FISCAL YEAR 2012
ADOPTED OPERATING & CAPITAL FUNDS BUDGET
(JULY 1, 2011 THROUGH JUNE 30, 2012)

MARTA
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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, 2010.

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.

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PREFACE

This section provides a letter from MARTA's General Manager, an Executive Summary of the FY2012 Adopted Budget, a listing of MARTA's officers and Directors, and a guide to the FY2012 Adopted Book Contents.

LETTER FROM THE GENERAL MANAGER/CEO

September 14, 2011

MARTA is an irreplaceable public asset that has been a mainstay of the economic progress and quality of life for our region and state for more than three decades. As the largest transit operator in Georgia, MARTA is steadfastly committed to ensuring that our customers receive safe, reliable and customer-focused service every day.

Over the past several years, this agency has dealt with the serious national and regional economic downturn by tapping available reserves, implementing internal cost-savings programs, and ultimately reducing bus and rail services. The primary focus during this fiscal year has been on achieving financial sustainability within our existing funding model and reducing the Authority's over-dependence on reserves.

On July 1, 2011, MARTA implemented its Fiscal Year 2012 Operating and Capital Budgets. As part of its financial sustainability plan, the Authority made the extremely difficult decision to raise the base fare from $2 to $2.50 and increase the cost of weekly and monthly passes. On a positive note, these budgets also include the preservation of existing service levels and some modest enhancements to bus routes and Mobility service for our disabled and senior customers who are unable to use conventional bus and rail services. Additionally, we funded a system-wide security enhancement initiative and critical safety and state-of-good-repair investments.

We have extended the internal cost-cutting measures that had been adopted previously. For the fourth year in a row, MARTA's non-represented and represented employees will not receive annual merit or negotiated base wage increases. MARTA has also taken steps over the past three years to cut more than $100 million from its annual budget.

As we look toward the future, I believe real progress is being made to secure new funding for regional transit. In 2012, our 10-county region will go to the polls to vote on a transportation sales tax referendum that would, in part, fund transit expansion projects and infrastructure improvements for MARTA.

MARTA is an invaluable public investment that will be the backbone for any expanded transit system network of services. We continue to work hand-in-hand with our state and regional partners to educate our community on how more accessible transit options will help boost our economy, improve the environment and make our region a better place to live and work.

As always, we thank our customers, employees, many partners and the general public for their ongoing support of MARTA. It is our privilege to serve the greater Atlanta region.

Respectfully,

Beverly A. Scott

Beverly A. Scott, Ph.D.
General Manager/CEO

EXECUTIVE SUMMARY of FY2012 ADOPTED BUDGET

Operating Budget Highlights

The FY2012 Adopted Budget for Operations is summarized as follows:

FY2012 Adopted Budget Sources and Applications of Operating Funds		
Beginning FY2012 Carry-Over (Including Prior Year 5% Sales Tax Allowance - General Fund)		**$147,380,786**
Revenues		**391,111,354**
Sales Tax	$201,186,400	
Passenger Revenue	130,270,342	
Other Transit Operating Rev	12,392,249	
Lease Income (Inc. TOD)	6,278,149	
Federal Formula Funds	37,781,954	
Lease-to-Service Amortized Rev	3,202,260	
Total FY2012 Available Funding		**538,492,140**
Expenses		**($413,841,969)**
Bus Operations	($236,717,606)	
Rail Operations	(177,124,363)	
Transfer from Cap to Oper reserves		**$3,230,100**
Ending FY2012 Carry-over		**127,880,271**

Revenue Summary

Available funding for Transit Operations is $538.49 million, a decrease of $4.33M below FY2011 actual available funding of $542.82M from the following revenue sources:

- ***Prior Year's Sales Tax Carry-Over*** - This represents the prior year carry-over of Sales Tax receipts.
- ***Sales Tax*** - programmed at $201.2M, with an additional $3.2M to be allocated to Reserves for usage in FY2012. This includes a flex of $20M from Capital and the allocation of 53.1% of total sales tax projected proceeds in FY2012.
- ***Passenger Revenue*** - The projected FY2012 passenger revenue is $130.27 million, of which $20.31 million is attributed to the fare increase. The detailed fare structure, which includes the current fare structure as well as the fare increase, is included in the Appendix section of this budget book.
- ***Other Transit Related Revenue*** – The FY2012 Adopted Budget is $12.39 million for Other Transit Related Revenue, which includes $2.0 million for the CNG Fuel Rebate. Other components included in this section are parking, advertising and other miscellaneous revenues.
- ***Federal Assistance*** – Federal funds are used to reimburse MARTA for operating expenses incurred for preventive maintenance on our vehicles, facilities and equipment. The Adopted Operating Budget for FY2012 is $37.78 million for this purpose, which includes a ($7,096,046) flex from ARC FHW Funds, plus $1.8M associated with CMAQ BRT.
- ***Lease Income*** – Revenue generated from property leases (including Transit Oriented Development), air-rights leases, and right-of-way leases.

FY2012 Planned Service Levels

- ***Bus Fixed Route Service*** is projected at approximately 25.2M total miles of service operating over 92 routes (including additional route enhancements).
- ***Demand-Response Mobility Service*** coverage for elderly and disabled patrons is projected at 417K total hours of service.
- ***Rail Service Level*** is planned at approximately 18.4M total rail car miles with peak service hours of 6:00 AM – 9:00 AM and 3:00 PM – 7:00 PM weekdays, with service until 1:00 AM each day.

Capital Improvements

MARTA is responsible for maintaining and improving $6.4 billion in infrastructure that has been built over the years with taxpayer dollars, but the funding needed to protect that investment is woefully inadequate. These severe financial constraints have limited our ability to plan for the future and ideally position ourselves to take advantage of federal transportation opportunities, going forward.

Our capital improvement program has been seriously impacted by the protracted economic downturn and MARTA is struggling to keep pace with regulatory state of good repair and federal safety standards that are constantly being updated. Despite these challenges, MARTA completed a life system safety review in FY2009 and remains absolutely focused on critical safety needs.

In addition, numerous improvement programs are underway that will enhance MARTA in the next few years. These include upgrades to lighting and escalators in the stations; continued acquisition of clean fuel buses and new L-vans for Paratransit service; rebuilding and upgrading trackway; and the completion of the rail car rehabilitation program. The budget also anticipates several new initiatives including:

- Facility System Renovations
- Trapeze Full Suite Upgrade
- Security Lighting Upgrade
- AFC Smart Card Reader Upgrade
- Telephone Sustainability
- AVIS – Passenger Information Display
- Dense Wavelength Division Multiplex Update

Capital Program Highlights

FY2012 Adopted Budget
Sources and Applications of Capital Funds

FY2012 Beginning Balance		**$100,944,366**
Revenues		
Sales Tax	$142,882,500	
Financing Proceeds	9,000,000	
Interest and Other Capital Income	1,560,000	
Private Sector	0	
Federal Grants	74,195,200	
State Grants	2,040,000	
		$229,677,700
Total FY2012 Funding Sources		**$330,622,066**
Applications of Funds		
Capital Improvement Program	($185,493,653)	
Debt Service on Revenue Bonds	($143,701,316)	
Total Expenses		**($329,194,969)**
Ending FY2012 Ending Balance		**$1,427,097**

Capital Revenue & Expenses Summary

The Authority's Capital Funds Budget is based on capital funds on hand, the capital portion of sales tax receipts, federal grants, state grants, and a financing program that will consist of a balance between sales tax revenue bonds, commercial paper and innovative financing proceeds.

The FY2012 Adopted Capital Funds Budget of $329.19 million provides funding for the following programs and projects:

Capital Improvement Program - The FY2012 Capital Budget of $185.49 million supports expenditures for the replacement, rehabilitation and enhancement of facilities, system-wide equipment, and

infrastructure related to the support of Transit Operations; Non-Operating Expense Projects; and Transit Planning Program activities.

Examples of these programs include rail car and bus rehabilitation, train control system upgrade, structural rehabilitation, fire protection system upgrade, escalator rehabilitation, integrated operations center, Laredo solar canopies, automated fare collection system, security improvements and information technology upgrades and replacement.

Bond Debt Service and Other Financing Programs - A total of $143.70 million is programmed for the principal and interest payments on outstanding and new debt.

Summary

MARTA delivers tremendous benefits to the region and the state by attracting new businesses and new jobs, improving workforce productivity, lessening traffic congestion and improving the air we breathe. Those benefits could be lost, however, if we fail to adequately fund and expand transit in our region. We need for our region and our state to join us as funding partners in order to continue to provide these important benefits. This budget allows us to do so for the current fiscal year. But an anticipated loss in revenues portends an uncertain future for regional transit. The loss of transit means the loss of economic growth, new jobs and businesses that keep our region thriving. The loss or diminution of transit will also hurt our environment, increase traffic congestion, and make metro Atlanta a less-desirable place to live, work or to locate a business. We call on our region and state to join us in an effort to expand transit, and in doing so, to help our region to thrive and grow. Consequently, throughout FY2012 we will make our case for "MARTA Matters" to detail the value we bring for Quality of Life, Economic Impact and Mobility/Access for our region and state.

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GUIDE TO BOOK CONTENTS

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

MARTA OVERVIEW
The MARTA Overview provides a summary of MARTA's history, its challenges and a description of MARTA's service area.

FISCAL POLICY GUIDE
The Fiscal Policy Guide describes the business planning process at MARTA, the development of the fiscal year budget, and the budgetary policies, processes, and financial management methods used to monitor expenditures. Additionally, this section addresses the correlation between the business plan and capital investment opportunities while outlining the strategic capital planning process.

STRATEGIC BUSINESS PLAN
This section addresses MARTA's strategic business plan, goals and objectives. Activities and Key Performance Measures (KPI's) in support of these initiatives are discussed here also.

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.

STRATEGIC PRIORITIES
This section describes the amount of fiscal and human resources allocated to each Strategy Priority. It provides an empirical depiction of how the Authority prioritizes the Strategic Priorities with respect to the level of resource consumption.

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, FY2011 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 2012 capital improvement projects based on State of Good Repair, Service Expansion, 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 supplementary information such as the 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 2012 Benefits Calculation; MARTA facts; organization structure; debt service schedule; glossary of terms and MARTA's rapid rail system map.

The Office of Management & Budget would like to thank all MARTA staff and management personnel for their assistance in producing and publishing this document.

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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.

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

Through the 1970s, MARTA received grants of more than $800 million from the federal government for planning, design, land acquisition and construction of a rapid rail system. The effort bore its first fruit on June 30, 1979 when MARTA's first train, the East Line, began operating between Avondale and Georgia State Station. It also marked 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. And in December 1984, five new stations opened: Lindbergh Center, Lenox, Brookhaven, Oakland City and Lakewood/F. McPherson. Four months after opening the stations and nine miles of track, rail ridership was up 29%.

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

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

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

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

About a year later, MARTA opened its Windward millennium, and in March 2000 carried its' 3.5 billionth customer. By the end of the year,

MARTA had opened two new rail stations – Sandy Springs and North Springs – on the North Line.

In April 2001, the Laredo Garage Compressed Natural Gas (CNG) Facility opened, providing more capacity for a bus fleet that was nearly half CNG powered. At about the same time, MARTA signed an agreement with the Georgia Regional Transportation Authority (GRTA) to operate five fixed bus routes and paratransit service for Clayton County to start the C-TRAN system, however, as of March 31, 2010, C-TRAN ended due to operating budget shortfalls

In 2006, MARTA joined the Atlanta Regional Commission and the Georgia Regional Transportation Authority in partnership to create the Transit Planning Board (TPB). The TPB's mission is to create the next regional plan for expanding and funding public transportation for the entire Atlanta Region.

(MARTA's History excerpted from the MARTA website. Please see the complete history of MARTA and other MARTA facts at www.itsmarta.com.)

Overview of Current System

In February of 2010, 101 buses were replaced with new CNG buses. The new buses replaced part of the fleet scheduled for retirement. Funding for 83 of the new buses was partially provided, 80%, by a grant from the United States Congress and the U.S. Department of Federal Transit Administration. The Georgia Department of Transportation along with MARTA funded the remaining 20%. The remaining 18 buses were purchased with American Recovery and Reinvestment Act (ARRA) funds.

MARTA is currently the ninth-largest rapid transit system in the United States. Prior to September 2010, MARTA operated a fleet of 615 buses over 131 fixed routes in addition to demand service provided by MARTA Mobility and 338 Rail cars operating over 48 miles of rail lines and serving 38 rail stations. However, in order to address a $69.34 million budget deficit for FY 2011, MARTA implemented a 10.2 percent reduction in bus service (131 to 90 routes, and has eliminated 2,700 of 11,500 bus stops), and a 14.2 percent reduction in rail service (waits for trains increased by up to five minutes).

Also reduced were customer service call center hours, MARTA Ridestore (outlets that sell fare media) closures, and reduced availability of restrooms which will be closed to the public except at nine stations. Popular shuttles to Braves baseball games and to the Lakewood Amphitheatre, an event venue, were also been eliminated as part of service reductions.

In 2011, MARTA introduced new beverage and vending machines at Five Points rail station in downtown Atlanta as the first phase of the Authority's concessions and vending program. The concessions and vending program will provide customers with new amenities to enjoy and will help MARTA generate additional revenue.

Phase one will offer customers the opportunity to purchase sodas, tea, nutritional drinks, and water at beverage vending machines located in all 38 rail stations. As part of a competitive bid process, MARTA selected Gilly Vending, Inc. to install 70 beverage machines throughout the system as well as recycling receptacles to support MARTA's "green" initiatives.

Fare

MARTA utilizes Breeze technology fare media which is a smart card electronic fare collection system that replaced the previous token-based fare collection system. The Breeze Card allows riders to load money on the card for use over time and to add weekly or monthly passes that are not fixed to a calendar period.

Envisioned as a common fare media for all regional transit providers, the system was expanded in 2009 and is now used by all major public transit providers in the region. Cobb Community Transit (CCT), Gwinnett County Transit (GCT), and the Georgia Regional Transportation Authority regional express bus system, Xpress, will all utilize the same Breeze system, facilitating transit travel for the transit customer in the Atlanta region who is increasingly likely to use more than one transit service to complete a trip. These are trips that until now have required knowledge of confusing transfer policies and issuing of various paper and magnetic card transfer tickets which discouraged inter-jurisdictional travel by transit. MARTA continues to work with the Transit Planning Board and transit partners to plan and implement improved fare policies for the region.

On May 31, 2011 the MARTA Board adopted Fare Increases that will take effect on October 2, 2011. Along with the base fare change, the cost of weekly and monthly passes will increase. MARTA will also continue to stagger increases for Mobility base fare, reduced fare and Mobility passes based on the previous FY2010 base fare increase. Mobility base fare, reduced fare and Mobility passes will not be impacted by the FY2012 base fare increase.

Fare Media	Current	FY2012
Base Fare	$2.00	$2.50
Reduced Fare	$.90	$0.95
Mobility Base	$3.60	$3.80
Weekly Pass	$17.00	$23.75
Monthly Pass	$68.00	$95.00
Mobility Pass	$115.00	$122.00
UPASS Student	$49.00	$68.50
UPASS Faculty	$60.00	$83.80
Partnership Discounts	0% to 10%	No Change
Children	2 Free with Adult	No Change

Some of the reasons for the fare increase include: at the current fare of $2.00, customers are only paying about 27% of what it actually costs to provide bus and train service but at $2.50, the amount MARTA receives from customer fares will be about 31.5% of its costs; raising fares help MARTA avoid service cuts; despite improvements in the sales tax revenues MARTA is still forced to use reserves; federal funding is expected to decrease; and finally, raising fares will generate about $20.5 million to help ensure that MARTA is financially healthy now and in the future.

MARTA Mobility

MARTA provides ADA Complementary Paratransit Service to eligible persons with disabilities. Service is provided with special lift-equipped vans on a curb-to-curb, shared ride basis. MARTA Mobility is an advanced reservation service. The service is offered on the same days and hours as the regular bus and rail service. Service is restricted to the ADA designated service area within Fulton and DeKalb Counties along a 3/4 of a mile corridor located on each side of all fixed bus routes and in 3/4 of a mile radius of each station.

MARTA Police

MARTA's Police force was established in 1977 as part of the transit agency's mission to operate a safe system. MARTA Police have the same training, certification, rights and powers as any Georgia law enforcement officer while on the property under the control of MARTA or in the actual course and scope of the officer's employment. MARTA's 335 sworn police officers constantly patrol the system, both in regular and in random beats.

Travel Patterns in the Atlanta Region[1]

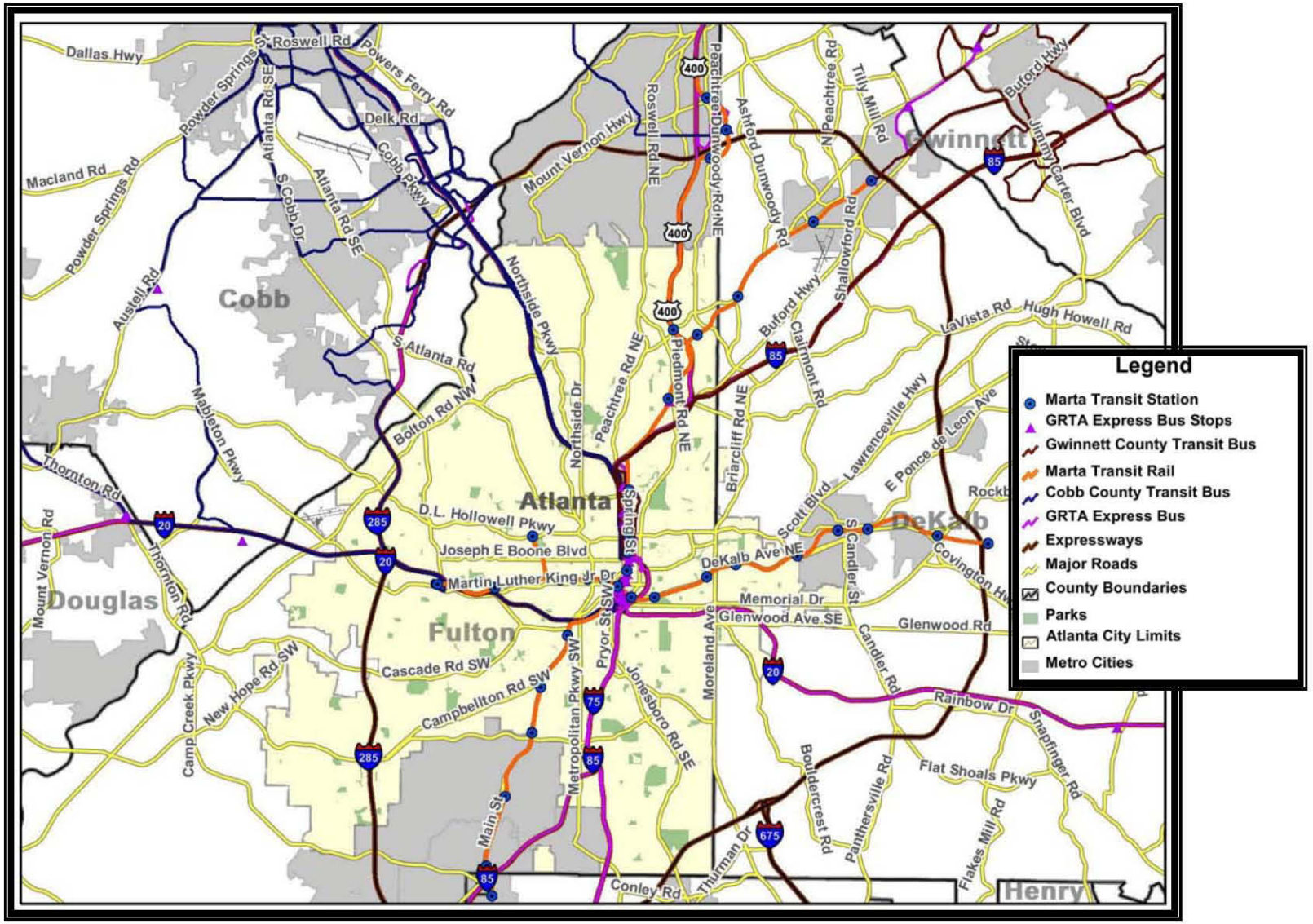
In the Atlanta region, 38% of all travel occurs beyond the borders of a commuter's county of residence, with Fulton County's daytime population growing by 32%. This refers to the number of people present during normal business hours in contrast to the resident population present during evening or after work hours. Thus, regardless of where people reside, they travel, work, and consume services all over the region with the obvious result of a growing need and dependence for affordable transportation alternatives.

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.[2] Residents from all 28 counties that constitute the Greater Metropolitan Atlanta Region regularly use the system; however, MARTA's operations are exclusively in Fulton and DeKalb County. (*See area map on following page.*)

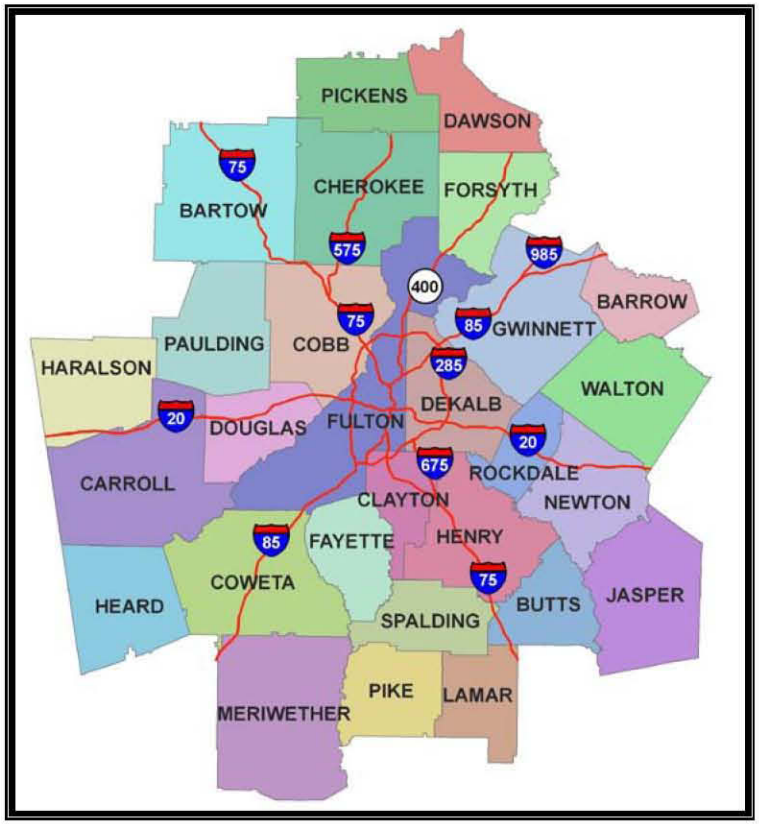
[1] Atlanta Regional Commission,http://www.atlantaregional.com/regionalsnapshots.
[2] About Atlanta, Atlanta Population and Atlanta Demographics, www.atlanta.net/visitors/population.

MAP of MARTA Rail and Transit Stations[3]



[3] Atlanta Regional Commission GIS Maps, http://www.atlantaregional.com/info-center/gis-data-maps/gis-maps

Map of 28 County Metropolitan Atlanta Region[4]



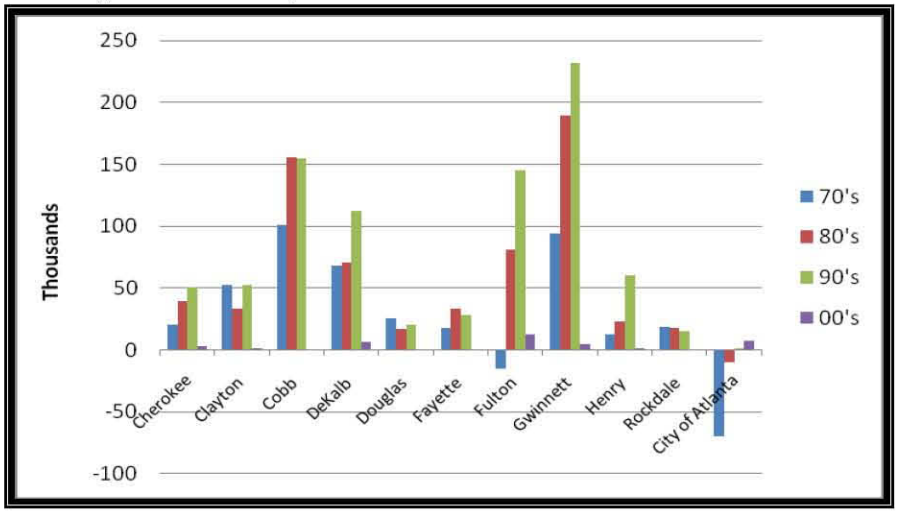
Area Population and Demographics

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

In its August, 2010 newsletter, ***Regional Snapshot - 2010 Atlanta Region Population***, ARC estimated that the 10-county Atlanta region added 1,500 new residents between April 1, 2009, and April 1, 2010. This growth was much slower than historical levels due to the national recession and the housing slowdown. Since the recession began, the 10-county region has added approximately 56,000 people, which is the slowest growth period in the region since the 1950s, and is directly attributable to the Atlanta region's slowdown.

ARC attributes the Atlanta region's slowdown to the national economy. During weak economic periods, people don't move as much and new job opportunities are fewer reducing the need for people to relocate to take new jobs. Consequently, selling homes becomes more difficult, and as a result, the population becomes more stationary.

Average Annual Population Growth



Overall, the current decade has been characterized by fast population growth. With the Atlanta region has averaging more than 72,000 new residents each year. Put into perspective, the average annual increase since 2000 is greater than the average annual increase for 41 states. The aforementioned 10-county Atlanta region is now home to 4,155,800 people, which is still larger than the population of 24 states, according to 2009 Census estimates. In looking at the larger metro area, metro Atlanta ranks second in the nation, behind only Dallas, in population growth between 2000 and 2009, adding more than 1.2 million people.

[4] Atlanta Regional Commission, http://www.atlantaregional.com/info-center/gis-data-maps/gis-maps

The city of Atlanta is described as experiencing slower growth but still accountable for 25 percent of all growth in the region with nearly 8,000 residents added in 2009. At its height, 2005 to 2007, the City of Atlanta saw growth averaging 10,000 new residents per year. According to the U.S. Census Bureau[5], the 2009 population estimate for Atlanta city, Georgia is 540,922 which would make it the 33rd largest city in the United States.

Fulton County's population is estimated to be 1,014,932 due in part to growth in the City of Atlanta. In 2009, it added an estimated 12,300 residents and is the most populous county in the region. As a transportation and logistics hub of the southeast, ARC predicts that metro Atlanta will remain one of the fastest growing metropolitan areas in the nation. Over the last eight years, the region has added 1.1 million people and the second fastest growing region behind Dallas in the nation. While the growth of last two decades is not expected to continue, it is forecasts that the 20 county region will add up to three million people for an estimated 2040 population of 8.3 million.

Demographically, metro Atlanta is described as a historically a young region, still attractive to the young, but growing older with Atlanta being second, behind only Dallas, in the share of its population of Generation X'ers, the segment between the ages of 25 and 39. This highly sought-after demographic historically has been attracted to metro Atlanta's diverse employment base, including professional, technical and computer-related jobs.

Despite this ranking as one of the youngest and largest metro areas, the 65 and older segment of the population is growing the fastest and the trend is expected to continue. Currently, some eight percent of the 20-county Atlanta region's population is 65 and older and by 2040 it is forecast that 20 percent of the population will be older than 65.

Also, the region is growing more diverse with no single majority racial or ethnic group expected by 2015 with the current majority White population declining to around 36 percent by 2040 down from 56 percent of the region's population in 2005. The Hispanic share will increase from around nine percent in 2005, to 20 percent by 2040. *(See Atlanta demographic data on following page.)*

Also forecast is the addition of about 1.6 million jobs bringing the 2040 employment to 4.5 million jobs. *(See Chart of Metro Atlanta Population and Employment Forecasts.)* Most of these jobs are expected to be in the Health Care and Social Assistance sector; second will be Professional and Technical jobs, and Real Estate will be third, with these three sectors expected to add 276,000 jobs alone.

Major Industries & Employers

According the Atlanta Chamber of Commerce, Atlanta's 20 largest non-government employers provide more than 200,000 jobs, which is nearly 9 percent of the employment in the region. The top three employment sectors are trade, transportation and utilities, professional and business services and government. The top corporate employers and the number of employees are listed below[6]:

- Delta Air Lines - 22,257
- AT&T - 21,915
- Emory University - 21,000
- Cox Enterprises - 13,583
- United Parcel Service (UPS) - 10,745
- Wellstar Health Systems - 10,112
- SunTrust Banks - 7,700
- Lockheed Martin Aeronautics - 7,531
- IBM Corporation - 7,500
- Georgia Institute of Technology - 7,342
- Northside Hospital - 7,100
- Turner Broadcasting Systems - 6,600
- The Southern Company (including Georgia Power) - 6,000
- AirTran Airways - 6,000
- The Home Depot (HQ not including retail branches) - 5,500
- Children's Healthcare of Atlanta - 5,220
- Coca-Cola - 5,136
- Wachovia Corporation - 5,100

[5] U.S. Census Bureau Population Finder - http://factfinder.census.gov/

[6] Atlanta Chamber of Commerce Metro Atlanta Overview, http://www.metroatlantachamber.com/files/file/about_atlanta/Atlanta%20Overview_2009.pdf

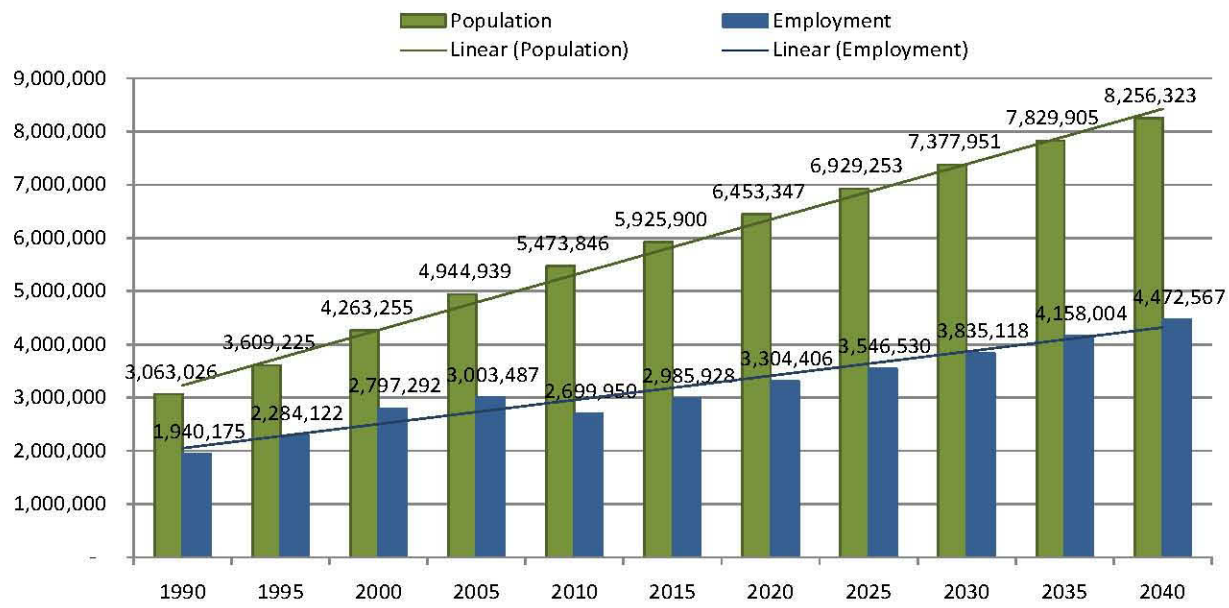
Atlanta, Georgia Demographics[7]

City of Atlanta			
People		**Business**	
Persons under 5 years old, percent, 2000	6.40%	Wholesale trade sales, 2002 ($1000)	16,440,255
Persons under 18 years old, percent, 2000	22.30%	Retail sales, 2002 ($1000)	4,732,270
Persons 65 years old and over, percent, 2000	9.70%	Retail sales per capita, 2002	$10,670
Female persons, percent, 2000	50.40%	Accommodation and foodservices sales, 2002 ($1000)	2,119,909
White persons, percent, 2000 (a)	33.20%	Total number of firms, 2002	43,576
Black persons, percent, 2000 (a)	61.40%	Black-owned firms, percent, 2002	19.40%
American Indian and Alaska Native persons, percent, 2000 (a)	0.20%	American Indian and Alaska Native owned firms, percent, 2002	0.60%
Asian persons, percent, 2000 (a)	1.90%	Asian-owned firms, percent, 2002	3.60%
Native Hawaiian and Other Pacific Islander, percent, 2000 (a)	Z	Hispanic-owned firms, percent, 2002	2.00%
Persons reporting two or more races, percent, 2000	1.20%	Native Hawaiian and Other Pacific Islander owned firms, percent, 2002	F
Persons of Hispanic or Latino origin, percent, 2000 (b)	4.50%	Women-owned firms, percent, 2002	29.90%
Living in same house in 1995 and 2000, pct 5 yrs old & over	44.20%	**Geography**	
Foreign born persons, percent, 2000	6.60%	Land area, 2000 (square miles)	131
Language other than English spoken at home, pct age 5+, 2000	10.80%	Persons per square mile, 2000	3,161.10
High school graduates, percent of persons age 25+, 2000	76.90%	FIPS Code (Federal information processing standards codes)	04000
Bachelor's degree or higher, pct of persons age 25+, 2000	34.60%	**Notes**	
Mean travel time to work (minutes), workers age 16+, 2000	28.3	a) Includes persons reporting only one race.	
Housing units, 2000	186,925	(b) Hispanics may be of any race	
Homeownership rate, 2000	43.70%	D: Suppressed to avoid disclosure of confidential information	
Median value of owner-occupied housing units, 2000	$130,600	F: Fewer than 100 firms	
Households, 2000	168,147	FN: Footnote on this item for this area in place of data	
Persons per household, 2000	2.3	NA: Not available	
Median household income, 1999	$34,770	S: Suppressed; does not meet publication standards	
Per capita money income, 1999	$25,772	X: Not applicable	
Persons below poverty, percent, 1999	24.40%	Z: Value greater than zero but less than half unit of measure shown	

[7] U.S. Census Bureau State & County QuickFacts, http://quickfacts.census.gov/qfd/states/13/1304000.html

Chart of Metro Atlanta Population and Employment Forecasts[8]

METRO ATLANTA POPULATION AND EMPLOYMENT FORECAST FOR 1990 TO 2040



METRO ATLANTA AVERAGE ANNUAL GROWTH FORECASTED FOR 1990 TO 2040

	1990 to 2000	2000 to 2010	2010 to 2020	2020 to 2030	2030 to 2040
Population	120,023	121,059	97,950	92,460	87,873
Employment	85,712	-9,734	60,446	53,071	63,745

[8] Atlanta Regional Commission Regional Snapshots, http://www.atlantaregional.com/info-center/arc-newsletters/regional-snapshots/Regional-Snapshots

Regional Transportation Facts

In the fall of 2009, a survey of transit riders in the 20 county metropolitan region was conducted by representatives from Atlanta Regional Commission in collaboration with Georgia Regional Transportation Authority (GRTA), the Metropolitan Atlanta Rapid Transit Authority (MARTA) and the Georgia Department of Transportation (GDOT)[9]. The survey is estimated to include responses of approximately 10 percent of the region's users of transit, or about 50,000 respondents. ARC describes the magnitude of the survey as being sufficiently large to allow regional planners, with an accurate depiction of the travel necessities and habits of a variety of riders, riding at various times of day, on the region's major transit operators. Survey respondents included:

- more than 24,000 people who do not have cars
- more than 16,000 students
- more than 13,000 people living in households with incomes of less than $10,000 per year
- nearly 3,500 persons of Hispanic origin
- more than a 1,000 persons age 65 and older

ARC notes that as the largest survey of its kind in the United States, the study looked at the travel patterns and demographics of users of transit within the region, including the City of Atlanta and the counties of Clayton, Cherokee, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry, Rockdale, Barrow, Bartow, Carroll, Coweta, Forsyth, Hall, Newton, Paulding, Spalding, and Walton.

The passengers on bus and rail routes of the following transit systems were surveyed:

- Metropolitan Atlanta Rapid Transit Authority
- Georgia Regional Transportation Authority
- Cobb Community Transit
- Gwinnett County Transit
- Clayton County Transit
- Hall Area Transit
- Cherokee Area Transit.

Two of the major findings underscore the importance of transit to the region: first, Public Transit Usage is significant in the Atlanta Area, and secondly, Public Transit is important to the region's economy. The survey shows that regional transit is used to complete more than 1.3 million trips a week and more than 270,000 one way trips a day. The number of car trips is reduced significantly and traffic flow and air quality in the region is improved.

The impact on the economy is vital. A majority of those surveyed, nearly 73 percent, are employed and use transit to commute to and from work, with work being the most frequent destination. Nearly half, 45%, of all trips taken were for travel between the rider's home and place of employment. Two thirds of these riders indicate that without public transit, getting to work would be difficult, and thus limit their opportunities for employment.

Another important finding of the survey revealed how important Public Transit is to students and education. Students commuting to schools constitute the second most frequent destination for the region's transit riders. A third of those surveyed was students and make more than 40,000 trips to school on most weekdays on public transit in the Atlanta area

The fourth major finding was that many residents with cars and higher incomes are using public by transit by choice versus driving. Survey respondents with annual household incomes greater than $75,000 comprised 10% of the regions users of public transit. Of this number, almost 73% chose to complete their trips by transit versus cars.

ARC states that in addition to aiding transportation planning at ARC, the survey will provide other planning agencies and local governments throughout the Atlanta region with extensive and recent data that will make the region more competitive for federal transit funding when it becomes available.

[9] Atlanta Regional Commission Regional On-Board Transit Survey, http://www.atlantaregional.com/transportation/travel-demand-model/on-board-transit-survey

Regulatory & Legislative Challenges

Going forward, transportation enhancements will become central to metro Atlanta's continued economic growth and success. On June 2, 2010, Georgia's Governor, Sonny Perdue signed House Bill 277, the Transportation Investment Act of 2010 which proposes to put the future of Georgia's transportation into voters' hands. Elected officials in each of 12 regions will develop a list of projects to be funded by a one percent sales tax. Georgians will vote on the tax in the 2012 primary elections.

Voters in each region will have the ability to decide on new transportation improvements by voting on a one percent sales tax. The transportation districts will enable a collection of counties to make strategic decisions that will produce growth in their region. The state's director of transportation planning will work closely with local communities to create a project list for each transportation district. The project list will knit together transportation improvements that connect our cities and regions, making the movement of people and goods faster and more cost-efficient.

The bill calls for a statewide vote to be held, with the voters in each transportation district considering their specific list. If the district votes yes, the additional sales tax collected in their district will be used to fund their list of projects. If the district votes no, the tax will not be levied. The Transportation Investment Act also spells out significant changes for MARTA which includes the following:

- No restrictions on use of annual sales tax revenues for three years beginning in June 2010.
- New funds may be used to maintain the system as it existed on January 1, 2010.
- New funds during the three-year period may not be used for salary, merit raises, overtime, bonuses, etc.

Changes to the MARTA Board of Directors were also specified in the act. Currently, the MARTA Board is comprised of 18 members, from City of Atlanta, Fulton, DeKalb, Gwinnett and Clayton counties, as well as featuring representatives from the State Properties Commission & Georgia Building Authority, Georgia Regional Transportation Authority, Georgia Department of Revenue and Georgia Department of Transportation.

Per House Bill 277, the MARTA Board of Directors was terminated as of December 31, 2010, and reconstituted with 11 voting members and one non-voting member as follows:

- Three City of Atlanta residents nominated by the mayor and elected by the city council
- Four residents of DeKalb County appointed by the board of commissioners, at least one from south DeKalb and one from north DeKalb
- Three Fulton County residents appointed by the county commission, one from south Fulton and two from north Fulton
- GDOT Commissioner
- GRTA Executive Director (non-voting)

Also, Clayton, Cobb and Gwinnett residents could vote to approve a contract with MARTA, giving their county two residents on the MARTA Board of Directors.

Because these changes have the potential to be so widespread and sweeping, the impact of on MARTA's future and its strategic plans and policies remains to be determined. However, MARTA will surely continue to be a pivotal player in the metropolitan region as transit alternatives continue to evolve and improve.

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 strategic priorities. Our objective is to remain fiscally viable by aligning the strategic priorities with the capital planning process and the fiscal year budget development process.

MARTA Strategic Planning Process

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

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

I. Assessment of Conditions

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

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

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

- **Core Business Functions within the Authority –** Management must determine how well primary processes are functioning, with the focus on ***"We Serve with Pride."*** This principle will guide all operating and capital projects.

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

II. Board and Management Guidance and Direction

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

III. Organization Planning

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

IV. Resource Allocation and Planning

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

V. Program Management & Performance Monitoring

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

Operating Plan Summary

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

Budget Process Linkage to Capital Investment

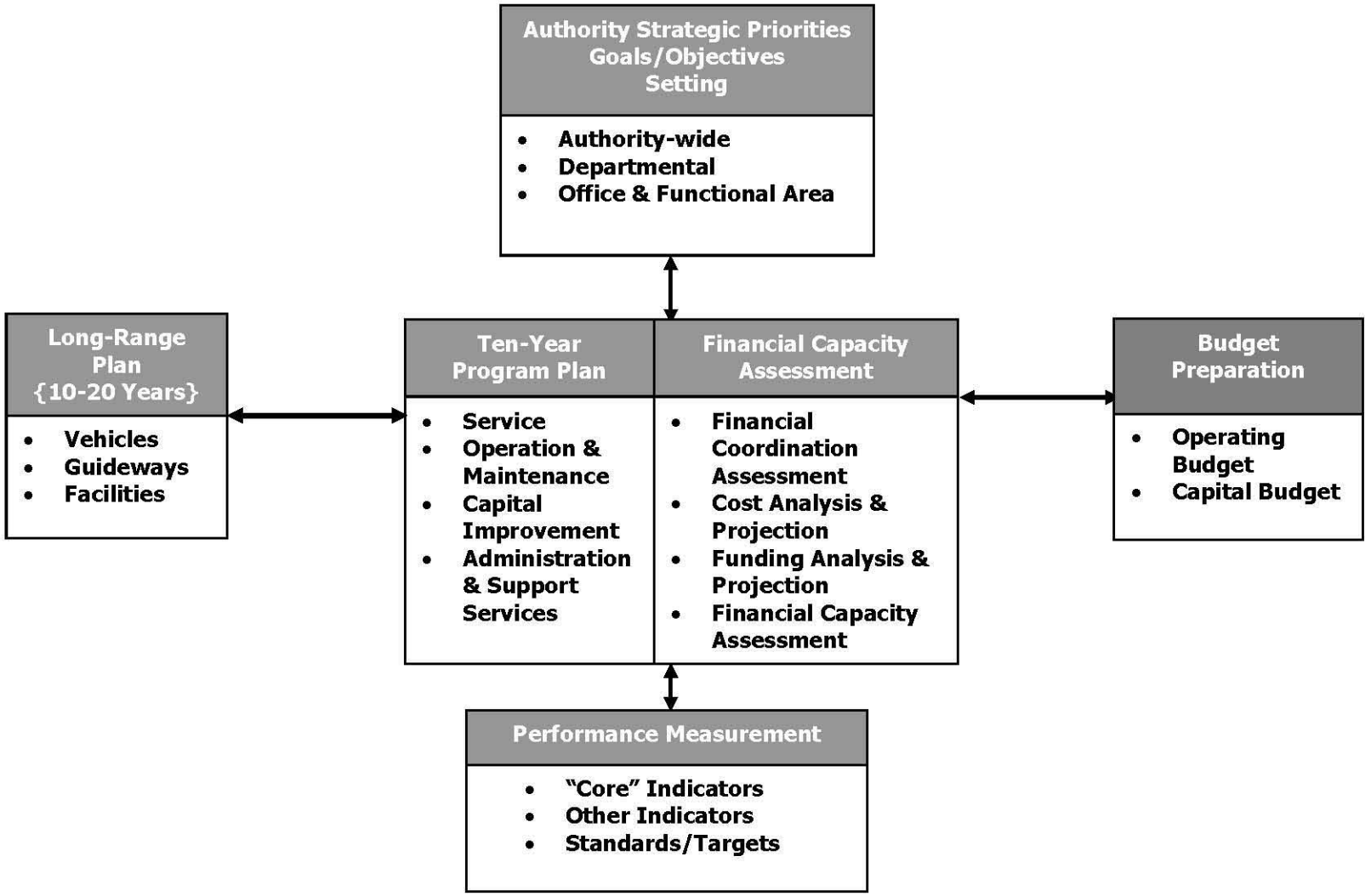
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

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

MARTA Capital Plan Priorities & Issues

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

Exhibit # 1
Multi-Year Program Planning Process



Capital Planning Process

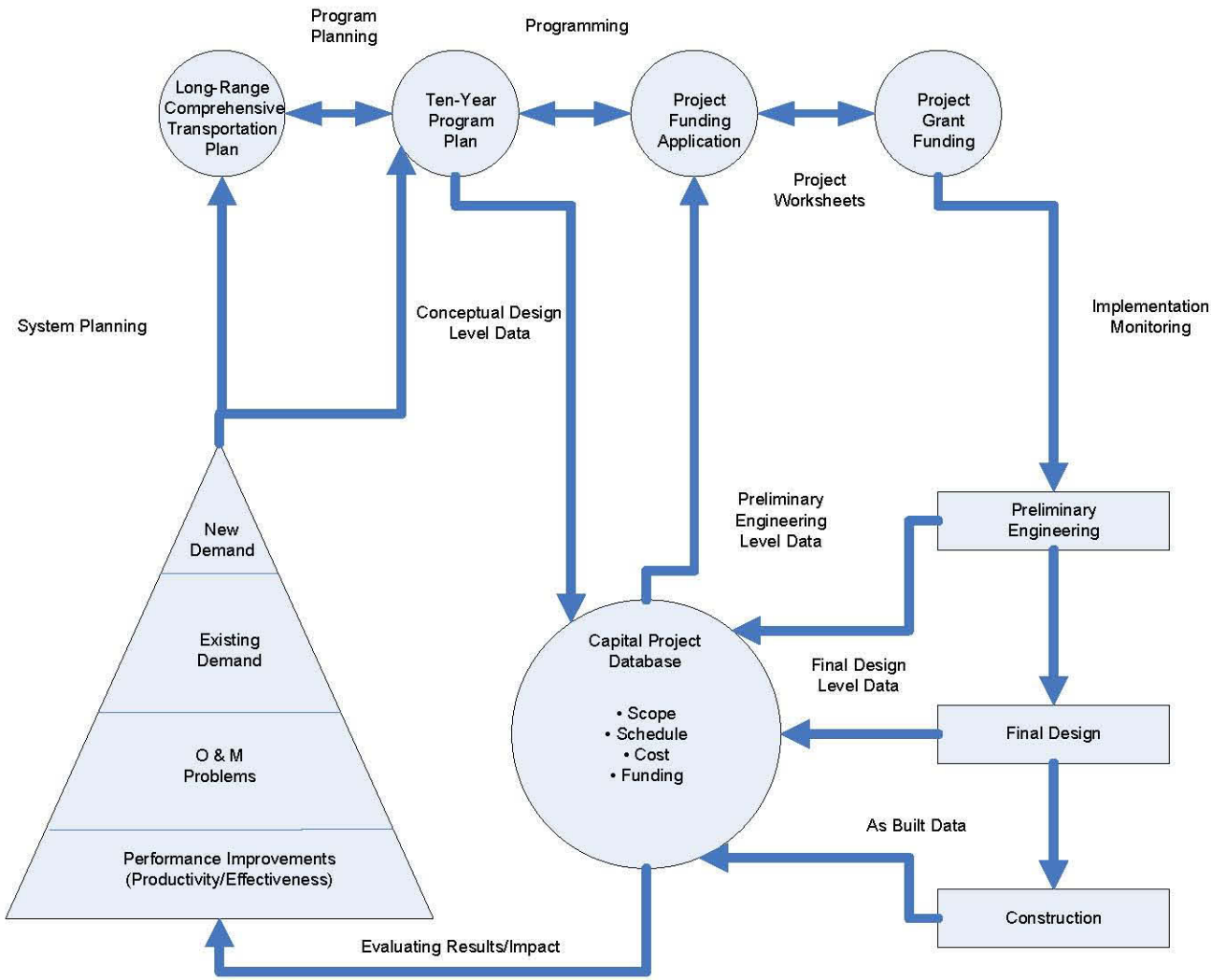
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

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

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

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

Exhibit # 2
Relationship Among Major Construction Project Processes & Products



Fiscal Year Budget Development

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

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

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

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

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

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

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

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

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

Exhibit # 3
Calendar for Development of the FY12 Budget

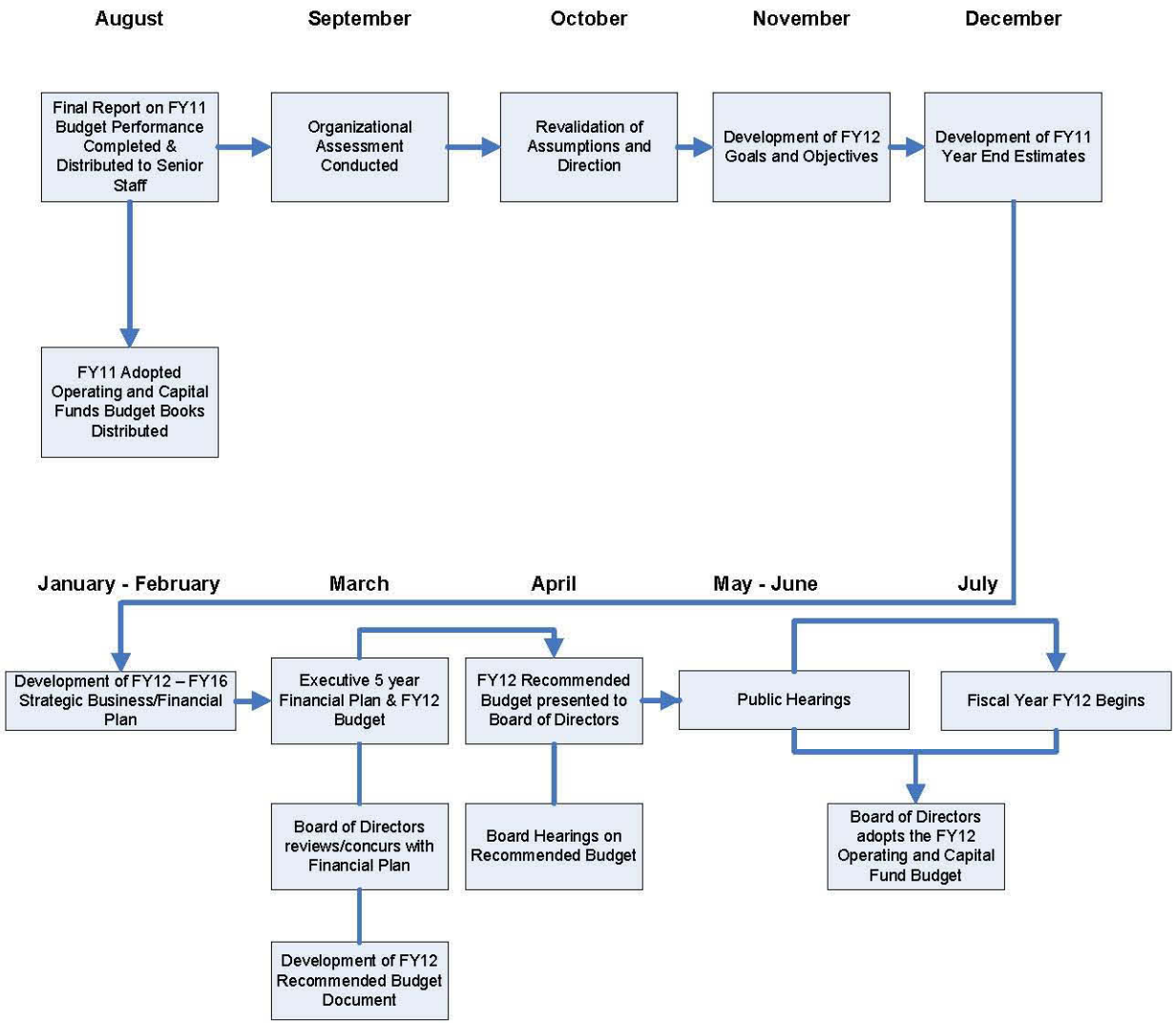


Exhibit # 4
Development of the FY12 Budget Major Milestones

Date	Event
Oct 2010	Development of FY2012 Budget Development Plan & Major Milestones
Nov 2010	FY2011 Budget Review
Nov 2010	Draft Service Plan to meet FY2012 Budget Target
Nov 2010	Briefing on December Mark-Up Modifications
Nov 2010	Legislative Strategy Development
Nov 2010	Determine Corporate and Strategic Assumptions for the FY2012 Budget Development (i.e. Service Levels, Fare/Parking Plan, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, Labor Negotiations, etc.)
Dec 2010	Budget Status Updates Jurisdictions and new Board.
Dec 2010	December Mark-up
Dec 2010	Board Briefing on Corporate and Strategic Assumptions for the FY2012 Budget Development (i.e. Service Levels, Fare/Parking Plan, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, Labor Negotiations, etc.)
Jan 2011	Distribution of FY2012 Budget Call Package
Jan 2011	Draft Legislative, Budget and Service Plan Communications Strategy
Jan - April 2011	Legislative Session

Exhibit # 4
Development of the FY12 Budget Major Milestones (continued)

Date	Event
Jan 2011	Mid Year Budget Adjustment Report
Jan 2011	Board Committee Briefing on Service Plan, Strategic Communication Plan & Fiscal Outlook for the FY2012 Budget Development process
Jan 2011	Community Outreach Sessions
Feb 2011	FY2012 Budget Call Package submissions due
Feb - Mar 2011	Begin Public outreach on service and budget
Feb 2011	Briefing on the FY 2012 Draft Service Plan
Feb 2011	Board Committee Briefing on FY2012 Budget Development progress, including community feedback and legislative outlook
Mar 2011	Board Committee Briefing on the FY2012 Preliminary Operating & Capital Budgets, including Service Plan, Fare/Parking Plan & Legislative Outlook
Mar 2011	Call for Public Hearing (Service and Budget)
Mar 2011	Legislative and jurisdictional briefings on service and budget
Mar 2011	Revised Service Plan (based on outreach and budget refinements)

Exhibit # 4
Development of the FY12 Budget Major Milestones (continued)

Date	Event
Mar 2011	Community Outreach Sessions
Mar 2011	EMT Review of the FY2012 Preliminary Operating & Capital Budgets, including Service Plan & Fare/Parking Plan
Apr 2011	Budget Hearings: EMT Review and Revisions of FY2012 Budget Submissions, Fare/Parking Plan, Revenue Projections & Service Plan
Apr 2011	Advertise for Public Hearings; Community Outreach Sessions
April 2011	April Mark Up
April 2011	Briefing on the Revised Service Plan
April 2011	Board Retreat on the FY2012 Proposed Operating & Capital Budgets, including Service Plan, Fare/Parking Plan & Legislative Outcome; Board provides specific guidance and direction on the Proposed Service, Budgetary & Fare/Parking Plans for FY2012
May 2011	Hold Public Hearing
May 2011	Report Results of Public Hearing
May 2011	Briefing on the Recommended FY 2012 Service Plan
May 2011	Board Presentation of FY2012 Recommended Operating & Capital Budgets
June 23, 2011	Board Adoption of FY2012 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 & 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.
- The State of Georgia determined oversight responsibility based on consideration of financial interdependency, selection of governing authority, designation of management, the ability to significantly influence management, and accountability for fiscal matters. No governmental units other than MARTA itself are included in the Authority reporting entity.

- MARTA is not included within the reporting entity of the City of Atlanta or any of the counties because these governments do not exercise significant influence over MARTA, and the city and counties are not accountable for MARTA's fiscal matters.
- MARTA is currently governed by an 11-member board of directors. MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), The Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a, has the ability to impose its will on the organization , or b, there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Prior to January 1, 2011 MARTA encompassed an eighteen member board, three members were appointed by Fulton County, five members by DeKalb County, four members by the City of Atlanta, and one member by each County of Clayton and Gwinnett. In addition, the Commissioner of the State Department of Transportation, the Commissioner of the State Department of Revenue, the Executive Director of the State Properties Commission, and the Executive Director of the Georgia Regional Transportation Authority served as ex-officio members of the Board. None of the participating governments appointed a majority of MARTA's Board and none had an ongoing financial interest or responsibility.
- House Bill 277 32-9-14, commonly referered to as The Transportation Investment ACT (TIA) amended the 18-member Board provision to an 11-member board composed of 11 voting members and one non-voting member effective January 1, 2011. Of the voting members: three members are residents of the City of Atlanta and are nominated by the mayor and elected by the city council; four members are residents of DeKalb County and are appointed by the DeKalb County Board of Commissioners; three members are residents of Fulton County and are appointed by the local governing body thereof. Independent of the municipalities, The Commissioner of Transportation is a voting member on the board and the Executive Director of the Georgia Regional Transportation Authority is a non-voting member of the board.

2) Balanced Budget

- To measure the costs of providing mass transportation services, the revenues from those services and required subsidies, MARTA has adopted the accounting principles and methods appropriate for a governmental enterprise fund. In accordance with accounting standards applicable to enterprise funds, MARTA has elected not to apply pronouncements issued by the Financial Accounting Standards Board after November 30, 1989. This complies with the MARTA Act and Sales Tax Bond Trust Indentures legal requirements that all accounting systems and records, auditing procedures and standards, and financial reporting shall conform to generally accepted principles of governmental accounting.
- MARTA's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board. The budget is prepared on the same basis of accounting as the financial statements, except that

depreciation and interest expense are not budgeted. MARTA is structured as a single enterprise fund with revenues recognized when earned and measurable, not when they are received. Expenses are recognized when they are incurred, not when they are paid. Capital assets are capitalized and (except land) are depreciated over their useful lives. Cash amounts are restricted for debt service.

- The operating and capital budgets combined are balanced when expenditures do not exceed the sources of revenue. For FY12 the total uses are $743.0M, and the total sources are $872.3M, which leaves a surplus of funds of $129.3M. MARTA has several sources of revenue as explained below.
- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- For historical information, under the law authorizing the levy of the sales and use tax, as amended May 10, 2002, MARTA is restricted as to its use of the tax proceeds as follows:
    1) No more than 50% of the annual sales and use tax proceeds can be used to subsidize the net operating costs, as defined, of the system, exclusive of depreciation and amortization, and other costs and charges as defined in Section 25(I) of the MARTA Act, except for the period beginning January 1, 2002 and ending December 31, 2008 when no more than 55% shall be used. The additional 5% of the Sales tax revenues may be applied to the operations of the transit system, to be used at the discretion of the General Manager.
    2) If more than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the deficit in operations must be made up during a period not to exceed the three succeeding years.
    3) If less than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the excess may, at the discretion of MARTA's Board of Directors, be reserved and later used to provide an additional subsidy for operations in any future fiscal year or years.
- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that, commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit" related operating revenue" for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years 2002, 2003, and 2004 budget resolutions provided for the use of the future use reserved interest.
- The Authority shall fund and maintain an operating budget reserve of ten percent (10%) of the Authority's prior year operating budget revenues. For purposes of this section, the term 'operating budget revenues' shall mean all funds received from federal, state, or local sources, including but not limited to grants, distributions from federal and state formula funds, or direct federal and state appropriations for projects or programs of the Authority, as well as fare box revenues and revenues received from rentals on property owned or operated by the Authority. Said operating budget reserve shall be utilized for ongoing operating expenses only in those circumstances requiring its use due to worsened economic conditions in the Atlanta region, or catastrophic loss such as an act of God or terrorism, which conditions cause a temporary shortfall in the Authority's anticipated revenues. The temporary operating revenue shortfall so noted shall be for a period of not less than six consecutive

months during which total anticipated revenues are not less than two and one-half percent (2.5%) below the revenues received during the preceding fiscal year for the same six-month period. The first three percent (3%) of the reserve shall not be used in any six-month period. The purpose of said reserve shall be exclusively to pay the ongoing operating expenses during times of economic downturn and shall not be considered to be an available recurring revenue for operating budget purposes and under no circumstances shall the operating budget reserve be used to permanently replace the revenues which are reduced due to the economic conditions set forth above. Upon cessation of such economic downturn, as evidenced by cessation of the revenue shortfall required for the use of the reserve for Authority operating expenses, the operating budget reserve shall be replenished.

- The MARTA act was amended by the Georgia Assembly under HB277 and commonly referred to as The Transportation Investment Act (TSA), became effective January 1, 2011 amending set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes shall be suspended for three years. No funds newly unrestricted during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses; or to increase the level of benefits of any kind.
- During each fiscal year the Board shall propose an annual operating budget for the ensuing fiscal year and hold a public hearing thereon. After such public hearing the Board shall review its proposed budget, and, on or before the last day of the fiscal year, it shall adopt an annual operating budget for the ensuing fiscal year.
- The Board shall propose and adopt an annual capital improvements budget. The proposed capital improvements budget shall show all capital improvement projects in process of completion, those to be undertaken during the ensuing fiscal year and those anticipated to be undertaken during the ensuing ten years. The proposed budget shall also show the proposed method of financing each proposed project and the effect thereof on the debt structure of the Authority. After a public hearing the Board shall review its proposed budget and on or before the last day of the fiscal year it shall adopt an annual capital improvements budget for the ensuing fiscal year. No contract for the purchase or construction of any capital improvement project shall be authorized, except to meet a public emergency certified as such by the Board, unless it is included in the annual capital improvements budget; however, the Board may propose and adopt an amendment to the annual capital improvements budget by following the procedure herein prescribed for adopting the original budget.
- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in property and equipment. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.
- The FTA also provides funds for subsidizing operating costs involved in preventive maintenance of vehicles, system and equipment under Section 5307 of the Federal Transit Act.

3) Long-Range Planning

- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- MARTA issues Sales and Use Tax Revenue Bonds and Commercial Paper to raise capital funds for construction, expansion, and rehabilitation of the transit system. During

fiscal year 2007, MARTA initiated its current commercial paper program to provide flexibility and optimization to the issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.

- The FTA has also authorized other grant funds for the construction of bus transit facilities, replacement and rehabilitation of transit operating equipment, development work for construction support techniques, purchase and installation of a computer, and other purposes not directly related to the rail construction program. MARTA plans to fund its committed projects through the unencumbered capital portion of its sales tax, future bond proceeds, issuance of commercial paper and federal and state capital grants. MARTA also has lease and interest revenue and capital reserves available to supplement its needs.
- MARTA has entered into forward contracts to purchase low sulfur heating oil and natural gas at a specified time in the future at a guaranteed price. MARTA enters into these contracts to help plan its low sulfur diesel and natural gas costs for the year and to protect itself against market risk of the commodity. It is possible that the market price before or at the specified time to purchase low sulfur diesel and natural gas may be lower than the price at which the MARTA is committed to buy. This would reduce the value of the contract. MARTA could sell the forward contract at a loss, or if it were to continue to hold the contract, MARTA may make a termination payment to the counterparty to cancel its obligation under the contract and then buy low sulfur diesel and natural gas on the open market. MARTA currently has three fuel hedge transactions in place, one for diesel fuel and two for natural gas. One natural gas and one diesel is scheduled to expire June 30, 2012 and the other CNG, expiring May 30, 2012. This layered approach will 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 derived from the vision articulated within by the Transit Planning Board Concept 3 Plan and has been formalized by the MARTA Board of Directors. This vision recognizes MARTA's role as the core of the regional transit system needed to accommodate the

anticipated growth in the Atlanta region over the next 25 years. The vision also features expanding the existing system in 10 corridors. These corridors were identified as priorities in no particular ranking and were included in the approved 12th and 13th Amendments to the Rapid Transit Contract and Assistance Agreement.

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 contributed capital. When assets are sold or retired, the cost of the asset and related accumulated depreciation is removed from the accounts and the resulting gain or loss, if any, is charged against either contributed capital or non-operating expenses. The portion charged to contributed capital represents the un-depreciated portion of the asset that was originally purchased with federal capital grant funds. The remaining gain or loss is charged against non-operating expenses as it represents MARTA's share. Ordinary maintenance and repairs are charged to expenses as incurred, while property additions and betterments are capitalized. MARTA capitalizes, as a cost of its constructed assets, the interest expense based upon the weighted average cost of borrowing.

Revenue Policies

1) Revenue Diversification

- The operating budget is funded through three primary sources (Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments. The Authority's capital budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future sales tax revenue.
- Fare and parking revenue from transporting passengers, concessions, and advertising are reported as operating revenues. Transactions that are capital, financing or investing related, or which cannot be attributed to MARTA's transportation focus, are reported as non-operating revenues.
- Bond Proceeds, Discount, Issue Costs and Losses on Refunding- Proceeds from the issuance of Sales Tax Revenue Bonds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the Trustee. MARTA requisitions the

funds as needed for construction, rehabilitation and replacement of the transit system. Bond discount and issue costs are amortized, principally using the interest method, over the term of the related debt. Losses on debt refunding are deferred and amortized over the shorter of the life of the refunded debt or the new debt, on a basis consistent with the interest method.

- Passenger fares are recorded as revenue at the time services are performed. The MARTA Act places certain requirements on the rate that MARTA is to charge for transportation services. The rates charged to the public for transportation services must be such that the total transit-related revenues, exclusive of any federal operating subsidy, sales and use tax proceeds, and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs, exclusive of depreciation and amortization, of the preceding fiscal year. Under provisions of amendments to the MARTA Act, lease income, and interest earned on certain restricted investments (as discussed below), which are included in the non-operating revenues in the MARTA statement of revenues and expenses, are included in transit related revenues for the purposes of this calculation.
- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in capital assets. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with FTA provide for FTA holding a continuing interest in properties acquired and restrict the use of such properties to providing mass transportation services. Grants for capital asset acquisition, facility development, and rehabilitation are reported in the Statement of Revenues, Expenses, and Changes in Net Assets, after non-operating revenues and expenses as capital grants.
- During the year ended June 30, 2001, MARTA began construction of a Transit Oriented Development (TOD) Program whereby MARTA would lease office, retail, and residential space. The BellSouth towers and related parking and retail space were completed in October 2002. Several lease agreements have been signed, the terms of which provide for various payments to be made to MARTA over a variety of years. Since that time several other TOD projects have been initiated and completed while others are still ongoing.
- AGL constructed a refueling station on MARTA's property at Perry Boulevard. MARTA leases this refueling station under an operating lease. The non-cancelable lease term is for five years after which the lease provides three renewal options of five years each but does not include a bargain renewal option. MARTA has the option to purchase the refueling station at the remaining value of the outstanding options valued at $125 per year. Total cost for such lease was $538 for the year ended June 30, 2005 and $574 for year ended June 30, 2004. The minimum future rental payments for year FY2006 is $540. MARTA leases air rights and ground leases over and adjacent to its stations to third parties for the construction of office and other developments.
- Deferred revenue includes the remaining unamortized balance of the deferred amounts from the lease/leaseback arrangements in 2001, 2002, 2003, and 2004 and the sale/leaseback arrangements in 1987 and 1988 of certain rail cars and buses. The deferred gains are being amortized over the remaining lives of the respective vehicles.

2) Fees and Charges

- The MARTA Act places certain requirements on the rates that MARTA is to charge for transportation services provided. The rates charged to the public for transportation services must be such that the total transit related revenues are no less than 35% of the operating costs, exclusive of depreciation and amortization, and other costs and charges

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 as follows:
        a. **Fare Increase Modifications**
            - Base Fare - $2.50
            - Reduced Fare - $.95
            - Mobility - $3.80
            - 7-Day Pass - $23.75
            - 30-Day Pass - $95.00
            - Mobility Pass - $122.00

        b. **Elimination of Breeze Tickets at TVM's**

        c. **Web Ticketing**

Source Documents

The information used to develop the fiscal policy guide is provided by a variety of both internal and external sources[1]. A listing of the major resources is provided below.

[1] MARTA Act; HB277
Rapid Transit Contract and Assistance Agreement
Americans with Disabilities Act
Regional Transportation Plan
MARTA Strategic Plan
The Bond Trust Indentures
MARTA Investment Guidelines
Georgia State University (GSU) Sales tax Forecast
MARTA's Fixed Asset Management and Capital Policy
1990 Clean Air Act
Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)
Sales Tax Bond Trust Indenture
Governmental Accounting Standards Board (GASB)
FTA Guidelines
MARTA's Swap & Derivative Policy
MARTA's Debt Management Policy

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STRATEGIC BUSINESS 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 2012 Strategic Business Plan (FY12 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 of implementing the Authority's Mission and enabling them to work in a coordinated, collaborative fashion toward successfully achieving its Vision. Based on the Balanced Scorecard concept, the FY12 SBP paves the way for MARTA to convert its resources, organizational culture and employee knowledge into expected tangible outcomes.

The attached document contains MARTA's Vision and Mission statements, followed by a strategy map depicting the Authority's Strategic Priorities adopted by the Board of Directors (BOD) at the December 2008 Retreat. These Strategic Priorities are supported by a number of Strategic Key Performance Indicators (KPI)s that are specifically designed to measure the achievement of these Strategic Priorities over time. Detailed definitions, ownership designations and data source descriptions for each KPI are provided in the Balanced Scorecard tool accessible via MARTAnet.

In order to provide MARTA BOD with pertinent and timely information, and to maintain accountability in governing the Authority and managing its day-to-day operations, MARTA's Executive Staff routinely reports on a variety of selected KPI's at the each of the respective BOD monthly committee meetings. Subsequently, the KPIs are made available to the public at large via itsmarta.com web-site.

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marta Strategy Map
MARTA's Vision
"MARTA...The Transportation Choice of the Atlanta Region."
Regional transit leadership of unique competence and excellence
Safe, reliable and customer-friendly service
Increasing regional quality of life and economic success
Respected and valued regional partner with unique expertise
MARTA's Mission
To strengthen communities, advance economic competitiveness, and respect the environment by providing a safe and customer-focused regional transit system.
Strategic Priorities
A
B
C
D
E
F
G
H
A. Apply continuous improvement to service delivery
B. Favorably position MARTA by improving transit's image and stakeholder relations
C. Ensure transparency and accountability to the public
D. Achieve financial viability and stability
E. Provide a total quality customer experience
F. Provide safe and secure services and environments
G. Enhance employee development and relations
H. Embrace sustainability through the implementation of environmentally responsible practices

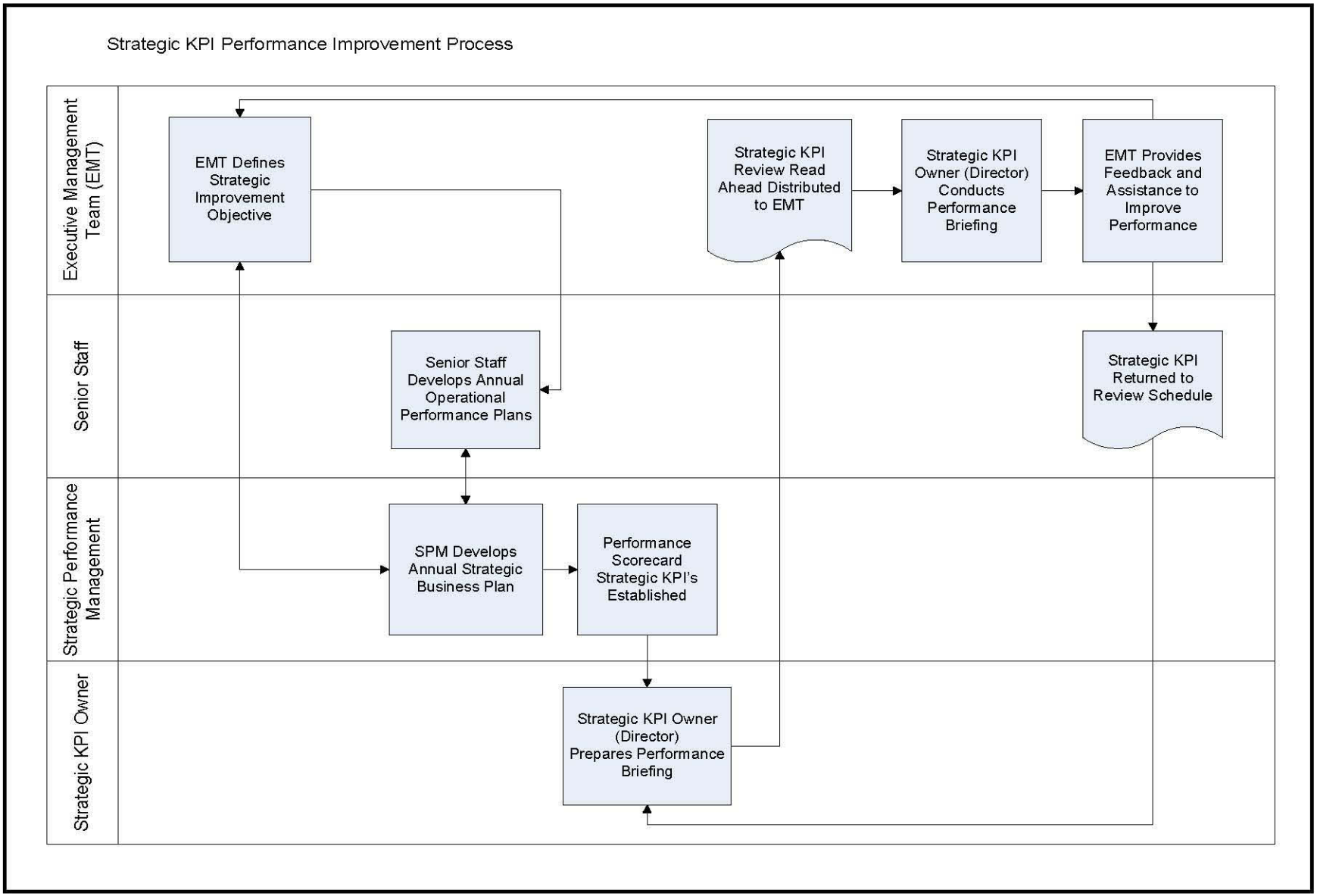
KEY PERFORMANCE INDICATORS

KPIs	FY11 Target	FY11 Year-end	FY12 Target
Financial KPI s			
Budget Variance	</= 0%	-2.20%	</= 0%
Ridership Combined (unlinked trips)	>/= 120.9M	139.9M	>/= 123.3M
Rail Cost per Passenger Trip	</= $3.80	$3.31	</= $3.97
Bus Cost per Passenger Trip	</= $2.69	$2.22	</= $2.61
Moblitity Cost per Passenger Trip	</= $42.89	$32.40	</= $37.14
Customer Service KPI s			
Average Call Wait Time	</= 1:10	0:45	</= 1:10
Call Abandonment Rate	</= 10.00%	6.68%	</= 10.00%
Bus KPI s			
Bus OTP	>/= 73.00%	72.09%	>/= 75.00%
Bus MDBF	>/= 3,000	2,837	>/= 3,000
Bus MDBSI	>/= 6,000	4,988	>/= 6,000
Bus Complaints per 100K Boardings	</= 15.00	10.92	</= 12.00
Rail KPI s			
Rail OTP	>/= 97.50%	97.63%	>/= 98.00%
Rail MDBF	>/= 15,000	32,913	>/= 25,000
Rail MDBSI	>/= 500	672	>/= 550
Rail Complaints per 100K Boardings	</= 1.30	0.37	</= 1.00

KEY PERFORMANCE INDICATORS (Continued)

KPIs	FY11 Target	FY11 Year-end	FY12 Target
MARTA Mobility KPI s			
Mobility OTP	>/= 92%	86.65%	>/= 92%
Mobility MDBF	>/= 35,000	31,215	>/= 35,000
Mobility MDBSI	>/= 55,000	44,045	>/= 55,000
Mobility Trip Denial Rate	</= 0%	0.00%	</= 0%
Mobility Reservation Average Call Wait Time	</= 1:30	2:54	</= 2:30
Mobility Reservation Call Abandonment Rate	</= 4.5%	6.47%	</= 5.5%
Mobility Complaints per 1K Boardings	</= 4.50	3.55	</= 4.50
Facilities KPI s			
Escalator Availability	>/= 98%	85.69%	>/= 98%
Elevator Availability	>/= 98%	97.55%	>/= 98%
Safety & Security KPI s			
Part I Crime Rate	</= 3.11	2.97	</= 3.11
Bus Collision Rate per 100K Miles	</= 2.55	3.36	</= 2.55
Mobility Collision Rate per 100K Miles	</= 1.95	1.59	</= 1.95
Employee Injuries per 100 Employees	</= 15.50	19.09	</= 15.50

STRATEGIC PROCESS FLOW CHART



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STRATEGIC PRIORITIES

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

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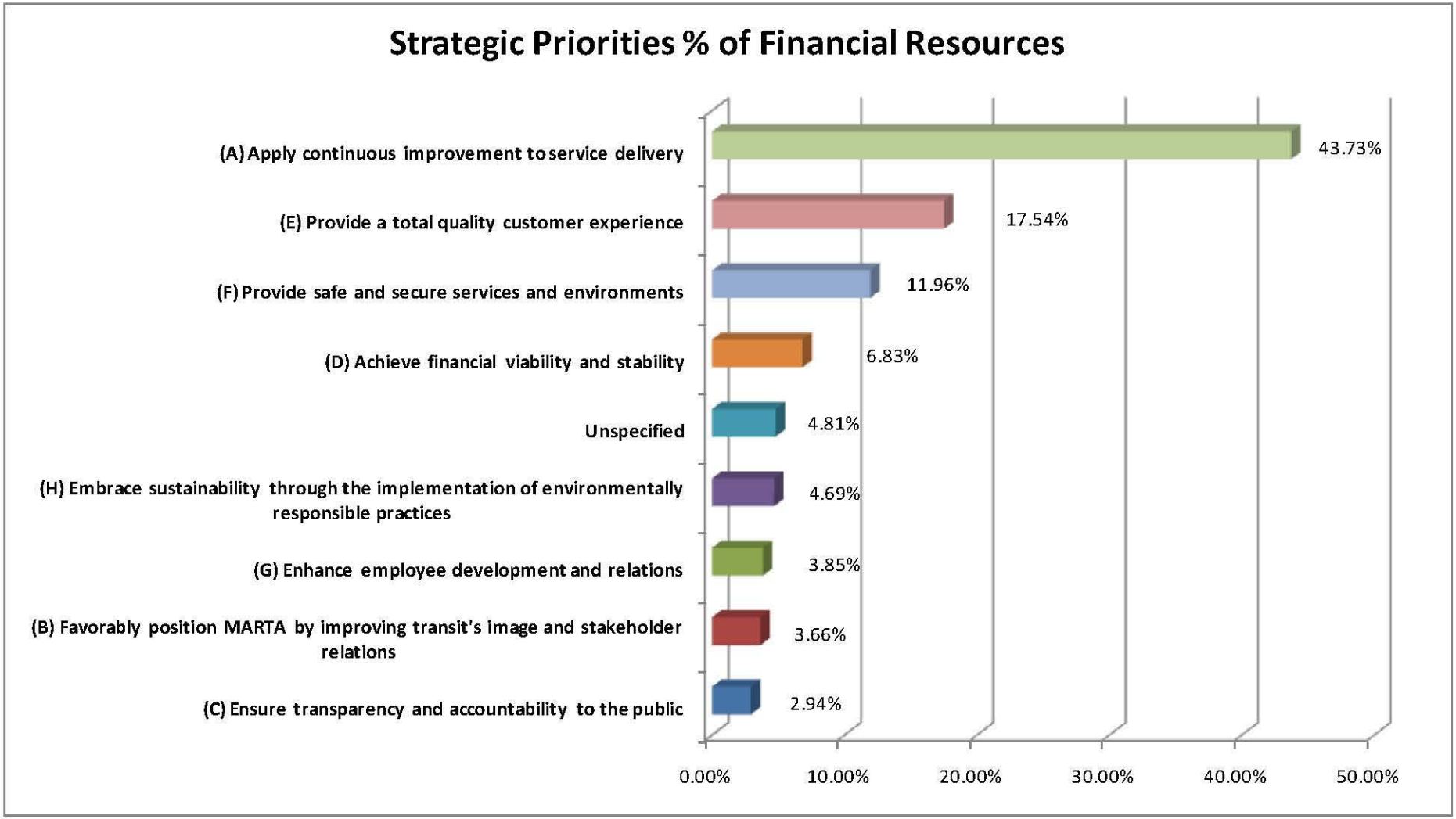


Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Financial Resources	$199,000,907	$16,669,583	$13,371,831	$31,091,914	$79,789,731	$54,408,045	$17,507,541	$21,325,269	$21,865,310
% of Financial Resources	43.73%	3.66%	2.94%	6.83%	17.54%	11.96%	3.85%	4.69%	4.81%

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Division of Business Support Services									
Division Totals	$10,773,537	$7,563,863	$7,168,607	$14,414,381	$8,698,739	$7,672,086	$7,267,575	$6,481,168	$14,452,651
	12.75%	8.95%	8.48%	17.06%	10.30%	9.08%	8.60%	7.67%	17.11%
Division of Executive Administration									
Division Totals	$363,448	$1,117,540	$1,889,768	$8,944,237	$51,868	$51,868	$166,379	$1,005,512	$571,215
	2.57%	7.89%	13.34%	63.16%	0.37%	0.37%	1.17%	7.10%	4.03%
Division of General Manager CEO									
Division Totals	$0	$0	$0	$0	$0	$0	$0	$0	$1,152,427
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division of Operations									
Division Totals	$187,863,922	$7,988,181	$4,313,455	$7,733,296	$71,039,125	$46,684,091	$10,073,587	$13,838,590	$4,489,018
	53.07%	2.26%	1.22%	2.18%	20.07%	13.19%	2.85%	3.91%	1.27%
Division of Other									
Division Totals	$0	$0	$0	$0	$0	$0	$0	$0	$1,200,000
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Authority Totals	$199,000,907	$16,669,583	$13,371,831	$31,091,914	$79,789,731	$54,408,045	$17,507,541	$21,325,269	$21,865,310
	43.73%	3.66%	2.94%	6.83%	17.54%	11.96%	3.85%	4.69%	4.81%

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Division of Business Support Services									
Dept of Business Support Services									
Business Support Services	$378,132	$378,132	$378,132	$378,132	$349,045	$349,045	$349,045	$349,045	$0
Research & Analysis	$540,182	$122,045	$241,875	$401,462	$121,805	$65,131	$18,891	$401,462	$395,828
Department Totals	$918,314	$500,177	$620,006	$779,593	$470,849	$414,176	$367,936	$750,506	$395,828
	17.60%	9.59%	11.88%	14.94%	9.02%	7.94%	7.05%	14.38%	7.59%
Dept of Communication & Ext Affairs									
AGM Comm & Ext Affairs	$799,563	$815,572	$46,565	$15,522	$1,274,632	$0	$0	$0	$260,303
External Affairs	$0	$12,658	$12,749	$12,514	$0	$0	$0	$0	$575,717
Government & Constituent R	$0	$89,300	$86,674	$86,674	$0	$0	$0	$0	$160,000
Marketing & Sales	$0	$349,004	$25,446	$39,833	$151,462	$0	$54,903	$0	$1,082,674
Media Communications	$0	$75,543	$75,543	$0	$0	$0	$71,823	$0	$221,134
Department Totals	$799,563	$1,342,078	$246,977	$154,543	$1,426,094	$0	$126,726	$0	$2,299,829
	12.50%	20.98%	3.86%	2.42%	22.30%	0.00%	1.98%	0.00%	35.96%
Dept of Contracts & Procurement									
Administrative Services	$1,488,198	$0	$87,502	$1,235,760	$0	$0	$0	$0	$734,443
AGM Contracts & Procureme	$152,386	$36,887	$162,186	$199,074	$0	$0	$0	$157,378	$250,869
Contracts & Procurement	$622,483	$157,824	$373,490	$431,331	$248,993	$124,497	$282,321	$248,993	$4,729,719
Department Totals	$2,263,068	$194,712	$623,179	$1,866,165	$248,993	$124,497	$282,321	$406,371	$5,715,031
	19.30%	1.66%	5.32%	15.92%	2.12%	1.06%	2.41%	3.47%	48.75%
Dept of Finance									

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Accounting	$0	$0	$0	$0	$0	$0	$0	$0	$3,766,743
AGM Finance CFO	$82,639	$89,526	$89,526	$89,526	$89,526	$82,639	$82,639	$82,639	$61,422
Federal & State Programs	$0	$0	$0	$0	$0	$0	$0	$0	$384,066
Management & Budget	$120,402	$28,897	$144,483	$1,129,520	$96,322	$28,897	$28,897	$0	$0
Revenue Operations	$370,676	$522,443	$221,171	$4,547,194	$950,541	$602,082	$96,808	$197,834	$500
Treasury	$39,479	$143,505	$79,899	$658,861	$91,539	$12,961	$12,961	$109,870	$0
Department Totals	$613,196	$784,370	$535,078	$6,425,101	$1,227,927	$726,578	$221,304	$390,343	$4,212,731
	4.05%	5.18%	3.53%	42.45%	8.11%	4.80%	1.46%	2.58%	27.83%
Dept of Human Resources									
AGM Human Resources	$45,060	$0	$45,060	$45,060	$0	$45,060	$225,300	$45,060	$0
Diversity & Equal Opportunit	$256,000	$96,447	$602,714	$375,444	$159,021	$62,574	$17,824	$192,894	$0
Human Resources	$345,841	$79,004	$169,944	$350,774	$224,730	$535,531	$1,355,244	$204,898	$0
Labor Relations	$52,814	$0	$52,814	$264,072	$0	$105,629	$0	$52,814	$0
Training	$1,607,065	$0	$0	$0	$0	$1,607,065	$1,655,764	$0	$3,730
Department Totals	$2,306,781	$175,451	$870,532	$1,035,350	$383,751	$2,355,859	$3,254,132	$495,667	$3,730
	21.20%	1.61%	8.00%	9.51%	3.53%	21.65%	29.91%	4.56%	0.03%
Dept of Planning									
AGM Planning	$0	$0	$0	$0	$0	$0	$0	$0	$334,897
Dev & Regional Coordination	$0	$323,718	$141,617	$704,138	$0	$0	$0	$120,601	$447,247
Transit System Planning	$491,380	$560,002	$164,932	$0	$648,998	$330,082	$0	$51,365	$280,237

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Department Totals	$491,380	$883,720	$306,549	$704,138	$648,998	$330,082	$0	$171,967	$1,062,381
	10.68%	19.21%	6.67%	15.31%	14.11%	7.18%	0.00%	3.74%	23.10%
Dept of Technology									
AGM Technology CIO	$91,661	$40,055	$91,661	$54,580	$88,579	$87,544	$36,974	$90,625	$0
Tech Enterprise Applications	$266,742	$912,271	$824,332	$759,934	$1,371,013	$613,368	$1,003,134	$1,104,271	$337,983
Tech Infrastructure & Ops	$2,538,578	$2,516,457	$2,516,457	$2,115,671	$2,375,834	$2,350,957	$1,975,048	$2,373,078	$0
Technology Programs Manag	$484,255	$214,571	$533,836	$519,306	$456,699	$669,025	$0	$698,338	$425,138
Department Totals	$3,381,236	$3,683,355	$3,966,286	$3,449,491	$4,292,126	$3,720,894	$3,015,156	$4,266,313	$763,120
	11.07%	12.06%	12.99%	11.30%	14.06%	12.18%	9.87%	13.97%	2.50%
Division Totals	$10,773,537	$7,563,863	$7,168,607	$14,414,381	$8,698,739	$7,672,086	$7,267,575	$6,481,168	$14,452,651
	12.75%	8.95%	8.48%	17.06%	10.30%	9.08%	8.60%	7.67%	17.11%
Division of Executive Administration									
Dept of Internal Audit									
AGM Internal Audit	$0	$0	$1,350,594	$1,350,594	$0	$0	$0	$0	$4,100
Information Systems Audit	$51,868	$103,736	$155,604	$51,868	$51,868	$51,868	$25,934	$25,934	$0
Department Totals	$51,868	$103,736	$1,506,197	$1,402,462	$51,868	$51,868	$25,934	$25,934	$4,100
	1.61%	3.22%	46.72%	43.50%	1.61%	1.61%	0.80%	0.80%	0.13%
Dept of Legal Services									
AGM Legal Services	$311,580	$1,013,805	$383,571	$664,461	$0	$0	$140,445	$979,578	$0
Risk Management	$0	$0	$0	$6,877,315	$0	$0	$0	$0	$567,115

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Department Totals	$311,580	$1,013,805	$383,571	$7,541,776	$0	$0	$140,445	$979,578	$567,115
	2.85%	9.27%	3.51%	68.95%	0.00%	0.00%	1.28%	8.96%	5.18%
Division Totals	$363,448	$1,117,540	$1,889,768	$8,944,237	$51,868	$51,868	$166,379	$1,005,512	$571,215
	2.57%	7.89%	13.34%	63.16%	0.37%	0.37%	1.17%	7.10%	4.03%
Division of General Manager CEO									
Dept of General Manager CEO									
Board of Directors	$0	$0	$0	$0	$0	$0	$0	$0	$458,593
General Manager CEO	$0	$0	$0	$0	$0	$0	$0	$0	$693,834
Department Totals	$0	$0	$0	$0	$0	$0	$0	$0	$1,152,427
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division Totals	$0	$0	$0	$0	$0	$0	$0	$0	$1,152,427
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division of Operations									
Dept of Bus Operations									
AGM Bus Operations	$746,256	$0	$0	$0	$746,256	$0	$0	$0	$0
Bus Maintenance	$62,985,401	$0	$0	$0	$0	$0	$0	$0	$324,977
Bus Transportation	$46,691,792	$0	$0	$0	$46,691,792	$0	$0	$0	$3,414
Mobility	$8,257,067	$0	$0	$0	$8,257,067	$0	$0	$0	$184,268
Department Totals	$118,680,515	$0	$0	$0	$55,695,115	$0	$0	$0	$512,659
	67.86%	0.00%	0.00%	0.00%	31.85%	0.00%	0.00%	0.00%	0.29%

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Dept of Deputy General Manager COO									
Architecture & Design	$391,491	$121,350	$0	$0	$217,292	$818,146	$0	$296,359	$0
Deputy General Manager	$67,374	$56,321	$61,847	$111,587	$72,901	$225,283	$222,254	$39,214	$0
Program & Contract Manage	$1,248,825	$208,138	$416,275	$832,550	$416,275	$518,328	$208,138	$314,222	$0
Department Totals	$1,707,690	$385,808	$478,122	$944,137	$706,468	$1,561,757	$430,392	$649,794	$0
	24.88%	5.62%	6.97%	13.75%	10.29%	22.75%	6.27%	9.47%	0.00%
Dept of Police Services									
AGM Police Services	$3,650,749	$1,825,374	$1,825,374	$3,650,749	$1,825,374	$18,253,744	$3,650,749	$1,825,374	$385,686
Department Totals	$3,650,749	$1,825,374	$1,825,374	$3,650,749	$1,825,374	$18,253,744	$3,650,749	$1,825,374	$385,686
	9.90%	4.95%	4.95%	9.90%	4.95%	49.48%	9.90%	4.95%	1.05%
Dept of Rail Operations									
AGM Rail Operations	$0	$0	$0	$0	$0	$0	$0	$0	$411,139
Facilities	$7,403,312	$3,640,022	$545,974	$1,082,377	$4,727,108	$7,350,803	$1,947,455	$2,849,576	$56,520
Maintenance of Way	$17,978,612	$1,463,985	$1,463,985	$1,821,175	$2,793,737	$6,318,010	$1,463,985	$2,826,740	$263,722
Rail Car Maintenance	$27,681,263	$0	$0	$0	$1,069,118	$984,516	$0	$1,661,334	$305,954
Rail Services	$9,033,523	$0	$0	$0	$2,581,007	$9,033,523	$2,581,007	$2,581,007	$170,033
Rail Systems Engineering	$980,098	$410,965	$0	$0	$753,106	$1,632,338	$0	$745,663	$1,565,904
Department Totals	$63,076,809	$5,514,972	$2,009,959	$2,903,552	$11,924,075	$25,319,190	$5,992,447	$10,664,319	$2,773,272
	48.45%	4.24%	1.54%	2.23%	9.16%	19.45%	4.60%	8.19%	2.13%
Dept of Safety & Quality Assurance									
QA & Configuration Mgmt	$551,716	$27,168	$0	$0	$888,093	$258,443	$0	$538,133	$140,455

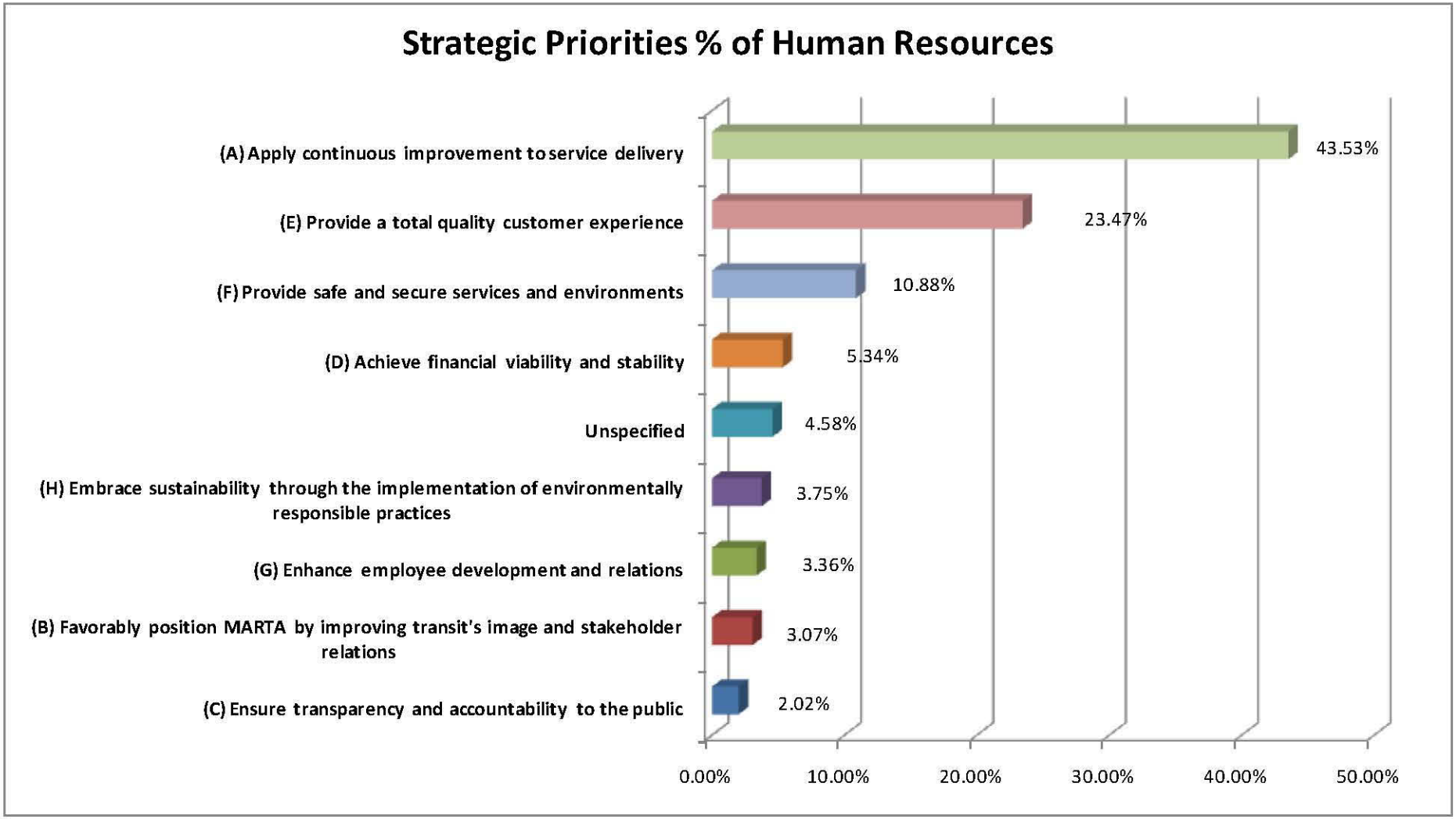
STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Safety	$196,442	$234,858	$0	$234,858	$0	$1,290,958	$0	$160,969	$676,946
Department Totals	$748,158	$262,026	$0	$234,858	$888,093	$1,549,401	$0	$699,102	$817,401
	14.39%	5.04%	0.00%	4.52%	17.08%	29.80%	0.00%	13.45%	15.72%
Division Totals	$187,863,922	$7,988,181	$4,313,455	$7,733,296	$71,039,125	$46,684,091	$10,073,587	$13,838,590	$4,489,018
	53.07%	2.26%	1.22%	2.18%	20.07%	13.19%	2.85%	3.91%	1.27%

Division of Other

Dept of Other

Adjustment	$0	$0	$0	$0	$0	$0	$0	$0	$1,200,000
Department Totals	$0	$0	$0	$0	$0	$0	$0	$0	$1,200,000
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division Totals	$0	$0	$0	$0	$0	$0	$0	$0	$1,200,000
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Authority Totals	$199,000,907	$16,669,583	$13,371,831	$31,091,914	$79,789,731	$54,408,045	$17,507,541	$21,325,269	$21,865,310
	43.73%	3.66%	2.94%	6.83%	17.54%	11.96%	3.85%	4.69%	4.81%



Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Human Resources	2044	144	95	251	1102	511	158	176	215
% of Human Resources	43.53%	3.07%	2.02%	5.34%	23.47%	10.88%	3.36%	3.75%	4.58%

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Division of Business Support Services									
Division Totals	112	62	51	163	87	67	55	51	156
	13.92%	7.72%	6.35%	20.24%	10.81%	8.37%	6.83%	6.37%	19.39%
Division of Executive Administration									
Division Totals	2	4	9	24	0	0	1	3	0
	4.09%	9.06%	20.94%	55.58%	0.93%	0.93%	1.27%	7.20%	0.00%
Division of General Manager CEO									
Division Totals	0	0	0	0	0	0	0	0	3
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division of Operations									
Division Totals	1,930	78	35	64	1,015	443	102	121	56
	50.20%	2.03%	0.91%	1.67%	26.40%	11.52%	2.65%	3.16%	1.46%
Division of Other									
Division Totals	0	0	0	0	0	0	0	0	0
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Authority Totals	2,044	144	95	251	1,102	511	158	176	215
	43.52%	3.07%	2.02%	5.35%	23.47%	10.88%	3.36%	3.74%	4.58%

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Division of Business Support Services									
Dept of Business Support Services									
Business Support Services	1	1	1	1	1	1	1	1	0
Research & Analysis	15	4	6	12	5	2	1	12	6
Department Totals	16	5	7	13	5	3	2	13	6
	17.60%	9.59%	11.88%	14.94%	9.02%	7.94%	7.05%	14.38%	7.59%
Dept of Communication & Ext Affairs									
AGM Comm & Ext Affairs	11	11	0	0	19	0	0	0	3
External Affairs	0	0	0	0	0	0	0	0	5
Government & Constituent R	0	1	1	1	0	0	0	0	0
Marketing & Sales	0	0	0	0	0	0	0	0	12
Media Communications	0	0	0	0	0	0	0	0	2
Department Totals	11	12	1	1	19	0	0	0	22
	12.50%	20.98%	3.86%	2.42%	22.30%	0.00%	1.98%	0.00%	35.96%
Dept of Contracts & Procurement									
Administrative Services	14	0	1	9	0	0	0	0	7
AGM Contracts & Procureme	1	0	1	1	0	0	0	1	2
Contracts & Procurement	6	2	4	4	3	1	3	3	61
Department Totals	21	2	5	14	3	1	3	3	70
	19.30%	1.66%	5.32%	15.92%	2.12%	1.06%	2.41%	3.47%	48.75%

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Dept of Finance									
Accounting	0	0	0	0	0	0	0	0	39
AGM Finance CFO	0	0	0	0	0	0	0	0	1
Federal & State Programs	0	0	0	0	0	0	0	0	3
Management & Budget	1	0	1	9	1	0	0	0	0
Revenue Operations	13	14	6	88	22	14	2	5	0
Treasury	0	1	1	5	1	0	0	1	0
Department Totals	15	15	8	103	24	15	2	6	43
	4.05%	5.18%	3.53%	42.45%	8.11%	4.80%	1.46%	2.58%	27.83%
Dept of Human Resources									
AGM Human Resources	0	0	0	0	0	0	1	0	0
Diversity & Equal Opportunit	2	1	6	4	2	1	0	2	0
Human Resources	3	1	2	3	2	4	14	2	0
Labor Relations	0	0	0	2	0	1	0	0	0
Training	17	0	0	0	0	17	18	0	0
Department Totals	24	2	8	9	4	23	33	4	0
	21.20%	1.61%	8.00%	9.51%	3.53%	21.65%	29.91%	4.56%	0.03%
Dept of Planning									
AGM Planning	0	0	0	0	0	0	0	0	2
Dev & Regional Coordination	0	2	1	4	0	0	0	1	4

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Transit System Planning	5	5	2	0	7	4	0	0	3
Department Totals	5	7	3	4	7	4	0	1	9
	10.68%	19.21%	6.67%	15.31%	14.11%	7.18%	0.00%	3.74%	23.10%
Dept of Technology									
AGM Technology CIO	1	0	1	0	0	0	0	0	0
Tech Enterprise Applications	3	5	4	5	9	5	6	6	3
Tech Infrastructure & Ops	11	11	11	9	11	11	8	11	0
Technology Programs Manag	5	2	3	5	4	6	0	6	3
Department Totals	20	19	20	19	25	22	15	23	6
	11.07%	12.06%	12.99%	11.30%	14.06%	12.18%	9.87%	13.97%	2.50%
Division Totals	112	62	51	163	87	67	55	51	156
	12.75%	8.95%	8.48%	17.06%	10.30%	9.08%	8.60%	7.67%	17.11%
Division of Executive Administration									
Dept of Internal Audit									
AGM Internal Audit	0	0	7	7	0	0	0	0	0
Information Systems Audit	0	1	1	0	0	0	0	0	0
Department Totals	0	1	8	7	0	0	0	0	0
	1.61%	3.22%	46.72%	43.50%	1.61%	1.61%	0.80%	0.80%	0.13%
Dept of Legal Services									
AGM Legal Services	1	3	1	2	0	0	0	3	0

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Risk Management	0	0	0	15	0	0	0	0	0
Department Totals	1	3	1	17	0	0	0	3	0
	2.85%	9.27%	3.51%	68.95%	0.00%	0.00%	1.28%	8.96%	5.18%
Division Totals	2	4	9	24	0	0	1	3	0
	2.57%	7.89%	13.34%	63.16%	0.37%	0.37%	1.17%	7.10%	4.03%

Division of General Manager CEO

Dept of General Manager CEO

Board of Directors	0	0	0	0	0	0	0	0	2
General Manager CEO	0	0	0	0	0	0	0	0	1
Department Totals	0	0	0	0	0	0	0	0	3
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division Totals	0	0	0	0	0	0	0	0	3
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

Division of Operations

Dept of Bus Operations

AGM Bus Operations	2	0	0	0	2	0	0	0	0
Bus Maintenance	438	0	0	0	0	0	0	0	7
Bus Transportation	667	0	0	0	667	0	0	0	0
Mobility	182	0	0	0	182	0	0	0	2

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Department Totals	1,288	0	0	0	850	0	0	0	9
	67.86%	0.00%	0.00%	0.00%	31.85%	0.00%	0.00%	0.00%	0.29%
Dept of Deputy General Manager COO									
Architecture & Design	3	1	0	0	2	8	0	2	0
Deputy General Manager	0	0	0	1	0	1	1	0	0
Program & Contract Manage	11	2	4	7	4	4	2	3	0
Department Totals	14	3	4	8	6	13	2	5	0
	24.88%	5.62%	6.97%	13.75%	10.29%	22.75%	6.27%	9.47%	0.00%
Dept of Police Services									
AGM Police Services	38	19	19	38	19	188	38	19	17
Department Totals	38	19	19	38	19	188	38	19	17
	9.90%	4.95%	4.95%	9.90%	4.95%	49.48%	9.90%	4.95%	1.05%
Dept of Rail Operations									
AGM Rail Operations	0	0	0	0	0	0	0	0	2
Facilities	74	44	5	6	62	40	24	14	3
Maintenance of Way	85	7	7	11	22	58	7	22	3
Rail Car Maintenance	310	0	0	0	11	10	0	19	2
Rail Services	107	0	0	0	31	107	31	31	3
Rail Systems Engineering	8	3	0	0	6	13	0	6	11

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Department Totals	583	54	12	17	131	228	62	90	24
	48.45%	4.24%	1.54%	2.23%	9.16%	19.45%	4.60%	8.19%	2.13%
Dept of Safety & Quality Assurance									
QA & Configuration Mgmt	6	0	0	0	9	3	0	6	1
Safety	2	2	0	2	0	12	0	1	5
Department Totals	7	2	0	2	9	14	0	7	6
	14.39%	5.04%	0.00%	4.52%	17.08%	29.80%	0.00%	13.45%	15.72%
Division Totals	1,930	78	35	64	1,015	443	102	121	56
	53.07%	2.26%	1.22%	2.18%	20.07%	13.19%	2.85%	3.91%	1.27%
Division of Other									
Dept of Other									
Adjustment	0	0	0	0	0	0	0	0	0
Department Totals	0	0	0	0	0	0	0	0	0
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
Division Totals	0	0	0	0	0	0	0	0	0
	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%

STRATEGIC PRIORITIES

Strategic Priority	A	B	C	D	E	F	G	H	Unspecified
Authority Totals	2,044	144	95	251	1,102	511	158	176	215
	43.73%	3.66%	2.94%	6.83%	17.54%	11.96%	3.85%	4.69%	4.81%

TOC

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 2011 (FY11) and 2012 (FY12)

For fiscal year 2011, the guiding principles implemented were based on the "We Serve with Pride" philosophy. Continuing with the same philosophy, fiscal year 2012 will be focused on increasing productivity and efficiencies while reducing cost. The following cost containment measures are scheduled to be continued as a means to ensure that our riders receive the best service at an affordable fare:

- The elimination of non-represented based merit increases;
- An improvement in represented employee availability; and
- A reduction in Non-Labor (Other Than Personnel Services) expenses.

Unprecedented deficits were projected for fiscal years 2009 and 2010 as early as 2006. The call for dedicated funding for MARTA has been consistent and emphatic for the last five years. Future funding needs are as dire today as it has ever been without which will demand continued service reductions, fare increases and other internal and cost containment measures. The adverse deficit impact in FY2011 was mitigated by $15M Federal Highway Flex from capital to operating expenses, and in FY2012 another $20M due to the passing of HB277, which allows for the suspension of the 50/50 Operating/Capital Sales Tax split requirement for three years.

Authority Operating Expenses and Revenues

FY2012 Revenues vs. FY2011 Revenues

Budgeted FY2012 Sales Tax revenue for operations will be more than FY2011 Actuals by $21.57M or 13.5%. This is the result of the current economic condition, as reported by the Georgia State University's Economic Forecasting Center for Fulton and DeKalb Counties, including the City of Atlanta.[1]

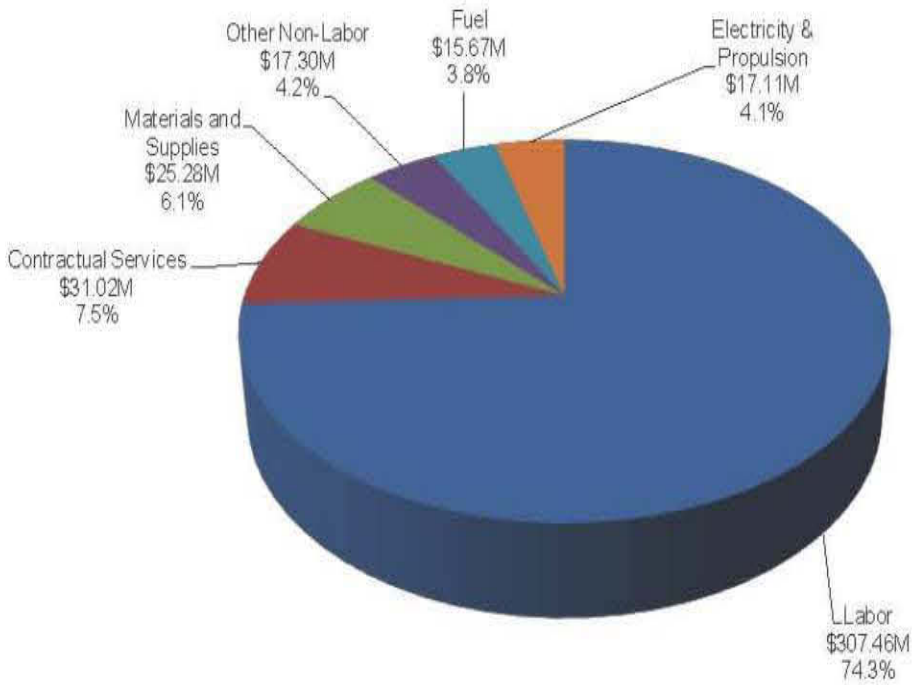
The FY2012 Passenger revenue increased from FY2011 by $17.5M or 15.5% from $112.75M to $130.27M primarily due to the fare increase. Underlying assumptions made regarding service hours for Bus and Rail, projections on the consumer price indexes and unemployment rates for Fulton and DeKalb counties, as well as average fares and monthly average seasonality factors were used to project the forecast for passenger revenues and ridership in FY2012. The information gathered from the consumer price indexes and unemployment rates were received from the Georgia State University Economic Forecasting Center. MARTA uses the information gathered from the economic forecasting center in conjunction with information from various in-house systems including Breeze. Once the information is gathered, it is analyzed using regression testing, various weighted average formulas, and linked as well as unlinked trip data to project the revenues and ridership into the future 120 months.

Due to the current economic conditions as well as the future revenue estimates, it became necessary to raise the base fares as well as to continue to increase rates over a three year period on monthly passes and mobility to minimize the effect. The current fares are listed in the Fare Structure in the Appendix.

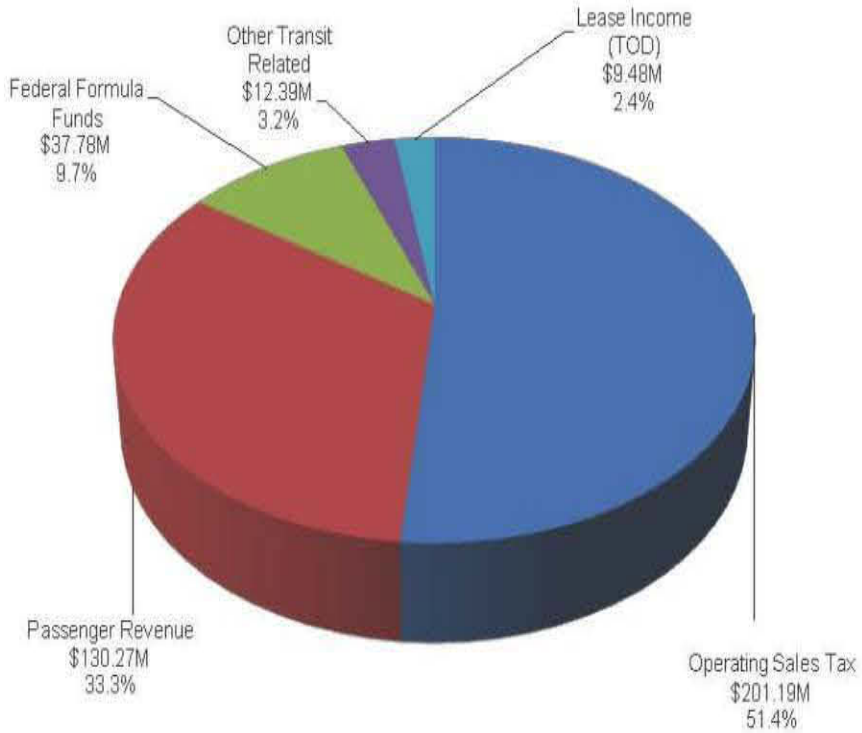
[1] Projections in this document are based upon Georgia State University's Economic Forecasting Center's March 2010 updated report, which serves as the basis for the forecast.

Total Authority Operating Budget (Table 1)	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Adopted FY12
Total Operating Costs ($M)	413.34	434.29	438.69	432.98	455.03
Less: Capital Charges	(49.35)	(48.24)	(38.55)	(37.53)	(41.19)
Net Operating Costs ($M)	363.99	386.05	400.14	395.44	413.84
$ Change	37.73	22.06	14.09	(4.70)	18.40
% Change	11.56%	0.06	0.04	(0.01)	0.05
Revenue ($M)					
50% Sales Tax	175.80	163.71	158.89	159.61	162.88
Passenger Revenue	101.39	102.70	104.64	112.75	109.96
Other Transit Related	17.82	14.68	15.83	14.58	12.39
Federal Formula Funds	41.38	41.79	87.30	53.20	44.88
Lease Income (Inc. TOD)	6.08	5.78	6.01	6.38	6.28
Interest - Capital Reserve	8.74	0.00	0.00	0.00	0.00
Lease-to-Service Amortized Revenue	4.09	4.27	3.20	3.20	3.20
Breeze Card					
Token Re-evaluation Revenue	0.00	0.00	0.00	0.00	0.00
Prior Period Audit Adjustment	1.82		2.46		
ST-Flex from Existing Capital					20.00
ST-Add'l from Updated Sales Tax Forecast					18.30
Flex from ARC FHW Funds				15.00	(7.10)
Fare Increase Implementation-FY2012					20.31
Total Revenue	357.12	332.93	378.32	364.72	391.11
$ Change	15.17	(24.18)	45.39	(13.59)	26.39
% Change	4.44%	(0.07)	0.14	(0.04)	0.07
Impact ($M)					
FY Beginning Carry-Over	126.17	136.88	147.62	178.10	147.38
FY Overage/(Shortfall)	(6.87)	(53.12)	(21.82)	(30.72)	(22.73)
Inclusion of Real Estate Reserves	----	55.68	----	----	----
5% Sales Tax Reserve	----	----	----	----	----
Extension of 5% Sales Tax Reserves	17.58	8.19	0.00	0.00	0.00
Flexed Reserves from Capital Plan			52.30		
Sales Tax Forecast Inc (15%)					3.23
FY Ending Carry-Over	136.88	147.62	178.10	147.38	127.88

FY2012 Net Operating Expenditures ($413.84M) (Chart 1)



FY2012 Operating Revenues ($391.11M) (Chart 2)



Summary of Sources and Uses of Funds

The Summary of Sources and Uses of Funds is an overview of MARTA's total funding sources and uses for FY2012. Details regarding funding sources and uses for Transit Operations and Capital Programs respectively are explained in this section.

(Table 2)

SOURCES		
Beginning Balance		
Operating Sales Tax (incl. 5% Sales Tax Res.)	$ 147,380,786	
Capital	$ 100,944,366	$ 248,325,152
Sales Tax		$ 347,299,000
Operating Revenues (Exc. Sales Tax)		$ 152,143,000
Federal Assistance		
Federal Formula Funds	$ 37,781,954	
Capital Assistance	$ 74,195,200	$ 111,977,154
State Capital Assistance		$ 2,040,000
Financing Proceeds		$ 9,000,000
Interest & Other Capital Income		$ 1,560,000
SOURCES TOTAL		**$ 872,344,306**

USES			
Operating Expenses	$ 455,030,092		
Less: Capital Allocation	$ (41,188,123)		
Net Operating Expenses			**$413,841,969**
Capital Programs	$ 185,493,653		
Bond Debt Service & Other Financing Costs	$ 143,701,316		
			$329,194,969
USES TOTAL			**$743,036,938**
FUNDS AVAILABLE - GENERAL FUND			
Operating Sales Tax	$ 124,650,171		
Transfer to Oper Reserves from Cap	$ 3,230,100	$	127,880,271
Capital	$ 4,657,197		
Transfer from Cap to Oper Reserves	$ (3,230,100)	$	1,427,097
TOTAL FUNDS AVAILABLE			**$129,307,368**

Summary of Available Funding for Operations

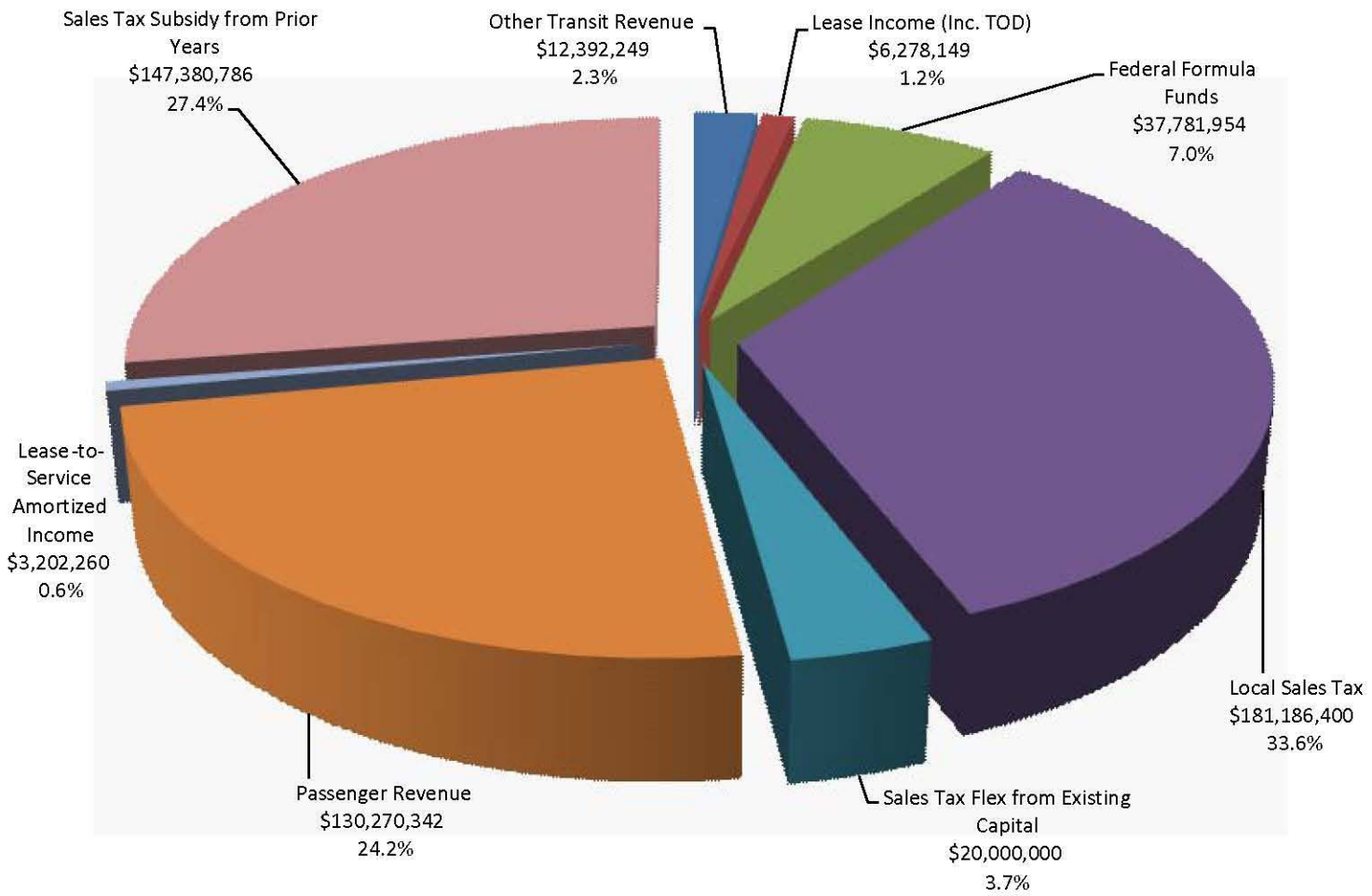
The Fiscal Year 2012 available funding sources for transit operations are $538.49M, which are funded through four primary sources (Real Estate Reserves, Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments.

The table below provides the dollar amount of the projected sources of funding available to fund operations in FY2012. Excluding the $147.38M of Sales Tax and Other Reserves Carry-over from FY2011, the FY2012 Net Operating Expenses are projected to exceed FY2012 revenues by $127.88M.

(Table 3)

Sales Tax & Prior Year Carry-Over				
Sales Tax Applied	$	181,186,400		
Sales Tax from Existing Capital	$	20,000,000		
Subsidy Available from Prior Years (Including Real Estaste Reserves and Flex from Capital Sales Tax)	$	147,380,786		
Total Sales Tax, Operations			$	348,567,186
Operating Revenues				
Passenger Revenues	$	130,270,342		
Other Transit Revenues	$	12,392,249		
Lease Income (Inc. TOD)	$	6,278,149		
Lease-to-Service Amortized Rev	$	3,202,260		
Total Operating Revenues			$	152,143,000
Total Federal Formula Funds			$	44,878,000
Flex from ARC FHW Funds			$	(7,096,046)
Total Sources			$	538,492,140
Net Operating Expenses			$	(413,841,969)
Tansfer from General Fund to Reserves			$	3,230,100
Funds Available for Future Use			$	127,880,271

FY12 Available Funding for Operations - $538.49M (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 FY12, even without the permitted inclusion of the capital rehabilitation and replacement reserve.

(Table 4)

FY11 Operating & Federal Revenues	=	$ 205,109,270	=	**51.26%**
FY10 Net Operating Expenses		$ 400,142,773		
The Adopted FY12 Budget is projected to meet this criterion:				
FY12 Operating & Federal Revenues	=	$ 189,924,954	=	**48.03%**
FY11 Net Operating Expenses		$ 395,442,316		

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

Under the MARTA Act ("the Act") and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax ("Sales Tax") within Fulton County and DeKalb County. In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA is permitted to use not more than 50% of the annual proceeds to subsidize the operating costs of the transit system.

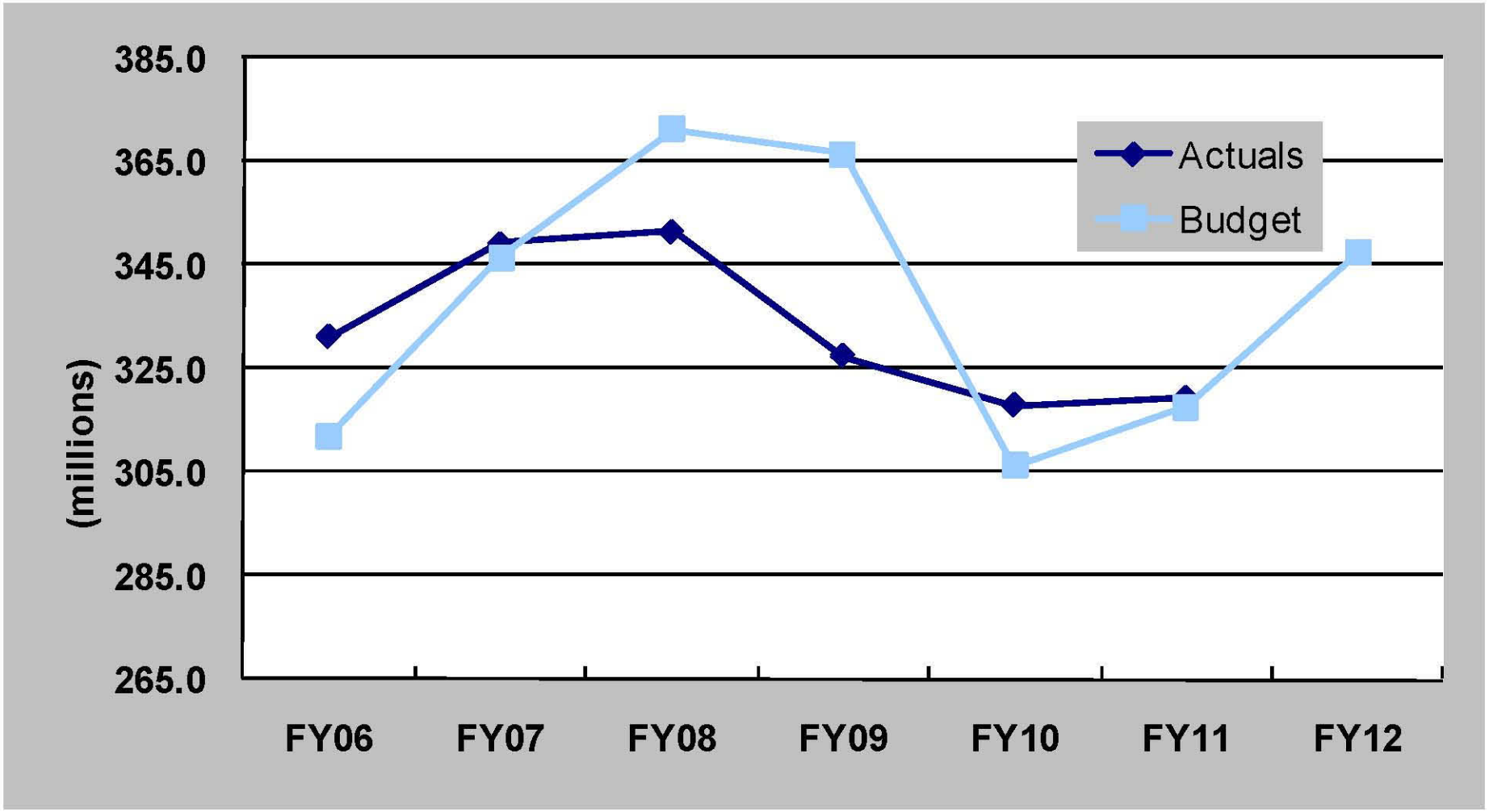
However, the State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This local operating subsidy represents the largest operating revenue source for MARTA. The remaining percentage of the Sales Tax revenue is used to fund capital development programs.

