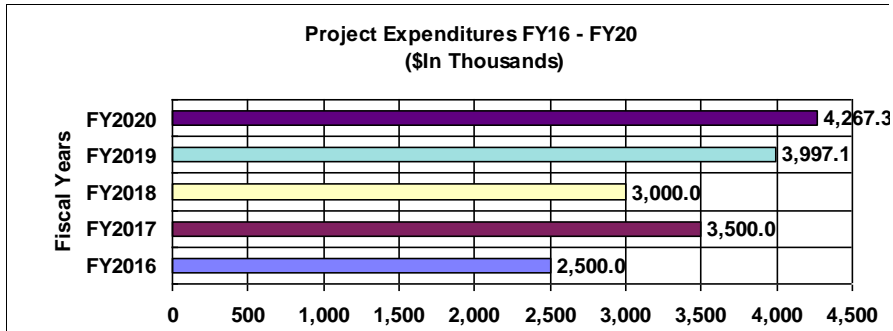
**Operating Budget Impact**

This project will eliminate welding contracts, administrative costs for urgent procurements, higher material costs due to expedited procurements and shipping.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-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.

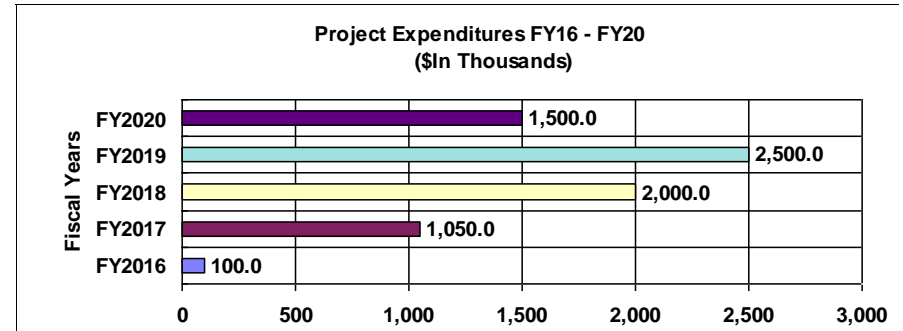
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

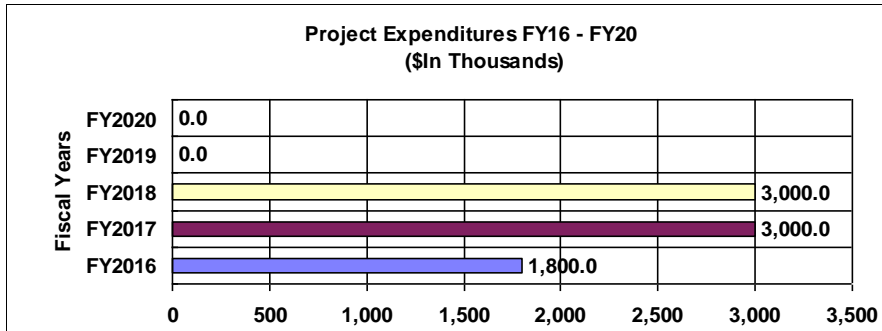
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

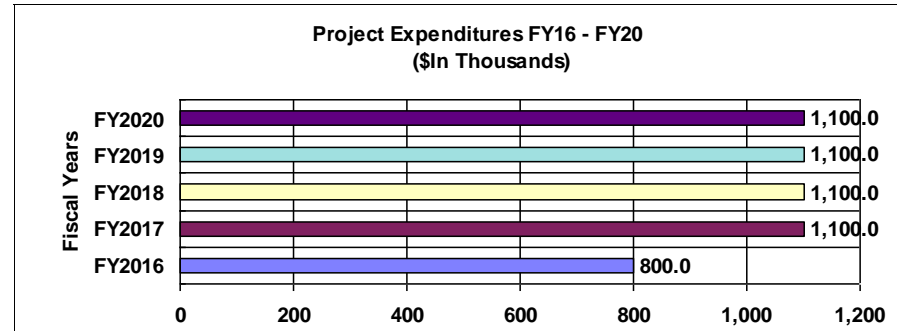
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

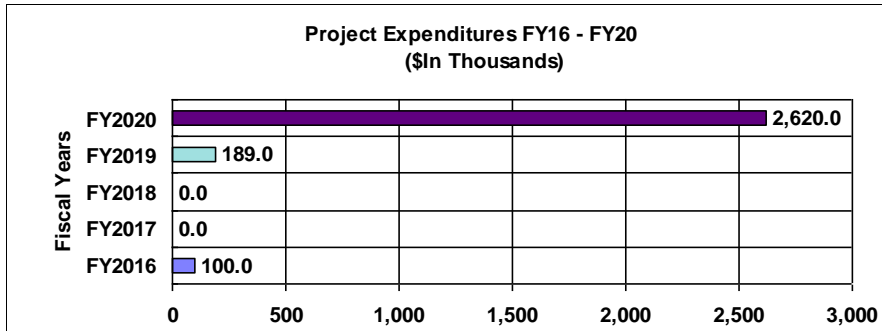
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

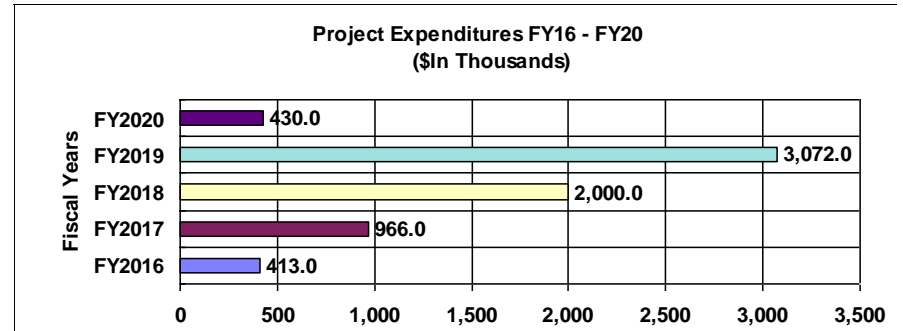
**Operating Budget Impact**

The maintenance starts at \$83,000 for the first year up to \$108,000 in year five.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
83,000	90,000	97,000

**31959 Door Safety Interlock**



**Project Scope**

The scope of this project is to provide the necessary track equipment to allow rail cars to stop at precise predetermined points along the platform in each rail station and to prevent the unintentional opening of doors on the wrong side of the train while at the platform.

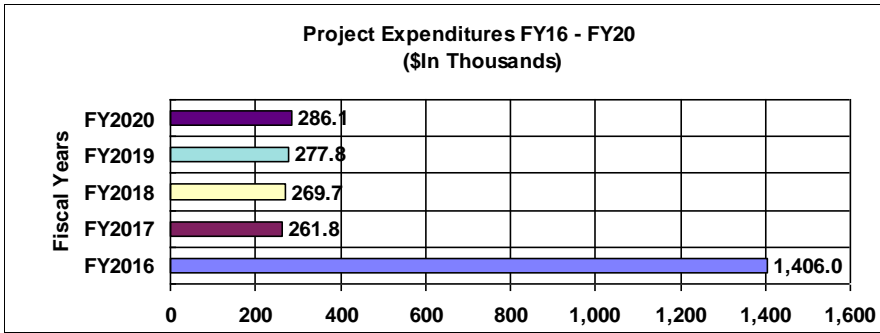
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31963 Rail Station Concessions**



**Project Scope**

This project will generate sustainable retail revenue streams through the strategic development of prioritized retail concepts. Retail concessions will be implemented through a phased approach.

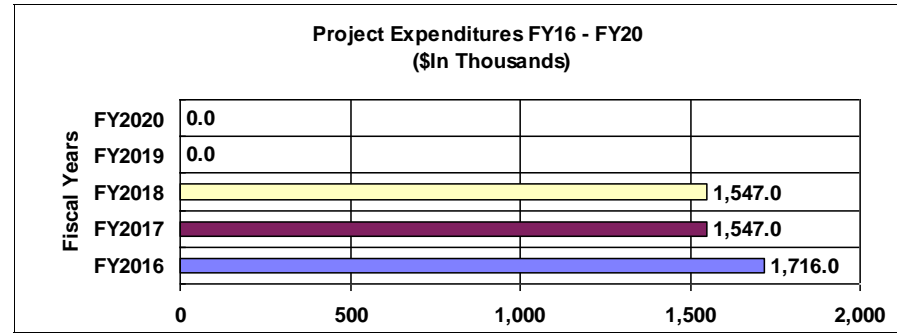
**Operating Budget Impact**

The savings result from additional revenue from retail concessions.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-650,000	-650,000	-650,000

**31968 RSCC Stabilization**



**Project Scope**

This project was created to assess the current state of the entire Automatic Train Control (ATC) and SCADA environments at RSCC. The program includes multiple related projects that simultaneously stabilize the current Train Control and Supervisory & Control systems through repair and replacement while seeking sustainable long term solutions until implementation of the Train Control and Supervisory & Control and Data Acquisition (SCADA) System Upgrade Project (31703).

**Operating Budget Impact**

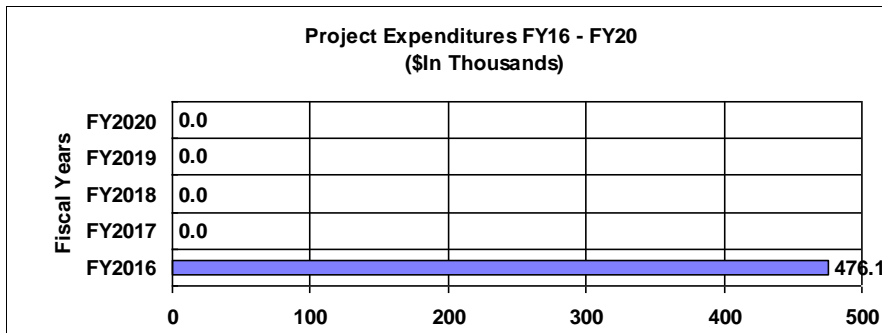
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**31970 Integrated Operations Center**



**Project Scope**

The scope of this project is to prepare a new space suitable to house Rail Services Control Center, Bus Control Center, Police Communications Center, and an Emergency Operations Center in one integrated facility. This facility will include the control center theater, staff offices, training space, computer equipment and maintenance rooms, and all communications and train control equipment for the new Train Control Systems planned under the upgrade (TCSU) program. This facility will be developed in conjunction with Project 31703 – Train Control & SCADA Systems Upgrade (TCSU).

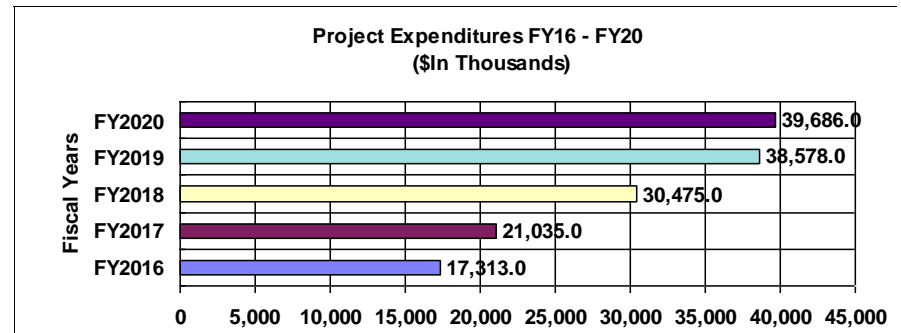
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

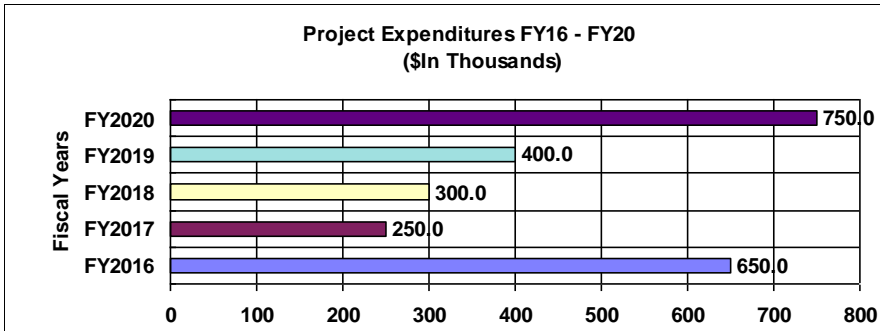
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

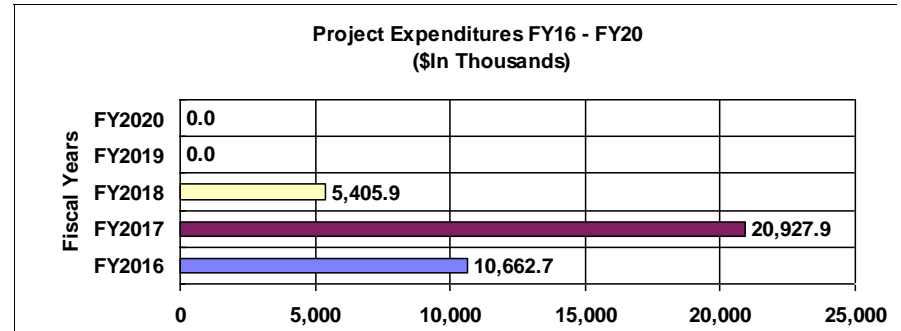
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

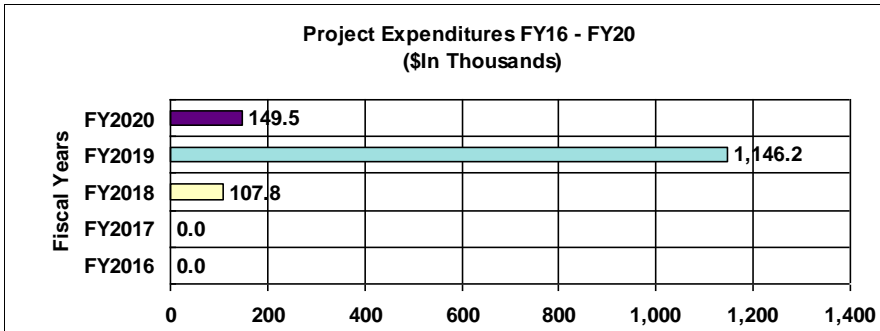
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31988 Vehicle Event Recorders**



**Project Scope**

The scope of this project is to install video event recorders in all buses, mobility vans, and non-revenue vehicles to monitor driver performance during a recorded event.

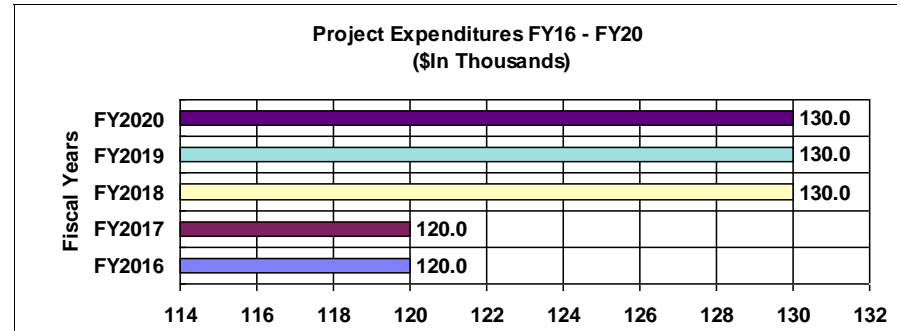
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**31991 Oracle Applications Compl Upgr**



**Project Scope**

The scope of this project is to perform legislatively mandated payroll tax upgrades throughout the year, perform upgrade of Oracle databases and related technologies to stay in compliance with technical specifications of Oracle software to continue to receive resolution to problems or software bugs and perform upgrade of business applications as they are released by Oracle

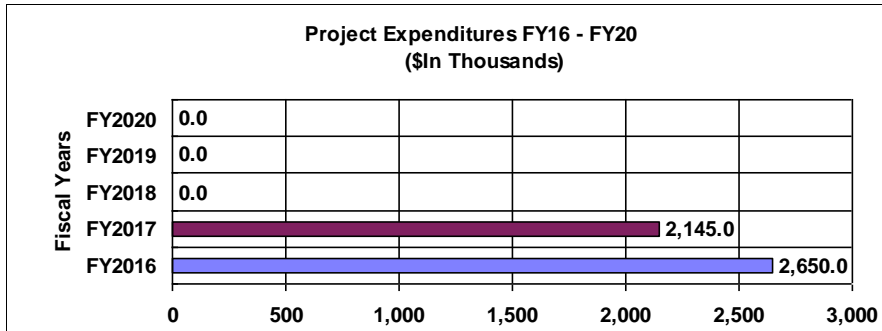
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

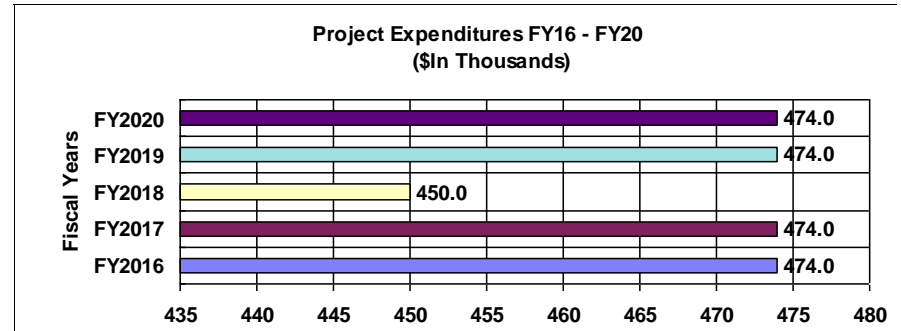
**Operating Budget Impact**

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*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-1,000,000	-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.

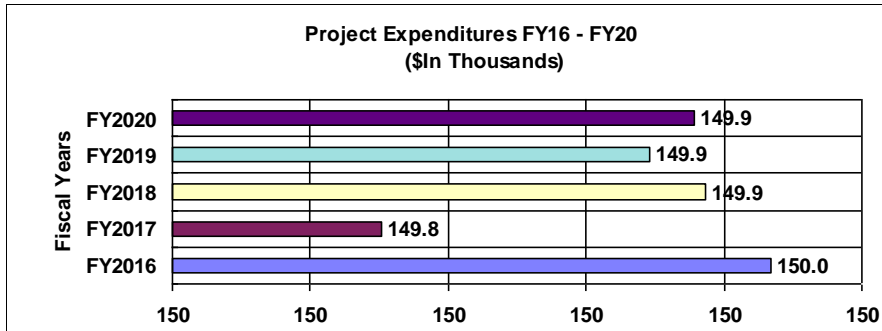
**Operating Budget Impact**

These costs cover hardware and software maintenance for File Integrity Monitor and HSM (Hardware Security Modules).

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

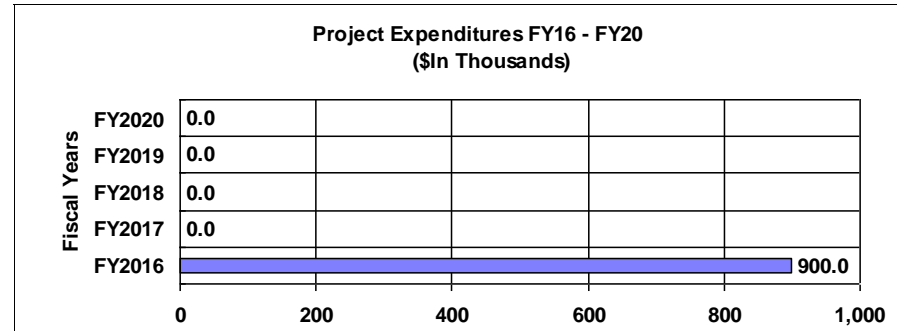
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

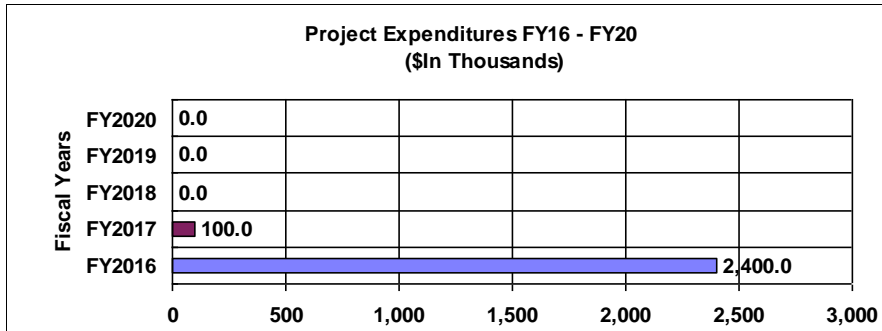
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0



**32000 CCTV Video Analytics**



**Project Scope**

The scope of this project is to implement a modern Video Analytic (VA) System to continuously and autonomously monitor the video images captured by the Authority's CCTV Cameras. The VA System will be programmed to detect activities that may threaten the safety and security of MARTA's patrons, staff, equipment and facilities.

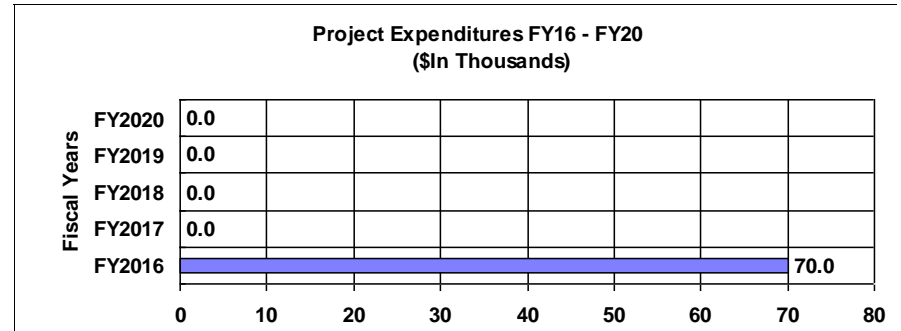
**Operating Budget Impact**

It has been estimated that MARTA loses \$1 Million dollars annually from fare evasion. The project will have a positive impact on the amount of fare evasion and allow MARTA to capture the related lost revenue. Starting in FY17, MARTA will need to staff a full-time three shift/day safety/security monitor position. The person in this position will monitor the status of the CCTV, Fire Protection, CNG and Video Analytic Systems.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	-900,000	-900,000

**32060 TPSS SS1 Equipment Rplcmt**



**Project Scope**

This project provides for Traction Power Substation (TPSS) SS1 Equipment replacement.

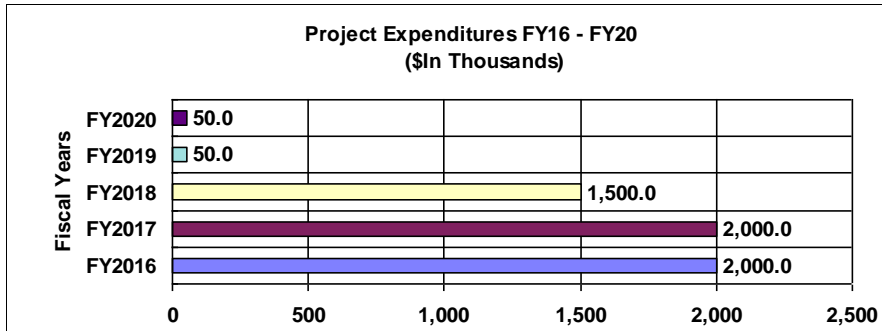
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32061 Rplc Bus Maintenance Equipment**



**Project Scope**

The scope of this project is to replace Bus Maintenance Equipment including chassis dynamometers at Perry, Laredo, and Hamilton, lifts at Hamilton and Browns Mill, upgrade fuel focus equipment on the bus fleet, renovate and upgrade existing transmission dynamometer.

