



METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

Fiscal Year 2013

OPERATING AND CAPITAL BUDGETS



FISCAL YEAR 2013
ADOPTED OPERATING & CAPITAL FUNDS BUDGET
(JULY 1, 2012 THROUGH JUNE 30, 2013)

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, 2011.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
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**Metropolitan Atlanta Rapid Transit Authority
Georgia**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danson Jeffrey R. Egan

President

Executive Director

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Transit System Map

PREFACE

This section provides a letter from MARTA's General Manager, and Executive Summary of the FY2013 Adopted Budget, a listing of MARTA's Officers, Directors and Senior Staff, and a guide to the FY2013 Adopted Book Contents

LETTER FROM THE GENERAL MANAGER/CEO

September 6, 2012



“What would the Atlanta region be today without MARTA?” As I conclude my five-year tenure at MARTA’s helm, there is absolutely no question in my mind that the fate and future of MARTA and the region are inextricably intertwined.

The future competitiveness, sustainability, and overall quality of life for residents of the City of Atlanta, DeKalb and Fulton Counties the Atlanta region and the State of Georgia are dependent upon the expansion of quality REGIONAL transit service. Forging the partnerships and consensus necessary to achieve this common goal is critical – the sooner the better.

As the nation’s ninth largest public transit system, MARTA represents an irreplaceable public investment including over \$6 billion in physical infrastructure managed by an experienced workforce that safely handles more weekday passenger trips than there are residents in the City of Atlanta. With 48 miles of existing heavy rail, MARTA is unquestionably the backbone for any expanded regional transit system. Failing to optimize and leverage this critical asset in collaboration with other local, regional and State partners would not be in the public interest.

That said, while the extremely challenging economic climate we’ve experienced in recent years has played havoc with the finances of every private business, public agency and family household in our region, MARTA has been steadfast in its commitment to provide safe, affordable and customer-focused transit services.

The adoption of the FY 2013 Capital and Operating Budgets further demonstrates our intention to honor that promise.

This year’s budget maintains MARTA transit service levels at a “steady state” as we continue the serious work of stabilizing our finances and preparing for a strategic transformation of the Authority that will be absolutely critical in the months and years ahead.

As promised following the service reductions two years ago, this means there will be no reductions of rail service frequency and modest enhancements to existing bus routes and Mobility service aimed at improving accessibility to key activity and lifeline centers. Likewise, there are no planned increases to MARTA’s \$2.50 base fare.

MARTA’s “steady state” transit service commitment would not be possible without the continuation of the internal cost-reduction measures that have resulted in a 15 percent reduction in positions, no annual employee salary increases, and increased employee healthcare contributions over the last five years.

Unfortunately, this year’s budget includes restoration of the outdated 50/50 MARTA Act legislative restrictions on the use of sales taxes for operating and capital purposes. This limitation on MARTA’s financial flexibility could have an adverse impact on future budgets. Permanent elimination of these legacy state financial restrictions remains a MARTA legislative priority.

Over the past several years, MARTA has put forth significant effort in developing a new business model that leverages our core strengths, captures greater cost-savings, promotes innovation and identifies previously untapped sources of revenue. A significant component of that process is already moving forward as KPMG, one of the nation’s premiere auditing firms, has been voluntarily tasked by the Authority to conduct a comprehensive management review and operational assessment. Phase 2 of this assessment will be completed this Fall; and will be instrumental in informing future decision-making.

I am confident that MARTA will prevail with the ongoing support of our employees, customers, local partners and the dedicated transit professionals with whom I have been so deeply honored, and humbled, to serve alongside. Thank you.

Sincerely,

A handwritten signature in black ink that reads "Beverly A. Scott". The signature is written in a cursive, flowing style.

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

LETTER OF TRANSMITTAL

EXECUTIVE SUMMARY of FY2013 ADOPTED BUDGET

| FY2013 Adopted Budget Sources and Applications of Operating Funds | | |
|--|---------------------|----------------------|
| Beginning FY2013 Carry-Over | | \$143,993,391 |
| Revenues | | 401,661,025 |
| Sales Tax (50% of Receipts) | \$167,620,500 | |
| Passenger Revenue | 139,841,034 | |
| Station Parking | 2,448,000 | |
| Advertising Revenue | 6,570,000 | |
| Interest Income | 273,325 | |
| Other Transit Operating Rev | 615,339 | |
| Lease Income (Inc. TOD) | 9,894,827 | |
| Federal Operating Assistance | 44,398,000 | |
| Addit'l Fed Hwy Oper Asst | 5,000,000 | |
| Flex 5309 from Cap to Oper | 25,000,000 | |
| Total FY2013 Available Funding | | 545,654,416 |
| Expenses | | \$434,947,016 |
| Gross Expenses | \$485,527,384 | |
| Capital Allocation | <u>(50,580,368)</u> | |
| Ending FY2013 Carry-over | | 110,707,400 |

Operating Program Highlights

- FY13 Net Transit Operating Expenses: \$434.95M
- Steady State Service Levels

- No "New" Fare Increase for FY2013. In accordance with the 3 year staggered plan for Mobility & Reduced fares, the following continued adjustment is planned:
 - Reduced Fare: to increase from \$0.95 to \$1.00
 - Mobility Base Fare: to increase from \$3.80 to \$4.00
 - Mobility Monthly Pass: to increase from \$122.00 to \$128.00
- The base fare of \$2.50 and the monthly pass fare of \$95 will remain constant in FY2013
- Includes the impact from the relief of Sales Tax restriction; however, this relief is scheduled to sunset on June 2013
- Continued emphasis on safety, security, reliability, the customer experience and maintaining the system in a "state of good repair"
- Additional resources were added for Police/Security Services and Mobility Services
- The increased cost of Healthcare was an integral challenge funded and managed in the FY2013 fiscal plan
- The continued elimination of non-represented based merit increases
- New revenue sources, such as vending opportunities and concessions

Revenue Summary

Available funding for Transit Operations is \$545.65M, which is funded through three primary sources (Sales Tax, Operating Revenues and Federal Sources), as well as Operating Reserves.

- **Sales Tax** - programmed at \$167.62M. The revised Sales Tax projections from the Georgia State Economic Forecasting Center resulted in a projected loss/reduction of more than \$130M from FY2012 through FY2016.
- **Passenger Revenue** - The projected FY13 passenger revenue is \$139.84. Projected daily ridership is approximately 440k+ riders.
- **Federal Operating Assistance** - of \$44.40M, plus \$30.00M associated with additional Federal Hwy Operating Assistance and the flex of 5309 Preventive Maintenance from Capital to Operating.

FY13 Planned Service Levels

- **Bus Fixed Route Service** is projected @ approximately 25.9M miles of service operating about 92 routes. There are 531 buses (158 – Diesel & 373 – CNG) that will provide this service.

LETTER OF TRANSMITTAL

- **Demand-Response Mobility Service** coverage for elderly and disabled patrons is projected to increase by 9% from 8.1M miles to 8.8M miles of service. There are 187 Mobility Vans available for this service.
- **Rail Service Level** is planned @ approximately 18.4M rail car miles with peak service hours of 6:00 AM – 9:00 AM and 3:00 PM – 7:00 weekdays, with service until 1:00 AM each day. There are 38 Rail Stations & 48 miles of double track in our rail service.

- Cyclone Blower Systems Installation
- Standby Power Supply Replacement: Generators

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:

- Enterprise Data Storage Upgrade
- Maintenance of Way – Rail Work Cars
- Risk Management Information System (RMIS) Upgrade
- Wayside Worker Safety Equipment Pilot

Capital Program Highlights

| FY2013 Adopted Budget | |
|--|-------------------------------|
| Sources and Applications of Capital Funds | |
| FY2013 Beginning Balance | \$91,587,184 |
| Revenues | |
| Sales Tax | \$167,833,500 |
| Financing Proceeds | 32,000,000 |
| Interest and Other Capital Income | 540,800 |
| Private Sector | 0 |
| Federal Grants | 78,775,000 |
| State Grants | 2,080,800 |
| | <u>\$281,230,100</u> |
| Total FY2013 Funding Sources | <u>\$372,817,284</u> |
| Applications of Funds | |
| Capital Improvement Program | (\$230,424,956) |
| Debt Service on Revenue Bonds | (\$141,587,019) |
| Total Expenses | <u>(\$372,011,975)</u> |
| Ending FY2013 Ending Balance | <u>\$805,309</u> |

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.

LETTER OF TRANSMITTAL

The FY2013 Adopted Capital Funds Budget of \$372.01 million provides funding for the following programs and projects:

Capital Improvement Program - The FY2013 Capital Budget of \$230.42 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, automated fare collection system, security improvements and information technology upgrades and replacement.

Bond Debt Service and Other Financing Programs - A total of \$141.58 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 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 FY2013 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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As prescribed by the Government Finance Officers Association, this budget document is intended for use as a policy document, operations guide, financial plan, and as a communications device. Each major section of the book is described below:

MARTA OVERVIEW

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

FISCAL POLICY GUIDE

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

STRATEGIC BUSINESS PLAN

This section addresses MARTA's Strategic Business Plan and Key Performance Indicators (KPI's) which measure the strategic priorities.

STRATEGIC PRIORITIES

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

FINANCIAL SUMMARY

The Financial Summary discusses MARTA's current financial situation and challenges. It also provides an overview of expected revenues and expenditures in the Operating & Capital Funds Budget.

OPERATING BUDGET

The Operating Budget shows the authority budget as a whole by expense and personnel via tables and graphs broken down by division, then department, and within each department, by office. The department sections include department goals and objectives with KPIs, FY2012 Accomplishments, a summary of category expenses with an organization chart, and department personnel summary. The office sections include a description of functions and responsibilities, summary expense information by category, an organizational chart, and a summary of authorized positions.

CAPITAL BUDGET

The Capital Improvement Program outlines expenditures by project category and program funding. The section lists in detail all Fiscal Year 2013 capital improvement projects based on State of Good Repair, Service Enhancements, Safety, and Regulatory. This section also provides a description, project scope, operating impact, and expenditure forecast for all capital projects.

APPENDIX

The Appendix section includes: salary structure for represented and non-represented employees; fare history; the fare structure; financial performance measures; category and sub-category expense listing; an explanation of the Fiscal Year 2013 Benefits Calculation; MARTA facts; organization structure; debt service schedule; glossary of terms and MARTA's rapid rail system map.

MARTA OVERVIEW

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

MARTA's History

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

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).

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 took effect on October 2, 2011. Along with the base fare change, the cost of weekly and monthly passes increased. MARTA will 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 were not impacted by the FY2012 base fare increase.

Some of the reasons for the fare increase included: at a fare of \$2.00, customers were 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 helped MARTA avoid service cuts; despite some improvement in 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. ***(See Table of MARTA's current fare structure on the following page.)***

MARTA OVERVIEW

| Current Fare Structure | |
|---|---------------------|
| Fare | Price |
| Children's Fare <i>Children 46" and under</i> | FREE (Maximum of 2) |
| Cash Fare | \$2.50 |
| Breeze Card | \$1.00 |
| Single Trip | \$2.50 |
| Round Trip | \$5.00 |
| Ten (10) Trips | \$25.00 |
| Twenty (20) Trips | \$42.50 |
| 7-Day Pass | \$23.75 |
| 30-Day Pass | \$95 |
| Multi-Day Visitor Pass (1-4 Days) | \$9.00 - \$19.00 |
| 1-Day Pass | \$9.00 |
| 2-Day Pass | \$14.00 |
| 3-Day Pass | \$16.00 |
| 4-Day Pass | \$19.00 |

MARTA Mobility

MARTA provides ADA Complementary Paratransit Service to eligible persons with disabilities who are, unable to board, ride or disembark from an accessible vehicle in MARTA's regular bus or rail services. 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. The one-way fare is \$3.80 per person. Visitors that have been certified by another transit system in another city are authorized to use MARTA Mobility and are subject to MARTA's operating requirements.

MARTA Police

In 1977, the Georgia Peace Officer Standards and Training Council (GPOST) certified the first officers of the MARTA Police Department. This was the 26 member beginning of the MARTA Police Department. Over the years as the MARTA rail lines expanded, so did the Police Department. As of today, there are over 300 sworn positions and close to 50 civilians. In the time since the MARTA's Police Department began, successful patrol strategies have been implemented which include bike and bus patrols. There are no longer posted officers on each train; instead, both random uniform patrolling and plain clothes officers are used to address problems on trains and in the stations. These tactics will help focus on crimes of disorder (i.e. fare evasions, disorderly conduct, panhandling, smoking, etc.). In 1996, MARTA Police became nationally accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA). It was also one of the first agencies to earn Certification from the State of Georgia.

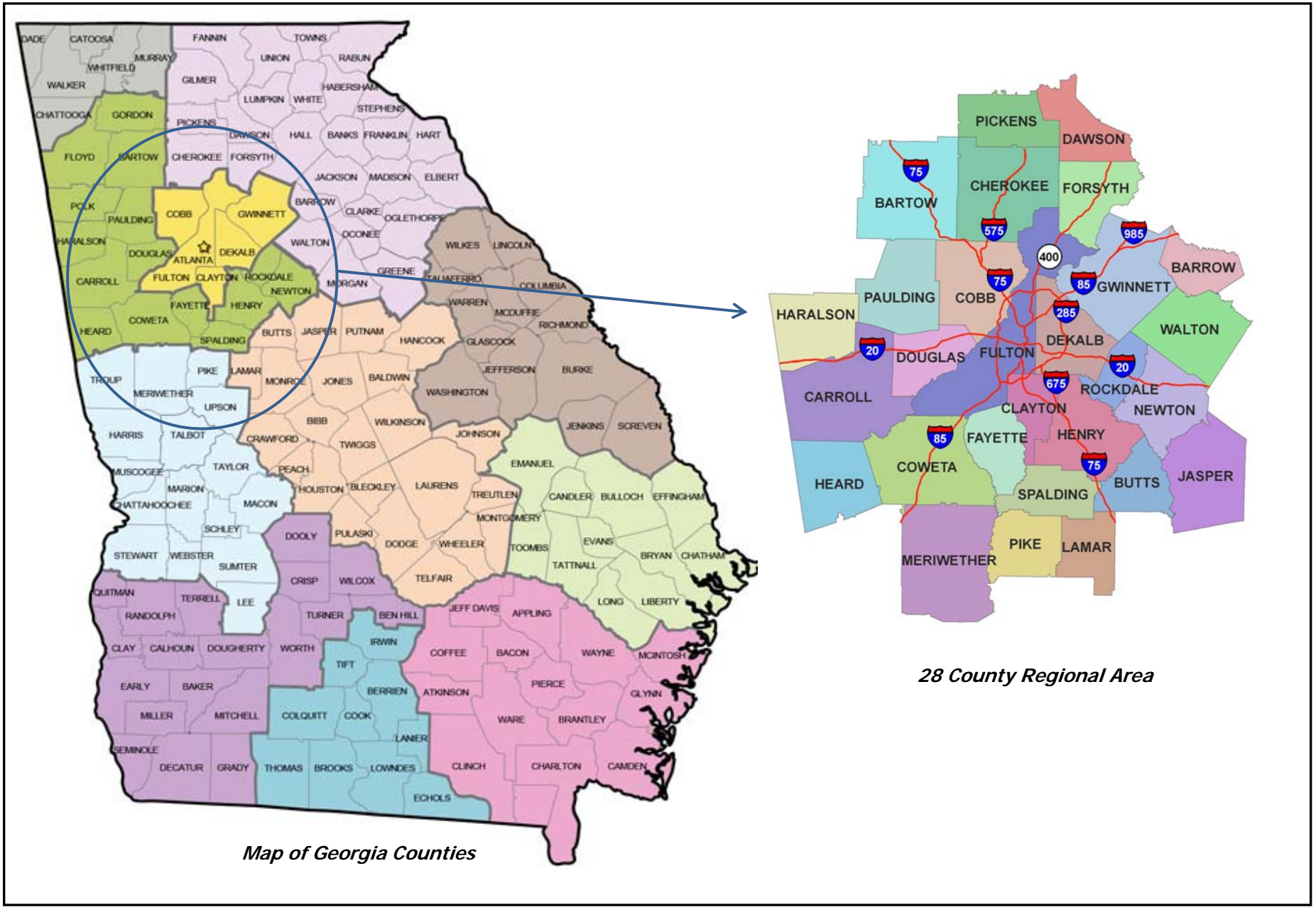
The Community Outreach Program was created in an effort to improve police and community relations. The department offers a range of services and activities to help educate citizens about community policing, crime prevention, intervention, and outreach programs. This is accomplished by: attending various community and neighborhood association meetings; actively participating in community and school based educational programs; promoting organized programs that meet the needs of our serviced communities and patrons; engaging in public forums on the authority and system safety; and initiating web based and printed information for public awareness.

MARTA Service Area

MARTA operates in the Atlanta metropolitan area, commonly referred to as metro Atlanta. The Atlanta metropolitan area is the ninth-largest metropolitan area in the United States and consists of 28 counties in Georgia. With no natural boundaries, the metropolitan area sprawls over 8,376 square miles and encompasses 140 municipalities.¹ Residents from all 28 counties that constitute the Greater Metropolitan Atlanta Region regularly use the system; however, MARTA's operations are exclusively in Fulton and DeKalb County. ***(See map of MARTA's Service Area and map of MARTA Rail Stations and Other Regional Transit Agencies on following pages.)***

¹ About Atlanta, Atlanta Population and Atlanta Demographics, www.atlanta.net/visitors/population.

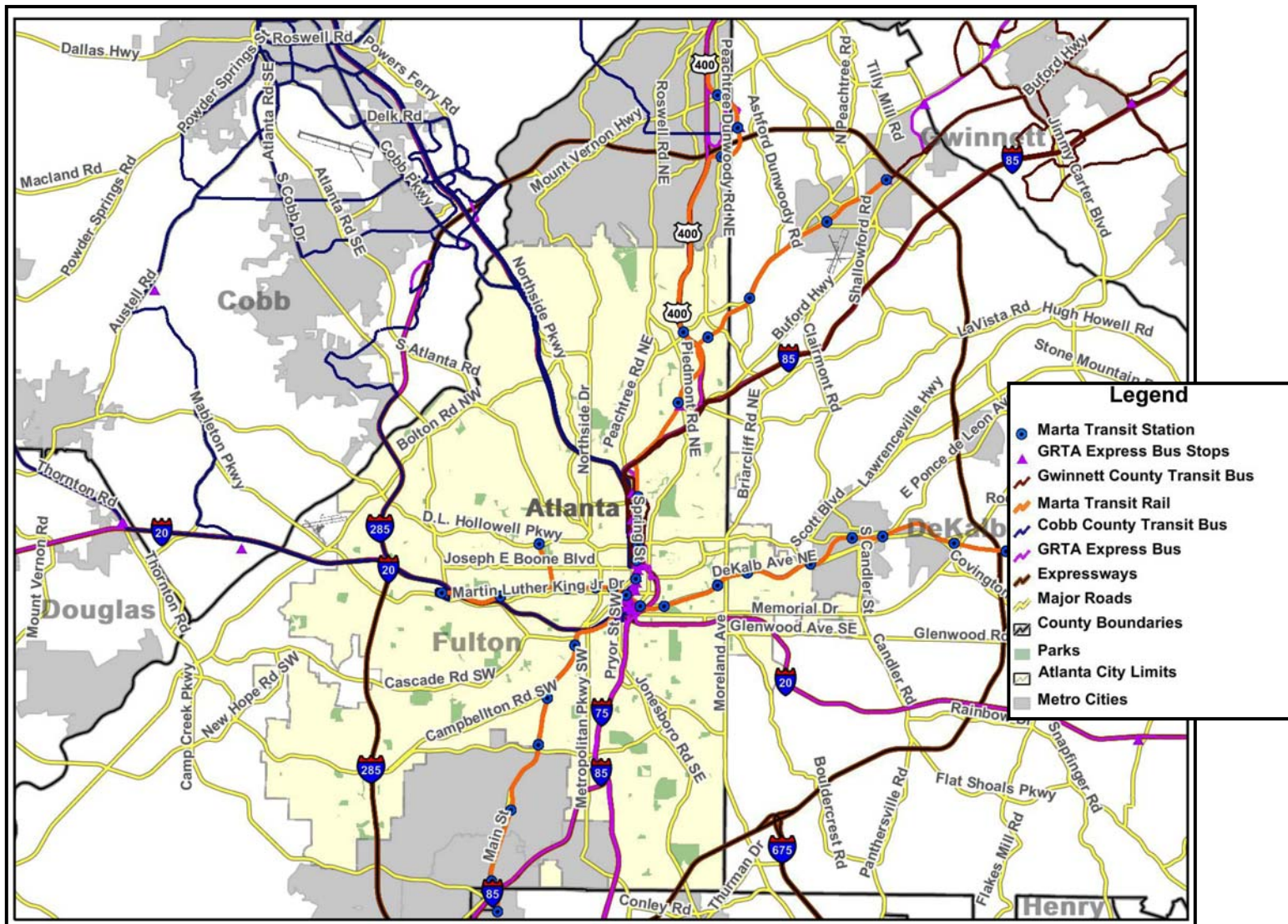
MAP of MARTA's Service Area



Map of Georgia Counties

28 County Regional Area

MAP of MARTA Rail Stations and Other Regional Transit Agencies²



² Atlanta Regional Commission, <http://www.atlantaregional.com/info-center/gis-data-maps>

Other Transit Systems³

In addition to MARTA, the metropolitan area is served by the following fixed route bus agencies:

Georgia Regional Transportation Authority (GRTA) Xpress Bus. GRTA Xpress service is a commuter bus service that provides trips to and from 12 counties in the Atlanta region into Downtown and Midtown Atlanta and other regional employment centers. It operates Monday through Friday, primarily during the morning and afternoon/evening commute times. All of the routes connect to MARTA rail stations. There are various Xpress passes available for passengers in two different fare zones. Passengers may also use a Breeze Card to pay Xpress fare if it is loaded with stored cash value and to make free transfers between the MARTA system.

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

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

On-demand transportation services are provided by:

Coweta Transit Dial-a-Ride. Coweta County provides on-demand transit service to business, commercial, and activity

centers within the county. Trips must be scheduled 24 hours ahead of time.

Henry County Transit. Henry County provides on-demand curb-to-curb service on a first-come-first-served reservation basis for all Henry County residents.

Paulding County Transit. Paulding County Transit provides a free, on demand service to locations throughout the county.

Fulton County Dial-a-Ride Transportation Services – DARTS. Fulton County Office of Aging provides a Dial-a-Ride service for seniors in Fulton County.

Three Rivers Regional Transit System. The Three Rivers Regional Commission provides on-demand transit service within Butts, Lamar, Pike, Spalding, and Upson counties. Service is offered Monday through Friday and requires 24-hour notice for reservations.

Shuttle services are provided by:

Atlantic Station Shuttle. The Atlantic Station Shuttle, also known as FREE RIDE, is a free service that provides service between the Arts Center MARTA station and Atlantic Station in Atlanta.

The Buc. The Buc is a free shuttle service that connects various destinations in Buckhead area of Atlanta, including area hotels, restaurants, offices, shopping, and the Buckhead and Lenox MARTA stations. There are two routes—one with weekday commute hours only and the other with Monday through Saturday service.

Cliff Shuttles. The Cliff Shuttles are a free service provided by Emory University, serving various locations on Emory's three campuses. There are 8 campus routes, 4 commuter routes, 3 hospital routes, and several other miscellaneous routes.

³ Atlanta Regional Commission, <http://www.atlantaregional.com/transportation/transit/existing-regional-transit-system>

MARTA OVERVIEW

Stinger Bus and Tech Trolley. Georgia Institute of Technology provides free shuttle service throughout its campus and to and from the Midtown MARTA station in Atlanta. There are three routes that run Monday through Friday, and two that run 7 days a week.

Georgia State University Transit Panther Express. Georgia State University provides a free shuttle service throughout its campus in Downtown Atlanta. It also provides service to and from student parking at Turner Field.

College Park GoBus. The GoBus is a free, lunch-time circulator bus that serves various locations throughout College Park such as restaurants, shops, the Georgia International Convention Center, and the College Park MARTA station.

Vanpool services are provided by:

vRide Vanpool Services. vRide is an online vanpool and carpool matching system that allows users to search for potential rideshares in their area or to start their own. This service is part of GRTA's Regional Vanpool Program. Partners of this program include ARC and the Clean Air Campaign.

Rideshare by Enterprise. Rideshare is an online service that provides resources and information to commuters, employers, and transit agencies about the benefits of vanpooling. It also assists individuals in finding an appropriate vanpool or starting their own. This service is also part of GRTA's Regional Vanpool Program. Partners of this program include ARC and the Clean Air Campaign.

Douglas County Ride-Share. Douglas County Ride-Share program operates work-trip vanpools and assists in carpool matching.

Area Population⁴ and Demographic Information

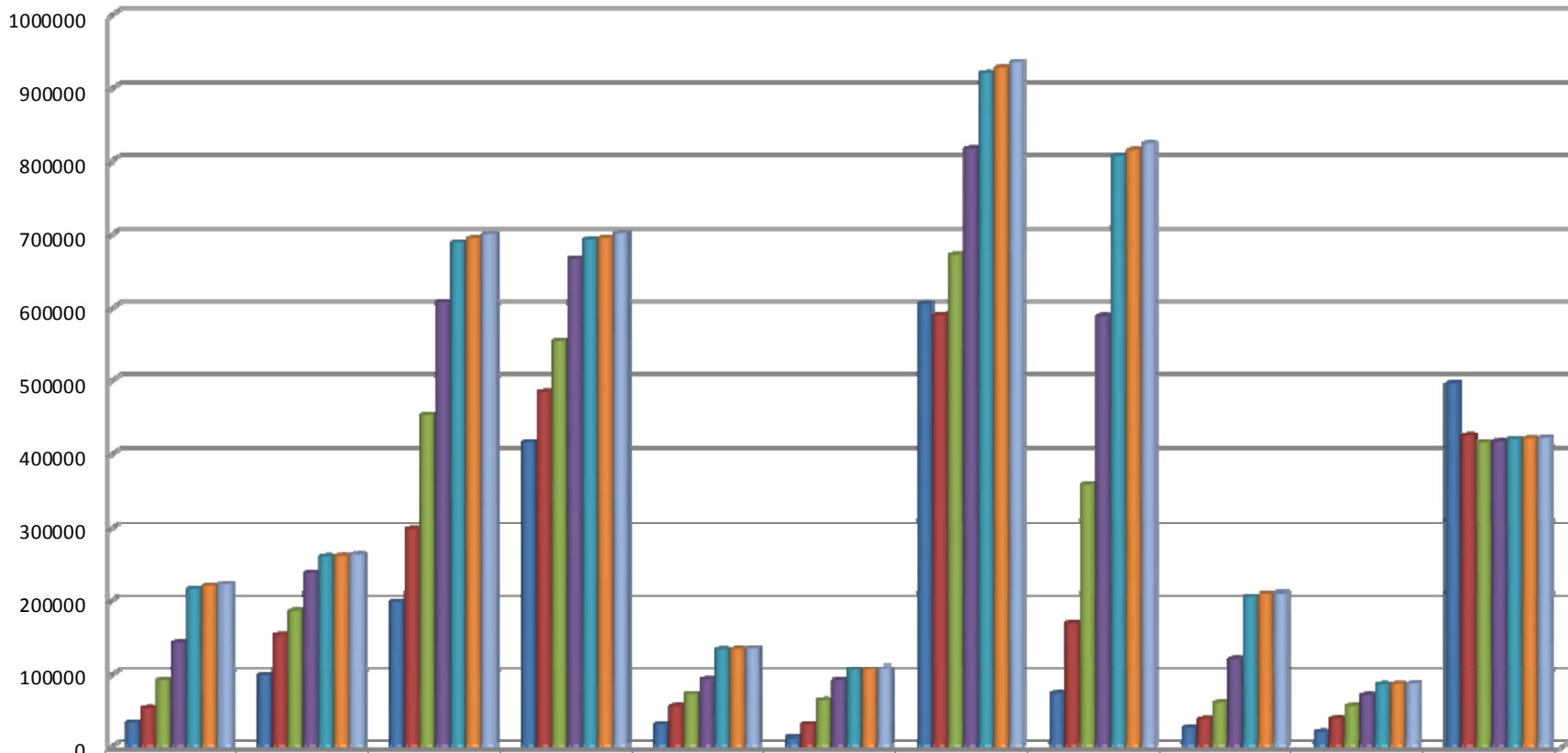
The Atlanta Regional Commission (ARC), the regional planning and intergovernmental coordination agency for the 10-county which includes Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Fulton, Gwinnett, Henry and Rockdale counties, as well as the City of Atlanta, produces data about the Atlanta region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

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

A review of Atlanta's regional population growth by county and the City of Atlanta from 1970 to 2012 indicates that Gwinnett County once again led the region in annual growth, adding 9,000 new residents from 2011 to 2012. Ranking second in the 10 county region is Fulton County with 7,760 new residents over the same time period. Overall, the region added 77,500 new residents each year for a total of 1.6 million people over 1990 to 2010. *The tables on the following pages detail regional population information demographic information.*

⁴ Atlanta Regional Commission, [tp://www.atlantaregional.com](http://www.atlantaregional.com)

Average Annual County and City of Atlanta Population Growth by Decade



| | Cherokee | Clayton | Cobb | DeKalb | Douglas | Fayette | Fulton | Gwinnett | Henry | Rockdale | City of Atlanta |
|------|----------|---------|---------|---------|---------|---------|---------|----------|---------|----------|-----------------|
| 1970 | 31059 | 98,126 | 196,793 | 415,387 | 28,659 | 11,364 | 605210 | 72,349 | 23,724 | 18,152 | 495,039 |
| 1980 | 51,699 | 150,357 | 297,718 | 483,024 | 54,573 | 29,043 | 589,904 | 166,808 | 36,309 | 36,747 | 424,922 |
| 1990 | 91,000 | 184,100 | 453,400 | 553,800 | 71,700 | 62,800 | 670,800 | 356,500 | 59,200 | 54,500 | 415,200 |
| 2000 | 141,903 | 236,517 | 607,751 | 665,865 | 92,174 | 91,263 | 816,006 | 588,448 | 119,341 | 70,111 | 416,474 |
| 2010 | 214,346 | 259,424 | 688,078 | 691,893 | 132,403 | 106,567 | 920,581 | 805,321 | 203,922 | 85,215 | 420,003 |
| 2011 | 218,500 | 260,000 | 693,600 | 694,400 | 133,000 | 107,100 | 928,200 | 814,100 | 207,800 | 85,600 | 420,700 |
| 2012 | 220,800 | 262,300 | 699,500 | 700,700 | 133,900 | 107,500 | 936,100 | 823,100 | 209,500 | 86,100 | 421,600 |

MARTA OVERVIEW

| People Quick Facts | DeKalb County | Fulton County | Atlanta | Georgia |
|---|----------------------|----------------------|----------------|----------------|
| Population, 2011 estimate | 699,893 | 949,599 | NA | 9,815,210 |
| Population, 2010 (April 1) estimates base | 691,893 | 920,583 | 420,003 | 9,687,653 |
| Population, percent change, April 1, 2010 to July 1, 2011 | 1.2% | 3.2% | 0.8% | 18.3% |
| Population, 2010 | 691,893 | 920,581 | 416,474 | 8,186,453 |
| Persons under 5 years, percent, 2011 | 7.4% | 6.8% | 6.4% | 7.1% |
| Persons under 18 years, percent, 2011 | 23.9% | 23.7% | 19.4% | 25.7% |
| Persons 65 years and over, percent, 2011 | 9.4% | 9.2% | 9.8% | 10.7% |
| Female persons, percent, 2011 | 51.9% | 51.1% | 50.2% | 51.2% |
| White persons, percent, 2011 (a) | 37.8% | 47.5% | 38.4% | 59.7% |
| Black persons, percent, 2011 (a) | 54.4% | 44.5% | 54.0% | 30.5% |
| American Indian and Alaska Native persons, percent, 2011 (a) | 0.6% | 0.4% | 0.2% | 0.3% |
| Asian persons, percent, 2011 (a) | 5.2% | 5.8% | 3.1% | 3.2% |
| Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a) | 0.1% | 0.1% | Z | 0.1% |
| Persons reporting two or more races, percent, 2011 | 2.0% | 1.9% | 2.0% | 2.1% |
| Persons of Hispanic or Latino Origin, percent, 2011 (b) | 9.8% | 8.1% | 5.2% | 8.8% |
| White persons not Hispanic, percent, 2011 | 30.1% | 40.9% | 36.3% | 55.9% |
| Living in same house 1 year & over, 2006-2010 | 78.9% | 78.4% | 75.4% | 82.3% |
| Foreign born persons, percent, 2006-2010 | 16.3% | 13.0% | 7.8% | 9.6% |
| Language other than English spoken at home, pct age 5+, 2006-2010 | 18.1% | 15.9% | 10.6% | 12.7% |
| High school graduates, percent of persons age 25+, 2006-2010 | 87.9% | 89.6% | 86.2% | 83.5% |
| Bachelor's degree or higher, pct of persons age 25+, 2006-2010 | 38.7% | 47.6% | 45.0% | 27.2% |
| Mean travel time to work (minutes), workers age 16+, 2006-2010 | 30.7 | 27.1 | 25.8 | 27 |
| Housing units, 2010 | 304,968 | 437,105 | 224,573 | 4,088,801 |
| Homeownership rate, 2006-2010 | 58.6% | 56.0% | 47.9% | 67.2% |
| Housing units in multi-unit structures, percent, 2006-2010 | 36.6% | 44.1% | 53.4% | 20.5% |
| Median value of owner-occupied housing units, 2006-2010 | \$190,000 | \$253,100 | \$231,800 | \$161,400 |
| Households, 2006-2010 | 264,837 | 357,463 | 178,447 | 3,468,704 |
| Persons per household, 2006-2010 | 2.53 | 2.39 | 2.16 | 2.66 |

MARTA OVERVIEW

| People Quick Facts (Continued) | DeKalb County | Fulton County | Atlanta | Georgia |
|--|----------------------|----------------------|----------------|----------------|
| Per capita money income in past 12 months (2010 dollars) 2006-2010 | \$28,412 | \$37,211 | \$35,453 | \$25,134 |
| Median household income 2006-2010 | \$51,349 | \$56,709 | \$45,171 | \$49,347 |
| Persons below poverty level, percent, 2006-2010 | 16.1% | 15.3% | 22.60% | 15.70% |
| Business QuickFacts | | | | |
| Total number of firms, 2007 | 73,184 | 106,113 | 50,970 | 901,105 |
| Black-owned firms, percent, 2007 | 39.6% | 26.7% | 30.9% | 20.4% |
| American Indian- and Alaska Native-owned firms, percent, 2007 | 0.9% | 0.5% | 0.6% | 0.7% |
| Asian-owned firms, percent, 2007 | 6.8% | 5.4% | 4.4% | 5.1% |
| Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007 | 0.1% | S | F | 0.1% |
| Hispanic-owned firms, percent, 2007 | 3.6% | 3.2% | 2.4% | 3.6% |
| Women-owned firms, percent, 2007 | 37.2% | 32.3% | 33.4% | 30.9% |
| Manufacturers' shipments, 2007 (\$1000) | 7,489,009 | 10,428,483 | 5,304,252 | 144,280,774 |
| Merchant wholesaler sales, 2007 (\$1000) | 9,361,148 | 40,824,135 | 7,523,615 | 141,962,359 |
| Retail sales, 2007 (\$1000) | 7,973,387 | 13,239,670 | 5,594,126 | 117,516,907 |
| Retail sales per capita, 2007 | \$10,867 | \$13,363 | \$10,767 | \$12,326 |
| Accommodation and food services sales, 2007 (\$1000) | 1,207,713 | 4,133,808 | 2,743,688 | 16,976,235 |
| Geography QuickFacts | | | | |
| Land area in square miles, 2010 | 267.58 | 526.64 | 133.15 | 57,513.49 |
| Persons per square mile, 2010 | 2,585.7 | 1,748.0 | 3,154.3 | 168.4 |
| <i>(a) Includes persons reporting only one race.</i> | | | | |
| <i>(b) Hispanics may be of any race, so also are included in applicable race categories.</i> | | | | |
| <i>FN: Footnote on this item for this area in place of data</i> | | | | |
| <i>NA: Not available</i> | | | | |
| <i>D: Suppressed to avoid disclosure of confidential information</i> | | | | |
| <i>X: Not applicable</i> | | | | |
| <i>S: Suppressed; does not meet publication standards</i> | | | | |
| <i>Z: Value greater than zero but less than half unit of measure shown</i> | | | | |
| <i>F: Fewer than 100 firms</i> | | | | |
| <i>Source: US Department of Commerce United States Census Bureau http://quickfacts.census.gov/qfd/index.html</i> | | | | |

Regulatory & Legislative Challenges

On July 31, 2012 Georgia voters had the opportunity to vote on a transportation sales tax referendum that would have brought MARTA \$600 million for various projects that would have significantly extended the useful life of MARTA's existing critical infrastructure. However, the initiative, a 10-year Transportation Special Purpose Local Option Sales Tax (T-SPLOST) failed in all 10 metro Atlanta counties, with only 37% of voters voting for the tax, and 67% voting against it. Despite the failure of the measure, MARTA will continue to give its best effort to serve its customers with pride

In the wake of the failed transportation referendum, MARTA Board of Directors Chairman Frederick L. Daniels, Jr., issued the following statement regarding our role for the future of regional transportation (redacted from the August 7, 2012 **theMARTAstop**):

The MARTA Board of Directors recognizes the importance of public transportation to the continued growth of the Region and reaffirms our commitment to its core Mission.

The Board commends the local partners that did work together in an effort, however unsuccessful, to create a seamless regional transportation network of roads, railways, commuter buses, bicycle and pedestrian investments that could benefit our community for generations to come. MARTA will not abandon our commitment to work with our regional partners and elected officials to achieve that goal.

MARTA continues to provide quality transit to our customers while also taking voluntary steps to cut costs, improve efficiencies and explore innovative ways of generating new

revenue that will make us financially sustainable for the future. During a time of dwindling sales tax revenues, MARTA has voluntarily taken forward-looking steps in that direction.

Let's be clear: No public agency – or private company, for that matter – is perfect. But my fellow Board members, the Executive Management Team and Staff will not waver from our commitment to ensure that MARTA continues to be financially sustainable and a good steward of public dollars.

We sincerely look forward to working with all elected officials and our transportation partners around the region and across the state to provide high-quality commuting choices that best serve the needs of our fellow Georgians now, and in the future.

Despite the failure of the referendum planning for two rail projects slated to be funded by the tax will continue. One of the projects along the Clifton Corridor is nearly 9 miles of new light rail service from the Lindberg Center MARTA Station to the Avondale station. The second is an I-20 east line connecting the Indian Creek train station to Stonecrest Mall. About 35 percent of the planning process has been completed on both projects.

Since the formation of MARTA, the Georgia state government has never contributed to MARTA operational funding. Currently, MARTA is the largest mass transportation system in the United States not to receive state funding. Revenue from the Georgia motor fuel tax is currently restricted to roads and bridges and cannot be used for public transportation MARTA.

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

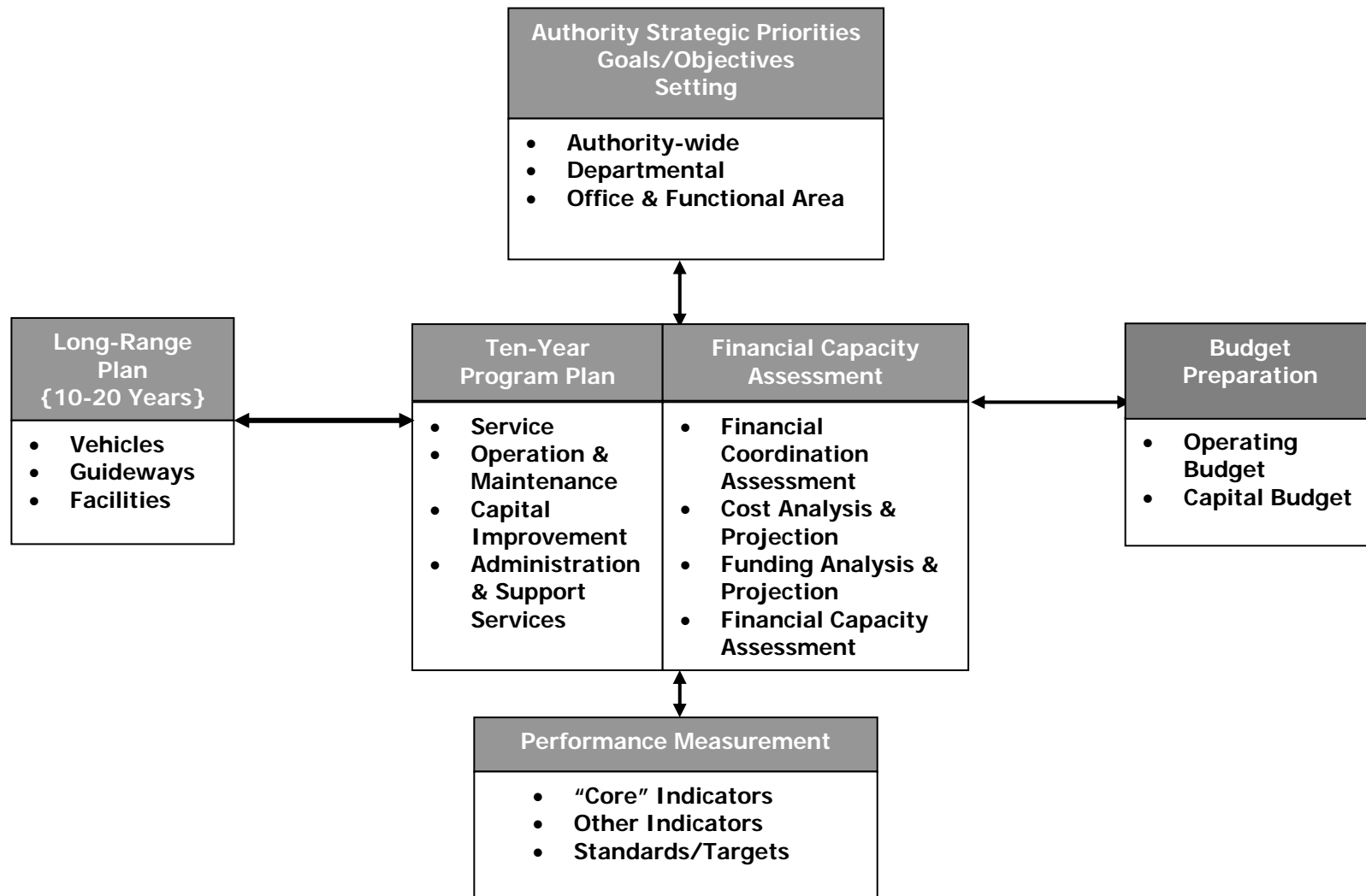
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

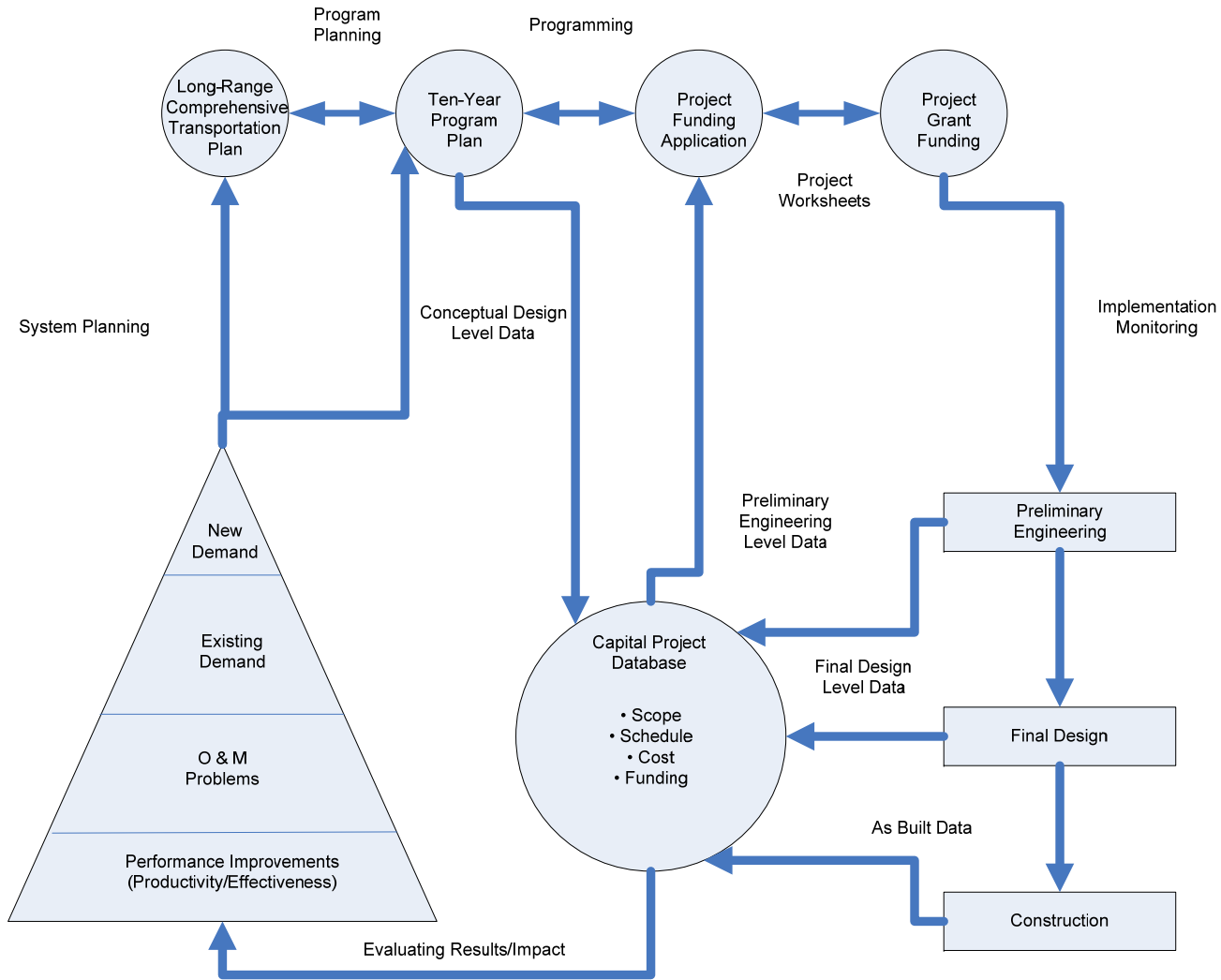
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

- 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.