If more than 50% is used to subsidize the operating costs of any one-year, the deficit in operations must be made up during a period not to exceed the three succeeding years. If less than 50% is used to subsidize operating costs, the excess may be reserved and later used to subsidize operations in future fiscal years.

The MARTA Act was amended by the Georgia Assembly under HB277 (commonly referred to as the Transportation Investment Act), and became effective January 1, 2011. HB277 amended 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 newly unrestricted during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses, or to increase the level of benefits of any kind.

The total estimated Sales Tax for FY12 is $347.30M. A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY2006 – FY2012 Sales Tax Receipts (Chart 4)



In FY12, the Adopted Net Transit Operations expenditures are $413.84M. 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 $189.92M. This leaves a requirement of $223.92M. We forecast the Operating share (50%) of FY12 Sales Tax Revenue to be $173.65. This will require the use of $127.88M from other sources. Also, all of the 5% Sales Tax allowance collected since January 2002 will be available for operations. The balance of Subsidy Available from Prior Years at the end of FY11 is $147.38M, which is sufficient to cover the shortfall without the Board approved utilization of other emergency reserves.

Passenger Revenue
The FY12 projected Passenger Revenues total of $130.27M is based on planned service levels and passenger projections. Average fare per rider is expected to increase to $1.06 in FY12. Ridership is expected to decrease from 140 million in FY11 to 123 million in FY12, for a total decrease of 17M annual boardings. This represents a decrease of 11.8% in ridership.

Fare Increase
Effective October 2, 2011 MARTA adopted a fare increase of 50 cents to the base fare, raising it from $2.00 to $2.50, as indicated in the Fare Structure in the Appendix. Additionally, MARTA further increased the pass "multiple" from 34 in FY 2011 to 38 in FY 2012 for Mobility and Half Fare customers. The increase in "multiples" is proposed to be implemented over three (3) years. Additionally, MARTA is analyzing the cost benefits of variable based fares (distance and/or time of day) for customers.

Other Transit Related Revenue
Other Transit Revenue totals $10.12M, 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; fuel tax rebate; 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 $6.28M 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 $44.88M in federal funds for preventive maintenance of our rolling stock and facilities. $1.83M of these funds is associated with the Memorial Drive BRT initiative.

Summary of Operating Budget Expenditures

The FY12 Gross Adopted Budget for Operating Expenditures totals $455.03M. Of this amount, $413.84M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining $41.19M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

Salaries & Wages
The FY12 Adopted Budget for salaries reflects an increase of $11.87M or 5.4% more than FY11 actuals.

Financial constraints mandated that the Authority continue with several cost containment measures which included the elimination of non-

represented merit increases and an improvement in represented employee availability.

Benefits
Benefits will decrease $0.77M or 0.7% below FY11 actual expenses. Aggressive efforts were made to shift some of the fiscal burden of medical insurance to the employees, and an additional pension contribution of $6M was also added to the pension funds in FY11.

Contractual Services
Contractual Services will increase by $4.19M or 15.6%. This increase is due primarily for increased contracts such as non - IBM license fees.

Materials & Supplies
Materials and Supplies show a slight increase of $0.3M or 1.2% from FY12. This is attributable to cost containment efforts and no change in service.

Other Operating Expenses
Other Operating Expenses reflect a $0.2M decrease or 5.8% decrease from FY11. This is attributable to cost containment efforts and no change in service.

Casualty & Liability Costs
Casualty and Liability is projected to increase $0.8M or 10.6% over FY11 expenses.

Miscellaneous Expenses
Miscellaneous Expenses reflect an increase of $0.1M or 16.7% from FY11 actuals as less was spent on advertizing than anticipated.

Other Non-Operating Expenses
Other Non-Operating expenses reflect an increase of $2.7M or 178.7% above FY11 as less was spent in FY11 than was planned, primarily other miscellaneous expenses.

Capitalized Expenditures
A total of $41.19M is projected for capitalization of certain expenditures related to the design and construction of Technology Infrastructure, as well as various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with FTA guidelines.

Summary of Transit Subsidy (Table 5)

	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Adopted FY12
Revenues					
Passenger Revenues	$ 101,391,919	$ 102,698,501	$ 104,639,587	$ 112,747,479	$ 109,958,264
Other Transit Revenues	$ 20,889,734	$ 14,675,723	$ 15,826,024	$ 14,578,459	$ 12,392,249
Lease Income (Inc. TOD)	$ 6,080,551	$ 5,781,574	$ 6,006,949	$ 6,381,076	$ 6,278,149
Interest Income - Capital Reserves	$ 5,667,519	$ -	$ -	$ -	$ -
Lease-to-Service Amoritzed Inc	$ 4,087,272	$ 4,269,116	$ 3,202,265	$ 3,202,260	$ 3,202,260
Token Re-evaluation	$ -	$ -	$ -	$ -	$ -
Prior Period Audit Adjustment	$ 1,821,172		$ 2,459,649	$ -	$ -
Federal Formula Funds	$ 41,379,016	$ 41,793,000	$ 87,296,003	$ 53,200,000	$ 44,878,000
Flex from ARC FHW Funds				$ 14,999,996	$ (7,096,046)
Fare Increase Implementation-FY2012					$ 20,312,078
Total Revenues	**$ 181,317,183**	**$ 169,217,914**	**$ 219,430,477**	**$ 205,109,270**	**$ 189,924,954**
Expenditures					
Bus Operations	$ (207,473,192)	$ (220,821,999)	$ (228,881,666)	$ (226,193,005)	$ (236,717,606)
Rail Operations	$ (156,514,865)	$ (165,230,446)	$ (171,261,107)	$ (169,249,311)	$ (177,124,363)
Net Operating Expenses	**$ (363,988,057)**	**$ (386,052,445)**	**$ (400,142,773)**	**$ (395,442,316)**	**$ (413,841,969)**
Sales Tax Required	$ (182,670,874)	$ (216,834,531)	$ (180,712,296)	$ (190,333,046)	$ (223,917,015)
Total Sales Tax Receipts	$ 351,596,328	$ 327,425,310	$ 317,775,336	$ 319,229,176	$ 347,299,000
% of Total Sales Tax Required	52.0%	66.2%	56.9%	59.6%	64.5%
50% of Sales Tax Applied	$ 175,798,164	$ 163,712,655	$ 158,887,668	$ 159,614,588	$ 173,649,500
Additional Flex of Sales Tax					$ 7,536,900
Sales Tax Flex from Existing Capital					$ 20,000,000
Sales Tax Excess (Shortfall)	$ (6,872,710)	$ (53,121,876)	$ (21,824,628)	$ (30,718,458)	$ (22,730,615)
Transfer of Capital Reserve Funds	----	----	$ 52,300,000		
Sales Tax Forecast Increase (15%)					$ 3,230,100
5% Sales Tax Reserves	$ 17,579,816	$ 8,185,633	$ -	$ -	$ -
Funds Applied from Prior Year	$ 126,169,393	$ 136,876,499	$ 147,623,872	$ 178,099,244	$ 147,380,786
Funds Eligible for Future Operating Subsidy	$ 136,876,499	$ 147,623,872	$ 178,099,244	$ 147,380,786	$ 127,880,271
Carry-Over	**$ 136,876,499**	**$ 147,623,872**	**$ 178,099,244**	**$ 147,380,786**	**$ 127,880,271**

Two-Year Projected Plan (Table 6)

	Actual FY08	Actual FY09	Actual FY10	Actual FY11	Adopted FY12	Projection FY13	Projection FY14
Current Year Operating Revenues	357.12	332.93 -5.34%	378.32 13.63%	364.72 -3.59%	391.11 7.23%	390.65 -0.12%	410.92 5.19%
Net Operating Expenditures	363.99	386.05 -1.85%	400.14 3.65%	395.44 -1.17%	413.84 4.65%	423.33 2.29%	432.02 2.05%
Impact on Reserves	(6.87)	(53.12)	(21.82)	(30.72)	(22.73)	(32.68)	(21.10)
Ending Balance	136.88	147.62	178.10	147.38	127.88	116.40	100.00
MARTA Act Reserves	(34.19)	(35.71)	(33.29)	(37.83)	(36.47)	(39.11)	(39.07)
Available Reserves	102.68	111.91	144.81	109.55	91.41	77.29	60.94

CAPITAL PROGRAM FUNDING

The Fiscal Year 2012 Capital Budget of $329,194,969 in program expenditures is funded as follows:

Local Sources	
FY12 Beginning Balance	$100,944,366
Sales Tax	$162,882,500
Flex Transfer to Operating	(20,000,000)
Transfer to Capital from Operating	3,230,100
Transfer to Operating Reserves from Capital	(3,230,100)
Total Capital Sales Tax	142,882,500
Financing	
Debt Issue - CP	9,000,000
Investment, Lease & Other Income	1,560,000
Federal, State and Other Sources	
Federal Capital Assistance	74,195,200
State Grants	2,040,000
Total Sources	$330,622,066
Capital Expenditures	
Capital Programs	(185,493,653)
Bond Debt and Other Bond Costs	(143,701,316)
Total Uses	(329,194,969)
End of Fiscal Year Balance	$1,427,097

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 41% of the FY12 Capital Program Budget 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 FY12 Capital Budget include the Sales Tax, a FY12 general fund beginning balance and investment income. MARTA is also authorized to sell sales tax revenue bonds and commercial paper. A description of the capital sources follows.

FY12 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. For FY12, 44% of the February 2011 EFC Georgia State University Sales Tax Forecast has been budgeted to fund the capital program.

Investment & Other Income

Also available as a local source is investment income totaling $1,560,000. This source includes interest income from all capital eligible portfolios.

Financing

MARTA is expected to issue $9,000,000 in Commercial Paper to fund the FY12 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 $74,195,200 is expected to be reimbursed in FY12.

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 FY12 is expected to total approximately $2,040,000. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of $329,194,969 for FY12 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 $185,493,653 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY12. The Transit Planning Program is also funded from within the Capital Improvement Program and provides for Regional Transit Planning, Transit Financial Planning, Short-Range and Long-Range Transit Planning and Special Planning Projects.

Debt Service Expenses

When necessary, MARTA raises additional local capital funds above the direct capital portion of sales tax receipts for the Capital Program by the issuance of Sales Tax Revenue Bonds and/or Tax Exempt Commercial Paper in the municipal markets. The proceeds are initially deposited with the Bond Trustee in a Construction Fund, as required by the Trust Indenture between MARTA and the Trustee.

MARTA requisitions the funds as needed for construction, replacement and rehabilitation of the transit system. Bond discount and issue costs are amortized, principally using the interest method, over the term of the related debt. The principal on all bonds is payable in an annual installment on July 1; interest is payable semi-annually on January 1 and July 1.

The bonds are payable from, and secured by, a first, second, and third liens on amounts deposited in the Sinking Funds (Debt Service) from sales and use tax receipts. Annual sales and use tax revenues are initially deposited into a Sinking Fund (Debt Service) held by the bond trustee as required by the Trust Indenture. Debt service expenses for FY12 are expected to total $143,701,316.

Sales Tax Revenue Bonds as of July 01, 2011 [$ million]

Series		Year Issued	Original Principal Issued	Year of Maturity	Interest Rates % Rates %	Balance
N	*	1992	122.245	2018	6.25	47.39
P	*	1992	296.755	2020	6.0 - 6.25	101.54
2000A		2000	100	2025	Var	100.00
2000B		2000	100	2025	Var	100.00
2003A	*	2003	103.075	2020	3.5 - 5	52.02
2005A	*	2005	190.49	2020	5	190.49
2006A	*	2006	163.54	2020	5	149.35
2007A	*	2007	145.725	2032	5.25	145.73
2007B		2008	389.83	2037	4.5 - 5	389.83
2009A		2009	250.00	2039	4.79 - 5.25	250.00
Total Sales Tax Revenue Bonds ($ million)						**1,526.35**

**Refunding Bonds*

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

- A total of $143,701,316 is budgeted in FY12 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.

FY12 Sales Tax Receipt Budget	$347,299,000	
FY12 Debt Service	$143,701,316	
Total Sales Tax Debt Ratio =	$143,701,316	= 41.38%
(*Requirement is at least 2 times*)	$347,299,000	

- Based on requirements set forth by MARTA's Bond Indenture, the following parity requirements and tests must be met prior to issuing new Sales Tax Revenue Bonds.

1. None of the Bonds or payments under the Rapid Transit Contract may be in default.
2. The total of all sums paid to the Trustee in any period of 12 consecutive calendar months out of the 15 months immediately prior to authentication and delivery of new parity bonds must meet the following three tests.

Test 1. The actual sales tax receipts must be at least two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments, which shall have become due during the period with respect to all bonds outstanding.

Sales Tax Receipts (FY11)	$319,229,173	
Total Outstanding Debt Service (FY11)	$123,494,985	
(*Requirement is at least 2 times*) *Ratio* =	$319,229,173	= 2.58
	$123,494,985	

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 (FY11)	$319,229,173	
Total Outstanding Debt Service (FY12)	$140,893,316	
Annual Debt Service Required New Bond	2,808,000	
Total Future Annual Debt Service	$143,701,316	
(Requirement is at least 1.5) Ratio =	$319,229,173	= 2.22
	$143,701,316	

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.

FY12 Total Sales Tax Receipts Budget	$347,299,000	
Total Outstanding Debt Service (FY12)	$140,893,316	
Annual Debt Service Required New Bond	2,808,000	
Total Future Annual Debt Service	$143,701,316	
(Requirement is at least 2.0) Ratio =	$347,299,000	= 2.42
	$143,701,316	

TOC

OPERATING BUDGET

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

TOC

Total Authority Summary of Category Expenses

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	198,169,448	205,215,189	200,093,149	192,867,474	209,687,743
Overtime	27,922,691	24,696,381	24,980,815	25,944,625	20,994,567
Fringe Benefits	98,587,550	101,517,425	107,240,525	118,743,647	117,972,664
Contractual Services	17,126,426	19,730,346	24,355,878	26,831,445	31,018,437
Materials & Supplies	40,737,219	45,998,307	48,930,582	37,064,423	39,747,486
Other Operating Expenses	18,076,056	18,945,308	19,138,215	20,144,586	20,417,608
Casualty & Liability Costs	9,627,325	9,610,126	11,382,901	8,149,363	9,018,934
Miscellaneous Expenses	590,965	560,649	553,651	601,466	701,785
Other Non-Operating Expenses	2,104,723	1,851,118	1,300,116	1,532,178	4,270,868
Authority Sub Total	**$412,942,403**	**$428,124,849**	**$437,975,832**	**$431,879,207**	**$453,830,092**
Inventory Adjustment	-769,786	679,756	987,829	1,097,406	1,200,000
Eligible Leases*	-1,014,931	-1,002,327	-273,540	----	----
Authority Gross Total	**$411,157,686**	**$427,802,278**	**$438,690,121**	**$432,976,613**	**$455,030,092**
Capital Allocation	**-$47,169,583**	**-$41,749,788**	**-$38,547,319**	**-$37,534,297**	**-$41,188,123**
Authority Net Operating Total	**$363,988,103**	**$386,052,490**	**$400,142,802**	**$395,442,316**	**$413,841,969**
$ Change from Prior Year	**-$7,271,386**	**$22,064,387**	**$14,090,312**	**-$4,700,486**	**$18,399,653**
% Change from Prior Year	**-2%**	**6%**	**4%**	**-1%**	**5%**

Total Authority Summary of Category Expenses - Expanded

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries Wages	198,169,448	205,215,189	200,093,149	192,867,474	209,687,743
Overtime	27,922,691	24,696,381	24,980,815	25,944,625	20,994,567
Fringe Benefits	98,587,550	101,517,425	107,240,525	118,743,647	117,972,664
Contractual Services	17,126,426	19,730,346	24,355,878	26,831,445	31,018,437
Materials Supplies - Diesel	4,661,042	6,527,256	9,567,211	7,730,248	9,800,610
Materials Supplies - CNG	8,840,841	10,132,355	11,032,762	5,457,902	5,869,841
Other Materials Supplies	27,235,336	29,338,696	28,330,609	23,876,273	24,077,035
Other Operating - Electricity	8,035,751	8,416,328	8,645,992	9,026,220	8,574,192
Other Operating - Propulsion	6,664,326	6,905,704	7,161,470	7,605,603	8,534,024
Other Operating	3,375,979	3,623,276	3,330,753	3,512,763	3,309,392
Casualty Liability	9,627,325	9,610,126	11,382,901	8,149,363	9,018,934
Miscellaneous	590,965	560,649	553,651	601,466	701,785
Other Non-Operating	2,104,723	1,851,118	1,300,116	1,532,178	4,270,868
Authority Sub Total	**$412,942,403**	**$428,124,849**	**$437,975,832**	**$431,879,207**	**$453,830,092**
Inventory Adjustment	-769,786	679,756	987,829	1,097,406	1,200,000
Eligible Leases*	-1,014,931	-1,002,327	-273,540	----	----
Authority Gross Total	**$411,157,686**	**$427,802,278**	**$438,690,121**	**$432,976,613**	**$455,030,092**
Capital Allocation	**-$47,169,583**	**-$41,749,788**	**-$38,547,319**	**-$37,534,297**	**-$41,188,123**
Authority Net Operating Total	**$363,988,103**	**$386,052,490**	**$400,142,802**	**$395,442,316**	**$413,841,969**
$ Change from Prior Year	**-$7,271,386**	**$22,064,387**	**$14,090,312**	**-$4,700,486**	**$18,399,653**
% Change from Prior Year	**-2%**	**6%**	**4%**	**-1%**	**5%**

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

Summary of Gross Expenses by Organization

Organization	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Office of General Manager CEO	$1,620,087	$1,024,756	$954,721	$601,092	$693,834
Office of Board of Directors	340,300	385,145	376,652	537,934	458,593
Department of General Manager CEO Total	**$1,960,387**	**$1,409,901**	**$1,331,373**	**$1,139,026**	**$1,152,427**
Division of General Manager CEO Total	**$1,960,387**	**$1,409,901**	**$1,331,373**	**$1,139,026**	**$1,152,427**
Office of AGM Internal Audit	$1,739,719	$1,664,546	$1,629,909	$1,696,139	$2,705,288
Office of Information Systems Audit	446,800	524,681	486,643	490,058	518,678
Department of Internal Audit Total	**$2,186,519**	**$2,189,227**	**$2,116,552**	**$2,186,197**	**$3,223,966**
Office of AGM Legal Services	$3,061,282	$2,885,795	$3,238,907	$3,873,701	$3,493,439
Office of Risk Management	8,648,447	8,693,574	10,505,234	7,538,049	7,444,430
Department of Legal Services Total	**$11,709,729**	**$11,579,369**	**$13,744,141**	**$11,411,750**	**$10,937,869**
Division of Executive Administration Total	**$13,896,248**	**$13,768,596**	**$15,860,693**	**$13,597,947**	**$14,161,835**
Office of Deputy General Manager	599,565	746,497	603,326	516,482	856,780
Office of Program & Contract Management	5,086,207	4,987,856	3,757,952	3,975,418	4,162,751
Office of Architecture & Design	1,882,544	2,752,105	2,300,553	1,696,872	1,844,638
Department of Deputy General Manager COO Total	**$7,568,316**	**$8,486,458**	**$6,661,831**	**$6,188,772**	**$6,864,169**

Summary of Gross Expenses by Organization

Organization	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Office of AGM Bus Operations	678,199	501,600	410,197	1,417,847	1,492,513
Office of Bus Transportation	89,565,315	90,919,484	91,921,812	93,608,457	93,386,998
Office of Bus Maintenance	61,789,558	65,292,999	70,679,805	62,218,307	63,310,378
Office of Mobility	12,320,810	13,854,075	15,082,500	16,231,916	16,698,401
Department of Bus Operations Total	**$164,353,882**	**$170,568,158**	**$178,094,314**	**$173,476,527**	**$174,888,289**
Office of AGM Rail Operations	----	296,366	343,478	370,790	411,139
Office of Rail Systems Engineering	15,433,929	17,048,346	17,746,899	18,777,459	6,088,074
Office of Rail Services	33,084,787	32,189,858	31,018,809	27,546,326	25,980,099
Office of Rail Car Maintenance	33,796,815	39,740,562	37,532,461	32,787,128	31,702,146
Office of Maintenance of Way	17,982,021	18,669,080	18,237,178	18,789,119	36,393,951
Office of Facilities	26,419,211	27,320,895	28,444,344	28,642,396	29,603,147
Department of Rail Operations Total	**$126,716,763**	**$135,265,107**	**$133,323,169**	**$126,913,218**	**$130,178,557**
Office of AGM Police Services	$32,484,029	$33,774,616	$34,985,014	$38,386,854	$36,893,174
Department of Police Services Total	**$32,484,029**	**$33,774,616**	**$34,985,014**	**$38,386,854**	**$36,893,174**
Office of Safety	1,798,100	1,530,480	1,798,966	2,106,384	2,795,030
Office of QA & Configuration Mgmt	1,921,892	1,846,173	1,461,172	1,835,346	2,404,008
Department of Safety & Quality Assurance Total	**$3,719,992**	**$3,376,653**	**$3,260,138**	**$3,941,730**	**$5,199,039**
Division of Operations Total	**$334,842,982**	**$351,470,992**	**$356,324,466**	**$348,907,101**	**$354,023,227**

Summary of Gross Expenses by Organization

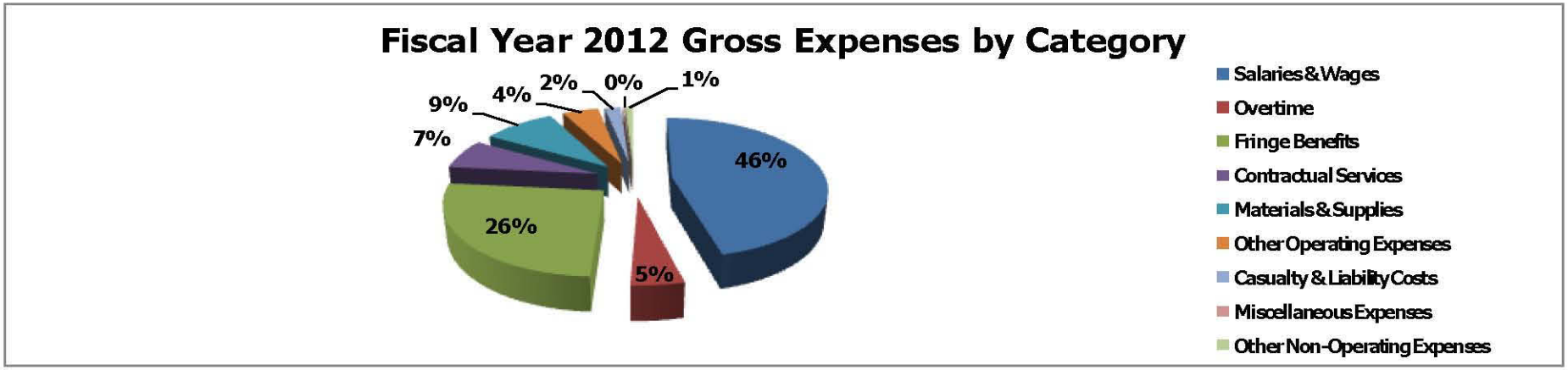
Organization	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Office of Business Support Services	----	$750,076	$637,681	$612,643	$2,908,705
Office of Research & Analysis	2,056,905	2,052,195	2,059,443	2,121,134	2,308,681
Department of Business Support Services Total	**$2,056,905**	**$2,802,271**	**$2,697,124**	**$2,733,777**	**$5,217,386**
Office of AGM Finance CFO	$453,033	$579,176	$531,799	$544,978	$750,080
Office of Accounting	3,559,011	3,429,046	3,404,995	3,551,241	3,766,742
Office of Management & Budget	1,389,987	1,454,769	1,495,838	1,268,991	1,577,417
Office of Revenue Operations	8,981,975	8,586,072	8,273,450	7,667,220	7,509,248
Office of Treasury	824,170	892,336	819,050	753,221	1,149,075
Office of Federal & State Programs	234,712	259,722	235,943	203,848	384,066
Department of Finance Total	**$15,442,888**	**$15,201,121**	**$14,761,075**	**$13,989,499**	**$15,136,629**
Office of AGM Contracts & Procurement	----	130,996	370,456	499,195	958,780
Office of Contracts & Procurement	5,818,270	5,802,750	6,832,220	6,550,163	7,219,652
Office of Administrative Services	2,253,901	2,382,589	2,784,812	2,685,725	3,545,903
Department of Contracts & Procurement Total	**$8,072,171**	**$8,316,335**	**$9,987,488**	**$9,735,083**	**$11,724,335**

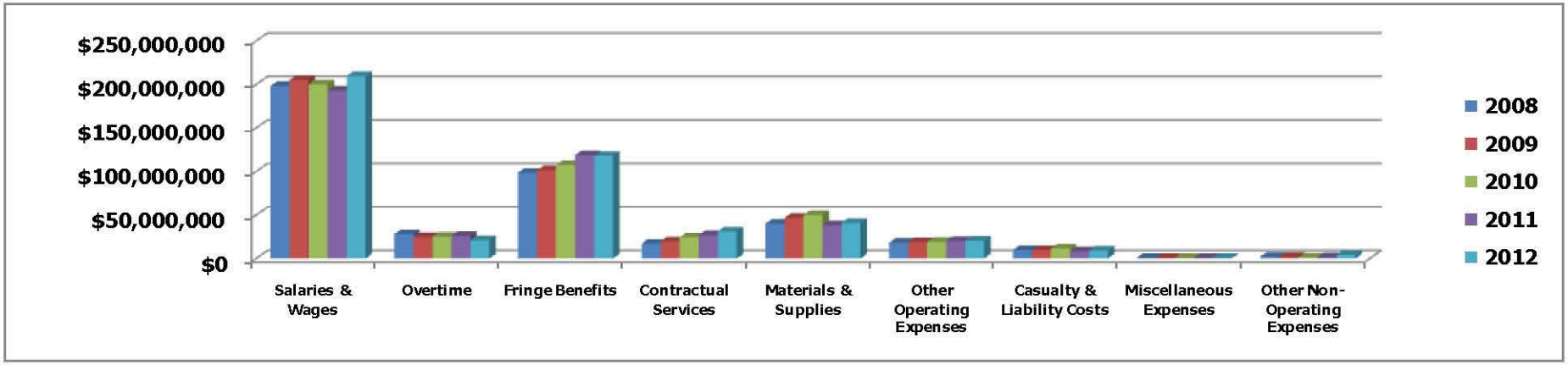
Summary of Gross Expenses by Organization

Organization	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Office of AGM Human Resources	----	154,248	309,990	392,888	450,600
Office of Human Resources	4,165,460	4,109,447	4,014,196	3,619,926	3,265,965
Office of Labor Relations	475,193	536,629	537,032	532,981	528,145
Office of Training	4,291,041	4,275,600	3,850,979	3,807,349	4,873,625
Office of Diversity & Equal Opportunity	1,674,249	1,561,944	1,384,113	1,357,454	1,762,918
Department of Human Resources Total	**$10,605,943**	**$10,637,868**	**$10,096,310**	**$9,710,598**	**$10,881,252**
Office of AGM Technology CIO	$504,058	$447,632	$361,320	$521,718	$581,679
Office of Tech Infrastructure & Ops	8,804,993	8,112,112	8,555,483	12,654,345	18,762,081
Office of Tech Enterprise Applications	4,653,128	4,293,232	5,184,332	6,472,432	7,193,050
Office of Technology Programs Management	957,454	1,319,019	2,164,003	2,091,712	4,001,168
Department of Technology Total	**$14,919,633**	**$14,171,995**	**$16,265,138**	**$21,740,207**	**$30,537,978**
Office of AGM Planning	$357,076	$478,031	$601,441	$562,165	$334,897
Office of Dev & Regional Coordination	1,422,821	1,136,116	929,152	1,031,284	1,737,321
Office of Transit System Planning	2,588,406	2,492,741	2,552,026	2,370,696	2,526,996
Department of Planning Total	**$4,368,303**	**$4,106,888**	**$4,082,619**	**$3,964,145**	**$4,599,214**

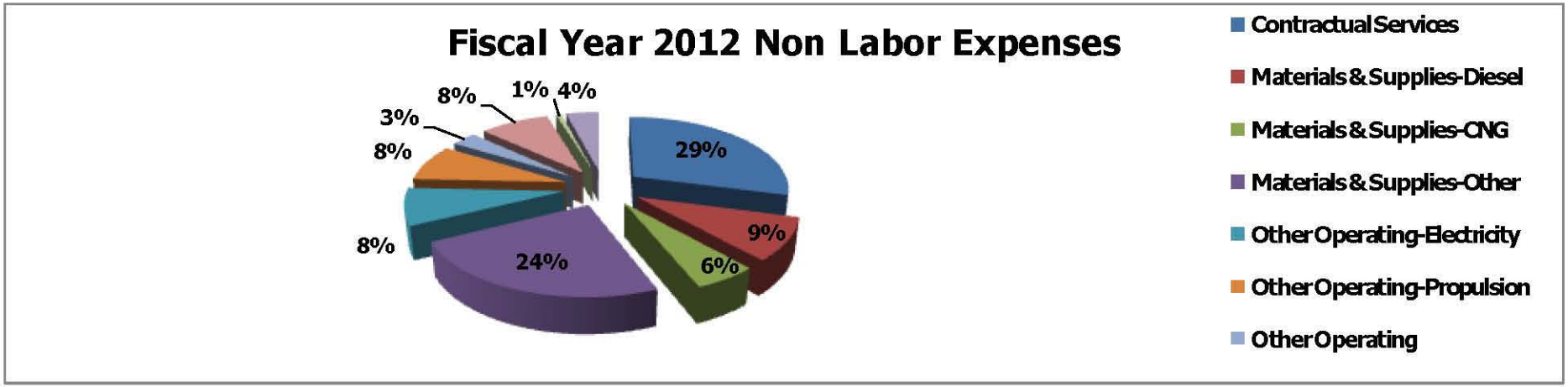
Summary of Gross Expenses by Organization

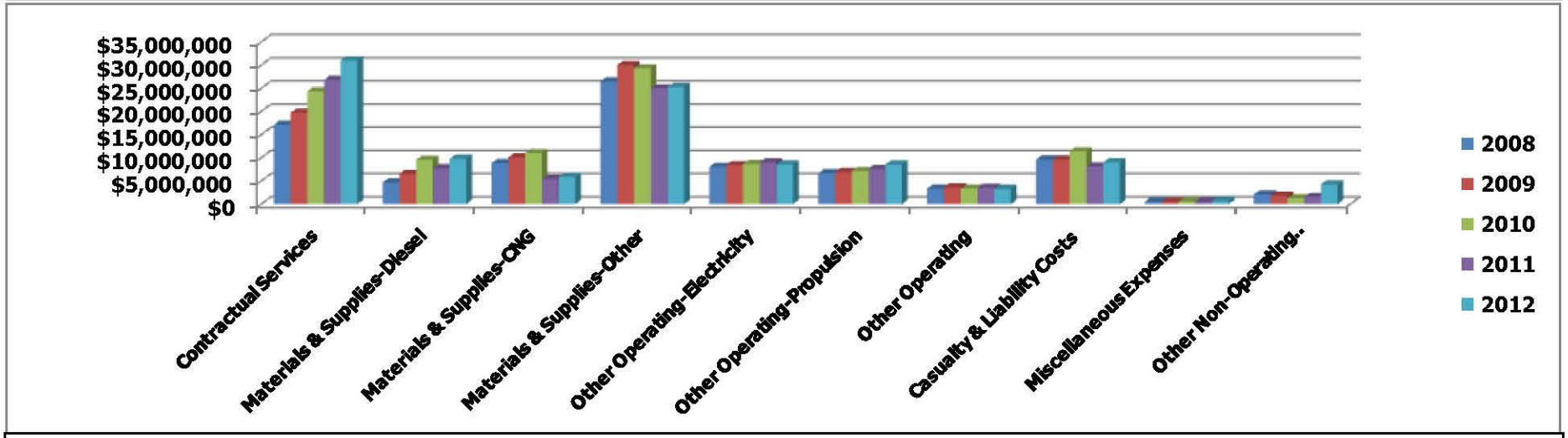
Organization	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Office of AGM Comm & Ext Affairs	4,315,073	3,644,188	3,894,749	3,394,277	3,212,157
Office of External Affairs	874,319	896,028	772,273	772,962	613,639
Office of Marketing & Sales	1,587,551	1,509,435	1,483,254	1,709,035	1,703,322
Office of Government & Constituent Relations	----	3,531	161,518	221,722	422,648
Office of Media Communications	----	185,700	257,752	263,828	444,043
Department of Communication & Ext Affairs Total	**$6,776,943**	**$6,238,882**	**$6,569,546**	**$6,361,824**	**$6,395,809**
Division of Business Support Services Total	**$62,242,786**	**$61,475,360**	**$64,459,300**	**$68,235,133**	**$84,492,603**
Inventory Adjustment	(769,786)	679,756	987,829	1,097,406	1,200,000
Department of Other Total	**-$769,786**	**$679,756**	**$987,829**	**$1,097,406**	**$1,200,000**
Division of Other (Inventory Adjustment) Total	**-$769,786**	**$679,756**	**$987,829**	**$1,097,406**	**$1,200,000**
	$412,172,617	**$428,804,605**	**$438,963,661**	**$432,976,613**	**$455,030,092**





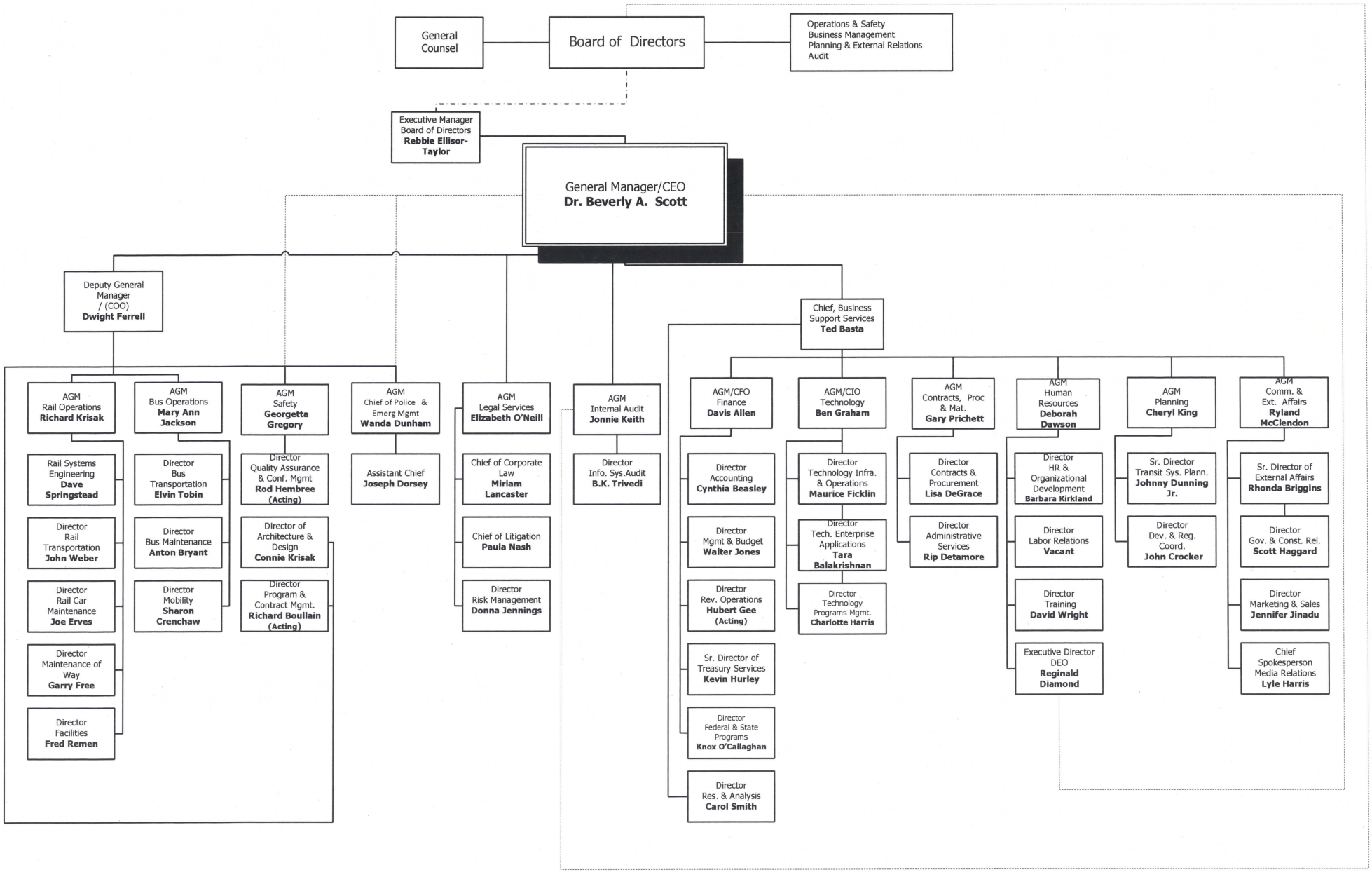
	2008	2009	2010	2011	2012
Salaries & Wages	$198,169,448	$205,215,189	$200,093,149	$192,867,474	$209,687,743
Overtime	$27,922,691	$24,696,381	$24,980,815	$25,944,625	$20,994,567
Fringe Benefits	$98,587,550	$101,517,425	$107,240,525	$118,743,647	$117,972,664
Contractual Services	$17,126,426	$19,730,346	$24,355,878	$26,831,445	$31,018,437
Materials & Supplies	$39,967,433	$46,678,063	$49,918,411	$38,161,829	$40,947,486
Other Operating Expenses	$18,076,056	$18,945,308	$19,138,215	$20,144,586	$20,417,608
Casualty & Liability Costs	$9,627,325	$9,610,126	$11,382,901	$8,149,363	$9,018,934
Miscellaneous Expenses	$590,965	$560,649	$553,651	$601,466	$701,785
Other Non-Operating Expenses	$2,104,723	$1,851,118	$1,300,116	$1,532,178	$4,270,868
Grand Total	$412,172,617	$428,804,605	$438,963,661	$432,976,613	$455,030,092





	Contractual Services	Materials & Supplies-Diesel	Materials & Supplies-CNG	Materials & Supplies-Other	Other Operating-Electricity	Other Operating-Propulsion	Other Operating	Casualty & Liability Costs	Misc. Expenses	Other Non-Operating Expenses	Grand Total
2008	$17,126,426	$4,661,042	$8,840,841	$26,465,550	$8,035,751	$6,664,326	$3,375,979	$9,627,325	$590,965	$2,104,723	**$87,492,928**
2009	$19,730,346	$6,527,256	$10,132,355	$30,018,452	$8,416,328	$6,905,704	$3,623,276	$9,610,126	$560,649	$1,851,118	**$97,375,610**
2010	$24,355,878	$9,567,211	$11,032,762	$29,318,438	$8,645,992	$7,161,470	$3,330,753	$11,382,901	$553,651	$1,300,116	**$106,649,172**
2011	$26,831,445	$7,730,248	$5,457,902	$24,973,679	$9,026,220	$7,605,603	$3,512,763	$8,149,363	$601,466	$1,532,178	**$95,420,867**
2012	$31,018,437	$9,800,610	$5,869,841	$25,277,035	$8,574,192	$8,534,024	$3,309,392	$9,018,934	$701,785	$4,270,868	**$106,375,119**

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of Board of Directors	2	3	3	2	2
Office of General Manager CEO	5	1	1	1	1
Department of General Manager CEO	**7**	**4**	**4**	**3**	**3**
Division of General Manager CEO	**7**	**4**	**4**	**3**	**3**
Office of AGM Internal Audit	20	15	14	13	13
Office of Information Systems Audit	----	4	4	4	4
Department of Internal Audit	**20**	**19**	**18**	**17**	**17**
Office of AGM Legal Services	13	13	12	11	11
Office of Risk Management	16	16	16	15	15
Department of Legal Services	**29**	**29**	**28**	**26**	**26**
Division of Executive Administration	**50**	**48**	**46**	**43**	**43**
AGM of Operations	5	----	----	----	----
Office of Architecture & Design	----	1	17	16	16
Office of Deputy General Manager	----	4	3	4	4
Office of Program & Contract Management	52	49	35	35	35
Senior Director of Transportation	13	----	----	----	----
Department of Deputy General Manager COO	**70**	**54**	**55**	**55**	**55**
Office of AGM Bus Operations	----	3	4	3	3
Office of Bus Maintenance	466	461	464	440	445
Office of Bus Transportation	1,342	1,356	1,328	1,198	1,214
Office of Mobility	215	224	271	271	288
Department of Bus Operations	**2,023**	**2,044**	**2,067**	**1,912**	**1,950**

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of AGM Rail Operations	----	2	2	2	2
Office of Communication & Cust Info	----	54	----	----	----
Office of Facilities	----	----	293	264	270
Office of Maintenance of Way	597	527	243	216	222
Office of Rail Car Maintenance	324	301	356	280	351
Office of Rail Services	370	502	442	305	305
Office of Rail Systems Engineering	5	5	97	98	46
Department of Rail Operations	**1,297**	**1,391**	**1,433**	**1,165**	**1,196**
Office of AGM Infrastructure	----	2	----	----	----
Office of Engineering	54	53	----	----	----
Department of Infrastructure	**54**	**55**	**----**	**----**	**----**
Office of AGM Police Services	385	370	363	362	376
Department of Police Services	**385**	**370**	**363**	**362**	**376**
Office of QA & Configuration Mgmt	----	13	22	20	21
Office of Safety	30	12	21	19	23
Department of Safety & Quality Assurance	**30**	**25**	**43**	**39**	**44**
Division of Operations	**3,858**	**3,939**	**3,961**	**3,533**	**3,621**
Office of Business Analysis & Assessment	----	1	1	----	----
Office of Business Support Services	----	6	7	7	6
Office of Research & Analysis	26	25	27	23	26
Department of Business Support Services	**26**	**32**	**35**	**30**	**32**

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of Accounting	49	43	41	39	39
Office of AGM Finance CFO	2	2	2	3	3
Office of Federal & State Programs	----	2	2	3	3
Office of Management & Budget	16	15	15	13	13
Office of Revenue Operations	109	106	102	86	86
Office of Treasury	6	7	7	9	9
Department of Finance	**182**	**175**	**169**	**153**	**153**
Office of Administrative Services	----	21	24	25	29
Office of AGM Contracts & Procurement	----	1	1	3	6
Office of Contracts & Procurement	91	88	96	84	86
Department of Contracts & Procurement	**91**	**110**	**121**	**112**	**121**
Office of AGM Human Resources	----	1	2	2	2
Office of Diversity & Equal Opportunity	17	17	16	17	17
Office of Employee Availability	----	1	----	----	----
Office of Human Resources	50	36	38	31	31
Office of Labor Relations	4	4	4	4	4
Office of Training	46	42	40	39	51
Department of Human Resources	**117**	**101**	**100**	**93**	**105**

Summary of Authority Personnel by Status

Full-Time Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of AGM Technology CIO	2	3	4	3	3
Office of Tech Enterprise Applications	38	37	42	39	37
Office of Tech Infrastructure & Ops	93	42	76	70	72
Office of Technology Programs Management	7	7	38	29	30
Department of Technology	**140**	**89**	**160**	**141**	**142**
Office of AGM Planning	2	2	2	2	2
Office of Dev & Regional Coordination	10	10	12	12	12
Office of Transit System Planning	33	28	28	26	27
Regional Service Coordination & Special Projects	----	2	----	----	----
Department of Planning	**46**	**42**	**42**	**40**	**41**
Government & Constituent Relations	9	----	----	----	----
Office of AGM Comm & Ext Affairs	5	2	55	43	43
Office of Customer Services	225	53	----	----	----
Office of External Affairs	----	6	6	5	5
Office of Government & Constituent Relations	----	5	3	2	2
Office of Marketing & Sales	12	14	12	10	11
Office of Media Communications	----	3	4	2	3
Department of Communication & Ext Affairs	**251**	**83**	**80**	**62**	**64**
Division of Business Support Services	**853**	**632**	**707**	**631**	**658**
Authority Full-Time Personnel	**4,768**	**4,623**	**4,718**	**4,210**	**4,325**

Summary of Authority Personnel by Status

Part-Time Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of Bus Transportation	159	155	151	114	119
Office of Mobility	49	63	72	72	72
Department of Bus Operations	**209**	**218**	**223**	**186**	**191**
Office of Safety	1	1	----	1	----
Department of Safety & Quality Assurance	**1**	**1**	**----**	**1**	**----**
Division of Operations	**210**	**219**	**223**	**187**	**191**
Office of Research & Analysis	----	----	3	----	----
Department of Business Support Services	**----**	**----**	**3**	**----**	**----**
Office of Revenue Operations	94	90	87	77	77
Department of Finance	**94**	**90**	**87**	**77**	**77**
Office of Administrative Services	----	2	----	----	----
Department of Contracts & Procurement	**----**	**2**	**----**	**----**	**----**
Office of Human Resources	3	----	1	----	----
Department of Human Resources	**3**	**----**	**1**	**----**	**----**
Office of AGM Comm & Ext Affairs	----	----	4	2	2
Office of Customer Services	57	4	----	----	----
Department of Communication & Ext Affairs	**57**	**4**	**4**	**2**	**2**
Division of Business Support Services	**153**	**96**	**95**	**79**	**79**
Authority Part-Time Personnel	**363**	**315**	**318**	**266**	**270**

Summary of Authority Personnel by Status

Operating Contract Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Senior Director of Transportation	1	----	----	----	----
Department of Deputy General Manager COO	**1**	**----**	**----**	**----**	**----**
Office of Mobility	----	----	----	5	----
Department of Bus Operations	**----**	**----**	**----**	**5**	**----**
Office of Maintenance of Way	----	2	----	----	----
Office of Rail Services	3	3	----	2	3
Department of Rail Operations	**3**	**5**	**----**	**2**	**3**
Office of AGM Police Services	1	----	----	15	15
Department of Police Services	**1**	**----**	**----**	**15**	**15**
Division of Operations	**5**	**5**	**----**	**22**	**18**
Office of AGM Finance CFO	----	1	----	1	1
Office of Management & Budget	----	2	----	----	----
Office of Revenue Operations	----	12	11	----	----
Department of Finance	**----**	**15**	**11**	**1**	**1**
Office of Administrative Services	----	1	2	2	2
Department of Contracts & Procurement	**----**	**1**	**2**	**2**	**2**
Office of Human Resources	7	4	----	----	----
Office of Training	7	7	7	1	1
Department of Human Resources	**14**	**11**	**7**	**1**	**1**
Office of Tech Infrastructure & Ops	5	5	----	5	5
Office of Technology Programs Management	----	5	----	----	----
Department of Technology	**5**	**10**	**----**	**5**	**5**

Summary of Authority Personnel by Status

Operating Contract Personnel

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of Transit System Planning	5	2	2	----	----
Department of Planning	**5**	**2**	**2**	**----**	**----**
Office of Customer Services	1	----	----	----	----
Office of Marketing & Sales	----	2	1	1	----
Office of Media Communications	----	----	1	----	----
Department of Communication & Ext Affairs	**1**	**2**	**2**	**1**	**----**
Division of Business Support Services	**26**	**41**	**24**	**10**	**9**
Authority Operating Contract Personnel	**31**	**46**	**24**	**32**	**27**

Summary of Authority Personnel by Status

Capital Contract

Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of AGM Bus Operations	----	3	----	----	----
Office of Bus Maintenance	----	17	----	----	----
Office of Bus Transportation	----	69	----	----	----
Office of Mobility				----	5
Department of Bus Operations	**----**	**89**	**----**	**----**	**5**
Office of Facilities	----	----	2	2	2
Office of Rail Car Maintenance	1	1	1	1	1
Office of Rail Services	----	20	23	----	----
Department of Rail Operations	**1**	**21**	**26**	**3**	**3**
Office of AGM Police Services	----	----	1	3	2
Department of Police Services	**----**	**----**	**1**	**3**	**2**
Office of QA & Configuration Mgmt	----	2	2	3	3
Office of Safety	7	5	1	1	1
Department of Safety & Quality Assurance	**7**	**7**	**3**	**4**	**4**
Division of Operations	**8**	**117**	**30**	**10**	**14**
Office of Research & Analysis	45	47	45	31	37
Department of Business Support Services	**45**	**47**	**45**	**31**	**37**
Office of Accounting	2	2	2	----	----
Office of AGM Finance CFO	----	----	1	----	----
Office of Management & Budget	----	----	2	----	----
Office of Revenue Operations	1	1	2	----	----
Department of Finance	**3**	**3**	**7**	**----**	**----**

Summary of Authority Personnel by Status

Capital Contract

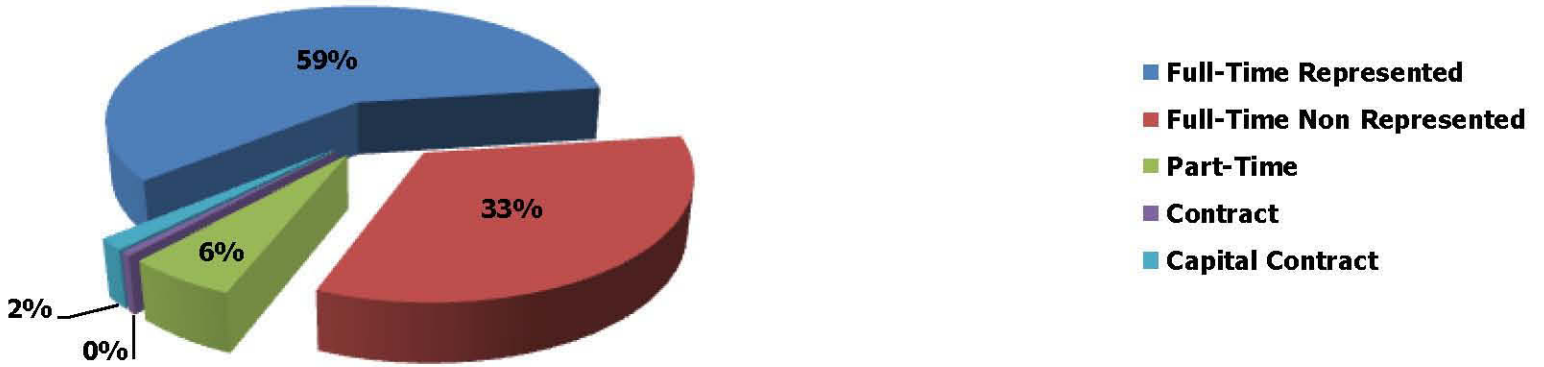
Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of Administrative Services	----	----	1	----	----
Office of Contracts & Procurement	----	2	----	----	----
Department of Contracts & Procurement	**----**	**2**	**1**	**----**	**----**
Office of Human Resources	1	1	----	----	----
Office of Training	2	7	7	1	1
Department of Human Resources	**3**	**8**	**7**	**1**	**1**
Office of Tech Enterprise Applications	14	20	10	10	10
Office of Tech Infrastructure & Ops	7	15	11	6	6
Office of Technology Programs Management	1	1	5	5	5
Department of Technology	**22**	**36**	**26**	**21**	**21**
Office of Dev & Regional Coordination	6	6	6	----	----
Office of Transit System Planning	4	4	4	----	----
Department of Planning	**10**	**10**	**10**	**----**	**----**
Office of Customer Services	77	----	----	----	----
Office of Marketing & Sales	1	----	1	1	1
Department of Communication & Ext Affairs	**78**	**----**	**1**	**1**	**1**
Division of Business Support Services	**162**	**106**	**97**	**54**	**60**
Authority Capital Contract	**170**	**223**	**127**	**64**	**74**

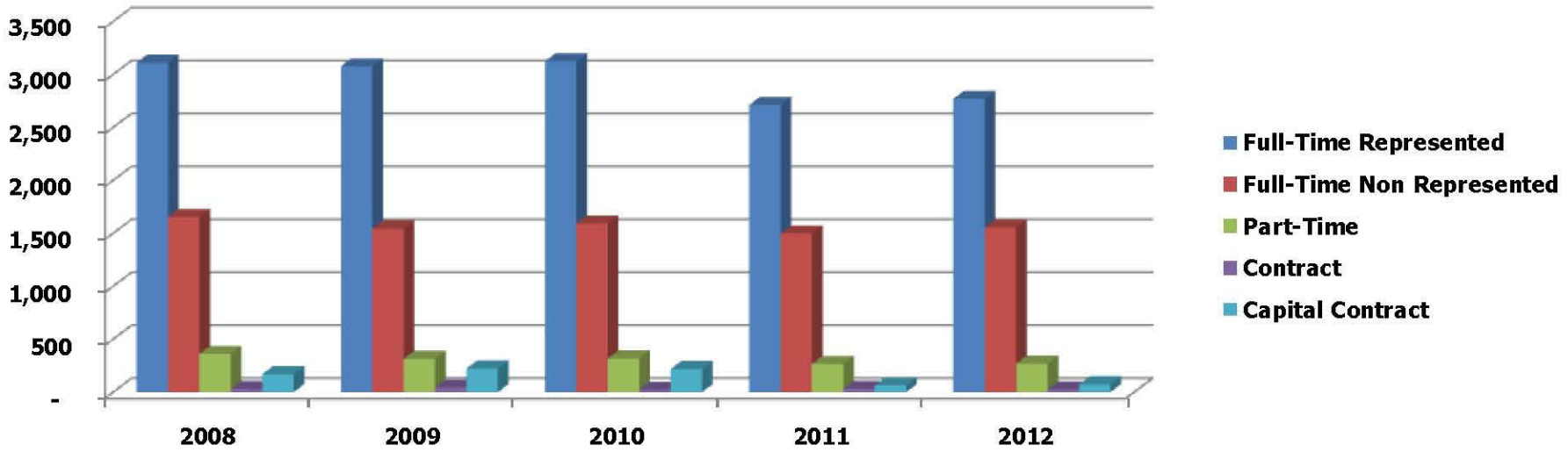
Summary of Authority Personnel by Status

Clayton Personnel

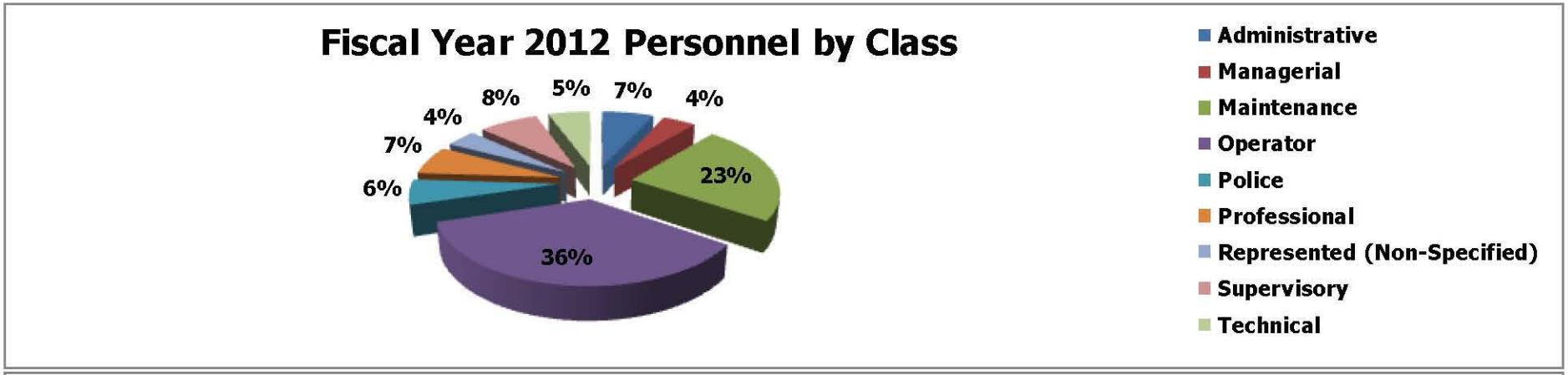
Organization Description	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Office of Clayton County Transit	----	----	91	----	----
Department of Bus Operations	**----**	**----**	**91**	**----**	**----**
Division of Operations	**----**	**----**	**91**	**----**	**----**
Clayton Personnel	**----**	**----**	**91**	**----**	**----**
	5,332	**5,207**	**5,278**	**4,572**	**4,696**

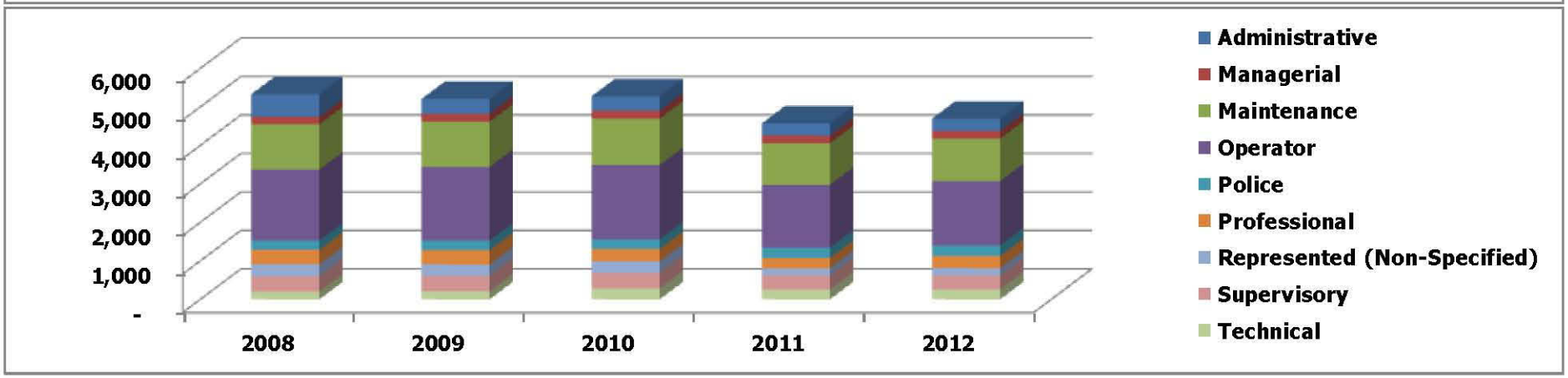
Fiscal Year 2012 Personnel by Status



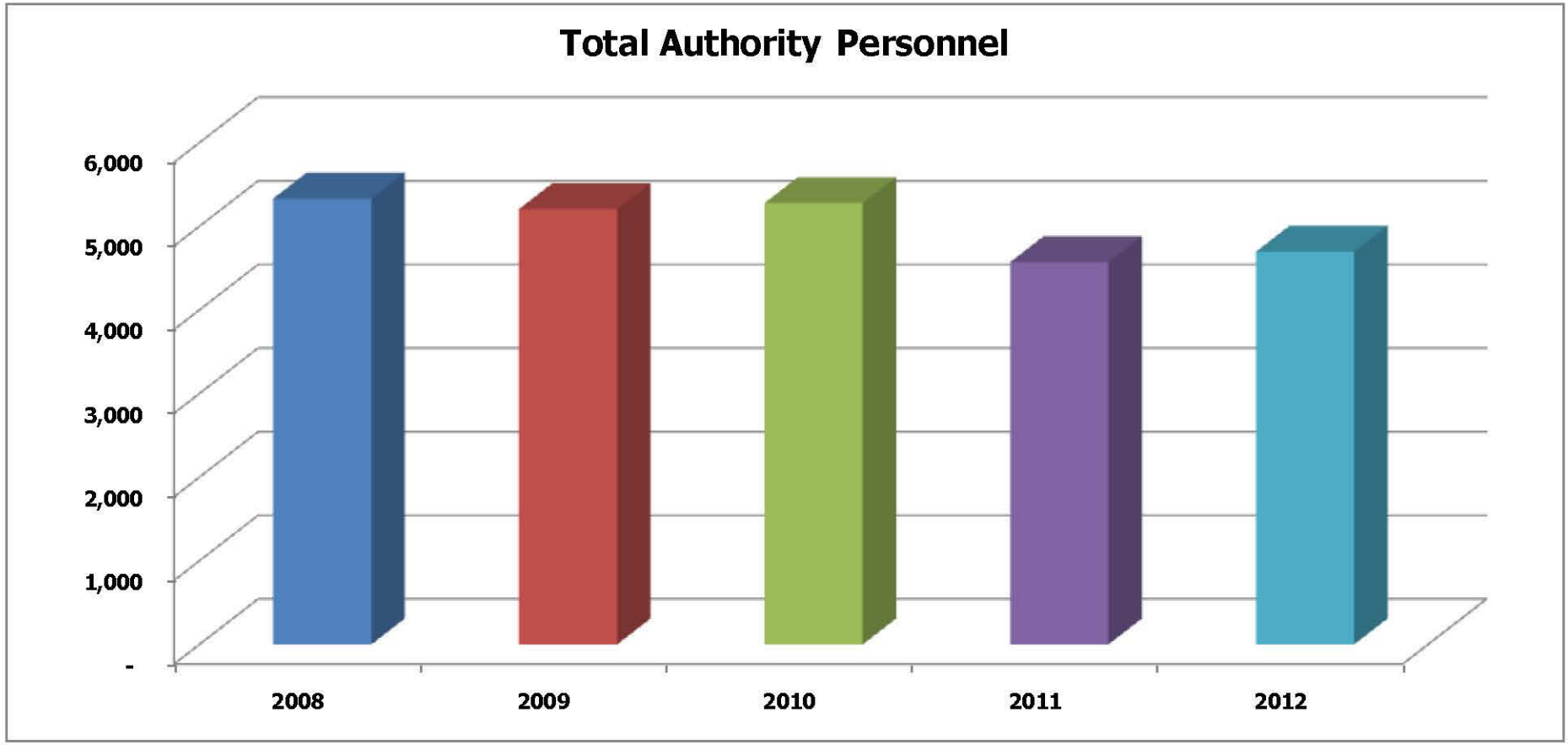


Status	2008	2009	2010	2011	2012
Full-Time Represented	3,112	3,077	3,125	2,712	2,770
Full-Time Non Represented	1,656	1,546	1,593	1,498	1,555
Part-Time	363	315	318	266	270
Contract	31	45	23	32	27
Capital Contract	170	224	219	64	74
Grand Total	5,332	5,207	5,278	4,572	4,696





Class	2008	2009	2010	2011	2012
Administrative	591	383	372	318	319
Managerial	193	212	210	199	205
Maintenance	1,175	1,170	1,207	1,077	1,100
Operator	1,845	1,915	1,929	1,637	1,672
Police	242	250	249	264	275
Professional	377	370	325	268	315
Represented (Non-Specified)	312	294	299	186	189
Supervisory	394	405	401	366	364
Technical	203	208	286	257	257
Grand Total	**5,332**	**5,207**	**5,278**	**4,572**	**4,696**



Year	2008	2009	2010	2011	2012
Total	5,332	5,205	5,278	4,572	4,696

TOC

DIVISION OF GENERAL MANAGER/CEO

This Division includes the following Departments:

- **Department of General Manager/CEO**

DIVISION OF GENERAL MANAGER CEO

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,352,911	501,326	516,165	517,763	487,778
Overtime	8,505	7,118	0	0	0
Benefits	384,844	343,776	230,365	246,661	270,597
Labor Sub-Total	**$1,746,260**	**$852,220**	**$746,530**	**$764,424**	**$758,375**
Contractual Services	15,881	227,421	319,133	40,102	101,914
Materials & Supplies	10,619	18,325	10,760	4,421	16,786
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	937	3,936	1,225	1,304	3,301
Other Non Operating	186,690	307,999	253,725	328,775	272,051
Non Labor Sub-Total	**$214,127**	**$557,681**	**$584,843**	**$374,602**	**$394,052**
Division Total	**$1,960,387**	**$1,409,901**	**$1,331,373**	**$1,139,026**	**$1,152,427**
$ Change from Prior Year		**($550,486)**	**($78,528)**	**($192,347)**	**$13,401**
% Change from Prior Year		**-28.08%**	**-5.57%**	**-14.45%**	**1.18%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	7	4	4	3	3
Represented	0	0	0	0	0
Full-Time Total	**7**	**4**	**4**	**3**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

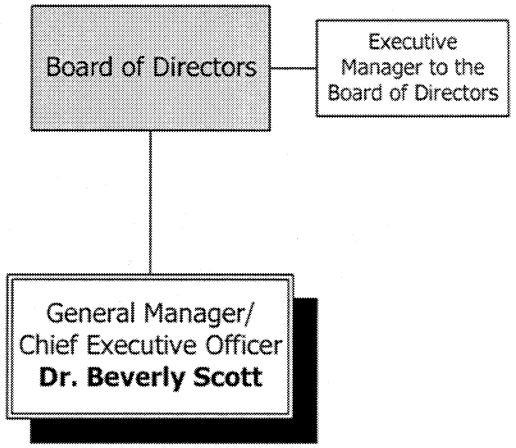
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	2	2	0	0
Management	3	2	2	2	2
Police	0	0	0	0	0
Professional	2	0	0	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**7**	**4**	**4**	**3**	**3**

DIVISION OF THE GENERAL MANAGER/CEO

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

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



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

FY2012 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 of Business Support Services, the Deputy General Manager, and the Assistant General Managers.

FY2012 Key Performance Indicators for the Department of the General Manager

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.79%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-1.06%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	0.96%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-4.94%	</= 0%

DEPARTMENT OF GENERAL MANAGER CEO

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,352,911	501,326	516,165	517,763	487,778
Overtime	8,505	7,118	0	0	0
Benefits	384,844	343,776	230,365	246,661	270,597
Labor Sub-Total	**$1,746,260**	**$852,220**	**$746,530**	**$764,424**	**$758,375**
Contractual Services	15,881	227,421	319,133	40,102	101,914
Materials & Supplies	10,619	18,325	10,760	4,421	16,786
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	937	3,936	1,225	1,304	3,301
Other Non Operating	186,690	307,999	253,725	328,775	272,051
Non Labor Sub-Total	**$214,127**	**$557,681**	**$584,843**	**$374,602**	**$394,052**
Department Total	**$1,960,387**	**$1,409,901**	**$1,331,373**	**$1,139,026**	**$1,152,427**
$ Change from Prior Year		**($550,486)**	**($78,528)**	**($192,347)**	**$13,401**
% Change from Prior Year		**-28.08%**	**-5.57%**	**-14.45%**	**1.18%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	7	4	4	3	3
Represented	0	0	0	0	0
Full-Time Total	**7**	**4**	**4**	**3**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

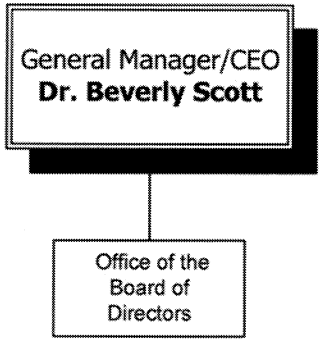
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	4	1	2	0	0
Management	2	2	2	2	2
Police	0	0	0	0	0
Professional	1	1	0	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**7**	**4**	**4**	**3**	**3**

DEPARTMENT OF THE GENERAL MANAGER/CEO

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

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



FUNCTIONS & RESPONSBILITIES

The Office of the General Manager/CEO is the directing and coordinating mechanism for all Authority activities. It is responsible for supporting the MARTA Board of Directors and directing the overall administrative and operating activities of the ninth largest transit system in the United States. 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.

OFFICE OF GENERAL MANAGER CEO

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,218,509	345,817	351,516	353,423	321,300
Overtime	8,505	7,118	0	0	0
Benefits	324,389	276,696	155,846	165,772	178,243
Labor Sub-Total	**$1,551,403**	**$629,631**	**$507,362**	**$519,195**	**$499,543**
Contractual Services	15,881	225,571	319,133	40,099	99,394
Materials & Supplies	7,786	14,254	6,772	3,084	12,057
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	12	32	9	0	83
Other Non Operating	45,005	155,268	121,445	38,714	82,757
Non Labor Sub-Total	**$68,684**	**$395,125**	**$447,359**	**$81,897**	**$194,291**
Office Total	**$1,620,087**	**$1,024,756**	**$954,721**	**$601,092**	**$693,834**
$ Change from Prior Year		**($595,331)**	**($70,035)**	**($353,629)**	**$92,742**
% Change from Prior Year		**-36.75%**	**-6.83%**	**-37.04%**	**15.43%**

Authorized Positions by Status

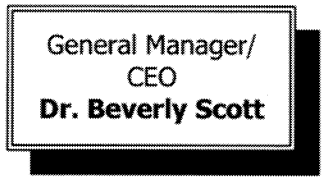
	FY08	FY09	FY10	FY11	FY12
Non-Represented	5	1	1	1	1
Represented	0	0	0	0	0
Full-Time Total	**5**	**1**	**1**	**1**	**1**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	0	0	0	0
Management	2	1	1	1	1
Police	0	0	0	0	0
Professional	1	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**5**	**1**	**1**	**1**	**1**

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

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



Personnel Comparison Report

OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
General Manager/CEO	X	----	----	1	1	1
Historical Managerial	23 - X	2	1	----	----	----
Historical Professional	18	1	----	----	----	----
Historical Administrative	10 - 14	2	----	----	----	----
Non-Rep Subtotal		**5**	**1**	**1**	**1**	**1**
Total Full-Time		**5**	**1**	**1**	**1**	**1**

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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	134,402	155,509	164,649	164,340	166,478
Overtime	0	0	0	0	0
Benefits	60,455	67,080	74,519	80,889	92,354
Labor Sub-Total	**$194,857**	**$222,589**	**$239,168**	**$245,229**	**$258,832**
Contractual Services	0	1,850	0	3	2,520
Materials & Supplies	2,833	4,071	3,988	1,337	4,729
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	925	3,904	1,216	1,304	3,218
Other Non Operating	141,685	152,731	132,280	290,061	189,294
Non Labor Sub-Total	**$145,443**	**$162,556**	**$137,484**	**$292,705**	**$199,761**
Office Total	**$340,300**	**$385,145**	**$376,652**	**$537,934**	**$458,593**
$ Change from Prior Year		**$44,845**	**($8,493)**	**$161,282**	**($79,341)**
% Change from Prior Year		**13.18%**	**-2.21%**	**42.82%**	**-14.75%**

Authorized Positions by Status

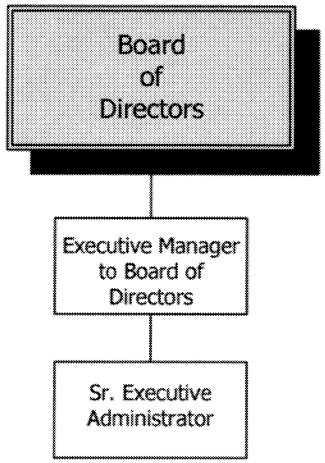
	FY08	FY09	FY10	FY11	FY12
Non-Represented	2	3	3	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**3**	**3**	**2**	**2**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	2	2	0	0
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	1	0	0	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**3**	**3**	**2**	**2**

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

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



Personnel Comparison Report

OFFICE OF BOARD OF DIRECTORS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Executive Mgr To Board Of Dir	21	----	----	1	1	1
Sr. Executive Administrator Board	19	----	----	----	1	1
Historical Managerial	19 - 21	1	1	----	----	----
Historical Administrative	17 - 19	----	2	2	----	----
Historical Professional	10	1	----	----	----	----
Non-Rep Subtotal		**2**	**3**	**3**	**2**	**2**
Total Full-Time		**2**	**3**	**3**	**2**	**2**

DIVISION OF EXECUTIVE ADMINISTRATION

This Division includes the following Departments:

- **Department of Internal Audit**
- **Department of Legal Services**

DIVISION OF EXECUTIVE ADMINISTRATION

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	3,123,000	3,091,528	2,937,346	2,914,472	2,990,845
Overtime	0	0	0	0	0
Benefits	1,843,928	1,941,056	1,685,503	1,929,744	1,659,184
Labor Sub-Total	**$4,966,928**	**$5,032,584**	**$4,622,849**	**$4,844,216**	**$4,650,029**
Contractual Services	2,535,162	2,216,076	2,769,751	3,365,189	3,883,770
Materials & Supplies	16,584	10,058	8,313	8,914	11,896
Other Operating	0	0	0	0	0
Casualty & Liability	6,274,872	6,424,003	8,383,933	5,280,631	5,529,569
Miscellaneous	0	0	0	0	0
Other Non Operating	102,702	85,875	75,847	98,997	86,571
Non Labor Sub-Total	**$8,929,320**	**$8,736,012**	**$11,237,844**	**$8,753,731**	**$9,511,806**
Division Total	**$13,896,248**	**$13,768,596**	**$15,860,693**	**$13,597,947**	**$14,161,835**
$ Change from Prior Year		**($127,652)**	**$2,092,097**	**($2,262,746)**	**$563,888**
% Change from Prior Year		**-0.92%**	**15.19%**	**-14.27%**	**4.15%**

Authorized Positions by Status

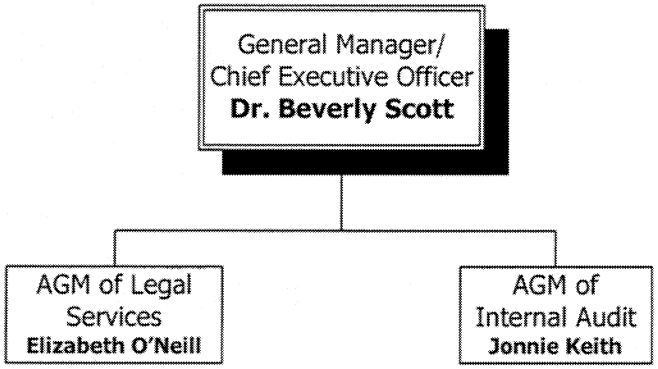
	FY08	FY09	FY10	FY11	FY12
Non-Represented	48	46	44	41	41
Represented	2	2	2	2	2
Full-Time Total	**50**	**48**	**46**	**43**	**43**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	6	5	4	2	2
Management	12	13	13	13	13
Police	0	0	0	0	0
Professional	29	27	25	25	25
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	2	2	2	2	2
Supervisory	1	1	2	1	1
Total	**50**	**48**	**46**	**43**	**43**

ADM	2
MGR	13
MNT	0
OPR	0
POL	0
PRO	25
REP	2
SUP	1
TEC	0

Non-Rep	41
Rep	2
Total FT	**43**
PT	0
CON	0
CAP	0
TOTAL	**43**



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

FY2012 GOALS AND OBJECTIVES

The goals and objectives of the Department of Internal Audit are to responsibly assist the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent analyses, appraisals, recommendations, and pertinent comments concerning the activities under audit. Additionally, The Department of Internal Audit is to ensure all auditors receive the required annual hours of training required by the Governmental Auditing Standards Board. The Department of Internal Audit is an independent appraisal function authorized to examine and evaluate all activities of MARTA.

FY2012 Key Performance Indicators for the Department of Internal Audit

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.17%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-0.81%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-2.42%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	9.01%	</= 0%

FY2011 ACCOMPLISHIMENTS

- Provided audit savings of $1,238,331.

- Provided a number of audits to assist management in strengthening controls and processes.

DEPARTMENT OF INTERNAL AUDIT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,331,118	1,311,869	1,239,256	1,231,653	1,225,325
Overtime	0	0	0	0	0
Benefits	569,296	599,683	571,208	615,770	679,754
Labor Sub-Total	**$1,900,414**	**$1,911,552**	**$1,810,464**	**$1,847,423**	**$1,905,079**
Contractual Services	272,812	265,514	297,436	323,978	1,299,450
Materials & Supplies	2,569	2,078	2,208	2,447	2,650
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	10,724	10,083	6,444	12,349	16,787
Non Labor Sub-Total	**$286,105**	**$277,675**	**$306,088**	**$338,774**	**$1,318,887**
Department Total	**$2,186,519**	**$2,189,227**	**$2,116,552**	**$2,186,197**	**$3,223,966**
$ Change from Prior Year		**$2,708**	**($72,675)**	**$69,645**	**$1,037,769**
% Change from Prior Year		**0.12%**	**-3.32%**	**3.29%**	**47.47%**

Authorized Positions by Status

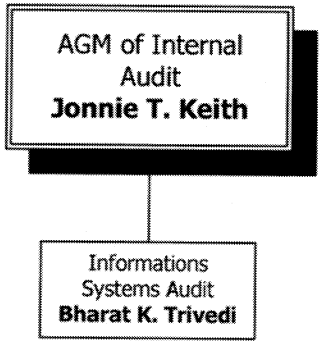
	FY08	FY09	FY10	FY11	FY12
Non-Represented	20	19	18	17	17
Represented	0	0	0	0	0
Full-Time Total	**20**	**19**	**18**	**17**	**17**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	2	1	1	1
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	14	13	12	12	12
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	1	0	0
Total	**20**	**19**	**18**	**17**	**17**

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

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



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 analyses, appraisals, recommendations, and pertinent comments concerning the activities under audit. The Department of Internal Audit is an independent appraisal function authorized to examine and evaluate all activities of MARTA. To achieve these objectives, the Department of Internal Audit is responsible for, but not limited to the following functions:

General:

- 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.
- 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 information.
- Determine the extent to which MARTA assets are accounted for and safeguarded from losses.
- Determine the economical and efficient use of resources.
- Determine compliance with MARTA policies and procedures and applicable laws, regulations and contracts.
- Determine that operational goals and objectives are accomplished and are consistent with MARTA's strategic plans.

Contracts Audit:

- Review all construction procurement contracts prior to close out to ensure compliance with contract provisions, MARTA procedures, and Federal and State laws and regulations.
- Review all contract change orders in excess of $100,000 for price reasonableness before they are negotiated.
- Determine the compliance and cost effectiveness of federal grant funds expended by the Authority or subcontractors.

OFFICE OF AGM INTERNAL AUDIT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,022,521	959,605	900,643	900,975	893,381
Overtime	0	0	0	0	0
Benefits	432,329	429,481	423,998	457,210	495,607
Labor Sub-Total	**$1,454,850**	**$1,389,086**	**$1,324,641**	**$1,358,185**	**$1,388,988**
Contractual Services	272,812	265,514	297,436	323,978	1,299,450
Materials & Supplies	2,569	2,078	2,208	2,447	2,650
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	9,488	7,868	5,624	11,529	14,200
Non Labor Sub-Total	**$284,869**	**$275,460**	**$305,268**	**$337,954**	**$1,316,300**
Office Total	**$1,739,719**	**$1,664,546**	**$1,629,909**	**$1,696,139**	**$2,705,288**
$ Change from Prior Year		**($75,173)**	**($34,637)**	**$66,230**	**$1,009,149**
% Change from Prior Year		**-4.32%**	**-2.08%**	**4.06%**	**59.50%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	20	15	14	13	13
Represented	0	0	0	0	0
Full-Time Total	**20**	**15**	**14**	**13**	**13**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

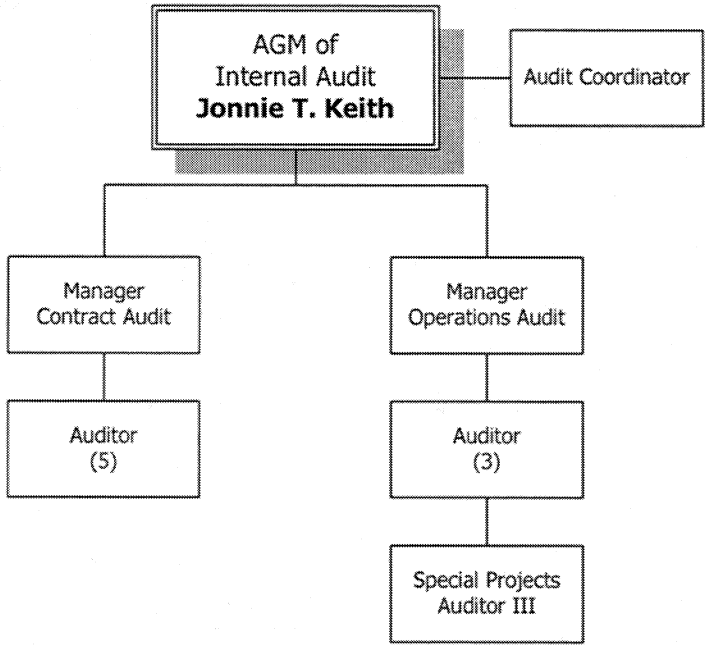
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	2	1	1	1
Management	4	3	3	3	3
Police	0	0	0	0	0
Professional	14	10	9	9	9
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	1	0	0
Total	**20**	**15**	**14**	**13**	**13**

OFFICE OF AGM INTERNAL AUDIT

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

Non-Rep	13
Rep	0
Total FT	**13**
PT	0
CAP	0
CON	0
TOTAL	**13**



Personnel Comparison Report

OFFICE OF AGM INTERNAL AUDIT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM Internal Audit	C	----	----	1	1	1
Mgr Audit	21	----	----	2	2	2
Special Projects Auditor III	19	----	----	1	1	1
Auditor III	18	----	----	5	5	5
Auditor II	16	----	----	1	1	2
Audit Coordinator	15	----	1	----	1	1
Auditor I	12	----	----	2	2	1
Historical Managerial	21 - C	4	3	----	----	----
Historical Professional	12 - 19	14	10	----	----	----
Historical Supervisory	19	----	----	1	----	----
Historical Administrative	10 - 15	2	1	1	----	----
Non-Rep Subtotal		**20**	**15**	**14**	**13**	**13**
Total Full-Time		**20**	**15**	**14**	**13**	**13**

FUNCTIONS & RESPONSIBILITIES

Information Systems Audit:

- Review the management and use of computer resources for effectiveness and efficiency.
- Review and evaluate the adequacy of controls within the computerized systems and operations.
- Appraise the controls, economic values, and practicality of applications systems under development.
- Determine the compliance to and effectiveness of data processing and security standards and procedures.

OFFICE OF INFORMATION SYSTEMS AUDIT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	308,597	352,264	338,613	330,678	331,944
Overtime	0	0	0	0	0
Benefits	136,967	170,202	147,210	158,560	184,147
Labor Sub-Total	**$445,564**	**$522,466**	**$485,823**	**$489,238**	**$516,091**
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	1,236	2,215	820	820	2,587
Non Labor Sub-Total	**$1,236**	**$2,215**	**$820**	**$820**	**$2,587**
Office Total	**$446,800**	**$524,681**	**$486,643**	**$490,058**	**$518,678**
$ Change from Prior Year		**$77,881**	**($38,038)**	**$3,415**	**$28,620**
% Change from Prior Year		**17.43%**	**-7.25%**	**0.70%**	**5.84%**

Authorized Positions by Status

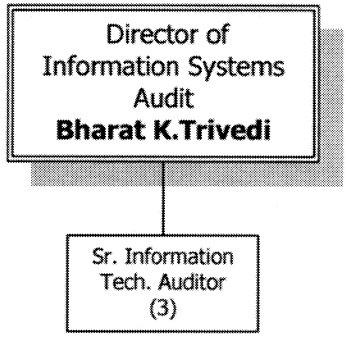
	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	4	4	4	4
Represented	0	0	0	0	0
Full-Time Total	**0**	**4**	**4**	**4**	**4**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	3	3	3	3
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**4**	**4**	**4**	**4**

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

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



Personnel Comparison Report

OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Information Tech Audit	23	----	----	1	1	1
Sr Information Tech Auditor	19	----	----	3	3	3
Historical Managerial	23	----	1	----	----	----
Historical Professional	19	----	3	----	----	----
Non-Rep Subtotal		**----**	**4**	**4**	**4**	**4**
Total Full-Time		**----**	**4**	**4**	**4**	**4**

TOC

DEPARTMENT OF LEGAL SERVICES

This Department includes the following Offices:

Department of Legal Services

- Office of AGM of Legal Services
- Office of Risk Management

FY2012 GOALS AND OBJECTIVES

The Department of Legal 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 Department provides efficient defense of personal injury cases, supporting of the ADA and EEO compliance obligations, providing consistent and timely human resources and labor support, and drafting as well as advising on all Authority contractual obligations, defense in personal injury claims, collection of subrogation claims, and similar matters that arise out of the operation of bus and rail systems.

FY2012 Key Performance Indicators for the Department of Legal Services

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Liability Unit Payments Variance	The cost to resolve claims and the expense associated with the liability claims against the Authority	</= 3%	-6.97%	</= 3%
Workers' Compensation Payments Variance	The cost of occupational disability losses	</= 3%	29.37%	</= 3%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.70%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	100.00%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	8.62%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	8.66%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;	8.61%	</= 0%;

DEPARTMENT OF LEGAL SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,791,882	1,779,659	1,698,090	1,682,819	1,765,520
Overtime	0	0	0	0	0
Benefits	1,274,632	1,341,373	1,114,295	1,313,974	979,430
Labor Sub-Total	**$3,066,514**	**$3,121,032**	**$2,812,385**	**$2,996,793**	**$2,744,950**
Contractual Services	2,262,350	1,950,562	2,472,315	3,041,211	2,584,320
Materials & Supplies	14,015	7,980	6,105	6,467	9,246
Other Operating	0	0	0	0	0
Casualty & Liability	6,274,872	6,424,003	8,383,933	5,280,631	5,529,569
Miscellaneous	0	0	0	0	0
Other Non Operating	91,978	75,792	69,403	86,648	69,784
Non Labor Sub-Total	**$8,643,215**	**$8,458,337**	**$10,931,756**	**$8,414,957**	**$8,192,919**
Department Total	**$11,709,729**	**$11,579,369**	**$13,744,141**	**$11,411,750**	**$10,937,869**
$ Change from Prior Year		**($130,360)**	**$2,164,772**	**($2,332,391)**	**($473,881)**
% Change from Prior Year		**-1.11%**	**18.70%**	**-16.97%**	**-4.15%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	27	27	26	24	24
Represented	2	2	2	2	2
Full-Time Total	**29**	**29**	**28**	**26**	**26**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	8	8	3	1	1
Management	6	6	9	9	9
Police	0	0	0	0	0
Professional	12	12	13	13	13
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	2	2	2
Supervisory	1	1	1	1	1
Total	**29**	**29**	**28**	**26**	**26**

DEPARTMENT OF LEGAL SERVICES

ADM	1
MGR	9
MNT	0
OPR	0
POL	0
PRO	13
REP	2
SUP	1
TEC	0

Non-Rep	24
Rep	2
Total FT	**26**
PT	0
CON	0
CAP	0
TOTAL	**26**

FUNCTIONS & RESPONSIBILITIES

The Office of Legal provides legal advice and support as needed to the Authority's Board of Directors and staff units with the support of General Counsel and other outside counsel. The office provides general support for the Rail Program, including real estate acquisition and disposition, review and drafting of contract documents, advice and counsel with respect to contract award and administration, and legal representation of the Authority in the defense, negotiation, mediation, arbitration, and litigation of contract claims. Legal services is an integral part of the Authority's Development and Regional Coordination negotiating team providing legal analysis of developer's proposals and coordination efforts in reaching acceptable agreements.

The Office Legal Services along with outside counsel, provides representation of the Authority in defense of personal injury claims, collection of subrogation claims, employment issues, labor issues, contract negotiations, arbitration, litigation and similar matters arising out of the operation of the bus and rail systems. In addition, the Office provides legal services within the scope of contractual matters, Federal and State regulations and other legal matters.

OFFICE OF AGM LEGAL SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	906,322	908,793	842,512	833,899	915,992
Overtime	0	0	0	0	0
Benefits	362,380	392,601	334,769	334,067	508,151
Labor Sub-Total	**$1,268,702**	**$1,301,394**	**$1,177,281**	**$1,167,966**	**$1,424,143**
Contractual Services	1,711,788	1,516,244	1,994,423	2,628,281	2,008,464
Materials & Supplies	2,584	3,397	2,484	2,711	3,985
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	78,208	64,760	64,719	74,743	56,847
Non Labor Sub-Total	**$1,792,580**	**$1,584,401**	**$2,061,626**	**$2,705,735**	**$2,069,296**
Office Total	**$3,061,282**	**$2,885,795**	**$3,238,907**	**$3,873,701**	**$3,493,439**
$ Change from Prior Year		**($175,487)**	**$353,112**	**$634,794**	**($380,262)**
% Change from Prior Year		**-5.73%**	**12.24%**	**19.60%**	**-9.82%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	13	13	12	11	11
Represented	0	0	0	0	0
Full-Time Total	**13**	**13**	**12**	**11**	**11**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

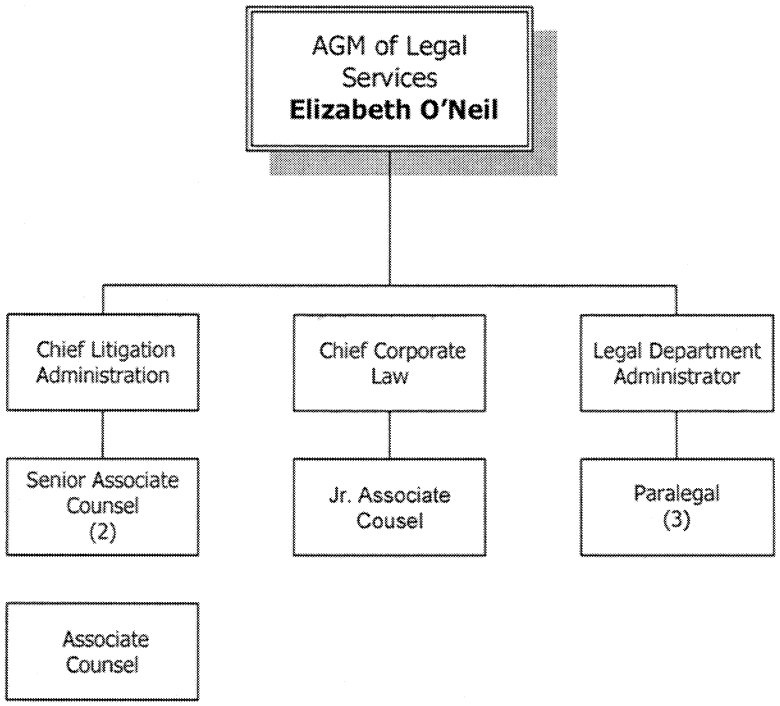
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	3	3	3	1	1
Management	5	6	6	6	6
Police	0	0	0	0	0
Professional	5	4	3	4	4
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**13**	**13**	**12**	**11**	**11**

OFFICE OF AGM LEGAL SERVICES

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

Non-Rep	11
Rep	0
Total FT	**11**
PT	0
CON	0
CAP	0
TOTAL	**11**



Personnel Comparison Report

OFFICE OF AGM LEGAL SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM of Legal Services	C	----	----	1	1	1
Chief Corporate Law	24	----	----	1	1	1
Chief Litigation Administration	24	----	----	1	1	1
Sr Associate Counsel	22	----	----	2	2	2
Associate Counsel	20	----	----	1	1	1
Jr Associate Counsel	19	----	----	----	1	1
Legal Department Administrator	17	----	----	1	1	1
Paralegal	13	----	----	3	3	3
Historical Managerial	0000C - C	5	6	----	----	----
Historical Professional	13 - 23	5	4	----	----	----
Historical Administrative	10 - 17	3	3	2	----	----
Non-Rep Subtotal		**13**	**13**	**12**	**11**	**11**
Total Full-Time		**13**	**13**	**12**	**11**	**11**

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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	885,560	870,866	855,578	848,920	849,528
Overtime	0	0	0	0	0
Benefits	912,252	948,772	779,526	979,907	471,279
Labor Sub-Total	**$1,797,812**	**$1,819,638**	**$1,635,104**	**$1,828,827**	**$1,320,807**
Contractual Services	550,562	434,318	477,892	412,930	575,856
Materials & Supplies	11,431	4,583	3,621	3,756	5,261
Other Operating	0	0	0	0	0
Casualty & Liability	6,274,872	6,424,003	8,383,933	5,280,631	5,529,569
Miscellaneous	0	0	0	0	0
Other Non Operating	13,770	11,032	4,684	11,905	12,937
Non Labor Sub-Total	**$6,850,635**	**$6,873,936**	**$8,870,130**	**$5,709,222**	**$6,123,623**
Office Total	**$8,648,447**	**$8,693,574**	**$10,505,234**	**$7,538,049**	**$7,444,430**
$ Change from Prior Year		**$45,127**	**$1,811,660**	**($2,967,185)**	**($93,619)**
% Change from Prior Year		**0.52%**	**20.84%**	**-28.24%**	**-1.24%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	14	14	14	13	13
Represented	2	2	2	2	2
Full-Time Total	**16**	**16**	**16**	**15**	**15**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

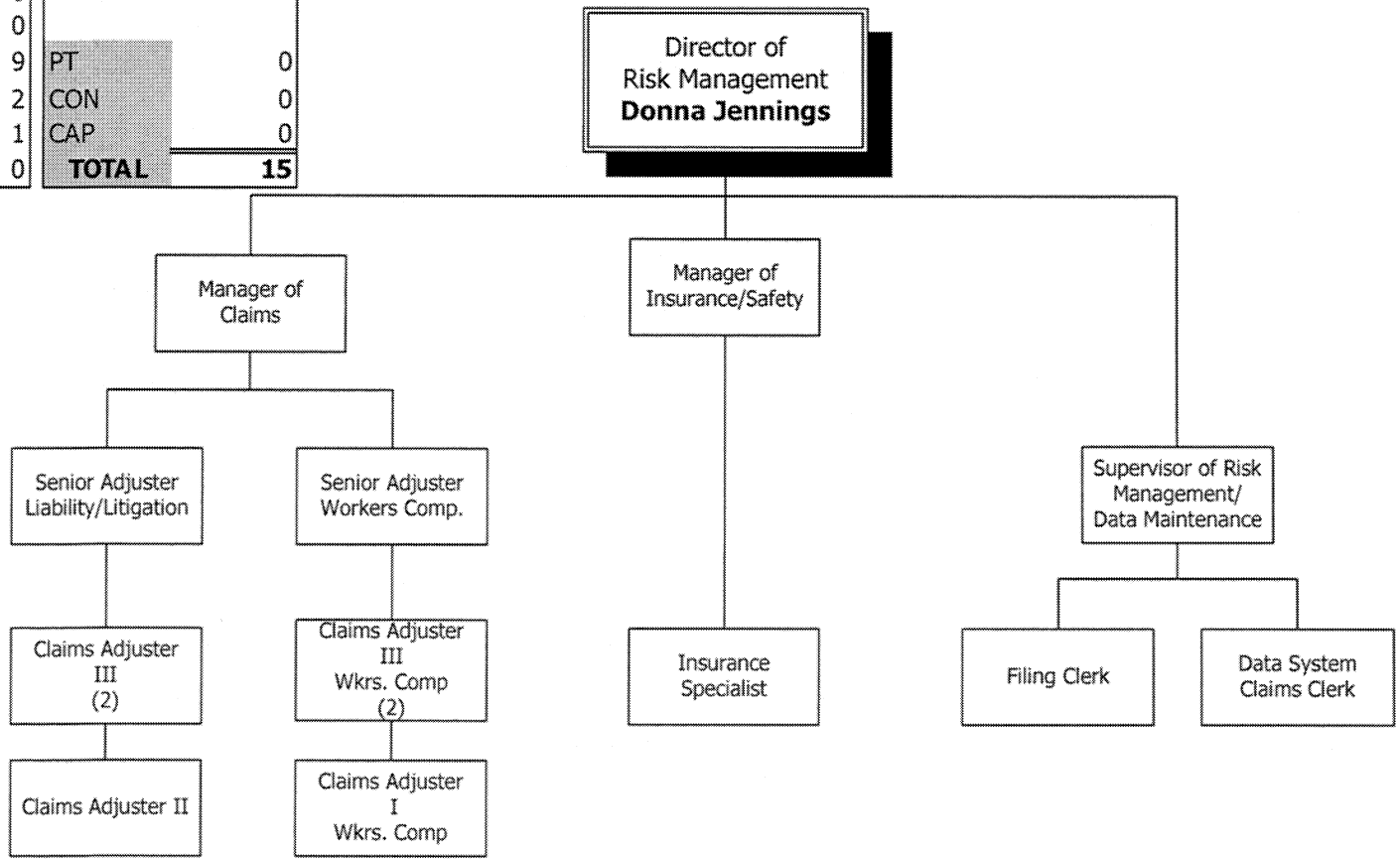
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	0	0	0	0
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	9	10	10	9	9
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	2	2	2	2	2
Supervisory	1	1	1	1	1
Total	**16**	**16**	**16**	**15**	**15**

OFFICE OF RISK MANAGEMENT

ADM	0
MGR	3
MNT	0
OPR	0
POL	0
PRO	9
REP	2
SUP	1
TEC	0

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



Personnel Comparison Report

OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Risk Management	23	----	----	----	1	1
Mgr Insurance Safety	21	----	----	----	1	1
Mgr Claims	20	----	----	----	1	1
Sr Adjuster Liability Litig	18	----	----	1	1	1
Sr Adjuster Workers Comp	18	----	----	1	1	1
Claims Adjuster III	16	----	----	3	2	2
Claims Adjuster III-Wkrs Comp	16	----	----	2	2	2
Claims Adjuster II	14	----	1	1	1	1
Insurance Specialist	13	----	----	----	1	1
Claims Adjuster I-Wkrs Comp	12	----	----	1	1	1
Supv Risk Mgmt Data Maint	11	----	----	----	1	1
Historical Managerial	20 - 23	3	3	3	----	----
Historical Professional	12 - 18	9	9	1	----	----
Historical Administrative	12	1	----	----	----	----
Historical Supervisory	11	1	1	1	----	----
Non-Rep Subtotal		**14**	**14**	**14**	**13**	**13**
Represented						
Data System Claims Clerk	UR-8	----	----	----	1	1
Filing Clerk	UR-8	----	----	----	1	1
Historical Represented (Non-Specified)	UR-8	2	2	2	----	----
Represented Subtotal		**2**	**2**	**2**	**2**	**2**

Personnel Comparison Report

OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Total Full-Time		**16**	**16**	**16**	**15**	**15**

TOC

DIVISION OF OPERATIONS

This Division includes the following Departments:

- **Department of Deputy General Manager/COO**
- **Department of Bus Operations**
- **Department of Rail Operations**
- **Department of Safety & Quality Assurance**
- **Department of Police Services**

DIVISION OF OPERATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	159,196,983	165,911,717	160,668,596	155,343,041	165,577,386
Overtime	26,936,600	23,815,627	24,229,415	25,273,856	20,228,330
Benefits	80,980,253	83,215,256	88,400,665	98,554,164	93,943,547
Labor Sub-Total	**$267,113,836**	**$272,942,600**	**$273,298,676**	**$279,171,061**	**$279,749,263**
Contractual Services	8,712,828	12,724,454	14,196,085	11,881,527	12,943,095
Materials & Supplies	39,112,611	44,794,927	47,948,726	36,290,692	38,596,008
Other Operating	16,137,865	17,313,200	17,517,406	18,365,824	18,676,189
Casualty & Liability	3,353,038	3,186,123	2,998,968	2,868,732	3,489,365
Miscellaneous	69,221	95,948	138,588	29,326	115,642
Other Non Operating	343,583	413,740	226,017	299,939	453,665
Non Labor Sub-Total	**$67,729,146**	**$78,528,392**	**$83,025,790**	**$69,736,040**	**$74,273,964**
Division Total	**$334,842,982**	**$351,470,992**	**$356,324,466**	**$348,907,101**	**$354,023,227**
$ Change from Prior Year		**$16,628,010**	**$4,853,474**	**($7,417,365)**	**$5,116,126**
% Change from Prior Year		**4.97%**	**1.38%**	**-2.08%**	**1.47%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	1,112	999	981	950	996
Represented	2,967	2,943	2,980	2,583	2,625
Full-Time Total	**4,079**	**3,942**	**3,961**	**3,533**	**3,621**
Part - Time	**262**	**219**	**223**	**187**	**191**
Contract	**5**	**5**	**0**	**22**	**18**
Capital	**85**	**28**	**30**	**10**	**14**
Clayton	**0**	**89**	**91**	**0**	**0**

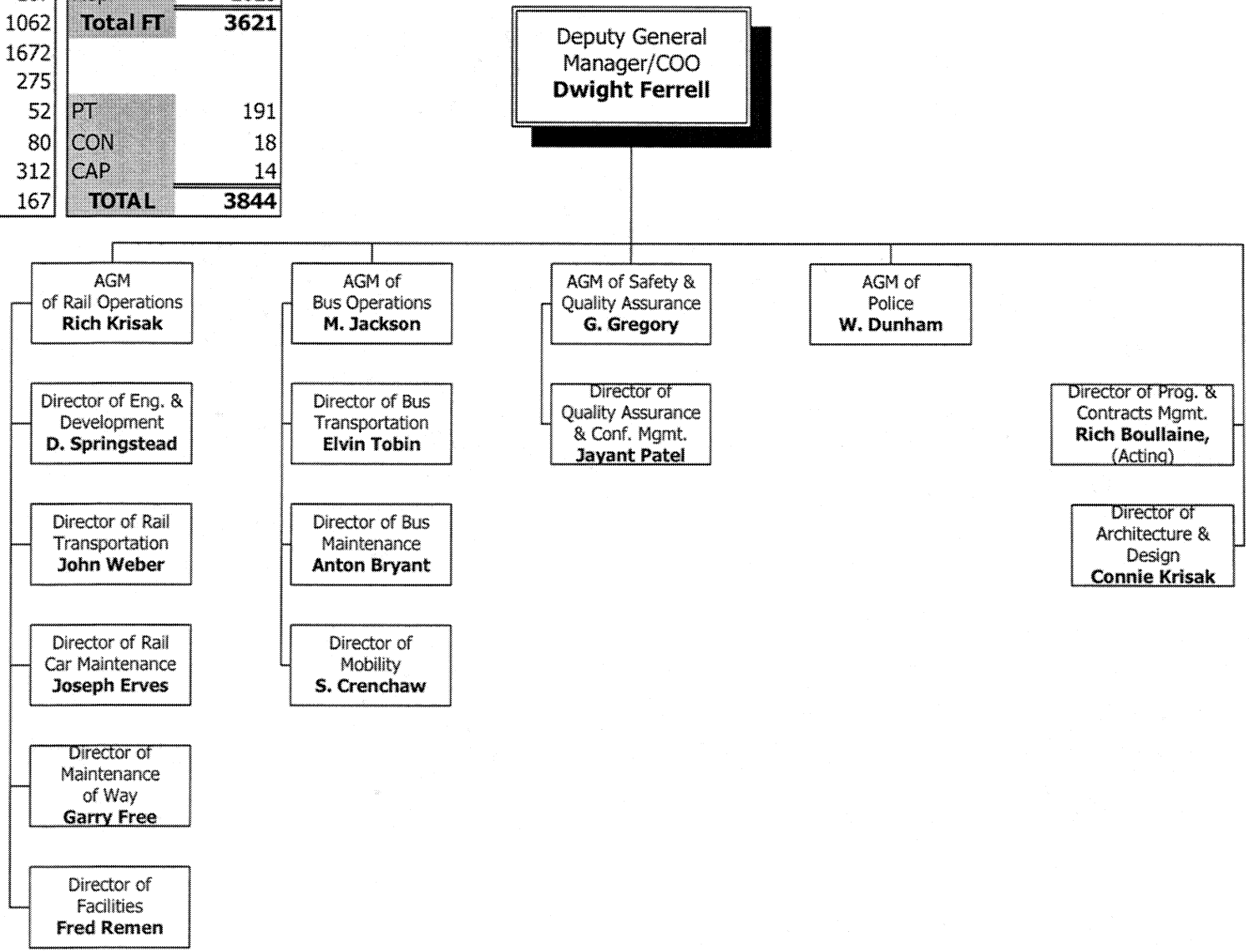
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	307	114	110	111	117
Management	106	111	107	103	107
Police	242	250	249	264	275
Professional	99	78	56	34	52
Technical	155	153	171	159	167
Maintenance	1,160	1,156	1,182	1,053	1,062
Operator	1,845	1,915	1,929	1,637	1,672
Represented	171	163	167	79	80
Supervisory	348	343	334	312	312
Total	**4,432**	**4,283**	**4,305**	**3,752**	**3,844**

DIVISION OF OPERATIONS

ADM	117
MGR	107
MNT	1062
OPR	1672
POL	275
PRO	52
REP	80
SUP	312
TEC	167

Non-Rep	996
Rep	2625
Total FT	**3621**
PT	191
CON	18
CAP	14
TOTAL	**3844**



DEPARTMENT OF DEPUTY GENERAL MANAGER/COO

This Department includes the following Offices:

Department of Deputy General Manager/COO

- Office of the Deputy General Manager/COO
- Office of Program & Contract Management
- Office of Architecture & Design

FY2012 GOALS AND OBJECTIVES

In addition to the Office of the Deputy General Manger/COO, the department of the DGM/COO includes the Offices of Architecture & Design, and Program & Contract Management.

- Cultivate a culture of good financial stewardship
- Increase leveraging of our assets to generate revenue
- Improve prioritization of technology investment to what is most important to the customer
- Increase use of technology to enhance and expand the customer experience (i.e. smart cards, communication, etc.)
- Improve work environment for employees (pays, skill sets, conditions)
- Improve reliability of trains and buses
- Improve service delivery: we are reliable, safe and clean
- Improve customer's perception of safety
- Improve financial viability by reducing costs, increasing revenue sources and maintaining reserve
- Establish MARTA's Environmental Baseline and develop Comprehensive Sustainability Master plan
- Reduce MARTA's Environmental footprint
- Increase MARTA's use of green products and services
- Increase the volume of recycled materials
- Increase savings and return on investments through greening strategies
- Reduce Carbon footprint for entire agency
- Identify new funding sources for implementation of sustainable efforts
- Implement Paperless Board Process which will automate the flow of information to MARTA Board of Directors; improve efficiencies, reduce paper consumption, copier usage, overall man-hours and enhances accountability

FY2012 Key Performance Indicators for the Department of the Deputy General Manager

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	93.84%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-9.69%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-12.49%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	102.51%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-4.03%	</= 0%

DEPARTMENT OF DEPUTY GENERAL MANAGER COO

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	5,045,574	5,777,664	4,368,541	3,905,267	4,267,976
Overtime	41,142	50,824	47,918	48,094	50,153
Benefits	2,026,679	2,461,972	1,976,405	1,896,701	2,378,787
Labor Sub-Total	**$7,113,395**	**$8,290,460**	**$6,392,864**	**$5,850,062**	**$6,696,916**
Contractual Services	249,279	2,936	208,079	289,523	0
Materials & Supplies	19,006	7,378	11,998	8,098	13,588
Other Operating	0	9	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	45,476	67,354	18,558	-1,586	86,286
Other Non Operating	141,160	118,321	30,332	42,675	67,379
Non Labor Sub-Total	**$454,921**	**$195,998**	**$268,967**	**$338,710**	**$167,253**
Department Total	**$7,568,316**	**$8,486,458**	**$6,661,831**	**$6,188,772**	**$6,864,169**
$ Change from Prior Year		**$918,142**	**($1,824,627)**	**($473,059)**	**$675,397**
% Change from Prior Year		**12.13%**	**-21.50%**	**-7.10%**	**10.91%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	83	85	55	55	55
Represented	0	0	0	0	0
Full-Time Total	**83**	**85**	**55**	**55**	**55**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

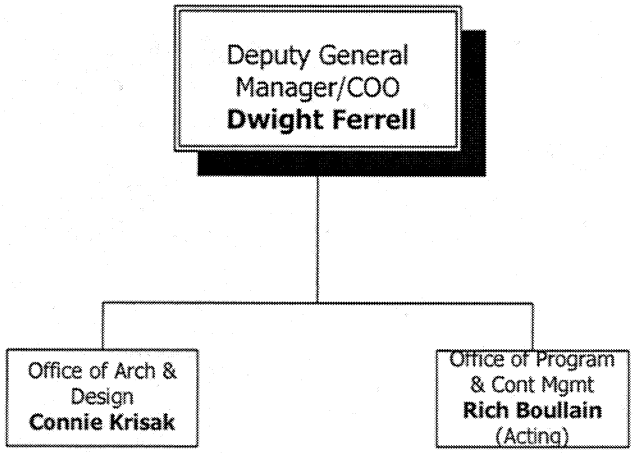
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	9	9	4	4	4
Management	13	13	11	11	11
Police	0	0	0	0	0
Professional	61	63	5	6	6
Technical	0	0	35	34	34
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**83**	**85**	**55**	**55**	**55**

DEPARTMENT OF DEPUTY GENERAL MANAGER COO

ADM	4
MGR	11
MNT	0
OPR	0
POL	0
PRO	6
REP	0
SUP	0
TEC	34

Non-Rep	55
Rep	0
Total FT	**55**
PT	0
CON	0
CAP	0
TOTAL	**55**



FUNCTIONS AND RESPONSIBILITIES

The Office of the Deputy General Manger/Chief Operating Officer (COO) is responsible for the direction and management of the operation and maintenance of the Authority's transit system. This includes the maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the bus, rail, and paratransit systems.

Functions include the following:

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

- Maintenance of all transit and non-revenue vehicles to ensure safe, reliable transportation. This includes daily service, scheduled repairs, on-demand maintenance, and vehicle overhaul and rebuilds. It also includes rebuilds and/or replacement of major vehicle components.

- Management of the Authority's Capital Programs. This includes development, programming, designing, and execution of all major capital investments. The Office of the Deputy General Manager manages, coordinates, and directs activities to ensure that Rail, Bus, Mobility, Police and Safety service projects are successfully completed within scope, budget, and schedule.

- Long and short range scheduling for bus and rail services for providing and improving service delivery and reliability.

- Provide oversight of police services to MARTA's patrons and all related facilities as well as providing protection and security for all Authority assets. This is facilitated based on accepted law enforcement standards, which are applied to the needs of the Authority, its patrons, and the community in general, while enforcing the rules of the Authority.

- Provide oversight of safety functions through efficient, effective, and accountable audits, assessments, hazard management, inspections, investigations, observations, and evaluations to determine whether the Authority's activities and programs comply with applicable codes, standards, specifications, and guidelines.

- Management of the MARTA's Configuration Management (CM) and Quality Assurance (QA). This involves the controlling, distributing and storing of all Operations documentation. CM identifies controls, maintains, and verifies the versions of documents for infrastructure, rolling stock and systems components. While QA supports operations and capital projects by developing, implementing, maintaining, and monitoring activities outlined in the Quality Assurance and Testing Program Plans.

- 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 Office of the Deputy General Manger/Chief Operating Officer also identifies and implements initiatives, which reduce operating costs, enhance service quality, and increase revenues and ridership, and ensures that initiatives are aligned with the Authority's strategic objectives.

OFFICE OF DEPUTY GENERAL MANAGER

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	299,328	380,456	412,371	354,483	469,255
Overtime	273	271	0	0	0
Benefits	127,287	145,289	145,645	145,600	260,321
Labor Sub-Total	**$426,888**	**$526,016**	**$558,016**	**$500,083**	**$729,576**
Contractual Services	9,825	65,000	13,839	0	0
Materials & Supplies	8,978	140	274	252	189
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	44,891	67,354	18,558	0	86,286
Other Non Operating	108,983	87,987	12,639	16,147	40,729
Non Labor Sub-Total	**$172,677**	**$220,481**	**$45,310**	**$16,399**	**$127,204**
Office Total	**$599,565**	**$746,497**	**$603,326**	**$516,482**	**$856,780**
$ Change from Prior Year		**$146,932**	**($143,171)**	**($86,844)**	**$340,298**
% Change from Prior Year		**24.51%**	**-19.18%**	**-14.39%**	**65.89%**

Authorized Positions by Status

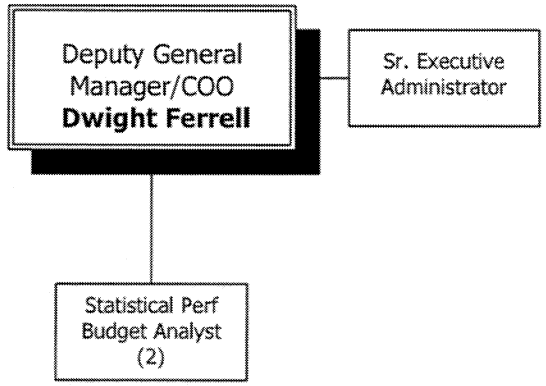
	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	4	3	4	4
Represented	0	0	0	0	0
Full-Time Total	**0**	**4**	**3**	**4**	**4**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	2	1	0	0
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	1	1	3	3
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**4**	**3**	**4**	**4**

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

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



Personnel Comparison Report

OFFICE OF DEPUTY GENERAL MANAGER

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Deputy General Manager-Admin	A	----	----	1	1	1
Statistical Performance Budget Analyst	20	----	----	----	2	2
Senior Executive Administrator	19	----	----	----	1	1
Historical Managerial	A	----	1	----	----	----
Historical Administrative	17 - 19	----	2	1	----	----
Historical Professional	19	----	1	1	----	----
Non-Rep Subtotal		**----**	**4**	**3**	**4**	**4**
Total Full-Time		**----**	**4**	**3**	**4**	**4**

FUNCTIONS AND RESPONSIBILITIES

The Office of Program & Contract Management consists of Project Management, Construction Management, and Capital Program Management & Oversight.

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.

Project Management responsibilities include development and initiation of capital projects, managing conceptual design through bid documents, oversight of construction activity, and coordinating agreements with outside agencies. Project Management presents and briefs projects with MARTA senior management and Board of Directors.

Project Management participates in the development of annual work programs for the General Engineering Consultant and other Architectural/Engineering Consultants. Project Management monitors and manages the project functions and activities of the General Engineering Consultant and other Architectural/Engineering Consultants to ensure compliance with project scope, budget, and schedule.

The Capital Improvement Program Management and Oversight group is responsible for developing and maintaining MARTA's Long-Range Capital Improvement Program, including the systems and processes associated with executing the program. The Long-Range Capital Improvement Program is used to plan and program the resources necessary to keep the transit system in a state of good repair, comply with regulatory requirements, enhance existing service, and expand the transit system. The responsibilities for the capital improvement program include capital project oversight and analyses, project and program performance analyses, maintenance of the master project schedule, and preparation of construction cost estimates and project budgets.

The Construction Management group provides the services necessary to execute contracts in support of MARTA's Long-Range Capital Improvement Program. Construction contracts include new buildings, structures and facilities for bus and rail operations, renovation and rehabilitation of existing bus and rail facilities and equipment, and systems. Construction Management is responsible for contractor field activity, and federal, state, and city regulatory requirements; environmental and safety compliance. Construction Management is also responsible for coordinating, monitoring, and inspecting the construction activities performed by outside contractors or developers adjacent to MARTA property or facilities. To ensure the protection of MARTA patrons, employees, property, and operations.

Construction Management is responsible for executing the Job Order Contract (JOC) that offers MARTA the opportunity to acquire construction or maintenance services in a very timely manner for small to medium sized projects necessary to solve short-term urgent needs.

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	3,375,225	3,418,499	2,350,737	2,384,975	2,621,723
Overtime	40,869	50,553	47,755	48,094	50,153
Benefits	1,409,547	1,556,412	1,143,018	1,233,339	1,465,521
Labor Sub-Total	**$4,825,641**	**$5,025,464**	**$3,541,510**	**$3,666,408**	**$4,137,397**
Contractual Services	232,266	-64,385	194,240	289,523	0
Materials & Supplies	9,954	7,166	8,990	5,994	8,499
Other Operating	0	9	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	585	0	0	0	0
Other Non Operating	17,761	19,602	13,212	13,493	16,855
Non Labor Sub-Total	**$260,566**	**($37,608)**	**$216,442**	**$309,010**	**$25,354**
Office Total	**$5,086,207**	**$4,987,856**	**$3,757,952**	**$3,975,418**	**$4,162,751**
$ Change from Prior Year		**($98,351)**	**($1,229,904)**	**$217,466**	**$187,333**
% Change from Prior Year		**-1.93%**	**-24.66%**	**5.79%**	**4.71%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	52	49	35	35	35
Represented	0	0	0	0	0
Full-Time Total	**52**	**49**	**35**	**35**	**35**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

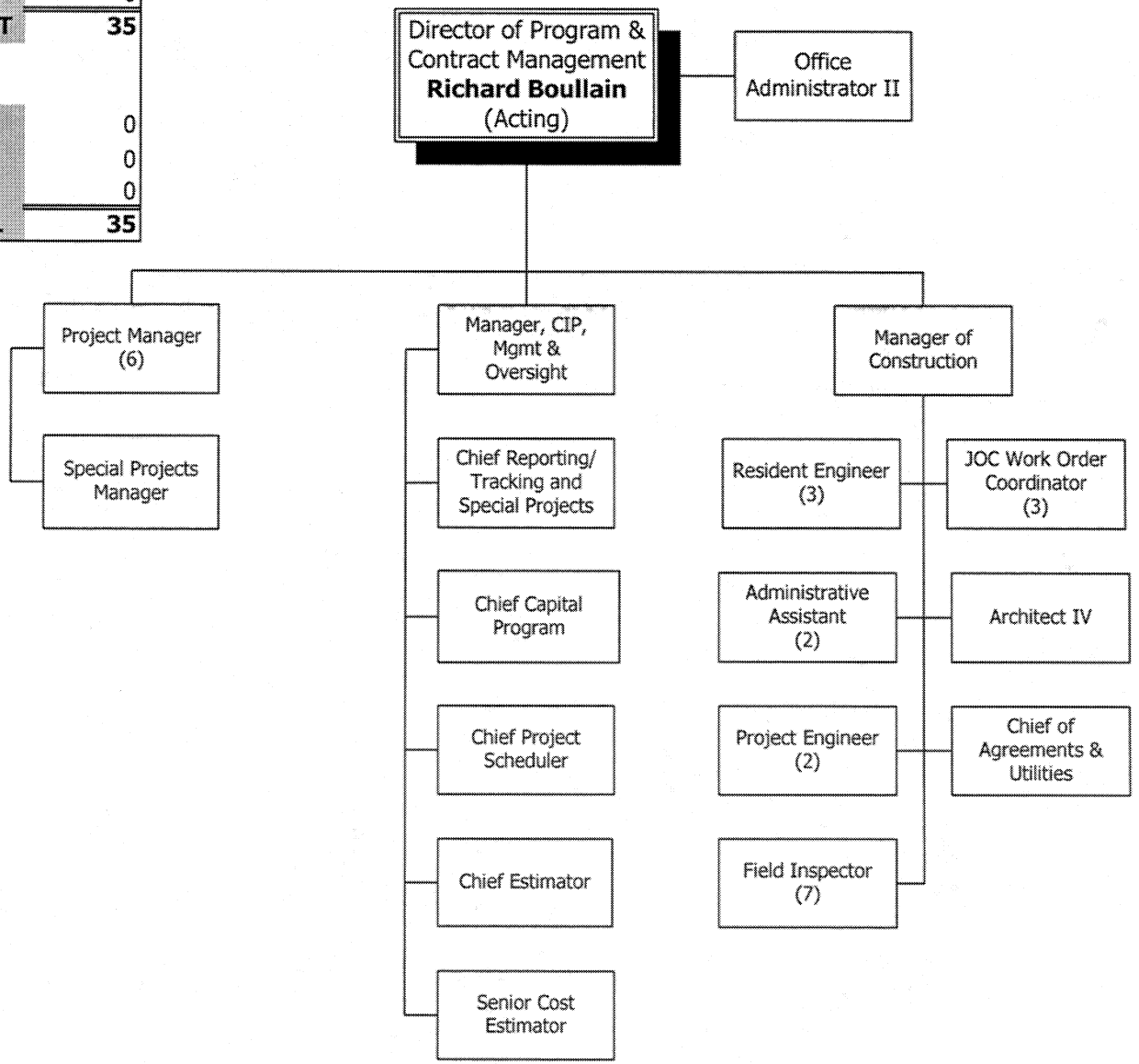
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	6	6	3	3	3
Management	10	9	7	7	7
Police	0	0	0	0	0
Professional	10	8	2	2	2
Technical	26	26	23	23	23
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**52**	**49**	**35**	**35**	**35**

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

ADM	3
MGR	7
MNT	0
OPR	0
POL	0
PRO	2
REP	0
SUP	0
TEC	23

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



Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Program & Contract Mgmt	23	----	----	----	1	1
Mgr Cip Mgmt Oversight	22	----	----	1	1	1
Mgr Construction	22	----	----	----	1	1
Project Manager II	21 - 22	----	----	----	5	5
Chf Report Track Spec Projects	21	----	----	----	1	1
Resident Engineer	21	----	----	----	3	3
Chf Agreements & Utilities	20	----	----	1	1	1
Chf Estimator	20	----	----	1	1	1
Project Manager I	20	----	1	1	1	1
Special Projects Manager	20	----	----	1	1	1
Chf Capital Programs	19	----	----	----	1	1
Chf Project Scheduler	19	----	----	1	1	1
Sr Cost Estimator	19	----	----	1	1	1
Project Engineer	18	----	----	----	2	2
Architect IV	17	----	1	1	1	1
Joc Work Order Coordinator	17	----	----	----	3	3
Field Inspector	16	----	----	----	7	7
Office Administrator II	16	----	----	----	1	1
Administrative Assistant	10	----	----	----	2	2
Historical Managerial	19 - 23	10	9	4	----	----
Historical Professional	16 - 22	10	8	----	----	----
Historical Technical	14 - 22	26	24	20	----	----
Historical Administrative	10 - 16	6	6	3	----	----

Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Rep Subtotal		52	49	35	35	35
Total Full-Time		**52**	**49**	**35**	**35**	**35**

FUNCTIONS AND RESPONSIBILITIES

The Office of Architecture and Design provides architectural design services including management of work programs provided by Authority consultants, in support of operating and capital programs for the rehabilitation of facilities and equipment and new capital projects. The Office establishes design criteria; provides technical services including designs, design reviews, design services during construction, inspections, technical support and reviews and troubleshooting to operations.

The Office participates in the selection and negotiation of Architectural/Engineering contracts and manages architectural services for the Authority.

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 all engineering and management services for revenue generating projects for TOD and Marketing.

The Office developed and manages an environmental baseline and developed- 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 manages all changes and implements anything related to signage.

The Office is responsible for the management of the Roofing Program for the Authority, to include the inspection of over 200 facility roofs, preparation of contract documents for roof replacement contracts, 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 space planning for the Authority. It also oversees all design and implementation of space changes throughout the Authority.