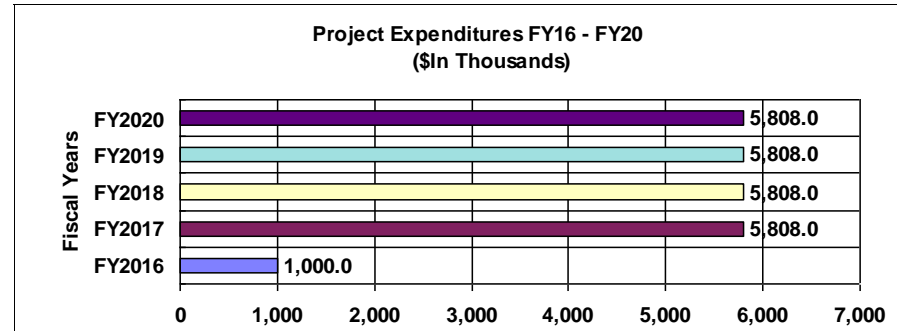
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

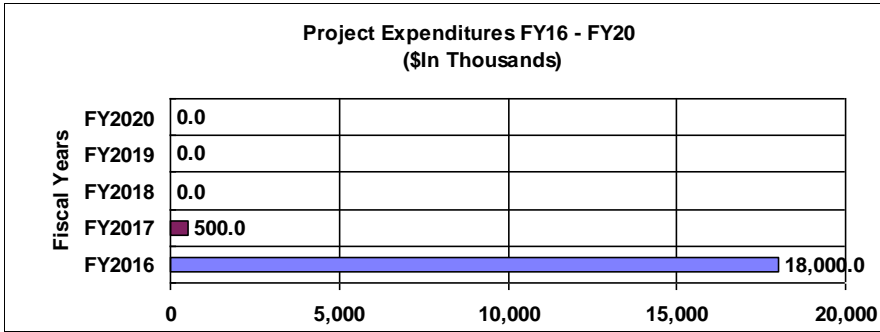
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

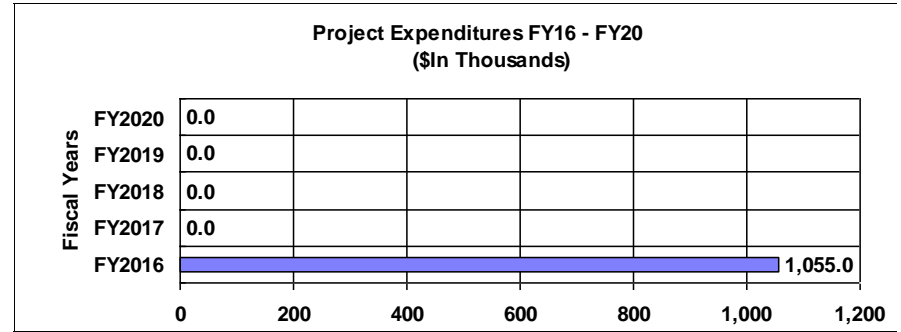
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32064 CNG Detection Systems Upgrade**



**Project Scope**

The scope of this project includes the following activities:- Evaluate the condition of the Natural Gas Monitoring Systems at Perry, Laredo and Browns Mill Bus Facilities;- Install portable Natural Gas Detection Systems at Laredo and Browns Mill as a temporary measure. Emergency procurement;- Replace three beam detectors located in the Browns Mill Paint Booths;- Completely replace the Natural Gas Detection Systems located at Perry, Laredo and Browns Mill Bus Facilities. The new system will have remote monitoring and diagnostic capabilities;- Upgrade aging ancillary CNG Protection Systems at Perry, Laredo and Browns Mill Bus Facilities. Include Motor Control Panels, Fans, Louvers and electrical distribution systems.

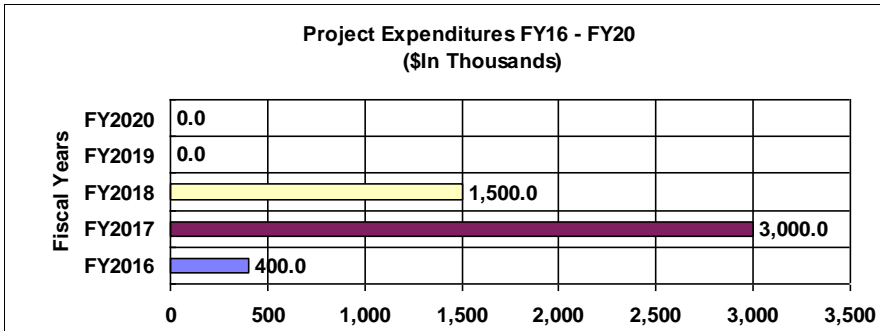
**Operating Budget Impact**

These costs cover the maintenance contract to CNG firm to calibrate, test, and maintain equipment at Browns Mill, Laredo, and Perry.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
100,000	100,000	100,000

**32067 Browns Mill Systems Renovation**



**Project Scope**

This project provides for the installation and/or reconstruction of major systems at the Browns Mill Garage including: 1) Upgrade existing lighting systems to current industry standards throughout the building. 2) Grind and resurface existing floors on the first floor as needed. 3) Installation of two stop elevator. 4) Renovation to bring building up to current ADA and life safety codes. 5) Work area renovations to improve functionality and efficiency. 6) New flooring and parts storage racking system in the Store Area.

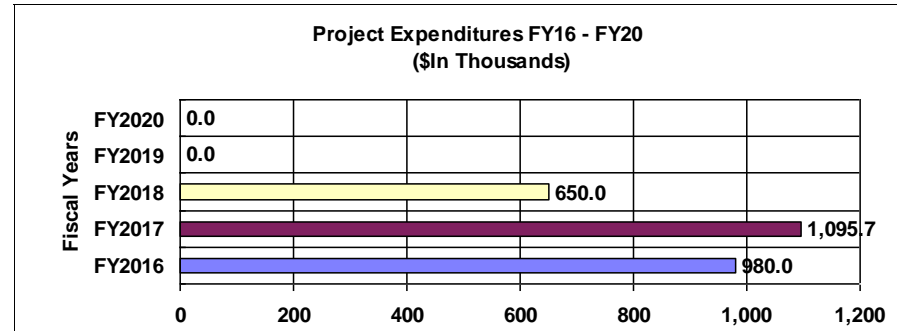
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32072 Telephone Sustainability**



**Project Scope**

This project encompasses various initiatives to sustain the existing Telephony Infrastructure throughout MARTA. This should include upgrading/replacing and maintaining the aging voice systems infrastructure to improve system availability, reliability, and integrity.

**Operating Budget Impact**

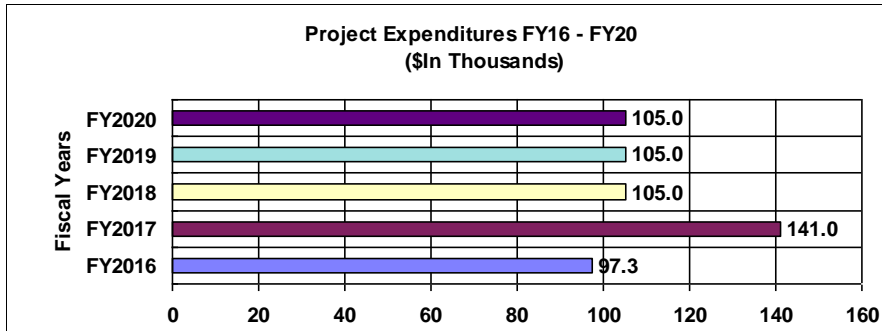
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**32076 Printshop Equipment Lease**



**Project Scope**

This project will renew the lease for digital printing equipment currently used by MARTA's Print Shop. This renewal creates the most cost effective solution based on current and future equipment configuration and workflow to provide the most efficient process improvements for the Authority's document requirements.

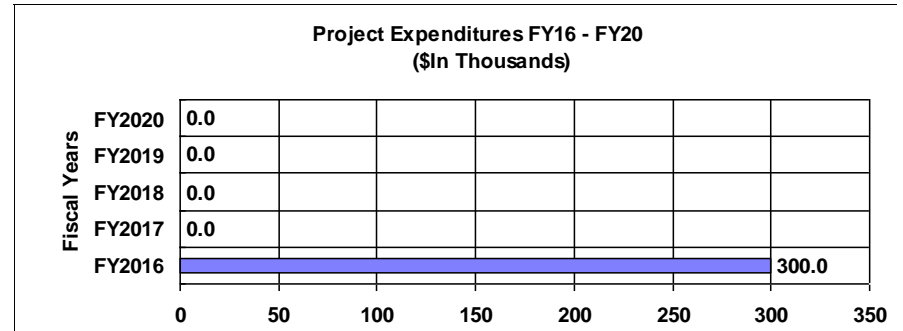
**Operating Budget Impact**

The leased equipment allows the Authority to perform print jobs which were outsourced previously. Cost such as supplies, maintenance, and training are included in the maintenance agreement and covered over the duration of the contract.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-75,000	-75,000	-75,000

**32083 West Line Extension Assessment**



**Project Scope**

The purpose of this project is to provide a high-level assessment and evaluation of potential transit improvements in the West Line corridor. In order to initiate the project in a timely fashion, the work activities have been divided into two phases. Phase I includes the project startup and initial outreach and coordination activities. Phase II, if needed, includes the balance of the project activities.

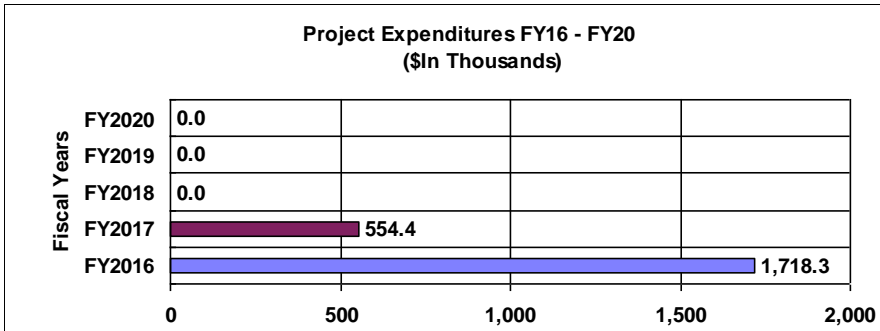
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

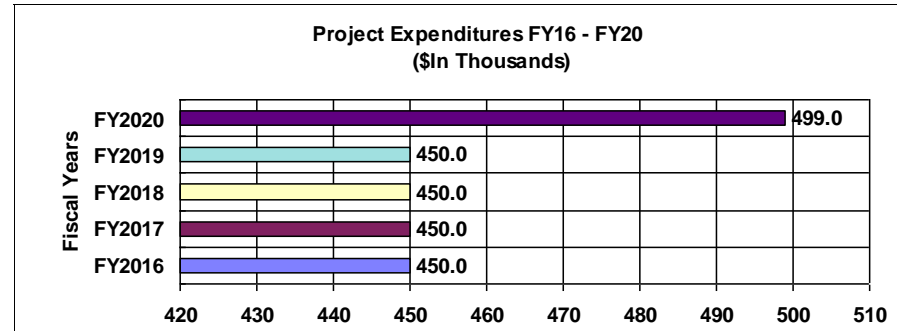
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

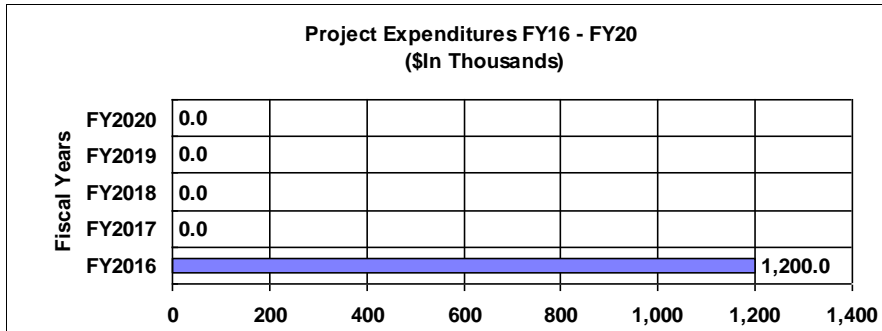
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**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.

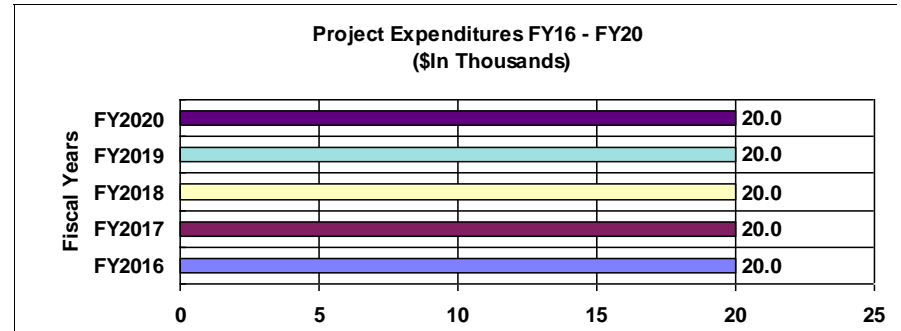
**Operating Budget Impact**

Approximately \$10,000 would be added to the annual budget.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

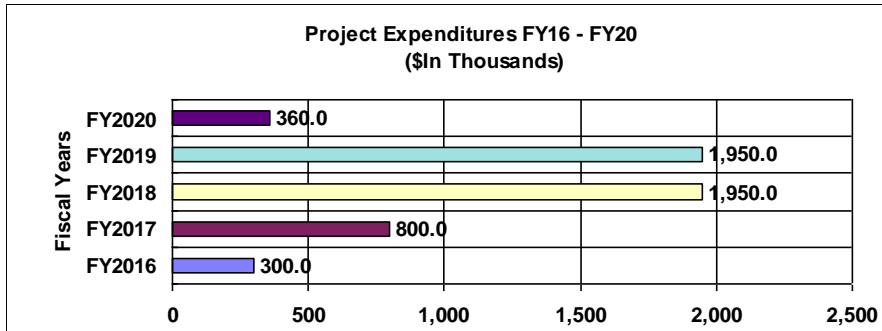
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

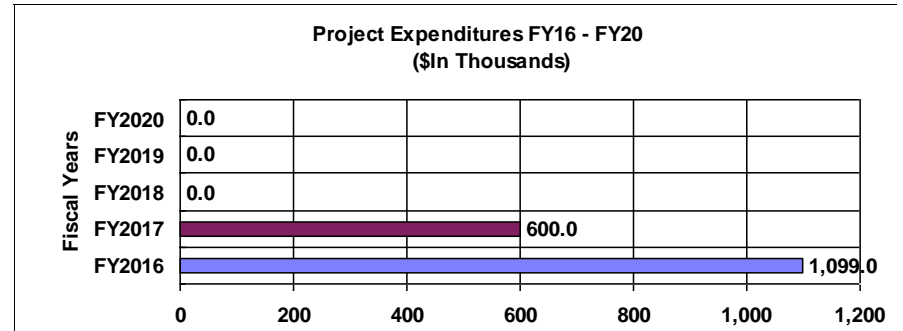
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

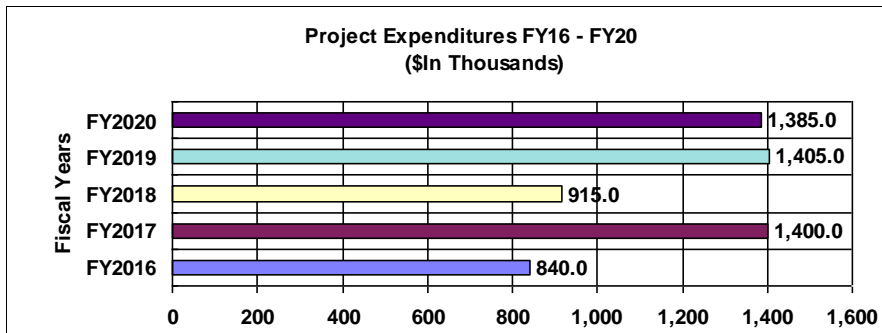
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

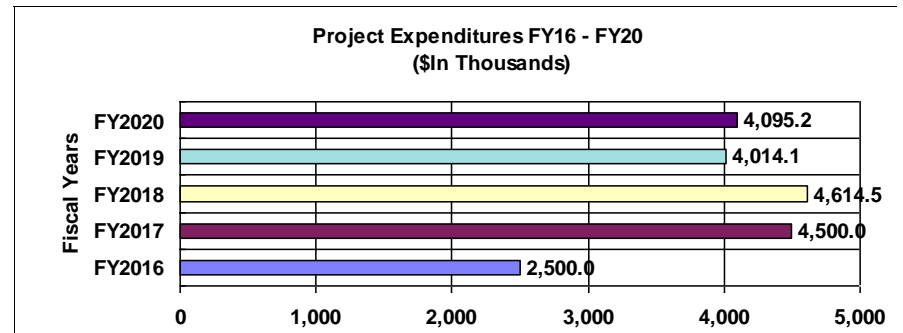
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

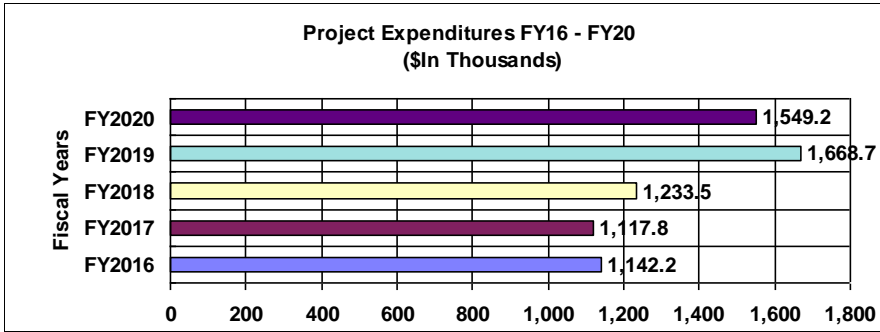
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

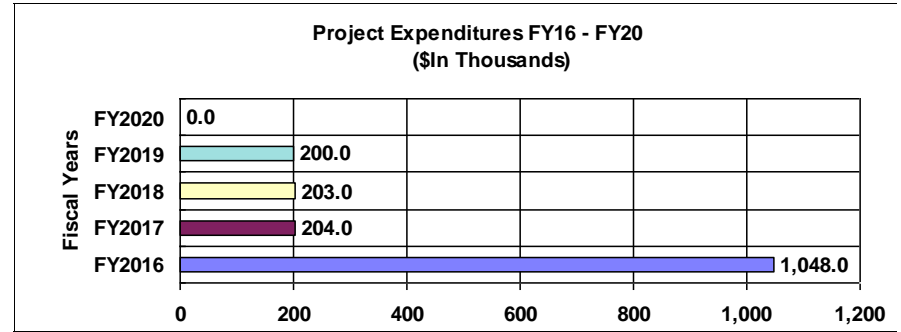
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

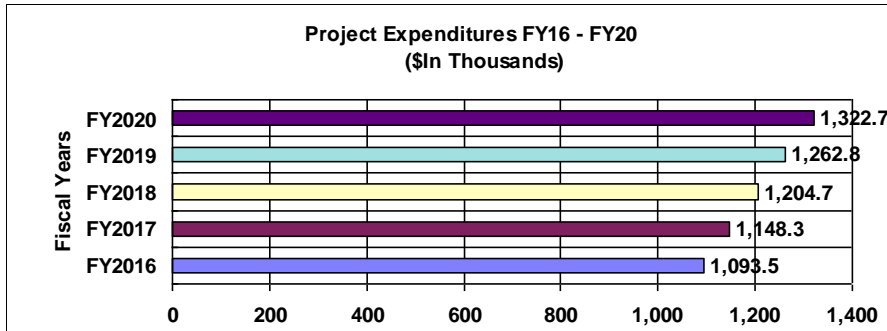
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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 2015 and forward. This project includes completion of initial project checklists, project origination documents and feasibility studies, where requested for candidate CIP projects.

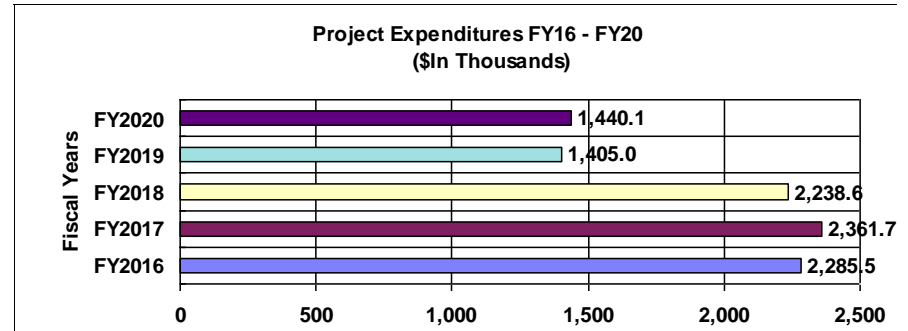
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

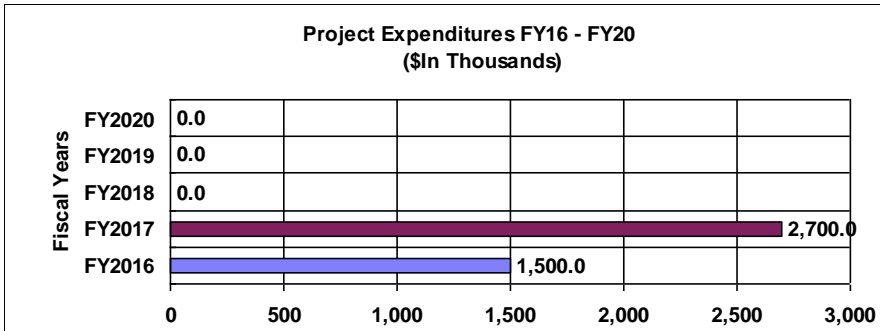
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**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.

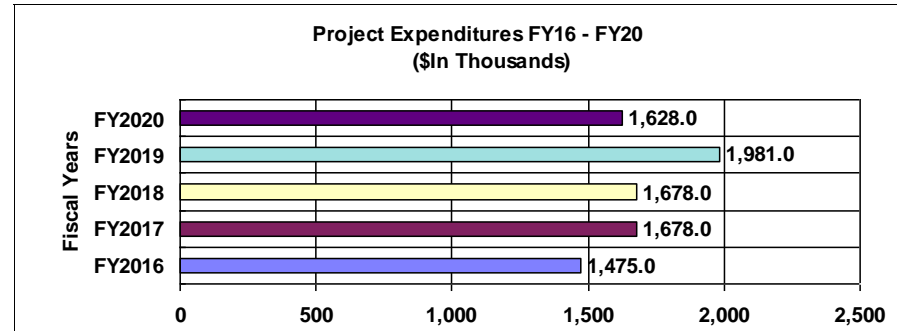
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

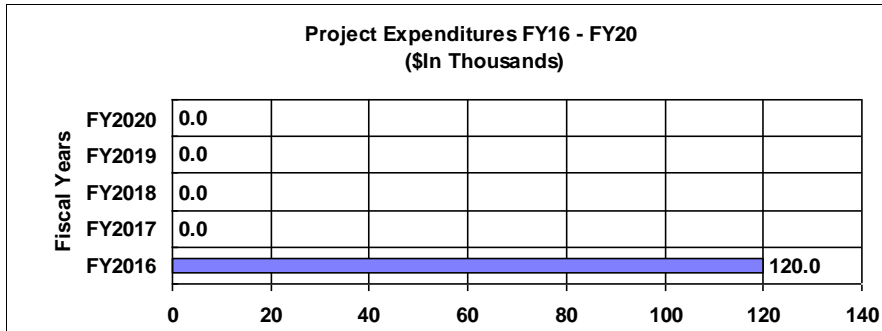
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32110 Risk Mgmt Info Sys (RMIS) Upgr**



**Project Scope**

This project pertains to procure hardware and software to establish a new Risk Management Information System (RMIS). The Authority is self-insured and self-administers both liability and workers’ compensation claims. This effort includes taking incident reports and statements, performing investigative work, interacting with government entities and dispersing payments to injured parties along with a host of other activities. The RMIS is the most important tool the staff uses on a daily basis to handle the claims administration process. The Office of Risk Management cannot operate efficiently and effectively without this critical knowledge base.

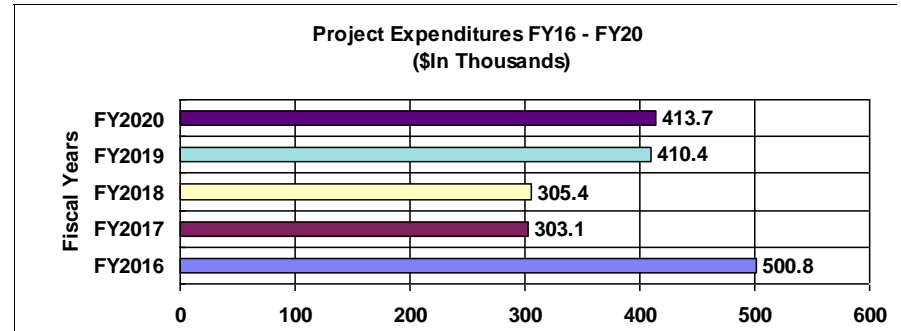
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

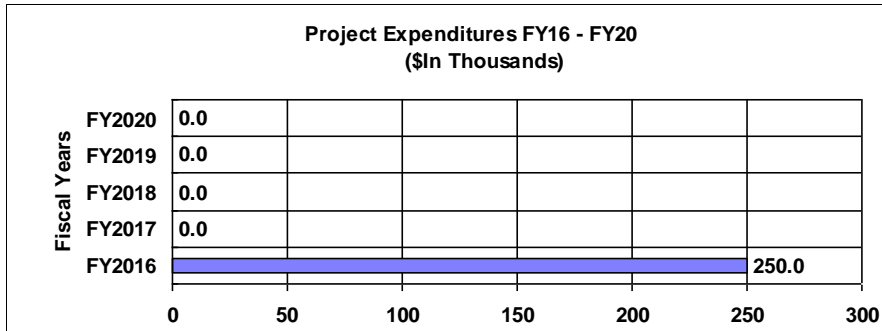
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**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.