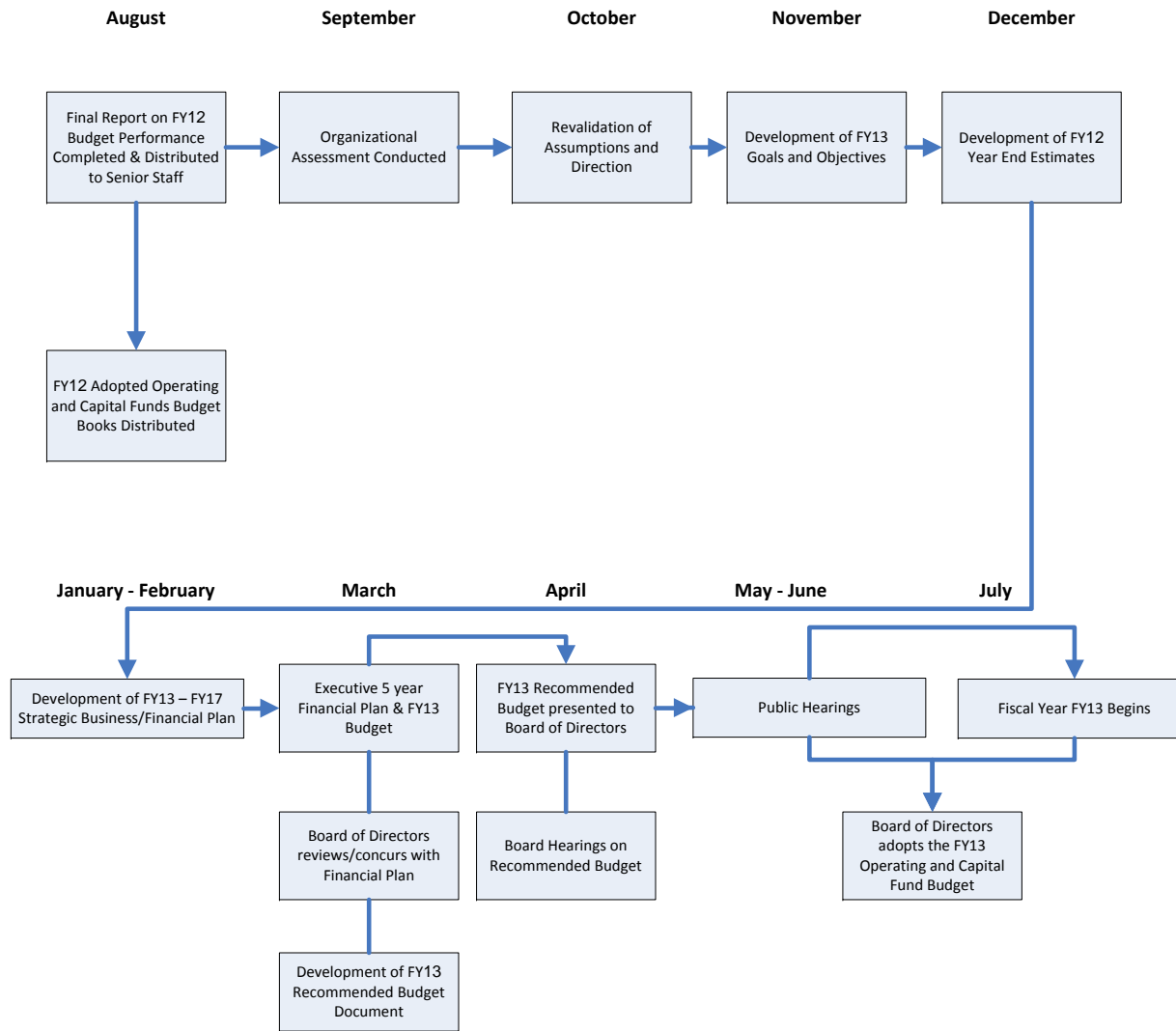
In addition to the budget development phase, opportunities for public comment occur formally and informally throughout the year. On an informal basis, Customer Question and Answer sessions are held at MARTA's rail stations periodically. On a formal basis, significant route changes or applications for 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 FY13 Budget**



**Exhibit # 4
Development of the FY13 Budget Major Milestones**

| <u>Date</u> | <u>Event</u> |
|------------------|--|
| Oct 2011 | Development of FY2013 Budget Development Plan & Major Milestones |
| Nov 2011 | Determine Corporate and Strategic Assumptions for the FY2013 Budget Development (i.e. Service Levels, Reserves Utilization, Strategic Priorities revisions, etc.) |
| Nov 2011 | Draft Service Plan to meet FY2013 Budget Target |
| Nov 2011 | Briefing on December Mark-Up Modifications |
| Nov 2011 | Legislative Strategy Development |
| Nov 2011 | Determine Corporate and Strategic Assumptions for the FY2013 Budget Development (i.e. Service Levels, Fare/Parking Plan, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, Labor Negotiations, etc.) |
| Dec 2011 | Budget Status Updates Jurisdictions and new Board. |
| Dec 2011 | December Mark-up |
| Dec 2011 | Board Briefing on Corporate and Strategic Assumptions for the FY2013 Budget Development (i.e. Service Levels, Fare/Parking Plan, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, Labor Negotiations, etc.) |
| Jan 2012 | Distribution of FY2013 Budget Call Package |
| Jan 2012 | Draft Legislative, Budget and Service Plan Communications Strategy |
| Jan - April 2012 | Legislative Session |

**Exhibit # 4
Development of the FY13 Budget Major Milestones (continued)**

| <u>Date</u> | <u>Event</u> |
|----------------|--|
| Jan 2012 | Mid Year Budget Adjustment Report |
| Jan 2012 | Board Committee Briefing on Service Plan, Strategic Communication Plan & Fiscal Outlook for the FY2012 Budget Development process |
| Jan 2012 | Community Outreach Sessions |
| Feb 2012 | FY2013 Budget Call Package submissions due |
| Feb - Mar 2012 | Begin Public outreach on service and budget |
| Feb 2012 | Briefing on the FY 2013 Draft Service Plan |
| Feb 2012 | Board Committee Briefing on FY2013 Budget Development progress, including community feedback and legislative outlook |
| Mar 2012 | Board Committee Briefing on the FY2013 <u>Preliminary</u> Operating & Capital Budgets, including Service Plan, Fare/Parking Plan & Legislative Outlook |
| Mar 2012 | Call for Public Hearing (Service and Budget) |
| Mar 2012 | Legislative and jurisdictional briefings on service and budget |
| Mar 2012 | Revised Service Plan (based on outreach and budget refinements) |

**Exhibit # 4
Development of the FY13 Budget Major Milestones (continued)**

| <u>Date</u> | <u>Event</u> |
|-------------|---|
| Mar 2012 | Community Outreach Sessions |
| Mar 2012 | EMT Review of the FY2013 Preliminary Operating & Capital Budgets, including Service Plan & Fare/Parking Plan |
| Apr 2012 | <u>Budget Hearings</u> : EMT Review and Revisions of FY2013 Budget <u>Submissions</u> , Fare/Parking Plan, Revenue Projections & Service Plan |
| Apr 2012 | Advertise for Public Hearings; Community Outreach Sessions |
| April 2012 | April Mark Up |
| April 2012 | Briefing on the Revised Service Plan |
| April 2012 | Board Retreat on the FY2013 <u>Proposed</u> 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 FY2013 |
| May 2012 | Hold Public Hearing |
| May 2012 | Report Results of Public Hearing |
| May 2012 | Briefing on the Recommended FY 2012 Service Plan |
| May 2012 | Board Presentation of FY2013 Recommended Operating & Capital Budgets |
| June 2012 | Board Adoption of FY2013 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 a 12-member board of directors. MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), The Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a, has the ability to impose its will on the organization, or b, there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Prior to January 1, 2011 MARTA encompassed an eighteen member board, three members were appointed by Fulton County, five members by DeKalb County, four members by the City of Atlanta, and one member by each County of Clayton and Gwinnett. In addition, the Commissioner of the State Department of Transportation, the Commissioner of the State Department of Revenue, the Executive Director of the State Properties Commission, and the Executive Director of the Georgia Regional Transportation Authority served as ex-officio members of the Board. None of the participating

governments appointed a majority of MARTA's Board and none had an ongoing financial interest or responsibility.

- House Bill 277 32-9-14, commonly referred to as The Transportation Investment ACT (TIA) amended the 18-member Board provision to an 12-member board composed of 11 voting members and one non-voting member effective January 1, 2011. Of the voting members: three members are residents of the City of Atlanta and are nominated by the mayor and elected by the city council; four members are residents of DeKalb County and are appointed by the DeKalb County Board of Commissioners; three members are residents of Fulton County and are appointed by the local governing body thereof. Independent of the municipalities, The Commissioner of Transportation is a voting member on the board and the Executive Director of the Georgia Regional Transportation Authority is a non-voting member of the board.

2) Balanced Budget

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

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

- The operating and capital budgets combined are balanced when expenditures do not exceed the sources of revenue. For FY13 the total uses are \$807.0M, and the total sources are \$918.5M, which leaves a surplus of funds of \$111.5M. 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(l) 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.

BeltLine

- On August 28, 2012 the Federal Transit Administration (FTA) approved the Record of Decision (ROD) signaling the completion of the first portion of the required environmental analysis for the Atlanta Beltline. The Atlanta BeltLine is a proposed modern streetcar and multi-use trails system situated within a corridor of approximately 22 miles that would encircle the core of the City of Atlanta and would be connected to MARTA and the larger regional transit network. The transit and trails elements are part of a comprehensive economic development effort combining greenspace, trails, transit, and new development along its historic rail segments.
- The ROD summarizes the BeltLine's Tier 1 Environmental Impact Statement (EIS) process and identifies the preferred transit and trails alternative and advances the project through the Federal project development process required to be completed in order to seek Federal funding. Stakeholder and public input played a significant role in supporting MARTA's and the City's decision-making and FTA's subsequent release of the ROD.
- With FTA's issuance of the Tier 1 EIS ROD, the project can proceed to the Tier 2 environmental analysis as required by the National Environmental Policies Act (NEPA). The NEPA process is not complete until the more detailed analysis is completed during the Tier 2 process. The major activities and decisions to be made in the Tier 2 process include details on the location and configuration of the transit and trail design elements, site specific impacts and mitigation.

I-20 East Transit Initiative

- The I-20 East Transit Initiative was undertaken by MARTA to identify transit investments that would improve east-west mobility between downtown Atlanta and eastern DeKalb County. Specifically, we are investigating accessibility to jobs and housing within the corridor, the provision of convenient and efficient transit service to accommodate the increasing transit demands within the corridor, and the support of corridor economic development and revitalization. A Detailed Corridor Analysis (DCA) has been completed to help identify the best transit solution, also known as the Locally Preferred Alternative (LPA) for the corridor.
- The LPA, as adopted by the MARTA Board of Directors in April 2012, is comprised of the extension of MARTA's existing east-west heavy rail transit (HRT) line from the Indian Creek Station to the Mall at Stonecrest in eastern DeKalb County and a new Bus Rapid Transit (BRT) service along I-20 between downtown Atlanta and Wesley Chapel Road, east of I-285 in DeKalb County. The adoption of the LPA by the MARTA Board of Directors in April 2012 marked the completion of the two-year long DCA phase of the I-20 East Transit Initiative. The project now moves into the environmental review process which is slated for completion early summer 2013.

West Line Corridor

- MARTA is undertaking a high-level reassessment and re-evaluation of transit improvements to the WestLine Corridor that were proposed in 2004. At that time, the MARTA Board adopted a Locally Preferred Alternative (LPA) that recommended a heavy rail extension from the existing H.E. Holmes station to the interchange of Martin Luther King, Jr. Drive and I-285 and a Bus Rapid Transit (BRT) segment along I-20 West to Fulton Industrial Boulevard. Since 2004, there have been many changes to study area demographics, land use, growth, and changes to Georgia DOT policies. Because of these changes, MARTA is reassessing the LPA to determine if these recommendations still meet the needs of the corridor.

- This re-assessment will take place in two phases: Phase I includes initial outreach consisting of interviews with key stakeholders; and Phase II will consist of assessing existing conditions, identifying and evaluating project solutions to meet identified needs, and producing recommendations. The outcome of the WestLine Reassessment is expected to be transit solution with strong public support from both neighborhoods and businesses. This solution(s) will be presented in early Spring 2013.

Clifton Corridor Transit Initiative

- Between 2009 and 2012, MARTA and the Clifton Corridor Transportation Management Association (CCTMA) partnered to conduct the Clifton Corridor Transit Initiative - Alternatives Analysis (AA). The Clifton Corridor AA involved investigating the need for high-capacity transit connections between MARTA's Lindbergh Center/Armour Yard area in north-central Atlanta to the Clifton Road employment centers and the City of Decatur in west-central DeKalb County. The Clifton Corridor includes some of the largest activity centers in metro Atlanta without convenient access to the existing interstate and system or MARTA rail system. These conditions have resulted in high levels of traffic congestion on a severely limited network of roadways. A Locally Preferred Alternative (LPA) was adopted by the MARTA Board of Directors in April 2012 and it encompassed 8.8 miles of new light rail service from MARTA's Lindbergh Center Station to Avondale MARTA Station and generally includes operations adjacent to the CSX right-of-way. The LPA also includes in-street operations within the medians of Clifton Road (through the CDC/Emory area), Scott Boulevard, North Decatur Road, DeKalb Industrial Way and North Arcadia Avenue. The environmental impact study (EIS) is scheduled to begin in the Fall of 2012.

GA 400 Corridor Transit Initiative – Connect 400

- The Connect 400 – Alternatives Analysis (AA) was launched in late 2011 and involves an 18-month study to identify a potential

high-capacity transit solution within a study area encompassing the GA 400 expressway between I-285 in the City of Sandy Springs and McGinnis Ferry Road in northern Fulton County. MARTA conducted an alternatives analysis within the study area in 2003 which resulted in a determination that the corridor was not supportive of high-capacity transit due to low household and employment densities, high household incomes, and low intensity land uses. Subsequently, the MARTA Board redirected planning activities to market analysis and policy planning to serve as a guide for future development in northern Fulton County.

- Since these 2003 planning efforts were completed, the GA 400 Corridor has emerged as one of the fastest growing sub-regions within the Atlanta metropolitan area. As a result, roadway congestion and travel times along the GA 400 expressway and surrounding arterials have continued to deteriorate. The Connect 400 AA will include a re-assessment of the previous alternatives analysis within the context of the new growth and land use changes that have taken place over the last nine years. Ultimately, the study will result in the identification of a set of transit solutions or locally preferred alternative (LPA) that can be applied to help address the transportation challenges within the GA 400 study area. Once this selection has been made, an environmental impact statement (EIS) will be developed followed by engineering and design activities.

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 collecting fares for charter, group, and party bus services, as provided in the Act, of the preceding fiscal year. Under provisions of amendments to the MARTA Act, all revenues, except the sales and use taxes, are included in transit related revenues for purposes of this calculation.
- Except with regard to fixing, altering, charging, and provided in Section 9(f) of this Act, the power to fix, alter, charge, and collect fares, rates, rentals, and other charges for its

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 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. A listing of major resources is provided below:

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

STRATEGIC 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).

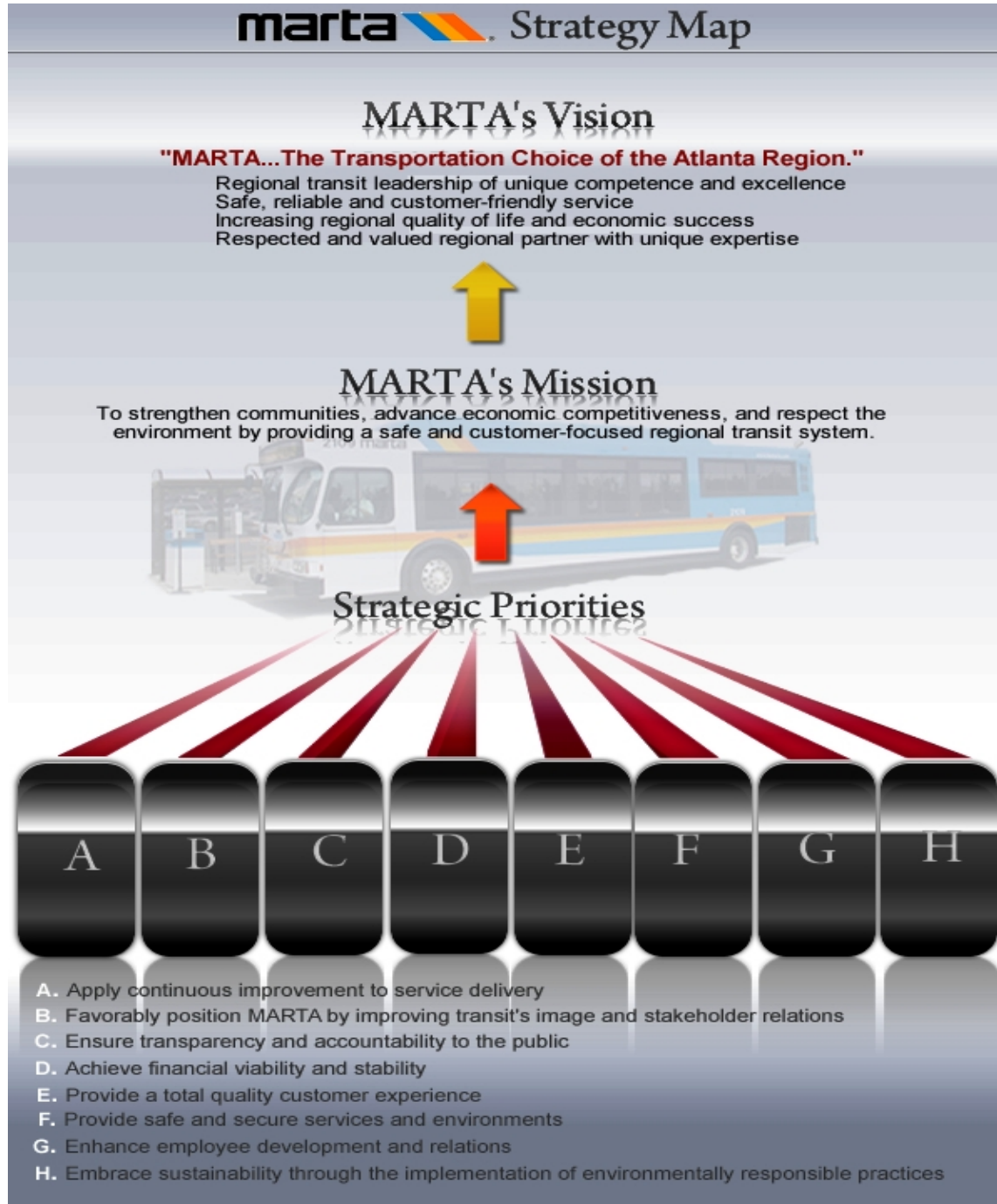
INTRODUCTION

The Fiscal Year 2013 Strategic Business Plan (FY13 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 FY13 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.



FY2013 Key Performance Indicators

| Financial KPIs | | | | | |
|-------------------------------------|--------------------------|---------------------|-----------------------------|--------------------|--------------------|
| KPI | Performance Owner | Data Owner | FY12 Year-End Target | FY12 Actual | FY13 Target |
| Budget Variance | Individual Offices | Management & Budget | </= 0% | -2.04% | </= 0% |
| Ridership Combined (unlinked trips) | EMT | Research & Analysis | >/= 123.3M | 134.9M | >/= 135.4M |
| Bus Cost per Passenger Trip | Bus Operations | Accounting | </= \$3.97 | \$3.47 | </= \$3.66 |
| Rail Cost per Passenger Trip | Rail Operations | Accounting | </= \$2.61 | \$2.39 | </= \$2.58 |
| Mobility Cost per Passenger Trip | Mobility | Accounting | </= \$37.14 | \$30.98 | </= \$33.21 |

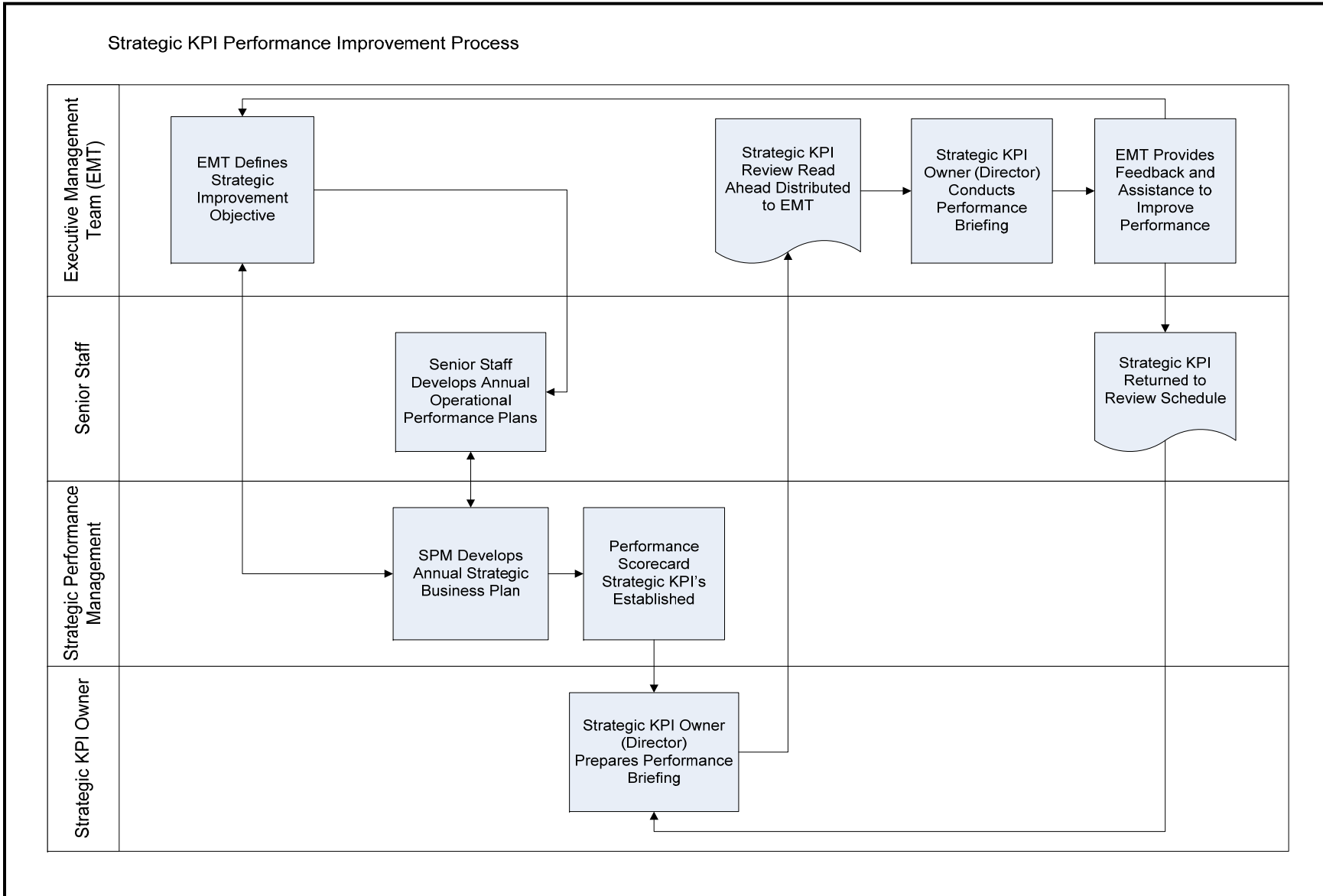
| Customer Service KPIs | | | | | |
|---------------------------------|--------------------------|-------------------|-----------------------------|--------------------|--------------------|
| KPI | Performance Owner | Data Owner | FY12 Year-End Target | FY12 Actual | FY13 Target |
| Average Customer Call Wait Time | Customer Services | Customer Services | </= 1:10 | 0:33 | </= 0:45 |
| Customer Call Abandonment Rate | Customer Services | Customer Services | </= 10% | 4.48% | </= 6% |

| Safety & Security KPIs | | | | | |
|--|--------------------------|-------------------|-----------------------------|--------------------|--------------------|
| KPI | Performance Owner | Data Owner | FY12 Year-End Target | FY12 Actual | FY13 Target |
| Part I Crime | Police | Police | </= 3.11 | 3.37 | </= 3.11 |
| Bus Collision Rate per 100K Miles | Bus Transportation | Safety | </= 2.55 | 2.94 | </= 2.55 |
| Mobility Collision Rate per 100K Miles | Mobility | Safety | </= 1.95 | 3.01 | </= 2.85 |
| Employee Accidents per 100 Employees | Individual Offices | Safety | </= 15.50 | 15.59 | </= 15.00 |

FY2013 Key Performance Indicators (Continued)

| Operations KPIs | | | | | |
|---|-------------------------|-------------------------|----------------------|-------------|-------------|
| KPI | Performance Owner | Data Owner | FY12 Year-End Target | FY12 Actual | FY13 Target |
| Bus OTP | Bus Transportation | Bus Transportation | >/= 75% | 74.62% | >/= 76% |
| Bus MDBF (NTD) | Bus Maintenance | Bus Maintenance | >/= 3,000 | 2,946 | >/= 3,000 |
| Bus MDBSI | Bus Maintenance | Bus Transportation | >/= 6,000 | 4,482 | >/= 5,000 |
| Bus Complaints per 100K Boardings | Bus Operations | Customer Services | </= 12.00 | 7.53 | </= 9.00 |
| Rail OTP | Rail Transportation | Rail Transportation | >/= 97.50% | 97.79% | >/= 97.50% |
| Rail MDBF (NTD) | Rail Maintenance | Rail Maintenance | >/= 25,000 | 20,077 | >/= 25,000 |
| Rail MDBSI | Rail Maintenance | Rail Transportation | >/= 550 | 764 | >/= 550 |
| Rail Complaints per 100K Boardings | Rail Operations | Rail Operations | </= 1.00 | 0.34 | </= 1.00 |
| Mobility OTP | Mobility | Mobility | >/= 92% | 87.03% | >/= 92% |
| Mobility MDBF (NTD) | Bus Maintenance | Bus Maintenance | >/= 35,000 | 14,971 | >/= 10,000 |
| Mobility MDBSI | Bus Maintenance | Mobility | >/= 55,000 | 19,794 | >/= 15,000 |
| Mobility Trip Denial Rate | Mobility | Mobility | </= 0% | 0.00% | </= 0% |
| Mobility Reservation Average Call Wait Time | Mobility | Customer Services | </= 2:30 | 2:00 | </= 2:30 |
| Mobility Reservation Call Abandonment Rate | Mobility | Customer Services | </= 5.50% | 4.31% | </= 5.50% |
| Mobility Complaints per 1K Boardings | Mobility | Customer Services | </= 4.50 | 2.87 | </= 4.50 |
| Escalator Availability | Vertical Transportation | Vertical Transportation | >/= 98% | 93.98% | >/= 98.5% |
| Elevator Availability | Vertical Transportation | Vertical Transportation | >/= 98% | 97.75% | >/= 98.5% |

STRATEGIC PROCESS FLOW CHART

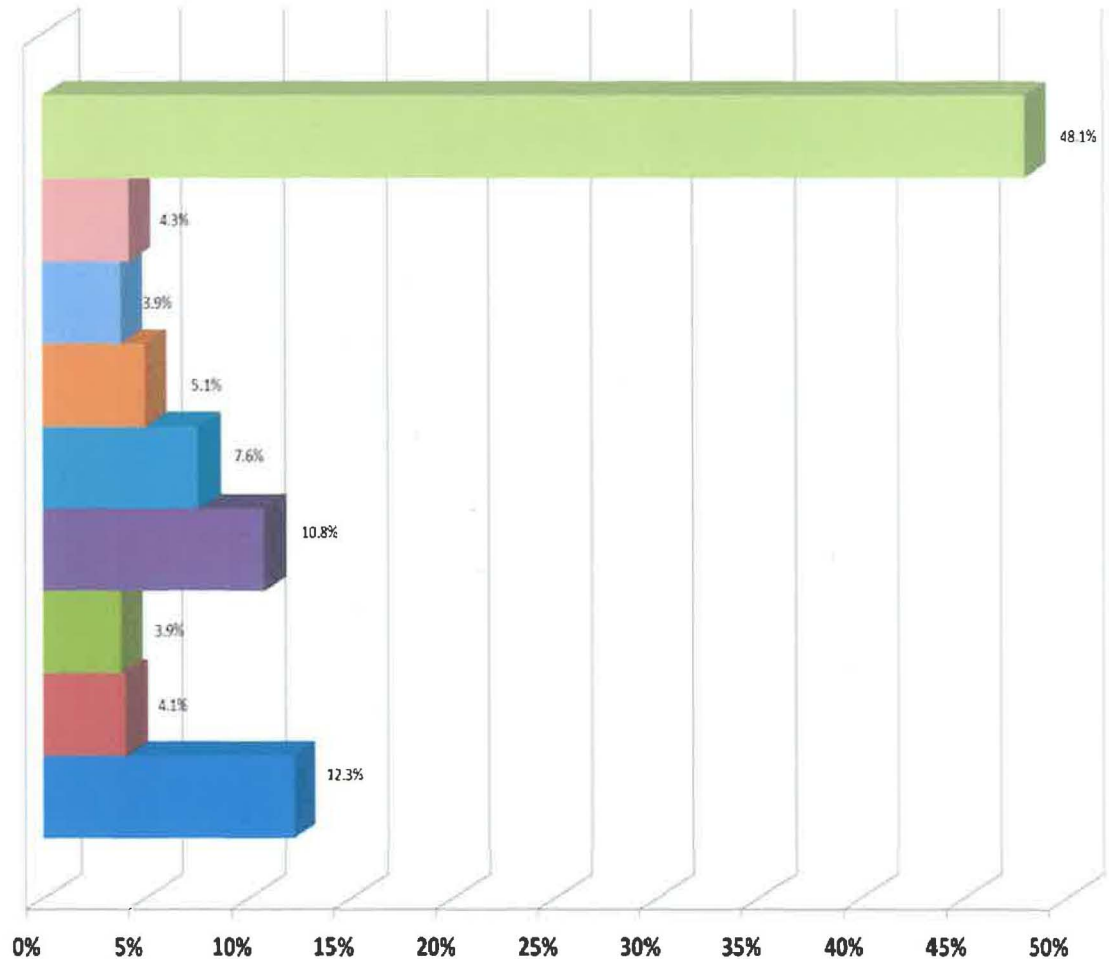


STRATEGIC PRIORITIES

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.

Strategic Priorities - Percentage of Financial Resources

- (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
- Unspecified



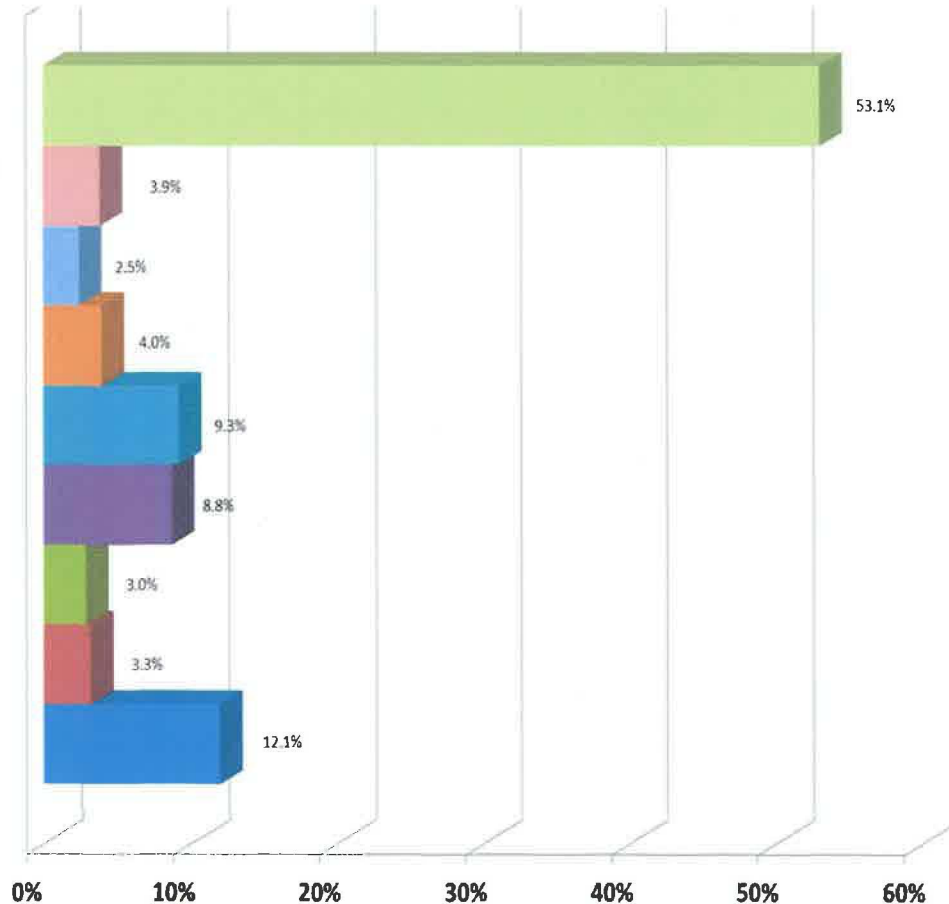
STRATEGIC PRIORITIES

Strategic Priority

| | A | B | C | D | E | F | G | H | Unspecified |
|---|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Division of Business Support Service | | | | | | | | | |
| | \$10,370,449 | \$10,281,185 | \$10,336,970 | \$14,003,976 | \$12,371,083 | \$8,073,742 | \$10,243,515 | \$7,519,302 | \$8,170,544 |
| | 11.3% | 11.3% | 11.3% | 15.3% | 13.5% | 8.8% | 11.2% | 8.2% | 8.9% |
| Division of Executive Administration | | | | | | | | | |
| | \$590,012 | \$1,326,065 | \$448,144 | \$704,668 | \$191,439 | \$31,604 | \$251,549 | \$937,956 | \$9,177,894 |
| | 4.3% | 9.7% | 3.3% | 5.2% | 1.4% | 0.2% | 1.8% | 6.9% | 67.2% |
| Division of General Manager CEO | | | | | | | | | |
| | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,175,803 |
| | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% |
| Division of Operations | | | | | | | | | |
| | \$223,173,723 | \$8,741,408 | \$7,094,964 | \$8,552,197 | \$23,301,909 | \$43,877,084 | \$7,175,719 | \$11,117,292 | \$45,087,190 |
| | 59.0% | 2.3% | 1.9% | 2.3% | 6.2% | 11.6% | 1.9% | 2.9% | 11.9% |
| Authority Totals: | | | | | | | | | |
| | \$234,134,185 | \$20,348,658 | \$17,880,078 | \$23,260,840 | \$35,864,431 | \$51,982,430 | \$17,670,783 | \$19,574,550 | \$63,611,431 |
| | 48.1% | 4.3% | 3.9% | 5.1% | 7.6% | 10.8% | 3.9% | 4.1% | 12.3% |

Strategic Priorities - Percentage of Human Resources

- (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
- Unspecified



STRATEGIC PRIORITIES

| Strategic Priority | A | B | C | D | E | F | G | H | Unspecified |
|---|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Division of Business Support Service | | | | | | | | | |
| | 102 | 92 | 71 | 130 | 137 | 58 | 85 | 61 | 88 |
| | 12.4% | 11.2% | 8.6% | 15.8% | 16.6% | 7.0% | 10.3% | 7.4% | 10.7% |
| Division of Executive Administration | | | | | | | | | |
| | 2 | 4 | 1 | 2 | 1 | 0 | 1 | 2 | 32 |
| | 3.8% | 8.0% | 2.7% | 4.1% | 1.6% | 0.1% | 1.7% | 5.3% | 72.7% |
| Division of General Manager CEO | | | | | | | | | |
| | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 100.0% |
| Division of Operations | | | | | | | | | |
| | 2,454 | 95 | 50 | 64 | 310 | 366 | 57 | 95 | 458 |
| | 62.1% | 2.4% | 1.3% | 1.6% | 7.8% | 9.3% | 1.4% | 2.4% | 11.6% |
| Authority Totals: | | | | | | | | | |
| | 2,557 | 190 | 122 | 196 | 448 | 424 | 143 | 158 | 581 |
| | 53.1% | 3.9% | 2.5% | 4.0% | 9.3% | 8.8% | 3.0% | 3.3% | 12.1% |

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 2012, the guiding principles implemented were based on the "We Serve with Pride" philosophy. Continuing with the same philosophy, fiscal year 2013 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

FY2013 Revenues vs. FY2012 Revenues

Budgeted FY2013 Sales Tax revenue for operations will be less than FY2012 Actuals by \$28.71 or 14.6%. 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 FY2013 Passenger revenue increased from FY2012 by \$9.38M or 7.2% from \$130.46M to \$139.84M primarily due to last fiscal year's 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 FY2013. 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.

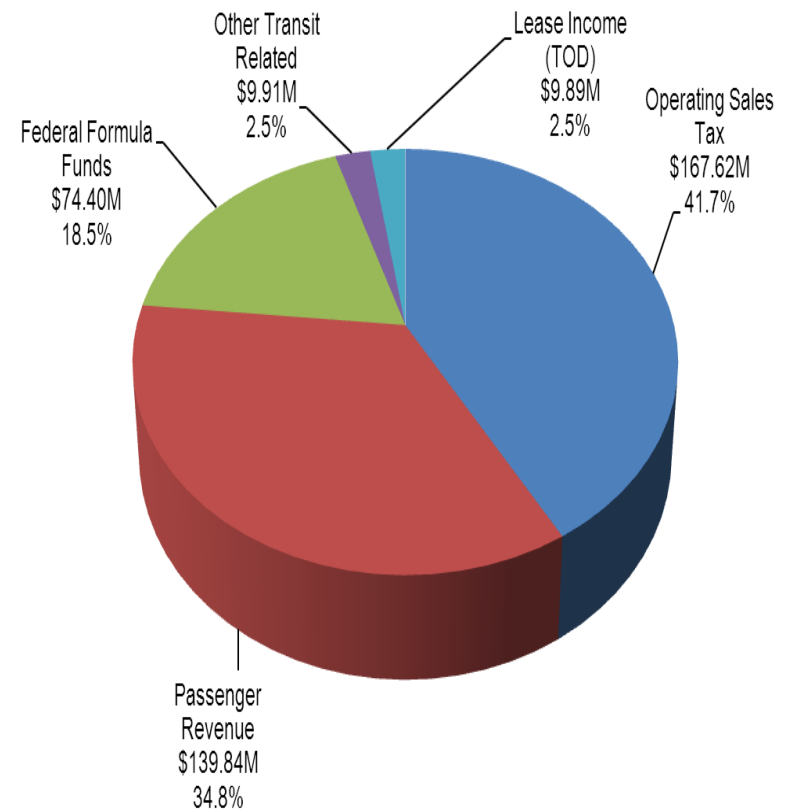
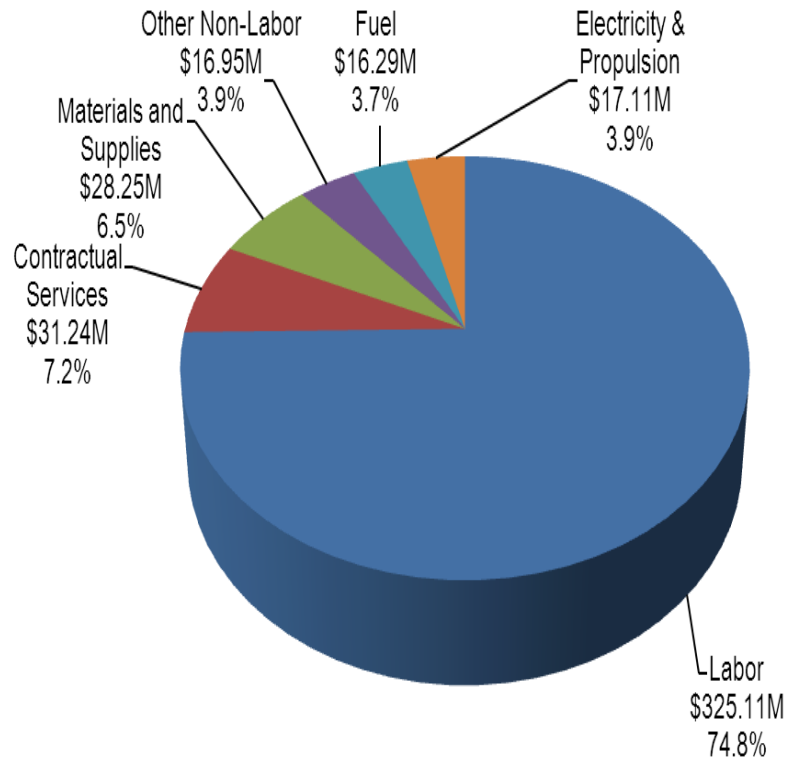
This is the third year of a three-year rate increase on monthly passes and mobility. A three year staggered plan was adopted to minimize the effect. The current fares are listed in the Fare Structure in the Appendix.