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

OFFICE OF ARCHITECTURE & DESIGN

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,371,021	1,978,709	1,605,433	1,165,809	1,176,998
Overtime	0	0	163	0	0
Benefits	489,845	760,271	687,742	517,762	652,945
Labor Sub-Total	**$1,860,866**	**$2,738,980**	**$2,293,338**	**$1,683,571**	**$1,829,943**
Contractual Services	7,188	2,321	0	0	0
Materials & Supplies	74	72	2,734	1,852	4,900
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	-1,586	0
Other Non Operating	14,416	10,732	4,481	13,035	9,795
Non Labor Sub-Total	**$21,678**	**$13,125**	**$7,215**	**$13,301**	**$14,695**
Office Total	**$1,882,544**	**$2,752,105**	**$2,300,553**	**$1,696,872**	**$1,844,638**
$ Change from Prior Year		**$869,561**	**($451,552)**	**($603,681)**	**$147,766**
% Change from Prior Year		**46.19%**	**-16.41%**	**-26.24%**	**8.71%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	1	17	16	16
Represented	0	0	0	0	0
Full-Time Total	**0**	**1**	**17**	**16**	**16**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

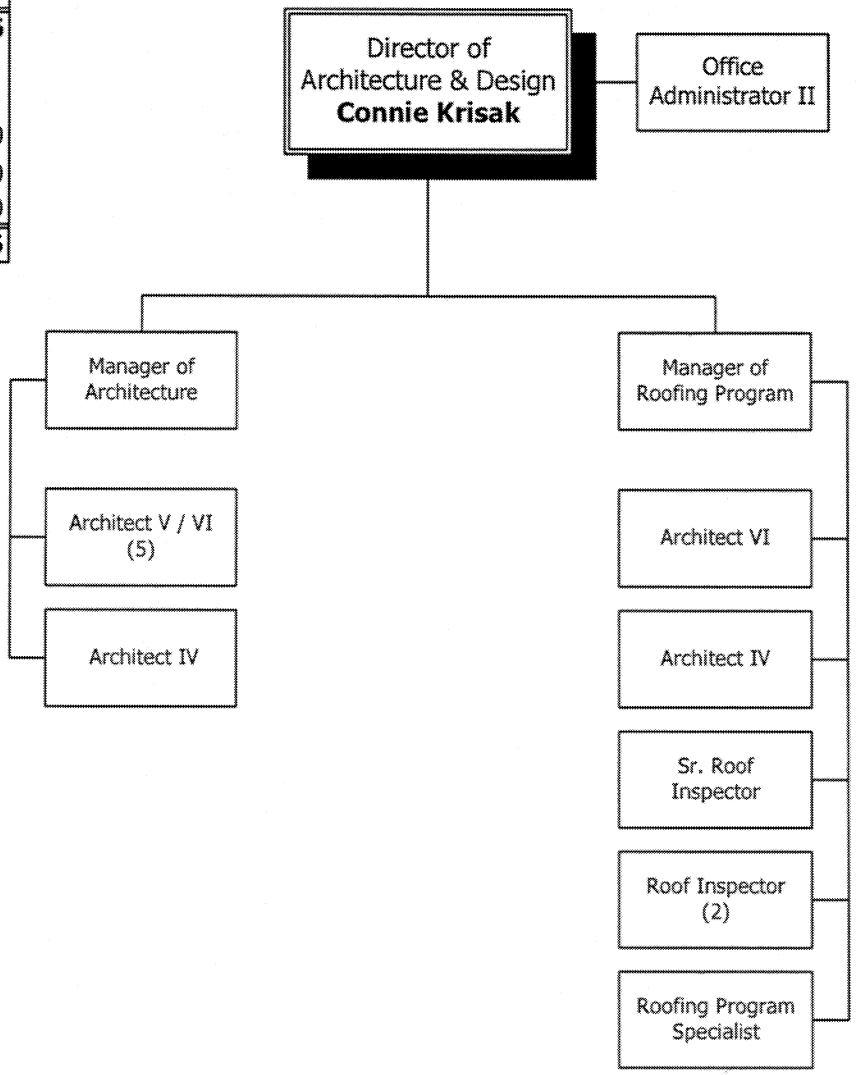
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	1	1
Management	0	1	3	3	3
Police	0	0	0	0	0
Professional	0	0	2	1	1
Technical	0	0	12	11	11
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**1**	**17**	**16**	**16**

OFFICE OF ARCHITECTURE & DESIGN

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

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



Personnel Comparison Report

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of Architecture & Design	23	----	----	----	1	1
Mgr Architecture	22	----	----	----	1	1
Mgr Roofing Program	22	----	----	1	1	1
Architect VI	20	----	----	5	4	5
Roofing Program Design Architect VI	20	----	----	1	1	----
Architect IV	17	----	----	----	1	2
Roofing Program Arch IV	17	----	----	----	1	----
Sr Roof Inspector	17	----	----	----	1	1
Office Administrator II	16	----	----	----	1	1
Architect III	15	----	----	----	1	1
Roof Inspector	15	----	----	----	2	2
Roofing Program Specialist	12	----	----	1	1	1
Historical Managerial	22 - 23	----	1	2	----	----
Historical Technical	15 - 20	----	----	6	----	----
Historical Professional	17	----	----	1	----	----
Non-Rep Subtotal		**----**	**1**	**17**	**16**	**16**
Total Full-Time		**----**	**1**	**17**	**16**	**16**

TOC

DEPARTMENT OF BUS OPERATIONS

This Department includes the following Offices:

Department of Bus Operations

- Office of AGM of Bus Operations
- Office of Bus Transportation
- Office of Bus Maintenance
- Office of Mobility Services

TOC

FY2012 GOALS AND OBJECTIVES

Bus Goals and Objectives for FY2012 are to support the following Strategic Priorities:

- Apply continuous improvement to service delivery
- Provide a total quality customer experience
- Provide safe and secure services and environments
- Enhance employee development and relations

FY2012 Key Performance Indicators for the Department of Bus Operations

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Bus Ridership	Number of unlinked Bus passenger boardings	>/= 56.2M	63.1M	>/= 55.0M
Mobility Ridership	Number of unlinked Mobility passenger boardings	>/= 418K	540K	>/= 493.6K
Bus Cost per Passenger Trip	Operating expense for Bus passenger boarding	</= $3.80	$3.31	</= $3.97
Moblitity Cost per Passenger Trip	Operating expense for Mobility passenger boarding	</= 42.86	$32.40	</= 37.14
Bus OTP	Percent departures at scheduled departure time measured against defined time-points	>/= 73%	72.09%	>/= 75%
Bus MDBF	Mean distance between mechanical failures	>/= 3,000	2,837	>/= 3,000
Bus MDBSI	Mean distance between incidents causing delays of 10 minutes or more	>/= 6,000	4,988	>/= 6,000
Bus Complaints per 100K Boardings	Number of bus customer complaints per 100K boardings	</= 15.00	10.92	</= 12.00
Mobility OTP	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 92%	86.65%	>/= 92%
Mobility MDBF	Mean distance between mechanical failures	>/= 35,000	31,215	>/= 35,000
Mobility MDBSI	Mean distance between incidents causing delays of 10 minutes or more	>/= 55,000	44,045	>/= 55,000
Mobility Trip Denial Rate	Percent of passenger pickups made more than 120 minutes after scheduled time	= 0.00	0.00	= 0.00
Mobility Reservation Average Call Wait Time	Average call wait time for Mobility reservation calls (in minutes)	</= 1:30	2:54	</= 2:30
Mobility Reservation Call Abandonment Rate	Abandonment rate for Mobility reservation calls	</= 4.5%	6.47%	</= 5.5%

FY2012 Key Performance Indicators for the Department of Bus Operations (Continued)

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Mobility Complaints per 1K Boardings	Number of Mobility customer complaints per 1K boardings	</= 4.50	3.55	</= 4.50
Bus Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 2.55	3.36	</= 2.55
Mobility Collision Rate per 100K Miles	Number of collisions per 100K miles	</= 1.95	1.59	</= 1.95
Completed Trips (MARTA Mobility)	Percent of completed Mobility trips compared to scheduled Mobility trips	>/= 98%	99.72%	>/= 98%
MARTA Mobility Late Trips Rate	Percent of MARTA Mobility pickups made from 31 to 90 minutes after the scheduled pickup time	</= 5%	13.35%	</= 5%
AM Pullout (Mobility)	Percent of on-time AM Mobility vehicle pullouts	>/= 99%	85.73%	>/= 99%
PM Pullout (Mobility)	Percent of on-time PM Mobility vehicle pullouts	>/= 98%	82.97%	>/= 98%
NTD Reportable Collision Rate (Bus)	The number of NTD reportable collisions involving a bus per 100,000 hub miles	</= 0.32	0.37	</= 0.32
NTD Reportable Collision Rate (Mobility)	The number of NTD reportable collisions involving Mobility vehicles per 100,000 hub miles	</= 0.21	0.11	</= 0.21
Employee Availability (Bus Operators)	Average number of days an employee is available for work	>/= 202	198	>/= 202
MARTA Mobility Customer Complaints	The number of MARTA Mobility service related complaints from MARTA patrons logged by the Authority's Customer Service Call Center	</= 2,136	1,924	</= 2,136
Bus Customer Complaints	The number of Bus service related complaints from MARTA patrons logged by the Authority's Customer Service Call Center	</= 7,632	6,921	</= 7,632
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	92.38%	>/= 96%

FY2012 Key Performance Indicators for the Department of Bus Operations (Continued)

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	90.03%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-2.74%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	1.94%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-19.70%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	22.44%	</= 0%

FY2011 ACCOMPLISHMENTS

Office of Mobility

- Transported over a half million passengers in FY'11
- Reduced Customer Complaints per 1,000 boardings to 3.6, beating the goal of 4.5
- Reduced vehicle collision rate. Achieved a rate of 1.7 collisions per 100K miles beating the target set at 1.95
- Reduced the cost per passenger trip to $32.71 below the budget target of $42.86

Office of Bus Maintenance

- Provided bus–build inspections and receipt of the Atlantic Station Hybrid buses.
- Tow-ins declined by 53% from FY10 to FY11
- Bus pullout delays due to bus radio malfunctions decreased by 61%
- Bus radio work orders monthly average decreased by 15% from FY10 to FY11
- MDBF monthly average increased by 16% from FY10 to FY11
- Number of comebacks monthly average decreased by 19% from FY10 to FY11
- Comebacks for Mobility monthly average decreased by 17% from FY10 to FY11
- Mobility deferred task and service request over 30 days monthly average decreased by 26% from FY10 to FY11

Office of Bus Transportation

- Met Off the Lot Performance goal of 99%
- Met and exceeded customer complaint goal of 15 complaints per 100K boarding
- Developed action plan for the braves shuttle
- Revised braves shuttle sheets
- Trained staff on MOSEL
- Trained staff on Safety 1st
- Conducted system-wide safety awareness meetings
- Worked with C&P on the new uniform contract
- Cross trained supervisors and dispatchers
- Cross trained the assistant superintendent in the superintendent's position
- Assisted with the development of the inclement weather plan
- Participated in the National Transit Institute training for Bus Operations.

DEPARTMENT OF BUS OPERATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	77,323,387	81,566,022	79,591,467	79,002,590	83,258,507
Overtime	15,370,317	12,995,588	14,019,979	13,167,041	11,100,677
Benefits	39,629,908	40,680,536	44,362,376	50,345,416	46,744,268
Labor Sub-Total	**$132,323,612**	**$135,242,146**	**$137,973,822**	**$142,515,047**	**$141,103,451**
Contractual Services	855,184	549,704	534,637	1,437,982	1,486,425
Materials & Supplies	29,817,623	33,352,132	38,180,950	28,288,059	30,589,862
Other Operating	23,903	38,508	10,172	2,186	1,265
Casualty & Liability	1,272,709	1,291,704	1,202,165	1,133,378	1,609,328
Miscellaneous	14,322	17,972	112,369	23,685	22,788
Other Non Operating	46,529	75,992	80,199	76,190	75,170
Non Labor Sub-Total	**$32,030,270**	**$35,326,012**	**$40,120,492**	**$30,961,480**	**$33,784,838**
Department Total	**$164,353,882**	**$170,568,158**	**$178,094,314**	**$173,476,527**	**$174,888,289**
$ Change from Prior Year		**$6,214,276**	**$7,526,156**	**($4,617,787)**	**$1,411,762**
% Change from Prior Year		**3.78%**	**4.41%**	**-2.59%**	**0.81%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	202	204	206	204	207
Represented	1,844	1,843	1,861	1,708	1,743
Full-Time Total	**2,045**	**2,047**	**2,067**	**1,912**	**1,950**
Part - Time	**209**	**218**	**223**	**186**	**191**
Contract	**1**	**0**	**0**	**5**	**0**
Capital	**0**	**0**	**0**	**0**	**5**
Clayton	**0**	**89**	**91**	**0**	**0**

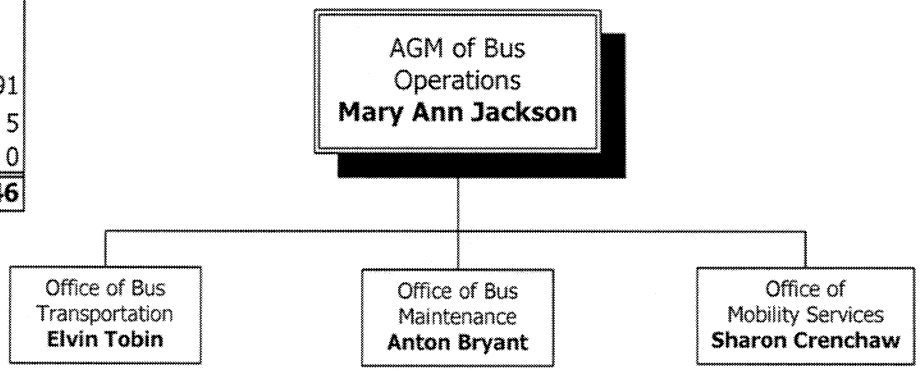
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	69	76	39	38	40
Management	29	31	29	27	27
Police	0	0	0	0	0
Professional	26	29	9	8	9
Technical	0	0	21	19	19
Maintenance	393	393	398	377	381
Operator	1,645	1,724	1,748	1,511	1,546
Represented	11	13	13	6	7
Supervisory	77	84	124	117	117
Total	**2,255**	**2,354**	**2,381**	**2,103**	**2,146**

DEPARTMENT OF BUS OPERATIONS

ADM	40
MGR	27
MNT	381
OPR	1546
POL	0
PRO	9
REP	7
SUP	117
TEC	20

Non-Rep	207
Rep	1743
Total FT	**1950**
PT	191
CAP	5
CON	0
TOTAL	**2146**



OFFICE OF AGM BUS OPERATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	472,550	330,194	285,969	327,793	321,268
Overtime	0	0	0	1,311	0
Benefits	195,760	165,626	104,559	130,519	178,225
Labor Sub-Total	**$668,310**	**$495,820**	**$390,528**	**$459,623**	**$499,493**
Contractual Services	0	0	1,136	939,782	971,269
Materials & Supplies	2,863	3,124	3,272	1,988	3,700
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	447	0	0
Other Non Operating	7,026	2,656	14,814	16,454	18,051
Non Labor Sub-Total	**$9,889**	**$5,780**	**$19,669**	**$958,224**	**$993,020**
Office Total	**$678,199**	**$501,600**	**$410,197**	**$1,417,847**	**$1,492,513**
$ Change from Prior Year		**($176,599)**	**($91,403)**	**$1,007,650**	**$74,666**
% Change from Prior Year		**-26.04%**	**-18.22%**	**245.65%**	**5.27%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	3	4	3	3
Represented	0	0	0	0	0
Full-Time Total	**0**	**3**	**4**	**3**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**3**	**0**	**0**	**0**

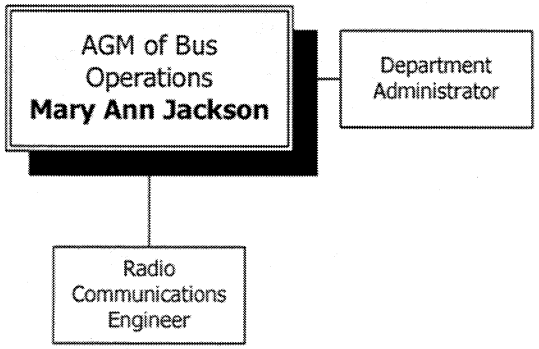
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	1	2	1	1
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	4	0	0	0
Technical	0	0	1	1	1
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**6**	**4**	**3**	**3**

OFFICE OF AGM BUS OPERATIONS

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

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



Personnel Comparison Report

OFFICE OF AGM BUS OPERATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM of Bus Operations	B	----	1	1	1	1
Radio Communications Engineer	22	----	----	1	1	1
Department Administrator	17	----	----	----	1	1
Historical Professional	17 - 18	----	2	----	----	----
Historical Administrative	14 - 17	----	----	2	----	----
Non-Rep Subtotal		**----**	**3**	**4**	**3**	**3**
Total Full-Time		**----**	**3**	**4**	**3**	**3**
Capital Contract						
Historical Professional	17 - 21	----	2	----	----	----
Historical Administrative	10	----	1	----	----	----
Total Capital		**----**	**3**	**----**	**----**	**----**

FUNCTIONS & RESPONSIBILITIES

The Office of Bus Transportation is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating garages that employ 1,333 employees, operating 531 buses. The combined fleet travels over 26 million miles annually on 92 bus routes including special events.

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

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

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

OFFICE OF BUS TRANSPORTATION

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	51,339,858	54,019,269	52,312,060	50,911,021	53,351,958
Overtime	11,090,335	9,148,735	9,705,103	8,735,150	8,284,833
Benefits	25,803,212	26,234,402	28,663,919	32,745,531	30,070,630
Labor Sub-Total	**$88,233,405**	**$89,402,406**	**$90,681,082**	**$92,391,702**	**$91,707,421**
Contractual Services	600	32,650	48,000	90,433	90,000
Materials & Supplies	20,683	32,089	52,596	70,899	80,734
Other Operating	16,864	31,623	5,832	0	0
Casualty & Liability	1,276,694	1,403,037	1,125,197	1,045,960	1,486,182
Miscellaneous	186	42	30	120	27
Other Non Operating	16,883	17,637	9,075	9,343	22,634
Non Labor Sub-Total	**$1,331,910**	**$1,517,078**	**$1,240,730**	**$1,216,755**	**$1,679,577**
Office Total	**$89,565,315**	**$90,919,484**	**$91,921,812**	**$93,608,457**	**$93,386,998**
$ Change from Prior Year		**$1,354,169**	**$1,002,328**	**$1,686,645**	**($221,459)**
% Change from Prior Year		**1.51%**	**1.10%**	**1.83%**	**-0.24%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	77	76	74	85	85
Represented	1,265	1,280	1,254	1,113	1,129
Full-Time Total	**1,342**	**1,356**	**1,328**	**1,198**	**1,214**
Part - Time	**159**	**155**	**151**	**114**	**119**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**69**	**0**	**0**	**0**

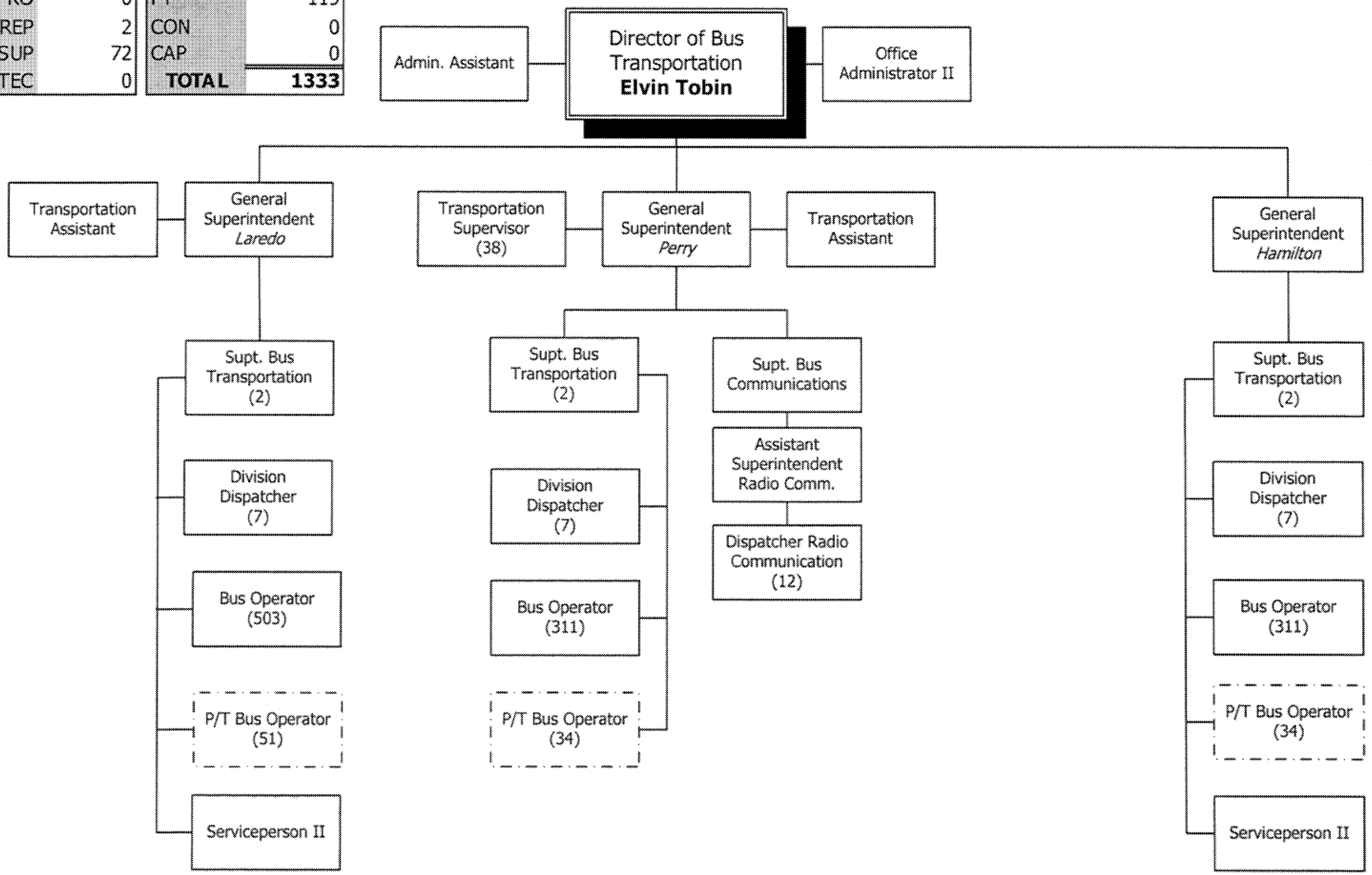
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	2	2	2	2
Management	11	13	11	11	11
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	3	3	3	2	2
Operator	1,420	1,490	1,400	1,223	1,244
Represented	2	2	2	2	2
Supervisory	64	70	61	72	72
Total	**1,502**	**1,580**	**1,479**	**1,312**	**1,333**

OFFICE OF BUS TRANSPORTATION

ADM	2
MGR	11
MNT	2
OPR	1244
POL	0
PRO	0
REP	2
SUP	72
TEC	0

Non-Rep	85
Rep	1129
Total FT	**1214**
PT	119
CON	0
CAP	0
TOTAL	**1333**



Part-Time Positions - - - - -

TOC

Personnel Comparison Report

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Bus Transportation	23	----	----	1	1	1
Gen Supt Bus Trans Operations	20	----	----	3	3	3
Supt Bus Communications Center	18	----	----	1	1	1
Supt Bus Transportation	18	----	----	----	6	6
Asst Supt Radio Communication	16	----	----	1	1	1
Office Administrator II	16	----	----	----	1	1
Dispatcher Radio Communication	15	----	----	9	12	12
Division Dispatcher	15	----	----	17	21	21
Supv Bus Transportation	15	----	----	----	38	38
Administrative Assistant	10	----	----	----	1	1
Historical Supervisory	15 - A4	64	62	34	----	----
Historical Managerial	18 - 23	11	12	6	----	----
Historical Administrative	10 - 16	2	2	2	----	----
Non-Rep Subtotal		**77**	**76**	**74**	**85**	**85**

Personnel Comparison Report

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Represented						
Bus Operator	UR	----	----	----	1,109	1,116
Bus Operator (CAP)	UR	----	----	----	----	9
Serviceperson II	UR	----	----	3	2	2
Transportation Assistant	UR	----	----	2	2	2
Historical Maintenance	UR	3	3	----	----	----
Historical Operator	UR	1,260	1,275	1,249	----	----
Historical Represented (Non-Specified)	UR	2	2	----	----	----
Represented Subtotal		**1,265**	**1,280**	**1,254**	**1,113**	**1,129**
Total Full-Time		**1,342**	**1,356**	**1,328**	**1,198**	**1,214**
Part-Time						
Pt Bus Operator	UR	----	135	131	114	119
Historical Operator	UR	159	20	20	----	----
Total Part-Time		**159**	**155**	**151**	**114**	**119**
Capital Contract						
Historical Managerial	18	----	1	----	----	----
Historical Supervisory	15	----	8	----	----	----
Historical Operator	UR	----	60	----	----	----
Total Capital		**----**	**69**	**----**	**----**	**----**

FUNCTIONS & RESPONSIBILITIES

The office OF Bus Maintenance is responsible for the comprehensive maintenance of the Authority's buses, paratransit vans, police vehicles, maintenance vehicles and light duty vehicles. The office employs 445 employees and maintains 531 buses, 187 paratransit vans, and over 391 non-revenue and police vehicles. The Office of Bus Maintenance operates four bus maintenance garages (Perry, Hamilton, Laredo, and Brady) and one heavy maintenance facility (Browns Mill). Within each maintenance garage at Brady, Hamilton, Laredo, or Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, body and frame maintenance, repainting, non-revenue vehicle maintenance, and major component overhaul.

There are two specialty groups within the Office of Bus Maintenance; Engineering and Planning. The Bus Engineering group maintains a current parts inventory, writes technical specifications, provides new technology information, oversees technical inspections of new vehicles during build, and provides technical assistance to the operating facilities. Planning schedules all maintenance work, conducts trend analysis, and provides trend feedback to Engineering. They are also responsible for maintaining all equipment maintenance records and key performance indicators.

OFFICE OF BUS MAINTENANCE

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	18,631,353	19,521,373	19,045,153	19,004,801	19,565,058
Overtime	3,246,358	2,684,510	3,035,359	3,321,498	1,816,624
Benefits	9,391,400	9,442,391	9,873,652	11,236,014	11,074,156
Labor Sub-Total	**$31,269,111**	**$31,648,274**	**$31,954,164**	**$33,562,313**	**$32,455,838**
Contractual Services	850,406	517,054	485,501	407,767	335,456
Materials & Supplies	29,781,316	33,303,174	38,118,286	28,208,227	30,497,511
Other Operating	7,039	6,885	4,340	2,186	1,265
Casualty & Liability	-139,917	-232,544	-30,585	-18,562	-6,360
Miscellaneous	14,095	17,623	111,874	23,497	22,561
Other Non Operating	7,508	32,533	36,225	32,879	4,107
Non Labor Sub-Total	**$30,520,447**	**$33,644,725**	**$38,725,641**	**$28,655,994**	**$30,854,540**
Office Total	**$61,789,558**	**$65,292,999**	**$70,679,805**	**$62,218,307**	**$63,310,378**
$ Change from Prior Year		**$3,503,441**	**$5,386,806**	**($8,461,498)**	**$1,092,071**
% Change from Prior Year		**5.67%**	**8.25%**	**-11.97%**	**1.76%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	69	70	74	62	62
Represented	396	391	390	378	383
Full-Time Total	**466**	**461**	**464**	**440**	**445**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**17**	**0**	**0**	**0**

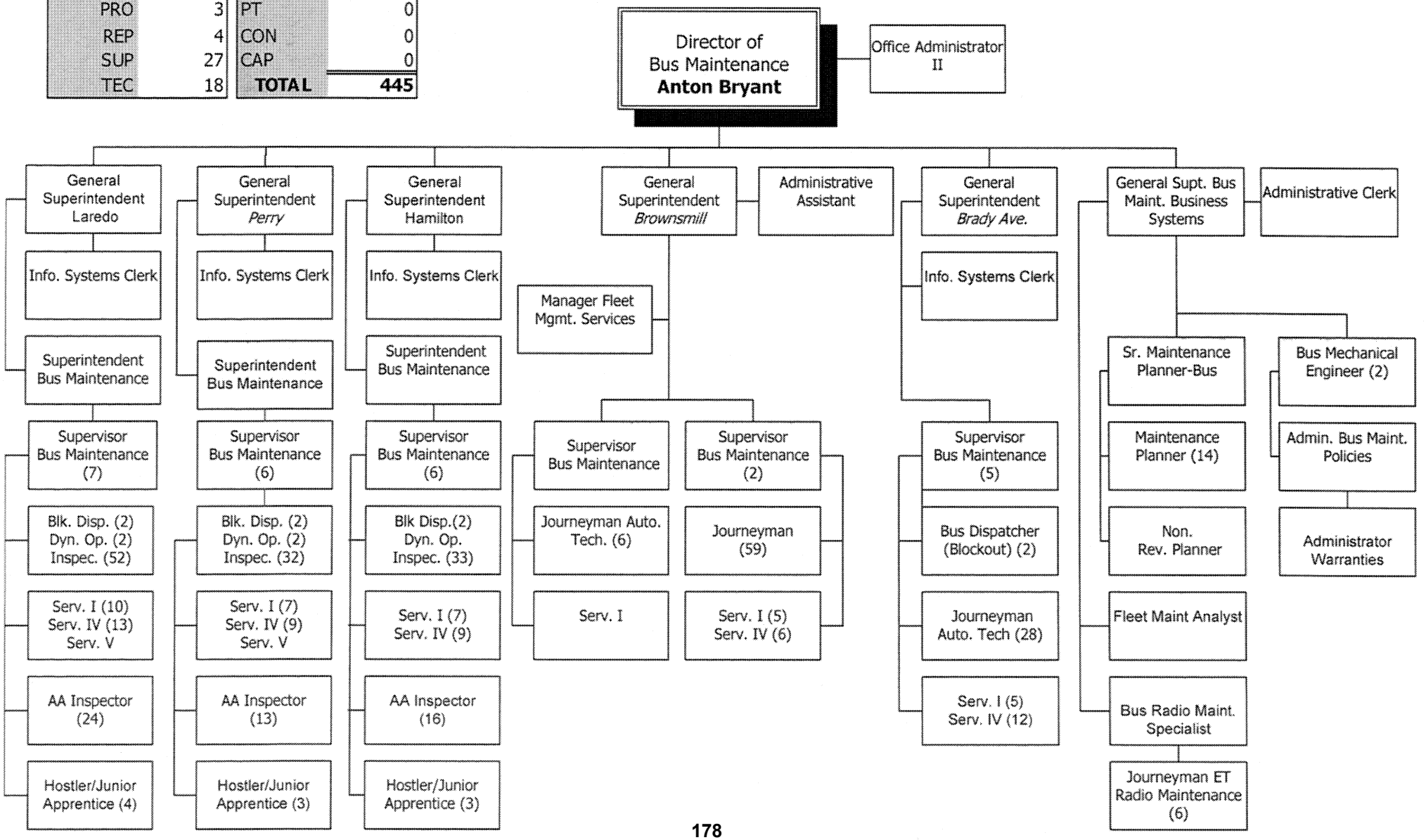
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	3	4	4	3	3
Management	11	11	12	11	11
Police	0	0	0	0	0
Professional	2	2	5	3	3
Technical	20	20	19	18	18
Maintenance	394	397	386	374	378
Operator	0	0	0	0	0
Represented	2	7	4	4	5
Supervisory	34	37	34	27	27
Total	**466**	**478**	**464**	**440**	**445**

OFFICE OF BUS MAINTENANCE

ADM	3
MGR	11
MNT	378
OPR	0
POL	0
PRO	3
REP	4
SUP	27
TEC	18

Non-Rep	62
Rep	383
Total FT	**445**
PT	0
CON	0
CAP	0
TOTAL	**445**



Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Bus Maintenance	23	----	----	1	1	1
Gen Supt Bus Maint	20	----	----	3	5	5
Gen. Bus Maintenance Business Systems	20	----	----	----	1	1
Mgr Fleet Mgmt Services	20	----	----	1	1	1
Admin Bus Maintenance Policies	18	----	----	1	1	1
Bus Mech Elec Engineer	18	----	----	----	2	2
Fleet Maintenance Analyst	18	----	----	----	1	1
Supt Bus Maintenance Garage	18	----	----	4	3	3
Administrator - Warranties	17	----	1	----	1	1
Sr Maintenance Planner Bus	17	----	----	1	1	1
Bus Radio Maintenance Specialist	16	----	----	1	1	1
Maintenance Planner Bus	16	----	----	15	14	14
Non Revenue Planner	16	----	----	1	1	1
Office Administrator II	16	----	----	----	1	1
Supv Bus Maintenance	16	----	----	33	27	27
Administrative Assistant	10	----	----	----	1	1
Historical Managerial	18 - 23	11	11	3	----	----
Historical Technical	16 - 20	20	19	2	----	----
Historical Supervisory	16 - 18	34	34	1	----	----
Historical Professional	14 - 17	2	1	4	----	----
Historical Administrative	10 - 16	3	4	3	----	----
Non-Rep Subtotal		**69**	**70**	**74**	**62**	**62**

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Represented						
AA Inspector	UR	----	48	48	51	53
Admin Clerk	UR	----	----	1	1	1
Bus Dispatcher (blockout)	UR	----	----	8	8	8
Dynamometer Operator	UR	----	----	4	6	5
Hostler Junior Apprentice	UR	----	----	10	10	10
Information Systems Rec Clerk	UR	----	----	3	3	4
Inspector	UR	----	----	110	119	117
Journeyman Automotive Tech	UR	----	----	29	29	34
Journeyman Body Repair	UR	----	----	31	16	16
Journeyman ET-Radio Maintenance	UR	----	----	----	6	6
Journeyman Machinist	UR	4	4	3	2	1
Journeyman Overhauler	UR	----	----	36	36	35
Journeyman Painter	UR	----	----	7	4	5
Journeyman Welder	UR	----	----	2	2	2
Serviceperson I	UR	----	----	32	34	35
Serviceperson IV	UR	----	----	35	49	49
Serviceperson V	UR	----	----	4	2	2
Historical Maintenance	UR	390	337	27	----	----
Historical Represented (Non-Specified)	UR	2	2	----	----	----
Represented Subtotal		**396**	**391**	**390**	**378**	**383**
Total Full-Time		**466**	**461**	**464**	**440**	**445**

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Historical Supervisory	16	----	3	----	----	----
Historical Technical	16	----	1	----	----	----
Historical Maintenance	UR	----	8	----	----	----
Historical Represented (Non-Specified)	UR	----	5	----	----	----
Total Capital		**----**	**17**	**----**	**----**	**----**

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 ¾ of a mile of MARTA's fixed route service area. All customers are recertified to continue eligibility every four years. MARTA Mobility coordinates and partners with its community affairs department to communicate Mobility's goal and objectives to provide quality, reliable transportation for certified customers with disabilities.

MARTA Mobility Services operates in Fulton and DeKalb counties. The service operates to and from any point of origin or destination that is within a ¾ mile corridor on each side of each bus route or within a ¾ mile radius of each rail station within the MARTA service area. Specially equipped lift vehicles are capable of transporting up to three wheelchairs and/or nine (9) ambulatory customers.

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 365 employees who provide administrative support such as determining customer eligibility, scheduling service, managing day to day service or reconciling the data necessary to measure its efficiency and performance. The operation utilizes a fleet of 187 revenue L-Vans.

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

OFFICE OF MOBILITY

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	6,879,626	7,695,186	7,948,285	8,758,975	10,020,223
Overtime	1,033,624	1,162,343	1,279,517	1,109,082	999,220
Benefits	4,239,536	4,838,117	5,720,246	6,233,352	5,421,257
Labor Sub-Total	**$12,152,786**	**$13,695,646**	**$14,948,048**	**$16,101,409**	**$16,440,700**
Contractual Services	4,178	0	0	0	89,700
Materials & Supplies	12,761	13,745	6,796	6,945	7,917
Other Operating	0	0	0	0	0
Casualty & Liability	135,932	121,211	107,553	105,980	129,506
Miscellaneous	41	307	18	68	200
Other Non Operating	15,112	23,166	20,085	17,514	30,378
Non Labor Sub-Total	**$168,024**	**$158,429**	**$134,452**	**$130,507**	**$257,701**
Office Total	**$12,320,810**	**$13,854,075**	**$15,082,500**	**$16,231,916**	**$16,698,401**
$ Change from Prior Year		**$1,533,265**	**$1,228,425**	**$1,149,416**	**$466,485**
% Change from Prior Year		**12.44%**	**8.87%**	**7.62%**	**2.87%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	39	52	54	54	57
Represented	176	172	217	217	231
Full-Time Total	**215**	**224**	**271**	**271**	**288**
Part - Time	**49**	**63**	**72**	**72**	**72**
Contract	**0**	**0**	**0**	**5**	**0**
Capital	**0**	**0**	**0**	**0**	**5**
Clayton	**0**	**0**	**0**	**0**	**0**

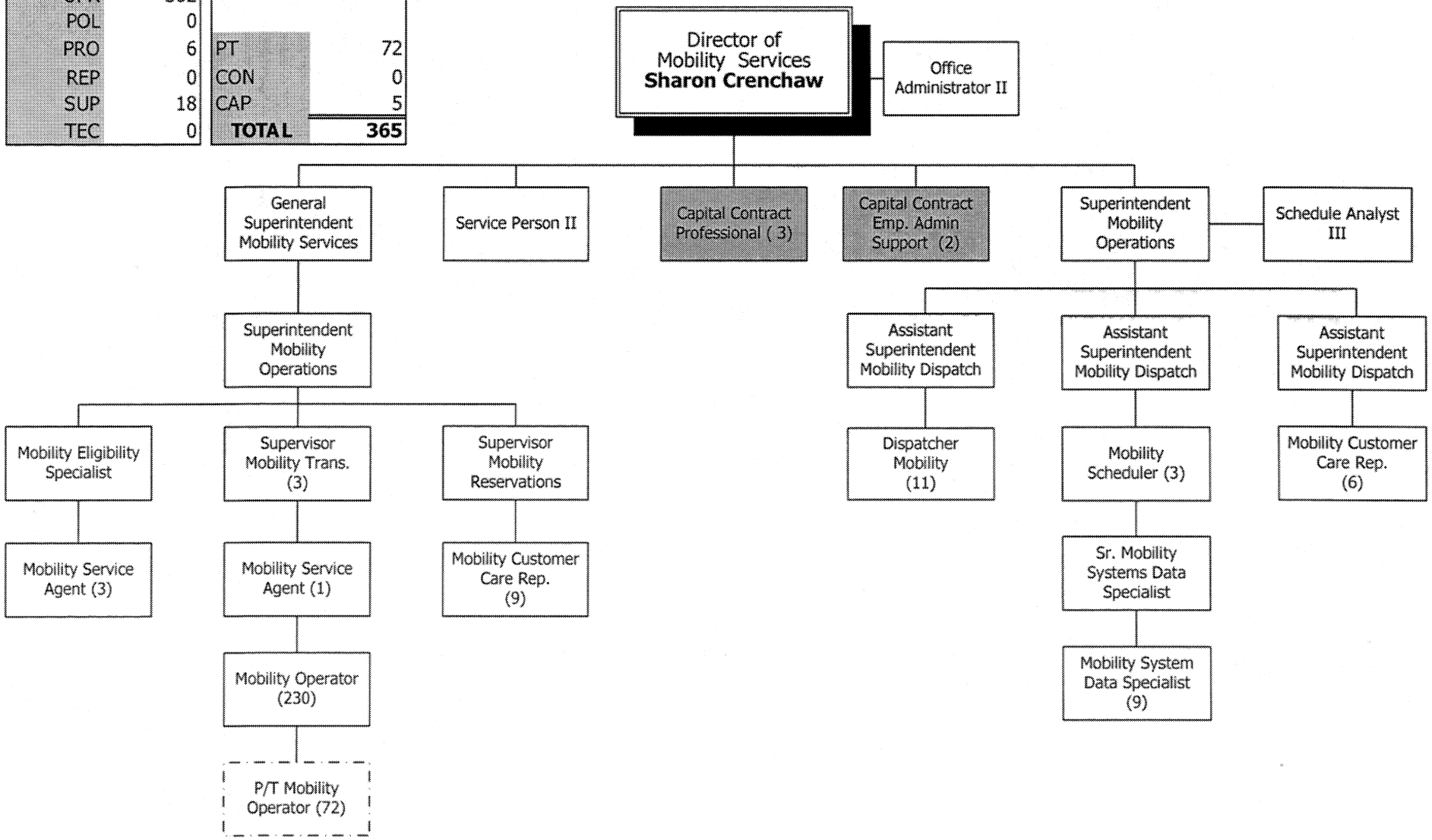
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	15	29	30	32	34
Management	3	4	4	4	4
Police	0	0	0	0	0
Professional	3	2	2	5	6
Technical	0	0	0	0	0
Maintenance	0	1	1	1	1
Operator	225	234	288	288	302
Represented	0	0	0	0	0
Supervisory	18	17	18	18	18
Total	**264**	**287**	**343**	**348**	**365**

OFFICE OF MOBILITY

ADM	34
MGR	4
MNT	1
OPR	302
POL	0
PRO	6
REP	0
SUP	18
TEC	0

Non-Rep	57
Rep	231
Total FT	**288**
PT	72
CON	0
CAP	5
TOTAL	**365**



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

Personnel Comparison Report

OFFICE OF MOBILITY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Mobility Scheduler I	9	----	----	2	2	2
Mobility System Data Specialist	9	----	----	8	8	9
Mobility Service Agent	8	----	----	4	4	4
Director of Mobility Services	23	----	----	----	1	1
General Superintendent Mobility	20	----	----	1	1	1
Mgr Mobility Plng Scheduling	20	----	----	----	1	----
Superintendent Mobility Operations	18	----	----	1	1	2
Asst. Supt. Mobility Dispatch	16	----	----	3	3	3
Mobility Eligiblity Specialist	16	----	----	----	1	1
Office Administrator II	16	----	----	----	1	1
Schedule Analyst III	16	----	----	----	----	1
Supv Mobility Reservations	16	----	----	1	1	1
Supervisor Mobility Transportation	15	----	----	3	3	3
Mobility Customer Care Rep	13	----	----	14	14	15
Dispatcher Mobility	12	----	----	11	11	11
Sr. Mobility Systems Data Specialist	12	----	----	1	1	1
Mobility Scheduler II	11	----	----	1	1	1
Historical Professional	12 - TBD	3	2	1	----	----
Historical Managerial	18 - 23	3	4	2	----	----
Historical Administrative	08 - 16	15	29	1	----	----
Historical Supervisory	12 - 16	18	17	----	----	----
Non-Rep Subtotal		**39**	**52**	**54**	**54**	**57**

Personnel Comparison Report

OFFICE OF MOBILITY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Represented						
Mobility Operator	UR	----	----	216	216	230
Serviceperson II	UR	----	----	1	1	1
Historical Maintenance	UR	----	1	----	----	----
Historical Operator	UR	176	171	----	----	----
Represented Subtotal		**176**	**172**	**217**	**217**	**231**
Total Full-Time		**215**	**224**	**271**	**271**	**288**
Part-Time						
Pt Mobility Operator	UR	----	----	72	72	72
Historical Operator	UR	49	63	----	----	----
Total Part-Time		**49**	**63**	**72**	**72**	**72**
Operating Contract						
	----	----	----	----	2	----
	----	----	----	----	3	----
Total Operating Contract		**----**	**----**	**----**	**5**	**----**
Capital Contract						
Capital Contract Professional	----	----	----	----	----	3
Contract Emp Admin Support	----	----	----	----	----	2
Total Capital					**----**	**5**

DEPARTMENT OF RAIL OPERATIONS

This Department includes the following Offices:

Department of Rail Operations

- Office of AGM of Rail Operations
- Office of Rail Systems Engineering
- Office of Rail Services
- Office of Rail Car Maintenance
- Office of Maintenance of Way
- Office of Facilities

FY2012 GOALS AND OBJECTIVES

The goals and objectives of the Department of Rail Operations are as follows: provide safe and efficient operation of all rail car movement within the MARTA rail system; provide safe and efficient operation of the Rail Control Center; maintain the rail fleet in a safe and reliable operating condition; provide rail cars in sufficient quantities to meet the daily service milestones established by the Authority; provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers; and provide maintenance and management support for various communication systems critical to Operations.

FY2012 Key Performance Indicators for the Department of Rail Operations

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Rail Ridership	Number of unlinked Rail passenger boardings	>/= 64.3M	76.2M	>/= 67.9M
Rail Cost per Passenger Trip	Operating expense for Rail passenger boarding	</= $2.69	$2.22	</= $2.61
Rail OTP	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 97.5%	97.63%	>/= 98.0%
Rail MDBF	Mean distance between mechanical failures	>/= 15,000	32,913	>/= 25,000
Rail MDBSI	Mean distance between service delays or lost trips (train miles)	>/= 500	672	>/= 550
Escalator Availability	Percent of revenue service time during which escalators are available for customer use	>/= 98%	85.69%	>/= 98%
Elevator Availability	Percent of revenue service time during which elevators are available for customer use	>/= 98%	97.55%	>/= 98%
Completed Trips	Percent of completed rail trips compared to scheduled rail trips	>/= 98.5%	99.36%	>/= 98.5%
Rail Car Availability	Rail cars available for service delivery during AM & PM peak periods	>/= 182	200	>/= 182
NTD Reportable Injury Rate	The number of NTD reportable injuries involving rail service per 100,000 rail unlinked boardings	>/= 0.04	0.035	>/= 0.04
Rail Customer Complaints	The number of Rail service related complaints from MARTA patrons logged by the Authority's Customer Service Call Center	</= 984	280	</= 984
Rail Customer Complaints Per 100,000 Boardings	The number of Rail service related customer complaints per 100,000 rail unlinked boardings	</= 1.3	0.37	</= 1.0
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.19%	>/= 96%

FY2012 Key Performance Indicators for the Department of Rail Operations (Continued)

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	94.34%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-1.15%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-0.26%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-3.17%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	87.49%	</= 0%

FY2011 ACCOMPLISHMENTS

- Improved rail car fleet NTD MDBF by 27%
- Meet or exceeded on-time performance of 97.5 %
- Developed and published the Operators comprehensive communication Plan for service disruptions and special events
- Initiated the 84 month program of LCARE which includes an overhaul of the door operating system, drawbar and coupler systems and major truck overhauls
- Experienced a 98% compliance rate for performing preventive maintenance inspections on the active fleet of rail cars
- Developed and implemented 15 modifications resulting in rail car reliability improvement
- Met 97% plus, of the GENETEC system availability for the CCTV cameras
- Maintained 98% reliability for local data transmission system LDTS system and for remote terminal units RTU's
- Developed new lighting standards (LED) and completed pilot at Airport Station.
- Completed safety inspections and repairs on all one-hundred and forty-nine (149) escalators and condition assessment on all one-hundred and twelve (112) elevators.
- Designed and built two (2) new employee restrooms at Indian Creek Station.
- Developed a new procedure to detect parasitic oscillations, cross talk, and other unintended receiver voltage signals. Completed testing of all audio frequency track circuits using the new procedure.
- Completed track circuit shunting sensibility test for all train control room zones.
- Completed the UPS replacement project at Arts Center, North Avenue, Civic Center and Lindbergh stations
- Train Control and SCADA System Upgrade – evaluated and selected firm, established MARTA/Alstom project office in HQ Annex, began preliminary design phase of project.
- Fire Protection System Upgrade – evaluated and selected firm, completed preliminary design of Police Communications Center (PCC) and Rail Services Control Center (RSCC) and first four rail stations. Provided design services during construction.
- New Integrated Operations Center (IOC) – selected Chamblee Facility as new location. Rail Services Control Center (RSCC), Bus Communications Center (BCC) and Police Communications Center (PCC) to be located in a single theatre. Completed 90% package for Request for Proposal.
- Built new Back-Up Control Center for Rail Operations (in an existing MARTA building) in the event the Rail Service Control Center (RSCC) at Avondale must be evacuated.
- Buckhead Station Pedestrian Bridge - Completed specifications, contract drawings, and engineering design package in-house and presented to Buckhead CID.
- Hamilton Bus Facility Project - Completed specifications, contract drawings, and engineering design package
- Tunnel Lighting Project – selected and approved prototype fixture for pilot installation. Pending successful installation, LED lighting fixtures to be installed in tunnel sections system wide.
- Upgrade Public Address (PA) System - Completed specifications, contract drawings, and engineering design package and began preparation of visual specification and scope to provide MARTA with an ADA Audio Visual Information System (AVIS).
- Laser scanning of all MARTA tunnel sections was performed using hi-rail vehicle mounted technology. This information will be used to study rail interoperability and regional expansion projects.
- RSCC Stabilization Project - significant increase in RSCC system operability with reduction in trouble calls and down time was experience in FY 11. This was the direct result of a multidiscipline task force being assembled to repair and/or replace aging and failing critical RSCC computer system assets equipment, thereby extending the life of system, until the Train Control & SCADA Project is fully implemented.
- Re-organized the Office of Engineering & Development and began a long term program to build in-house technical expertise in core technical areas, reducing cost and reliance on outside consulting services.
- Asset Management Phase I – Condition Assessment was started as a result of MARTA being the recipient of a $1.36M FTA grant for development of new tools and strategies to improve transit asset management. This project includes a system wide condition assessment, development of new software modules in MARTA's Enterprise Asset Management (EAM) system and standard operating

FY2011 ACCOMPLISHMENTS (Continued)

procedures to support of the FTA's State of Good Repair (SGR) Initiative.

- Project Delivery & Project Controls (PD/PC0 – Phase I assessment was completed. This assessment identified gaps and opportunities for improvement in MARTA's policies, procedures and resources required to deliver the Capital Improvement Program (CIP). Phase II to be performed in FY12 will start the implementation phase of making process and structural changes within MARTA to enhance delivery of the CIP.

DEPARTMENT OF RAIL OPERATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	56,748,833	58,056,164	56,147,343	51,333,648	55,567,231
Overtime	7,796,813	6,835,525	6,363,324	6,728,775	3,540,909
Benefits	27,494,247	27,773,040	28,415,120	30,758,517	31,246,389
Labor Sub-Total	**$92,039,893**	**$92,664,729**	**$90,925,787**	**$88,820,940**	**$90,354,529**
Contractual Services	7,356,430	11,943,915	13,306,460	9,980,713	11,219,712
Materials & Supplies	9,014,344	11,313,007	9,679,536	7,892,309	7,881,296
Other Operating	16,113,962	17,258,268	17,510,843	18,363,638	18,674,924
Casualty & Liability	2,094,044	1,905,270	1,810,996	1,740,940	1,880,037
Miscellaneous	5,548	6,039	2,985	2,323	1,568
Other Non Operating	92,542	173,879	86,562	112,355	166,491
Non Labor Sub-Total	**$34,676,870**	**$42,600,378**	**$42,397,382**	**$38,092,278**	**$39,824,028**
Department Total	**$126,716,763**	**$135,265,107**	**$133,323,169**	**$126,913,218**	**$130,178,557**
$ Change from Prior Year		**$8,548,344**	**($1,941,938)**	**($6,409,951)**	**$3,265,339**
% Change from Prior Year		**6.75%**	**-1.44%**	**-4.81%**	**2.57%**

Authorized Positions by Status

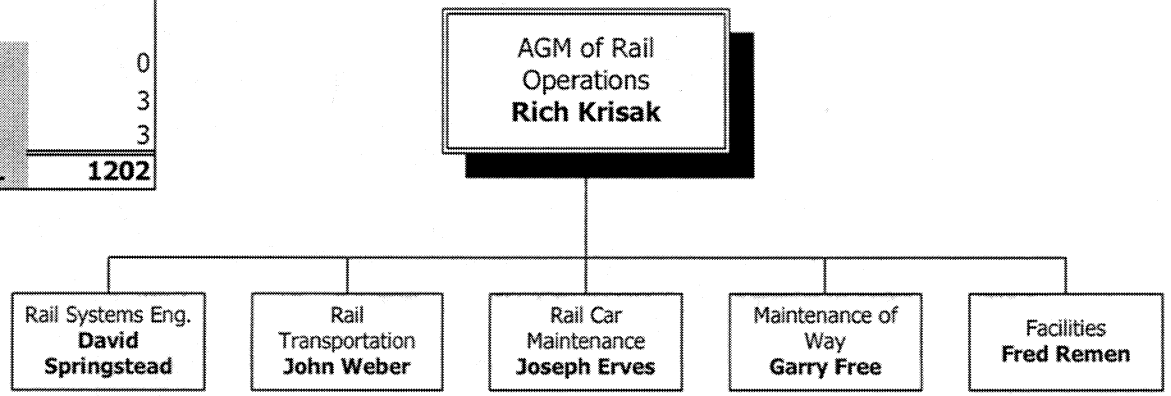
	FY08	FY09	FY10	FY11	FY12
Non-Represented	406	306	315	290	314
Represented	1,123	1,099	1,118	875	882
Full-Time Total	**1,529**	**1,405**	**1,433**	**1,165**	**1,196**
Part - Time	**53**	**0**	**0**	**0**	**0**
Contract	**3**	**5**	**0**	**2**	**3**
Capital	**78**	**21**	**26**	**3**	**3**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	168	47	19	20	22
Management	43	46	48	48	52
Police	0	0	0	0	0
Professional	89	90	30	7	23
Technical	0	0	93	84	89
Maintenance	653	655	784	676	681
Operator	200	191	181	126	126
Represented	260	243	153	73	73
Supervisory	160	149	151	136	136
Total	**1,663**	**1,431**	**1,459**	**1,170**	**1,202**

ADM	21
MGR	52
MNT	681
OPR	126
POL	0
PRO	24
REP	73
SUP	136
TEC	89

Non-Rep	314
Rep	882
Total FT	**1196**
PT	0
CON	3
CAP	3
TOTAL	**1202**



FUNCTIONS & RESPONSIBILITIES

The Office of the Assistant General Manger of Rail Operations is responsible for the overall operation and maintenance of the Authority's rail transit system. The responsibilities of the respective areas housed within Rail Operations include the following:

The primary responsibilities of the general management function are to manage and direct all activities related to rail transit system development and the maintenance, repair, and rehabilitation of the Authority's operating, support, and administrative facilities on the and rail system.

- The overall management and coordination of the 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 of the Authority's Rail Capital Programs. This includes development, programming, designing, and execution of all major capital investments. The Office of AGM of Rail Operations manages, coordinates, and directs activities to ensure that new rail, projects are successfully completed within scope, budget, and schedule.
- Long and short range scheduling for rail services for providing and improving service delivery and reliability.

The Office of the Assistant General Manager of Rail Operations also identifies and implements initiatives, which reduce operating costs, enhance service quality, and increase revenues and ridership. The office is also responsible for ensuring that the overall operations and administrative activities for the department are aligned with the Authority's strategic objectives.

OFFICE OF AGM RAIL OPERATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	0	210,995	240,148	239,519	244,127
Overtime	0	0	0	0	0
Benefits	0	83,366	84,547	90,871	135,431
Labor Sub-Total	**$0**	**$294,361**	**$324,695**	**$330,390**	**$379,558**
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	5,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	2,005	18,783	40,400	26,581
Non Labor Sub-Total	**$0**	**$2,005**	**$18,783**	**$40,400**	**$31,581**
Office Total	**$0**	**$296,366**	**$343,478**	**$370,790**	**$411,139**
$ Change from Prior Year		**$296,366**	**$47,112**	**$27,312**	**$40,349**
% Change from Prior Year		**---**	**15.90%**	**7.95%**	**10.88%**

Authorized Positions by Status

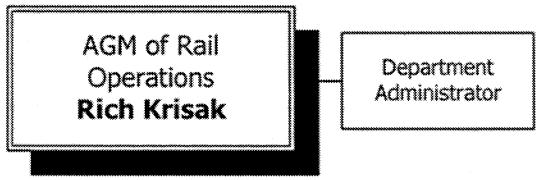
	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**0**	**2**	**2**	**2**	**2**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	1	1	1	1
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**2**	**2**	**2**	**2**

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

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



Personnel Comparison Report

OFFICE OF AGM RAIL OPERATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM of Rail Operations	B	----	----	1	1	1
Department Administrator	17	----	----	----	1	1
Historical Managerial	B	----	1	----	----	----
Historical Administrative	17	----	1	1	----	----
Non-Rep Subtotal		**----**	**2**	**2**	**2**	**2**
Total Full-Time		**----**	**2**	**2**	**2**	**2**

FUNCTIONS & RESPONSIBILITIES

The Office of Rail Systems Engineering 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 MARTA's police, bus, mobility and rail systems. 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 and design services include: updating engineering design criteria; preparation of contract documents, technical specifications and drawings; design services during construction; and the management of the General Engineering Consultant (GEC) and other specialty engineering consultants. The Office also provides technical services in support of special projects requested by MARTA Departments (other than Operations) in support of regional planning studies, Transit Oriented Development (TOD) and marketing campaigns. The Office also coordinates and monitors design and construction activities performed by non-MARTA entities impacting or adjacent to MARTA property or facilities. These activities protect MARTA patrons, employees, and property, supports operations and enforces compliance with local, state and federal regulations.

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

OFFICE OF RAIL SYSTEMS ENGINEERING

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,007,946	1,241,675	1,823,771	2,073,311	3,831,652
Overtime	0	0	0	3,700	0
Benefits	337,755	672,777	850,675	919,962	2,125,625
Labor Sub-Total	**$1,345,701**	**$1,914,452**	**$2,674,446**	**$2,996,973**	**$5,957,277**
Contractual Services	281,642	671,729	261,936	200,821	84,000
Materials & Supplies	20,977	30,069	22,085	21,166	20,058
Other Operating	13,778,673	14,358,668	14,782,901	15,538,075	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	8	0	0	0
Other Non Operating	6,936	73,420	5,531	20,424	26,739
Non Labor Sub-Total	**$14,088,228**	**$15,133,894**	**$15,072,453**	**$15,780,486**	**$130,797**
Office Total	**$15,433,929**	**$17,048,346**	**$17,746,899**	**$18,777,459**	**$6,088,074**
$ Change from Prior Year		**$1,614,417**	**$698,553**	**$1,030,560**	**($12,689,385)**
% Change from Prior Year		**10.46%**	**4.10%**	**5.81%**	**-67.58%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	5	5	45	46	46
Represented	0	0	52	52	0
Full-Time Total	**5**	**5**	**97**	**98**	**46**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

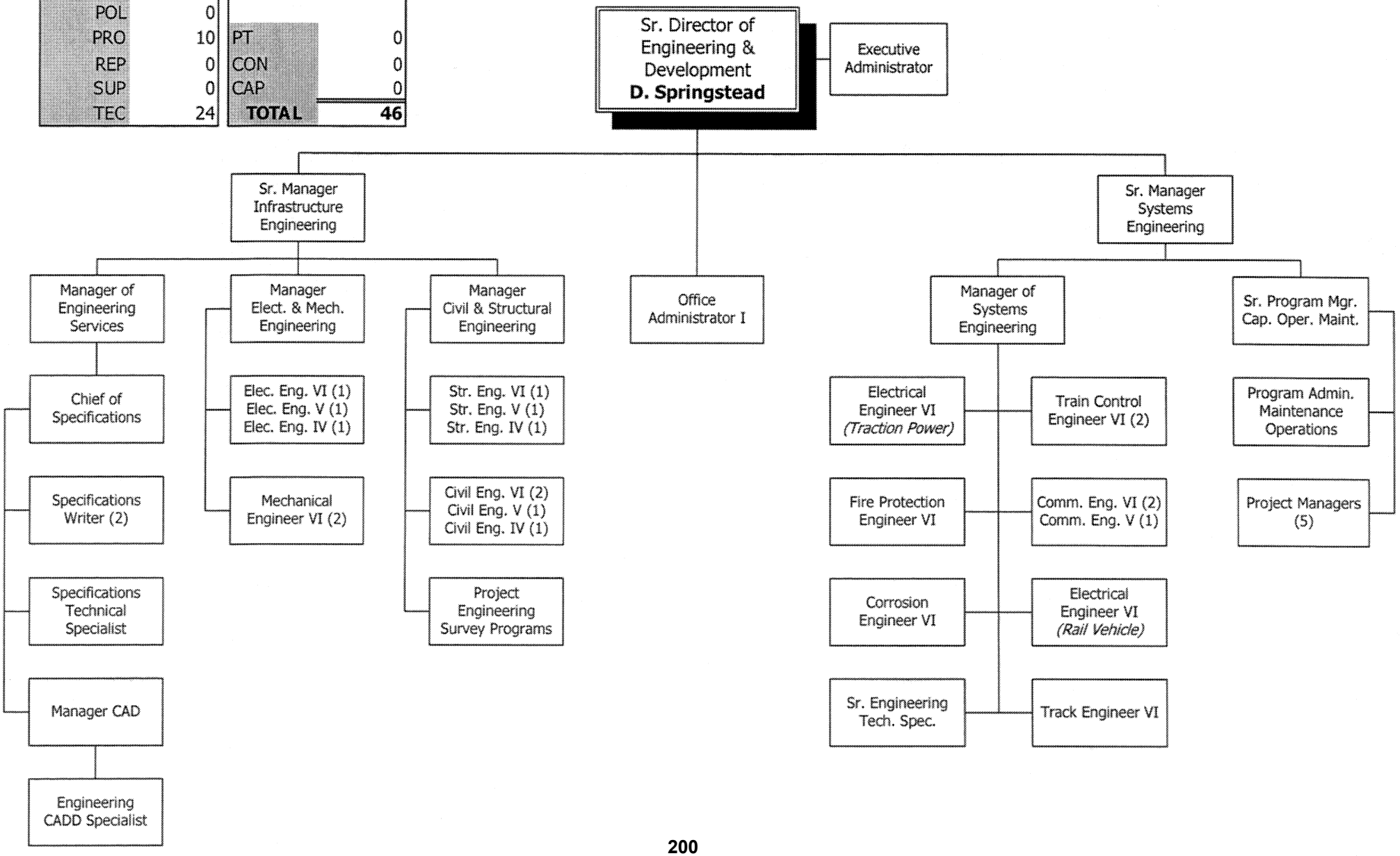
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	2	2	2
Management	2	2	10	9	10
Police	0	0	0	0	0
Professional	2	2	2	2	10
Technical	0	0	26	26	24
Maintenance	0	0	50	50	0
Operator	0	0	0	0	0
Represented	0	0	2	2	0
Supervisory	0	0	5	7	0
Total	**5**	**5**	**97**	**98**	**46**

OFFICE OF RAIL SYSTEMS ENGINEERING

ADM	2
MGR	10
MNT	0
OPR	0
POL	0
PRO	10
REP	0
SUP	0
TEC	24

Non-Rep	46
Rep	0
Total FT	**46**
PT	0
CON	0
CAP	0
TOTAL	**46**



Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Communications Engineer VI	20 - TBD	----	----	----	2	3
Fire Protection Engineer VI	TBD	----	----	----	----	1
Project Managers	TBD	----	----	----	----	5
Specifications Writer	TBD	----	----	----	----	1
Sr. Manager Infrastructure Engineering	TBD	----	----	----	----	1
Sr. Manager Systems Engineering	TBD	----	----	----	----	1
Track Engineer VI	20 - TBD	----	----	----	1	1
Sr. Dir Engineering & Development	24	----	----	----	----	1
Sr. Dir Maintenance	24	----	----	----	1	----
Manager of Engineering Services	22	----	----	----	1	1
Manager of Systems Engineering	22	----	----	----	1	1
Mgr Civil & Struc Engineering	22	----	----	1	1	1
Mgr Elec & Mech Engineering	22	----	----	1	1	1
Mgr Radio Afc Gate Systems	22	----	----	1	1	----
Chf Specifications	21	----	----	1	1	1
Sr. Program Manager - Cap. Operations Maintenance	21	----	----	----	1	1
Sr. Radio Communications Engineer	21	----	----	----	1	----
Civil Engineer VI	20	----	----	2	2	2
Corrosion Engineer VI	20	----	----	----	----	1
Electrical Engineer VI	20	----	----	2	3	3
Mechanical Engineer VI	20	----	----	2	2	2
Mgr CAD	20	----	----	----	1	1
Program Administrator Maint Operations	20	----	----	----	1	1

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Structural Engineer VI	20	----	----	----	1	1
Train Control Engineer VI	20	----	----	----	2	2
Civil Engineer V	19	----	----	1	1	1
Electrical Engineer V	19	----	----	1	1	1
Executive Administrator	17 - 19	----	----	----	1	1
Structural Engineer V	19	----	----	----	1	1
Gen Foreman Comm Telephone	18	----	----	1	1	----
Gen Foreman Faregates Comm	18	----	----	1	1	----
Project Eng Survey Programs	18	----	----	1	1	1
Specifications Writer	18	----	----	1	1	1
Civil Engineer IV	17	----	----	1	1	1
Electrical Engineer IV	17	----	----	----	1	1
STRUCTURAL ENGINEER IV	17	----	----	----	1	1
Engineering CADD Specialist	16	----	----	1	1	1
Foreman Communication	16	----	----	2	4	----
Foreman Computer Maintenance	16	----	----	1	1	----
Planner Comm Comptr & Farecoll	16	----	----	----	2	----
Specifications Tech Specialist	16	----	----	1	1	1
Office Administrator	14	----	----	----	1	----
Office Administrator I	14	----	----	----	----	1
Sr Engineering Technical Spec	14	----	----	1	1	1
Historical Managerial	20 - 24	2	2	6	----	----
Historical Technical	16 - 21	----	----	13	----	----
Historical Professional	17 - 20	2	2	1	----	----

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Administrative	14 - 18	1	1	2	----	----
Non-Rep Subtotal		**5**	**5**	**45**	**46**	**46**
Represented						
Secretary (N9)	UR-9	----	----	----	1	----
Secretary (N8)	UR-8	----	----	1	1	----
Journeyman ET-Computer Maint	UR	----	----	12	12	----
Journeyman ET-Radio Maintenance	UR	----	----	38	38	----
Historical Represented (Non-Specified)	UR	----	----	1	----	----
Represented Subtotal		**----**	**----**	**52**	**52**	**----**
Total Full-Time		**5**	**5**	**97**	**98**	**46**

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 & Station Services 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, 3 rail yards, dispatch, 38 stations, and 135 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 & Station Services is the 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.

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

OFFICE OF RAIL SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	18,697,565	18,367,203	17,276,771	14,239,250	14,256,771
Overtime	3,128,177	3,034,612	3,087,549	2,727,279	1,691,240
Benefits	9,109,333	8,778,025	8,774,499	8,801,299	8,067,328
Labor Sub-Total	**$30,935,075**	**$30,179,840**	**$29,138,819**	**$25,767,828**	**$24,015,338**
Contractual Services	4,498	2,922	1,949	2,182	1,260
Materials & Supplies	33,267	72,562	40,658	18,845	56,784
Other Operating	0	0	0	0	0
Casualty & Liability	2,098,484	1,905,785	1,824,751	1,751,506	1,880,109
Miscellaneous	0	0	0	750	0
Other Non Operating	13,463	28,749	12,632	5,215	26,608
Non Labor Sub-Total	**$2,149,712**	**$2,010,018**	**$1,879,990**	**$1,778,498**	**$1,964,761**
Office Total	**$33,084,787**	**$32,189,858**	**$31,018,809**	**$27,546,326**	**$25,980,099**
$ Change from Prior Year		**($894,929)**	**($1,171,049)**	**($3,472,483)**	**($1,566,227)**
% Change from Prior Year		**-2.70%**	**-3.64%**	**-11.19%**	**-5.69%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	125	131	125	118	118
Represented	246	371	317	187	187
Full-Time Total	**370**	**502**	**442**	**305**	**305**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**3**	**3**	**0**	**2**	**3**
Capital	**0**	**20**	**23**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

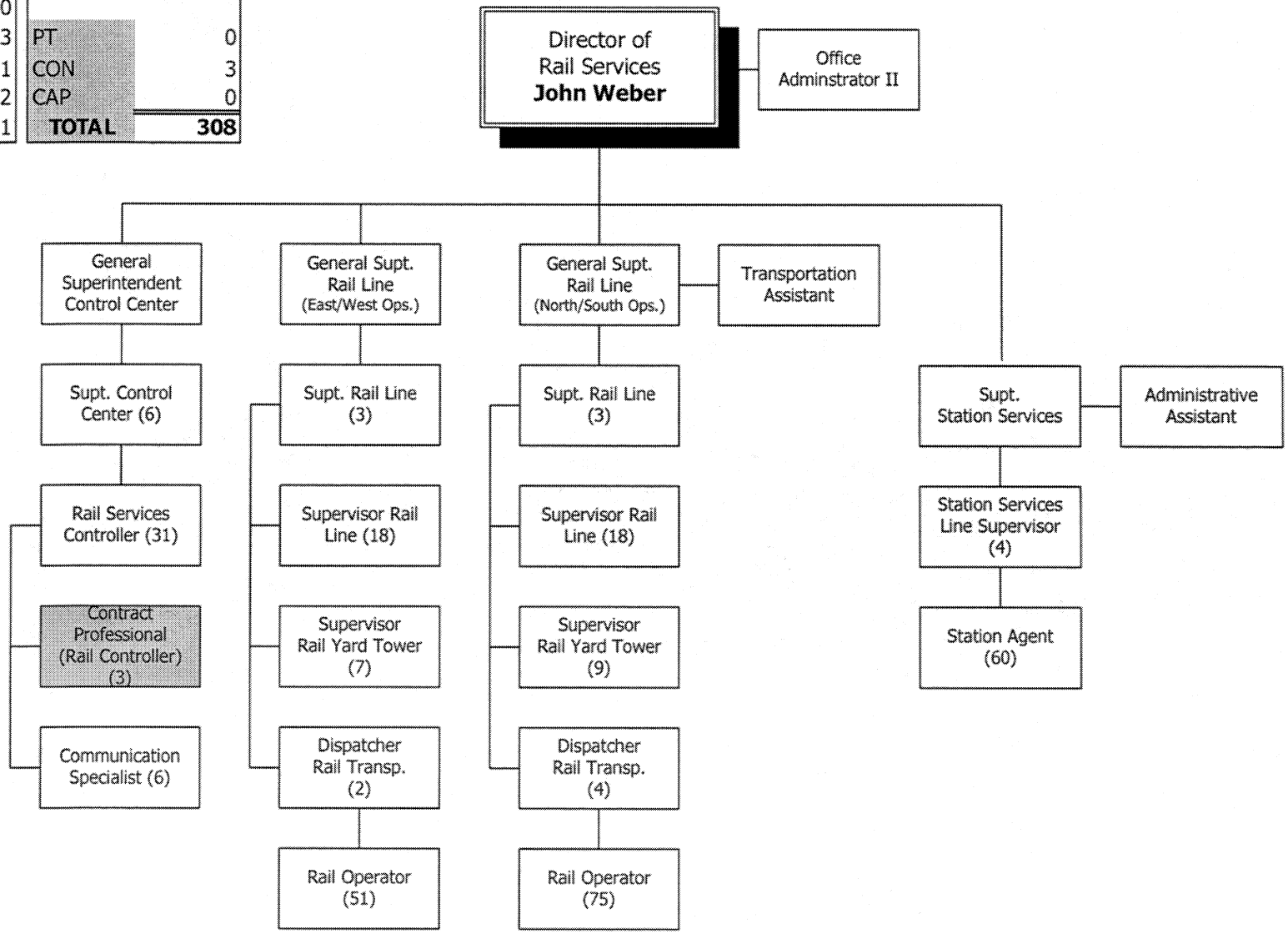
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	7	7	7	8	8
Management	14	16	15	17	17
Police	0	0	0	0	0
Professional	3	23	23	2	3
Technical	32	31	31	31	31
Maintenance	0	44	0	0	0
Operator	200	191	181	126	126
Represented	46	136	136	61	61
Supervisory	71	77	72	62	62
Total	**374**	**525**	**465**	**307**	**308**

OFFICE OF RAIL SERVICES

ADM	8
MGR	17
MNT	0
OPR	126
POL	0
PRO	3
REP	61
SUP	62
TEC	31

Non-Rep	118
Rep	187
Total FT	**305**
PT	0
CON	3
CAP	0
TOTAL	**308**



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Rail Transportation	23	----	----	1	1	1
Gen Supt Control Center	21	----	----	1	1	1
Gen Supt Rail Line	20	----	----	2	2	2
Supt Control Center	19	----	----	5	6	6
Supt Rail Line	18	----	----	4	6	6
Rail Services Controller	17	----	----	31	31	31
Supt Station Services	17	----	----	----	1	1
Office Administrator II	16	----	----	----	1	1
Supv Rail Yard Tower	16	----	----	18	16	16
Dispatcher-Rail Transportation	15	----	----	8	6	6
Line Supervisor	15	----	----	----	4	4
Supv Rail Line	15	----	----	38	36	36
Communications Specialist	12	----	----	6	6	6
Administrative Assistant	10	----	----	----	1	1
Historical Managerial	17 - 23	14	16	2	----	----
Historical Technical	17	32	31	----	----	----
Historical Administrative	12 - 16	7	7	1	----	----
Historical Supervisory	15 - 16	71	77	8	----	----
Non-Rep Subtotal		**125**	**131**	**125**	**118**	**118**

Personnel Comparison Report

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Represented						
Rail Operator	UR	----	----	181	126	126
Station Agent	UR	----	----	----	60	60
Transportation Assistant	UR	----	----	----	1	1
Historical Maintenance	UR	----	44	----	----	----
Historical Operator	UR	200	191	----	----	----
Historical Represented (Non-Specified)	UR	46	136	136	----	----
Represented Subtotal		**246**	**371**	**317**	**187**	**187**
Total Full-Time		**370**	**502**	**442**	**305**	**305**
Operating Contract						
Capital Contract Professional	----	----	----	----	----	3
Contract Professional - Rail Service Controller	----	----	----	----	2	----
Historical Professional	----	3	3	----	----	----
Total Operating Contract		**3**	**3**	**----**	**2**	**3**
Capital Contract						
Historical Professional	--	----	20	23	----	----
Total Capital		**----**	**20**	**23**	**----**	**----**

FUNCTIONS & RESPONSIBILITIES

The Office of Rail Car Maintenance consists of 352 employees in six primary functional areas: Administration, Light Maintenance, Heavy Maintenance, Reliability Engineering, Rail Car Appearance and Communications/Computer Maintenance.

Light Maintenance is comprised of running repair and scheduled preventive maintenance inspections. 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 works as designed. Computer maintenance focuses on maintaining and correcting hardware issues on the Authority's computer mainframes.

The major function of Rail Car Maintenance is to ensure equipment is safe, 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 through periodic and proactive maintenance plans designed and implemented to improve the operational reliability for the best possible customer experience.

OFFICE OF RAIL CAR MAINTENANCE

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	17,192,550	17,569,091	16,163,952	15,032,338	16,245,533
Overtime	2,241,201	1,750,117	1,271,677	1,729,058	538,632
Benefits	8,070,139	8,137,567	8,176,708	8,883,769	9,090,514
Labor Sub-Total	**$27,503,890**	**$27,456,775**	**$25,612,337**	**$25,645,165**	**$25,874,678**
Contractual Services	558,276	4,463,212	5,348,605	2,317,537	1,070,651
Materials & Supplies	5,709,598	7,641,423	6,348,586	4,592,603	4,527,555
Other Operating	2,404	147,156	190,359	205,324	195,000
Casualty & Liability	0	0	0	0	0
Miscellaneous	5,196	5,539	2,942	1,542	1,002
Other Non Operating	17,451	26,457	29,632	24,957	33,260
Non Labor Sub-Total	**$6,292,925**	**$12,283,787**	**$11,920,124**	**$7,141,963**	**$5,827,468**
Office Total	**$33,796,815**	**$39,740,562**	**$37,532,461**	**$32,787,128**	**$31,702,146**
$ Change from Prior Year		**$5,943,747**	**($2,208,101)**	**($4,745,333)**	**($1,084,982)**
% Change from Prior Year		**17.59%**	**-5.56%**	**-12.64%**	**-3.31%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	50	50	55	45	63
Represented	274	251	301	235	288
Full-Time Total	**324**	**301**	**356**	**280**	**351**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**1**	**1**	**1**	**1**	**1**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	1	2	3
Management	11	12	11	10	13
Police	0	0	0	0	0
Professional	1	1	1	1	3
Technical	14	14	17	12	17
Maintenance	271	248	298	232	283
Operator	0	0	0	0	0
Represented	3	3	3	3	5
Supervisory	24	23	26	21	28
Total	**325**	**302**	**357**	**281**	**352**

OFFICE OF RAIL CAR MAINTENANCE

ADM	2
MGR	13
MNT	283
OPR	0
POL	0
PRO	4
REP	5
SUP	28
TEC	17

Non-Rep	63
Rep	288
Total FT	**351**
PT	0
CON	0
CAP	1
TOTAL	**352**

Office Administrator II

Director of Rail Car Maintenance **Joseph Erves**

Rail Car Maintenance Policies Coord.

General Supt. Rail Car Maint. *(Backshops)*

- Supt. Rail Car Maint.
  - Supervisor Car Repair Inspection (5)
    - Journeyman ET Laboratory (7)
      - Journeyman ET Rail Car Maint. (17)
        - Journeyman Rail Car Mechanic (32)
          - Svc I (1) Svc Ia (4) Svc II (1)
          - Mechanical Engineer IV
- Supt. Rail Car Maint. (LCARE)
  - Svc I
    - Maintenance Planner – Rail (LCARE)
      - Maintenance Parts Coordinator (14)
        - LCARE Assistant (GR11)
        - Sr. Maintenance Relief Planner
        - Maintenance Planner – Rail (4)

Chief Eng. Rel. & Rail Car Rehab. *(Engineering)*

- Program Manager Cars
- Sr. Warranty Coordinator
- Electrical Engineer VI (4)
- Mech Eng VI (2)
- Chief Vehicle Engineering
- Secretary
- Administrative Clerk

General Supt. Rail Car Maint. *(Avondale Car Maint.)*

- Supt Rail Car Maint. (2)
  - Supv. Car Repair Inspection (6)
    - Journeyman ET Rail Car Maint. (26)
      - Journeyman Rail Car Mechanic (38)
        - Journeyman ET Radio Maint. (6)
          - Svc I (2) Svc Ia (2)

General Supt. Rail Car Maint. *(Armour Yard Maint.)*

- Supt Rail Car Maint.
  - Supv. Car Repair Inspection (6)
    - Journeyman ET Rail Car Maint. (27)
      - Journeyman Rail Car Mechanic (37)
        - Journeyman ET Radio Maint. (6)
          - Svc I (2) Svc Ia (2)
          - Administrative Clerk

Supt. Rail Transportation *(Rail Car Appearance)*

- Supervisor Rail Car Appearance (4)
  - Svc. I (34)
  - Administrative Assistant (GR 10)

Mgr. Radio AFC Gate Systems *(Radio & Comp. Maint.)*

- Sr. Radio Comm. Engineer
  - General Foreman Faregates Comm.
    - Foreman Communication (4)
      - Journeyman ET Radio Maint. (32)
- Planner Comm. Comp. & Fare Collection (2)
  - General Foreman Computer Maint.
    - Foreman Computer Maint.
      - Journeyman ET Computer Maint. (6)
- Secretary (2)

LCARE Project — – — -
Capital Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
LCARE Assistant	TBD	----	----	----	----	1
Parts Expeditor	TBD	----	----	----	----	1
Dir Rail Maintenance	23	----	----	1	1	1
Chf Eng Reliability & RC Rehab	22	----	----	----	1	1
Mgr Radio AFC Gate Systems	22	----	----	----	----	1
Gen Supt Rail Car Maintenance	21	----	----	3	3	3
Sr. Radio Communications Engineer	21	----	----	----	----	1
Chf Vehicle Engineering	20	----	----	----	----	1
Electrical Engineer VI	20	----	----	----	4	4
Mechanical Engineer IV	17 - 20	----	----	1	1	2
Mechanical Engineer VI	20	----	1	----	1	1
Supt Rail Car Maint	19	----	----	5	4	4
Supt Rail Car Maint (CAP)	19	----	----	----	----	1
Gen Foreman Comm Telephone	18	----	----	----	----	1
Gen Foreman Faregates Comm	18	----	----	----	----	1
Supt Rail Transportation	18	----	----	1	1	1
Sr Maintenance Planner Relief	17	----	----	1	1	1
Foreman Communication	16	----	----	----	----	4
Foreman Computer Maintenance	16	----	----	----	----	1
Maintenance Planner-Rail	16	----	----	5	4	5
Office Administrator II	16	----	----	----	1	1
Planner Comm Comptr & Farecoll	16	----	----	----	----	2
Rail Car Maintenance Policies Coord	16	----	----	----	1	1

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Supv Car Repair Inspection	16	----	----	22	17	17
Sr Warranty Coordinator	15	----	----	----	1	1
Supv Rail Car Appearance	15	----	----	4	4	4
Administrative Assistant	10	----	----	----	----	1
Historical Managerial	19 - 23	11	12	1	----	----
Historical Technical	14 - 20	13	12	9	----	----
Historical Administrative	16	1	1	1	----	----
Historical Supervisory	16	24	23	----	----	----
Historical Professional	15	1	1	1	----	----
Non-Rep Subtotal		**50**	**50**	**55**	**45**	**63**

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Represented						
Admin Clerk	UR	----	----	2	2	2
Journeyman ET-Computer Maint	UR	----	----	----	----	6
Journeyman ET-Laboratory	UR	----	----	8	7	7
Journeyman ET-Radio Maintenance	UR	----	----	----	----	44
Journeyman ET-Rail Car Maint	UR	----	----	86	70	70
Journeyman Rail Car Mechanic	UR	----	----	120	107	107
Secretary (N8)	UR	----	----	----	----	1
Secretary (N9)	UR	----	----	----	1	2
Serviceperson I	UR	----	----	----	39	40
Serviceperson I (a)	UR	----	----	----	8	8
Serviceperson II	UR	----	----	1	1	1
Historical Represented (Non-Specified)	UR - UR-9	3	3	1	----	----
Historical Maintenance	UR	271	248	83	----	----
Represented Subtotal		**274**	**251**	**301**	**235**	**288**
Total Full-Time		**324**	**301**	**356**	**280**	**351**
Capital Contract						
Program Manager Cars	----	----	----	----	1	1
Historical Technical	----	1	1	1	----	----
Total Capital		**1**	**1**	**1**	**1**	**1**

FUNCTIONS & RESPONSIBILITIES

The Office of Maintenance of Way is responsible for managing the maintenance programs for the Authority's automatic train control and signaling system; traction, auxiliary and emergency power systems; track, structures, and right of way; for all Authority owned buildings, rail stations, rail yards, parking facilities, bus garages and real estate. The primary focus of this Office is to provide a safe, reliable and sanitary 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, 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 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, 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. This unit also furnishes conceptual engineering support for special projects and planning studies as requested by various MARTA departments and offices.

The Office of Elevator/Escalator is responsible for the management of MARTA's Elevator and Escalator program to include the administration of maintenance and capital rehabilitation contracts. Has major responsibility for completion of the appropriate activities necessary for the design, preparation, advertisement, and award of elevator and escalator contracts. 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, 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 MAINTENANCE OF WAY

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	9,796,146	10,266,183	10,100,261	9,599,013	10,523,370
Overtime	1,559,769	1,208,923	1,158,857	1,286,377	962,046
Benefits	4,813,541	4,975,917	5,176,001	5,970,012	5,973,320
Labor Sub-Total	**$16,169,456**	**$16,451,023**	**$16,435,119**	**$16,855,402**	**$17,458,735**
Contractual Services	339,017	399,938	416,461	416,000	1,132,278
Materials & Supplies	1,426,410	1,783,038	1,370,088	1,508,813	1,705,776
Other Operating	387	0	0	0	16,058,216
Casualty & Liability	0	0	-2,325	-7,436	-72
Miscellaneous	352	492	35	31	466
Other Non Operating	46,399	34,589	17,800	16,309	38,552
Non Labor Sub-Total	**$1,812,565**	**$2,218,057**	**$1,802,059**	**$1,933,717**	**$18,935,216**
Office Total	**$17,982,021**	**$18,669,080**	**$18,237,178**	**$18,789,119**	**$36,393,951**
$ Change from Prior Year		**$687,059**	**($431,902)**	**$551,941**	**$17,604,832**
% Change from Prior Year		**3.82%**	**-2.31%**	**3.03%**	**93.70%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	89	92	41	34	34
Represented	508	435	202	182	188
Full-Time Total	**597**	**527**	**243**	**216**	**222**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**2**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

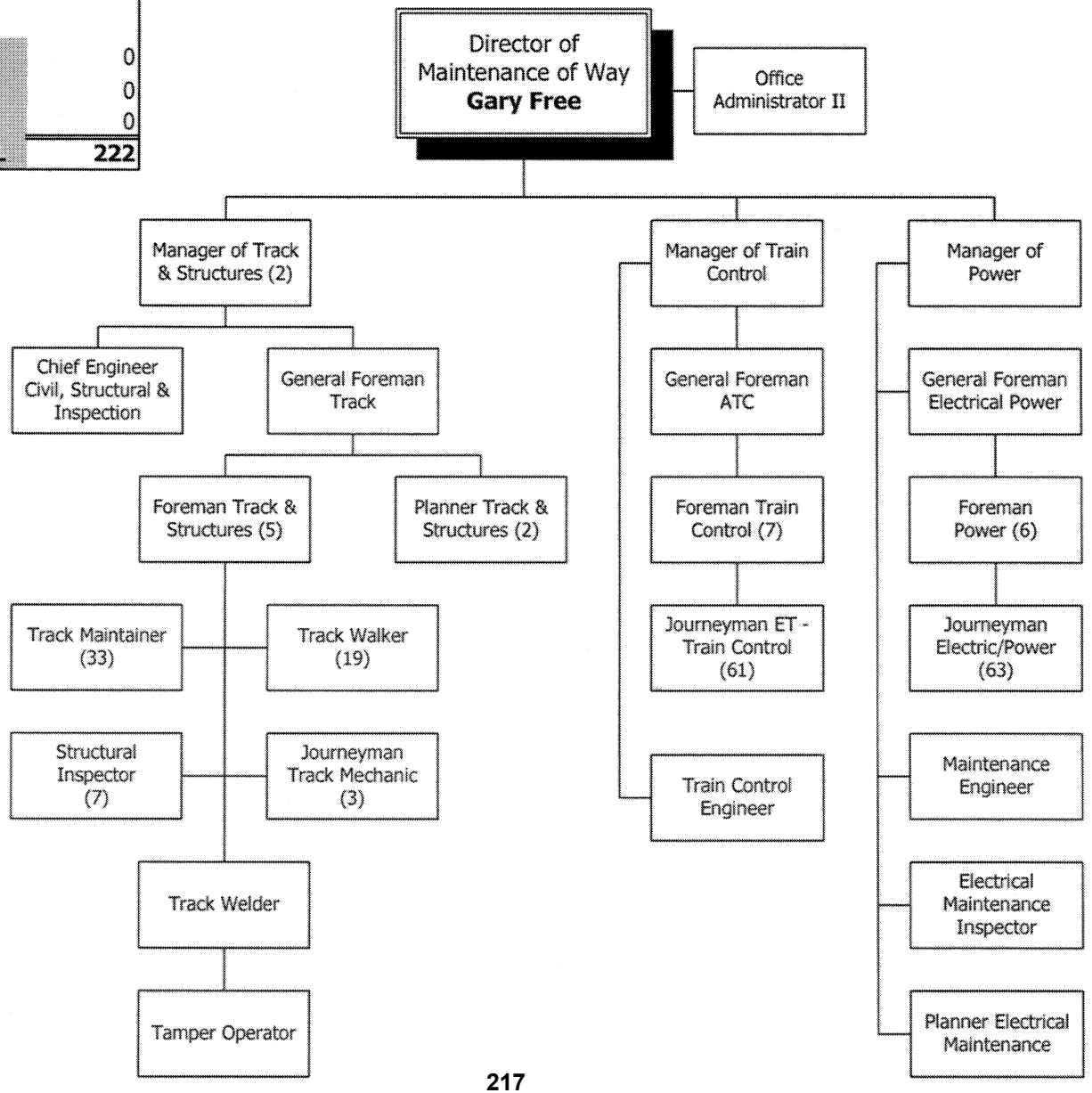
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	9	10	2	1	1
Management	10	11	6	6	6
Police	0	0	0	0	0
Professional	5	10	2	0	2
Technical	14	14	9	6	6
Maintenance	444	423	192	175	179
Operator	0	0	0	0	0
Represented	65	12	10	7	7
Supervisory	50	49	22	21	21
Total	**597**	**529**	**243**	**216**	**222**

OFFICE OF MAINTENANCE OF WAY

ADM	1
MGR	6
MNT	179
OPR	0
POL	0
PRO	2
REP	7
SUP	21
TEC	6

Non-Rep	34
Rep	188
Total FT	**222**
PT	0
CON	0
CAP	0
TOTAL	**222**



Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Maintenance of Way	23	----	----	----	----	1
Director of Maintenance of Way	23	----	----	----	1	----
Mgr Train Control	22	----	----	----	1	1
Chf Eng-Civ Struct & Inspect	21	----	----	----	1	1
Mgr Power	21	----	----	----	1	1
Mgr Track & Strct	21	----	----	2	2	2
General Foreman of Track	19	----	----	----	----	1
Maintenance Eng	19	----	----	----	1	1
Train Control Engineer	19	----	----	----	1	1
Gen Foreman ATC	18	----	----	----	1	1
Gen Foreman Electrical Power	18	----	----	1	1	1
Electrical Maintenance Inspect	16	----	----	----	1	1
Foreman Power	16	----	----	----	6	6
Foreman Track & Strct	16	----	----	----	6	5
Foreman Train Control	16	----	----	----	7	7
Office Administrator II	16	----	----	----	1	1
Planner Electrical Maintenance	16	----	----	----	1	1
Planner Track & Structures	16	----	----	----	2	2
Historical Managerial	19 - 23	10	11	4	----	----
Historical Professional	16 - 21	5	8	2	----	----
Historical Technical	12 - 19	14	14	9	----	----
Historical Supervisory	12 - 18	50	49	21	----	----
Historical Administrative	10 - 16	9	10	2	----	----

Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Rep Subtotal		**89**	**92**	**41**	**34**	**34**
Represented						
Journeyman Elec Power Elect	UR	----	----	----	63	63
Journeyman ET-Train Control	UR	----	----	----	55	55
Journeyman ET-Train Control (Reimbursable)	UR	----	----	----	----	6
Journeyman Track Mechanic	UR	----	----	----	3	3
Structural Inspector	UR	----	----	----	7	7
Tamper Operator	UR	----	----	----	----	1
Track Maintainer	UR	----	----	49	35	33
Track Walker	UR	----	----	----	19	19
Track Welder	UR	----	----	----	----	1
Historical Represented (Non-Specified)	UR - UR-8	65	12	10	----	----
Historical Maintenance	UR	444	423	143	----	----
Represented Subtotal		**508**	**435**	**202**	**182**	**188**
Total Full-Time		**597**	**527**	**243**	**216**	**222**
Operating Contract						
Historical Professional	----	----	2	----	----	----
Total Operating Contract		**----**	**2**	**----**	**----**	**----**

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), 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 Office of Elevator/Escalator is responsible for the management of MARTA's Elevator and Escalator program to include the administration of maintenance and capital rehabilitation contracts. Has major responsibility for completion of the appropriate activities necessary for the design, preparation, advertisement, and award of elevator and escalator contracts. 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, 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.

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, elevator, 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.

OFFICE OF FACILITIES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	10,054,626	10,401,017	10,542,440	10,150,217	10,465,779
Overtime	867,666	841,873	845,241	982,361	348,992
Benefits	5,163,479	5,125,388	5,352,690	6,092,604	5,854,171
Labor Sub-Total	**$16,085,771**	**$16,368,278**	**$16,740,371**	**$17,225,182**	**$16,668,942**
Contractual Services	6,172,997	6,406,114	7,277,509	7,044,173	8,931,523
Materials & Supplies	1,824,092	1,785,915	1,898,119	1,750,882	1,566,123
Other Operating	2,332,498	2,752,444	2,537,583	2,620,239	2,421,708
Casualty & Liability	-4,440	-515	-11,430	-3,130	0
Miscellaneous	0	0	8	0	100
Other Non Operating	8,293	8,659	2,184	5,050	14,751
Non Labor Sub-Total	**$10,333,440**	**$10,952,617**	**$11,703,973**	**$11,417,214**	**$12,934,205**
Office Total	**$26,419,211**	**$27,320,895**	**$28,444,344**	**$28,642,396**	**$29,603,147**
$ Change from Prior Year		**$901,684**	**$1,123,449**	**$198,052**	**$960,751**
% Change from Prior Year		**3.41%**	**4.11%**	**0.70%**	**3.35%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	0	47	45	51
Represented	0	0	246	219	219
Full-Time Total	**0**	**0**	**293**	**264**	**270**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**2**	**2**	**2**
Clayton	**0**	**0**	**0**	**0**	**0**

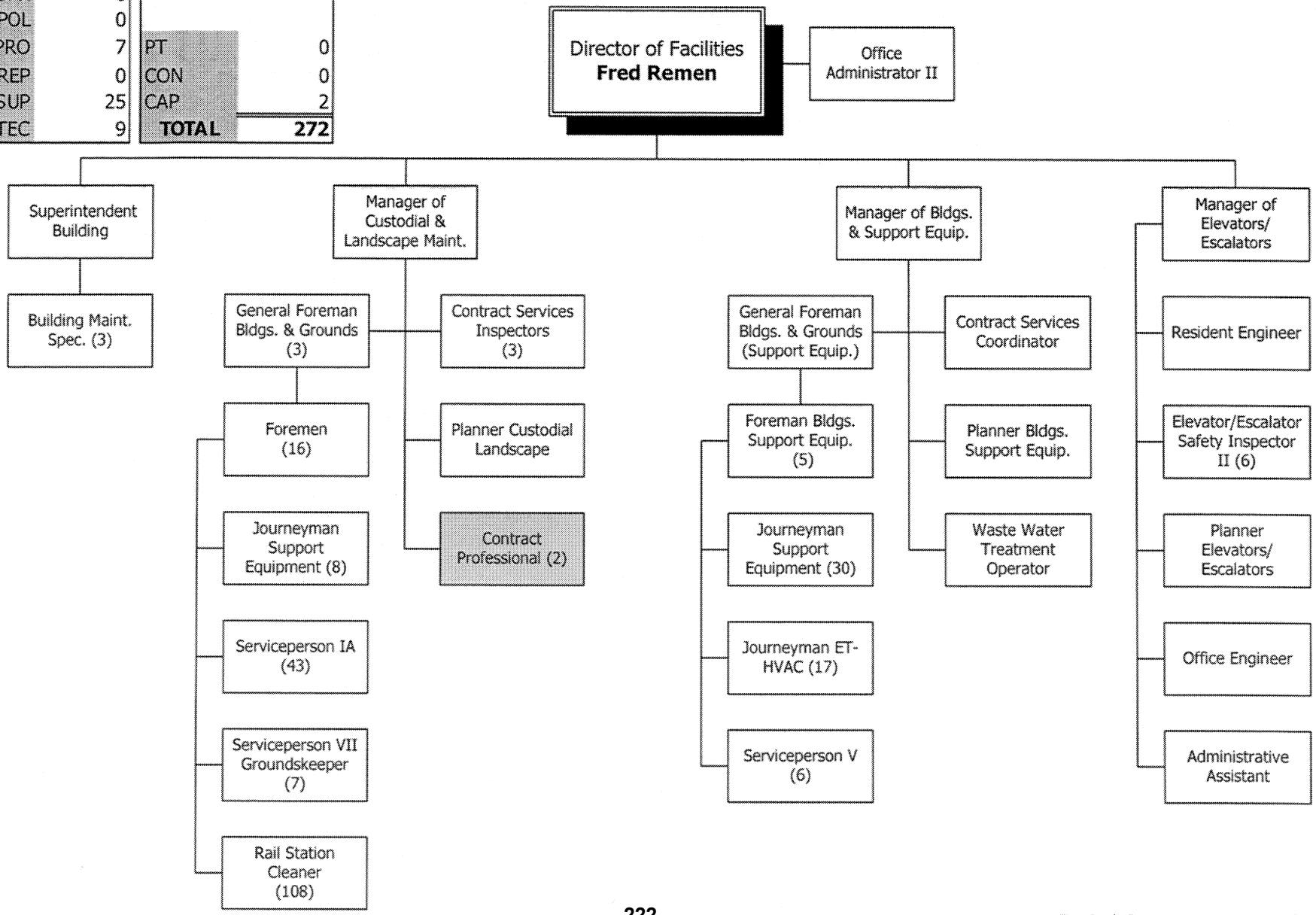
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	6	6	7
Management	0	0	5	5	5
Police	0	0	0	0	0
Professional	0	0	2	2	5
Technical	0	0	10	9	11
Maintenance	0	0	244	219	219
Operator	0	0	0	0	0
Represented	0	0	2	0	0
Supervisory	0	0	26	25	25
Total	**0**	**0**	**295**	**266**	**272**

OFFICE OF FACILITIES

ADM	7
MGR	5
MNT	219
OPR	0
POL	0
PRO	7
REP	0
SUP	25
TEC	9

Non-Rep	51
Rep	219
Total FT	**270**
PT	0
CON	0
CAP	2
TOTAL	**272**



Capital Contract Positions (Shaded)

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Personnel Comparison Report

OFFICE OF FACILITIES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Office Engineer	TBD	----	----	----	----	1
Planner Elevators & Escalators	TBD	----	----	----	----	1
Waste Water Treatment Operator	TBD	----	----	----	----	1
Dir Facilities	23	----	----	----	----	1
Director of Facilities	23	----	----	1	1	----
Manager of Elevators/Escalators	22	----	----	1	1	1
Resident Engineer	21	----	----	----	1	1
Mgr Buildings & Support Equip	20	----	----	----	1	1
Mgr Custodial Landscape Maint	20	----	----	----	1	1
Supt Building	19	----	----	1	1	1
ELEV ESCALATOR SAFE INSPEC II	18	----	----	2	4	6
Gen Foreman Bldgs & Grounds	18	----	----	----	4	4
Contract Services Coordinator	16	----	----	----	1	1
Foreman Buildings Supp Equip	16	----	----	----	5	5
Foreman Maint Landscape	16	----	----	1	1	1
Foreman Paint Shop Facilities	16	----	----	----	1	1
Foreman Sign Shop	16	----	----	1	1	1
Office Administrator II	16	----	----	----	1	1
Planner Bldgs & Support Equip	16	----	----	----	1	1
Planner Custodial Landscape	16	----	----	----	1	1
Building Maint Spec II	14	----	----	2	2	2
Foreman Custodial Services	14	----	----	13	13	13
Building Maintenance Spec I	12	----	----	1	1	1

Personnel Comparison Report

OFFICE OF FACILITIES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Administrative Assistant	10	----	----	----	----	1
Contract Services Inspector	10	----	----	3	3	3
Historical Technical	16 - 21	----	----	5	----	----
Historical Managerial	20	----	----	2	----	----
Historical Supervisory	16 - 18	----	----	11	----	----
Historical Administrative	16	----	----	3	----	----
Non-Rep Subtotal		**----**	**----**	**47**	**45**	**51**
Represented						
Journeyman ET-HVAC	UR	----	----	----	17	17
Journeyman Support Equipment	UR	----	----	----	38	38
Rail Station Cleaner	UR	----	----	108	108	108
Serviceperson I (a)	UR	----	----	----	43	43
Serviceperson V	UR	----	----	----	6	6
Serviceperson VII Groundskeepr	UR	----	----	9	7	7
Historical Represented (Non-Specified)	UR-8	----	----	2	----	----
Historical Maintenance	UR	----	----	127	----	----
Represented Subtotal		**----**	**----**	**246**	**219**	**219**
Total Full-Time		**----**	**----**	**293**	**264**	**270**

Personnel Comparison Report

OFFICE OF FACILITIES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Capital Contract Professional	----	----	----	----	----	2
Contract Professional	----	----	----	----	2	----
Historical Professional	--	----	----	2	----	----
Total Capital		**----**	**----**	**2**	**2**	**2**

TOC

TOC

DEPARTMENT OF POLICE SERVICES

This Department includes the following Offices:

Department of Police Services

- Office of AGM of Police Services

FY2012 GOALS AND OBJECTIVES

The goals and objectives of the Department of Police include the following:

- Reduce or maintain Part 1 Crime Rate to less than or equal to 3.11%
- Provide increased visibility on trains and buses.
- Continue to implement strategies to deter incidents of serious crimes on the system.
- Provide additional awareness training for all front-line employees.
- To continue an already established specialized patrol Unit to effectively reduce Bus Operator assaults.
- Continue to target and harden the system against acts of terror both foreign and domestic.

FY2012 Key Performance Indicators for the Department of Police Services

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Part I Crime Rate	Number of Part I Crimes (4 types violent and 4 types of property crimes) per 1M passenger boarding	</= 3.11	2.97	</= 3.11
Security Cameras Availability	Percent of properly operating security cameras	>/= 98.00%	99.57%	>/= 98.00%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.35%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	100.00%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	15.55%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	15.71%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-0.68%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	41.97%	</= 0%

FY2011 ACCOMPLISHMENTS

- The Part One Crime Rate for the Police Department is below the KPI Target of 3.11%. The Crime Rate for the Fiscal year 2011 is 2.98%.
- Completed State of Georgia Recertification.
- Redesigned the police website to include customer interaction and provided critical information regarding Protect Your Property and See Something, Say Something Campaigns.
- Successfully implemented P25 Capital Improvement Program (CIP) upgrades.
- Successfully completed the FY06 grant award period for the Transit Security Grant Program (TSPG) for a total of $10,790,210 in grant funding.
- Implemented security upgrades for fencing and cameras at HQ & Annex buildings.
- Raised $33,480.06 (increase by $8,728.15 from last year) for the Special Olympics Fundraisers. Events included: Jose Crab Shack, Polar Plunge, Krispy Kreme, Summer Games & Torch Run, and Winter Games Created
- Selected a Diverse Community Outreach Liaison to collaborate with leaders, residents, and businesses in the Lesbian, Gay, Bi-Sexual and Transgender community. The LGBT Liaison attended three meetings and conducted one sensitivity training session.
- Completed the 3rd year for Kids In Transit program with thirty graduates.
- Eight students completed the MARTA Police Department's Internship Program.
- Provided security for the President of the United States, The Transportation Security Administrator Director and the Mayor of Atlanta.
- All sworn personnel completed the first Active Shooter Training for MARTA Police Officers.
- The Explosive Canine Unit was increased by four teams, including three vapor wake teams (MARTA was the 1st Transit Agency to participate in the vapor wake program).
- Five K9 teams received 100% percent on their evaluation by locating all sixteen (16) training aids.
- The Special Patrol Unit (SPU) increased bus marshal cover for buses with plain clothes and uniformed officers.
- Conducted over forty (40) Target Hardening Operational Response (THOR) exercises.
- Completed the 17th Citizen Police Academy with twelve graduates. Thirty-seven students graduated from the Youth Leadership Program.
- Processed four hundred police applications and filled eighteen Police Officer vacancies. Processed two hundred civilian applications and filled 16 civilian positions (three Protective Specialists, eight Dispatchers, two Call Takers, one Records Technician, one Grant Specialist, and one Intelligence Analyst).

DEPARTMENT OF POLICE SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	17,516,035	18,221,024	18,341,716	18,580,383	19,270,798
Overtime	3,719,833	3,926,671	3,788,542	5,317,728	5,536,592
Benefits	10,782,489	11,274,834	12,655,084	14,181,191	11,776,122
Labor Sub-Total	**$32,018,357**	**$33,422,529**	**$34,785,342**	**$38,079,302**	**$36,583,512**
Contractual Services	188,836	199,793	129,690	174,248	169,462
Materials & Supplies	253,935	119,628	70,578	92,895	104,212
Other Operating	0	16,415	-3,609	0	0
Casualty & Liability	-11,953	-10,851	-14,193	-5,586	0
Miscellaneous	3,872	4,583	4,676	4,904	5,000
Other Non Operating	30,982	22,519	12,530	41,091	30,988
Non Labor Sub-Total	**$465,672**	**$352,087**	**$199,672**	**$307,552**	**$309,662**
Department Total	**$32,484,029**	**$33,774,616**	**$34,985,014**	**$38,386,854**	**$36,893,174**
$ Change from Prior Year		**$1,290,587**	**$1,210,398**	**$3,401,840**	**($1,493,680)**
% Change from Prior Year		**3.97%**	**3.58%**	**9.72%**	**-3.89%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	384	369	362	362	376
Represented	1	1	1	0	0
Full-Time Total	**385**	**370**	**363**	**362**	**376**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**0**	**0**	**15**	**15**
Capital	**0**	**0**	**1**	**3**	**2**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	50	45	45	46	47
Management	70	66	9	8	8
Police	0	0	249	264	275
Professional	259	253	2	4	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	1	1	1	0	0
Supervisory	5	5	58	58	58
Total	**386**	**370**	**364**	**380**	**393**

ADM	47
MGR	8
MNT	0
OPR	0
POL	275
PRO	5
REP	0
SUP	58
TEC	0

Non-Rep	376
Rep	0
Total FT	**376**
PT	0
CAP	2
CON	15
TOTAL	**393**

AGM/Chief of
Police and Emergency
Management
Wanda Dunham

FUNCTIONS & RESPONSIBILITIES

The Office of the AGM of Police Services is responsible for providing police services to MARTA patrons and all related facilities as well as providing protection and security for all Authority assets. The operation of the Office of the AGM of Police Services is based on accepted law enforcement standards. The Office applies these standards to the needs of the Authority, its patrons, and the community in general, while enforcing the rules of the Authority. This is consistent with the mission and purpose of MARTA. The Office of the AGM of Police Services is committed to MARTA's goal of being a customer focused organization that concentrates on the needs and expectations of existing and potential riders. Using both sworn and non-sworn personnel, the Office provides the Authority, its customers, and its employees with a full-service police agency dedicated to reducing crime and improving the perception of crime on the system, and continuing to target and harden the system against acts of terror both foreign and domestic, thereby maintaining current riders and attracting new riders to the system.

OFFICE OF AGM POLICE SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	17,516,035	18,221,024	18,341,716	18,580,383	19,270,798
Overtime	3,719,833	3,926,671	3,788,542	5,317,728	5,536,592
Benefits	10,782,489	11,274,834	12,655,084	14,181,191	11,776,122
Labor Sub-Total	**$32,018,357**	**$33,422,529**	**$34,785,342**	**$38,079,302**	**$36,583,512**
Contractual Services	188,836	199,793	129,690	174,248	169,462
Materials & Supplies	253,935	119,628	70,578	92,895	104,212
Other Operating	0	16,415	-3,609	0	0
Casualty & Liability	-11,953	-10,851	-14,193	-5,586	0
Miscellaneous	3,872	4,583	4,676	4,904	5,000
Other Non Operating	30,982	22,519	12,530	41,091	30,988
Non Labor Sub-Total	**$465,672**	**$352,087**	**$199,672**	**$307,552**	**$309,662**
Office Total	**$32,484,029**	**$33,774,616**	**$34,985,014**	**$38,386,854**	**$36,893,174**
$ Change from Prior Year		**$1,290,587**	**$1,210,398**	**$3,401,840**	**($1,493,680)**
% Change from Prior Year		**3.97%**	**3.58%**	**9.72%**	**-3.89%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	384	369	362	362	376
Represented	1	1	1	0	0
Full-Time Total	**385**	**370**	**363**	**362**	**376**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**1**	**0**	**0**	**15**	**15**
Capital	**0**	**0**	**1**	**3**	**2**
Clayton	**0**	**0**	**0**	**0**	**0**

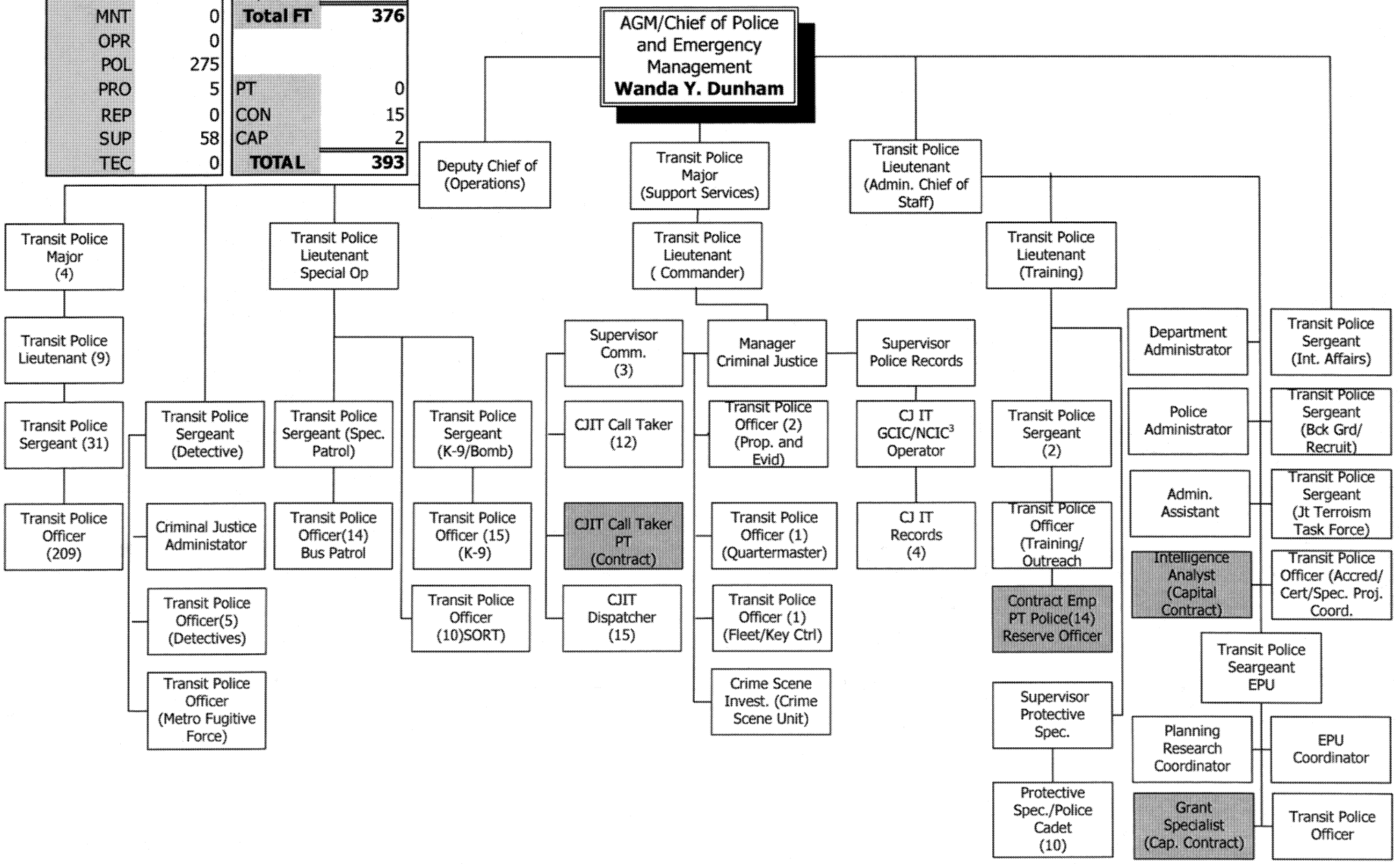
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	50	45	45	46	47
Management	13	9	9	8	8
Police	242	250	249	264	275
Professional	18	3	2	4	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	1	1	1	0	0
Supervisory	62	62	58	58	58
Total	**386**	**370**	**364**	**380**	**393**

OFFICE OF AGM POLICE SERVICES

ADM	47
MGR	8
MNT	0
OPR	0
POL	275
PRO	5
REP	0
SUP	58
TEC	0

Non-Rep	376
Rep	0
Total FT	**376**
PT	0
CON	15
CAP	2
TOTAL	**393**



Contract Positions (shaded)

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Crime Scene Investigator	TBD	----	----	----	----	1
AGM Chf Police & Emerg Mgmt	C	----	----	----	----	1
AGM Police Services	C	----	----	1	1	----
Protective Spec Police Cadet	09 - 9	----	----	9	10	10
Transit Police Officer	8P	----	----	72	72	84
Deputy Chief of Operations	23	----	----	2	1	1
Transit Police Major	20	----	----	5	5	5
Mgr Criminal Justice Comm/recd	19	----	----	1	1	1
Department Administrator	17	----	----	----	1	1
Police Administrator	17	----	----	1	1	1
Emergency Prep Unit Coord	16	----	----	----	----	1
Planning Research Development Coordinator	16	----	----	1	1	1
Supv Communications	15	----	----	3	3	3
Supv Police Records	15	----	----	1	1	1
Transit Police Officer Special	13P	----	----	50	50	50
Transit Police Officer Sr	12P	----	----	127	127	127
CJIT GCIC NCIC Operator	12	----	----	1	1	1
CJIT-Police Dispatcher	12	----	----	15	15	15
Criminal Justice Administra	12	----	----	1	1	1
Supv Protective Specialists	12	----	----	1	1	1
Transit Police Lieutenant	11P	----	----	13	13	13
Transit Police Sergeant	10P	----	----	40	40	40
Administrative Assistant	10	----	----	----	1	1

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
CJIT-Call Taker	10	----	----	12	12	12
Criminal Justice Info Tech Rec	10	----	----	4	4	4
Historical Managerial	0000C - C	13	9	----	----	----
Historical Administrative	00010 - 17	50	45	2	----	----
Historical Professional	08P - 16	17	3	----	----	----
Historical Supervisory	0010P - 15	62	62	----	----	----
Historical Police	0008P - 13P	242	250	----	----	----
Non-Rep Subtotal		**384**	**369**	**362**	**362**	**376**
Represented						
Historical Represented (Non-Specified)	UR	1	1	1	----	----
Represented Subtotal		**1**	**1**	**1**	**----**	**----**
Total Full-Time		**385**	**370**	**363**	**362**	**376**
Operating Contract						
Contract EMP PT Police Officer	NR125	----	----	----	15	14
Contract Emp Pt	10	----	----	----	----	1
Historical Professional	---	1	----	----	----	----
Total Operating Contract		**1**	**----**	**----**	**15**	**15**

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Contract Professional	NR125	----	----	----	3	----
Capital Contract Professional	----	----	----	----	----	2
Historical Professional	--	----	----	1	----	----
Total Capital		**----**	**----**	**1**	**3**	**2**

TOC

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

This Department includes the following Offices:

Department of Safety & Quality Assurance

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

TOC

FY2012 GOALS AND OBJECTIVES

- Develop and implement an Authority-wide Hazard Management Program
- Establish a standing Fire/Life Safety Committee
- Facilitate all External Audits conducted by the FTA and APTA
- Facilitate five (5) Internal Safety audits
- Develop and implement a Master Construction Safety and a Fire/Life Safety Management Program Plan
- Formalize the internal review process of the Safety Hazard Notification and Escalation Process (Safety 1st Report)
- Develop, implement, and manage a comprehensive DSQA corrective action database, which performs trend analysis and data reporting
- Implement an ISO 14001 Environmental Management Systems (EMS) program for the Armour Yard RCM facility
- Formalize a comprehensive Environmental Inspection Program Plan, which integrates the principles of hazard management in all environmental compliance programs
- Develop compliance inspection handbooks for the industrial safety and environmental safety
- Update MARTA's Emergency Response Spill Plans to include enhanced spill and emergency response training, through table top exercises
- Formalize the Respiratory Fit-Test and Training program, which will include SOPS for respiratory fit-testing and training
- Develop process plans for all safety disciplines to include Industrial Health and Safety, System Certification and System Safety Officer
- Partner with Operations to identify strategies to reduce accident/incident rates through hazard management, training and safety awareness programs
- Develop a program for analyzing and categorizing accidents/incidents and grading as preventable/non-preventable
- Upgrade Configuration Management software
- Enhance Bus/Rail receiving inspection of life/safety and critical components
- Provide test document in support of system safety certification
- Develop and update QA/CM & test procedures
- Revise and update QA & test program plans
- Develop a CM program plan
- Conduct 12 internal audits
- Facilitation/Implementation of 5S program at Browns Mill
- Provide Stringent QA oversight over the Train Control SCADA Upgrade (TCSU) project

FY2012 Key Performance Indicators for the Department of Safety & Quality Assurance

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Infrastructure NTD Reportable Injury Rate	The number of NTD reportable injuries on MARTA system per 100,000 rail unlinked boardings	</= 0.26	0.22	</= 0.26
Regulatory Compliance Rate	A score of compliance as it relates to internal and external inspections, audits, and testing	>/= 3.00	4.00	>/= 3.00
Employee Lost Time Accidents per 100 Employees	Employee accident rate for accidents resulting in a loss of 7 or more calendar days per 100 employees	</= 5.50	6.66	</= 5.50
Employee Injuries per 100 Employees	Number of employee accidents per 100 employees	</= 15.50	19.09	</= 15.50
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	89.67%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-14.94%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-14.44%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-47.85%	</= 0%

FY2011 ACCOMPLISHMENTS

Office of Safety:

- Developed and implemented the Safety 1st program.
- Hosted the Authority-wide safety training with the Transportation Safety Institute (TSI), the National Safety Council (NSC) and the National Transit Institute (NTI).
- Received 3322 reported incidents: 79 (major) and 3243 (minor); investigated 15 Rail, 10 Bus/Mobility, 7 Industrial, and 12 Fire/Life Safety incidents.
- Participated in the revision of the Bus Transportation Standard Operating Procedures.
- Partnered with IT in the development of the safety database and the Safety On-Call Report.
- Tracked KPIs for employee accidents (EAs), employee lost time Accidents (ELTAs), and began tracking workers' compensation (WC) claim repeaters.
- Conducted environmental and asbestos training as required per the Asbestos O&M program.
- Facilitated 11 internal safety audits.
- Facilitated external safety audits (GDOT and APTA)
- Implemented the deployment of System Safety Officers to support bus and rail operations.
- Reviewed and revised internal Safety Policies, including the Authority-wide Distraction Avoidance Policy.
- Performed safety and quality assurance functions on the CQ310/311 Railcar Rehabilitation Project.
- Provided safety support for the train control and SCADA upgrade contract (RFP P15120).
- Provided safety support on 53 Authority-wide contracts.
- Developed and facilitated the Fire Life Committee.
- Conducted safety marshal, pollution prevention, hazardous waste awareness, and respirator fit trainings.
- Conducted emergency evacuation training at all MARTA facilities and facilitated semiannual evacuation drills at each of the 12 major MARTA facilities.
- Safety staff participated in the First Aid Responder Training provided by the American Red Cross.
- Developed and facilitated Groundwater Remediation Programs at Laredo (DPE System installation completed); Brady (DPE System design completed and contract awarded. Developed design for Hamilton Groundwater Remediation Program (DPE System).

Office of Quality Assurance & Configuration Management:

Quality Assurance - Audit

- Implemented 5S at the Rail Service Control Center Equipment Room at Avondale. A Five S program focuses on having visual order, organization, cleanliness, and standardization. The results from a Five S program are: improved safety, efficiency, and service.
- Performed and completed 12 operational audits.
- Completed numerous life safety/safety critical components inspections for bus and rail.
- Performed software installation verification testing on CQ312 rail cars.

Quality Assurance - Contract Management

- Developed Quality Procedures.
- Monitored and conducted oversight of an average of 25 contracts in various stages of design and execution monthly.
- Witnessed and conducted oversight of an average of 22 tests monthly.
- Hosted the NTI course entitled "Quality Assurance and Quality Control in Transit".
- Formed partnerships that led to effective problem solving.

Configuration Management

- APTA audit item corrective action plan completed as it pertains to the Book of Plans documents in the Automatic Control rooms (ATC).
- Branch assumed joint responsibilities along with MARTA Engineering in completing the Book of Plans Project.
- Procured necessary equipment to effectively serve the Authority.
- Filled staff vacancies.

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,563,154	2,290,843	2,219,529	2,521,153	3,212,875
Overtime	8,495	7,019	9,652	12,218	0
Benefits	1,046,930	1,024,874	991,680	1,372,339	1,797,981
Labor Sub-Total	**$3,618,579**	**$3,322,736**	**$3,220,861**	**$3,905,710**	**$5,010,856**
Contractual Services	63,099	28,106	17,219	-939	67,496
Materials & Supplies	7,703	2,782	5,664	9,331	7,050
Other Operating	0	0	0	0	0
Casualty & Liability	-1,762	0	0	0	0
Miscellaneous	3	0	0	0	0
Other Non Operating	32,370	23,029	16,394	27,628	113,637
Non Labor Sub-Total	**$101,413**	**$53,917**	**$39,277**	**$36,020**	**$188,183**
Department Total	**$3,719,992**	**$3,376,653**	**$3,260,138**	**$3,941,730**	**$5,199,039**
$ Change from Prior Year		**($343,339)**	**($116,515)**	**$681,592**	**$1,257,309**
% Change from Prior Year		**-9.23%**	**-3.45%**	**20.91%**	**31.90%**

Authorized Positions by Status

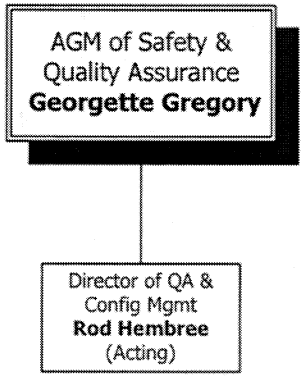
	FY08	FY09	FY10	FY11	FY12
Non-Represented	37	35	43	39	44
Represented	0	0	0	0	0
Full-Time Total	**37**	**35**	**43**	**39**	**44**
Part - Time	**1**	**1**	**0**	**1**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**7**	**7**	**3**	**4**	**4**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	3	3	4
Management	7	9	10	9	9
Police	0	0	0	0	0
Professional	37	33	10	9	9
Technical	0	0	22	22	25
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	1	1	1
Total	**45**	**43**	**46**	**44**	**48**

ADM	4
MGR	9
MNT	0
OPR	0
POL	0
PRO	9
REP	0
SUP	1
TEC	25

Non-Rep	44
Rep	0
Total FT	**44**
PT	0
CON	0
CAP	4
TOTAL	**48**



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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,258,227	1,059,148	1,250,338	1,413,867	1,688,079
Overtime	7,733	7,019	9,652	9,381	0
Benefits	440,085	418,210	506,312	656,143	946,094
Labor Sub-Total	**$1,706,045**	**$1,484,377**	**$1,766,302**	**$2,079,391**	**$2,634,173**
Contractual Services	62,632	28,106	15,254	-1,519	50,000
Materials & Supplies	5,983	1,769	5,410	7,511	5,700
Other Operating	0	0	0	0	0
Casualty & Liability	-1,762	0	0	0	0
Miscellaneous	3	0	0	0	0
Other Non Operating	25,199	16,228	12,000	21,001	105,157
Non Labor Sub-Total	**$92,055**	**$46,103**	**$32,664**	**$26,993**	**$160,857**
Office Total	**$1,798,100**	**$1,530,480**	**$1,798,966**	**$2,106,384**	**$2,795,030**
$ Change from Prior Year		**($267,620)**	**$268,486**	**$307,418**	**$688,646**
% Change from Prior Year		**-14.88%**	**17.54%**	**17.09%**	**32.69%**

Authorized Positions by Status

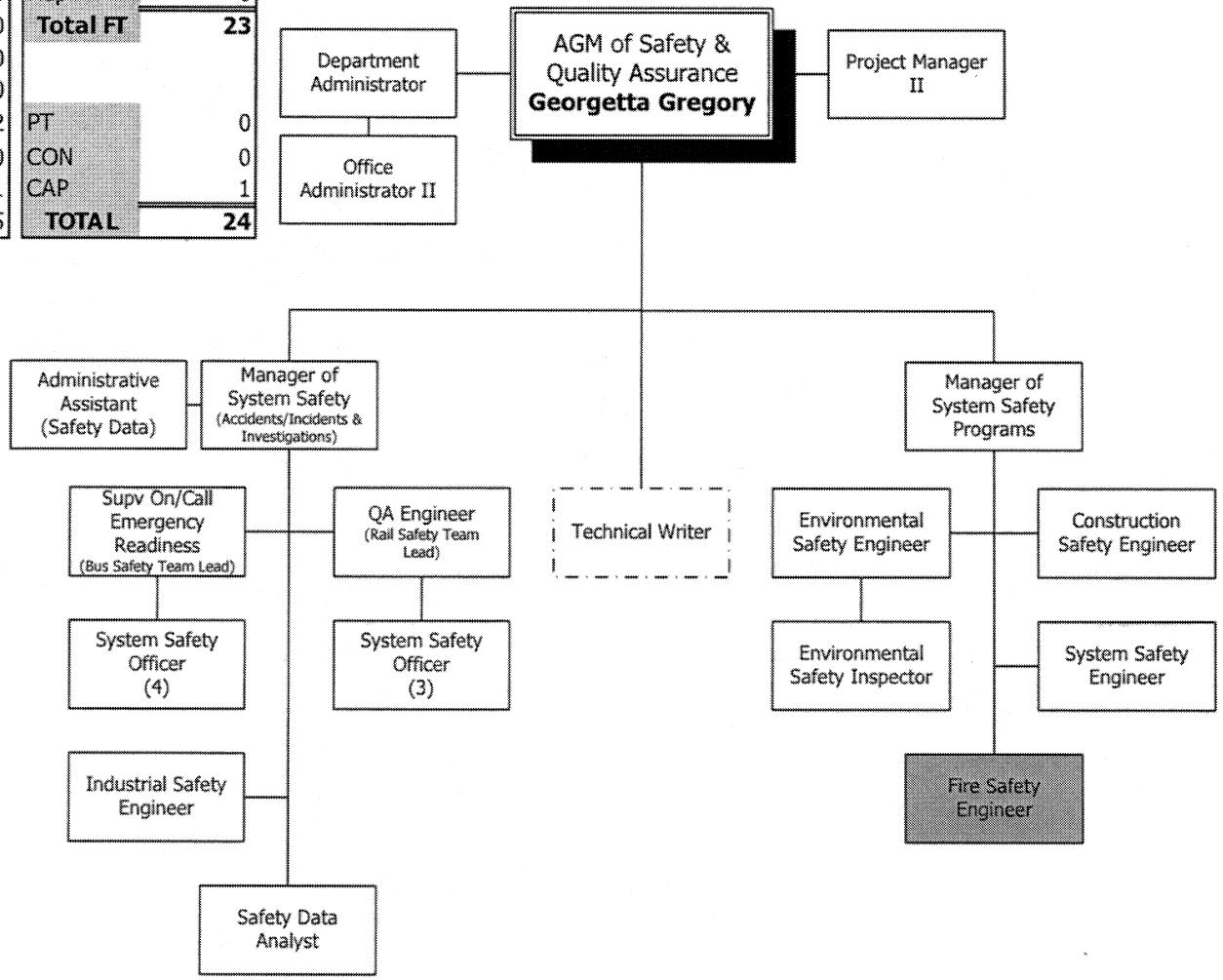
	FY08	FY09	FY10	FY11	FY12
Non-Represented	30	12	21	19	23
Represented	0	0	0	0	0
Full-Time Total	**30**	**12**	**21**	**19**	**23**
Part - Time	**1**	**1**	**0**	**1**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**7**	**5**	**1**	**1**	**1**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	2	2	3
Management	5	3	4	3	3
Police	0	0	0	0	0
Professional	10	6	2	2	2
Technical	21	7	13	13	15
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	**38**	**18**	**22**	**21**	**24**

ADM	3
MGR	3
MNT	0
OPR	0
POL	0
PRO	2
REP	0
SUP	1
TEC	15

Non-Rep	23
Rep	0
Total FT	**23**
PT	0
CON	0
CAP	1
TOTAL	**24**



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

Personnel Comparison Report

OFFICE OF SAFETY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM Safety & QA	C	----	----	----	1	1
Project Manager II	22	----	----	----	----	1
Mgr Sys Safety Acct/Inc Invest	21	----	----	1	1	1
Mgr System Safety Programs	21	----	----	1	1	1
System Safety Engineer	20	----	----	----	1	1
Construction Safety Engineer	19	----	----	----	1	1
Environmental Safety Engineer	19	----	----	----	1	1
Industrial Safety Engineer	19	----	1	1	1	1
QA Engineer	19	----	----	----	1	1
Safety Data Analyst	16 - 19	----	----	1	1	1
Supv On-Call Emerg Readiness	19	----	----	1	1	1
System Safety Auditor	19	----	----	1	1	----
System Safety Officer	18	----	----	5	5	7
Technical Writer	18	----	----	----	----	1
Department Administrator	17	----	----	----	1	1
Environmental Safety Inspector	17	----	----	----	1	1
Office Administrator II	16	----	----	----	1	1
Administrative Assistant	10	----	----	----	----	1
Historical Managerial	21 - C	5	3	2	----	----
Historical Technical	16 - 20	21	6	5	----	----
Historical Professional	15 - 19	2	----	1	----	----
Historical Supervisory	19	1	1	----	----	----
Historical Administrative	14 - 17	1	1	2	----	----

Personnel Comparison Report

OFFICE OF SAFETY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Rep Subtotal		30	12	21	19	23
Total Full-Time		**30**	**12**	**21**	**19**	**23**
Part-Time						
Technical Writer PT	NR125	----	----	----	1	----
Historical Professional	10	1	1	----	----	----
Total Part-Time		**1**	**1**	**----**	**1**	**----**
Capital Contract						
Fire Safety Engineer	---- - CAP	----	----	----	1	1
Historical Professional	----	7	5	----	----	----
Historical Technical	----	----	----	1	----	----
Total Capital		**7**	**5**	**1**	**1**	**1**

FUNCTIONS & RESPONSIBILITIES

The Configuration Management Branch is responsible for the control, distribution and storage of all documentations for the Department of Operations. By assisting Facilities, Maintenance, and Operations departments, Configuration Management would create and update documents for infrastructure, rolling stock and systems components. This will be accomplished through consultant staff and funded by the capital program. All updated configured final documents are to be filed electronically on existing "Curator" computer system which is managed by the Configuration Management Branch.