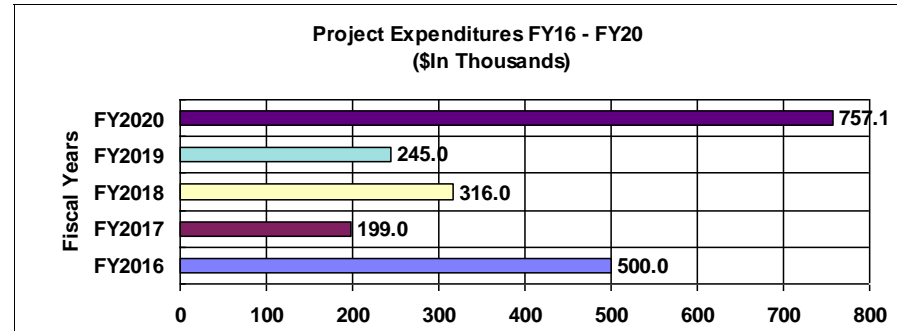
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32119 Enterprise Wireless LAN Sys Up**



**Project Scope**

This project will upgrade and expand the current wireless Local Area Network (LAN) to provide wireless LAN connectivity at all desired MARTA locations. Additionally, it will provide an increase in bandwidth to satisfy users communication needs, increase scalability to support an increasing number of users as MARTA grows, improve security to defend the network against various attacks, improve management capabilities, guarantee reliability and performance, support future technology developments and accommodate enterprise-class network demands.

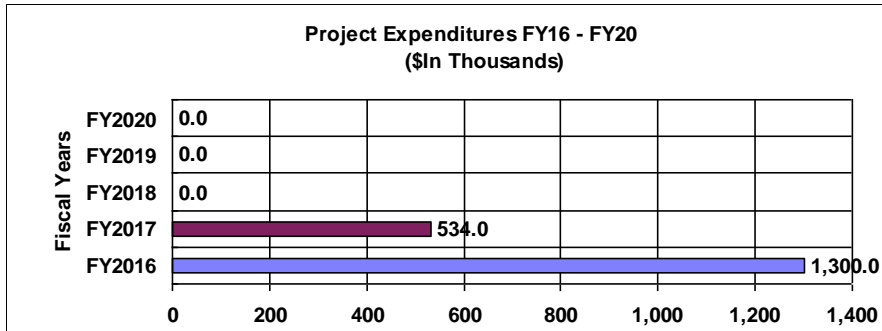
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32122 Avondale Fire Hydrant Sys Reno**



**Project Scope**

The scope of this project is to design and construct/rehab the Fire Protection System for Avondale Yard.

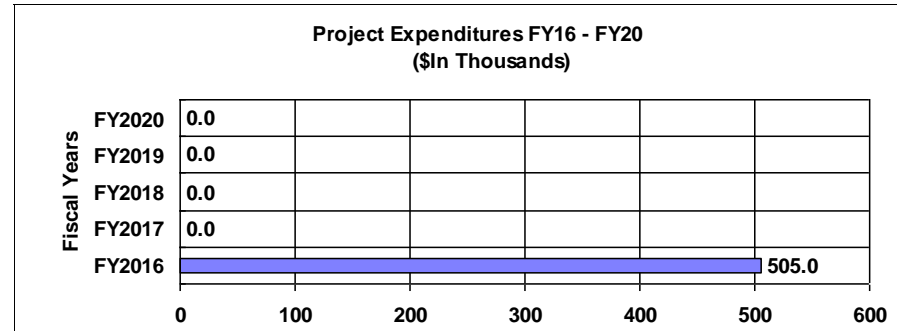
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32123 MARTA HQ Renovation**



**Project Scope**

The primary scope is to replace the failing HVAC units on the building. Other small projects would consist of upgrades and replacements of other failing assets including: HVAC, Plumbing, Electrical, Systems, & Architectural systems.

**Operating Budget Impact**

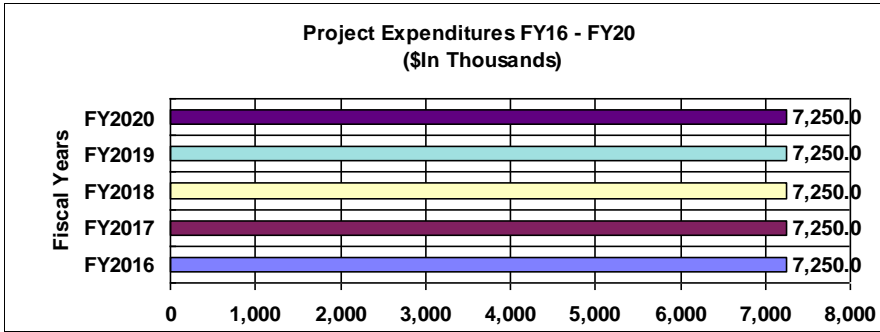
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**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.

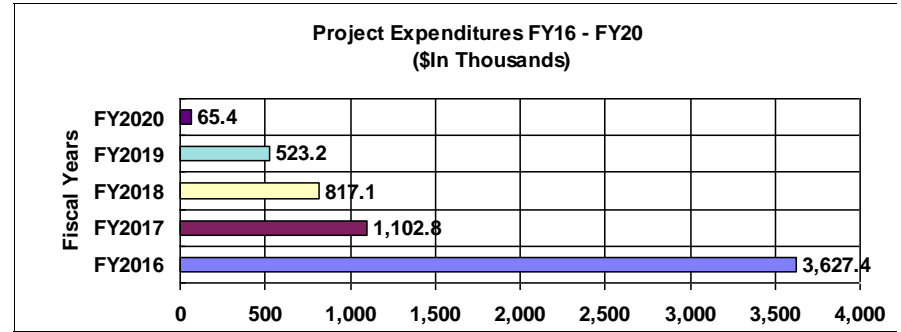
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

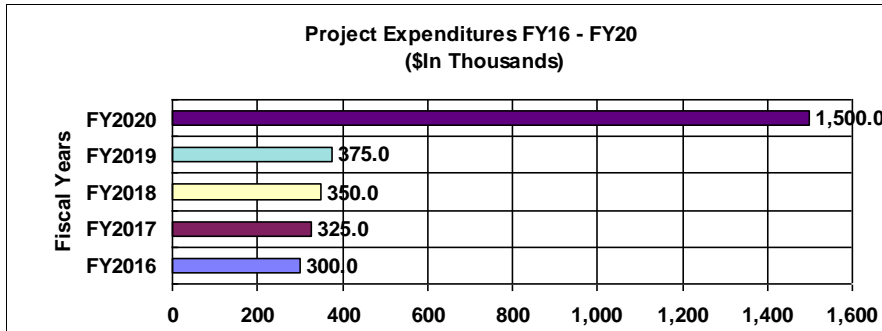
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

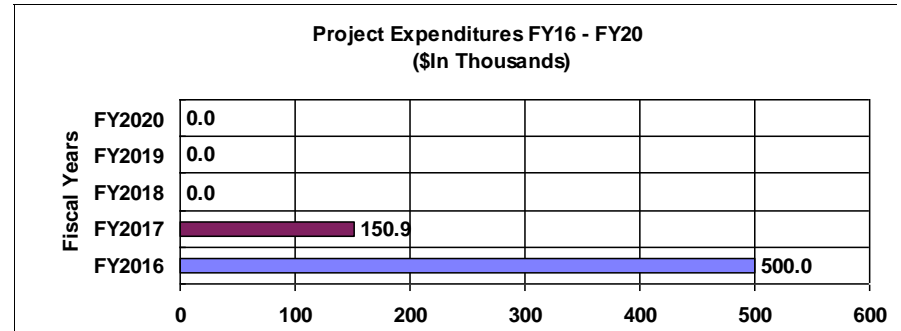
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

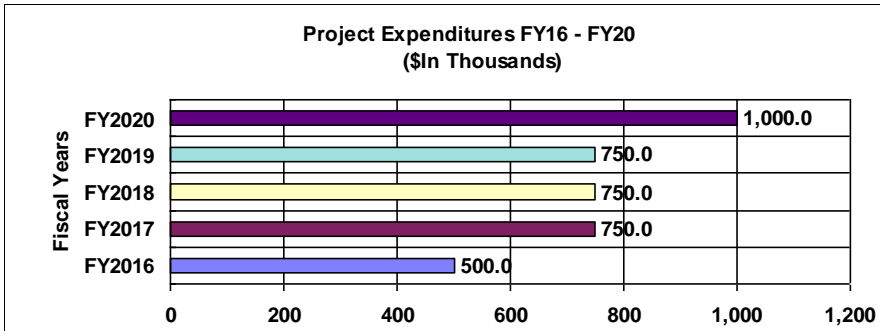
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**32129 Enterprise Technology Security**



**Project Scope**

Enterprise Technology Security (ETS) is the platform to ensure that the Authority is meeting all regulatory requirements for information technology security, not exposing sensitive infrastructure operations, and mitigating unwanted information risks of the Authority and its' stakeholders. Proactive security oversight management must anticipate and model various threats, likelihoods, and impacts to the Authority, in addition to the selection of and prioritization of controls to bring information systems in line with acceptable risk tolerance.

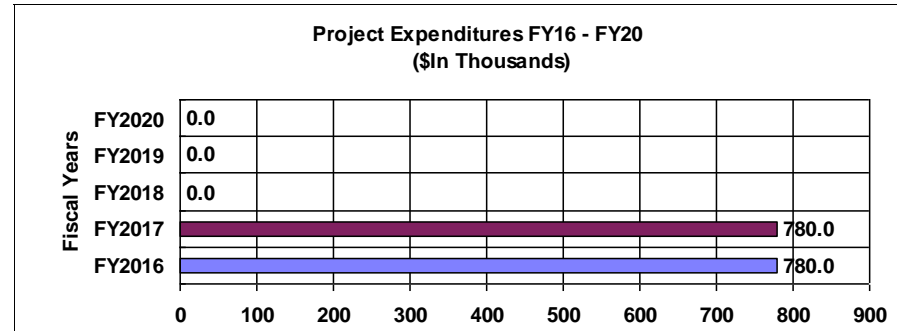
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

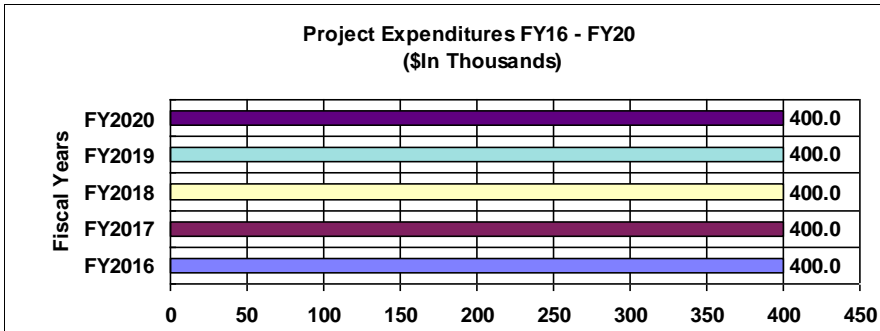
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32131 Rail Car Rotables-FY14-FY23**



**Project Scope**

The purpose of this project is to provide Rail Car Maintenance a means for procuring spare parts that are identified as Rotables which are not purchased through MARTA's inventory process and are outside the LCARE Program. Rotables purchased by this project will be used specifically for running repairs to vehicles (subsystem equipment) that are not being serviced by other concurrent rail car programs.

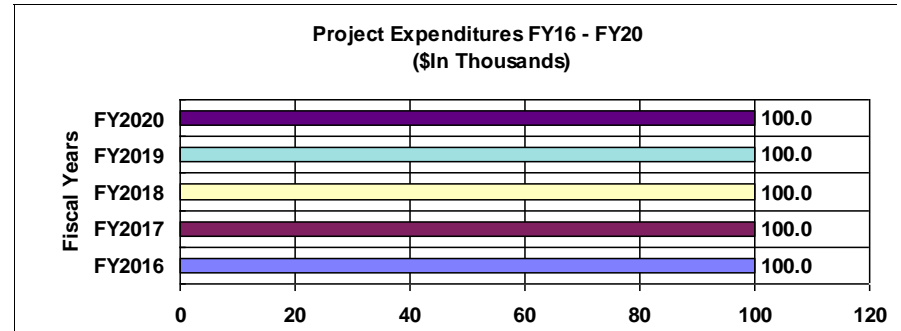
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

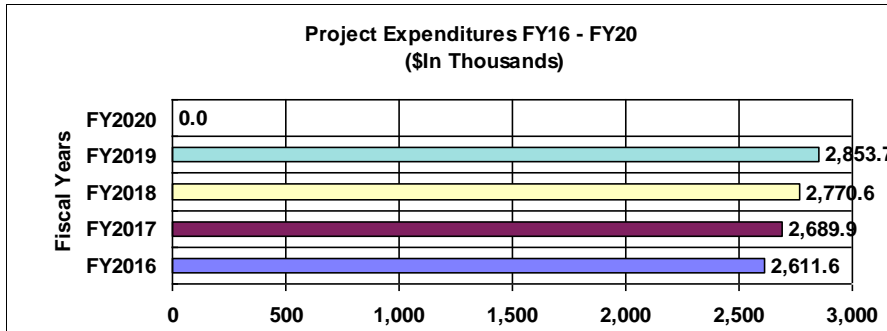
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

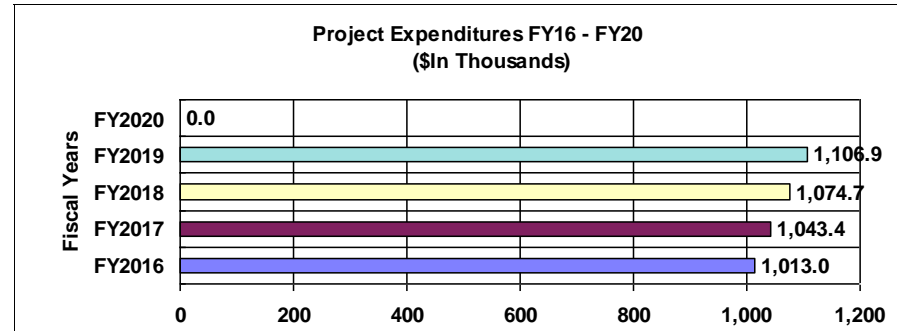
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32134 LCARE CQ310 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.

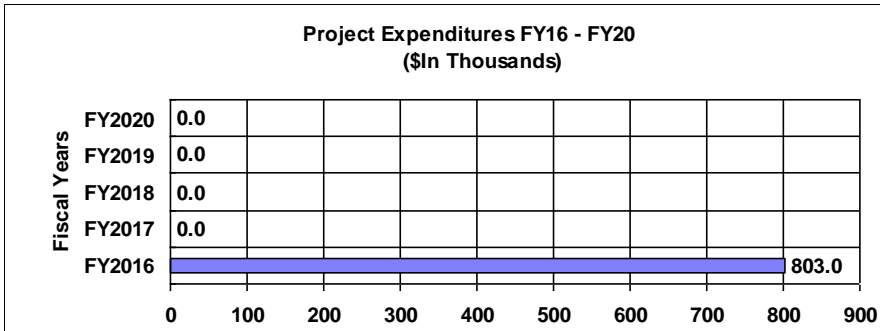
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32143 Vendor-Managed Inventory-CAP**



**Project Scope**

The scope of this project is to extend the Oracle Sourcing functionality to include all contract purchases wherein, the RFP > \$100K ; RFQ > \$100K and IFB > \$100K. This is a more complex implementation wherein workflows need to be designed to include staff from 3 departments (CMP, Engineering and Legal).

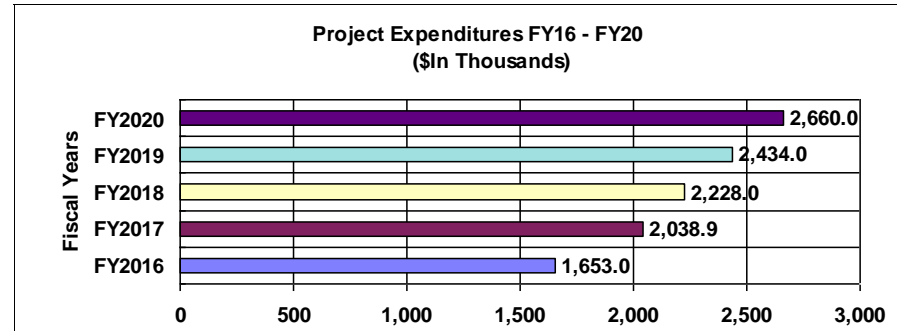
**Operating Budget Impact**

These costs are for software license maintenance.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
157,332	157,332	157,332

**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.

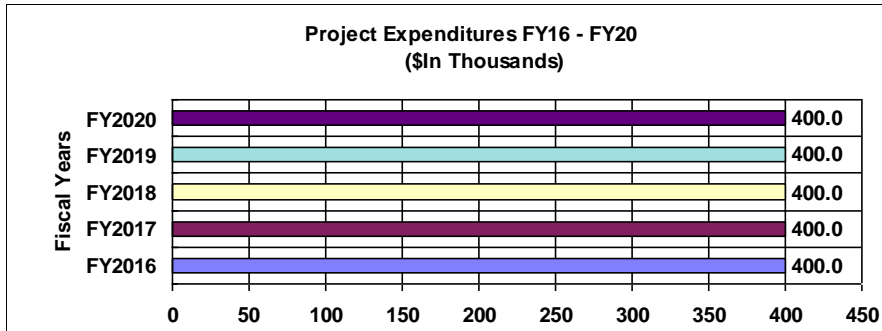
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

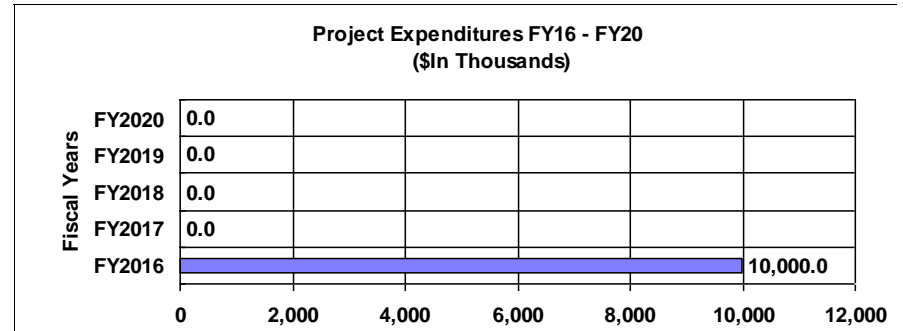
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32146 CIP Reserve**



**Project Scope**

This is a reserve for long-term capital projects and anticipated future needs.

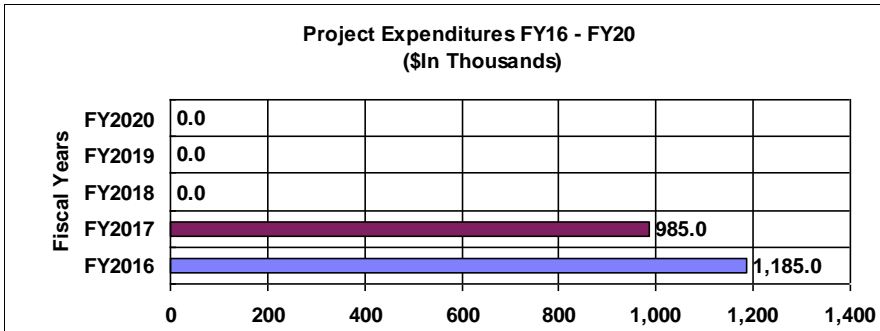
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

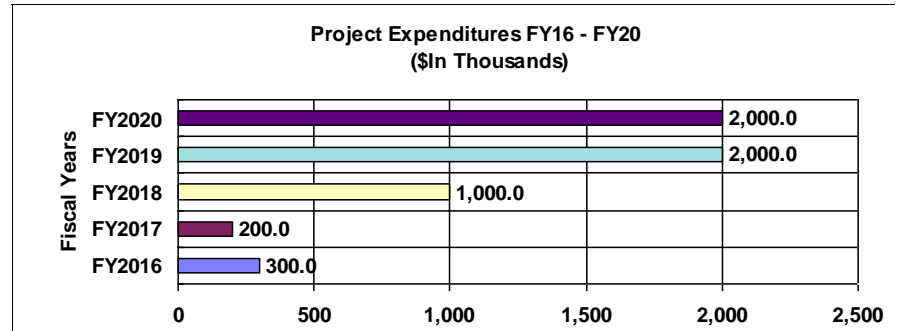
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

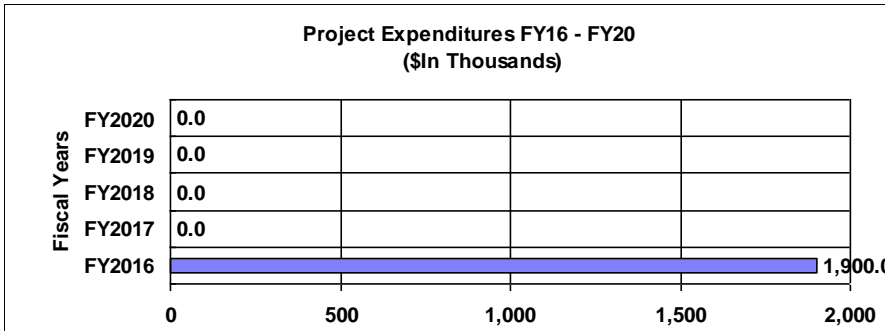
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

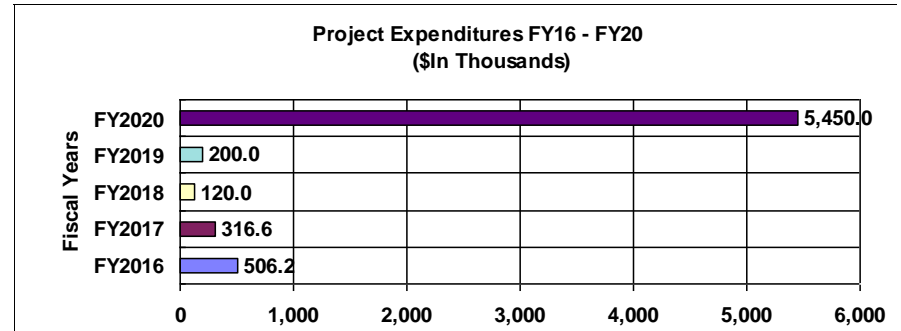
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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**

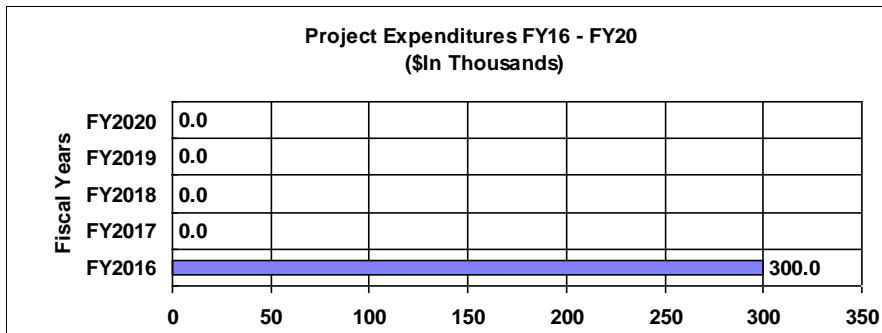
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0



**32154 Station Supply Room Security**



**Project Scope**

The scope of this project is to investigate and look into the engineering needs to the technical connections and begin design phase. SOP on the new process will also be developed. The planning phase of this project will address the following items: Detail Review of Facilities, Review Existing Access Control Systems, Identify Hardware & Software Weaknesses, Integration Capabilities of Current Systems, Expansion Capabilities Including Biometric Sensor, Investigate Technology & Capabilities, Review & Recommend Procedural Changes.