¹ Projections in this document are based upon Georgia State University's Economic Forecasting Center's December 2011 updated report, which serves as the basis for the forecast.

| <u>Total Authority Operating Budget (Table 1)</u> | Actual FY09 | Actual FY10 | Actual FY11 | Actual FY12 | Adopted FY13 |
|--|------------------------|------------------------|------------------------|------------------------|-------------------------|
| Total Operating Costs (\$M) | 427.80 | 438.43 | 437.66 | 452.95 | 485.53 |
| Less: Capital Charges | (41.75) | (38.55) | (37.53) | (47.56) | (50.58) |
| Net Operating Costs (\$M) | 386.05 | 399.88 | 400.13 | 405.38 | 434.95 |
| \$ Change | 22.06 | 13.83 | 0.24 | 5.26 | 29.56 |
| % Change | 0.06 | 0.04 | 0.00 | 0.01 | 0.07 |
| Revenue (\$M) | | | | | |
| 50% Sales Tax | 163.71 | 158.89 | 159.61 | 169.58 | 167.62 |
| Passenger Revenue | 102.70 | 104.64 | 112.75 | 130.46 | 139.84 |
| Other Transit Related | 14.68 | 18.27 | 14.58 | 13.98 | 9.91 |
| Federal Formula Funds | 41.79 | 87.30 | 53.20 | 44.88 | 74.40 |
| Lease Income (Inc. TOD) | 5.78 | 6.02 | 6.38 | 6.63 | 6.69 |
| Lease-to-Service Amortized Revenue | 4.27 | 3.20 | 3.20 | 5.23 | 3.20 |
| Prior Period Audit Adjustment | | | 0.44 | | |
| Flex from ARC FHW Funds | | | 15.00 | 8.47 | |
| Additional Flex of Sales Tax | | | | 26.75 | |
| Total Revenue | 332.93 | 378.32 | 365.17 | 405.98 | 401.66 |
| \$ Change | (24.18) | 45.39 | (13.15) | 40.81 | (4.31) |
| % Change | (0.07) | 0.14 | (0.03) | 0.11 | (0.01) |
| Impact (\$M) | | | | | |
| FY Beginning Carry-Over | 136.88 | 147.62 | 178.36 | 143.40 | 143.99 |
| FY Overage/(Shortfall) | (53.12) | (21.56) | (34.96) | 0.59 | (33.29) |
| Inclusion of Real Estate Reserves | 55.68 | ---- | ---- | ---- | ---- |
| 5% Sales Tax Reserve | ---- | ---- | ---- | ---- | ---- |
| Extension of 5% Sales Tax Reserves | 8.19 | 0.00 | 0.00 | 0.00 | 0.00 |
| Flexed Reserves from Capital Plan | | 52.30 | | | |
| Sales Tax Forecast Inc (15%) | | | | | |
| FY Ending Carry-Over | 147.62 | 178.36 | 143.40 | 143.99 | 110.71 |

FY2013 Net Operating Expenditures
(\$434.95M) (Chart 1)

FY2013 Operating Revenues
(\$401.66M) (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 FY2013. Details regarding funding

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

(Table 2)

| SOURCES | | | | USES | | | |
|-------------------------------------|----------------------|------------------------------|-------------|--|------------------------|------------------------------|--|
| Beginning Balance | | | | Operating Expenses | \$ 485,527,384 | | |
| Operating Sales Tax | | | | Less: Capital Allocation | <u>\$ (50,580,368)</u> | | |
| (incl. 5% Sales Tax Res.) | \$ 143,993,391 | | | Net Operating Expenses | | \$ 434,947,016 | |
| Capital | <u>\$ 91,587,184</u> | \$ | 235,580,575 | | | | |
| Sales Tax | | \$ | 335,454,000 | | | | |
| Operating Revenues (Exc. Sales Tax) | | \$ | 159,642,525 | Capital Programs | <u>\$ 230,424,956</u> | | |
| Federal Assistance | | | | Bond Debt Service & Other Financing Costs | <u>\$ 141,587,019</u> | \$ 372,011,975 | |
| Federal Formula Funds | \$ 74,398,000 | | | | | | |
| Capital Assistance | <u>\$ 78,775,000</u> | \$ | 153,173,000 | | | | |
| State Capital Assistance | | \$ | 2,080,800 | USES TOTAL | | <u>\$ 806,958,991</u> | |
| Financing Proceeds | | \$ | 32,000,000 | FUNDS AVAILABLE - GENERAL FUND | | | |
| Interest & Other Capital Income | | \$ | 540,800 | Operating Sales Tax | \$ 110,707,400 | | |
| | | | | Transfer to Oper Reserves from Cap Capital | \$ 805,309 | | |
| | | | | Transfer from Cap to Oper Reserves | | | |
| SOURCES TOTAL | | <u>\$ 918,471,700</u> | | TOTAL FUNDS AVAILABLE | | <u>\$ 111,512,709</u> | |

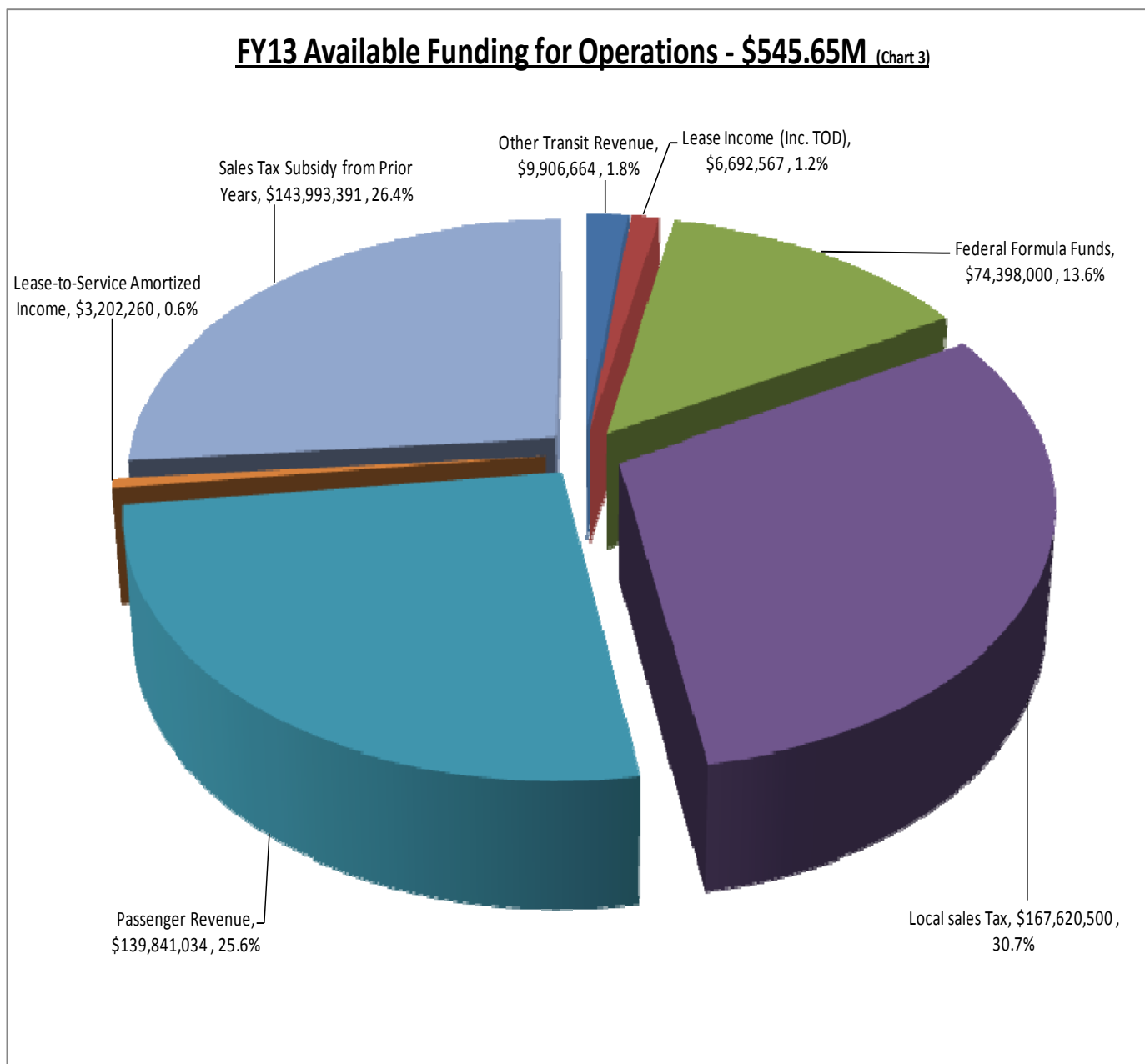
Summary of Available Funding for Operations

The Fiscal Year 2013 available funding sources for transit operations are \$545.65M, 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 FY2013. Including the \$143.99M of Sales Tax and Other Reserves Carry-over from FY2012, the FY2013 Total Available Funding is projected to exceed FY2013 Net Expenses by \$110.71M.

| | | |
|--|----|-------------------------|
| <u>Sales Tax & Prior Year Carry-Over</u> | | |
| Sales Tax Applied | \$ | 167,620,500 |
| Subsidy Available from Prior Years (Including Real Estate Reserves and Flex from Capital Sales Tax) | \$ | 143,993,391 |
| Total Sales Tax, Operations | | \$ 311,613,891 |
| <u>Operating Revenues</u> | | |
| Passenger Revenues | \$ | 139,841,034 |
| Other Transit Revenues | \$ | 9,906,664 |
| Lease Income (Inc. TOD) | \$ | 6,692,567 |
| Lease-to-Service Amortized Rev | \$ | 3,202,260 |
| Total Operating Revenues | | \$ 159,642,525 |
| Total Federal Formula Funds | | \$ 74,398,000 |
| Total Sources | | \$ 545,654,416 |
| Net Operating Expenses | | \$ (434,947,016) |
| Funds Available for Future Use | | \$ 110,707,400 |

(Table 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 FY13, even without the permitted inclusion of the capital rehabilitation and replacement reserve.

(Table 4)

| | | | | |
|--|---|-----------------------|---|---------------|
| FY12 Operating & Federal Revenues | = | <u>\$ 209,644,794</u> | = | 52.39% |
| FY11 Net Operating Expenses | | \$ 400,126,135 | | |
| The Adopted FY13 Budget is projected to meet this criterion: | | | | |
| FY13 Operating & Federal Revenues | = | <u>\$ 234,040,525</u> | = | 57.73% |
| FY12 Net Operating Expenses | | \$ 405,383,294 | | |

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.

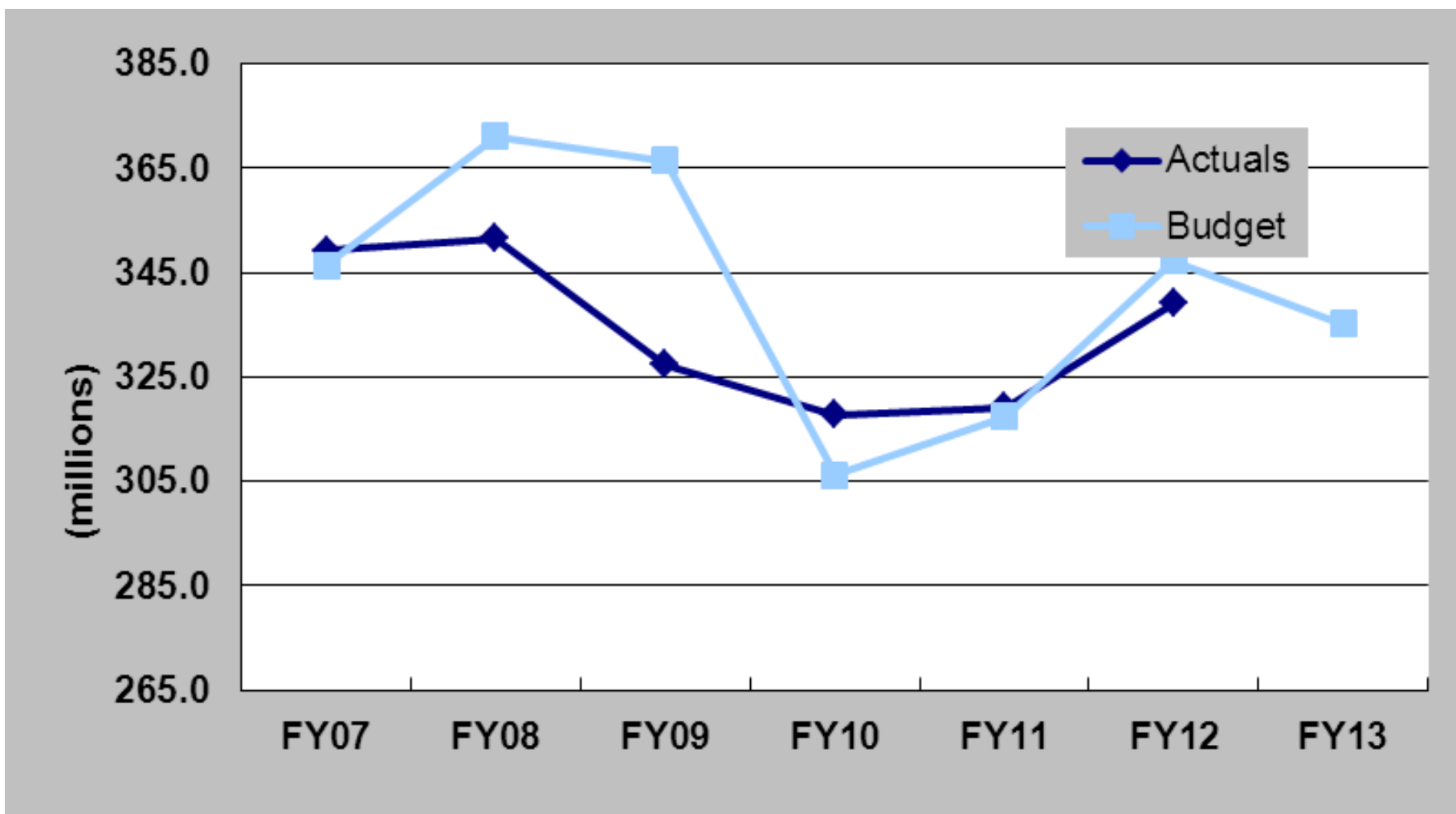
However, the State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a five-year interim beginning retroactively in January 2002. Furthermore, in the 2006 session, the State Legislature extended the allowable usage of up to 55% for Operations to December 31, 2008. This 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 FY13 is \$335.45M. A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY2007 – FY2013 Sales Tax Receipts (Chart 4)



In FY13, the Adopted Net Transit Operations expenditures are \$434.95M. 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 \$234.04M. This leaves a requirement of \$200.91M. We forecast the Operating share (50%) of FY13 Sales Tax Revenue to be \$167.62M. This will require the use of \$33.29M 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 FY12 is \$143.99M, which is sufficient to cover the shortfall without the Board approved utilization of other emergency reserves.

Passenger Revenue

The FY13 projected Passenger Revenues total of \$139.84M is based on planned service levels and passenger projections. Average fare per rider is expected to increase to \$1.03 in FY13. Ridership is expected to slightly increase from 134.889 million in FY12 to 135.408 million in FY13, for a total increase of 0.6M in annual boardings.

Fare Increase

Planned effective date of October 9, 2012 MARTA further increased the fare for Mobility and Half Fare customers. The increase was proposed to be implemented over three (3) years, and this is the third and final year. 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 \$9.91M, which includes fees for overnight parking at Lenox, Lindbergh, Brookhaven, Doraville, Dunwoody, Medical Center, College Park, Kensington, North Springs and Sandy Springs; advertising fees paid to MARTA for use of space on rail cars, buses and other facilities; and pay telephone and newspaper vending commissions. New revenue sources such as vending opportunities were implemented at specific rail stations and new avenues of vending enhancements and advertising are being considered. MARTA is reviewing the cost benefits of contracting out of parking services, including charging premium parking fees for customers outside the MARTA service area.

Lease Income

Lease income totaling \$6.69M 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 \$73.50M in federal funds for preventive maintenance of our rolling stock and facilities. An additional \$0.9M of these funds is associated with the Memorial Drive BRT initiative.

Summary of Operating Budget Expenditures

The FY13 Gross Adopted Budget for Operating Expenditures totals \$485.53M. Of this amount, \$434.95M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining \$50.58M includes expenses associated with the Capital Program.

The Adopted Budget contains resources to fund the following:

Salaries & Wages

The FY13 Adopted Budget for salaries reflects an increase of \$15.70M or 6.9% more than FY12 actuals. The majority of this increase is due to the salaries for capital positions flowing through the operating budget for the first time. There was also an increase of over 240 positions.

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 increase \$11.75M or 9.7% above FY12 actual expenses. Aggressive efforts were made to shift some of the fiscal burden of medical insurance to the employees in the past few years, with another increase for non-represented employees scheduled in January 2013.

Contractual Services

Contractual Services reflect an increase of \$4.42M or 16.5% from FY12 actuals as less was spent on contracts for maintenance service-fare collection equipment, non - IBM license fees and passenger facility maintenance than anticipated.

Materials & Supplies

Materials and Supplies show an increase of \$1.69M or 4.1% from FY12. This is attributable primarily to purchasing a Breeze ticket inventory of \$1.5M.

Other Operating Expenses

Other Operating Expenses reflect a \$1.37M or 6.9% increase from FY12 actuals as less was spent on propulsion than anticipated.

Casualty & Liability Costs

Casualty and Liability is projected to increase \$1.11M or 14.0% over FY12 expenses as less was spent on injury claims and insurance premiums than anticipated.

Miscellaneous Expenses

Miscellaneous Expenses reflect an increase of \$0.04M or 6.2% from FY12 actuals as less was spent on promotional/event fees than anticipated.

Other Non-Operating Expenses

Other Non-Operating expenses reflect an increase of \$1.35M or 68.16% above FY12 as less was spent in FY12 than was planned, primarily in other miscellaneous expenses.

Capitalized Expenditures

A total of \$50.58M is projected for capitalization of certain expenditures related to the various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with FTA guidelines.

Summary of Transit Subsidy (Table 5)

| | Actual FY09 | Actual FY10 | Actual FY11 | Actual FY12 | Adopted FY13 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Revenues | | | | | |
| Passenger Revenues | \$ 102,698,501 | \$ 104,639,587 | \$ 112,747,479 | \$ 130,462,757 | \$ 139,841,034 |
| Other Transit Revenues | \$ 14,675,723 | \$ 18,273,305 | \$ 14,578,459 | \$ 13,977,878 | \$ 9,906,664 |
| Lease Income (Inc. TOD) | \$ 5,781,574 | \$ 6,019,442 | \$ 6,381,076 | \$ 6,632,106 | \$ 6,692,567 |
| Interest Income - Capital Reserves | \$ - | \$ - | \$ - | \$ - | \$ - |
| Lease-to-Service Amortized Inc | \$ 4,269,116 | \$ 3,202,265 | \$ 3,202,260 | \$ 5,225,055 | \$ 3,202,260 |
| Token Re-evaluation | \$ - | \$ - | \$ - | \$ - | \$ - |
| Prior Period Audit Adjustment | | | \$ 443,933 | \$ - | \$ - |
| Federal Formula Funds | \$ 41,793,000 | \$ 87,296,455 | \$ 53,200,000 | \$ 44,878,000 | \$ 74,398,000 |
| Flex from ARC FHW Funds | | | \$ 14,999,996 | \$ 8,468,998 | |
| Total Revenues | \$ 169,217,914 | \$ 219,431,054 | \$ 205,553,203 | \$ 209,644,794 | \$ 234,040,525 |
| Expenditures | | | | | |
| Bus Operations | \$ (220,822,024) | \$ (228,732,866) | \$ (228,872,149) | \$ (231,879,244) | \$ (248,789,693) |
| Rail Operations | \$ (165,230,466) | \$ (171,149,767) | \$ (171,253,986) | \$ (173,504,050) | \$ (186,157,323) |
| Net Operating Expenses | \$ (386,052,490) | \$ (399,882,633) | \$ (400,126,135) | \$ (405,383,294) | \$ (434,947,016) |
| Sales Tax Required | \$ (216,834,576) | \$ (180,451,579) | \$ (194,572,932) | \$ (195,738,500) | \$ (200,906,491) |
| Total Sales Tax Receipts | \$ 327,425,310 | \$ 317,775,336 | \$ 319,229,176 | \$ 339,156,492 | \$ 335,454,000 |
| % of Total Sales Tax Required | 66.2% | 56.8% | 61.0% | 57.7% | 59.9% |
| 50% of Sales Tax Applied | \$ 163,712,655 | \$ 158,887,668 | \$ 159,614,587 | \$ 169,578,246 | \$ 167,620,500 |
| Additional Flex of Sales Tax | | | | \$ 26,752,120 | |
| Sales Tax Flex from Existing Capital | | | | | |
| Sales Tax Excess (Shortfall) | \$ (53,121,921) | \$ (21,563,911) | \$ (34,958,345) | \$ 591,866 | \$ (33,285,991) |
| Transfer of Capital Reserve Funds | ---- | \$ 52,300,000 | | | |
| Sales Tax Forecast Increase (15%) | | | | | |
| 5% Sales Tax Reserves | \$ 8,185,633 | \$ - | \$ - | \$ - | \$ - |
| Funds Applied from Prior Year | \$ 136,876,453 | \$ 147,623,781 | \$ 178,359,870 | \$ 143,401,525 | \$ 143,993,391 |
| Funds Eligible for Future Operating Subsidy | \$ 147,623,781 | \$ 178,359,870 | \$ 143,401,525 | \$ 143,993,391 | \$ 110,707,400 |
| Carry-Over | \$ 147,623,781 | \$ 178,359,870 | \$ 143,401,525 | \$ 143,993,391 | \$ 110,707,400 |

Three-Year Projected Plan (Table 6)

| | Actual FY2009 | Actual FY2010 | Actual FY2011 | Actual FY2012 | Adopted FY2013 | Projection FY2014 | Projection FY2015 | Projection FY2016 |
|-----------------------------------|------------------|------------------|------------------|------------------|-------------------|----------------------|----------------------|----------------------|
| | | | | | | | | |
| Operating Revenues | 332,930,569 | 378,318,722 | 365,167,790 | 405,975,160 | 401,661,025 | 413,920,668 | 424,467,027 | 432,988,493 |
| | | 13.63% | -3.48% | 11.17% | -1.06% | 3.05% | 2.55% | 2.01% |
| | | | | | | | | |
| Net Operating Expenditures | 386,052,490 | 399,882,633 | 400,126,135 | 405,383,294 | 434,947,016 | 438,241,956 | 447,144,375 | 456,224,843 |
| | | 3.58% | 0.06% | 1.31% | 7.29% | 0.76% | 2.03% | 2.03% |
| | | | | | | | | |
| Impact on Reserves | (53,121,921) | (21,563,911) | (34,958,345) | 591,866 | (33,285,991) | (24,321,288) | (22,677,349) | (23,236,350) |
| | | | | | | | | |
| Ending Reserves Balance | 147,623,781 | 178,359,870 | 143,401,525 | 143,993,391 | 110,707,400 | 86,386,112 | 63,708,763 | 40,472,413 |
| | | | | | | | | |

FINANCIAL SUMMARY

CAPITAL PROGRAM FUNDING

The Fiscal Year 2013 Capital Budget of \$372,011,975 in program expenditures is funded as follows:

| | |
|---|----------------------|
| <i>Local Sources</i> | |
| FY13 Beginning Balance | \$91,587,184 |
| Sales Tax | \$167,833,500 |
| Financing | |
| Debt Issue - CP | 32,000,000 |
| Investment, Lease & Other Income | 540,800 |
| <i>Federal, State and Other Sources</i> | |
| Federal Capital Assistance | 78,775,000 |
| State Grants | 2,080,800 |
| Total Sources | \$372,817,284 |
| <i>Capital Expenditures</i> | |
| Capital Programs | (230,424,956) |
| Bond Debt and Other Bond Costs | (141,587,019) |
| Total Uses | (372,011,975) |
| End of Fiscal Year Balance | \$805,309 |

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 34% of the FY13 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 FY13 Capital Budget include the Sales Tax, a FY13 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.

FY13 General Fund Beginning Balance

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

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton and DeKalb Counties and the City of Atlanta. In these jurisdictions, a local option sales tax of 1% is levied for the exclusive use of MARTA.

Investment & Other Income

Also available as a local source is investment income totaling \$540,800. This source includes interest income from all capital eligible portfolios.

Financing

MARTA is expected to issue \$32,000,000 in Commercial Paper to fund the FY13 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

FINANCIAL SUMMARY

reprogrammed Federal Highway Administration funds. Approximately \$78,775,000 is expected to be reimbursed in FY13.

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 FY13 is expected to total approximately \$2,080,800. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of \$372,011,975 for FY13 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 \$230,424,956 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY13. 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 FY13 are expected to total \$141,587,019.

Sales Tax Revenue Bonds as of July 01, 2012 [\$ million]

| <u>Series</u> | | <u>Year Issued</u> | <u>Original Principal Issued</u> | <u>Year of Maturity</u> | <u>Interest Rates %</u> | <u>Balance</u> |
|---|---|--------------------|----------------------------------|-------------------------|-------------------------|-----------------|
| N | * | 1992 | 122.245 | 2018 | 6.25 | 41.83 |
| P | * | 1992 | 296.755 | 2020 | 6.0 - 6.25 | 87.67 |
| 2000A | | 2000 | 100 | 2025 | Var | 98.65 |
| 2000B | | 2000 | 100 | 2025 | Var | 98.65 |
| 2003A | * | 2003 | 103.075 | 2020 | 3.5 - 5 | 29.50 |
| 2005A | * | 2005 | 190.49 | 2020 | 5 | 174.72 |
| 2006A | * | 2006 | 163.54 | 2020 | 5 | 138.60 |
| 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 |
| 2012A | | 2012 | 311.10 | 2040 | 3 - 5 | 311.10 |
| 2012B | | 2012 | 17.93 | 2020 | 4 - 5 | 17.93 |
| Total Sales Tax Revenue Bonds (\$ million) | | | | | | 1,784.19 |
| <i>*Refunding Bonds</i> | | | | | | |

- A detailed debt schedule has been included in the Appendix of this book.
- A total of \$141,587,019 is budgeted in FY13 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.

FINANCIAL SUMMARY

- 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.

| | | |
|---|---------------------------------------|----------|
| FY13 Sales Tax Receipt Budget | \$335,667,000 | |
| FY13 Debt Service | \$141,587,019 | |
| | | |
| Total Sales Tax Debt Ratio = (Requirement is at least 2 times) | $\frac{\$141,587,019}{\$335,667,000}$ | = 42.18% |

- 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.
 - None of the Bonds or payments under the Rapid Transit Contract may be in default.
 - 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 (FY12) | \$339,156,492 | |
| Total Outstanding Debt Service (FY12) | \$120,602,619 | |
| | | |
| (Requirement is at least 2 times) Ratio = | $\frac{\$339,156,492}{\$120,602,619}$ | = 2.81 |

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 (FY12) | \$339,156,492 | |
| Total Outstanding Debt Service (FY13) | \$140,303,019 | |
| Annual Debt Service Required New Bond | 1,284,000 | |
| Total Future Annual Debt Service | <u>\$141,587,019</u> | |
| | | |
| (Requirement is at least 1.5) Ratio = | $\frac{\$339,156,492}{\$141,587,019}$ | = 2.39 |

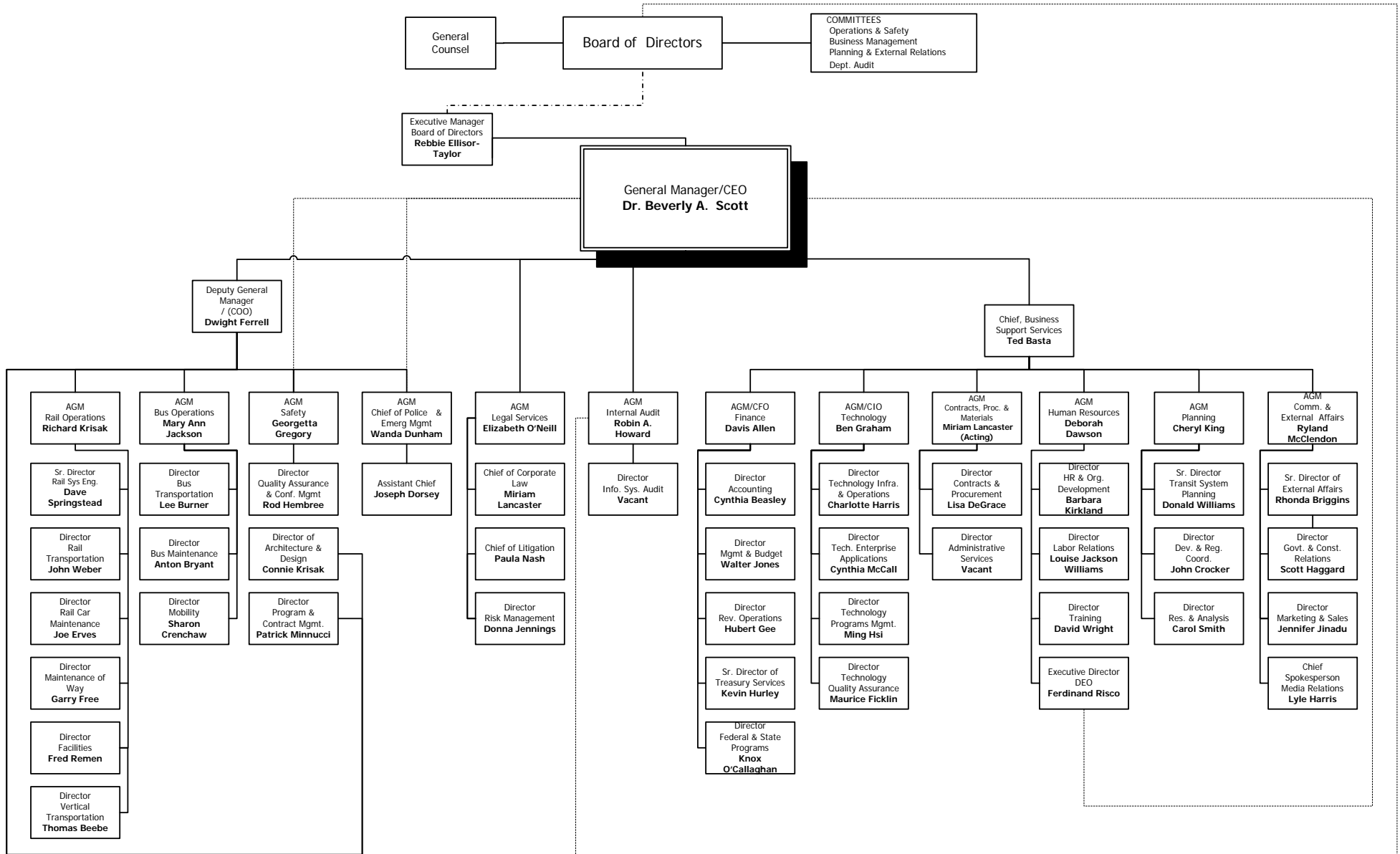
Test 3. The estimate of future annual sales tax receipts must be at least equal to two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments that will become due during each corresponding bond year with respect to all bonds outstanding.

| | | |
|---------------------------------------|---------------------------------------|--------|
| FY13 Total Sales Tax Receipts Budget | \$335,667,000 | |
| Total Outstanding Debt Service (FY13) | \$140,303,019 | |
| Annual Debt Service Required New Bond | 1,284,000 | |
| Total Future Annual Debt Service | <u>\$141,587,019</u> | |
| | | |
| (Requirement is at least 2.0) Ratio = | $\frac{\$335,667,000}{\$141,587,019}$ | = 2.37 |

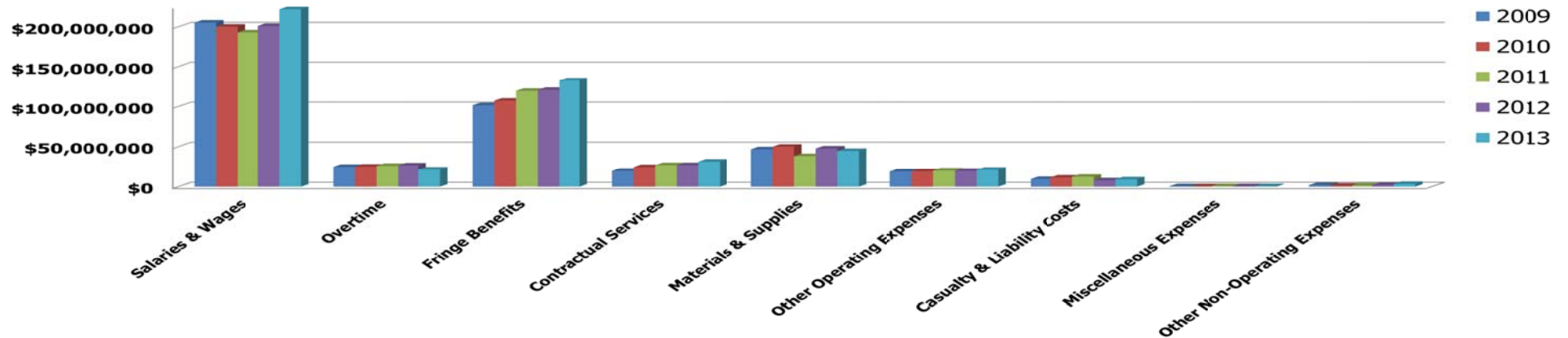
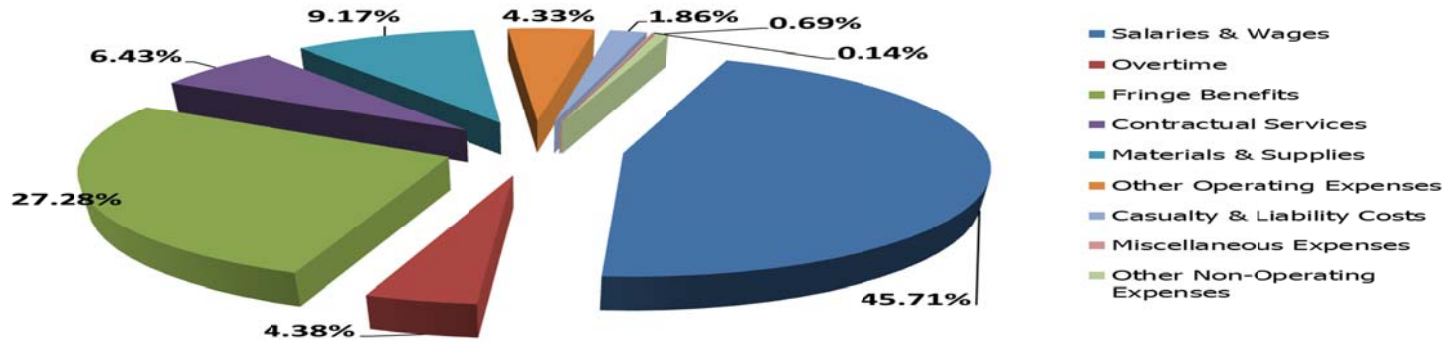
OPERATING BUDGET

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

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



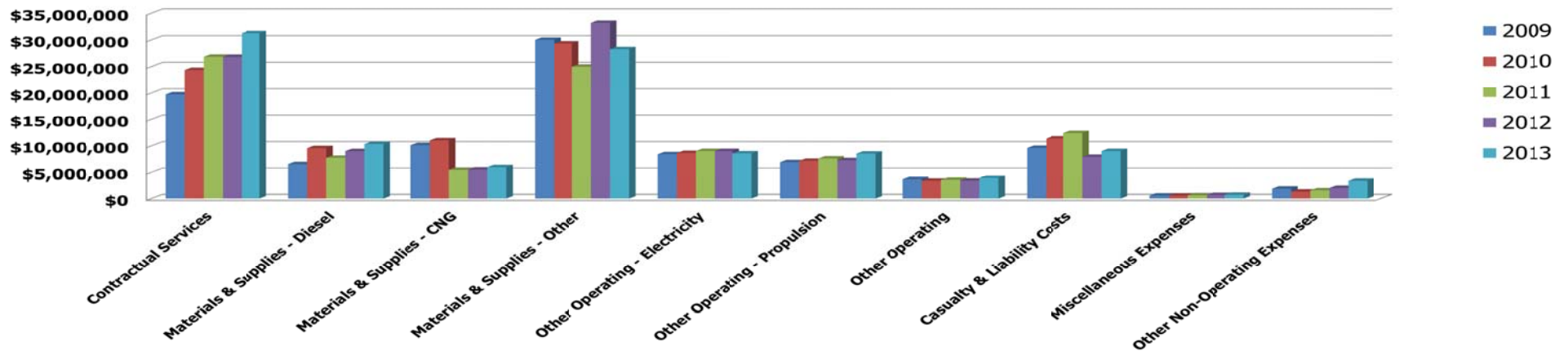
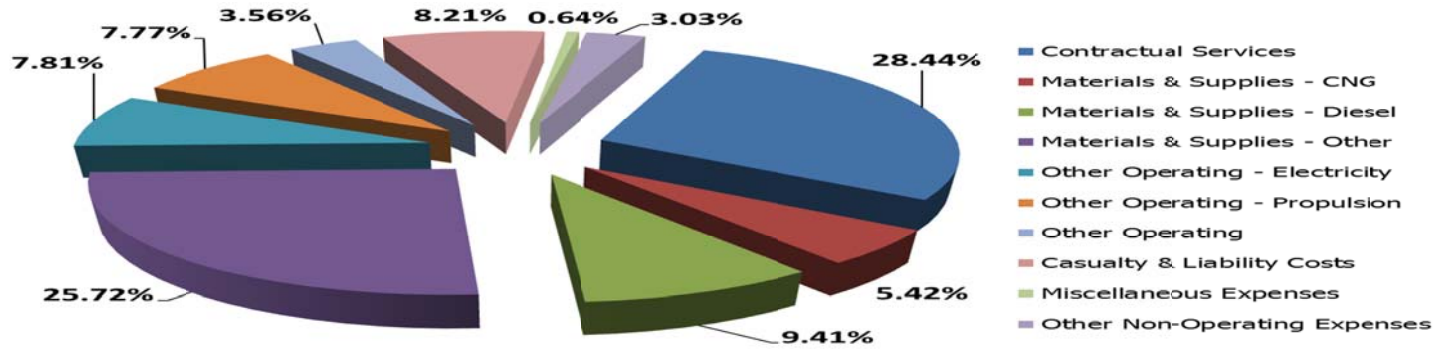
Fiscal Year 2013 Gross Expenses by Category



| | 2009 | 2010 | 2011 | 2012 | 2013 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 205,215,189 | 200,093,149 | 192,867,383 | 201,024,711 | 221,946,066 |
| Overtime | 24,696,381 | 24,980,815 | 25,944,616 | 26,512,622 | 21,289,527 |
| Fringe Benefits | 101,517,425 | 107,240,525 | 119,514,741 | 120,699,254 | 132,450,422 |
| Contractual Services | 19,730,346 | 24,355,878 | 26,831,425 | 26,814,532 | 31,235,199 |
| Materials & Supplies | 46,678,063 | 49,918,411 | 38,161,775 | 47,696,444 | 44,542,043 |
| Other Operating Expenses | 18,945,308 | 19,138,215 | 20,144,583 | 19,649,471 | 21,014,486 |
| Casualty & Liability Costs | 9,610,126 | 11,382,901 | 12,414,578 | 7,909,670 | 9,018,812 |
| Miscellaneous Expenses | 560,649 | 553,651 | 601,462 | 658,912 | 699,792 |
| Other Non-Operating Expenses | 1,851,118 | 1,300,116 | 1,532,159 | 1,980,884 | 3,331,039 |
| Grand Total | 428,804,605 | 438,963,661 | 438,012,722 | 452,946,500 | 485,527,386 |

*Includes Eligible Leases for exclusion

Fiscal Year 2013 Non-Labor Expenses



| Row Labels | 2009 | 2010 | 2011 | 2012 | 2013 |
|-------------------------------|-------------------|--------------------|-------------------|--------------------|--------------------|
| Contractual Services | 19,730,346 | 24,355,878 | 26,831,425 | 26,814,532 | 31,235,199 |
| Materials & Supplies - Diesel | 6,527,256 | 9,567,211 | 7,730,246 | 8,991,984 | 10,338,016 |
| Materials & Supplies - CNG | 10,132,355 | 11,032,762 | 5,457,901 | 5,514,137 | 5,951,458 |
| Materials & Supplies - Other | 30,018,452 | 29,318,438 | 24,973,628 | 33,190,323 | 28,252,569 |
| Other Operating - Electricity | 8,416,328 | 8,645,992 | 9,026,220 | 9,014,584 | 8,574,192 |
| Other Operating - Propulsion | 6,905,704 | 7,161,470 | 7,605,602 | 7,276,626 | 8,534,028 |
| Other Operating | 3,623,276 | 3,330,753 | 3,512,761 | 3,358,261 | 3,906,266 |
| Casualty & Liability Costs | 9,610,126 | 11,382,901 | 12,414,578 | 7,909,670 | 9,018,812 |
| Miscellaneous Expenses | 560,649 | 553,651 | 601,462 | 658,912 | 699,792 |
| Other Non-Operating Expenses | 1,851,118 | 1,300,116 | 1,532,159 | 1,980,884 | 3,331,039 |
| Grand Total | 97,375,610 | 106,649,172 | 99,685,982 | 104,709,913 | 109,841,371 |

EXPENSES

Total Authority Summary of Category Expenses

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Wages | 205,215,189 | 200,093,149 | 192,867,383 | 201,024,711 | 221,946,066 |
| Overtime | 24,696,381 | 24,980,815 | 25,944,616 | 26,512,622 | 21,289,527 |
| Fringe Benefits | 101,517,425 | 107,240,525 | 119,514,741 | 120,699,254 | 132,450,422 |
| Contractual Services | 19,730,346 | 24,355,878 | 26,831,425 | 26,814,532 | 31,235,199 |
| Materials & Supplies | 45,998,307 | 48,930,582 | 37,064,371 | 41,653,071 | 43,342,043 |
| Other Operating Expenses | 18,945,308 | 19,138,215 | 20,144,583 | 19,649,471 | 21,014,486 |
| Casualty & Liability Costs | 9,610,126 | 11,382,901 | 12,414,578 | 7,909,670 | 9,018,812 |
| Miscellaneous Expenses | 560,649 | 553,651 | 601,462 | 658,912 | 699,792 |
| Other Non-Operating Expenses | 1,851,118 | 1,300,116 | 1,532,159 | 1,980,884 | 3,331,039 |
| Authority Sub Total | \$428,124,849 | \$437,975,832 | \$436,915,318 | \$446,903,127 | \$484,327,386 |
| Inventory Adjustment | 679,756 | 987,829 | 1,097,404 | 6,043,373 | 1,200,000 |
| Eligible Leases* | -1,002,327 | -533,709 | -352,298 | ---- | ---- |
| Authority Gross Total | \$427,802,278 | \$438,429,952 | \$437,660,424 | \$452,946,500 | \$485,527,386 |
| Capital Allocation | -\$41,749,788 | -\$38,547,319 | -\$37,534,289 | -\$47,563,206 | -\$50,580,368 |
| Authority Net Operating Total | \$386,052,490 | \$399,882,633 | \$400,126,135 | \$405,383,294 | \$434,947,019 |
| \$ Change from Prior Year | \$22,064,387 | \$13,830,143 | \$243,502 | \$5,257,159 | \$29,563,725 |
| % Change from Prior Year | 6% | 4% | 0% | 1% | 7% |

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

EXPENSES

Total Authority Summary of Category Expenses - Expanded

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Salaries Wages | 205,215,189 | 200,093,149 | 192,867,383 | 201,024,711 | 221,946,066 |
| Overtime | 24,696,381 | 24,980,815 | 25,944,616 | 26,512,622 | 21,289,527 |
| Fringe Benefits | 101,517,425 | 107,240,525 | 119,514,741 | 120,699,254 | 132,450,422 |
| Contractual Services | 19,730,346 | 24,355,878 | 26,831,425 | 26,814,532 | 31,235,199 |
| Materials Supplies - Diesel | 6,527,256 | 9,567,211 | 7,730,246 | 8,991,984 | 10,338,016 |
| Materials Supplies - CNG | 10,132,355 | 11,032,762 | 5,457,901 | 5,514,137 | 5,951,458 |
| Other Materials Supplies | 29,338,696 | 28,330,609 | 23,876,224 | 27,146,950 | 27,052,569 |
| Other Operating - Electricity | 8,416,328 | 8,645,992 | 9,026,220 | 9,014,584 | 8,574,192 |
| Other Operating - Propulsion | 6,905,704 | 7,161,470 | 7,605,602 | 7,276,626 | 8,534,028 |
| Other Operating | 3,623,276 | 3,330,753 | 3,512,761 | 3,358,261 | 3,906,266 |
| Casualty Liability | 9,610,126 | 11,382,901 | 12,414,578 | 7,909,670 | 9,018,812 |
| Miscellaneous | 560,649 | 553,651 | 601,462 | 658,912 | 699,792 |
| Other Non-Operating | 1,851,118 | 1,300,116 | 1,532,159 | 1,980,884 | 3,331,039 |
| Authority Sub Total | \$428,124,849 | \$437,975,832 | \$436,915,318 | \$446,903,127 | \$484,327,386 |
| Inventory Adjustment | 679,756 | 987,829 | 1,097,404 | 6,043,373 | 1,200,000 |
| Eligible Leases* | -1,002,327 | -533,709 | -352,298 | --- | --- |
| Authority Gross Total | \$427,802,278 | \$438,429,952 | \$437,660,424 | \$452,946,500 | \$485,527,386 |
| Capital Allocation | -\$41,749,788 | -\$38,547,319 | -\$37,534,289 | -\$47,563,206 | -\$50,580,368 |
| Authority Net Operating Total | \$386,052,490 | \$399,882,633 | \$400,126,135 | \$405,383,294 | \$434,947,019 |
| \$ Change from Prior Year | \$22,064,387 | \$13,830,143 | \$243,502 | \$5,257,159 | \$29,563,725 |
| % Change from Prior Year | 6% | 4% | 0% | 1% | 7% |

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

EXPENSES

Summary of Gross Expenses by Organization

| Organization | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Office of General Manager CEO | \$1,024,756 | \$954,721 | \$603,521 | \$738,584 | \$709,229 |
| Office of Board of Directors | 385,145 | 376,652 | 538,339 | 399,619 | 466,574 |
| Department of General Manager CEO Total | \$1,409,901 | \$1,331,373 | \$1,141,860 | \$1,138,203 | \$1,175,803 |
| Division of General Manager CEO Total | \$1,409,901 | \$1,331,373 | \$1,141,860 | \$1,138,203 | \$1,175,803 |
| Office of AGM Internal Audit | \$1,664,546 | \$1,629,909 | \$1,697,961 | \$2,354,612 | \$2,074,807 |
| Office of Information Systems Audit | 524,681 | 486,643 | 490,810 | 519,008 | 551,000 |
| Department of Internal Audit Total | \$2,189,227 | \$2,116,552 | \$2,188,771 | \$2,873,620 | \$2,625,807 |
| Office of AGM Legal Services | \$2,885,795 | \$3,238,907 | \$3,882,226 | \$4,008,082 | \$3,544,822 |
| Office of Risk Management | 8,693,574 | 10,505,234 | 11,812,544 | 7,179,656 | 7,488,803 |
| Department of Legal Services Total | \$11,579,369 | \$13,744,141 | \$15,694,770 | \$11,187,738 | \$11,033,625 |
| Division of Executive Administration Total | \$13,768,596 | \$15,860,693 | \$17,883,541 | \$14,061,358 | \$13,659,432 |
| Office of Deputy General Manager | 746,497 | 603,326 | 517,366 | 674,954 | 879,368 |
| Office of Program & Contract Management | 4,987,856 | 3,757,952 | 3,983,526 | 4,490,100 | 7,395,958 |
| Office of Architecture & Design | 2,752,105 | 2,300,553 | 1,698,870 | 1,637,049 | 1,947,261 |
| Department of Deputy General Manager COO Total | \$8,486,458 | \$6,661,831 | \$6,199,762 | \$6,802,103 | \$10,222,587 |
| Office of AGM Bus Operations | 501,600 | 410,197 | 1,417,910 | 1,440,016 | 1,471,666 |
| Office of Bus Transportation | 90,919,484 | 91,921,812 | 93,790,129 | 91,236,650 | 92,869,008 |
| Office of Bus Maintenance | 65,292,999 | 70,679,805 | 62,347,233 | 65,692,652 | 67,936,822 |
| Office of Mobility | 13,854,075 | 15,082,500 | 16,253,559 | 17,651,975 | 18,409,063 |
| Department of Bus Operations Total | \$170,568,158 | \$178,094,314 | \$173,808,831 | \$176,021,293 | \$180,686,560 |