The Quality Assurance and Test Branch will directly support the operations and project goals by developing, implementing, maintaining and monitoring 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, industrial and government requirements.

Quality Assurance reviews/audits Operations and Infrastructure Maintenance groups' Standard Operating Procedures, processes and practices. One-third (5 of 14) of the QA staff will support quality assurance for Operations and their preventive maintenance programs.

OFFICE OF QA & CONFIGURATION MGMT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,304,927	1,231,695	969,191	1,107,286	1,524,795
Overtime	762	0	0	2,837	0
Benefits	606,845	606,664	485,368	716,196	851,887
Labor Sub-Total	**$1,912,534**	**$1,838,359**	**$1,454,559**	**$1,826,319**	**$2,376,682**
Contractual Services	467	0	1,965	580	17,496
Materials & Supplies	1,720	1,013	254	1,820	1,350
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	7,171	6,801	4,394	6,627	8,480
Non Labor Sub-Total	**$9,358**	**$7,814**	**$6,613**	**$9,027**	**$27,326**
Office Total	**$1,921,892**	**$1,846,173**	**$1,461,172**	**$1,835,346**	**$2,404,008**
$ Change from Prior Year		**($75,719)**	**($385,001)**	**$374,174**	**$568,662**
% Change from Prior Year		**-3.94%**	**-20.85%**	**25.61%**	**30.98%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	13	22	20	21
Represented	0	0	0	0	0
Full-Time Total	**0**	**13**	**22**	**20**	**21**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**2**	**2**	**3**	**3**
Clayton	**0**	**0**	**0**	**0**	**0**

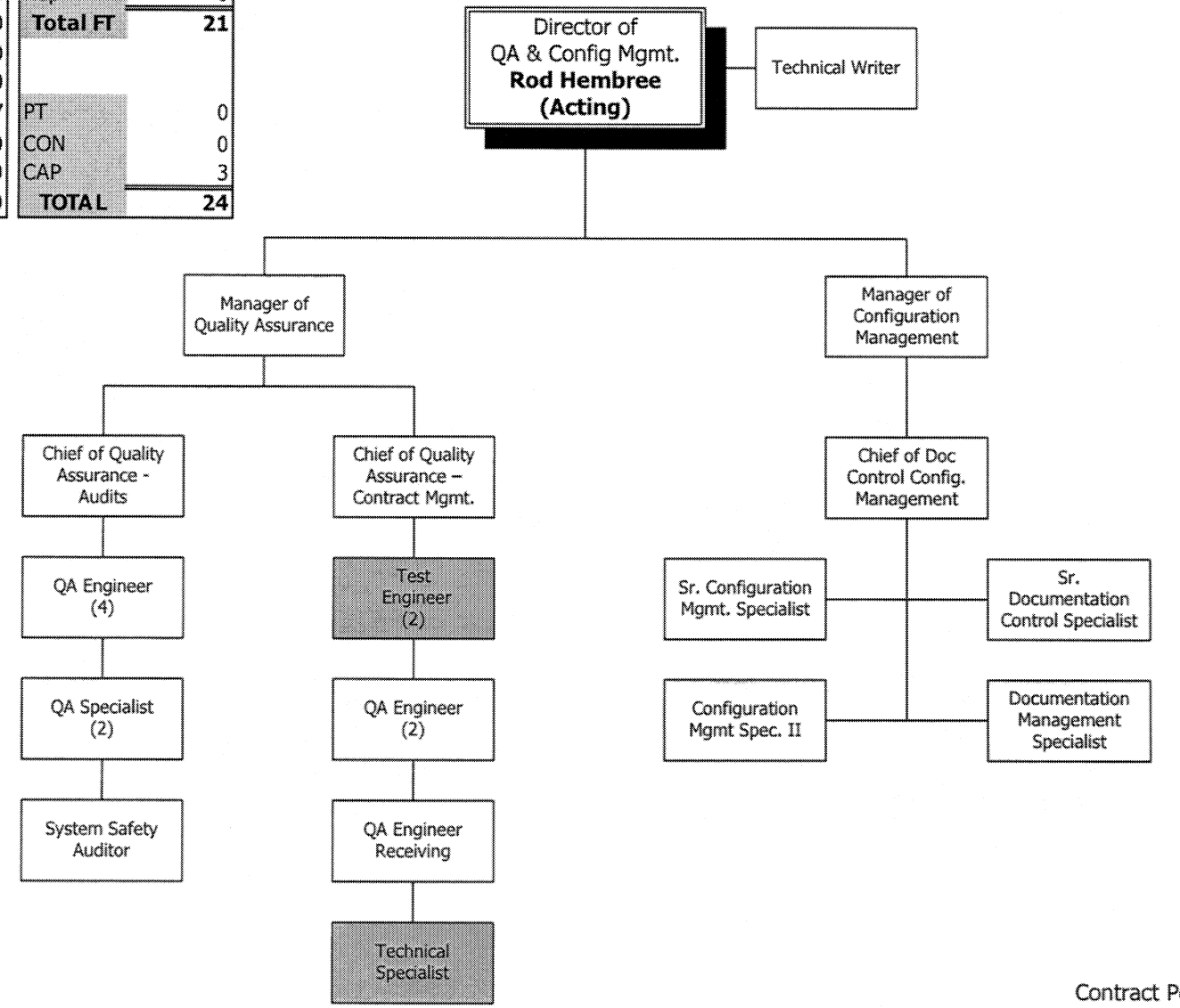
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	1	1	1
Management	0	3	6	6	6
Police	0	0	0	0	0
Professional	0	2	8	7	7
Technical	0	10	9	9	10
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**15**	**24**	**23**	**24**

OFFICE OF QA & CONFIGURATION MGMT

ADM	1
MGR	6
MNT	0
OPR	0
POL	0
PRO	7
REP	0
SUP	0
TEC	10

Non-Rep	21
Rep	0
Total FT	**21**
PT	0
CON	0
CAP	3
TOTAL	**24**



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of QA & Configuration Mgmt	23	----	----	----	1	1
Manager of Quality Assurance	22	----	----	1	1	1
Manager of Config Mgt Sp Plng Land Ar	21	----	----	1	1	----
Mgr Configuration Mgmt	21	----	----	----	----	1
Chief of Quality Assurance - Audits	20	----	----	1	1	1
Chief of Quality Assurance - Contract Management	20	----	----	1	1	1
QA Engineer	19	----	----	----	6	6
QA Engineer Receiving	19	----	----	----	1	1
System Safety Auditor	19	----	----	----	----	1
Chf Doc Control Config Mgmt	18	----	----	1	1	1
Technical Writer	15 - 18	----	----	----	1	1
QA Specialist	16	----	----	----	2	2
Sr Config Mgmt Specialist	16	----	----	----	1	1
Sr Documentation Control Spec	15	----	----	----	1	1
Config Mgmt Specialist II	14	----	----	----	1	1
Document Management Specialist	12	----	----	1	1	1
Historical Managerial	21 - 23	----	3	1	----	----
Historical Professional	12 - 19	----	----	5	----	----
Historical Technical	16 - 19	----	10	9	----	----
Historical Administrative	15	----	----	1	----	----
Non-Rep Subtotal		**----**	**13**	**22**	**20**	**21**

Personnel Comparison Report

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Total Full-Time		**----**	**13**	**22**	**20**	**21**
Capital Contract						
Technical Specialist	---- - CAP	----	----	----	1	1
Test Engineer	---- - CAP	----	----	----	2	2
Historical Professional	----	----	2	2	----	----
Total Capital		**----**	**2**	**2**	**3**	**3**

TOC

DIVISION OF BUSINESS SUPPORT SERVICES

This Division includes the following Departments:

- **Department of Business Support Services**
- **Department of Finance**
- **Department of Contracts & Procurement**
- **Department of Human Resources**
- **Department of Technology**
- **Department of Planning**
- **Department of Communications & External Affairs**

TOC

DIVISION OF BUSINESS SUPPORT SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	34,496,554	35,710,618	35,971,042	34,092,198	40,631,734
Overtime	977,586	873,636	751,400	670,769	766,237
Benefits	15,378,525	16,017,337	16,923,992	18,013,078	22,099,336
Labor Sub-Total	**$50,852,665**	**$52,601,591**	**$53,646,434**	**$52,776,045**	**$63,497,306**
Contractual Services	5,862,555	4,562,395	7,070,909	11,544,627	14,089,658
Materials & Supplies	1,597,405	1,174,997	962,783	760,396	1,122,796
Other Operating	1,938,191	1,632,108	1,620,809	1,778,762	1,741,419
Casualty & Liability	-585	0	0	0	0
Miscellaneous	520,807	460,765	413,838	570,836	582,842
Other Non Operating	1,471,748	1,043,504	744,527	804,467	3,458,581
Non Labor Sub-Total	**$11,390,121**	**$8,873,769**	**$10,812,866**	**$15,459,088**	**$20,995,297**
Division Total	**$62,242,786**	**$61,475,360**	**$64,459,300**	**$68,235,133**	**$84,492,603**
$ Change from Prior Year		**($767,426)**	**$2,983,940**	**$3,775,833**	**$16,257,470**
% Change from Prior Year		**-1.23%**	**4.85%**	**5.86%**	**23.83%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	489	497	564	504	515
Represented	143	132	143	127	143
Full-Time Total	**632**	**629**	**707**	**631**	**658**
Part - Time	**101**	**96**	**95**	**79**	**79**
Contract	**26**	**41**	**24**	**10**	**9**
Capital	**85**	**101**	**97**	**54**	**60**
Clayton	**0**	**5**	**0**	**0**	**0**

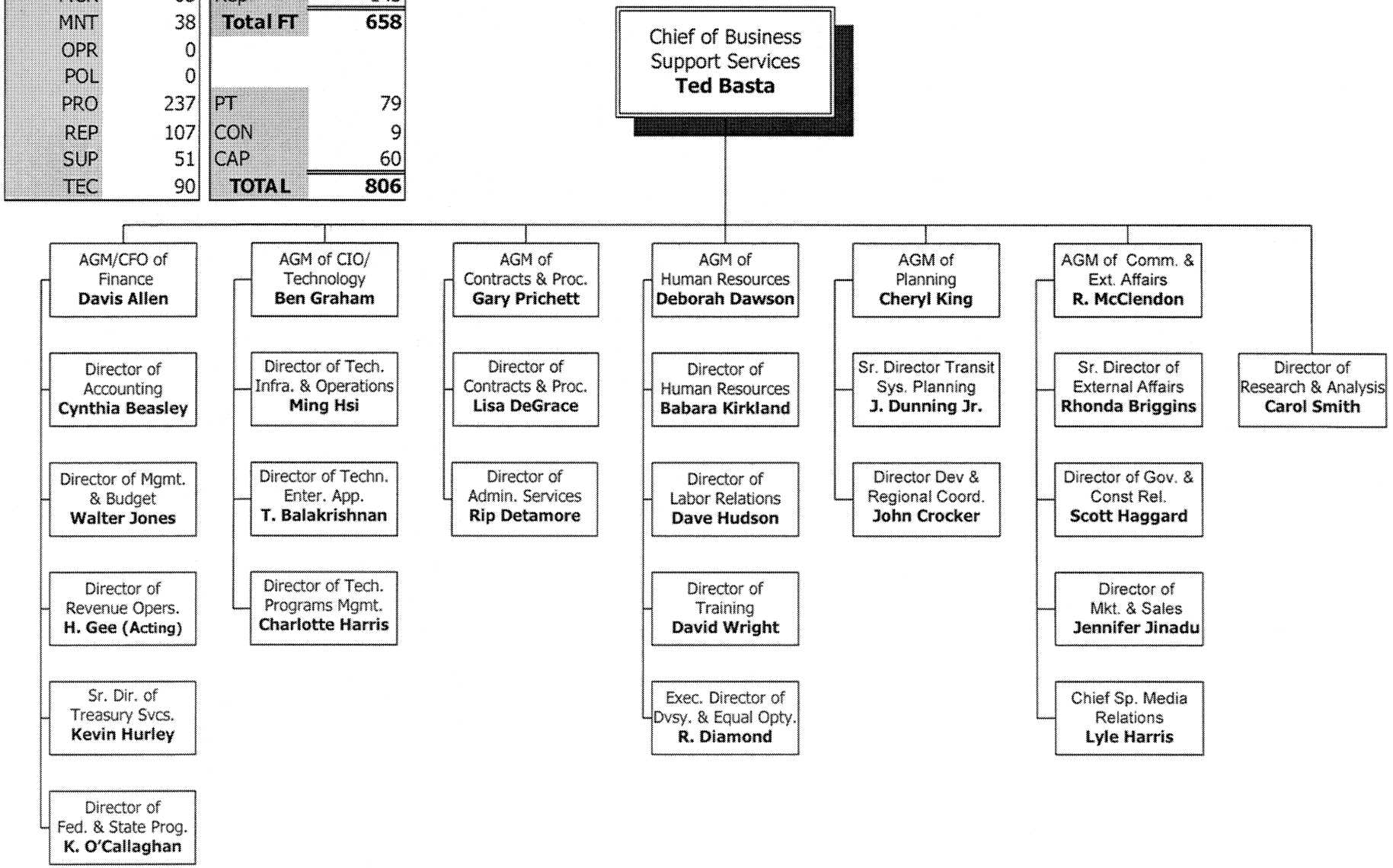
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	276	262	256	205	200
Management	72	86	88	81	83
Police	0	0	0	0	0
Professional	248	265	244	208	237
Technical	48	55	115	98	90
Maintenance	15	14	25	24	38
Operator	0	0	0	0	0
Represented	139	129	130	105	107
Supervisory	45	61	65	53	51
Total	**843**	**872**	**923**	**774**	**806**

DIVISION OF BUSINESS SUPPORT SERVICES

ADM	200
MGR	83
MNT	38
OPR	0
POL	0
PRO	237
REP	107
SUP	51
TEC	90

Non-Rep	515
Rep	143
Total FT	**658**
PT	79
CON	9
CAP	60
TOTAL	**806**



DEPARTMENT OF BUSINESS SUPPORT SERVICES

This Department includes the following Offices:

Department of Business Support Services

- Office of Business Support Services
- Office of Research & Analysis

FY2012 GOALS AND OBJECTIVES

The Department of Business Support Services provides core business services to the Authority and consists of the Office of Business Support Services and the Office of Research and Analysis. The department goals and objectives for fiscal year 2012 include the following: design, develop and deliver state of the art reports in partnership with internal customers to address MARTA's service quality, through an improved internal and external data collection method for the Quality of Service Study; finalize a methodology on which to base calculations of Bus ridership statistics, and on obtaining Federal Transit Administration permission to use these statistics for National Transit Database reporting; implement Handheld Technology that will integrate manual and automated systems with relational databases and advanced reporting tools for bus and rail ridership data, and will create a seamless technological transition from questionnaire design to report delivery.

FY2012 Key Performance Indicators for the Department of Business Support Services

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	95.03%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	100.00%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-23.63%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-25.66%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	339.63%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-8.41%	</= 0%

FY2011 ACCOMPLISHMENTS

- National Transit Database Reporting: Successfully completed external audit of processes and entry of all required Service Consumed (ridership) and Service Supplied (miles and hours) data, ahead of schedule, as well as addressed all resulting "issues" for FY 2009 annual reporting. This ensured continuing FTA funding for MARTA in upcoming years. Created monthly "Ridership Update" presentations and Report Summaries for Board consumption, and distributed monthly ridership and service level statistics for use in Balanced Scorecard reporting.

- Automatic Vehicle Location / Automatic Passenger Counter System: Partnered with statistician to develop a ridership methodology for calculating Bus ridership statistics based on AVL/APC data (replacing current Passenger-Revenue Model procedures), to be submitted to FTA for approval for use in FY 2011 National Transit Database reporting. Partnered with consultants and MARTA stakeholders to institute an AVL/APC System Health Monitoring & Route Management Team that will routinely examine system Key Performance Indicators (KPI) with the purpose of maximizing system sustainability.

- Breeze Automatic Fare Collection System: Continued tracking of daily Rail station and system entries in support of system health and sustainability. Produced summaries of hourly station entries by day type in support of decision-making process on Rail service reductions. Produced quarterly Station Entry Trends reports comparing average weekday entries by station with previous year data.

- FY2012 Budget Development: Computed and distributed FY 2011 Detailed Projections of Passengers & Revenue and Service Levels. Ran Fare Elasticity Model for 70 proposed fare structure scenarios, in support of FY 2012+ Budget process. Set up and ran two Patronage Forecasting multiple regression databases, and ran Patronage Forecasting Model for 118 combinations of average fares, service levels, and other input variables, in support of FY 2012+ Budget process.

- Handheld Device Software: Procurement of Handheld software technology is completed. Handheld software is being enhanced with field tested input. Relational database with other automated systems such as Trapeze ITS and Breeze is being developed and tested for ridership reporting.

- Validation-APC System: Trapeze ITS system validation of data is regularly performed throughout the fiscal year to ensure accuracy of the reported data.

- Monthly Tracking – Station Entries: Average station entries tracking are complete and reported thru June for fiscal and calendar year 2009 weekday, Saturday and Sunday. Additionally, graphics by station are provided thru June 2010, including a Station Demographics Report

- AVA Bus Announcement Validation: Created, associated, and validated all 2230+ designated ADA bus announcements in compliance with ADA and FTA guidelines, as well as, developed standard operating procedures for maintaining and sustaining the AVA of the bus announcements.

- Quality of Service Survey: Completed the fifteenth annual Quality of Service Survey. The survey provides a tracking instrument to examine change in customer perception with MARTA service as well as customer demographics. Data was collected among General, Reduced-Fare, and Mobility riders between July 2010 and June 2011.

- Passenger Environment Survey (PES): The PES inspects all MARTA transit environments: rail cars, rail stations, fixed-route buses, and Mobility vans. The PES measures 142 service indicators in four categories: Cleanliness and Appearance, Customer Information, Functioning Equipment, and Operations. Transit vehicles and stations are inspected before service (from 2:00AM to 4:30AM) and in service (from 6:00AM to 9:00PM).

- PRIZM: Customer segmentation profiling information included in PRIZM encompasses a variety of categories about consumer markets, including travel, eating out, shopping, auto purchases and much more.! Demographic characteristics such as education, income, housing and race/ethnicity are also available.

DEPARTMENT OF BUSINESS SUPPORT SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,324,021	1,941,844	1,834,796	1,780,420	1,999,544
Overtime	113,537	96,778	56,303	67,145	79,907
Benefits	586,131	726,129	747,784	798,725	1,118,948
Labor Sub-Total	**$2,023,689**	**$2,764,751**	**$2,638,883**	**$2,646,290**	**$3,198,399**
Contractual Services	0	358	34,906	38,796	0
Materials & Supplies	3,800	4,042	1,567	1,291	3,464
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	29,416	33,120	21,768	47,400	2,015,523
Non Labor Sub-Total	**$33,216**	**$37,520**	**$58,241**	**$87,487**	**$2,018,987**
Department Total	**$2,056,905**	**$2,802,271**	**$2,697,124**	**$2,733,777**	**$5,217,386**
$ Change from Prior Year		**$745,366**	**($105,147)**	**$36,653**	**$2,483,609**
% Change from Prior Year		**36.24%**	**-3.75%**	**1.36%**	**90.85%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	18	24	27	22	22
Represented	8	8	8	8	10
Full-Time Total	**26**	**32**	**35**	**30**	**32**
Part - Time	**0**	**0**	**3**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**45**	**44**	**45**	**31**	**37**
Clayton	**0**	**3**	**0**	**0**	**0**

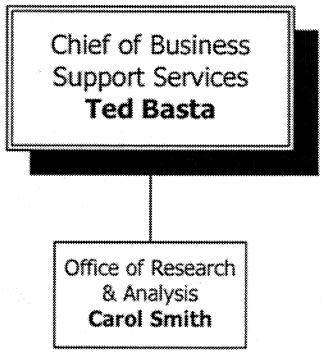
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	3	50	30	19	19
Management	3	8	7	6	5
Police	0	0	0	0	0
Professional	11	12	14	12	20
Technical	0	0	0	1	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	8	8	11	8	10
Supervisory	1	1	21	15	15
Total	**72**	**79**	**83**	**61**	**69**

DEPARTMENT OF BUSINESS SUPPORT SERVICES

ADM	19
MGR	5
MNT	0
OPR	0
POL	0
PRO	20
REP	10
SUP	15
TEC	0

Non-Rep	22
Rep	10
Total FT	**32**
PT	0
CON	0
CAP	37
TOTAL	**69**



FUNCTIONS & RESPONSIBILITIES

The Office of the Chief of Business Support Services is responsible for the oversight and direction of the Division of Business Support Services which provides general business management and administrative support to the authority in the following areas:

- **Department of Finance** which provides fiscal management of the authority's financial resources. Oversight of this department includes accounting, development and execution of the annual budget, revenue operations, treasury services, and grant programs.

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

- **Department of Contracts & Procurement** serves as the central procurement arm of the Authority and manages the Authority's inventory of parts and consumables, provides contract administration, and related contract records management functions.

- **Department of Human Resources** which serves the authority by seeking 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 Department of Human Resources includes the offices of Human Resources and Organizational Development, Labor Relations, Training, and DEO.

- **Department of Planning** oversees programs that develop service planning and scheduling, environmental analysis, real estate management, and regional service coordination.

- **Department of Communications & External Affairs** serves as the public face of MARTA and coordinates all internal and external communications, community and jurisdictional relations, marketing, media relations, and customer services.

- **Office of Research & Analysis** which is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring, which is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. Research & Analysis also collects and analyzes passenger and revenue data to assess system service levels and performance.

OFFICE OF BUSINESS SUPPORT SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	0	561,050	469,581	411,893	582,563
Overtime	0	9,137	1,538	914	0
Benefits	0	171,566	159,165	130,734	323,179
Labor Sub-Total	**$0**	**$741,753**	**$630,284**	**$543,541**	**$905,742**
Contractual Services	0	358	7,042	38,796	0
Materials & Supplies	0	90	0	0	120
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	7,875	355	30,306	2,002,843
Non Labor Sub-Total	**$0**	**$8,323**	**$7,397**	**$69,102**	**$2,002,963**
Office Total	**$0**	**$750,076**	**$637,681**	**$612,643**	**$2,908,705**
$ Change from Prior Year		**$750,076**	**($112,395)**	**($25,038)**	**$2,296,062**
% Change from Prior Year		**---**	**-14.98%**	**-3.93%**	**374.78%**

Authorized Positions by Status

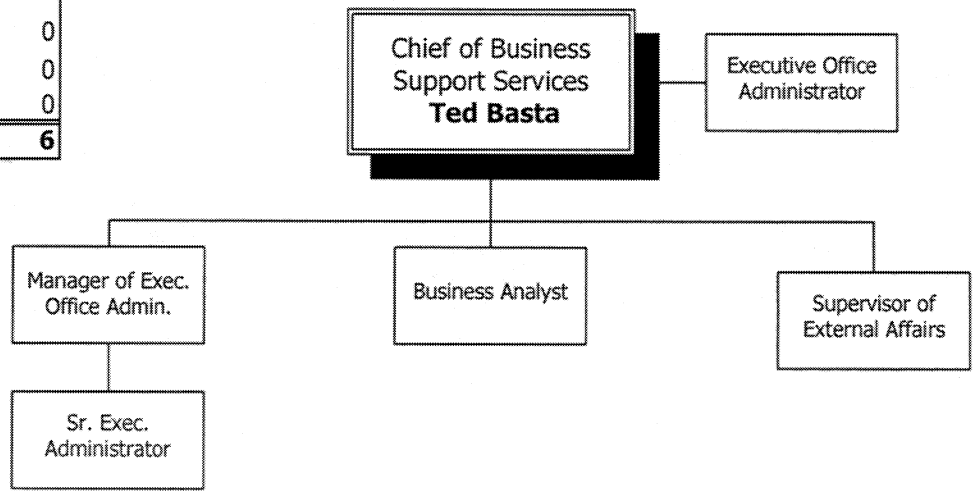
	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	6	7	7	6
Represented	0	0	0	0	0
Full-Time Total	**0**	**6**	**7**	**7**	**6**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	1	2	1	1
Management	0	3	3	3	2
Police	0	0	0	0	0
Professional	0	2	1	1	2
Technical	0	0	0	1	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	1	1	1
Total	**0**	**6**	**7**	**7**	**6**

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

Non-Rep	6
Rep	0
Total FT	**6**
PT	0
CON	0
CAP	0
TOTAL	**6**



Personnel Comparison Report

OFFICE OF BUSINESS SUPPORT SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Business Analyst	TBD	----	----	----	----	1
Chief of Business Support Services	A	----	1	1	1	1
Manager of Executive Office Administration	21	----	----	1	1	1
Mgr Internal Communications	19	----	----	----	1	----
Senior Executive Administrator	19	----	----	----	1	1
Supv External Affairs	19	----	----	1	1	1
Executive Office Administrator	18	----	----	1	1	1
Business Analyst	17	----	----	----	1	----
Historical Managerial	21 - 23	----	2	1	----	----
Historical Administrative	17 - 19	----	1	1	----	----
Historical Professional	19	----	2	1	----	----
Non-Rep Subtotal		**----**	**6**	**7**	**7**	**6**
Total Full-Time		**----**	**6**	**7**	**7**	**6**

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.

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 studios provide continuous assessment of internal performance and external environmental factors, including customer feedback and service delivery levels. The unit also conducts a number of ad hoc studies to assess the impact of dynamic agents such as car ownership, high gas prices, and sensitivity to environmental concerns. Transit Research assists other MARTA departments in discerning 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. This includes the production of statistics on the quantity of service that MARTA provides to its customers based on miles and hours. The quantity of service MARTA's customers consume, measured by passenger trips and revenue, is also produced by Transit Analysis. 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 (AVL)/Automatic Passenger Counter (APC) system and by the Breeze Automatic Fare Collection (AFC) system, for the purpose of system health monitoring and sustainability. The unit also performs standard and ad hoc analyses of these systems 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, system parking, reciprocal, and special events data. Clayton County bus ridership, National Transit Database (NTD) and service level data were collected, analyzed, and reported thru March 31, 2010. Service Monitoring utilizes output from Intelligent Transportation System technology. In addition to using automated systems such as UTA-APC, Trapeze ITS (AVL-APC), and Breeze (AFC) systems to evaluate and track route performance, service level ridership and On-Time Performance, Service Monitoring is in the process of implementing Handheld Technology to replace manual data collection.

The **Service Monitoring** unit also evaluates ridership and fare payment methods along with data parameters associated with the Breeze system. This unit analyzes, validates, and reports MARTA NTD-Bus Mode reports, Title VI Assessments, On-Time Performance, Special Events activity, Reciprocal ridership, Rail line-load and load factor analysis, systemwide Parking (by tag registration), and conducts validation of AVL, APC, and Breeze data. Special projects conducted by this branch include: faregate validation, validation of AVL generated reports, special events activity, and rail load factor analysis to support Rail Fleet Management Study. Service Monitoring is tasked with transitioning to the new AVL-APC system and establishing ridership methodologies integration with handheld relational database, and evaluation of new Firmware & Transit Master 20.0.16 Upgrade.

OFFICE OF RESEARCH & ANALYSIS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,324,021	1,380,794	1,365,215	1,368,527	1,416,981
Overtime	113,537	87,641	54,765	66,231	79,907
Benefits	586,131	554,563	588,619	667,991	795,769
Labor Sub-Total	**$2,023,689**	**$2,022,998**	**$2,008,599**	**$2,102,749**	**$2,292,657**
Contractual Services	0	0	27,864	0	0
Materials & Supplies	3,800	3,952	1,567	1,291	3,344
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	29,416	25,245	21,413	17,094	12,680
Non Labor Sub-Total	**$33,216**	**$29,197**	**$50,844**	**$18,385**	**$16,024**
Office Total	**$2,056,905**	**$2,052,195**	**$2,059,443**	**$2,121,134**	**$2,308,681**
$ Change from Prior Year		**($4,710)**	**$7,248**	**$61,691**	**$187,547**
% Change from Prior Year		**-0.23%**	**0.35%**	**3.00%**	**8.84%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	18	17	19	15	16
Represented	8	8	8	8	10
Full-Time Total	**26**	**25**	**27**	**23**	**26**
Part - Time	**0**	**0**	**3**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**45**	**44**	**45**	**31**	**37**
Clayton	**0**	**3**	**0**	**0**	**0**

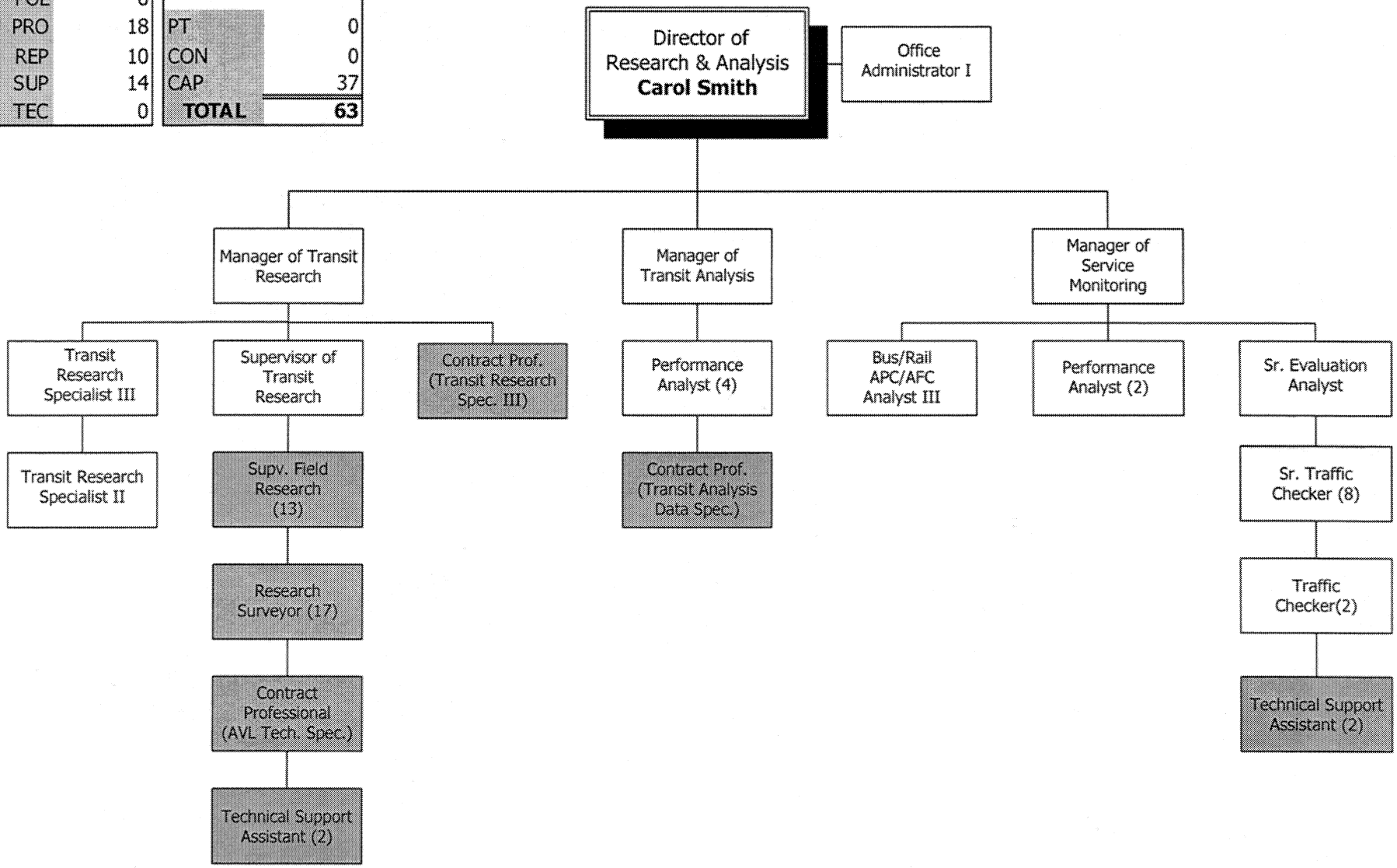
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	48	31	28	18	18
Management	2	3	3	3	3
Police	0	0	0	0	0
Professional	12	10	13	11	18
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	8	8	11	8	10
Supervisory	1	20	20	14	14
Total	**72**	**72**	**75**	**54**	**63**

OFFICE OF RESEARCH & ANALYSIS

ADM	18
MGR	3
MNT	0
OPR	0
POL	0
PRO	18
REP	10
SUP	14
TEC	0

Non-Rep	16
Rep	10
Total FT	**26**
PT	0
CON	0
CAP	37
TOTAL	**63**



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

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Transit Research Analysis	23	----	----	----	1	1
Mgr Service Monitoring	21	----	----	----	1	1
Mgr Transit Analysis	21	----	----	----	1	1
Mgr Transit Research	21	----	----	----	----	1
Performance Analyst	18	----	----	----	6	6
Sr Evaluation Analyst	18	----	----	----	1	1
Bus/Rail APC AFC Analyst III	17	----	----	----	1	1
Trans Research Specialist III	17	----	----	----	1	1
Supv Transit Research	16	----	----	----	1	1
Trans Research Specialist II	15	----	----	----	1	1
Office Administrator I	14	----	----	----	1	1
Historical Managerial	21 - 23	2	3	3	----	----
Historical Professional	12 - 21	12	10	12	----	----
Historical Supervisory	16	1	1	1	----	----
Historical Administrative	10 - 14	3	3	3	----	----
Non-Rep Subtotal		**18**	**17**	**19**	**15**	**16**
Represented						
Sr Traffic Checker	UR	----	----	----	8	8
Traffic Checker	UR	----	----	----	----	2
Historical Represented (Non-Specified)	UR	8	8	8	----	----
Represented Subtotal		**8**	**8**	**8**	**8**	**10**

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Total Full-Time		**26**	**25**	**27**	**23**	**26**
Part-Time						
Historical Represented (Non-Specified)	9	----	----	3	----	----
Total Part-Time		**----**	**----**	**3**	**----**	**----**
Capital Contract						
Technical Support Assistant	TBD	----	----	----	----	4
Contract Professional	---- - 14	----	----	----	1	2
Capital Contract Professional	----	----	----	----	----	1
Research Surveyor	----	----	----	----	17	17
Supervisor Field Research	----	----	----	----	13	13
Historical Administrative	----	45	25	25	----	----
Historical Supervisory	----	----	19	19	----	----
Historical Professional	--	----	----	1	----	----
Historical Administrative	9	----	3	----	----	----
Total Capital		**45**	**47**	**45**	**31**	**37**

DEPARTMENT OF FINANCE

This Department includes the following Offices:

Department of Finance

- Office of AGM of Finance/ CFO
- Office of Accounting
- Office of Management & Budget
- Office of Revenue Operations
- Office of Treasury Services
- Office of Federal and State Programs

FY2012 GOALS AND OBJECTIVES

- Improve stability by reducing turn-over
- Improve communication to workforce
- Increase workforce development
- Increase use of technology to streamline financial operations
- Improve morale of employees
- Improve work environment for employees
- Improve financial viability by reducing costs, increasing revenue sources and maintaining reserves
- Involve APTA in the benchmarking process and obtain peer agencies support for benchmarking purposes on a continual basis
- Develop and publish fiscal year Operating and Capital Budget Book
- Facilitate monthly Senior Staff/CEO Team organizational performance reviews
- Maintain and update Balanced Scorecard toolset
- Conducted various Performance Optimization and Efficiency studies
- Provide financial planning and support effort for expansion studies and for Regional Transit Committee activities
- Maximize the receipt of federal and state grants assistance to MARTA and continue to maintain MARTA's eligibility to receive federal and state assistance; remain in compliance with regulations of all grants
- Successfully execute preventive maintenance grant funds from FHWA, due to expiring regional appropriations
- Increase leveraging of our assets to generate revenue
- Complete yearend external Financial Audit and Publish the Comprehensive Annual Financial Report (CAFR)
- Increase responsiveness to special events
- Improve grant closeout performance
- Refine capital budget process for efficiency and incorporation of project control initiatives
- Finalize the development of the 30 year capital and operating model
- Continue the mitigation of fuel price risk fluctuations by incorporating additional hedge transactions into the fuel hedge program.
- Examine potential options to replace current commercial paper program with products that do not require a credit facility if analysis dictates replace 2000A and B credit facility
- Review potential refund of series 2003A bonds and execute refunding if viable
- Execute Remediate final two LILO transactions with a low cost solution
- Continue to outperform portfolio earnings benchmarks
- Facilitate monthly Senior Staff/CEO Team performance reviews

FY2012 Key Performance Indicators for the Department of Finance

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	97.41%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	95.69%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-13.21%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-5.50%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-68.55%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	-42.35%	</= 0%

FY2011 ACCOMPLISHMENTS

- Received Government Finance Officer Association's (GFOA); Distinguished Budget Presentation Award for the last eighteen consecutive years
- Received Comprehensive Annual Financial Reporting (CAFR) Award from 1994 – 2009; awaiting results for 2010
- Prepared and completed the annual Capital and Operating budget processes, which encompasses completed budget reorganizations, reallocations, as well as personnel requisitions throughout the organization
- Retrieved, monitored, benchmarked and analyzed National Transit Database (NTD) data
- Assisted in the development of the monthly Financial Performance Reviews delivered to the Business Management Committee of the Board of Directors (BOD)
- Designed, implemented and maintained the posting of monthly Strategic Key Performance Indicators (KPI's) updates on Itsmarta.com
- Maintained Balanced Scorecard toolset to include modifications and realignment adopted by Executive Management Team (EMT) and Board of Directors (BOD)
- Maintained Benchmarking process for comparative and best practices research of performance tracking and improvement
- Conducted Performance Optimization & Efficiency Studies to optimize resources, including:
  - Maintenance and Fuel Cost (recurring)
  - Rail Car Performance (recurring)
  - Bus OTP (Data Collection and Processing; Performance) (recurring)
  - Employee Availability
- Finalizing a team project for the Accounts Payable area of Accounting for the implementation of ePayables financial services product; projected to generate $394,356.00 in rebates and savings each year.
- Implemented other smaller banking services/products to mitigate risk/potential losses for the Authority
- Executed five fuel hedge transactions (three for diesel fuel and two for natural gas) – Mitigating price risk fluctuation on 407,000 decatherms of natural gas an 1,500,000 gallons of diesel fuel
- Replaced $200M Letter of Credit and $400M Line of credit in tight credit market
- Remediated nine LILO transactions with four different counter parties. These transactions represented nearly $92 million of the original $400 million exposure. With this remediation, approximately 97% of the exposure has been eliminated
- Began development of a 30 year capital and operating financial model to show the long range impact of various scenarios to MARTA's future operating and capital needs. This model will feed the Atlanta Regional Commission's "Plan 2040" update to the comprehensive regional transportation plan
- Designed and implemented a new capital budget review and approval process, used to prepare the FY12 Capital Budget.
- As designated recipient for regional Section 5307 formula funds and Job Access and Reverse Commute/New Freedom programs, supported the region in related suballocation activities
- Provided support for the execution of subgrant agreements between MARTA and other regional partners
- Facilitated the Authority's receipt of $20 million in Discretionary FTA Sate of Good Repair Bus Grant Funds
- Maintained MARTA's cash assets with the following results (FY11)
  - MARTA's Return FY10 – 0.349%
  - S&P Government – 0.104% (out performed by 0.245%)
  - Georgia 1 Fund – 0.178% (out performed by 0.171%)

DEPARTMENT OF FINANCE

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	9,641,099	9,430,004	9,173,435	8,259,957	9,098,630
Overtime	261,947	184,819	167,278	218,456	359,319
Benefits	4,494,107	4,574,313	4,664,998	4,890,893	4,859,971
Labor Sub-Total	**$14,397,153**	**$14,189,136**	**$14,005,711**	**$13,369,306**	**$14,317,920**
Contractual Services	604,735	552,457	472,584	423,624	456,900
Materials & Supplies	275,562	192,527	123,260	73,173	107,920
Other Operating	0	0	0	0	0
Casualty & Liability	-585	0	0	0	0
Miscellaneous	367	407	0	9,767	72
Other Non Operating	165,656	266,594	159,520	113,629	253,817
Non Labor Sub-Total	**$1,045,735**	**$1,011,985**	**$755,364**	**$620,193**	**$818,709**
Department Total	**$15,442,888**	**$15,201,121**	**$14,761,075**	**$13,989,499**	**$15,136,629**
$ Change from Prior Year		**($241,767)**	**($440,046)**	**($771,576)**	**$1,147,130**
% Change from Prior Year		**-1.57%**	**-2.89%**	**-5.23%**	**8.20%**

Authorized Positions by Status

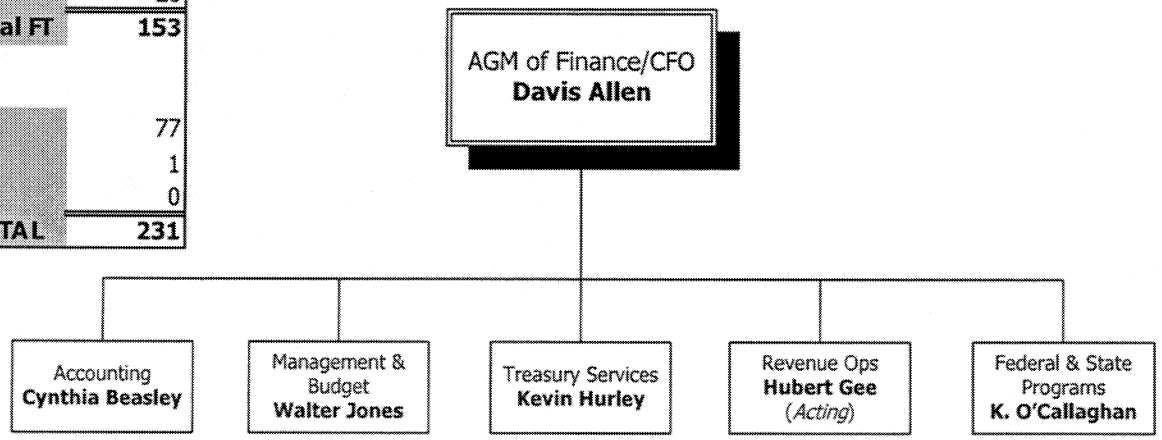
	FY08	FY09	FY10	FY11	FY12
Non-Represented	156	153	147	133	133
Represented	28	22	22	20	20
Full-Time Total	**184**	**175**	**169**	**153**	**153**
Part - Time	**94**	**90**	**87**	**77**	**77**
Contract	**0**	**15**	**11**	**1**	**1**
Capital	**3**	**3**	**7**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	169	176	158	134	134
Management	15	15	19	20	20
Police	0	0	0	0	0
Professional	53	57	50	41	43
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	28	21	29	20	20
Supervisory	13	13	18	16	14
Total	**281**	**283**	**274**	**231**	**231**

ADM	134
MGR	20
MNT	0
OPR	0
POL	0
PRO	43
REP	20
SUP	14
TEC	0

Non-Rep	133
Rep	20
Total FT	**153**
PT	77
CON	1
CAP	0
TOTAL	**231**



FUNCTIONS AND RESPONSIBILITIES

The Office of the Assistant General Manager of Finance 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, and Grant 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 & financial advising services that enables the Authority the 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 Grant 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.

OFFICE OF AGM FINANCE CFO

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	247,077	294,606	278,912	305,567	370,520
Overtime	0	0	0	0	0
Benefits	73,755	100,930	105,125	125,419	178,260
Labor Sub-Total	**$320,832**	**$395,536**	**$384,037**	**$430,986**	**$548,780**
Contractual Services	1,000	625	0	0	0
Materials & Supplies	3,605	4,439	2,577	1,888	2,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	127,596	178,576	145,185	112,104	199,300
Non Labor Sub-Total	**$132,201**	**$183,640**	**$147,762**	**$113,992**	**$201,300**
Office Total	**$453,033**	**$579,176**	**$531,799**	**$544,978**	**$750,080**
$ Change from Prior Year		**$126,143**	**($47,377)**	**$13,179**	**$205,102**
% Change from Prior Year		**27.84%**	**-8.18%**	**2.48%**	**37.63%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	2	2	2	3	3
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**3**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**1**	**0**	**1**	**1**
Capital	**0**	**0**	**1**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

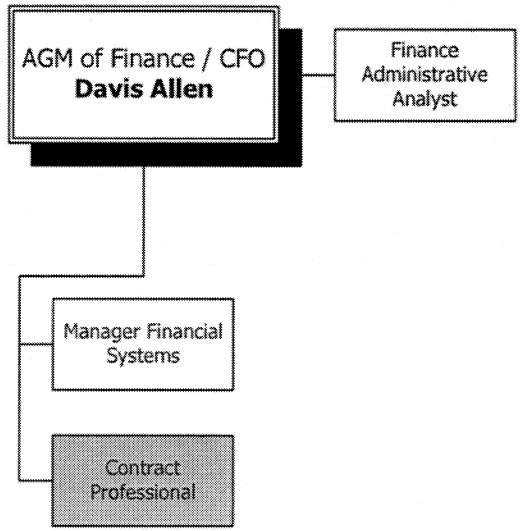
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	1	1	1
Management	1	1	1	2	2
Police	0	0	0	0	0
Professional	0	1	1	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**3**	**3**	**4**	**4**

OFFICE OF AGM FINANCE CFO

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

Non-Rep	3
Rep	0
Total FT	**3**
PT	0
CON	1
CAP	0
TOTAL	**4**



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF AGM FINANCE CFO

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM Finance	C	----	----	1	1	1
Manager Financial Systems	22	----	----	----	1	----
Mgr Financial Systems	22	----	----	----	----	1
Finance Administrative Analyst	18	----	1	1	1	1
Historical Managerial	C	1	1	----	----	----
Historical Administrative	17	1	----	----	----	----
Non-Rep Subtotal		**2**	**2**	**2**	**3**	**3**
Total Full-Time		**2**	**2**	**2**	**3**	**3**
Operating Contract						
Capital Contract Professional	----	----	----	----	----	1
Contract Professional	----	----	----	----	1	----
Historical Professional	----	----	1	----	----	----
Total Operating Contract		**----**	**1**	**----**	**1**	**1**
Capital Contract						
Historical Professional	--	----	----	1	----	----
Total Capital		**----**	**----**	**1**	**----**	**----**

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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,414,814	2,346,775	2,284,877	2,282,474	2,314,970
Overtime	18,450	9,687	18,534	23,189	122,009
Benefits	1,101,552	1,045,346	1,090,390	1,231,981	1,311,264
Labor Sub-Total	**$3,534,816**	**$3,401,808**	**$3,393,801**	**$3,537,644**	**$3,748,243**
Contractual Services	9,802	10,241	1,419	0	2,940
Materials & Supplies	7,037	5,938	5,492	4,819	4,841
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	382	0	44	36
Other Non Operating	7,356	10,677	4,283	8,734	10,682
Non Labor Sub-Total	**$24,195**	**$27,238**	**$11,194**	**$13,597**	**$18,499**
Office Total	**$3,559,011**	**$3,429,046**	**$3,404,995**	**$3,551,241**	**$3,766,742**
$ Change from Prior Year		**($129,965)**	**($24,051)**	**$146,246**	**$215,501**
% Change from Prior Year		**-3.65%**	**-0.70%**	**4.30%**	**6.07%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	49	43	41	39	39
Represented	0	0	0	0	0
Full-Time Total	**49**	**43**	**41**	**39**	**39**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**2**	**2**	**2**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

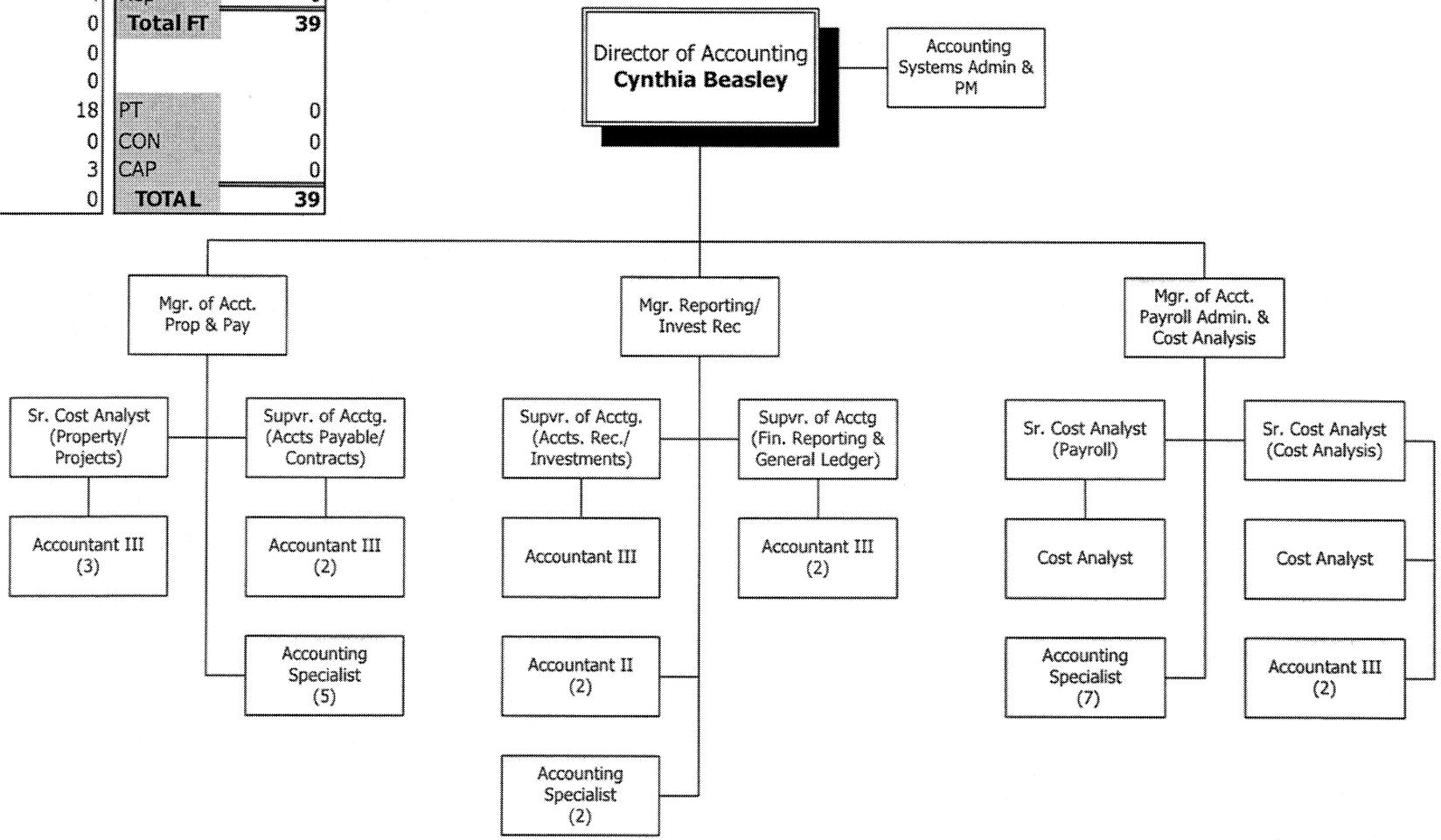
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	18	16	15	14	14
Management	4	4	4	4	4
Police	0	0	0	0	0
Professional	22	19	18	16	18
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	6	6	6	5	3
Total	**51**	**45**	**43**	**39**	**39**

OFFICE OF ACCOUNTING

ADM	14
MGR	4
MNT	0
OPR	0
POL	0
PRO	18
REP	0
SUP	3
TEC	0

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



Personnel Comparison Report

OFFICE OF ACCOUNTING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Accounting Specialist I	9	----	----	2	2	2
Dir Accounting	23	----	----	----	1	1
Mgr Accounting	21	----	----	----	3	3
Accounting Sys Adm & Proj Mgr	20	----	----	1	1	1
Sr Cost Analyst	20	----	----	----	1	3
Supv Accounting	19	----	----	----	5	3
Cost Analyst	18	----	----	----	1	2
Accountant III	17	----	----	13	12	10
Accountant II	15	----	----	2	1	2
Accounting Specialist III	13	----	----	----	8	7
Accounting Specialist II	11	----	----	5	4	5
Historical Managerial	21 - 23	4	4	4	----	----
Historical Professional	15 - 20	20	17	----	----	----
Historical Supervisory	19	6	6	6	----	----
Historical Administrative	09 - 13	18	16	8	----	----
Non-Rep Subtotal		**49**	**43**	**41**	**39**	**39**
Total Full-Time		**49**	**43**	**41**	**39**	**39**
Capital Contract						
Historical Professional	----	2	2	2	----	----
Total Capital		**2**	**2**	**2**	**----**	**----**

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. The Office consists of two branches: the Budget branch and the Strategic Performance branch.

The Budget branch operates as "internal 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 position control is reconciled at the office level; variance analyses are performed; and office meetings are conducted for analyses and verification. The branch works to identify solutions for organizational concerns, manages personnel authorization and requisition control, provides financial analysis to assure the best use of MARTA's financial resources, assesses the efficient use of our employees, monitors the functional components of the Authority, and determine how each function operates internally and cross-functionally.

The services it provides are 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.

Strategic Performance Management branch facilitates the collection, analysis and submission of mandatory NTD data and the development and implementation of MARTA's performance management process. It provides timely, accurate and actionable business intelligence that enables the Authority's senior management to effectively and efficiently improve performance in line with MARTA's strategic direction. This includes performance metrics tracking in line with Authority-wide annual Strategic Business Plan, particularly via Data Warehouse/Balanced Scorecard toolset; 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. The program supports MARTA's commitment to fulfill Strategic Priority "Ensure transparency and accountability to the Public" by facilitating the deployment and maintaining of Strategic KPI data on Itsmarta.com web-site.

OFFICE OF MANAGEMENT & BUDGET

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	989,574	961,592	1,014,409	821,455	1,007,000
Overtime	208	750	2,958	0	0
Benefits	383,486	436,489	466,208	443,975	558,638
Labor Sub-Total	**$1,373,268**	**$1,398,831**	**$1,483,575**	**$1,265,430**	**$1,565,638**
Contractual Services	0	41,731	5,935	0	1,228
Materials & Supplies	13,240	10,753	5,410	2,443	8,691
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	71	0	0	0	0
Other Non Operating	3,408	3,454	918	1,118	1,860
Non Labor Sub-Total	**$16,719**	**$55,938**	**$12,263**	**$3,561**	**$11,779**
Office Total	**$1,389,987**	**$1,454,769**	**$1,495,838**	**$1,268,991**	**$1,577,417**
$ Change from Prior Year		**$64,782**	**$41,069**	**($226,847)**	**$308,426**
% Change from Prior Year		**4.66%**	**2.82%**	**-15.17%**	**24.30%**

Authorized Positions by Status

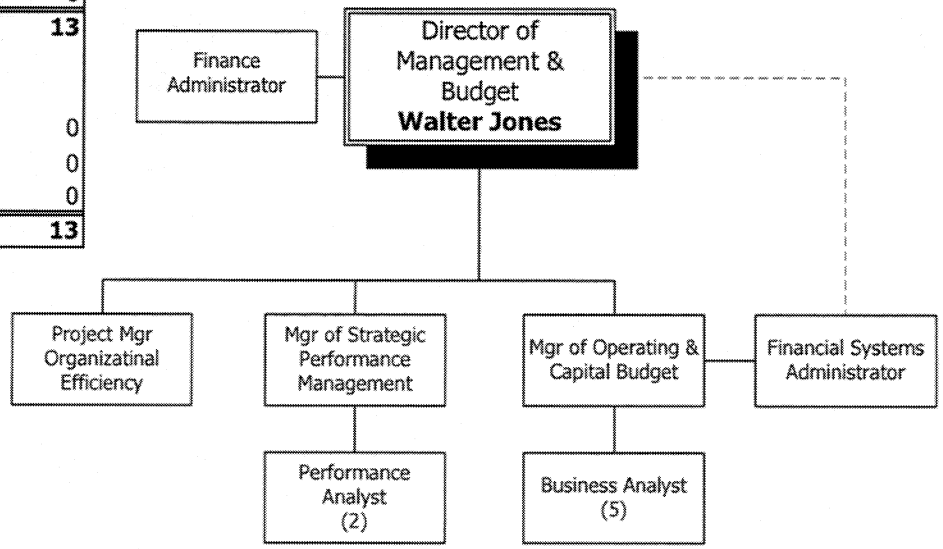
	FY08	FY09	FY10	FY11	FY12
Non-Represented	16	15	15	13	13
Represented	0	0	0	0	0
Full-Time Total	**16**	**15**	**15**	**13**	**13**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**2**	**0**	**0**	**0**
Capital	**0**	**0**	**2**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	13	14	14	10	10
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**16**	**17**	**17**	**13**	**13**

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

Non-Rep	13
Rep	0
Total FT	**13**
PT	0
CON	0
CAP	0
TOTAL	**13**



Personnel Comparison Report

OFFICE OF MANAGEMENT & BUDGET

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Financial Mgmt & Budget	23	----	----	1	1	1
Mgr Operating & Capital Budget	22	----	----	1	1	1
Mgr Strategic Performance	21	----	----	----	1	1
Financial Systems Admin	20	----	----	1	1	1
Project Mgr Org Efficiency	20	----	----	----	1	1
Business Analyst III	19	----	----	4	4	4
Performance Analyst	18	----	----	----	2	2
Business Analyst II	17	----	----	----	----	1
Finance Administrator	16	----	1	1	1	1
Business Analyst I	15	----	----	1	1	----
Historical Managerial	20 - 23	3	3	1	----	----
Historical Professional	15 - 20	13	11	5	----	----
Non-Rep Subtotal		**16**	**15**	**15**	**13**	**13**
Total Full-Time		**16**	**15**	**15**	**13**	**13**
Operating Contract						
Historical Professional	----	----	2	----	----	----
Total Operating Contract		**----**	**2**	**----**	**----**	**----**
Capital Contract						
Historical Professional	--	----	----	2	----	----
Total Capital		**----**	**----**	**2**	**----**	**----**

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, Parking Services, Revenue Settlement, Aging and clearinghouse.

The Revenue Administration Branch oversees the reconciliation of actual coin and currency counts processed by the Revenue Processing Unit and by monitoring, auditing, and controlling transactional fraud and system access rules. These activities include identifying, preventing, investigating, resolving, and reporting discrepancies, unusual occurrences and variances. Total revenue monitored is approximately $103.5 million annually. This Branch is also responsible for the management of the design, implementation, and operation of the Authority's fare collection system, encoding fare media and the administration of revenue contracts. The Ticket Vending/Bus processing equipment maintenance oversight Branch oversees equipment reported as out of service to prevent abuse and fraudulent transactions.

The mission of MARTA's Revenue Settlement and Clearinghouse is to ensure that fare payment transactions and revenue are accurately reported and apportioned according to Breeze Regional Agreements. All Regional Partner autoloads are investigated and resolved. The money settlement amounts are distributed to the Regional Partner transit agencies on a monthly basis. The office reconciles credit/debit settlement reports from the bank against the Breeze Vending Machine credit/debit sales reports and investigates transaction discrepancies. Responsibilities also include the review and investigation of Breeze customer inquiries requesting credit restore and limited cash refunds. Collections on Accounts Receivables are coordinated for each area producing the invoice and monthly reporting of the Aging of collections is reported.

The Revenue collections Branch is responsible for securing the collection of approximately $57 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 $57 million from bus fareboxes, parking lots, and Ticket Vending machines. This Branch is also responsible for supplying change of approximately $9 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 $24 million annually.

The Parking Services Branch plans and administers the processes involved in operating the Authority's parking facilities, the collection and security of approximately $3 million in revenue from long-term parking lots. The Sandy Springs and North Springs stations are the central cashiering facilities for parking only. These locations handle two of MARTA's largest parking decks in the system.

OFFICE OF REVENUE OPERATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	5,244,491	5,051,630	4,899,549	4,260,275	4,429,093
Overtime	243,289	174,382	145,786	195,267	237,309
Benefits	2,629,467	2,631,386	2,654,149	2,737,736	2,269,788
Labor Sub-Total	**$8,117,247**	**$7,857,398**	**$7,699,484**	**$7,193,278**	**$6,936,190**
Contractual Services	593,492	498,696	464,017	424,484	451,146
Materials & Supplies	247,732	165,457	107,117	61,158	88,364
Other Operating	0	0	0	0	0
Casualty & Liability	-585	0	0	0	0
Miscellaneous	296	25	0	34	36
Other Non Operating	23,793	64,496	2,832	-11,734	33,512
Non Labor Sub-Total	**$864,728**	**$728,674**	**$573,966**	**$473,942**	**$573,058**
Office Total	**$8,981,975**	**$8,586,072**	**$8,273,450**	**$7,667,220**	**$7,509,248**
$ Change from Prior Year		**($395,903)**	**($312,622)**	**($606,230)**	**($157,972)**
% Change from Prior Year		**-4.41%**	**-3.64%**	**-7.33%**	**-2.06%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	81	84	80	66	66
Represented	28	22	22	20	20
Full-Time Total	**109**	**106**	**102**	**86**	**86**
Part - Time	**94**	**90**	**87**	**77**	**77**
Contract	**0**	**12**	**11**	**0**	**0**
Capital	**1**	**1**	**2**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

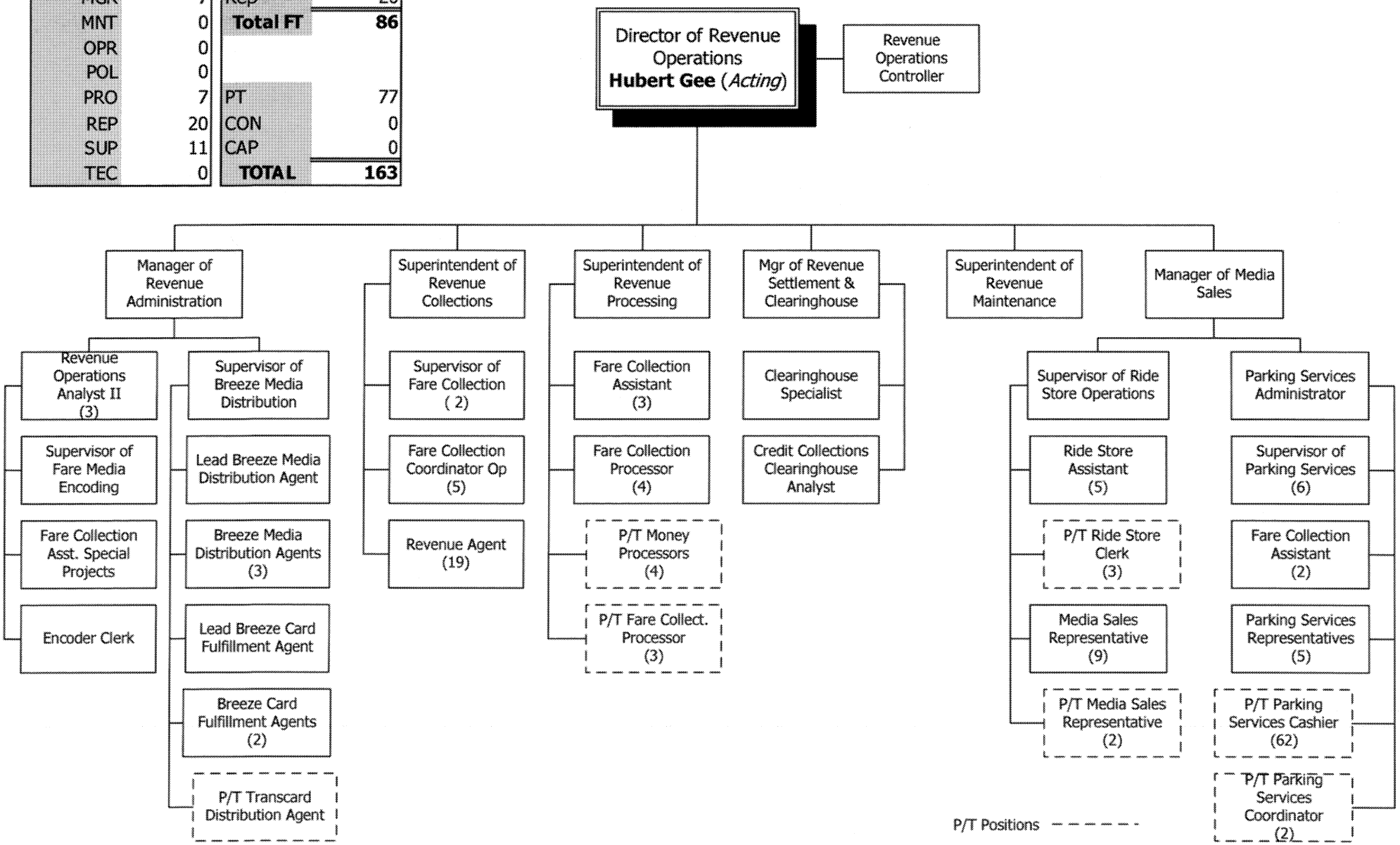
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	137	148	141	118	118
Management	7	7	7	7	7
Police	0	0	0	0	0
Professional	12	13	13	7	7
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	37	29	29	20	20
Supervisory	10	12	12	11	11
Total	**204**	**209**	**202**	**163**	**163**

OFFICE OF REVENUE OPERATIONS

ADM	118
MGR	7
MNT	0
OPR	0
POL	0
PRO	7
REP	20
SUP	11
TEC	0

Non-Rep	66
Rep	20
Total FT	**86**
PT	77
CON	0
CAP	0
TOTAL	**163**



Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Fare Collect Asst Sp Proj	9	----	----	1	1	1
Fare Collection Asst	9	----	----	7	5	5
Ld Breeze Card Fulfillment Agt	9	----	----	1	1	1
Ridestore Assistant	9	----	----	10	5	5
Breeze Card Fulfillment Agent	8	----	----	2	2	2
Media Sales Rep	7	----	----	11	9	9
Fare Collection Processor	6	----	----	4	4	4
Parking Services Rep	6	----	----	5	5	5
Dir Revenue Operations	23	----	----	1	1	1
Mgr Rev Settlemt & Clearinghse	20	----	----	1	1	1
Mgr Media Sales	19	----	----	1	1	1
Mgr Revenue Administration	19	----	----	1	1	1
Revenue Operations Controller	17	----	1	1	1	1
Supt Revenue Collections	17	----	----	1	1	1
Supt Revenue Maintenance	17	----	----	1	1	1
Supt Revenue Processing	17	----	----	1	1	1
Credit Collec Clearhse Analyst	16	----	----	1	1	1
Parking Services Administrator	16	----	----	1	1	1
Revenue Operations Analyst II	16	----	----	4	3	3
Supv Breeze Media Dist Ride St	16	----	----	1	1	1
Supv Fare Media Encoding	16	----	----	1	1	1
Supv Ridestore Operations	16	----	----	1	1	1
Fare Collection Coordinator Op	15	----	----	5	5	5

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Supv Fare Collection Operation	15	----	----	3	2	2
Ld Breeze Media Dist Agent	14	----	----	1	1	1
Breeze Media Distribution Agt	13	----	----	3	3	3
CLEARINGHOUSE SPECIALIST	13	----	1	1	1	1
Supv Parking Services	10	----	----	6	6	6
Historical Administrative	06 - 9	53	54	----	----	----
Historical Managerial	17 - 23	7	7	----	----	----
Historical Professional	13 - 18	11	9	3	----	----
Historical Supervisory	10 - 16	10	12	----	----	----
Non-Rep Subtotal		**81**	**84**	**80**	**66**	**66**
Represented						
Encoder Clerk	UR	----	----	1	1	1
Revenue Agent	UR	----	----	21	19	19
Historical Represented (Non-Specified)	UR	28	22	----	----	----
Represented Subtotal		**28**	**22**	**22**	**20**	**20**
Total Full-Time		**109**	**106**	**102**	**86**	**86**

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Part-Time						
Fare Collection Processor PT	----	----	----	4	3	3
Media Sales Rep PT	----	----	----	2	2	2
Money Processor PT	----	----	----	4	4	4
Parking Services Cashier PT	----	----	----	62	62	62
Parking Svcs Coordinator PT	----	----	----	2	2	2
Pt Transcard Distrib Agent	----	----	----	1	1	1
Ridestore Clerk PT	----	----	----	3	3	3
Historical Administrative	----	84	83	2	----	----
Historical Represented (Non-Specified)	----	9	7	7	----	----
Total Part-Time		**94**	**90**	**87**	**77**	**77**
Operating Contract						
Historical Administrative	----	----	11	11	----	----
Historical Professional	----	----	1	----	----	----
Total Operating Contract		**----**	**12**	**11**	**----**	**----**
Capital Contract						
Historical Professional	--	1	1	2	----	----
Total Capital		**1**	**1**	**2**	**----**	**----**

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; capital budget development and grant and debt program execution and management. The Office of Treasury and Capital Programs consists of two branches and one office: Financial Planning & Analysis branch, Cash Management branch and the Office of Federal & State Programs.

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. Another core function contained within this branch is the financial management of the Authority's Capital Improvement Planning Program. This branch also performs capital budget development and financial management, programming of funds, budgeting and tracking system development, planning, and preservation programs. In addition, the branch maintains and utilizes financial computer models to: develop and support short, intermediate and long-range planning; perform variance and financial analysis; and produce ad hoc and periodic management reports.

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

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

OFFICE OF TREASURY

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	580,896	599,913	539,071	461,565	736,194
Overtime	0	0	0	0	0
Benefits	237,911	286,734	277,018	289,736	408,407
Labor Sub-Total	**$818,807**	**$886,647**	**$816,089**	**$751,301**	**$1,144,601**
Contractual Services	441	0	1,113	-860	0
Materials & Supplies	3,943	5,312	2,055	2,661	3,437
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	979	377	-207	119	1,037
Non Labor Sub-Total	**$5,363**	**$5,689**	**$2,961**	**$1,920**	**$4,474**
Office Total	**$824,170**	**$892,336**	**$819,050**	**$753,221**	**$1,149,075**
$ Change from Prior Year		**$68,166**	**($73,286)**	**($65,829)**	**$395,854**
% Change from Prior Year		**8.27%**	**-8.21%**	**-8.04%**	**52.55%**

Authorized Positions by Status

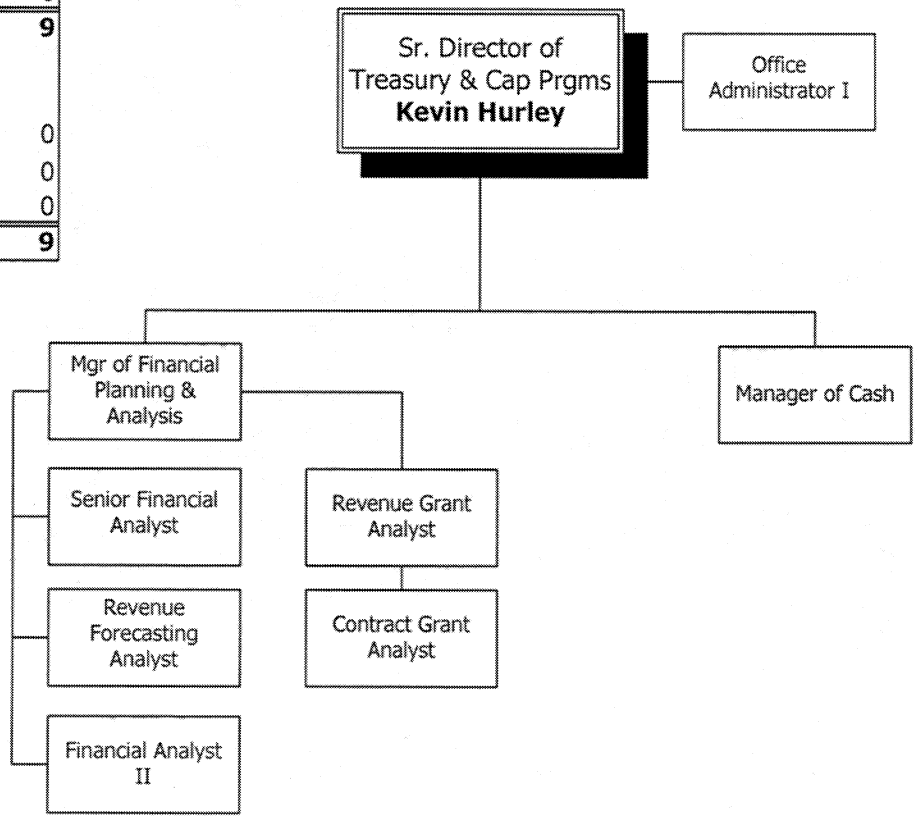
	FY08	FY09	FY10	FY11	FY12
Non-Represented	6	7	7	9	9
Represented	0	0	0	0	0
Full-Time Total	**6**	**7**	**7**	**9**	**9**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	1	1	1
Management	2	3	3	3	3
Police	0	0	0	0	0
Professional	3	3	3	5	5
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**6**	**7**	**7**	**9**	**9**

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

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



Personnel Comparison Report

OFFICE OF TREASURY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Contract Grant Analyst	18 - TBD	----	----	----	1	1
Sr Dir Treas Cap Prg Treasurer	24	----	----	1	1	1
Mgr Financial Plan Analysis	22	----	----	1	1	1
Mgr Cash	20	----	----	1	1	1
Revenue Forecasting Analyst	20	----	1	1	1	1
Sr Financial Analyst	20	----	----	1	1	1
Revenue Grant Analyst	19	----	----	----	1	1
Financial Analyst II	18	----	----	1	1	1
Office Administrator I	14	----	----	----	1	1
Historical Administrative	14 - 24	1	1	1	----	----
Historical Managerial	20 - 24	2	3	----	----	----
Historical Professional	16 - 20	3	2	----	----	----
Non-Rep Subtotal		**6**	**7**	**7**	**9**	**9**
Total Full-Time		**6**	**7**	**7**	**9**	**9**

FUNCTIONS AND RESPONSIBILITIES

The Office of Grant Programs coordinates the Authority's Federal Transit Administration (FTA) and State grant funding programs, and 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 Grant 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 and Georgia DOT. In support of MARTA's role as Designated Recipient of FTA JARC and New Freedom funds for the Atlanta Region, the Office also jointly administers 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 National Transit Database (NTD) Report to the FTA.

The Office, in conjunction with the Office of Government and Constituent Relations, develops the Authority's annual Congressional Appropriations request package as well as project requests as may be submitted under the multi-year Surface Transportation Authorization bill.

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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	164,247	175,488	156,617	128,621	240,853
Overtime	0	0	0	0	0
Benefits	67,936	73,428	72,108	62,046	133,614
Labor Sub-Total	**$232,183**	**$248,916**	**$228,725**	**$190,667**	**$374,467**
Contractual Services	0	1,164	100	0	1,586
Materials & Supplies	5	628	609	204	587
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	9,689	0
Other Non Operating	2,524	9,014	6,509	3,288	7,426
Non Labor Sub-Total	**$2,529**	**$10,806**	**$7,218**	**$13,181**	**$9,599**
Office Total	**$234,712**	**$259,722**	**$235,943**	**$203,848**	**$384,066**
$ Change from Prior Year		**$25,010**	**($23,779)**	**($32,095)**	**$180,218**
% Change from Prior Year		**10.66%**	**-9.16%**	**-13.60%**	**88.41%**

Authorized Positions by Status

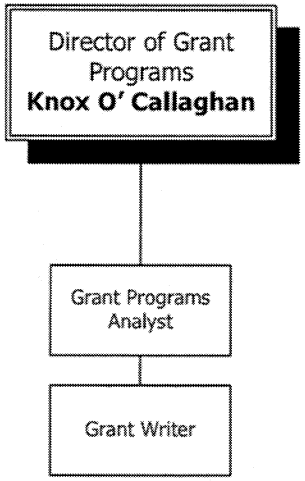
	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	2	2	3	3
Represented	0	0	0	0	0
Full-Time Total	**0**	**2**	**2**	**3**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	1	1	2	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**2**	**2**	**3**	**3**

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

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



Personnel Comparison Report

OFFICE OF FEDERAL & STATE PROGRAMS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Grant Programs	23	----	----	----	1	1
Grant Program Analyst	19	----	----	----	----	1
Grant Programs Analyst*	19	----	----	----	1	----
Grant Writer	16	----	----	----	1	1
Historical Managerial	22 - 23	----	1	1	----	----
Historical Professional	16	----	1	1	----	----
Non-Rep Subtotal		**----**	**2**	**2**	**3**	**3**
Total Full-Time		**----**	**2**	**2**	**3**	**3**

TOC

DEPARTMENT OF CONTRACTS & PROCUREMENT

This Department includes the following Office:

Department of Contracts & Procurement

- Office of AGM of Contracts & Procurement
- Office of Contracts & Procurement and Materials
- Office of Administrative Services

FY2012 GOALS AND OBJECTIVES

The goals and objectives for the Department of Contracts and Procurement are as follows: Maintain 97% inventory accuracy level on cyclic counts and external audit. Sell/Dispose of $ 1.2 million in obsolete Material. Develop a sustainability purchasing program. Review alternative procurement methodologies for inventory reduction.

Review supply chain options for implementation of inventory reduction programs (including vendor managed inventory, kitting, and destocking). Analyze the feasibility of automating the Records Accession process in conjunction with Technology, upgrade the Reprographic Services Workflow process/software.

FY2012 Key Performance Indicators for the Department of Contracts & Procurement

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Average Inventory Service Level	Percent of Stock Issues out of the number of all requested stock items	>/= 95.00%	96.17%	>/= 95.00%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	96.56%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	94.35%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-6.18%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-5.85%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-9.36%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	1.99%	</= 0%

DEPARTMENT OF CONTRACTS & PROCUREMENT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	5,011,303	5,237,702	6,204,933	5,756,277	6,749,405
Overtime	248,216	98,796	128,910	107,659	115,650
Benefits	2,160,529	2,253,421	2,774,045	2,979,876	3,694,828
Labor Sub-Total	**$7,420,048**	**$7,589,919**	**$9,107,888**	**$8,843,812**	**$10,559,883**
Contractual Services	97,162	165,442	100,654	123,966	202,516
Materials & Supplies	391,667	392,164	377,694	341,966	400,856
Other Operating	0	0	251,757	254,139	341,914
Casualty & Liability	0	0	0	0	0
Miscellaneous	136,100	130,050	120,378	124,173	103,258
Other Non Operating	27,194	38,760	29,117	47,027	115,908
Non Labor Sub-Total	**$652,123**	**$726,416**	**$879,600**	**$891,271**	**$1,164,452**
Department Total	**$8,072,171**	**$8,316,335**	**$9,987,488**	**$9,735,083**	**$11,724,335**
$ Change from Prior Year		**$244,164**	**$1,671,153**	**($252,405)**	**$1,989,252**
% Change from Prior Year		**3.02%**	**20.09%**	**-2.53%**	**20.43%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	41	41	55	54	63
Represented	68	66	66	58	58
Full-Time Total	**109**	**107**	**121**	**112**	**121**
Part - Time	**3**	**2**	**0**	**0**	**0**
Contract	**0**	**1**	**2**	**2**	**2**
Capital	**0**	**0**	**1**	**0**	**0**
Clayton	**0**	**2**	**0**	**0**	**0**

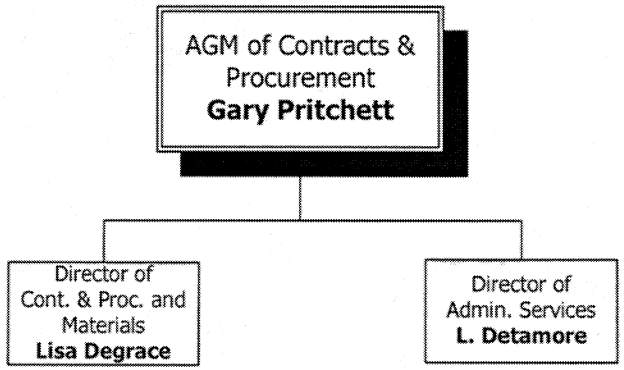
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	14	16	17	14	10
Management	6	8	10	9	9
Police	0	0	0	0	0
Professional	15	12	17	19	38
Technical	0	0	6	6	1
Maintenance	0	4	4	3	3
Operator	0	0	0	0	0
Represented	58	54	62	55	55
Supervisory	19	18	8	8	7
Total	**112**	**112**	**124**	**114**	**123**

DEPARTMENT OF CONTRACTS & PROCUREMENT

ADM	11
MGR	9
MNT	3
OPR	0
POL	0
PRO	37
REP	55
SUP	7
TEC	1

Non-Rep	63
Rep	58
Total FT	**121**
PT	0
CON	2
CAP	0
TOTAL	**123**



FUNCTIONS & RESPONSIBILITIES

The Office of the AGM of Contracts and Procurement takes responsibility for identifying and implementing advanced procurement and contract administrative technologies and methodologies to increase processing efficiencies and reduce costs, while improving the timely availability and quality of goods and services procured.

Other offices in the Department of Contracts and Procurement are the following:

- Office of Contracts and Procurement & Materials
- Office of Administrative Services

The Office of Contracts & Procurement and Materials serves as the central procurement arm of the Authority, provides contract administration, contract records management, and manages the Authority's inventory of parts and consumables. Additionally, the office provides cellular communications. It is responsible for maximizing the effectiveness of the Authority's inventory required to support Operations, while minimizing inventory investment.

The office of Administrative Services is responsible for the coordination of Authority-wide Policies and Procedures, Records Management, Reprographic Services, Furniture, Mail and Postal Services, Executive Meeting Services, and Cellular Communications.

OFFICE OF AGM CONTRACTS & PROCUREMENT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	0	63,080	289,862	324,828	496,539
Overtime	0	0	3,804	5,459	0
Benefits	0	26,555	69,795	109,202	275,457
Labor Sub-Total	**$0**	**$89,635**	**$363,461**	**$439,489**	**$771,996**
Contractual Services	0	41,361	0	43,586	95,004
Materials & Supplies	0	0	254	244	5,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	6,741	15,876	86,780
Non Labor Sub-Total	**$0**	**$41,361**	**$6,995**	**$59,706**	**$186,784**
Office Total	**$0**	**$130,996**	**$370,456**	**$499,195**	**$958,780**
$ Change from Prior Year		**$130,996**	**$239,460**	**$128,739**	**$459,585**
% Change from Prior Year		**---**	**182.80%**	**34.75%**	**92.07%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	1	1	3	6
Represented	0	0	0	0	0
Full-Time Total	**0**	**1**	**1**	**3**	**6**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

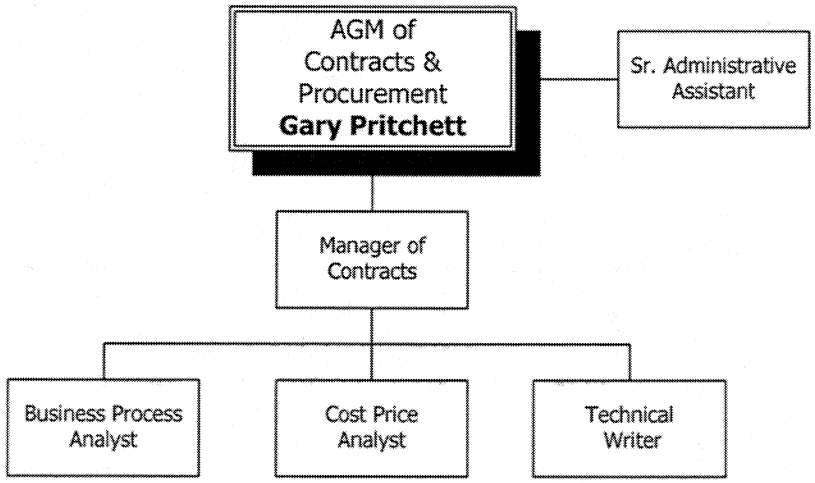
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	1	0
Management	0	1	1	1	2
Police	0	0	0	0	0
Professional	0	0	0	1	4
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**1**	**1**	**3**	**6**

OFFICE OF AGM CONTRACTS & PROCUREMENT

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

Non-Rep	6
Rep	0
Total FT	**6**
PT	0
CON	0
CAP	0
TOTAL	**6**



Personnel Comparison Report

OFFICE OF AGM CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM CONTRACTS & PROCUREMENT	C	----	----	1	1	1
Mgr of Contracts	22	----	----	----	----	1
Business Process Analyst	19	----	----	----	1	1
Cost Price Analyst	19	----	----	----	----	1
Technical Writer	18	----	----	----	----	1
Sr. Admin. Assistant	12	----	----	----	----	1
Administrative Assistant	10	----	----	----	1	----
Historical Managerial	C	----	1	----	----	----
Non-Rep Subtotal		**----**	**1**	**1**	**3**	**6**
Total Full-Time		**----**	**1**	**1**	**3**	**6**

FUNCTIONS & RESPONSIBILITIES

The Office of Contracts & Procurement and Materials serves as the central procurement arm of the Authority, provides contract administration, contract records management, and manages the Authority's inventory of parts and consumables. Additionally, the office provides cellular communications. The Office has the responsibility for contract development, procurement and related administrative functions, all in accordance with applicable federal and state requirements.

The Office has responsibility for storeroom operations and inventory provisioning and replenishment of parts and consumables. It is responsible for both traditional-type requirements for goods, supplies, and services, as well as for the most advanced contract types, such as those for transit-oriented development, fast track, architectural and engineering, turnkey-design, and design/build.

OFFICE OF CONTRACTS & PROCUREMENT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	3,805,811	3,915,236	4,548,485	4,161,969	4,514,517
Overtime	231,766	85,641	109,215	90,525	110,104
Benefits	1,680,792	1,714,461	2,091,263	2,232,570	2,517,803
Labor Sub-Total	**$5,718,369**	**$5,715,338**	**$6,748,963**	**$6,485,064**	**$7,142,424**
Contractual Services	1,338	3,499	8,844	-3,146	6,039
Materials & Supplies	50,751	42,288	36,930	37,736	39,407
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	36,802	27,870	31,373	24,376	20,257
Other Non Operating	11,010	13,755	6,110	6,133	11,525
Non Labor Sub-Total	**$99,901**	**$87,412**	**$83,257**	**$65,099**	**$77,228**
Office Total	**$5,818,270**	**$5,802,750**	**$6,832,220**	**$6,550,163**	**$7,219,652**
$ Change from Prior Year		**($15,520)**	**$1,029,470**	**($282,057)**	**$669,489**
% Change from Prior Year		**-0.27%**	**17.74%**	**-4.13%**	**10.22%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	35	33	41	35	37
Represented	57	55	55	49	49
Full-Time Total	**91**	**88**	**96**	**84**	**86**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**2**	**0**	**0**	**0**

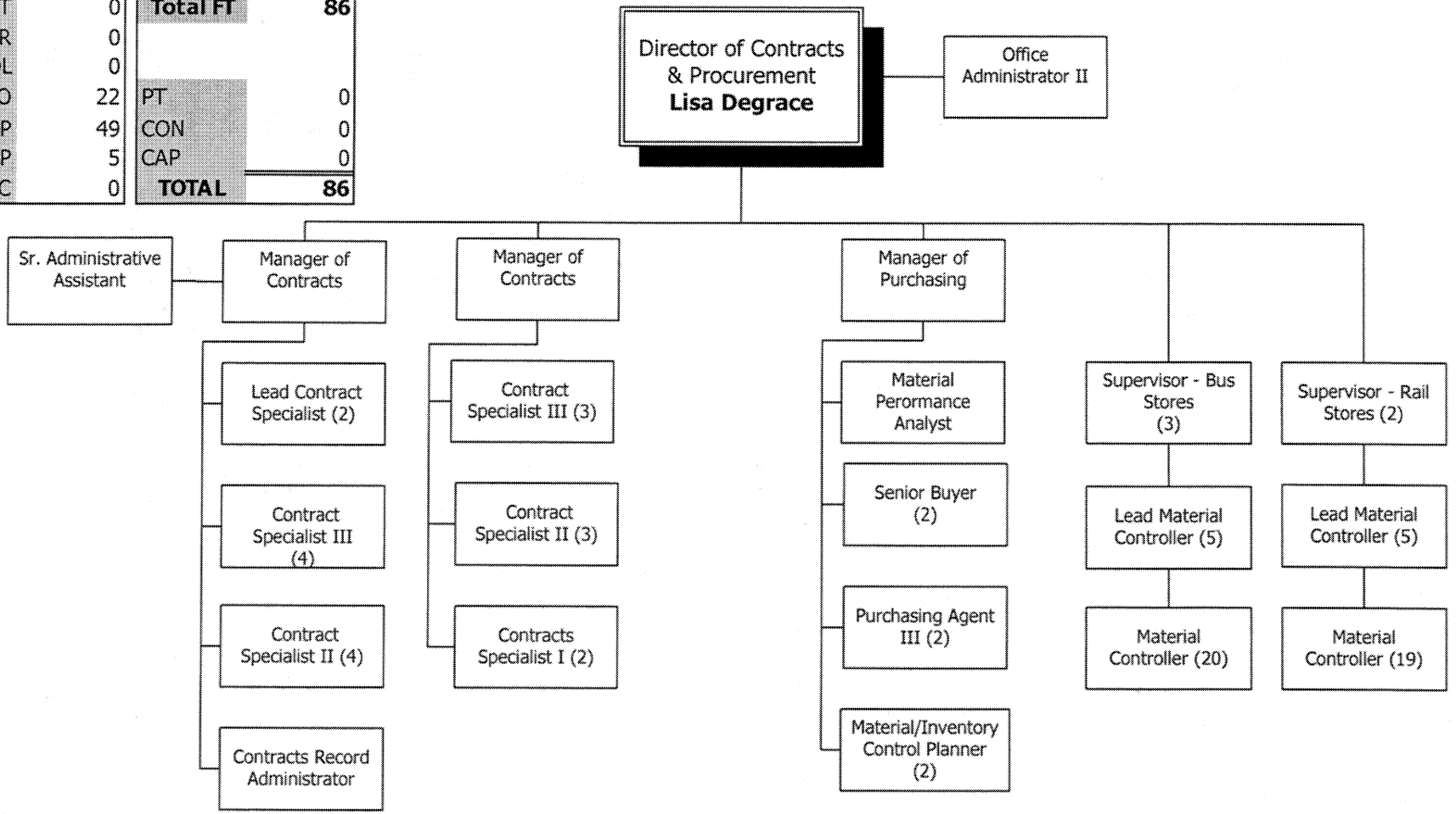
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	9	9	12	8	6
Management	6	6	5	4	4
Police	0	0	0	0	0
Professional	13	12	14	13	22
Technical	0	0	5	5	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	57	57	55	49	49
Supervisory	6	6	5	5	5
Total	**91**	**90**	**96**	**84**	**86**

OFFICE OF CONTRACTS & PROCUREMENT

ADM	6
MGR	4
MNT	0
OPR	0
POL	0
PRO	22
REP	49
SUP	5
TEC	0

Non-Rep	37
Rep	49
Total FT	**86**
PT	0
CON	0
CAP	0
TOTAL	**86**



Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Lead Contract Specialist	TBD	----	----	----	----	1
Dir Contracts Proc Materials	23	----	----	1	1	1
Mgr Contracts	22	----	----	1	2	2
Resident Engineer	21	----	----	----	1	----
AE Contracts Engineer VI	20	----	----	----	1	----
Mgr Purchasing	20	----	----	1	1	1
Program Administrator JOC	20	----	----	1	1	1
Contract Specialist III	19	----	----	----	----	7
Contracts Administrator Sr	19	----	----	----	1	----
Sr Buyer	16 - 19	----	----	----	2	2
Sr Contract Specialist	19	----	----	4	6	----
Sr Contrt Spec Prgm Contrt Mgt	19	----	----	----	1	----
Contract Specialist Progam Mgmt	18	----	----	----	1	----
Project Engineer	18	----	----	----	2	----
Contract Specialist II	17	----	----	----	----	7
Field Inspector	16	----	----	----	1	----
Office Administrator II	16	----	----	----	1	1
Supv Bus & Rail Stores	16	----	----	----	5	5
Contract Specialist I	15	----	----	----	----	2
Material Inventory Control Pln	15	----	----	3	2	2
Materials Performance Analyst	15	----	1	1	1	1
Purchasing Agent III	14	----	----	2	2	2
Sr. Administrative Assistant	12	----	----	----	----	1

Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
	11	----	----	----	1	----
Contracts Record Administrator	11	----	----	----	----	1
Financial Information Spec	11	----	----	1	1	----
Administrative Assistant	10	----	----	----	1	----
Historical Managerial	20 - 23	6	6	2	----	----
Historical Technical	16 - 21	----	----	5	----	----
Historical Professional	15 - 19	13	11	8	----	----
Historical Administrative	08 - 16	9	9	6	----	----
Historical Supervisory	16	6	6	5	----	----
Non-Rep Subtotal		**35**	**33**	**41**	**35**	**37**
Represented						
Material Controller	UR	----	----	----	39	39
Material Controller Lead	UR	----	----	10	10	10
Historical Represented (Non-Specified)	UR	57	55	45	----	----
Represented Subtotal		**57**	**55**	**55**	**49**	**49**
Total Full-Time		**91**	**88**	**96**	**84**	**86**
Capital Contract						
Historical Represented (Non-Specified)	UR	----	2	----	----	----
Total Capital		**----**	**2**	**----**	**----**	**----**

FUNCTIONS & RESPONSIBILITIES

The Office of Administrative Services' primary responsibility is to provide the Authority with specialized support services to assist MARTA staff in the execution of their duties. Services provided include coordination of Authority-wide Policies and Procedures and Records Management in accordance with the State of Georgia Records and Open Records Acts, Reprographic Services, Furniture and Facilities Administration, Mail and Postal Services, Executive Meeting Services, and Cellular Communications.

The programs provided by the Office of Administrative Services support the Authority's missions and goals and seeks constantly to provide quality, cost-effective service to our internal customers.

OFFICE OF ADMINISTRATIVE SERVICES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,205,492	1,259,386	1,366,586	1,269,480	1,738,349
Overtime	16,450	13,155	15,891	11,675	5,546
Benefits	479,737	512,405	612,987	638,104	901,568
Labor Sub-Total	**$1,701,679**	**$1,784,946**	**$1,995,464**	**$1,919,259**	**$2,645,463**
Contractual Services	95,824	120,582	91,810	83,526	101,473
Materials & Supplies	340,916	349,876	340,510	303,986	356,449
Other Operating	0	0	251,757	254,139	341,914
Casualty & Liability	0	0	0	0	0
Miscellaneous	99,298	102,180	89,005	99,797	83,001
Other Non Operating	16,184	25,005	16,266	25,018	17,603
Non Labor Sub-Total	**$552,222**	**$597,643**	**$789,348**	**$766,466**	**$900,440**
Office Total	**$2,253,901**	**$2,382,589**	**$2,784,812**	**$2,685,725**	**$3,545,903**
$ Change from Prior Year		**$128,688**	**$402,223**	**($99,087)**	**$860,178**
% Change from Prior Year		**5.71%**	**16.88%**	**-3.56%**	**32.03%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	10	13	16	20
Represented	0	11	11	9	9
Full-Time Total	**0**	**21**	**24**	**25**	**29**
Part - Time	**0**	**2**	**0**	**0**	**0**
Contract	**0**	**1**	**2**	**2**	**2**
Capital	**0**	**0**	**1**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

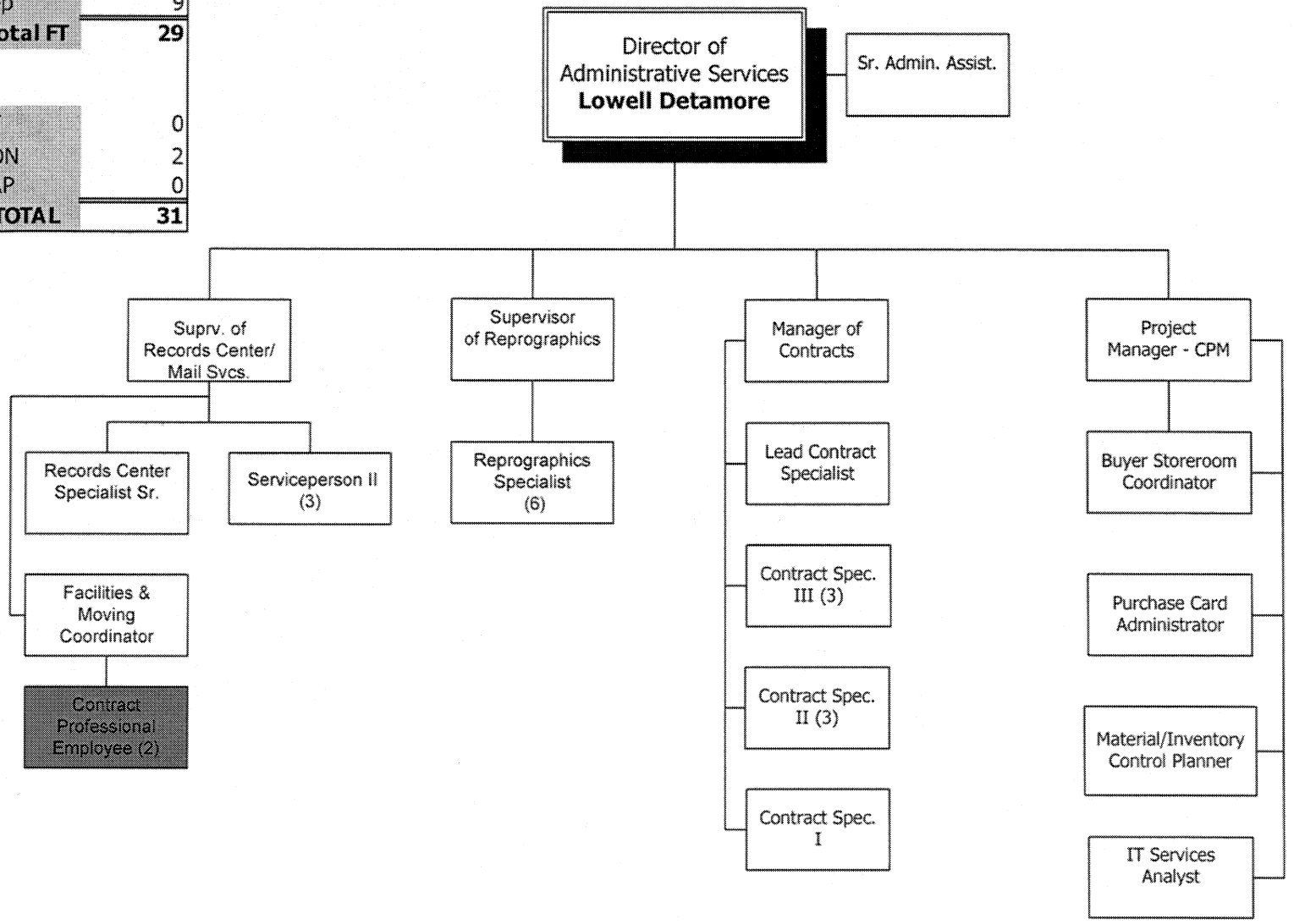
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	6	5	5	4
Management	0	3	4	4	3
Police	0	0	0	0	0
Professional	0	2	3	5	12
Technical	0	0	1	1	1
Maintenance	0	4	4	3	3
Operator	0	0	0	0	0
Represented	0	7	7	6	6
Supervisory	0	2	3	3	2
Total	**0**	**24**	**27**	**27**	**31**

OFFICE OF ADMINISTRATIVE SERVICES

ADM	4
MGR	3
MNT	3
OPR	0
POL	0
PRO	12
REP	6
SUP	2
TEC	1

Non-Rep	20
Rep	9
Total FT	**29**
PT	0
CON	2
CAP	0
TOTAL	**31**



Contract Positions (Shaded)

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Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Lead Contract Specialist	TBD	----	----	----	----	1
Dir Administrative Services	23	----	----	1	1	1
Mgr of Contracts	22	----	----	----	----	1
Mgr Contract Administration	20	----	----	1	1	----
Mgr Support Svcs	20	----	----	1	1	----
Project Manager- CPM	20	----	----	1	1	1
Contract Specialist III	19	----	----	----	----	3
Contracts Administrator Sr	19	----	----	----	1	----
IT Contracts Administrator	18	----	----	----	1	----
Contract Specialist II	17	----	----	----	----	3
Buyer Storeroom Coordinator	16	----	----	----	----	1
Contracts Administrator I	16	----	----	1	1	----
IT Services Analyst	16	----	----	1	1	1
Purchase Card Administrator	16	----	----	1	1	1
Supv Inventory Control	16	----	----	1	1	----
Supv Records Center Mail Svcs	16	----	----	1	1	1
Supv Reprographics	16	----	----	1	1	1
Contract Specialist I	15	----	----	----	----	1
Material Inventory Control Pln	15	----	----	----	1	1
Facilities & Moving Coord	12	----	----	1	1	1
Sr. Admininstrative Assistant	12	----	----	----	----	1
	10	----	----	----	1	----
Records Center Specialist Sr	10	----	----	1	1	1

Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Managerial	20 - 23	----	3	----	----	----
Historical Supervisory	16	----	2	----	----	----
Historical Professional	14	----	1	----	----	----
Historical Administrative	09 - 12	----	4	1	----	----
Non-Rep Subtotal		**----**	**10**	**13**	**16**	**20**
Represented						
Reprographics Spec I	UR	----	----	3	2	2
Reprographics Spec II	UR	----	----	1	1	1
Reprographics Spec III	UR	----	----	3	3	3
Serviceperson II	UR	----	----	4	3	3
Historical Maintenance	UR	----	4	----	----	----
Historical Represented (Non-Specified)	UR	----	7	----	----	----
Represented Subtotal		**----**	**11**	**11**	**9**	**9**
Total Full-Time		**----**	**21**	**24**	**25**	**29**
Part-Time						
Historical Administrative	----	----	2	----	----	----
Total Part-Time		**----**	**2**	**----**	**----**	**----**

Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Operating Contract						
Contract Emp Professional	----	----	----	----	1	1
Contract Professional	----	----	----	----	1	1
Historical Administrative	----	----	----	2	----	----
Historical Professional	----	----	1	----	----	----
Total Operating Contract		**----**	**1**	**2**	**2**	**2**
Capital Contract						
Historical Professional	--	----	----	1	----	----
Total Capital		**----**	**----**	**1**	**----**	**----**

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DEPARTMENT OF HUMAN RESOURCES

This Department includes the following Office:

Department of Human Resources

- Office of AGM of Human Resources
- Office of Human Resources
- Office of Labor Relations
- Office of Training
- Office of Diversity & Equal Opportunity

FY2012 GOALS AND OBJECTIVES

The Department of Human Resources includes the Office of Human Resources, Training, Diversity and Equal Opportunity, and Labor Relations. The department's primary goal for FY2012 is to continue to become a strategic partner of all other MARTA operational units in assuring the achievement of organizational goals and objectives. Another key objective of the Department of Human Resources is to enhance the organization's effectiveness through the development of MARTA's workforce.

Our department's internal customer focused approach in the planning and implementation of various MARTA Human Resource programs provides the tools necessary to support Authority's internal operations. 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.

FY2012 Key Performance Indicators for the Department of Human Resources

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Critical Fill Rate	Percent of filled positions required for MARTA's core business units	>/= 96%	79.79%	>/= 96%
Voluntary Turnover Rate	Percent of MARTA employees vacating their positions voluntarily	</= 0.62	0.21	</= 0.62
Monthly Training Attendance	The number of training participants in a given month that attend training	>/= 1,047	898	>/= 1,047
Monthly Participant Hours	The number of training hours for participants in a given month that attend training	>/= 17,072	8,584	>/= 17,072
Average Hours per Participant	The average number of training hours for participants in a given month that attend training	>/= 15.9	10.70	>/= 15.9
Average Cost per Training Hour	Total monthly training expenses divided by hours of instruction delivered	</= $354	$159	</= $354
Total Monthly Training Expenses	Labor and other expenses related to training	</= $574,864	$319,016	</= $574,864
Instructor Hours Delivered	The number of instructor training hours delivered	>/= 1,868	1,939	>/= 1,868
Health Insurance Costs Variance	The cost of health insurance, including medical, dental, vision and prescription drugs coverage, for active and retired MARTA employees and their eligible dependents	</= 3%	6.59%	</= 3%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	90.60%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-27.46%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-15.00%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-74.87%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	93.62%	</= 0%

DEPARTMENT OF HUMAN RESOURCES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	6,429,478	6,573,623	6,125,015	5,661,160	6,284,544
Overtime	40,765	71,548	48,748	44,071	94,949
Benefits	3,068,257	3,202,157	3,143,086	3,305,221	3,476,452
Labor Sub-Total	**$9,538,500**	**$9,847,328**	**$9,316,849**	**$9,010,452**	**$9,855,945**
Contractual Services	119,794	103,242	288,292	138,972	120,556
Materials & Supplies	56,076	54,024	22,768	22,375	41,282
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	66,136	68,069	49,835	58,940	49,793
Other Non Operating	825,437	565,205	418,566	479,859	813,676
Non Labor Sub-Total	**$1,067,443**	**$790,540**	**$779,461**	**$700,146**	**$1,025,307**
Department Total	**$10,605,943**	**$10,637,868**	**$10,096,310**	**$9,710,598**	**$10,881,252**
$ Change from Prior Year		**$31,925**	**($541,558)**	**($385,712)**	**$1,170,654**
% Change from Prior Year		**0.30%**	**-5.09%**	**-3.82%**	**12.06%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	100	101	100	93	93
Represented	0	0	0	0	12
Full-Time Total	**100**	**101**	**100**	**93**	**105**
Part - Time	**0**	**0**	**1**	**0**	**0**
Contract	**14**	**11**	**7**	**1**	**1**
Capital	**3**	**8**	**7**	**1**	**1**
Clayton	**0**	**0**	**0**	**0**	**0**

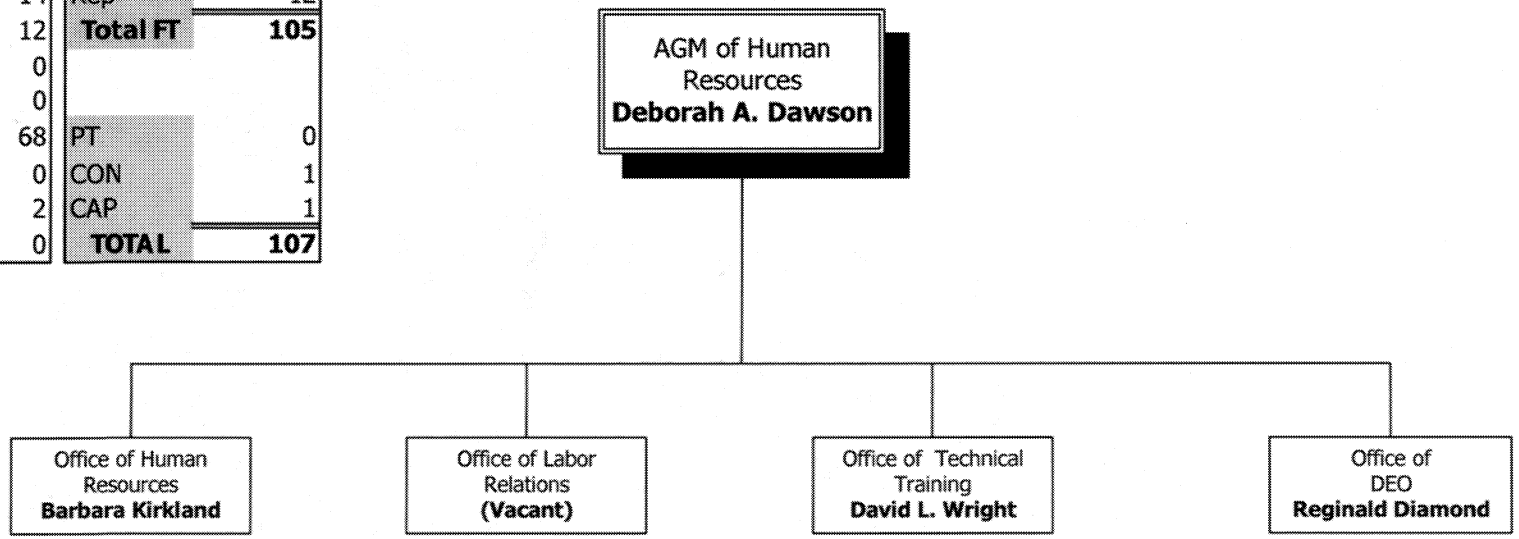
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	20	30	14	11	11
Management	15	16	16	14	14
Police	0	0	0	0	0
Professional	63	74	83	68	68
Technical	0	0	0	0	0
Maintenance	0	0	0	0	12
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	0	2	2	2
Total	**117**	**120**	**115**	**95**	**107**

DEPARTMENT OF HUMAN RESOURCES

ADM	11
MGR	14
MNT	12
OPR	0
POL	0
PRO	68
REP	0
SUP	2
TEC	0

Non-Rep	93
Rep	12
Total FT	**105**
PT	0
CON	1
CAP	1
TOTAL	**107**



FUNCTIONS AND RESPONSIBILITIES

The AGM of Human Resources is a key strategic member of the Executive Management Team, responsible for building partnerships between the MARTA departments to support Authority's day-to-day operations and its overall growth.

The Office of The AGM of Human Resources oversees the implementation of various HR, Training, Labor Relations, and DEO programs targeting the continued development and improved effectiveness of MARTA's workforce.

OFFICE OF AGM HUMAN RESOURCES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	0	111,183	220,250	219,763	225,502
Overtime	0	0	0	0	0
Benefits	0	43,065	89,740	94,035	125,098
Labor Sub-Total	**$0**	**$154,248**	**$309,990**	**$313,798**	**$350,600**
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	0	79,090	100,000
Non Labor Sub-Total	**$0**	**$0**	**$0**	**$79,090**	**$100,000**
Office Total	**$0**	**$154,248**	**$309,990**	**$392,888**	**$450,600**
$ Change from Prior Year		**$154,248**	**$155,742**	**$82,898**	**$57,712**
% Change from Prior Year		**---**	**100.97%**	**26.74%**	**14.69%**

Authorized Positions by Status

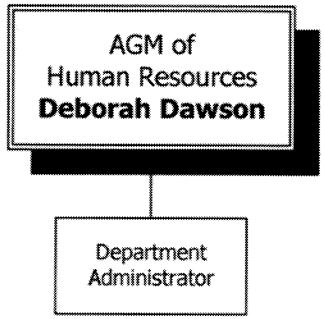
	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	1	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**0**	**1**	**2**	**2**	**2**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	1	1	1
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**1**	**2**	**2**	**2**

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

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



Personnel Comparison Report

OFFICE OF AGM HUMAN RESOURCES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM Human Resources	C	----	----	1	1	1
Department Administrator	17	----	----	----	1	1
Historical Managerial	C	----	1	----	----	----
Historical Administrative	17	----	----	1	----	----
Non-Rep Subtotal		**----**	**1**	**2**	**2**	**2**
Total Full-Time		**----**	**1**	**2**	**2**	**2**

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) 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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,326,687	2,353,616	2,199,839	1,960,240	1,795,108
Overtime	2,729	3,670	1,070	391	0
Benefits	1,229,167	1,254,754	1,183,277	1,235,824	995,844
Labor Sub-Total	**$3,558,583**	**$3,612,040**	**$3,384,186**	**$3,196,455**	**$2,790,952**
Contractual Services	64,346	69,097	222,587	60,415	67,671
Materials & Supplies	18,648	19,095	11,227	12,834	17,520
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	65,636	67,976	49,835	58,396	49,793
Other Non Operating	458,247	341,239	346,361	291,826	340,029
Non Labor Sub-Total	**$606,877**	**$497,407**	**$630,010**	**$423,471**	**$475,013**
Office Total	**$4,165,460**	**$4,109,447**	**$4,014,196**	**$3,619,926**	**$3,265,965**
$ Change from Prior Year		**($56,013)**	**($95,251)**	**($394,270)**	**($353,961)**
% Change from Prior Year		**-1.34%**	**-2.32%**	**-9.82%**	**-9.78%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	38	36	38	31	31
Represented	11	0	0	0	0
Full-Time Total	**50**	**36**	**38**	**31**	**31**
Part - Time	**3**	**0**	**1**	**0**	**0**
Contract	**7**	**4**	**0**	**0**	**0**
Capital	**1**	**1**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

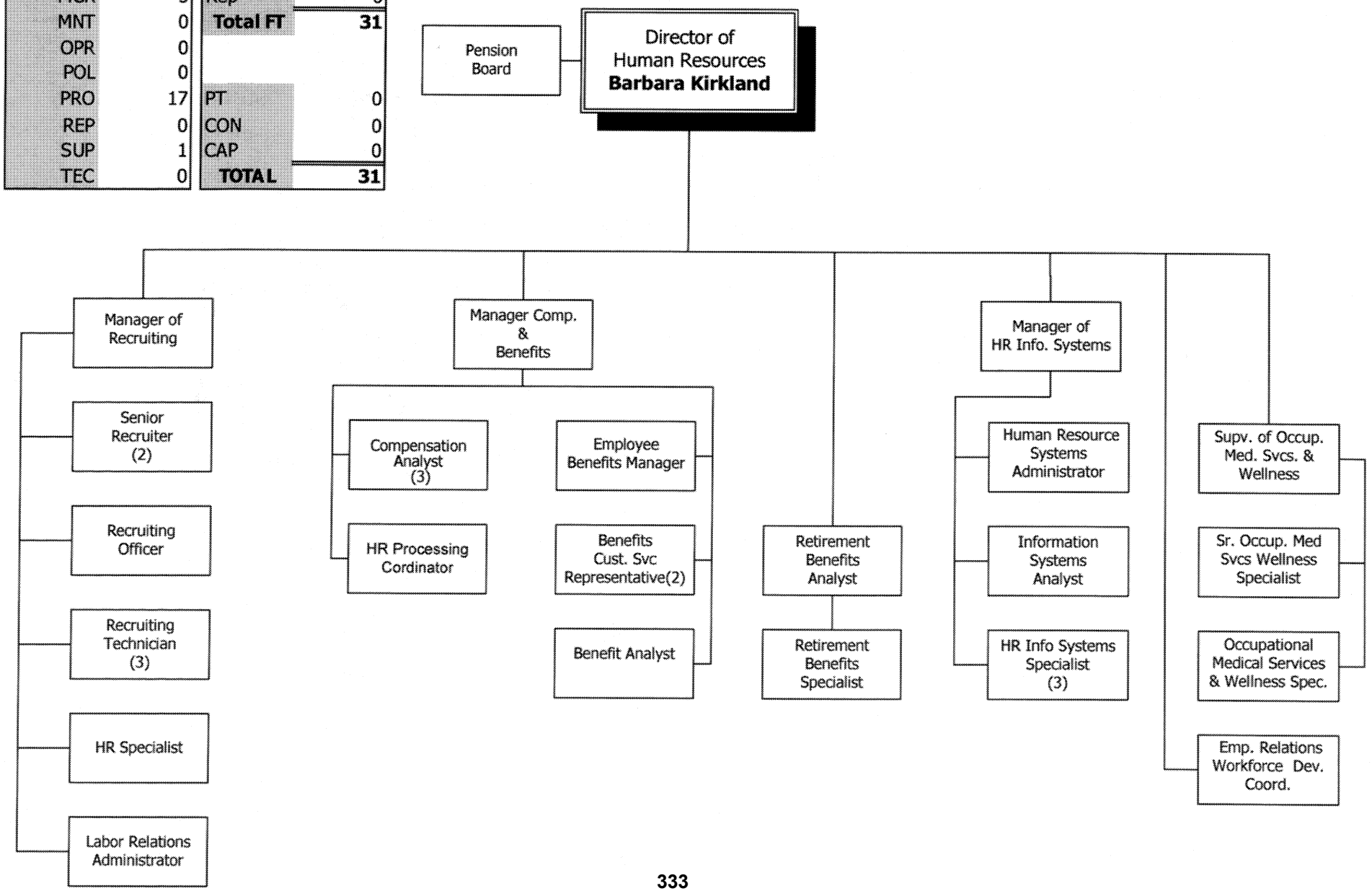
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	14	10	10	8	8
Management	7	6	6	5	5
Police	0	0	0	0	0
Professional	24	24	22	17	17
Technical	0	0	0	0	0
Maintenance	4	0	0	0	0
Operator	0	0	0	0	0
Represented	7	0	0	0	0
Supervisory	4	1	1	1	1
Total	**61**	**41**	**39**	**31**	**31**

OFFICE OF HUMAN RESOURCES

ADM	8
MGR	5
MNT	0
OPR	0
POL	0
PRO	17
REP	0
SUP	1
TEC	0

Non-Rep	31
Rep	0
Total FT	**31**
PT	0
CON	0
CAP	0
TOTAL	**31**



Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of Human Resources	23	----	----	1	1	1
Mgr Compensation & Benefits	22	----	----	1	1	1
Mgr Employee Benefits	21	----	----	1	1	1
Mgr Recruiting	21	----	----	1	1	1
Human Resources Systems Admin	20	----	----	1	1	1
Mgr Human Resources Info Sys	20	----	----	1	1	1
Supv Occup Med Svcs Wellness	18	----	----	1	1	1
Compensation Analyst III	17	----	----	3	3	3
Sr Recruiter	17	----	----	2	2	2
Labor Realtions Administrator	16	----	----	1	1	1
Recruiting Officer II	16	----	----	2	1	1
Retirement Beneftis Analyst	16	----	----	1	1	1
Sr Occup Med Svcs Well Spec	16	----	1	1	1	1
Benefits Analyst	15	----	----	1	1	1
Hr Information Systems Analyst	15	----	----	1	1	1
Human Resources Proc Coord	15	----	----	1	1	1
Emp Rel Wellness & Wk Dev Coor	14	----	----	1	1	1
Occupational Med Ser Well Spec	14	----	----	1	1	1
Retirement Benefits Specialist	14	----	1	1	1	1
Benefits-Customer Svc Rep	13	----	----	2	2	2
HR Info System Specialist II	12	----	----	3	3	3
Recruiting Technician II	12	----	----	2	2	2
Human Resources Specialist	10	----	----	1	1	1

Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Recruiting Technician I	10	----	----	1	1	1
Historical Administrative	09 - 9	9	8	2	----	----
Historical Managerial	20 - 23	7	6	1	----	----
Historical Professional	13 - 20	18	19	3	----	----
Historical Supervisory	16 - 19	4	1	----	----	----
Non-Rep Subtotal		**38**	**36**	**38**	**31**	**31**
Represented						
Historical Maintenance	UR	4	----	----	----	----
Historical Represented (Non-Specified)	UR	7	----	----	----	----
Represented Subtotal		**11**	**----**	**----**	**----**	**----**
Total Full-Time		**50**	**36**	**38**	**31**	**31**
Part-Time						
Historical Administrative	----	3	----	----	----	----
Historical Professional	--	----	----	1	----	----
Total Part-Time		**3**	**----**	**1**	**----**	**----**
Operating Contract						
Historical Administrative	----	2	2	----	----	----
Historical Professional	----	5	2	----	----	----
Total Operating Contract		**7**	**4**	**----**	**----**	**----**

Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Historical Professional	----	1	1	----	----	----
Total Capital		**1**	**1**	**----**	**----**	**----**

FUNCTIONS & RESPONSIBILITIES

The Office of Labor Relations administers the labor agreements with the Amalgamated Transit Union, Local 732, for the Authority. Specific responsibilities are to plan, develop, and oversee the implementation of long and short-range strategies to support the Authority's and Department's goals, objectives, and strategic plans; plan, conduct and advise MARTA Management on all union contract negotiations; assist Authority management on matters relative to labor activities; monitor the administration of discipline codes and work rules; coordinated the handling of grievances; represent the Authority in arbitration; and work for the continued improvement of labor relations throughout the Authority.

As a branch of Labor Relations, Employee Availability primary responsibility is to make available for MARTA employees the proper knowledge, programs, and support necessary to manage absence effectively, ensure the availability of employees, and improve attendance performance.

OFFICE OF LABOR RELATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	307,150	357,577	332,131	303,882	323,139
Overtime	0	0	0	0	0
Benefits	140,682	167,848	164,109	181,320	179,262
Labor Sub-Total	**$447,832**	**$525,425**	**$496,240**	**$485,202**	**$502,401**
Contractual Services	22,545	7,568	40,242	46,357	25,000
Materials & Supplies	590	1,299	450	177	451
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	4,226	2,337	100	1,245	293
Non Labor Sub-Total	**$27,361**	**$11,204**	**$40,792**	**$47,779**	**$25,744**
Office Total	**$475,193**	**$536,629**	**$537,032**	**$532,981**	**$528,145**
$ Change from Prior Year		**$61,436**	**$403**	**($4,051)**	**($4,836)**
% Change from Prior Year		**12.93%**	**0.08%**	**-0.75%**	**-0.91%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	4	4	4	4	4
Represented	0	0	0	0	0
Full-Time Total	**4**	**4**	**4**	**4**	**4**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

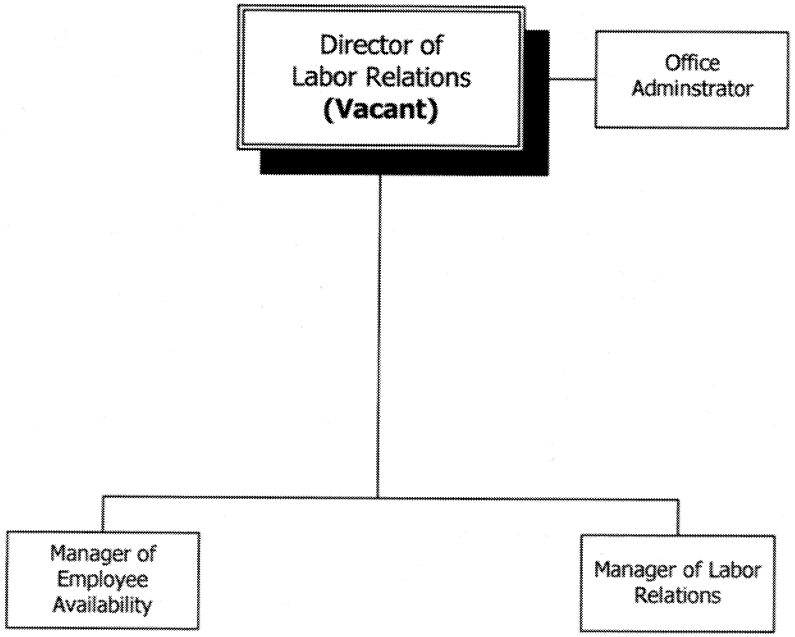
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	1	1	1
Management	2	2	3	3	3
Police	0	0	0	0	0
Professional	1	1	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**4**	**4**	**4**	**4**	**4**

OFFICE OF LABOR RELATIONS

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

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



Personnel Comparison Report

OFFICE OF LABOR RELATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Labor Relations	23	----	----	1	1	1
Manager of Employee Availability	21	----	----	----	1	----
Mgr Employee Availbility Prog	20	----	----	----	----	1
Mgr Labor Relations	20	----	----	1	1	1
Office Administrator I	14	----	----	----	1	1
Historical Managerial	20 - 23	2	2	1	----	----
Historical Professional	16	1	1	----	----	----
Historical Administrative	14	1	1	1	----	----
Non-Rep Subtotal		**4**	**4**	**4**	**4**	**4**
Total Full-Time		**4**	**4**	**4**	**4**	**4**

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. A primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's personnel via effective training programs.

To maximize the training with minimal dollars, various training programs will be utilized. Some will incorporate current personnel through "train the trainer" programs and others will involve computer aided programs to be completed as time permits or requires.