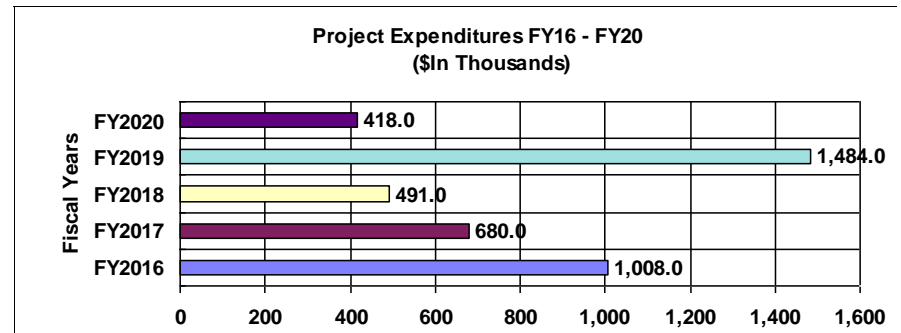
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

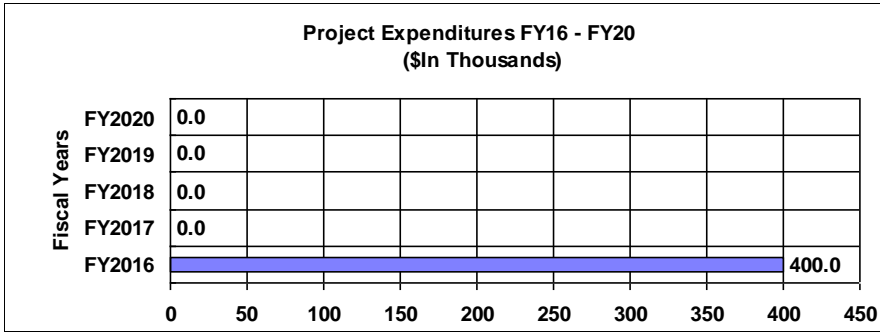
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

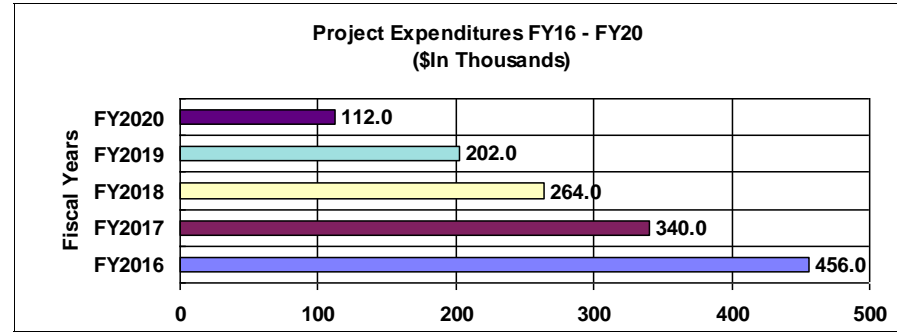
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

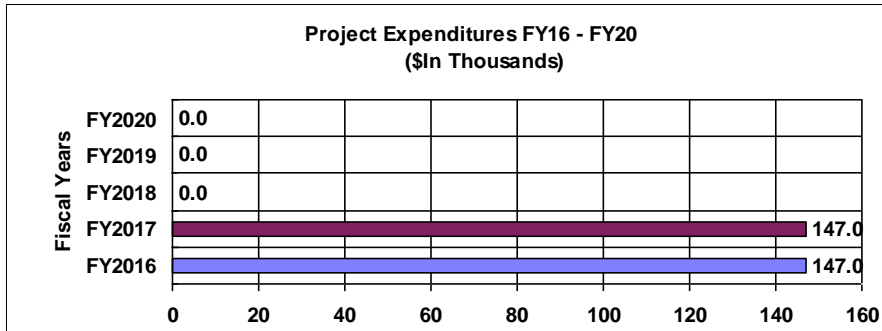
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32161 Policie, Adm Gde, and Prcd Dev**



**Project Scope**

The scope of this project is to procure a policy/procedures management solution for the development, approval, and maintenance of the Authority's policies, administrative guidelines, and procedures.

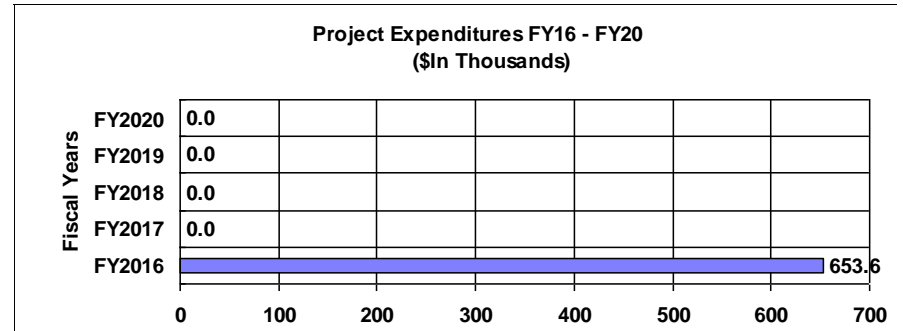
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

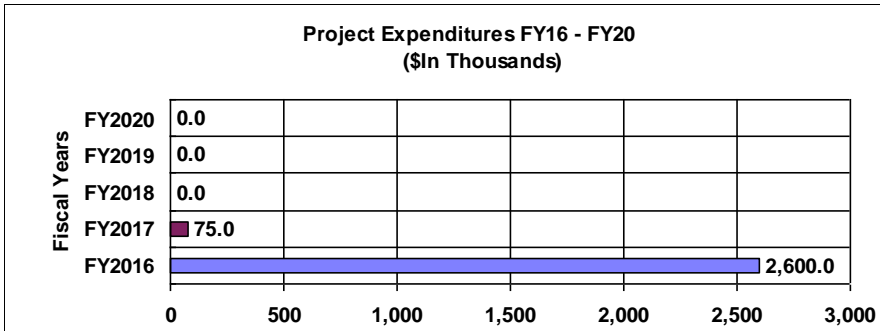
**Operating Budget Impact**

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*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
758,115	758,115	758,115

**32163 Backup Integrated Ops Center**



**Project Scope**

The scope of this project is to establish a Backup Integrated Operations Center to house facilities for: Rail Operations, Bus Operations, Police Communications Operations, Emergency Command Room, Associated spaces including offices and a computer room.

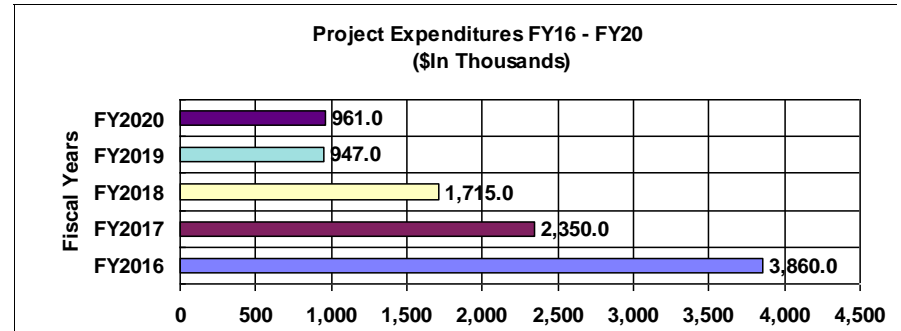
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32164 Mobile Fare Payment**



**Project Scope**

The scope of this project is to select a mobile payment application based on user requirements, conduct a pilot program for the mobile payment applications, solicit user community and support staff for feedback, develop a RFP based on the pilot program, obtain board approval for procuring a solution for the mobile payment, select a vendor and award the contract, implement the mobile payment, transition to day-to-day operations, conduct lesson learned, close the project.

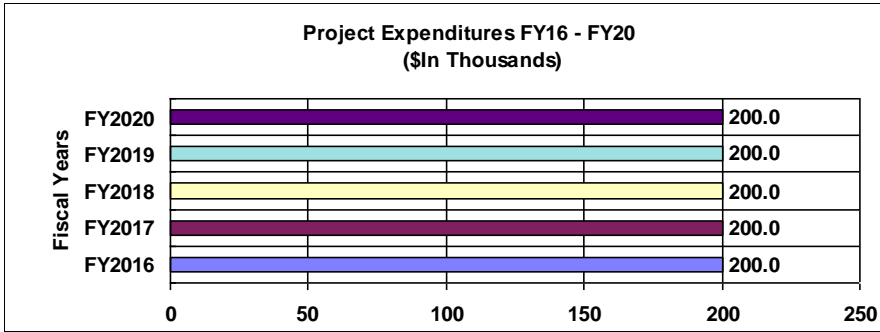
**Operating Budget Impact**

There may be software maintenance cost associated with mobile fare payment application.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	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.

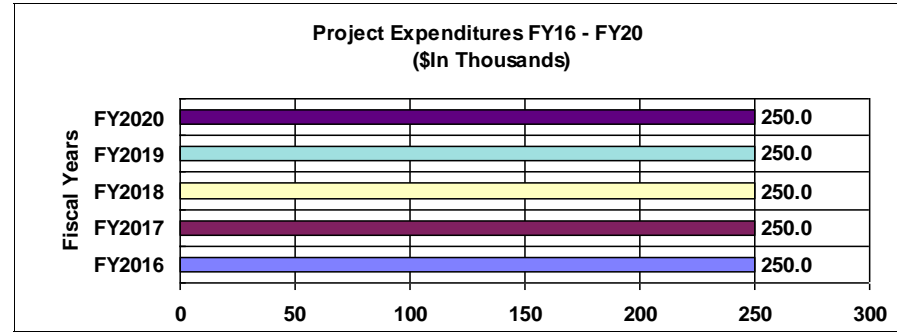
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

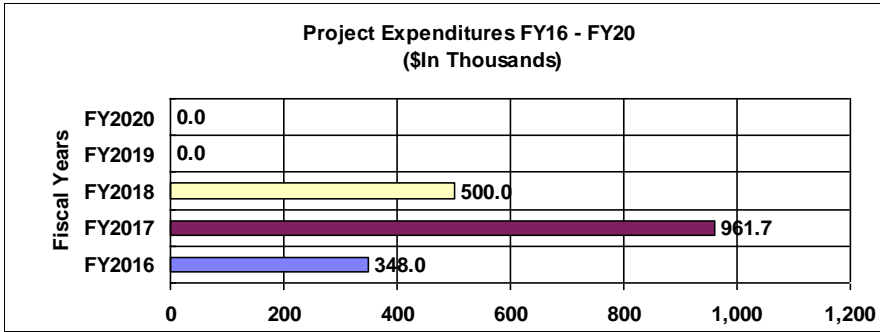
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

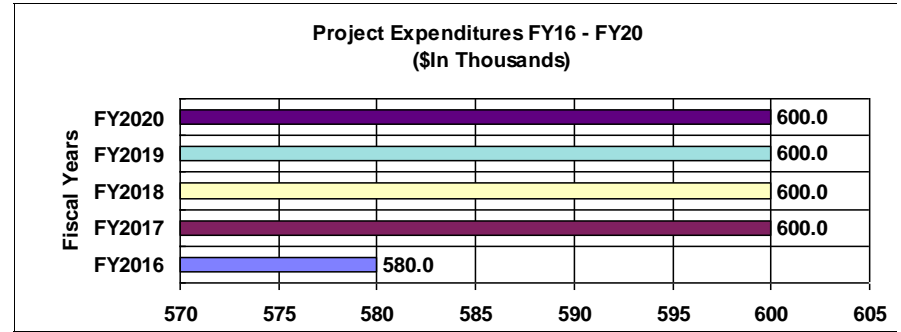
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

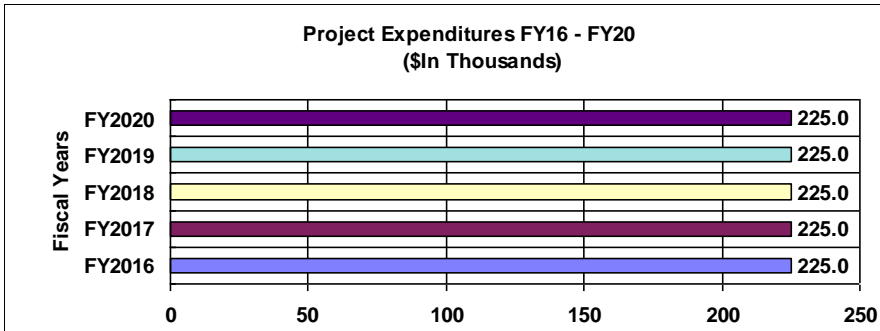
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

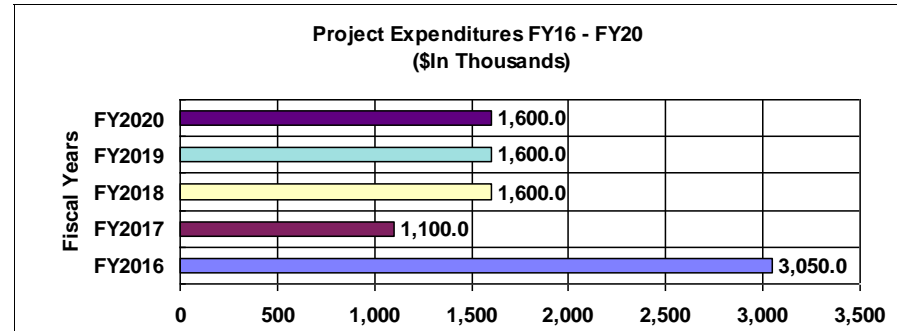
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

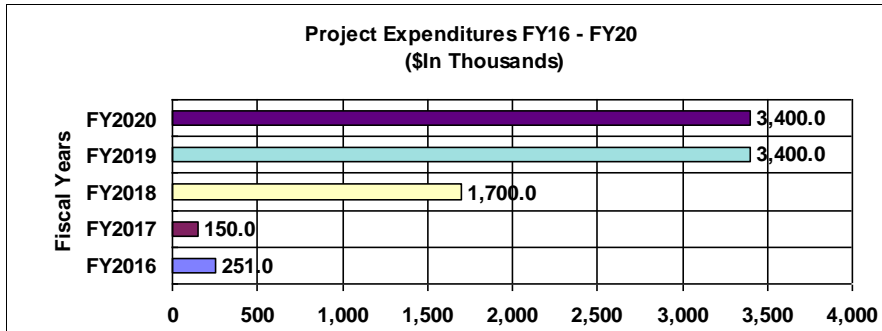
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

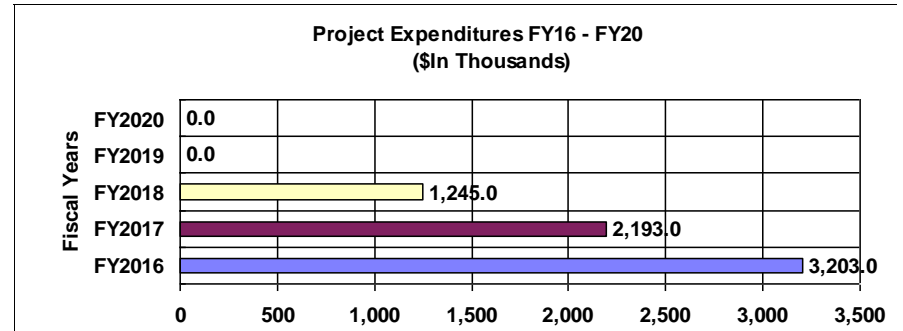
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32173 New Fare Collection Tech-PDI**



**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**

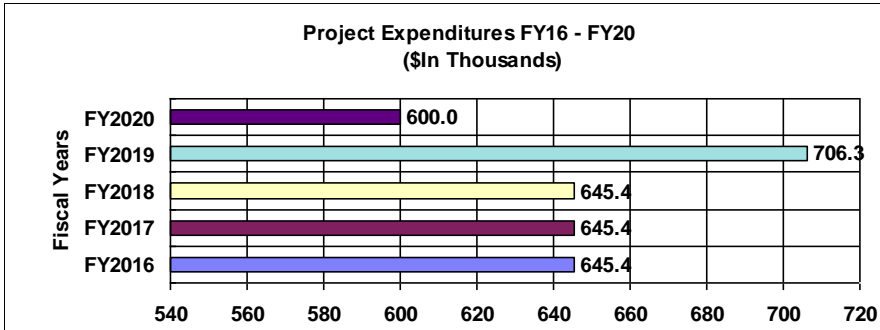
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

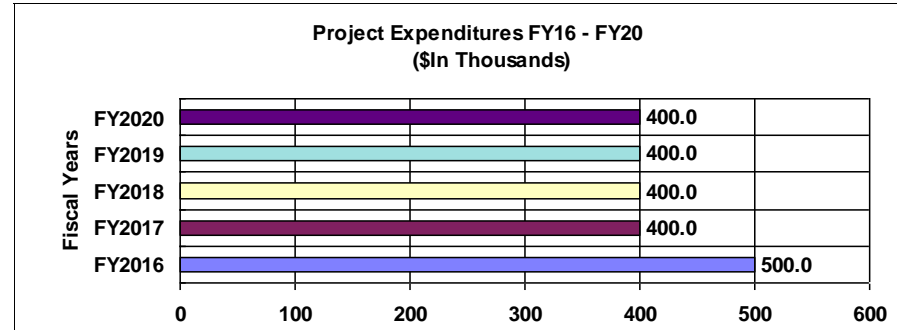
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32176 Station Signage - Planning**



**Project Scope**

The scope of this project is to replace the current station graphics with new current and up to code graphics systemwide. The graphic design will be done inhouse and a priority list of stations would be set forth in order to phase the signage replacement and make it manageable.

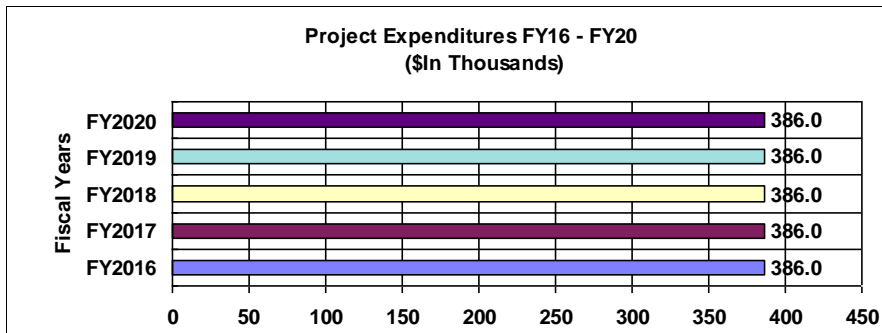
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

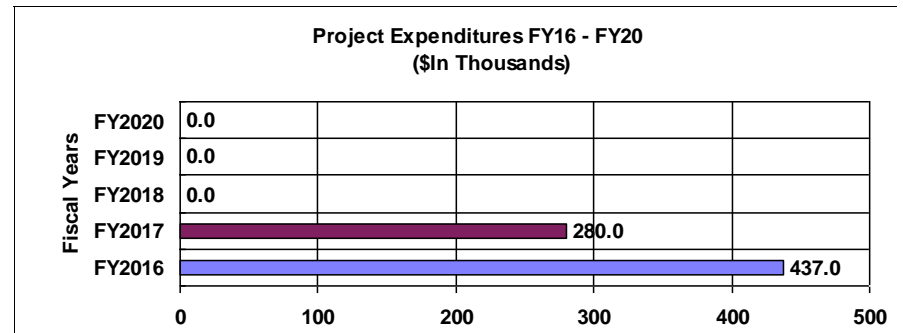
**Operating Budget Impact**

This project will reduce maintenance and operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-500,000	-500,000	-500,000

**32178 Maintenance Control Center**



**Project Scope**

The scope of this project is to establish a Facilities Help Desk to receive trouble calls pertaining to: utilities (gas, water, electric), elevator and escalator, landscaping, and custodial services for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate. Facility Maintenance Help Desk will provide a single point of contact for customers to report Facilities related problems. The Help Desk will function as part of the Rail Service Control Center (RSCC) receiving incident identification numbers to create Service Requests (SR) and Work Orders (WO) for rectifying service interruptions based on established Service Level Agreements (SLA).

**Operating Budget Impact**

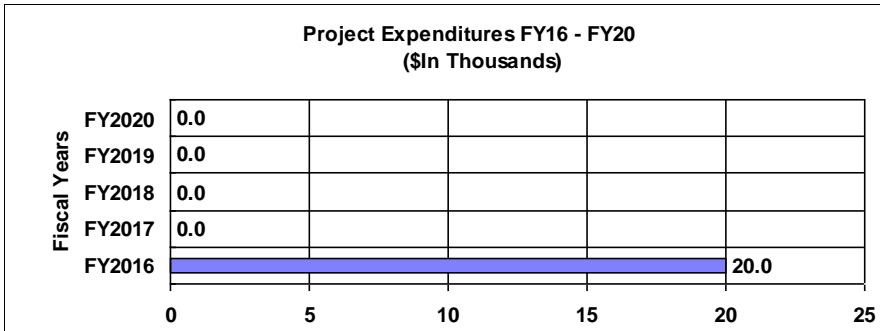
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**32181 FY13 TSGP/THOR**



**Project Scope**

The scope of this project is to identify and mitigate security threats and vulnerabilities to the transit system. Key activities and deliverables include increased police visibility and Target Hardening Operation Response (THOR) and the procurement of two Telex Bomb robots. This project is funded by the U.S. Department of Homeland Security Transit Security Grant Program.

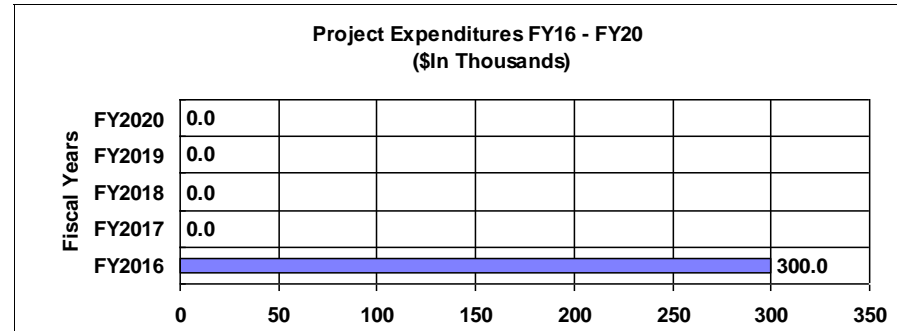
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32182 FY14 TSGP/Training & Exercises**



**Project Scope**

The scope of this project is to identify and mitigate security threats and vulnerabilities to the transit system. Key activities and deliverables include training and exercises for police personnel, civilians, and regional partners, security equipment procurement, security contract services procurement, and the mitigation of cybersecurity vulnerabilities. This project is funded by the U.S. Department of Homeland Security Transit Security Grant Program.

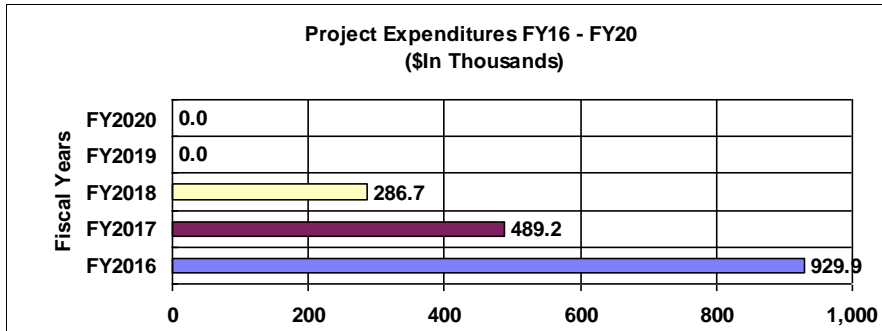
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32184 Track Circuit Monitor & Rprtnq**



**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).

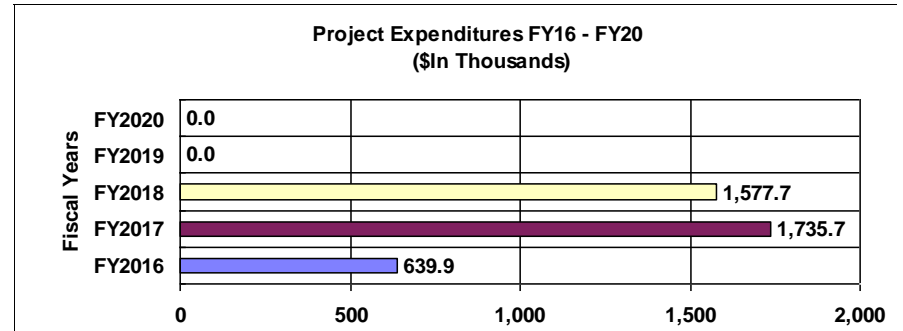
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32185 HQ Standby Generator**



**Project Scope**

A new 2000kW generator will replace the existing 250kW generator. The new generator will be designed to meet all local and national codes. A two breaker system will be installed on the generator. One breaker to feed existing life safety equipment and the other breaker to feed the existing building power loads. This will provide needed backup power for extended Georgia Power outages.

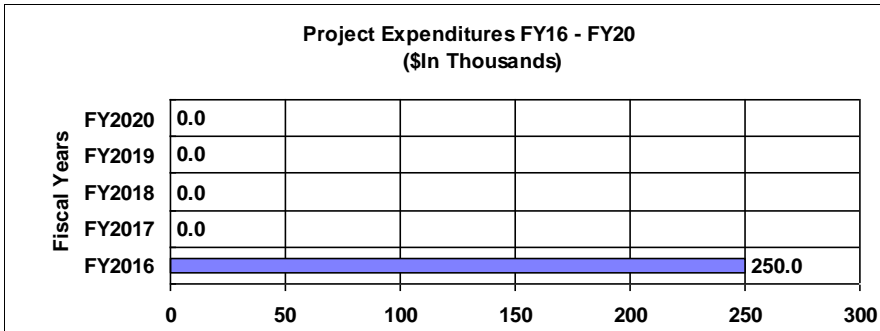
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32186 Clayton County Enhancements**



**Project Scope**

The implementation of service within Clayton County and between Clayton County and other areas within the MARTA service network will be implemented in phases to allow time to procure equipment and train staff to handle the additional requirements. This project provides for Clayton Capital Start-Up costs associated with bus shelters, signage and approved labor.