EXPENSES

Summary of Gross Expenses by Organization

| Organization | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Office of AGM Rail Operations | 296,366 | 343,478 | 370,793 | 458,823 | 422,825 |
| Office of Rail Systems Engineering | 17,048,346 | 17,746,899 | 18,799,676 | 4,735,001 | 12,118,983 |
| Office of Rail Services | 32,189,858 | 31,018,809 | 27,613,464 | 26,488,213 | 27,102,005 |
| Office of Rail Car Maintenance | 39,622,102 | 37,419,978 | 32,745,791 | 32,814,672 | 32,763,815 |
| Office of Maintenance of Way | 18,669,080 | 18,237,178 | 18,825,401 | 33,795,819 | 36,845,340 |
| Office of Facilities | 27,320,895 | 24,425,531 | 23,525,192 | 24,140,306 | 24,983,686 |
| Office of Vertical Transportation | --- | \$4,018,813 | \$5,169,612 | \$5,505,689 | \$6,624,318 |
| <i>Department of Rail Operations Total</i> | \$135,146,647 | \$133,210,686 | \$127,049,929 | \$127,938,523 | \$140,860,972 |
| Office of AGM Police Services | \$33,774,616 | \$34,985,014 | \$38,433,513 | \$42,107,733 | \$39,744,394 |
| <i>Department of Police Services Total</i> | \$33,774,616 | \$34,985,014 | \$38,433,513 | \$42,107,733 | \$39,744,394 |
| Office of AGM Safety & QA | 88,389 | 107,188 | 293,727 | 563,993 | 730,870 |
| Office of Safety | 1,436,508 | 1,690,739 | 1,814,643 | 1,731,081 | 2,671,451 |
| Office of QA & Configuration Mgmt | 1,846,173 | 1,461,172 | 1,837,875 | 2,368,929 | 3,204,777 |
| <i>Department of Safety & Quality Assurance Total</i> | \$3,371,070 | \$3,259,099 | \$3,946,245 | \$4,664,003 | \$6,607,098 |
| <i>Division of Operations Total</i> | \$351,346,949 | \$356,210,944 | \$349,438,280 | \$357,533,655 | \$378,121,610 |
| Office of Business Support Services | \$750,076 | \$637,681 | \$612,638 | \$870,457 | \$1,205,956 |
| <i>Department of Business Support Services Total</i> | \$750,076 | \$637,681 | \$612,638 | \$870,457 | \$1,205,956 |

EXPENSES

Summary of Gross Expenses by Organization

| Organization | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|--|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Office of AGM Finance CFO | \$579,176 | \$531,799 | \$545,388 | \$783,320 | \$891,700 |
| Office of Accounting | 3,429,046 | 3,404,995 | 3,555,517 | 3,652,084 | 4,066,251 |
| Office of Management & Budget | 1,454,769 | 1,495,838 | 1,270,953 | 1,136,915 | 1,695,926 |
| Office of Revenue Operations | 8,586,072 | 8,273,450 | 7,685,517 | 8,790,225 | 7,701,158 |
| Office of Treasury | 892,336 | 819,050 | 754,686 | 909,365 | 1,169,857 |
| Office of Federal & State Programs | 259,722 | 235,943 | 204,116 | 309,214 | 390,838 |
| Department of Finance Total | \$15,201,121 | \$14,761,075 | \$14,016,177 | \$15,581,123 | \$15,915,730 |
| Office of AGM Contracts & Procurement | 130,996 | 370,456 | 499,191 | 688,581 | 1,079,102 |
| Office of Contracts & Procurement | 6,085,771 | 7,153,193 | 6,875,545 | 7,302,637 | 8,350,290 |
| Office of Administrative Services | 2,099,568 | 2,463,839 | 2,375,574 | 2,211,357 | 2,628,310 |
| Department of Contracts & Procurement Total | \$8,316,335 | \$9,987,488 | \$9,750,310 | \$10,202,575 | \$12,057,702 |
| Office of AGM Human Resources | 154,248 | 309,990 | 392,874 | 345,060 | 461,400 |
| Office of Human Resources | 4,109,447 | 4,014,196 | 3,624,763 | 3,834,449 | 3,500,423 |
| Office of Labor Relations | 536,629 | 537,032 | 533,927 | 308,884 | 623,002 |
| Office of Training | 4,275,600 | 3,850,979 | 3,814,887 | 4,603,030 | 4,799,308 |
| Office of Diversity & Equal Opportunity | 1,561,944 | 1,384,113 | 1,359,026 | 1,599,996 | 1,836,069 |
| Department of Human Resources Total | \$10,637,868 | \$10,096,310 | \$9,725,477 | \$10,691,419 | \$11,220,201 |
| Office of AGM Technology CIO | \$447,632 | \$361,320 | \$522,532 | \$374,044 | \$2,237,734 |
| Office of Tech Infrastructure & Ops | 8,112,112 | 8,555,483 | 12,673,902 | 14,816,869 | 19,769,188 |
| Office of Tech Enterprise Applications | 4,293,232 | 5,184,332 | 6,481,831 | 6,245,847 | 8,412,146 |
| Office of Technology Programs Management | 1,319,019 | 2,164,003 | 2,094,048 | 2,833,551 | 3,163,208 |
| Office of Tech Quality Assurance | 118,460 | 112,483 | 112,271 | 93,841 | 2,328,187 |
| Department of Technology Total | \$14,290,455 | \$16,377,621 | \$21,884,584 | \$24,364,152 | \$35,910,463 |

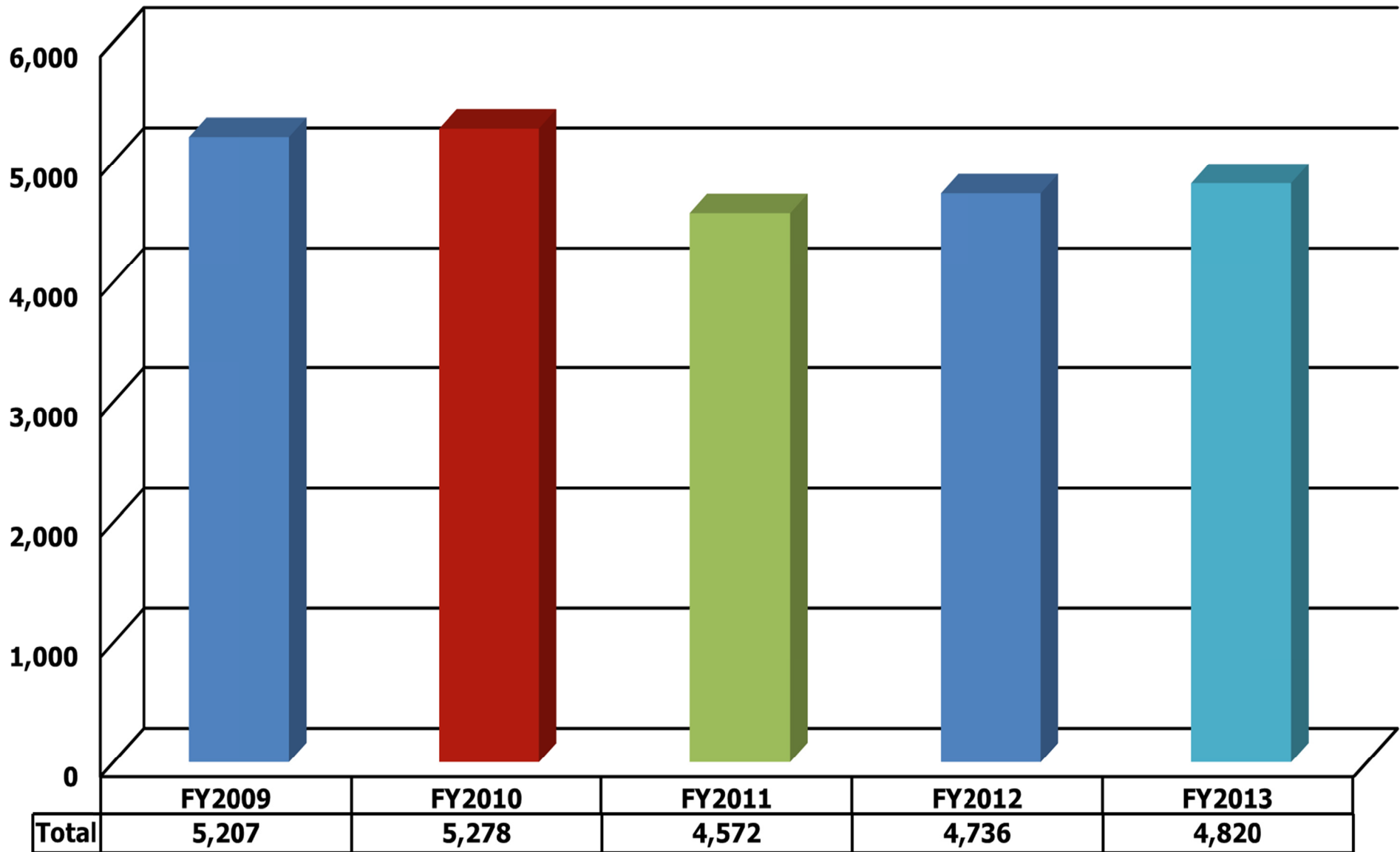
EXPENSES

Summary of Gross Expenses by Organization

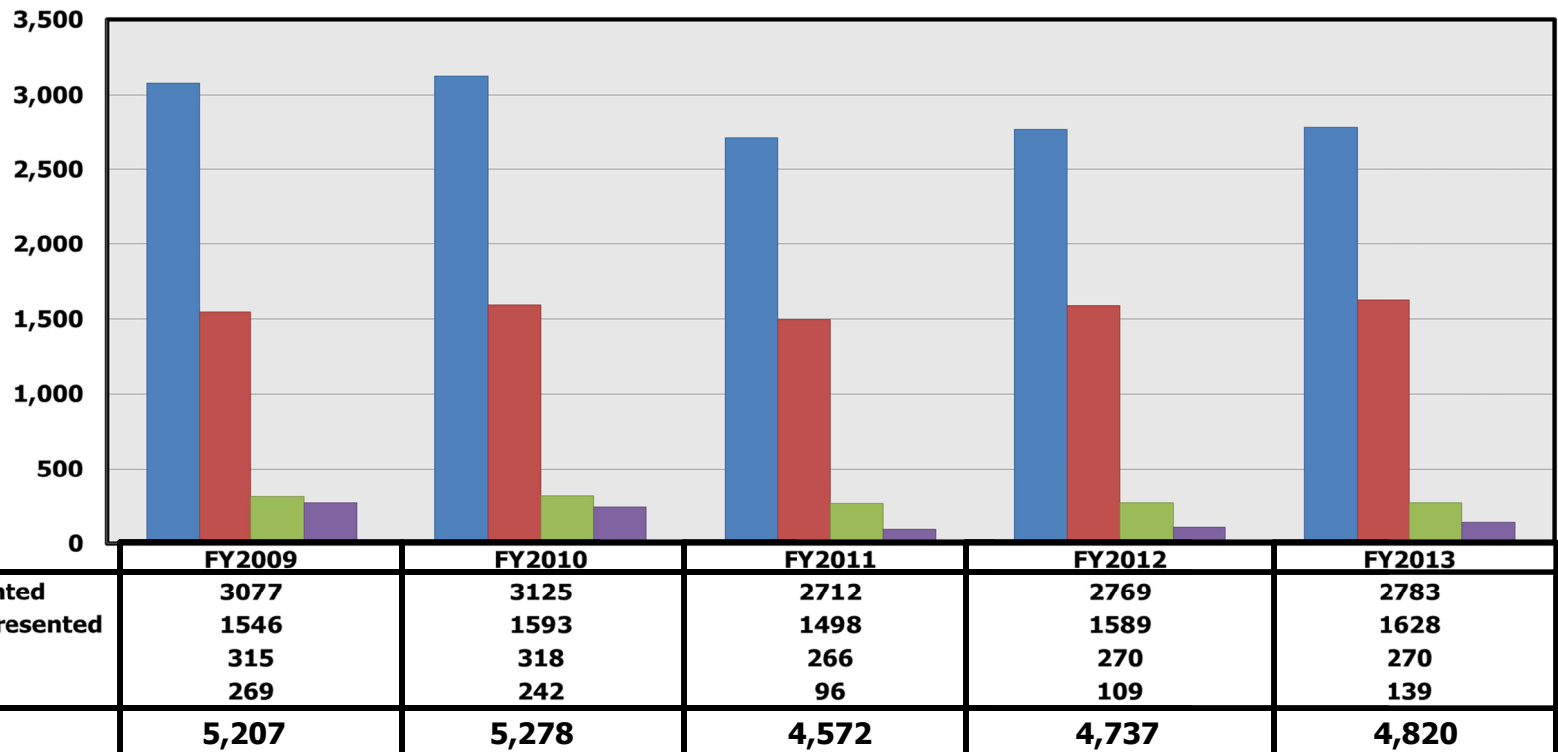
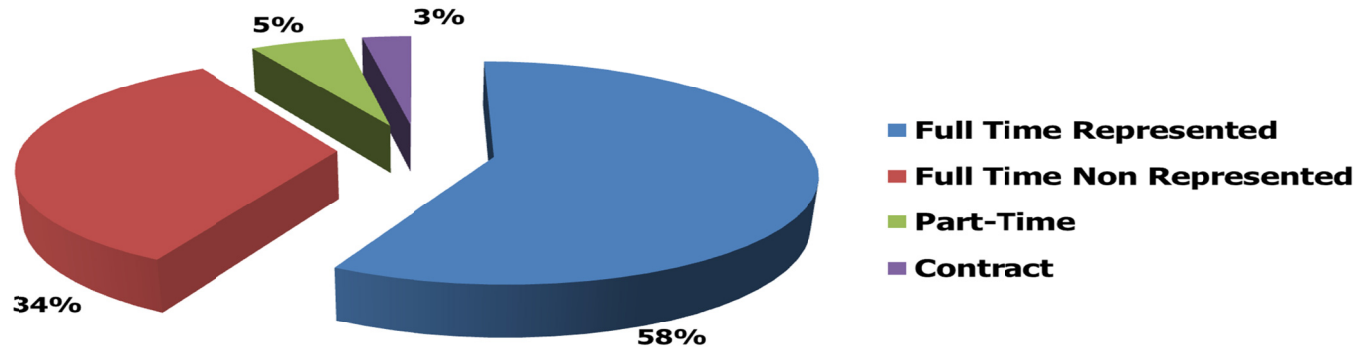
| Organization | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Office of AGM Planning | \$478,031 | \$601,441 | \$562,419 | \$302,552 | \$344,827 |
| Office of Dev & Regional Coordination | 1,136,116 | 929,152 | 1,033,066 | 1,444,195 | 1,792,670 |
| Office of Research & Analysis | 2,052,195 | 2,059,443 | 2,123,080 | 2,170,430 | 3,536,641 |
| Office of Transit System Planning | 2,492,741 | 2,552,026 | 2,372,795 | 2,367,256 | 2,652,010 |
| <i>Department of Planning Total</i> | \$6,159,083 | \$6,142,062 | \$6,091,360 | \$6,284,433 | \$8,326,147 |
| Office of AGM Comm & Ext Affairs | 3,644,188 | 3,894,749 | 3,400,007 | 3,132,169 | 3,386,478 |
| Office of External Affairs | 896,028 | 772,273 | 774,123 | 653,483 | 632,082 |
| Office of Marketing & Sales | 1,509,435 | 1,483,254 | 1,711,420 | 1,639,205 | 1,798,157 |
| Office of Government & Constituent Relations | 3,531 | 161,518 | 221,714 | 403,901 | 438,866 |
| Office of Media Communications | 185,700 | 257,752 | 263,827 | 346,994 | 478,758 |
| <i>Department of Communication & Ext Affairs Total</i> | \$6,238,882 | \$6,569,546 | \$6,371,091 | \$6,175,752 | \$6,734,342 |
| Division of Business Support Services Total | \$61,593,820 | \$64,571,783 | \$68,451,637 | \$74,169,911 | \$91,370,541 |
| Inventory Adjustment | 679,756 | 987,829 | 1,097,404 | 6,043,373 | 1,200,000 |
| <i>Department of Other Total</i> | \$679,756 | \$987,829 | \$1,097,404 | \$6,043,373 | \$1,200,000 |
| Division of Other (Inventory Adjustment) Total | \$679,756 | \$987,829 | \$1,097,404 | \$6,043,373 | \$1,200,000 |
| | \$428,799,022 | \$438,962,622 | \$438,012,722 | \$452,946,500 | \$485,527,386 |

*Excluded Eligible Leases and based on current Organizational Structure

Total Authority Personnel

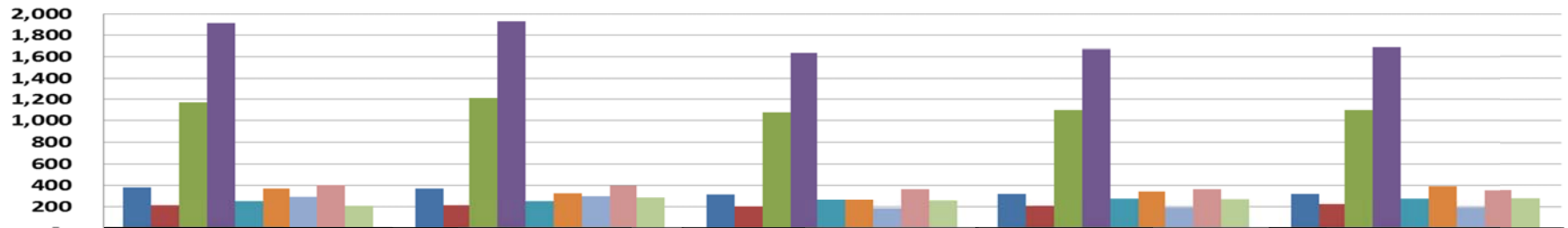
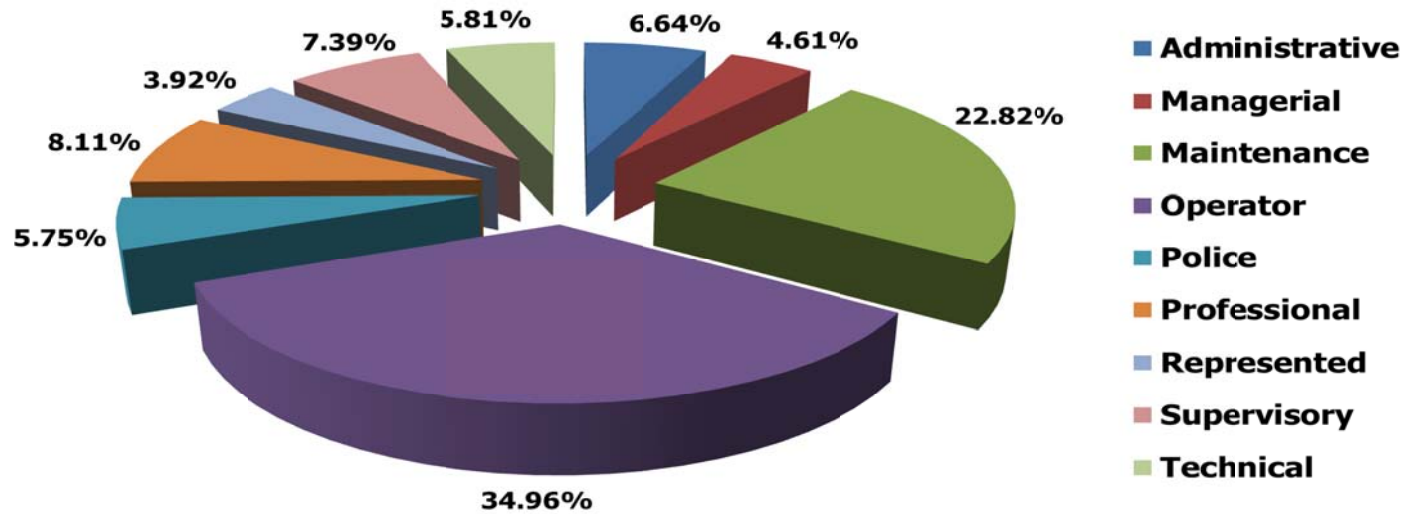


Fiscal Year 2013 Personnel by Status



*FY2010 Contract total includes Clayton County personnel

Fiscal Year 2013 Personnel by Class



| | FY2009 | FY2010 | FY2011 | FY2012 | FY2013 |
|--------------------|--------------|--------------|--------------|--------------|--------------|
| Administrative | 383 | 372 | 318 | 319 | 320 |
| Managerial | 212 | 210 | 199 | 207 | 222 |
| Maintenance | 1,170 | 1,207 | 1,077 | 1,098 | 1,100 |
| Operator | 1,915 | 1,929 | 1,637 | 1,672 | 1,685 |
| Police | 250 | 249 | 264 | 275 | 277 |
| Professional | 370 | 325 | 268 | 342 | 391 |
| Represented | 294 | 299 | 186 | 189 | 189 |
| Supervisory | 405 | 401 | 366 | 363 | 356 |
| Technical | 208 | 286 | 257 | 271 | 280 |
| Grand Total | 5,207 | 5,278 | 4,572 | 4,736 | 4,820 |

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|--------------------|--------------------|--------------------|--------------------|-----------------|
| Office of Board of Directors | 3 | 3 | 2 | 2 | 2 |
| Office of General Manager CEO | 1 | 1 | 1 | 1 | 1 |
| Department of General Manager CEO | 4 | 4 | 3 | 3 | 3 |
| Division of General Manager CEO | 4 | 4 | 3 | 3 | 3 |
| Office of AGM Internal Audit | 15 | 14 | 13 | 13 | 13 |
| Office of Information Systems Audit | 4 | 4 | 4 | 4 | 4 |
| Department of Internal Audit | 19 | 18 | 17 | 17 | 17 |
| Office of AGM Legal Services | 13 | 12 | 11 | 12 | 12 |
| Office of Risk Management | 16 | 16 | 15 | 15 | 15 |
| Department of Legal Services | 29 | 28 | 26 | 27 | 27 |
| Division of Executive Administration | 48 | 46 | 43 | 44 | 44 |
| AGM of Operations | --- | --- | --- | --- | --- |
| Office of Architecture & Design | 1 | 17 | 16 | 16 | 16 |
| Office of Deputy General Manager | 4 | 3 | 4 | 4 | 4 |
| Office of Program & Contract Management | 49 | 35 | 35 | 53 | 61 |
| Senior Director of Transportation | --- | --- | --- | --- | --- |
| Department of Deputy General Manager COO | 54 | 55 | 55 | 73 | 81 |
| Office of AGM Bus Operations | 3 | 4 | 3 | 3 | 3 |
| Office of Bus Maintenance | 461 | 464 | 440 | 439 | 443 |
| Office of Bus Transportation | 1,356 | 1,328 | 1,198 | 1,214 | 1,205 |
| Office of Mobility | 224 | 271 | 271 | 288 | 306 |
| Department of Bus Operations | 2,044 | 2,067 | 1,912 | 1,944 | 1,957 |

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of AGM Rail Operations | 2 | 2 | 2 | 2 | 2 |
| Office of Communication & Cust Info | 54 | ---- | ---- | ---- | ---- |
| Office of Facilities | ---- | 293 | 264 | 264 | 265 |
| Office of Maintenance of Way | 527 | 243 | 216 | 222 | 223 |
| Office of Rail Car Maintenance | 301 | 356 | 280 | 351 | 351 |
| Office of Rail Services | 502 | 442 | 305 | 305 | 309 |
| Office of Rail Systems Engineering | 5 | 97 | 98 | 59 | 86 |
| Office of Vertical Transportation | | | | 11 | 11 |
| Department of Rail Operations | 1,391 | 1,433 | 1,165 | 1,214 | 1,247 |
| Office of AGM Infrastructure | 2 | ---- | ---- | ---- | ---- |
| Office of Engineering | 53 | ---- | ---- | ---- | ---- |
| Department of Infrastructure | 55 | ---- | ---- | ---- | ---- |
| Office of AGM Police Services | 370 | 363 | 362 | 376 | 378 |
| Department of Police Services | 370 | 363 | 362 | 376 | 378 |
| Office of AGM Safety & QA | ---- | ---- | 2 | ---- | 2 |
| Office of QA & Configuration Mgmt | 13 | 22 | 20 | 22 | 23 |
| Office of Safety | 12 | 21 | 17 | 22 | 22 |
| Department of Safety & Quality Assurance | 25 | 43 | 39 | 44 | 47 |
| Division of Operations | 3,939 | 3,961 | 3,533 | 3,651 | 3,710 |
| Office of Business Analysis & Assessment | 1 | 1 | ---- | ---- | ---- |
| Office of Business Support Services | 6 | 7 | 7 | 5 | 4 |
| Department of Business Support Services | 7 | 8 | 7 | 5 | 4 |

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of Accounting | 43 | 41 | 39 | 39 | 40 |
| Office of AGM Finance CFO | 2 | 2 | 3 | 3 | 3 |
| Office of Federal & State Programs | 2 | 2 | 3 | 3 | 3 |
| Office of Management & Budget | 15 | 15 | 13 | 13 | 13 |
| Office of Revenue Operations | 106 | 102 | 86 | 86 | 86 |
| Office of Treasury | 7 | 7 | 9 | 8 | 8 |
| Department of Finance | 175 | 169 | 153 | 152 | 153 |
| Office of Administrative Services | 21 | 24 | 25 | 29 | 20 |
| Office of AGM Contracts & Procurement | 1 | 1 | 3 | 6 | 7 |
| Office of Contracts & Procurement | 88 | 96 | 84 | 86 | 94 |
| Department of Contracts & Procurement | 110 | 121 | 112 | 121 | 121 |
| Office of AGM Human Resources | 1 | 2 | 2 | 2 | 2 |
| Office of Diversity & Equal Opportunity | 17 | 16 | 17 | 17 | 17 |
| Office of Employee Availability | 1 | --- | --- | --- | --- |
| Office of Human Resources | 36 | 38 | 31 | 31 | 32 |
| Office of Labor Relations | 4 | 4 | 4 | 5 | 5 |
| Office of Training | 42 | 40 | 39 | 51 | 49 |
| Department of Human Resources | 101 | 100 | 93 | 106 | 105 |

PERSONNEL

Summary of Authority Personnel by Status

Full-Time Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of AGM Technology CIO | 3 | 4 | 3 | 3 | 5 |
| Office of Tech Enterprise Applications | 37 | 42 | 39 | 37 | 36 |
| Office of Tech Infrastructure & Ops | 42 | 76 | 70 | 72 | 63 |
| Office of Tech Quality Assurance | | | | 1 | 16 |
| Office of Technology Programs Management | 7 | 38 | 29 | 30 | 19 |
| Department of Technology | 89 | 160 | 141 | 143 | 139 |
| Office of AGM Planning | 2 | 2 | 2 | 2 | 2 |
| Office of Dev & Regional Coordination | 10 | 12 | 12 | 12 | 12 |
| Office of Research & Analysis | 25 | 27 | 23 | 27 | 27 |
| Office of Transit System Planning | 28 | 28 | 26 | 27 | 27 |
| Regional Service Coordination & Special Projects | 2 | ---- | ---- | ---- | ---- |
| Department of Planning | 67 | 69 | 63 | 68 | 68 |
| Government & Constituent Relations | ---- | ---- | ---- | ---- | ---- |
| Office of AGM Comm & Ext Affairs | 2 | 55 | 43 | 43 | 43 |
| Office of Customer Services | 53 | ---- | ---- | ---- | ---- |
| Office of External Affairs | 6 | 6 | 5 | 5 | 5 |
| Office of Government & Constituent Relations | 5 | 3 | 2 | 2 | 2 |
| Office of Marketing & Sales | 14 | 12 | 10 | 11 | 11 |
| Office of Media Communications | 3 | 4 | 2 | 3 | 3 |
| Department of Communication & Ext Affairs | 83 | 80 | 62 | 64 | 64 |
| Division of Business Support Services | 632 | 707 | 631 | 659 | 654 |
| Authority Full-Time Personnel | 4,623 | 4,718 | 4,210 | 4,357 | 4,411 |

PERSONNEL

Summary of Authority Personnel by Status

Part-Time Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of Bus Transportation | 155 | 151 | 114 | 119 | 119 |
| Office of Mobility | 63 | 72 | 72 | 72 | 72 |
| Department of Bus Operations | 218 | 223 | 186 | 191 | 191 |
| Office of Safety | 1 | ---- | 1 | ---- | ---- |
| Department of Safety & Quality Assurance | 1 | ---- | 1 | ---- | ---- |
| Division of Operations | 219 | 223 | 187 | 191 | 191 |
| Office of Revenue Operations | 90 | 87 | 77 | 77 | 77 |
| Department of Finance | 90 | 87 | 77 | 77 | 77 |
| Office of Administrative Services | 2 | ---- | ---- | ---- | ---- |
| Department of Contracts & Procurement | 2 | ---- | ---- | ---- | ---- |
| Office of Human Resources | ---- | 1 | ---- | ---- | ---- |
| Department of Human Resources | ---- | 1 | ---- | ---- | ---- |
| Office of Research & Analysis | ---- | 3 | ---- | ---- | ---- |
| Department of Planning | ---- | 3 | ---- | ---- | ---- |
| Office of AGM Comm & Ext Affairs | ---- | 4 | 2 | 2 | 2 |
| Office of Customer Services | 4 | ---- | ---- | ---- | ---- |
| Department of Communication & Ext Affairs | 4 | 4 | 2 | 2 | 2 |
| Division of Business Support Services | 96 | 95 | 79 | 79 | 79 |
| Authority Part-Time Personnel | 315 | 318 | 266 | 270 | 270 |

PERSONNEL

Summary of Authority Personnel by Status

Contract Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of Architecture & Design | | | | ---- | 1 |
| Office of Program & Contract Management | | | | 1 | 1 |
| Senior Director of Transportation | ---- | ---- | ---- | ---- | ---- |
| Department of Deputy General Manager COO | ---- | ---- | ---- | 1 | 2 |
| Office of AGM Bus Operations | 3 | ---- | ---- | ---- | ---- |
| Office of Bus Maintenance | 17 | ---- | ---- | ---- | ---- |
| Office of Bus Transportation | 69 | ---- | ---- | ---- | ---- |
| Office of Mobility | ---- | ---- | 5 | 5 | 5 |
| Department of Bus Operations | 89 | ---- | 5 | 5 | 5 |
| Office of Facilities | ---- | 2 | 2 | 2 | 2 |
| Office of Maintenance of Way | 2 | ---- | ---- | ---- | ---- |
| Office of Rail Car Maintenance | 1 | 1 | 1 | 1 | 4 |
| Office of Rail Services | 23 | 23 | 2 | 3 | 3 |
| Office of Rail Systems Engineering | ---- | ---- | ---- | 7 | 7 |
| Department of Rail Operations | 26 | 26 | 5 | 13 | 16 |
| Office of AGM Police Services | ---- | 1 | 18 | 17 | 17 |
| Department of Police Services | ---- | 1 | 18 | 17 | 17 |
| Office of QA & Configuration Mgmt | 2 | 2 | 3 | 3 | 6 |
| Office of Safety | 4 | 1 | 1 | 1 | 1 |
| Department of Safety & Quality Assurance | 6 | 3 | 4 | 4 | 7 |
| Division of Operations | 121 | 30 | 32 | 40 | 47 |

PERSONNEL

Summary of Authority Personnel by Status

Contract Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|--------------------|--------------------|--------------------|--------------------|-----------------|
| Office of Accounting | 2 | 2 | ---- | ---- | ---- |
| Office of AGM Finance CFO | 1 | 1 | 1 | 1 | 2 |
| Office of Management & Budget | 2 | 2 | ---- | ---- | 1 |
| Office of Revenue Operations | 13 | 13 | ---- | ---- | ---- |
| Office of Treasury | | | | 1 | 1 |
| Department of Finance | 18 | 18 | 1 | 2 | 4 |
| Office of Administrative Services | 1 | 3 | 2 | 2 | 2 |
| Office of Contracts & Procurement | 2 | ---- | ---- | ---- | ---- |
| Department of Contracts & Procurement | 3 | 3 | 2 | 2 | 2 |
| Office of Human Resources | 5 | ---- | ---- | ---- | ---- |
| Office of Training | 14 | 14 | 2 | 2 | 1 |
| Department of Human Resources | 19 | 14 | 2 | 2 | 1 |
| Office of AGM Technology CIO | | | | ---- | 13 |
| Office of Tech Enterprise Applications | 20 | 10 | 10 | 10 | 10 |
| Office of Tech Infrastructure & Ops | 20 | 11 | 11 | 11 | 15 |
| Office of Tech Quality Assurance | | | | ---- | 5 |
| Office of Technology Programs Management | 6 | 5 | 5 | 5 | 5 |
| Department of Technology | 46 | 26 | 26 | 26 | 48 |
| Office of Dev & Regional Coordination | 6 | 6 | ---- | ---- | ---- |
| Office of Research & Analysis | 47 | 45 | 31 | 36 | 36 |
| Office of Transit System Planning | 6 | 6 | ---- | ---- | ---- |
| Department of Planning | 59 | 57 | 31 | 36 | 36 |

PERSONNEL

Summary of Authority Personnel by Status

Contract Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of Customer Services | ---- | ---- | ---- | ---- | ---- |
| Office of Marketing & Sales | 2 | 2 | 2 | 1 | 1 |
| Office of Media Communications | ---- | 1 | ---- | ---- | ---- |
| Department of Communication & Ext Affairs | 2 | 3 | 2 | 1 | 1 |
| Division of Business Support Services | 147 | 121 | 64 | 69 | 92 |
| Authority Contract Personnel | 268 | 151 | 96 | 109 | 139 |

Clayton Personnel

| Organization Description | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Office of Clayton County Transit | ---- | 91 | ---- | ---- | ---- |
| Department of Bus Operations | ---- | 91 | ---- | ---- | ---- |
| Division of Operations | ---- | 91 | ---- | ---- | ---- |
| Clayton Personnel | ---- | 91 | ---- | ---- | ---- |
| | 5,206 | 5,278 | 4,572 | 4,736 | 4,820 |

DIVISION OF GENERAL MANAGER/CEO

This Division includes the following Departments:

- **Department of General Manager/CEO**

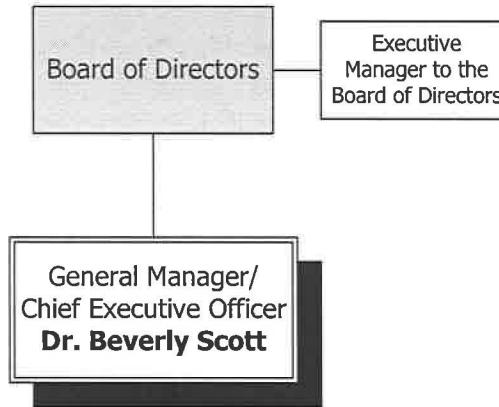
DIVISION OF GENERAL MANAGER CEO

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 501,326 | 516,165 | 517,764 | 543,442 | 487,778 |
| Overtime | 7,118 | 0 | 0 | 0 | 0 |
| Benefits | 343,776 | 230,365 | 249,494 | 288,665 | 293,960 |
| Labor Sub-Total | \$852,220 | \$746,530 | \$767,258 | \$832,107 | \$781,738 |
| Contractual Services | 227,421 | 319,133 | 40,102 | 21,413 | 101,920 |
| Materials & Supplies | 18,325 | 10,760 | 4,421 | 35,754 | 16,786 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 3,936 | 1,225 | 1,304 | 1,695 | 3,302 |
| Other Non Operating | 307,999 | 253,725 | 328,775 | 247,234 | 272,057 |
| Non Labor Sub-Total | \$557,681 | \$584,843 | \$374,602 | \$306,096 | \$394,065 |
| Division Total | \$1,409,901 | \$1,331,373 | \$1,141,860 | \$1,138,203 | \$1,175,803 |
| \$ Change from Prior Year | | (\$78,528) | (\$189,513) | (\$3,657) | \$37,600 |
| % Change from Prior Year | | -5.57% | -14.23% | -0.32% | 3.30% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 4 | 4 | 3 | 3 | 3 | Administrative | 2 | 2 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 2 | 2 | 2 | 2 | 2 |
| Full-Time Total | 4 | 4 | 3 | 3 | 3 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 1 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 3 | 3 | 3 |

DIVISION OF THE GENERAL MANAGER/CEO

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

DEPARTMENT OF THE GENERAL MANAGER/CEO

FY2013 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.

FY2013 Key Performance Indicators

| GM KPIs | | | | |
|-----------------------------------|--|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 99.02% | >/= 96% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -6.50% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | 1.72% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -22.32% | </= 0% |

DEPARTMENT OF GENERAL MANAGER CEO

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 501,326 | 516,165 | 517,764 | 543,442 | 487,778 |
| Overtime | 7,118 | 0 | 0 | 0 | 0 |
| Benefits | 343,776 | 230,365 | 249,494 | 288,665 | 293,960 |
| Labor Sub-Total | \$852,220 | \$746,530 | \$767,258 | \$832,107 | \$781,738 |
| Contractual Services | 227,421 | 319,133 | 40,102 | 21,413 | 101,920 |
| Materials & Supplies | 18,325 | 10,760 | 4,421 | 35,754 | 16,786 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 3,936 | 1,225 | 1,304 | 1,695 | 3,302 |
| Other Non Operating | 307,999 | 253,725 | 328,775 | 247,234 | 272,057 |
| Non Labor Sub-Total | \$557,681 | \$584,843 | \$374,602 | \$306,096 | \$394,065 |
| Department Total | \$1,409,901 | \$1,331,373 | \$1,141,860 | \$1,138,203 | \$1,175,803 |
| \$ Change from Prior Year | | (\$78,528) | (\$189,513) | (\$3,657) | \$37,600 |
| % Change from Prior Year | | -5.57% | -14.23% | -0.32% | 3.30% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 4 | 4 | 3 | 3 | 3 | Administrative | 2 | 2 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 2 | 2 | 2 | 2 | 2 |
| Full-Time Total | 4 | 4 | 3 | 3 | 3 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 1 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 3 | 3 | 3 |

FY2013 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

DEPARTMENT OF THE GENERAL MANAGER/CEO

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

General Manager/CEO
Dr. Beverly Scott
(11100)

Office of the
 Board of
 Directors
(11200)

OFFICE OF THE GENERAL MANAGER/CEO

FUNCTIONS & RESPONSIBILITIES

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 | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 345,817 | 351,516 | 353,425 | 372,734 | 321,300 |
| Overtime | 7,118 | 0 | 0 | 0 | 0 |
| Benefits | 276,696 | 155,846 | 168,199 | 203,867 | 193,632 |
| Labor Sub-Total | \$629,631 | \$507,362 | \$521,624 | \$576,601 | \$514,932 |
| Contractual Services | 225,571 | 319,133 | 40,099 | 21,413 | 99,400 |
| Materials & Supplies | 14,254 | 6,772 | 3,085 | 34,893 | 12,057 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 32 | 9 | 0 | 0 | 84 |
| Other Non Operating | 155,268 | 121,445 | 38,713 | 105,677 | 82,756 |
| Non Labor Sub-Total | \$395,125 | \$447,359 | \$81,897 | \$161,983 | \$194,297 |
| Office Total | \$1,024,756 | \$954,721 | \$603,521 | \$738,584 | \$709,229 |
| \$ Change from Prior Year | | (\$70,035) | (\$351,200) | \$135,063 | (\$29,355) |
| % Change from Prior Year | | -6.83% | -36.79% | 22.38% | -3.97% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 1 | 1 | 1 | 1 | 1 | Administrative | 0 | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 1 | 1 | 1 | 1 | 1 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 1 | 1 | 1 | 1 | 1 |

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

General Manager/
 CEO
Dr. Beverly Scott
(11100)

Personnel Comparison Report

OFFICE OF GENERAL MANAGER CEO

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| General Manager/CEO | X | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 1 | 1 | 1 | 1 | 1 |
| Total Full-Time | | 1 | 1 | 1 | 1 | 1 |

OFFICE OF THE BOARD OF DIRECTORS

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

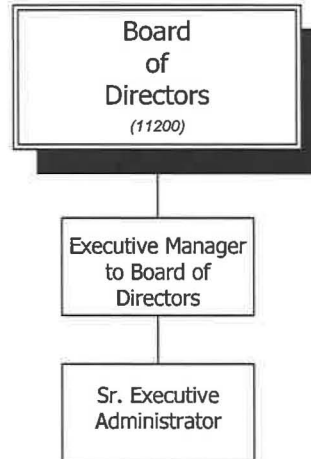
associated with the various Board Committee sessions and the General Board meetings are managed through this office. The office provides oversight and facilitation to every office within MARTA that submits a Board Resolution request.

OFFICE OF BOARD OF DIRECTORS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Salaries & Wages | 155,509 | 164,649 | 164,339 | 170,708 | 166,478 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 67,080 | 74,519 | 81,295 | 84,798 | 100,328 |
| Labor Sub-Total | \$222,589 | \$239,168 | \$245,634 | \$255,506 | \$266,806 |
| Contractual Services | 1,850 | 0 | 3 | 0 | 2,520 |
| Materials & Supplies | 4,071 | 3,988 | 1,336 | 861 | 4,729 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 3,904 | 1,216 | 1,304 | 1,695 | 3,218 |
| Other Non Operating | 152,731 | 132,280 | 290,062 | 141,557 | 189,301 |
| Non Labor Sub-Total | \$162,556 | \$137,484 | \$292,705 | \$144,113 | \$199,768 |
| Office Total | \$385,145 | \$376,652 | \$538,339 | \$399,619 | \$466,574 |
| \$ Change from Prior Year | | (\$8,493) | \$161,687 | (\$138,720) | \$66,955 |
| % Change from Prior Year | | -2.21% | 42.93% | -25.77% | 16.75% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 3 | 3 | 2 | 2 | 2 | Administrative | 2 | 2 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 3 | 3 | 2 | 2 | 2 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 1 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 3 | 3 | 2 | 2 | 2 |

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



Personnel Comparison Report

OFFICE OF BOARD OF DIRECTORS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Executive Mgr To Board Of Dir | 21 | ---- | 1 | 1 | 1 | 1 |
| Manager | 21 | 1 | ---- | ---- | ---- | ---- |
| Executive Staff Assistant | 17 - 19 | 1 | 1 | ---- | ---- | ---- |
| Sr. Executive Administrator Board | 19 | ---- | ---- | 1 | 1 | 1 |
| Executive Admin to Board of Directors | 17 | 1 | 1 | ---- | ---- | ---- |
| Non-Rep Subtotal | | 3 | 3 | 2 | 2 | 2 |
| Total Full-Time | | 3 | 3 | 2 | 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 | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 3,091,528 | 2,937,346 | 2,914,468 | 3,056,201 | 3,089,701 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 1,941,056 | 1,685,503 | 1,950,140 | 1,974,223 | 1,862,008 |
| Labor Sub-Total | \$5,032,584 | \$4,622,849 | \$4,864,608 | \$5,030,424 | \$4,951,709 |
| Contractual Services | 2,216,076 | 2,769,751 | 3,365,187 | 3,813,606 | 2,984,019 |
| Materials & Supplies | 10,058 | 8,313 | 8,915 | 13,591 | 20,746 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 6,424,003 | 8,383,933 | 9,545,836 | 4,992,382 | 5,529,448 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 85,875 | 75,847 | 98,995 | 211,355 | 173,510 |
| Non Labor Sub-Total | \$8,736,012 | \$11,237,844 | \$13,018,933 | \$9,030,934 | \$8,707,723 |
| Division Total | \$13,768,596 | \$15,860,693 | \$17,883,541 | \$14,061,358 | \$13,659,432 |
| \$ Change from Prior Year | | \$2,092,097 | \$2,022,848 | (\$3,822,183) | (\$401,926) |
| % Change from Prior Year | | 15.19% | 12.75% | -21.37% | -2.86% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 46 | 44 | 41 | 42 | 42 | Administrative | 5 | 4 | 2 | 2 | 2 |
| Represented | 2 | 2 | 2 | 2 | 2 | Management | 13 | 13 | 13 | 14 | 14 |
| Full-Time Total | 48 | 46 | 43 | 44 | 44 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 27 | 25 | 25 | 25 | 25 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 2 | 1 | 1 | 1 |
| | | | | | | Total | 48 | 46 | 43 | 44 | 44 |

DIVISION OF EXECUTIVE ADMINISTRATION

| | | | |
|-----|----|-----------------|-----------|
| ADM | 2 | Non-Rep | 42 |
| MGR | 14 | Rep | 2 |
| MNT | 0 | Total FT | 44 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 25 | PT | 0 |
| REP | 2 | CON | 0 |
| SUP | 1 | | |
| TEC | 0 | TOTAL | 44 |



DEPARTMENT OF INTERNAL AUDIT

This Department includes the following Offices:

Department of Internal Audit

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

DEPARTMENT OF INTERNAL AUDIT

FY2013 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.