OFFICE OF TRAINING

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,708,398	2,705,270	2,492,580	2,318,793	2,854,041
Overtime	37,633	67,746	47,678	43,680	94,949
Benefits	1,231,225	1,301,376	1,276,545	1,360,025	1,573,366
Labor Sub-Total	**$3,977,256**	**$4,074,392**	**$3,816,803**	**$3,722,498**	**$4,522,356**
Contractual Services	285	472	-472	1,765	2,900
Materials & Supplies	20,528	23,468	3,062	5,344	15,950
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	500	93	0	0	0
Other Non Operating	292,472	177,175	31,586	77,742	332,419
Non Labor Sub-Total	**$313,785**	**$201,208**	**$34,176**	**$84,851**	**$351,269**
Office Total	**$4,291,041**	**$4,275,600**	**$3,850,979**	**$3,807,349**	**$4,873,625**
$ Change from Prior Year		($15,441)	($424,621)	($43,630)	$1,066,276
% Change from Prior Year		-0.36%	-9.93%	-1.13%	28.01%

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	46	42	40	39	39
Represented	0	0	0	0	12
Full-Time Total	**46**	**42**	**40**	**39**	**51**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**7**	**7**	**7**	**1**	**1**
Capital	**2**	**7**	**7**	**1**	**1**
Clayton	**0**	**0**	**0**	**0**	**0**

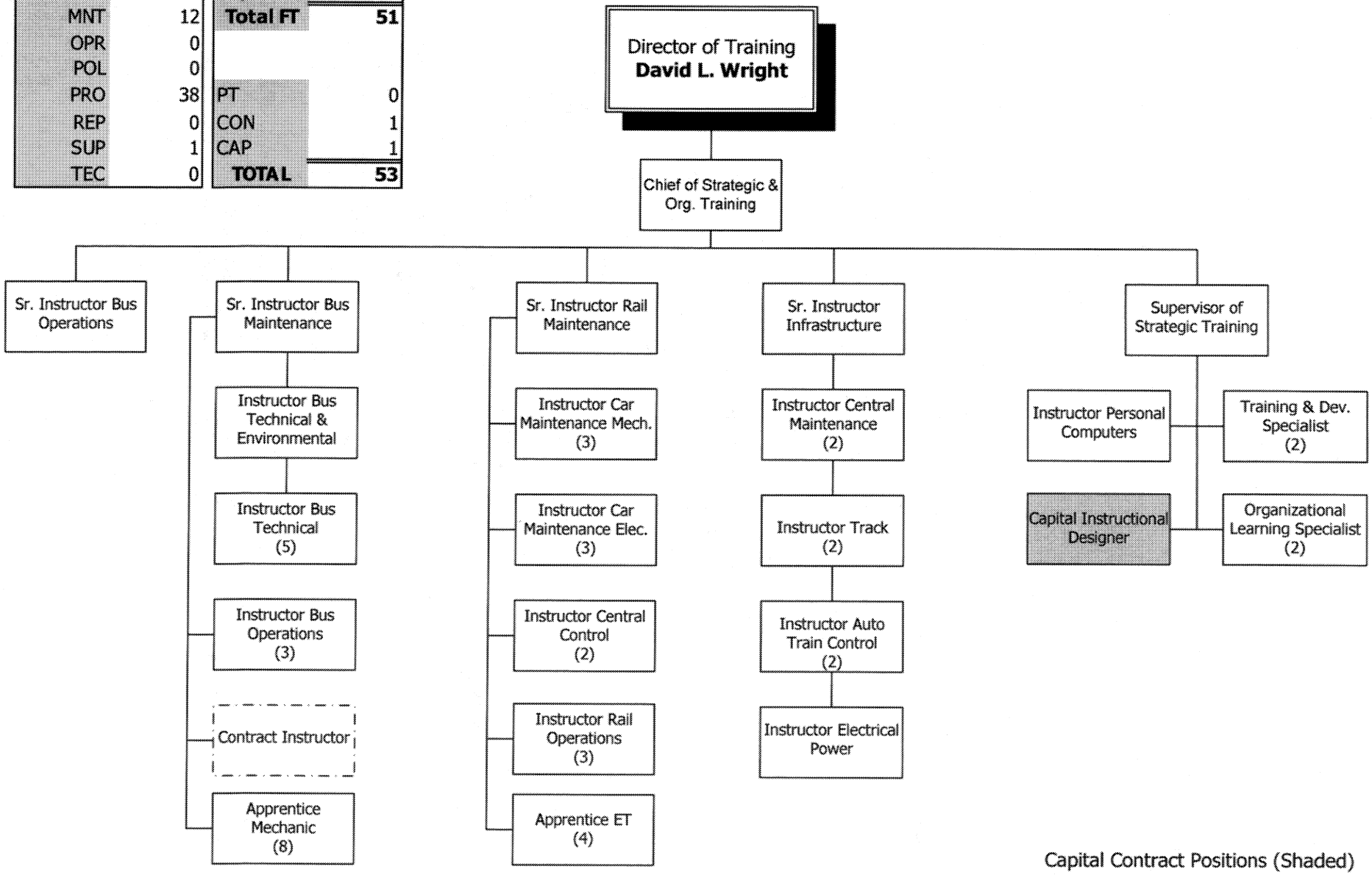
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	4	11	1	0	0
Management	4	4	3	2	2
Police	0	0	0	0	0
Professional	38	41	49	38	38
Technical	0	0	0	0	0
Maintenance	0	0	0	0	12
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	1	1	1
Total	**55**	**56**	**54**	**41**	**53**

OFFICE OF TRAINING

ADM	0
MGR	2
MNT	12
OPR	0
POL	0
PRO	38
REP	0
SUP	1
TEC	0

Non-Rep	39
Rep	12
Total FT	**51**
PT	0
CON	1
CAP	1
TOTAL	**53**



Capital Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF TRAINING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of Training	23	----	----	1	1	1
Chief of Strategic & Organizational Training	21	----	----	1	1	1
Supervisor of Strategic Training	19	----	----	1	1	1
Senior Instructor Bus Maintenance	18	----	----	1	1	1
Senior Instructor Bus Operations	18	----	----	1	1	1
Senior Instructor Infrastructure	18	----	----	1	1	1
Senior Instructor Rail Maintenance	18	----	----	1	1	1
Org Learning Specialist III	17	----	----	----	2	2
Instructor Auto Train Control	16	----	----	2	2	2
Instructor Bus Operations	16	----	3	3	3	3
Instructor Bus Tech Environ	16	----	----	1	1	1
Instructor Bus Technical	16	----	----	5	5	5
Instructor Car Maint Elect	16	----	----	3	3	3
Instructor Car Maint Mech	16	----	----	3	3	3
Instructor Central Control	16	----	2	2	2	2
Instructor Central Maintenance	16	----	----	2	2	2
Instructor Electrical Power	16	----	1	1	1	1
Instructor Personal Computers	16	----	1	1	1	1
Instructor Rail Operations	16	----	----	3	3	3
Instructor Track	16	----	----	2	2	2
Training & Development Spec	15	----	----	2	2	2
Historical Managerial	20 - 23	4	4	1	----	----
Historical Supervisory	19	1	1	----	----	----

Personnel Comparison Report

OFFICE OF TRAINING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Professional	15 - 18	39	28	1	----	----
Historical Administrative	12 - 14	2	2	1	----	----
Non-Rep Subtotal		**46**	**42**	**40**	**39**	**39**
Represented						
Apprentice ET	UR	----	----	----	----	4
Apprentice Mechanic	UR	----	----	----	----	8
Represented Subtotal					**----**	**12**
Total Full-Time		**46**	**42**	**40**	**39**	**51**
Operating Contract						
Contract Instructor	----	----	----	----	1	1
Historical Professional	---- - 00000	7	7	7	----	----
Total Operating Contract		**7**	**7**	**7**	**1**	**1**
Capital Contract						
Capital Contract Instructional Designer	---- - TBD	----	----	----	1	1
Historical Professional	----	2	7	7	----	----
Total Capital		**2**	**7**	**7**	**1**	**1**

FUNCTIONS AND RESPONSIBILITIES

The Office of Diversity & Equal Opportunity is charged with the development, implementation, coordination, and monitoring of all equal opportunity, affirmative action, conflict resolution and civil rights programs required by Board policies and Federal regulations. This includes, but is not limited to, the following:

- Equal Employment Opportunity
- Affirmative Action
- Americans With Disabilities Act (ADA)
- Title VI of the Civil Rights Act of 1964
- Title VII of the Civil Rights Act of 1964
- Environmental Justice
- Small and Socio-Economically Disadvantaged Business Program
- Cultural Diversity
- Alternative Dispute Resolution

The Office of Diversity & Equal Opportunity serves as an advocate of the Authority's commitment to the promotion of a work environment that recognizes and values the diverse social profile of the MARTA service area. As such, the office ensures the equitable representation and advancement of protected group members at all levels of employment, the utilization of small, socially and economically disadvantaged businesses in contracts and procurements, the equitable distribution of transit service and benefits, as well as the non-discriminatory impact of Authority decisions and activities.

These objectives are accomplished through a multiplicity of means. First, all Authority employment decisions, practices, and procedures are reviewed to ensure that they are fair and equitable. Second, the maximization of small, socially and economically disadvantaged business enterprises is done through goal setting, monitoring of participation commitments, outreach efforts, and DBE certifications. Third, Title VI and Environmental Justice programs are designed and implemented to review, monitor, and ensure that there is a consistently equitable distribution of transit services and benefits. Finally, strategically targeted outreach efforts are designed to solicit and gauge community input to facilitate the examination of all facts and ensure the non-discriminatory impact of the Authority's decisions and activities.

The Mystery Customer Program Unit (MCPU) analyzes daily, monthly and quarterly mystery shopper reports to ensure agency compliance with ADA (Americans with Disabilities Act) requirements and to track key customer service performance.

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,087,243	1,045,977	880,215	858,482	1,086,755
Overtime	403	132	0	0	0
Benefits	467,183	435,114	429,415	434,017	602,882
Labor Sub-Total	**$1,554,829**	**$1,481,223**	**$1,309,630**	**$1,292,499**	**$1,689,637**
Contractual Services	32,618	26,105	25,935	30,435	24,985
Materials & Supplies	16,310	10,162	8,029	4,020	7,361
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	544	0
Other Non Operating	70,492	44,454	40,519	29,956	40,935
Non Labor Sub-Total	**$119,420**	**$80,721**	**$74,483**	**$64,955**	**$73,281**
Office Total	**$1,674,249**	**$1,561,944**	**$1,384,113**	**$1,357,454**	**$1,762,918**
$ Change from Prior Year		**($112,305)**	**($177,831)**	**($26,659)**	**$405,464**
% Change from Prior Year		**-6.71%**	**-11.39%**	**-1.93%**	**29.87%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	17	17	16	17	17
Represented	0	0	0	0	0
Full-Time Total	**17**	**17**	**16**	**17**	**17**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

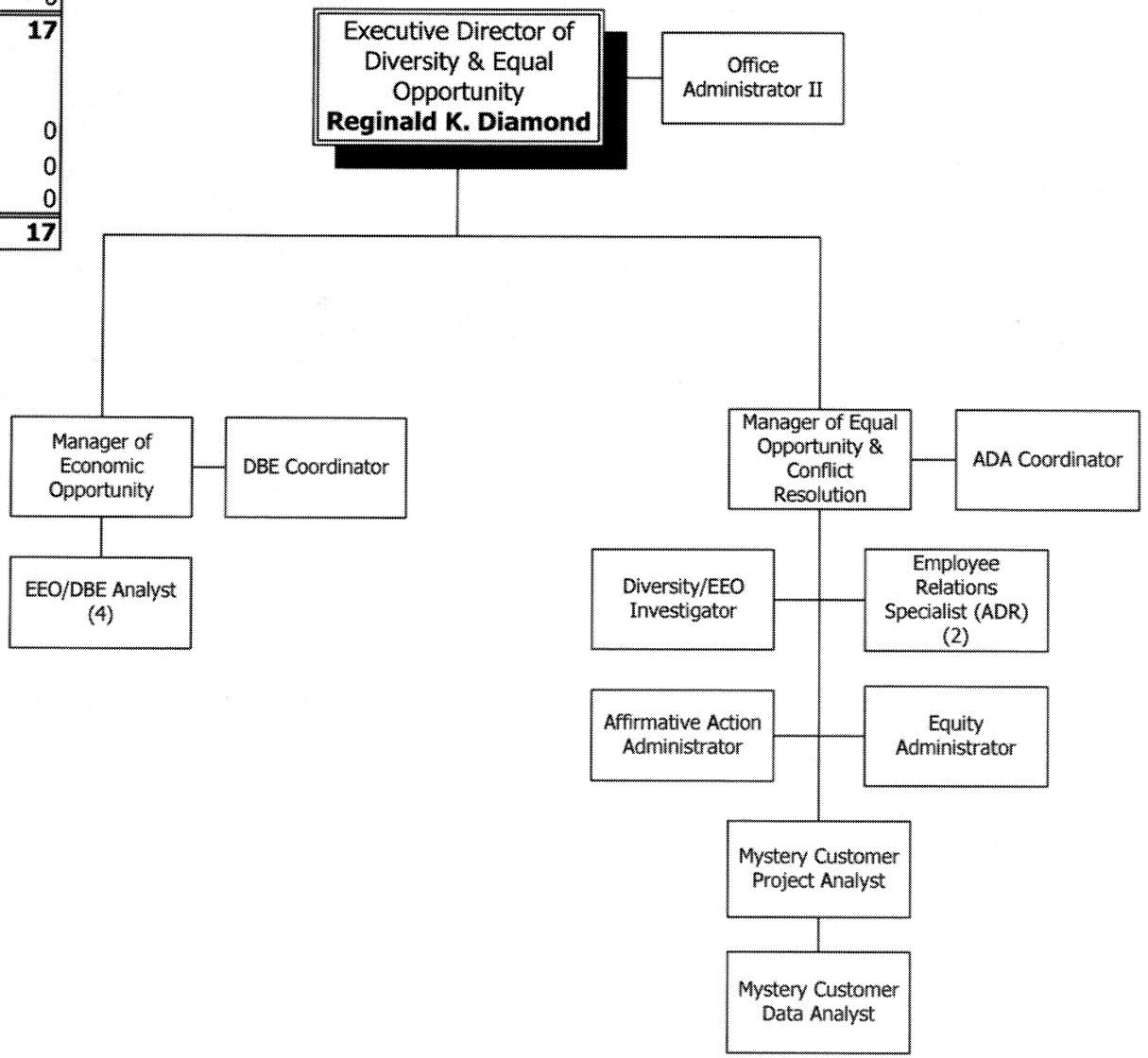
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	1	1	1	1
Management	3	3	3	3	3
Police	0	0	0	0	0
Professional	12	13	12	13	13
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**17**	**17**	**16**	**17**	**17**

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

ADM	1
MGR	3
MNT	0
OPR	0
POL	0
PRO	13
REP	0
SUP	0
TEC	0

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



Personnel Comparison Report

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Exec Director of Diversity & Equal Opportunity	24	----	----	1	1	1
Manager of Equal Opportunity & Conflict Resolution	21	----	----	1	1	1
Manager of Economic Opportunity	20	----	----	1	1	1
Affirm Act Administrator	19	----	----	1	1	1
Equity Administrator	19	----	----	----	1	1
Diversity/EEO Investigator	17	----	----	1	1	1
EEO/DBE Analyst	17	----	----	4	4	4
Employee Relations Specialist (ADR)	17	----	----	1	2	2
Mystery Customer Project Analy	17	----	----	1	1	1
Office Administrator II	16	----	----	----	1	1
ADA Coordinator	15	----	1	1	1	1
DBE Coordinator	15	----	1	1	1	1
Mystery Customer Data Analyst	15	----	----	1	1	1
Historical Managerial	20 - 24	3	3	----	----	----
Historical Professional	15 - 19	12	11	1	----	----
Historical Administrative	15 - 16	2	1	1	----	----
Non-Rep Subtotal		**17**	**17**	**16**	**17**	**17**
Total Full-Time		**17**	**17**	**16**	**17**	**17**

TOC

DEPARTMENT OF TECHNOLOGY

This Department includes the following Offices:

Department of Technology

- Office of AGM of Technology
- Office of Technology Infrastructure & Operations
- Office of Technology Enterprise Applications
- Office of Technology Programs Management

FY2012 GOALS AND OBJECTIVES

The goals and objectives of the Department of Technology are to provide efficient, reliable, cost-effective, and responsive technology services and dedicated support to all technology users throughout MARTA, and the investment, implementation, operation and maintenance of all technology hardware, software, networks and services.

FY2012 Key Performance Indicators for the Department of Information Technology

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.29%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	100.00%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-5.36%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-38.83%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	69.37%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	188.31%	</= 0%

FY2011 ACCOMPLISHMENTS

The Office of Technology CQC:

Fare Gate Maintenance- Surveyed gates at all 38 Rail Stations to develop an inventory of Fare Gate for preventative maintenance process

Fare Gate Maintenance- Developed Fare Gate Standard Operating Procedure

Fare Gate Maintenance- Developed Cubic verification report

Cubic Contract - Clarified the language of contract P21262 that relates to Bus Garage coverage hours

Cubic Contract - Designed communications plan and flyer announcing new Cubic contract P21262

Fare Gate Maintenance - Created charter for the Fare Gate Maintenance group

Fare Gate Maintenance Job Responsibilities - Documented Fare Gate Foreman duties

Fare Gate Maintenance Reporting - Designed a new Fare Gate maintenance report to compare Cubic service orders to Altiris tickets

Fare Gate Maintenance - Investigated and recommended solution to an issue of moisture in Fare Gate at West End South Gate Array

Fare Gate Maintenance - Created a job description profile for the lead of Fare Gate Maintenance

Technology P-Card - Gathered and returned Fare Gate Maintenance P-Cards to Accounting

Gwinnett County Transit - Investigated and made recommendations on ticket office machine (TOM) outage at a GCT service location

IT Newsletter - Provided article for Newsletter publication

Cubic - Developed a system using Outlook to track and ensure Altiris tickets are sent to Cubic via e-mail

Security Training Awareness - Developed Statement of Work for inclusion into Executive Summary to provide security awareness training to 4000 Authority employees

Fare Gate Maintenance Succession Plan – Completed Leadership Transition Planning

Federal Transit Administration Assessment Action Plan – Completed preparation for August 2011 FTA Assessments for Compliance to American with Disabilities Act of 1990 (ADA)

FTA Assessment - Surveyed all TVM's at Stations under review and replaced any damaged or missing Braille Signs

Fare Gate Maintenance - Designed and Developed Report that provides a list of Breeze Fate Gates and TVM's with the most Cubic service calls over the last 12 Months

Performance Review – Completed Six Month Employee Performance Reviews (July 2010 through January 2011)

Fare Gate Maintenance- Provided Job Profile for Manager, Fare Gate Maintenance

Fare Gate Maintenance – Developed Breeze Fare Gate Preventative Maintenance *Transition Plan* (from Cubic to MARTA)

Fare Gate Maintenance – Interfaced with C&P to order and stock supplies required to perform Fare Gate preventative maintenance at Armour Yard Store Room

SCADA Inspection - SCADA (Supervisory Control and Data Acquisition) - Reviewed SCADA environment at Chamblee, Buckhead, Georgia State, Lindbergh, and Dome Stations and discovered unsupported remote terminal unit on system

Technology CQC Charter – Completed Draft Charter for the CQC Organization

Fare Gate Maintenance – Installed emergency open button covers at several stations that prevents exposed emergency open buttons from inadvertent opening of all Fare Gate at the station

Fare Gate Maintenance – Investigated complaints from several MARTA Rail Station attendants about the misbehavior of one of the Cubic Technician

External Audit – Mauldin & Jenkins (Financial Audit) - Completed and obtained approval of response to audit questionnaire

Training - Compliance staff attended Archer/RSA System Administrator training.

Repair of Rear Security Gate at Annex – Replaced a defective control board that allowed exit through the rear security gate at the Annex Building.

Firewall Change - Verification of firewall Changes to Facilitate AFC Compliance to PCI

Discover Mapping - eFunds record for Discover Card processing modifications

SAN Performance Tuning - Performance tuning of AFC database, application, and finalization of end-state architecture for Production

AFC Infrastructure Performance Analysis - Move to full Oracle architecture and implementation for AFC

Gartner Research - Added and updated tracking request of vendors, Oracle, HP, MS, Cubic, Alstom

Governance Model/Process - Provided governance model/process for digital investments & Programs for Transit CIO Consortium for June, 2011 meeting at BART

Employee Entrance Gate in HQ Building – Repaired employee entrance gates in HQ Building

Fare Gate Preventative Maintenance SOP – Created Standard Operating Procedure for Fare Gate Preventative Maintenance

Secure Rooms Alarms Survey – Investigated Secure Room Alarms at Garnett, Ashby, West Lake, Georgia Sate, King Memorial, and Inman Park Rail Stations

Compliance Charter - Produced the first official charter for Compliance

Archer/RSA - Contract validity dates were updated, reconciled and processed – due to delays due to acquisition of Archer by RSA and agreements between MARTA and RSA on Hosting agreement.

Infrastructure Policy & Procedure review tracking document - Developed a policy and procedure to review tracking document

Training - Obtained and reviewed training requests for Compliance team

Inventory AFC Gate Systems Furniture and Equipment - Conduct inventory of (AFC Gates Systems) equipment and furniture at Annex Building

AFC Rail Station Wireless - Integrated MARTA Wireless Network with Bus Operations

Gartner Subscription Renewal - Renewal of subscription for one year with Gartner to provide research, analysts sessions, contract reviews, and symposiums

Policies and Procedures (P&P)

1. Completed, reviewed, and edited 87 documents; 1,240 pages

2. Developed and published a policy and procedure Topical Index to provide Technology with a reference listing of available policies and procedures

3. Developed a Compliance Documentation Request form and project report to manage priorities and provide visibility to documentation projects "In Progress", "Not Started" and "Completed."

4. Developed Change Management training, supporting materials, and activities and participated in the initial delivery of that training along with a user guide

IT Newsletter - Assumed responsibility for news publication for IT Created, edited, published first edition The TransIT, end of 4th quarter, 2011. "

Gartner Research - Performed technology research through Gartner for the following; Performed research requests for IT management on 180 + different business and Technology issues

Gartner On-site Seminars - MARTA IT learning/planning sessions for best practices in four areas

1. IT Asset Management (1st session)
2. IT Asset Management (2nd session)
3. Team Building
4. Change Management

Gartner Symposium - Worldwide IT conference of CIO's, CEO's and world business leaders. Participated in week long learning experience in leading and best practice for the world of technology

Internal Audits - Compliance with individual audits and recommendations

- Complied with over 39 Internal Audits
- Complied with over 93 audit recommendations

Internal Audit – Payroll Incident - Investigated and created response to IA Management Report with concurrences from CBSS and CIO Communicated compliance response to Internal Audit

Gartner Teleconferences - Quarterly teleconference on Technology research requests and planned initiatives for IT Conducted, coordinated and participated in four teleconferences with CIO and staff regarding current and planned initiatives with emphasis on best practices.

TRA Audit Compliance - Completed letter of response to Office of Safety regarding three recommendations
Received approval by CIO and CBSS

Archer / RSA - Automated system for Governance, Risk and Compliance. Obtained access to hosted system

External Audit – Technology - MARTA Technology thoroughly reviewed, complied, responded to, and has taken remedial action for each of 12 audit Recommendations made by Cherry, Bekaert & Holland. Complied with 12 audit recommendations.

External Audit (GASB 51) - Worked with Technology Programs Management to formulate response to external audit recommendation. Complied External Audit request for costs incurred for fiscal year 2010 Technology projects.

External Audit (1099 Review) - Worked with Technology Programs Management to formulate response to 1099 Review. American Express compliance requirement complied with External Audit request for response to 1099 Review.

External Audit (APTA Bus Safety) - Participated in engagement and compliance response by APTA. by supplying requested Technology documentation and reviewing findings and recommendations. Complied with APTA engagement requirements and provided response to Office of Safety who coordinated overall APTA response

External Audit (TRA Safety) - Responded to TRA Audit with respect to the 31684 Voice Communication Systems program. There were three (3) issues in total with one (1) resolved and two (2) to be completed by June 2014.

External Audit (PCI) - Worked with PCI Compliance Team to remediate eleven (11) remaining non-compliance issues. As of May 2011, there are 9 remaining to remediated. Complied with investigation, documentation and overall compliance with 65 other previous non compliance PCI issues.

Service Level Agreements - Initiated four separate SLA's for the Department of Technology Completed four drafts of Service Level and OLA's for the four offices of Technology.

Technology Governance Documentation - Initiated, coordinated, wrote, published and obtained concurrence by Senior Mgmt (EMT) for Technology Governance engagement with CB& governance process including Technology Working Group and Technology Steering Committee processes

Risk Assessment - Developed internal risk assessment plan. Documented risk management plan for PCI compliance – as recommended by external auditors.

GCPS Audit - Compliance team audited GCPS processing for Technology. Developed plan, examined documents, reviewed with CIO and PMO and issued findings

Compliance Office - Establishment of formal governance for the office of compliance. Developed, approved and published Charter, Standard Operating Procedures, Mission, Vision, KPI's and Strategic Plan

MARTA Microsoft Day - Guests of Microsoft at MS facility. Received daylong session on MS features MARTA has access to, how to use, and features forthcoming

Forrester Research - Investigated, tested and viewed research capabilities for IT. Accessed Forrester's research organization for a month long test, trial and evaluation for obtaining technology best practices for present and future best practices.

Governance, Risk, Compliance - Imitation, planning toward implementation of GRC tool for Technology. Completed resolution of hosting agreement with Archer/RSA in April, 2011 for proceeding with implementation of GRC system.

Technical Writing Style Guide - Development of a Technical Writing Style Guide for Technology.

High School Presentation - Presentation to High School students. Developed and presented overview of Compliance to 32 High School students

Microsoft Licensing - Obtained evaluation of MS Licenses agreement from Gartner Research. Presented Gartner Evaluation and communicated to Technology resulting in plan for savings of over $100M in current contract.

Office of Safety - Technology participation in Safety's program Updated (revised and published) Technology's portion of Safety's SPSS program documentation

External Audit – Mauldin & Jenkins (Financial Audit) - New External Auditor request for IT and financial audit. Completed and obtained approval of response to audit questionnaire

Disaster Recovery Tests - Verification of BTP and mainframe DR tests. Complied with Internal Audit verification of BTP and Mainframe successful tests at IT DR site

Governance Model/Process - Provided governance model/process for digital investments & Programs for Transit CIO Consortium for June, 2011 meeting at BART. Complete – Response delivered to CIO and BART via MBTA on 05/20/11

Security Policy - External audit recommendation. Developed, published and received concurrence on comprehensive Technology Security Policy.

Risk Management - Initiative for conducting internal risk assessment Developed and used ISACA Risk Management Framework in Developing a Technology Risk Management Approach and Plan for future internal IT risk assessments

Identity Management - Oracle system to address access, audit and identity controls
Contributed system requirements for compliance controls addressing access, roles, identity controls

Gartner PMO Research Reports - Request by PMO office Completed research and delivered 13 research articles relating to PMO best practices

AFC Production Issue - Test Plan signoff, tests executed, defects documented and fixed

- Executed 45 test cases and logged two defects.
- Resolved defects
- Final Test Report created and distributed to project team and management

TMA Annual Pass - Test Plan signoff, tests executed, defects documented and fixed

- Executed 5 test cases and logged two defects.
- Resolved defects
- Final Test Report created and distributed to project team and management

Breeze TVM Walk Aways - Met with Revenue Director and reviewed scenarios

UPASS - Test Plan signoff, tests executed, defects documented and fixed

- Executed 20 test cases logged and resolved 1 defect
- Traceability matrix Prepared back to office report and distributed to project team
- Created FAQ

R&A Handheld – Ride Check

- Test Plan signoff, tests executed, defects documented and fixed
- Executed 20 test cases logged and resolved 4 defect
- Prepared back to office report and distributed to project team

webEOC - Test Plan with sign off

- Executed test cases

Bus Operations Demo - Demonstrated the default fare set on the new DCU software to managers of bus operations

AFC Breeze Auto Load Production Issue –

- Test Plan signoff, tests executed, defects documented and fixed
- Executed seven test cases at Brady Garage and logged two defects Brady Garage and tapped on fare boxes of seven buses for auto loads and prepared back to office report.

PCI Cubic Remediation - Test Plan creation and signoff,

- Identified QA Lab hardware
- SAN storage requested submitted and storage created
- Obtained quote and prepared executive summary for SafeNet for HSM appliance
- QA Project Plan
- 690 test cases created
- Created traceability matrix
- Submitted to Revenue Director additional device requirements

Web Ticketing Bus Monitoring

- QA Test Plan for Web with sign off
- Test Cases for each module in Web Ticketing:
- Admin Module
- Order Fulfillment Module
- Partner Sales
- Oracle Interfaces (GL and OM)
- Executed test cases & logged defects
- Defect resolution and retesting
- Prepared daily testing report and distributed to project team
- Participated in training sessions with internal project team members.
- Executed Test Cases with the HPEM along with the Encoding Core Team Members.
- Successfully, Obtained QA Testing approvals on all modules.
- Partner Sales – Successfully Deployed
- Group and Bulk Sales Successfully Deployed
- Individual Sales – Final Module Deployed
- Post Production Defects 6 minor defects reported overall

Technology QA Analyst and QA Engineer Job Description and Job Responsibilities – Modified QA job descriptions and job responsibilities

Gwinnett County Transit – Investigated and made recommendations on ticket office machines (TOM) outage at the GCT service center

Technology QA Charter – Completed Charter

Archer – Test Plan signoff, test executed, defects documented and fixed, UAT signoff obtained

Firewall Change – Test Plan signoff, test executed, defects documented and fixed, UAT signoff obtained

Discover Mapping - Test Plan signoff, tests executed, defects documented and fixed, UAT signoff obtained

SAN Performance Tuning - Test Plan signoff, tests executed, defects documented and fixed, production health check results documented and distributed

Breeze Autoload Load at Rail Station - Verification at all 38 rail stations successful, test report prepared and distributed

Web Watch Real Time – Performed two performance testing cycles

- Test report prepared and distributed

TOM Dropping Sales Fix - Sales and Use transactions dropped in production

- Executed 12 test cases
- Final Test Report created and distributed to project team and management

Card Expiration Date Fix – Test Plan signoff, tests executed, defects documented and fixed

- Executed 6 test cases
- Final Test Report created and distributed to project team and management

Transfers between GCT and MARTA – Test Plan signoff, tests executed, defects documented and fixed

- Executed 4 test cases on 32 buses
- Final Test Report created and distributed to project team and management

Kiosk – Test Plan signoff, tests executed, defects documented and fixed

- Executed two test cases
- Final Test Report created and distributed to project team and management

AFC Rail Station Wireless

- Executed tests at 38 rail stations and 3 buses per station
- Executed ten iterations of tests

AFC Firewall Rules Workflow

- Test Plan signoff
- Tests executed
- Executed 20 test cases and logged 10 defects
- Defects fixed

EMIS Board Paperless Reporting

- 41 test cases
- Executed 41 test cases
- Logged 2 defects
- Closed 1 defect
- Performed performance testing on board members laptops
- Test Report distributed to project team and management

AFC Store Value Maximum Increase

- Test Plan with sign off
- QA Playbook drafted

Automated Dispatch Teledriver - Test Plan with sign off

- Created 1575 test cases
- Executed 1575 test cases
- Logged 276 defects
- Closed 254 defects
- QA testing schedule
- QA Playbook

Info-Man
- Test Plan with sign off
- Created 17 test cases
- Executed 17 test cases

Itsmarta.com Bus Alert - Test Plan with sign off
- Created test cases
- Executed test cases
- Test Report created and distributed

Office Print Workflow Optimization
- Test Plan with sign off
- Created check list

HP LoadRunner
- Obtained license key
- Obtained storage
- Installed tool
- Resolved issues with HP

PA System Upgrade
- Test Plan with sign off
- Created 6 test cases
- Executed test cases at 38 rail stations
- Logged and resolved 38 defects
- Test Report created and distributed

Trapeze Pass IVR
- Test Plan with sign off
- Created 21 test cases
- Executed 21 test cases Logged and resolved 3 defects
- Test Report created and distributed

Breeze IVR
- Test Plan with sign off
- Created 30 test cases
- Executed 60 test cases (English and Spanish)
- Logged and resolved defects
- Test Report created and distributed

BPT Year End Patches
- Test Plan with sign off
- 225 test cases
- Test Report created and distributed

Configuration Change Management Tool
- Test Plan with sign off
- 93 test cases
- 15 defects logged and resolved
- Test Report created and distributed

AD Change SSN to Empl ID
- Test Plan with sign off
- 50 test cases
- Test Report created and distributed

SAN Phase I - Commission new SAN infrastructure based on Falcon Stor platform

SAN Phase II
- Performed performance tuning of AFC platform

Mobile Command Vehicle
- Full scale exercise 2011

Hardening Checklist
- VMWare
- Windows
- Oracle
- LINUS

SAN Performance Tuning
- Test Plan signoff
- Tests executed
- Defects documented and fixed
- Production health check results documented and distributed

FY11 AFC Multi Project Release
- Parallel testing effort in San Diego at Cubic site,
- Executed 124 test cases and logged one defect
- Testing in MARTA QA lab in Atlanta, executed 130 test cases and logged one defect

Web Ticketing Application
- Test Plan signoff
- Tests executed
- Defects documented and fixed
- Group and Bulk Sales
- Executed 35 test cases and logged 3 defects.
- Resolved defects
- Final Test Report created and distributed to project team and management

Cobb Cashless BVM
- Test Plan signoff
- Tests executed
- Executed 124 test cases and no defects found
- Final report created and distributed to team and management

R&A Handheld – Ride Check
- Test Plan sign off
- Tests executed
- Defects documented and fixed
- Executed 20 test cases logged and resolved four defects
- Prepared back to office report and distributed to project team

The Office of Technology Infrastructure & Operations:

The **Client Technologies** branch of the TIO accomplished the following in FY11:
- Answered approximately 4000 calls per Month with a 34 second wait time including greeting
- Desktop support fulfilled average 175 requests for service per month
- Streamlined service request forms
- Service Desk took enhanced training for Microsoft Suite in preparation for the rollout of Office 2007 and 2010.
- Fulfilled 35 to 40 new hardware requests per month with a shorter turnaround time
- Upgraded 160+ Kiosks for Union Grievance Project
- Deployed "Symantec" Anti-Virus Authority-Wide
- Upgraded Police Control Center workstations
- Facilitated the relocation of Revenue Services Department from Chamblee to HQ Annex building

The **Network Operations** branch of the Office of TIO executed a security upgrade to the MARTA Enterprise Network. This upgrade drastically elevates MARTA's ability to secure critical and non-critical information from both internal and external threats. The effort replaced network Firewalls with a solution that better supports MARTA information security concerns. Additionally, the upgrade significantly decreased the operations cost of the previous network security hardware solution.

The **System Operations** branch of the Office of TIO successfully installed a new storage area network (SAN) infrastructure to enhance existing storage capabilities and reduce the risk of failure. AFC, AVL, Exchange, and Data Warehouse applications have been migrated to the latest SAN environment. Migrations of

these tier one applications have had minimum effects to the application owners and end users.

The **Telephony Operations** branch of the Office of TIO accomplished the following major milestones for FY11:

- Tested 470 Wayside phones along the 48 mile of track and restoring them from 33% operational to 75% operational and is ongoing.
- Installed a new Board Room Audio, Video, Presentation Technology upgrade eliminating audio feedback.
- Launched a new handheld devices that has expedite the Routine and Preventive Maintenance time and allowed for tracking availability of all Station Phones, Elevator phones and PA Systems.
- Installed 40 Access Points system wide at 33 Rail Stations for the Bus Wi-Fi Breeze card deployment providing real time Breeze card uploads.
- Installed the final wiring terminations racks for voice data and CCTV installation for the Revenue Relocation Projector at the Wachovia Facility.
- Enhanced the Armour Yard PA and completed the CCTV installation for the K9 Police Unit.

In FY11, the **Network Operations Center** (NOC) provided 24x7x365 operation support to vital IT tasks for the Authority's Technology department. Activities performed supported systems that helped collect time sheets and payroll for represented workers. In the past 12 months, the NOC managed successful printing of 13,560 AP checks, 32,232 risk management checks, 11,376 payroll checks, and 99,744 payroll checks. Additionally, 4,416 batch jobs were completed and 11,146,296 report records were printed. In support of data protection, the NOC rotated total 3,360 tapes for the Authority and 1,728 tapes for the mainframe. Other major activities included monitoring and reporting on all Technology Infrastructure IT systems and creating a timely escalation for problems such as the Breeze system, CCTV, ERP, etc. As problems surfaced, efforts were coordinated to expedite resolution before patron impact occurs.

The Office of Technology Enterprise Applications:

The Office of Technology Enterprise Applications has achieved major milestones in FY11 bringing value to the Authority and its patrons. These accomplishments include completing major enhancements to applications and meeting Service Level Agreement metrics for critical systems that provide increased value to the Authority.

The Enterprise Applications Office completed a major new product release to the Authority enabling Web Sales of Breeze cards. This included a staged release of three separate websites targeted at different customer demographics being; TMA and Partner Sales (15% of Ridership), Group and Bulk Sales (for Conventions sales) and Individual Sales for individual patrons that ride the system. This new sales distribution channel has been the most requested enhancement by patrons. Within the first 14 days of Individual Sales go live over 10,000 visits were made to the pages creating over 2,200 accounts with more than 1,400 Breeze card reloads. This includes loading regional partner products for Cobb County, Gwinnett County, and GRTA.

In October 2010, the Enterprise Applications Office implemented a Fare Increase for the Authority. The fare increase required modifications to the Breeze Central Computer systems, Breeze Vending Machines, Ride Store Point of Sale Devices, and Bus Fare Collection equipment. The changes required coordination with Marketing, Finance, Operations, Police, and Technology. The

implementation was seamless to the Regional Partners and to patron travel.

The Enterprise Applications Office also implemented 10+ upgrades for Marta's critical systems, which included FASuite, Oracle Human Resources, Payroll, MARTA's Customer Service, etc. in order to keep them functional and in compliance. These upgrades allowed the Authority to maintain adequate information to meet the existing business needs.

The Enterprise Applications Office successfully upgraded Optio Payroll and Purchase Order document handling with Oracle Business Intelligence Publisher. This reduced our costs for operations and the total cost of ownership by $20,000 annually.

The Office implemented the 2011 Union Contract mandated changes for vacation and sick time allowing the Authority to remain compliant with Union agreements. The time to implement was completed with 50% reduction in costs compared to the last Union Contract change.

In November 2010, a new Police website was released that greatly enhanced the branding of MARTA Police in addition to providing increased information to the MARTA community. The site also offers several security enhancements, a complaints and commendations section for the public to enter information and a streamlined job application process for posted MARTA Police positions.

In June the Safety 1st application was rolled out to all MARTA employees. This application provides a central location to collect information related to safety issues around The Authority and route them to the appropriate personnel for resolution. The system has been used to chronicle issues such as unsafe working conditions, inadequate lighting, unauthorized personnel and personal injury.

The Enterprise Applications Office performed an upgrade of the Primavera suite of products for the Office of Program and Contracts Management. This upgrade represents an increase in functionality and remote accessibility in this project management product.

The Office initiated and deployed the first mobile application for the Authority to enable patrons to view bus and rail schedules on an iPhone. This will be followed by plans for real-time arrival schedules for buses and mobile application for Breeze card purchasing.

The Office of Technology Programs Management:

The Programs Management Branch completed the development of processes and procedures that are used by all Technology Project Managers to consistently manage capital projects. This process was emulated in the Project and Portfolio Management tool. Additionally, a process for managing operational projects was also added to the tool.
Created and released PPM Operating Project Model

Throughout the year, the Technology Programs Management office has worked diligently to bring 28 capital projects to closure. This required the conduct of 164 Phase Gates.

In order to better manage Technology resources, Technology Programs Management developed a method of recording and planning resources across all projects.

As part of the Data Warehouse Project, the Datamart for the inventory system was completed.

The Technology Business Management Branch:

- Developed Business Analysis Methodology & Procedures.
- Developed Technology maintenance contract renewal process.
- Letter of Agreements process developed for unplanned CIP Projects.
- Closed out Cubic contract P4402 for MARTA and Regional Partners
- Technology Custodian Group procedures were developed
- Technology Procurement Polices & Procedures developed
- Asset Management Polices & Procedures developed

DEPARTMENT OF TECHNOLOGY

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	5,350,378	6,086,502	5,994,988	6,686,700	10,410,395
Overtime	196,302	278,135	210,404	192,203	66,161
Benefits	1,994,064	2,341,717	2,439,300	2,826,730	5,573,403
Labor Sub-Total	**$7,540,744**	**$8,706,354**	**$8,644,692**	**$9,705,633**	**$16,049,960**
Contractual Services	4,515,036	3,320,529	5,811,338	10,198,106	12,517,981
Materials & Supplies	771,399	443,118	374,647	239,445	499,347
Other Operating	1,938,191	1,632,031	1,368,935	1,524,623	1,399,505
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	154,263	69,963	65,526	72,400	71,185
Non Labor Sub-Total	**$7,378,889**	**$5,465,641**	**$7,620,446**	**$12,034,574**	**$14,488,018**
Department Total	**$14,919,633**	**$14,171,995**	**$16,265,138**	**$21,740,207**	**$30,537,978**
$ Change from Prior Year		**($747,638)**	**$2,093,143**	**$5,475,069**	**$8,797,771**
% Change from Prior Year		**-5.01%**	**14.77%**	**33.66%**	**40.47%**

Authorized Positions by Status

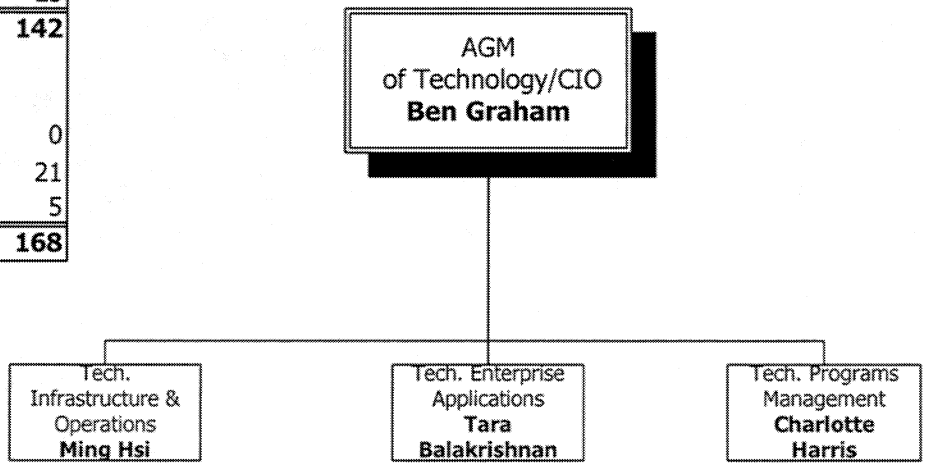
	FY08	FY09	FY10	FY11	FY12
Non-Represented	74	79	139	120	119
Represented	11	10	21	21	23
Full-Time Total	**85**	**89**	**160**	**141**	**142**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**5**	**10**	**0**	**5**	**5**
Capital	**22**	**36**	**26**	**21**	**21**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	8	14	3	3	3
Management	7	8	12	13	16
Police	0	0	0	0	0
Professional	61	101	38	38	35
Technical	0	0	105	87	85
Maintenance	11	10	21	21	23
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	3	2	7	5	6
Total	**113**	**135**	**186**	**167**	**168**

ADM	3
MGR	12
MNT	23
OPR	0
POL	0
PRO	45
REP	0
SUP	6
TEC	79

Non-Rep	119
Rep	23
Total FT	**142**
PT	0
CAP	21
CON	5
TOTAL	**168**



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 & Operations
- Office of Technology Enterprise Applications
- Office of Technology Programs Management

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 operations.
- Upgrading and/or replacing MARTA's business and technology architecture, including hardware, software, and applications infrastructures.
- Directing and leadership of technology associated management groups including Technology Working Group (TWG), Source Evaluation Committee (SEC), 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.
- Successful implementation of new technology programs currently underway at MARTA including the Automated Fare Collection System (Breeze), Automatic Vehicle Locator system, Business Transformation Program, etc.

OFFICE OF AGM TECHNOLOGY CIO

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	319,700	244,240	216,630	199,289	308,107
Overtime	1,728	0	0	0	0
Benefits	82,785	87,096	87,664	91,045	170,924
Labor Sub-Total	**$404,213**	**$331,336**	**$304,294**	**$290,334**	**$479,031**
Contractual Services	8,670	12,409	-13,107	196,040	1,203
Materials & Supplies	21,976	63,445	39,023	16,898	70,503
Other Operating	0	495	571	33	672
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	69,199	39,947	30,539	18,413	30,270
Non Labor Sub-Total	**$99,845**	**$116,296**	**$57,026**	**$231,384**	**$102,648**
Office Total	**$504,058**	**$447,632**	**$361,320**	**$521,718**	**$581,679**
$ Change from Prior Year		**($56,426)**	**($86,312)**	**$160,398**	**$59,961**
% Change from Prior Year		**-11.19%**	**-19.28%**	**44.39%**	**11.49%**

Authorized Positions by Status

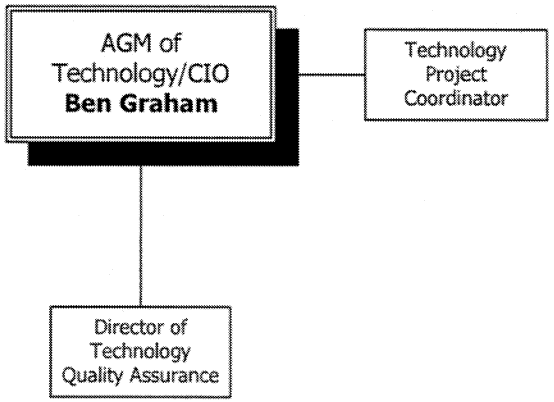
	FY08	FY09	FY10	FY11	FY12
Non-Represented	2	3	4	3	3
Represented	0	0	0	0	0
Full-Time Total	**2**	**3**	**4**	**3**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	1	2	3	2	2
Police	0	0	0	0	0
Professional	0	1	0	0	0
Technical	1	0	1	1	1
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**3**	**4**	**3**	**3**

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

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



Personnel Comparison Report

OFFICE OF AGM TECHNOLOGY CIO

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of Technology Quality Assurance	23 - TBD	----	----	1	1	1
AGM Technology	C	----	----	1	1	1
Technology Project Coordinator	17	----	----	1	1	1
Historical Managerial	22 - C	1	2	1	----	----
Historical Professional	17	----	1	----	----	----
Historical Technical	17	1	----	----	----	----
Non-Rep Subtotal		**2**	**3**	**4**	**3**	**3**
Total Full-Time		**2**	**3**	**4**	**3**	**3**

FUNCTIONS AND RESPONSIBILITIES

The Office of Technology Infrastructure & Operations is responsible for providing computing support for mainframe and enterprise client/server environments, technology data center processing services and maintenance and support of all technology systems. This office supports Authority-Wide business units in providing distributed desktop support, data network connectivity support, system operations support 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, Client Technologies, Enterprise Network Operations, and Telephony Operations branches.

The **Technology Systems Support and Client Technologies** branch responsibilities include:

- Providing mainframe payroll and human resources Tier I support.
- Tier I support of enterprise systems to include system monitoring for both the server farm environments and the enterprise network environment.
- 24x7x365 Technology Services Desk for distributed desk top support and fielding/escalation of all technology related production support areas.
- 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
- Authority-Wide Back Office Phones
- Wayside Phones
- PBX Systems
- Voice Recording Systems
- Call Center Telephony Systems

The **Enterprise Network Operations** branch responsibilities include:

- Providing Authority-wide Tier II support *(diagnosing and resolving production support issues)* for enterprise server and data network.
- Managing and maintaining MARTA's core technology infrastructure, which includes Windows server systems, UNIX server systems, distributed printing components, and enterprise LAN/WAN components.
- Management of Authority-Wide data transport system (SONET).
- Facilitating Authority-wide network access, to include the deployment and management of networking components.
- Deployment and management of enterprise disaster recovery and storage area networking systems.
- Deployment and management of enterprise anti-virus systems.
- Support and Maintenance of the Enterprise Email and BlackBerry Services
- Providing support to the Police Emergency Response Systems, Incident Tracking Systems and Close-Circuit TV Systems
- Support and Maintenance of the Printing Services for the Authority.

OFFICE OF TECH INFRASTRUCTURE & OPS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,366,544	2,911,983	2,434,935	3,006,952	4,775,696
Overtime	181,534	261,212	203,309	183,383	66,161
Benefits	984,264	1,108,652	979,582	1,258,418	2,447,529
Labor Sub-Total	**$3,532,342**	**$4,281,847**	**$3,617,826**	**$4,448,753**	**$7,289,386**
Contractual Services	2,625,485	2,174,842	3,318,853	6,509,451	9,652,217
Materials & Supplies	709,767	368,334	313,298	209,023	410,943
Other Operating	1,886,250	1,276,262	1,290,721	1,472,898	1,397,463
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	51,149	10,827	14,785	14,220	12,072
Non Labor Sub-Total	**$5,272,651**	**$3,830,265**	**$4,937,657**	**$8,205,592**	**$11,472,695**
Office Total	**$8,804,993**	**$8,112,112**	**$8,555,483**	**$12,654,345**	**$18,762,081**
$ Change from Prior Year		**($692,881)**	**$443,371**	**$4,098,862**	**$6,107,736**
% Change from Prior Year		**-7.87%**	**5.47%**	**47.91%**	**48.27%**

Authorized Positions by Status

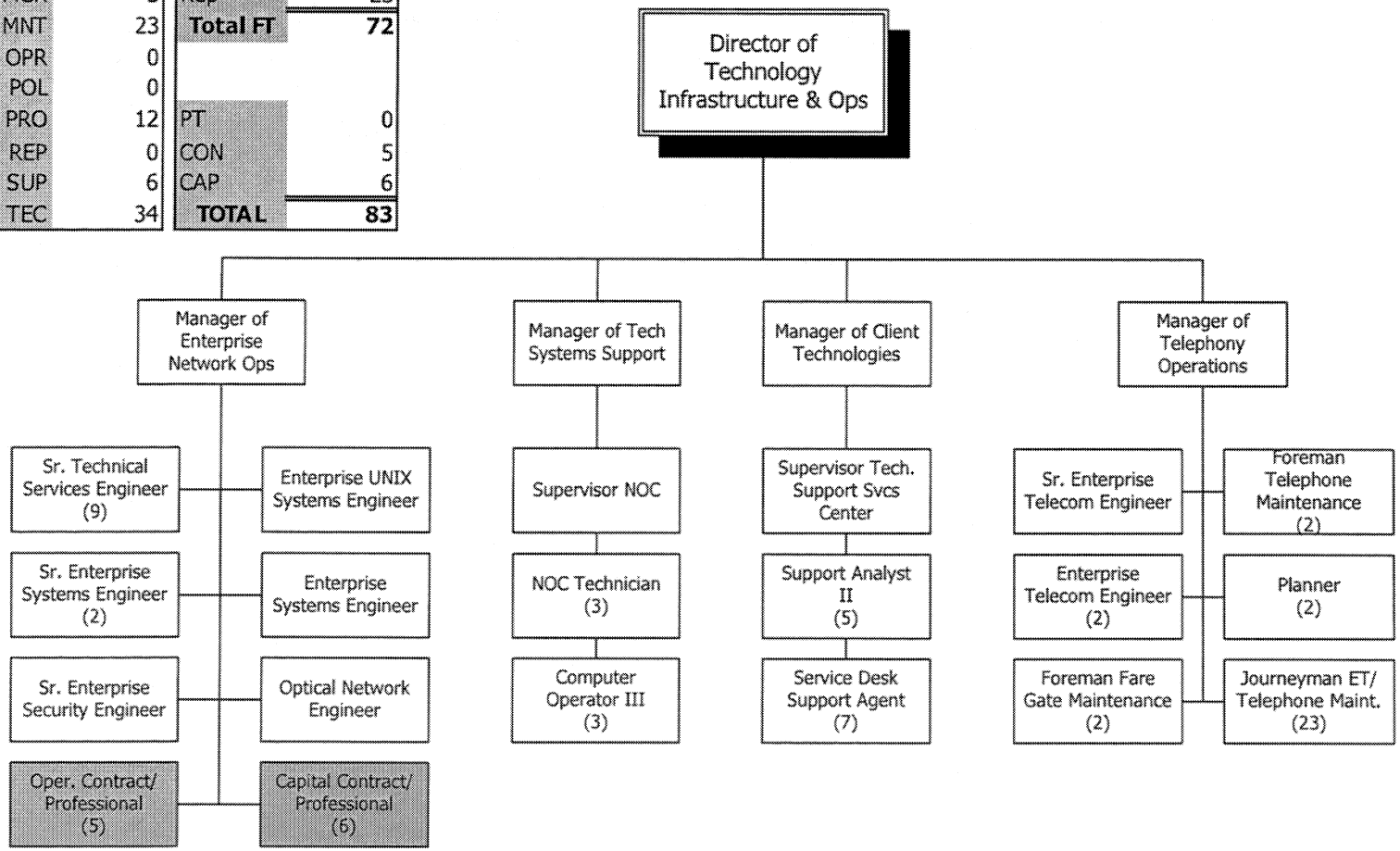
	FY08	FY09	FY10	FY11	FY12
Non-Represented	38	32	55	49	49
Represented	55	10	21	21	23
Full-Time Total	**93**	**42**	**76**	**70**	**72**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**5**	**5**	**0**	**5**	**5**
Capital	**7**	**15**	**11**	**6**	**6**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	6	3	3	3	3
Management	4	3	3	3	5
Police	0	0	0	0	0
Professional	20	30	17	17	12
Technical	10	13	36	32	34
Maintenance	53	10	21	21	23
Operator	0	0	0	0	0
Represented	2	0	0	0	0
Supervisory	10	3	7	5	6
Total	**105**	**62**	**87**	**81**	**83**

ADM	3
MGR	5
MNT	23
OPR	0
POL	0
PRO	12
REP	0
SUP	6
TEC	34

Non-Rep	49
Rep	23
Total FT	**72**
PT	0
CON	5
CAP	6
TOTAL	**83**



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Tech Infra & Operations	23	----	----	1	1	1
Manager Telephony Operations	22	----	----	----	----	1
Mgr Enterprise Network Ops	22	----	----	1	1	1
Mgr Tech Systems Support	22	----	----	1	1	1
Manager Client Technologies	21	----	----	----	----	1
Sr Enterprise Systems Engineer	20	----	----	3	3	2
Sr Technical Services Engineer	20	----	----	15	13	9
Sr. Enterprise Security Engineer	20	----	----	1	1	1
Senior Enterprise Telecom Engineer	19	----	----	----	----	1
Supv Tech Support Svcs Centr	19	----	----	1	1	1
Enterprise Systems Engineer	18	----	----	1	1	1
Enterprise Telecom Engineer	18	----	----	2	2	2
Enterprise Unix Sys Engineer	18	----	----	1	1	1
Optical Network Engineer	18	----	----	1	1	1
Supv Network Operations Center	18	----	----	1	1	1
Foreman Fare Gate Maintenance	16	----	----	4	2	2
Foreman Telephone Maintenance	16	----	----	1	1	2
Network Operations Center Tech	16	----	----	3	3	3
Planner Comm Comptr & Farecoll	16	----	----	1	1	2
Support Analyst II	15	----	----	5	5	5
Service Desk Analyst	12	----	----	6	6	----
Service Desk Support Agent	12	----	----	2	1	7
Computer Operator III	10	----	----	3	3	3

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Managerial	22 - 23	4	3	----	----	----
Historical Professional	12 - 20	7	10	----	----	----
Historical Technical	15 - 20	10	13	1	----	----
Historical Supervisory	16 - 19	10	3	----	----	----
Historical Administrative	09 - 13	6	3	----	----	----
Non-Rep Subtotal		**38**	**32**	**55**	**49**	**49**
Represented						
Journeyman ET-Telephone Maint	UR	----	----	21	21	23
Historical Represented (Non-Specified)	UR-8 - UR-9	2	----	----	----	----
Historical Maintenance	UR	53	10	----	----	----
Represented Subtotal		**55**	**10**	**21**	**21**	**23**
Total Full-Time		**93**	**42**	**76**	**70**	**72**
Operating Contract						
Contract Professional	----	----	----	----	----	5
Contract Professional/Exempt Straight	----	----	----	----	5	----
Historical Professional	----	5	5	----	----	----
Total Operating Contract		**5**	**5**	**----**	**5**	**5**

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Contract Professional/Exempt Straight	---- - CAP	----	----	3	6	6
Historical Professional	----	7	15	8	----	----
Total Capital		**7**	**15**	**11**	**6**	**6**

FUNCTIONS AND RESPONSIBILITIES

The Office of Technology Enterprise 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 and Automated Fare Collection (Breeze) Program Management branches.

The ITS Applications branch is responsible for providing applications development, maintenance, and centralized data management as a corporate resource across the MARTA enterprise. Office responsibilities include:

- Database architecture, development, administration, and management of all data repositories
- Internet, Intranet and Universal Web Portal architecture, development and maintenance
- Business Intelligence, Data Warehouse and Balanced Scorecard Development and Support
- Application daily operation and maintenance for the Automated Fare Collection and the Bus Automated Vehicle Locator systems
- Application daily operation and maintenance for the Regional Trip Planning and Scheduling systems
- Geographical Information Systems data collection, system development, and user support

The Business Applications branch is responsible for planning, designing, developing or acquiring, implementing and supporting new and advanced business applications in MARTA's technology environment. Office responsibilities include:

- Coordinating systems requirements with executives and clients
- Implementing and maintaining the Business Transformation Program which includes Enterprise Resource Planning and Enterprise Asset Management systems
- Making continual enhancements in business applications to support legislative changes, audit requests and business user requests
- Supporting major systems in production, including Train Control System, Police Management Information System, Document Management & Automated Dispatch Systems
- Implement new business solutions through purchase of off the shelf software or development of applications

The Breeze Program Office focuses on what is required to Operate, Support, Monitor, and Improve the Breeze System

- Supports MARTA and Regional Automated Fare Collection (AFC) Program
- Serves as liaison for all Regional Partners (Cobb Community Transit, Clayton County Transit, Gwinnett County Transit and GRTA) 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

OFFICE OF TECH ENTERPRISE APPLICATIONS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,004,021	2,252,512	2,048,491	2,113,738	2,938,865
Overtime	5,598	0	55	2,997	0
Benefits	753,854	936,597	938,592	988,574	1,630,348
Labor Sub-Total	**$2,763,473**	**$3,189,109**	**$2,987,138**	**$3,105,309**	**$4,569,213**
Contractual Services	1,862,224	1,091,510	2,180,947	3,343,650	2,608,274
Materials & Supplies	4,739	3,443	3,346	4,573	3,250
Other Operating	0	0	2,026	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	22,692	9,170	10,875	18,900	12,313
Non Labor Sub-Total	**$1,889,655**	**$1,104,123**	**$2,197,194**	**$3,367,123**	**$2,623,837**
Office Total	**$4,653,128**	**$4,293,232**	**$5,184,332**	**$6,472,432**	**$7,193,050**
$ Change from Prior Year		**($359,896)**	**$891,100**	**$1,288,100**	**$720,618**
% Change from Prior Year		**-7.73%**	**20.76%**	**24.85%**	**11.13%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	38	37	42	39	37
Represented	0	0	0	0	0
Full-Time Total	**38**	**37**	**42**	**39**	**37**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**14**	**20**	**10**	**10**	**10**
Clayton	**0**	**0**	**0**	**0**	**0**

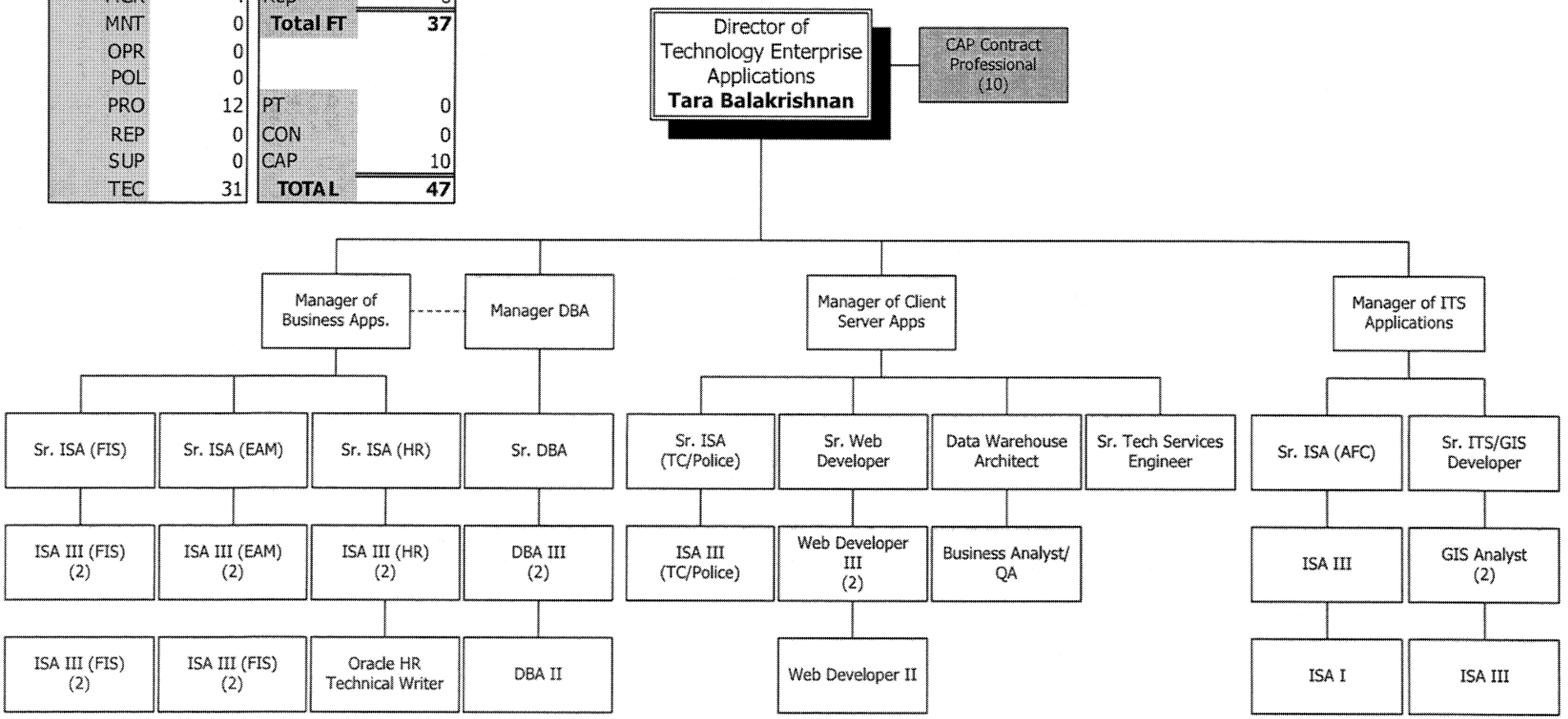
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	3	3	3	4	4
Police	0	0	0	0	0
Professional	16	21	13	12	12
Technical	33	33	36	33	31
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**52**	**57**	**52**	**49**	**47**

OFFICE OF TECH ENTERPRISE APPLICATIONS

ADM	0
MGR	4
MNT	0
OPR	0
POL	0
PRO	12
REP	0
SUP	0
TEC	31

Non-Rep	37
Rep	0
Total FT	**37**
PT	0
CON	0
CAP	10
TOTAL	**47**



Contract Position (Shaded)

Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Enterprise Applications	23	----	----	1	1	1
Manager Client Server Application	22	----	----	----	----	1
Manager DBA	22	----	----	----	----	1
Mgr Business Applications	22	----	----	1	1	1
Mgr ITS Applications	22	----	----	1	1	1
Breeze Product Manager	21	----	----	----	1	----
Data Warehouse Architect	20	----	1	1	1	1
Information Systems Analyst Sr	20	----	----	4	4	5
Sr Technical Services Engineer	20	----	----	----	2	1
Sr Web Developer	20	----	----	1	1	1
Sr. Database Administrator	20	----	----	2	2	1
Sr. ITS/GIS Developer	20	----	1	1	1	1
Database Administrator III	19	----	----	5	3	2
Information Sys Analyst III	19	----	----	----	11	9
Web Developer III	19	----	----	2	1	2
Data Warehouse Business Analyst QA	18	----	----	1	1	1
Database Administrator II	18	----	----	2	1	1
GIS Analyst	18	----	----	2	2	2
Information Systems Analyst II	18	----	----	----	1	2
Web Developer II	18	----	----	2	2	1
Breeze Business Analyst	17	----	----	1	1	----
Information Systems Analyst I	16	----	----	----	----	1
Oracle HR Payroll Technical Writer	16	----	----	2	1	1

Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Managerial	22 - 23	3	3	----	----	----
Historical Technical	18 - 20	33	31	12	----	----
Historical Professional	17 - 18	2	1	1	----	----
Non-Rep Subtotal		**38**	**37**	**42**	**39**	**37**
Total Full-Time		**38**	**37**	**42**	**39**	**37**
Capital Contract						
Contract Professional	----	----	----	----	----	10
Contract Professional/Exempt Straight	----	----	----	----	10	----
Historical Professional	----	14	20	10	----	----
Total Capital		**14**	**20**	**10**	**10**	**10**

FUNCTIONS AND RESPONSIBILITIES

The Technology Programs Management office is responsible for program, project, budget and contractual oversight for the Department and for analyzing and researching new transit technologies and programs.

The Program Management branch develops business requirements, justifications and senior management approval for new business initiatives and tracks the schedule and budgets of existing projects.

- Project management including responsibility for matrix management of the implementation teams for technology projects, serving as the contracting representative for all technology contracts support and coordination of Authority needs, resolving conflicts that impact project schedule and cost.
- Implementing a project tracking tool which provides a common methodology across technology projects.
- Maintain a Technology Scorecard for monitoring project and technology performance.
- This branch assigns, prioritizes, and monitors technology projects. In addition, the branch tracks achievement of goals and objectives for divisional reporting.
- Manages customer liaison activities between Technology and the business units of the Authority.

The Transit System Enhancement (TSE) branch surveys MARTA staff, management and the transit industry regarding system improvements and upgrades, and makes recommendations to the CEO team. The TSE branch also initiates Intelligent Transportation Systems (ITS) projects and acts as project champion until they become fully operational. During FY08, the branch will manage the remaining tasks of the Breeze Card Fare Collection Program and other initiatives including:

- Close out of Rail Station Modifications for Breeze Card Program.
- Close out of the Cash Handling Facility Renovation.
- Leadership of Breeze Card Marketing, Operations, Finance, Planning, Technology, Engineering and Customer Service Teams.
- Implementation of Regional Trip Itinerary Planning System.
- Management of Fare Collection Equipment Contractor.
- Upgrade of the Parking System to Smart Card Technology.
- On-Going Participation with Regional Partners Regarding Technology and ITS Projects including Regional 511.
- Processes and monitors the primary functions related to preparing, processing and successful execution of purchasing hardware, software and services for Technology.

The Technology Business Management (TBM) branch is responsible for managing contract and financial administration, maintenance of technology related policies and procedures and administration of Technology professional services. This branch is accountable for performance reporting, contract administration, resource administration (staffing, training, labor relations) and budget administration including the analysis of financial condition and communication to Authority Executive staff.

The Technology Business Management branch responsibilities include the following:

- Manages Technology Programs responsible for providing, financial administration, telecommunications and technology assets management.
- Oversees & helps department managers manage their capital and operating budgets.
- Assists department management in analyzing all vendor contracts for Technology and advises on best practices.
- Assists departmental management in preparing and completing business cases.
- Monitors cell phone and pager use in the Authority.
- Administers contracts with all vendors.
- Prepares and updates policies and procedures. Monitors, authenticates and prepares responses for all internal and external audit activities.
- Develops various business presentations and reviews procedures and guidelines for financial planning.
- Analyzes the financial condition of Technology and communicates the results to executive decision makers.

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	660,113	677,767	1,294,932	1,366,721	2,387,728
Overtime	7,442	16,923	7,040	5,823	0
Benefits	173,161	209,372	433,462	488,693	1,324,602
Labor Sub-Total	**$840,716**	**$904,062**	**$1,735,434**	**$1,861,237**	**$3,712,330**
Contractual Services	18,657	41,768	324,645	148,965	256,287
Materials & Supplies	34,917	7,896	18,980	8,951	14,651
Other Operating	51,941	355,274	75,617	51,692	1,370
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	11,223	10,019	9,327	20,867	16,530
Non Labor Sub-Total	**$116,738**	**$414,957**	**$428,569**	**$230,475**	**$288,838**
Office Total	**$957,454**	**$1,319,019**	**$2,164,003**	**$2,091,712**	**$4,001,168**
$ Change from Prior Year		**$361,565**	**$844,984**	**($72,291)**	**$1,909,456**
% Change from Prior Year		**37.76%**	**64.06%**	**-3.34%**	**91.29%**

Authorized Positions by Status

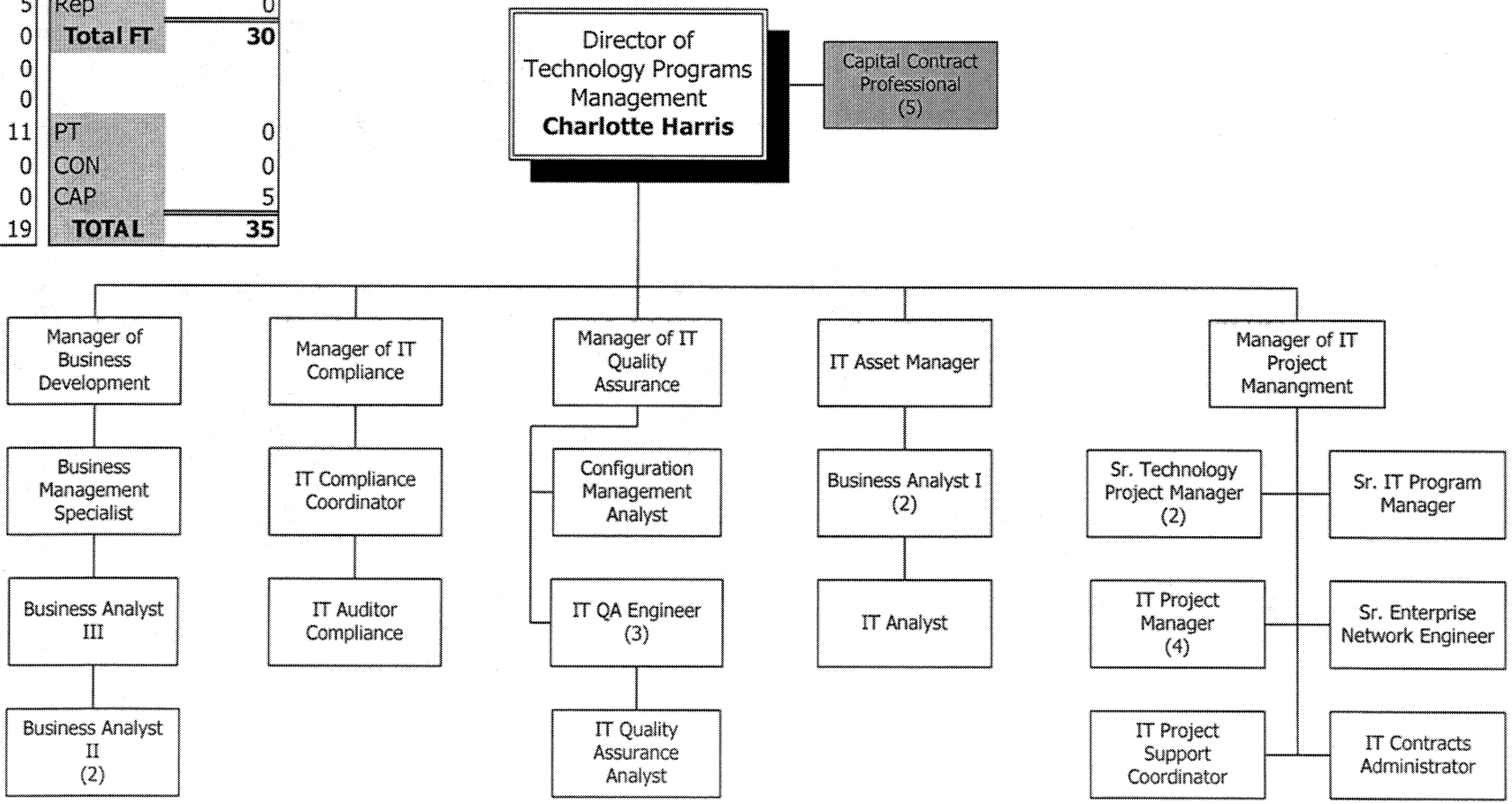
	FY08	FY09	FY10	FY11	FY12
Non-Represented	7	7	38	29	30
Represented	0	0	0	0	0
Full-Time Total	**7**	**7**	**38**	**29**	**30**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**5**	**0**	**0**	**0**
Capital	**1**	**1**	**5**	**5**	**5**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	2	2	3	4	5
Police	0	0	0	0	0
Professional	1	6	8	9	11
Technical	5	5	32	21	19
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**8**	**13**	**43**	**34**	**35**

ADM	0
MGR	5
MNT	0
OPR	0
POL	0
PRO	11
REP	0
SUP	0
TEC	19

Non-Rep	30
Rep	0
Total FT	**30**
PT	0
CON	0
CAP	5
TOTAL	**35**



Contract Position (Shaded)

TOC

Personnel Comparison Report

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
IT Asset Manager	20 - TBD	----	----	----	1	1
IT Compliance Coordinator	18 - TBD	----	----	----	1	1
IT Project Support Coordinator	15 - TBD	----	----	----	1	1
Manager of IT Compliance	22 - TBD	----	----	----	1	1
Dir Tech Enter Plng & Mgmt	23	----	----	1	1	1
Manager IT Project Management	22	----	----	----	----	1
Mgr Tech Business Dev Sales	22	----	----	----	----	1
IT Auditor	21	----	----	----	1	1
Mgr IT Quality Assurance	21	----	----	1	1	1
Senior Technology Project Manager	20	----	----	2	2	2
Sr. Enterprise Network Engineer	20	----	----	1	1	1
Sr. IT Program Manager	20	----	----	----	----	1
Business Analyst III	19	----	----	3	1	1
Configuration Management Analyst	19	----	----	1	1	1
IT Quality Assurance Engineer	19	----	----	4	3	3
Business Management Specialist	18	----	----	1	1	1
IT Analyst	18	----	----	1	1	1
IT Contracts Administrator	18	----	----	2	1	1
IT Project Manager	18	----	----	10	6	4
IT Quality Assurance Analyst	18	----	----	2	1	1
Business Analyst II	17	----	----	2	2	2
Business Analyst I	15	----	----	3	2	2
Historical Managerial	22 - 23	2	2	1	----	----

Personnel Comparison Report

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Professional	19	----	----	1	----	----
Historical Technical	16 - 19	5	5	2	----	----
Non-Rep Subtotal		**7**	**7**	**38**	**29**	**30**
Total Full-Time		**7**	**7**	**38**	**29**	**30**
Operating Contract						
Historical Professional	17	----	5	----	----	----
Total Operating Contract		**----**	**5**	**----**	**----**	**----**
Capital Contract						
Capital Contract Professional	----	----	----	----	----	5
Contract Professional	----	----	----	----	5	----
Historical Professional	----	1	1	5	----	----
Total Capital		**1**	**1**	**5**	**5**	**5**

DEPARTMENT OF PLANNING

This Department includes the following Offices:

Department of Planning

- Office of AGM of Planning
- Office of Development & Regional Coordination
- Office of Transit System Planning

FY2012 GOALS AND OBJECTIVES

FY 2012 proposes some serious challenges; we have to do more with less staff. The Authority's inability to "*Refresh*"/update our computer hardware and software hampers our capabilities. The Planning GIS and service planning and scheduling staff must have some hardware upgrades or replacements in order to carry out their tasks. We are working with the IT Department to determine our most urgent needs and devise a plan that will avoid any disruption in our work tasks. We have successfully interviewed candidates for a position to populate and maintain an electronic inventory all real estate holdings including ground truthing with GIS. Through the hire of an experienced, senior land use planner, we have successfully expanded the scope of the TOD function to include land use and sustainability initiatives that are being funded by the federal USDOT/HUD and EPA partnership. The Development and Regional Coordination (DRC) staff continues to work with ARC, the Livable Communities Coalition (LCC) and our member jurisdictions and others to have the MARTA TOD guidelines adopted by the region. The TSP staff continues to actively advance our Corridor Expansion studies through the process with both the Clifton and I-20 East corridors advancing towards having a Locally Preferred Alternative (LPA). Staff also continues to work with the Beltline to gain a Tier I Record of Decision (ROD)/environmental clearance for that project this fall. Staffs from both TSP and DRC are supporting the region's efforts to develop the project list for the 2012 Transportation Improvement Act (TIA) sales tax referendum as well as support the City of Atlanta's (COA) effort to build the first phase of the Atlanta streetcar project with a $47 Million dollar TIGER grant. The staff of the Concessions program continues to plan and implement the retail program in our stations with the phase 1 beverage program meeting or exceeding program targets. A psychographic study was completed to help determine the value of our real estate and help us get a strong response to our request for proposals for the more extensive phase II program effort. As of July of 2011 we are conducting a snack machine test pilot to determine the potential revenue that could be brought in if we add snack machines to our beverage vending program.

Other Goals for FY2012:

- Working with ARC, continue to facilitate the adoption of MARTA's TOD guidelines and policies by the municipalities and counties in the region;
- Facilitate the development of a *Developers Corner* page for the MARTA website. The page would include helpful information for developers and others on all of our station sites;
- Continue to plan and implement the advancement of the retail Concessions program into Phase II specialty retail food and beverage;
- Facilitate a Board workshop on out TOD/joint development and expansion program efforts and policies;
- Present and facilitate Board adoption of a revised vision for the Lindbergh TOD;
- Implement improved MARTA input to the review of the Development of Regional Impact (DRI's);
- Continue to facilitate/coordinate MARTA review and input to the TIA project list and referendum efforts;
- Continue to support MARTA's Planning Department involvement in the Atlanta Streetcar efforts;
- Sponsor Department wide morale/team building exercise/ event;
- Hold a Department retreat;
- Continue to coordinate efforts with Fulton County on the Bus Stop Enhancement Program;
- Complete Clifton Corridor AA and I-20 AA (Phase I AA/DEIS Study);
- GA 400 Initiate North Line AA Study;
- Initiate West Line Corridor Re-evaluation Study;
- Prepare and conduct Title VI Analysis;
- Develop Route Diagnostics & Performance Profiles
- Develop and present Service Assessments
- Develop Service Improvement Options
- Institute new automated Service Quality Report Form
- Develop and maintain an electronic database of all MARTA real estate holdings
- Managing existing leases ($5 million in annual revenue)
- Continue necessary property rights for ROW acquisition and capital projects, and Review, develop and Enhance Real Estate Policies and procedures

FY2012 Key Performance Indicators for the Department of Planning

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.70%	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%	-12.30%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	-10.85%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-29.58%	</= 0%

FY2011 ACCOMPLISHMENTS

- Completed first year of the *Planning Pride* Newsletter which has proven to compliment Planning's efforts by serving as an internal funnel to inform, encourage and commend staff.
- TOD Staff incorporated "land use" as general core office and job function successfully.
- Developed and implemented FY2011 Reduced Service Plan
- Implemented bus stop changes resulting from the FY2011 Reduced Service Plan
- Completed MARTA's Fleet Management Update as required for the FY2011 Reduced Service Plan
- Assisted in the implementation of the Memorial Drive Bus Rapid Transit (BRT)
- Developed and implemented ~50 service adjustments post September 25, 2010
- Developed and Submitted MARTA's Transportation Investment Act Applications
- Completed MARTA Facilities Assessment Study
- Restructured service map book
- Implemented TOD Guidelines in an effort to "Promote Joint Development.
- Completed draft of Transit Oriented Development (TOD) Guidelines for the Atlanta metro region for review by the Board of Directors
- Developed an amendment to the Memorandum of Agreement between MARTA, GDOT, GRTA and ARC on Transportation Planning in Atlanta founding the RTC
- Developed, released and awarded MARTA's first retail concession contract
- Completed the acquisition of over 40 parcels to support the Memorial Drive BRT and Stonecrest Park & Ride lot
- Developed and managed a process for MARTA oversight of $25 million in MARTA Capital funds to fund projects in DeKalb County, Fulton County and City of Atlanta as part of an agreement between MARTA and ARC for a one-time disbursement of $25 million in federal funds to MARTA
- Managed and coordinated the advancement of the Peachtree Street Streetcar and Multi-modal Passenger Terminal

DEPARTMENT OF PLANNING

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,646,032	2,664,405	2,603,958	2,456,934	2,732,956
Overtime	0	1,018	3,070	4,204	0
Benefits	1,119,410	1,169,284	1,238,563	1,257,593	1,516,118
Labor Sub-Total	**$3,765,442**	**$3,834,707**	**$3,845,591**	**$3,718,731**	**$4,249,074**
Contractual Services	337,053	212,610	206,142	209,043	220,386
Materials & Supplies	25,419	23,111	15,641	17,001	18,145
Other Operating	0	0	48	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	126	2,822	10	0	3,840
Other Non Operating	240,263	33,638	15,187	19,370	107,769
Non Labor Sub-Total	**$602,861**	**$272,181**	**$237,028**	**$245,414**	**$350,140**
Department Total	**$4,368,303**	**$4,106,888**	**$4,082,619**	**$3,964,145**	**$4,599,214**
$ Change from Prior Year		**($261,415)**	**($24,269)**	**($118,474)**	**$635,069**
% Change from Prior Year		**-5.98%**	**-0.59%**	**-2.90%**	**16.02%**

Authorized Positions by Status

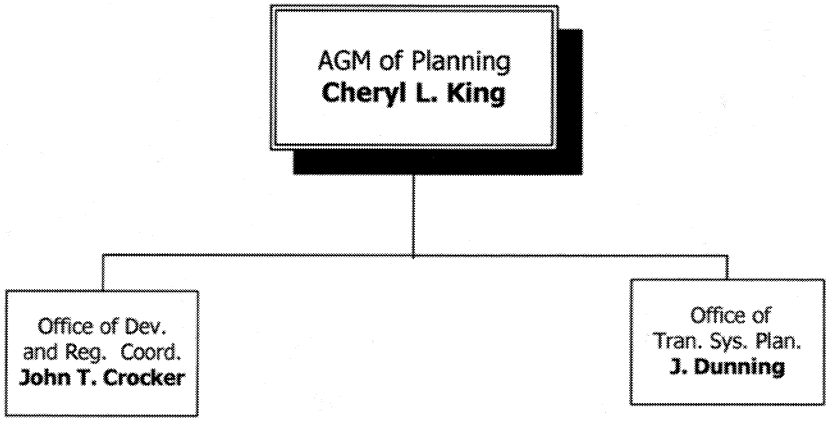
	FY08	FY09	FY10	FY11	FY12
Non-Represented	39	42	42	40	41
Represented	0	0	0	0	0
Full-Time Total	**39**	**42**	**42**	**40**	**41**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**5**	**2**	**2**	**0**	**0**
Capital	**10**	**10**	**10**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	8	15	9	7	7
Management	10	12	12	10	10
Police	0	0	0	0	0
Professional	21	27	29	20	21
Technical	0	0	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	2	1	1
Total	**55**	**54**	**54**	**40**	**41**

ADM	7
MGR	10
MNT	0
OPR	0
POL	0
PRO	21
REP	0
SUP	1
TEC	2

Non-Rep	41
Rep	0
Total FT	**41**
PT	0
CON	0
CAP	0
TOTAL	**41**



FUNCTIONS & RESPONSIBILITES

The Office of the Assistant General Manager of Planning oversees a wide variety of programs and activities that involve diverse constituencies, planning for the corridor, service planning and scheduling, environmental analysis, transit oriented development, real estate acquisition and management and regional service coordination.

Other offices in the department of Planning are the following:

- **Transit System Planning**
- **Development and Regional Service Coordination**

The Office of Transit System Planning directs the Authority's Transit Planning initiatives, which 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 overseas MARTA 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 Development and Regional Coordination is responsible for directing the Authority's joint development activities, managing all real estate holdings, developing and managing the Authority's concession program, providing support to the Regional Transit Committee and managing relationships with other transit operators and agencies within the Atlanta region. TOD staff is involved in developing transit oriented development policies and guidelines. The office directs the joint development initiative by assessing the potential of property for development and directing the eventual development of this property in order to increase transit ridership and generate new revenue. This office manages the Authority's real estate holdings; including acquisition, evaluation, relocation, and disposition of properties. It also promotes the development of private property around MARTA rail stations and manages the Authority's lease portfolio. The Concessions branch manages and develops the Authority's retail concession program. Regional Service Coordination staff directs the Authority's service coordination activities with partner transit operators and planning agencies as well as providing advice and consultation on special projects that arise from time to time within the region. This office works with the Office of Transit Systems Planning to oversee and coordinate all regional and planning initiatives for the Authority which includes identifying and structuring new and revised service to growing markets, and identifying new bus and rail technologies while overseeing the Unified Planning Work Program (UPWP) that is reported to the ARC and FTA.

OFFICE OF AGM PLANNING

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	204,322	340,250	439,162	339,758	205,056
Overtime	0	0	0	0	0
Benefits	74,196	114,863	150,685	130,932	113,755
Labor Sub-Total	**$278,518**	**$455,113**	**$589,847**	**$470,690**	**$318,811**
Contractual Services	0	0	0	81,861	0
Materials & Supplies	3,726	6,577	4,433	4,811	3,237
Other Operating	0	0	48	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	126	2,822	0	0	3,840
Other Non Operating	74,706	13,519	7,113	4,803	9,009
Non Labor Sub-Total	**$78,558**	**$22,918**	**$11,594**	**$91,475**	**$16,086**
Office Total	**$357,076**	**$478,031**	**$601,441**	**$562,165**	**$334,897**
$ Change from Prior Year		**$120,955**	**$123,410**	**($39,276)**	**($227,268)**
% Change from Prior Year		**33.87%**	**25.82%**	**-6.53%**	**-40.43%**

Authorized Positions by Status

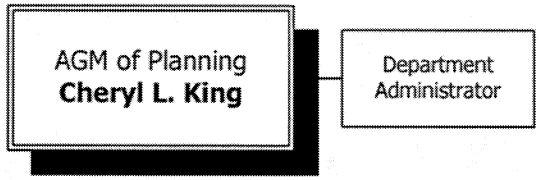
	FY08	FY09	FY10	FY11	FY12
Non-Represented	2	2	2	2	2
Represented	0	0	0	0	0
Full-Time Total	**2**	**2**	**2**	**2**	**2**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	1	1	1	1
Management	1	1	1	1	1
Police	0	0	0	0	0
Professional	1	0	0	0	0
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**2**	**2**	**2**	**2**	**2**

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

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



Personnel Comparison Report

OFFICE OF AGM PLANNING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM Planning	C	----	----	----	1	1
Department Administrator	17	----	----	----	1	1
Historical Managerial	C	1	1	1	----	----
Historical Administrative	17	----	1	1	----	----
Historical Professional	17	1	----	----	----	----
Non-Rep Subtotal		**2**	**2**	**2**	**2**	**2**
Total Full-Time		**2**	**2**	**2**	**2**	**2**

FUNCTIONS & RESPONSIBILITIES

The Office of Development and Regional Coordination is responsible for all transit-oriented development, real estate activities, concession programs and regional service coordination activities. These responsibilities are divided among four branches; the Joint Development branch, the Real Estate branch, the Concessions branch and Regional Coordination branch.

The Joint Development Branch is responsible for all activities related to the Authority's transit-oriented joint development program.

This includes:

- Assessing properties for joint development potential
- Overseeing the implementation and dissemination of MARTA's Transit Oriented Development Guidelines
- Overseeing the development of joint development projects

The Real Estate branch is responsible for working with Engineering to certify parcels for acquisition, appraisal and establishment of Just Compensation, property acquisition, project management, clearance and demolition, relocation claims, relocation appeals, property disposition to private parties, property transfers to public agencies and working with adjacent property owners on non-MARTA transit-oriented developments to encourage ridership.

The Concessions branch is responsible for the development of proposals and management of existing contracts for concessions on MARTA properties.

The Regional Coordination branch is responsible for establishing, managing and coordinating with external transit operators in the Atlanta region and other agencies involved with delivery of services within Atlanta. Additionally, this staff provides the in-kind technical support to the Regional Transit Committee (RTC) of the Atlanta Regional Commission as part of MARTA's partnership and full participation as a member of the RTC. This branch also supports the efforts of the Office of Transit Systems Planning as it relates to development of long-term projects and development of the Long Range Transportation Plan (RTP) and Transportation Improvement Plan (TIP).

OFFICE OF DEV & REGIONAL COORDINATION

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	778,070	639,358	489,349	625,934	916,812
Overtime	0	0	0	0	0
Benefits	295,569	269,981	229,789	268,625	508,605
Labor Sub-Total	**$1,073,639**	**$909,339**	**$719,138**	**$894,559**	**$1,425,417**
Contractual Services	192,188	209,409	206,142	127,182	220,111
Materials & Supplies	6,343	4,862	1,758	3,989	5,188
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	150,651	12,506	2,114	5,554	86,605
Non Labor Sub-Total	**$349,182**	**$226,777**	**$210,014**	**$136,725**	**$311,904**
Office Total	**$1,422,821**	**$1,136,116**	**$929,152**	**$1,031,284**	**$1,737,321**
$ Change from Prior Year		**($286,705)**	**($206,964)**	**$102,132**	**$706,037**
% Change from Prior Year		**-20.15%**	**-18.22%**	**10.99%**	**68.46%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	10	10	12	12	12
Represented	0	0	0	0	0
Full-Time Total	**10**	**10**	**12**	**12**	**12**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**6**	**6**	**6**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

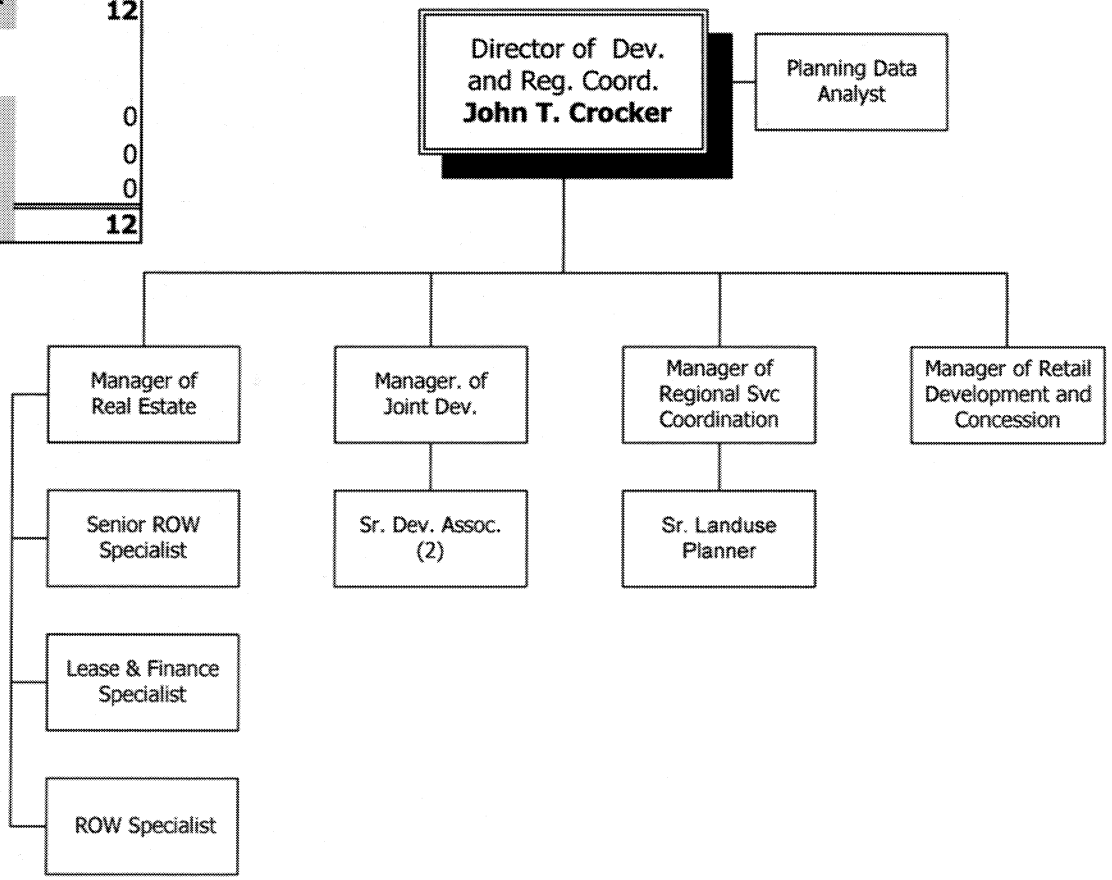
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	1	0	0
Management	4	4	6	5	5
Police	0	0	0	0	0
Professional	11	11	11	7	7
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**16**	**16**	**18**	**12**	**12**

OFFICE OF DEV & REGIONAL COORDINATION

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

Non-Rep	12
Rep	0
Total FT	**12**
PT	0
CON	0
CAP	0
TOTAL	**12**



Personnel Comparison Report

OFFICE OF DEV & REGIONAL COORDINATION

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Dir Regional Services Coord	22 - 23	----	----	----	1	1
Manager of Retail Development and Concessions	22	----	----	1	1	1
Mgr Joint Development	21	----	----	----	1	1
Mgr Real Estate	21	----	----	----	1	1
Mgr Regional Services Coord	20	----	----	----	1	1
Lease & Finance Specialist	19	----	----	----	1	1
Sr Development Associate	19	----	----	----	2	2
Sr Landuse Planner	19	----	----	----	1	1
Sr Right Of Way Specialist	19	----	----	----	1	1
Planning Data Analyst	16	----	----	----	----	1
Right Of Way Specialist	16	----	----	----	1	1
Data Analyst*	15	----	----	----	1	----
Historical Managerial	19 - 23	4	4	5	----	----
Historical Professional	16 - 19	4	4	5	----	----
Historical Administrative	14 - 16	2	2	1	----	----
Non-Rep Subtotal		**10**	**10**	**12**	**12**	**12**
Total Full-Time		**10**	**10**	**12**	**12**	**12**

Personnel Comparison Report

OFFICE OF DEV & REGIONAL COORDINATION

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Historical Administrative	----	----	3	----	----	----
Historical Contract	----	6	----	----	----	----
Historical Professional	----	----	3	6	----	----
Total Capital		**6**	**6**	**6**	**----**	**----**

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).

Regional Planning & Analysis 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. It directs the development of project environmental documentation in compliance with the National Environmental Policy Act and coordinates such documents for appropriate federal and state agency approvals.

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

Special Projects & Analysis (SPA) provides support for the Office of Transit System Planning, providing the Office's core GIS capabilities, service analysis and ridership management, mapping, and the capability to conduct other special projects. Additionally, SPA is the branch responsible for coordinating the Authority's bus stop management efforts. SPA'S responsibilities include numerous ongoing projects as well as one time major projects.

OFFICE OF TRANSIT SYSTEM PLANNING

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	1,663,640	1,684,797	1,675,447	1,491,242	1,611,088
Overtime	0	1,018	3,070	4,204	0
Benefits	749,645	784,440	858,089	858,036	893,758
Labor Sub-Total	**$2,413,285**	**$2,470,255**	**$2,536,606**	**$2,353,482**	**$2,504,846**
Contractual Services	144,865	3,201	0	0	275
Materials & Supplies	15,350	11,672	9,450	8,201	9,720
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	10	0	0
Other Non Operating	14,906	7,613	5,960	9,013	12,155
Non Labor Sub-Total	**$175,121**	**$22,486**	**$15,420**	**$17,214**	**$22,150**
Office Total	**$2,588,406**	**$2,492,741**	**$2,552,026**	**$2,370,696**	**$2,526,996**
$ Change from Prior Year		**($95,665)**	**$59,285**	**($181,330)**	**$156,300**
% Change from Prior Year		**-3.70%**	**2.38%**	**-7.11%**	**6.59%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	33	28	28	26	27
Represented	0	0	0	0	0
Full-Time Total	**33**	**28**	**28**	**26**	**27**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**5**	**2**	**2**	**0**	**0**
Capital	**4**	**4**	**4**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

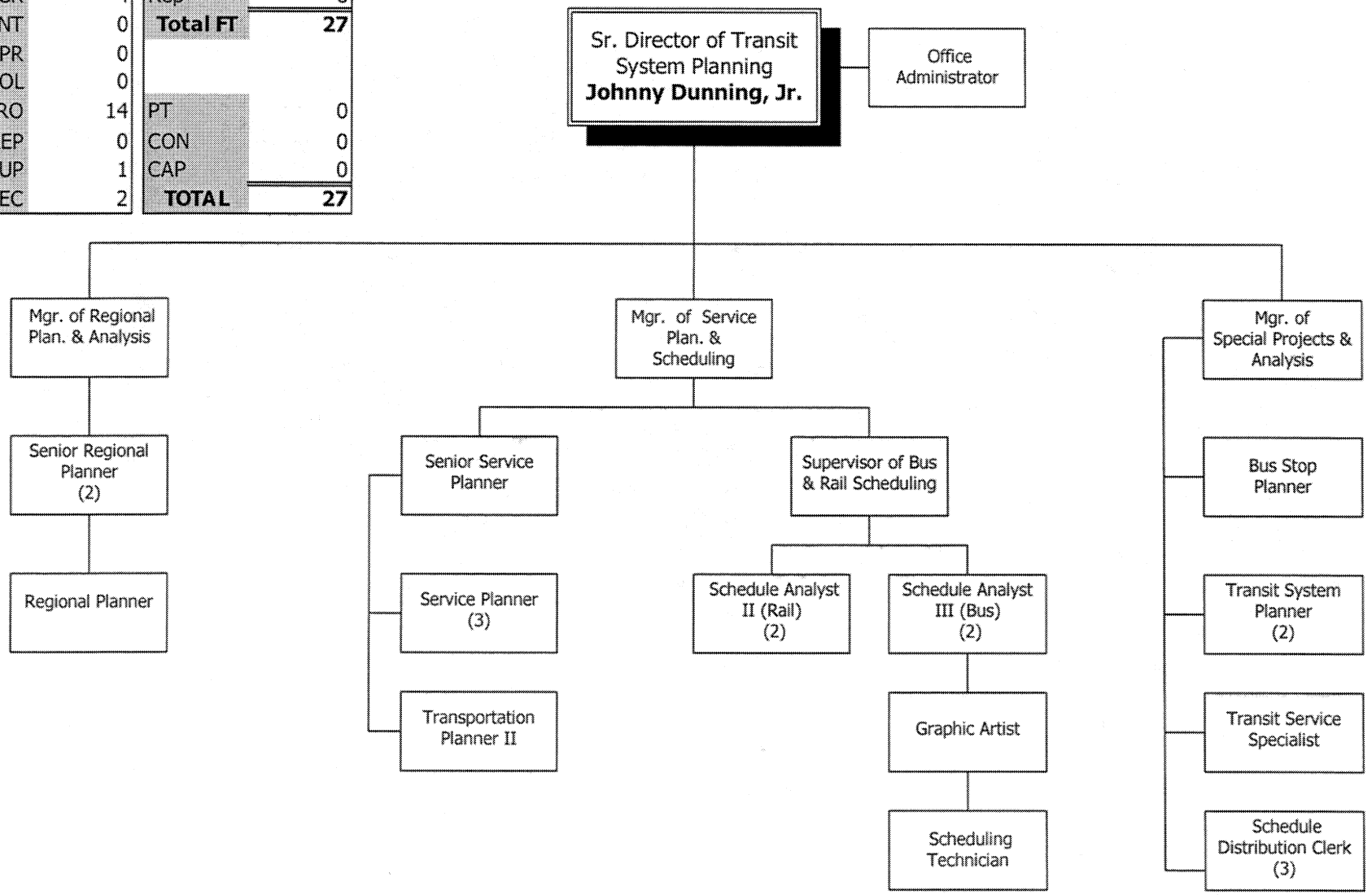
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	7	7	7	6	6
Management	6	5	5	4	4
Police	0	0	0	0	0
Professional	26	18	18	13	14
Technical	1	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	2	2	2	1	1
Total	**43**	**34**	**34**	**26**	**27**

OFFICE OF TRANSIT SYSTEM PLANNING

ADM	6
MGR	4
MNT	0
OPR	0
POL	0
PRO	14
REP	0
SUP	1
TEC	2

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



Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Sr Dir Transit System Planning	24	----	----	----	1	1
Mgr Svc Planning & Scheduling	21	----	----	1	1	1
Mgr Regional Planning & Analys	20	----	----	1	1	1
Mgr Special Projects & Analysi	20	----	----	1	1	1
Sr Regional Planner	19	----	----	1	2	2
Sr Service Planner	19	----	----	1	1	1
Supv Bus Scheduling	19	----	----	----	1	1
Regional Planner III	17	----	----	----	1	1
Service Planner III	17	----	----	----	----	1
Transit System Planner II	17	----	----	----	2	----
Transportation Planner II	17	----	----	----	----	2
Bus Stop Planner	16	----	----	----	1	1
Office Administrator I	14 - 16	----	----	----	1	1
Schedule Analyst III	16	----	3	3	2	2
Transit System Plng Analyst	16	----	----	1	1	1
Service Planner II	15	----	----	3	2	2
GRAPHIC ARTIST	14	----	1	1	1	1
Schedule Analyst II	14	----	----	----	2	2
Scheduling Technician	09	----	1	1	1	1
Transit Service Specialist	09	----	----	----	1	1
Schedule Distribution Clerk	06	----	2	2	3	3
Historical Managerial	20 - 24	6	5	2	----	----
Historical Professional	14 - 19	19	11	5	----	----

Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Historical Supervisory	18 - 19	2	2	2	----	----
Historical Technical	14 - 16	1	1	1	----	----
Historical Administrative	06 - 14	5	2	2	----	----
Non-Rep Subtotal		**33**	**28**	**28**	**26**	**27**
Total Full-Time		**33**	**28**	**28**	**26**	**27**
Operating Contract						
Historical Administrative	----	----	----	2	----	----
Historical Professional	----	5	2	----	----	----
Total Operating Contract		**5**	**2**	**2**	**----**	**----**
Capital Contract						
Historical Administrative	----	2	2	----	----	----
Historical Professional	----	2	2	4	----	----
Total Capital		**4**	**4**	**4**	**----**	**----**

TOC

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 Government & Constituent Relations
- Office of Marketing & Sales
- Office of Media Communications

FY2012 GOALS AND OBJECTIVES

The Department of Communications and External Affairs consists of the Office of the AGM, and the offices of External Affairs, Government and Constituent Relations, Marketing & Sales, Media Relations and the branch of Customer Services which is housed in the AGM's office. The department gives voice to the agency by communicating all internal and external messages, coordinating all media relations, initiating outreach to the community, fostering jurisdictional relations, developing marketing relationships, and facilitating good customer services.

Goals for fiscal year 2012 are as follows: Effectively advocate for MARTA at the federal, state, and local government levels; develop relationships with organizations and individuals to obtain favorable alliances that benefit the Authority; increase customer satisfaction and marketing to retain existing customers and attract new customers; educate and promote to enhance the value and benefits of MARTA and transit; craft and deliver timely communication messages to internal and external audiences; develop and maintain relationships with the media to obtain favorable considerations; garner broad-based support for transit; ensure a coordinated effort for all department programs and projects; work effectively with other departments in providing communication materials; leverage technology and internal processes to enhance the customer experience; and explore new opportunities for revenue generation.

Objectives for fiscal year 2012 are: Initiate implementation of the customer focused transit experience program to strengthen and support staff and build and improve customer loyalty and convert choice riders to regular riders; develop, track and trend performance metrics to gage the effectiveness of the transit experience program; develop effective communication messages for all audiences; establish protocol for timely and effective media responses; position major Authority initiatives for local and national interest; maintain and update a database for effective communication dissemination; use psychographics to identify our customers and potential customers for effective messaging and marketing; facilitate community meetings, forums and public hearings to educate and inform the community; build strategic alliances with elected officials, businesses, advocacy groups and organizations; expand the outreach efforts to include diverse communities; enhance the strategic marketing efforts to better position the MARTA brand and generate revenues for the Authority; establish better coordination between department offices to ensure accurate and complete programs that have a cross functional focus; implement effective internal communications tools that will improve communications to employees.

FY2012 Key Performance Indicators for the Department of Communications & External Affairs

KPI	Definition	FY11 Target	FY11 Year-End	FY12 Target
Average Call Wait Time	Average call wait time for customer calls (in minutes)	</= 1:10	0:45	</= 1:10
Call Abandonment Rate	Abandonment rate for customer calls	</= 10%	6.68%	</= 10%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%	94.52%	>/= 96%
Attendance Represented	% represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%	91.85%	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%	-0.22%	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%	5.37%	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%	-24.98%	</= 0%
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%	4.53%	</= 0%

FY2011 ACCOMPLISHMENTS

- System Advertising generated the following revenue during FY11: Transit - $5.6 million, Bus Shelters - $950,000, CBS Rail Network - $300,000, SignPost Networks - $205,000
- Sales Programs generated the following revenue during FY11: Partnership Program - $16.5 million (3.8% increase), UPASS - $5.98 million (4.9% increase), K-12 School Program $862,000 (6.5% reduction), Visitor Pass $195K (319% increase due to Primerica)
- Successfully converted over 30 Partnership Sales accounts (consisting of over two hundred companies) from Breeze
- Worked in partnership with the Atlanta Convention & Visitors Bureau to win successful bid for APTA 2017 Convention
- Coordinated the monthly Federal conference call to maintain open lines of communications regarding actions at Federal level
- Staged all Authority public hearings
- Staffed the Board Customer Development Committee and met with committee chair to review agenda
- Coordinated local jurisdictional briefings and made presentations as required
- Coordinated the March, 2011 Legislative Conference Board of Directors visits to Capitol Hill
- Coordinated with department offices for all Authority special events
- Coordinated the dissemination of all media, customer and staff messaging focused around the ice storm in January of 2011
- January 10-15, 2011 Inclement Weather – Customer Service Center received and investigated 1,270 claims for restitution during the days the bus service was suspended
- Partnered with various community organizations to engage, inform and educate the community key stakeholders about the significance of the Transportation Investment Act (TIA)
- Coordinated tours of the Authority for the Guadalajara, Iranian, and Syrian Delegations
- MARTOC – Directed preparation of the annual report submitted to the state legislative oversight committee
- Served as primary staff for the Georgia Transit Association (GTA) supporting legislative efforts at the state and federal levels and attended Board meetings and other functions
- Worked across departments to collaborate on FY 2011 annual report that leveraged the "MARTA Matters" branding
- Contracted with a monitoring service to systematically track daily media impressions about the Authority to begin benchmarking future communications outcomes
- Wrote, reviewed and edited numerous news articles, blog posts, and Op-Eds to better communicate MARTA's mission and message
- Developed messaging and press materials for significant Authority developments including the adoption of the FY 2011 budget, SCADA Automatic Train Control System and high profile media stories
- Reinstituted the newsletter for internal and external customers
- Coordinated reassignments of management and administrative staff in support of the 2011 Green Concert, System Modifications and New Year's Eve 2010
- Implemented approved Lost and Found Authority-wide procedures

DEPARTMENT OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	4,094,243	3,776,538	4,033,917	3,490,750	3,356,259
Overtime	116,819	142,542	136,687	37,031	50,251
Benefits	1,956,027	1,750,316	1,916,216	1,954,040	1,859,616
Labor Sub-Total	**$6,167,089**	**$5,669,396**	**$6,086,820**	**$5,481,821**	**$5,266,126**
Contractual Services	188,775	207,757	156,993	412,120	571,320
Materials & Supplies	73,482	66,011	47,206	65,145	51,782
Other Operating	0	77	69	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	318,078	259,417	243,615	377,956	425,879
Other Non Operating	29,519	36,224	34,843	24,782	80,703
Non Labor Sub-Total	**$609,854**	**$569,486**	**$482,726**	**$880,003**	**$1,129,684**
Department Total	**$6,776,943**	**$6,238,882**	**$6,569,546**	**$6,361,824**	**$6,395,809**
$ Change from Prior Year		**($538,061)**	**$330,664**	**($207,722)**	**$33,985**
% Change from Prior Year		**-7.94%**	**5.30%**	**-3.16%**	**0.53%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	61	57	54	42	44
Represented	28	26	26	20	20
Full-Time Total	**89**	**83**	**80**	**62**	**64**
Part - Time	**4**	**4**	**4**	**2**	**2**
Contract	**1**	**1**	**1**	**1**	**0**
Capital	**1**	**1**	**2**	**1**	**1**
Clayton	**0**	**0**	**0**	**0**	**0**

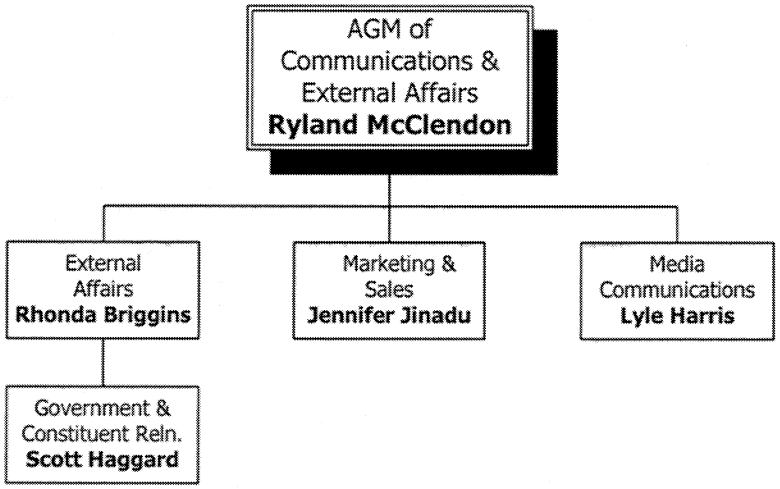
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	27	10	25	17	16
Management	14	15	12	9	9
Police	0	0	0	0	0
Professional	14	30	13	10	12
Technical	0	0	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	29	27	28	22	22
Supervisory	8	6	7	6	6
Total	**95**	**89**	**87**	**66**	**67**

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

ADM	16
MGR	9
MNT	0
OPR	0
POL	0
PRO	12
REP	22
SUP	6
TEC	2

Non-Rep	44
Rep	20
Total FT	**64**
PT	2
CON	0
CAP	1
TOTAL	**67**



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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	2,746,281	2,281,590	2,533,118	2,101,384	1,856,929
Overtime	116,819	142,057	136,492	37,031	50,251
Benefits	1,371,907	1,068,351	1,185,578	1,207,386	1,027,857
Labor Sub-Total	**$4,235,007**	**$3,491,998**	**$3,855,188**	**$3,345,801**	**$2,935,037**
Contractual Services	38,403	110,718	-119	28,782	218,856
Materials & Supplies	26,615	18,915	19,128	10,919	19,969
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	4,704	9,943	3,960	3,210	15,200
Other Non Operating	10,344	12,614	16,592	5,565	23,095
Non Labor Sub-Total	**$80,066**	**$152,190**	**$39,561**	**$48,476**	**$277,120**
Office Total	**$4,315,073**	**$3,644,188**	**$3,894,749**	**$3,394,277**	**$3,212,157**
$ Change from Prior Year		**($670,885)**	**$250,561**	**($500,472)**	**($182,120)**
% Change from Prior Year		**-15.55%**	**6.88%**	**-12.85%**	**-5.37%**

Authorized Positions by Status

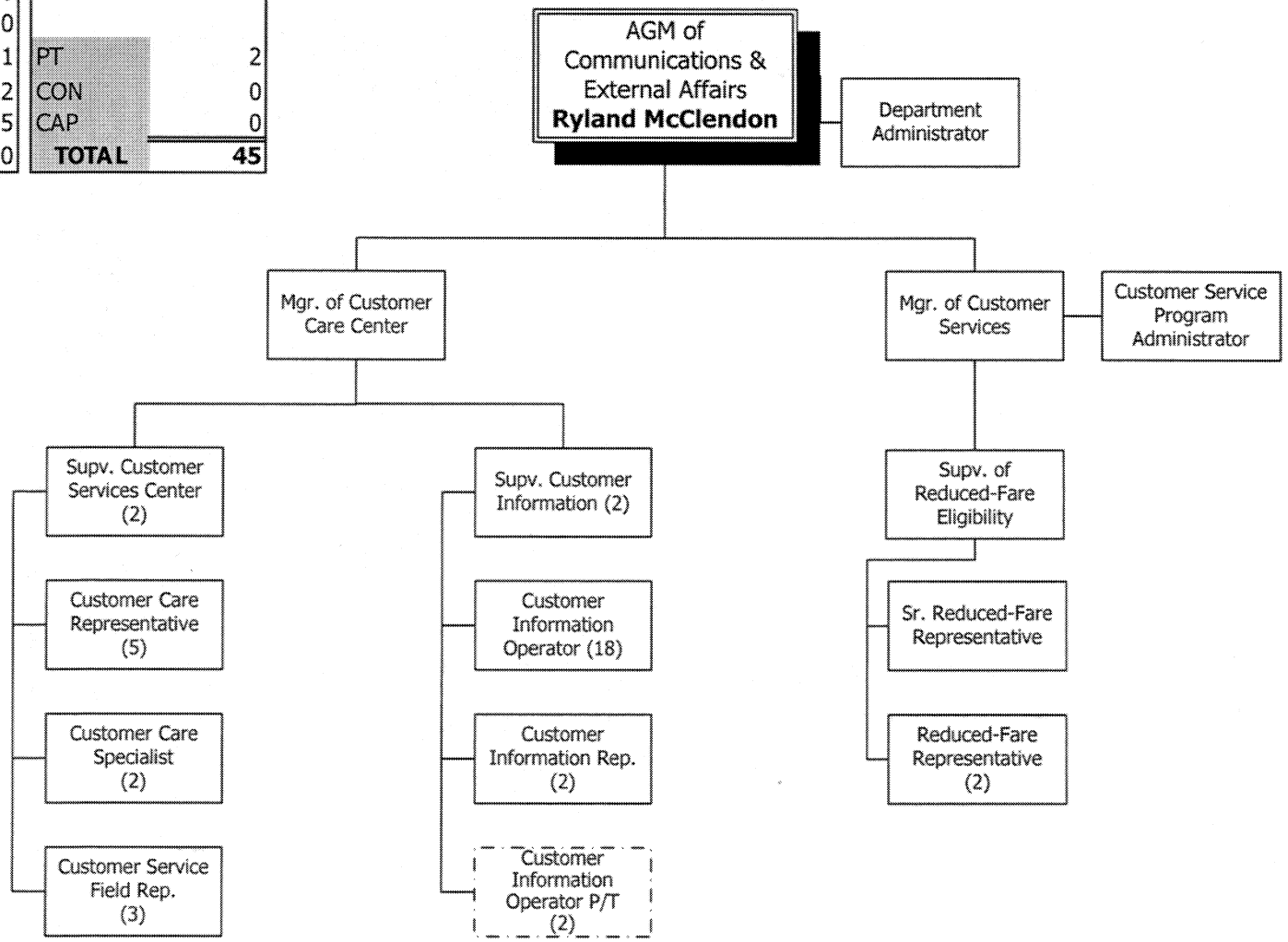
	FY08	FY09	FY10	FY11	FY12
Non-Represented	5	2	29	23	23
Represented	0	0	26	20	20
Full-Time Total	**5**	**2**	**55**	**43**	**43**
Part - Time	**0**	**0**	**4**	**2**	**2**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	2	1	21	15	14
Management	2	1	4	3	3
Police	0	0	0	0	0
Professional	1	0	0	0	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	28	22	22
Supervisory	0	0	6	5	5
Total	**5**	**2**	**59**	**45**	**45**

ADM	14
MGR	3
MNT	0
OPR	0
POL	0
PRO	1
REP	22
SUP	5
TEC	0

Non-Rep	23
Rep	20
Total FT	**43**
PT	2
CON	0
CAP	0
TOTAL	**45**



Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
AGM Communications & External Affairs	C	----	----	1	1	1
Sr Reduced Fare Respresentative	8	----	----	----	1	1
Reduced Fare Representative	6	----	----	----	2	2
Mgr Customer Care Center	20	----	----	----	1	1
Mgr Customer Svcs	20	----	----	----	1	1
Department Administrator	17	----	----	----	1	1
Customer Svcs Program Admin	16	----	----	----	----	1
Office Administrator II	16	----	----	----	1	----
Supv Reduced Fare Eligibility	16	----	----	----	1	1
Supv Customer Info Centr	16	----	----	----	2	2
Supv Customer Services Center	16	----	----	1	2	2
Customer Care Rep	13	----	----	7	7	5
Customer Care Specialist	13	----	----	----	----	2
Customer Service Field Rep	13	----	----	4	3	3
Historical Managerial	19 - B	2	1	3	----	----
Historical Administrative	13 - 8	2	1	9	----	----
Historical Professional	20	1	----	----	----	----
Historical Supervisory	16	----	----	4	----	----
Non-Rep Subtotal		**5**	**2**	**29**	**23**	**23**

Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Represented						
Customer Info Representative	UR	----	----	2	2	2
Customer Information Operator	UR	----	----	23	18	18
Historical Represented (Non-Specified)	UR	----	----	1	----	----
Represented Subtotal		**----**	**----**	**26**	**20**	**20**
Total Full-Time		**5**	**2**	**55**	**43**	**43**
Part-Time						
Historical Administrative	90902	----	----	1	----	----
Historical Supervisory	90902	----	----	1	----	----
Customer Info Operator Pt	00090 - 90	----	----	2	2	2
Total Part-Time		**----**	**----**	**4**	**2**	**2**

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 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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	585,151	589,517	481,816	377,711	370,295
Overtime	0	0	0	0	0
Benefits	260,441	279,175	268,598	239,364	205,422
Labor Sub-Total	**$845,592**	**$868,692**	**$750,414**	**$617,075**	**$575,717**
Contractual Services	9,768	8,720	10,106	143,193	0
Materials & Supplies	3,211	6,195	4,810	7,066	6,998
Other Operating	0	77	69	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,776	274	2,302	128	2,079
Other Non Operating	13,972	12,070	4,572	5,500	28,845
Non Labor Sub-Total	**$28,727**	**$27,336**	**$21,859**	**$155,887**	**$37,922**
Office Total	**$874,319**	**$896,028**	**$772,273**	**$772,962**	**$613,639**
$ Change from Prior Year		**$21,709**	**($123,755)**	**$689**	**($159,323)**
% Change from Prior Year		**2.48%**	**-13.81%**	**0.09%**	**-20.61%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	6	6	5	5
Represented	0	0	0	0	0
Full-Time Total	**0**	**6**	**6**	**5**	**5**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

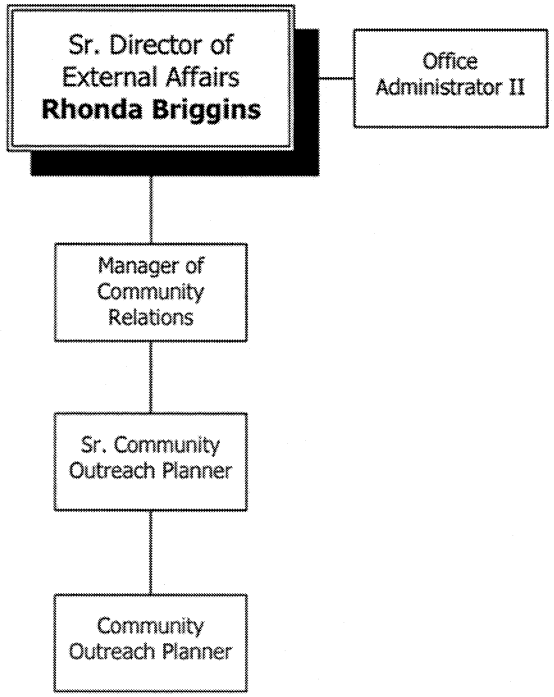
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	1	1	1	1
Management	0	2	2	2	2
Police	0	0	0	0	0
Professional	0	3	3	2	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**6**	**6**	**5**	**5**

OFFICE OF EXTERNAL AFFAIRS

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

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



Personnel Comparison Report

OFFICE OF EXTERNAL AFFAIRS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Sr. Director of External Affairs	24	----	----	1	1	1
Mgr Community Relations	20	----	----	1	1	1
Sr Community Outreach Planner	19	----	----	----	1	1
Community Outreach Planner	16	----	----	----	1	1
Office Administrator II	16	----	----	----	1	1
Historical Managerial	20 - 24	----	2	----	----	----
Historical Professional	16 - 19	----	3	3	----	----
Historical Administrative	14 - 16	----	1	1	----	----
Non-Rep Subtotal		**----**	**6**	**6**	**5**	**5**
Total Full-Time		**----**	**6**	**6**	**5**	**5**

FUNCTIONS & RESPONSIBILITIES

The Office of Government and 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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	0	0	121,231	159,465	161,160
Overtime	0	0	0	0	0
Benefits	0	0	34,837	55,382	89,404
Labor Sub-Total	**$0**	**$0**	**$156,068**	**$214,847**	**$250,564**
Contractual Services	0	0	0	0	160,000
Materials & Supplies	0	361	184	75	168
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	3,170	5,266	6,800	11,916
Non Labor Sub-Total	**$0**	**$3,531**	**$5,450**	**$6,875**	**$172,084**
Office Total	**$0**	**$3,531**	**$161,518**	**$221,722**	**$422,648**
$ Change from Prior Year		**$3,531**	**$157,987**	**$60,204**	**$200,926**
% Change from Prior Year		**---**	**4474.28%**	**37.27%**	**90.62%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	5	3	2	2
Represented	0	0	0	0	0
Full-Time Total	**0**	**5**	**3**	**2**	**2**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**0**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

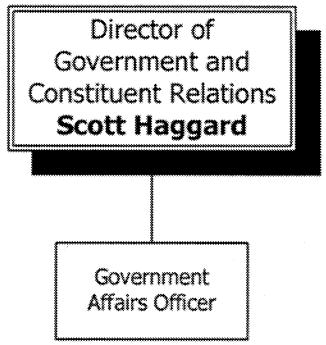
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	0	0	0	0
Management	0	1	1	1	1
Police	0	0	0	0	0
Professional	0	3	2	1	1
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	1	0	0	0
Total	**0**	**5**	**3**	**2**	**2**

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

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

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



Personnel Comparison Report

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of Government Relations	23	----	----	----	1	1
Government Affairs Officer	17	----	----	----	1	1
Historical Managerial	23	----	1	1	----	----
Historical Supervisory	19	----	1	----	----	----
Historical Professional	17	----	3	2	----	----
Non-Rep Subtotal		**----**	**5**	**3**	**2**	**2**
Total Full-Time		**----**	**5**	**3**	**2**	**2**

FUNCTIONS & RESPONSIBILITIES

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

OFFICE OF MARKETING & SALES

Categories of Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	762,811	760,326	708,165	667,132	696,363
Overtime	0	485	195	0	0
Benefits	323,679	365,602	363,435	377,464	386,311
Labor Sub-Total	**$1,086,490**	**$1,126,413**	**$1,071,795**	**$1,044,596**	**$1,082,674**
Contractual Services	140,604	88,319	147,006	240,145	184,131
Materials & Supplies	43,656	40,198	23,052	46,781	21,647
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	311,598	249,200	237,353	374,618	408,600
Other Non Operating	5,203	5,305	4,048	2,895	6,270
Non Labor Sub-Total	**$501,061**	**$383,022**	**$411,459**	**$664,439**	**$620,648**
Office Total	**$1,587,551**	**$1,509,435**	**$1,483,254**	**$1,709,035**	**$1,703,322**
$ Change from Prior Year		**($78,116)**	**($26,181)**	**$225,781**	**($5,713)**
% Change from Prior Year		**-4.92%**	**-1.73%**	**15.22%**	**-0.33%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	12	14	12	10	11
Represented	0	0	0	0	0
Full-Time Total	**12**	**14**	**12**	**10**	**11**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**2**	**1**	**1**	**0**
Capital	**1**	**0**	**1**	**1**	**1**
Clayton	**0**	**0**	**0**	**0**	**0**

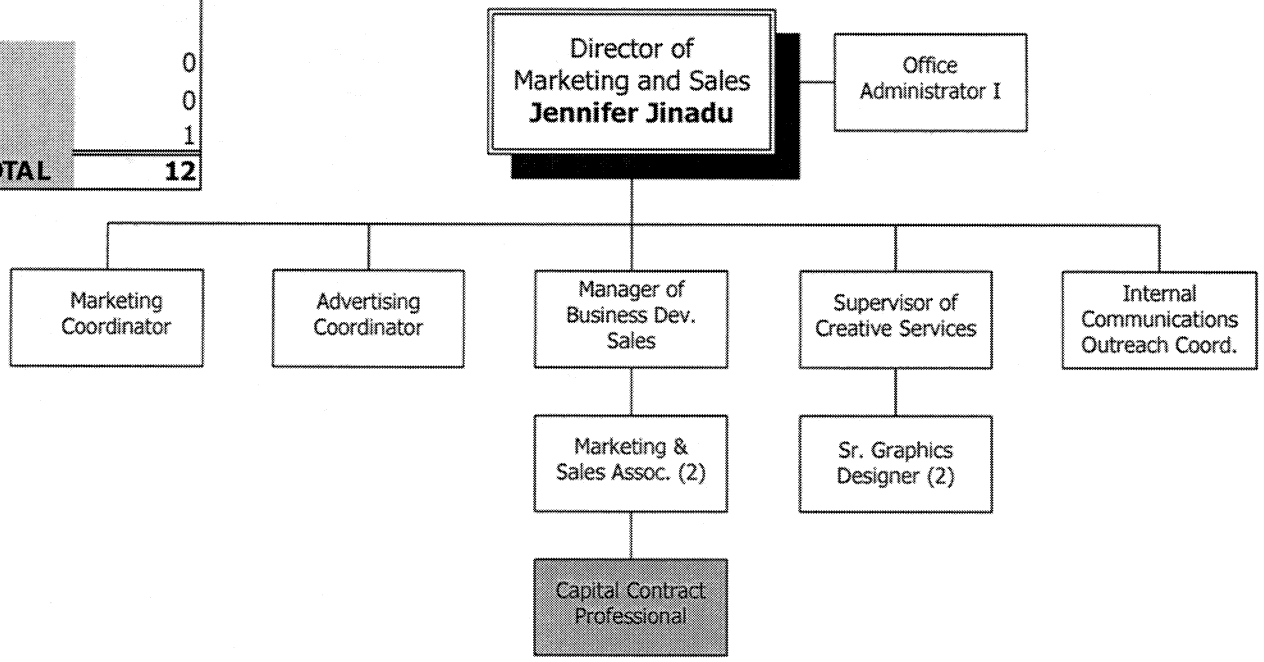
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	1	1	1	1	1
Management	3	4	3	2	2
Police	0	0	0	0	0
Professional	7	8	7	6	6
Technical	1	2	2	2	2
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	1	1	1	1	1
Total	**13**	**16**	**14**	**12**	**12**

OFFICE OF MARKETING & SALES

ADM	1
MGR	2
MNT	0
OPR	0
POL	0
PRO	6
REP	0
SUP	1
TEC	2

Non-Rep	11
Rep	0
Total FT	**11**
PT	0
CON	0
CAP	1
TOTAL	**12**



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Director of Marketing & Sales	23	----	----	1	1	1
Mgr Business Dev Sales	22	----	----	1	1	1
Advertising Coordinator	17	----	1	1	1	1
Internal Comm Outreach Coord	17	----	----	1	1	1
Marketing & Sales Associate	17	----	----	2	2	2
Supv Creative Services	17	----	----	----	1	1
Marketing Coordinator	16	----	1	1	1	1
Sr Graphics Designer	16	----	----	1	1	2
Office Administrator I	14	----	----	----	1	1
Historical Managerial	19 - 23	3	4	1	----	----
Historical Professional	15 - 19	6	5	1	----	----
Historical Supervisory	17	1	1	1	----	----
Historical Technical	16	1	1	----	----	----
Historical Administrative	14	1	1	1	----	----
Non-Rep Subtotal		**12**	**14**	**12**	**10**	**11**
Total Full-Time		**12**	**14**	**12**	**10**	**11**
Operating Contract						
Contract Graphic Designer	16	----	----	----	1	----
Historical Professional	----	----	1	----	----	----
Historical Technical	----	----	1	1	----	----
Total Operating Contract		**----**	**2**	**1**	**1**	**----**

Personnel Comparison Report

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Capital Contract						
Capital Contract Professional	----	----	----	----	----	1
Contract Professional	----	----	----	----	1	----
Historical Professional	----	1	----	1	----	----
Total Capital		**1**	**----**	**1**	**1**	**1**

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; disseminate information regarding emergency situations; and communicate 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	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Expense	FY12 Adopted
Salaries & Wages	0	145,105	189,587	185,058	271,512
Overtime	0	0	0	0	0
Benefits	0	37,188	63,768	74,444	150,622
Labor Sub-Total	**$0**	**$182,293**	**$253,355**	**$259,502**	**$422,134**
Contractual Services	0	0	0	0	8,333
Materials & Supplies	0	342	32	304	3,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	3,065	4,365	4,022	10,577
Non Labor Sub-Total	**$0**	**$3,407**	**$4,397**	**$4,326**	**$21,910**
Office Total	**$0**	**$185,700**	**$257,752**	**$263,828**	**$444,043**
$ Change from Prior Year		**$185,700**	**$72,052**	**$6,076**	**$180,215**
% Change from Prior Year		**---**	**38.80%**	**2.36%**	**68.31%**

Authorized Positions by Status

	FY08	FY09	FY10	FY11	FY12
Non-Represented	0	3	4	2	3
Represented	0	0	0	0	0
Full-Time Total	**0**	**3**	**4**	**2**	**3**
Part - Time	**0**	**0**	**0**	**0**	**0**
Contract	**0**	**0**	**1**	**0**	**0**
Capital	**0**	**0**	**0**	**0**	**0**
Clayton	**0**	**0**	**0**	**0**	**0**

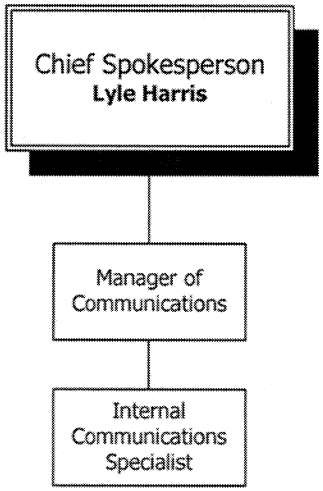
Authorized Positions by Class

	FY08	FY09	FY10	FY11	FY12
Administrative	0	1	2	0	0
Management	0	1	2	1	1
Police	0	0	0	0	0
Professional	0	1	1	1	2
Technical	0	0	0	0	0
Maintenance	0	0	0	0	0
Operator	0	0	0	0	0
Represented	0	0	0	0	0
Supervisory	0	0	0	0	0
Total	**0**	**3**	**5**	**2**	**3**

OFFICE OF MEDIA COMMUNICATIONS

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

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



Personnel Comparison Report

OFFICE OF MEDIA COMMUNICATIONS

Classification	Pay Grade	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Authorized	FY12 Adopted
Non-Represented						
Chief Spokesperson	24	----	----	1	1	1
Manager of Communications	21	----	----	----	----	1
Press Secretary	20	----	1	1	1	----
Internal Comm Specialist	17	----	----	----	----	1
Historical Managerial	19 - 24	----	1	1	----	----
Historical Administrative	16	----	1	1	----	----
Non-Rep Subtotal		**----**	3	4	2	3
Total Full-Time		**----**	**3**	**4**	**2**	**3**
Operating Contract						
Historical Administrative	----	----	----	1	----	----
Total Operating Contract		**----**	**----**	**1**	**----**	**----**

TOC

CAPITAL BUDGET

This section summarizes FY12 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 FY12 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**

TOC

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.