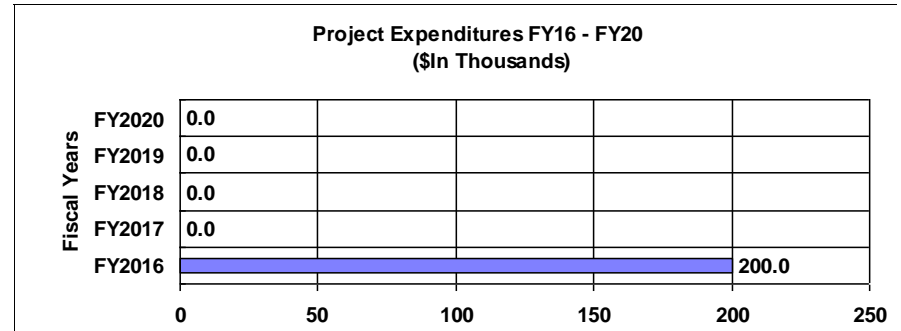
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

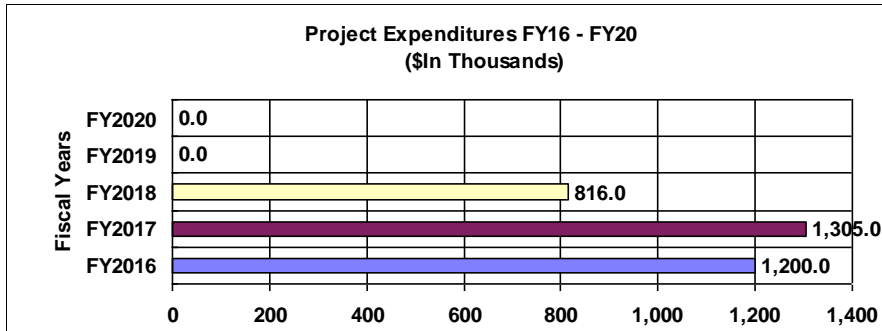
**Operating Budget Impact**

This project will reduce healthcare costs, health insurance premiums and workers' compensation claims.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-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.

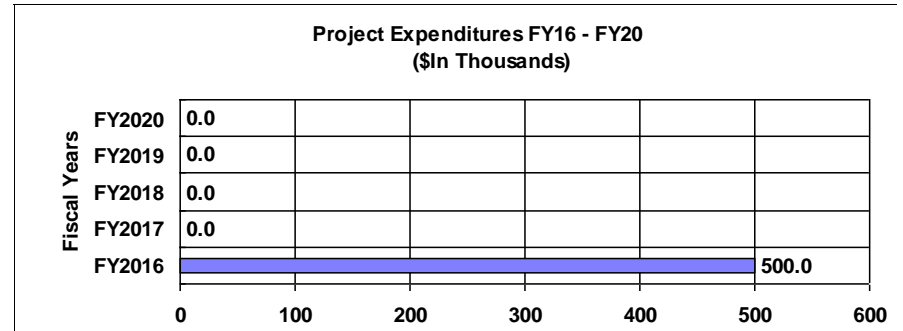
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32192 Station Restroom & Expan Prog**



**Project Scope**

This project will retrofit MARTA public restroom facilities with a "toughen" automatic public restroom facility, as well as provide remote monitoring services through the use of electronic monitoring and access controls. The scope for FY2016 is to develop a plan and scope to "Smarten/Toughen" twelve of the current open restrooms at stations.

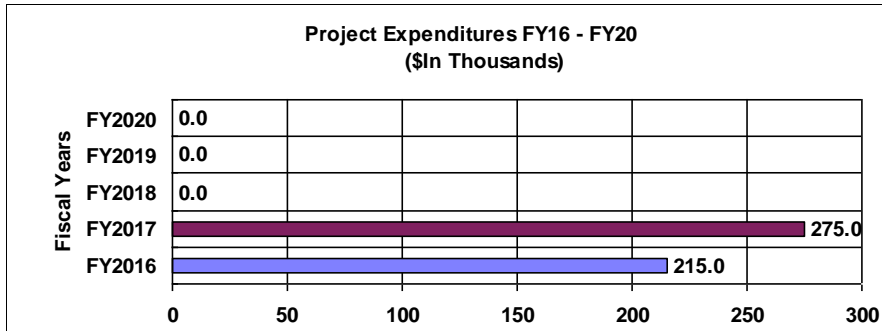
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

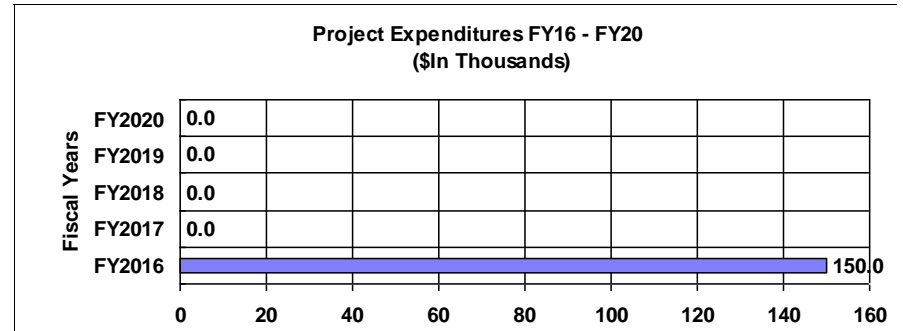
**Operating Budget Impact**

Once implemented this program will cost between \$23,000 and \$44,500 annually to operate.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	34,000

**32194 Bus Rapid Transit**



**Project Scope**

This project will study a number of bus rapid transit corridors in the MARTA service area and based on findings, implement a Bus Rapid Transit system that would provide frequent and reliable service to a specific corridor(s) based on the available funding.

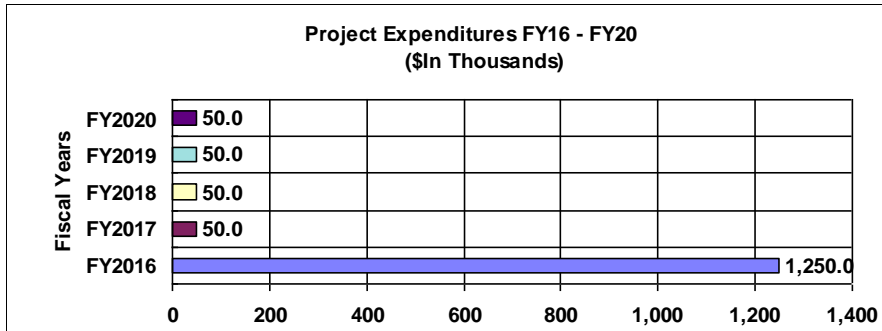
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**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.

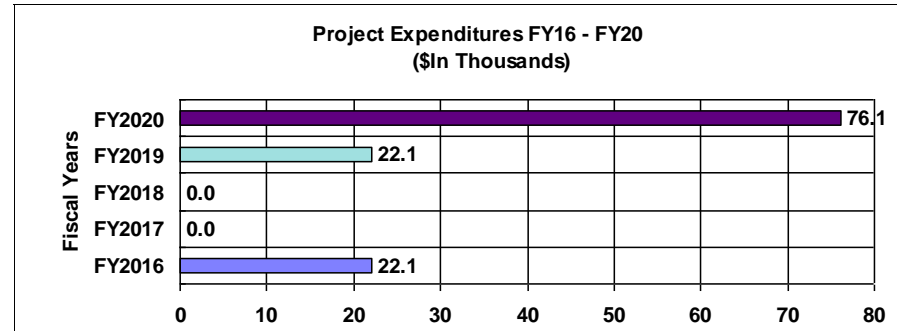
**Operating Budget Impact**

This project will lead to less maintenance and increased productivity.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
-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**

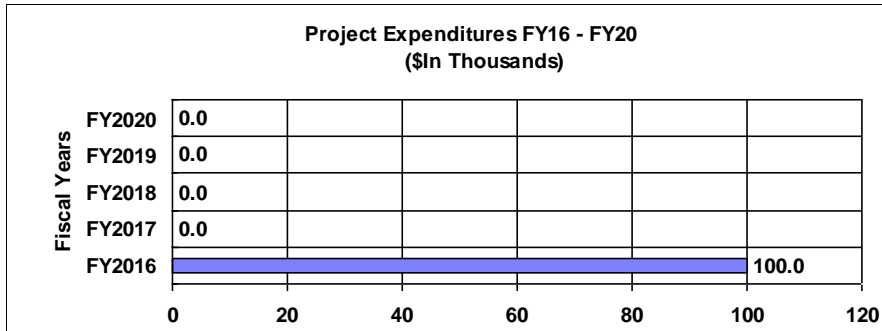
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

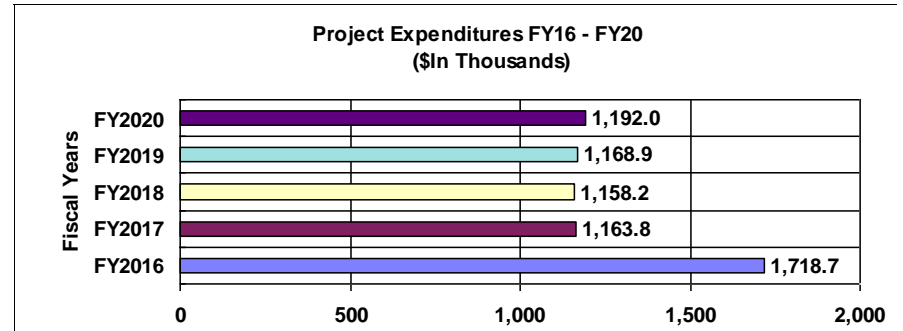
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

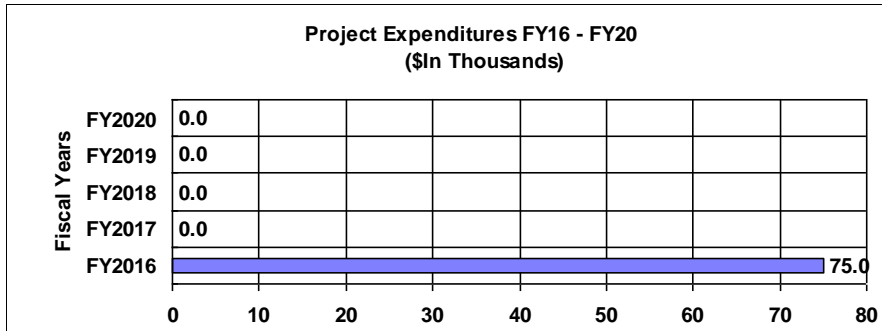
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

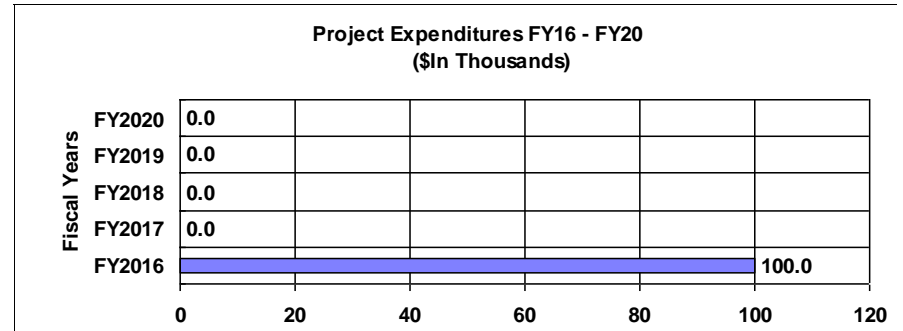
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
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.

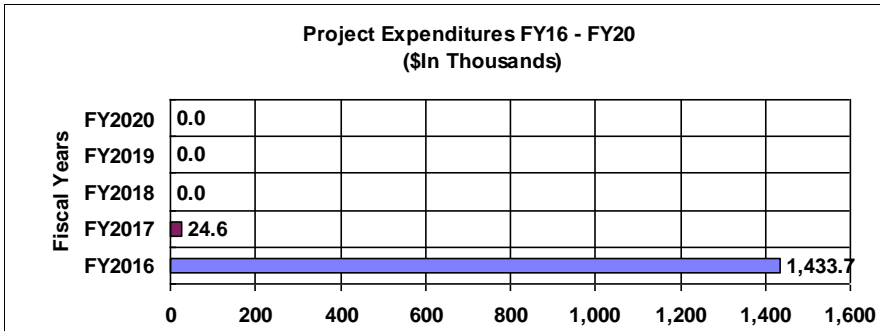
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32201 Rehab Dunwoody Parking Decks**



**Project Scope**

The scope of this project is to remove the existing waterproofing areas (100,000 square feet) and sealant (4,500) and re-waterproof the decks.

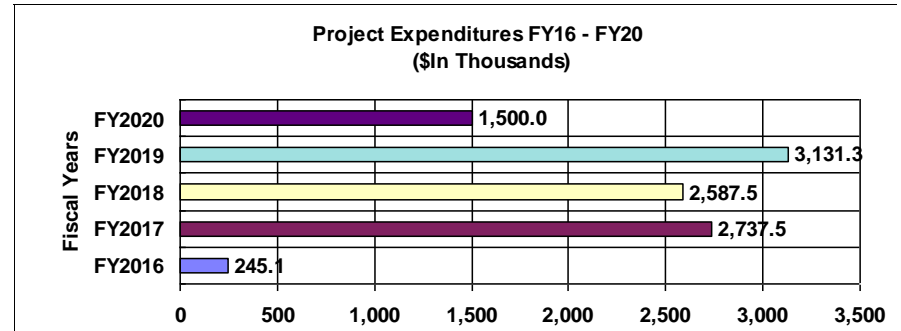
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**32202 Fiber Network Expansion**



**Project Scope**

1)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**

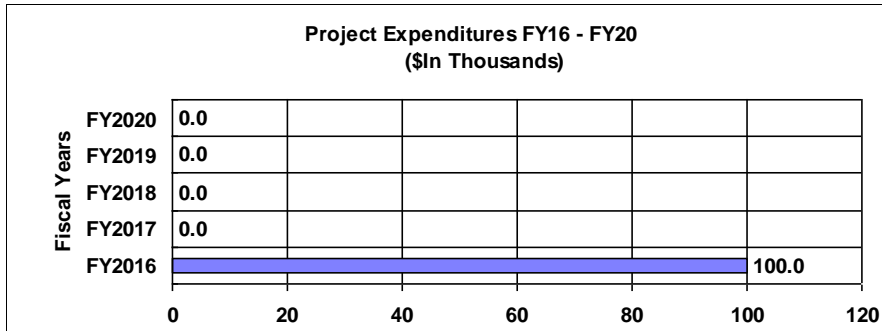
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**F0143 Buckhead Station Nrth Entrance**



**Project Scope**

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 to connect to existing and future developments. There is a stair/elevator tower on the east side of GA 400. The entrance includes new fare gate array, stairs and elevator. There is an elevated ramp and walkway on the west side of GA 400. The existing emergency stair and bridge over GA 400 southbound will be removed.

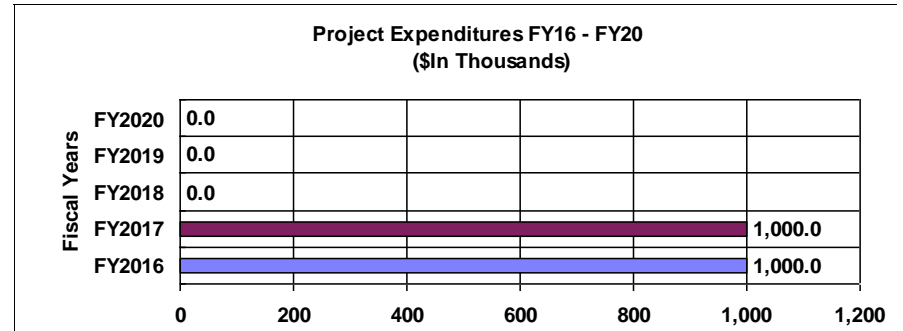
**Operating Budget Impact**

The operating impact is comprised of: Annual maintenance cost of \$ 39,000; Annual custodial cost of \$51,574; Annual security cost of \$315,545 for additional police officer; Annual station agents cost of \$199,895.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
606,014	606,014	606,014

**POC101 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.

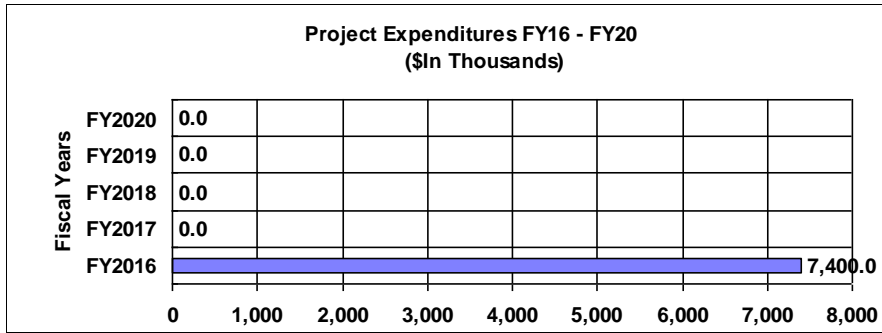
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**POC112 Articulated Buses**



**Project Scope**

The scope of this project is to purchase eight to twenty five articulated buses to initiate BRT service in selected areas of Atlanta.

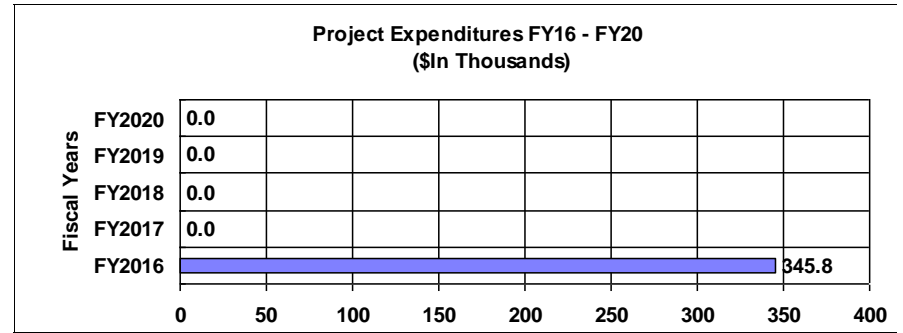
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**POC113 Articulated Bus Lifts**



**Project Scope**

The scope of this project is to purchase six lift systems. Each system is comprised of six independent wheel lifts. The lifts work with a unique synchronization that lifts all wheels simultaneously in order to lift the 60 foot articulated bus into the air.

**Operating Budget Impact**

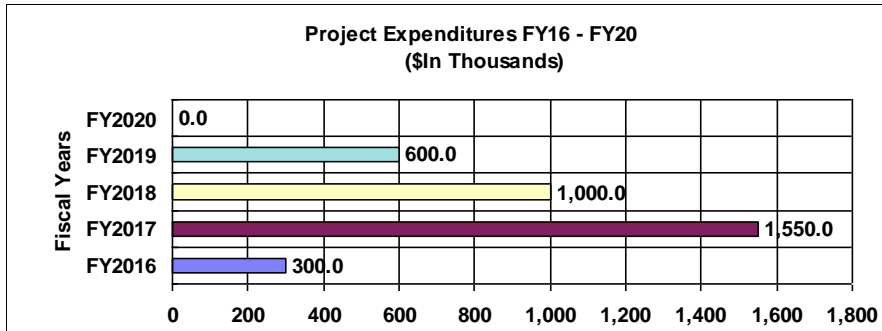
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**POC116 Dome Station Lighting Upgrade**



**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.

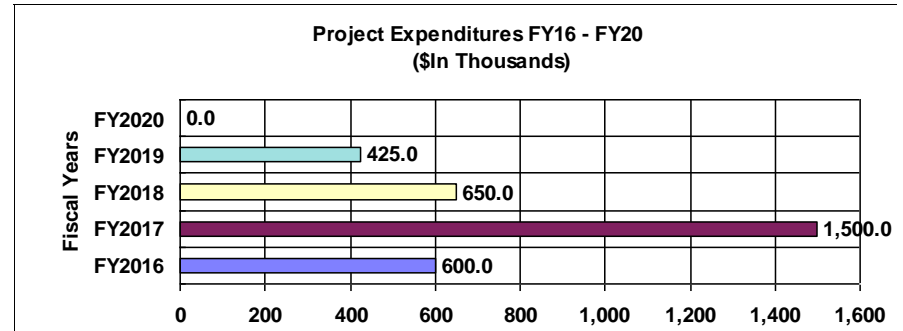
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**POC117 Security Access & Site Lighting Upgrade - Perr**



**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**

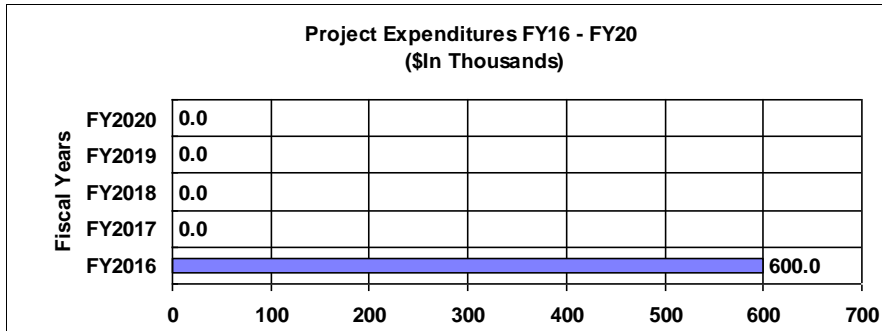
This project has been reviewed and there are no additional operating costs.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

APPROVED PROJECT DETAIL

**POC119 Clayton County High Capacity Transit**



**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.

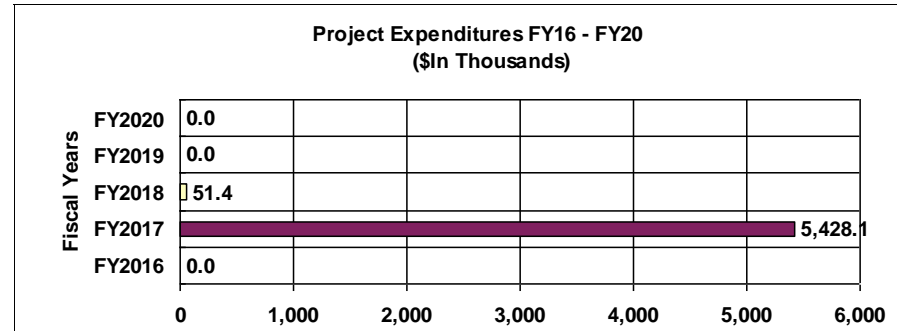
**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**POC92 Avondate Intermodal Parking Facility**



**Project Scope**

This project supports the MARTA performance objective to develop a model TOD program as an established stream of revenue. The parking facility will allow for the existing surface parking lot to be redeveloped into a TOD project which will generate increased ridership and revenue for the organization. Additional revenues will be generated through the collection of ground lease revenue and property sales.

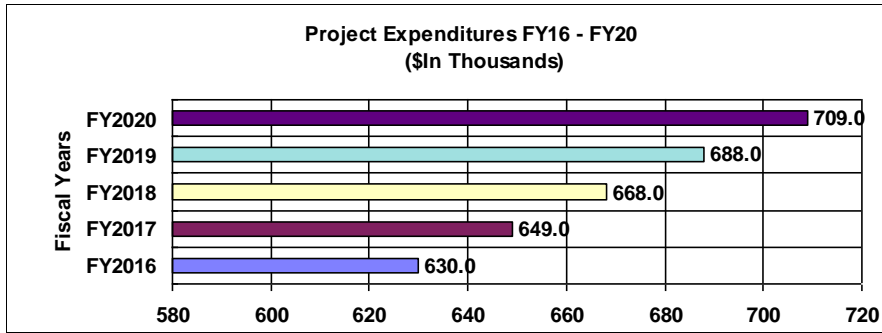
**Operating Budget Impact**

This project will bring additional revenues after the completion of the project in FY2019. Increased ridership is expected to generate \$250,000.

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0

**POC99 Support for Private TOD Developer Review**



**Project Scope**

The Office of TOD and Real Estate receives requests from developers with projects adjacent to existing stations or MARTA infrastructure. These requests require significant staff resources to review and process. This project will provide the funds needed to ensure appropriate staffing to be responsive to these requests and ensure that MARTA be perceived as business friendly. MARTA can provide these services in-house in a more efficient and cost effective manner than outside consultants.

**Operating Budget Impact**

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

*Operating Budget Impact Summary Cash Flows*

FY2016 (\$)	FY2017 (\$)	FY2018 (\$)
0	0	0



**Federal Grants**

This section details the federal grants that support the funding of the FY16 Capital Improvement Program and beyond.

**CAPITAL IMPROVEMENT PROGRAM FUNDING**

MARTA's FY16 Capital Improvement Program is supported by a general fund with revenue sources as follows: \$41,500,000 of federal funding, \$1,020,000 of State of Georgia funding, and \$240,544,232 of MARTA funding. The following pages detail the Federal Grants that

support the funding of the FY16 Capital Improvement Program. The Capital Improvement Program (CIP) is funded from four primary sources. These sources are defined in the Financial Summary Section of this document. The following outlines the funding of the FY16 CIP.