DEPARTMENT OF INTERNAL AUDIT

FY2013 Key Performance Indicators

| Internal Audit KPIs | | | | |
|-----------------------------------|--|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 97.17% | >/= 96% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -53.20% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -69.39% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -29.81% | </= 0% |

FY2012 ACCOMPLISHMENTS

- **Operational Audit**

- 15 audits scheduled
- 11 audits issued (includes seven FY11 audits)
- 7 audits in-progress

- **IT Audit**

- 13 audits scheduled
- 12 audits issued (includes eight FY11 audits)
- 6 audits in-progress
- 3 on-going

- **Contract Audit**

- 95 estimated audit requests (based on FY12 risk assessment)
- 92 audits issued
- 29 audits in-progress

- **Coordinating and Overseeing KPMG Management Review**

- KPMG is currently assisting MARTA assessing specific functions to improve its overall cost effectiveness, enhance organizational efficiency, business processes and/or restructure major functions to achieve lean, efficient and effective operations that can be phased in over time. As part of this project, KPMG is comparing

specific MARTA functions to leading practices in the public and private sectors, and developing work plans and options for MARTA implementation. The project outcomes will help MARTA strategically transform functions through innovation and leading practices. Strategic transformation opportunities include options for sourcing, shared services, applying leading practices, and reengineering processes with the goals of maintaining/improving service delivery, reducing costs, and enhancing revenues. One of the key project activities is to identify sourcing opportunities, including internal MARTA operations and business support services. KPMG is currently on track in meeting project objectives, work plan dates and within budget

- **Special Projects**

- Cost Allocation Review
- Grant Process Review
- Breeze Card Processing Costs Review
- Non-Revenue Vehicles Fuel
- Special Investigations
- Revenue Enhancement / Cost containment projects:
 - Revenue Generation - Cameras
 - Visa Payroll Review
 - Fleet Management Review
 - Treasury Module

DEPARTMENT OF INTERNAL AUDIT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 1,311,869 | 1,239,256 | 1,231,650 | 1,301,595 | 1,224,108 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 599,683 | 571,208 | 618,348 | 646,338 | 737,709 |
| Labor Sub-Total | \$1,911,552 | \$1,810,464 | \$1,849,998 | \$1,947,933 | \$1,961,817 |
| Contractual Services | 265,514 | 297,436 | 323,978 | 892,434 | 548,760 |
| Materials & Supplies | 2,078 | 2,208 | 2,448 | 2,870 | 11,500 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 10,083 | 6,444 | 12,347 | 30,383 | 103,730 |
| Non Labor Sub-Total | \$277,675 | \$306,088 | \$338,773 | \$925,687 | \$663,990 |
| Department Total | \$2,189,227 | \$2,116,552 | \$2,188,771 | \$2,873,620 | \$2,625,807 |
| \$ Change from Prior Year | | (\$72,675) | \$72,219 | \$684,849 | (\$247,813) |
| % Change from Prior Year | | -3.32% | 3.41% | 31.29% | -8.62% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 19 | 18 | 17 | 17 | 17 | Administrative | 2 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 4 | 4 | 4 | 4 | 4 |
| Full-Time Total | 19 | 18 | 17 | 17 | 17 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 13 | 12 | 12 | 12 | 12 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 19 | 18 | 17 | 17 | 17 |

DEPARTMENT OF INTERNAL AUDIT

| | | | |
|-----|----|-----------------|-----------|
| ADM | 1 | Non-Rep | 17 |
| MGR | 4 | Rep | 0 |
| MNT | 0 | Total FT | 17 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 12 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 0 | | |
| TEC | 0 | TOTAL | 17 |

AGM of Internal
Audit
Robin Howard
(12100)

Informations
Systems Audit
(Vacant)
(12200)

FUNCTIONS & RESPONSIBILITIES

The Department of Internal Audit is responsible for assisting the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent 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.

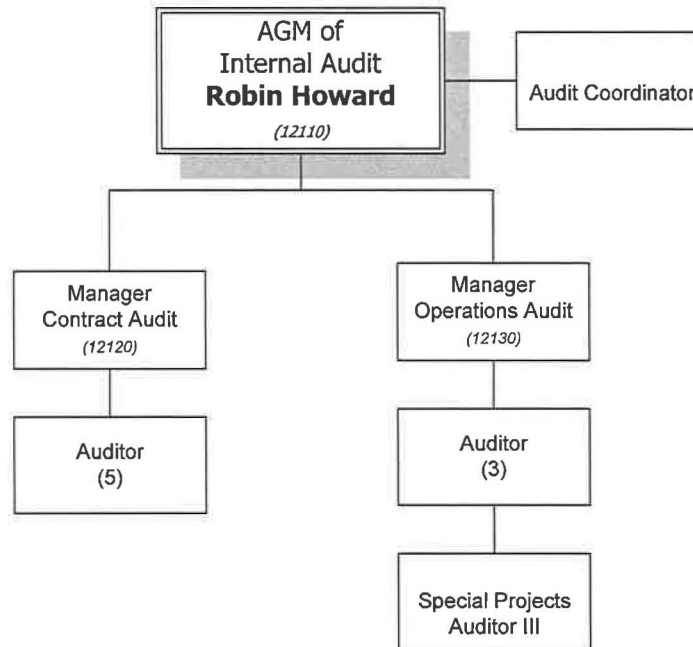
OFFICE OF AGM INTERNAL AUDIT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 959,605 | 900,643 | 900,975 | 952,536 | 892,164 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 429,481 | 423,998 | 459,033 | 479,705 | 537,663 |
| Labor Sub-Total | \$1,389,086 | \$1,324,641 | \$1,360,008 | \$1,432,241 | \$1,429,827 |
| Contractual Services | 265,514 | 297,436 | 323,978 | 892,434 | 548,760 |
| Materials & Supplies | 2,078 | 2,208 | 2,448 | 2,870 | 11,500 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 7,868 | 5,624 | 11,527 | 27,067 | 84,720 |
| Non Labor Sub-Total | \$275,460 | \$305,268 | \$337,953 | \$922,371 | \$644,980 |
| Office Total | \$1,664,546 | \$1,629,909 | \$1,697,961 | \$2,354,612 | \$2,074,807 |
| \$ Change from Prior Year | | (\$34,637) | \$68,052 | \$656,651 | (\$279,805) |
| % Change from Prior Year | | -2.08% | 4.18% | 38.67% | -11.88% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 15 | 14 | 13 | 13 | 13 | Administrative | 2 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 3 | 3 | 3 | 3 |
| Full-Time Total | 15 | 14 | 13 | 13 | 13 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 10 | 9 | 9 | 9 | 9 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 15 | 14 | 13 | 13 | 13 |

OFFICE OF THE AGM OF INTERNAL AUDIT

| | | | |
|-----|---|-----------------|-----------|
| ADM | 1 | Non-Rep | 13 |
| MGR | 3 | Rep | 0 |
| MNT | 0 | Total FT | 13 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 9 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 0 | | |
| TEC | 0 | TOTAL | 13 |



Personnel Comparison Report

OFFICE OF AGM INTERNAL AUDIT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM - Internal Audit | C | 1 | --- | --- | --- | --- |
| AGM Internal Audit | C | --- | 1 | 1 | 1 | 1 |
| Manager - Audit | 21 | 2 | --- | --- | --- | --- |
| Mgr Audit | 21 | --- | 2 | 2 | 2 | 2 |
| Special Projects – Auditor III | 19 | 1 | --- | --- | --- | --- |
| Special Projects Auditor III | 19 | --- | 1 | 1 | 1 | 1 |
| Supv External Affairs | 19 | --- | 1 | --- | --- | --- |
| Auditor | 12 - 18 | 9 | --- | --- | --- | --- |
| Auditor III | 18 | --- | 5 | 5 | 5 | 5 |
| Auditor II | 16 | --- | 1 | 1 | 2 | 2 |
| Audit Coordinator | 15 | 1 | --- | 1 | 1 | 1 |
| Auditor I | 12 | --- | 2 | 2 | 1 | 1 |
| Administrative Assistant | 10 | 1 | 1 | --- | --- | --- |
| Non-Rep Subtotal | | 15 | 14 | 13 | 13 | 13 |
| Total Full-Time | | 15 | 14 | 13 | 13 | 13 |

OFFICE OF INFORMATION SYSTEMS AUDIT

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

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

Director of
Information Systems
Audit
(Vacant)
(12210)

Sr. Information
Tech. Auditor
(3)
(12140)

OFFICE OF INFORMATION SYSTEMS AUDIT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 352,264 | 338,613 | 330,675 | 349,059 | 331,944 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 170,202 | 147,210 | 159,315 | 166,633 | 200,046 |
| Labor Sub-Total | \$522,466 | \$485,823 | \$489,990 | \$515,692 | \$531,990 |
| 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 | 2,215 | 820 | 820 | 3,316 | 19,010 |
| Non Labor Sub-Total | \$2,215 | \$820 | \$820 | \$3,316 | \$19,010 |
| Office Total | \$524,681 | \$486,643 | \$490,810 | \$519,008 | \$551,000 |
| \$ Change from Prior Year | | (\$38,038) | \$4,167 | \$28,198 | \$31,992 |
| % Change from Prior Year | | -7.25% | 0.86% | 5.75% | 6.16% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 4 | 4 | 4 | 4 | 4 | Administrative | 0 | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 4 | 4 | 4 | 4 | 4 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 3 | 3 | 3 | 3 | 3 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 |

Personnel Comparison Report

OFFICE OF INFORMATION SYSTEMS AUDIT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Information Tech Audit | 23 | ---- | 1 | 1 | 1 | 1 |
| Director of Information Systems Audit | 23 | 1 | ---- | ---- | ---- | ---- |
| Senior Information Systems Auditor | 19 | 3 | ---- | ---- | ---- | ---- |
| Sr Information Tech Auditor | 19 | ---- | 3 | 3 | 3 | 3 |
| Non-Rep Subtotal | | 4 | 4 | 4 | 4 | 4 |
| Total Full-Time | | 4 | 4 | 4 | 4 | 4 |

DEPARTMENT OF LEGAL SERVICES

This Department includes the following Offices:

Department of Legal Services

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

FY2013 GOALS & OBJECTIVES

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

FY2013 Key Performance Indicators

| Legal Services KPIs | | | | |
|--|---|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Liability Unit Payments Variance | The cost to resolve claims and the expense associated with the liability claims against the Authority | </= 3% | -18.50% | </= 3% |
| Workers' Compensation Payments Variance | The cost of occupational disability losses | </= 3% | 5.87% | </= 3% |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 97.16% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 92.15% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -17.03% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -65.60% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -0.16% | </= 0% |

FY2012 ACCOMPLISHMENTS

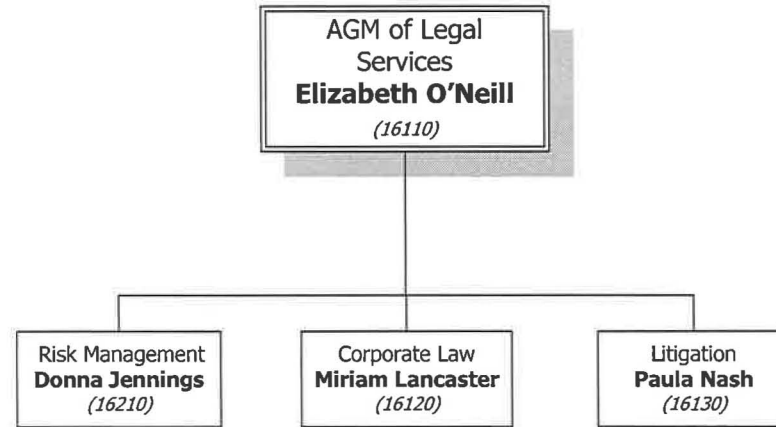
- Developed an intergovernmental agreement for the operation of the Atlanta Streetcar that will be the template for future operations agreements.
- Provided support in developing and responding to legislation that will affect the Authority's funding and governance within a regional system.
- Reinstated a training program, in conjunction with safety, training and risk management to go to various MARTA locations to provide guidance on the filing of accident/incident reports to front line employees and supervisors.
- Issued a revised Code of Ethics and develop training and distribution plan to familiarize Board and employees with revised Code.
- Analyzed effectiveness of current case management system and implement more comprehensive utilization of current or new system.
- Began conversion to paperless process for pleadings and litigation correspondence.
- Evaluated current RMIS system and seek procurement of new system if current one is determined to be inadequate.
- Assisted in implementation of modified duty program and other Authority initiatives aimed at reducing worker's compensation claims.

DEPARTMENT OF LEGAL SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 1,779,659 | 1,698,090 | 1,682,818 | 1,754,606 | 1,865,593 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 1,341,373 | 1,114,295 | 1,331,792 | 1,327,885 | 1,124,299 |
| Labor Sub-Total | <u>\$3,121,032</u> | <u>\$2,812,385</u> | <u>\$3,014,610</u> | <u>\$3,082,491</u> | <u>\$2,989,892</u> |
| Contractual Services | 1,950,562 | 2,472,315 | 3,041,209 | 2,921,172 | 2,435,259 |
| Materials & Supplies | 7,980 | 6,105 | 6,467 | 10,721 | 9,246 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 6,424,003 | 8,383,933 | 9,545,836 | 4,992,382 | 5,529,448 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 75,792 | 69,403 | 86,648 | 180,972 | 69,780 |
| Non Labor Sub-Total | <u>\$8,458,337</u> | <u>\$10,931,756</u> | <u>\$12,680,160</u> | <u>\$8,105,247</u> | <u>\$8,043,733</u> |
| Department Total | <u>\$11,579,369</u> | <u>\$13,744,141</u> | <u>\$15,694,770</u> | <u>\$11,187,738</u> | <u>\$11,033,625</u> |
| \$ Change from Prior Year | | \$2,164,772 | \$1,950,629 | (\$4,507,032) | (\$154,113) |
| % Change from Prior Year | | 18.70% | 14.19% | -28.72% | -1.38% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 27 | 26 | 24 | 25 | 25 | Administrative | 3 | 3 | 1 | 1 | 1 |
| Represented | 2 | 2 | 2 | 2 | 2 | Management | 9 | 9 | 9 | 10 | 10 |
| Full-Time Total | <u>29</u> | <u>28</u> | <u>26</u> | <u>27</u> | <u>27</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 14 | 13 | 13 | 13 | 13 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 29 | 28 | 26 | 27 | 27 |

| | | | |
|-----|----|-----------------|-----------|
| ADM | 1 | Non-Rep | 25 |
| MGR | 10 | Rep | 2 |
| MNT | 0 | Total FT | 27 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 13 | | |
| REP | 2 | PT | 0 |
| SUP | 1 | CON | 0 |
| TEC | 0 | TOTAL | 27 |



OFFICE OF AGM LEGAL SERVICES**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.

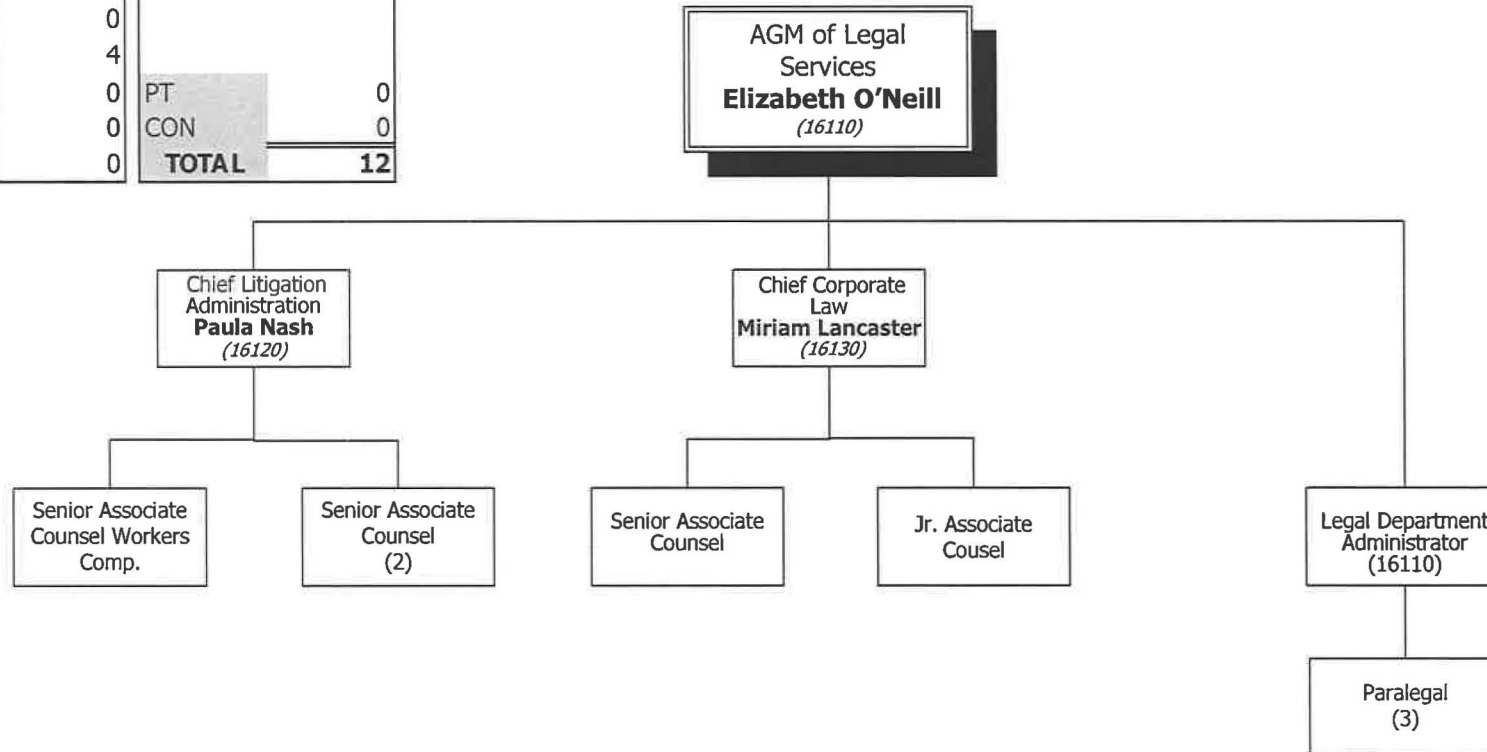
OFFICE OF AGM LEGAL SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 908,793 | 842,512 | 833,900 | 875,995 | 1,013,688 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 392,601 | 334,769 | 342,591 | 379,821 | 610,899 |
| Labor Sub-Total | \$1,301,394 | \$1,177,281 | \$1,176,491 | \$1,255,816 | \$1,624,587 |
| Contractual Services | 1,516,244 | 1,994,423 | 2,628,280 | 2,518,688 | 1,859,404 |
| Materials & Supplies | 3,397 | 2,484 | 2,711 | 3,279 | 3,984 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 64,760 | 64,719 | 74,744 | 230,299 | 56,847 |
| Non Labor Sub-Total | \$1,584,401 | \$2,061,626 | \$2,705,735 | \$2,752,266 | \$1,920,235 |
| Office Total | \$2,885,795 | \$3,238,907 | \$3,882,226 | \$4,008,082 | \$3,544,822 |
| \$ Change from Prior Year | | \$353,112 | \$643,319 | \$125,856 | (\$463,260) |
| % Change from Prior Year | | 12.24% | 19.86% | 3.24% | -11.56% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 13 | 12 | 11 | 12 | 12 | Administrative | 3 | 3 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 6 | 6 | 6 | 7 | 7 |
| Full-Time Total | 13 | 12 | 11 | 12 | 12 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 4 | 3 | 4 | 4 | 4 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 12 | 11 | 12 | 12 |

OFFICE OF AGM LEGAL SERVICES

| | | | |
|-----|---|-----------------|-----------|
| ADM | 1 | Non-Rep | 12 |
| MGR | 7 | Rep | 0 |
| MNT | 0 | Total FT | 12 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 4 | | |
| REP | 0 | PT | 0 |
| SUP | 0 | CON | 0 |
| TEC | 0 | TOTAL | 12 |



Personnel Comparison Report

OFFICE OF AGM LEGAL SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM of Legal Services | C | --- | 1 | 1 | 1 | 1 |
| Assistant Chief Counsel/Litigation Administration | 24 | 1 | --- | --- | --- | --- |
| Chief Corporate Law | 24 | --- | 1 | 1 | 1 | 1 |
| Chief Litigation Administration | 24 | --- | 1 | 1 | 1 | 1 |
| Chief of Corporate Law | 24 | 1 | --- | --- | --- | --- |
| Managing Attorney | 23 | 1 | --- | --- | --- | --- |
| Senior Associate Counsel | 22 | 2 | --- | --- | --- | --- |
| Sr Associate Counsel | 22 | --- | 2 | 2 | 2 | 3 |
| Sr Associate Counsel-Workers Comp | 22 | --- | --- | --- | 1 | 1 |
| Associate Counsel | 20 | 1 | 1 | 1 | 1 | --- |
| Jr Associate Counsel | 18 | --- | --- | 1 | 1 | 1 |
| Legal Department Administrator | 17 | 1 | 1 | 1 | 1 | 1 |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | --- | --- | --- |
| Paralegal | 13 | 3 | 3 | 3 | 3 | 3 |
| Administrative Assistant | 10 | 1 | 1 | --- | --- | --- |
| AGM LEGAL SERVICES | 0000C | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 13 | 12 | 11 | 12 | 12 |
| Total Full-Time | | 13 | 12 | 11 | 12 | 12 |

OFFICE OF RISK MANAGEMENT

FUNCTIONS & RESPONSIBILITIES

The Office of Risk Management is responsible for protecting the Authority's assets by the identification, analysis, elimination, reduction, assumption and funding of actual or potential losses.

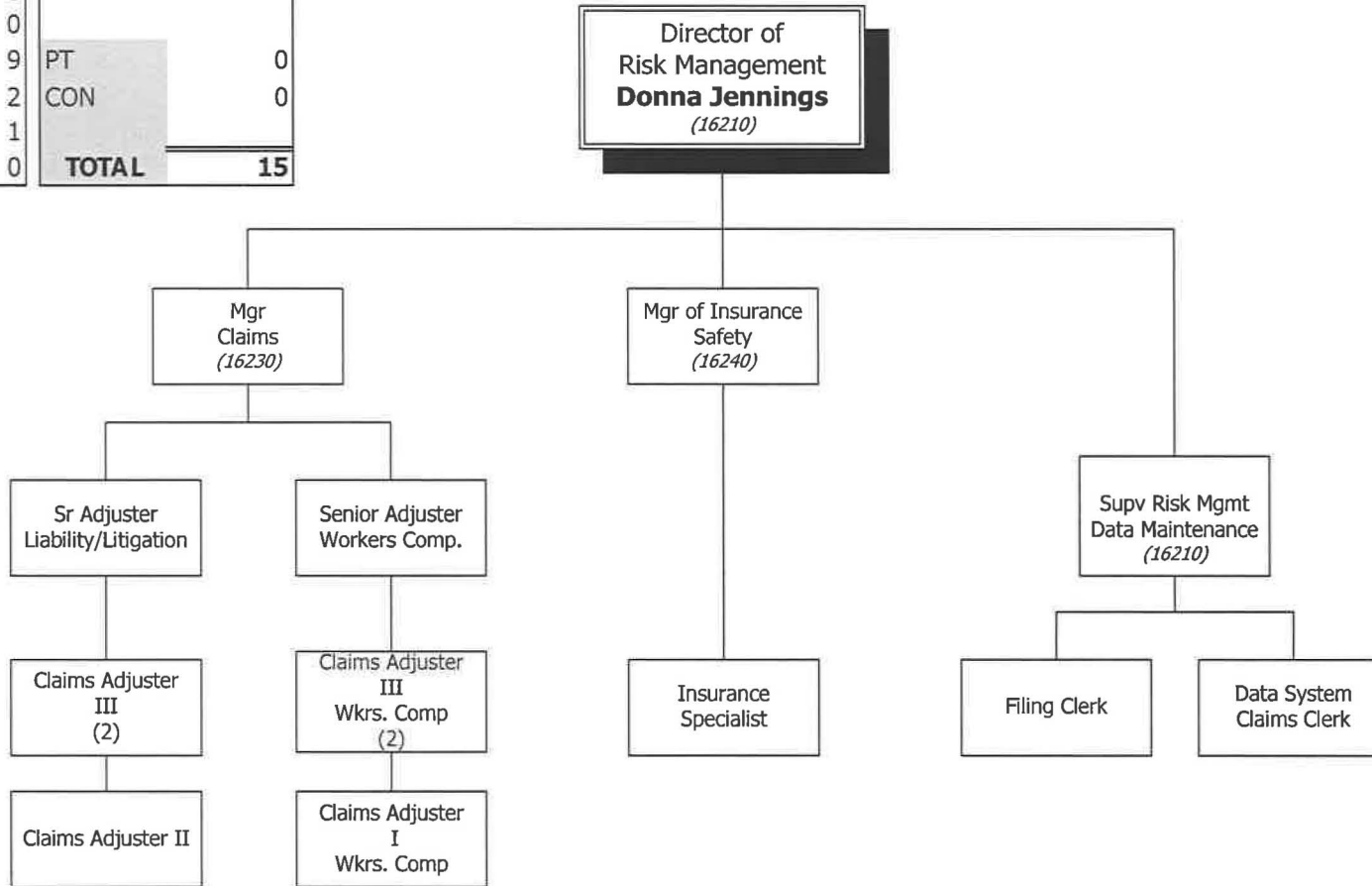
The Office of Risk Management also administers several claims functions under a self-administered plan of self-funded and insured programs. The Office processes, investigates, and adjusts property damage and personal

injury claims incidental to MARTA's bus and rail operations, as well as administers workers' compensation claims.

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

OFFICE OF RISK MANAGEMENT

| | | | |
|-----|---|-----------------|-----------|
| ADM | 0 | Non-Rep | 13 |
| MGR | 3 | Rep | 2 |
| MNT | 0 | Total FT | 15 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 9 | PT | 0 |
| REP | 2 | CON | 0 |
| SUP | 1 | | |
| TEC | 0 | TOTAL | 15 |



OFFICE OF RISK MANAGEMENT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|---------------------|---------------------|--------------------|--------------------|
| Salaries & Wages | 870,866 | 855,578 | 848,918 | 878,611 | 851,905 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 948,772 | 779,526 | 989,201 | 948,064 | 513,400 |
| Labor Sub-Total | \$1,819,638 | \$1,635,104 | \$1,838,119 | \$1,826,675 | \$1,365,305 |
| Contractual Services | 434,318 | 477,892 | 412,929 | 402,484 | 575,855 |
| Materials & Supplies | 4,583 | 3,621 | 3,756 | 7,442 | 5,262 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 6,424,003 | 8,383,933 | 9,545,836 | 4,992,382 | 5,529,448 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 11,032 | 4,684 | 11,904 | -49,327 | 12,933 |
| Non Labor Sub-Total | \$6,873,936 | \$8,870,130 | \$9,974,425 | \$5,352,981 | \$6,123,498 |
| Office Total | \$8,693,574 | \$10,505,234 | \$11,812,544 | \$7,179,656 | \$7,488,803 |
| \$ Change from Prior Year | | \$1,811,660 | \$1,307,310 | (\$4,632,888) | \$309,147 |
| % Change from Prior Year | | 20.84% | 12.44% | -39.22% | 4.31% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 14 | 14 | 13 | 13 | 13 | Administrative | 0 | 0 | 0 | 0 | 0 |
| Represented | 2 | 2 | 2 | 2 | 2 | Management | 3 | 3 | 3 | 3 | 3 |
| Full-Time Total | 16 | 16 | 15 | 15 | 15 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 10 | 10 | 9 | 9 | 9 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 15 | 15 | 15 |

Personnel Comparison Report

OFFICE OF RISK MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Risk Management | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Risk Management | 23 | 1 | --- | --- | --- | --- |
| Manager of Insurance/Safety | 21 | 1 | --- | --- | --- | --- |
| Mgr Insurance Safety | 21 | --- | 1 | 1 | 1 | 1 |
| Manager of Claims | 20 | 1 | --- | --- | --- | --- |
| Mgr Claims | 20 | --- | 1 | 1 | 1 | 1 |
| Senior Adjuster | 18 | 2 | --- | --- | --- | --- |
| Sr Adjuster Liability Litig | 18 | --- | 1 | 1 | 1 | 1 |
| Sr Adjuster Workers Comp | 18 | --- | 1 | 1 | 1 | 1 |
| Claims Adjuster | 12 - 16 | 6 | --- | --- | --- | --- |
| Claims Adjuster III | 16 | --- | 3 | 2 | 2 | 2 |
| Claims Adjuster III-Wkrs Comp | 16 | --- | 2 | 2 | 2 | 2 |
| Claims Adjuster II | 14 | 1 | 1 | 1 | 1 | 1 |
| Insurance Specialist | 13 | 1 | 1 | 1 | 1 | 1 |
| Claims Adjuster I-Wkrs Comp | 12 | --- | 1 | 1 | 1 | 1 |
| Supervisor Risk Management/Data Maintenance | 11 | 1 | --- | --- | --- | --- |
| Supv Risk Mgmt Data Maint | 11 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 14 | 14 | 13 | 13 | 13 |

Personnel Comparison Report

OFFICE OF RISK MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-----------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Represented</u> | | | | | | |
| Data System Claims Clerk | UR-8 | 1 | 1 | 1 | 1 | 1 |
| Filing Clerk | UR-8 | 1 | 1 | 1 | 1 | 1 |
| Represented Subtotal | | 2 | 2 | 2 | 2 | 2 |
| Total Full-Time | | 16 | 16 | 15 | 15 | 15 |

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 Police Services**
- **Department of Safety & Quality Assurance**

DIVISION OF OPERATIONS

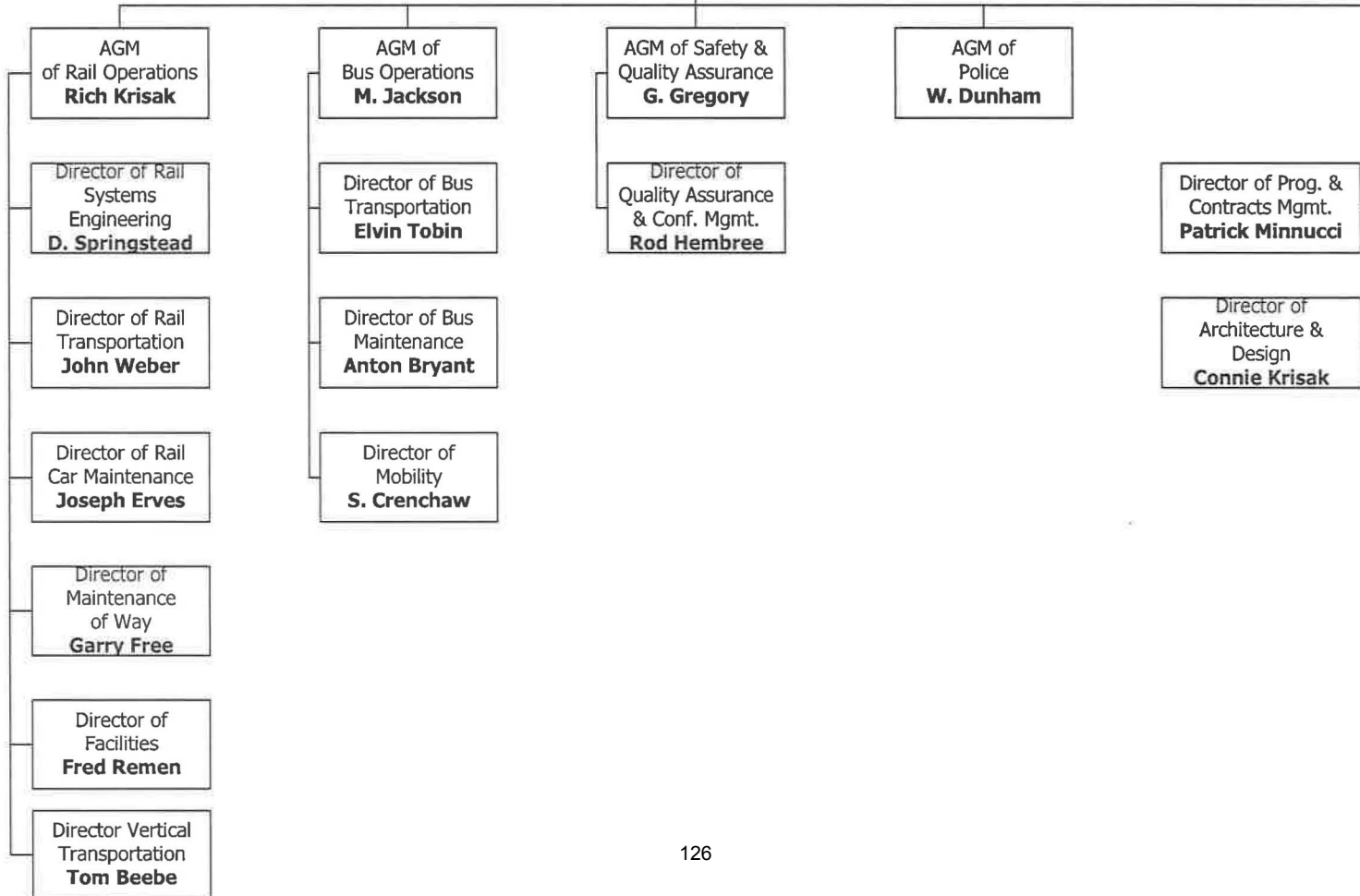
| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Wages | 165,843,113 | 160,598,534 | 155,276,153 | 159,844,714 | 172,662,739 |
| Overtime | 23,815,627 | 24,229,415 | 25,273,852 | 25,778,489 | 20,528,577 |
| Benefits | 83,159,777 | 88,359,464 | 99,154,231 | 99,609,647 | 105,941,557 |
| Labor Sub-Total | \$272,818,517 | \$273,187,413 | \$279,704,236 | \$285,232,850 | \$299,132,873 |
| Contractual Services | 12,724,454 | 14,196,085 | 11,881,518 | 11,664,050 | 13,376,484 |
| Materials & Supplies | 44,794,967 | 47,946,467 | 36,288,719 | 39,370,289 | 42,189,933 |
| Other Operating | 17,313,200 | 17,517,406 | 18,365,823 | 18,025,907 | 18,943,875 |
| Casualty & Liability | 3,186,123 | 2,998,968 | 2,868,742 | 2,917,288 | 3,489,364 |
| Miscellaneous | 95,948 | 138,588 | 29,320 | 37,136 | 113,648 |
| Other Non Operating | 413,740 | 226,017 | 299,922 | 286,135 | 875,434 |
| Non Labor Sub-Total | \$78,528,432 | \$83,023,531 | \$69,734,044 | \$72,300,805 | \$78,988,738 |
| Division Total | \$351,346,949 | \$356,210,944 | \$349,438,280 | \$357,533,655 | \$378,121,610 |
| \$ Change from Prior Year | | \$4,863,995 | (\$6,772,664) | \$8,095,375 | \$20,587,955 |
| % Change from Prior Year | | 1.38% | -1.90% | 2.32% | 5.76% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|--------------|--------------|--------------|--------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 999 | 981 | 950 | 1,027 | 1,070 | Administrative | 114 | 110 | 111 | 119 | 120 |
| Represented | 2,943 | 2,980 | 2,583 | 2,624 | 2,640 | Management | 111 | 107 | 103 | 108 | 119 |
| Full-Time Total | 3,942 | 3,961 | 3,533 | 3,651 | 3,710 | Police | 250 | 249 | 264 | 275 | 277 |
| Part - Time | 219 | 223 | 187 | 191 | 191 | Professional | 78 | 56 | 34 | 75 | 101 |
| Contract | 33 | 30 | 32 | 40 | 47 | Technical | 153 | 171 | 159 | 182 | 195 |
| Clayton | 89 | 91 | 0 | 0 | 0 | Maintenance | 1,156 | 1,182 | 1,053 | 1,060 | 1,064 |
| | | | | | | Operator | 1,915 | 1,929 | 1,637 | 1,672 | 1,685 |
| | | | | | | Represented | 163 | 167 | 79 | 80 | 80 |
| | | | | | | Supervisory | 343 | 334 | 312 | 310 | 307 |
| | | | | | | Total | 4,283 | 4,305 | 3,781 | 3,881 | 3,948 |

DIVISION OF OPERATIONS

| | | | |
|-----|------|-----------------|-------------|
| ADM | 120 | Non-Rep | 1070 |
| MGR | 119 | Rep | 2640 |
| MNT | 1064 | Total FT | 3710 |
| OPR | 1685 | | |
| POL | 277 | | |
| PRO | 101 | PT | 191 |
| REP | 80 | CON | 47 |
| SUP | 307 | | |
| TEC | 195 | TOTAL | 3948 |

**Deputy General
Manager/COO
Dwight Ferrell**



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

DEPARTMENT OF DEPUTY GENERAL MANAGER/COO**FY2013 GOALS AND OBJECTIVES**

In addition to the Office of the Deputy General Manager/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

DEPARTMENT OF DEPUTY GENERAL MANAGER/COO

FY2013 Key Performance Indicators

| DGM KPIs | | | | |
|-----------------------------------|--|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 95.65% | >/= 96% |
| Budget Variance | Budget variance on overall expenses | </= 0% | 4.52% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -0.41% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | 44.10% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | 80.59% | </= 0% |

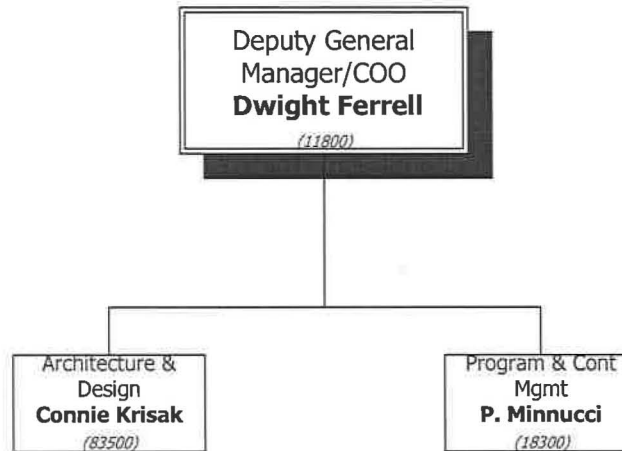
DEPARTMENT OF DEPUTY GENERAL MANAGER COO

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| Salaries & Wages | 5,777,664 | 4,368,541 | 3,905,263 | 4,431,742 | 6,163,640 |
| Overtime | 50,824 | 47,918 | 48,095 | 90,569 | 167,654 |
| Benefits | 2,461,972 | 1,976,405 | 1,907,698 | 2,038,784 | 3,702,789 |
| Labor Sub-Total | \$8,290,460 | \$6,392,864 | \$5,861,056 | \$6,561,095 | \$10,034,083 |
| Contractual Services | 2,936 | 208,079 | 289,520 | 180,532 | 0 |
| Materials & Supplies | 7,378 | 11,998 | 8,098 | 13,963 | 13,729 |
| Other Operating | 9 | 0 | 0 | 438 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 67,354 | 18,558 | -1,586 | 3,500 | 86,292 |
| Other Non Operating | 118,321 | 30,332 | 42,674 | 42,575 | 88,483 |
| Non Labor Sub-Total | \$195,998 | \$268,967 | \$338,706 | \$241,008 | \$188,504 |
| Department Total | \$8,486,458 | \$6,661,831 | \$6,199,762 | \$6,802,103 | \$10,222,587 |
| \$ Change from Prior Year | | (\$1,824,627) | (\$462,069) | \$602,341 | \$3,420,484 |
| % Change from Prior Year | | -21.50% | -6.94% | 9.72% | 50.29% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 85 | 55 | 55 | 73 | 81 | Administrative | 8 | 4 | 4 | 6 | 7 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 16 | 11 | 11 | 11 | 11 |
| Full-Time Total | 85 | 55 | 55 | 73 | 81 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 17 | 5 | 6 | 8 | 8 |
| Contract | 0 | 0 | 0 | 1 | 2 | Technical | 44 | 35 | 34 | 49 | 57 |
| Clayton | 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 | 85 | 55 | 55 | 74 | 83 |

DEPARTMENT OF DEPUTY GENERAL MANAGER COO

| | | | |
|-----|----|-----------------|-----------|
| ADM | 7 | Non-Rep | 81 |
| MGR | 11 | Rep | 0 |
| MNT | 0 | Total FT | 81 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 8 | PT | 0 |
| REP | 0 | CON | 2 |
| SUP | 0 | | |
| TEC | 57 | TOTAL | 83 |



OFFICE OF DEPUTY GENERAL MANAGER

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.

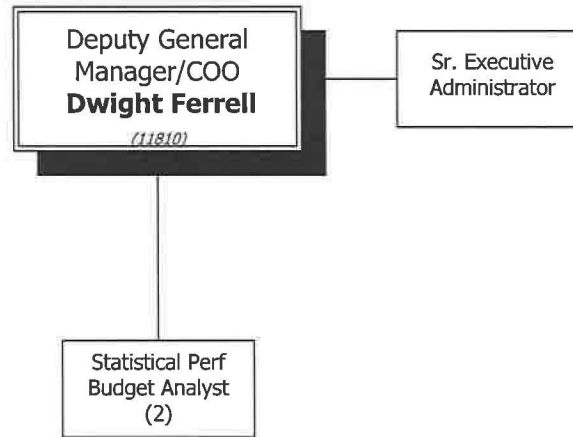
OFFICE OF DEPUTY GENERAL MANAGER

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 380,456 | 412,371 | 354,477 | 472,341 | 469,320 |
| Overtime | 271 | 0 | 0 | 0 | 0 |
| Benefits | 145,289 | 145,645 | 146,492 | 182,451 | 282,836 |
| Labor Sub-Total | \$526,016 | \$558,016 | \$500,969 | \$654,792 | \$752,156 |
| Contractual Services | 65,000 | 13,839 | 0 | 0 | 0 |
| Materials & Supplies | 140 | 274 | 252 | 0 | 192 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 67,354 | 18,558 | 0 | 3,500 | 86,292 |
| Other Non Operating | 87,987 | 12,639 | 16,145 | 16,662 | 40,728 |
| Non Labor Sub-Total | \$220,481 | \$45,310 | \$16,397 | \$20,162 | \$127,212 |
| Office Total | \$746,497 | \$603,326 | \$517,366 | \$674,954 | \$879,368 |
| \$ Change from Prior Year | | (\$143,171) | (\$85,960) | \$157,588 | \$204,414 |
| % Change from Prior Year | | -19.18% | -14.25% | 30.46% | 30.29% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 4 | 3 | 4 | 4 | 4 | Administrative | 2 | 1 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 4 | 3 | 4 | 4 | 4 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 1 | 3 | 3 | 3 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 4 | 3 | 4 | 4 | 4 |

OFFICE OF DEPUTY GENERAL MANAGER

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



Personnel Comparison Report

OFFICE OF DEPUTY GENERAL MANAGER

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Deputy General Manager | A | 1 | --- | --- | --- | --- |
| Deputy General Manager-Admin | A | --- | 1 | 1 | --- | --- |
| DGM CHF Operations Officer | A | --- | --- | --- | 1 | 1 |
| Statistical Performance Budget Analyst | 20 | --- | --- | 2 | 2 | 2 |
| Executive Administrator | 17 - 19 | 1 | 1 | --- | --- | --- |
| Senior Executive Administrator | 19 | 1 | 1 | 1 | 1 | 1 |
| Sr. Administrative Assistant | 17 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 4 | 3 | 4 | 4 | 4 |
| Total Full-Time | | 4 | 3 | 4 | 4 | 4 |

OFFICE OF PROGRAM & CONTRACT MANAGEMENT**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.