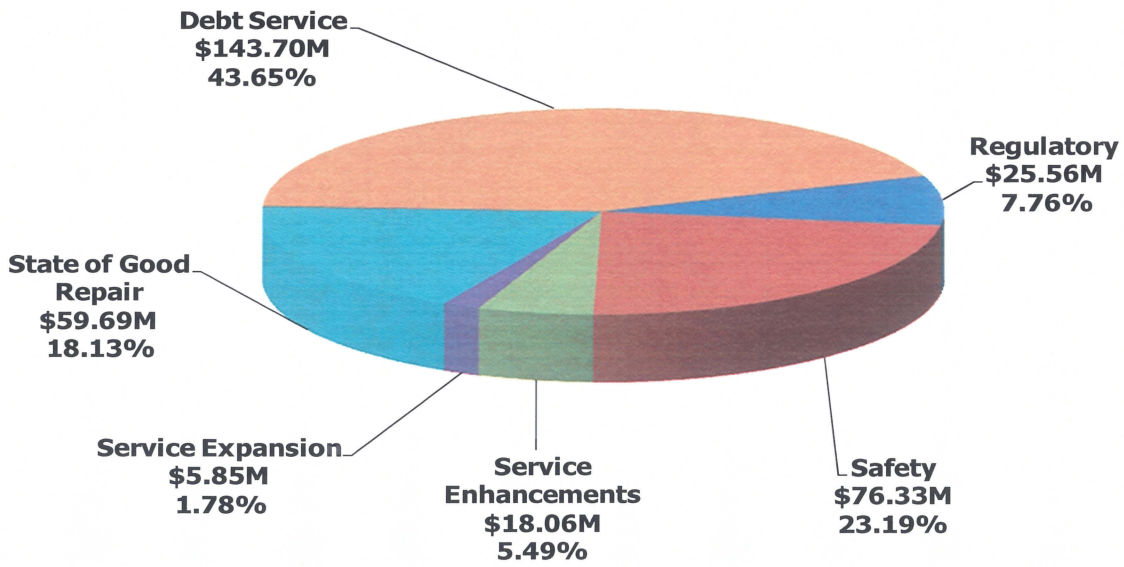
FY12 Capital Expenditures

Expenditures within MARTA's Capital Program fall into two categories: Capital Improvement and Debt Service on Bonds and Commercial Paper. The Capital Improvement Program provides for the rehabilitation, replacement, enhancement and expansion of MARTA's infrastructure, facilities, equipment and rolling stock.

MARTA is authorized to sell bonds and/or issue tax exempt commercial paper to fund its capital improvement program with the resulting debt service funded from the capital program.

The Capital Improvement Program is detailed in the following sections of this document. MARTA's bond and debt service are discussed in the Financial Summary Section in the front of this book.

FY12 Capital Expenditures ($329.19M)



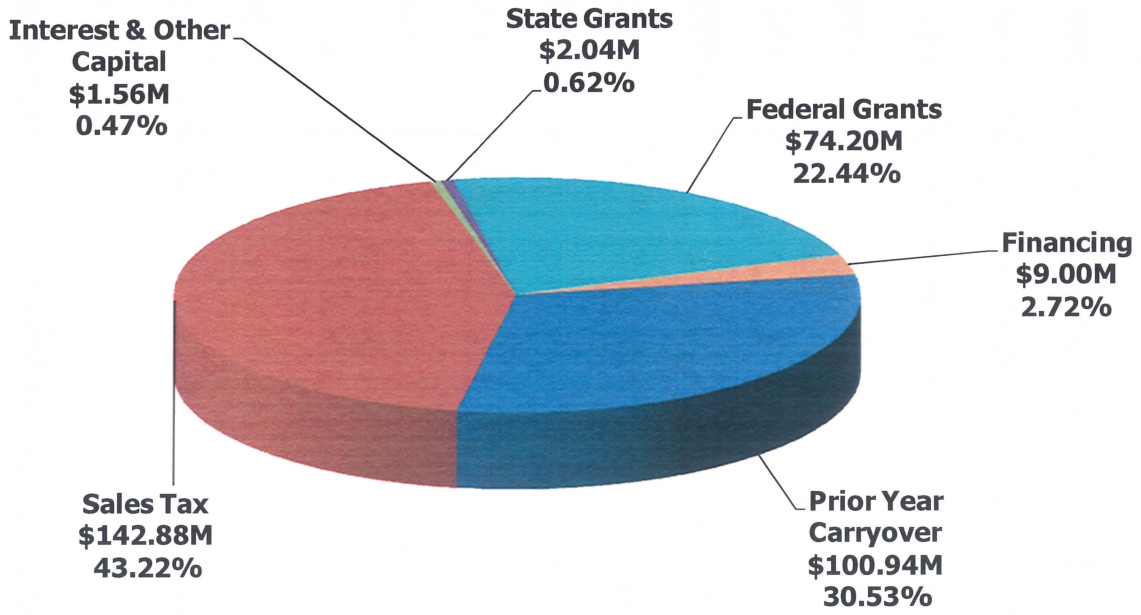
FY12 Capital Expenditures Summary Table

FY12 Capital Expenditures	Federal	State	MARTA	Total
Capital Improvement Projects	**$74,195,200**	**$2,040,000**	**$109,258,453**	**$185,493,653**
State of Good Repair	24,744,586	2,040,000	32,901,459	59,686,045
Regulatory Requirement	500,000		25,056,389	25,556,389
Service Enhancement	8,671,500		9,393,805	18,065,305
System Expansion	1,200,000		4,655,000	5,855,000
Safety Critical	39,079,114		37,251,800	76,330,914
Debt Service on Bonds	**$0**	**$0**	**$143,701,316**	**$143,701,316**
Total	**$74,195,200**	**$2,040,000**	**$252,959,769**	**$329,194,969**

FY12 Capital Funding

Funding for the FY12 Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, 44% 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.

FY12 Capital Revenues ($330.62M)



FY12 Capital Program Revenue Summary Table

Capital Program Revenues	FY10 Funding Level	FY11 Funding Level	FY12 Adopted Budget
General Fund Beginning Balance	$29,237,253	$177,561,995	$100,944,366
Sales Tax	158,887,668	159,614,587	142,882,500
Interest Income	1,022,744	609,806	1,560,000
Federal Grants [1]	48,995,069	43,886,337	74,195,200
Finance/Bonds/Reserves [2]	216,700,000	0	9,000,000
State Grants[1]	5,836,493	307,742	2,040,000
Total Revenues (currently known)	**$460,679,227**	**$381,980,467**	**$330,622,066**

[1] Federal Contribution to Capital

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

A FY12 General Fund Beginning Balance totaling $100,944,366 will be available to fund the FY12 Capital Program. After recognizing FY12 capital and other general fund revenues and expenditures, a FY12 Ending Balance of $1,427,097 is anticipated to be available to fund the Capital Program beyond FY12. The sales tax shown represents only 44% 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. These essential programs are divided into the following five categories:

Category 1- Safety Critical

The safety critical program contains projects that ensure MARTA maintains a safe environment for the public and MARTA employees. Below are some important projects under this category:

Fire Protection System Upgrade
This project will provide for upgrading 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.

Train Control System Upgrade
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.

Integrated Operations Center
This project will provide for preparing 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.

Rehab System wide Escalators
This project will provide for replacing or refurbishing up to thirty designated escalators at stations on the Authority's Rail System. 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.

Future Radio Infrastructure
This project will upgrade and/or replace the existing system-wide radio infrastructure to provide a complete, integrated and operational radio communications system. The work to be performed shall include; Planning, System Design, Furnish and installation, Integration and Testing. The project is seeking replacement for current radio system infrastructure which is due to become obsolete in 2013. Phase I will be to determine the best radio infrastructure solution for MARTA. Phase II will be to procure and implement the solution.

Upgrade Transit Station PA
This project will design and install the audible delivery portion of a complete Transit Station Public Address System. This new system will receive messaging from PCC, RSCC and the Fire Protection System. It will also install ruggedized phones in the station and parking decks. Dedicated wiring will satisfy code requirements relating to call origination determination.

Replace Running Rail
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 under drain system in the Avondale Yard Throat area will be cleaned and inspected. Contact rails will also be installed at Avondale and South Yards in an effort to reduce gaps and prevent power loss of trains.

Category 2 – Regulatory Requirements

MARTA's regulatory requirement category focuses on compliance to environmental, safety and security standards mandated by the State of Georgia, FTA, EPA and TSA. The major programs included under this category are:

- **Pollution Prevention Program** which allows MARTA to be in compliance with Clean Water Act regulations.
- **Underground Storage Tank Program** which brings MARTA into compliance with environmental regulations.
- **Safety Program** which allows MARTA to undergo proactive programs and mandated safety projects for compliance issues.
- **Configuration Management Program** which ensures compliance federal and state safety system safety standards regarding configuration management, system modification and documentation control.
- **Life Safety Program** which ensures that fire detection, alarm and suppression systems are in compliance with state and local regulations.
- **Security Program** which keeps MARTA in compliance with Transportation Security Administration national security standards as administered by U.S Department of Homeland Security.

Category 3 – State of Good Repair

MARTA maintains an extensive infrastructure system which has to be maintained to ensure safety, reliability and service quality and efficiency. The state of good repair category contains numerous projects, a few examples of which are as follows:

TPSS
This project will replace the obsolete equipment at each Traction Power Substation and Gap Breaker Station.

Bus Procurement
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 (diesel or CNG) and bus size (30', 35' or 40' or 60') 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.

Hamilton Bus
This project provides for the 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).

Brady Mobility
The scope of this project is to relocate Non-Revenue Fleet Vehicle Service from Brady and to construct a new combined Maintenance and Mobility Operations Building that will accommodate office space for maintenance administrative staff, maintenance parts storage, and for the Mobility Operations.

Life Cycle Asset Reliability Enhancement Program (L-CARE)
MARTA's dedication to provide reliable train service is demonstrated with the creation of its L-CARE Program. The program directs preventive and predictive actions to be performed before failures occur by rehabilitating and enhancing the various major and subset components of the railcar fleet as programmed by car type.

Bus Midlife Overhaul
This project provides for replacing engines, transmissions, and renewing entire engine compartment on thirty-foot and forty-foot buses on a scheduled basis. Other components like radiators, alternators, starters, coolant hoses, wiring, cabling will be replaced.

Upgrade Aging Equipment
This project will refresh (upgrade/replace) aging network equipment (hardware, system software, and voice network infrastructure) to improve system availability and reliability levels.

Structural Rehabilitation
This project will improve the drainage at several bridge abutments on the East-West (Blue-Green) line, North- North East (Red-Gold) line; will retrofit the grout pockets within the decks of several aerial structures on the East (Blue) line, the South (Red-Gold) line, the North-East (Gold) line; will provide surface preparation and structural steel coating of the MARTA bridge over I-20.

Category 4 – System Expansion and Planning

System expansion strives to attract new customers by providing new transit facilities, additional bus routes and rail extensions linking major activity centers. Planning studies are conducted to explore new expansion opportunities. Below are listed some important projects aimed to expand the system:

TOD Projects
These projects support transit oriented development on MARTA owned land at or near transit stations. Lindbergh, Lakewood/Fort McPherson, King Memorial and Brookhaven transit stations are currently underway or planned for joint development.

West Line Extension Assessment
This study will re-examine the locally preferred alternative (LPA) to determine the project's viability. During the analysis, ridership projections using the ARC's regional travel demand model, updated socio-economic data and cost information will be used. In August 2003, MARTA completed the Alternatives Analysis (AA) for the I-20 West Line corridor. Subsequently, the MARTA Board approved a Locally Preferred Alternative (LPA) featuring a heavy rail (HRT) extension to the interchange of Martin Luther King, Jr. Dr. and I-285 and a Bus Rapid Transit (BRT) segment along I-20 to Fulton Industrial Blvd.

I-20 East High Capacity Transit – South East DeKalb County
This effort involves planning necessary to support FTA concurrence with the Alternatives Analysis (AA) and approval of the baseline alternative, travel demand modeling, the securing of NEPA environmental clearance preparation of a potential New Starts funding application to acquire permission from FTA to enter preliminary engineering (PE) and complete the Final Environmental Impact Statement (FEIS). The project involves a high capacity transit improvement for the I-20 East corridor from the Stonecrest Mall area east into downtown Atlanta. The estimated 2030 ridership for this corridor ranges from 19,000 to 53,000 daily boarding's.

The Beltline Project Tier 1 EIS and Design– City of Atlanta, Fulton and DeKalb Counties
The effort consists of planning, environmental clearance and preliminary design/engineering. The project involves a 22 mile loop around the central core of the Atlanta region and includes transit, trials and parks. It has the potential to interface with the existing MARTA rail system at the Inman Park, West End, Ashby, Bankhead and Lindbergh (Armour Yard area) stations. It is anticipated that a light rail/streetcar may be the preferred transit technology. The estimated 2030 daily boarding's for this corridor range from 41,300 to 78,000.

Emory/Clifton Corridor Alternatives Analysis – West Central DeKalb County
This effort includes planning and travel demand modeling to support an FTA accepted Alternatives Analysis (AA) and eventual New Starts funding application. This effort was kicked off in March of 2009 with the start of a corridor wide origin and destination survey that will support a sub-area travel demand model and the analysis needed for the Alternatives Analysis. The project includes a 6.5 mile corridor running from the MARTA Lindbergh station to the MARTA Decatur Station. The sub-area modeling technique has been agreed upon by ARC and is being discussed with FTA. The AA is scheduled for completion in early 2011.

Category 5 – Service Enhancements

Service enhancements are designed to provide customers with increased and more efficient service. MARTA commits its resources to the issues that matter the most to its customers: cleanness, security, convenience and on time performance.

Buckhead Station North Entrance
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. The existing emergency stair and bridge over GA 400 southbound will be removed.

Implement Variable Base Fares
The Distance Base Fare Collection project is the migration of MARTA from a flat fare structured system to a distance-based or multi-modal fare system. This encompasses bus and rail.

Automated Parking
The scope of this project is to automate MARTA's (10) ten controlled parking locations by purchasing certified parking equipment and installing "base back" infrastructure necessary for full functionality system-wide, including a centralized monitoring system; and replacing/refurbishing 6 of the (10) ten parking booths.

Data Warehousing Web Portal
This phase of the project will focus on implementing business intelligence (BI) and performance management (PM) tool that will empower MARTA management with the ability to make faster and more accurate decisions based upon actual enterprise performance data. The project will include the acquisition of software, hardware and professional services that will provide better Scorecard and Performance Management to effectively align strategic metrics with the enterprise goals of the Authority.

Laredo Facility Solar Canopies
This is a turnkey project that will provide canopies with integrated grid tied photovoltaic cells to be erected at the bus storage area of Laredo. LED lights will be installed in the underside of the structure to provide ample light for safety and maintenance.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

This section identifies the infrastructure supported by the FY12 Capital Improvement Program Budget.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY12 Capital Improvement Program Budget includes facilities (maintenance and administrative support), revenue rolling stock (rail cars, buses and paratransit vans), rail system infrastructure including rail stations and a vast array of tools and equipment. Maintenance of these assets is critical to ensure a high level of service, reliability and optimized operating costs.

Support Facilities

Maintenance and support facilities are located throughout the Metropolitan Atlanta Area. Projects are in place within the Capital Improvement Program to ensure these facilities receive the capital improvements necessary to maintain them in a state of good repair and to serve their functions in the safest and most economical manner possible. The table below provides a summary of MARTA's support facilities.

Facility	*Primary Function*	*Age (years)*
Airport Ridestore	Retail media sales	12
Armour Yard	Heavy Rail Vehicle Maintenance	6
Avondale Administration	Rail system administration	32
Avondale Car Maintenance	Rail car heavy maintenance	32
Avondale Central Control	Rail system operations center	32
Avondale Maintenance of Way	Rail system/infrastructure maintenance	32
Avondale Yard	Rail car storage	32
Avondale Zone Center	ATC Administration	32
Brady Bus Garage	Paratransit operations & maintenance	37
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	35
Candler Center	Record Storage, Police Precinct, Radio Repair	14
Chamblee Yard	Secondary rail car maintenance & inspection	24
College Park Police Precinct	Police precinct & system security	13
Decatur Avenue Radio Shop	Radio repair shop	40
Dunwoody Police Precinct	Police precinct & system security	14
Five Points Police Precinct	Police precinct & system security	17
Five Points Ridestore	Retail media sales	30
Garnett Cash Handling	Fare processing center	29
Georgia Avenue	Systemwide custodial & landscaping services	27
Hamilton Bus Garage	Bus operations, dispatch & maintenance	35
Indian Creek Police Precinct	Police precinct	18
Lakewood Zone Center	Storage	27

Facility	Primary Function	Age (years)
Lindbergh Zone Center	Storage	27
MARTA Headquarters Complex	Authority administration	24
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	50
North Springs Central Cashiering	Ridestore and Parking Cashier	11
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	15
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	11
South Rail Yard	Rail car maintenance & storage	23
West Lake Zone Center	Storage	31

Revenue Rolling Stock

MARTA's FY12 bus fleet currently consists of 534 diesel and compressed natural gas (CNG) buses. This fleet ranges in age from nearly new to 10 years in age. MARTA's capital planning process provides for the replacement of buses on a 12-year cycle. This cycle helps increase the fleet reliability and reduce long-term maintenance costs. The make-up of MARTA's bus fleet is shown in the table below.

Service Date	Manufacturer	Lift Equipped	Quantity	Eligible for Retirement
9/00	New Flyer, Low Floor, CNG	Yes	32	FY12
9/01	New Flyer, Low Floor, CNG	Yes	90	FY12
1/01	New Flyer, Low Floor, CNG	Yes	8	FY13
9/02	Orion, Low Floor, CNG	Yes	60	FY14
11/02	Orion, Low Floor, Diesel	Yes	10	FY14
4/04	Orion, Low Floor, Diesel	Yes	39	FY16
9/04	Orion, Low Floor, Diesel	Yes	30	FY16
1/05	New Flyer, Low Floor, Diesel	Yes	55	FY16
12/05	New Flyer, Low Floor, Diesel	Yes	54	FY16
2/07	New Flyer, Low Floor, CNG	Yes	55	FY19
3/10	New Flyer, Low Floor, CNG	Yes	101	FY22
	Total		**534**	

Rolling Stock Continued

A paratransit van and small bus fleet consisting of 188 vehicles is also maintained. These vans are programmed for replacement on a four-year cycle. The make-up of MARTA's paratransit small bus fleets and Sprinter Van are shown in the table below.

Service Date	*Manufacturer*	*Quantity*	*Eligible for Retirement*
2007	GM- Glavel – L-Van	30	FY14
2008	GM- Glavel – L-Van	158	FY15
	Total	**188**	

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 31 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 seven years old with a life expectancy of 30 years and will not require replacement within immediate future.

Manufacture Date	*Manufacturer*	*Quantity*
1979	*Societe Franco Belge*	*48*
1980	*Societe Franco Belge*	*34*
1981	*Societe Franco Belge*	*20*
1981	*Societe Franco Belge*	*16*
1984	*Hitachi*	*6*
1985	*Hitachi*	*44*
1986	*Hitachi*	*4*
1987	*Hitachi*	*42*
1988	*Hitachi*	*24*
2000	*Breda*	*10*
2001	*Breda*	*20*
2002	*Breda*	*44*
2003	*Breda*	*12*
2004	*Breda*	*6*
2005	*Breda*	*8*
	Total	***338***

Rail System Infrastructure

The current operating rail system consists of 48 miles of double track and 38 passenger stations. The system was originally placed into operation in June 1979 with the latest segments placed into service in December 2000. Capital programs are in place to assure the safety, integrity and maintainability of the rail system encompassing aerial structures, subway, and the at-grade segments. A map of the rail system is provided in the Appendix of this document. An overview of the rail stations is as follows:

Rail Station	*Line*	*Revenue Service*	*Parking Capacity*
Georgia State	East Line	6/79	0
King Memorial	East Line	6/79	21
Inman Park-Reynoldstown	East Line	6/79	401
Edgewood-Candler Park	East Line	6/79	611
East Lake	East Line	6/79	621
Decatur	East Line	6/79	0
Avondale	East Line	6/79	738
Kensington	East Line	6/93	1,966
Indian Creek	East Line	6/93	2,364
Five Points	West Line	12/79	0
Dome/GWCC/Philips/CNN	West Line	12/79	0
Vine City	West Line	12/79	27
Ashby	West Line	12/79	160
West Lake	West Line	12/79	391
Hamilton E. Holmes (formerly Hightower)	West Line	12/79	1,436
Bankhead	Proctor Creek Line	12/92	12
Civic Center	North Line	12/81	0
North Avenue	North Line	12/81	0
Peachtree Center	North Line	9/82	0
Midtown	North Line	12/82	13
Arts Center	North Line	12/82	29
Lindbergh	North Line	12/84	1,349
Buckhead	North Line	6/96	0

Rail Station	Line	Revenue Service	Parking Capacity
Medical Center	North Line	6/96	167
Dunwoody	North Line	6/96	1,165
North Springs	North Line	12/00	2,378
Sandy Springs	North Line	12/00	1,098
Lenox	Northeast Line	12/84	575
Brookhaven-Oglethorpe	Northeast Line	12/84	1,460
Chamblee	Northeast Line	12/87	1,149
Doraville	Northeast Line	12/92	1,257
Garnett	South Line	12/81	0
West End	South Line	9/82	472
Oakland City	South Line	12/84	350
Lakewood-Fort McPherson	South Line	12/84	1,048
East Point	South Line	8/86	927
College Park	South Line	6/88	2,056
Airport	South Line	6/88	0
	TOTAL		**24,241**

PLANNING PROGRAM

This section identifies the Planning Program of the Capital Improvement Program.

Planning Program

MARTA's Planning Program is contained within the Capital Improvement Program and consists of three primary components. The components are Regional Transit Planning, Transit Financial Planning and Short-Range Transit Planning.

Regional Transit Planning

This component includes all work done in support of the Atlanta Regional Transportation Planning Program of the Atlanta Regional Commission (ARC). Recent developments include active participation in the recently formed Transit Planning Board that works in coordination with the ARC process. Examples of regional activities include participation in the Transportation Coordination Committee (TCC), clearinghouse reviews and coordination of specific projects within the transit program, and support for the following ARC activities:

- Updating the regional development and regional transportation plan
- Maintaining the transportation planning process
- Assisting in transportation air quality planning
- Participating in suburban transportation and inter-modal studies
- Analyzing sensitive sub-regional issues
- Planning for Transportation System Management Projects
- Developing a congestion management system
- Evaluating MARTA's bicycle access policies and facilities
- Refining transportation demand forecast models
- Preparing transit networks
- Providing technical assistance on transit issues in activities that expand the role of public transit in non-MARTA counties

Long-range planning projects may include:

- Updating data on referendum corridors
- Identifying new corridors for rail and bus system expansion
- Collecting, processing, analyzing and documenting MARTA's National Transit Database (NTD) non-financial operating data
- Activities related to implementing the Clean Air Act Amendments
- Coordinating land use and transportation policies
- Transportation strategic planning and special studies

Transit Financial Planning

This planning component includes the development of long-range financial and business plans for MARTA's expense and revenue management. In support of these plans there will be an ongoing effort which analyzes the impact of reduced federal funds, alternative fare policies and structures, operational alternatives, and alternative funding sources. Also included will be activities related to obtaining Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) flexible funding for transit projects, planning and coordination required to refine and enhance MARTA's strategic planning process.

Short-Range Transit Planning

This planning component provides for work by MARTA staff to refine and continue to apply the transit planning process to define transit services and operating formats and policies required to meet the public transportation needs of the MARTA service area. As part of this component, information about transit riders and non-riders will be captured and applied to system and service development activities.

Major activities will include the identification and development of service plans and strategies for transit markets with growth potential, refinement of existing service plans based on corridor level service needs and route level alignment studies, and special projects including MARTA's strategic planning activities.

Also included are studies to improve the efficiency and effectiveness of MARTA's operation, to coordinate with ARC and Georgia DOT in fulfilling planning requirements of SAFETEA-LU, and provide technical information and support to regional transit planning. Modifications of service levels and analysis of operating policies and programs are also included.

MARTA also maintains an ongoing monitoring program to determine the impact of the rail transit construction and operational demand. Activities will include evaluating the effectiveness of marketing strategies, developing strategies for changing factors which impact ridership, and evaluating demographic changes and their impact on ridership. Research

support from the Georgia Institute of Technology and Georgia State University is also funded by this component.

Strategies to implement MARTA's comprehensive service plan and programs for disabled persons and the development of a customer information system will continue to be established. Other activities include studies relating to management operations, capital requirements, and economic feasibility concerning the improved efficiency and effectiveness of MARTA's transportation system, facilities and equipment. Also included are activities associated with engineering, design and evaluation of transportation facilities and/or projects. These activities consist of items such as: technical studies; engineering and architectural surveys; and the development of plans and specifications.

Planning Processes

In addition to specialized planning studies, many cyclical efforts take place within the Planning Program that 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.

Plan	*Purpose*	*Update Frequency*
Strategic Plan	Overall direction and purpose to the Authority	Every Five Years
Strategic Business Plan	Identifies resource allocations to accomplish Strategic Plan	Annually
Annual Operating & Capital Budgets	Refinement of 1st year of Business Plan, annual road map	Annually
Transportation Improvement Program	Linkage between regional and MARTA transportation plans	Annually
Capital Asset Replacement Plans	Identify asset needs, support Annual Budget & Business Plan	Annually
Regional Transportation Plan	Prioritize regional projects for greatest benefit to the region	Every three years
Source and Application of Funds	Analysis of capital financial capacity and status	As Required

Sources and Applications of Funds

The following section describes the capital program sources and applications of funds in the format of a ten-year plan.

Sources and Applications of Funds

The following table describes the capital program sources and applications of funds in the format of a ten-year plan. The information includes a beginning balance derived from prior year carryover, forecast revenues, forecast Capital Improvement Program expenditures, forecast debt service, and ends with the forecast yearend balance.

Metropolitan Atlanta Rapid Transit Authority
FY12-FY21 Capital Program Sources and Uses of Funds
[$millions]

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	Totals
Beginning Balance	100.9										
Revenues											
Sales Tax	142.9	167.8	173.5	179.9	188.7	198.7	203.6	207.7	218.8	230.5	1,912.1
Federal Funds	74.2	102.4	75.9	55.4	39.3	42.2	42.9	37.9	38.0	38.0	546.2
Other Revenue	3.6	3.7	3.8	3.9	4.0	4.2	4.3	4.4	4.5	4.7	41.1
Debt Issue	9.0	112.0	114.0	177.0	96.0	41.0	35.0	59.0	33.0	0.0	676.0
Total Sources of Funds	330.6	387.4	367.8	417.2	328.7	286.9	286.8	309.5	295.8	273.7	
Expenditures											
Capital Program Summary	185.5	255.4	229.1	269.3	173.5	130.8	126.3	146.8	131.2	58.4	1,706.4
Debt Service (Bonds & CP)	143.7	131.4	137.7	147.2	154.3	155.1	160.0	161.2	164.0	164.1	1,518.6
Total Uses of Funds	329.2	386.8	366.8	416.5	327.8	285.9	286.3	308.1	295.2	222.5	

CAPITAL PROJECTS SUMMARY

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY12. The total funds budgeted for capital improvement is $185,493,653.

Approved Ten-year by Program

[$ In Thousands]

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
State of Good Repair	59,686	97,971	73,966	84,966	52,702	68,319	76,080	93,892	87,512	26,460
Service Expansion	5,855	4,934	4,183	1,025	1,125	825	825	825	825	825
Service Enhancements	18,065	12,380	5,600	16,637	8,550	550	1,050	550	50	50
Safety	76,331	113,223	112,270	106,997	78,222	35,435	23,484	28,577	19,860	17,609
Regulatory	25,556	26,923	33,123	59,627	32,926	25,657	24,832	22,996	22,996	13,435
Total Approved Projects	**185,494**	**255,432**	**229,142**	**269,253**	**173,525**	**130,787**	**126,272**	**146,840**	**131,243**	**58,380**

Approved Capital Project Ten-Year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY12 to FY21.

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

State of Good Repair	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
30100 Service Vehicles	480	480	408	408	240	768	480	456	264	264
30560 EDP Equipment & Software	200	230	265	842	420	419	419	495	495	0
30600 Office Equipment	10	10	15	15	15	15	15	15	0	0
30640 Furniture	50	50	50	50	50	50	50	50	0	0
30740 Small Tools & Equipment	500	500	500	500	500	500	500	500	500	0
31248 Parking Lot Repaving	500	500	500	500	500	500	500	500	500	500
31303 Replace Facility Mech Equip	500	500	500	500	500	500	500	500	500	500
31305 Roofing Rehabilitation Program	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
31449 Replace Fare Collection System	1,000	0	0	0	0	0	0	0	0	0
31465 CQ310 & CQ311 Rail Car Rehab	1,025	0	0	0	0	0	0	0	0	0
31591 Overhaul Bus Engines	135	135	135	135	135	135	135	135	135	135
31592 Rehab Bus Transmissions	234	234	234	234	234	234	234	234	234	234
31614 Upgr Aging Equipment - Server	1,575	1,811	2,083	10,431	0	0	0	0	0	0
31616 Arts Center Roof Rehabilitation	1,000	2,000	0	0	0	0	0	0	0	0
31626 Upgrade Aging Equipment - Desktop	500	575	661	1,491	0	0	0	0	0	0
31637 Structural Assess & Correct	365	0	0	0	0	0	0	0	0	0
31643 CNG Facility at Perry Blvd	1,350	0	0	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	0	722	1,785	975	0	0	0	0	0	0
31662 Structural Rehabilitation	2,701	2,347	0	0	0	0	0	0	0	0
31664 Replace Criticl Station Assets	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
31669 Mid Life Overhaul of Bus Engines	5,124	4,000	0	0	0	4,100	4,000	4,000	4,000	4,000

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

State of Good Repair	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31672 Hamilton Bus Facility Expansion	5,500	12,000	5,000	1,000	0	0	0	0	0	0
31679 Bus Supervisor Booths	4	0	0	0	0	0	0	0	0	0
31683 Auxiliary Power Switch Gear	50	0	0	0	0	0	0	0	0	0
31691 LCARE CQ312 42-Month Cycle	0	0	0	1,154	2,020	2,020	2,020	1,154	1,154	1,154
31697 Replace Station Mech Equip	300	300	300	0	0	0	0	0	0	0
31704 TPSSs: E Yd; N Av; S Int; W Lk	0	0	2,000	4,000	4,000	6,000	6,000	6,000	6,000	6,000
31715 MartaNet Upgrade to Enterprise Portal	0	0	0	5,505	0	0	0	0	0	0
31726 LCARE CQ311 42-Month Cycle	2,354	2,354	2,354	1,569	654	654	654	1,308	1,308	1,308
31728 LCARE Program: CQ312 Overhaul	0	0	750	1,250	3,088	7,737	15,473	15,473	15,473	0
31732 Paint Booth Upgrade and Replacement	600	1,650	580	310	0	0	0	0	0	0
31733 HQ Data Center Rehabilitation	472	800	0	0	0	0	0	0	0	0
31739 Decatur Tunnel Remediation	200	0	0	0	0	0	0	0	0	0
31744 FY09-FY10 Bus Procurement Total	480	0	0	0	0	0	0	0	0	0
31747 FY13 Bus Procurement	0	26,712	0	0	0	0	0	0	0	0
31748 FY14 Bus Procurement	0	0	26,712	0	0	0	0	0	0	0
31749 FY15 Bus Procurement	0	0	0	26,712	0	0	0	0	0	0
31750 FY16 Bus Procurement	0	0	0	0	26,712	0	0	0	0	0
31751 FY17 Bus Procurement	0	0	0	0	0	26,712	0	0	0	0
31752 FY18 Bus Procurement	0	0	0	0	0	0	26,712	0	0	0
31753 FY19 Bus Procurement	0	0	0	0	0	0	0	26,712	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

State of Good Repair	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31758 LCARE CQ312 60-Month Cycle	766	0	0	0	0	0	0	0	0	0
31759 LCARE CQ312 84-Month Cycle	3,569	3,569	3,569	1,784	0	0	0	1,487	1,487	1,487
31760 LCARE CQ311 60-Month Cycle	836	836	836	836	836	836	836	836	836	836
31761 LCARE CQ311 84-Month Cycle	0	0	0	1,784	3,569	3,569	3,569	3,569	3,569	3,569
31811 Girder Grout & Seal	200	250	750	1,250	250	0	0	0	0	0
31812 Struct West Lake St & G400 TCR	770	15	0	0	0	0	0	0	0	0
31813 Rehab At Grade Slabs	2,500	6,500	2,130	0	0	0	0	0	0	0
31832 Procurement of Add'l Fasteners	100	0	0	0	0	0	0	0	0	0
31887 FY13 Paratransit Vans	0	4,930	0	0	0	0	0	0	0	0
31888 FY14 Paratransit Vans	0	0	4,930	0	0	0	0	0	0	0
31894 Upgr Aging Equipment FY15-FY19	0	0	0	414	415	414	414	414	0	0
31896 ESOS FY14-FY15	0	0	1,007	3,020	0	0	0	0	0	0
31898 ESOS FY19-FY20	0	0	0	0	0	0	0	2,349	2,349	0
31918 Service vehicles for Police	783	580	435	261	145	290	232	232	174	174
31926 CQ312 Rail Car Modification Program	500	500	0	0	0	0	0	0	0	0
31929 Run Rails at Curves & Spirals	0	0	0	0	0	0	2,526	9,393	13,172	0
31934 Repl. Impedance Bonds Ph 2	0	0	0	0	750	1,912	1,912	1,200	0	0
31950 FY17 Paratransit Vans	0	0	0	0	0	4,930	0	0	0	0
31952 FY19 Paratransit Vans	0	0	0	0	0	0	0	4,930	0	0
31956 Train Wash Replacement	0	0	0	0	0	300	450	3,500	1,500	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

State of Good Repair	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31957 Armour Wheel and Axle Backshop	200	1,300	2,567	568	0	0	0	0	0	0
31958 CQ312 Door & Propulsn Systems	0	0	0	0	0	750	1,750	1,750	2,500	2,500
31969 Lighting Controls Upgrade	2,700	200	0	0	0	0	0	0	0	0
31973 Roof Replacement for MARTA Annex Building	1,099	0	0	0	0	0	0	0	0	0
31974 FY20 Bus Procurement	0	0	0	0	0	0	0	0	26,712	0
31978 Structural Assess & Correct 2	300	750	750	750	750	750	750	750	850	0
31979 W Lk Drain & Holmes E Abut Reh	477	850	400	0	0	0	0	0	0	0
31980 Doraville Structural Rehab	609	1,276	0	0	0	0	0	0	0	0
31989 Mainframe to Oracle Transition	502	0	0	0	0	0	0	0	0	0
32002 Transit State of Good Repair	1,500	1,500	1,500	1,500	1,500	0	0	0	0	0
32063 Brady Mobility Facility Ph 1	6,000	11,050	5,000	0	0	0	0	0	0	0
32067 Browns Mill Facility Systems Renovation	200	200	200	200	200	200	200	200	200	200
32068 Laredo Facility Systems Renovation	200	200	200	200	200	200	200	200	200	200
32069 Perry Systems Renovation	200	200	200	200	200	200	200	200	200	200
32070 Hamilton Systems Renovation	200	200	200	200	200	200	200	200	200	200
32071 EDP UPS Replacements & Upgrades	466	0	0	0	1,395	0	0	0	0	0
32076 Printshop Equipment Lease	225	225	225	225	225	225	0	0	0	0
32077 Trapeze Full Suite Upgrade	3,311	857	0	0	0	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

State of Good Repair	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
32081 AFC Smart Card Reader Upgrade	500	1,075	1,236	11,192	0	0	0	0	0	0
32082 Project Delivery & Controls Improvement	615	0	0	0	0	0	0	0	0	0
32091 Bus Wash Systems Replacements	0	0	0	0	0	200	2,150	2,150	0	0
32096 Lighting Fixtures Upgrades	650	500	500	500	500	500	500	500	500	500
State of Good Repair Total	**59,686**	**97,971**	**73,966**	**84,966**	**52,702**	**68,319**	**76,080**	**93,892**	**87,512**	**26,460**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Service Expansion	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31183 Automated Dispatch	311	0	0	0	0	0	0	0	0	0
31490 TOD General Planning	825	825	825	825	825	825	825	825	825	825
31570 I-20 East Corridor AA/DEIS	1,000	1,000	1,596	0	0	0	0	0	0	0
31589 Bus Shelters and Benches	200	200	200	200	0	0	0	0	0	0
31661 Memorial Dr Bus Rapid Transit/Restroom Buildout	35	0	0	0	0	0	0	0	0	0
31686 Stonecrest Parking – Phase I	1,334	0	0	0	0	0	0	0	0	0
31742 Multimodal Facility Plan Ph 1	0	0	0	0	0	0	0	0	0	0
31963 Rail Station Concessions	400	500	500	0	0	0	0	0	0	0
32079 Vendor-Managed Inventory	500	1,459	1,062	0	0	0	0	0	0	0
32080 Document Control RIM Software	100	0	0	0	0	0	0	0	0	0
32083 West Line Extension Assessment	300	0	0	0	300	0	0	0	0	0
32084 North Line Transit Assessment	850	950	0	0	0	0	0	0	0	0
Service Expansion Total	**5,855**	**4,934**	**4,183**	**1,025**	**1,125**	**825**	**825**	**825**	**825**	**825**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Service Enhancements	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31603 Data Warehousing Web Portal	437	503	0	3,334	0	0	0	0	0	0
31610 Beltline Tier 1 Enviro Study	200	0	0	0	0	0	0	0	0	0
31624 31624 ERP/EAM System	531	611	0	1,457	0	0	0	0	0	0
31717 Clifton Corridor AA	159	0	0	0	0	0	0	0	0	0
31734 Rail Supervisor Booths	1,041	626	500	0	0	0	0	0	0	0
31912 I-20 East Project Development	0	0	2,300	3,500	3,500	0	0	0	0	0
31960 Implement Variable-Based Fare	500	500	500	7,750	5,000	0	0	0	0	0
31964 Travel Training	634	0	0	0	0	0	0	0	0	0
31967 Laredo Facility Solar Canopies	2,800	0	0	0	0	0	0	0	0	0
31992 Enterprise Appls Security Mgmt	865	1,094	0	0	0	0	0	0	0	0
31993 Automated Parking Access and Revenue Control Sys	4,098	998	0	0	0	0	0	0	0	0
31996 Regional Transit Comm Planning	50	50	50	50	50	50	50	50	50	50
31997 Regional Service Plan & Coord	250	250	250	250	0	500	1,000	500	0	0
32001 Clean Fuel Bus Technology Test Program	1,000	0	0	0	0	0	0	0	0	0
32073 Network Refresh and Redundancy	0	0	0	296	0	0	0	0	0	0
F0143 Buckhead Station Nrth Entrance	5,500	7,748	2,000	0	0	0	0	0	0	0
Service Enhancements Total	**18,065**	**12,380**	**5,600**	**16,637**	**8,550**	**550**	**1,050**	**550**	**50**	**50**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Safety	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
30540 Security Related Equipment	250	250	250	200	200	200	200	200	200	200
30920 Training	100	100	100	100	100	100	100	100	100	100
31583 Facilities Security	750	750	750	750	750	750	750	750	750	750
31651 Replace UPS Systems	1,050	1,050	1,050	0	0	0	0	0	0	0
31658 Rehab Systmwde Escalators Gr 1	3,700	0	0	0	0	0	0	0	0	0
31666 Fan Motor Control Centers	40	0	0	0	0	0	0	0	0	0
31689 Wayside Encroachment Detection	50	0	0	442	1,118	1,739	743	0	0	0
31690 Loops/Interlockings Ph 2 & Ph 3	800	5,736	4,921	2,000	0	0	0	0	0	0
31698 Fire Protection Systems Upgrade	8,350	7,050	7,050	15,550	2,000	0	0	0	0	0
31701 Track Switch Steel and Ties	0	0	2,460	6,533	6,727	8,714	0	0	0	0
31703 Train Control Systems Upgrade	28,905	46,365	34,898	26,943	25,315	0	0	0	0	15,599
31705 Emergency Trip Sts Gr 2: South	2,275	50	0	0	0	0	0	0	0	0
31707 Tunnel Lighting	900	2,500	2,500	2,550	300	0	0	0	0	0
31709 Upgrade Transit Station PA	2,100	6,850	10,100	10,100	14,200	0	0	0	0	0
31738 Asset Mgt Program Phase 1	350	605	605	0	0	0	0	0	0	0
31772 Escalators Gr 3	0	0	0	0	0	0	3,000	6,000	6,000	0
31833 Rpl Running Rail & Yrd Sw Ties	6,873	6,000	7,143	5,346	0	0	0	0	0	0
31835 Train Stops Ph 4	61	0	0	0	0	0	0	0	0	0
31840 AF Track Circuit Modules	1,490	3,501	3,500	2,000	0	0	0	0	0	0
31853 ETS Gr 4: North	0	0	0	0	803	4,132	5,371	84	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Safety	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31865 UPS Gr 6: Lenox; HQ	0	0	0	0	4,000	4,000	0	0	0	0
31866 UPS Gr 7: Brookhaven	0	0	0	0	0	0	4,000	4,000	4,000	0
31870 MCC 4: Decatur MT	0	0	0	0	0	0	2,000	2,000	400	0
31900 Homeland Sec Access Controls	150	400	3,350	100	100	100	100	100	100	100
31927 Elevator Rehabilitation	250	250	250	450	3,500	3,500	4,500	4,500	4,500	0
31930 Cross Ties at Curves & Spirals	0	0	0	0	0	0	566	2,103	2,950	0
31932 ATC - Wayside - Signals	265	0	0	0	0	0	0	0	0	0
31936 CCTV System Expansion	950	3,595	3,595	3,595	0	0	0	0	0	0
31939 Security Training & Awareness	1,000	1,000	500	0	0	0	0	0	0	0
31959 ATC Door Safety Interlock	300	0	0	0	0	0	0	0	0	0
31968 RSCC Stabilization	754	599	599	0	0	0	0	0	0	0
31970 Integrated Operations Center	6,555	6,985	0	0	0	0	0	0	0	0
31977 Rehab Tunnel Ventilation Fans	900	4,397	5,231	1,771	1,034	0	0	0	0	0
31981 AF 600 PC Boards	25	0	0	0	0	0	0	0	0	0
31983 Digital T/C Pilot at Bankhead	125	0	0	0	0	0	0	0	0	0
31985 Digital T/C Systemwide	0	0	0	0	0	0	750	7,880	0	0
31986 Bus Radio Replacement	0	0	0	5,000	5,000	0	0	0	0	0
31987 Future Radio Infrastructure	200	4,300	11,000	14,500	1,025	0	0	0	0	0
31988 Vehicle Event Recorders	765	375	375	375	375	375	0	0	0	0
31999 On-Board Veh Security Cameras	600	2,875	5,625	4,525	2,925	450	0	0	0	0
32060 TPSS SS1 Equipment Rplcment	500	1,265	700	0	0	0	0	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Safety	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
32061 Replace Bus Maintenance Equipment	416	416	416	0	0	0	0	0	0	0
32062 UPS: Lakewd, Dunwdy, Med Cntr	800	1,400	800	0	0	0	0	0	0	0
32064 CNG Detection Systems Upgrade	875	1,975	1,000	0	0	0	0	0	0	0
32074 DWD Communications Upgrade	943	1,084	0	916	0	0	0	0	0	0
32086 Mobile Command Vehicle Procurement	0	0	0	0	700	500	10	10	10	10
32088 Hi-Rail Security Upgrade	0	0	0	0	1,000	1,505	25	100	100	100
32089 Security and Emergency Management	0	0	0	0	800	1,120	1,120	500	500	500
32090 Security Lighting Upgrade	1,500	1,000	1,001	250	250	250	250	250	250	250
32092 Fall Protection System Installation	414	0	0	0	0	0	0	0	0	0
32097 Escalators Gr 2	0	500	2,500	3,000	6,000	8,000	0	0	0	0
Safety Total	**76,331**	**113,223**	**112,270**	**106,997**	**78,222**	**35,435**	**23,484**	**28,577**	**19,860**	**17,609**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Regulatory	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
30940 General Planning	2,400	2,400	2,500	2,500	2,500	2,500	2,500	2,500	2,500	0
31078 Unallocated Insurance	35	0	0	0	0	0	0	0	0	0
31098 Hamilton Blvd UST Program	640	250	250	250	250	250	250	250	250	250
31106 Financial Planning	1,500	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400	1,400
31137 Pollution Prevention Plan	375	0	0	0	0	400	0	0	0	0
31237 Safety & Health Program	500	500	500	500	500	500	500	500	500	500
31314 Hazardous Materials Mgmt Plan	165	165	160	150	150	80	80	80	80	80
31325 UST Management	80	80	118	118	119	118	118	118	118	118
31335 Brady UST Program	250	250	100	100	100	0	0	0	0	0
31346 Laredo UST Program	250	250	100	100	100	0	0	0	0	0
31537 Georgia Avenue UST Program	80	50	50	0	0	0	0	0	0	0
31571 Asbestos Abatement	100	100	196	196	196	196	196	196	196	196
31644 Can Tm Pg (100% Fedl/Non-ARRA)	3,000	3,150	3,300	3,300	3,300	3,300	3,300	3,300	3,300	3,300
31684 Voice Com Infrastructure	2,482	2,354	5,707	21,507	0	0	0	0	0	0
31687 Repl Impedance Bonds Ph 1	500	500	500	500	0	0	0	0	0	0
31735 Configuration Management	400	400	400	400	400	400	400	400	400	400
31810 CN915 & CE530 Girder	40	0	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	70	0	0	0	0	0	0	0	0	0
31836 Replace Marker Coils Ph 3	100	0	0	0	0	0	0	0	0	0
31893 Upgr Aging Equipment - Network	463	270	0	0	0	0	0	0	0	0
31897 ESOS FY16-FY18	0	0	0	0	1,345	634	1,636	0	0	0

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Regulatory	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
31904 Research & Analysis Planning	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
31905 Mystery Rider Prgm Planning	200	0	0	0	0	0	0	0	0	0
31906 Strategic Performance Management	413	413	413	413	413	413	413	413	413	413
31965 Interoperable Communications	600	2,200	2,290	700	0	0	0	0	0	0
31971 Canine Team Pg (ARRA Capital)	50	10	0	0	0	0	0	0	0	0
31972 Canine Team Pg (ARRA Planning)	350	150	0	0	0	0	0	0	0	0
31984 Vital Relays with Processors	0	0	0	500	5,763	8,063	8,063	8,063	8,063	0
31990 PTO/Union Agreement Implementation	329	0	0	0	0	0	0	0	0	0
31991 Oracle Applications Compliance Upgrade	768	883	1,015	1,400	766	1,768	766	766	766	1,768
31995 Payment Card Industry (PCI) Compliance	1,561	2,400	0	0	0	0	0	0	0	0
32000 CCTV Video Analytics	900	750	2,300	3,300	50	0	0	0	0	0
32072 Telephone Sustainability	521	599	689	570	0	0	0	0	0	0
32075 AVIS - Passenger Information Displays	300	1,125	4,700	12,250	10,350	425	0	0	0	0
32078 SharePoint 2010 Upgrade	934	1,074	1,235	4,273	0	0	0	0	0	0
32085 Environmental Management System	200	200	200	200	200	200	200	0	0	0
32087 Community Emergency Response Team	0	0	0	0	24	10	10	10	10	10
Regulatory Total	**25,556**	**26,923**	**33,123**	**59,627**	**32,926**	**25,657**	**24,832**	**22,996**	**22,996**	**13,435**

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY12 to FY21.

($ In Thousands)

Regulatory	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Approved Projects Total	185,494	255,432	229,142	269,253	173,525	130,787	126,272	146,840	131,243	58,380

Operating Budget Impact

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2012 through 2014.

Operating Budget Impact

The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2012 through 2014.

Operating Budget Impact FY12 – FY14
[In $]

Major Program Name /Project Number	Project Name	FY2012 Operating Budget Impact	FY2013 Operating Budget Impact	FY2014 Operating Budget Impact	Total FY12 - FY14
State of Good Repair		**5,964,302**	**5,794,249**	**5,845,394**	**17,603,945**
31449	Replace Fare Collection System	6,179,459	6,483,182	6,534,327	19,196,968
31614	Upgr Aging Equipment - Server	633,410	633,410	633,410	1,900,230
31626	Upgrade Aging Equipment - Desktop	14,438	14,438	14,438	43,314
31733	HQ Data Center Rehabilitation	26,745	26,745	26,745	80,235
31969	Lighting Controls Upgrade	(942,750)	(942,750)	(942,750)	(2,828,250)
31989	Mainframe to Oracle Transition	-	(523,776)	(523,776)	(1,047,552)
32071	UPS Replacements & Upgrades	-	50,000	50,000	100,000
32077	Trapeze Full Suite Upgrade	53,000	53,000	53,000	159,000
Service Expansion		**313,560**	**45,892**	**30,999**	**390,451**
31183	Automated Dispatch	14,893	14,893	-	29,786
31686	Stonecrest Parking – Phase I	16,000	16,000	16,000	48,000
32079	Vendor Managed Inventory	-	157,332	157,332	314,664
32080	RIM Software (Document Control) for retention	282,667	(142,333)	(142,333)	(1,999)
Service Enhancements		**1,078,496**	**255,817**	**(841,133)**	**493,180**
31603	Data Warehousing Web Portal	307,733	307,733	307,733	923,199
31964	Travel Training	-	(688,200)	(688,200)	(1,376,400)
31967	Laredo Facility Solar Canopies	26,644	(107,835)	(107,835)	(189,026)
31992	Enterprise Appls Security Mgmt	338,000	338,000	338,000	1,014,000
31993	Automated Parking Access and Revenue Control Sys	-	-	(1,096,950)	(1,096,950)
F0143	Buckhead Station Nrth Entrance	406,119	406,119	406,119	1,218,357

OPERATING BUDGET IMPACT

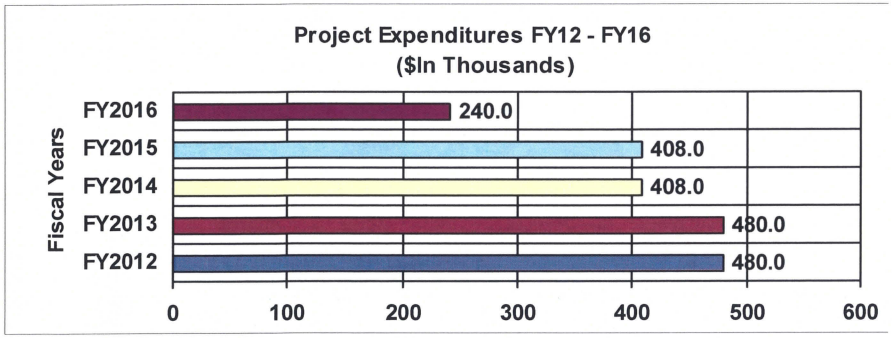
Major Program Name /Project Number	Project Name	FY2012 Operating Budget Impact	FY2013 Operating Budget Impact	FY2014 Operating Budget Impact	Total FY12 - FY14
Safety		**1,198,444**	**1,351,444**	**1,406,863**	**3,956,751**
31707	Tunnel Lighting	334,870	334,870	334,870	1,004,610
31959	ATC Door Safety Interlock	20,000	20,000	20,000	60,000
31988	Vehicle Event Recorders	393,574	393,574	448,993	1,236,141
32064	CNG Detection Systems Upgrade	200,000	200,000	200,000	600,000
32074	Dense Wavelenghth Division Multiplexing Upgrade	-	153,000	153,000	306,000
32090	Security Lighting Upgrade	250,000	250,000	250,000	750,000
Regulatory		**1,262,042**	**1,324,542**	**1,473,265**	**4,059,849**
31684	Voice Com Infrastructure	633,410	633,410	633,410	1,900,230
31735	Configuration Management	175,000	175,000	175,000	525,000
31893	Upgr Aging Equipment - Network	41,860	41,860	41,860	125,580
31995	Payment Card Industry (PCI) Compliance	-	62,500	62,500	125,000
32075	AVIS - Passenger Information Displays	100,000	100,000	100,000	300,000
32078	SharePoint 2010 Upgrade	311,772	311,772	460,495	1,084,039
Grand Total		**9,816,844**	**8,771,944**	**7,915,388**	**26,504,176**

Approved Project Detail

The following report provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30100 Service Vehicles



Project Scope

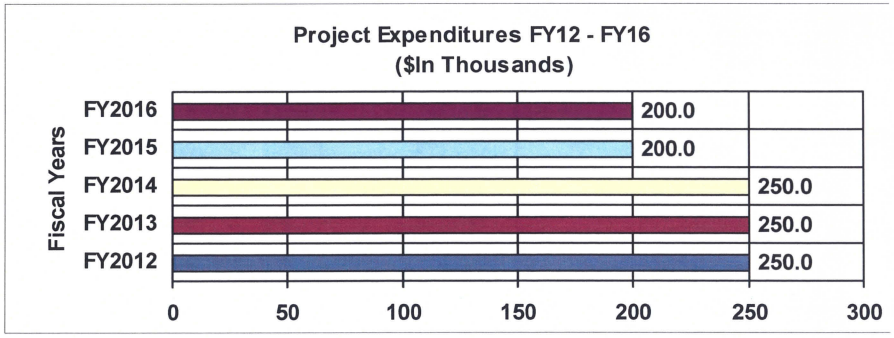
This project will provide funds for purchasing Bus Supervisor vehicles and any other Non Revenue Vehicle that is justified for replacement through a cost assessment. This year will be for replacing Bus Supervisor vehicles only.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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.

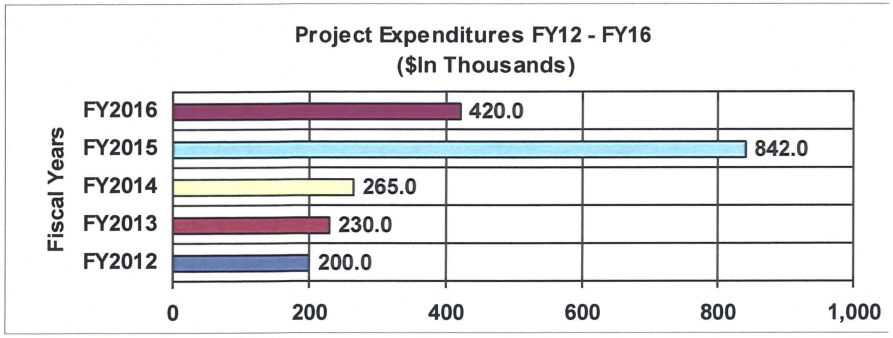
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30560 EDP Equipment & Software



Project Scope

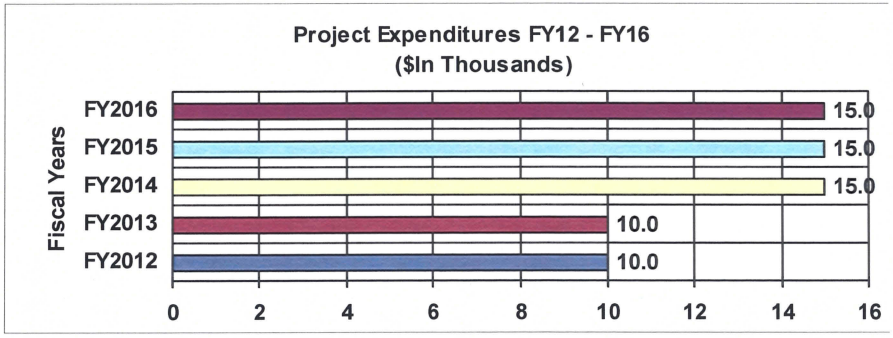
This project will procure Electronic Data Processing equipment (EDP) Authority-wide. The EDP project will include the procurement of equipment, such as projectors, scanners, and desktop software licenses (example: Adobe, Altiris, TechSmith, Mind Jet, Non-Windows operating systems, Symantec). To maintain state of good repair, these software and hardware items must be renewed at the end of the life cycle to avoid damage to the asset and software viruses. An adequate number of software licenses and aged equipment have been updated, but many remain to be updated.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

30600 Office Equipment



Project Scope

The project provides for the procurement of office equipment Authority-wide; this will include the procurement of new equipment upgrade, replacement, and/or capital leasing.

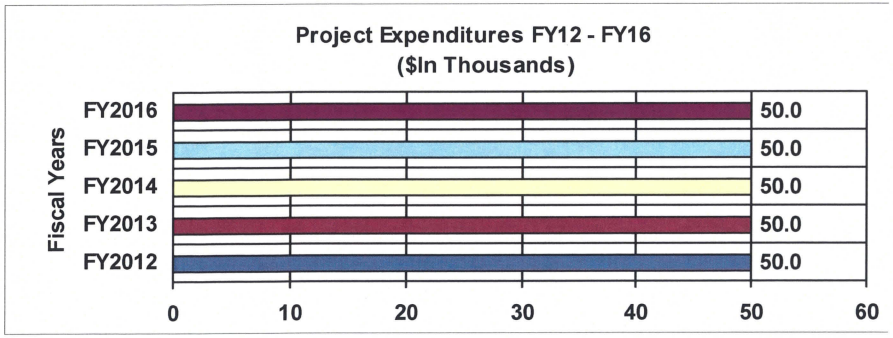
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30640 Furniture



Project Scope

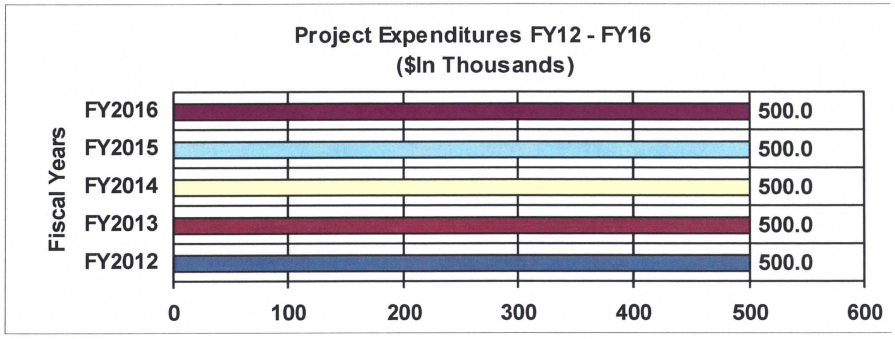
The project provides for the procurement of office furniture and furnishings Authority-wide. These items must meet the capital threshold requirements.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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.

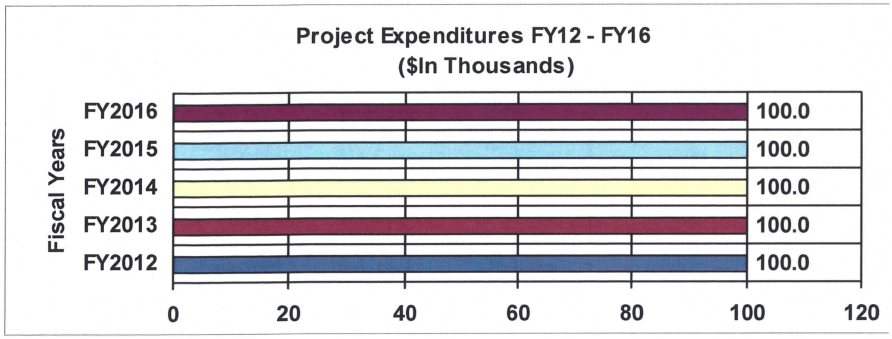
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30920 Training



Project Scope

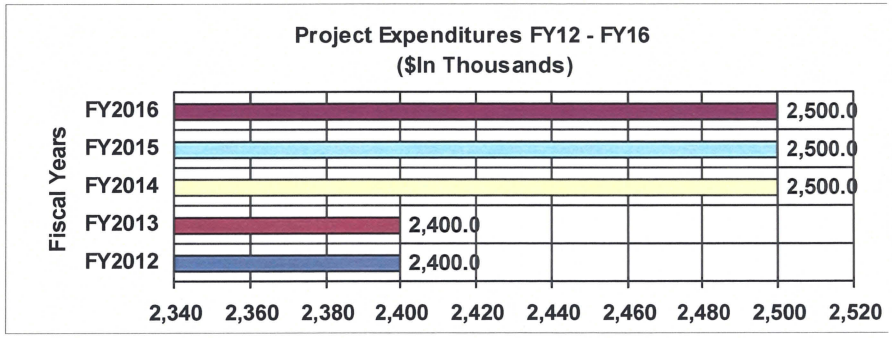
This project is a long-term ongoing capital training project used to support a variety of training initiatives. Training delivered is required to develop, maintain or expand mission critical employee skills.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

30940 General Planning



Project Scope

This project will 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.

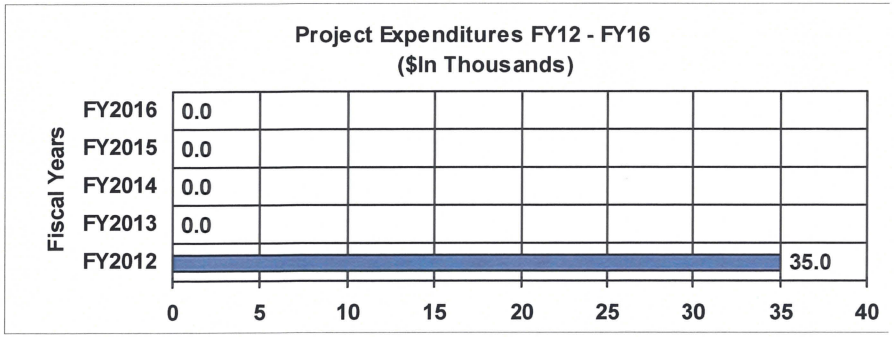
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31078 Unallocated Insurance



Project Scope

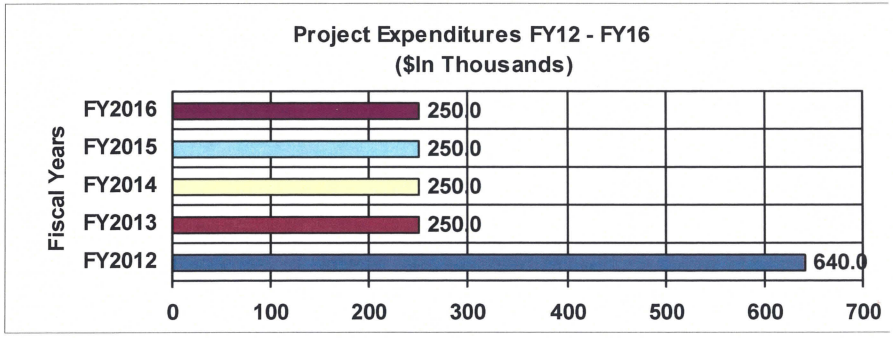
This project accounts for insurance costs that cannot be charged directly or allocated to any particular capital project. Particularly the planned close out of the legacy construction wrap-up program insurance program that was in place from MARTA's inception to June, 2003. Due to the number of years 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. This project is in close-out.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. Included in the scope for FY2012 is the procurement of a Dual Phase Extraction (DPE) System to allow for the remediation of contaminated groundwater. This scope includes system fabrication, construction, and commissioning of a complete DPE system.

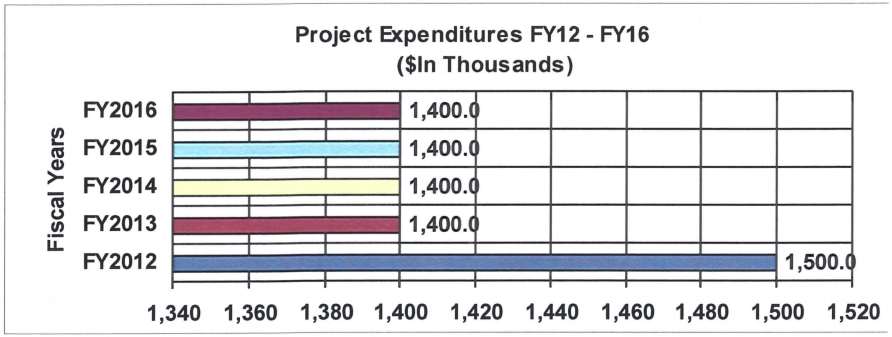
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31106 Financial Planning



Project Scope

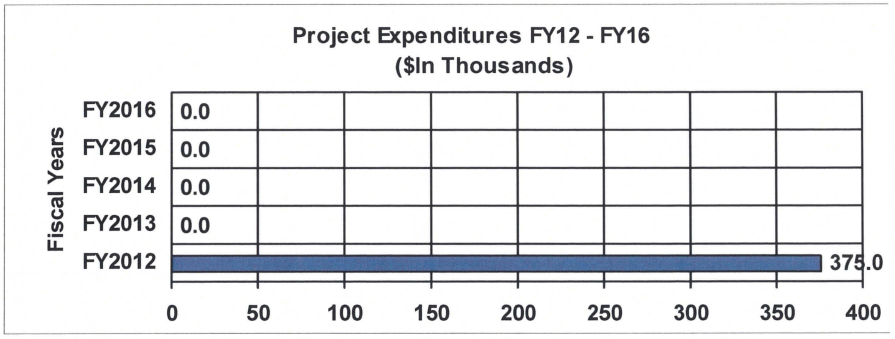
The scope of this project encompasses several areas associated with Financial Planning. The project supports the capital financial planning efforts of the Office of Treasury Services, financial advisory and legal services related to financial planning and/or transaction proposal evaluation, subscription 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 much 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.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31137 Pollution Prevention Plan



Project Scope

This project will develop and implement a Storm Water Pollution Prevention Plan (SWPPP) and Spill Prevention plans (SPCC) for all bus and rail maintenance facilities. Programs and Plans require to be updated every five years or when significant operations change. All bus and rail maintenance facilities are subject to the storm water permit and industrial wastewater permit requirements of the Clean Water Act, GA EPD, and local government requirements. The programs are developed to ensure that maintenance is complying with the regulatory requirements.

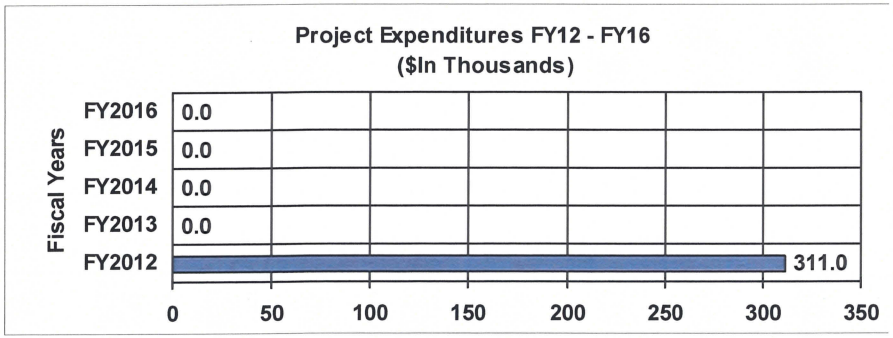
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31183 Automated Dispatch



Project Scope

This project provides automatic access to operator information, including dispatcher exceptions to the payroll system on a daily basis, ability to update attendance occurrences and disciplinary actions, and generation of extra operator AM & PM assignments for posting at garages. This project will upgrade Automated Dispatch (Teledriver) to the latest release of 8.1.

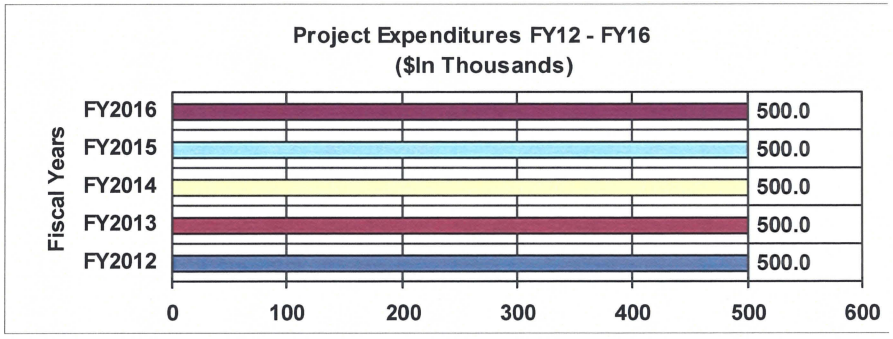
Operating Budget Impact

Training Costs:
- 21 Dispatchers @ hourly rate $39.71 x 8 hours = $6,671.28
- 6-Superintendents @ hourly rate $51.77 x 8 hours = $2,484.96
- 3-GS @ hourly rate $60.42 x 8 hours = $1,450.08
- Director @ hourly rate $59.00 x 24 hours = $1,416.00
- Admin. @ hourly rate $32.55 x 24 hours = $781.20
- 2 Trans. Asst. @ hourly rate $24.12 x 24 hours = $$1,157.76
- Office Admin. @ hourly $38.82 x 24 hours = $931.68

Total Cost = $14,892.96 and all costs include benefits.

FY2012 ($)	FY2013 ($)	FY2014 ($)
14,893	14,893	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.

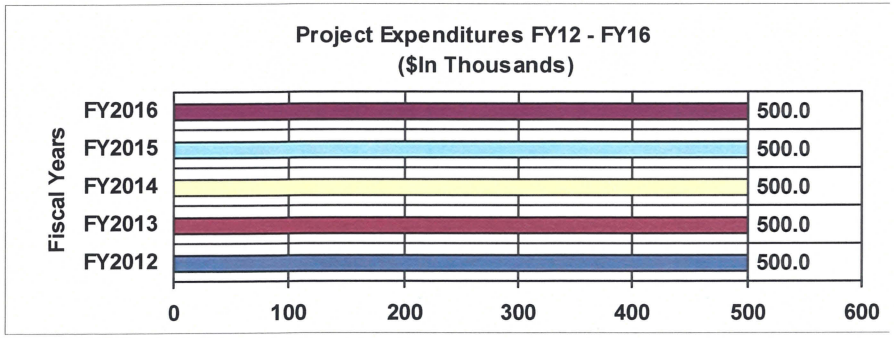
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31248 Parking Lot Repaving



Project Scope

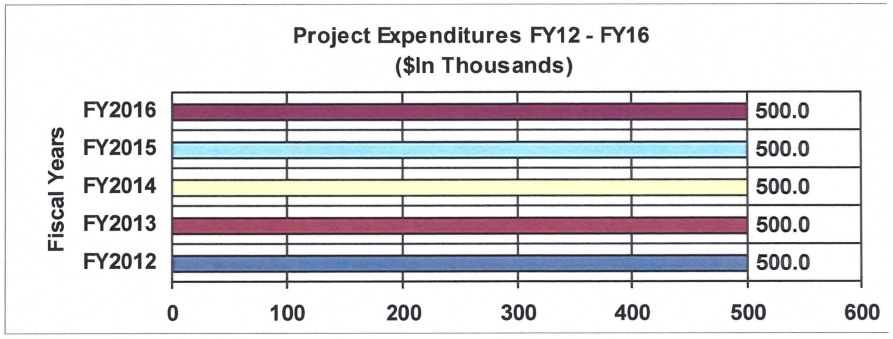
This project will provide funds for concrete and asphalt repairs, renovation upgrades, and new constructions at existing busways and patron parking areas.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31303 Replace Facility Mech Equip



Project Scope

This project will replace old mechanical equipment and components such as air conditioning, heating, ventilation, fans, bus fume exhaust system, pumps, cooling towers, air compressors, plumbing equipment and other equipment throughout the Authority's facilities as indicated by inspection and replacement schedule.

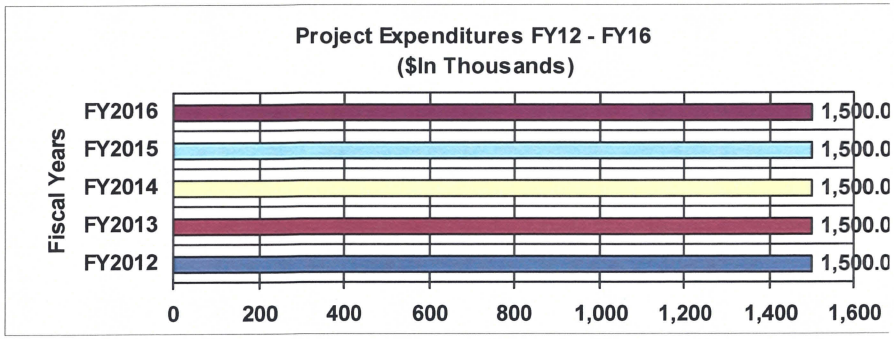
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31305 Roofing Rehabilitation Program



Project Scope

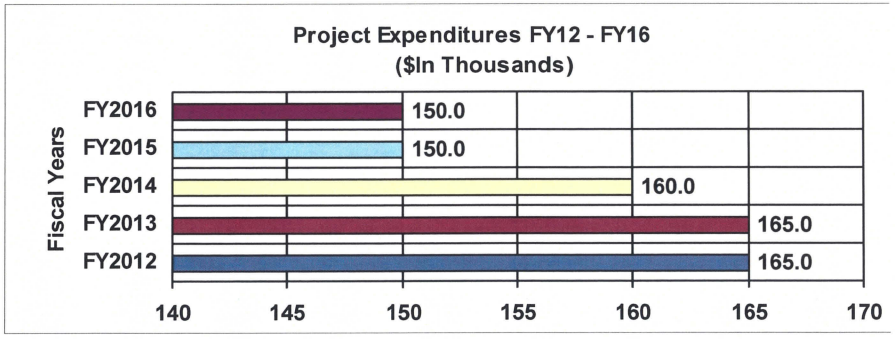
The scope of this project is to continuously inspect the 200+ roofs that MARTA has and continuously rehabilitate them on an ongoing basis.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. Additional funding is used to maintain air permit compliance for MARTA's two compressed natural gas (CNG) facilities located at Laredo and Perry Blvd.

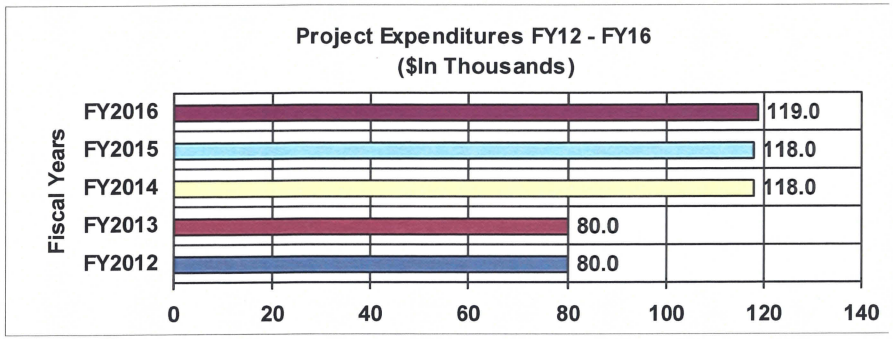
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31325 UST Management



Project Scope

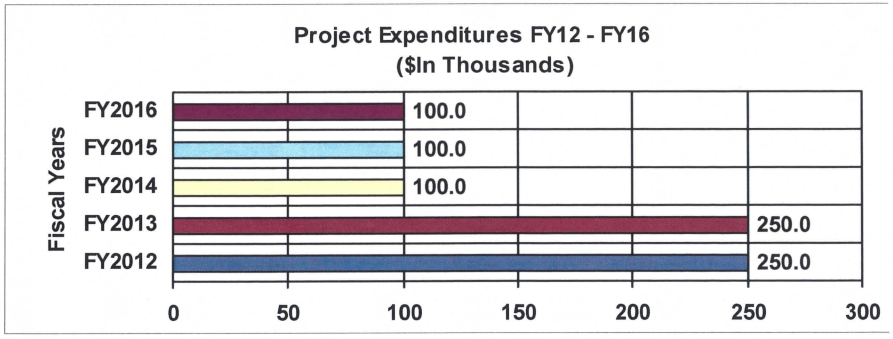
This project brings MARTA's underground storage tanks (UST's) into compliance with relevant environmental regulations. The project consists of four parts: completion of the UST assessment and report, development of a long range capital upgrade and replacement plan for the UST's, establishment of an operations 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.

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. 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.

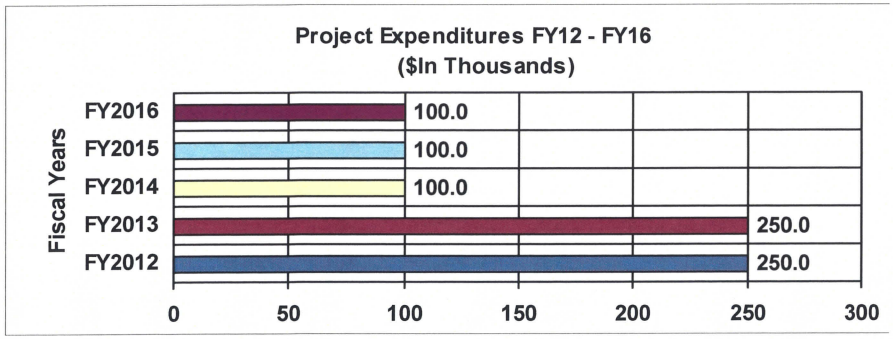
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31346 Laredo UST Program



Project Scope

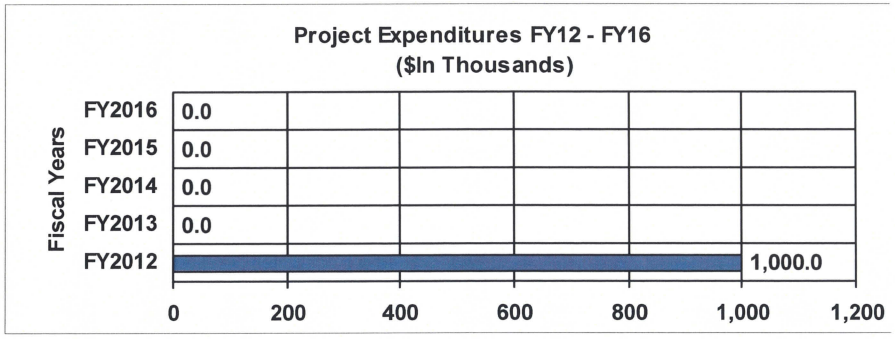
This project provides funding for continued efforts for groundwater contamination clean-up. MARTA is required to meet the GA EPD corrective action clean-up goals according to the federal and state regulations. The state also requires MARTA to develop and implement a corrective action plan (CAP) geared 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.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31449 Replace Fare Collection System



Project Scope

This project replaces an aging token fare collection system with a new smart card system wide fare collection system that would expand across regional transit agencies. The project included new rail fare collection equipment, bus fare equipment, Paratransit (Mobility) fare equipment, parking, and revenue control equipment. The project also included procurement for technology hardware and software implementation. For FY2012, the project will focus on closing the system by removing magnetic fare media and making the Breeze a smart card only system. The project will focus on completing the remaining items on the Cubic contract P4402 and proceed with contract and project close-out.

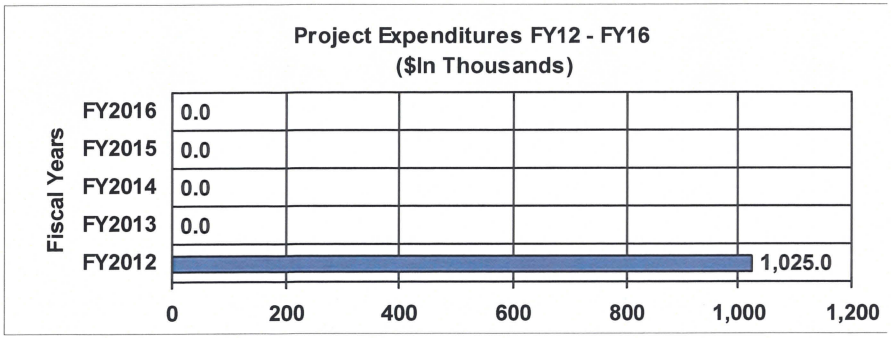
Operating Budget Impact

The impact comes from hardware and software maintenance for Cubic Fare Collection System.

FY2012 ($)	FY2013 ($)	FY2014 ($)
6,179,459	6,483,182	6,534,327

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31465 CQ310 & CQ311 Rail Car Rehab



Project Scope

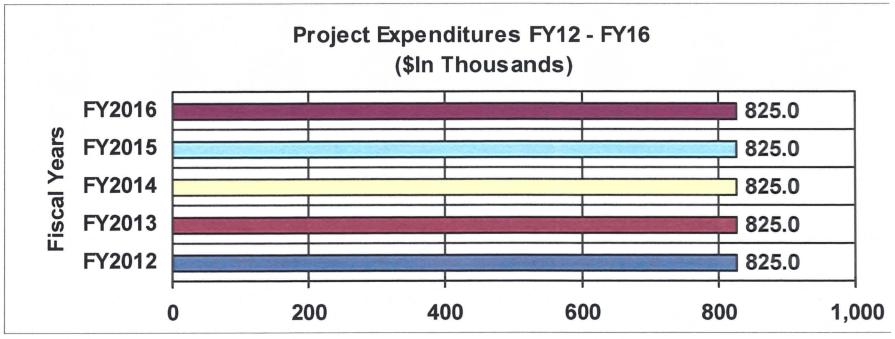
This project develops and implements a rehabilitation program for the existing CQ310 and CQ311 rail cars fleet. The conceptual design and engineering began in 2000 and a $265M Contract was awarded to ALSTOM Transportation in February 2003 for the rehabilitation.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. An additional task has been added with the GM's request that a comprehensive set of TOD guidelines and policies be developed for adoption by the MARTA Board of Directors and the region. The small TOD staff has to be supplemented by consultants in order to get this task done. Staff is also being asked to provide more background and analysis to support MARTA's comments on the review and approval of developments of regional Impacts (DRIs) and to review.

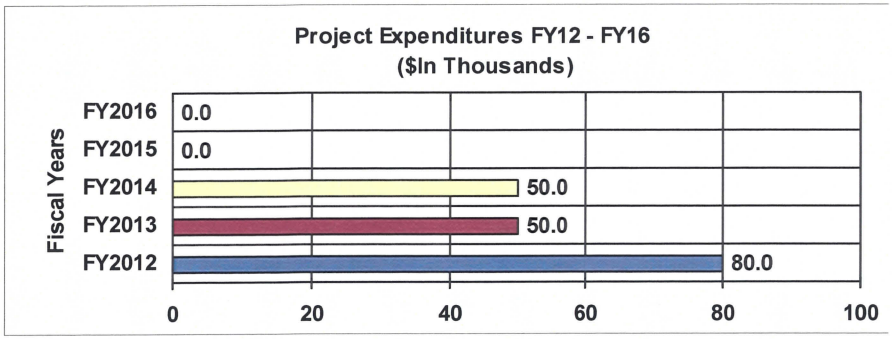
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31537 Georgia Avenue UST Program



Project Scope

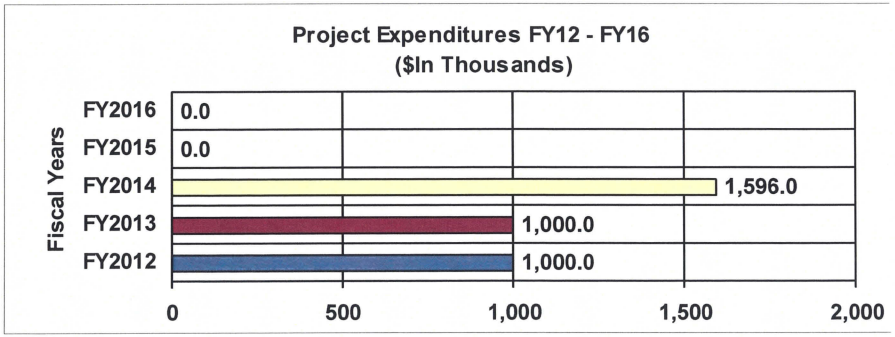
This project provides assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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."

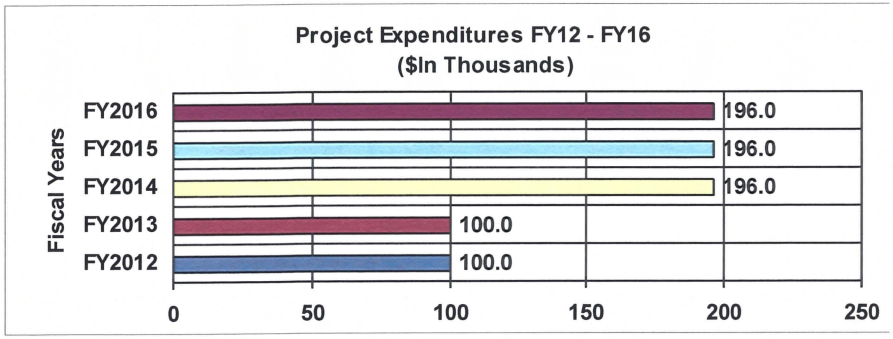
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31571 Asbestos Abatement



Project Scope

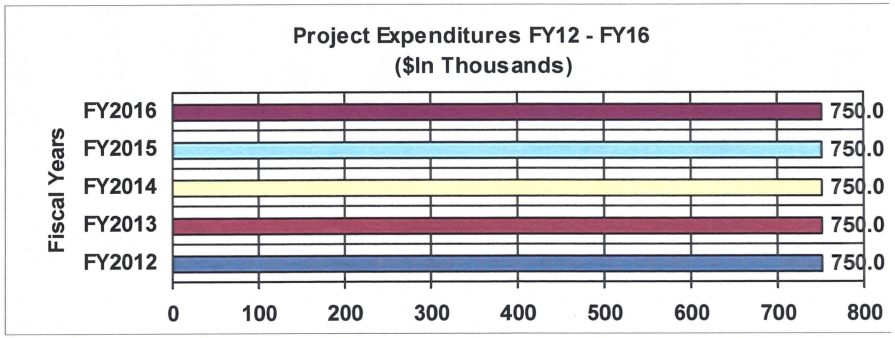
This project provides for the remediation and removal of asbestos, as it is discovered in the course of upgrading and renovating MARTA facilities and equipment.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31583 Facilities Security



Project Scope

This project provides for remediation of 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.

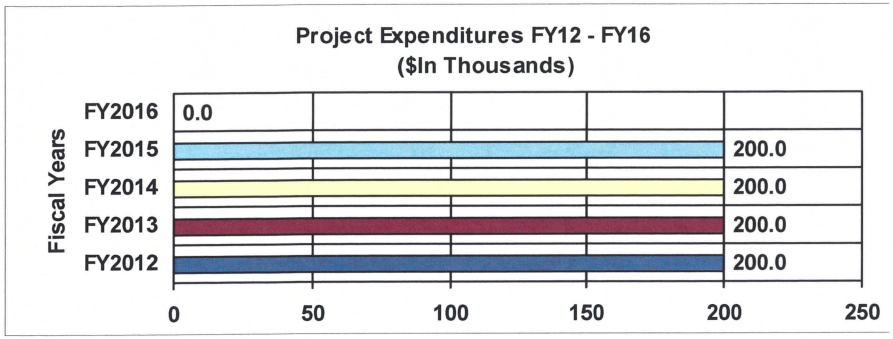
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31589 Bus Shelters and Benches



Project Scope

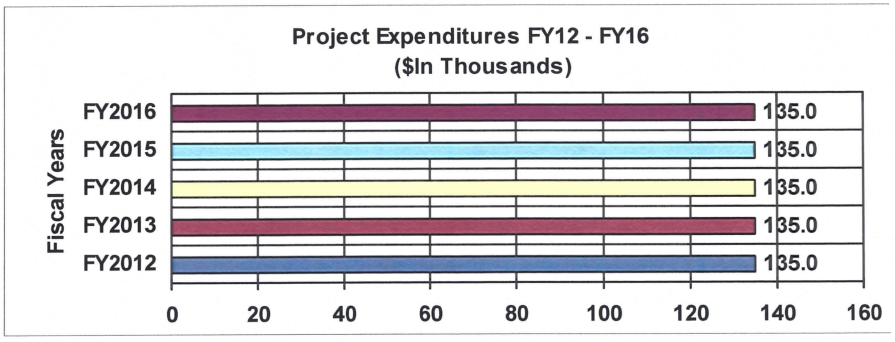
This project provides additions, reductions and upgrades to the MARTA Bus shelter system (including benches) that will encourage transit as a means of transportation. These proposed bus shelters identified for funding are those that are not suitable for advertising bus shelters and thus would not be built by CBS Outdoor (our advertising bus shelter contractor).

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. The forecast is that 2 engine will fail out of a fleet of 534.

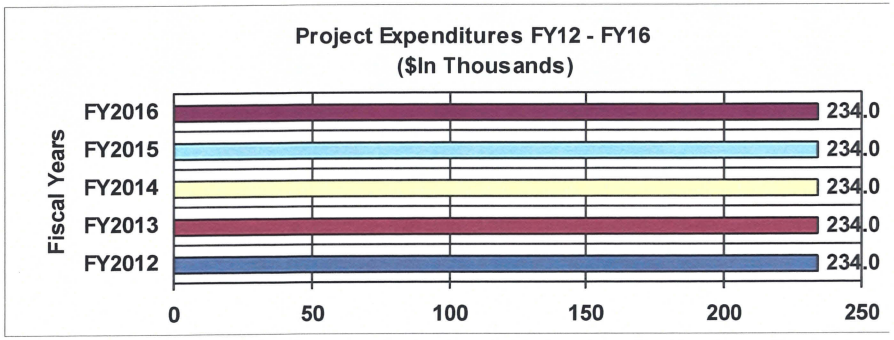
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31592 Rehab Bus Transmissions



Project Scope

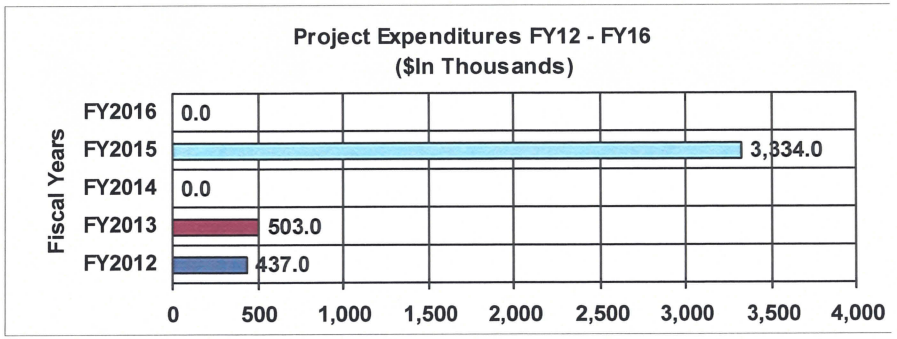
This project is to cover failing or inoperative transmissions between mid life overhauls.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31603 Data Warehousing Web Portal



Project Scope

The Data Warehouse Program's focus is to facilitate Service Enhancements by building a central repository for MARTA's operational data that are collected from various disparate systems, including but not limited to, Financial, Human Resources (HR), Payroll, Time Keeping, Budget, Asset Management, Accident and Injury, Automated Fare Collection (AFC) Automated Vehicle Locator (AVL) and Automated Passenger Counting (APC) systems. The central repository or Data Warehouse (DWH) provides both detailed and aggregated data from these systems to the business units. The DWH goal is to provide a means of achieving greater operational efficiency as well as save time and administrative costs by decreasing manual processing time, eliminating the need to manually aggregate data and the need to distribute paper reports.

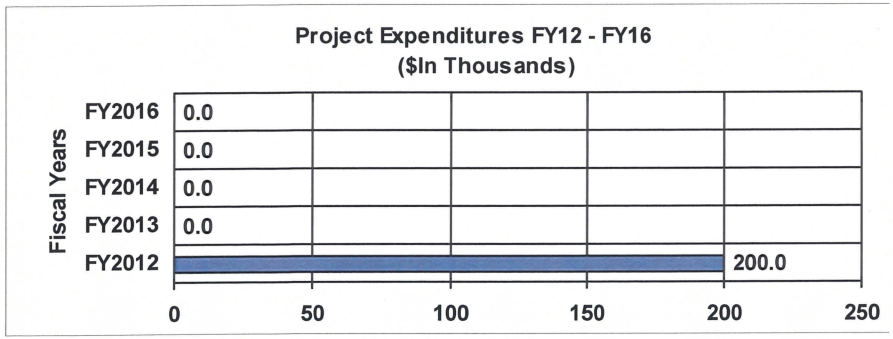
Operating Budget Impact

The impact comes from the software maintenance costs.

FY2012 ($)	FY2013 ($)	FY2014 ($)
307,733	307,733	307,733

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31610 Beltline Tier 1 Enviro Study



Project Scope

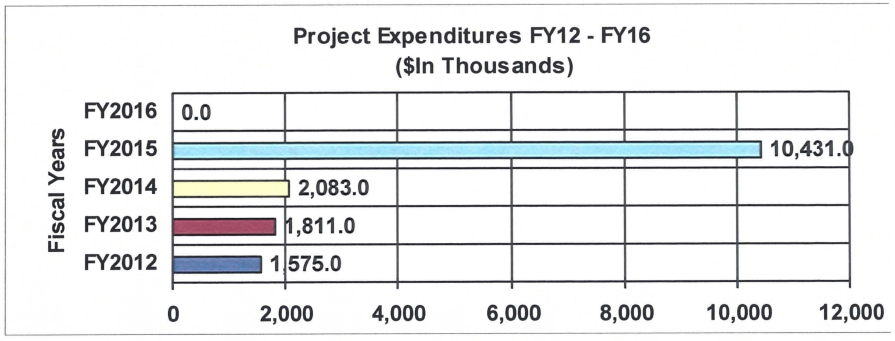
This project studies the feasibility of transit in the Beltline Corridor. The Beltline is a 22-mile transit corridor that encircles Atlanta's urban core connecting neighborhoods, green space, parks and trails. The Corridor comprises mostly of old and disused railroad right-of-way will connect to four MARTA rail stations: Lindbergh, Inman Park/Reynolds Town, West End and Ashby.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31614 Upgr Aging Equipment - Server



Project Scope

This project encompasses various initiatives to upgrade/replace aging 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.

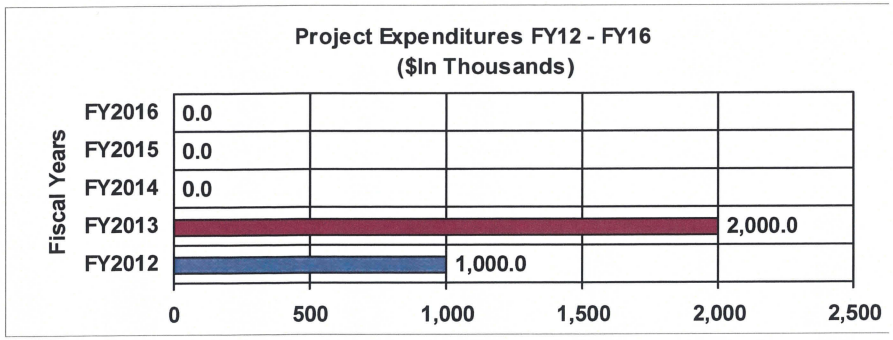
Operating Budget Impact

The impact comes from the maintenance hardware and software of $450,994 and ongoing training of $182,416.

FY2012 ($)	FY2013 ($)	FY2014 ($)
633,410	633,410	633,410

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31616 Arts Center Roof Rehabilitation



Project Scope

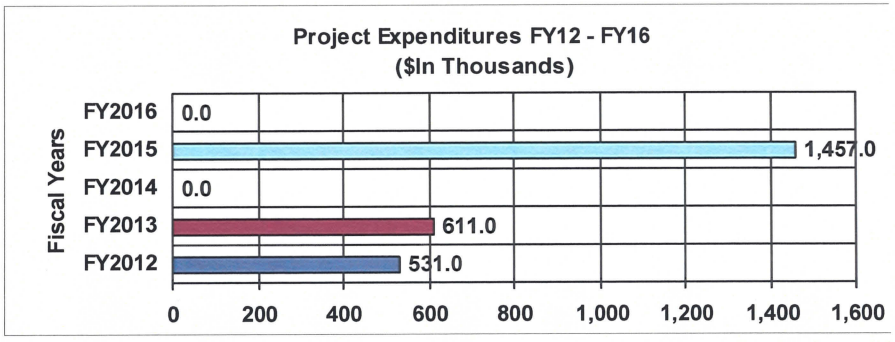
This project covers the following activities:
1. Roofing: At Lombardy Way entry roof and the Bus Canopy roof, remove the existing roof down to the structure and replace with built-up roof
2. Architectural: Prep and repaint underside of bus canopy roof
3. Electrical: Remove conduit and cable from existing roof and run new conduit exposed on ceiling of bus canopy, replace missing and broken light fixtures, remove lightning protection system for roof rehabilitation and re-install upon completion of work, reroute conduit from roof for PA and CCTV systems
4. Structural: Repair cracks with epoxy ejection; include allowance for replacing failed metal roof deck. Asbestos: Remove asbestos in the base flashing material.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31624 31624 ERP/EAM System



Project Scope

This project covers the following activities:

1. Implement Oracle Recruitment application
2. Implement Role Based Security
3. Perform upgrades to FASuite application
4. Implement Oracle Self Service for Employees and Managers
5. Implement Oracle applications such as Lease Management, Activity Based Costing, Learning, and Supplier
6. FMLA Implementation.

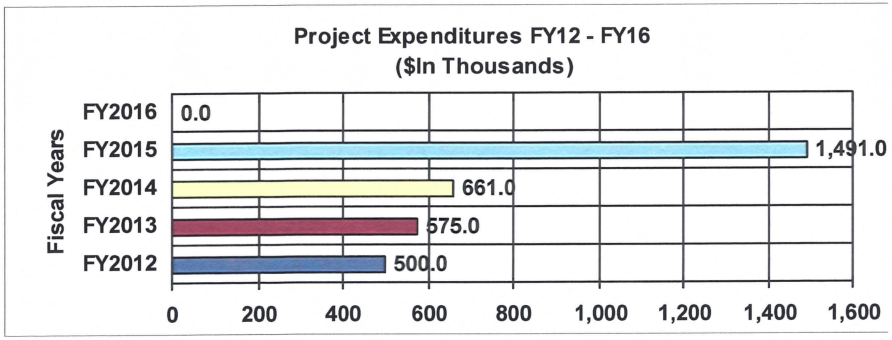
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31626 Upgrade Aging Equipment - Desktop



Project Scope

The scope of this project is to replace end-user computing equipment and desktop software, as well as, desktop operating system software. Examples of replacement equipment include the following:

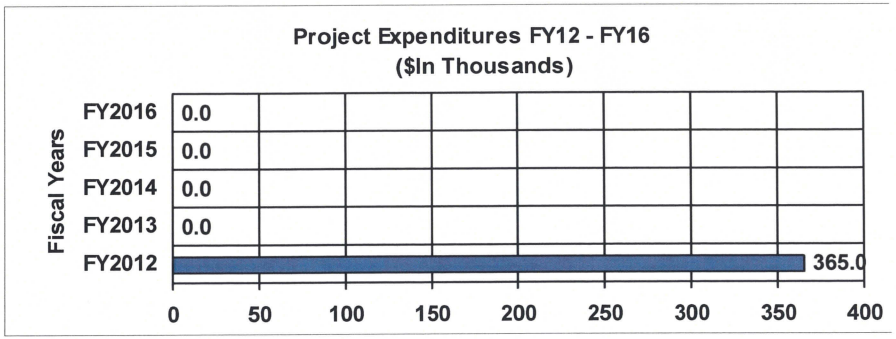
1. Personal computers
2. Laptops
3. Desktop Printers
4. Monitors
5. Spare parts, such as computer memory, hard disks, power adaptors, cables, docking stations, keyboards, mice, etc.

Operating Budget Impact

The impact comes from the ongoing training.

FY2012 ($)	FY2013 ($)	FY2014 ($)
14,438	14,438	14,438

31637 Structural Assess & Correct



Project Scope

This program will establish, through inspection, a database and condition rating of all aerial and at-grade structural assets, and also provide for the cost of immediate corrective actions for structural deficiencies and the engineering costs for design and support of all rehabilitation.

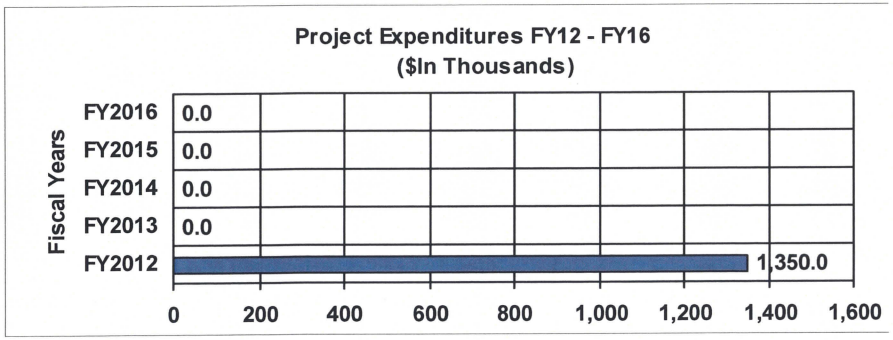
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31643 CNG Facility at Perry Blvd



Project Scope

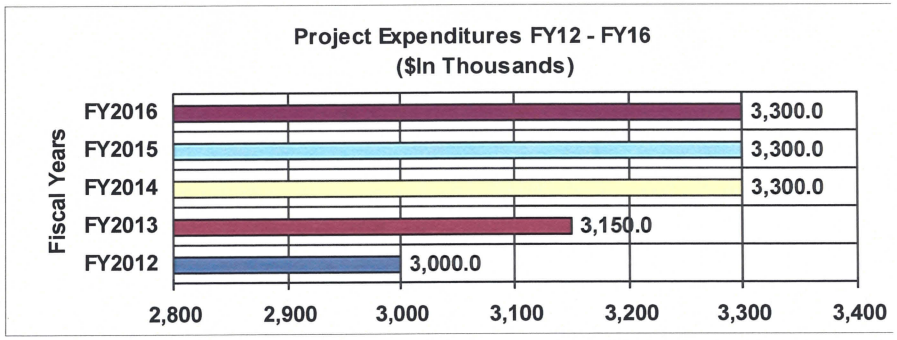
This project will install a fourth CNG compressor at the Perry Boulevard bus facility.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31644 Can Tm Pg (100% FedI/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. The overall program includes the currently approved transit security courses initiated under the FY06/07/08 TSGP grant awards and attendance at offsite training classes as applicable to appropriate MARTA staff.

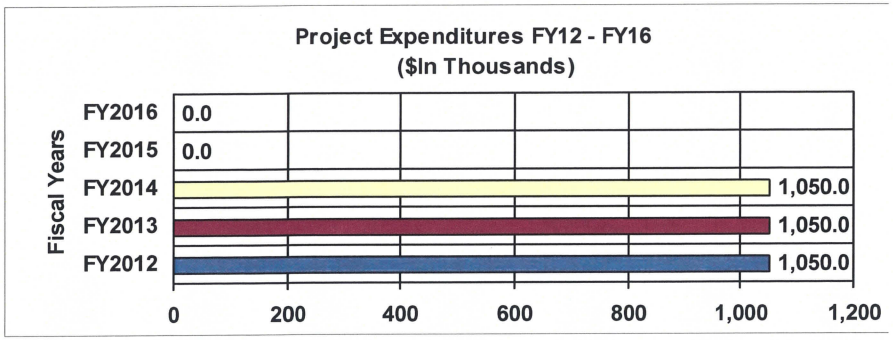
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31651 Replace UPS Systems



Project Scope

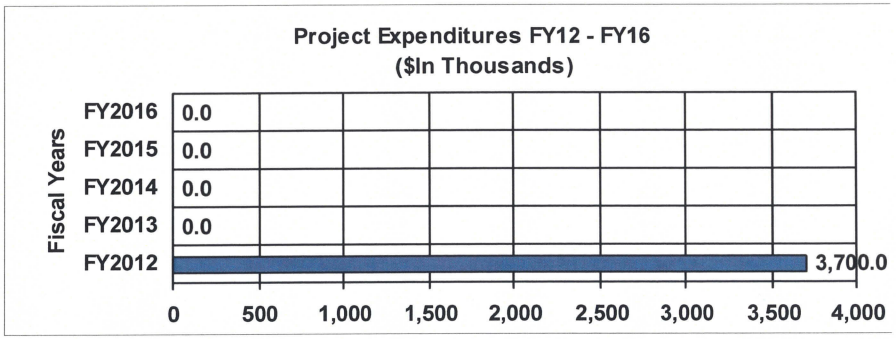
This project provides and installs new UPS equipment, batteries, and mechanical cooling systems in train control and battery rooms while removing and disposing of the existing non-functional equipment. Where possible, the UPS equipment for the auxiliary rooms and the train control rooms will be combined to minimize the need for new equipment. It will also provide automatic transfer switches, disconnect switches, and the conduit, cabling, and rewiring required to ensure dual power feeds, 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.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31658 Rehab Systmwde Escalators Gr 1



Project Scope

This project, the first phase in a multiple phase escalator replacement/refurbishment program, will provide for replacing or refurbishing up to thirty 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.

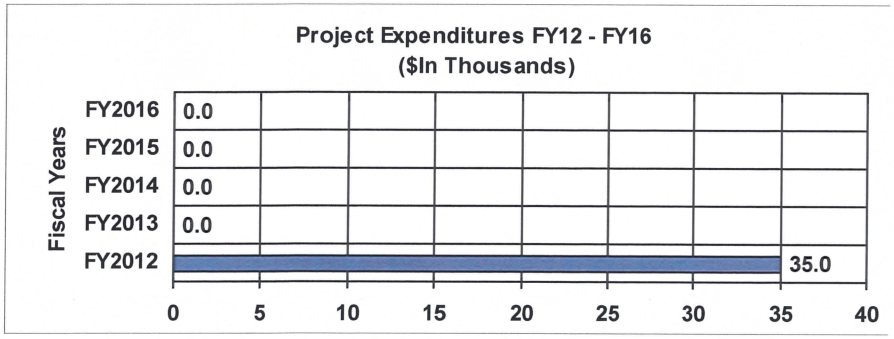
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31661 Memorial Dr Bus Rapid Transit/Restroom Buildo



Project Scope

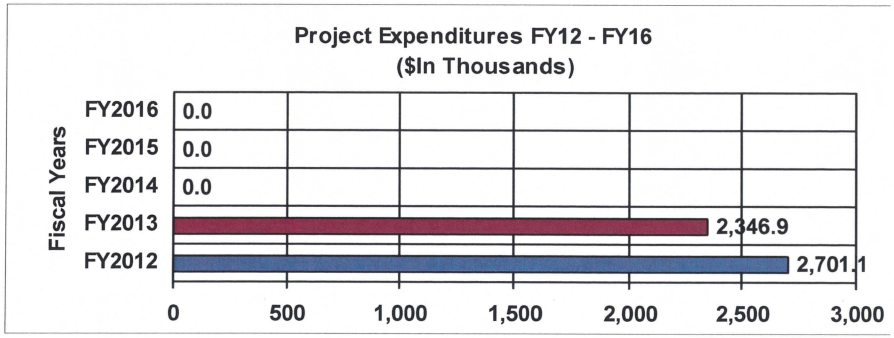
This project is for building-out two restrooms (male and female) within the Ancillary Building located at the Memorial Drive Park & Ride Facility.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31662 Structural Rehabilitation



Project Scope

This project will improve the drainage at several bridge abutments on the East-West (Blue-Green) line, North-North East (Red, Yellow) line; will retrofit the grout pockets within the decks of several aerial structures on the East (Blue) line, the South (Red-Yellow) line, the North-East (Yellow) line; will provide surface preparation and structural steel coating of the MARTA bridge over I-20.

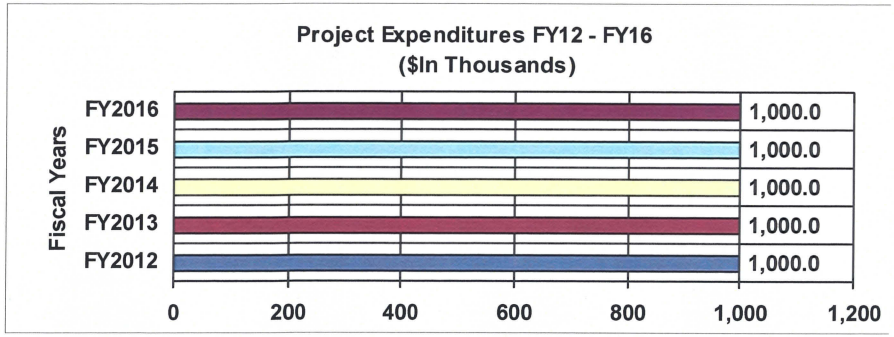
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31664 Replace Critical Station Assets



Project Scope

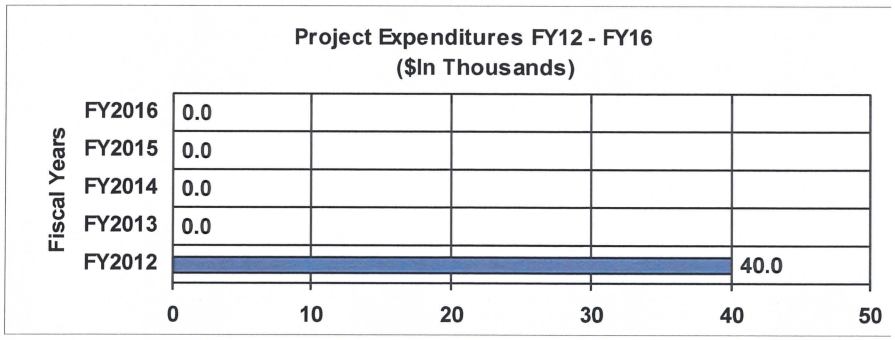
This project will rehabilitate or replace facility infrastructure at MARTA's rail stations. This first phase of a two-phase station rehabilitation program will include rehabilitating or replacing station sidewalks and flooring; replacing station platform safety warning strips, signage, and artwork; installing new windscreen enclosures; replacing skylights; replacing lighting, fire alarm, and drainage systems; and rehabilitating handrail structures. This work will be performed at the King Memorial, Garnett, West End, Oakland City, East Point, College Park, Five Points, Brookhaven, Lindbergh, and North Springs rail stations.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31666 Fan Motor Control Centers



Project Scope

This project will provide and install new motor control centers for the emergency ventilation fans located at the Peachtree Center Station and the Ashby Street Station. The replacement motor control centers will be fully functional, solid state and include intelligent controls. The replacement motor controls centers will include a programmable logic controller capable of interfacing with any future MARTA PLC based data systems.

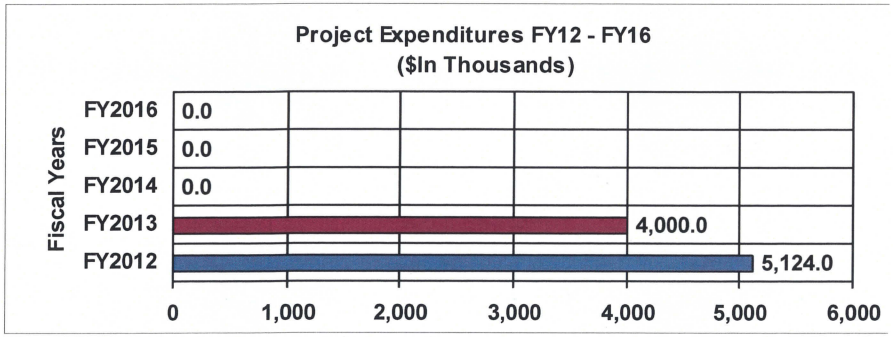
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31669 Mid Life Overhaul of Bus Engines



Project Scope

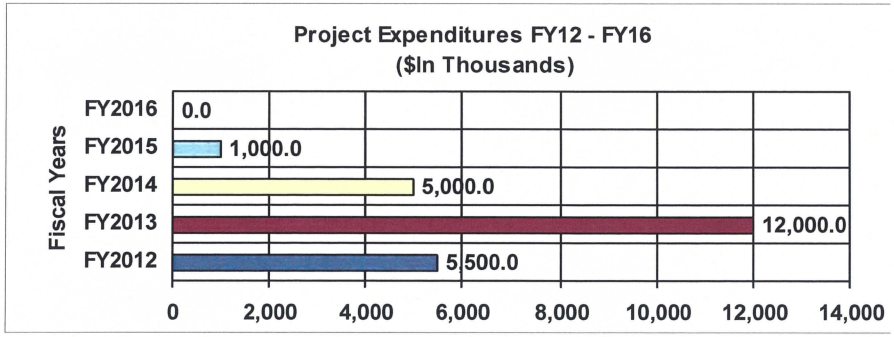
This project will rehabilitate the buses that have entered into their 6th year of service and/or have accumulated 250,000 to 300,000 miles. This project also includes the conversion of buses during midlife-overhaul to use the EMP.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31672 Hamilton Bus Facility Expansion



Project Scope

This project provides for the 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).

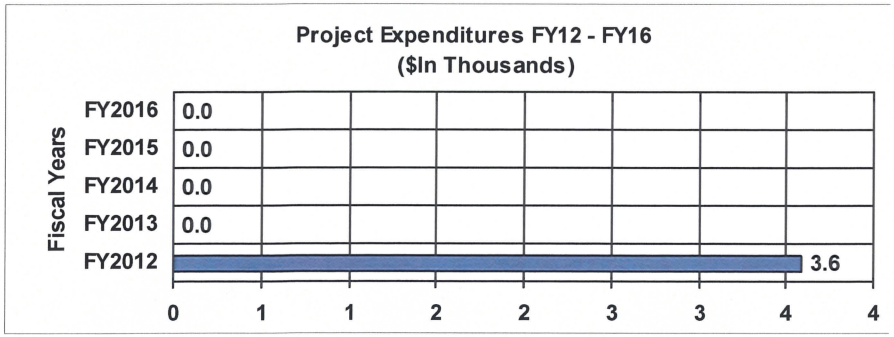
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31679 Bus Supervisor Booths



Project Scope

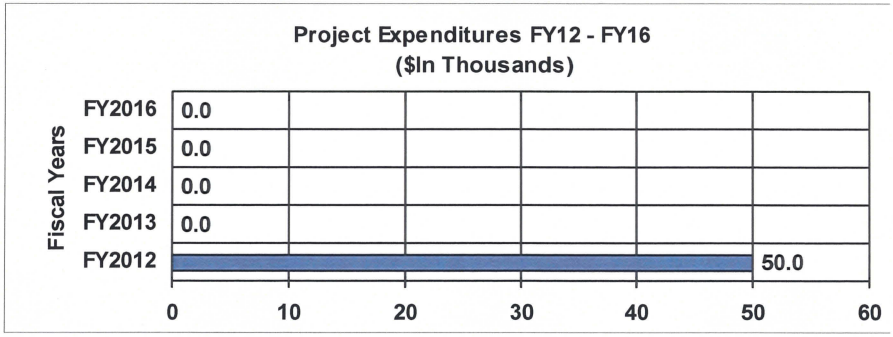
This project will replace deteriorated bus supervisor booths at Five Points, West End, College Park, H.E. Holmes, Avondale, Arts Center, North Springs, and Lindbergh Stations; as well as Hamilton and Laredo Bus Facilities and provide new booths at Doraville.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31683 Auxiliary Power Switch Gear



Project Scope

This project will 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.

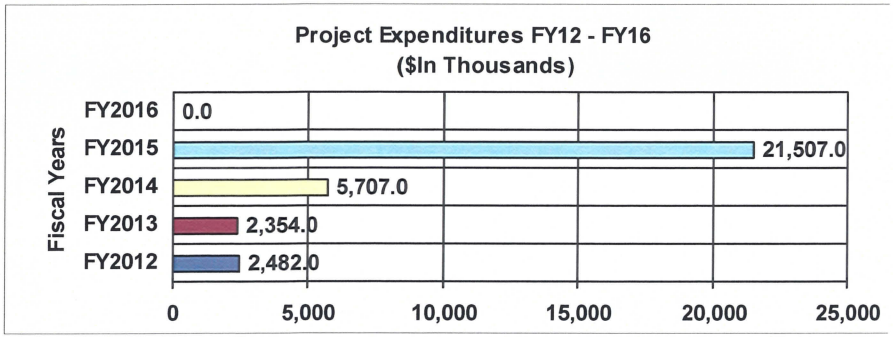
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31684 Voice Com Infrastructure



Project Scope

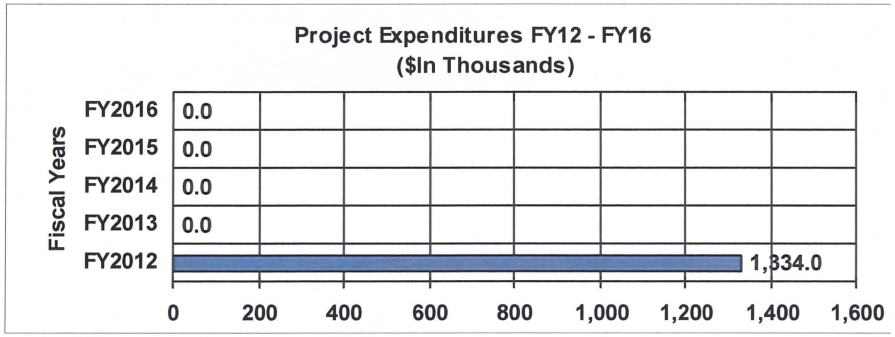
The scope of this project is to replace an aging and substandard voice communications system with a system that will utilize IP Telephony, also known as, Voice over Internet Protocol (VoIP) throughout the Authority.

Operating Budget Impact

The impact comes from the maintenance hardware and software of $450,994 and training of $182,416.

FY2012 ($)	FY2013 ($)	FY2014 ($)
633,410	633,410	633,410

31686 Stonecrest Parking – Phase I



Project Scope

The scope of this project includes construction of the intersection at Mall Parkway and Stonecrest Promenade and the construction of Stonecrest Promenade to the rear property line of Zaxby's. This allows the Authority to meet contractual commitments with the owners.

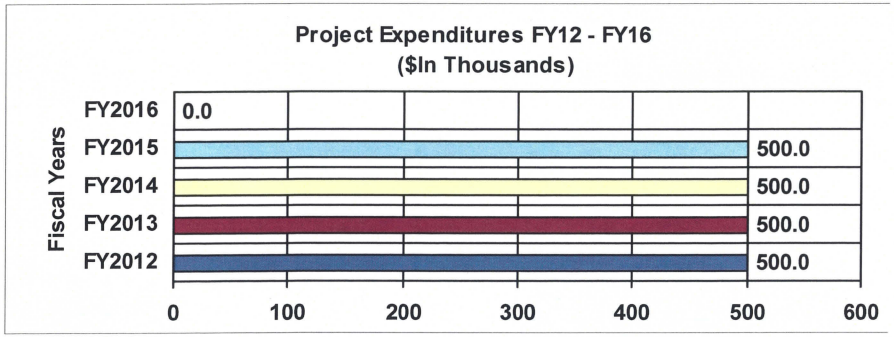
Operating Budget Impact

The yearly impact is comprised of:
- Contracted Landscape maintenance - $9,500/ year
- Contracted Lot sweeping - $4,500/year
- Additional fuel/maintenance cost to be incurred on vehicle - $2,000/year.

FY2012 ($)	FY2013 ($)	FY2014 ($)
16,000	16,000	16,000

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31687 Repl Impedance Bonds Ph 1



Project Scope

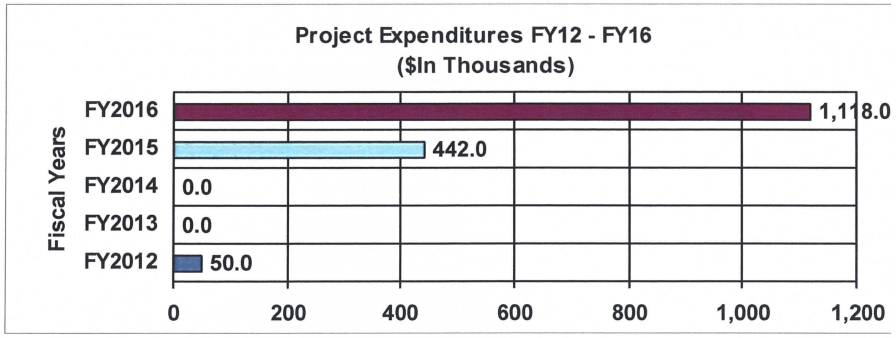
This project is the first phase of a two-phase program to replace 578 mainline audio frequency track circuit impedance bonds, compatible with the Alstom audio frequency track circuit dual module.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31689 Wayside Encroachment Detection



Project Scope

The Encroachment Detection System (E.D.S.) is an electrical alarm circuit that provides an alarm indication that a freight railroad train or a MARTA train has derailed and encroached onto the adjacent property's right of way. This project will include a new design for all three types of application, and a replacement contract for the entire system.