Funding Source	Description	FY16 Funding Level
MARTA	Sales Tax, Bond Sales, Interest	240,544,232
Federal	GA-03-0081	200,000
	GA-04-0031	13,981,645
	GA-04-0036	160,000
	GA-05-0036	10,778,355
	GA-26-X015	1,200,000
	GA-54-0001	10,500,000
	GA-58-0001	200,000
	GA-90-X130	1,000,000
	GA-90-X159	240,000
	GA-90-X313	200,000
	GA-90-X335	290,000
	GA-90-X350	200,000
	GA-95-X027	2,100,000
	GA-95-X028	250,000
	GA-95-X031	200,000
	SUBTOTAL	41,500,000
State	Track Rehabilitation Grants	1,020,000
	TOTAL	42,520,000

**Federal Grant: GA-03-0081**

Date Awarded: July 2006  
 Est Completion: June 2017

**Scope**

This grant will provide additional federal funding under FTA Section 5309 Bus and Bus Facilities Program for the renovations and upgrades of the MARTA Hamilton Boulevard Bus Garage. The project will update the facility to accommodate clean fuel (CNG) technology and bring the facility to a state of good repair. The scope of work includes build out of auxiliary facilities such as the fueling and bus wash operations and security and lighting improvements.

<b>GA-03-0081</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	2,428,541	19,411	200,000	2,209,130
MARTA Capital	607,135	4,853	50,000	552,282
<b>Total</b>	<b>3,035,676</b>	<b>24,264</b>	<b>250,000</b>	<b>2,761,412</b>
<i>Budget</i>				
Hamilton Renovations	3,035,676	24,264	250,000	2,761,412
<b>Total</b>	<b>3,035,676</b>	<b>24,264</b>	<b>250,000</b>	<b>2,761,412</b>

**Federal Grant:** GA-04-0031  
 Date Awarded: February 2013  
 Est Completion: December 2017

**Scope**

This grant award includes FTA FY2010-FY2011 State of Good Repair Discretionary program funding and includes three Marta projects: Brady Mobility Phase I/II, Brownsmill Bus Facility, and the Asset Management System. The Brady Mobility Project is a two-phased reconstruction and replacement program for the MARTA Brady Mobility Facility, which operates and maintains MARTA's Mobility Fleet. The project increases operational effectiveness and brings the facility to a state of good repair. Phase I replaces modular trailers with a permanent-use facility. Phase II includes sitework, infrastructure improvements and construction of new vehicle wash, fueling and cleaning facilities. The renovations to the Brownsmill Bus Facility, which opened in 1977, include environmental and ADA upgrades, HVAC and lighting improvements, and CNG detection system replacement. The Asset Management Improvement Project will provide upgrades to MARTA's existing asset management system to include elements compliant with ongoing FTA State of Good Repair efforts.

A grant amendment includes funding support for the Hamilton Bus Facility renovations, MARTA's clean fuel bus procurement, and additional funding support for the Asset Management Program.

<i>GA-04-0031</i>	<i>Grant Budget</i>	Prior Year Expense	<i>FY16 Budget</i>	Future Years
<i>Funding</i>				
Federal Capital	53,231,200	29,889,124	13,981,645	9,360,431
MARTA Capital	13,307,800	7,472,281	3,495,411	2,340,108
<b>Total</b>	<b>66,539,000</b>	<b>37,361,405</b>	<b>17,477,056</b>	<b>11,700,539</b>
<i>Budget</i>				
Brady Mobility Phase I/II	43,375,000	26,472,944	16,902,056	0
Brownsmill Bus Facility	5,660,000	0	200,000	5,460,000
Bus Procurement	10,075,304	10,075,304	0	0
Hamilton Renovations	5,299,696	0	250,000	5,049,696
Asset Mgt System	2,129,000	813,157	125,000	1,190,843
<b>Total</b>	<b>66,539,000</b>	<b>37,361,405</b>	<b>17,477,056</b>	<b>11,700,539</b>

**Federal Grant:**      **GA-04-0036**  
 Date Awarded:      September 2011  
 Est Completion:      June 2017

**Scope**

This grant provides a portion of the funding for the MARTA Brownsmill Bus Facility Paint Booth Renovation using FTA Sec 5309 Bus & Bus Facility funds. The project includes replacement of four (4) paint booths and upgrade of two (2) paint booths. The renovations include technology improvements that will provide for a more energy, cost and functionally efficient maintenance operation. Additionally, the new paint booths will have the capability to accommodate various vehicle sizes, to include articulated buses, which will provide operational flexibility for both MARTA and the Atlanta region when determining the vehicle fleet best suited to future transit service

<b>GA-04-0036</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	1,745,376	66,776	160,000	1,518,600
MARTA Capital	436,344	16,694	40,000	379,650
<b>Total</b>	<b>2,181,720</b>	<b>83,470</b>	<b>200,000</b>	<b>1,898,250</b>
<i>Budget</i>				
B'mill Paint Booth Renov	2,081,720	83,470	190,000	1,808,250
Project Administration	100,000	0	10,000	90,000
<b>Total</b>	<b>2,181,720</b>	<b>83,470</b>	<b>200,000</b>	<b>1,898,250</b>

**Federal Grant:** GA-05-0036  
 Date Awarded: June 2011  
 Est Completion: December 2017

**Scope**

This grant is funded by FFY10-FFY12 Sec 5309 Fixed Guideway Modernization Program Funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. . This grant is requested for Systemwide Track Rehabilitation and Renovation Projects, the Train Control System Upgrade Project, Rail Station Rehabilitation Projects, and Preventive Maintenance. The project continues to provide funding for the systemwide trackway and rail station rehabilitation and renovation projects as these are multi year phased programs. The Train Control Systems Upgrade project will acquire technology components and professional services to implement an upgrade to the current Train Control (TC) and Supervisory Control and Data Acquisition (SCADA) systems. In addition, this project will integrate the various elements of train control into one single platform for ease of use and efficiency.

<b>GA-05-0036</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	46,147,970	25,257,046	10,778,355	10,112,569
Federal Operating	28,850,000	28,850,000	0	0
MARTA Capital	11,536,992	6,314,262	2,694,589	2,528,141
MARTA Operating	7,212,500	7,212,500	0	0
<b>Total</b>	<b>93,747,462</b>	<b>67,633,808</b>	<b>13,472,944</b>	<b>12,640,710</b>
<i>Budget</i>				
Rehab/Renov Line Equip	9,375,000	5,153,627	1,200,000	3,021,373
Rehab/Renov Rail Station	8,125,000	3,041,711	1,300,000	3,783,289
Train Control Sys Upgrade	40,184,962	23,375,970	10,972,944	5,836,048
Preventive Maintenance	36,062,500	36,062,500	0	0
<b>Total</b>	<b>93,747,462</b>	<b>67,633,808</b>	<b>13,472,944</b>	<b>12,640,710</b>

**Federal Grant:**        **GA-26-7015**  
 Date Awarded:        TBD  
 Est Completion:      September 2017

**Scope**

This grant is funded under the FTA Innovative Safety, Resiliency, and All-Hazards Emergency Response and Recovery Research (SRER) Demonstration program and supports MARTA’s “Wayside Worker Protection TrackSafe Phase II” demonstration project. The project is a partnership effort between Bombardier Transportation and MARTA for the installation of Bombardier’s TrackSafe system along six miles of MARTA’s rail system to improve track worker safety and reduce hazards associated with track inspection, maintenance and repair.

<b>GA-26-7015</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	4,233,865	0	1,200,000	3,033,865
MARTA/Bombardier Capital	470,429	0	300,000	170,429
<b>Total</b>	4,704,294	0	1,500,000	3,204,294
<i>Budget</i>				
TrackSafe Phase II	4,704,294	0	1,500,000	3,204,294
<b>Total</b>	4,704,294	0	1,500,000	3,204,294

**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.

<b>GA-54-0001</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	52,707,000	1,019,778	10,500,000	41,187,222
Federal Operating	43,000,000	43,000,000	0	0
MARTA Capital	13,176,750	254,944	2,625,000	10,296,806
MARTA Operating	10,750,000	10,750,000	0	0
<b>Total</b>	<b>119,633,750</b>	<b>55,024,722</b>	<b>13,125,000</b>	<b>51,484,028</b>
<i>Budget</i>				
Rehab/Renov Line Equipment	15,875,000	980,852	2,000,000	12,894,148
Rehab/Renov Rail Stations	11,812,500	293,870	1,125,000	10,393,630
Train Control System Upgrade	38,196,250	0	10,000,000	28,196,250
Preventive Maintenance	53,750,000	53,750,000	0	0
<b>Total</b>	<b>119,633,750</b>	<b>55,024,722</b>	<b>13,125,000</b>	<b>51,484,028</b>



**Federal Grant:**      **GA-58-0001**  
 Date Awarded:      August 2007  
 Est Completion:      December 2017

**Scope**

This grant is funded from FFY06-FFY09 Section 5308 Discretionary Bus and Bus Facilities Program funding. The initial grant award provides funding for the procurement of CNG and clean fuel technology buses. A subsequent amendment provides funding support for the Hamilton bus facility renovation to accommodate clean fuel technology (CNG) and increase operation and cost efficiencies.

<b>GA-58-0001</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	17,873,250	14,207,366	200,000	3,465,884
State Capital	1,308,635	1,308,635	0	0
MARTA Capital	3,159,177	2,243,206	50,000	865,971
<b>Total</b>	<b>22,341,062</b>	<b>17,759,207</b>	<b>250,000</b>	<b>4,331,855</b>
<i>Budget</i>				
Bus Procurement	17,759,207	17,759,207	0	0
Hamilton Renovations	4,581,855	0	250,000	4,331,855
<b>Total</b>	<b>22,341,062</b>	<b>17,759,207</b>	<b>250,000</b>	<b>4,331,855</b>

**Federal Grant: GA-90-X130**

Date Awarded: March 2000

Est Completion: June 2017

**Scope**

This grant is funded from flexed FHWA funds. The initial grant award and first amendment funded the conversion of the Laredo bus maintenance garage to a CNG fueling facility and the procurement of CNG fueled buses. Additional enhancements were made to the facilities at Laredo through rehabilitation and/or replacement of some of the service buildings. Subsequent amendments for \$10,000,000 have been awarded to partially fund the renovations at the Hamilton bus maintenance garage, purchase of real estate and equipment to support the renovation. The Hamilton Renovation project is funded with various FTA grant awards and Marta local funds.

<i><b>GA-90-X130</b></i>	<i><b>Grant Budget</b></i>	Prior Year Expense	<i><b>FY16 Budget</b></i>	Future Years
<i>Funding</i>				
Federal Capital	32,278,400	24,426,973	1,000,000	6,851,427
MARTA Capital	8,069,600	6,106,743	250,000	1,712,857
<b>Total</b>	<b>40,348,000</b>	<b>30,533,716</b>	<b>1,250,000</b>	<b>8,564,284</b>
<i>Budget</i>				
Laredo CNG Conversion	16,819,107	16,819,107	0	0
Hamilton Renovation	10,001,649	187,365	1,250,000	8,564,284
Bus Procurement	13,527,244	13,527,244	0	0
<b>Total</b>	<b>40,348,000</b>	<b>30,533,716</b>	<b>1,250,000</b>	<b>8,564,284</b>

**Federal Grant:**       **GA-90-X159**  
 Date Awarded:        March 2003  
 Est Completion:      June 2016

**Scope**

This grant includes funding for the West Line Alternatives Analysis Study, Draft Environmental Impact Statement (DEIS) and partial funding for the Final Environmental Impact Statement (FEIS) and Preliminary Engineering (PE) phases of the study. The FEIS/PE work will be based on the findings of the Alternatives Analysis and DEIS. Due to economic conditions and changes in Georgia Department of Transportation plans, the project has experienced several delays. Currently, the scope includes a reassessment of alternatives and transit improvements in the West Line Corridor. The grant scope also includes funding for an analysis of implementing BRT in selected corridors within the MARTA service area utilizing results from a prior BRT study that identified feasible corridors and a signal priority project.

<b>GA-90-X159</b>		<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>					
	Federal Capital	4,320,000	3,218,650	240,000	861,350
	Marta Capital	1,080,000	804,663	60,000	215,337
	<b>Total</b>	<b>5,400,000</b>	<b>4,023,313</b>	<b>300,000</b>	<b>1,076,687</b>
<i>Budget</i>					
	West Line AA/DEIS	5,000,000	4,023,313	150,000	826,687
	Signal Priority Project	400,000	0	150,000	250,000
	<b>Total</b>	<b>5,400,000</b>	<b>4,023,313</b>	<b>300,000</b>	<b>1,076,687</b>

**Federal Grant:**      **GA-90-X313**  
 Date Awarded:      July 2012  
 Est Completion:      December 2016

**Scope**

This Section 5307 grant award is for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2012. Currently identified efforts to be funded by this grant include preventive maintenance activities, fuel allotment for electric propulsion, transit enhancement project for the Audio Visual Information System (AVIS) program, and various security projects. The grant amendment subsequently submitted provides additional funding for the continuation of preventive maintenance, transit enhancements, and security projects.

<i><b>GA-90-X313</b></i>	<i><b>Grant Budget</b></i>	Prior Year Expense	<i><b>FY16 Budget</b></i>	Future Years
<i><u>Funding</u></i>				
Federal Capital	1,016,277	541,947	200,000	274,330
Federal Operating	47,346,163	47,346,163	0	0
MARTA Capital	254,069	135,487	50,000	68,582
MARTA Operating	11,836,541	11,836,541	0	0
<b>Total</b>	60,453,050	59,860,138	250,000	342,912
<i><u>Budget</u></i>				
Preventive Maintenance	57,315,999	57,315,999	0	0
Fuel Allotment	1,866,705	1,866,705	0	0
Transit Enhancement	592,912	0	250,000	342,912
Surveillance/ Security	677,434	677,434	0	0
<b>Total</b>	60,453,050	59,860,138	250,000	342,912

**Federal Grant:**     **GA-90-X335**  
 Date Awarded:     July 2013  
 Est Completion:    December 2017

**Scope**

This grant is funded with FY14 Section 5307 Urbanized Area Formula Programs funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. Currently identified efforts to be funded by this grant include preventive maintenance for bus and rail operations, ADA Paratransit service, transit enhancements and security projects.

<b>GA-90-X335</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	1,000,000	355,954	290,000	354,046
Federal Operating	32,273,575	32,273,575	0	0
MARTA Capital	250,000	88,988	72,500	88,512
MARTA Operating	8,068,394	8,068,394	0	0
<b>Total</b>	<b>41,591,969</b>	<b>40,786,911</b>	<b>362,500</b>	<b>442,558</b>
<i>Budget</i>				
Preventive Maintenance	40,341,969	40,341,969	0	0
Transit Enhancement	225,000	0	62,500	162,500
Pedestrian Access Improv	437,500	0	157,442	280,058
Surveillance/ Security	587,500	444,942	142,558	0
<b>Total</b>	<b>41,591,969</b>	<b>40,786,911</b>	<b>362,500</b>	<b>442,558</b>

**Federal Grant:**      **GA-90-X350**  
 Date Awarded:      July 2015  
 Est Completion:      December 2017

**Scope**

This grant is funded by FY15 Federal Transit Administration (FTA) under the Section 5307 Urbanized Area Formula Program and suballocated to MARTA, for the following projects: Preventive Maintenance, Transit Enhancements, ADA Paratransit Service and Security Projects. These projects are included in the adopted FY2016-2021 Atlanta Regional Transportation Improvement Program (TIP) and incorporated by reference in the approved Georgia State Transportation Improvement Program (STIP). The grant amendment subsequently submitted provides additional funding for the continuation of preventive maintenance, transit enhancements, and security projects.

<b>GA-90-X350</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	1,271,654	0	200,000	1,071,654
Federal Operating	41,500,001	41,500,001	0	0
MARTA Capital	317,914	0	50,000	267,914
MARTA Operating	10,375,000	10,375,000	0	0
<b>Total</b>	<b>53,464,569</b>	<b>51,875,001</b>	<b>250,000</b>	<b>1,339,568</b>
<i>Budget</i>				
Preventive Maintenance	45,848,293	45,848,293	0	0
Surveillance/Security	666,250	0	125,000	541,250
Transit Enhancement	923,318	0	125,000	798,318
ADA Paratransit Service	6,026,708	6,026,708	0	0
<b>Total</b>	<b>53,464,569</b>	<b>51,875,001</b>	<b>250,000</b>	<b>1,339,568</b>

**Federal Grant:**     **GA-95-X027**  
 Date Awarded:     September 2013  
 Est Completion:    December 2017

**Scope**

This grant award is funded with FY12 FHWA flexible funding under the FTA Surface Transportation Program for bus and rail operations preventive maintenance, ADA Accessibility at the MARTA rail stations, and Rail System renovation projects to include the Audio Visual Information System project and the Tunnel Fan renovation/rehabilitation project.

<i>GA-95-X027</i>	<i>Grant Budget</i>	Prior Year Expense	<i>FY16 Budget</i>	Future Years
<i>Funding</i>				
Federal Capital	27,200,000	16,000,000	2,100,000	9,100,000
Federal Operating	16,000,000	16,000,000	0	0
MARTA Capital	6,800,000	4,000,000	525,000	2,275,000
MARTA Operating	4,000,000	4,000,000	0	0
<b>Total</b>	<b>54,000,000</b>	<b>40,000,000</b>	<b>2,625,000</b>	<b>11,375,000</b>
<i>Budget</i>				
Vehicle Procurement	20,000,000	20,000,000	0	0
ADA Paratransit Service	367,259	367,259	0	0
Preventive Maintenance	19,632,741	19,632,741	0	0
Rail Renovation Projects	9,000,000	0	2,275,000	6,725,000
ADA Planning	1,500,000	0	100,000	1,400,000
ADA Accessibility Improv	3,500,000	0	250,000	3,250,000
<b>Total</b>	<b>54,000,000</b>	<b>40,000,000</b>	<b>2,625,000</b>	<b>11,375,000</b>

**Federal Grant:**      **GA-95-X028**  
 Date Awarded:       July 2013  
 Est Completion:     December 2017

**Scope**

This grant will provide funding from FFY10 flexible funding under the FTA Surface Transportation Program (STP) for the renovations and upgrades of the MARTA Hamilton Boulevard Bus Garage. The project will update the facility to accommodate clean fuel technology and bring the facility to a state of good repair. The scope of work includes build out of auxiliary facilities such as the fueling and bus wash operations and security and lighting improvements.

<b>GA-95-X028</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	2,000,000	36,191	200,000	1,763,809
MARTA Capital	500,000	9,048	50,000	440,952
<b>Total</b>	<b>2,500,000</b>	<b>45,239</b>	<b>250,000</b>	<b>2,204,761</b>
<i>Budget</i>				
Hamilton Renovations	2,500,000	45,239	250,000	2,204,761
<b>Total</b>	<b>2,500,000</b>	<b>45,239</b>	<b>250,000</b>	<b>2,204,761</b>



**Federal Grant:**      **GA-95-X031**  
 Date Awarded:      TBD  
 Est Completion:      December 2017

**Scope**

This grant is funded with flexed FY2014 Federal Highway Administration (FHWA) funds to the Federal Transit Administration (FTA). The flexed funds support pedestrian and transit enhancements projects awarded under the Atlanta Regional Commission's (ARC) Last Mile Connectivity Program. The projects included in this grant award include enhancements to MARTA's bicycle parking and ramps, increased directional signage, sidewalk improvements and other amenities at MARTA stations. The grant award also includes the Hammond Mid-Block crossing at the Dunwoody MARTA Rail Station; a partnership project with the Perimeter Community Improvement District and the City of Dunwoody.

<b>GA-95-X031</b>	<b>Grant Budget</b>	Prior Year Expense	<b>FY16 Budget</b>	Future Years
<i>Funding</i>				
Federal Capital	820,000	0	200,000	620,000
MARTA Capital	205,000	0	50,000	155,000
<b>Total</b>	<b>1,025,000</b>	<b>0</b>	<b>250,000</b>	<b>775,000</b>
<i>Budget</i>				
Hammond Road Mid-Block	400,000	0	150,000	250,000
Transit Improvements	593,750	0	90,000	503,750
Project Administration	31,250	0	10,000	21,250
<b>Total</b>	<b>1,025,000</b>	<b>0</b>	<b>250,000</b>	<b>775,000</b>



## **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**
- **FY2016 Benefits Calculation**
- **MARTA Facts**
- **Category and Subcategory Expense Listing**
- **Organizational Structure**
- **Glossary of Terms**

**NON - REPRESENTED SALARY STRUCTURE**

Effective 03-01-08

Grade	Minimum	Midpoint	Maximum
6	\$20,638	\$25,798	\$30,958
7	\$22,383	\$27,979	\$33,575
8	\$24,261	\$30,326	\$36,391
9	\$26,302	\$32,878	\$39,454
10	\$28,512	\$35,640	\$42,768
11	\$30,915	\$38,644	\$46,373
12	\$33,517	\$41,896	\$50,275
13	\$36,330	\$45,412	\$54,494
14	\$39,399	\$49,249	\$59,099
15	\$42,716	\$53,395	\$64,074
16	\$46,310	\$57,888	\$69,466
17	\$50,200	\$62,750	\$75,300
18	\$54,433	\$68,041	\$81,649
19	\$59,008	\$73,760	\$88,512
20	\$63,974	\$79,968	\$95,962
21	\$69,370	\$86,713	\$104,056
22	\$75,195	\$93,994	\$112,793
23	\$81,514	\$101,893	\$122,272
24	\$88,388	\$110,485	\$132,582
C	\$110,334	\$137,917	\$165,500
B	\$127,308	\$159,135	\$190,962
A	\$200,000	\$250,000	\$300,000

**PROPOSED HARD TO FILL SALARY STRUCTURE**

Effective 01-01-2014

Grade	Minimum	Midpoint	Maximum
15A	\$52,797	\$65,996	\$79,196
16A	\$57,240	\$71,550	\$85,860
17A	\$62,047	\$77,559	\$93,071
18A	\$67,279	\$84,098	\$100,918
19A	\$72,934	\$91,167	\$109,400
20A	\$79,073	\$98,841	\$118,609
21A	\$85,742	\$107,178	\$128,613
22A	\$100,687	\$125,858	\$151,029
23A	\$109,148	\$136,435	\$163,722
24A	\$118,352	\$147,940	\$177,528



REPRESENTED SALARY STRUCTURE

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
<b>TRANSPORTATION</b>				
<b>F/T Bus and Rail Operators</b>				
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
<b>P/T Operators</b>				
Thereafter	\$14.09	\$14.51	\$14.95	\$15.40
<b>F/T Paratransit Operators</b>				
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
<b>P/T Paratransit Operators</b>				
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
<b>F/T Small Bus Operators</b>				
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
<b>P/T Small Bus Operators</b>				
1st 24 months	\$11.57	\$11.91	\$12.27	\$12.64
2nd 24 months	\$12.16	\$12.53	\$12.91	\$13.29



REPRESENTED SALARY STRUCTURE

(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
<b>MAINTENANCE</b>				
<b>Hostler/Junior Apprentice</b>				
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
<b>Apprentices</b>				
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
<b>Station Agents</b>				
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
<b>Inspectors</b>				
1st 6 months	\$19.91	\$20.51	\$21.12	\$21.76
2nd 6 months	\$20.13	\$20.73	\$21.35	\$21.99
<b>A Inspectors</b>				
<b>Less than 3 years experience</b>				
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



REPRESENTED SALARY STRUCTURE

(Continued from previous page)

**Effective 01/01/15**

Tier 1- Hired Before 7/01/2002

**3 years experience**

Thereafter

**Hourly**  
**01/01/15**  
\$21.35

**Hourly**  
**07/01/15**  
\$21.99

**Hourly**  
**07/01/16**  
\$22.65

**Hourly**  
**07/01/17**  
\$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

**Journeyman**

**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





REPRESENTED SALARY STRUCTURE

(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
<b>Serviceperson I(A) &amp; VII</b>				
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
<b>Cleaners Serviceperson VI - Station Cleaners</b>				
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
<b>Serviceperson IV</b>				
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
<b>Serviceperson V</b>				
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
<b>Serviceperson - Paratransit</b>				
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

FY2016 OPERATING & CAPITAL BUDGETS



REPRESENTED SALARY STRUCTURE

(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
<b>BLOCKOUT</b>				
<b>Blockout</b>				
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
<b>REVENUE COLLECTION</b>				
<b>Revenue Agents</b>				
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
<b>P/T Revenue Agents</b>				
Thereafter	\$18.42	\$18.97	\$19.54	\$20.12
<b>STORES</b>				
<b>Material Controllers</b>				
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



REPRESENTED SALARY STRUCTURE

(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 6 months	\$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



REPRESENTED SALARY STRUCTURE

(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
<b>P/T Customer Information Operators</b>				
Thereafter	\$12.77	\$13.16	\$13.55	\$13.96
<b>N9 Clerical</b>				
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
<b>TRAFFIC CHECKERS</b>				
<b>Traffic Checkers</b>				
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
<b>Sr. Traffic Checkers</b>				
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
<b>PRINT SHOP</b>				
<b>Reprographics Specialist I</b>				
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
<b>Reprographics Specialist II</b>				
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