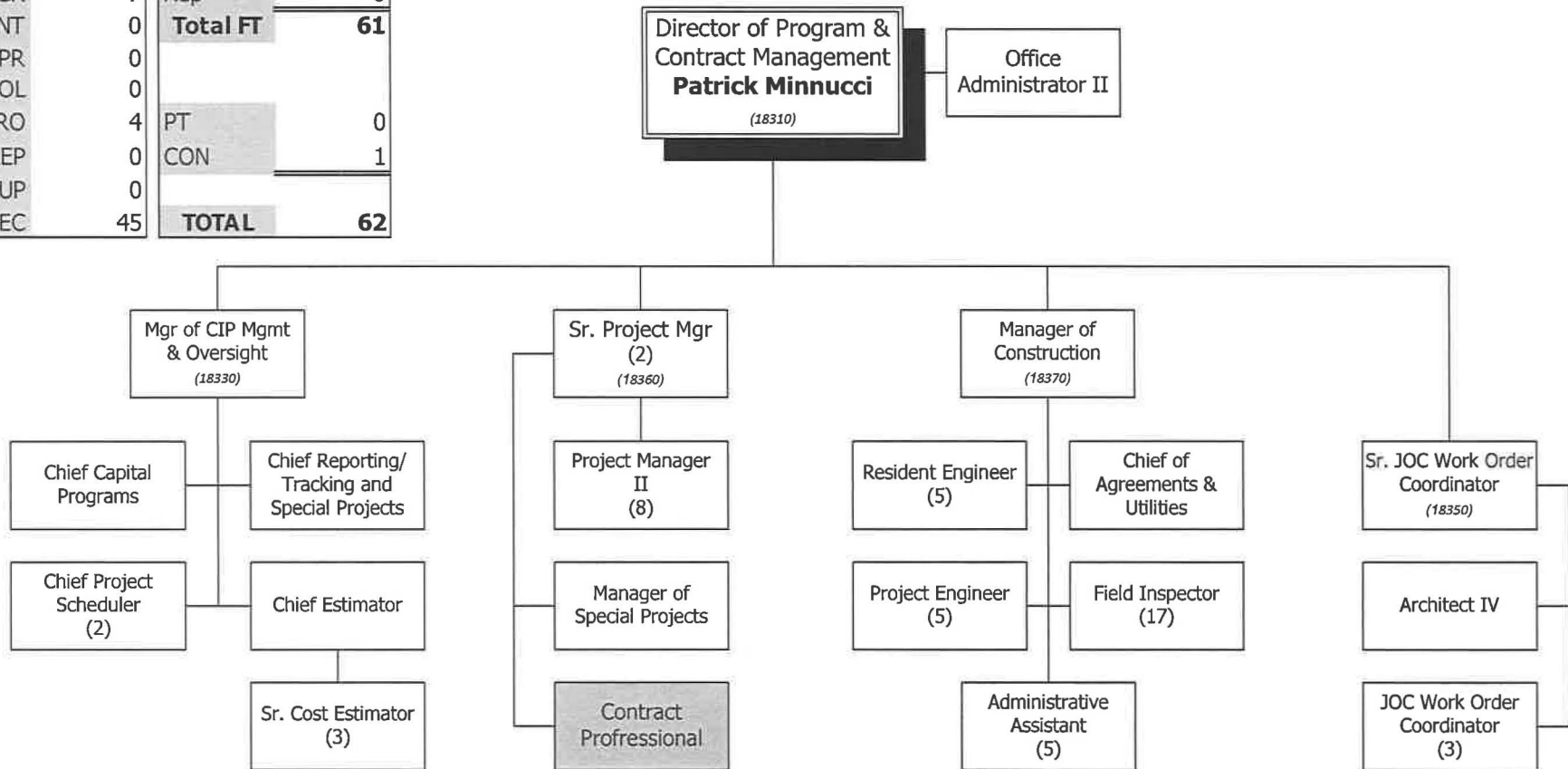
OFFICE OF PROGRAM & CONTRACT MANAGEMENT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|--------------------|----------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 3,418,499 | 2,350,737 | 2,384,982 | 2,831,101 | 4,486,270 |
| Overtime | 50,553 | 47,755 | 48,095 | 90,569 | 167,654 |
| Benefits | 1,556,412 | 1,143,018 | 1,241,442 | 1,362,439 | 2,697,133 |
| Labor Sub-Total | \$5,025,464 | \$3,541,510 | \$3,674,519 | \$4,284,109 | \$7,351,057 |
| Contractual Services | -64,385 | 194,240 | 289,520 | 180,532 | 0 |
| Materials & Supplies | 7,166 | 8,990 | 5,994 | 9,365 | 8,637 |
| Other Operating | 9 | 0 | 0 | 438 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 19,602 | 13,212 | 13,493 | 15,656 | 36,264 |
| Non Labor Sub-Total | (\$37,608) | \$216,442 | \$309,007 | \$205,991 | \$44,901 |
| Office Total | \$4,987,856 | \$3,757,952 | \$3,983,526 | \$4,490,100 | \$7,395,958 |
| \$ Change from Prior Year | | (\$1,229,904) | \$225,574 | \$506,574 | \$2,905,858 |
| % Change from Prior Year | | -24.66% | 6.00% | 12.72% | 64.72% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 49 | 35 | 35 | 53 | 61 | Administrative | 6 | 3 | 3 | 5 | 6 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 9 | 7 | 7 | 7 | 7 |
| Full-Time Total | 49 | 35 | 35 | 53 | 61 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 8 | 2 | 2 | 4 | 4 |
| Contract | 0 | 0 | 0 | 1 | 1 | Technical | 26 | 23 | 23 | 38 | 45 |
| Clayton | 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 | 49 | 35 | 35 | 54 | 62 |

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

| | | | |
|-----|----|-----------------|-----------|
| ADM | 6 | Non-Rep | 61 |
| MGR | 7 | Rep | 0 |
| MNT | 0 | Total FT | 61 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 4 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 0 | | |
| TEC | 45 | TOTAL | 62 |



Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Non-Represented | | | | | | |
| Dir Program & Contract Mgmt | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Management Systems | 23 | 1 | --- | --- | --- | --- |
| Manager, A & E Contracts | 22 | 1 | --- | --- | --- | --- |
| Manager, CIP- Manager & Oversight | 22 | 1 | --- | --- | --- | --- |
| Manager-Construction JOC | 22 | 1 | --- | --- | --- | --- |
| Mgr Cip Mgmt Oversight | 22 | --- | 1 | 1 | 1 | 1 |
| Mgr Construction | 22 | --- | --- | 1 | 1 | 1 |
| Mgr of Construction | 22 | --- | 1 | --- | --- | --- |
| Project Manager | 22 | 5 | --- | --- | --- | --- |
| Project Manager II | 21 - 22 | --- | 5 | 5 | 8 | 8 |
| Sr. Project Manager | 22 | 1 | --- | --- | --- | --- |
| Sr. Project Manager | 22 | --- | --- | --- | --- | 2 |
| Chf Report Track Spec Projects | 21 | --- | 1 | 1 | 1 | 1 |
| Chief Reporting/Tracking Special Projects | 21 | 1 | --- | --- | --- | --- |
| Resident Engineer | 21 | 3 | 3 | 3 | 4 | 5 |
| AE Contracts Engineer VI | 20 | 1 | --- | --- | --- | --- |
| Chf Agreements & Utilities | 20 | --- | 1 | 1 | 1 | 1 |
| Chf Estimator | 20 | --- | 1 | 1 | 1 | 1 |
| Chf Project Scheduler | 19 - 20 | --- | 1 | 1 | 2 | 2 |
| Chief Capital Contracts | 20 | 1 | --- | --- | --- | --- |
| Chief Cost Estimator | 20 | 1 | --- | --- | --- | --- |
| Chief of Agreements & Utilities | 20 | 1 | --- | --- | --- | --- |
| Manager of Special Projects | 20 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| MGR Special Projects | 20 | --- | --- | --- | 1 | 1 |
| Program Administrator - JOC | 20 | 1 | --- | --- | --- | --- |
| Project Manager I | 20 | 1 | 1 | 1 | --- | --- |
| Special Projects Manager | 20 | --- | 1 | 1 | --- | --- |
| Sr. Cost Estimator | 20 | 1 | --- | --- | --- | --- |
| Chf Capital Programs | 19 | --- | 1 | 1 | 1 | 1 |
| Chief Capital Program | 19 | 1 | --- | --- | --- | --- |
| Chief Project Scheduler | 19 | 1 | --- | --- | --- | --- |
| Project Engineer | 19 | 1 | --- | --- | --- | --- |
| Sr Cost Estimator | 19 | --- | 1 | 1 | 3 | 3 |
| Sr. Contract Specialist | 19 | 1 | --- | --- | --- | --- |
| Sr. JOC Work Order Coordinator | 19 | --- | --- | --- | --- | 1 |
| Contract Specialist | 18 | 1 | --- | --- | --- | --- |
| Project Engineer | 18 | 3 | 2 | 2 | 4 | 5 |
| Administrator - Warranties | 17 | 1 | --- | --- | --- | --- |
| Architect IV | 17 | 1 | 1 | 1 | 1 | 1 |
| JOC Work Order Coordinator | 17 | 3 | 3 | 3 | 3 | 3 |
| Field Inspector | 14 - 16 | 8 | 7 | 7 | 15 | 17 |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Financial Information Specialist | 11 | 1 | --- | --- | --- | --- |
| Administrative Assistant | 10 | 4 | 2 | 2 | 4 | 5 |
| Non-Rep Subtotal | | 49 | 35 | 35 | 53 | 61 |

Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Total Full-Time | | 49 | 35 | 35 | 53 | 61 |
| <u>Contract</u> | | | | | | |
| Contract Professional | 22 | --- | --- | --- | 1 | --- |
| Contract Professional | --- | --- | --- | --- | --- | 1 |
| Total Contract | | | | | 1 | 1 |

OFFICE OF ARCHITECTURE & DESIGN**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.

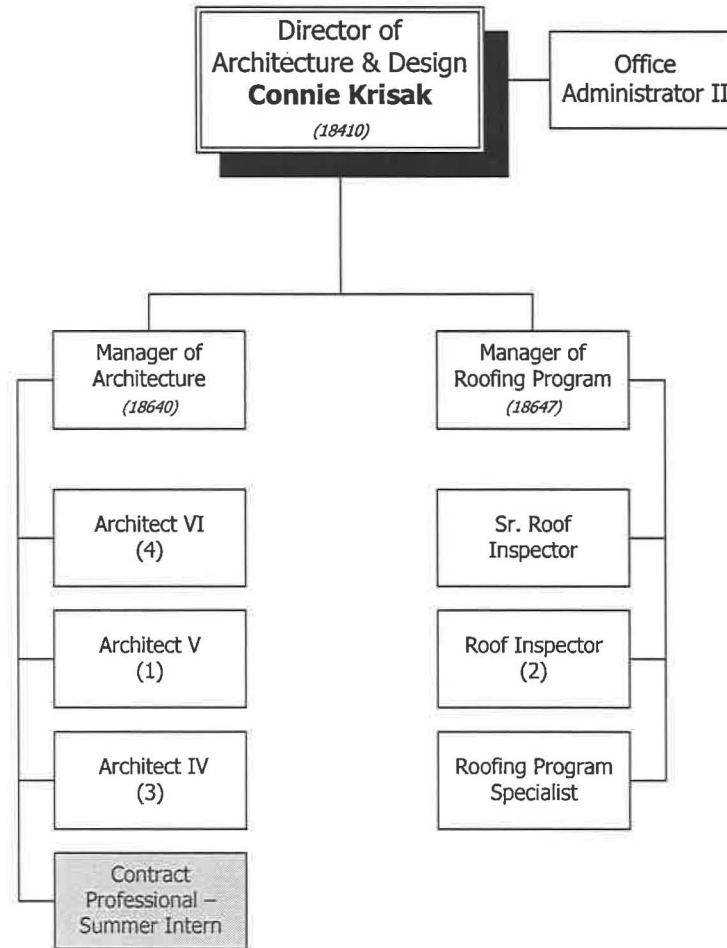
OFFICE OF ARCHITECTURE & DESIGN

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 1,978,709 | 1,605,433 | 1,165,804 | 1,128,300 | 1,208,050 |
| Overtime | 0 | 163 | 0 | 0 | 0 |
| Benefits | 760,271 | 687,742 | 519,764 | 493,894 | 722,820 |
| Labor Sub-Total | \$2,738,980 | \$2,293,338 | \$1,685,568 | \$1,622,194 | \$1,930,870 |
| Contractual Services | 2,321 | 0 | 0 | 0 | 0 |
| Materials & Supplies | 72 | 2,734 | 1,852 | 4,598 | 4,900 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | -1,586 | 0 | 0 |
| Other Non Operating | 10,732 | 4,481 | 13,036 | 10,257 | 11,491 |
| Non Labor Sub-Total | \$13,125 | \$7,215 | \$13,302 | \$14,855 | \$16,391 |
| Office Total | \$2,752,105 | \$2,300,553 | \$1,698,870 | \$1,637,049 | \$1,947,261 |
| \$ Change from Prior Year | | (\$451,552) | (\$601,683) | (\$61,821) | \$310,212 |
| % Change from Prior Year | | -16.41% | -26.15% | -3.64% | 18.95% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 1 | 17 | 16 | 16 | 16 | Administrative | 0 | 0 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 3 | 3 | 3 | 3 |
| Full-Time Total | 1 | 17 | 16 | 16 | 16 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 2 | 1 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 1 | Technical | 0 | 12 | 11 | 11 | 12 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 1 | 17 | 16 | 16 | 17 |

OFFICE OF ARCHITECTURE & DESIGN

| | | | |
|-----|----|-----------------|-----------|
| ADM | 1 | Non-Rep | 16 |
| MGR | 3 | Rep | 0 |
| MNT | 0 | Total FT | 16 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 1 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 0 | | |
| TEC | 12 | TOTAL | 17 |



Personnel Comparison Report

OFFICE OF ARCHITECTURE & DESIGN

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Director of Architecture & Design | 23 | 1 | 1 | 1 | 1 | 1 |
| Mgr Architecture | 22 | --- | 1 | 1 | 1 | 1 |
| Mgr Roofing Program | 22 | --- | 1 | 1 | 1 | 1 |
| Architect VI | 20 | --- | 5 | 4 | 5 | 5 |
| Landscape Architect VI | 20 | --- | 1 | --- | --- | --- |
| Roofing Program Design Architect VI | 20 | --- | 1 | 1 | --- | --- |
| Architect V | 19 | --- | --- | --- | 1 | 1 |
| Architect IV | 17 | --- | 1 | 1 | 2 | 2 |
| Horticulturalist | 17 | --- | 1 | --- | --- | --- |
| Roofing Program Arch IV | 17 | --- | 1 | 1 | --- | --- |
| Sr Roof Inspector | 17 | --- | 1 | 1 | 1 | 1 |
| Office Administrator II | 16 | --- | --- | 1 | 1 | 1 |
| Architect III | 15 | --- | --- | 1 | --- | --- |
| Roof Inspector | 15 | --- | 2 | 2 | 2 | 2 |
| Roofing Program Specialist | 12 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 1 | 17 | 16 | 16 | 16 |
| Total Full-Time | | 1 | 17 | 16 | 16 | 16 |
| <u>Contract</u> | | | | | | |
| Contract Professional | -- | --- | --- | --- | --- | 1 |
| Total Contract | | | | | --- | 1 |

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

FY2013 GOALS AND OBJECTIVES

- Improve on-time performance
 - Bus Transportation
 - Continue to have BCC and Transportation Supervisors monitor routes and take corrective action when buses depart early or late.
 - Participate in the SIT process to identify improvements for low performing routes.
 - Ensure all Operators conduct post-trip inspections and document findings on mileage cards.
 - Mobility
 - Increase the number of operators on the extra-board to ensure additional coverage for absent Operators.
 - Strict adherence to Paratransit policies and procedures.
 - Add a “real time” scheduler to strategically reassign trips to maintain on-time Operator schedules.
 - Implement travel training program to constrain ridership growth.
 - Bus Maintenance
 - Develop “handbook” for Radio Room Dispatchers to use to troubleshoot defect(s) called in by operators.

- Improve Fleet Reliability
 - Bus Maintenance
 - Finalize and implement new PMI process to increase throughput and quality of inspections.
 - Continue to analyze fleet failures to determine patterns for follow up, i.e., % return repairs by mechanics, system reliability within a specific fleet, prioritized repairs based upon individual bus performance.
 - Install new chassis dynamometers and integrate into engine and transmission repair and PM process.

- Increase Customer Satisfaction
 - Bus Transportation
 - Support the MARTA Experience Team’s efforts to educate the public on how to ride
 - Mobility
 - Revise the Mobility Customer Guide to ensure customers understand Mobility policies and procedures.
 - Continue to provide customer service impact (CSI) training for Operators.
 - Bus Maintenance
 - Enhanced roach control SIB developed and used throughout department.
 - Improve HVAC and defroster system air filtration to remove airborne dust.
 - In partnership with Facilities, oversee installation of new wash racks and cyclone blowers at Perry and Laredo Garages.

- Reduce Vehicle Collisions
 - Bus Transportation
 - Continue to provide 8 hour Defensive Driving training for every Operator.
 - Conduct accident prevention/awareness campaigns to promote safe operations and “accident free days”.
 - Continue to identify hazards along the routes that contribute to collisions.
 - Conduct regular safety meetings.
 - Mobility
 - Continue 8 hour Defensive Driving training to every Operator.
 - Conduct accident prevention/awareness campaigns to promote safe operations and “accident free days”.

DEPARTMENT OF BUS OPERATIONS

- Conduct regular safety meetings.

Bus Maintenance

- Conduct regular safety meetings.

- Improve Employee Attendance

Bus Transportation

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

Mobility

- Reward employees with perfect attendance as outlined in the CBA.

- Ensure consistent application of discipline for absences resulting in occurrences.

- Counsel employees to improve attendance.

- Implement a joint Union-Management Committee to assist with issues causing absenteeism and to ensure they understand the consequences of continued excessive absenteeism.

- Ensure consistent application of procedures for FMLA, LOA, STD and LTS programs.

Bus Maintenance

- In cooperation with Safety Department, develop accident investigation process to recreate incident with employee(s) to allow alternative decision making and work processes for safe performance of work.

- Conduct monthly shift and safety meetings to allow forums for improved communication with employees.

DEPARTMENT OF BUS OPERATIONS

FY2013 Key Performance Indicators

| Bus KPIs | | | | |
|--|---|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Bus Ridership | Number of unlinked Bus passenger boardings | >/= 55.0M | 61.6M | >/= 61.7M |
| Mobility Ridership | Number of unlinked Mobility passenger boardings | >/= 493.6K | 581.5K | >/= 631.2K |
| Bus Cost per Passenger Trip | Operating expense for Bus passenger boarding | </= \$3.97 | \$3.47 | </= \$3.66 |
| Mobility Cost per Passenger Trip | Operating expense for Mobility passenger boarding | </= \$37.14 | \$30.98 | </= \$33.21 |
| Bus OTP | Percent departures at scheduled departure time measured against defined time-points | >/= 75% | 74.62% | >/= 76% |
| Bus MDBF | Mean distance between mechanical failures | >/= 3,000 | 2,946 | >/= 3,000 |
| Bus MDBSI | Mean distance between incidents causing delays of 10 minutes or more | >/= 6,000 | 4,482 | >/= 5,000 |
| Bus Complaints per 100K Boardings | Number of bus customer complaints per 100K boardings | </= 12.00 | 7.53 | </= 9.00 |
| Mobility OTP | Percent of passenger pickups made within 30 minutes from scheduled time | >/= 92% | 87.03% | >/= 92% |
| Mobility MDBF | Mean distance between mechanical failures | >/= 35,000 | 14,971 | >/= 10,000 |
| Mobility MDBSI | Mean distance between incidents causing delays of 10 minutes or more | >/= 55,000 | 19,794 | >/= 15,000 |
| Mobility Trip Denial Rate | Percent of passenger pickups made more than 120 minutes after scheduled time | = 0% | = 0% | = 0% |

DEPARTMENT OF BUS OPERATIONS

FY2013 Key Performance Indicators

| Bus KPIs | | | | |
|--|--|----------|--------|----------|
| Mobility Reservation Average Call Wait Time | Average call wait time for Mobility reservation calls (in minutes) | </= 2:30 | 2:00 | </= 2:30 |
| Mobility Reservation Call Abandonment Rate | Abandonment rate for Mobility reservation calls | </= 5.5% | 4.31% | </= 5.5% |
| Mobility Complaints per 1K Boardings | Number of Mobility customer complaints per 1K boardings | </= 4.50 | 2.87 | </= 4.50 |
| Bus Collision Rate per 100K Miles | Number of collisions per 100K miles | </= 2.55 | 2.94 | </= 2.55 |
| Mobility Collision Rate per 100K Miles | Number of collisions per 100K miles | </= 1.95 | 3.01 | </= 2.85 |
| Completed Trips (MARTA Mobility) | Percent of completed Mobility trips compared to scheduled Mobility trips | >/= 98% | 99.81% | >/= 98% |
| MARTA Mobility Late Trips Rate | Percent of MARTA Mobility pickups made from 31 to 90 minutes after the scheduled pickup time | </= 8% | 12.97% | </= 8% |
| AM Pullout (Mobility) | Percent of on-time AM Mobility vehicle pullouts | >/= 99% | 86.16% | >/= 99% |
| PM Pullout (Mobility) | Percent of on-time PM Mobility vehicle pullouts | >/= 98% | 85.90% | >/= 98% |
| Employee Availability (Bus Operators) | Average number of days an employee is available for work | >/= 202 | 209 | >/= 209 |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 94.79% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 84.21% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -0.18% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -0.04% | </= 0% |

FY2013 Key Performance Indicators

| Bus KPIs | | | | |
|----------------------------------|---|--------|--------|--------|
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -0.72% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | 3.60% | </= 0% |

FY2012 ACCOMPLISHMENTS**Office of Mobility**

- Transported over a half million (581,476) passengers in FY'12
- Absorbed almost 27K additional trips in FY'12 while maintaining and slightly improving OTP over the previous year. Reduced Customer Complaints per 1,000 boardings to 2.9, beating the goal of 4.5
- Reduced the cost per passenger trip to \$30.98 below the budget target of \$37.14.
- Significant reduction in customer call wait times and call abandonments rates in FY'12

Office of Bus Maintenance

- Follow up on time percentage increased from 77% to 82% from FY11 to FY12
- Bus pullout delays due to bus radio malfunctions decreased by 33% from FY11 to FY12
- MDBF monthly average increased by 4% from FY11 to FY12
- Mechanical Service calls decreased by 9461 to 9108 or 4% from FY11 to FY12
- Comebacks for Mobility monthly average decreased by 17% from FY11 to FY12

- HVAC MDBF increased from 24,756 to 33,560 or 35% from FY11 to FY12.
- Mobility off the lot percentage has increased from 95.72% to 97.72% from FY11 to FY12.

Office of Bus Transportation

- Met and exceeded Off the Lot Performance goals of 99%
- Met and exceeded Customer Complaint goal of 12 complaints per 100K boarding
- Assisted with the development of an instructional video on proper seat belt usage
- Assisted with establishing a process on uniform procurement for bus operators and non-represented staff
- Revamped the Customer Complaint Process
- Provided Special Events services throughout the year
- Assessed protective shields for bus operators
- Developed SOP for seat belt extension
- Completed Solar Canopy Project
- Restructured Bus Communications Center
- Implemented training employees on Customer Service Impact

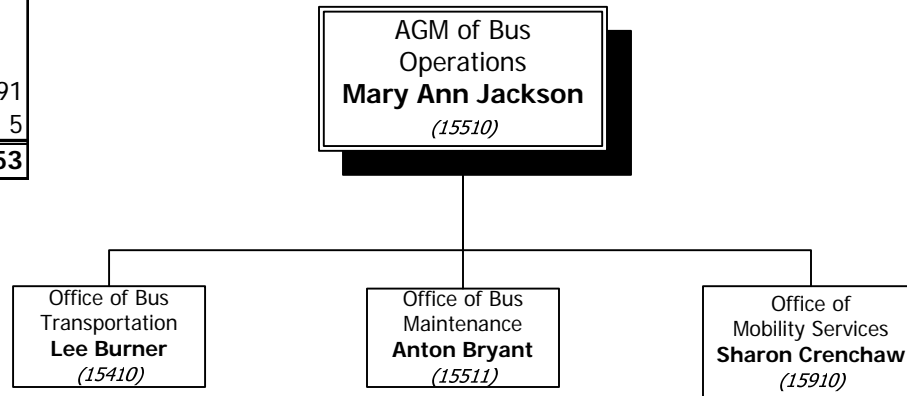
DEPARTMENT OF BUS OPERATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Wages | 81,566,022 | 79,591,467 | 79,002,568 | 80,028,858 | 82,214,302 |
| Overtime | 12,995,588 | 14,019,979 | 13,167,040 | 11,514,709 | 10,951,291 |
| Benefits | 40,680,536 | 44,362,376 | 50,677,769 | 50,937,521 | 50,373,667 |
| Labor Sub-Total | \$135,242,146 | \$137,973,822 | \$142,847,377 | \$142,481,088 | \$143,539,260 |
| Contractual Services | 549,704 | 534,637 | 1,437,976 | 1,310,532 | 1,324,886 |
| Materials & Supplies | 33,352,132 | 38,180,950 | 28,288,040 | 30,948,231 | 34,108,001 |
| Other Operating | 38,508 | 10,172 | 2,186 | 3,093 | 2,659 |
| Casualty & Liability | 1,291,704 | 1,202,165 | 1,133,387 | 1,187,618 | 1,609,324 |
| Miscellaneous | 17,972 | 112,369 | 23,677 | 27,974 | 17,990 |
| Other Non Operating | 75,992 | 80,199 | 76,188 | 62,757 | 84,440 |
| Non Labor Sub-Total | \$35,326,012 | \$40,120,492 | \$30,961,454 | \$33,540,205 | \$37,147,300 |
| Department Total | \$170,568,158 | \$178,094,314 | \$173,808,831 | \$176,021,293 | \$180,686,560 |
| \$ Change from Prior Year | | \$7,526,156 | (\$4,285,483) | \$2,212,462 | \$4,665,267 |
| % Change from Prior Year | | 4.41% | -2.41% | 1.27% | 2.65% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|--------------|--------------|--------------|--------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 204 | 206 | 204 | 207 | 207 | Administrative | 37 | 39 | 38 | 40 | 40 |
| Represented | 1,843 | 1,861 | 1,708 | 1,738 | 1,750 | Management | 30 | 29 | 27 | 28 | 28 |
| Full-Time Total | 2,047 | 2,067 | 1,912 | 1,945 | 1,957 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 218 | 223 | 186 | 191 | 191 | Professional | 9 | 9 | 8 | 9 | 9 |
| Contract | 0 | 0 | 5 | 5 | 5 | Technical | 20 | 21 | 19 | 19 | 19 |
| Clayton | 89 | 91 | 0 | 0 | 0 | Maintenance | 401 | 398 | 377 | 375 | 379 |
| | | | | | | Operator | 1,724 | 1,748 | 1,511 | 1,546 | 1,555 |
| | | | | | | Represented | 9 | 13 | 6 | 7 | 7 |
| | | | | | | Supervisory | 124 | 124 | 117 | 116 | 116 |
| | | | | | | Total | 2,354 | 2,381 | 2,114 | 2,140 | 2,153 |

DEPARTMENT OF BUS OPERATIONS

| | | | |
|-----|------|-----------------|-------------|
| ADM | 40 | Non-Rep | 207 |
| MGR | 28 | Rep | 1750 |
| MNT | 379 | Total FT | 1957 |
| OPR | 1555 | | |
| POL | 0 | | |
| PRO | 9 | | |
| REP | 7 | PT | 191 |
| SUP | 116 | CON | 5 |
| TEC | 19 | TOTAL | 2153 |



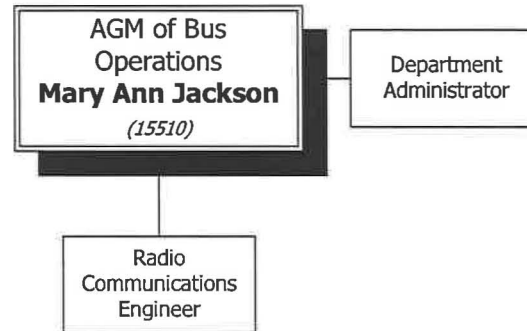
OFFICE OF AGM BUS OPERATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 330,194 | 285,969 | 327,791 | 346,766 | 340,142 |
| Overtime | 0 | 0 | 1,311 | 0 | 0 |
| Benefits | 165,626 | 104,559 | 130,589 | 125,686 | 204,987 |
| Labor Sub-Total | \$495,820 | \$390,528 | \$459,691 | \$472,452 | \$545,129 |
| Contractual Services | 0 | 1,136 | 939,779 | 946,614 | 899,097 |
| Materials & Supplies | 3,124 | 3,272 | 1,988 | 3,368 | 4,000 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 447 | 0 | 0 | 0 |
| Other Non Operating | 2,656 | 14,814 | 16,452 | 17,582 | 23,440 |
| Non Labor Sub-Total | \$5,780 | \$19,669 | \$958,219 | \$967,564 | \$926,537 |
| Office Total | \$501,600 | \$410,197 | \$1,417,910 | \$1,440,016 | \$1,471,666 |
| \$ Change from Prior Year | | (\$91,403) | \$1,007,713 | \$22,106 | \$31,650 |
| % Change from Prior Year | | -18.22% | 245.67% | 1.56% | 2.20% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 3 | 4 | 3 | 3 | 3 | Administrative | 1 | 2 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 3 | 4 | 3 | 3 | 3 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 4 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 1 | 1 | 1 | 1 |
| Clayton | 3 | 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 | 4 | 3 | 3 | 3 |

OFFICE OF AGM BUS OPERATIONS

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



Personnel Comparison Report

OFFICE OF AGM BUS OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM of Bus Operations | B | 1 | 1 | 1 | 1 | 1 |
| Radio Communications Engineer | 22 | ---- | 1 | 1 | 1 | 1 |
| IT & Capital Program Coordinator | 18 | 1 | ---- | ---- | ---- | ---- |
| Department Administrator | 17 | ---- | 1 | 1 | 1 | 1 |
| Sr. Transportation Administrator | 17 | 1 | ---- | ---- | ---- | ---- |
| Office Administrator I | 14 | ---- | 1 | ---- | ---- | ---- |
| Non-Rep Subtotal | | 3 | 4 | 3 | 3 | 3 |
| Total Full-Time | | 3 | 4 | 3 | 3 | 3 |
| <u>Contract</u> | | | | | | |
| C-Project Manager -- Contracted Bus Services | 21 | 1 | ---- | ---- | ---- | ---- |
| C-Transit Planner/Grant Administrator | 17 | 1 | ---- | ---- | ---- | ---- |
| C-Administrative Assistant | 10 | 1 | ---- | ---- | ---- | ---- |
| Total Contract | | 3 | ---- | ---- | ---- | ---- |

OFFICE OF BUS TRANSPORTATION

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 1,324 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.

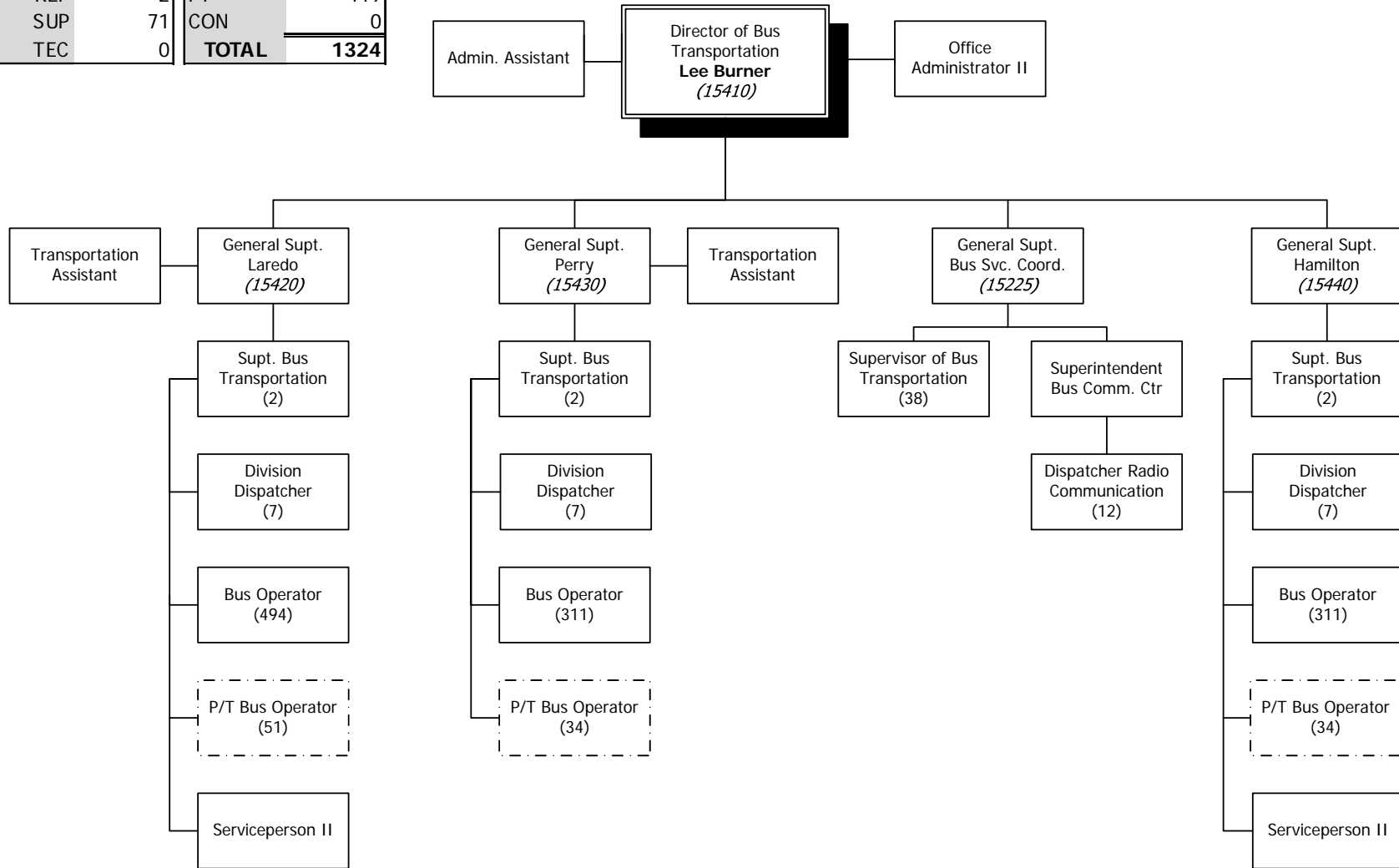
OFFICE OF BUS TRANSPORTATION

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 54,019,269 | 52,312,060 | 50,911,014 | 51,033,334 | 51,643,041 |
| Overtime | 9,148,735 | 9,705,103 | 8,735,146 | 7,541,260 | 7,796,047 |
| Benefits | 26,234,402 | 28,663,919 | 32,927,215 | 31,434,364 | 31,840,332 |
| Labor Sub-Total | \$89,402,406 | \$90,681,082 | \$92,573,375 | \$90,008,958 | \$91,279,420 |
| Contractual Services | 32,650 | 48,000 | 90,433 | 37,067 | 0 |
| Materials & Supplies | 32,089 | 52,596 | 70,896 | 77,684 | 80,739 |
| Other Operating | 31,623 | 5,832 | 0 | 0 | 0 |
| Casualty & Liability | 1,403,037 | 1,125,197 | 1,045,966 | 1,107,559 | 1,486,178 |
| Miscellaneous | 42 | 30 | 118 | 532 | 27 |
| Other Non Operating | 17,637 | 9,075 | 9,341 | 4,850 | 22,644 |
| Non Labor Sub-Total | \$1,517,078 | \$1,240,730 | \$1,216,754 | \$1,227,692 | \$1,589,588 |
| Office Total | \$90,919,484 | \$91,921,812 | \$93,790,129 | \$91,236,650 | \$92,869,008 |
| \$ Change from Prior Year | | \$1,002,328 | \$1,868,317 | (\$2,553,479) | \$1,632,358 |
| % Change from Prior Year | | 1.10% | 2.03% | -2.72% | 1.79% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|--------------|--------------|--------------|--------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 76 | 74 | 85 | 85 | 85 | Administrative | 2 | 2 | 2 | 2 | 2 |
| Represented | 1,280 | 1,254 | 1,113 | 1,130 | 1,120 | Management | 13 | 11 | 11 | 12 | 12 |
| Full-Time Total | 1,356 | 1,328 | 1,198 | 1,215 | 1,205 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 155 | 151 | 114 | 119 | 119 | Professional | 0 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 69 | 0 | 0 | 0 | 0 | Maintenance | 3 | 3 | 2 | 2 | 2 |
| | | | | | | Operator | 1,490 | 1,400 | 1,223 | 1,244 | 1,235 |
| | | | | | | Represented | 2 | 2 | 2 | 2 | 2 |
| | | | | | | Supervisory | 70 | 61 | 72 | 71 | 71 |
| | | | | | | Total | 1,580 | 1,479 | 1,317 | 1,333 | 1,324 |

OFFICE OF BUS TRANSPORTATION

| | | | |
|-----|------|-----------------|-------------|
| ADM | 2 | Non-Rep | 85 |
| MGR | 12 | Rep | 1120 |
| MNT | 2 | Total FT | 1205 |
| OPR | 1235 | | |
| POL | 0 | | |
| PRO | 0 | | |
| REP | 2 | PT | 119 |
| SUP | 71 | CON | 0 |
| TEC | 0 | TOTAL | 1324 |



Personnel Comparison Report

OFFICE OF BUS TRANSPORTATION

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Supervisor Bus | A4 | 34 | --- | --- | --- | --- |
| Supv Bus Transportation | 15 - A4 | --- | 34 | 38 | 38 | 38 |
| Dir Bus Transportation | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Bus Transportation | 23 | 1 | --- | --- | --- | --- |
| Gen Supt Bus Trans Operations | 20 | --- | 3 | 3 | 3 | 3 |
| Gen Supt for Bus Svc Coordination | 20 | --- | --- | --- | 1 | 1 |
| General Superintendent - Bus Communication and Street Operations | 20 | 1 | --- | --- | --- | --- |
| General Superintendent - Bus Transportation | 20 | 3 | --- | --- | --- | --- |
| Superintendent - Bus Communications | 18 | 1 | --- | --- | --- | --- |
| Superintendent - Bus Transportation | 18 | 6 | --- | --- | --- | --- |
| Supt Bus Communications Center | 18 | --- | 1 | 1 | 1 | 1 |
| Supt Bus Transportation | 18 | --- | 6 | 6 | 6 | 6 |
| Assistant Superintendent - Radio | 16 | 1 | --- | --- | --- | --- |
| Asst Supt Radio Communication | 16 | --- | 1 | 1 | --- | --- |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Bus Communication Dispatcher | 15 | 9 | --- | --- | --- | --- |
| Dispatcher Radio Communication | 15 | --- | 9 | 12 | 12 | 12 |
| Division Dispatcher | 15 | 18 | 17 | 21 | 21 | 21 |
| Administrative Assistant | 10 | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 76 | 74 | 85 | 85 | 85 |

Personnel Comparison Report

OFFICE OF BUS TRANSPORTATION

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Represented</u> | | | | | | |
| Bus Operator | UR | 1,247 | 1,221 | 1,109 | 1,116 | 1,116 |
| Bus Operator (CAP) | UR | --- | --- | --- | 9 | --- |
| Serviceperson II | UR | 3 | 3 | 2 | 2 | 2 |
| Small Bus Operator | UR | 28 | --- | --- | --- | --- |
| Small Bus Operator FT | UR | --- | 28 | --- | --- | --- |
| Transportation Assistant | UR | 2 | 2 | 2 | 2 | 2 |
| Represented Subtotal | | 1,280 | 1,254 | 1,113 | 1,129 | 1,120 |
| Total Full-Time | | 1,356 | 1,328 | 1,198 | 1,214 | 1,205 |
| <u>Part-Time</u> | | | | | | |
| PT Bus Operator | UR | 135 | 131 | 114 | 119 | 119 |
| Small Bus Operator PT | UR | 20 | 20 | --- | --- | --- |
| Total Part-Time | | 155 | 151 | 114 | 119 | 119 |
| <u>Contract</u> | | | | | | |
| C-Superintendent -- Bus Transportation | 18 | 1 | --- | --- | --- | --- |
| C-Division Dispatcher | 15 | 2 | --- | --- | --- | --- |
| C-Transportation Supervisor | 15 | 6 | --- | --- | --- | --- |
| C- Bus Operator | UR | 54 | --- | --- | --- | --- |
| C-P/T Bus Operator | UR | 6 | --- | --- | --- | --- |
| Total Contract | | 69 | --- | --- | --- | --- |

OFFICE OF BUS MAINTENANCE**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 443 employees and maintains 531 buses, 187 paratransit vans, and over 398 non-revenue and police vehicles. The Office of Bus Maintenance operates four bus maintenance garages (Perry, Hamilton, Laredo, and Brady) and one heavy maintenance facility (Browns Mill). Within each maintenance garage at Brady, Hamilton, Laredo, or Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, body and frame maintenance, repainting,

non-revenue vehicle maintenance, and major component overhaul. 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.