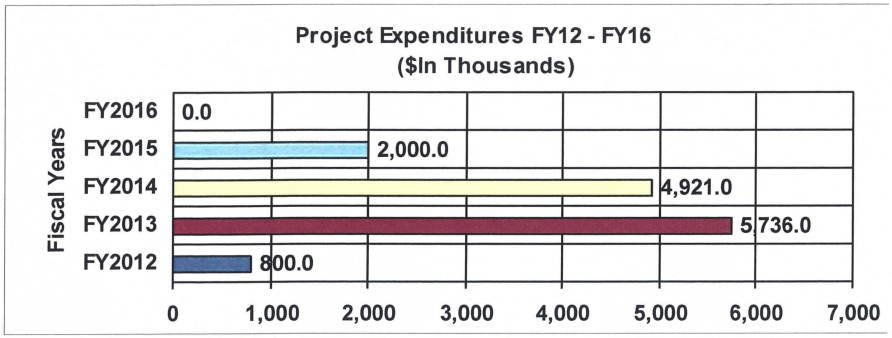
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31690 Loops/Interlockings Ph 2 & Ph 3



Project Scope

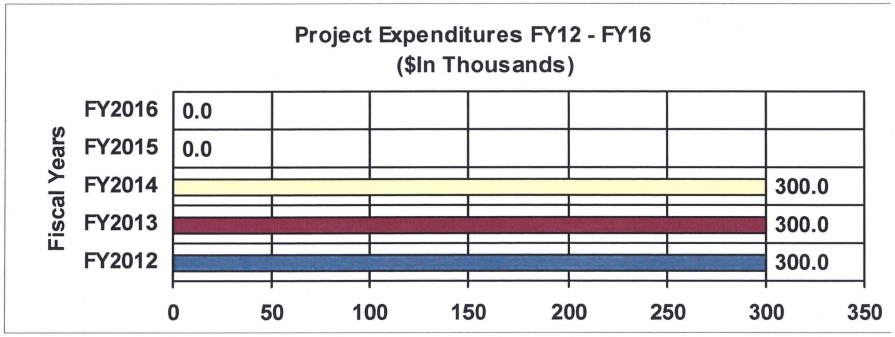
This project will replace the interlocking audio frequency track circuit and loop wayside equipment with AC Track Circuit design on the East, West, and Northeast Rail Lines at 8 mainline interlocking locations. In addition, this project will install Train Alert Lights on the North and Northeast Rail 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.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31697 Replace Station Mech Equip



Project Scope

This project will renovate or replace the existing mechanical equipment along the East Line. Equipment includes exhaust fans, supply fans, return fans, electric heaters (duct, wall, convectors, unit heaters), motorized dampers, package terminal air conditioning units, air handling units, air condensing units, ventilating units, sump pumps, and emergency generators.

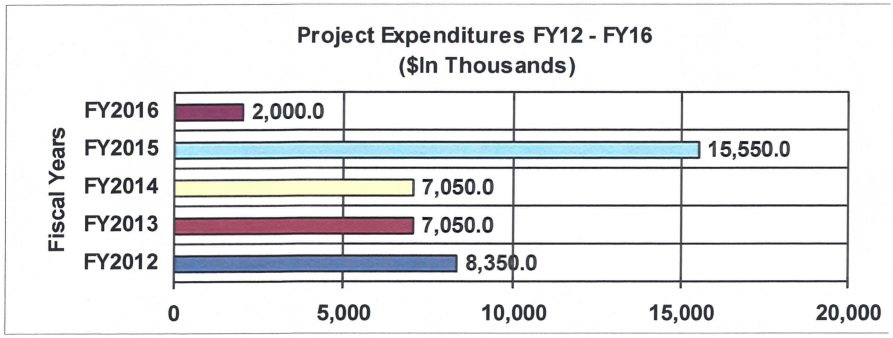
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31698 Fire Protection Systems Upgrade



Project Scope

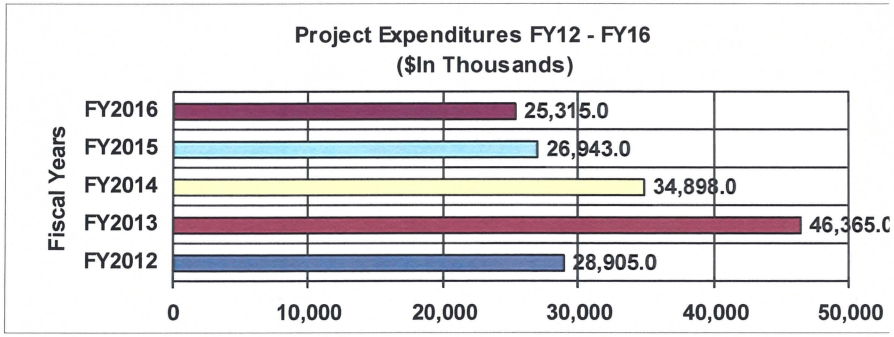
This project will upgrade the fire detection, suppression and notification systems, located within 105 Authority facilities, to be in compliance with all current governing codes and laws. Each facility will be individually controlled by an intelligent Fire Alarm Control Panel (FACP) with built-in self-diagnostic and reporting capabilities. All FACP s will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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.

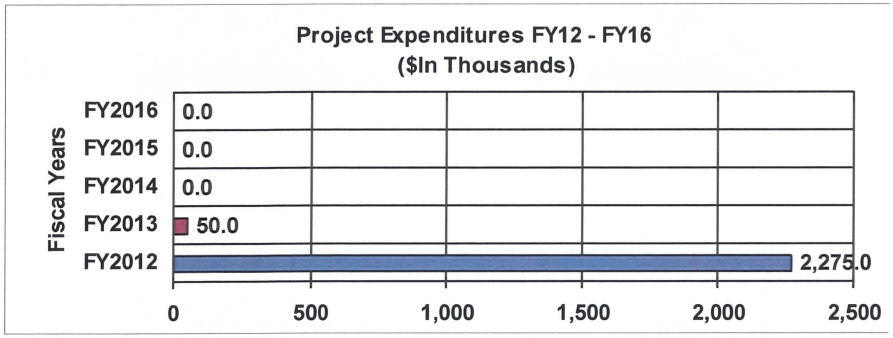
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31705 Emergency Trip Sts Gr 2: South



Project Scope

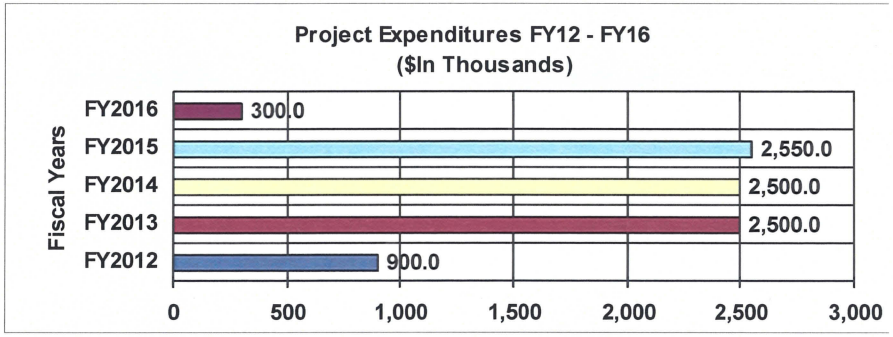
This project will procure and install the new emergency trip stations, cabling and emergency telephone wiring at all locations along the South Rail Line.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31707 Tunnel Lighting



Project Scope

This project will 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.

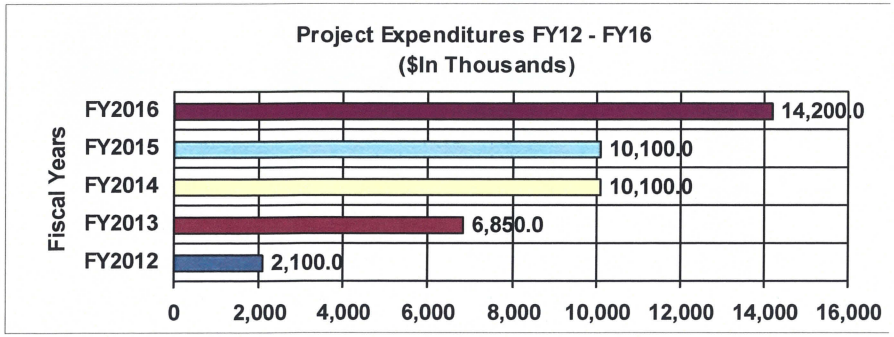
Operating Budget Impact

The yearly impact is comprised of:
Salaries & Wages: $325,000 for (5) additional employees due to 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.

FY2012 ($)	FY2013 ($)	FY2014 ($)
334,870	334,870	334,870

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31709 Upgrade Transit Station PA



Project Scope

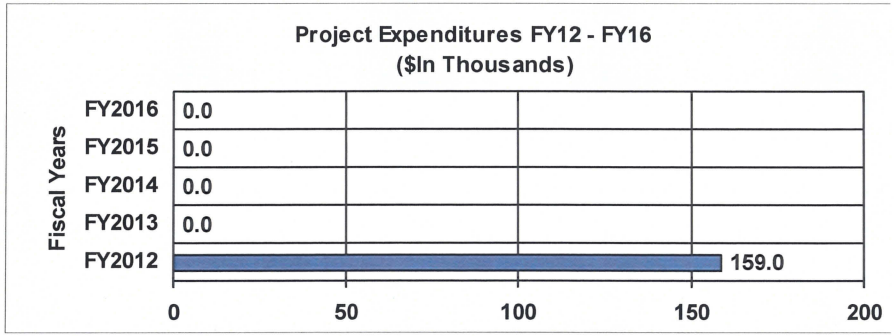
This project will design and install the audible delivery portion of a complete Transit Station Public Address System. This new system will receive messaging from PCC, RSCC and the Fire Protection System. It will also install ruggedized phones in the station and parking decks. Dedicated wiring will satisfy code requirements relating to call origination determination.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. The data analysis techniques employed for the Clifton Corridor Alternatives Analysis are being supported by a separate grant from the Federal Transit Administration. These analysis techniques will involve the development and administration of on-board, household, and workplace surveys within the corridor study area.

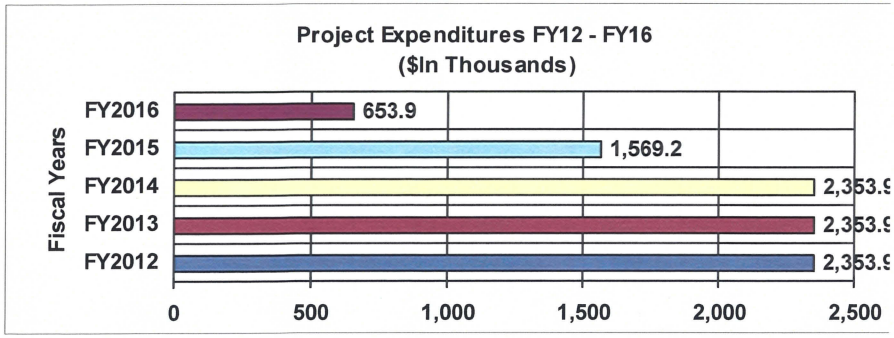
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31726 LCARE CQ311 42-Month Cycle



Project Scope

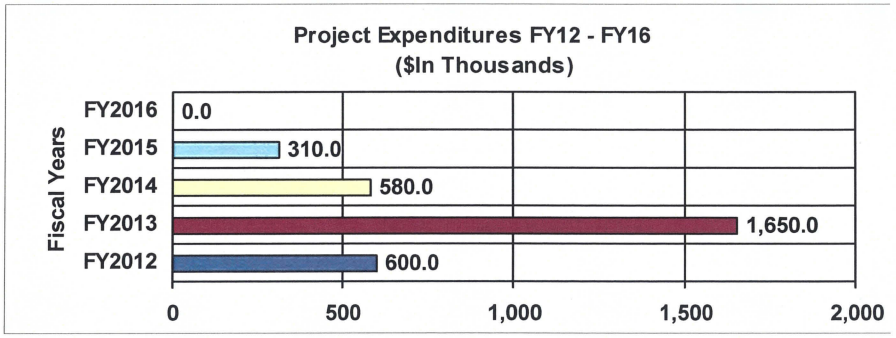
Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31732 Paint Booth Upgrade and Replacement



Project Scope

This project will replace 4 of 6 existing 50' paint booths with 2 80' downdraft booths sized for articulated buses, refurbish 2 existing 50' booths to new or like new condition and relocate existing paint mix booth.

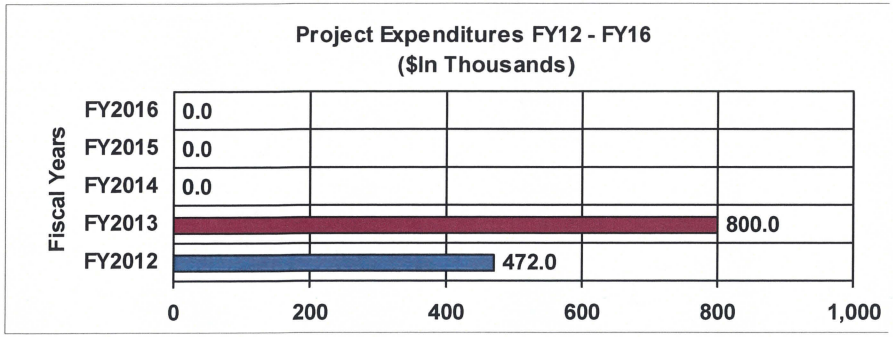
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31733 HQ Data Center Rehabilitation



Project Scope

The scope of this project is to reconfigure the 5th floor data center and 2nd floor telecommunications rooms to adequately control climate, as well as, provide additional electrical power. Technology is proposing to perform the following:

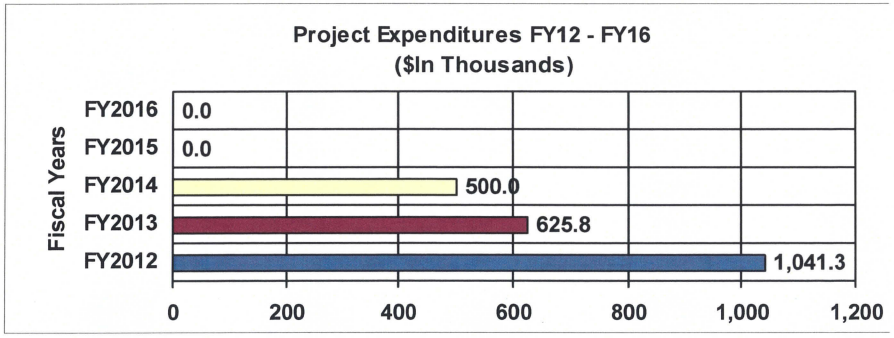
1. Upgrade UPS units on 2nd and 5th floors to provide adequate power to data center equipment
2. Expand Network Operations Center (NOC) area and re-allocate data center space to allow for more efficient use of the AC units currently in place
3. Upgrade AC units on 2nd and 5th floors to increase cooling capacity and accommodate space allocation changes.

Operating Budget Impact

The yearly Impact of $26,745 comes from training of $13,859 and maintenance hardware and software of $12,886.

FY2012 ($)	FY2013 ($)	FY2014 ($)
26,745	26,745	26,745

31734 Rail Supervisor Booths



Project Scope

This project will replace deteriorated rail supervisor booths at Indian Creek, Doraville, Airport. A break room will also be added at the Airport. The project also includes the construction of the Doraville Rail Vehicle Cleaning Facility on the platform at Doraville Station.

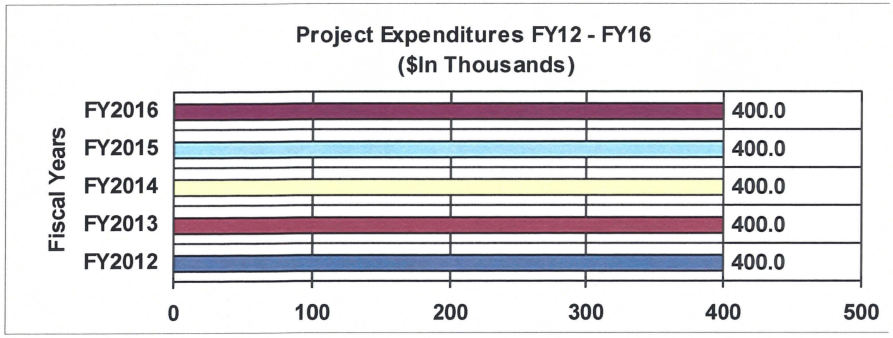
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31735 Configuration Management



Project Scope

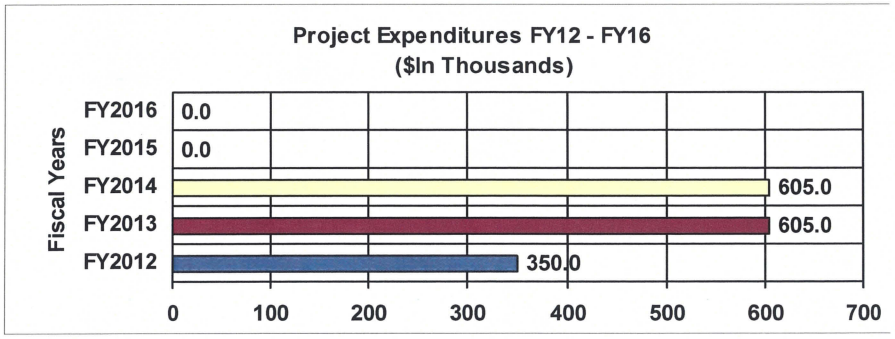
This project will provide for the configuration management of MARTA's fixed and operating assets, infrastructure and rolling stock. It will be conducted in two phases:
Phase 1 - Planning - Planning would include gathering information, hardware and software assessment, reviewing with project sponsors and incorporating their configuration needs.
Phase 2 - Implementation - 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.

Operating Budget Impact

The impact comes from annual maintenance cost for software/hardware.

FY2012 ($)	FY2013 ($)	FY2014 ($)
175,000	175,000	175,000

31738 Asset Mgt Program Phase 1



Project Scope

The objective of this project is to perform a comprehensive physical inventory of all MARTA's assets to determine their nature and quantity, assess a condition rating, their remaining useful lives, and implement a central database or systematic program to utilize for future requirements. Several components will be analyzed to ensure that existing information is consistent, accurate and in accordance with guidelines established by MARTA.

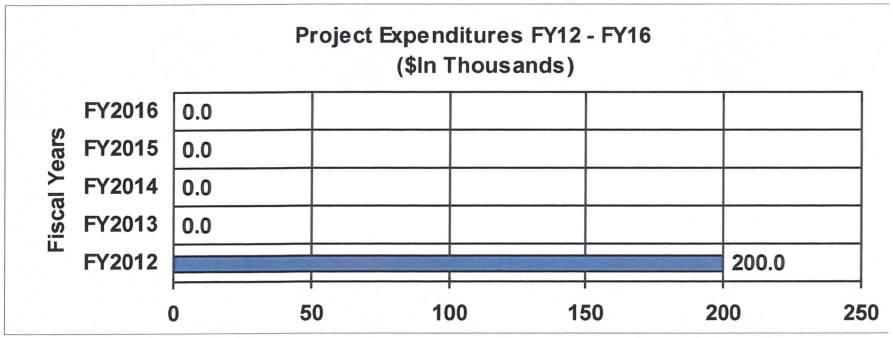
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31739 Decatur Tunnel Remediation



Project Scope

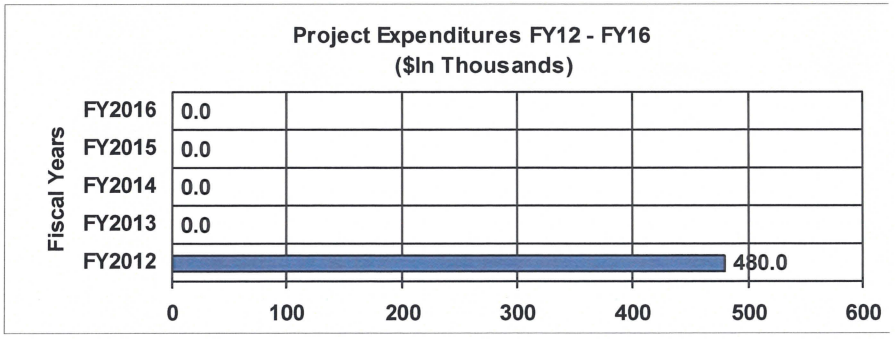
This project will evaluate the Authority's current railcar wheel conditions, wheel/wheel interface equipment maintenance practices, and suspension application, to determine what car-borne improvements can be implemented to reduce the vibration and noise transmitted from passing MARTA trains to residences along Sycamore Street near Decatur Station.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31744 FY09-FY10 Bus Procurement Total



Project Scope

This project uses money remained unspent from the FY09/10 bus procurement to fund necessary tooling and other materials necessary to maintain this fleet of buses.

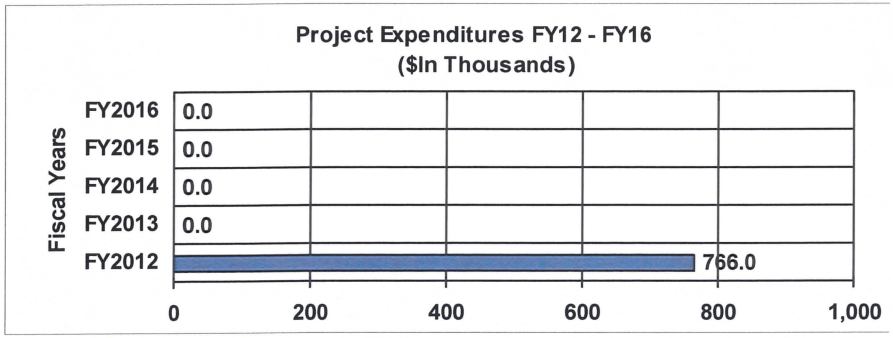
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31758 LCARE CQ312 60-Month Cycle



Project Scope

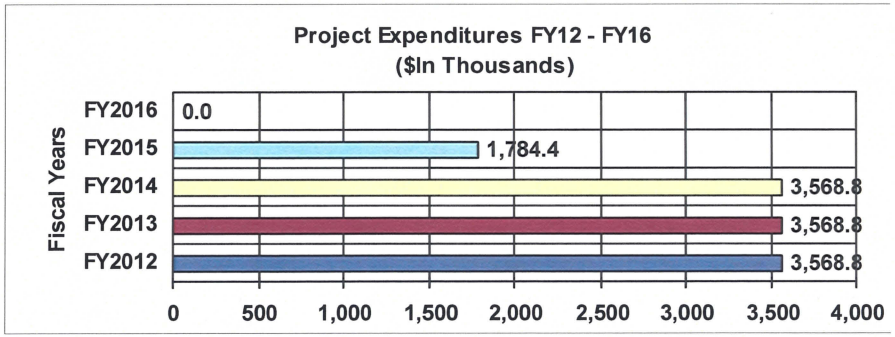
Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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.

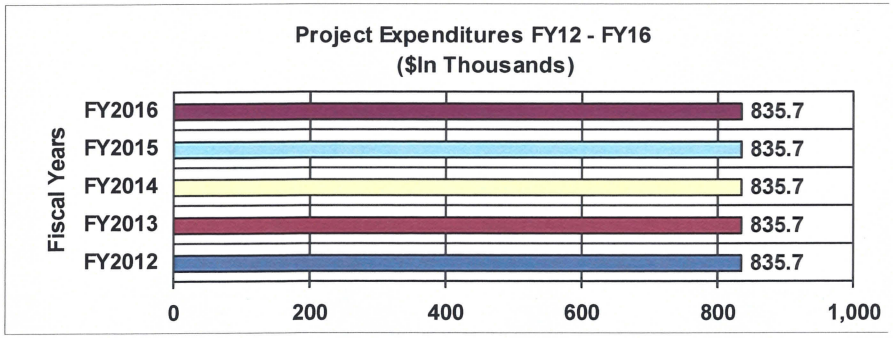
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31760 LCARE CQ311 60-Month Cycle



Project Scope

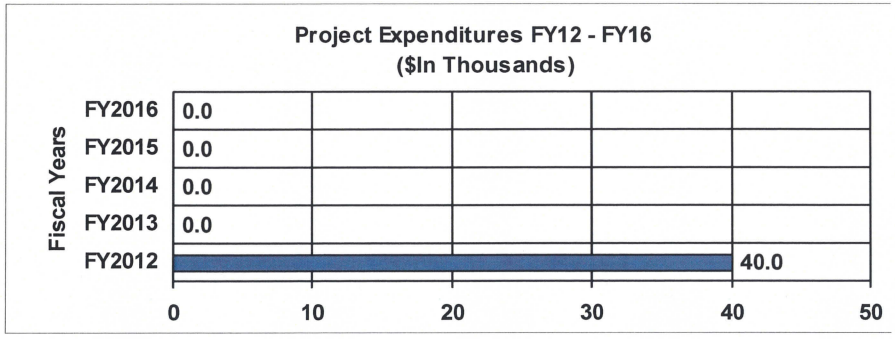
Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31810 CN915 & CE530 Girder



Project Scope

This project provides for the strengthening of end girders on the Chamblee-Doraville aerial structure on the North-East (Yellow) line and on the Avondale Yard aerial structure on the East (Blue) line; erosion mitigation for the slope of the Chamblee-Doraville aerial; and pier protection for the Chamblee-Doraville aerial.

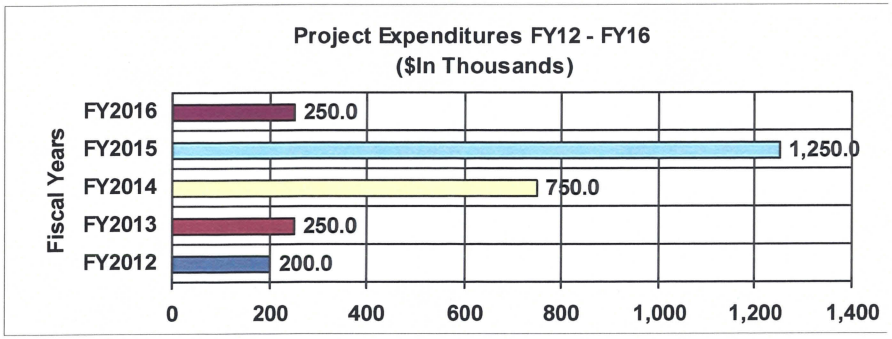
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31811 Girder Grout & Seal



Project Scope

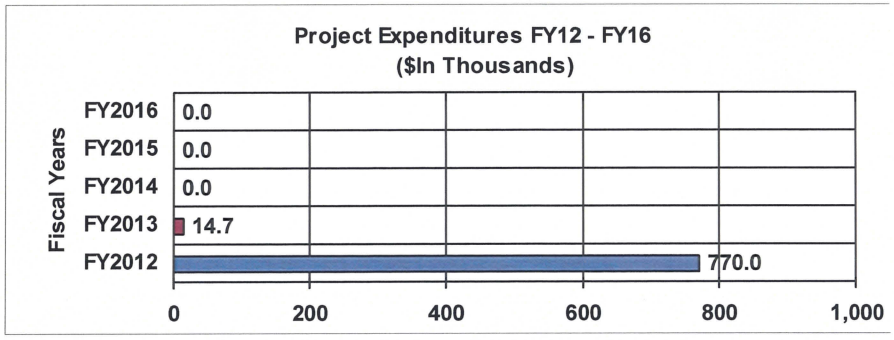
This project will address crack formation and water infiltration within the post-tensioned end anchorages and along the post-tension cable profiles of several track girders on the East (Blue) and South (Red-Yellow) lines, and water seepage through the joints of the segmental aerial structure on the South (Yellow- Red) line, south of West End Station.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31812 Struct West Lake St & G400 TCR



Project Scope

This project provides for the water proofing of the train control rooms (TCR) at West Lake Station and at GA 400 Toll Plaza. The detailed scope includes: removal of the existing pavers and lightweight fill over the West Lake TCR, epoxy injection of the cracks within the roof slab, installation of a drainage membrane above the slab and a new concrete walking surface, and improve the drainage along the walls at West Lake.

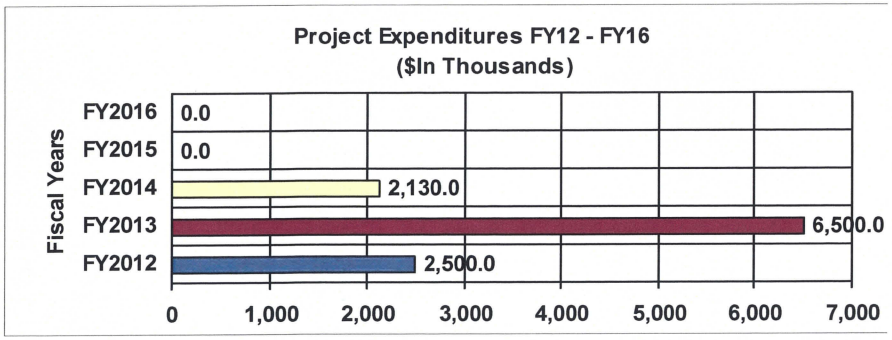
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31813 Rehab At Grade Slabs



Project Scope

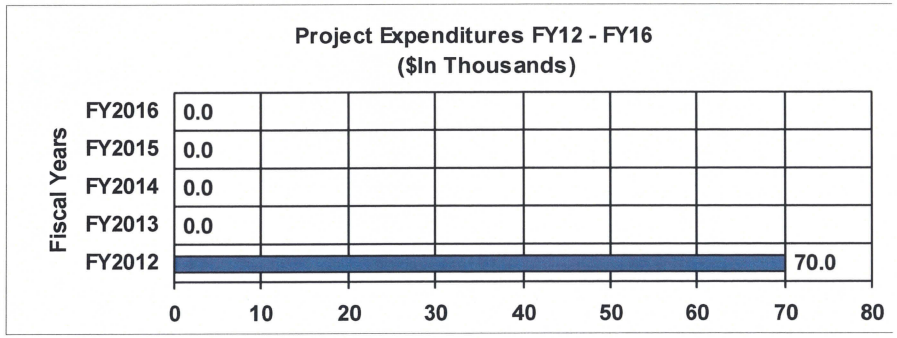
This project provides for strengthening track slab supporting structures and restoring the track profile at several at-grade MARTA structures. The detailed scope of work will include slab jacking, rail replacement, and drainage improvement of the track slab supporting structure.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31820 Bridge Fatigue Retro



Project Scope

This project will provide assessment and corrective actions to fatigue crack prone details crack within the steel track girders system wide.

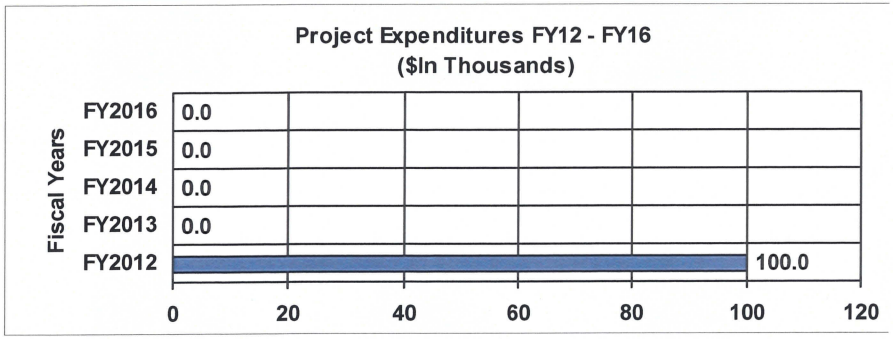
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31832 Procurement of Add'l Fasteners



Project Scope

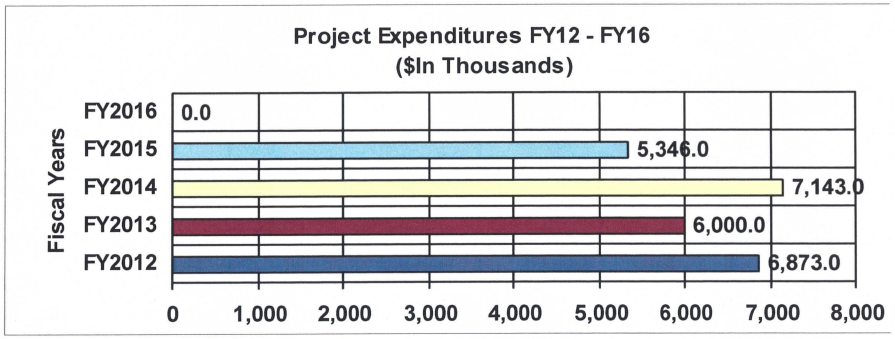
This project procures and replaces 10,000 direct fixation rail fasteners on the North, East and West line. This particular project is for Additional Fastener Procurement.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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 Yards in an effort to reduce gaps and prevent power loss of trains.

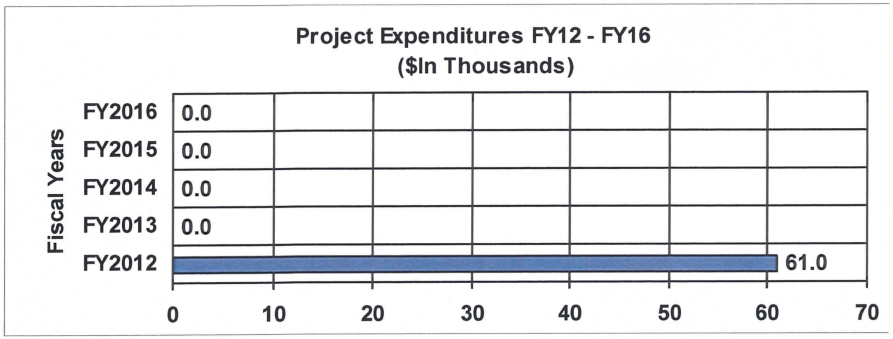
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31835 Train Stops Ph 4



Project Scope

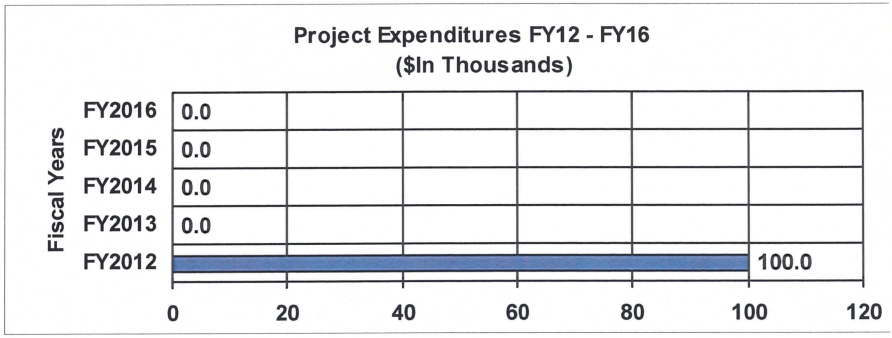
This project will remanufacture 14 mainline Alstom Electric Train Stop machines. The machines will be remanufactured by internal MARTA maintenance personnel.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31836 Replace Marker Coils Ph 3



Project Scope

This project will replace 300 marker coils. The replacement marker coils will be procured from the manufacturer using a sole source requisition. MARTA internal maintenance personnel will perform the removal and replacement of the marker coils.

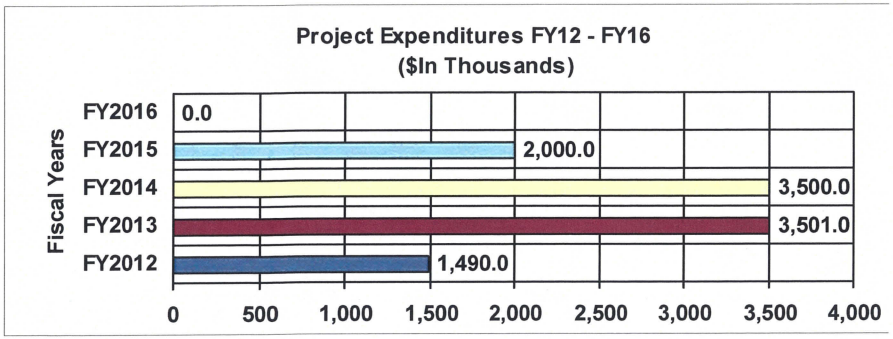
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31840 AF Track Circuit Modules



Project Scope

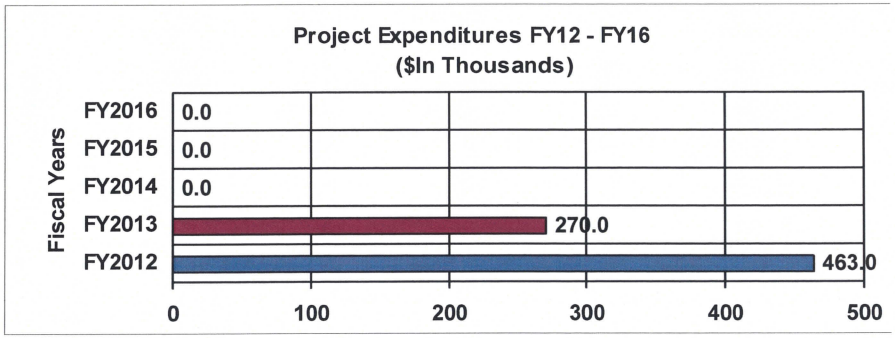
The project will include a procurement contract for 575 audio frequency dual track circuit modules as well as the labor cost for MARTA personnel to remove and exchange the modules. This equipment is located in train control rooms. The MARTA east/west line incorporates 275 of the modules. The MARTA northeast/south line incorporates 300 of the modules and will be the second priority. The replacement work will have minimal impact on track allocation.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31893 Upgr Aging Equipment - Network



Project Scope

This project involves upgrading the network infrastructure to enforce and monitor security policy compliance on all devices seeking network access. Once implemented, only compliant and trusted endpoint devices, such as PCs and servers, will be allowed onto the network. Access of noncompliant devices will be restricted thereby limiting the potential damage from emerging security threats and risks.

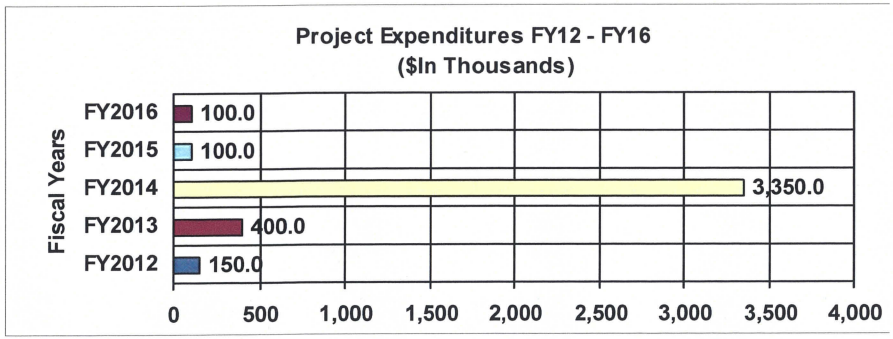
Operating Budget Impact

The yearly Impact of $41,860 comes from direct labor of $9,450 and ongoing training of $32,410.

FY2012 ($)	FY2013 ($)	FY2014 ($)
41,860	41,860	41,860

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31900 Homeland Sec Access Controls



Project Scope

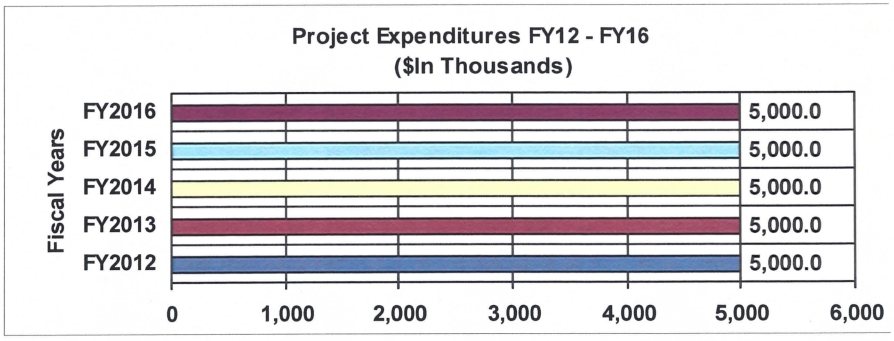
The scope of this investment continues the efforts of the Authority to meet the implementation goals of the National Infrastructure Protection Plan through the installation of measures to help prevent and protect critical transportation infrastructure against potential terrorist activities. The target 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. This investment proposal is for additional access control enhancements within the MARTA system and will provide continued funding support for the Authority's program to improve transit infrastructure security in the area of facility access control.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31904 Research & Analysis Planning



Project Scope

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.

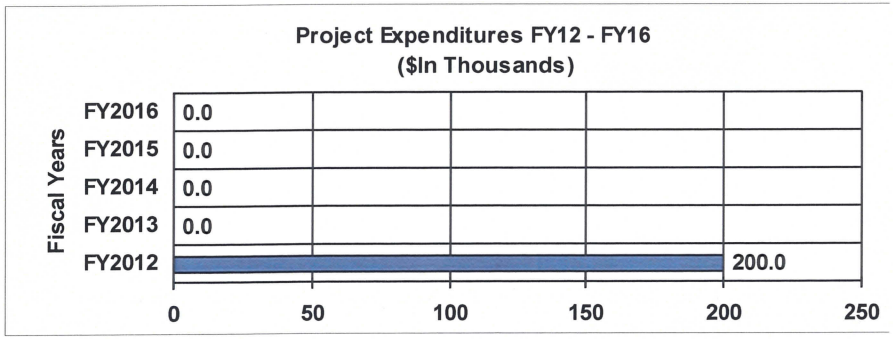
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31905 Mystery Rider Prgm Planning



Project Scope

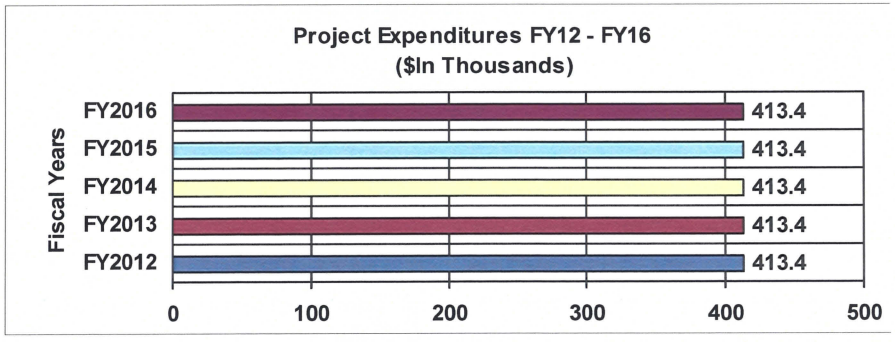
This project will compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. This particular project is for Mystery Rider Program.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31906 Strategic Performance Management



Project Scope

This project supports core functions of Performance Management, Performance Reporting and Strategic Planning mandated by FTA, as well as consistently and strongly encouraged by GFAO audits of MARTA. It encompasses 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.

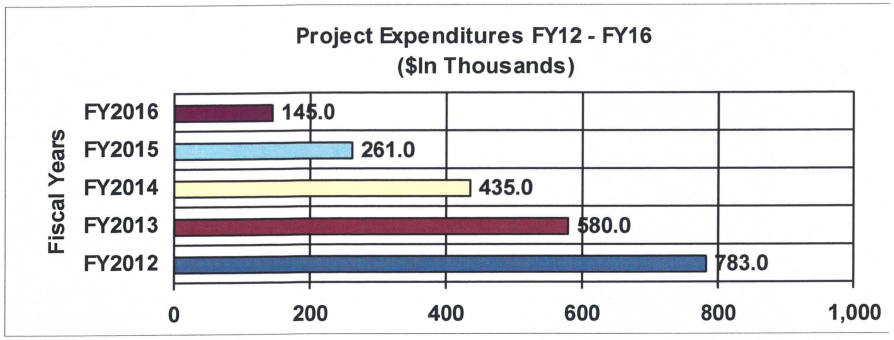
Operating Budget Impact

Item has been reviewed and there are no additional operating costs.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31918 Service vehicles for Police



Project Scope

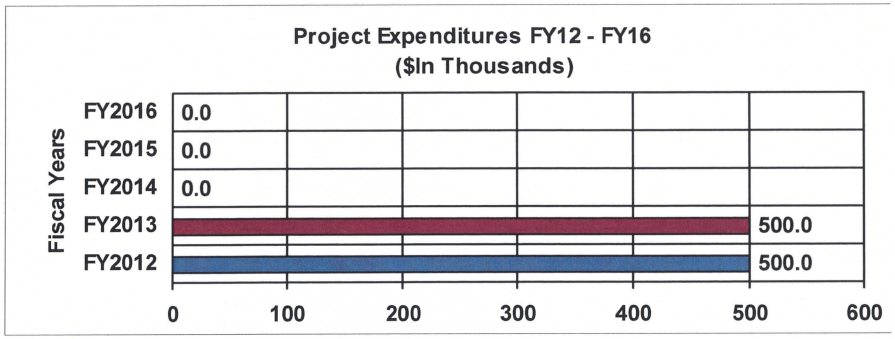
This project will purchase the replacement vehicles for Police services that have met the Authority's criteria of 100,000 miles.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31926 CQ312 Rail Car Modification Program



Project Scope

This project will provide for the configuration management of the fleet of CQ312 rail cars.

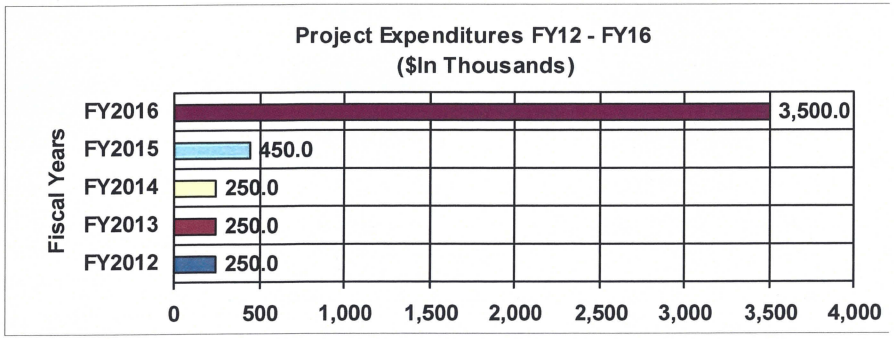
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31927 Elevator Rehabilitation



Project Scope

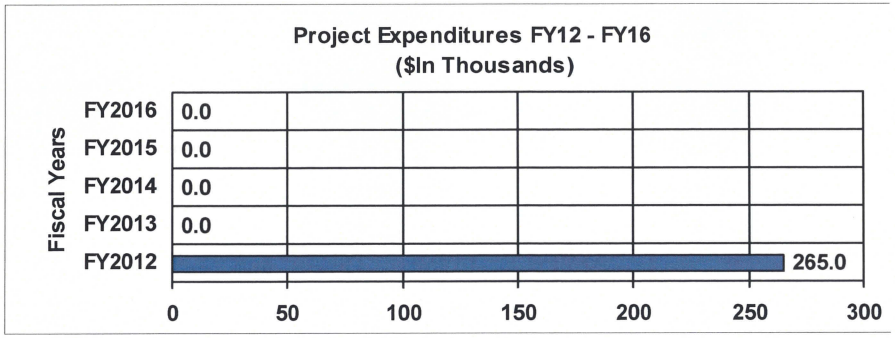
The scope of this project is to develop a system-wide elevator modernization program, the first phase in a two-phase elevator rehabilitation/replacement program. This phase will utilize available and unplanned maintenance data from the Office of Facilities and Maintenance of Way, which will be combined 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.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31932 ATC - Wayside - Signals



Project Scope

This project provides for replacement of existing train control Wayside Signal LED (light emitting diodes) modules that have reached the end of their 10 year useful life. This project includes procurement and installation for approximately 1000 wayside signals.

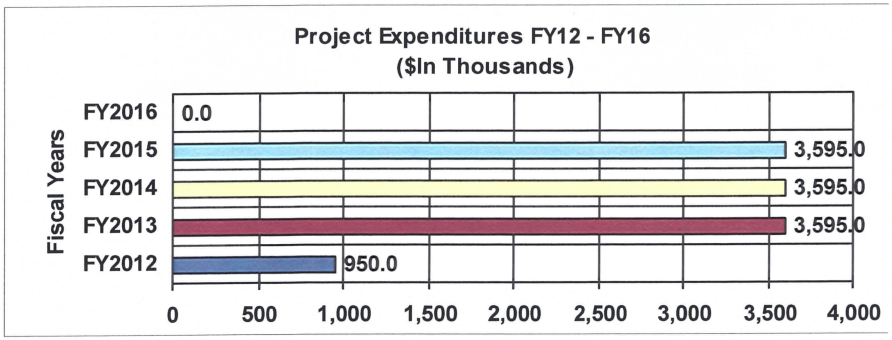
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31936 CCTV System Expansion



Project Scope

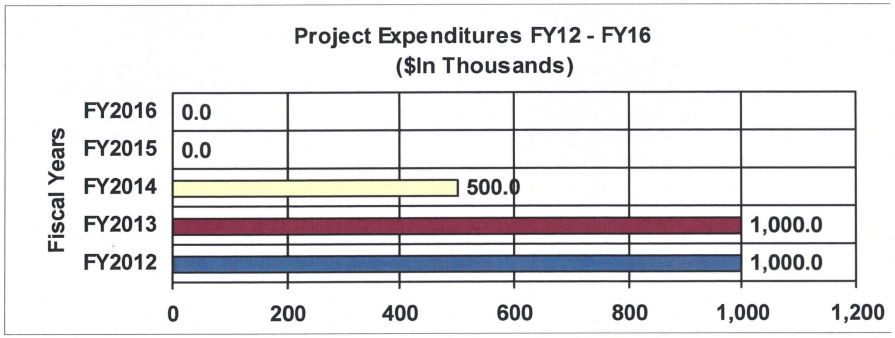
This project will consolidate all Authority CCTV cameras to the existing Omnicast platform including the following locations: Police Communications Center; Headquarters Building; Annex Building; EP & E Facility; Rail Services Control Center; Hamilton Bus Garage; Armour Yard; South Yard- Avondale Yard/Buildings ; Perry Garage; Ride Stores (3); Police Precincts (4); Treasury Facilities (6); Cash Handling Facilities (2). Additional and precursory upgrade elements of the Omnicast infrastructure include: Network Devices; Workstations; Local Data Storage; Central Data Storage.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. This project specifically addresses the FY09 project effectiveness grouping that includes the following training:
1) Targeted counter terrorism training for key front-line staff - This investment includes security awareness and behavior recognition training courses
2) NIMS 300/400 Training is included and
3) Transit Explosives/Incident Management Course.
It also 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.

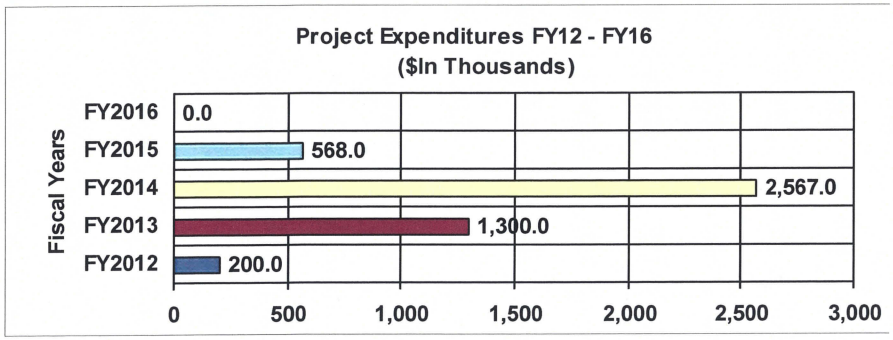
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31957 Armour Wheel and Axle Backshop



Project Scope

This project will provide a backstop at the Armour Rail Services Facility for MARTA personnel to repair rail car wheels and axles through the procurement and installation of the following equipment:
- Wheel boring machine with hub facing attachment (flush mounted)
- Double ended wheel press with recording functions (pit mounted)
- Gantry crane with 2-ton capacity
- Bridge crane with 10-ton capacity

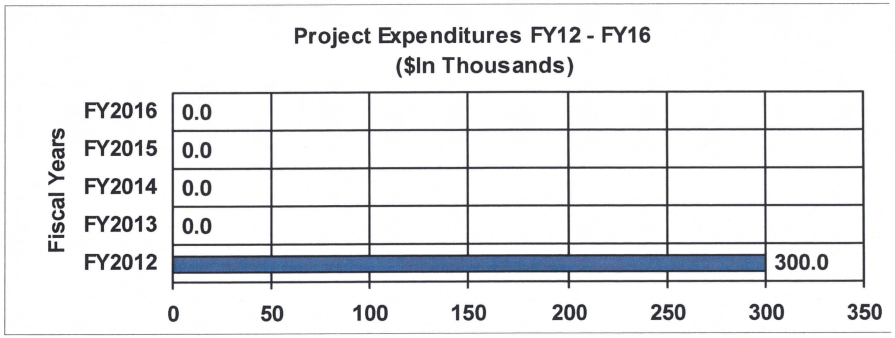
In addition, building modifications are necessary to support equipment installation and operation as follows:
- Opening an existing in-ground equipment pit
- Pulling power cables and pneumatic hoses through existing conduits
- Placing concrete slabs and foundations.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31959 ATC Door Safety Interlock



Project Scope

This project 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.

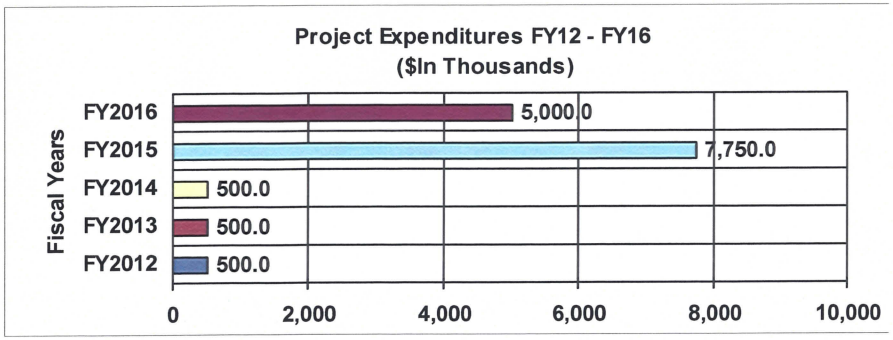
Operating Budget Impact

Occasional failure cost is $20,000/year for the entire fleet.

FY2012 ($)	FY2013 ($)	FY2014 ($)
20,000	20,000	20,000

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31960 Implement Variable-Based Fare



Project Scope

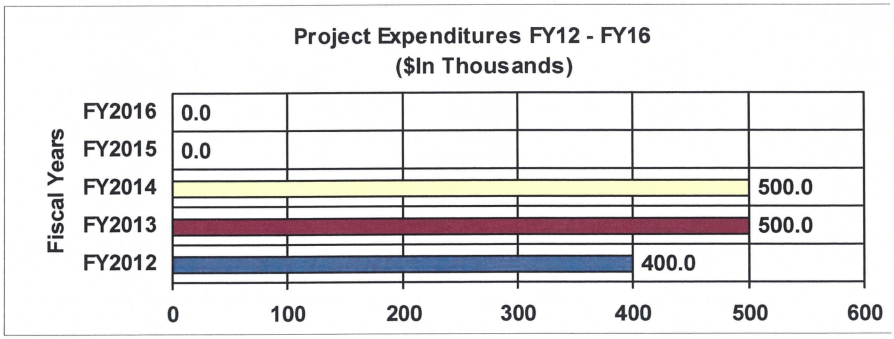
This project includes the migration from a MARTA flat fare structured system to a multi-modal, variable-based fare system. Alternatives include: Fixed Zone, Floating Zone, District Based, Distance Based (stop to stop), and (station to station), Time Based, Services Based, Land/Use Trip, and Generator Based.

Operating Budget Impact

Item has been reviewed and there are no additional operating costs.

FY2012 ($)	FY2013 ($)	FY2014 ($)
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 of which the initial phase, Phase I (beverage vending) was successfully launched in rail stations in October of 2010. The next phase, Phase II is currently under development with an initial occupancy date of December of 2011. Occupancy is expected to be completed by September of 2013.

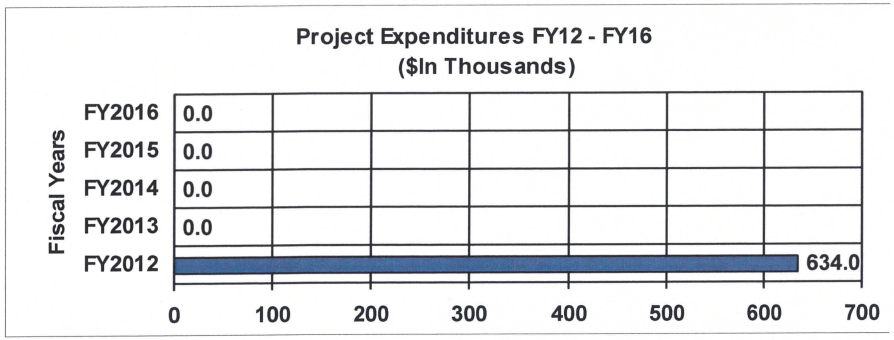
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31964 Travel Training



Project Scope

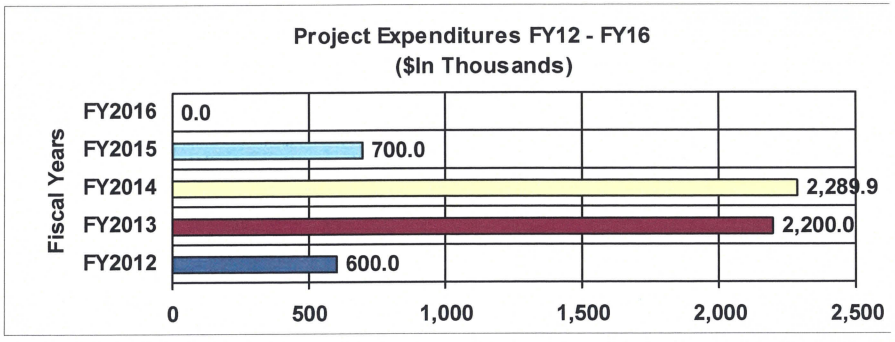
This project will develop a travel training program expanding mobility options, for its conditionally eligible customers with disabilities, by providing hands on instructions on how to utilize other MARTA services (buses and trains) for trips that are not ADA eligible. Training will be done in two phases: Phase I - Development of Program and Infrastructure to support the goals of Travel Training and Phase II - Implementation of Program to instruct 200 conditionally eligible customers to utilize MARTA's accessible bus and train services through education and hands on orientations and individual instructions.

Operating Budget Impact

At a cost of approximately $31 per trip, transitioning some percentage as modest as 5% annually equates to 22,200 trips. The impact to the budget will realize a savings of approximately $688,200.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	-688,200	-688,200

31965 Interoperable Communications



Project Scope

This project will reprogram and add capabilities to the MARTA radio system to enable continued interoperable communications with other emergency responders in and around the MARTA service area in the event of a terrorist incident. This project will not replace the radios currently in use by MARTA; this is a technology modification to existing radios and an enhancement to the radio communication support system due to planned obsolescence by the vendor. The request includes the reprogramming of all police radios, procurement of SmartX Controller and Motorola Gold Elite Gateway, and the associated system engineering, integration, and training for this equipment.

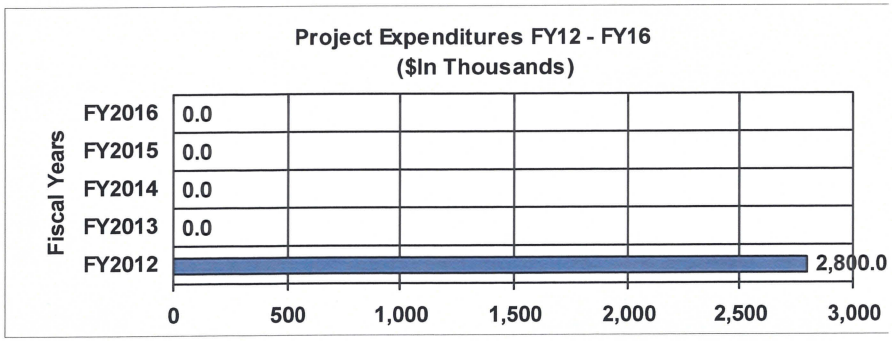
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31967 Laredo Facility Solar Canopies



Project Scope

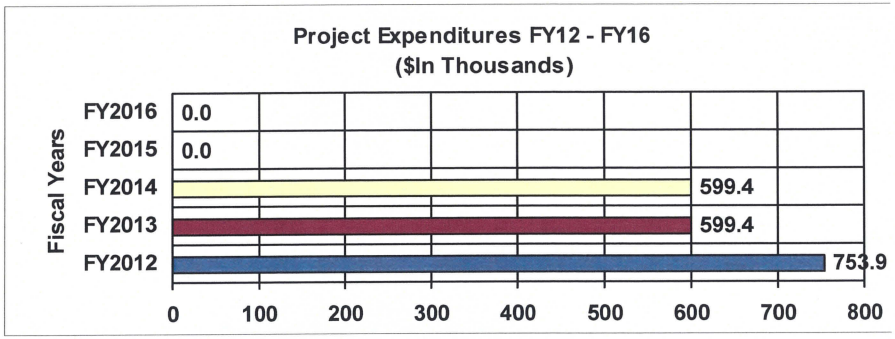
This project will provide the canopies with integrated grid tied photovoltaic cells to be erected at the bus storage area of Laredo. LED lights will be installed in the underside of the structure to provide ample light for safety and maintenance.

Operating Budget Impact

The current energy cost of the facility is currently approximately $240K.This project should offset most if not all of this energy cost. Estimated annual savings is expected to be $107,835 starting in FY13.

FY2012 ($)	FY2013 ($)	FY2014 ($)
26,644	-107,835	-107,835

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).

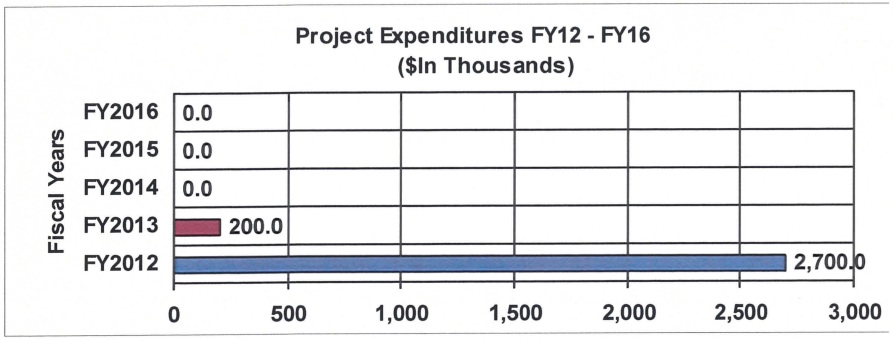
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31969 Lighting Controls Upgrade



Project Scope

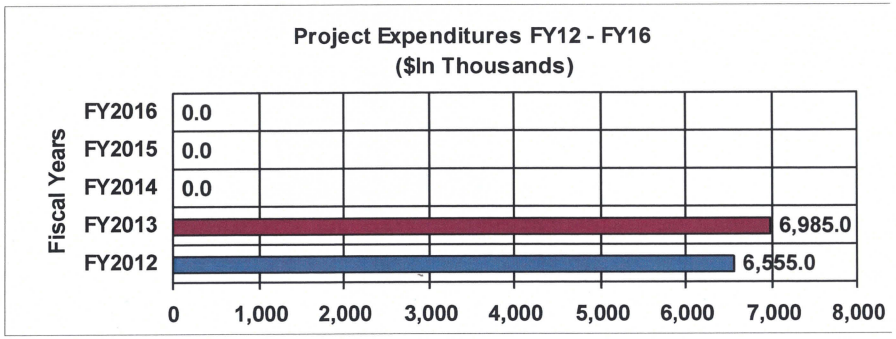
The purpose of the project is to upgrade the station Lighting controls for thirty-eight Rail Station to eliminate the station and parking lots staying on during the day light. It will result in cost reduction in saving energy and preserve the life of the lamp and ballast, thus reducing the cost in regular maintenance.

Operating Budget Impact

There will be many aspects of savings:
1. Extending the life of the lamps. Maintenance will be reduced on approximately 15,000 lamps resulting in lower cost for repairs
2. Energy usage will be less
3. Customer complaints on lights staying on will be reduced
Cost of lamps average is $20. 15,000 lamps X 20= $300,000.00
Manpower average is $25 an hour. It takes an average of .4 per lamp replacement. 15,000 X 25 X .4= $150,000
Energy savings 15,000 lamps average of 250 watts, 15,000 X 3 (kilowatt hour) X $.03 (electricity cost)= $1,350 per day or $492,750.00 a year.
Total savings = $942,750

FY2012 ($)	FY2013 ($)	FY2014 ($)
-942,750	-942,750	-942,750

31970 Integrated Operations Center



Project Scope

The scope of this project is to prepare a new space suitable to house Rail Services Control Center, Bus Control Center, Police Communications Center, and an Emergency Operations Center in one integrated facility. This facility will include the control center theater, staff offices, training space, computer equipment and maintenance rooms, and all communications and train control equipment for the new Train Control Systems planned under the upgrade (TCSU) program. This facility will be developed in conjunction with Project 31703 – Train Control & SCADA Systems Upgrade (TCSU).

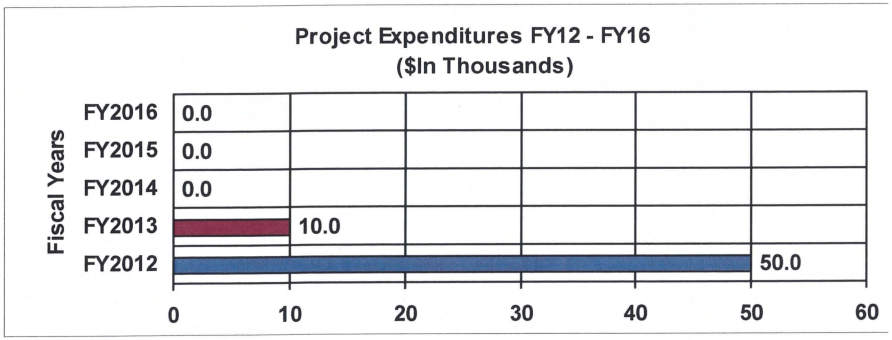
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31971 Canine Team Pg (ARRA Capital)



Project Scope

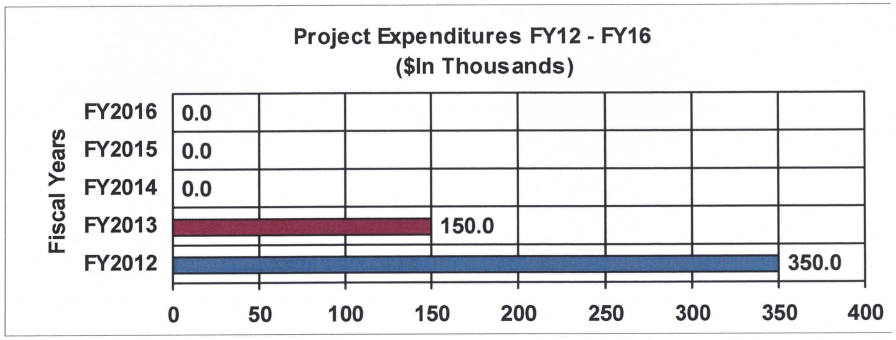
This project specifically addresses both MARTA's security plan and regional strategies in that each document identifies the implementation of programs specific to the prevention of terrorist activity as a goal. This project is funded under the FY 2009 Transit Security Grant Program (TSGP) American Recovery and Reinvestment Act (ARRA) program. It is the intent of MARTA to utilize this funding to increase the random and unpredictable monitoring capability of the Authority to aid in terrorism prevention. Canine detection teams provide a mobile, flexible, and visible detection tool to provide enhanced security in the mass transit environment. The scope of this project includes the acquisition of two (2) additional canine teams and all associated expenses as eligible within the FY 2009 TSGP ARRA guidelines.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31972 Canine Team Pg (ARRA Planning)



Project Scope

This project specifically addresses both MARTA's security plan and regional strategies in that each document identifies the implementation of programs specific to the prevention of terrorist activity as a goal. This project is funded under the FY 2009 Transit Security Grant Program (TSGP) American Recovery and Reinvestment Act (ARRA) program. It is the intent of MARTA to utilize this funding to increase the random and unpredictable monitoring capability of the Authority to aid in terrorism prevention. Canine detection teams provide a mobile, flexible, and visible detection tool to provide enhanced security in the mass transit environment. The scope of this project includes the acquisition of two (2) additional canine teams and all associated expenses as eligible within the FY 2009 TSGP ARRA guidelines.

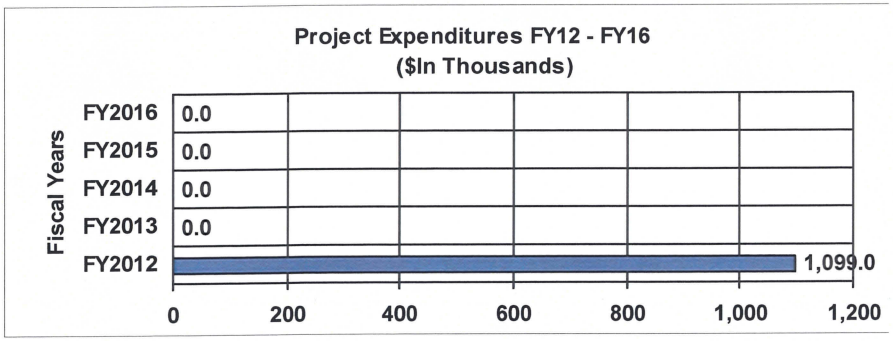
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31973 Roof Replacement for MARTA Annex Building



Project Scope

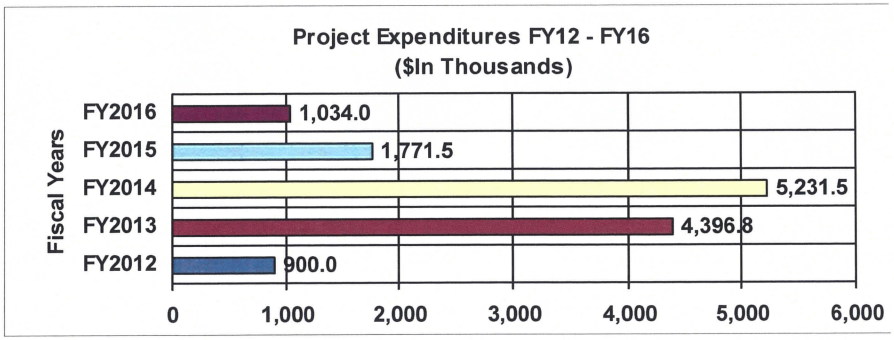
The scope of this project consists of removing the existing coal tar pitch roof, gravel, cover board, insulation, and vapor barrier down to the existing concrete deck and furnishing and installing an all new coal tar pitch roof at Section D (approximately 23,500 square feet) and at Section B (approximately 51,800 square feet) at the MARTA Annex Building. Also, included in the scope will be the removal of approximately 10,000 square feet of roofing repair materials that contain asbestos in Section B.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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.

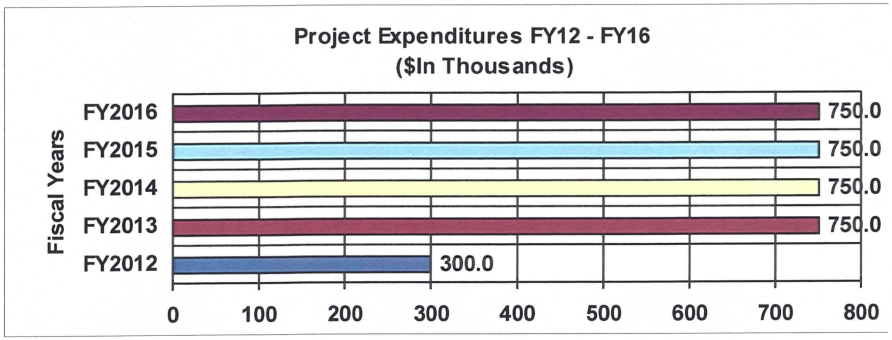
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31978 Structural Assess & Correct 2



Project Scope

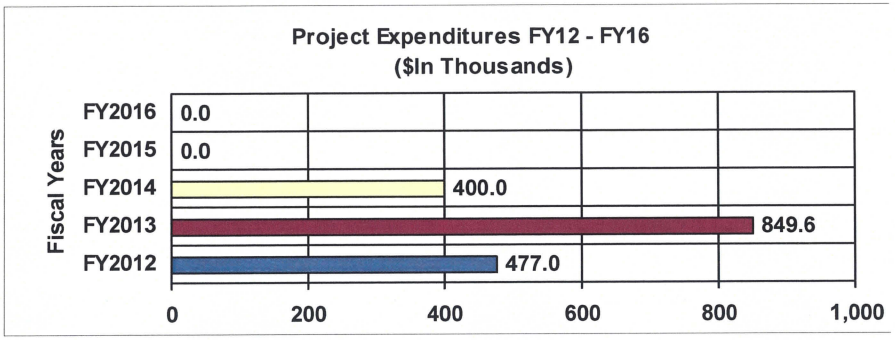
This project provides for hiring the services of a highly qualified engineering firm to perform a structural assessment (detailed inventory and comprehensive inspection) of the MARTA tunnels, U-walls and retaining walls, culverts, and the scour evaluation of several MARTA structures over several creeks; to perform quality control on MARTA performed bridge inspections; to provide recommendation on levels of rehabilitation needed to preserve the MARTA assets and to provide design services for the rehabilitation of the structures.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31979 W Lk Drain & Holmes E Abut Reh



Project Scope

This project will rehabilitate the beams adjacent to the trackway to address sinkholes that have developed around four catch basins at the West Lake Station and mitigate soil erosion due to storm water from an upstream swale near the East Abutment of Holmes Bridge. The current drainage system will be upgraded to include concrete paved ditches and pipes to address current drainage issues.

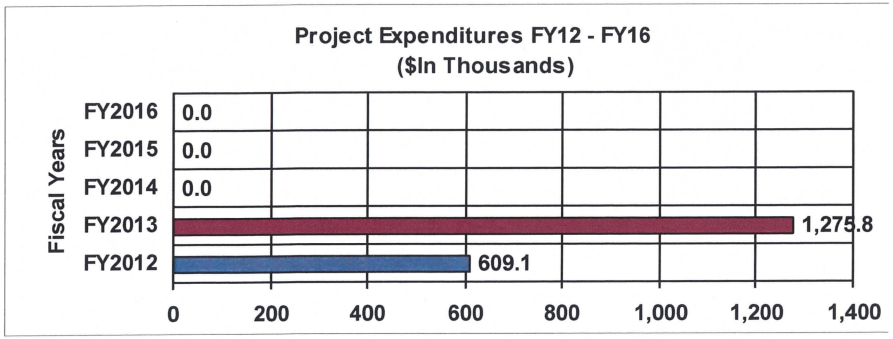
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31980 Doraville Structural Rehab



Project Scope

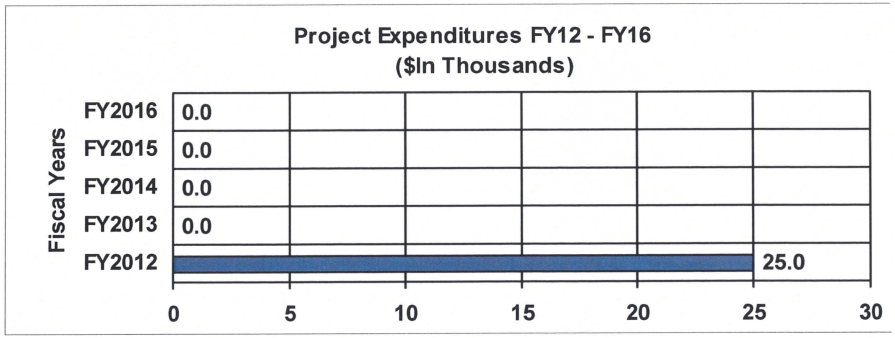
This project rehabilitates existing beams and girders that are currently inadequately reinforced. It includes providing additional mild reinforcement by welding to the existing re-bars, encapsulating the concrete beams with a Carbon Fiber Reinforcing Polymer (CFRP) Wrap.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31981 AF 600 PC Boards



Project Scope

This project will repair and modify safety defect for 240 US&S model AF-600 track circuit transmitter printed circuit boards.

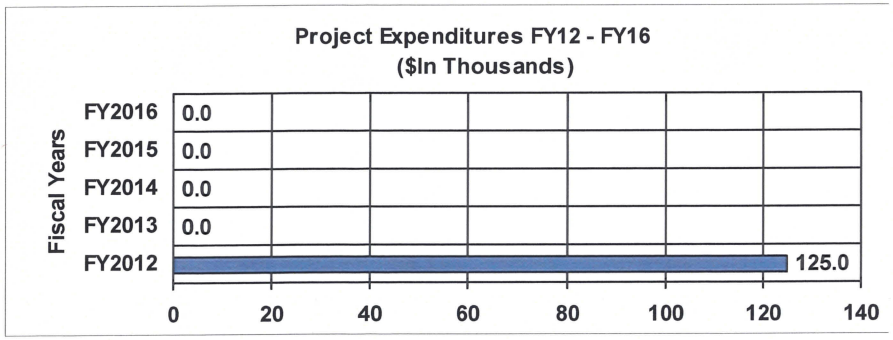
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31983 Digital T/C Pilot at Bankhead



Project Scope

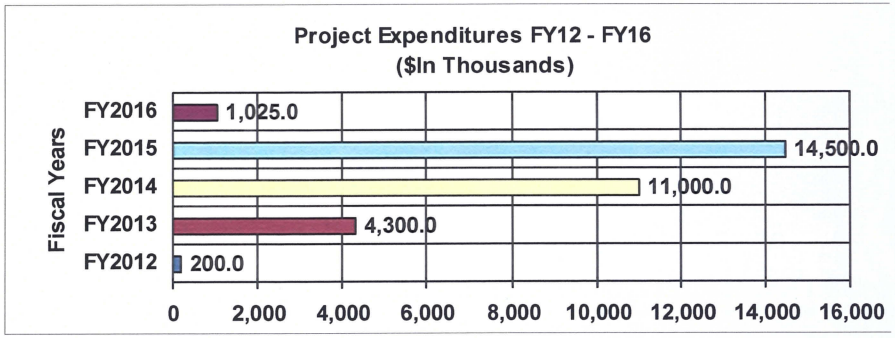
Recent developments of the WMATA accident of June 22, 2009 indicates that the type of track circuit that failed was the audio frequency track circuit; the exact same model as used on the MARTA System. MARTA currently does not have a proven, newer technology replacement track circuit to implement. This project will install two different digital track circuit systems in place as a pilot test at the Bankhead Station. This will allow manufacturer's the opportunity to prove the new technology to confirm compatibility with the MARTA system.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31987 Future Radio Infrastructure



Project Scope

This project will upgrade and/or replace the existing system-wide radio infrastructure to provide a complete, integrated and operational radio communications system. The work to be performed shall include; Planning, System Design, Furnish and installation, Integration and Testing. The project is seeking replacement for current radio system infrastructure which is due to become obsolete in 2013. Phase I will be to determine the best radio infrastructure solution for MARTA. Phase II will be to procure and implement the solution.

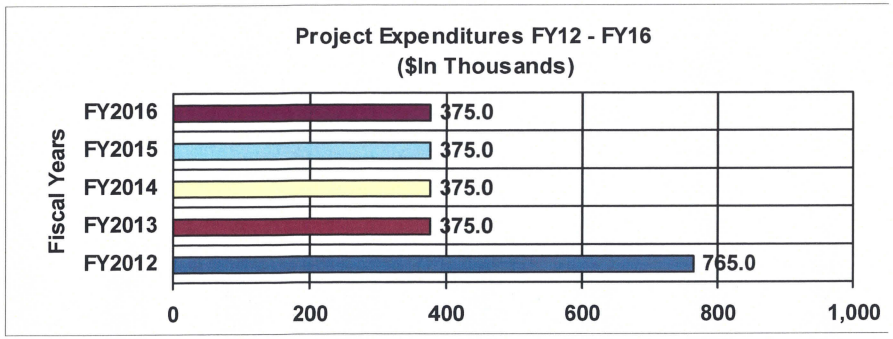
Operating Budget Impact

The new system may result in an increase in the M&O contract required to keep the system in a state of good repair. The cost will be determined once the best solution is identified in mid FY12.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31988 Vehicle Event Recorders



Project Scope

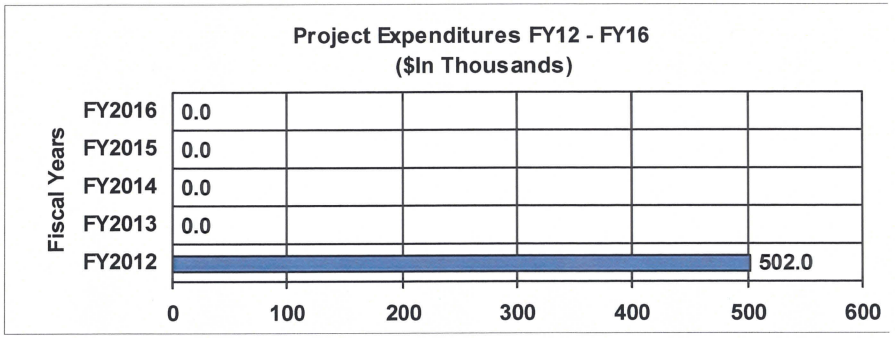
This project will install video event recorders in all buses, mobility vans, and non-revenue vehicles to monitor driver performance during a recorded event.

Operating Budget Impact

FY12: $371,356 Managed Services Subscriptions & $22,218 Remote Panic Button
FY13: $371,356 Managed Services Subscriptions & $22,218 Remote Panic Button
FY14 - FY16: $371,356 Managed Services Subscriptions, $22,218 Remote Panic Button & $55,419 Extended Warranty.

FY2012 ($)	FY2013 ($)	FY2014 ($)
393,574	393,574	448,993

31989 Mainframe to Oracle Transition



Project Scope

This project will cover the following activities:

1. Implement Mainframe Programs (Monster, Docking, Attendance Reporting System) to Oracle
2. Integrate Oracle and TeleDriver systems
3. Implement Oracle Time & Labor system

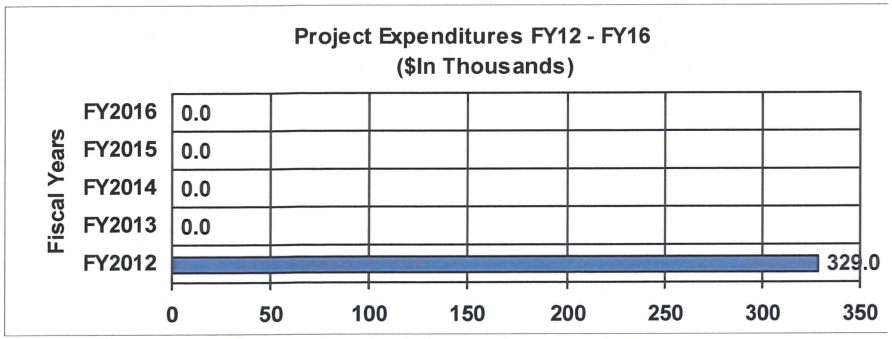
Operating Budget Impact

This project will yield savings of $523,776 per year after the implementation and it will enable MARTA to transition from an obsolete technology that is about 30 years old and in poor condition.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	-523,776	-523,776

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31990 PTO/Union Agreement Implementation



Project Scope

This project implements the Labor Union Agreement signed on December 2010. As a result, changes will be made to the following systems and processes to comply with the agreement details:

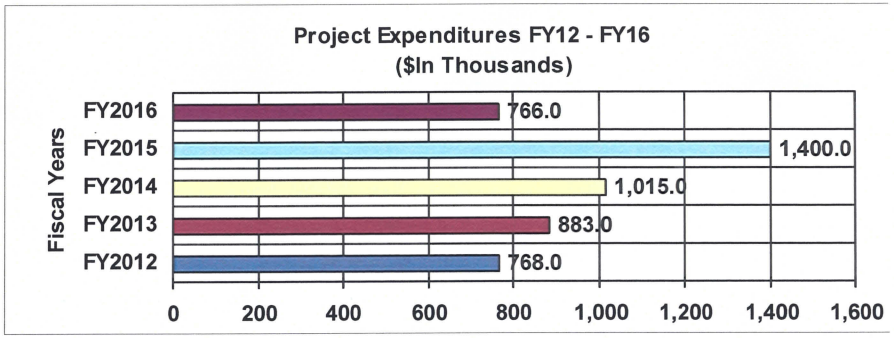
1. Oracle Payroll
2. TeleDriver
3. Mainframe
4. AT&A (Automated Time & Attendance)
5. Data Warehouse
6. Implement Benefits changes as per the Union agreement.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31991 Oracle Applications Compliance Upgrade



Project Scope

This project will cover the following activities:

1. Perform legislatively mandated payroll tax upgrades throughout the year
2. 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
3. Perform upgrade of business applications to Release 12.

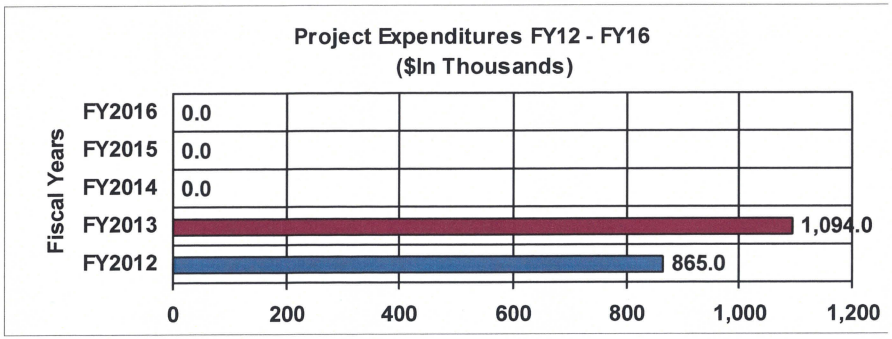
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31992 Enterprise Appls Security Mgmt



Project Scope

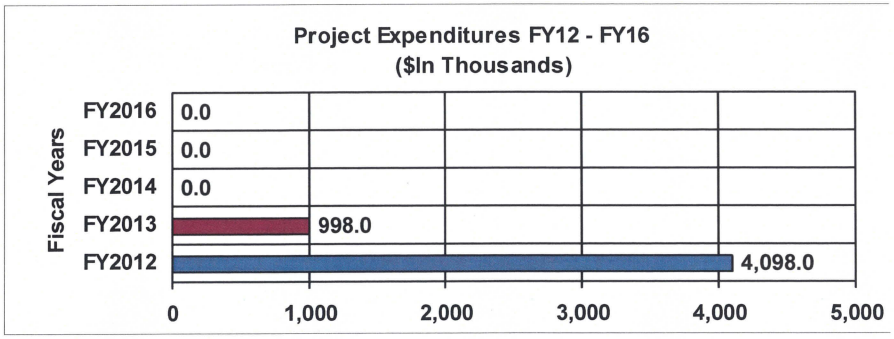
This project will implement a Security Management System for the Oracle Enterprise Resource Planning System. Currently, users must be manually setup in each of the 15 Oracle applications separately. These manual processes for managing access control are inefficient given the constant changes in users and resource pools (transfers, terminations, etc.). The process of verifying that each person's access to sensitive data matches their roles and responsibility is laborious. The Security Management System will electronically manage user access at the time of hiring, termination, and transfer of employees. It will implement a full audit trail of all access related system changes. This software will improve the efficiency of the user access control process and enhance the auditing and monitoring of the process.

Operating Budget Impact

The yearly impact comes from the software maintenance costs.

FY2012 ($)	FY2013 ($)	FY2014 ($)
338,000	338,000	338,000

31993 Automated Parking Access and Revenue Control



Project Scope

The scope of this project is to automate MARTA's (10) ten controlled parking locations by purchasing certified parking equipment and installing "base back" infrastructure necessary for full functionality system-wide, including a centralized monitoring system; and replacing/refurbishing 6 of the (10) ten parking booths.

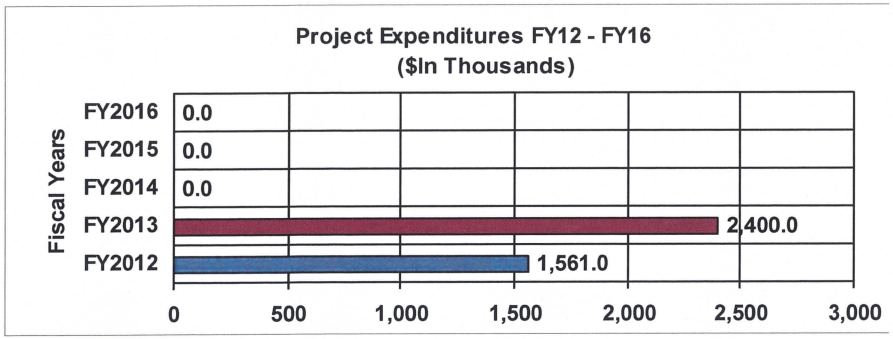
Operating Budget Impact

The impact in the form of savings comes in FY14.
- Positions elimination savings $772, 515
- Addititonal parking revenue $500,835
- Maintenance & support costs $176,500

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	-1,096,950

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31995 Payment Card Industry (PCI) Compliance



Project Scope

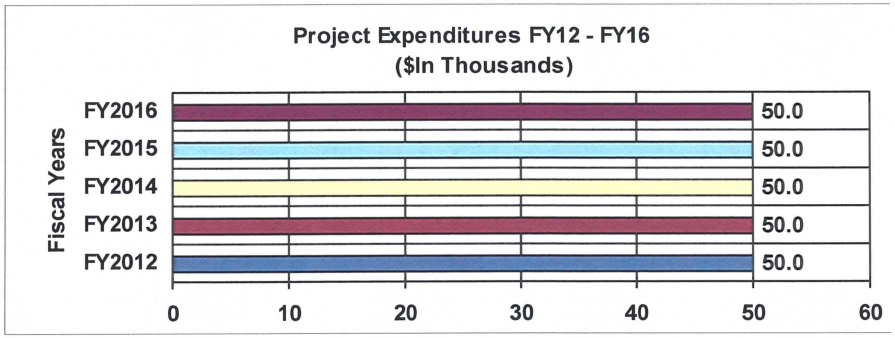
This project will implement Hardware, Software Modifications and Security Policies to ensure MARTA's Automated Fare Collection (AFC) system is compliant with the Payment Card Industry Data Security Standard 2.0 regulation.

Operating Budget Impact

The impact comes from cubic maintenance & support.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	62,500	62,500

31996 Regional Transit Comm Planning



Project Scope

The scope of this project is to provide in-kind technical support to the Regional Transit Committee of the Atlanta Regional Commission. This is a commitment from the MARTA Board.

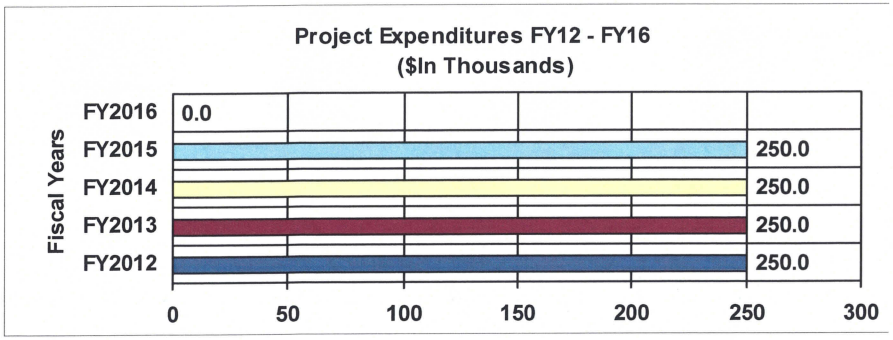
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31997 Regional Service Plan & Coord



Project Scope

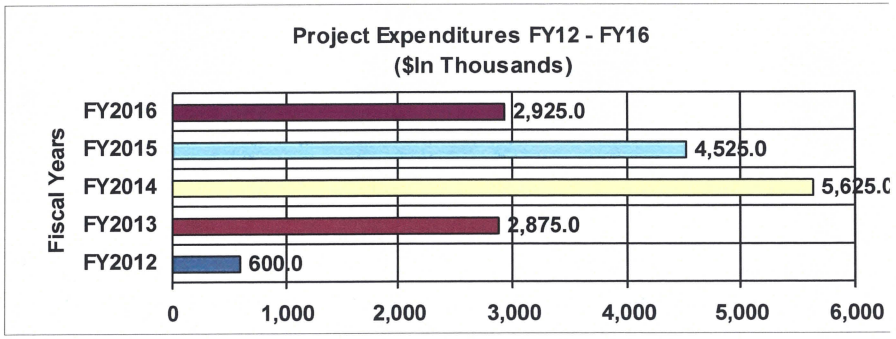
This department serves as a primary point of contact for various issues that arise requiring coordination with other transit operators in the Atlanta region or other partners. Currently, projects underway include coordinating the Multi-Modal Passenger Terminal effort with the Georgia Department of Transportation, implementation of the MOA on bus circulation in downtown Atlanta between the City of Atlanta, Georgia Regional Transportation Authority, and MARTA, development and coordination on the incorporation of the MARTA Priorities into the Long Range Transportation Plan and advancing the I-20 East Corridor into the regional transit systems plan.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

31999 On-Board Veh Security Cameras



Project Scope

The scope of this project is to install a high-quality CCTV system on 100 MARTA buses. System features are to include the following:
1. Interior and exterior cameras
2. Minimum of 30 days video storage
3. Wireless capabilities for live viewing and video transfer.

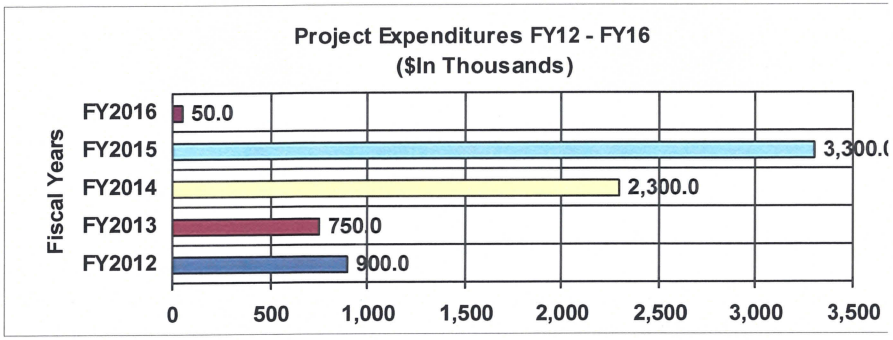
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32000 CCTV Video Analytics



Project Scope

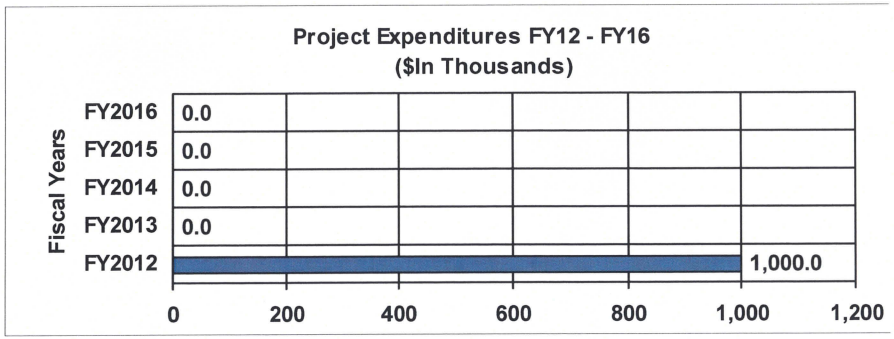
This project is in the planning phase. The scope is to produce a detailed report covering the following: current state of the technology/algorithms, best applications within the Authority, cost/manpower to implement/maintain the system, recommended implementation/procurement strategy, analysis of an edge-based vs. central processing, vendor capabilities/market share and video analytic applications/lessons learned at peer transit agencies.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32001 Clean Fuel Bus Technology Test Program



Project Scope

The scope of this project is to test and validate a newer, next generation electrical cooling system that includes a variable speed water pump and remote thermostat and to test and verify the performance of an advanced technology electrical storage system. This will reduce fuel consumption and maintenance costs without sacrificing fleet reliability.

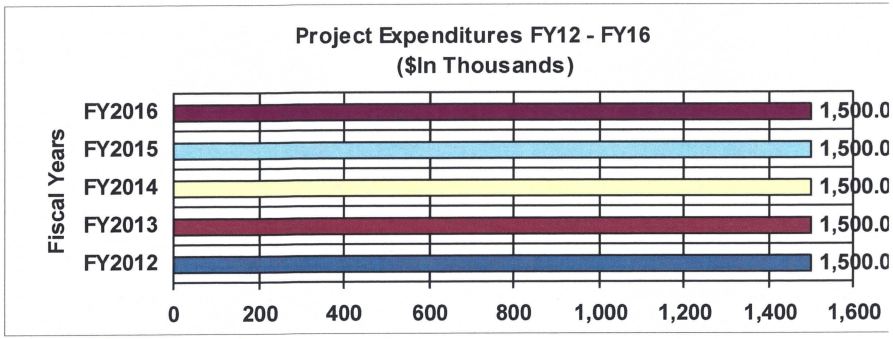
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32002 Transit State of Good Repair



Project Scope

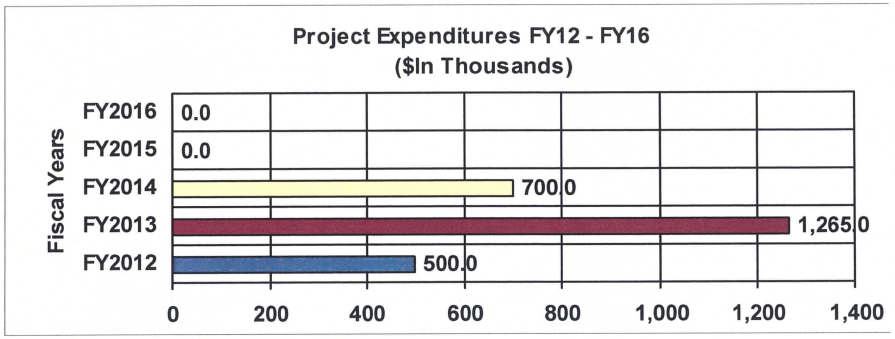
This project provides funds for unplanned asset replacement and rehabilitation that is identified during the course of the fiscal year. Since MARTA has been forced to significantly reduce the Capital Program funding the need for such a project exist. Life safety critical, regulatory and operations critical systems and assets must be restored to safe, operable conditions. UPS Systems, Motor Control Center, Traction Power, Auxiliary Power, Vehicle Lift etc. replacement programs have all been deferred, although there will still be a need to replace units on a case by case basis.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32060 TPSS SS1 Equipment Rplcment



Project Scope

This project will replace Traction Power Substation (TPSS) SS1 Equipment.

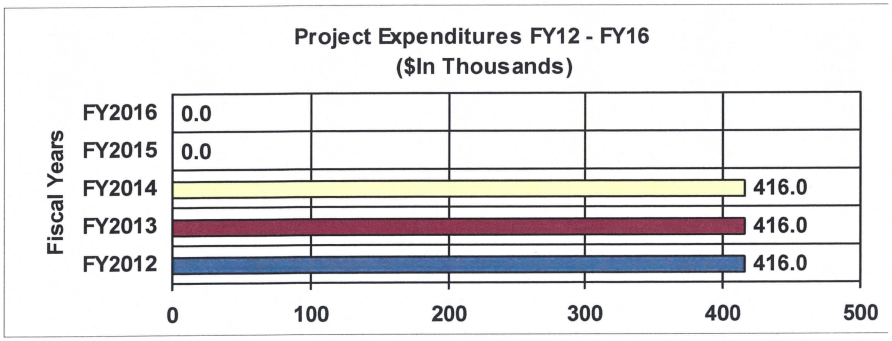
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32061 Replace Bus Maintenance Equipment



Project Scope

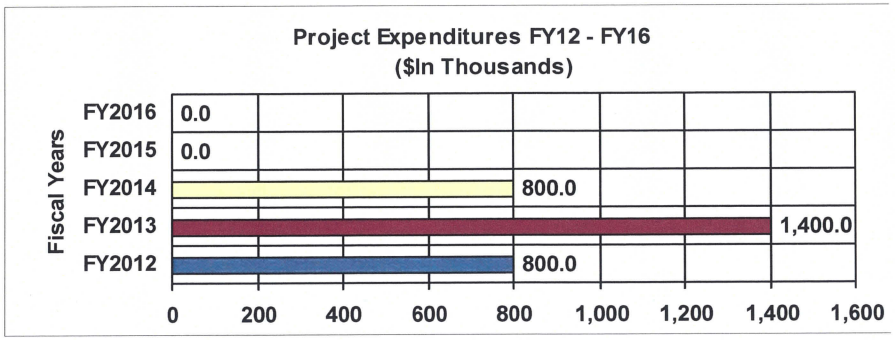
The scope of this project is to replace Bus Maintenance Equipment including chassis dynamometers at Perry, Laredo, and Hamilton, lifts at Hamilton and Browns Mill and upgrade fuel focus equipment on the bus fleet.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
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. It will also provide automatic transfer switches, disconnect switches, and the conduit, cabling, and rewiring required to ensure dual power feeds, load shedding equipment for locations where the ATC and auxiliary power UPS are combined.

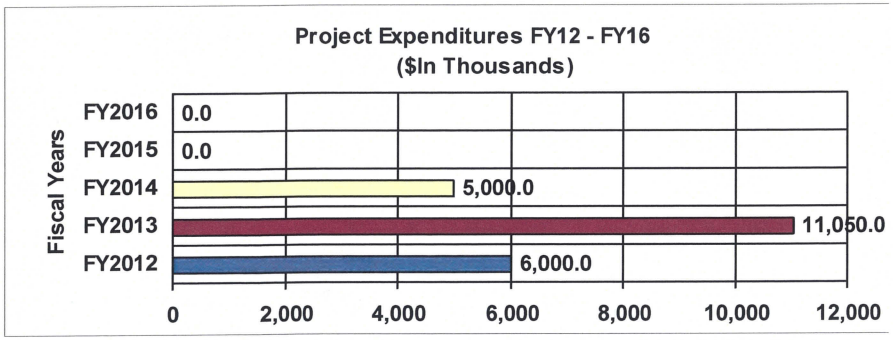
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32063 Brady Mobility Facility Ph 1



Project Scope

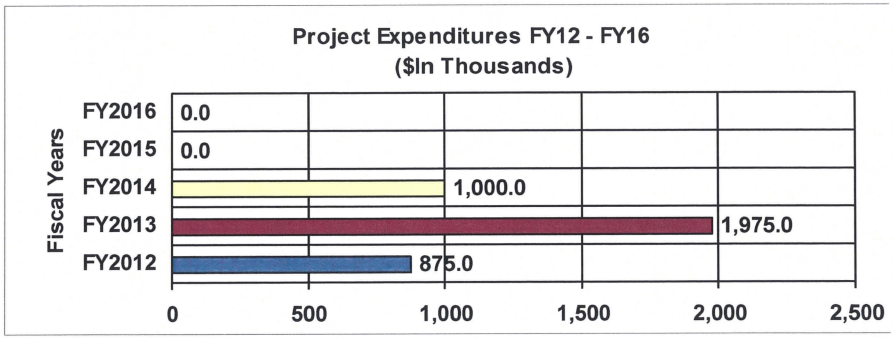
The scope of this project is to relocate Non-Revenue Fleet Vehicle Service from Brady and to construct a new combined Maintenance and Mobility Operations Building that will accommodate office space for maintenance administrative staff, maintenance parts storage, and for the Mobility Operations.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32064 CNG Detection Systems Upgrade



Project Scope

The scope of this project is to install Compressed Natural Gas (CNG) Detection Systems at MARTA's facilities that service CNG-Powered buses. These systems provide notification of a CNG leak from a bus being serviced within the facility.

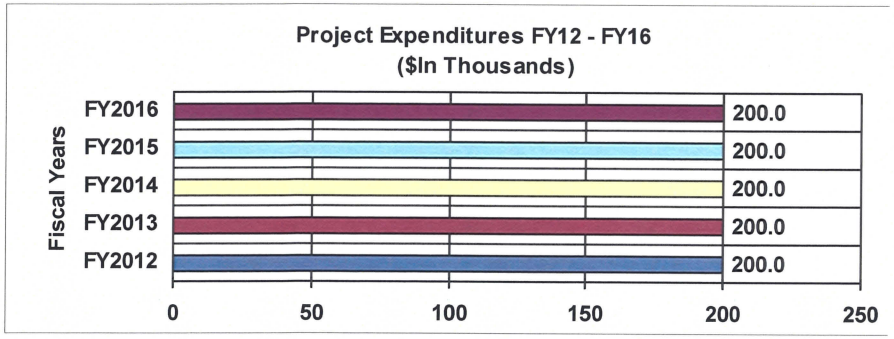
Operating Budget Impact

Sustainability cost is $200, 000 /year comprised of the following:
- $100,000 Technician
- $75,000 System Administer
- $25,000 Replacement Sensors

FY2012 ($)	FY2013 ($)	FY2014 ($)
200,000	200,000	200,000

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32067 Browns Mill Facility Systems Renovation



Project Scope

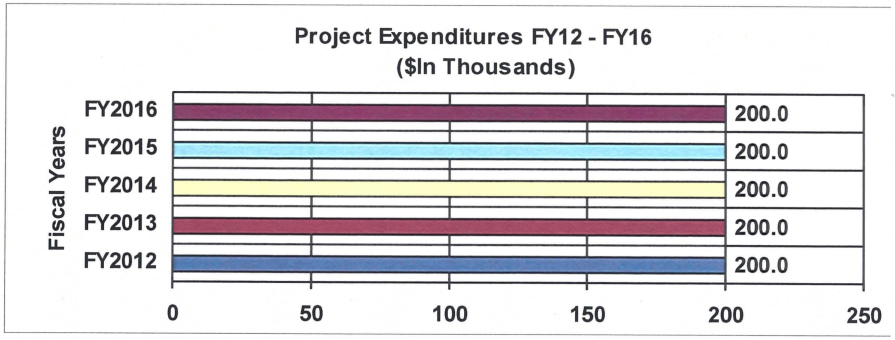
The scope of this project is to install and/or reconstruct the major systems at the Browns Mill Garage including:
1. Upgrade existing lighting systems to current industry standards throughout the building, and
2. Grind and resurface existing floors on the first floor as needed.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32068 Laredo Facility Systems Renovation



Project Scope

The scope of this project is to install and/or reconstruct the major systems in the state of disrepair or not functioning at the Laredo Garage including excavating and replacing, as needed, failed water and oil drains beneath the Laredo Garage floor.

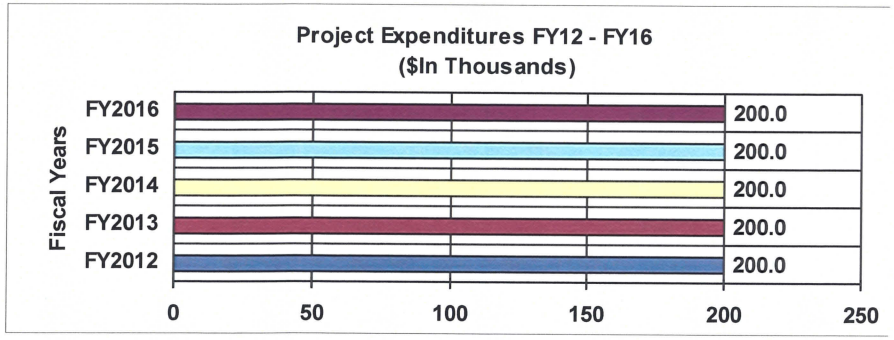
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32069 Perry Systems Renovation



Project Scope

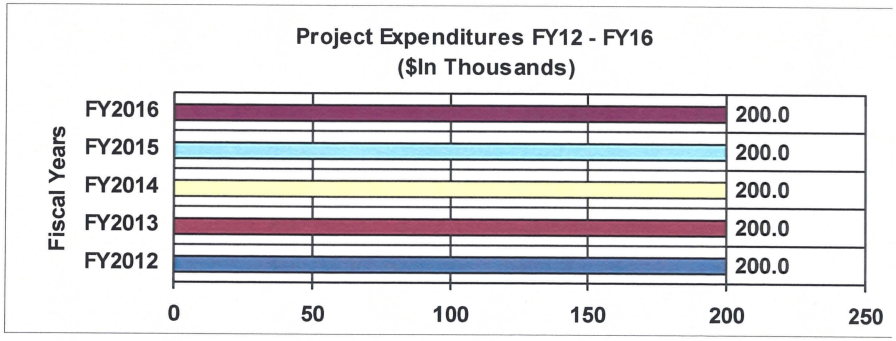
The scope of this project is to install and/or reconstruct the major systems at the Perry Garage that are not functioning including:
1. Reconstruction of the pit beneath the steam bay lift
2. Installation of a new bus exhaust ventilation system, and
3. Removal of hazardous materials.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32070 Hamilton Systems Renovation



Project Scope

The scope of this project is to reconstruct the administrative and maintenance areas not covered by the existing Hamilton Fuel and Wash project 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. Remove the remediation of existing hazardous materials, including lead paint and asbestos
4. Clean, repair, prepare, and paint existing surfaces throughout the building, including exterior
5. Resurface and repair, as needed, shower and locker areas
6. Install a new bus exhaust ventilation system.

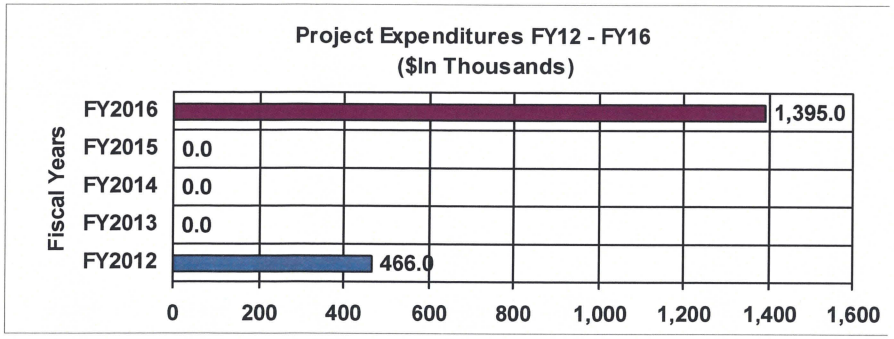
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32071 EDP UPS Replacements & Upgrades



Project Scope

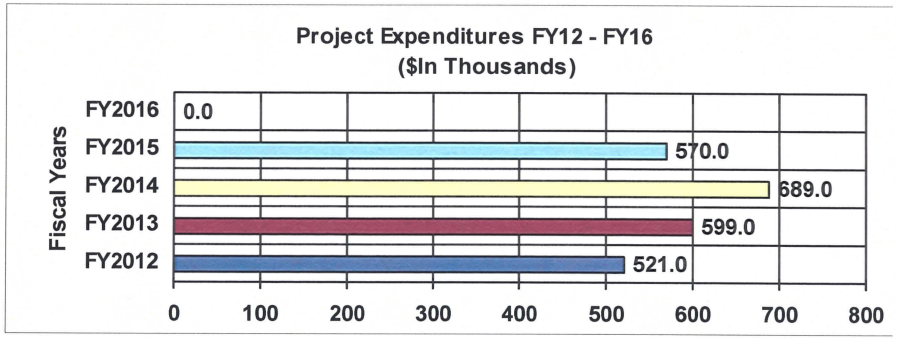
This project seeks to replace aging UPS units at all 48 communication equipment rooms (CERs). The existing units are beyond their life expectancy, which is approximately 3 to 4 years. Replacement will include adding network interface devices, which will be used for remote management and monitoring.

Operating Budget Impact

The impact comes from the maintenance and technical support for equipment purchases.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	50,000	50,000

32072 Telephone Sustainability



Project Scope

This project encompasses various initiatives to sustain the existing Telephony Infrastructure throughout MARTA. This should include upgrading/replacing and maintaining the aging voice systems infrastructure to improve system availability, reliability, and integrity. Examples of project initiatives include the following:

- Implement the VOIP systems for Parking Decks Call Boxes at 5 locations.
- Replace Desktop Phones, Station Phones and Wayside Phones
- Install Business Communication Module (BCM) at all Bus Facilities
- Improve and repair 53 Authority-wide Public Address (PA) systems

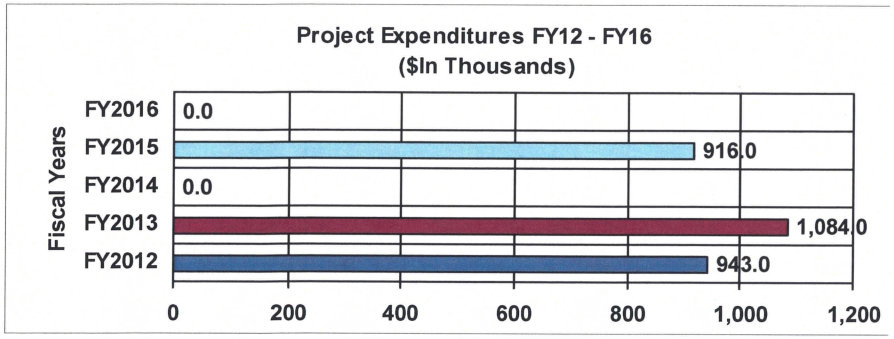
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32074 DWD Communications Upgrade



Project Scope

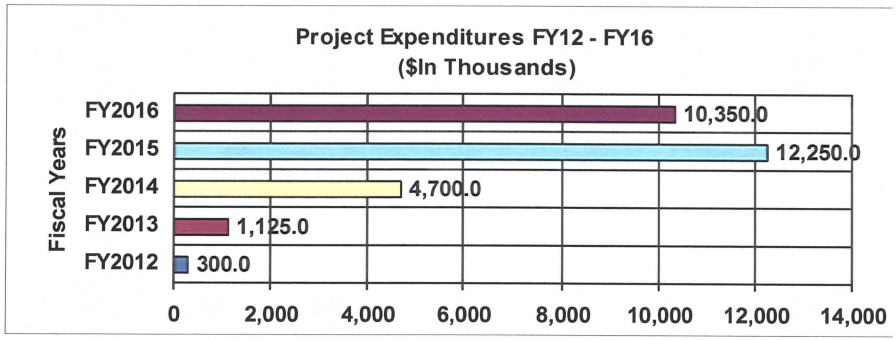
This project proposes to increase fiber capacity and data bandwidth of fiber between datacenters and network distribution points by upgrading and deploying specialized equipment utilizing Dense Wavelength Division Multiplexing (DWDM) at the Headquarters Datacenter, Disaster Recovery Datacenter (PCC) and Network Distribution points. DWDM is a technology that puts data from different sources together on an optical fiber carried at the same time on its own separate light wavelength. This technology will significantly improve bandwidth, provide redundancy, and increase fiber capacity. Additionally, this project will upgrade the fiber infrastructure (fiber panels, cabinets, connectors, and cabling) inside the Headquarters and Disaster Recovery datacenters to accommodate the increased fiber capacity.

Operating Budget Impact

The project will not increase or decrease manpower requirements within the Authority. The current staff supporting the fiber and network infrastructures will be sufficient to maintain the replacement system. However, after the first year, product maintenanance will be needed.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	153,000	153,000

32075 AVIS - Passenger Information Displays



Project Scope

This project will provide up to 500 visual display signs capable of displaying both text and graphical information. These new signs will be located in the rail transit stations, bus loops, concourses and platforms. AVIS will provide synchronized ADA compliant messaging in all 38 rail transit stations. It consists of a server-based application program, audible delivery announcement equipment (speakers & amplifiers) and visual display signs. Project 31709 (PA Upgrade) is implementing the application program and audible delivery portions of the AVIS System.

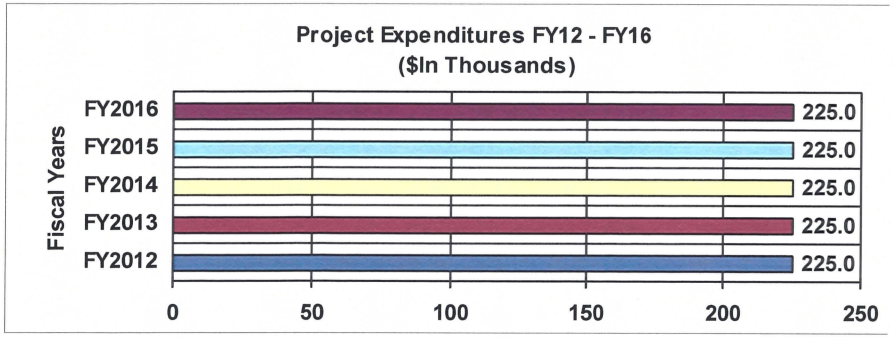
Operating Budget Impact

The addition of nearly 400 electronic signs at the 38 Rail Station will require an addition to the operating budget for materials and labor in the amount of $100,000 annually.

FY2012 ($)	FY2013 ($)	FY2014 ($)
100,000	100,000	100,000

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32076 Printshop Equipment Lease



Project Scope

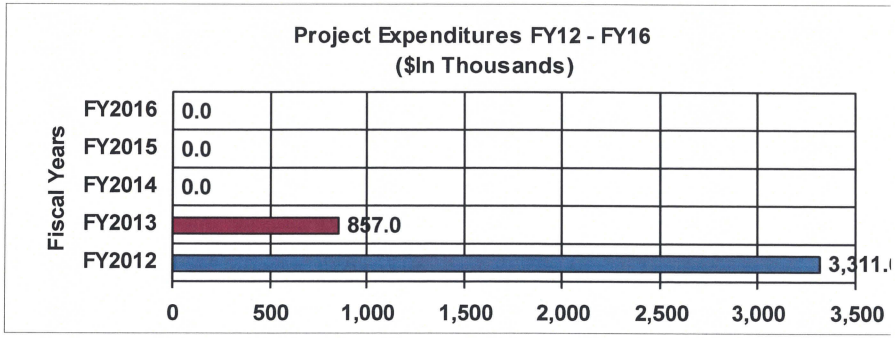
This project will renew the lease for digital printing equipment currently used by MARTA's Print Shop. This renewal creates the most cost effective solution based on current and future equipment configuration and workflow to provide the most efficient process improvements for the Authority's document requirements.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32077 Trapeze Full Suite Upgrade



Project Scope

The current Trapeze suite of products at MARTA have provided numerous internal and external stakeholders with advanced technologies as it relates to fixed route scheduling, bus and rail trip planning for Customer Service Agents and via web and phone for our patrons, mobility services trip scheduling and trip booking, trip cancellations & confirmation capabilities via the web and via phone for our Mobility patrons, and most recently Breeze Card balance check via phone. With this upgrade, MARTA has the opportunity to bring in 2 new Trapeze products:

1) Bus Stop Manager, to assist the Planning Department with automated management of bus stop numbers and bus stop logistical data

2) Block Buster, a product to provide advanced run cutter capabilities, which would provide savings in the scheduling process.

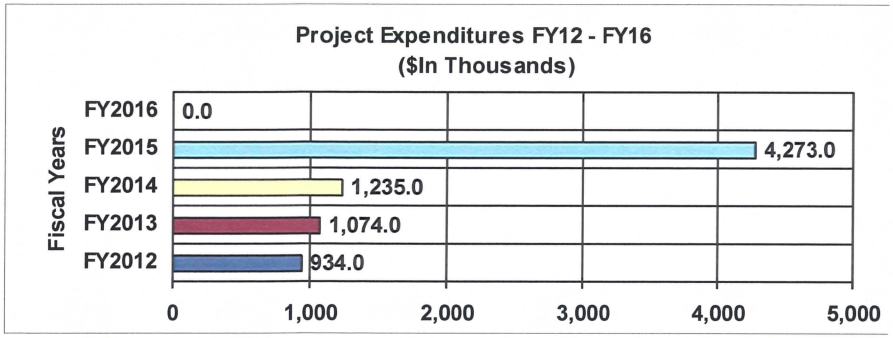
Operating Budget Impact

It will be an increase in the operating costs for the new applications Bus Stop Maintenance and Blockbuster in FY12, FY13 and FY14. Estimated amount is $53,000/year.

FY2012 ($)	FY2013 ($)	FY2014 ($)
53,000	53,000	53,000

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32078 SharePoint 2010 Upgrade



Project Scope

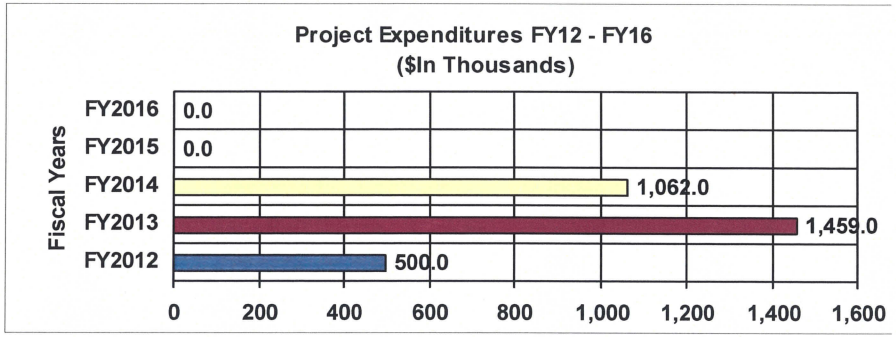
This project will improve inter and intra office communications, advance 'Green' initiatives, provide greater Audit support and continue efforts started in FY 2011 of expanding the SharePoint environment.

Operating Budget Impact

FY12: $102,108 for training & education , $209,664 for FTE resources for maintenance of the SharePoint application, departmental sites migrated to SharePoint 2010 and custom applications developed in SharePoint 2010
FY13: $102,108 for training & education, $209,664 for FTE resources
FY14: $51,166 for training & education, $409,329 for FTE resources.

FY2012 ($)	FY2013 ($)	FY2014 ($)
311,772	311,772	460,495

32079 Vendor-Managed Inventory



Project Scope

Vendor Managed Inventory (VMI) is a procurement and planning practice in which a company delegates key inventory management functions to one or more of its suppliers. Under this arrangement the supplier determines the items, quantities, and delivery schedules on behalf of the customer based on information it receives from the customer's inventory and procurement systems. This project is to enhance MARTA's current Oracle Enterprise Resource Planning (ERP) system to include the Vendor Managed Inventory (VMI) capability. The enhancement will allow the vendors to manage activities for agreed items from planning to procurement stage with minimal buyer oversight.

Operating Budget Impact

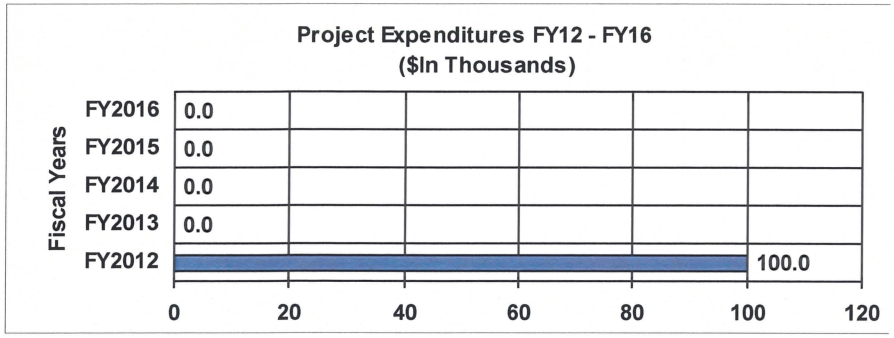
The operating impact is comprised of:
- $55,000 for additional maintenance cost
- 0.25 FTE Technology System Administrator for additional servers
- 0.25 FTE Technology Application Support for additional software

Total: $157,332 per year starting in FY13.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	157,332	157,332

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32080 Document Control RIM Software



Project Scope

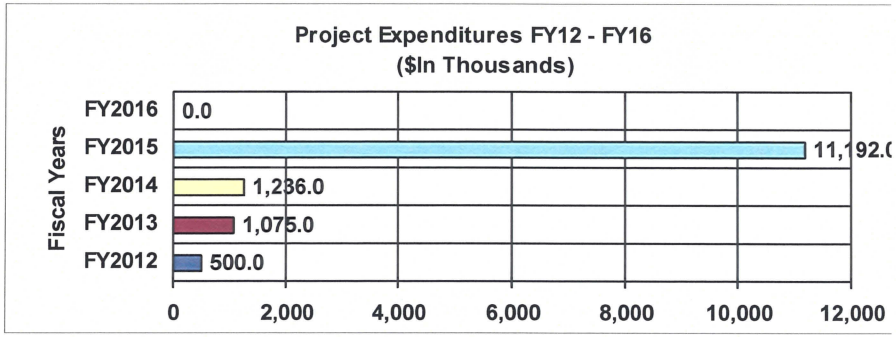
The scope of this project is to implement an effective system to manage lifecycle of Authority records inventory including accession, digitization, reference, and destruction and improve general records management practices potentially leading to reduced liability to legal action.