**REPRESENTED SALARY STRUCTURE**

*(Continued from previous page)*

**Effective 01/01/15**

Tier 1- Hired Before 7/01/2002

**Reprographics Specialist III**

	<b>Hourly 01/01/15</b>	<b>Hourly 07/01/15</b>	<b>Hourly 07/01/16</b>	<b>Hourly 07/01/17</b>
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

**TRANSPORTATION**

**F/T Bus and Rail Operators**

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
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
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**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



**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(Continued from previous page)*

**Effective 01/01/15**

Tier 2- Hired After 07/01/2002

**P/T Small Bus Operators**

	<b>Hourly 01/01/15</b>	<b>Hourly 07/01/15</b>	<b>Hourly 07/01/16</b>	<b>Hourly 07/01/17</b>
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



**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(Continued from previous page)*

**Effective 01/01/15**

Tier 2- Hired After 07/01/2002

	<b>Hourly 01/01/15</b>	<b>Hourly 07/01/15</b>	<b>Hourly 07/01/16</b>	<b>Hourly 07/01/17</b>
<b>A Inspectors</b>				
<b>Less than 3 years experience</b>				
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
<b>3 years experience</b>				
Thereafter	\$21.35	\$21.99	\$22.65	\$23.33
<b>AA Inspectors</b>				
<b>Less than 3 years experience</b>				
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
<b>3 years experience</b>				
Thereafter	\$21.69	\$22.34	\$23.01	\$23.70
<b>Journeyman</b>				
<b>Less than 3 years experience</b>				
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
<b>3 years experience</b>				
Thereafter	\$21.69	\$22.34	\$23.01	\$23.70
<b>Structural Inspector, Maintainer, Tamper Operator, Track Walker</b>				
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





**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(Continued from previous page)*

**Effective 01/01/15**

Tier 2- Hired After 07/01/2002

**SERVICE**

**Serviceperson I and II**

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
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



**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(Continued from previous page)*

**Effective 01/01/15**

Tier 2- Hired After 07/01/2002

**Serviceperson - Paratransit**

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
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
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**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



**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(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
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



**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(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
Thereafter	\$15.70	\$16.17	\$16.65	\$17.15
<b>F/T Customer Information Operators</b>				
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
<b>P/T Customer Information Operators</b>				
Thereafter	\$12.77	\$13.16	\$13.55	\$13.96
<b>N9 Clerical</b>				
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
<b>TRAFFIC CHECKERS</b>				
<b>Traffic Checkers</b>				
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
<b>Sr. Traffic Checkers</b>				
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



**REPRESENTED EMPLOYEE SALARY STRUCTURE**

*(Continued from previous page)*

**Effective 01/01/15**

Tier 2- Hired After 07/01/2002

**PRINT SHOP**

**Reprographics Specialist I**

	Hourly 01/01/15	Hourly 07/01/15	Hourly 07/01/16	Hourly 07/01/17
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

**POLICE SALARY STRUCTURE**

Effective February 21, 2008

		Minimum										Maximum
		E	1	2	3	4	5	6	7	8	9	10
<b>Lt.</b>	<b>Annual</b>	\$54,496.00	\$56,680.00	\$58,947.20	\$61,297.60	\$63,752.00	\$66,310.40	\$68,972.80	\$71,739.20	\$74,609.60	\$80,308.80	
	<b>Bi-Weekly</b>	\$2,096.00	\$2,180.00	\$2,267.20	\$2,357.60	\$2,452.00	\$2,550.40	\$2,652.80	\$2,759.20	\$2,869.60	\$3,088.80	
	<b>Hourly</b>	\$26.20	\$27.25	\$28.34	\$29.47	\$30.65	\$31.88	\$33.16	\$34.49	\$35.87	\$38.61	
<b>Sgt.</b>	<b>Annual</b>	\$44,553.60	\$46,342.40	\$48,193.60	\$50,128.00	\$52,124.80	\$54,204.80	\$56,368.00	\$58,614.40	\$60,964.80	\$63,398.40	\$65,936.00
	<b>Bi-Weekly</b>	\$1,713.60	\$1,782.40	\$1,853.60	\$1,928.00	\$2,004.80	\$2,084.80	\$2,168.00	\$2,254.40	\$2,344.80	\$2,438.40	\$2,536.00
	<b>Hourly</b>	\$21.42	\$22.28	\$23.17	\$24.10	\$25.06	\$26.06	\$27.10	\$28.18	\$29.31	\$30.48	\$31.70
<b>Spec.</b>	<b>Annual</b>	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40	\$54,787.20	\$56,971.20
	<b>Bi-Weekly</b>	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40	\$2,107.20	\$2,191.20
	<b>Hourly</b>	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33	\$26.34	\$27.39
<b>Sr. Officer</b>	<b>Annual</b>	\$37,024.00	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40	\$54,787.20
	<b>Bi-Weekly</b>	\$1,424.00	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40	\$2,107.20
	<b>Hourly</b>	\$17.80	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33	\$26.34
<b>Police Officer</b>	<b>Annual</b>	\$35,609.60	\$37,024.00	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40
	<b>Bi-Weekly</b>	\$1,369.60	\$1,424.00	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40
	<b>Hourly</b>	\$17.12	\$17.80	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33

**FARE STRUCTURE**

Full Base: \$2.50 • Mobility Base: \$4.00 • Reduced Base: \$1.00									
	Media		Rider Class	Fare	Sales Channel				x(Base)
	Card	Ticket			V	M	R	W	
<b>Cash Fares: Paid on Bus Farebox Per Trip</b>									
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
<b>Fare Products: Trips</b>									
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
2 Trip Georgia Center		√	Full	\$2.50		√			2.0
10 Trip	√	√	Full	\$25.00	√	√	√	√	10.0
10 Trip K-12	√	√	Student	\$14.40		√			5.8
10 Trip Reduced Fare	√		Reduced	\$10.00	√	√	√	√	10.0
20 Trip	√	√	Full	\$42.50	√	√	√	√	17.0
20 Trip Mobility	√	√	Paratransit	\$68.00	√	√	√	√	17.0
20 Trip Reduced Fare	√		Reduced	\$17.00	√	√	√	√	17.0
20 Trip Georgia Center		√	Full	\$21.25		√			8.5
<b>Fare Products: Time Based Pass - Unlimited rides from first use</b>									
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 Georgia Center		√	Full	\$11.87		√			4.7
30 Day Pass	√		Full	\$95.00	√	√	√	√	38.0
30 Day Mobility	√		Paratransit	\$128.00	√	√	√	√	32.0

\*The K-12 2-Trip and 1-Trip is not available to purchase until program process is finalized and testing completed; projected timeline undefined at this point.

**Rider Classes:**

Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass; University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and EDAAC

V=BVM; M=Media Sales;  
R=Ride Stores; W=Web Sales

**FARE STRUCTURE**

Full Base: \$2.50 • Mobility Base: \$4.00 • Reduced Base: \$1.00

	Media		Rider Class	Fare	Sales Channel				x(Base)
	Card	Ticket			V	M	R	W	
<b>Fare Products: Calendar Based Pass - Unlimited rides aligns with Calendar</b>									
Calendar Monthly	√		Partnership	\$95.00		√			38.0
Calendar Monthly - Student	√	√	UPass	\$68.50	√	√			27.4
Calendar Monthly Staff/Faculty	√	√	UPass	\$83.80	√	√			33.5
Annual Pass (Invoiced as Calendar Monthly)	√		Full	\$95.00		√			38.0
Mobility Calendar Monthly Pass	√	√	Paratransit	\$128.00		√			32.0
<b>Fare Products: Stored Value</b>									
Per Trip	√		Full	\$2.50	√	√	√	√	1.0
Per Trip Reduced Fare	√		Reduced	\$1.00	√	√	√	√	1.0
Per Trip Mobility	√	√	Paratransit	\$4.00	√	√	√	√	1.0
<b>Fare Products: Non Revenue</b>									
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
<b>Fare Products:UPass 30-Day</b>									
<b>*30-Day Pass</b>	√		<b>UPass</b>	<b>\$68.50</b>		√			<b>27.4</b>

\*The UPASS 30-Day Pass is not available for purchase until program process is finalized and testing completed; project timeline undefined as this point

**Rider Classes:**

Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass; University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and EDAAC

V=BVM; M=Media Sales;  
R=Ride Stores; W=Web Sales



**FARE STRUCTURE**

Promotional Programs		Discount Levels*							
		1 - 199	200 - 499	500 - 999	1,000 - 4,999	5,000 - 9,999	10,000-14,999	15,000-24,999	25,000+
Convention / Visitors	1 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	2 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	3 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	4 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	7 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%

\*Each discount tier's required purchase minimum may be comprised of any combination of 1,2,3,4 or 7-day passes; discounts applied to total passes purchased

Partnership Program		1 - 49	50 - 149	150 - 1,999	2,000 - 2,999	3,000 - 5,999	6000+ or TMA
Partnership	Annual Pass (Invoiced as Calendar Monthly)	0%	3%	5%	7%	8%	10%

Holiday Group Passes	New Year's Day, M.L. King, Jr Day, Memorial Day, Labor Day and Thanksgiving Friday. \$7.00 per pass (\$6 Fare + \$1 fare media cost). Minimum of 2 passes and maximum of 5 passes per transaction (33% discount off regular fare)
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**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	
<b>Fare/Breeze Related Policies</b>				
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	√	√	\$ 300.00

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

----- MARTA FARE HISTORY -----							
Date	Half Fare	Base Fare	Tokens	TransCard		Rail Station Parking	
	Yes/No			Monthly	Weekly	Daily	Long-Term
1972 - Sep '74	No	\$0.15					
1975 - 1978	Yes	\$0.15					
Mar '79 - Nov '79	Yes	\$0.25		\$10.00			
May '80	Yes	\$0.25	\$0.25	\$10.00			
July '80	Yes	\$0.50	\$0.50	\$17.00	\$4		
Jul '81 - Jul '83	Yes	\$0.60	\$0.60	\$21.00	\$5		
Jul '85	Yes	\$0.60	\$0.60	\$25.00	\$6	\$0.60	
Jun '87	Yes	\$0.75	\$0.75	\$28.00	\$7	\$0.75/\$12	
Jul '88	Yes	\$0.85	\$0.85	\$32.00	\$8	.85/\$14	
Jul '90	Yes	\$1.00	\$1.00	\$35.00	\$9	1.00/\$15	
Jun '92	Yes	\$1.25	\$1.25	\$43.00	\$11	1.00/\$15	
Jul '95	Yes	\$1.50	\$1.50	\$45.00	\$12	1.00/\$15	
Jan '01	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$3.00 or \$6.00
Jul '06	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$4.00 or \$7.00
Oct '09	Yes	\$2.00	\$2.00	\$60.00	\$15	Free	\$5.00 or \$8.00
Oct '10	Yes	\$2.00	N/A	\$68.00	\$17	Free	\$5.00 or \$8.00
Oct '11	Yes	\$2.50	N/A	\$95.00	\$23.75	Free	\$5.00 or \$8.00

FINANCIAL PERFORMANCE MEASURES

<b>Passenger Revenue vs. Net Operating Cost</b>	<b><u>FY12 Actuals</u></b>	<b><u>FY13 Actuals</u></b>	<b><u>FY14 Actuals</u></b>	<b><u>FY15 Actuals</u></b>	<b><u>FY16 Projected</u></b>
Passenger Revenue (\$millions)	\$130.5	\$138.6	\$138.0	\$143.8	\$145.8
Net Operating Expenses (\$millions)**	\$406.8	\$396.4	\$408.1	\$408.3	\$448.5
Farebox Recovery	32.1%	35.0%	33.8%	35.2%	32.5%

<b>Passenger Revenue per Boarding</b>	<b><u>FY12 Actuals</u></b>	<b><u>FY13 Actuals</u></b>	<b><u>FY14 Actuals</u></b>	<b><u>FY15 Actuals</u></b>	<b><u>FY16 Projected</u></b>
Passenger Revenue (\$millions)	\$130.5	\$138.6	\$138.0	\$143.8	\$145.8
Total Unlinked Passengers (millions)	134.9	129.9	129.1	136.0	138.2
Average Fare	\$0.97	\$1.07	\$1.07	\$1.09	\$1.06

<b>Net Operating Cost per Boarding</b>	<b><u>FY12 Actuals</u></b>	<b><u>FY13 Actuals</u></b>	<b><u>FY14 Actuals</u></b>	<b><u>FY15 Actuals</u></b>	<b><u>FY16 Projected</u></b>
Net Operating Expenses (\$millions)**	\$406.8	\$396.5	\$408.1	\$408.3	\$448.5
Total Unlinked Passengers (millions)	134.9	129.9	129.1	136.0	138.2
Cost Per Passenger	\$3.02	\$3.05	\$3.16	\$3.00	\$3.25

\* Unaudited Actuals

\*\* Calculated on a Sales Tax Subsidy Basis

<u>BENEFIT CATEGORY</u>	<u>BUDGETED</u>	<u>EXPENSED</u>
<b>Medical Insurance</b>	Authority budget distributed by number of employees	Actual expenses allocated by covered employees
<b>Federal Insurance Compensation Act (Social Security and Medicare Tax)</b>	Federal Insurance Compensation Act (FICA) (7.65% of earned salaries)	7.65% of actual salaries paid to employees (6.2% on first \$117,000 for Social Security Tax and 1.45% on all wages for Medicare Tax)
<b>Pension</b>	Represented Defined Benefit Plan: <ul style="list-style-type: none"> <li>• 8.09% of salaries</li> </ul> Non-Rep. Defined Benefit Plan: <ul style="list-style-type: none"> <li>• 18.00% of salaries</li> </ul> Non-Rep. Defined Contribution Plan: <ul style="list-style-type: none"> <li>• 3.00% of salaries</li> </ul>	Actual payment to the plan for employee
<b>Workers Compensation</b>	As calculated by the actuaries	Actual expenditures of the cost center
<b>State Unemployment Tax</b>	Authority budget allocated to office by cost per employee (maximum cost is \$130.15 per authorized employee)	Actual payment is charged directly to cost center based on the first \$9,500 earned per employee at a rate of 1.37%.
<b>Laundry/Uniform</b>	Developed by offices and varies by offices (Union Agreement)	Actual Expenditures (depends on use by cost center)
<b>Operator Uniform Allowance</b>	Budgeted \$250 per Operator (Union Agreement)	Actual Expenditures
<b>Mechanic Tool Allowance</b>	Budgeted \$225 per Mechanic (Union Agreement)	Actual Expenditures

General Facts:

Creation Date of Authority by the Georgia State Legislature .....	March 1965
Acquisition Date of Assets of Atlanta Transit System .....	February 1972
Organization Structure .....	Board of Directors with General Manager/CEO
Number of Board Members .....	12
Counties in which Authority Operates .....	Fulton, DeKalb, and Clayton
Population of Fulton, DeKalb, and Clayton Counties .....	1,961,853
Size of Area Served .....	880 Square Miles
Type of Tax Support .....	1% Sales Tax in Fulton, DeKalb, and Clayton Counties

Operational Facts:

System Utilization

Available Parking Spaces (Park/Ride & Rail Stations).....	25,940
Annual Passenger Boardings (FY16 Projected).....	138,249,914
Average Weekday Passenger Boardings (FY16 Projected) .....	437,600

Bus (Fixed Route)

Number of Routes .....	93
Number of large buses (CNG).....	420
Number of large buses (Diesel) .....	145
Directional Route Miles.....	1,636
Annual Total Vehicle Miles (FY16 Projected) .....	29,713,945
Annual Total Vehicle Hours (FY16 Projected).....	2,218,102
Number of Bus Shelters .....	641
Number of Bus Benches .....	100
Number of garages (Laredo, Perry, and Hamilton).....	3
Number of Heavy Maintenance Facilities (Brownsmill).....	1
Gallons of Diesel Fuel (FY16 Estimate) .....	2,034,682
Dekatherms of CNG (FY16 Estimate) .....	1,079,161

Mobility (Demand Responsive)

Number of Vehicles (FY16 Projected).....	211
Annual Total Vehicle Miles (FY16 Projected) .....	8,679,509
Annual Total Vehicle Hours (FY16 Projected).....	472,820
Gallons of Diesel/Unleaded Fuel (FY16 Estimate).....	1,130,563

Police

Number of Police Precincts (Dunwoody, College Park, Indian Creek, Five Points).....	4
All sworn Police Officers; including higher ranking officers (FY16 Adopted) .....	376

Rail

Number of Rail Cars.....	338
Number of Rail Cars in Active Fleet.....	318
Length of System (Route Miles).....	48
Number of Stations.....	38
Annual Total Vehicle Car Miles (FY16 Projected).....	23,513,829
Annual Total Vehicle Car Hours (FY16 Projected).....	159,399
Number of Rail Yards (Avondale, South and Armour).....	3
Automatic Train Control & SCADA.....	1 System
Traction Power Substations.....	52

Other

Regional transit backbone—9th largest transit system in the nation  
 Removes 185,000 daily cars from Atlanta roads

Financial Facts:

Beginning Operating Reserves (FY15 Actual) .....	\$206.8M
Operating Revenues (FY16 Estimate) .....	\$458.7M
Total Available Operating Funding (FY16 Estimate) .....	\$665.5M
Net Operating Expenses (FY15 Estimate) .....	\$448.5M
Yearend Operating Carryover (FY16 Estimate) .....	\$217.0M
Capital Allocation (FY16 Estimate) .....	\$64.0M
Beginning Capital Revenues (FY16 Estimate) .....	\$36.29M
Capital Revenues (FY16 Estimate).....	\$401.50M
Total Available Capital Funding (FY16 Estimate) .....	\$437.79M
Total Capital Expenses (FY16 Estimate).....	\$432.01M
Ending Capital Carryover (FY15 Estimate) .....	\$5.78M
Passenger Revenue (FY16 Estimate) .....	\$145.78M
Sales Tax Revenue (FY16 Estimate) .....	\$434.9M
Farebox Recovery (FY16 Estimate) .....	32.5%
Cost Per Passenger (FY16 Estimate) .....	\$3.25
Average Fare (FY16 Estimate) .....	\$1.06
Fare Subsidy Per Passenger (FY16 Estimate) .....	\$2.19
Last Fare Increase .....	October 2, 2011

Employees

Number of Total Employees (FY16 Adopted).....5,118

	FT	PT	CON	Total
ADM	228	50	57	335
MGR	222		3	225
POL	306		20	326
PRO	322		87	409
TEC	284			284
MNT	1,127			1,127
OPR	1,658	185		1,843
REP	197	2		199
SUP	359		11	370
<b>Total</b>	<b>4,703</b>	<b>237</b>	<b>178</b>	<b>5,118</b>

<i>Classifications</i>	<i>Descriptions</i>
<b>ADM</b>	All other non-represented positions
<b>MGR</b>	Middle and Upper Management level positions
<b>POL</b>	Non-management police officers positions
<b>PRO</b>	Non-represented, non-management positions requiring a 4-year degree or equivalent
<b>TEC</b>	Non-represented positions with technical skill requirements, generally requiring 2 and/or 4-year degrees
<b>MNT</b>	Represented positions responsible for bus, rail, and facility maintenance
<b>OPR</b>	Represented Bus, Mobility, and Rail vehicle operator positions
<b>REP</b>	Other Represented positions not included in other categories
<b>SUP</b>	Non-represented first-line supervisory positions



**CATEGORY AND SUBCATEGORY EXPENSE LISTING**

**SALARIES AND WAGES (60 accounts)**

*Major account lines include:*

- Salaries & Wages
- Overtime
- Paid Leave

**FRINGE BENEFITS (38 accounts)**

*Major account lines include:*

- FICA
- State Unemployment
- Mechanic Tool Allowance
- Health Care Costs
- Disability Insurance
- Operator Uniform Allowance
- Life Insurance
- Workers Compensation
- Pension
- Tuition Reimbursements

**CONTRACTUAL SERVICES (118 accounts)**

*Major account lines include:*

- L-Van Service Contracts
- Office Equipment Services
- Service Vehicle Maintenance Service
- Building & Grounds
- Operating Equipment Services
- Office Equipment Rental & Lease
- External Support Services
- Passenger Facilities Services
- Operating Equipment - Lease & Rental
- Consultants
- Bldg. & Equip. Maintenance Services
- Real Property - Lease & Rental
- Revenue Vehicle Maintenance Services
- Track Vehicle Maintenance Services
- Rent - Furniture

**MATERIALS & SUPPLIES (113 accounts)**

*Major account lines include:*

- Fuel & Lubricants
- Track Vehicle Material/Supplies Bldg.
- Maintenance Repairs
- Cleaning Supplies
- Admin. Vehicle Material/Supplies

**MATERIALS & SUPPLIES (Continued)**

- Equipment Maintenance & Repairs
- Rebuilds & Repairable
- Fare Collection
- Building Supplies
- Auxiliary Replacement Parts
- Passenger Facilities – Materials
- Office Supplies
- Accidents
- Track & Structures
- Vandalism
- Service Vehicle Materials/Supplies

**OTHER OPERATING EXPENSE (16 accounts)**

*Major account lines include:*

- Utilities (Electricity, Propulsion Power, Telephone, Gas, Water)
- Taxes & Fees (Diesel, Natural Gas and Gasoline Taxes, Revenue and Non-Revenue vehicle registration and license fees)

**CASUALTY & LIABILITY COSTS (14 accounts)**

*Major account lines include:*

- Direct Insurance
- Injuries and Damages

**MISCELLANEOUS EXPENSES (17 accounts)**

*Major account lines include:*

- Mail & Shipping Expenses
- GA 400 Toll Expenses
- Advertising & Promotions

**OTHER NON-OPERATING EXPENSES (78 accounts)**

*Major account lines include:*

- Dues & Subscriptions
- Travel & Meetings
- Training Expenses
- Corporate Losses
- Physicals and Drug Testing

MARTA has nine (9) expense categories supported by approximately 450 accounts. Currently, MARTA has approximately 228 cost centers.