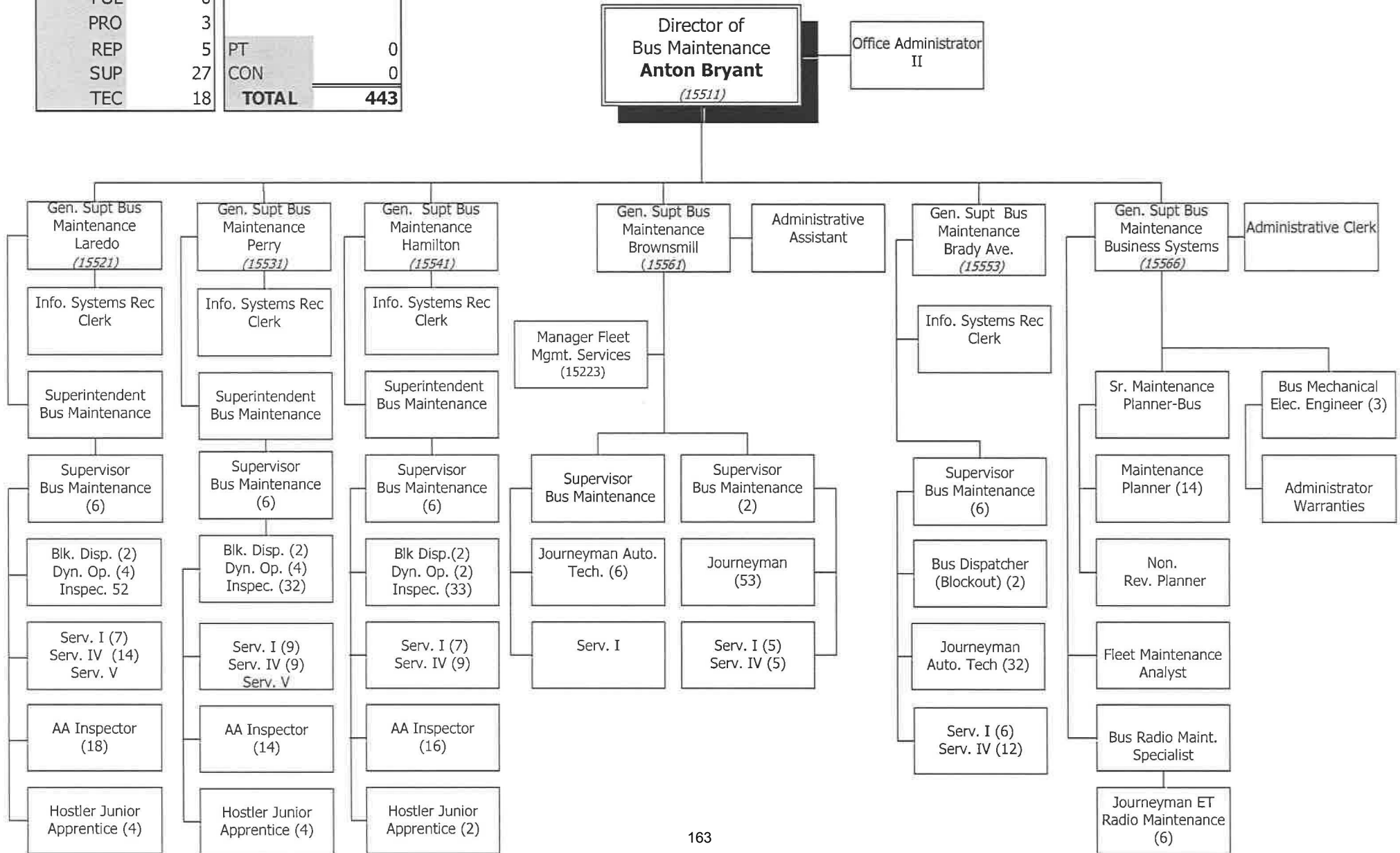
OFFICE OF BUS MAINTENANCE

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 19,521,373 | 19,045,153 | 19,004,789 | 19,093,112 | 19,459,456 |
| Overtime | 2,684,510 | 3,035,359 | 3,321,499 | 2,776,933 | 2,043,940 |
| Benefits | 9,442,391 | 9,873,652 | 11,364,971 | 12,618,507 | 12,074,953 |
| Labor Sub-Total | <u>\$31,648,274</u> | <u>\$31,954,164</u> | <u>\$33,691,259</u> | <u>\$34,488,552</u> | <u>\$33,578,349</u> |
| Contractual Services | 517,054 | 485,501 | 407,764 | 326,851 | 321,089 |
| Materials & Supplies | 33,303,174 | 38,118,286 | 28,208,212 | 30,861,028 | 34,015,344 |
| Other Operating | 6,885 | 4,340 | 2,186 | 3,093 | 2,659 |
| Casualty & Liability | -232,544 | -30,585 | -18,561 | -29,122 | -6,360 |
| Miscellaneous | 17,623 | 111,874 | 23,492 | 27,371 | 17,762 |
| Other Non Operating | 32,533 | 36,225 | 32,881 | 14,879 | 7,979 |
| Non Labor Sub-Total | <u>\$33,644,725</u> | <u>\$38,725,641</u> | <u>\$28,655,974</u> | <u>\$31,204,100</u> | <u>\$34,358,473</u> |
| Office Total | <u>\$65,292,999</u> | <u>\$70,679,805</u> | <u>\$62,347,233</u> | <u>\$65,692,652</u> | <u>\$67,936,822</u> |
| \$ Change from Prior Year | | \$5,386,806 | (\$8,332,572) | \$3,345,419 | \$2,244,170 |
| % Change from Prior Year | | 8.25% | -11.79% | 5.37% | 3.42% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 70 | 74 | 62 | 62 | 62 | Administrative | 4 | 4 | 3 | 3 | 3 |
| Represented | 391 | 390 | 378 | 377 | 381 | Management | 11 | 12 | 11 | 11 | 11 |
| Full-Time Total | <u>461</u> | <u>464</u> | <u>440</u> | <u>439</u> | <u>443</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 2 | 5 | 3 | 3 | 3 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 20 | 19 | 18 | 18 | 18 |
| Clayton | 17 | 0 | 0 | 0 | 0 | Maintenance | 397 | 386 | 374 | 372 | 376 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 7 | 4 | 4 | 5 | 5 |
| | | | | | | Supervisory | 37 | 34 | 27 | 27 | 27 |
| | | | | | | Total | 478 | 464 | 445 | 439 | 443 |

OFFICE OF BUS MAINTENANCE

| | | | |
|-----|-----|-----------------|------------|
| ADM | 3 | Non-Rep | 62 |
| MGR | 11 | Rep | 381 |
| MNT | 376 | Total FT | 443 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 3 | | |
| REP | 5 | PT | 0 |
| SUP | 27 | CON | 0 |
| TEC | 18 | TOTAL | 443 |



Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Non-Represented | | | | | | |
| Dir Bus Maintenance | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Bus Maintenance | 23 | 1 | --- | --- | --- | --- |
| Gen Supt Heavy Maint | 21 | --- | 1 | --- | --- | --- |
| General Superintendent - Heavy Maintenance. | 21 | 1 | --- | --- | --- | --- |
| Manager of Engineering | 21 | 1 | --- | --- | --- | --- |
| Mgr Engineering | 21 | --- | 1 | --- | --- | --- |
| Electrical Engineer VI | 20 | --- | 2 | --- | --- | --- |
| Gen Supt Bus Maint | 20 | --- | 3 | 5 | 5 | 5 |
| Gen Supt Bus Maint Bsn Sys | 20 | --- | --- | --- | 1 | 1 |
| Gen. Bus Maintenance Business Systems | 20 | --- | --- | 1 | --- | --- |
| General Superintendent - Bus Maintenance. | 20 | 3 | --- | --- | --- | --- |
| Mgr Fleet Mgmt Services | 20 | --- | 1 | 1 | 1 | 1 |
| Superintendent - Heavy Maint. | 19 | 1 | --- | --- | --- | --- |
| Supt Heavy Maintenance | 19 | --- | 1 | --- | --- | --- |
| Admin Bus Maintenance Policies | 18 | --- | 1 | 1 | --- | --- |
| Administrator Maintenance Policies | 18 | 1 | --- | --- | --- | --- |
| Bus Mech Elec Engineer | 18 | --- | --- | 2 | 3 | 3 |
| Bus Mech/Elec. Engineer | 18 | 2 | --- | --- | --- | --- |
| Fleet Maintenance Analyst | 18 | --- | --- | 1 | 1 | 1 |
| Superintendent - Bus Maintenance | 18 | 4 | --- | --- | --- | --- |
| Superintendent - Plant Operations | 18 | 1 | --- | --- | --- | --- |
| Supt Bus Maintenance Garage | 18 | --- | 4 | 3 | 3 | 3 |
| Supt Plant Operations | 18 | --- | 1 | --- | --- | --- |

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Administrator - Warranties | 17 | 1 | 1 | 1 | 1 | 1 |
| Sr Maintenance Planner Bus | 17 | --- | 1 | 1 | 1 | 1 |
| Sr. Maintenance Planner Bus | 17 | 1 | --- | --- | --- | --- |
| Bus Radio Maintenance Specialist | 16 | --- | 1 | 1 | 1 | 1 |
| Maintenance Planner | 16 | 15 | --- | --- | --- | --- |
| Maintenance Planner Bus | 16 | --- | 15 | 14 | 14 | 14 |
| Maintenance Supervisor - Bus | 16 | 33 | --- | --- | --- | --- |
| Non Revenue Planner | 16 | --- | 1 | 1 | 1 | 1 |
| Non-Revenue Planner/Fluid System | 16 | 1 | --- | --- | --- | --- |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Radio Quality Analyst | 16 | --- | 1 | --- | --- | --- |
| Supv Bus Maintenance | 16 | --- | 33 | 27 | 27 | 27 |
| Sr Warranty Coordinator | 15 | --- | 1 | --- | --- | --- |
| Sr. Warranty Coordinator | 15 | 1 | --- | --- | --- | --- |
| Fleet Management Analyst | 14 | --- | 1 | --- | --- | --- |
| Maintenance Parts Coordinator | 14 | 1 | --- | --- | --- | --- |
| Administrative Assistant | 10 | 1 | 1 | 1 | 1 | 1 |
| Fleet Management Coordinator | 10 | --- | 1 | --- | --- | --- |
| Non-Rep Subtotal | | 70 | 74 | 62 | 62 | 62 |

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Represented</u> | | | | | | |
| AA Inspector | UR | 48 | 48 | 51 | 53 | 48 |
| Admin Clerk | UR | --- | 1 | 1 | 1 | 1 |
| Administrative Clerk | UR | 1 | --- | --- | --- | --- |
| Bus Dispatcher (Blockout) | UR | 8 | 8 | 8 | 8 | 8 |
| Dynamometer Operator | UR | 4 | 4 | 6 | 5 | 10 |
| Hostler Junior Apprentice | UR | --- | 10 | 10 | 10 | 10 |
| Hostler/Junior Apprentice | UR | 5 | --- | --- | --- | --- |
| Information System/Records Clerk | UR | 1 | --- | --- | --- | --- |
| Information Systems Rec Clerk | UR | --- | 3 | 3 | 4 | 4 |
| Inspector | UR | 105 | 110 | 119 | 117 | 117 |
| Journeyman - Automobile Tech. | UR | 29 | --- | --- | --- | --- |
| Journeyman - Body Repair | UR | 38 | --- | --- | --- | --- |
| Journeyman Automotive Tech | UR | --- | 29 | 29 | 34 | 38 |
| Journeyman Body Repair | UR | --- | 31 | 16 | 16 | 16 |
| Journeyman ET-Radio Maintenance | UR | --- | 6 | 6 | 6 | 6 |
| Journeyman Machinist | UR | 4 | 3 | 2 | 1 | 1 |
| Journeyman Overhauler | UR | 41 | 36 | 36 | 30 | 30 |
| Journeyman Painter | UR | 8 | 7 | 4 | 5 | 5 |
| Journeyman Welder | UR | 2 | 2 | 2 | 1 | 1 |
| Service Person 1A | UR | 21 | --- | --- | --- | --- |
| Serviceperson I | UR | 32 | 32 | 34 | 35 | 35 |
| Serviceperson I (A) | UR | --- | 21 | --- | --- | --- |
| Serviceperson IV | UR | 40 | 35 | 49 | 49 | 49 |

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Serviceperson V | UR | 4 | 4 | 2 | 2 | 2 |
| Represented Subtotal | | 391 | 390 | 378 | 377 | 381 |
| Total Full-Time | | 461 | 464 | 440 | 439 | 443 |
| <u>Contract</u> | | | | | | |
| C-Maintenance Planner - Bus | 16 | 1 | ---- | ---- | ---- | ---- |
| C-Supervisor Bus Maintenance | 16 | 3 | ---- | ---- | ---- | ---- |
| C-AA Inspector | UR | 8 | ---- | ---- | ---- | ---- |
| C-Serviceperson IV | UR | 5 | ---- | ---- | ---- | ---- |
| Total Contract | | 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 $\frac{3}{4}$ of a mile of MARTA's fixed route service area. All customers are recertified to continue eligibility every four years. MARTA Mobility coordinates and partners with its community affairs department to communicate Mobility's goal and objectives to provide quality, reliable transportation for certified customers with disabilities.

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

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

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

This office employs 383 employees who transport, provide administrative support such as determining customer eligibility, scheduling service, managing day to day service or reconciling the data necessary to measure its efficiency and performance. The operation utilizes a fleet of 187 revenue L-Vans.

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

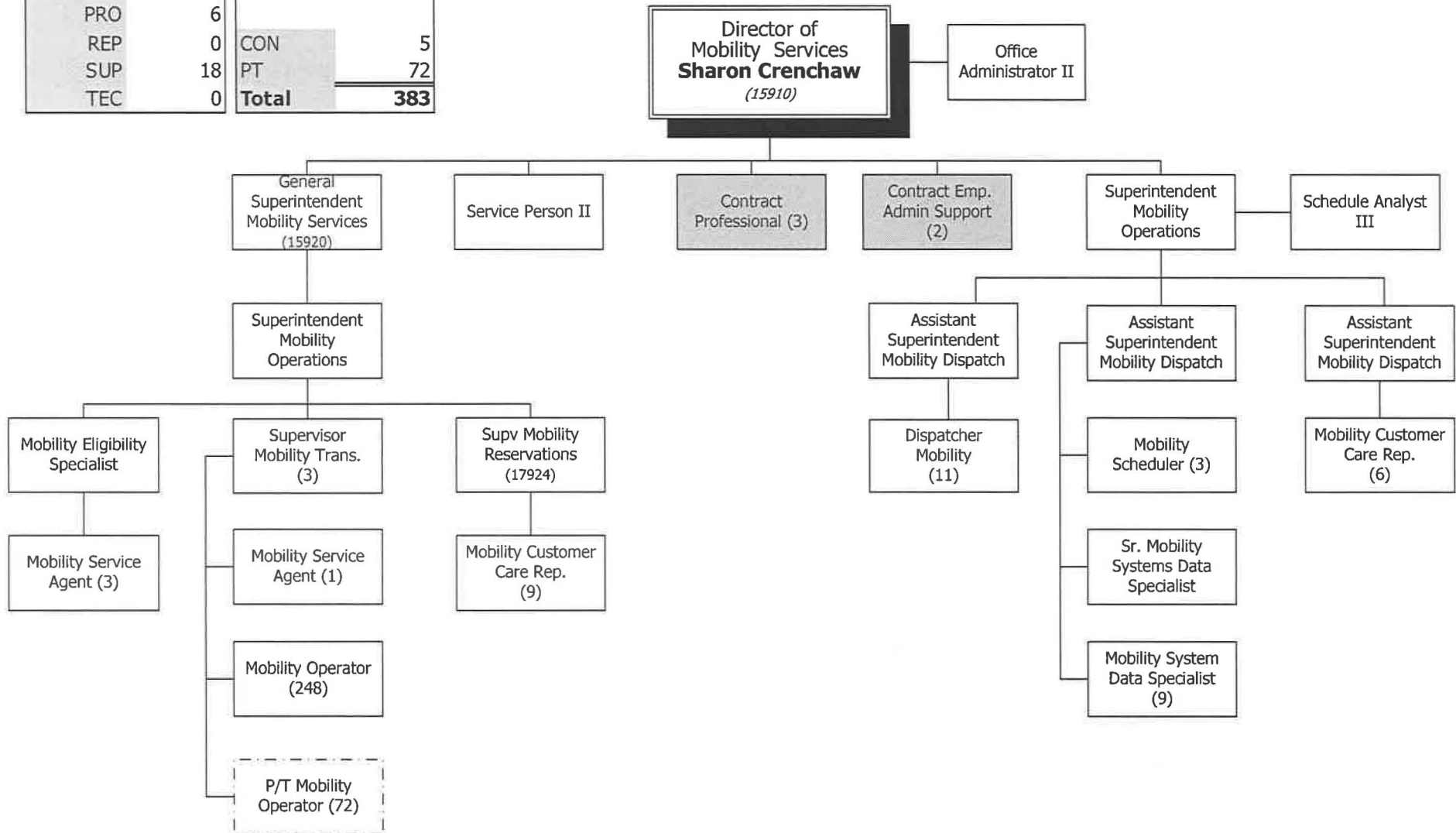
OFFICE OF MOBILITY

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 7,695,186 | 7,948,285 | 8,758,974 | 9,555,646 | 10,771,663 |
| Overtime | 1,162,343 | 1,279,517 | 1,109,084 | 1,196,516 | 1,111,304 |
| Benefits | 4,838,117 | 5,720,246 | 6,254,994 | 6,758,964 | 6,253,395 |
| Labor Sub-Total | <u>\$13,695,646</u> | <u>\$14,948,048</u> | <u>\$16,123,052</u> | <u>\$17,511,126</u> | <u>\$18,136,361</u> |
| Contractual Services | 0 | 0 | 0 | 0 | 104,700 |
| Materials & Supplies | 13,745 | 6,796 | 6,944 | 6,151 | 7,918 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 121,211 | 107,553 | 105,982 | 109,181 | 129,506 |
| Miscellaneous | 307 | 18 | 67 | 71 | 201 |
| Other Non Operating | 23,166 | 20,085 | 17,514 | 25,446 | 30,377 |
| Non Labor Sub-Total | <u>\$158,429</u> | <u>\$134,452</u> | <u>\$130,507</u> | <u>\$140,849</u> | <u>\$272,702</u> |
| Office Total | <u>\$13,854,075</u> | <u>\$15,082,500</u> | <u>\$16,253,559</u> | <u>\$17,651,975</u> | <u>\$18,409,063</u> |
| \$ Change from Prior Year | | \$1,228,425 | \$1,171,059 | \$1,398,416 | \$757,088 |
| % Change from Prior Year | | 8.87% | 7.76% | 8.60% | 4.29% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 52 | 54 | 54 | 57 | 57 | Administrative | 29 | 30 | 32 | 34 | 34 |
| Represented | 172 | 217 | 217 | 231 | 249 | Management | 4 | 4 | 4 | 4 | 4 |
| Full-Time Total | <u>224</u> | <u>271</u> | <u>271</u> | <u>288</u> | <u>306</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 63 | 72 | 72 | 72 | 72 | Professional | 2 | 2 | 5 | 6 | 6 |
| Contract | 0 | 0 | 5 | 5 | 5 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 1 | 1 | 1 | 1 | 1 |
| | | | | | | Operator | 234 | 288 | 288 | 302 | 320 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 17 | 18 | 18 | 18 | 18 |
| | | | | | | Total | 287 | 343 | 349 | 365 | 383 |

OFFICE OF MOBILITY

| | | | |
|-----|-----|-----------------|------------|
| ADM | 34 | Non-Rep | 57 |
| MGR | 4 | Rep | 249 |
| MNT | 1 | Total FT | 306 |
| OPR | 320 | | |
| POL | 0 | | |
| PRO | 6 | CON | 5 |
| REP | 0 | PT | 72 |
| SUP | 18 | Total | 383 |
| TEC | 0 | | |



Part-Time Positions _____
Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF MOBILITY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Mobility Scheduler I | 09 - 9 | 1 | 2 | 2 | 2 | 2 |
| Mobility System Data Specialist | 9 | --- | 8 | 8 | 9 | 9 |
| Mobility Service Agent | 08 - 8 | 4 | 4 | 4 | 4 | 4 |
| Director of Mobility Services | 23 | 1 | 1 | 1 | 1 | 1 |
| General Superintendent - Mobility | 20 | 1 | --- | --- | --- | --- |
| General Superintendent Mobility | 20 | --- | 1 | 1 | 1 | 1 |
| Manager of Mobility Planning & Scheduling | 20 | 1 | --- | --- | --- | --- |
| Mgr Mobility PIng Scheduling | 20 | --- | 1 | 1 | --- | --- |
| Superintendent - Mobility Operations | 18 | 1 | --- | --- | --- | --- |
| Superintendent Mobility Operations | 18 | --- | 1 | 1 | 2 | 2 |
| Assistant Superintendent - Mobility | 16 | 3 | --- | --- | --- | --- |
| Asst. Supt. Mobility Dispatch | 16 | --- | 3 | 3 | 3 | 3 |
| Mobility Eligibility Specialist | 16 | 1 | 1 | 1 | 1 | 1 |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Schedule Analyst III | 16 | --- | --- | --- | 1 | 1 |
| Supervisor Mobility Reservations | 16 | 1 | --- | --- | --- | --- |
| Supv Mobility Reservations | 16 | --- | 1 | 1 | 1 | 1 |
| Mobility Transportation Supervisor | 15 | 3 | --- | --- | --- | --- |
| Supervisor Mobility Transportation | 15 | --- | 3 | 3 | 3 | 3 |
| Mobility Customer Care Rep | 13 | --- | 14 | 14 | 15 | 15 |
| Mobility Customer Care Representative | 13 | 14 | --- | --- | --- | --- |
| Dispatcher Mobility | 12 | 10 | 11 | 11 | 11 | 11 |
| Sr. Mobility Systems Data Specialist | 12 | 1 | 1 | 1 | 1 | 1 |

Personnel Comparison Report

OFFICE OF MOBILITY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-----------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Mobility Scheduler II | 11 | 1 | 1 | 1 | 1 | 1 |
| Systems Data Specialist | 09 | 8 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 52 | 54 | 54 | 57 | 57 |
| <u>Represented</u> | | | | | | |
| Mobility Operator | UR | 171 | 216 | 216 | 230 | 248 |
| Serviceperson II | UR | 1 | 1 | 1 | 1 | 1 |
| Represented Subtotal | | 172 | 217 | 217 | 231 | 249 |
| Total Full-Time | | 224 | 271 | 271 | 288 | 306 |
| <u>Part-Time</u> | | | | | | |
| PT Mobility Operator | UR | 63 | 72 | 72 | 72 | 72 |
| Total Part-Time | | 63 | 72 | 72 | 72 | 72 |
| <u>Contract</u> | | | | | | |
| | --- | --- | --- | 3 | --- | --- |
| | --- | --- | --- | 2 | --- | --- |
| Contract Emp Admin Support | --- | --- | --- | --- | --- | 2 |
| Contract Emp Admin Support | --- | --- | --- | --- | 2 | --- |
| Contract Professional | --- | --- | --- | --- | --- | 3 |
| Contract Professional | --- | --- | --- | --- | 3 | --- |
| Total Contract | | --- | --- | 5 | 5 | 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
- Office of Vertical Transportation

DEPARTMENT OF RAIL OPERATIONS

FY2013 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.

DEPARTMENT OF RAIL OPERATIONS

FY2013 Key Performance Indicators

| Rail KPIs | | | | |
|---|--|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Rail Ridership | Number of unlinked Rail passenger boardings | >/= 67.9M | 72.7M | >/= 73.1M |
| Rail Cost per Passenger Trip | Operating expense for Rail passenger boarding | </= \$2.61 | \$2.39 | </= \$2.58 |
| Rail OTP | Percent of trips originated and ended on-time compared to all scheduled trips | >/= 97.5% | 97.79% | >/= 97.5% |
| Rail MDBF | Mean distance between mechanical failures | >/= 25,000 | 20,077 | >/= 25,000 |
| Rail MDBSI | Mean distance between service delays or lost trips (train miles) | >/= 550 | 764 | >/= 550 |
| Escalator Availability | Percent of revenue service time during which escalators are available for customer use | >/= 98% | 93.98% | >/= 98.5% |
| Elevator Availability | Percent of revenue service time during which elevators are available for customer use | >/= 98% | 97.75% | >/= 98.5% |
| Completed Trips | Percent of completed rail trips compared to scheduled rail trips | >/= 98.5% | 99.61% | >/= 98.5% |
| Rail Car Availability | Rail cars available for service delivery during AM & PM peak periods | >/= 182 | 224 | >/= 184 |
| Rail Customer Complaints Per 100,000 Boardings | The number of Rail service related customer complaints per 100,000 rail unlinked boardings | </= 1.0 | 0.34 | </= 1.0 |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 96.27% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 88.05% | >/= 90% |

FY2013 Key Performance Indicators

| Rail KPIs | | | | |
|----------------------------------|---|-------------|---------------|-------------|
| KPI | Definition | FY12 Target | FY12 Year End | FY13 Target |
| Budget Variance | Budget variance on overall expenses | </= 0% | 4.61% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | 9.30% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -4.18% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | 104.99% | </= 0% |

DEPARTMENT OF RAIL OPERATIONS

FY2012 ACCOMPLISHMENTS

Accomplishments within the Department of Rail Operations are listed by office as follows:

Office of Rail System Engineering

- Finalized the Project Controls organization and governance structure for implementation in Fiscal Year 2013
- Completed Design and Bid Documents for the following projects:
 - B15611 – Buckhead Station Pedestrian Bridge
 - B21350 – Hamilton Bus Facility Expansion
 - B22978 – Arts Center Station Roofing Rehabilitation
 - B22612 – Remove Lifts at Browns Mill
 - B22613 – Lift Replacement at Hamilton Bus Facility
 - B22614 – Chassis Dynamometer Upgrades
 - B22615 – Browns Mill Bus facility Paint Booth Renovations
 - P22221 – Brady Facility RFP (Design Build)
 - B24022 – Browns Mill Bus facility renovation
- Hosted FTA's 4th Annual State of Good Repair Roundtable in July 2011
- Using FTA's TERM Lite Asset Forecasting model, developed replacement scenarios representing a 20 year period and prepared analytical white papers detailing model runs and analyses
- Prepared a 30 year "look ahead" relative to MARTA's SGR needs examining current backlog and future replacement
- Successfully participated, as one of five agencies chosen nationwide, in FTA's Pilot Asset Inventory Module (AIM) contemplated for inclusion in the annual National Transit Database requirement
- Facilitated the delivery of engineering consultant services to support the following projects:
 - Doraville Structural Rehabilitation, RFP P22526 – Nondestructive testing services
 - Stonecrest Park and Ride Lot Phase I CP B21086 – Construction materials testing services
 - At-Grade Track Slab Rehabilitation CP B17524 - Construction materials testing, geotechnical engineering and surveying services
 - Integrated Operations Center CP B21196 – Construction materials testing services

- Browns Mill, Hamilton, Laredo, and Perry Renovations – Moisture content testing of concrete slabs
- Homeland Security Access Control Upgrades (Laredo) – Surveying services
- Buckhead Station, addition of North Entrance and Pedestrian Bridges CP B15611 – Construction materials testing, geotechnical engineering and surveying services
- Completed conversion of LDTS communications from the field to the Rail Services Control Center (RSCC) servers to Ethernet over the Enterprise network from modems over the telephone system
- Creation and testing of a RSCC Back-up Control Center located at the HQ Annex

Office of Facilities

- Converted one FTE into a licensed Waste Water Treatment Operator at a cost savings of \$500K per year
- Implemented a Five Year Sprinkler Contract and have implemented first year testing
- Implemented a Five Year Generator Contract and implemented first year testing
- Implemented a three year Fire Extinguisher Contract and implemented first year testing
- Resurfaced RSCC parking lot, repaired Five Points sidewalk, and repaved entrance to parking lot at Kensington and H. E. Holmes stations
- Developed scope, received quotes and awarded project to Contractor for replacement of roll door at H. E. Holmes
- Repaired Avondale Bus Loop (south)
- Replaced the separator covers and repaired concrete at Perry Garage
- Completed the Bus Maintenance/B & SE transition
- 75% complete with wayside signage replacement
- Completed all special event work details
- Completed Vine City station painting using Atlanta Falcons colors

Office of Maintenance of Way

- Station Structural Rehabilitation: Issued RFQ for the design-build rehabilitation of the Doraville Station roof beams and Doraville Parking Deck beams and columns

DEPARTMENT OF RAIL OPERATIONS

- Performed independent audit and assessment of MARTA tunnels and retaining walls and completed the selection of an engineering firm for the audit and assessment
- Completed rehabilitation of structure N915 and E530
- Completed Fatigue crack rehabilitation of curved steel box girder (span 36) on CS 310
- TR-III – Replaced rail on the following curves: EB-22, EL13, ER13, EL14, ER15, EL15, ER16, EL16, EL 17, EL18, ER17, EL18, EL10, EL7, WL9, WR9, and WR-10 for a total of 48,760 of rail; installed switch ties in the South Yard for switches 17, 65, 71, 73, 76, 86, and 32
- Completed At-Grade Track Slabs; began work on Doraville option of the contract
- Provided safety flagging support for Buckhead North entrance project
- ATC completed Bond/Marker Coil replacement project
- ATC completed Train Stop replacement project
- ATC completed replacement of obsolete GRS ground detectors with modern Bender ground detectors
- ATC completed the replacement of defective US&S AF module transmitter boards
- EP&E has completed all major repairs to the Tunnel Ventilation Fan; at present all Tunnel Fans are fully controlled from the RSCC
- EP&E completed the Art Center Auxiliary Switch gear replacement
- EP&E completed the installation of new LED Lighting at Ashby Station on the Street Level and Stairs
- EP&E completed the installation of new Motor Control Centers at the Ashby and Washington Park Stations
- EP&E completed Tunnel Lighting Upgrades on the West Line and Procter Creek Line
- EP&E is currently Supporting the TCSU Project
- EP&E is currently Supporting the IOC Project
- EP&E assisted with the Solar Canopy Project
- Developed and implemented 26 modifications resulting in rail car reliability improvements
- Met 97% plus, of the GENETEC system availability for the CCTV cameras
- Completed Fire Protection System Upgrade at Police Communications Center (PCC), Rail Services Control Center (RSCC), and Candler Park Station
- Installed Prototype LED lighting system for Rail Cars in 2 cars
- Completed development and testing of Rail Car Side Door Safety Interlock project
- Completed testing of Rail Car auxiliary power software on mixed operating systems
- Instituted asset management automatic tool control systems
- Renovated restrooms at Avondale Vehicle Maintenance Facility
- Constructed modernized training room at Avondale Vehicle Maintenance Facility
- Completed testing and approval of environmentally and employee friendly parts degreasing stations at Avondale and Armour Yard Vehicle Maintenance Facilities
- Formalized and institutionalized daily service review procedure for Rail Operations
- Completed Phase 1 and 2 of the EMS certification program at Armour Yard Vehicle Maintenance Facility
- Completed Auxiliary Rail replacement on all rail vehicle lifts at Armour Yard Vehicle Maintenance Facility
- Completed improved procedure and process for maintaining Rail Car washing facilities
- Provided support for various movie production events
- Utilized established communications task force to resolve issues with the CQ312 ATAS

Office of Rail Car Maintenance

- Meet or exceeded on-time performance of 97.5 %
- Experienced a 100% compliance rate for performing preventive maintenance inspections on the active fleet of Rail Cars
- Completed 50 rail cars through the L-CARE program

Office of Rail Transportation and Station Services

- Meet or exceeded on-time performance of 97.5 %
- Rollout enforcement of Rules Compliance Program
- Continued to cross train management personnel in Rail Transportation & Station Services
- Support charge management in Rail Control to fully embrace the new TCSU & IOC Project

DEPARTMENT OF RAIL OPERATIONS**Office of Vertical Transportation**

- Vertical Transportation Daily Tracking/Trend Analysis Tool – developed and put into operation allowing daily, near real-time tracking of elevator and escalator call backs; tool also allows for tracking of root causes, entrapments, and injury's. This tool has helped to focus on the units with the most calls and rectify the problems.
- Vertical Transportation Completion of longest span escalators in the South, with completion of the modernization of Peachtree escalators 7, 8, & 9, has brought 3 of the highest rise escalators into "like new condition" and code conformance; these 3 escalators rise over 95' (equivalence of an 8 story building). Along with ride enhancement (due to replacement of track and steps), these units will provide the latest in safety upgrades with devices that greatly reduce possibility of injuries.
- Vertical Transportation ASME code inspection – with the addition of three (3) new nationally QEI certified inspectors, began a program where ALL escalators and elevators are inspected for all items required by A17.2, the ASME code for Inspection of Elevators and Escalators; this provides due diligence and verification independent of the State of Georgia to assure all vertical transportation equipment safety codes and requirements are met, verified, and tested.
- Vertical Transportation Modernization - working with Lerch Bates to provide the specification and bid package for the next group of escalator modernizations. Group 2 of the modernizations will bring the remaining Westinghouse Escalators to modern safety and reliability standards.

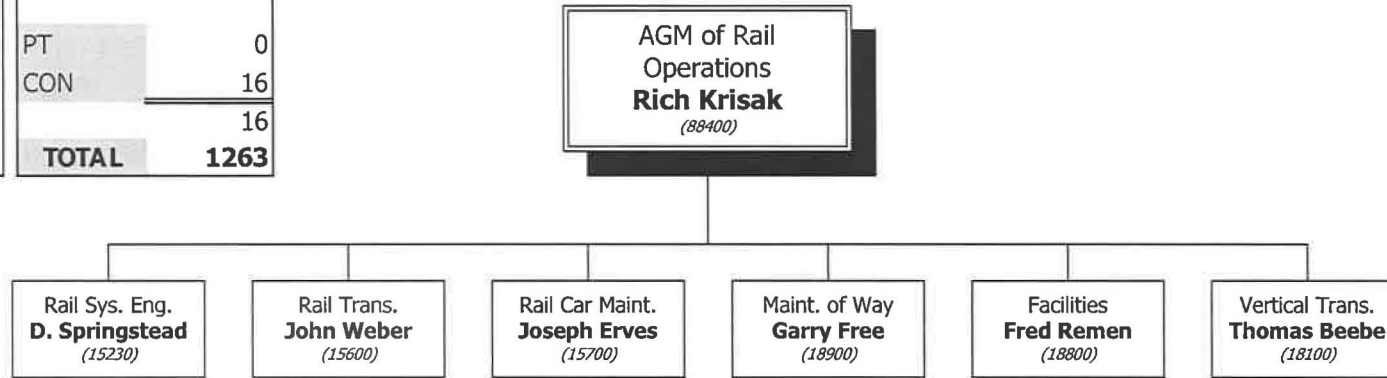
DEPARTMENT OF RAIL OPERATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Salaries & Wages | 57,987,560 | 56,077,281 | 51,266,792 | 52,557,159 | 60,209,003 |
| Overtime | 6,835,525 | 6,363,324 | 6,728,772 | 7,230,510 | 3,449,835 |
| Benefits | 27,723,276 | 28,374,958 | 30,964,048 | 29,992,572 | 36,333,048 |
| Labor Sub-Total | \$92,546,361 | \$90,815,563 | \$88,959,612 | \$89,780,241 | \$99,991,885 |
| Contractual Services | 11,943,915 | 13,306,460 | 9,980,711 | 9,994,893 | 11,706,702 |
| Materials & Supplies | 11,312,915 | 9,677,277 | 7,890,353 | 8,283,098 | 7,961,477 |
| Other Operating | 17,258,268 | 17,510,843 | 18,363,637 | 18,022,104 | 18,941,216 |
| Casualty & Liability | 1,905,270 | 1,810,996 | 1,740,941 | 1,742,219 | 1,880,040 |
| Miscellaneous | 6,039 | 2,985 | 2,325 | 4,359 | 3,366 |
| Other Non Operating | 173,879 | 86,562 | 112,350 | 111,609 | 376,286 |
| Non Labor Sub-Total | \$42,600,286 | \$42,395,123 | \$38,090,317 | \$38,158,282 | \$40,869,087 |
| Department Total | \$135,146,647 | \$133,210,686 | \$127,049,929 | \$127,938,523 | \$140,860,972 |
| \$ Change from Prior Year | | (\$1,935,961) | (\$6,160,757) | \$888,594 | \$12,922,449 |
| % Change from Prior Year | | -1.43% | -4.62% | 0.70% | 10.10% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|--------------|--------------|--------------|--------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 306 | 315 | 290 | 327 | 357 | Administrative | 21 | 19 | 20 | 22 | 23 |
| Represented | 1,099 | 1,118 | 875 | 886 | 890 | Management | 47 | 48 | 48 | 52 | 62 |
| Full-Time Total | 1,405 | 1,433 | 1,165 | 1,213 | 1,247 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 36 | 30 | 7 | 44 | 65 |
| Contract | 26 | 26 | 5 | 13 | 16 | Technical | 72 | 93 | 84 | 89 | 93 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 755 | 784 | 676 | 685 | 685 |
| | | | | | | Operator | 191 | 181 | 126 | 126 | 130 |
| | | | | | | Represented | 153 | 153 | 73 | 73 | 73 |
| | | | | | | Supervisory | 156 | 151 | 136 | 135 | 132 |
| | | | | | | Total | 1,431 | 1,459 | 1,188 | 1,226 | 1,263 |

DEPARTMENT OF RAIL OPERATIONS

| | | | |
|-----|-----|-----------------|-------------|
| ADM | 23 | Non-Rep | 357 |
| MGR | 62 | Rep | 890 |
| MNT | 685 | Total FT | 1247 |
| OPR | 130 | | |
| POL | 0 | | |
| PRO | 65 | PT | 0 |
| REP | 73 | CON | 16 |
| SUP | 132 | | 16 |
| TEC | 93 | TOTAL | 1263 |



OFFICE OF AGM RAIL OPERATIONS

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.

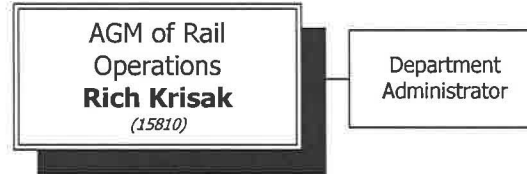
OFFICE OF AGM RAIL OPERATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Salaries & Wages | 210,995 | 240,148 | 239,517 | 241,440 | 244,127 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 83,366 | 84,547 | 90,876 | 89,885 | 147,123 |
| Labor Sub-Total | <u>\$294,361</u> | <u>\$324,695</u> | <u>\$330,393</u> | <u>\$331,325</u> | <u>\$391,250</u> |
| Contractual Services | 0 | 0 | 0 | 97,011 | 0 |
| Materials & Supplies | 0 | 0 | 0 | 4,683 | 4,992 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 2,005 | 18,783 | 40,400 | 25,804 | 26,583 |
| Non Labor Sub-Total | <u>\$2,005</u> | <u>\$18,783</u> | <u>\$40,400</u> | <u>\$127,498</u> | <u>\$31,575</u> |
| Office Total | <u>\$296,366</u> | <u>\$343,478</u> | <u>\$370,793</u> | <u>\$458,823</u> | <u>\$422,825</u> |
| \$ Change from Prior Year | | \$47,112 | \$27,315 | \$88,030 | (\$35,998) |
| % Change from Prior Year | | 15.90% | 7.95% | 23.74% | -7.85% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------------|-----------------|-----------------|-----------------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 2 | 2 | 2 | 2 | 2 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | <u>2</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 2 | 2 | 2 | 2 | 2 |

OFFICE OF AGM RAIL OPERATIONS

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



Personnel Comparison Report

OFFICE OF AGM RAIL OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM of Rail Operations | B | 1 | 1 | 1 | 1 | 1 |
| Department Administrator | 17 | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 2 | 2 | 2 | 2 | 2 |
| Total Full-Time | | 2 | 2 | 2 | 2 | 2 |

OFFICE OF RAIL SYSTEMS ENGINEERING**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.

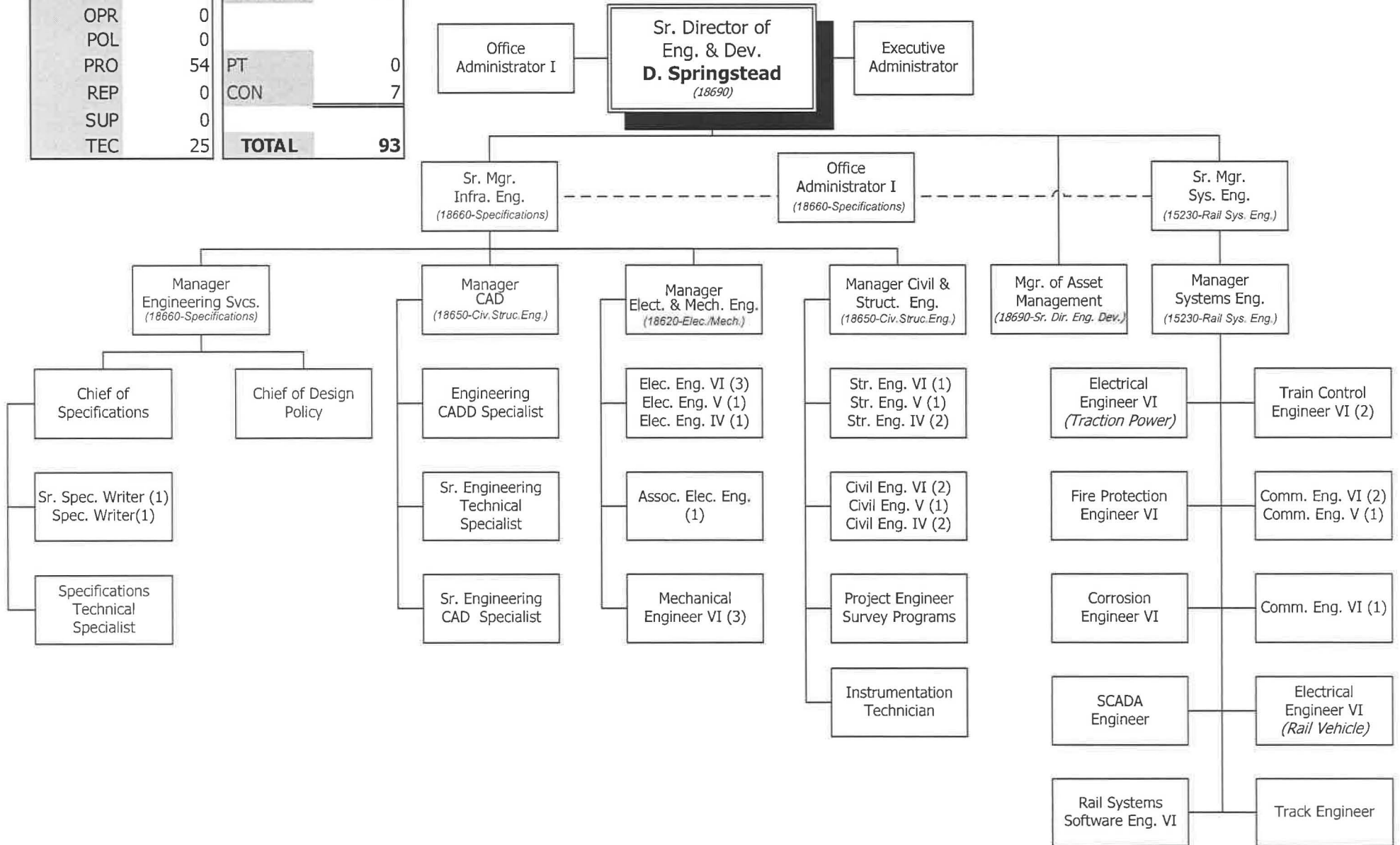
OFFICE OF RAIL SYSTEMS ENGINEERING

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Salaries & Wages | 1,241,675 | 1,823,771 | 2,073,316 | 2,646,811 | 7,476,932 |
| Overtime | 0 | 0 | 3,700 | 12,615 | 0 |
| Benefits | 672,777 | 850,675 | 942,174 | 1,258,381 | 4,255,255 |
| Labor Sub-Total | \$1,914,452 | \$2,674,446 | \$3,019,190 | \$3,917,807 | \$11,732,187 |
| Contractual Services | 671,729 | 261,936 | 200,822 | 72,490 | 156,000 |
| Materials & Supplies | 30,069 | 22,085 | 21,166 | 30,445 | 42,808 |
| Other Operating | 14,358,668 | 14,782,901 | 15,538,074 | 685,999 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 8 | 0 | 0 | 0 | 0 |
| Other Non Operating | 73,420 | 5,531 | 20,424 | 28,260 | 187,988 |
| Non Labor Sub-Total | \$15,133,894 | \$15,072,453 | \$15,780,486 | \$817,194 | \$386,796 |
| Office Total | \$17,048,346 | \$17,746,899 | \$18,799,676 | \$4,735,001 | \$12,118,983 |
| \$ Change from Prior Year | | \$698,553 | \$1,052,777 | (\$14,064,675) | \$7,383,982 |
| % Change from Prior Year | | 4.10% | 5.93% | -74.81% | 155.94% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 58 | 45 | 46 | 59 | 86 | Administrative | 3 | 2 | 2 | 2 | 3 |
| Represented | 0 | 52 | 52 | 0 | 0 | Management | 12 | 10 | 9 | 10 | 14 |
| Full-Time Total | 58 | 97 | 98 | 59 | 86 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 15 | 2 | 2 | 30 | 51 |
| Contract | 0 | 0 | 0 | 7 | 7 | Technical | 28 | 26 | 26 | 24 | 25 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 50 | 50 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 2 | 2 | 0 | 0 |
| | | | | | | Supervisory | 0 | 5 | 7 | 0 | 0 |
| | | | | | | Total | 58 | 97 | 98 | 66 | 93 |

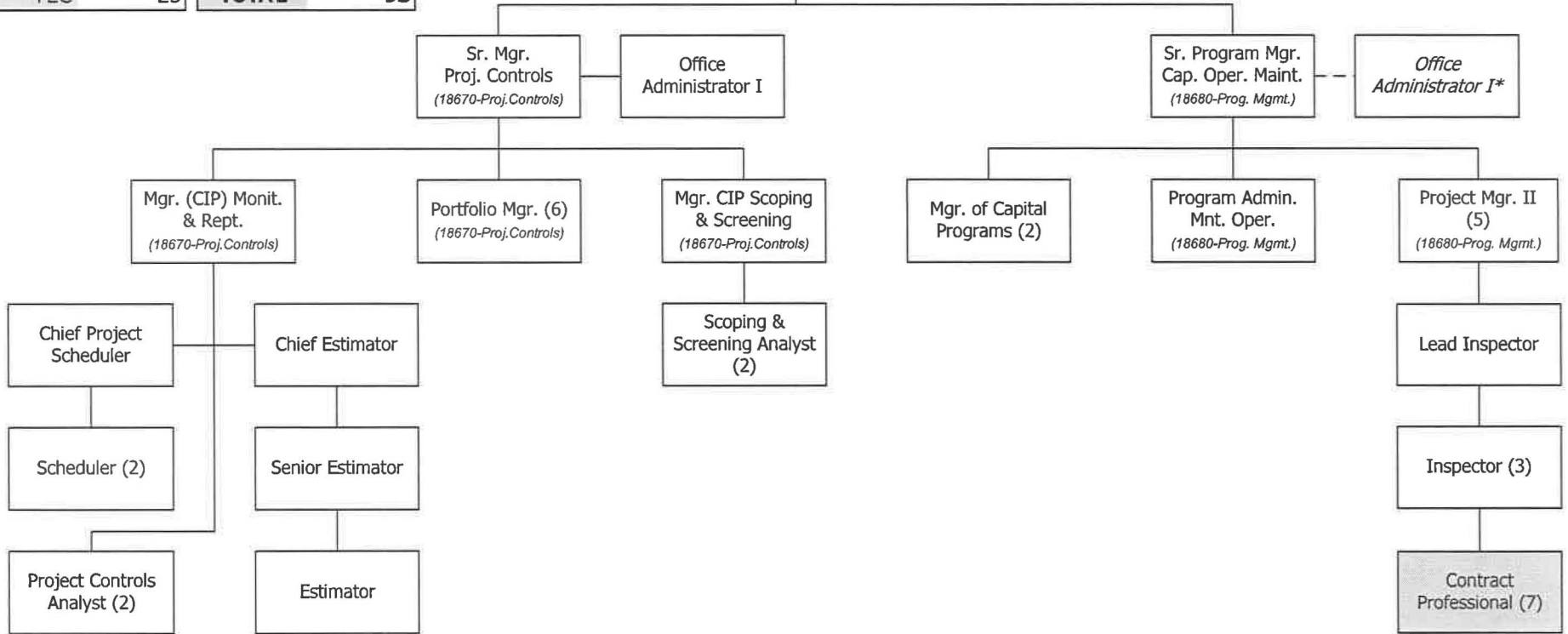
OFFICE OF RAIL SYSTEMS ENGINEERING (Pg. 1)

| | | | |
|-----|----|-----------------|-----------|
| ADM | 3 | Non-Rep | 86 |
| MGR | 11 | Rep | 0 |
| MNT | 0 | Total FT | 86 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 54 | PT | 0 |
| REP | 0 | CON | 7 |
| SUP | 0 | | |
| TEC | 25 | TOTAL | 93 |



| | | | |
|-----|----|-----------------|-----------|
| ADM | 3 | Non-Rep | 86 |
| MGR | 11 | Rep | 0 |
| MNT | 0 | Total FT | 86 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 54 | PT | 0 |
| REP | 0 | CON | 7 |
| SUP | 0 | | |
| TEC | 25 | TOTAL | 93 |

**Sr. Director of
Eng. & Dev.
D. Springstead
(18690)**



Contract Positions Shaded
*This is the same OAI as on pg. 1.