Operating Budget Impact

A decrease in storage square footage and paper requirements will be achieved.
FY12: Training: $425,000, Support& Maintenance: $115,400, Savings: $257,733, Net:$ 282,667
FY13: Support& Maintenance: $115,400, Savings: $257,733, Net: $(142,333)
FY14: Support& Maintenance: $115,400, Savings: $257,733, Net: $(142,333)

FY2012 ($)	FY2013 ($)	FY2014 ($)
282,667	-142,333	-142,333

32081 AFC Smart Card Reader Upgrade



Project Scope

MARTA's Breeze Fare Automated Collection system is a contactless card system. The core of the system is the smart card reader which reads the fares stored on the Breeze Cards (smart cards). The smart card reader is embedded in all devices installed throughout the Authority (Breeze Vending Machines, Fare Gates, Fare Boxes, Light Validators, Ticket Office Machines). There are over 2000+ smart card readers installed throughout the Breeze System. The current smart card readers were installed in 2005 and have no room for expansion in functionality. The readers can only support the ISO/IEC 14443 protocols (Type A and Type B) as well as the GoCard protocol. The smart card reader upgrade project will procure and upgrade the current smart card reader to an upgraded reader which will enable future processing functionalities.

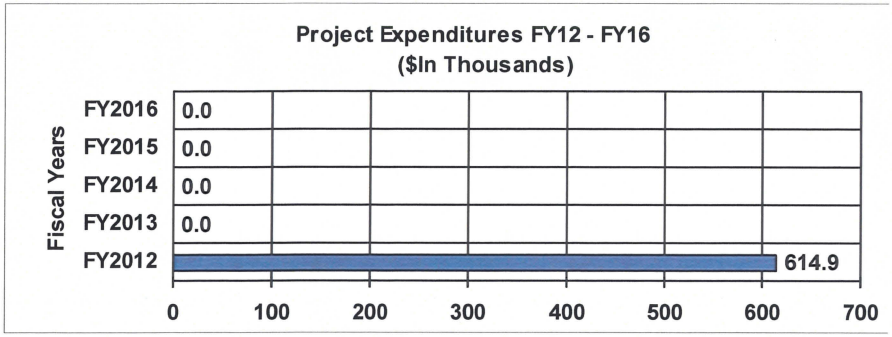
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32082 Project Delivery & Controls Improvement



Project Scope

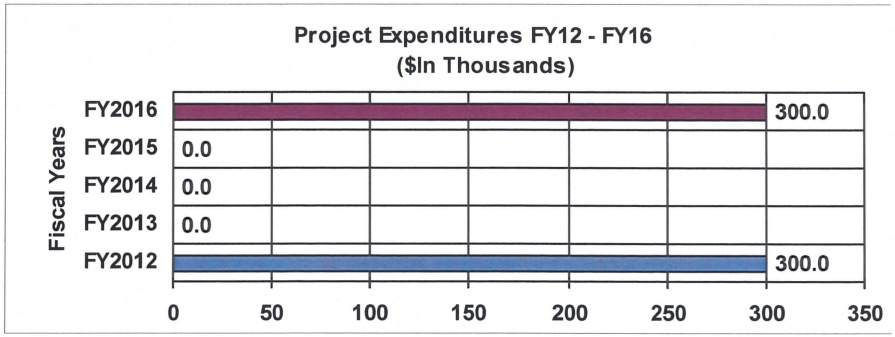
The scope of the project involves the implementation of a portion of the recommendations from the Project Controls and Project Delivery Improvement study completed during FY 2011.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32083 West Line Extension Assessment



Project Scope

This study will re-examine the locally preferred alternative (LPA) to determine the project's viability. During the analysis, ridership projections using the ARC's regional travel demand model, updated socio-economic data and cost information will be used. In August 2003, MARTA completed the Alternatives Analysis (AA) for the I-20 West Line corridor. Subsequently, the MARTA Board approved a Locally Preferred Alternative (LPA) featuring a heavy rail (HRT) extension to the interchange of Martin Luther King, Jr. Dr. and I-285 and a Bus Rapid Transit (BRT) segment along I-20 to Fulton Industrial Blvd.

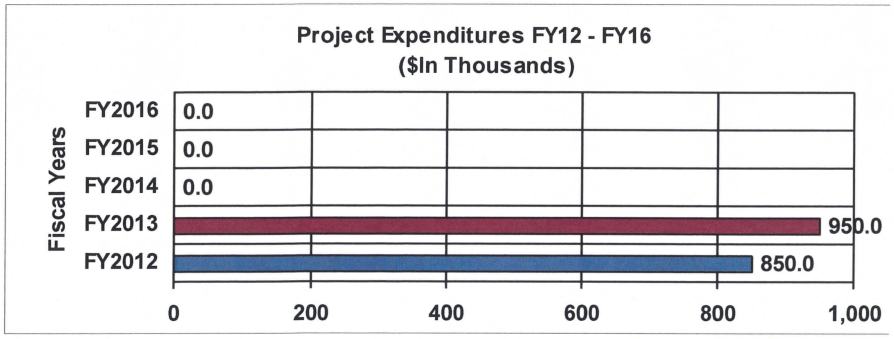
Operating Budget Impact

Item has been reviewed and there are no additional operating costs.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32084 North Line Transit Assessment



Project Scope

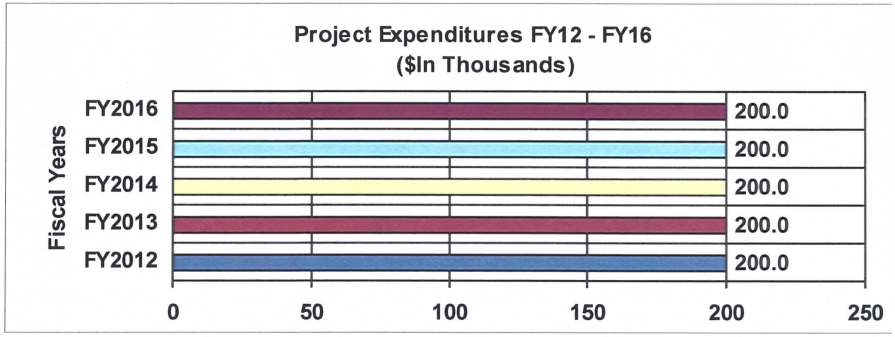
The GA 400 corridor, in North Fulton County, has become a regional center for population and employment growth. This study will examine the potential expansion alternatives and select a locally preferred alternative (LPA) for a North Line extension. In February 2003, MARTA initiated the North Line Alternatives Analysis to evaluate potential expansion alternatives and select a locally preferred alternative (LPA) for a North Line extension. During the analysis, ridership projections using the ARC's regional travel demand model, and transit suitability analysis suggested that the study area was not very transit supportive due to a combination of high incomes and low household and employment densities. Over the past several years, the North Line study area has experienced a dramatic increase in growth. Communities along the corridor have started to implement measures to increase density, i.e., transit oriented development.

Operating Budget Impact

Item has been reviewed and there are no additional operating costs.

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

32085 Environmental Management System



Project Scope

MARTA has accepted an invitation by FTA to participate in its Environmental Management Systems Institute, a two year program based on the ISO 14001 Standard. The purpose of an EMS is to help organizations analyze, control, and reduce the environmental impact of its activities, products, and services and operate with greater efficiency and control. During the second year of the program, after full implementation of the EMS at Armour Yard, MARTA must undergo a certification audit by a third party auditor.

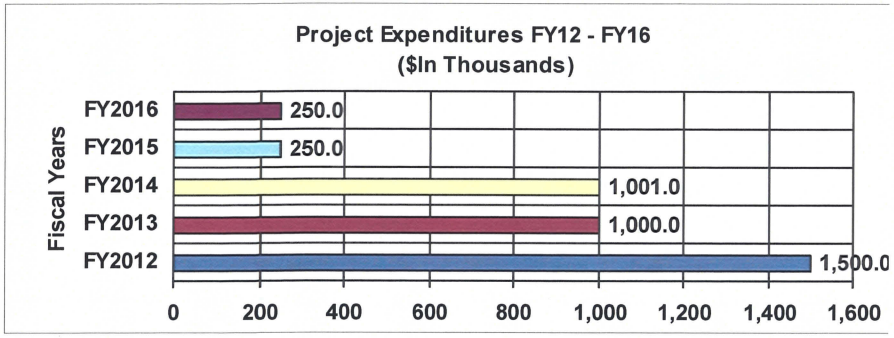
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32090 Security Lighting Upgrade



Project Scope

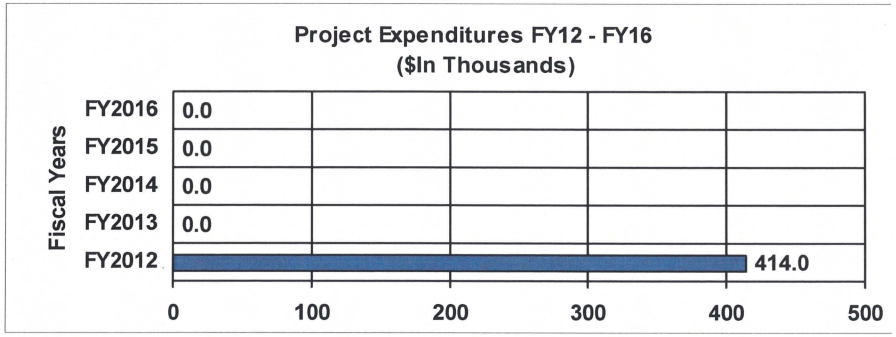
This project enhances the lighting at MARTA stations, parking lots, public garages, yards, and bus maintenance facilities ensuring they are consistent with CPTED (Crime Prevention Through Environmental Design) lighting standards. The emphasis will be on increasing light fixtures and improving lighting layouts that will enhance overall safety and security profiles or specific security objectives.

Operating Budget Impact

The project would add $250,000 annually to the operating budget to ensure that lighting remains adequate to ensure a safe environment for our patrons and employees.

FY2012 ($)	FY2013 ($)	FY2014 ($)
250,000	250,000	250,000

32092 Fall Protection System Installation



Project Scope

The scope of this project is to install approximately 18 fall protection systems. Current maintenance activities on the roof of our buses are conducted without a certified fall protection systems, seriously endangering personnel.

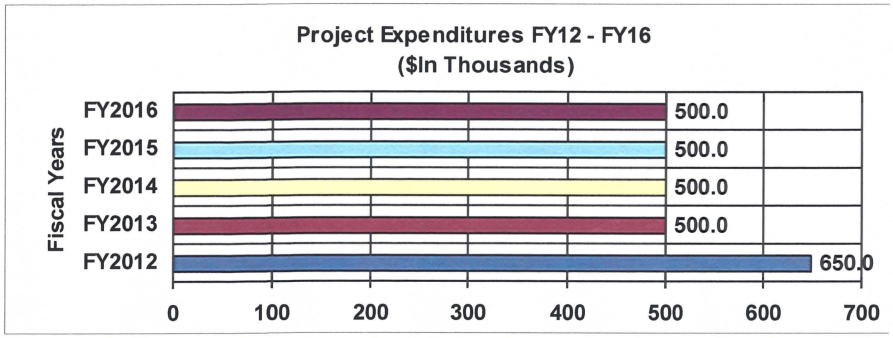
Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

The following provides details for FY12 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32096 Lighting Fixtures Upgrades



Project Scope

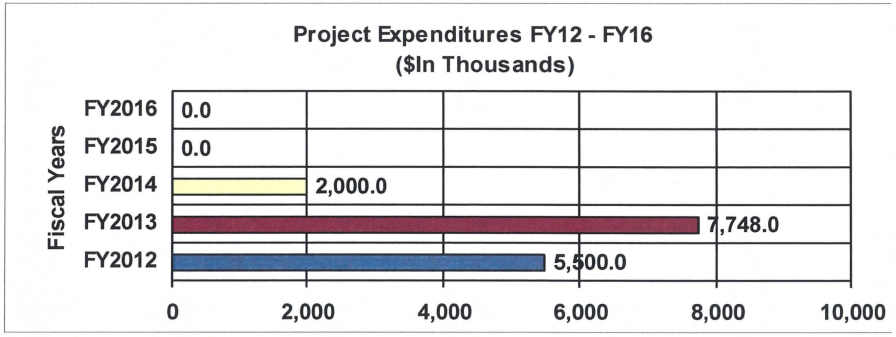
The scope of this project is to replace existing high pressure sodium fixtures to a more energy efficiency, low maintenance, environmental friendly, and not impact on safety and security of the light levels according to MARTA criteria.

Operating Budget Impact

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

FY2012 ($)	FY2013 ($)	FY2014 ($)
0	0	0

F0143 Buckhead Station Nrth Entrance



Project Scope

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 to connect to existing and future developments. There is a stair/elevator tower on the east side of GA 400. The entrance includes new fare gate array, stairs and elevator. 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 officers
- Annual station agents cost of $199,895.

FY2012 ($)	FY2013 ($)	FY2014 ($)
406,119	406,119	406,119

Federal Grants

This section details the federal grants that support the funding of the FY12 Capital Improvement Program and beyond.

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY12 Capital Improvement Program is supported by a general fund with revenue sources as follows: $74,195,200 of federal funding, $2,040,000 of State of Georgia funding, and $109,258,453 of MARTA funding. The following pages detail the Federal Grants that support the funding of the FY12 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 FY12 CIP.

Funding Source	Description	FY12 Funding Level
MARTA	Salex Tax, Bond Sales, Interest	109,258,453
Federal	GA-03-0081	1,428,000
	GA-04-0031	5,080,000
	GA-04-0036	480,000
	GA-05-0031	34,664,586
	GA-12-X001	159,000
	GA-39-0002	960,000
	GA-56-0001	3,300,696
	GA-57-X002	312,500
	GA-58-0001	1,172,000
	GA-58-0002	800,000
	GA-66-X001	640,000
	GA-77-0001	2,800,000
	GA-90-X130	800,000
	GA-90-X131	4,400,000
	GA-90-X136	400,000
	GA-90-X159	240,000
	GA-90-X228	1,000,000
	GA-90-X256	912,914
	GA-90-X277	772,450
	GA-90-X288	502,750
	GA-95-X015	3,000,000
	GA-96-X005	5,349,304
	FY07/08/09 TSGP	5,021,000
	SUBTOTAL	74,195,200
State	Track Rehabilitation Grants	2,040,000
	TOTAL	76,235,200

Federal Grant: **GA-03-0081**
Date Awarded: July 2006
Est Completion: December 2014

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 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 brush wash operations and security and lighting improvements

GA-03-0081	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	2,428,541	0	1,428,000	1,000,541
MARTA Capital	607,135	0	357,000	250,135
Total	3,035,676	0	1,785,000	1,250,676
Budget				
Hamilton Renovations	3,035,676	0	1,785,000	1,250,676
Total	3,035,676	0	1,785,000	1,250,676

Federal Grant: **GA-04-0031**
Date Awarded: TBD
Est Completion: December 2013

Scope

This project Funds for two Marta projects: Brady Mobility Phase I and the Asset Management System. The Brady Mobility Project is phase I of a two-phased reconstruction and replacement program for the MARTA Brady Mobility Facility, which operates and maintains MARTA's Mobility Fleet. The project will increase operational effectiveness through a more efficient, functional design as well as bring the facility to a state of good repair. This project will replace modular trailers on site since 1997 with a much more functional and maintainable permanent-use facility capable of accommodating both current and future paratransit support requirements. The project will increase operational effectiveness through a more efficient, functional design as well as bring the facility to a state of good repair. It is expected that implementation of this project may provide the Atlanta region with additional resources for a coordinated Human Services Transportation (HST) operation.

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.

GA-04-0031	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	19,680,000	0	5,080,000	14,600,000
MARTA Capital	4,920,000	0	1,270,000	3,650,000
Total	24,600,000	0	6,350,000	18,250,000
Budget				
Brady Mobility Phase I	22,900,000	0	6,000,000	16,900,000
Assest Management Sys	1,700,000	0	350,000	1,350,000
Total	24,600,000	0	6,350,000	18,250,000

Federal Grant: **GA-04-0036**
Date Awarded: TBD
Est Completion: December 2013

Scope

This grant provides a portion of the funding for the MARTA Brownsmill Bus Facility Paint Booth Renovation. 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. The total project budget is $3,140,000, the grant award is $2,181,720.

GA-04-0036	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	1,745,376	0	480,000	1,265,376
MARTA Capital	436,344	0	120,000	316,344
Total	2,181,720	0	600,000	1,581,720
Budget				
Brownsmill Paint Booth Reno	2,081,720	0	575,000	1,506,720
Project Administration	100,000	0	25,000	75,000
Total	2,181,720	0	600,000	1,581,720

Federal Grant: **GA-05-0031**
Date Awarded: September 2007
Est Completion: December 2014

Scope

This grant is funded through the annual FTA Section 5309 Fixed Guideway Modernization Formula Grant allocation to the Atlanta Metropolitan region and includes FFY06-FFY10 suballocations. The projects include partial funding of the comprehensive railcar rehabilitation program of the CQ310/CQ311 railcar fleet, partial or full funding for various track renovation projects, preventive maintenance and the CQ311 railcar conversion from DC to AC propulsion. The currently available grant funds are programmed for track renovations and train control projects. These are multi-year phased programs.

GA-05-0031	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	147,409,477	90,932,473	34,664,586	21,812,418
Federal Operating	16,000,000	16,000,000		0
MARTA Capital	36,852,369	22,733,118	8,666,147	5,453,105
MARTA Operating	4,000,000	4,000,000		0
Total	204,261,846	133,665,591	43,330,733	27,265,523
Budget				
Railcar Rehab Program	97,480,124	96,781,723	0	698,401
Preventive Maintenance	20,000,000	20,000,000	0	0
Track/Rail Stn Renov	86,781,723	16,883,868	43,330,733	26,567,122
Total	204,261,847	133,665,591	43,330,733	27,265,523

Federal Grant: **GA-12-X001**
Date Awarded: April 2009
Est Completion: June 2012

Scope

This grant is funded by FFY08 Sec 112 FHWA Appropriation program funds for tasks associated with the Clifton Corridor Alternatives Analysis, a system expansion priority as adopted by the MARTA Board. The study will develop and evaluate transit alternatives to address mobility needs in the Clifton Corridor. The study includes the corridor from the Lindbergh transit center to Emory/Clairmont/Decatur area and includes Emory University and the Centers for Disease Control. The study is a coordinated effort between MARTA and the Clifton Corridor TMA.

GA-12-X001	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	990,000	435,986	159,000	395,014
MARTA Capital	0	0	0	0
Total	990,000	435,986	159,000	395,014
Budget				
Clifton Corridor Study/AA	990,000	435,986	159,000	395,014
Total	990,000	435,986	159,000	395,014

Federal Grant: **GA-39-0002**
Date Awarded: August 2010
Est Completion: December 2012

Scope

This initial grant award provides a portion of the funding to study potential environmental impacts, including modal technology and alignment, of the proposed public transportation improvements in the BeltLine project area. The EIS builds from studies, plans and initiatives previously completed, including the Inner Core/ Beltline Detailed Screening Report and Locally Preferred Alternative document. The BeltLine Corridor involves a 22-mile loop of proposed transit and trails encircling the urban core of the City of Atlanta. A subsequent amendment provides funding for additional Beltline funding and partial funding for the I-20 East Transit expansion corridor. Implementation of a high capacity transit alternative has been recommended for the corridor that includes the segment from Central Atlanta to the Stonecrest Mall area traversed by Interstate Highway 20 (I-20). This project would provide high capacity transit in the east and southeast quadrants of the Atlanta region which is expected to experience continued growth through FY2030. The project is expected to relieve congestion and provide transit connectivity in the region by making use of the existing MARTA system as a distributor throughout the urban core.

GA-39-0002	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	2,019,000	609,523	960,000	449,477
MARTA Capital	504,750	152,381	240,000	112,369
Total	2,523,750	761,904	1,200,000	561,846
Budget				
Beltline EIS	961,250	367,500	200,000	393,750
I-20 E Corridor AA/Deis	1,562,500	394,404	1,000,000	168,096
Total	2,523,750	761,904	1,200,000	561,846

Federal Grant: **GA-56-0001**
Date Awarded: May 2009
Est Completion: June 2012

Scope

This grant is funded by the American Recovery and Reinvestment Act of 2009 (ARRA) Fixed Guideway funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA, for the Systemwide Fire Protection Upgrade project. This project will upgrade and replace the fire protection system for MARTA rail stations, lines, and facilities. This project includes fire detection, suppression and notification systems. The new system will integrate with multiple subsystems such as the public address system and will be in compliance with all current governing codes and laws.

GA-56-0001	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	7,380,854	4,080,158	3,300,696	0
MARTA Capital	0	0	0	0
Total	7,380,854	4,080,158	3,300,696	0
Budget				
System Fire Protect Upgrade	7,380,854	4,080,158	3,300,696	0
Total	7,380,854	4,080,158	3,300,696	0

Federal Grant: **GA-57-X002**
Date Awarded: August 2009
Est Completion: December 2012

Scope

This grant is funded by FFY07-09 Section 5317 New Freedom Program funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. MARTA serves as the grantee on behalf of three other agencies within the scope of this grant. The grant budget includes $1,808,049 federal share for New Freedom programs for Cobb County, Gwinnett County, and Dekalb County. The grant includes ($418,015) federal share for the MARTA Travel Training project and associated program administration for all projects within the grant award.

GA-57-X002	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	68,000		68,000	0
Federal Operating	350,015	0	295,500	54,515
MARTA Capital	17,000	0	17,000	0
MARTA Operating	274,410	0	264,500	9,910
Total	709,425	0	645,000	64,425
Budget				
Travel Trng/Progrm Admin	624,425	0	560,000	64,425
Travel Trng Capital Improvements	85,000	0	85,000	0
Total	709,425	0	645,000	64,425

Federal Grant: **GA-58-0001**
Date Awarded: August 2007
Est Completion: December 2010

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 current CNG and clean fuel technology bus procurement. A subsuquent amendment provides funding support for the Hamilton bus facility frenovation to accommodate clean fuel technology and increase operation and cost efficiencies.

GA-58-0001	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	13,977,090	10,311,206	1,172,000	2,493,884
State Capital	1,308,635	1,308,635	0	0
MARTA Capital	2,185,137	1,269,166	293,000	622,971
Total	17,470,862	12,889,007	1,465,000	3,116,855
Budget				
Bus Procurement	12,889,007	12,889,007	0	0
Hamilton Maint Fac Renov	4,581,855	0	1,465,000	3,116,855
Total	17,470,862	12,889,007	1,465,000	3,116,855

Federal Grant: **GA-58-0002**
Date Awarded: TBD
Est Completion: December 2013

Scope

This project will retrofit ten (10) existing MARTA transit buses with new commercial version, advanced lithium iron battery and electrical control systems. The vehicle battery and control system technologies will be retrofitted as a kit on existing transit buses under the scope of this project. This project will also engineer, develop and install the advanced second generation Engineered Machine Product electrical cooling system with variable speed water pumps on twenty (20) buses in the current MARTA bus fleet. .

GA-58-0002	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	840,000	0	800,000	40,000
MARTA Capital	210,000	0	200,000	10,000
Total	1,050,000	0	1,000,000	50,000
Budget				
Electronic Vehicle Thermal Management System (EVTMS)	900,000	0	900,000	0
Lithium Ion Battery	150,000	0	100,000	50,000
Total	1,050,000	0	1,000,000	50,000

Federal Grant: **GA-66-X001**
Date Awarded: November 2009
Est Completion: December 2013

Scope

This grant is funded by American Recovery and Reinvestment Act of 2009 (ARRA) Transit Capital Assistance flexed from FHWA. The projects included in this grant award are preventive maintenance for bus and rail operations and trackway renovations.

GA-66-X001	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	5,000,000	70,834	640,000	4,289,166
Federal Operating	25,000,000	24,452,566	547,434	0
Total	30,000,000	24,523,400	1,187,434	4,289,166
Budget				
Preventive Maintenance	25,000,000	24,452,566	547,434	0
Trackway Renovations	4,500,000	70,834	640,000	3,789,166
Project Administration	500,000	0	0	500,000
Total	30,000,000	24,523,400	1,187,434	4,289,166

Federal Grant: **GA-77-0001**
Date Awarded: March 2010
Est Completion: December 2012

Scope

This grant is funded by the Transit Investments for Greenhouse Gas and Energy Reduction (TIGGER) Program of 2009. The project will design, construct and install solar canopies at MARTA's Laredo Bus Facility. This design/build project will provide shade structures (canopies) with integrated, grid tied photovoltaic cells (solar panels) to be erected on the bus storage lot at the MARTA Laredo Bus Operations & Maintenance Facility. Operations at the Laredo Facility consume .9 MWh of electical power annually, the photovoltaic panels will have an estimated peak generating capacity of .9 MW (900 kW), which can be expanded in the future. This project will result in a demonstrated annual energy savings for MARTA. It is anticipated that the clean, electrical power produced by these photovoltaic panels will either be regenerated for use within the overall Laredo Bus facility and/or sold to Georgia Power Co. under a Distributed Generation Contract Program, offsetting approximately up to 0.6% of the Authority's total annual electricity use.

GA-77-0001	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	10,800,000	3,866,721	2,800,000	4,133,279
MARTA Capital	0	0	0	0
Total	10,800,000	3,866,721	2,800,000	4,133,279
Budget				
Laredo Solar Canopy	10,800,000	3,866,721	2,800,000	4,133,279
Total	10,800,000	3,866,721	2,800,000	4,133,279

Federal Grant: **GA-90-X130**
Date Awarded: March 2000
Est Completion: June 2014

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 for the renovation. The Hamilton Renovation is funded with various FTA grant awards and Marta local funds.

GA-90-X130	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	32,278,400	24,403,402	800,000	7,074,998
MARTA Capital	8,069,600	6,100,850	200,000	1,768,750
Total	40,348,000	30,504,252	1,000,000	8,843,748
Budget				
Laredo CNG Conversion	16,819,107	16,819,107	0	0
Hamilton Renovation	10,001,649	157,902	1,000,000	8,843,747
Bus Procurement	13,527,244	13,527,244	0	0
Total	40,348,000	30,504,253	1,000,000	8,843,747

Federal Grant: **GA-90-X131**
Date Awarded: December 2000
Est Completion: May 2014

Scope

This grant was awarded for construction of the Buckhead Station North Concourse and Pedestrian Bridge/Walkway. This project will connect the northern end of the Buckhead rail station to the office, retail and residential developments on either side of the GA400 tollway. The original grant funds received are for Phase I of the construction project. An amendment was subsequently awarded for $6,925,000 for Phase II of the Buckhead North Entrance for a total grant amount of $13,850,000. Construction is estimated to begin in the second quarter of FY2012.

GA-90-X131	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	11,080,000	3,316,561	4,400,000	3,363,439
MARTA Capital	1,357,931	285,930	1,100,000	(27,999)
City of Atlanta	1,412,069	1,412,069	0	0
Total	13,850,000	5,014,560	5,500,000	3,335,440
Budget				
Buckhead North Entrance	13,850,000	5,014,560	5,500,000	3,335,440
Total	13,850,000	5,014,560	5,500,000	3,335,440

Federal Grant: **GA-90-X136**
Date Awarded: July 2000
Est Completion: March 2012

Scope

This grant is funded from flexed FHWA funds. Projects funded within this grant scope include: a pedestrian walkway from North Park to the Sandy Springs Station, a pedestrian tunnel from the Midtown Station to the Federal Reserve Bank and surrounding businesses, a pedestrian connection to the North Springs Station, construction of a Park/Ride lot at Windward Parkway and GA400 and modifications to the Arts Center rail station to enhance shuttle bus service that will connect the Atlantic Station mixed–use development to the station. Of these projects, the modifications to the Art Center rail station are incomplete.

GA-90-X136	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	9,440,000	8,622,361	400,000	417,639
MARTA Capital	2,360,000	2,155,595	100,000	104,405
Total	11,800,000	10,777,956	500,000	522,044
Budget				
Arts Center	1,000,000	303,067	500,000	196,933
Windward Park/Ride	891,911	891,911	0	0
Midtown Station Entrance	5,233,135	4,908,024	0	325,111
N. Park Pedestrian Walkway	4,032,976	4,032,976	0	0
N. Springs Pedestrian Walkway	641,978	641,978	0	0
Total	11,800,000	10,777,956	500,000	522,044

Federal Grant: **GA-90-X159**
Date Awarded: August 2003
Est Completion: December 2013

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. The grant scope also includes funding for an analysis of implementing BRT in selected corridors within the MARTA service area utilizing results from a prior BRT study that identified feasible corridors and a signal priority project.

GA-90-X159	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	4,320,000	3,182,980	240,000	897,020
Marta Capital	1,080,000	795,745	60,000	224,255
Other	0	0	0	0
Total	5,400,000	3,978,725	300,000	1,121,275
Budget				
West Line AA/DEIS	5,000,000	3,808,977	300,000	891,023
Signal Priority Project	400,000	169,748	0	230,252
Total	5,400,000	3,978,725	300,000	1,121,275

Federal Grant: **GA-90-X228**
Date Awarded: TBD
Est Completion: December 2013

Scope

This grant will provide additional funding with 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. It will also assist in procurement of CNG Buses.

GA-90-X228	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	5,500,000	0	1,000,000	4,500,000
MARTA Capital	1,375,000	0	250,000	1,125,000
Total	6,875,000	0	1,250,000	5,625,000
Budget				
Bus Procurement	2,400,000	0	0	2,400,000
Project Admin Bus	100,000	0	0	100,000
Hamilton Renovations	4,375,000	0	1,250,000	3,125,000
Total	6,875,000	0	1,250,000	5,625,000

Federal Grant: **GA-90-X256**
Date Awarded: June 2008
Est Completion: December 2013

Scope

This Section 5307 grant was awarded in June 2008 for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2008. Currently identified efforts to be funded by this grant include preventive maintenance activities, transit enhancement projects such as the bus shelter program and upgrade of the public address system, and various security projects. The security and transit enhancement projects are incomplete.

GA-90-X256	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	1,123,357	110,443	912,914	100,000
Federal Operating	38,979,020	38,979,020	0	0
MARTA Capital	298,530	27,611	228,228	42,691
MARTA Operating	9,727,064	9,744,755	0	(17,691)
Total	50,127,971	48,861,829	1,141,142	125,000
Budget				
Preventive Maintenance	48,723,775	48,723,775	0	0
Transit Enhancement	529,196	0	529,196	0
Surveillance/ Security	750,000	138,054	611,946	0
Transit Planning	125,000	0	0	125,000
Total	50,127,971	48,861,829	1,141,142	125,000

Federal Grant: **GA-90-X277**
Date Awarded: June 2009
Est Completion: December 2012

Scope

This Section 5307 grant was awarded in June 2009 for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2009. Currently identified efforts to be funded by this grant include preventive maintenance activities, transit enhancement projects such as the bus shelter program, and various security projects. The security and transit enhancement projects are incomplete.

GA-90-X277	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	774,000	0	772,450	1,550
Federal Operating	41,423,771	41,423,771	0	0
MARTA Capital	193,500	0	193,113	387
MARTA Operating	10,355,943	10,355,943	0	0
Total	52,747,214	51,779,714	965,563	1,937
Budget				
Preventive Maintenance	51,779,714	51,779,714	0	0
Transit Enhancement	452,500	0	452,500	0
Surveillance/ Security	515,000	0	513,063	1,937
Total	52,747,214	51,779,714	965,563	1,937

Federal Grant: **GA-90-X288**
Date Awarded: July 2010
Est Completion: December 2013

Scope

This Section 5307 grant was awarded in July 2010 for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2010. Currently identified efforts to be funded by this grant include preventive maintenance activities, transit enhancement projects such as the bus shelter program and upgrade of the public address system, and various security projects. The security and transit enhancement projects are incomplete.

GA-90-X288	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	895,500	0	502,750	392,750
Federal Operating	41,379,500	34,714,600	0	6,664,900
MARTA Capital	223,875	0	125,688	98,187
MARTA Operating	10,344,875	8,678,650	0	1,666,225
Total	52,843,750	43,393,250	628,438	8,822,062
Budget				
Preventive Maintenance	51,724,375	43,393,250	0	8,331,125
Transit Enhancement	528,438	0	528,438	0
Surveillance/ Security	528,438	0	100,000	428,438
Tranist Planning	62,499	0	0	62,499
Total	52,843,750	43,393,250	628,438	8,822,062

Federal Grant: **GA-95-X015**
Date Awarded: June 2011
Est Completion: December 2013

Scope

This grant is funded with flexed FY2010 Federal Highway Administration L230 (FHWA) funds to the Federal Transit Administration (FTA), for use by for eligible projects. MARTA has programmed the flexed funds for the following three (3) capital assistance projects: A) MARTA Preventive Maintenance for Bus and Rail Vehicles and Infrastructure B) MARTA Capital Improvement Project – Replace Running Rail/Yard Switch Ties C) MARTA ADA Paratransit Service.

GA-95-X015	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	3,000,000	0	3,000,000	0
Federal Operating	37,336,094	37,336,094	0	0
MARTA Capital	750,000	0	750,000	0
MARTA Operating	9,334,024	9,334,024	0	0
Total	50,420,118	46,670,118	3,750,000	0
Budget				
Preventive Maintenance	46,670,118	46,670,118	0	0
Running Rail/yard Switch Ties	3,750,000	0	3,750,000	0
Total	50,420,118	46,670,118	3,750,000	0

Federal Grant: **GA-96-X005**
Date Awarded: August 2009
Est Completion: June 2013

Scope

This grant is funded by the American Recovery and Reinvestment Act of 2009 (ARRA) Transit Capital Assistance funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA per the regional policy. The projects included in this grant award are preventive maintenance for bus and rail operations, procurement of replacement buses, fire protection system upgrade, transit enhancement, security, and operating assistance. The bus procurement is for clean fuel replacement buses to maintain the bus fleet in optimum operating condition. The fire protection system project will upgrade and replace the system in MARTA rail stations, lines, and facilities.

GA-96-X005	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Capital	34,915,078	9,189,218	5,349,304	20,376,556
Federal Operating	22,760,703	22,760,703	0	0
MARTA Operating	0	0	0	0
MARTA Capital	0	0	0	0
Total	57,675,781	31,949,921	5,349,304	20,376,556
Budget				
Bus Procurement	6,955,000	6,955,000	0	0
Preventive Maintenance	17,828,866	17,828,866	0	0
Operating Assistance	4,931,837	4,931,837	0	0
Fire Protection Sys Upgr	25,305,078	2,056,740	4,049,304	19,199,034
Proj Adm Fire Protect	2,000,000	917	1,000,000	999,083
Security Equipment	545,876	67,437	300,000	178,439
Transit Enhancements	109,124	109,124		
Total	57,675,781	31,949,921	5,349,304	20,376,556

Federal Grant: **DHS FY2007/FY2008/FY2009**
Date Awarded: April 2007
Est Completion: December 2014

Scope

These grant awards are funded under the Department of Homeland Security FFY2007-2009 Infrastructure Protection Program: Transit Security funds. These funds were appropriated by the U.S. Department of Homeland Security and are administered by the Georgia Emergency Management Agency. The grant scope includes security equipment procurement, training, system security projects, system operating projects and exercises. The exercises include emergency personnel from multiple jurisdictions and MARTA frontline and operations staff.

DHS FY2007/FY2008/FY2009	***Grant Budget***	Prior Year Expense	***FY12 Budget***	Future Years
Funding				
Federal Operating	120,000	0	120,000	0
Federal Capital	13,932,538	385,000	4,901,000	8,646,538
Total	14,052,538	385,000	5,021,000	8,646,538
Budget				
Security Projects	8,835,618	320,000	3,421,000	5,094,618
Training, Exercises	3,827,723	65,000	1,000,000	2,762,723
Operating Assistance	1,389,197	0	600,000	789,197
Total	14,052,538	385,000	5,021,000	8,646,538

APPENDIX

This section consists of compensation and benefits information, miscellaneous operations data, awards, and terminology. It includes:

- **Salary Structures for all Employees**
- **Fare History**
- **Fare Structure**
- **Financial Performance Measures**
- **Category and Subcategory Expense Listing**
- **FY2012 Benefits Calculation**
- **MARTA Facts**
- **Organizational Structure**
- **Debt Service Schedule**
- **Glossary of Terms**

TOC

NON - REPRESENTED SALARY STRUCTURE

Effective 03-01-08

Grade	Minimum	Midpoint	Maximum
6	$20,638	$25,798	$30,958
7	$22,383	$27,979	$33,575
8	$24,261	$30,326	$36,391
9	$26,302	$32,878	$39,454
10	$28,512	$35,640	$42,768
11	$30,915	$38,644	$46,373
12	$33,517	$41,896	$50,275
13	$36,330	$45,412	$54,494
14	$39,399	$49,249	$59,099
15	$42,716	$53,395	$64,074
16	$46,310	$57,888	$69,466
17	$50,200	$62,750	$75,300
18	$54,433	$68,041	$81,649
19	$59,008	$73,760	$88,512
20	$63,974	$79,968	$95,962
21	$69,370	$86,713	$104,056
22	$75,195	$93,994	$112,793
23	$81,514	$101,893	$122,272
24	$88,388	$110,485	$132,582
C	$110,334	$137,917	$165,500
B	$127,308	$159,135	$190,962
A	$200,000	$250,000	$300,000

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
TRANSPORTATION						
F/T Bus and Rail Operators						
1st 12 months	$13.68	$28,457.29	$13.68	$28,457.29	$13.68	$28,457.29
2nd 12 months	$15.64	$32,528.74	$15.64	$32,528.74	$15.64	$32,528.74
3rd 12 months	$17.61	$36,621.61	$17.61	$36,621.61	$17.61	$36,621.61
Thereafter	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
P/T Operators						
Thereafter	$13.68	$17,785.80	$13.68	$17,785.80	$13.68	$17,785.80
F/T Paratransit Operators						
1st 12 months	$11.23	$23,357.26	$11.23	$23,357.26	$11.23	$23,357.26
2nd 12 months	$11.82	$24,578.70	$11.82	$24,578.70	$11.82	$24,578.70
3rd 12 months	$12.54	$26,078.70	$12.54	$26,078.70	$12.54	$26,078.70
4th 12 months	$13.19	$27,428.71	$13.19	$27,428.71	$13.19	$27,428.71
5th 12 months	$13.84	$28,778.72	$13.84	$28,778.72	$13.84	$28,778.72
Thereafter	$14.62	$30,407.30	$14.62	$30,407.30	$14.62	$30,407.30
P/T Paratransit Operators						
1st 24 months	$11.23	$14,598.29	$11.23	$14,598.29	$11.23	$14,598.29
2nd 24 months	$11.82	$15,361.68	$11.82	$15,361.68	$11.82	$15,361.68
3rd 24 months	$12.54	$16,299.19	$12.54	$16,299.19	$12.54	$16,299.19
4th 24 months	$13.19	$17,142.94	$13.19	$17,142.94	$13.19	$17,142.94
5th 24 months	$13.84	$17,986.70	$13.84	$17,986.70	$13.84	$17,986.70
Thereafter	$14.62	$19,004.56	$14.62	$19,004.56	$14.62	$19,004.56
F/T Small Bus Operators						
1st 12 months	$11.23	$23,357.26	$11.23	$23,357.26	$11.23	$23,357.26
2nd 12 months	$11.82	$24,578.70	$11.82	$24,578.70	$11.82	$24,578.70
3rd 12 months	$12.54	$26,078.70	$12.54	$26,078.70	$12.54	$26,078.70
4th 12 months	$13.19	$27,428.71	$13.19	$27,428.71	$13.19	$27,428.71
5th 12 months	$13.84	$28,778.72	$13.84	$28,778.72	$13.84	$28,778.72
Thereafter	$14.62	$30,407.30	$14.62	$30,407.30	$14.62	$30,407.30

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

(continued from previous page)

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
P/T Small Bus Operators						
1st 24 months	$11.23	$14,598.29	$11.23	$14,598.29	$11.23	$14,598.29
2nd 24 months	$11.82	$15,361.68	$11.82	$15,361.68	$11.82	$15,361.68
3rd 24 months	$12.54	$16,299.19	$12.54	$16,299.19	$12.54	$16,299.19
4th 24 months	$13.19	$17,142.94	$13.19	$17,142.94	$13.19	$17,142.94
5th 24 months	$13.84	$17,986.70	$13.84	$17,986.70	$13.84	$17,986.70
Thereafter	$14.62	$19,004.56	$14.62	$19,004.56	$14.62	$19,004.56
MAINTENANCE						
Hostler/Junior Apprentice						
1st 6 months	$14.75	$30,685.87	$14.75	$30,685.87	$14.75	$30,685.87
2nd 6 months	$15.52	$32,271.59	$15.52	$32,271.59	$15.52	$32,271.59
Thereafter	$16.35	$34,007.32	$16.35	$34,007.32	$16.35	$34,007.32
Apprentices						
1st 6 months	$17.27	$35,914.47	$17.27	$35,914.47	$17.27	$35,914.47
2nd 6 months	$17.75	$36,921.62	$17.75	$36,921.62	$17.75	$36,921.62
3rd 6 months	$18.86	$39,235.91	$18.86	$39,235.91	$18.86	$39,235.91
Thereafter	$19.04	$39,600.20	$19.04	$39,600.20	$19.04	$39,600.20
Station Agents						
1st 6 months	$14.97	$31,135.87	$14.97	$31,135.87	$14.97	$31,135.87
2nd 6 months	$15.75	$32,764.45	$15.75	$32,764.45	$15.75	$32,764.45
3rd 6 months	$16.86	$35,078.75	$16.86	$35,078.75	$16.86	$35,078.75
Inspectors						
1st 6 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 6 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
A Inspectors						
Less than 3 years experience						
1st 6 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
2nd 6 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
3 years experience						
Thereafter	$20.73	$43,114.50	$20.73	$43,114.50	$20.73	$43,114.50
AA Inspectors						
Less than 3 years experience						
1st 6 months	$20.23	$42,085.93	$20.23	$42,085.93	$20.23	$42,085.93
2nd 6 months	$20.31	$42,235.93	$20.31	$42,235.93	$20.31	$42,235.93
Thereafter	$20.38	$42,385.93	$20.38	$42,385.93	$20.38	$42,385.93
3 years experience						
Thereafter	$21.06	$43,800.22	$21.06	$43,800.22	$21.06	$43,800.22
Journeymen						
Less than 3 years experience						
1st 6 months	$19.75	$41,078.78	$19.75	$41,078.78	$19.75	$41,078.78
2nd 6 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
Thereafter	$20.38	$42,385.93	$20.38	$42,385.93	$20.38	$42,385.93
3 years experience						
Thereafter	$21.06	$43,800.22	$21.06	$43,800.22	$21.06	$43,800.22
Structural Inspector, Maintainer, Tamper Operator, Track Walker						
1st 6 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 6 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
3rd 6 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
4th 6 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
5th 6 months	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
Thereafter	$20.73	$43,114.50	$20.73	$43,114.50	$20.73	$43,114.50
SERVICE						
Serviceperson I and II						
1st 6 months	$13.87	$28,843.00	$13.87	$28,843.00	$13.87	$28,843.00
2nd 6 months	$14.65	$30,471.58	$14.65	$30,471.58	$14.65	$30,471.58
Thereafter	$15.30	$31,821.59	$15.30	$31,821.59	$15.30	$31,821.59

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

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	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
Serviceperson I(A) & VII						
1st 6 months	$14.03	$29,185.86	$14.03	$29,185.86	$14.03	$29,185.86
2nd 6 months	$14.82	$30,835.87	$14.82	$30,835.87	$14.82	$30,835.87
Thereafter	$15.52	$32,271.59	$15.52	$32,271.59	$15.52	$32,271.59
Serviceperson III - Rail Car Cleaners						
Serviceperson VI - Station Cleaners						
1st 6 months	$11.55	$24,021.55	$11.55	$24,021.55	$11.55	$24,021.55
2nd 6 months	$12.26	$25,500.13	$12.26	$25,500.13	$12.26	$25,500.13
3rd 6 months	$12.93	$26,892.99	$12.93	$26,892.99	$12.93	$26,892.99
Thereafter	$13.66	$28,414.43	$13.66	$28,414.43	$13.66	$28,414.43
Serviceperson IV						
1st 6 months	$14.75	$30,685.87	$14.75	$30,685.87	$14.75	$30,685.87
2nd 6 months	$15.52	$32,271.59	$15.52	$32,271.59	$15.52	$32,271.59
Thereafter	$16.35	$34,007.32	$16.35	$34,007.32	$16.35	$34,007.32
Serviceperson V						
1st 6 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 6 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
3rd 6 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
4th 6 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
5th 6 months	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
Thereafter	$20.73	$43,114.50	$20.73	$43,114.50	$20.73	$43,114.50
Serviceperson - Paratransit						
1st 12 months	$10.16	$21,128.68	$10.16	$21,128.68	$10.16	$21,128.68
2nd 12 months	$10.46	$21,750.11	$10.46	$21,750.11	$10.46	$21,750.11
3rd 12 months	$10.82	$22,500.11	$10.82	$22,500.11	$10.82	$22,500.11
4th 12 months	$11.16	$23,207.26	$11.16	$23,207.26	$11.16	$23,207.26
5th 12 months	$11.46	$23,828.69	$11.46	$23,828.69	$11.46	$23,828.69

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
Thereafter	$11.93	$24,814.41	$11.93	$24,814.41	$11.93	$24,814.41
BLOCKOUT						
Blockout						
1st 6 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 6 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
3rd 6 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
4th 6 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
Thereafter	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
REVENUE COLLECTION						
Revenue Agents						
1st 6 months	$17.88	$37,200.19	$17.88	$37,200.19	$17.88	$37,200.19
2nd 6 months	$18.45	$38,378.77	$18.45	$38,378.77	$18.45	$38,378.77
3rd 6 months	$18.73	$38,957.34	$18.73	$38,957.34	$18.73	$38,957.34
4th 6 months	$19.10	$39,728.77	$19.10	$39,728.77	$19.10	$39,728.77
5th 6 months	$19.49	$40,543.06	$19.49	$40,543.06	$19.49	$40,543.06
Thereafter	$19.86	$41,314.50	$19.86	$41,314.50	$19.86	$41,314.50
P/T Revenue Agents						
Thereafter	$17.88	$23,250.12	$17.88	$23,250.12	$17.88	$23,250.12
STORES						
Material Controllers						
1st 6 months	$17.88	$37,200.19	$17.88	$37,200.19	$17.88	$37,200.19
2nd 6 months	$18.30	$38,057.34	$18.30	$38,057.34	$18.30	$38,057.34
3rd 6 months	$18.72	$38,935.91	$18.72	$38,935.91	$18.72	$38,935.91
4th 6 months	$19.12	$39,771.63	$19.12	$39,771.63	$19.12	$39,771.63
5th 6 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
6th 6 months	$19.96	$41,507.35	$19.96	$41,507.35	$19.96	$41,507.35
Thereafter	$20.37	$42,364.50	$20.37	$42,364.50	$20.37	$42,364.50

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

(continued from previous page)

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
Lead Material Controllers						
1st 6 months	$18.50	$38,485.91	$18.50	$38,485.91	$18.50	$38,485.91
2nd 6 months	$18.91	$39,343.06	$18.91	$39,343.06	$18.91	$39,343.06
3rd 6 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
4th 6 months	$19.74	$41,057.35	$19.74	$41,057.35	$19.74	$41,057.35
5th 6 months	$20.16	$41,935.93	$20.16	$41,935.93	$20.16	$41,935.93
6th 6 months	$20.57	$42,793.07	$20.57	$42,793.07	$20.57	$42,793.07
Thereafter	$20.99	$43,650.22	$20.99	$43,650.22	$20.99	$43,650.22
SECURITY						
Security Guards						
1st 6 months	$14.74	$30,664.44	$14.74	$30,664.44	$14.74	$30,664.44
2nd 6months	$14.82	$30,835.87	$14.82	$30,835.87	$14.82	$30,835.87
Thereafter	$15.07	$31,350.16	$15.07	$31,350.16	$15.07	$31,350.16
CLERICAL						
N7 Clerical						
1st 6 months	$11.58	$24,085.84	$11.58	$24,085.84	$11.58	$24,085.84
2nd 6 months	$12.12	$25,200.13	$12.12	$25,200.13	$12.12	$25,200.13
3rd 6 months	$12.84	$26,700.14	$12.84	$26,700.14	$12.84	$26,700.14
4th 6 months	$13.52	$28,114.43	$13.52	$28,114.43	$13.52	$28,114.43
Thereafter	$14.11	$29,357.29	$14.11	$29,357.29	$14.11	$29,357.29
N8 Clerical						
1st 6 months	$12.40	$25,800.13	$12.40	$25,800.13	$12.40	$25,800.13
2nd 6 months	$13.16	$27,364.42	$13.16	$27,364.42	$13.16	$27,364.42
3rd 6 months	$13.90	$28,907.29	$13.90	$28,907.29	$13.90	$28,907.29
4th 6 months	$14.62	$30,407.30	$14.62	$30,407.30	$14.62	$30,407.30
Thereafter	$15.24	$31,693.02	$15.24	$31,693.02	$15.24	$31,693.02
F/T Customer Information Operators						
1st 6 months	$12.40	$25,800.13	$12.40	$25,800.13	$12.40	$25,800.13

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
2nd 6 months	$13.16	$27,364.42	$13.16	$27,364.42	$13.16	$27,364.42
3rd 6 months	$13.90	$28,907.29	$13.90	$28,907.29	$13.90	$28,907.29
4th 6 months	$14.93	$31,050.16	$14.93	$31,050.16	$14.93	$31,050.16
Thereafter	$15.24	$31,693.02	$15.24	$31,693.02	$15.24	$31,693.02
P/T Customer Information Operators						
Thereafter	$12.40	$16,125.08	$12.40	$16,125.08	$12.40	$16,125.08
N9 Clerical						
1st 6 months	$13.71	$28,521.57	$13.71	$28,521.57	$13.71	$28,521.57
2nd 6 months	$14.52	$30,193.01	$14.52	$30,193.01	$14.52	$30,193.01
3rd 6 months	$15.21	$31,628.73	$15.21	$31,628.73	$15.21	$31,628.73
4th 6 months	$15.98	$33,235.88	$15.98	$33,235.88	$15.98	$33,235.88
Thereafter	$16.74	$34,821.61	$16.74	$34,821.61	$16.74	$34,821.61
TRAFFIC CHECKERS						
Traffic Checkers						
1st 6 months	$11.35	$23,614.41	$11.35	$23,614.41	$11.35	$23,614.41
2nd 6 months	$12.02	$25,007.27	$12.02	$25,007.27	$12.02	$25,007.27
Thereafter	$12.73	$26,485.85	$12.73	$26,485.85	$12.73	$26,485.85
Sr. Traffic Checkers						
1st 6 months	$14.25	$29,635.86	$14.25	$29,635.86	$14.25	$29,635.86
2nd 12 months	$14.88	$30,943.01	$14.88	$30,943.01	$14.88	$30,943.01
Thereafter	$15.59	$32,421.59	$15.59	$32,421.59	$15.59	$32,421.59
PRINT SHOP						
Reprographics Specialist I						
1st 6 months	$11.52	$23,957.26	$11.52	$23,957.26	$11.52	$23,957.26
2nd 6 months	$11.97	$24,900.13	$11.97	$24,900.13	$11.97	$24,900.13
3rd 6 months	$12.43	$25,864.42	$12.43	$25,864.42	$12.43	$25,864.42
Thereafter	$12.69	$26,400.13	$12.69	$26,400.13	$12.69	$26,400.13

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 1- Hired Before 07/01/2002

(continued from previous page)

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
Reprographics Specialist II						
1st 6 months	$14.01	$29,143.00	$14.01	$29,143.00	$14.01	$29,143.00
2nd 6 months	$14.55	$30,257.30	$14.55	$30,257.30	$14.55	$30,257.30
3rd 6 months	$15.16	$31,543.02	$15.16	$31,543.02	$15.16	$31,543.02
Thereafter	$15.75	$32,764.45	$15.75	$32,764.45	$15.75	$32,764.45
Reprographics Specialist III						
1st 12 months	$16.80	$34,950.18	$16.80	$34,950.18	$16.80	$34,950.18
2nd 12 months	$17.48	$36,364.47	$17.48	$36,364.47	$17.48	$36,364.47
3rd 12 months	$18.18	$37,821.62	$18.18	$37,821.62	$18.18	$37,821.62
4th 12 months	$18.91	$39,343.06	$18.91	$39,343.06	$18.91	$39,343.06
5th 12 months	$19.67	$40,907.35	$19.67	$40,907.35	$19.67	$40,907.35
Thereafter	$20.44	$42,514.50	$20.44	$42,514.50	$20.44	$42,514.50

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 2- Hired After 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
TRANSPORTATION						
F/T Bus and Rail Operators						
1st 12 months	$13.68	$28,457.29	$13.68	$28,457.29	$13.68	$28,457.29
2nd 12 months	$15.14	$31,500.16	$15.14	$31,500.16	$15.14	$31,500.16
3rd 12 months	$16.61	$34,543.03	$16.61	$34,543.03	$16.61	$34,543.03
4th 12 months	$18.08	$37,607.33	$18.08	$37,607.33	$18.08	$37,607.33
Thereafter	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
P/T Operators						
Thereafter	$13.68	$17,785.80	$13.68	$17,785.80	$13.68	$17,785.80
F/T Paratransit Operators						
1st 12 months	$11.23	$23,357.26	$11.23	$23,357.26	$11.23	$23,357.26
2nd 12 months	$11.82	$24,578.70	$11.82	$24,578.70	$11.82	$24,578.70
3rd 12 months	$12.54	$26,078.70	$12.54	$26,078.70	$12.54	$26,078.70
4th 12 months	$13.19	$27,428.71	$13.19	$27,428.71	$13.19	$27,428.71
5th 12 months	$13.84	$28,778.72	$13.84	$28,778.72	$13.84	$28,778.72
Thereafter	$14.62	$30,407.30	$14.62	$30,407.30	$14.62	$30,407.30
P/T Paratransit Operators						
1st 24 months	$11.23	$14,598.29	$11.23	$14,598.29	$11.23	$14,598.29
2nd 24 months	$11.82	$15,361.68	$11.82	$15,361.68	$11.82	$15,361.68
3rd 24 months	$12.54	$16,299.19	$12.54	$16,299.19	$12.54	$16,299.19
4th 24 months	$13.19	$17,142.94	$13.19	$17,142.94	$13.19	$17,142.94
5th 24 months	$13.84	$17,986.70	$13.84	$17,986.70	$13.84	$17,986.70
Thereafter	$14.62	$19,004.56	$14.62	$19,004.56	$14.62	$19,004.56
F/T Small Bus Operators						
1st 12 months	$11.23	$23,357.26	$11.23	$23,357.26	$11.23	$23,357.26
2nd 12 months	$11.82	$24,578.70	$11.82	$24,578.70	$11.82	$24,578.70
3rd 12 months	$12.54	$26,078.70	$12.54	$26,078.70	$12.54	$26,078.70
4th 12 months	$13.19	$27,428.71	$13.19	$27,428.71	$13.19	$27,428.71
5th 12 months	$13.84	$28,778.72	$13.84	$28,778.72	$13.84	$28,778.72
Thereafter	$14.62	$30,407.30	$14.62	$30,407.30	$14.62	$30,407.30

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 2- Hired After 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
P/T Small Bus Operators						
1st 24 months	$11.23	$14,598.29	$11.23	$14,598.29	$11.23	$14,598.29
2nd 24 months	$11.82	$15,361.68	$11.82	$15,361.68	$11.82	$15,361.68
3rd 24 months	$12.54	$16,299.19	$12.54	$16,299.19	$12.54	$16,299.19
4th 24 months	$13.19	$17,142.94	$13.19	$17,142.94	$13.19	$17,142.94
5th 24 months	$13.84	$17,986.70	$13.84	$17,986.70	$13.84	$17,986.70
Thereafter	$14.62	$19,004.56	$14.62	$19,004.56	$14.62	$19,004.56
MAINTENANCE						
Hostler/Junior Apprentice						
1st 6 months	$14.75	$30,685.87	$14.75	$30,685.87	$14.75	$30,685.87
2nd 6 months	$15.52	$32,271.59	$15.52	$32,271.59	$15.52	$32,271.59
Thereafter	$16.35	$34,007.32	$16.35	$34,007.32	$16.35	$34,007.32
Apprentices						
1st 6 months	$17.27	$35,914.47	$17.27	$35,914.47	$17.27	$35,914.47
2nd 6 months	$17.75	$36,921.62	$17.75	$36,921.62	$17.75	$36,921.62
3rd 6 months	$18.86	$39,235.91	$18.86	$39,235.91	$18.86	$39,235.91
Thereafter	$19.04	$39,600.20	$19.04	$39,600.20	$19.04	$39,600.20
Station Agents						
1st 8 months	$14.97	$31,135.87	$14.97	$31,135.87	$14.97	$31,135.87
2nd 8 months	$15.75	$32,764.45	$15.75	$32,764.45	$15.75	$32,764.45
3rd 8 months	$16.86	$35,078.75	$16.86	$35,078.75	$16.86	$35,078.75
Inspectors						
1st 8 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 8 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
A Inspectors						
Less than 3 years experience						
1st 8 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
2nd 8 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	**Hourly 11/23/10**	**Annual 11/23/10**	**Hourly 11/23/11**	**Annual 11/23/11**	**Hourly 11/23/12**	**Annual 11/23/12**
(continued from previous page)						
Thereafter	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
3 years experience						
Thereafter	$20.73	$43,114.50	$20.73	$43,114.50	$20.73	$43,114.50
AA Inspectors						
Less than 3 years experience						
1st 8 months	$20.23	$42,085.93	$20.23	$42,085.93	$20.23	$42,085.93
2nd 8 months	$20.31	$42,235.93	$20.31	$42,235.93	$20.31	$42,235.93
Thereafter	$20.38	$42,385.93	$20.38	$42,385.93	$20.38	$42,385.93
3 years experience						
Thereafter	$21.06	$43,800.22	$21.06	$43,800.22	$21.06	$43,800.22
Journeymen						
Less than 3 years experience						
1st 8 months	$19.75	$41,078.78	$19.75	$41,078.78	$19.75	$41,078.78
2nd 8 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
Thereafter	$20.38	$42,385.93	$20.38	$42,385.93	$20.38	$42,385.93
3 years experience						
Thereafter	$21.06	$43,800.22	$21.06	$43,800.22	$21.06	$43,800.22
Structural Inspector, Maintainer, Tamper Operator, Track Walker						
1st 8 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 8 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
3rd 8 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
4th 8 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
5th 8 months	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
Thereafter	$20.73	$43,114.50	$20.73	$43,114.50	$20.73	$43,114.50
SERVICE						
Serviceperson I and II						
1st 8 months	$13.87	$28,843.00	$13.87	$28,843.00	$13.87	$28,843.00
2nd 8 months	$14.65	$30,471.58	$14.65	$30,471.58	$14.65	$30,471.58

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 2- Hired After 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
Thereafter	$15.30	$31,821.59	$15.30	$31,821.59	$15.30	$31,821.59
Serviceperson I(A) & VII						
1st 8 months	$14.03	$29,185.86	$14.03	$29,185.86	$14.03	$29,185.86
2nd 8 months	$14.82	$30,835.87	$14.82	$30,835.87	$14.82	$30,835.87
Thereafter	$15.52	$32,271.59	$15.52	$32,271.59	$15.52	$32,271.59
Serviceperson III - Rail Car Cleaners						
Serviceperson VI - Station Cleaners						
1st 8 months	$11.55	$24,021.55	$11.55	$24,021.55	$11.55	$24,021.55
2nd 8 months	$12.26	$25,500.13	$12.26	$25,500.13	$12.26	$25,500.13
3rd 8 months	$12.93	$26,892.99	$12.93	$26,892.99	$12.93	$26,892.99
Thereafter	$13.66	$28,414.43	$13.66	$28,414.43	$13.66	$28,414.43
Serviceperson IV						
1st 6 months	$14.75	$30,685.87	$14.75	$30,685.87	$14.75	$30,685.87
2nd 6 months	$15.52	$32,271.59	$15.52	$32,271.59	$15.52	$32,271.59
Thereafter	$16.35	$34,007.32	$16.35	$34,007.32	$16.35	$34,007.32
Serviceperson V						
1st 8 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 8 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
3rd 8 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
4th 8 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
5th 8 months	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
Thereafter	$20.73	$43,114.50	$20.73	$43,114.50	$20.73	$43,114.50
Serviceperson - Paratransit						
1st 12 months	$10.16	$21,128.68	$10.16	$21,128.68	$10.16	$21,128.68
2nd 12 months	$10.46	$21,750.11	$10.46	$21,750.11	$10.46	$21,750.11
3rd 12 months	$10.82	$22,500.11	$10.82	$22,500.11	$10.82	$22,500.11
4th 12 months	$11.16	$23,207.26	$11.16	$23,207.26	$11.16	$23,207.26

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10 Tier 2- Hired After 07/01/2002	**Hourly 11/23/10**	**Annual 11/23/10**	**Hourly 11/23/11**	**Annual 11/23/11**	**Hourly 11/23/12**	**Annual 11/23/12**
(continued from previous page)						
5th 12 months	$11.46	$23,828.69	$11.46	$23,828.69	$11.46	$23,828.69
Thereafter	$11.93	$24,814.41	$11.93	$24,814.41	$11.93	$24,814.41
BLOCKOUT						
Blockout						
1st 8 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
2nd 8 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
3rd 8 months	$19.84	$41,271.64	$19.84	$41,271.64	$19.84	$41,271.64
4th 8 months	$19.90	$41,400.21	$19.90	$41,400.21	$19.90	$41,400.21
Thereafter	$20.03	$41,657.35	$20.03	$41,657.35	$20.03	$41,657.35
REVENUE COLLECTION						
Revenue Agents						
1st 8 months	$17.88	$37,200.19	$17.88	$37,200.19	$17.88	$37,200.19
2nd 8 months	$18.45	$38,378.77	$18.45	$38,378.77	$18.45	$38,378.77
3rd 8 months	$18.73	$38,957.34	$18.73	$38,957.34	$18.73	$38,957.34
4th 8 months	$19.10	$39,728.77	$19.10	$39,728.77	$19.10	$39,728.77
5th 8 months	$19.49	$40,543.06	$19.49	$40,543.06	$19.49	$40,543.06
Thereafter	$19.86	$41,314.50	$19.86	$41,314.50	$19.86	$41,314.50
P/T Revenue Agents						
Thereafter	$17.88	$23,250.12	$17.88	$23,250.12	$17.88	$23,250.12
STORES						
Material Controllers						
1st 8 months	$17.88	$37,200.19	$17.88	$37,200.19	$17.88	$37,200.19
2nd 8 months	$18.30	$38,057.34	$18.30	$38,057.34	$18.30	$38,057.34
3rd 8 months	$18.72	$38,935.91	$18.72	$38,935.91	$18.72	$38,935.91
4th 8 months	$19.12	$39,771.63	$19.12	$39,771.63	$19.12	$39,771.63
5th 8 months	$19.54	$40,650.21	$19.54	$40,650.21	$19.54	$40,650.21
6th 8 months	$19.96	$41,507.35	$19.96	$41,507.35	$19.96	$41,507.35

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 2- Hired After 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
Thereafter	$20.37	$42,364.50	$20.37	$42,364.50	$20.37	$42,364.50
Lead Material Controllers						
1st 8 months	$18.50	$38,485.91	$18.50	$38,485.91	$18.50	$38,485.91
2nd 8 months	$18.91	$39,343.06	$18.91	$39,343.06	$18.91	$39,343.06
3rd 8 months	$19.33	$40,200.20	$19.33	$40,200.20	$19.33	$40,200.20
4th 8 months	$19.74	$41,057.35	$19.74	$41,057.35	$19.74	$41,057.35
5th 8 months	$20.16	$41,935.93	$20.16	$41,935.93	$20.16	$41,935.93
6th 8 months	$20.57	$42,793.07	$20.57	$42,793.07	$20.57	$42,793.07
Thereafter	$20.99	$43,650.22	$20.99	$43,650.22	$20.99	$43,650.22
SECURITY						
Security Guards						
1st 8 months	$14.74	$30,664.44	$14.74	$30,664.44	$14.74	$30,664.44
2nd 8 months	$14.82	$30,835.87	$14.82	$30,835.87	$14.82	$30,835.87
Thereafter	$15.07	$31,350.16	$15.07	$31,350.16	$15.07	$31,350.16
CLERICAL						
N7 Clerical						
1st 8 months	$11.58	$24,085.84	$11.58	$24,085.84	$11.58	$24,085.84
2nd 8 months	$12.12	$25,200.13	$12.12	$25,200.13	$12.12	$25,200.13
3rd 8 months	$12.84	$26,700.14	$12.84	$26,700.14	$12.84	$26,700.14
4th 8 months	$13.52	$28,114.43	$13.52	$28,114.43	$13.52	$28,114.43
Thereafter	$14.11	$29,357.29	$14.11	$29,357.29	$14.11	$29,357.29
N8 Clerical						
1st 8 months	$12.40	$25,800.13	$12.40	$25,800.13	$12.40	$25,800.13
2nd 8 months	$13.16	$27,364.42	$13.16	$27,364.42	$13.16	$27,364.42
3rd 8 months	$13.90	$28,907.29	$13.90	$28,907.29	$13.90	$28,907.29
4th 8 months	$14.62	$30,407.30	$14.62	$30,407.30	$14.62	$30,407.30
Thereafter	$15.24	$31,693.02	$15.24	$31,693.02	$15.24	$31,693.02

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10
Tier 2- Hired After 07/01/2002

	Hourly 11/23/10	Annual 11/23/10	Hourly 11/23/11	Annual 11/23/11	Hourly 11/23/12	Annual 11/23/12
(continued from previous page)						
F/T Customer Information Operators						
1st 8 months	$12.40	$25,800.13	$12.40	$25,800.13	$12.40	$25,800.13
2nd 8 months	$13.16	$27,364.42	$13.16	$27,364.42	$13.16	$27,364.42
3rd 8 months	$13.90	$28,907.29	$13.90	$28,907.29	$13.90	$28,907.29
4th 8 months	$14.93	$31,050.16	$14.93	$31,050.16	$14.93	$31,050.16
Thereafter	$15.24	$31,693.02	$15.24	$31,693.02	$15.24	$31,693.02
P/T Customer Information Operators						
Thereafter	$12.40	$16,125.08	$12.40	$16,125.08	$12.40	$16,125.08
№ Clerical						
1st 8 months	$13.71	$28,521.57	$13.71	$28,521.57	$13.71	$28,521.57
2nd 8 months	$14.52	$30,193.01	$14.52	$30,193.01	$14.52	$30,193.01
3rd 8 months	$15.21	$31,628.73	$15.21	$31,628.73	$15.21	$31,628.73
4th 8 months	$15.98	$33,235.88	$15.98	$33,235.88	$15.98	$33,235.88
Thereafter	$16.74	$34,821.61	$16.74	$34,821.61	$16.74	$34,821.61
TRAFFIC CHECKERS						
Traffic Checkers						
1st 8 months	$11.35	$23,614.41	$11.35	$23,614.41	$11.35	$23,614.41
2nd 8 months	$12.02	$25,007.27	$12.02	$25,007.27	$12.02	$25,007.27
Thereafter	$12.73	$26,485.85	$12.73	$26,485.85	$12.73	$26,485.85
Sr. Traffic Checkers						
1st 12 months	$14.25	$29,635.86	$14.25	$29,635.86	$14.25	$29,635.86
2nd 12 months	$14.88	$30,943.01	$14.88	$30,943.01	$14.88	$30,943.01
Thereafter	$15.59	$32,421.59	$15.59	$32,421.59	$15.59	$32,421.59
PRINT SHOP						
Reprographics Specialist I						
1st 8 months	$11.52	$23,957.26	$11.52	$23,957.26	$11.52	$23,957.26
2nd 8 months	$11.97	$24,900.13	$11.97	$24,900.13	$11.97	$24,900.13
3rd 8 months	$12.43	$25,864.42	$12.43	$25,864.42	$12.43	$25,864.42
Thereafter	$12.69	$26,400.13	$12.69	$26,400.13	$12.69	$26,400.13

Effective 11/23/10 Tier 2- Hired After 07/01/2002	**Hourly 11/23/10**	**Annual 11/23/10**	**Hourly 11/23/11**	**Annual 11/23/11**	**Hourly 11/23/12**	**Annual 11/23/12**
(continued from previous page)						
Reprographics Specialist II						
1st 8 months	$14.01	$29,143.00	$14.01	$29,143.00	$14.01	$29,143.00
2nd 8 months	$14.55	$30,257.30	$14.55	$30,257.30	$14.55	$30,257.30
3rd 8 months	$15.16	$31,543.02	$15.16	$31,543.02	$15.16	$31,543.02
Thereafter	$15.75	$32,764.45	$15.75	$32,764.45	$15.75	$32,764.45
Reprographics Specialist III						
1st 16 months	$16.80	$34,950.18	$16.80	$34,950.18	$16.80	$34,950.18
2nd 16 months	$17.48	$36,364.47	$17.48	$36,364.47	$17.48	$36,364.47
3rd 16 months	$18.18	$37,821.62	$18.18	$37,821.62	$18.18	$37,821.62
4th 16 months	$18.91	$39,343.06	$18.91	$39,343.06	$18.91	$39,343.06
5th 16 months	$19.67	$40,907.35	$19.67	$40,907.35	$19.67	$40,907.35
Thereafter	$20.44	$42,514.50	$20.44	$42,514.50	$20.44	$42,514.50

POLICE SALARY STRUCTURE

Effective February 21, 2008

		Minimum E	1	2	3	4	5	6	7	8	9	Maximum 10
Lt.	**Annual**	$54,496.00	$56,680.00	$58,947.20	$61,297.60	$63,752.00	$66,310.40	$68,972.80	$71,739.20	$74,609.60	$80,308.80	
	Bi-Weekly	$2,096.00	$2,180.00	$2,267.20	$2,357.60	$2,452.00	$2,550.40	$2,652.80	$2,759.20	$2,869.60	$3,088.80	
	Hourly	$26.20	$27.25	$28.34	$29.47	$30.65	$31.88	$33.16	$34.49	$35.87	$38.61	
Sgt.	**Annual**	$44,553.60	$46,342.40	$48,193.60	$50,128.00	$52,124.80	$54,204.80	$56,368.00	$58,614.40	$60,964.80	$63,398.40	$65,936.00
	Bi-Weekly	$1,713.60	$1,782.40	$1,853.60	$1,928.00	$2,004.80	$2,084.80	$2,168.00	$2,254.40	$2,344.80	$2,438.40	$2,536.00
	Hourly	$21.42	$22.28	$23.17	$24.10	$25.06	$26.06	$27.10	$28.18	$29.31	$30.48	$31.70
Spec.	**Annual**	$38,500.80	$40,040.00	$41,641.60	$43,305.60	$45,032.00	$46,841.60	$48,713.60	$50,668.80	$52,686.40	$54,787.20	$56,971.20
	Bi-Weekly	$1,480.80	$1,540.00	$1,601.60	$1,665.60	$1,732.00	$1,801.60	$1,873.60	$1,948.80	$2,026.40	$2,107.20	$2,191.20
	Hourly	$18.51	$19.25	$20.02	$20.82	$21.65	$22.52	$23.42	$24.36	$25.33	$26.34	$27.39
Sr. Officer	**Annual**	$37,024.00	$38,500.80	$40,040.00	$41,641.60	$43,305.60	$45,032.00	$46,841.60	$48,713.60	$50,668.80	$52,686.40	$54,787.20
	Bi-Weekly	$1,424.00	$1,480.80	$1,540.00	$1,601.60	$1,665.60	$1,732.00	$1,801.60	$1,873.60	$1,948.80	$2,026.40	$2,107.20
	Hourly	$17.80	$18.51	$19.25	$20.02	$20.82	$21.65	$22.52	$23.42	$24.36	$25.33	$26.34
Police Officer	**Annual**	$35,609.60	$37,024.00	$38,500.80	$40,040.00	$41,641.60	$43,305.60	$45,032.00	$46,841.60	$48,713.60	$50,668.80	$52,686.40
	Bi-Weekly	$1,369.60	$1,424.00	$1,480.80	$1,540.00	$1,601.60	$1,665.60	$1,732.00	$1,801.60	$1,873.60	$1,948.80	$2,026.40
	Hourly	$17.12	$17.80	$18.51	$19.25	$20.02	$20.82	$21.65	$22.52	$23.42	$24.36	$25.33

	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
Cash Fares						
1	Bus Cash Full Fare	Cash	Full	$2.00	$2.50	
2	Rail Cash Full Fare *(d)*	Cash	Full	$2.00	$2.50	
3	Bus Cash Reduced Fare (RF)	Cash	Reduced	$0.90	$0.95	
4	Rail Cash Reduced Fare (RF) *(d)*	Cash	Reduced	$0.90	$0.95	
5	Mobility Cash Fare	Cash	Paratransit	$3.60	$3.80	
Fare Instruments . . . Breeze Tickets (LU or Limited Use)						
6	Stored Value LU Full Fare (per trip)	Ticket	Full	2.00	$2.50	M
7	Stored Value LU Mobility Fare (per trip)	Ticket	Paratransit	3.60	$3.80	M
8	1 Trip LU	Ticket	Full	$2.00	$2.50	M
9	2 Trip LU	Ticket	Full	$4.00 (X*2)	$5.00 (X*2)	M
10	10 Trip LU	Ticket	Full	$20.00 (X*10)	$25.00 (X*10)	M
11	10 Trip LU K-12 (47.5% Discount)	Ticket	Student	$11.50	$14.40	M
12	20 Trip LU	Ticket	Full	$34.00 (X*17)	$42.50 (X*17)	M
13	20 Trip LU Mobility	Ticket	Paratransit	$61.20 (Z*17)	$64.60 (Z*17)	M
14	1 Day Pass LU	Ticket	Full	$8.00	$9.00	M
15	2 Day Pass LU	Ticket	Full	$11.00	$14.00	M
16	3 Day Pass LU	Ticket	Full	$13.00	$16.00	M
17	4 Day Pass LU	Ticket	Full	$15.00	19.00	M
18	7 Day Pass LU	Ticket	Full	$17.00 (X*8.5)	$23.75 (X*9.5)	M

(a) Rider Class: Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC

(b) Pricing Multiples: X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare

(c) Sales Outlets: B=Breeze Vending Machine (BVM); M=Media Sales; R=Ride Stores; W= Web Sales

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web Sales for Regional Fare Payment

	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
19	30 Day Pass LU	Ticket	Full	$68.00 (X*34)	$95.00 (X*38)	M
20	Calendar Monthly LU	Ticket	Full	$68.00 (X*34)	$95.00 (X*38)	M
21	2 Trip LU Legal Clinic (50% Discount)	Ticket	Full	$1.00	$1.25	M
22	7 Day Pass LU Legal Clinic (50% Discount)	Ticket	Full	$8.50	$11.85	M
23	Calendar Monthly LU Student	Ticket	University Student	$49.00	$68.50	M
24	Calendar Monthly LU Staff-Faculty	Ticket	University Faculty	$60.00	$83.80	M
Fare Instruments . . . Breeze Cards						
25	Stored Value Full Fare (per trip)	Card	Full	$2.00	$2.50	B, M, R,W
26	1 Trip	Card	Full	$2.00	$2.50	B, M, R,W
27	2 Trip	Card	Full	$4.00 (X*2)	$5.00 (X*2)	B, M, R,W
28	10 Trip	Card	Full	$20.00 (X*10)	$25.00 (X*10)	B, M, R,W
29	10 Trip K-12	Card	Student	$11.50	$14.40	M
30	20 Trip	Card	Full	$34.00 (X*17)	$42.50 (X*17)	B, M, R,W
31	1 Day Pass	Card	Full	$8.00	$9.00	B, M, R,W
32	2 Day Pass	Card	Full	$11.00	$14.00	B, M, R,W
33	3 Day Pass	Card	Full	$13.00	$16.00	B, M, R,W
34	4 Day Pass	Card	Full	$15.00	$19.00	B, M, R,W
35	7 Day Pass	Card	Full	$17.00 (X*8.5)	$23.75 (X*9.5)	B, M, R,W
36	30 Day Pass	Card	Full	$68.00 (X*34)	$95.00 (X*38)	B, M, R,W

(a) Rider Class: Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC

(b) Pricing Multiples: X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare

(c) Sales Outlets: B=Breeze Vending Machine (BVM); M=Media Sales; R=Ride Stores; W= Web Sales

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web Sales for Regional Fare Payment

	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
37	Calendar Monthly Pass	Card	Full	$68.00 (X*34)	$95.00 (X*38)	M
38	Calendar Monthly Student	Card	University Student	$49.00	$68.50	B, M, R
38	Calendar Monthly Staff-Faculty	Card	University Faculty	$60.00	$83.80	B, M, R
40	1 Trip RF	Card	Reduced	$0.90	$0.95	B, R,W
41	2 Trip RF	Card	Reduced	$1.80 (Y*2)	$1.90 (Y*2)	B, R,W
42	10 Trip RF	Card	Reduced	$9.00 (Y*10)	$9.50 (Y*10)	B, R,W
43	20 Trip RF	Card	Reduced	$15.30 (Y*17)	$16.15 (Y*17)	B, R,W
44	Stored Value RF (per trip)	Card	Reduced	$0.90	$0.95	B, R
45	30 Day Mobility	Card	Paratransit	$115.00 (Z*32)	$122.00 (Z*32)	B, M, R,W
46	Stored Value Mobility (per trip)	Card	Paratransit	$3.60	$3.80	B, M, R, W
47	20 Trip Mobility	Card	Paratransit	$61.20 (Z*17)	$64.60 (Z*17)	B, M, R,W
48	Mobility Partnership Pass (formerly Mobility Calendar Monthly)	Card	Paratransit	$115.00/ month	$122.00/ month	M
49	Partnership Pass (Annual)	Card	Partnership	$68.00/ month	$95.00/ month	M
50	Employee 131 *(e)*	Card	Employee	-	-	M, W
51	Employee Retired *(e)*	Card	Employee Retired	-	-	M, W
52	Contractor *(e)*	Card	Contractor	-	-	M, W
53	EDAAC *(e)*	Card	EDAAC	-	-	M, W
Fare/Breeze Related Policies						

(a) Rider Class: Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC

(b) Pricing Multiples: X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare

(c) Sales Outlets: B=Breeze Vending Machine (BVM); M=Media Sales; R=Ride Stores; W= Web Sales

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web Sales for Regional Fare Payment

	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
MARTA Transfer	MARTA: Rail/Bus/Mobility	Card / Ticket		Free	Free	
Regional Transfer	Transfer Fare (Reciprocal Agreements)			Free	Free	
	MARTA: to/from CCT, GCT and GRTA (Rail/Bus/Mobility)	Card / Ticket /		Card / Ticket	Card / Ticket	
	CCT, GCT and GRTA: to MARTA Rail	Magnetic		Magnetic	Discontinue	
Child Fare	Child Fare			Free	Free	
	Eligibility (Number of children 46" and under, with fare paying adult)			Max of 2	Max of 2	
Breeze Card	Card Fee			$1.00	$1.00	
	Trips Encoded			None	None	
Breeze Ticket	Ticket Fee			$.50	$.50	
Load Value Breeze Card	Breeze Vending Machine (BVM)	Card		Up to $100.00	Up to $100.00	
	On-board Bus	Card		Up to $20.00	Up to $20.00	
	Ride Stores	Card		Up to $100.00	Up to $100.00	
Load Value Breeze Ticket	Breeze Vending Machine (BVM)	Ticket		Discontinued 10/03/10	Discontinued 10/03/10	
	On-board Bus	Ticket		Discontinued 10/03/10	Discontinued 10/03/10	
	Ride Stores	Ticket		Discontinued 10/03/10	Discontinued 10/03/10	
Promotional Programs						
	Convention/Visitors 1 Day Pass: <200 Discount	Ticket	Full	0%	0%	M
	Convention/Visitors 1 Day Pass: 200-499 Discount	Ticket	Full	5%	5%	M
	Convention/Visitors 1 Day Pass: 500-999 Discount	Ticket	Full	6%	6%	M
	Convention/Visitors 1 Day Pass: 1,000-4,999 Discount	Ticket	Full	7%	7%	M

(a) Rider Class: Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC

(b) Pricing Multiples: X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare

(c) Sales Outlets: B=Breeze Vending Machine (BVM); M=Media Sales; R=Ride Stores; W= Web Sales

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web Sales for Regional Fare Payment

	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
	Convention/Visitors 1 Day Pass: 5,000-9,999 Discount	Ticket	Full	8%	8%	M
	Convention/Visitors 1 Day Pass: >10,000 Discount	Ticket	Full	15%	15%	M
	Convention/Visitors 2 Day Pass: <200 Discount	Ticket	Full	0%	0%	M
	Convention/Visitors 2 Day Pass: 200-499 Discount	Ticket	Full	5%	5%	M
	Convention/Visitors 2 Day Pass: 500-999 Discount	Ticket	Full	6%	6%	M
	Convention/Visitors 2 Day Pass: 1,000-4,999 Discount	Ticket	Full	7%	7%	M
	Convention/Visitors 2 Day Pass: 5,000-9,999 Discount	Ticket	Full	8%	8%	M
	Convention/Visitors 2 Day Pass: >10,000 Discount	Ticket	Full	15%	15%	M
	Convention/Visitors 3 Day Pass: <200 No Discount	Ticket	Full	0%	0%	M
	Convention/Visitors 3 Day Pass: 200-499 Discount	Ticket	Full	5%	5%	M
	Convention/Visitors 3 Day Pass: 500-999 Discount	Ticket	Full	6%	6%	M
	Convention/Visitors 3 Day Pass: 1,000-4,999 Discount	Ticket	Full	7%	7%	M
	Convention/Visitors 3 Day Pass: 5,000-9,999 Discount	Ticket	Full	8%	8%	M
	Convention/Visitors 3 Day Pass: >10,000 Discount	Ticket	Full	15%	15%	M
	Convention/Visitors 4 Day Pass: <200 No Discount	Ticket	Full	0%	0%	M
	Convention/Visitors 4 Day Pass: 200-499 Discount	Ticket	Full	5%	5%	M
	Convention/Visitors 4 Day Pass: 500-999 Discount	Ticket	Full	6%	6%	M
	Convention/Visitors 4 Day Pass: 1,000-4,999 Discount	Ticket	Full	7%	7%	M
	Convention/Visitors 4 Day Pass: 5,000-9,999 Discount	Ticket	Full	8%	8%	M
	Convention/Visitors 4 Day Pass: >10,000 Discount	Ticket	Full	15%	15%	M
	Convention/Visitors 7 Day Pass: <200 Discount	Ticket	Full	0%	0%	M
	Convention/Visitors 7 Day Pass: 200-499 Discount	Ticket	Full	5%	5%	M
	Convention/Visitors 7 Day Pass: 500-999 Discount	Ticket	Full	6%	6%	M
	Convention/Visitors 7 Day Pass: 1,000-4,999 Discount	Ticket	Full	7%	7%	M

(a) Rider Class:	Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC
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	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
	Convention/Visitors 7 Day Pass: 5,000-9,999 Discount	Ticket	Full	8%	8%	M
	Convention/Visitors 7 Day Pass: >10,000 Discount	Ticket	Full	15%	15%	M
	Convention/Visitors 2 Day Pass: <200 Discount	Card	Full	0%	0%	M,W
	Convention/Visitors 2 Day Pass: 200-499 Discount	Card	Full	5%	5%	M,W
	Convention/Visitors 2 Day Pass: 500-999 Discount	Card	Full	6%	6%	M
	Convention/Visitors 2 Day Pass: 1,000-4,999 Discount	Card	Full	7%	7%	M
	Convention/Visitors 2 Day Pass: 5,000-9,999 Discount	Card	Full	8%	8%	M
	Convention/Visitors 2 Day Pass: >10,000 Discount	Card	Full	15%	15%	M
	Convention/Visitors 3 Day Pass: <200 No Discount	Card	Full	0%	0%	M,W
	Convention/Visitors 3 Day Pass: 200-499 Discount	Card	Full	5%	5%	M,W
	Convention/Visitors 3 Day Pass: 500-999 Discount	Card	Full	6%	6%	M
	Convention/Visitors 3 Day Pass: 1,000-4,999 Discount	Card	Full	7%	7%	M
	Convention/Visitors 3 Day Pass: 5,000-9,999 Discount	Card	Full	8%	8%	M
	Convention/Visitors 3 Day Pass: >10,000 Discount	Card	Full	15%	15%	M
	Convention/Visitors 4 Day Pass: <200 No Discount	Card	Full	0%	0%	M,W
	Convention/Visitors 4 Day Pass: 200-499 Discount	Card	Full	5%	5%	M,W
	Convention/Visitors 4 Day Pass: 500-999 Discount	Card	Full	6%	6%	M
	Convention/Visitors 4 Day Pass: 1,000-4,999 Discount	Card	Full	7%	7%	M
	Convention/Visitors 4 Day Pass: 5,000-9,999 Discount	Card	Full	8%	8%	M
	Convention/Visitors 4 Day Pass: >10,000 Discount	Card	Full	15%	15%	M
	Convention/Visitors 7 Day Pass: <200 Discount	Card	Full	0%	0%	M,W
	Convention/Visitors 7 Day Pass: 200-499 Discount	Card	Full	5%	5%	M,W
	Convention/Visitors 7 Day Pass: 500-999 Discount	Card	Full	6%	6%	M
	Convention/Visitors 7 Day Pass: 1,000-4,999 Discount	Card	Full	7%	7%	M

(a) Rider Class:	Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC
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	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
	Convention/Visitors 7 Day Pass: 5,000-9,999 Discount	Card	Full	8%	8%	M
	Convention/Visitors 7 Day Pass: >10,000 Discount	Card	Full	15%	15%	M
Partnership Programs						
	Mobility Partnership Monthly Pass: 0-49 Discount	Card	Full	0%	0%	M
	Mobility Partnership Monthly Pass: 50-149 Discount	Card	Full	3%	3%	M
	Mobility Partnership Monthly Pass: 150-1,999 Discount	Card	Full	5%	5%	M
	Mobility Partnership Monthly Pass: 2,000-2,999 Discount	Card	Full	7%	7%	M
	Mobility Partnership Monthly Pass: 3,000-5,999 Discount	Card	Full	8%	8%	M
	Mobility Partnership Monthly Pass: 6,000+ Discount	Card	Full	10%	10%	M
	Partnership Annual Pass: 0-49 Discount	Card	Full	0%	0%	M
	Partnership Annual Pass: 50-149 Discount	Card	Full	3%	3%	M
	Partnership Annual Pass: 150-1,999 Discount	Card	Full	5%	5%	M
	Partnership Annual Pass: 2,000-2,999 Discount	Card	Full	7%	7%	M
	Partnership Annual Pass: 3,000-5,999 Discount	Card	Full	8%	8%	M
	Partnership Annual Pass: 6,000+ Discount	Card	Full	10%	10%	M
Parking Fee Structure						
Daily Parking	All daily parking lots and parking decks, except in the designated long-term lots at Brookhaven/Oglethorpe University, Kensington, the deck at Lenox, and College Park are free for patrons parking less than 24 hours.			Free	Free	

(a) Rider Class:	Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC
(b) Pricing Multiples:	X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare
(c) Sales Outlets:	B=Breeze Vending Machine (BVM); M=Media Sales; R=Ride Stores; W= Web Sales
(d) July 4th and Dec 31st Revenue is also hand collected	
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	Description	Medium	Rider Class *(a)*	Current Pricing *(b)* (10/03/10)	FY2012 Pricing *(b)* (10/02/11)	Sales Outlet *(c)*
Paid Parking (1)	Customers parking in the designated long-term parking lots at Brookhaven/Oglethorpe University, Kensington, and the deck at Lenox will be charged at a rate of $5.00 per day upon entry.			$5.00	$5.00	
Paid Parking (2)	Customers parking in the designated long-term parking lot at College Park will be charged at a rate of $8.00 per day upon entry.			$8.00	$8.00	
Paid Parking (3)	Customers parking 24 hours or more in the designated long-term parking lots at Dunwoody and Sandy Springs will be charged at a rate of $5.00 per day, including the first day and any part days.			$5.00	$5.00	
Paid Parking (4)	Customers parking 24 hours or more in the designated long-term parking lots at Lindbergh, Doraville and North Springs will be charged at a rate of $8.00 per day, including the first day and any part days.			$8.00	$8.00	

(a) Rider Class:	Full Fare; Reduced/Half Fare (for Senior, Disabled and Medicare Card Holders); Child; Student; Paratransit; Partnership; University Student; University Faculty; Employee; Employee Retired; Contractor and EDAAC
(b) Pricing Multiples:	X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare
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MARTA FARE HISTORY

Base Fare						Rail Station Parking	
Date	Half Fare	Base Fare	Tokens	TransCard			
	Yes/No			Monthly	Weekly	Daily	Long-Term
1972 - Sep '74	No	$0.15					
1975 - 1978	Yes	$0.15					
Mar '79 - Nov '79	Yes	$0.25		$10.00			
May '80	Yes	$0.25	$0.25	$10.00			
July '80	Yes	$0.50	$0.50	$17.00	$4		
Jul '81 - Jul '83	Yes	$0.60	$0.60	$21.00	$5		
Jul '85	Yes	$0.60	$0.60	$25.00	$6	$0.60	
Jun '87	Yes	$0.75	$0.75	$28.00	$7	$0.75/$12	
Jul '88	Yes	$0.85	$0.85	$32.00	$8	.85/$14	
Jul '90	Yes	$1.00	$1.00	$35.00	$9	1.00/$15	
Jun '92	Yes	$1.25	$1.25	$43.00	$11	1.00/$15	
Jul '95	Yes	$1.50	$1.50	$45.00	$12	1.00/$15	
Jan '01	Yes	$1.75	$1.75	$52.50	$13	Free	$3.00 or $6.00
Jul '06	Yes	$1.75	$1.75	$52.50	$13	Free	$4.00 or $7.00
Oct '09	Yes	$2.00	$2.00	$60.00	$15	Free	$5.00 or $8.00
Oct '10	Yes	$2.00	N/A	$68.00	$17	Free	$5.00 or $8.00
Oct '11	Yes	$2.50	N/A	$95.00	$23.75	Free	$5.00 or $8.00

FINANCIAL PERFORMANCE MEASURES

Passenger Revenue vs. Net Operating Cost	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Adopted
Passenger Revenue ($millions)*	$101.392	$102.699	$102.852	$112.747	$130.270
Net Operating Expenses ($millions)	$364.543	$382.324	$399.052	$395.442	$413.842
Farebox Recovery	27.8%	26.9%	25.8%	28.5%	31.5%

Passenger Revenue per Boarding	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Adopted
Passenger Revenue ($millions)*	$101.392	$102.699	$102.852	$112.747	$130.270
Total Unlinked Passengers (millions)	150.912	156.542	146.249	139.873	123.335
Average Fare	$0.67	$0.66	$0.70	$0.81	$1.06

Net Operating Cost per Boarding	FY08 Actual	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Adopted
Net Operating Expenses ($millions)	$364.543	$382.324	$399.052	$395.442	$413.842
Total Unlinked Passengers (millions)	150.912	156.542	146.249	139.873	123.335
Cost Per Passenger	$2.42	$2.44	$2.73	$2.83	$3.36

*Does not include token re-evaluation

BENEFIT CATEGORY	BUDGETED	EXPENSED
Medical Insurance	Authority budget distributed by number of employees	Actual expenses allocated by covered employees
Federal Insurance Compensation Act (Social Security and Medicare Tax)	Federal Insurance Compensation Act (FICA) (7.65% of earned salaries)	7.65% of actual salaries paid to employees (6.2% on first $106,800 for Social Security Tax and 1.45% on all wages for Medicare Tax)
Pension	Represented Defined Benefit Plan: 8.09% of salaries Non-Rep. Defined Benefit Plan: 18.00% of salaries Non-Rep. Defined Contribution Plan: 3.00% of salaries	Actual payment to the plan for employee
Workers Compensation	As calculated by the actuaries	Actual expenditures of the cost center
State Unemployment Tax	Authority budget allocated to office by cost per employee (maximum cost is $141.11 per authorized employee)	Actual payment is charged directly to cost center based on the first $8,500 earned per employee at a rate of 1.66%.
Laundry/Uniform	Developed by offices and varies by offices (Union Agreement	Actual Expenditures (depends on use by cost center)
Operator Uniform Allowance	Budgeted $250 per Operator (Union Agreement)	Actual Expenditures
Mechanic Tool Allowance	Budgeted $225 per Mechanic (Union Agreement)	Actual Expenditures

MARTA FACTS

General Facts:

Creation Date of Authority by the Georgia State Legislature	March 1965
Acquisition Date of Assets of Atlanta Transit System	February 1972
Organization Structure	Board of Directors with General Manager/CEO
Number of Board Members	18
Counties in which Authority Operates	Fulton and DeKalb
Population of Fulton and DeKalb Counties	1,781,030
Size of Area Served	805 Square Miles
Type of Tax Support	1% Sales Tax in Fulton and DeKalb Counties

Operational Facts:

System Utilization

Available Parking Spaces (Park/Ride & Rail Stations)	25,940
Annual Passenger Boardings (FY12 Projected)	123,335,417
Average Weekday Passenger Boardings (FY12 Projected)	392,700
Gallons of Unleaded Gasoline (FY12 Estimate)	378,947

Bus (Fixed Route)

Number of Routes	92
Number of large buses (CNG)	373
Number of large buses (Diesel)	158
Number of small buses	0
Directional Route Miles	1,434.96
Annual Total Vehicle Miles (FY12 Projected)	25,206,327
Annual Total Vehicle Hours (FY12 Projected)	1,964,202
Number of Bus Shelters	638
Number of Bus Benches	88
Number of garages (Laredo, Perry, and Hamilton)	3
Number of Heavy Maintenance Facilities (Brownsmill)	1
Gallons of Diesel Fuel (FY12 Estimate)	2,281,30
Decatherms of CNG (FY12 Estimate)	973,226

Mobility (Demand Responsive)

Number of Vehicles (FY12 Projected)	187
Annual Total Vehicle Miles (FY12 Projected)	7,923,665
Annual Total Vehicle Hours (FY12 Projected)	417,344
Gallons of Diesel Fuel (FY12 Estimate)	1,010,774

Police

Number of Police Precincts (Lindbergh, College Park, Indian Creek, Five Points) 4
All sworn Police Officers (FY12 Adopted) 335

Rail

Number of Rail Cars 338
Number of Rail Cars in Active Fleet 254
Length of System (Route Miles) 48
Number of Stations 38
Annual Total Vehicle Car Miles (FY12 Projected) 18,387,099
Annual Total Vehicle Train Hours (FY12 Projected) 130,096
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 (FY11 Actual) $147.38M
Operating Revenues (FY12 Estimate) $391.11M
Total Available Operating Funding (FY12 Estimate) $538.49M
Net Operating Expenses (FY12 Estimate) $413.84M
Yearend Operating Carryover (FY12 Estimate) $127.88M
Capital Allocation (FY12 Estimate) $41.19M
Beginning Capital Revenues (FY12 Estimate) $100.94M
Capital Revenues (FY12 Estimate) $229.67M
Total Available Capital Funding (FY12 Estimate) $330.62M
Total Capital Expenses (FY12 Estimate) $329.19M
Ending Capital Carryover (FY12 Estimate) $1.43M
Passenger Revenue (FY12 Estimate) $130.27M
Sales Tax Revenue (FY12 Estimate) $347.30M
Farebox Recovery (FY12 Estimate) 31.5%
Cost Per Passenger (FY12 Estimate) $3.36
Average Fare (FY12 Estimate) $1.06
Fare Subsidy Per Passenger (FY12 Estimate) $2.30
Last Fare Increase ..... October 3, 2010
Next Scheduled Fare Increase ..... October 2, 2011

Employees

Number of Total Employees (FY12 Adopted).....4,696

	FT	PT	CON	CAP	Total
ADM	220	77	2	19	**318**
MGR	205				**205**
MNT	1100				**1100**
OPR	1481	191			**1672**
POL	261		14		**275**
PRO	265		11	40	**316**
REP	187	2			**189**
SUP	351			13	**364**
TEC	255			2	**257**
Total	**4325**	**270**	**27**	**74**	**4696**

Classifications	*Descriptions*
ADM	All other non-represented positions
MGR	Middle and Upper Management level positions.
MNT	Represented positions responsible for bus, rail, and facility maintenance
OPR	Represented Bus, Mobility, Rail vehicle operator positions
POL	Sworn Police Officer positions
PRO	Non-represented, non-management positions requiring a 4-year degree or equivalent
REP	Other Represented positions not included in other categories
SUP	Non-represented First-line supervisory positions
TEC	Non-represented positions with technical skill requirements, generally requiring 2- and/or 4-year degrees

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.

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
General Manager CEO	General Manager CEO	11100	General Manager CEO	11110	General Manager CEO
General Manager CEO	General Manager CEO	11200	Board of Directors	11210	Board of Directors
Executive Administration	Internal Audit	12100	AGM Internal Audit	12110	AGM of Internal Audit
Executive Administration	Internal Audit	12100	AGM Internal Audit	12120	Contracts Audit
Executive Administration	Internal Audit	12100	AGM Internal Audit	12130	Operational Audit
Executive Administration	Internal Audit	12200	Information Systems Audit	12140	Information Systems Audit
Executive Administration	Internal Audit	12200	Information Systems Audit	12210	Dir of Information Systems Audit
Executive Administration	Legal Services	16100	AGM Legal Services	16110	AGM of Legal Services Chief Counsel
Executive Administration	Legal Services	16100	AGM Legal Services	16120	Litigation
Executive Administration	Legal Services	16100	AGM Legal Services	16130	Corporate Law
Executive Administration	Legal Services	16100	AGM Legal Services	16140	Legal Administration
Executive Administration	Legal Services	16200	Risk Management	16210	Dir of Risk Management
Executive Administration	Legal Services	16200	Risk Management	16230	Claims
Executive Administration	Legal Services	16200	Risk Management	16240	Insurance
Operations	Deputy General Manager COO	11800	Deputy General Manager	11810	Deputy General Manager COO
Operations	Deputy General Manager COO	11800	Deputy General Manager	11811	Rodeos
Operations	Deputy General Manager COO	18300	Program & Contract Management	18310	Dir of Program & Contract Management
Operations	Deputy General Manager COO	18300	Program & Contract Management	18320	A & E Contracts
Operations	Deputy General Manager COO	18300	Program & Contract Management	18330	CIP Management & Oversight
Operations	Deputy General Manager COO	18300	Program & Contract Management	18340	Construction & JOC
Operations	Deputy General Manager COO	88500	Architecture & Design	18410	Dir of Architecture & Design
Operations	Deputy General Manager COO	88500	Architecture & Design	18640	Architecture & Civil Engineering
Operations	Deputy General Manager COO	88500	Architecture & Design	18645	Configuration Management Architect
Operations	Deputy General Manager COO	88500	Architecture & Design	18647	Roofing Program
Operations	Bus Operations	88600	AGM Bus Operations	15220	AVL
Operations	Bus Operations	88600	AGM Bus Operations	15224	Capital Operations Maintenance
Operations	Bus Operations	88600	AGM Bus Operations	15510	AGM of Bus Operations
Operations	Bus Operations	15400	Bus Transportation	15225	Bus Communications
Operations	Bus Operations	15400	Bus Transportation	15410	Dir of Bus Transportation
Operations	Bus Operations	15400	Bus Transportation	15420	Laredo Garage
Operations	Bus Operations	15400	Bus Transportation	15430	Perry Garage
Operations	Bus Operations	15400	Bus Transportation	15440	Hamilton Garage

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
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
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	88400	AGM Rail Operations	15810	AGM of Rail Operations
Operations	Rail Operations	15230	Rail Systems Engineering	10510	Dir of Communications & Cust Info
Operations	Rail Operations	15230	Rail Systems Engineering	15230	Rail System Engineering

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
Operations	Rail Operations	15230	Rail Systems Engineering	18610	Dir of Engineering
Operations	Rail Operations	15230	Rail Systems Engineering	18620	Electrical & Mechanical
Operations	Rail Operations	15230	Rail Systems Engineering	18650	Civil & Structural Engineering
Operations	Rail Operations	15230	Rail Systems Engineering	18660	Specifications
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	10261	Faregate Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	10262	Radio Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15660	Rail Service Management & Dispatch
Operations	Rail Operations	15700	Rail Car Maintenance	15710	Dir of Rail Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15721	Avondale Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15731	South Yard Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15741	Armour Yard Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15750	Engineering
Operations	Rail Operations	15700	Rail Car Maintenance	15760	Backshops
Operations	Rail Operations	15700	Rail Car Maintenance	15770	Rail Car Appearance
Operations	Rail Operations	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

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
Operations	Rail Operations	18800	Facilities	18810	Dir of Facilities
Operations	Rail Operations	18800	Facilities	18820	Custodial & Landscape
Operations	Rail Operations	18800	Facilities	18821	Station Cleaning
Operations	Rail Operations	18800	Facilities	18830	Buildings & Support Equipment
Operations	Rail Operations	18800	Facilities	18840	Headquarters Building
Operations	Rail Operations	18800	Facilities	18850	Escalators & Elevators
Operations	Police Services	19200	AGM Police Services	19210	AGM Chief of Police Services
Operations	Police Services	19200	AGM Police Services	19230	Asst Chf of Police Administration
Operations	Police Services	19200	AGM Police Services	19240	Asst Chf of Police Operations
Operations	Police Services	19200	AGM Police Services	19250	Criminal Justice
Operations	Police Services	19200	AGM Police Services	19290	Seized Property
Operations	Safety & Quality Assurance	16700	Safety	16710	AGM of Safety & Quality Assurance
Operations	Safety & Quality Assurance	16700	Safety	16730	Safety
Operations	Safety & Quality Assurance	16700	Safety	16750	Prevention
Operations	Safety & Quality Assurance	41300	QA & Configuration Mgmt	16720	Quality Assurance
Operations	Safety & Quality Assurance	41300	QA & Configuration Mgmt	16740	Test and Inspection
Operations	Safety & Quality Assurance	41300	QA & Configuration Mgmt	18630	Config Mgmt Space Plng & Landscape
Operations	Safety & Quality Assurance	41300	QA & Configuration Mgmt	23110	Dir of Quality Assurance
Business Support Svcs	Business Support Services	81100	Business Support Services	22510	Chief of Business Support Services
Business Support Svcs	Business Support Services	88100	Business Analysis & Assessment	22610	Director of Business Analysis & Assessment
Business Support Svcs	Business Support Services	22300	Research & Analysis	22310	Dir of Research & Analysis
Business Support Svcs	Business Support Services	22300	Research & Analysis	22320	Transit Analysis
Business Support Svcs	Business Support Services	22300	Research & Analysis	22330	Transit Research
Business Support Svcs	Business Support Services	22300	Research & Analysis	22340	System Service Monitoring
Business Support Svcs	Finance	14200	AGM Finance CFO	14210	AGM of Finance CFO
Business Support Svcs	Finance	14300	Accounting	14310	Dir of Accounting
Business Support Svcs	Finance	14300	Accounting	14340	Accounting - Property & Payables
Business Support Svcs	Finance	14300	Accounting	14350	Accounting - General Accounting
Business Support Svcs	Finance	14300	Accounting	14360	Accounting - Payroll Admin Cost Analysis
Business Support Svcs	Finance	14500	Management & Budget	14510	Dir of Management & Budget
Business Support Svcs	Finance	14500	Management & Budget	14520	Operating & Capital Budgets
Business Support Svcs	Finance	14500	Management & Budget	14560	Strategic Performance Management
Business Support Svcs	Finance	14900	Revenue Operations	14830	Clearinghouse

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
Business Support Svcs	Finance	14900	Revenue Operations	14910	Dir of Revenue Operations
Business Support Svcs	Finance	14900	Revenue Operations	14940	Revenue Collections Processing
Business Support Svcs	Finance	14900	Revenue Operations	14951	Revenue Operations Administration
Business Support Svcs	Finance	14900	Revenue Operations	14952	Media Sales Transcard Distribution
Business Support Svcs	Finance	14900	Revenue Operations	14953	Media Sales Ridestores
Business Support Svcs	Finance	14900	Revenue Operations	14960	Parking Services
Business Support Svcs	Finance	14800	Treasury	14810	Dir of Treasury
Business Support Svcs	Finance	14800	Treasury	14820	Financial Planning & Analysis
Business Support Svcs	Finance	83500	Federal & State Programs	22420	Dir of Grant Programs
Business Support Svcs	Contracts & Procurement	88800	AGM Contracts & Procurement	16565	Contract Policies
Business Support Svcs	Contracts & Procurement	88800	AGM Contracts & Procurement	16910	AGM of Contracts & Procurement
Business Support Svcs	Contracts & Procurement	16500	Contracts & Procurement	16510	Dir of Contracts & Procurement
Business Support Svcs	Contracts & Procurement	16500	Contracts & Procurement	16520	Materials Management
Business Support Svcs	Contracts & Procurement	16500	Contracts & Procurement	16530	Contracts
Business Support Svcs	Contracts & Procurement	16500	Contracts & Procurement	16540	Purchasing
Business Support Svcs	Contracts & Procurement	16500	Contracts & Procurement	16580	A & E Contracts Management
Business Support Svcs	Contracts & Procurement	88200	Administrative Services	14730	Support Services
Business Support Svcs	Contracts & Procurement	88200	Administrative Services	16550	Supply Chain Mgmt
Business Support Svcs	Contracts & Procurement	88200	Administrative Services	16560	Contracts Administration
Business Support Svcs	Contracts & Procurement	88200	Administrative Services	22810	Dir of Administrative Services
Business Support Svcs	Human Resources	88900	AGM Human Resources	16310	AGM of Human Resources
Business Support Svcs	Human Resources	14700	Human Resources	14710	Dir of Human Resources
Business Support Svcs	Human Resources	14700	Human Resources	14720	Employee Organizational Development
Business Support Svcs	Human Resources	14700	Human Resources	14721	Occupational Medical Services
Business Support Svcs	Human Resources	14700	Human Resources	14722	Employee Relations
Business Support Svcs	Human Resources	14700	Human Resources	14740	Recruiting
Business Support Svcs	Human Resources	14700	Human Resources	14750	Management Pension Administration
Business Support Svcs	Human Resources	14700	Human Resources	14760	HRIS
Business Support Svcs	Human Resources	14700	Human Resources	14780	Compensation
Business Support Svcs	Human Resources	14700	Human Resources	14790	Clerical Pool
Business Support Svcs	Human Resources	14700	Human Resources	16220	Benefits
Business Support Svcs	Human Resources	16600	Labor Relations	16610	Dir of Labor Relations
Business Support Svcs	Human Resources	16600	Labor Relations	16620	Arbitrations

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
Business Support Svcs	Human Resources	16600	Labor Relations	22910	Employee Availability
Business Support Svcs	Human Resources	16800	Training	14724	Rail Transportation Training
Business Support Svcs	Human Resources	16800	Training	14725	Bus Transportation Training
Business Support Svcs	Human Resources	16800	Training	14726	Rail Maintenance Training
Business Support Svcs	Human Resources	16800	Training	14727	Bus Maintenance Training
Business Support Svcs	Human Resources	16800	Training	14728	Infrastructure Facility Training
Business Support Svcs	Human Resources	16800	Training	14729	Strategic Training
Business Support Svcs	Human Resources	16800	Training	16810	Dir of Training
Business Support Svcs	Human Resources	16800	Training	16820	Chief Maintenance Training
Business Support Svcs	Human Resources	16800	Training	16830	Chief Operations Training
Business Support Svcs	Human Resources	16800	Training	16840	Chief Strategic & Org Training
Business Support Svcs	Human Resources	16800	Training	16841	Organizational Training
Business Support Svcs	Human Resources	11700	Diversity & Equal Opportunity	11710	Dir of DEO
Business Support Svcs	Human Resources	11700	Diversity & Equal Opportunity	11720	Economic Opportunity
Business Support Svcs	Human Resources	11700	Diversity & Equal Opportunity	11730	Equal Opportunity
Business Support Svcs	Technology	10100	AGM Technology CIO	10110	AGM of Technology CIO
Business Support Svcs	Technology	10100	AGM Technology CIO	10150	Technology Quality Assurance
Business Support Svcs	Technology	10200	Tech Infrastructure & Ops	10210	Dir of Tech Infrastructure & Operations
Business Support Svcs	Technology	10200	Tech Infrastructure & Ops	10240	Network & Technical Support
Business Support Svcs	Technology	10200	Tech Infrastructure & Ops	10241	Telephone Maintenance
Business Support Svcs	Technology	10200	Tech Infrastructure & Ops	10250	Mainframe Operations
Business Support Svcs	Technology	10200	Tech Infrastructure & Ops	10251	Technology Help Desk
Business Support Svcs	Technology	10300	Tech Enterprise Applications	10310	Dir of Tech Enterprise Applications
Business Support Svcs	Technology	10300	Tech Enterprise Applications	10330	Technology Programs
Business Support Svcs	Technology	10300	Tech Enterprise Applications	10340	Client Server Applications
Business Support Svcs	Technology	10300	Tech Enterprise Applications	10350	Application Development
Business Support Svcs	Technology	10400	Technology Programs Management	10130	Technology Business & Development
Business Support Svcs	Technology	10400	Technology Programs Management	10140	Transit System Enhancement
Business Support Svcs	Technology	10400	Technology Programs Management	10410	Dir of Technology Programs Management
Business Support Svcs	Technology	10400	Technology Programs Management	10420	Technology Business Services
Business Support Svcs	Technology	10400	Technology Programs Management	10430	Technology Projects Management
Business Support Svcs	Planning	22100	AGM Planning	22110	AGM of Planning
Business Support Svcs	Planning	22200	Dev & Regional Coordination	22210	Dir of Development & Regional Coordination

DivisionName	DepartmentName	OfficeID	OfficeName	CenterID	CostCenterName
Business Support Svcs	Planning	22200	Dev & Regional Coordination	22220	Real Estate
Business Support Svcs	Planning	22200	Dev & Regional Coordination	22230	Joint Development
Business Support Svcs	Planning	22200	Dev & Regional Coordination	23210	Regional Service Coordination
Business Support Svcs	Planning	22700	Transit System Planning	22710	Dir of Transit System Planning
Business Support Svcs	Planning	22700	Transit System Planning	22720	Regional Planning & Analysis
Business Support Svcs	Planning	22700	Transit System Planning	22730	Scheduling
Business Support Svcs	Planning	22700	Transit System Planning	22750	Special Projects & Analysis
Business Support Svcs	Planning	22700	Transit System Planning	22760	Planning Initiatives
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17210	AGM of Communication & External Affairs
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17910	Dir of Customer Services
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17920	Customer Care
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17921	Customer Service Center
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17922	Customer Information Center
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17923	Breeze Card Service Center
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17970	Customer & Station Svcs
Business Support Svcs	Communication & Ext Affairs	17200	AGM Comm & Ext Affairs	17971	Reduced Fare Eligibility
Business Support Svcs	Communication & Ext Affairs	11900	External Affairs	11910	Dir of External Affairs
Business Support Svcs	Communication & Ext Affairs	11900	External Affairs	22410	Dir of Government & Community Relations
Business Support Svcs	Communication & Ext Affairs	11900	External Affairs	22430	Government & Community Relations
Business Support Svcs	Communication & Ext Affairs	11900	External Affairs	22740	Public Policy Planning
Business Support Svcs	Communication & Ext Affairs	17300	Marketing & Sales	17310	Dir of Marketing & Sales
Business Support Svcs	Communication & Ext Affairs	17300	Marketing & Sales	17320	Business Development

DEBT SERVICE SCHEDULE

	First Indenture Series N, P			Second Indenture Series 1998A, 2000AB[1], 2002 (Refunded), 2003A			Third Indenture Series 2005A, 2006A, 2007A, 2007B, 2009A			Combined All Indentures		
Year	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2012	19,425,000	9,236,300	28,661,300	5,085,000	8,779,169	13,864,169	26,525,000	56,252,550	82,777,550	51,035,000	74,268,019	125,303,019
7/1/2013	20,665,000	8,056,888	28,721,888	5,345,000	8,573,519	13,918,519	27,805,000	54,926,300	82,731,300	53,815,000	71,556,706	125,371,706
7/1/2014	22,005,000	6,802,188	28,807,188	5,590,000	8,358,469	13,948,469	29,150,000	53,536,050	82,686,050	56,745,000	68,696,706	125,441,706
7/1/2015	23,460,000	5,426,875	28,886,875	5,815,000	8,172,119	13,987,119	30,565,000	52,078,550	82,643,550	59,840,000	65,677,544	125,517,544
7/1/2016	25,025,000	3,960,625	28,985,625	6,010,000	7,975,350	13,985,350	32,080,000	50,550,300	82,630,300	63,115,000	62,486,275	125,601,275
7/1/2017	12,735,000	2,396,563	15,131,563	12,890,000	7,769,225	20,659,225	40,925,000	48,946,300	89,871,300	66,550,000	59,112,088	125,662,088
7/1/2018	13,580,000	1,600,625	15,180,625	13,675,000	7,191,325	20,866,325	42,890,000	46,900,050	89,790,050	70,145,000	55,692,000	125,837,000
7/1/2019	5,820,000	751,875	6,571,875	14,370,000	6,579,575	20,949,575	53,620,000	44,755,550	98,375,550	73,810,000	52,087,000	125,897,000
7/1/2020	6,210,000	388,125	6,598,125	15,140,000	5,962,100	21,102,100	56,285,000	42,074,550	98,359,550	77,635,000	48,424,775	126,059,775
7/1/2021	-	-	-	30,000,000	5,379,200	35,379,200	8,990,000	39,260,300	48,250,300	38,990,000	44,639,500	83,629,500
7/1/2022	-	-	-	31,700,000	4,419,200	36,119,200	9,475,000	38,788,325	48,263,325	41,175,000	43,207,525	84,382,525
7/1/2023	-	-	-	33,400,000	3,404,800	36,804,800	9,965,000	38,290,888	48,255,888	43,365,000	41,695,688	85,060,688
7/1/2024	-	-	-	35,400,000	2,336,000	37,736,000	10,405,000	37,767,725	48,172,725	45,805,000	40,103,725	85,908,725
7/1/2025	-	-	-	37,600,000	1,203,200	38,803,200	10,985,000	37,221,463	48,206,463	48,585,000	38,424,663	87,009,663
7/1/2026	-	-	-	-	-	-	36,425,000	36,644,750	73,069,750	36,425,000	36,644,750	73,069,750
7/1/2027	-	-	-	-	-	-	38,275,000	34,794,513	73,069,513	38,275,000	34,794,513	73,069,513
7/1/2028	-	-	-	-	-	-	40,220,000	32,850,175	73,070,175	40,220,000	32,850,175	73,070,175
7/1/2029	-	-	-	-	-	-	42,265,000	30,806,900	73,071,900	42,265,000	30,806,900	73,071,900
7/1/2030	-	-	-	-	-	-	44,410,000	28,659,600	73,069,600	44,410,000	28,659,600	73,069,600
7/1/2031	-	-	-	-	-	-	46,515,000	26,553,375	73,068,375	46,515,000	26,553,375	73,068,375
7/1/2032	-	-	-	-	-	-	48,725,000	24,346,463	73,071,463	48,725,000	24,346,463	73,071,463
7/1/2033	-	-	-	-	-	-	49,000,000	22,033,763	71,033,763	49,000,000	22,033,763	71,033,763
7/1/2034	-	-	-	-	-	-	51,485,000	19,546,725	71,031,725	51,485,000	19,546,725	71,031,725
7/1/2035	-	-	-	-	-	-	54,030,000	17,004,600	71,034,600	54,030,000	17,004,600	71,034,600
7/1/2036	-	-	-	-	-	-	56,775,000	14,262,250	71,037,250	56,775,000	14,262,250	71,037,250
7/1/2037	-	-	-	-	-	-	72,200,000	11,380,500	83,580,500	72,200,000	11,380,500	83,580,500
7/1/2038	-	-	-	-	-	-	75,810,000	7,770,500	83,580,500	75,810,000	7,770,500	83,580,500
7/1/2039	-	-	-	-	-	-	79,600,000	3,980,000	83,580,000	79,600,000	3,980,000	83,580,000
7/1/2040	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2041	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2042	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2043	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2044	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2045	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2046	-	-	-	-	-	-	-	-	-	-	-	-
7/1/2047	-	-	-	-	-	-	-	-	-	-	-	-
Total	**148,925,000**	**38,620,063**	**187,545,063**	**252,020,000**	**86,103,250**	**338,123,250**	**1,125,400,000**	**951,983,013**	**2,077,383,013**	**1,526,345,000**	**1,076,706,325**	**2,603,051,325**

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 are direct reports 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) - BTP is a new program where buses have dedicated right-of-way and a limited number of stops. Some routes may utilize the HOV lanes.

Business Transformation Program (BTP) - A fully integrated solution which will provide modern, integrated support for MARTA's Finance, Maintenance, and Human Resources Business Areas. This initiative will not only meet MARTA's current business and technical requirements but is flexible and scaleable to meet MARTA's future needs. Integration will be achieved using software from Oracle, MAXIMUS, and Bentley Systems. This will improve MARTA's core business processes by eliminating manual/non-value added processes, automating computer functionality, and creating safeguards that reduce data errors. The program began initial design in July 2005 and is scheduled to be completed August 2008.

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 Authority's planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.

Capital Revenues - Funds available to support the capital budget; sources include 50% of the sales tax, federal grants, state grants, interest income from the investment of capital funds, proceeds from the sale of revenue bonds and limited private sector participation.

Clean Air Act Amendments (CAAA) - Federal legislation that protects and enhances the quality of the nation's air resources; initiates and accelerates a national research and development program to prevent and control air pollution; provides technical and financial assistance to state and local governments for air pollution control programs; and encourages and assists regional air pollution control programs.

Commercial driver's license (CDL) - Bus drivers are required to have a passing score on the written CDL test prior to employment. The practical exam for the completion of the CDL license is conducted as a component of the bus operator certification program.

Compressed Natural Gas (CNG) - A fuel used in a clean engine technology.

Congestion Mitigation & Air Quality (CMAQ) - This program is a federal program which funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

Contingency Funds - Operating and Capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.

Cost Allocation - The assignment of expenses accounted for in one fund to another fund. For example, certain operating expenses of a division may be charged to a capital grant.

Debt Service Funds - MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.

Enterprise Fund - Accounts for business-like activities that provide goods and/or services to the public and are financed primarily through user charges.

Federal Operating Assistance - Revenue received from federal sources to compensate operating expenses.

Federal Transit Administration (FTA) - The agency of the Federal government within the U.S. Department of Transportation that is responsible for providing, administering and monitoring funds to transit agencies.

Feeder Service - Bus service which delivers passengers to a rail station from the surrounding geographic area.

Fixed Route Bus System - Bus routes that do not vary in schedule or route from day-to-day.

General Operating Fund - MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.

Grant - Revenue from another governmental body or organization, usually in support of a specific program or function.

Half-Fare Program - A MARTA program to subsidize the transit costs of the elderly and handicapped. Eligible participants may apply for an annual pass that allows the payment of a reduced fare.

Headway - The time between the arrival of buses or trains on the same route.

Intelligent Transportation Systems (ITS) - Advanced electronics and computer systems that increase the efficiency and safety of highway transportation and transit. At MARTA this includes Computer Aided Dispatch and Automated Vehicle Location, Automatic Passenger Counting, Audio and Video Announcement Devices, and the Advanced Traveler Information System.

Interest Income on Capital Reserves - Income gained from interest on funds that have been placed in reserve for capital replacement and interest on real estate proceeds to be used to subsidize operations, as authorized by the MARTA Act with Board Approval.

Life Cycle Asset Reliability Enhancement (L-CARE) - The L-CARE program directs preventive and predictive actions to be performed before failures occur in order to maintain the rail cars in a safe and reliable condition.

Lift-Van (L-Van) Service - Demand responsive paratransit service that provides service upon scheduled request to serve the handicapped. The vehicles are equipped with a mechanism to lift wheel chairs.

Linked Trip - A trip from point of origin to the final destination, regardless of how many modes or vehicles were used.

MARTA Act - The legislation initially passed by the Georgia Legislature on March 10, 1965, which created and enabled the Metropolitan Atlanta Rapid Transit Authority.

Mean Distance Between Failures (MDBF) - This is a performance measurement.

Obligations - Funds that have been obligated to a specific purpose but have not been expended.

Operating Budget - The portion of the budget that provides for the day-to-day operations of the Authority: including salaries, benefits, services, materials, and other expenses.

Paratransit Service - Complementary transportation services for elderly and disabled established in accordance with the Americans with Disabilities Act (ADA).

Passenger Revenue - Revenue earned through fares charged directly to passengers for transit services.

Peak Period - The period during which the maximum amount of travel occurs. It may be specified as morning (a.m.), afternoon or evening (p.m.) peak.

Prior Years Carry-Over - Funds which are available to fund subsequent fiscal years. The unexpended operating revenues provide carry-over funding for the operating budget while unexpended capital revenues fund the capital carry-over.

Revenue Bonds - A bond on which debt service is payable solely from a restricted revenue source. MARTA issues bonds obligating future sales tax revenues.

Revenue Passengers - Transit passengers who enter the system through the payment of a fare as distinguished from those who enter via an employee or complimentary pass or transfer.

Revenue Service - Transit service for the purpose of generating revenue as distinguished from trips which place vehicles at route beginning or ending points; trips run for maintenance purposes; or trips which carry passengers without charge.

SAFETEA-LU - Surface Transportation Reauthorization Act is a federal law passed in 2005 to replace TEA-21 (Transportation Equity Act of 1998). It authorizes highway, highway safety, transit and other transportation programs for five years. The act provides operating and capital funds to MARTA.

Sales Tax - A tax levied and collected by the State for the benefit of the Authority. The "MARTA Sales Tax" is a 1% sales and use tax generated in Fulton and DeKalb counties.

Section 5309 (Formerly Section 3) - A federal grant authorized under Section 5309 of the Transportation Equity Act for the 21st Century (TEA-21, previously authorized under Section 3 of the Intermodal Surface Transportation Efficiency Act). These grants generally provide capital funds for acquisition of new rolling stock, new construction, and rail modernization.

Section 5307 (Formerly Section 9) - A federal grant authorized under Section 5307 of the Transportation Equity Act for the 21st Century (TEA-21, previously authorized under Section 9 of the Intermodal Surface Transportation Efficiency Act). These grants generally provide funds for routine capital replacement, planning, and operating assistance programs.

Senior Staff - MARTA management team at the Director level and above.

Trackway renovations, phase II (TRII) - A large multi-year program consisting of several individual projects to renovate the trackway.

Transit Oriented Development (TOD) - MARTA has several TOD projects that are designed to increase ridership and advance the use of public transportation by promoting economic development activities in and around MARTA rail stations.

Transit Operations - Those Authority functions directly or indirectly related to the provision of transportation service.

Unlinked Trip - A passenger count based on each portion, or leg, of a transit trip. For example, a passenger journey that begins by bus, transfers to rail and then transfers to bus again before leaving the system counts as three unlinked trips.

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RAIL MAP

Legend

- **Red Line** (former North-South line) Service from North Springs to Airport until 9:00 PM
- **Red Line** (former North-South line) After 9:00 PM from Lindbergh Center to North Springs only.
- **Yellow Line** (former Northeast-South line)
- **Blue Line** (former East-West line)
- **Interstate Highways**
- **Green Line** (former Proctor Creek line) Service to King Memorial until 9:00 PM
- **Green Line** (former Proctor Creek line) After 9:00 PM service to Vine City only.
- **Stations with free daily parking**
- **Stations with long-term and free daily parking**
- **MARTA RideStore & Reduced Fare Program Locations:**
  - **Lenox Station** RideStore only
  - **Lindbergh Center Station** Reduced Fare Office & RideStore located in MARTA Headquarters Building.
  - **Airport Station** RideStore only
  - **Five Points Station** Reduced Fare Office located at Forsyth St. entrance; RideStore located at Peachtree St. entrance.

Regional Connections

Cobb Community Transit
www.cobbdot.org/cct.htm
(770) 427-4444
Stations served:
- Dunwoody
- Arts Center
- Midtown
- North Avenue
- Peachtree Center
- Civic Center
- H.E. Holmes
- Five Points

Gwinnett County Transit
www.gctransit.com
(770) 822-5010
Stations served:
- Doraville
- Arts Center
- Midtown
- North Avenue
- Civic Center
- Peachtree Center
- Five Points

GRTA Xpress (Xpress)
www.xpressga.com
(404) 463-4782
Stations served:
- Doraville
- Civic Center
- Arts Center
- North Avenue
- Peachtree Center
- North Springs
- Dunwoody
- Midtown
- Five Points

Clayton County
web.co.clayton.ga.us/ctran/index.htm
(770) 472-8800
Stations served:
- Airport

Zipcar (a car sharing service)
www.zipcar.com 1-877-4ZIPCAR

Amtrak
www.amtrak.com (404) 881-3067
Bus Route 110 from Arts Center Station

Greyhound Bus Lines
www.greyhound.com (404) 584-1728
Exit at Garnett Station

Hartsfield-Jackson Atlanta International Airport
www.atlanta-airport.com (800) 897-1910

www.itsmarta.com 404-848-5000 TTY: 404-848-5665 Accessible Format: 404-848-4037

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