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
General Manager CEO	General Manager CEO	11100	General Manager CEO	11110	General Manager CEO
General Manager CEO	General Manager CEO	11100	General Manager CEO	22610	Program Management Officer
General Manager CEO	General Manager CEO	11200	Board of Directors	11210	Board of Directors
General Manager CEO	Internal Audit	12100	AGM Internal Audit	12110	AGM of Internal Audit
General Manager CEO	Internal Audit	12100	AGM Internal Audit	12120	Contracts Audit
General Manager CEO	Internal Audit	12100	AGM Internal Audit	12130	Operational Audit
General Manager CEO	Internal Audit	12200	Information Systems Audit	12140	Information Systems Audit
General Manager CEO	Internal Audit	12200	Information Systems Audit	12210	Dir of Information Systems Audit
Administration	Human Resources	88900	AGM Human Resources	16310	AGM of Human Resources
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
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

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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	11700	Diversity & Equal Opportunity	11710	Dir of DEO
Administration	Human Resources	11700	Diversity & Equal Opportunity	11720	Economic Opportunity
Administration	Human Resources	11700	Diversity & Equal Opportunity	11730	Equal Opportunity
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17210	AGM of Communication & External Affairs
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17910	Dir of Customer Services
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17920	Customer Care
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17921	Customer Service Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17922	Customer Information Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17923	Breeze Card Service Center
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17970	Customer & Station Svcs
General Manager CEO	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17971	Reduced Fare Eligibility
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	11910	Dir of External Affairs
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	22410	Dir of Government & Community Relations
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	22430	Government & Community Relations
General Manager CEO	Communication & Ext Affairs	11900	External Affairs	22740	Public Policy Planning
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17310	Dir of Marketing & Sales
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17320	Business Development
General Manager CEO	Communication & Ext Affairs	17300	Marketing & Sales	17350	Strategic Marketing
General Manager CEO	Communication & Ext Affairs	83600	Government & Constituent Relations	22435	Dir of Govt & Constituent Relations
General Manager CEO	Communication & Ext Affairs	83600	Government & Constituent Relations	22440	Government Relations
General Manager CEO	Communication & Ext Affairs	88300	Media Communications	17410	Dir of Media Communications

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	11810	Chief Operating Officer COO
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	11811	Rodeos
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	11820	Streetcar Administration
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15220	AVL
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15224	Capital Operations Maintenance
Operations	Chief Operating Officer COO	11800	Chief Operating Officer COO	15810	AGM of Rail Operations
Operations	Operations Support Services	42100	Operations Support Services	15240	Dir of Operations Support Services
Operations	Operations Support Services	42100	Operations Support Services	15250	Operations Support
Operations	Operations Support Services	18800	Facilities	18810	Dir of Facilities
Operations	Operations Support Services	18800	Facilities	18820	Custodial & Landscape
Operations	Operations Support Services	18800	Facilities	18821	Station Cleaning
Operations	Operations Support Services	18800	Facilities	18830	Buildings & Support Equipment
Operations	Operations Support Services	18800	Facilities	18840	Headquarters Building
Operations	Operations Support Services	18100	Vertical Transportation	18710	Dir of Vertical Transportation
Operations	Operations Support Services	18100	Vertical Transportation	18850	Escalators & Elevators
Operations	Engineering & Development	15230	Engineering & Development	10510	Dir of Communications & Cust Info
Operations	Engineering & Development	15230	Engineering & Development	15230	Rail System Engineering
Operations	Engineering & Development	15230	Engineering & Development	18530	Computer Aided Design CAD
Operations	Engineering & Development	15230	Engineering & Development	18610	Dir of Engineering
Operations	Engineering & Development	15230	Engineering & Development	18620	Electrical & Mechanical
Operations	Engineering & Development	15230	Engineering & Development	18650	Civil & Structural Engineering
Operations	Engineering & Development	15230	Engineering & Development	18660	Specifications
Operations	Engineering & Development	15230	Engineering & Development	18670	Project Control
Operations	Engineering & Development	15230	Engineering & Development	18680	Rail System Program Management
Operations	Engineering & Development	15230	Engineering & Development	18690	Dir of Rail System Engineering
Operations	Engineering & Development	18300	Program & Contract Management	18310	Dir of Program & Contract Management
Operations	Engineering & Development	18300	Program & Contract Management	18320	A & E Contracts

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Engineering & Development	18300	Program & Contract Management	18330	CIP Management & Oversight
Operations	Engineering & Development	18300	Program & Contract Management	18340	Construction & JOC
Operations	Engineering & Development	18300	Program & Contract Management	18350	Job Order Contract JOC
Operations	Engineering & Development	18300	Program & Contract Management	18360	Program Management
Operations	Engineering & Development	18300	Program & Contract Management	18370	Construction Management
Operations	Engineering & Development	18300	Program & Contract Management	18380	Field Inspection Management
Operations	Bus Operations	15400	Bus Transportation	15225	Bus Communications
Operations	Bus Operations	15400	Bus Transportation	15410	Dir of Bus Transportation
Operations	Bus Operations	15400	Bus Transportation	15420	Laredo Garage
Operations	Bus Operations	15400	Bus Transportation	15430	Perry Garage
Operations	Bus Operations	15400	Bus Transportation	15440	Hamilton Garage
Operations	Bus Operations	15400	Bus Transportation	15450	Transportation Services
Operations	Bus Operations	15400	Bus Transportation	15460	Small Bus Services Brady Garage
Operations	Bus Operations	15500	Bus Maintenance	15223	Fleet Management
Operations	Bus Operations	15500	Bus Maintenance	15511	Dir of Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15521	Laredo Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15523	Laredo L-Vans
Operations	Bus Operations	15500	Bus Maintenance	15531	Perry Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15541	Hamilton Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15551	Brady Garage Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15553	Brady Garage L-Vans
Operations	Bus Operations	15500	Bus Maintenance	15554	Brady Garage Non-Revenue Vehicles
Operations	Bus Operations	15500	Bus Maintenance	15555	Small Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15561	Brownsmill Heavy Maint Revenue Vehicles
Operations	Bus Operations	15500	Bus Maintenance	15565	Bus Engineering
Operations	Bus Operations	15500	Bus Maintenance	15566	Systems Planning & Administration
Operations	Bus Operations	15500	Bus Maintenance	15567	Radio Communication Maintenance

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Bus Operations	15900	Mobility	15910	Dir of Mobility
Operations	Bus Operations	15900	Mobility	15920	Brady Garage (Mobility)
Operations	Bus Operations	15900	Mobility	15925	Laredo Mobility
Operations	Bus Operations	15900	Mobility	15930	Brady Garage (Fleet Management)
Operations	Bus Operations	15900	Mobility	15940	Brady Garage (Special Services)
Operations	Bus Operations	15900	Mobility	15950	Mobility Scheduling
Operations	Bus Operations	15900	Mobility	17924	Mobility Reservations
Operations	Bus Operations	31700	Clayton County Transit	15470	Clayton Bus Garage
Operations	Bus Operations	31700	Clayton County Transit	15473	Clayton Paratransit Garage
Operations	Bus Operations	31700	Clayton County Transit	15571	Clayton Bus Maintenance
Operations	Bus Operations	31700	Clayton County Transit	15573	Clayton Paratransit Maintenance
Operations	Bus Operations	31700	Clayton County Transit	15580	Clayton County Contract & Materials Mgmt
Operations	Bus Operations	31700	Clayton County Transit	15581	Clayton County Systems Service Monitoring
Operations	Bus Operations	31700	Clayton County Transit	15582	Clayton County Administration/Overhead
Operations	Rail Operations	15100	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

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Operations	Rail Operations	15700	Rail Car Maintenance	15710	Dir of Rail Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15721	Avondale Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15731	South Yard Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15741	Armour Yard Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15750	Engineering
Operations	Rail Operations	15700	Rail Car Maintenance	15760	Backshops
Operations	Rail Operations	15700	Rail Car Maintenance	15770	Rail Car Appearance
Operations	Rail Operations	15700	Rail Car Maintenance	15780	Rail Maint Quality Control
Operations	Rail Operations	18900	Maintenance of Way	18911	Dir of Maintenance of Way
Operations	Rail Operations	18900	Maintenance of Way	18912	Assistant Director Track & Structures
Operations	Rail Operations	18900	Maintenance of Way	18920	Track Inspection & Support
Operations	Rail Operations	18900	Maintenance of Way	18930	Track Maintenance
Operations	Rail Operations	18900	Maintenance of Way	18940	Field Structural Inspection
Operations	Rail Operations	18900	Maintenance of Way	18950	Structural Maintenance
Operations	Rail Operations	18900	Maintenance of Way	18960	Work Equipment
Operations	Rail Operations	18900	Maintenance of Way	18970	Electric Power & Equipment
Operations	Rail Operations	18900	Maintenance of Way	18980	Automatic Train Control
Finance	Chief Financial Officer CFO	14200	Chief Financial Officer CFO	14210	Chief Financial Officer CFO
Finance	Chief Financial Officer CFO	14200	Chief Financial Officer CFO	14960	Parking Services
Finance	Chief Financial Officer CFO	14300	Accounting	14310	Dir of Accounting
Finance	Chief Financial Officer CFO	14300	Accounting	14340	Accounting - Property & Payables
Finance	Chief Financial Officer CFO	14300	Accounting	14350	Accounting - General Accounting
Finance	Chief Financial Officer CFO	14300	Accounting	14360	Accounting - Payroll Admin Cost Analysis
Finance	Chief Financial Officer CFO	14500	Management & Budget	14510	Dir of Management & Budget
Finance	Chief Financial Officer CFO	14500	Management & Budget	14520	Operating & Capital Budgets
Finance	Chief Financial Officer CFO	14500	Management & Budget	14530	Financial Systems
Finance	Chief Financial Officer CFO	14500	Management & Budget	14560	Strategic Performance Management

**ORGANIZATIONAL STRUCTURE**

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	14800	Treasury	14810	Dir of Treasury
Finance	Chief Financial Officer CFO	14800	Treasury	14820	Financial Planning & Analysis
Finance	Chief Financial Officer CFO	14800	Treasury	14840	Cash & Investment Management
Finance	Chief Financial Officer CFO	14800	Treasury	14850	Capital Budgeting & Oversight
Finance	Chief Financial Officer CFO	83500	Federal & State Programs	22420	Dir of Grant Programs
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	14730	Support Services
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16510	Dir of Contracts & Procurement
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16520	Materials Management
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16530	Contracts
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16540	Purchasing
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16550	Supply Chain Mgmt
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16560	Contracts Administration
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16565	Contract Policies
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16580	A & E Contracts Management
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	16910	AGM of Contracts & Procurement
Finance	Chief Financial Officer CFO	16500	Contracts & Procurement	22810	Dir of Administrative Services
Administration	Chief Administrative Officer CAO	81100	Chief Administrative Officer CAO	22510	Chief Administrative Officer CAO
Administration	Technology	10100	AGM Technology CIO	10110	AGM of Technology CIO
Administration	Technology	10100	AGM Technology CIO	10160	Enterprise Security
Administration	Technology	10200	Technology Infrastructure & Production	10210	Dir of Tech Infrastructure & Production
Administration	Technology	10200	Technology Infrastructure & Production	10240	Network & Technical Support



**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
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
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	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

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Administration	Planning	22700	Transit System Planning	22750	Special Projects & Analysis
Administration	Planning	22700	Transit System Planning	22760	Planning Initiatives
Administration	Planning	88500	Architecture & Design	18410	Dir of Architecture & Design
Administration	Planning	88500	Architecture & Design	18640	Architecture & Civil Engineering
Administration	Planning	88500	Architecture & Design	18645	Configuration Management Architect
Administration	Planning	88500	Architecture & Design	18647	Roofing Program
Administration	Police Services	19200	AGM Police Services	19210	AGM Chief of Police Services
Administration	Police Services	19200	AGM Police Services	19230	Asst Chf of Police Administration
Administration	Police Services	19200	AGM Police Services	19240	Asst Chf of Police Operations
Administration	Police Services	19200	AGM Police Services	19250	Criminal Justice
Administration	Police Services	19200	AGM Police Services	19290	Seized Property
General Manager CEO	Safety & Quality Assurance	16900	AGM of Safety & QA	16710	AGM of Safety & Quality Assurance
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	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
Chief Counsel Legal Services	Chief Counsel Legal Services	16100	Chief Counsel Legal Services	16110	Chief Counsel Legal Services
Chief Counsel Legal Services	Chief Counsel Legal Services	16100	Chief Counsel Legal Services	16140	Legal Administration
Chief Counsel Legal Services	Chief Counsel Legal Services	23100	Chief of Corporate Law	16130	Chief of Corporate Law
Chief Counsel Legal Services	Chief Counsel Legal Services	23200	Chief Litigation	16120	Chief of Litigation
Chief Counsel Legal Services	Chief Counsel Legal Services	16200	Risk Management	16210	Dir of Risk Management
Chief Counsel Legal Services	Chief Counsel Legal Services	16200	Risk Management	16230	Claims
Chief Counsel Legal Services	Chief Counsel Legal Services	16200	Risk Management	16240	Insurance

**ORGANIZATIONAL STRUCTURE**

Division Name	Department Name	Office ID	Office Name	Center ID	Cost Center Name
Chief of Staff	Chief of Staff	61100	Chief of Staff	22620	Chief of Staff
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	22210	Dir of Development & Regional Coordination
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	22220	Real Estate
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	22230	Joint Development
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	23210	Regional Service Coordination
Chief of Staff	Chief of Staff	24200	Transit Oriented Development	24210	Dir of Transit Oriented Development
Other	Other	91000	Inventory Adjustment	91000	Inventory Adjustment
Other	Other	91800	Other	91800	Contract Employees-Capital Projects

**Accounting Basis** - MARTA uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

**Americans with Disabilities Act (ADA)** – Federal legislation that provides guidelines for assuring access to persons with disabilities.

**Assistant General Manager (AGM)** - MARTA has several AGM's who directly report to the General Manager.

**Associated Capital Maintenance (ACM)** - A Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

**Atlanta Regional Commission (ARC)** -An organization dedicated to improving the quality of life for all citizens of the Atlanta region through professional planning initiatives and the provision of objective information; Board membership currently comprised of 10 counties and 64 municipalities.

**Balanced Operating Budget** - The budget is balanced when expenditures do not exceed the sources of revenue. These sources include sales tax revenue, interest income, funds under Section 5307 of the Federal Transit Act for preventive maintenance of vehicles, system and equipment, and 5% of the Sales tax revenues reserves may be applied to the operations of the transit system. (See Fiscal Policy Guide)

**Balanced Capital Improvements Budget** – A balanced capital improvement budget is created by a Ten-Year Plan as set forth in the MARTA ACT and further restricted by the MARTA Board of Directors that the corresponding year's debt service be no more than 45% of the corresponding year's sales tax receipts. Basically, a balanced capital improvement budget is mandatory per MARTA's policy. (See Fiscal Policy Guide)

**Bond Proceeds** - Additional local capital funds raised, when necessary, by issuance of sales tax revenue bonds in the municipal markets. The proceeds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the

Trustee. MARTA requisitions the funds as needed for the Capital Investment Program.

**Bus Rapid Transit (BRT)** - BRT is a program where buses have dedicated right-of-way and a limited number of stops. Some routes may utilize the HOV lanes.

**Business Transformation Program (BTP)** - A fully integrated solution which will provide modern, integrated support for MARTA's Finance, Maintenance, and Human Resources Business Areas. This initiative will not only meet MARTA's current business and technical requirements but is flexible and scalable to meet MARTA's future needs. Integration will be achieved using software from Oracle, MAXIMUS, and Bentley Systems. This will improve MARTA's core business processes by eliminating manual/non-value added processes, automating computer functionality, and creating safeguards that reduce data errors.

**Capital Budget** - The portion of the budget that provides for the funding of improvements, projects and major equipment purchases. Generally, a capital item is one that has a cost in excess of \$300, increases the life or capacity of an asset, and has an economic life in excess of one year.

**Capital Expenditures** - Expenditures which provide for the procurement of capital assets or increase the efficiency, capacity, useful life or economy of an existing asset; generally support the Rail Development Program, Capital Improvement Program, Planning Program and the debt service on revenue bonds.

**Capital Projects Funds** - MARTA uses separate funds for major capital acquisition, construction and the Authority's planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.

**Capital Revenues** - Funds available to support the capital budget; sources include 50% of the sales tax, federal grants, state grants, interest income from the investment of capital funds, proceeds from the sale of revenue bonds and limited private sector participation.

**Clean Air Act Amendments (CAAA)** - Federal legislation that protects and enhances the quality of the nation's air resources; initiates and accelerates a national research and development program to prevent and control air pollution; provides technical and financial assistance to state and local governments for air pollution control programs; and encourages and assists regional air pollution control programs.

**Commercial driver's license (CDL)** - Bus drivers are required to have a passing score on the written CDL test prior to employment. The practical exam for the completion of the CDL license is conducted as a component of the bus operator certification program.

**Compressed Natural Gas (CNG)** - A fuel used in a clean engine technology.

**Congestion Mitigation & Air Quality (CMAQ)** - This program is a federal program which funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

**Contingency Funds** - Operating and Capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.

**Cost Allocation** - The assignment of expenses accounted for in one fund to another fund. For example, certain operating expenses of a division may be charged to a capital grant.

**Debt Service Funds** - MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.

**Enterprise Fund** - Accounts for business-like activities that provide goods and/or services to the public and are financed primarily through user charges.

**Federal Operating Assistance** - Revenue received from federal sources to compensate operating expenses.

**Federal Transit Administration (FTA)** - The agency of the Federal government within the U.S. Department of Transportation that is responsible for providing, administering and monitoring funds to transit agencies.

**Feeder Service** - Bus service which delivers passengers to a rail station from the surrounding geographic area.

**Fixed Route Bus System** - Bus routes that do not vary in schedule or route from day-to-day.

**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.

**Life Cycle Asset Reliability Enhancement (L-CARE)** - The L-CARE program directs preventive and predictive actions to be performed before failures occur in order to maintain the rail cars in a safe and reliable condition.

**Lift-Van (L-Van) Service** - Demand responsive paratransit service that provides service upon scheduled request to serve the handicapped. The vehicles are equipped with a mechanism to lift wheel chairs.

**Linked Trip** - A trip from point of origin to the final destination, regardless of how many modes or vehicles were used.

**MARTA Act** - The legislation initially passed by the Georgia Legislature on March 10, 1965, which created and enabled the Metropolitan Atlanta Rapid Transit Authority.

**Mean Distance Between Failures (MDBF)** - This is a performance measurement.

**Obligations** - Funds that have been obligated to a specific purpose but have not been expended.

**Operating Budget** - The portion of the budget that provides for the day-to-day operations of the Authority: including salaries, benefits, services, materials, and other expenses.

**Paratransit Service** - Complementary transportation services for elderly and disabled established in accordance with the Americans with Disabilities Act (ADA).

**Passenger Revenue** - Revenue earned through fares charged directly to passengers for transit services.

**Peak Period** - The period during which the maximum amount of travel occurs. It may be specified as morning (a.m.), or evening (p.m.) peak.

**Prior Years Carry-Over** - Funds which are available to fund subsequent fiscal years. The unexpended operating revenues provide carry-over

funding for the operating budget while unexpended capital revenues fund the capital carry-over.

**Q-Bus** - A program established to ensure quality bus standards which consist of "like new" exterior and interior condition, as well as mechanical functionality through rigorous monitoring and immediate response to any defect on the bus.

**Revenue Bonds** - A bond on which debt service is payable solely from a restricted revenue source. MARTA issues bonds obligating future sales tax revenues.

**Revenue Passengers** - Transit passengers who enter the system through the payment of a fare as distinguished from those who enter via an employee or complimentary pass or transfer.

**Revenue Service** - Transit service for the purpose of generating revenue as distinguished from trips which place vehicles at route beginning or ending points; trips run for maintenance purposes; or trips which carry passengers without charge.

**Ride with Respect Campaign** - Code of Conduct aimed at improving the overall customer experience by targeting nuisance riders. Under the code of conduct, prohibited activities include solicitation, selling goods or services, loud music, spitting, littering, eating on transit vehicles, drinking on transit vehicles without re-sealable drink containers, fighting and disruptive behavior - many of which are also violations of state law and could result in arrest. Failure to follow the Code may result in immediate expulsion from MARTA property, suspension from the use of transit property and services, and loss of unused fare media that expires during suspension. Those who feel that they have been unfairly cited for Code violations can contest their suspension with the MARTA Suspension Panel.

**SAFETEA-LU** - Surface Transportation Reauthorization Act is a federal law passed in 2005 to replace TEA-21 (Transportation Equity Act of 1998). It authorizes highway, highway safety, transit and other transportation programs for five years. The act provides operating and capital funds to MARTA.

**Sales Tax** - A tax levied and collected by the State for the benefit of the Authority. The "MARTA Sales Tax" is a 1% sales and use tax generated in Fulton and DeKalb counties.

**Section 5309 (Formerly Section 3)** - A federal grant authorized under Section 5309 of the Transportation Equity Act for the 21<sup>st</sup> 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 21<sup>st</sup> 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



<b>A</b> ccounting .....	296	Chief of Litigation .....	433
AGM Capital Programs & Development.....	151	Chief of Staff .....	448
AGM Communications & External Affairs .....	123	Chief Operating Officer/COO .....	210
AGM Internal Audit.....	106	Contracts & Procurement .....	317
AGM of Human Resources .....	342	<b>D</b> ebt Service Schedule .....	58
AGM of Planning .....	392	Department of Bus Operations .....	261
AGM Police Services .....	413	Department of Capital Programs & Development.....	145
AGM Safety & QA.....	188	Department of Chief Administrative Officer/CAO .....	325
AGM Technology/CIO .....	367	Department of Chief Counsel Legal Services .....	421
Approved Capital Projects Summary .....	484	Department of Chief Financial Officer/CFO .....	285
Approved Capital Projects Ten-year Forecast.....	486	Department of Chief of Staff .....	443
Approved Projects Detail.....	495	Department of Chief Operating Officer/COO .....	207
Architecture and Design.....	177	Department of Communications & External Affairs .....	115
Authority Operating Expenses and Revenues.....	41	Department of Human Resources .....	337
Authority Organization Chart.....	61	Department of Internal Audit.....	101
Available Funding for Operations – Table 3 .....	45	Department of Operations Support Services .....	215
<b>B</b> oard of Directors .....	93	Department of Planning .....	387
Bus Maintenance.....	272	Department of Police Services .....	407
Bus Transportation.....	267	Department of Rail Operations .....	233
<b>C</b> apital Budget Overview .....	459	Department of Safety & Quality Assurance .....	181
Capital Budget .....	459	Department of Technology .....	361
Capital Improvement Program Infrastructure.....	473	Department of the General Manager/CEO.....	85
Capital Program Funding .....	55	Director of Operations .....	238
Capital Programming .....	167	Diversity & Inclusion.....	97
Capital Sources and Applications of Funds.....	482	Division of Administration.....	323
Category and Sub-Category Expense Listing.....	644	Division of Chief Counsel Legal Services .....	419
Chart of Gross Expenses by Category, 2016 .....	62	Division of Chief of Staff .....	441
Chart of Non Labor Expenses, 2016.....	63	Division of Finance .....	283
Chief Administrative Officer/CAO .....	333	Division of Operations.....	203
Chief Counsel Legal Services .....	425	Division of the General Manger/CEO .....	83
Chief Financial Officer/CFO .....	292	<b>E</b> mployee Salary Structures .....	615
Chief of Corporate Law .....	429	Engineering & Development .....	155

Executive and Senior Staff ..... v  
 Expenditure Policies ..... 30  
 External Affairs ..... 128

**F**acilities ..... 223  
 Fare History ..... 638  
 Fare Structure ..... 634  
 Federal & State Programs ..... 313  
 Federal Grant Detail ..... 587  
 Financial and Budgetary Policies ..... 20  
 Financial Overview ..... 41  
 Financial Performance Measures ..... 639  
 Financial Summary ..... 41  
 Fiscal Policy Guide ..... 11  
 Fiscal Year Budget Development ..... 16  
 Five-Year Summary Plan – Table 6 ..... 52  
 FY2016 Benefits Calculation ..... 640

**G**eneral Manager/CEO ..... 89  
 Glossary ..... 655  
 Government & Constituent Relations ..... 136  
 Graph of Personnel by Class and Fiscal Year ..... 73  
 Graph of Personnel by Status and Fiscal Year ..... 72  
 Graph of Total Authority Personnel by Fiscal Year ..... 71  
 Guide to Book Contents ..... viii

**H**uman Resources ..... 346

**I**nformation Systems Audit ..... 110  
 Infrastructure Engineering ..... 159

**L**abor Relations ..... 351  
 Letter from the General Manager/CEO ..... i

**M**aintenance of Way ..... 255  
 Management & Budget ..... 300  
 Marketing & Sales ..... 132  
 MARTA Facts ..... 641  
 Marta History & Overview ..... 1  
 Media Communications ..... 140  
 Mobility ..... 277

**O**fficers and Directors ..... iv  
 Operating Budget Impact ..... 493  
 Operating Budget ..... 61  
 Operations Support Services ..... 218  
 Organizational Goals ..... 39  
 Organizational Structure ..... 645

**P**lanning Program Overview ..... 479  
 Project Management & Construction ..... 172

**Q**uality Assurance & Configuration Management ..... 197

**R**ail Car Maintenance ..... 249  
 Rail Services ..... 244  
 Research and Analysis ..... 396  
 Revenue Operations ..... 304  
 Revenue Policies ..... 29  
 Risk Management ..... 437

**S**afety ..... 192  
 Sources and Uses of Funds – Table 2 ..... 44  
 Strategic Plan ..... 33  
 Strategic Planning Process at MARTA ..... 11  
 Summary of Authority Personnel by Status ..... 74  
 Summary of FY16 Expenses by Organization ..... 67

Summary of Operating Budget Expenditures .....	49	Technology Support Services.....	381
Summary of Operating Revenues – Table 4.....	47	Training.....	355
Summary of Transit Subsidy – Table 5.....	51	Transit Oriented Development.....	452
Systems Engineering .....	163	Transit System Planning.....	401
<b>T</b> echnology Applications.....	376	Treasury.....	309
Technology Infrastructure & Production .....	371	<b>V</b> ertical Transportation.....	228




**Legend**

- █ **Red Line**  
Serves from North Springs to Airport until 7pm
- █ **Red Line**  
Ailes 7pm from Lindbergh Center to North Springs only
- █ **Gold Line**
- █ **Blue Line**
- Interstate Highways**
- █ **Green Line**  
Serves to Edgewood/Candler Park  
Schedules to Ring  
Weekdays 5am-9pm & 3pm-7pm  
Weekends 5am-9pm Sat. - Sun. until 7pm
- █ **Green Line**  
Ailes 7pm service to Vine City only
- STATIONS WITH RAIL DAILY PARKING**
- STATIONS WITH LONG-TERM AND RAIL DAILY PARKING**
- STATIONS WITH RESTROOMS**
- Q&S/Express & Limited (Bus Band Transit)**
- MARTA Rent-A-Bike**  
• Airport Station
- FIVE POINTS STATION**  
• Peachtree Center  
• Lindbergh Center  
• Five Points Station
- REDUCED FARE OFFICE**  
• LINDBERGH CENTER STATION  
Located in MARTA Parkheadquarter Building  
• FIVE POINTS STATION  
Located at 4th/5th St. entrance  
• LOST & FOUND
- FIVE POINTS STATION**  
• Peachtree Center  
• Lindbergh Center  
• Five Points

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**Gwinnett County Transit**

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- Arts Center
- Midtown
- North Avenue
- Peachtree Center
- Civic Center
- Hamilton E. Holmes
- Five Points

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(770) 822-5010

Stations served:

- Peachtree Center
- Civic Center
- Midtown
- Lindbergh Center
- Five Points

**GRTA Xpress**

(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

**Gwinnett County Transit**

www.gwinnettcvt.com 1-800-231-2222

**Hartsfield-Jackson Atlanta International Airport**

www.atlanta-airport.com (800) 897-1910