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Non-Represented | | | | | | |
| Fire Protection Engineer VI | 20 - TBD | --- | --- | --- | 1 | 1 |
| Inspector | TBD | --- | --- | --- | 3 | --- |
| Inspector | TBD | --- | --- | --- | --- | 3 |
| Lead Inspector | TBD | --- | --- | --- | 1 | 1 |
| Sr. Manager Infrastructure Engineering | 22 - TBD | --- | --- | --- | 1 | 1 |
| Sr. Manager Systems Engineering | 22 - TBD | --- | --- | --- | 1 | 1 |
| Sr. Dir Engineering & Develop | 24 | --- | --- | --- | 1 | 1 |
| Sr. Dir Maintenance | 24 | --- | 1 | 1 | --- | --- |
| Sr. Director Maintenance | 24 | 1 | --- | --- | --- | --- |
| Dir Engineering & Construction | 23 | --- | 1 | --- | --- | --- |
| Director of Engineering | 23 | 1 | --- | --- | --- | --- |
| Sr. Manager Project Controls | 23 | --- | --- | --- | 1 | --- |
| Manager CIP Scoping and Screening | 22 | --- | --- | --- | --- | 1 |
| Manager of Architecture | 22 | 1 | --- | --- | --- | --- |
| Manager of Civil & Structural Engineering | 22 | 1 | --- | --- | --- | --- |
| Manager of Electrical & Mechanical | 22 | 1 | --- | --- | --- | --- |
| Manager of Engineering Services | 22 | --- | --- | 1 | 1 | 1 |
| Manager of Roofing Program | 22 | 1 | --- | --- | --- | --- |
| Manager of Systems Engineering | 22 | 1 | 1 | 1 | 1 | 1 |
| Mgr Civil & Struc Engineering | 22 | --- | 1 | 1 | 1 | 1 |
| Mgr Elec & Mech Engineering | 22 | --- | 1 | 1 | 1 | 1 |
| Mgr Radio Afc Gate Systems | 22 | --- | 1 | 1 | --- | --- |
| Project Manager II | 22 | --- | --- | --- | 5 | 5 |

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Sr. Manager Project Controls | 22 | --- | --- | --- | --- | 1 |
| Sr. Program Manager - Cap. Operations Maintenance | 21 - 22 | 1 | 1 | 1 | 1 | 1 |
| Chf Specifications | 21 | --- | 1 | 1 | 1 | 1 |
| Chief of Design Policy | 21 | --- | --- | --- | --- | 1 |
| Chief of Specifications | 21 | 1 | --- | --- | --- | --- |
| Manager Monitoring & Reporting | 21 | --- | --- | --- | --- | 1 |
| Manager Monitoring & Reporting | 21 | --- | --- | --- | 1 | --- |
| Manager of Asset Management | 21 | --- | --- | --- | --- | 1 |
| Manager of Conf.Mgmt, Space Planning & Landscape Architecture | 21 | 1 | --- | --- | --- | --- |
| Portfolio Manager | 21 | --- | --- | --- | --- | 6 |
| Project Controls Analyst | 21 | --- | --- | --- | --- | 2 |
| Scoping and Screening Analyst | 21 | --- | --- | --- | --- | 2 |
| Sr. Radio Communications Engineer | 21 | --- | 1 | 1 | --- | --- |
| Architect VI | 20 | 4 | --- | --- | --- | --- |
| CAD Manager | 20 | 1 | --- | --- | --- | --- |
| Chf Vehicle Engineering | 20 | --- | 1 | --- | --- | --- |
| Chief Estimator | 20 | --- | --- | --- | --- | 1 |
| Chief Project Scheduler | 20 | --- | --- | --- | --- | 1 |
| Civil Engineer VI | 20 | 3 | 2 | 2 | 2 | 2 |
| Communications Engineer VI | 20 | 2 | 2 | 2 | 2 | 3 |
| Corrosion Control Engineer VI | 20 | --- | --- | --- | 1 | 1 |
| Electrical Engineer VI | 20 | 2 | 2 | 3 | 3 | 3 |
| Electrical Engineer VI | 20 | --- | --- | --- | --- | 2 |
| Engineering CADD Specialist VI | 20 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Mechanical Engineer VI | 20 | --- | --- | --- | --- | 1 |
| Mechanical Engineer VI | 20 | 2 | 2 | 2 | 2 | 2 |
| Mgr CAD | 20 | --- | 1 | 1 | 1 | 1 |
| Program Administrator - Cap Operations Maint. | 20 | 1 | --- | --- | --- | --- |
| Program Administrator Maint Operations | 20 | --- | 1 | 1 | 1 | 1 |
| Rail Sys Software Engineer VI | 20 | --- | --- | --- | 1 | 1 |
| Roofing Program Design Architect VI | 20 | 1 | --- | --- | --- | --- |
| SCADA Engineer | 20 | --- | --- | --- | 1 | 1 |
| Sr. Capital Program Specialist | 20 | --- | --- | --- | 2 | 2 |
| Structural Engineer VI | 20 | 2 | 2 | 1 | 1 | 1 |
| Track Engineer | 20 | --- | --- | --- | 1 | 1 |
| Track Engineer VI | 20 | 1 | 1 | 1 | --- | --- |
| Train Control Engineer VI | 20 | 2 | 2 | 2 | 2 | 2 |
| Utilities Engineer VI | 20 | 1 | --- | --- | --- | --- |
| Architect V | 19 | 1 | --- | --- | --- | --- |
| Civil Engineer V | 19 | --- | 1 | 1 | 1 | 1 |
| Communications Engineer V | 19 | --- | --- | --- | 1 | 1 |
| Electrical Engineer V | 19 | 1 | 1 | 1 | 1 | 1 |
| Estimator | 19 | --- | --- | --- | 1 | 1 |
| Executive Administrator | 17 - 19 | --- | --- | 1 | 1 | 1 |
| Scheduler | 19 | --- | --- | --- | 1 | 2 |
| Senior Estimator | 19 | --- | --- | --- | --- | 1 |
| Sr Specifications Writer | 19 | --- | --- | --- | 1 | 1 |
| Structural Engineer | 19 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Structural Engineer V | 19 | --- | 1 | 1 | 1 | 1 |
| Chief, Documentation Control & Configuration Management | 18 | 1 | --- | --- | --- | --- |
| Gen Foreman Comm Telephone | 18 | --- | 1 | 1 | --- | --- |
| Gen Foreman Faregates Comm | 18 | --- | 1 | 1 | --- | --- |
| Project Eng Survey Programs | 18 | --- | 1 | 1 | 1 | 1 |
| Specifications Writer | 18 | 1 | 1 | 1 | 1 | 1 |
| Surveyor VI | 18 | 1 | --- | --- | --- | --- |
| Architect IV | 17 | 1 | --- | --- | --- | --- |
| Civil Engineer IV | 17 | --- | --- | --- | --- | 1 |
| Civil Engineer IV | 17 | --- | 1 | 1 | 1 | 1 |
| Electrical Engineer IV | 17 | 1 | 1 | 1 | 1 | 1 |
| Horticulturalist | 17 | 1 | --- | --- | --- | --- |
| Roofing Program Arch IV | 17 | 1 | --- | --- | --- | --- |
| Sr. Maintenance Administrator | 17 | 1 | --- | --- | --- | --- |
| Sr. Roofing Program Inspector | 17 | 1 | --- | --- | --- | --- |
| Structural Engineer | 17 | 1 | --- | --- | --- | --- |
| STRUCTURAL ENGINEER IV | 17 | --- | 1 | 1 | 1 | 1 |
| Structural Engineer IV | 17 | --- | --- | --- | --- | 1 |
| Associate Electrical Engineer | 16 | --- | --- | --- | --- | 1 |
| Engineering CADD Specialist | 16 | --- | 1 | 1 | 1 | 1 |
| Foreman Communication | 16 | --- | 2 | 4 | --- | --- |
| Foreman Computer Maintenance | 16 | --- | 1 | 1 | --- | --- |
| Instrumentation Technician | 16 | --- | --- | --- | --- | 1 |
| Office Administrator I | 16 | --- | --- | --- | --- | 1 |

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Office Administrator II | 16 | 1 | 1 | --- | --- | --- |
| Planner Comm Comptr & Farecoll | 16 | --- | 2 | 2 | --- | --- |
| Senior Configuration Management Specialist | 16 | 1 | --- | --- | --- | --- |
| Specifications Tech Specialist | 16 | --- | 1 | 1 | 1 | 1 |
| Specifications Technical Specialist | 16 | 1 | --- | --- | --- | --- |
| Sr. Contract CAD Engineering Specialist | 16 | --- | --- | --- | 1 | 1 |
| Roofing Program Inspector/Arch. III | 15 | 2 | --- | --- | --- | --- |
| Senior Document Control Specialist | 15 | 1 | --- | --- | --- | --- |
| Technical Writer | 15 | 1 | --- | --- | --- | --- |
| Config Mgmt Specialist II | 14 | 1 | --- | --- | --- | --- |
| Office Administrator | 14 | 1 | --- | 1 | --- | --- |
| Office Administrator I | 14 | --- | 1 | --- | 1 | 2 |
| Senior Engineering Technical Specialist | 14 | 1 | --- | --- | --- | --- |
| Sr Engineering Technical Spec | 14 | --- | 1 | 1 | 1 | 1 |
| Doc. Control Coordinator | 12 | 1 | --- | --- | --- | --- |
| Roofing Program Specialist | 12 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 58 | 45 | 46 | 59 | 86 |

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Represented</u> | | | | | | |
| Secretary (N9) | UR - UR-9 | --- | 1 | 1 | --- | --- |
| Secretary (N8) | UR-8 | --- | 1 | 1 | --- | --- |
| Journeyman ET-Computer Maint | UR | --- | 12 | 12 | --- | --- |
| Journeyman ET-Radio Maintenance | UR | --- | 38 | 38 | --- | --- |
| Represented Subtotal | | ---- | 52 | 52 | ---- | ---- |
| Total Full-Time | | 58 | 97 | 98 | 59 | 86 |
| <u>Contract</u> | | | | | | |
| Contract Professional | -- | --- | --- | --- | --- | 7 |
| Contract Professional | -- | --- | --- | --- | 7 | --- |
| Total Contract | | ---- | ---- | ---- | 7 | 7 |

OFFICE RAIL SERVICES**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:

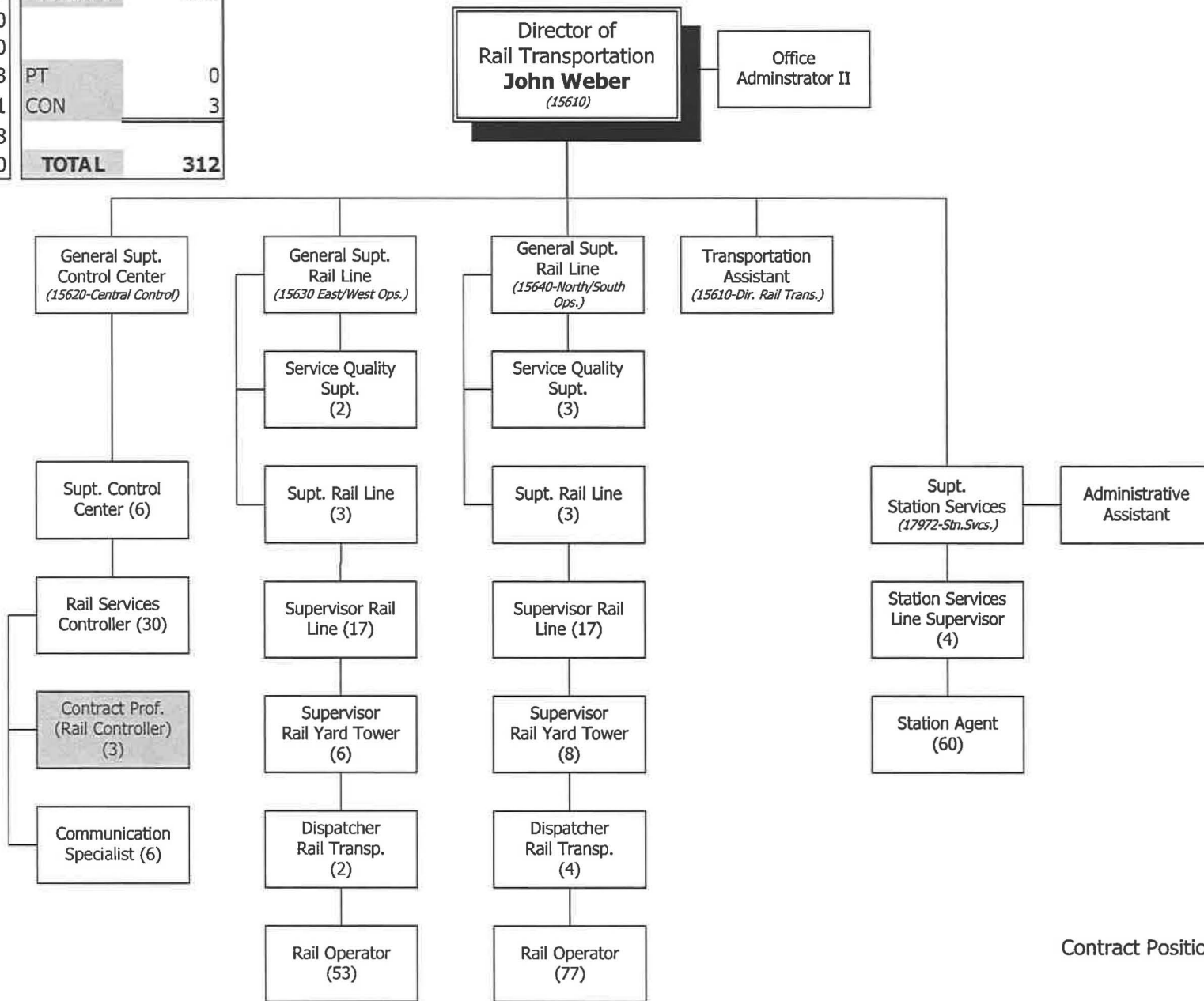
- Dispatching scheduled work assignments to represented and non-represented personnel to ensure that all work is filled in accordance with the labor agreements
- Providing reports of vehicle performance to assist with failure diagnosis and repairs
- Monitoring and troubleshooting problems within rail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

OFFICE OF RAIL SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 18,367,203 | 17,276,771 | 14,239,256 | 13,946,609 | 14,580,354 |
| Overtime | 3,034,612 | 3,087,549 | 2,727,280 | 2,668,692 | 1,580,113 |
| Benefits | 8,778,025 | 8,774,499 | 8,868,430 | 8,092,623 | 8,976,804 |
| Labor Sub-Total | <u>\$30,179,840</u> | <u>\$29,138,819</u> | <u>\$25,834,966</u> | <u>\$24,707,924</u> | <u>\$25,137,271</u> |
| Contractual Services | 2,922 | 1,949 | 2,181 | 377 | 1,260 |
| Materials & Supplies | 72,562 | 40,658 | 18,844 | 31,030 | 54,504 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 1,905,785 | 1,824,751 | 1,751,508 | 1,745,142 | 1,880,112 |
| Miscellaneous | 0 | 0 | 750 | 0 | 0 |
| Other Non Operating | 28,749 | 12,632 | 5,215 | 3,740 | 28,858 |
| Non Labor Sub-Total | <u>\$2,010,018</u> | <u>\$1,879,990</u> | <u>\$1,778,498</u> | <u>\$1,780,289</u> | <u>\$1,964,734</u> |
| Office Total | <u>\$32,189,858</u> | <u>\$31,018,809</u> | <u>\$27,613,464</u> | <u>\$26,488,213</u> | <u>\$27,102,005</u> |
| \$ Change from Prior Year | | (\$1,171,049) | (\$3,405,345) | (\$1,125,251) | \$613,792 |
| % Change from Prior Year | | -3.64% | -10.98% | -4.08% | 2.32% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 131 | 125 | 118 | 118 | 118 | Administrative | 7 | 7 | 8 | 8 | 8 |
| Represented | 371 | 317 | 187 | 187 | 191 | Management | 16 | 15 | 17 | 17 | 22 |
| Full-Time Total | <u>502</u> | <u>442</u> | <u>305</u> | <u>305</u> | <u>309</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 23 | 23 | 2 | 3 | 3 |
| Contract | 23 | 23 | 2 | 3 | 3 | Technical | 31 | 31 | 31 | 31 | 30 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 44 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 191 | 181 | 126 | 126 | 130 |
| | | | | | | Represented | 136 | 136 | 61 | 61 | 61 |
| | | | | | | Supervisory | 77 | 72 | 62 | 62 | 58 |
| | | | | | | Total | 525 | 465 | 311 | 308 | 312 |

| | | | |
|-----|-----|-----------------|------------|
| ADM | 8 | Non-Rep | 118 |
| MGR | 22 | Rep | 191 |
| MNT | 0 | Total FT | 309 |
| OPR | 130 | | |
| POL | 0 | | |
| PRO | 3 | PT | 0 |
| REP | 61 | CON | 3 |
| SUP | 58 | | |
| TEC | 30 | TOTAL | 312 |



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF RAIL SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Rail Transportation | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Rail Transportation | 23 | 1 | --- | --- | --- | --- |
| Gen Supt Control Center | 21 | --- | 1 | 1 | 1 | 1 |
| General Superintendent - Control Center | 21 | 1 | --- | --- | --- | --- |
| Gen Supt Rail Line | 20 | --- | 2 | 2 | 2 | 2 |
| Gen Supt Station Svcs | 20 | --- | 1 | --- | --- | --- |
| General Superintendent - Rail Line | 20 | 2 | --- | --- | --- | --- |
| General Superintendent - Station Services | 20 | 1 | --- | --- | --- | --- |
| Service Quality Superintendent | 19 | --- | --- | --- | --- | 5 |
| Superintendent - Control Center | 19 | 5 | --- | --- | --- | --- |
| Supt Control Center | 19 | --- | 5 | 6 | 6 | 6 |
| Superintendent - Rail Car Appearance | 18 | 1 | --- | --- | --- | --- |
| Superintendent - Rail Line | 18 | 4 | --- | --- | --- | --- |
| Supt Rail Line | 18 | --- | 4 | 6 | 6 | 6 |
| Rail Service Controller | 17 | 31 | --- | --- | --- | --- |
| Rail Services Controller | 17 | --- | 31 | 31 | 31 | 30 |
| Superintendent - Station Services | 17 | 1 | --- | --- | --- | --- |
| Supt Station Services | 17 | --- | 1 | 1 | 1 | 1 |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Supv Rail Yard Tower | 16 | --- | 18 | 16 | 16 | 14 |
| Supvr Rail Yard Tower | 16 | 18 | --- | --- | --- | --- |
| Dispatcher-Rail Transportation | 15 | 8 | 8 | 6 | 6 | 6 |
| Line Supervisor | 15 | 8 | 8 | 4 | --- | --- |

Personnel Comparison Report

OFFICE OF RAIL SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Line Supervisor - Station Services | 15 | --- | --- | --- | 4 | 4 |
| Supervisor Rail Services | 15 | 39 | --- | --- | --- | --- |
| Supv Rail Car Appearance | 15 | 4 | --- | --- | --- | --- |
| Supv Rail Line | 15 | --- | 38 | 36 | 36 | 34 |
| Communications Specialist | 12 | 6 | 6 | 6 | 6 | 6 |
| Administrative Assistant | 10 | --- | --- | 1 | 1 | 1 |
| Non-Rep Subtotal | | 131 | 125 | 118 | 118 | 118 |
| <u>Represented</u> | | | | | | |
| Rail Operator | UR | --- | 181 | 126 | --- | --- |
| Rail Operator | UR | 191 | --- | --- | 126 | 130 |
| Serviceperson I | UR | 44 | --- | --- | --- | --- |
| Station Agent | UR | 135 | 135 | 60 | 60 | 60 |
| Transportation Assistant | UR | 1 | 1 | 1 | 1 | 1 |
| Represented Subtotal | | 371 | 317 | 187 | 187 | 191 |
| Total Full-Time | | 502 | 442 | 305 | 305 | 309 |

Personnel Comparison Report

OFFICE OF RAIL SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Contract</u> | | | | | | |
| Contract - Parking Services Supervisor | ---- | 3 | ---- | ---- | ---- | ---- |
| Contract Professional | ---- | ---- | ---- | ---- | 3 | 3 |
| Contract Professional - Rail Service Controller | ---- | ---- | ---- | 2 | ---- | ---- |
| Customer Attendants - CAP | ---- | 20 | 20 | ---- | ---- | ---- |
| Capital Contract Professional | -- | ---- | 3 | ---- | ---- | ---- |
| Total Contract | | 23 | 23 | 2 | 3 | 3 |

OFFICE OF RAIL CAR MAINTENANCE

FUNCTIONS & RESPONSIBILITIES

The Office of Rail Car Maintenance consists of 355 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.

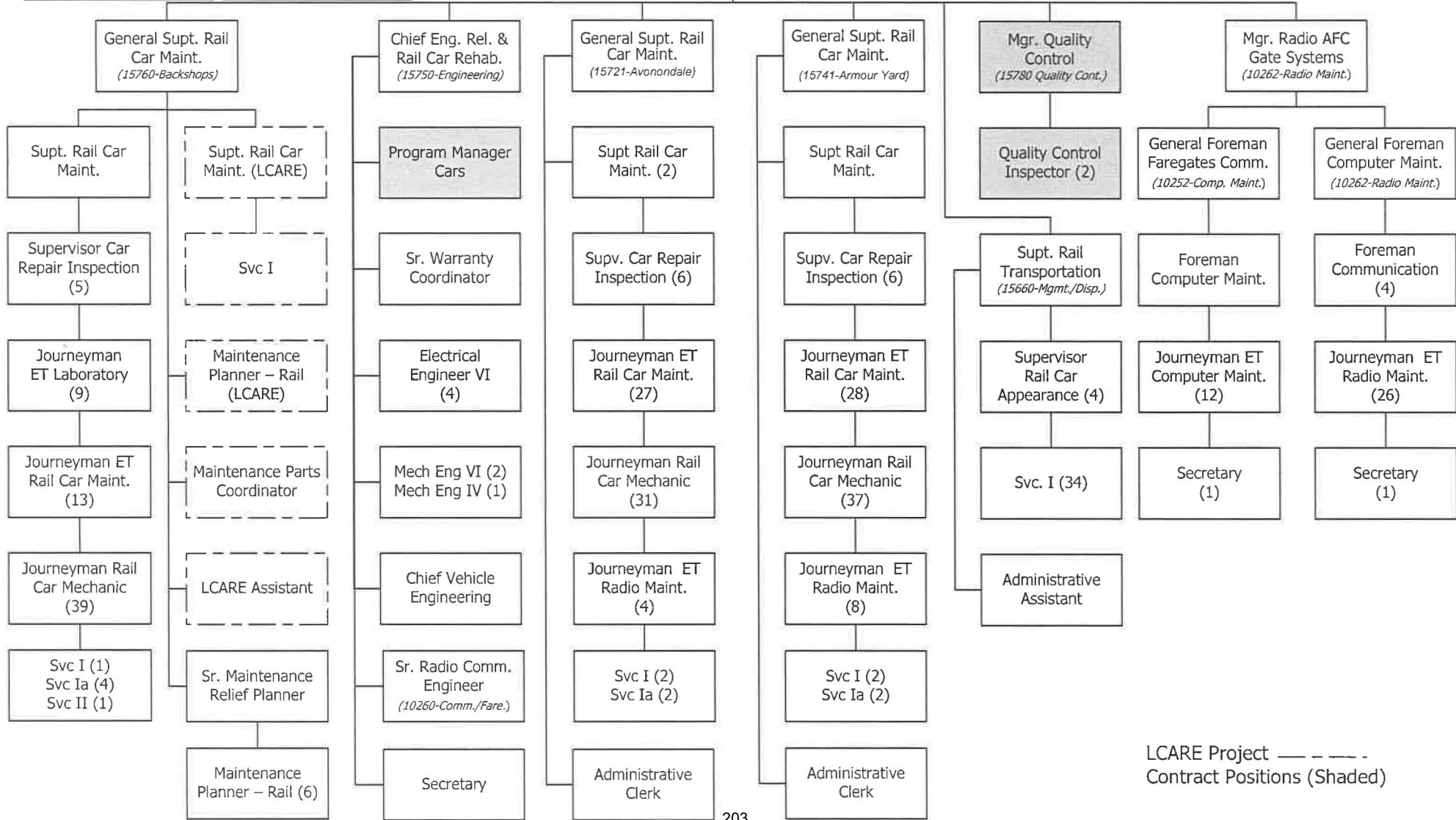
OFFICE OF RAIL CAR MAINTENANCE

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 17,500,487 | 16,093,890 | 14,965,485 | 15,567,822 | 16,516,641 |
| Overtime | 1,750,117 | 1,271,677 | 1,729,056 | 1,690,075 | 536,524 |
| Benefits | 8,087,803 | 8,136,546 | 8,911,233 | 8,801,127 | 9,898,744 |
| Labor Sub-Total | \$27,338,407 | \$25,502,113 | \$25,605,774 | \$26,059,024 | \$26,951,909 |
| Contractual Services | 4,463,212 | 5,348,605 | 2,317,535 | 2,204,879 | 1,385,631 |
| Materials & Supplies | 7,641,331 | 6,346,327 | 4,590,661 | 4,346,433 | 4,165,197 |
| Other Operating | 147,156 | 190,359 | 205,326 | 178,555 | 195,000 |
| Casualty & Liability | 0 | 0 | 0 | -2,923 | 0 |
| Miscellaneous | 5,539 | 2,942 | 1,544 | 4,352 | 2,808 |
| Other Non Operating | 26,457 | 29,632 | 24,951 | 24,352 | 63,270 |
| Non Labor Sub-Total | \$12,283,695 | \$11,917,865 | \$7,140,017 | \$6,755,648 | \$5,811,906 |
| Office Total | \$39,622,102 | \$37,419,978 | \$32,745,791 | \$32,814,672 | \$32,763,815 |
| \$ Change from Prior Year | | (\$2,202,124) | (\$4,674,187) | \$68,881 | (\$50,857) |
| % Change from Prior Year | | -5.56% | -12.49% | 0.21% | -0.15% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 62 | 55 | 45 | 63 | 63 | Administrative | 1 | 1 | 2 | 3 | 3 |
| Represented | 293 | 301 | 235 | 288 | 288 | Management | 14 | 11 | 10 | 13 | 14 |
| Full-Time Total | 355 | 356 | 280 | 351 | 351 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 1 | 1 | 3 | 3 |
| Contract | 1 | 1 | 1 | 1 | 4 | Technical | 17 | 17 | 12 | 17 | 19 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 288 | 298 | 232 | 283 | 283 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 5 | 3 | 3 | 5 | 5 |
| | | | | | | Supervisory | 30 | 26 | 21 | 28 | 28 |
| | | | | | | Total | 356 | 357 | 288 | 352 | 355 |

OFFICE OF RAIL CAR MAINTENANCE

| | | | |
|-----|-----|-----------------|------------|
| ADM | 3 | Non-Rep | 63 |
| MGR | 14 | Rep | 288 |
| MNT | 283 | Total FT | 351 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 3 | PT | 0 |
| REP | 5 | CON | 4 |
| SUP | 28 | | |
| TEC | 19 | TOTAL | 355 |



LCARE Project — — — —
Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Rail Maintenance | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Communications & Customer Information | 23 | 1 | --- | --- | --- | --- |
| Director of Rail Car Maintenance | 23 | 1 | --- | --- | --- | --- |
| Chf Eng Reliability & RC Rehab | 22 | --- | 1 | 1 | 1 | 1 |
| Chief Eng. Reliability & RC Rehab | 22 | 1 | --- | --- | --- | --- |
| Manager - Rail Car Maint. Services & Planning | 22 | 1 | --- | --- | --- | --- |
| Manager of Radio & Automated Fare Collection | 22 | 1 | --- | --- | --- | --- |
| Mgr Radio AFC Gate Systems | 22 | --- | --- | --- | 1 | 1 |
| Gen Supt Rail Car Maintenance | 21 | --- | 3 | 3 | 3 | 3 |
| Gen. Supt. Rail Car Maint | 21 | 3 | --- | --- | --- | --- |
| Sr Radio Communication Eng | 21 | --- | --- | --- | --- | 1 |
| Sr. Radio Communications Engineer | 21 | 1 | --- | --- | 1 | --- |
| Chf Vehicle Engineering | 20 | --- | --- | --- | 1 | 1 |
| Chief of Vehicle Engineering | 20 | 1 | --- | --- | --- | --- |
| Electrical Eng VI-Rail Car | 20 | --- | 1 | --- | --- | --- |
| Electrical Engineer VI | 20 | 3 | 4 | 4 | 4 | 4 |
| Electrical Engineer VI-Rail Car | 20 | 1 | --- | --- | --- | --- |
| Mechanical Engineer VI | 20 | 1 | 2 | 1 | 2 | 2 |
| Superintendent - Rail Car Maint. | 19 | 5 | --- | --- | --- | --- |
| Supt Rail Car Maint | 19 | --- | 5 | 4 | 5 | 5 |
| Admin Rail Maintenance Policies | 18 | --- | 1 | --- | --- | --- |
| Gen Foreman Computer Maint | 18 | --- | --- | --- | 1 | 1 |
| Gen Foreman Faregates Comm | 18 | --- | --- | --- | 1 | 1 |

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|------------------|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| General Foreman | 18 | 2 | --- | --- | --- | --- |
| Supt Rail Transportation | 18 | --- | 1 | 1 | 1 | 1 |
| Engineer | 17 | 1 | --- | --- | --- | --- |
| Mechanical Engineer IV | 17 | --- | 1 | 1 | 1 | 1 |
| Sr Maintenance Planner Relief | 17 | --- | 1 | 1 | 1 | 1 |
| Sr. Maintenance Planner | 17 | 1 | --- | --- | --- | --- |
| Foreman | 16 | 5 | --- | --- | --- | --- |
| Foreman Communication | 16 | --- | --- | --- | 4 | 4 |
| Foreman Computer Maintenance | 16 | --- | --- | --- | 1 | 1 |
| Maintenance Planner | 16 | 5 | --- | --- | --- | --- |
| Maintenance Planner-Rail | 16 | --- | 5 | 4 | 5 | 7 |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Planner Comm Comptr & Farecoll | 16 | --- | --- | --- | 2 | --- |
| Planner Comm. Comptr & Farecoll | 16 | 2 | --- | --- | --- | --- |
| Rail Car Maintenance Policies Coord | 16 | --- | --- | 1 | 1 | 1 |
| Supervisor Car Repair/Inspect | 16 | 23 | --- | --- | --- | --- |
| Supv Car Repair Inspection | 16 | --- | 22 | 17 | 17 | 17 |
| Sr Warranty Coordinator | 15 | --- | 1 | 1 | 1 | 1 |
| Sr. Warranty Coordinator | 15 | 1 | --- | --- | --- | --- |
| Supv Rail Car Appearance | 15 | --- | 4 | 4 | 4 | 4 |
| Maintenance Parts Coordinator | 14 | --- | --- | --- | 1 | 1 |
| Senior Engineering Technical Specialist | 14 | 1 | --- | --- | --- | --- |
| Sr Engineering Technical Spec | 14 | --- | 1 | --- | --- | --- |
| LCARE Assistant | 11 | --- | --- | --- | 1 | 1 |

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------|------------------|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| Administrative Assistant | 10 | --- | --- | --- | 1 | 1 |
| Non-Rep Subtotal | | 62 | 55 | 45 | 63 | 63 |

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Represented | | | | | | |
| Secretary (N9) | UR - UR-9 | 2 | 1 | 1 | 2 | 2 |
| Secretary | UR-8 | 1 | --- | --- | --- | --- |
| Admin Clerk | UR | --- | 2 | 2 | 2 | 2 |
| Administrative Clerk | UR | 2 | --- | --- | --- | --- |
| Apprentice Electronic Technician | UR | 2 | --- | --- | --- | --- |
| Apprentice ET - Rail Car Maint | UR | 5 | --- | --- | --- | --- |
| APPRENTICE ET-RAIL CAR MAINT | UR | --- | 5 | --- | --- | --- |
| Apprentice Mechanic Rail | UR | --- | 2 | --- | --- | --- |
| Capital Apprentice ET - Rail Car Maint | UR | 16 | --- | --- | --- | --- |
| Journeyman ET - Computer Maintenance | UR | 12 | --- | --- | --- | --- |
| Journeyman ET - Laboratory | UR | 8 | --- | --- | --- | --- |
| Journeyman ET - Radio Maintenance | UR | 28 | --- | --- | --- | --- |
| Journeyman ET - Rail Car Maintenance | UR | 86 | --- | --- | --- | --- |
| Journeyman ET - Telephone Maintenance SONET | UR | --- | 16 | --- | --- | --- |
| Journeyman ET-Computer Maint | UR | --- | --- | --- | 12 | 12 |
| Journeyman ET-Laboratory | UR | --- | 8 | 7 | 9 | 9 |
| Journeyman ET-Radio Maintenance | UR | --- | --- | --- | 38 | 38 |
| Journeyman ET-Rail Car Maint | UR | --- | 86 | 70 | 68 | 68 |
| Journeyman Rail Car Mechanic | UR | 114 | 120 | 107 | 107 | 107 |
| Secretary (N8) | UR | --- | --- | --- | 1 | 1 |
| Service Person 1A | UR | 12 | --- | --- | --- | --- |
| Serviceperson I | UR | 4 | 48 | 39 | 40 | 40 |
| Serviceperson I (A) | UR | --- | 12 | 8 | 8 | 8 |

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-----------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Serviceperson II | UR | 1 | 1 | 1 | 1 | 1 |
| Represented Subtotal | | 293 | 301 | 235 | 288 | 288 |
| Total Full-Time | | 355 | 356 | 280 | 351 | 351 |
| <u>Contract</u> | | | | | | |
| Program Manager - Cars | ---- | 1 | ---- | ---- | ---- | ---- |
| Program Manager Cars | ---- | ---- | 1 | 1 | 1 | ---- |
| Manager of Quality Control | -- | ---- | ---- | ---- | ---- | 1 |
| Program Manager Cars | -- | ---- | ---- | ---- | ---- | 1 |
| Quality Control Inspector | -- | ---- | ---- | ---- | ---- | 2 |
| Total Contract | | 1 | 1 | 1 | 1 | 4 |

OFFICE OF MAINTENANCE OF WAY

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.

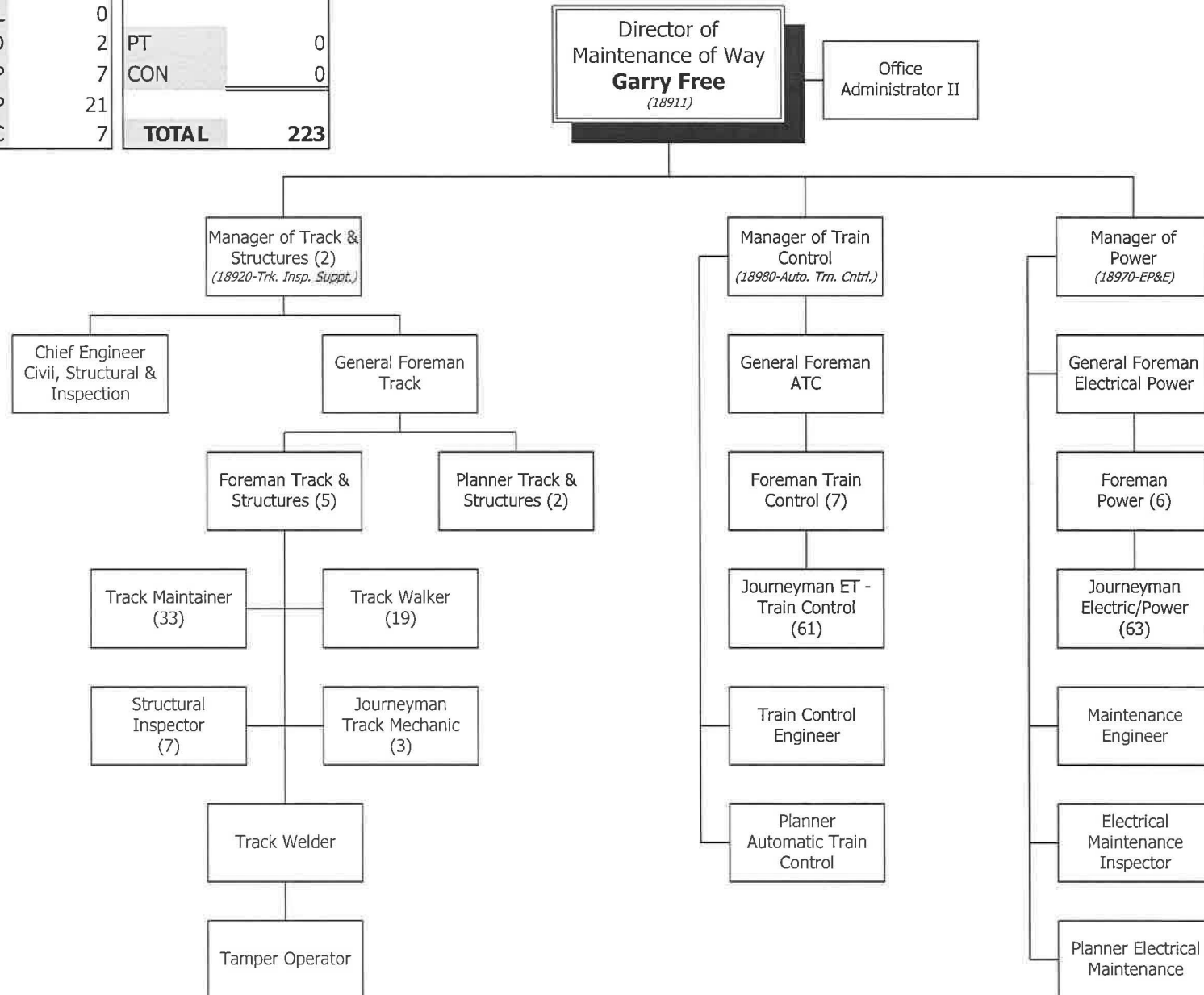
OFFICE OF MAINTENANCE OF WAY

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 10,266,183 | 10,100,261 | 9,599,000 | 10,059,826 | 10,471,645 |
| Overtime | 1,208,923 | 1,158,857 | 1,286,377 | 1,749,592 | 957,285 |
| Benefits | 4,975,917 | 5,176,001 | 6,006,314 | 5,686,939 | 6,481,329 |
| Labor Sub-Total | \$16,451,023 | \$16,435,119 | \$16,891,691 | \$17,496,357 | \$17,910,258 |
| Contractual Services | 399,938 | 416,461 | 416,001 | 336,931 | 1,132,289 |
| Materials & Supplies | 1,783,038 | 1,370,088 | 1,508,805 | 1,491,196 | 1,696,922 |
| Other Operating | 0 | 0 | 0 | 14,453,634 | 16,058,220 |
| Casualty & Liability | 0 | -2,325 | -7,437 | 0 | -72 |
| Miscellaneous | 492 | 35 | 31 | 7 | 462 |
| Other Non Operating | 34,589 | 17,800 | 16,310 | 17,694 | 47,261 |
| Non Labor Sub-Total | \$2,218,057 | \$1,802,059 | \$1,933,710 | \$16,299,462 | \$18,935,082 |
| Office Total | \$18,669,080 | \$18,237,178 | \$18,825,401 | \$33,795,819 | \$36,845,340 |
| \$ Change from Prior Year | | (\$431,902) | \$588,223 | \$14,970,418 | \$3,049,521 |
| % Change from Prior Year | | -2.31% | 3.23% | 79.52% | 9.02% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 92 | 41 | 34 | 34 | 35 | Administrative | 10 | 2 | 1 | 1 | 1 |
| Represented | 435 | 202 | 182 | 188 | 188 | Management | 11 | 6 | 6 | 6 | 6 |
| Full-Time Total | 527 | 243 | 216 | 222 | 223 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 10 | 2 | 0 | 2 | 2 |
| Contract | 2 | 0 | 0 | 0 | 0 | Technical | 14 | 9 | 6 | 6 | 7 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 423 | 192 | 175 | 179 | 179 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 12 | 10 | 7 | 7 | 7 |
| | | | | | | Supervisory | 49 | 22 | 21 | 21 | 21 |
| | | | | | | Total | 529 | 243 | 221 | 222 | 223 |

OFFICE OF MAINTENANCE OF WAY

| | | | |
|-----|-----|-----------------|------------|
| ADM | 1 | Non-Rep | 35 |
| MGR | 6 | Rep | 188 |
| MNT | 179 | Total FT | 223 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 2 | PT | 0 |
| REP | 7 | CON | 0 |
| SUP | 21 | | |
| TEC | 7 | TOTAL | 223 |



Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Maintenance of Way | 23 | --- | --- | --- | 1 | 1 |
| Director of Facilities & Maintenance of Way | 23 | 1 | --- | --- | --- | --- |
| Director of Maintenance of Way | 23 | --- | 1 | 1 | --- | --- |
| Assistant Director - Track & Structures | 22 | 1 | --- | --- | --- | --- |
| Manager of Automatic Train Control | 22 | 1 | --- | --- | --- | --- |
| Manager of Elevators/Escalators | 22 | 1 | --- | --- | --- | --- |
| Mgr Train Control | 22 | --- | 1 | 1 | 1 | 1 |
| Chf Eng-Civ Struct & Inspect | 21 | --- | 1 | 1 | 1 | 1 |
| Chief Engineer Civil, Structural & Inspection | 21 | 1 | --- | --- | --- | --- |
| Manager - Electrical Power & Equipment | 21 | 1 | --- | --- | --- | --- |
| Manager of Track & Structure | 21 | 2 | --- | --- | --- | --- |
| Mgr Power | 21 | --- | 1 | 1 | 1 | 1 |
| Mgr Track & Strct | 21 | --- | 2 | 2 | 2 | 2 |
| Resident Engineer | 21 | 1 | --- | --- | --- | --- |
| Manager - Custodial & Landcaping | 20 | 1 | --- | --- | --- | --- |
| Manager of Buildings & Support Equipment | 20 | 1 | --- | --- | --- | --- |
| Sr. Contract Administrator | 20 | 1 | --- | --- | --- | --- |
| Building Superintendent | 19 | 1 | --- | --- | --- | --- |
| Gen Foreman Track & Struc II | 19 | --- | --- | --- | 1 | 1 |
| Maintenance Eng | 19 | --- | 1 | 1 | 1 | 1 |
| Maintenance Engineer | 19 | 1 | --- | --- | --- | --- |
| Structural Engineer | 19 | 1 | --- | --- | --- | --- |
| Structural Engineer V | 19 | --- | 1 | --- | --- | --- |

Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Train Control Engineer | 19 | 1 | 1 | 1 | 1 | 1 |
| Gen Foreman ATC | 18 | --- | 1 | 1 | 1 | 1 |
| Gen Foreman Electrical Power | 18 | --- | 1 | 1 | 1 | 1 |
| General Foreman | 18 | 4 | --- | --- | --- | --- |
| General Foreman - ATC | 18 | 1 | --- | --- | --- | --- |
| General Foreman - Electrical Power | 18 | 1 | --- | --- | --- | --- |
| Contract Services Coordinator | 16 | 2 | --- | --- | --- | --- |
| Electrical Maintenance Inspect | 16 | --- | 1 | 1 | 1 | 1 |
| Electrical Maintenance Inspector | 16 | 1 | --- | --- | --- | --- |
| Elevator/Escalator Inspector | 16 | 2 | --- | --- | --- | --- |
| Foreman | 16 | 25 | --- | --- | --- | --- |
| Foreman - Maintenance/Landscape | 16 | 1 | --- | --- | --- | --- |
| Foreman - Paint Shop | 16 | 2 | --- | --- | --- | --- |
| Foreman - Sign Shop | 16 | 1 | --- | --- | --- | --- |
| Foreman Power | 16 | --- | 6 | 6 | 6 | 6 |
| Foreman Track & Strct | 16 | --- | 7 | 6 | 5 | 5 |
| Foreman Train Control | 16 | --- | 7 | 7 | 7 | 7 |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Planner | 16 | 5 | --- | --- | --- | --- |
| Planner | 16 | 2 | --- | --- | --- | --- |
| Planner | 16 | 5 | --- | --- | --- | --- |
| Planner Automatic Train Contr | 16 | --- | 2 | --- | --- | --- |
| Planner Automatic Train Control | 16 | --- | --- | --- | --- | 1 |
| Planner Electrical Maintenance | 16 | --- | 2 | 1 | 1 | 1 |

Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Planner Track & Structures | 16 | --- | 3 | 2 | 2 | 2 |
| Rail Systems/Equipment Inspector | 16 | 2 | --- | --- | --- | --- |
| Building Maintenance Specialist | 12 - 14 | 3 | --- | --- | --- | --- |
| Foreman - Custodial Services | 12 - 14 | 14 | --- | --- | --- | --- |
| Contract Services Inspector | 10 - 12 | 3 | --- | --- | --- | --- |
| Administrative Assistant | 10 | 1 | 1 | --- | --- | --- |
| Non-Rep Subtotal | | 92 | 41 | 34 | 34 | 35 |

Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Represented</u> | | | | | | |
| Secretary | UR-8 | 3 | --- | --- | --- | --- |
| Secretary (N8) | UR-8 | --- | 2 | --- | --- | --- |
| Secretary/Word Processor | UR-8 | 1 | --- | --- | --- | --- |
| Journeyman - Support Equipment | UR | 44 | --- | --- | --- | --- |
| Journeyman Elec Power Elect | UR | --- | 63 | 63 | 63 | 63 |
| Journeyman Electric/Power Electrician | UR | 48 | --- | --- | --- | --- |
| Journeyman ET - HVAC | UR | 20 | --- | --- | --- | --- |
| Journeyman ET-Train Control | UR | 55 | 55 | 55 | 61 | 61 |
| Journeyman Track Mechanic | UR | 4 | 4 | 3 | 3 | 3 |
| Rail Station Cleaner | UR | 108 | --- | --- | --- | --- |
| Service Person 1A | UR | 47 | --- | --- | --- | --- |
| Serviceperson V | UR | 16 | --- | --- | --- | --- |
| Serviceperson VII Groundskeeper | UR | 9 | --- | --- | --- | --- |
| Structural Inspector | UR | 8 | 8 | 7 | 7 | 7 |
| Tamper Operator | UR | --- | --- | --- | 1 | 1 |
| Track Apprentice | UR | 2 | --- | --- | --- | --- |
| Track Maintainer | UR | 49 | 49 | 35 | 33 | 33 |
| Track Walker | UR | 21 | 21 | 19 | 19 | 19 |
| Track Welder | UR | --- | --- | --- | 1 | 1 |
| Represented Subtotal | | 435 | 202 | 182 | 188 | 188 |
| Total Full-Time | | 527 | 243 | 216 | 222 | 223 |

Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Contract | | | | | | |
| Contract - Parking Services Supervisor | ---- | 2 | ---- | ---- | ---- | ---- |
| Total Contract | | 2 | ---- | ---- | ---- | ---- |

OFFICE OF FACILITIES**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 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.

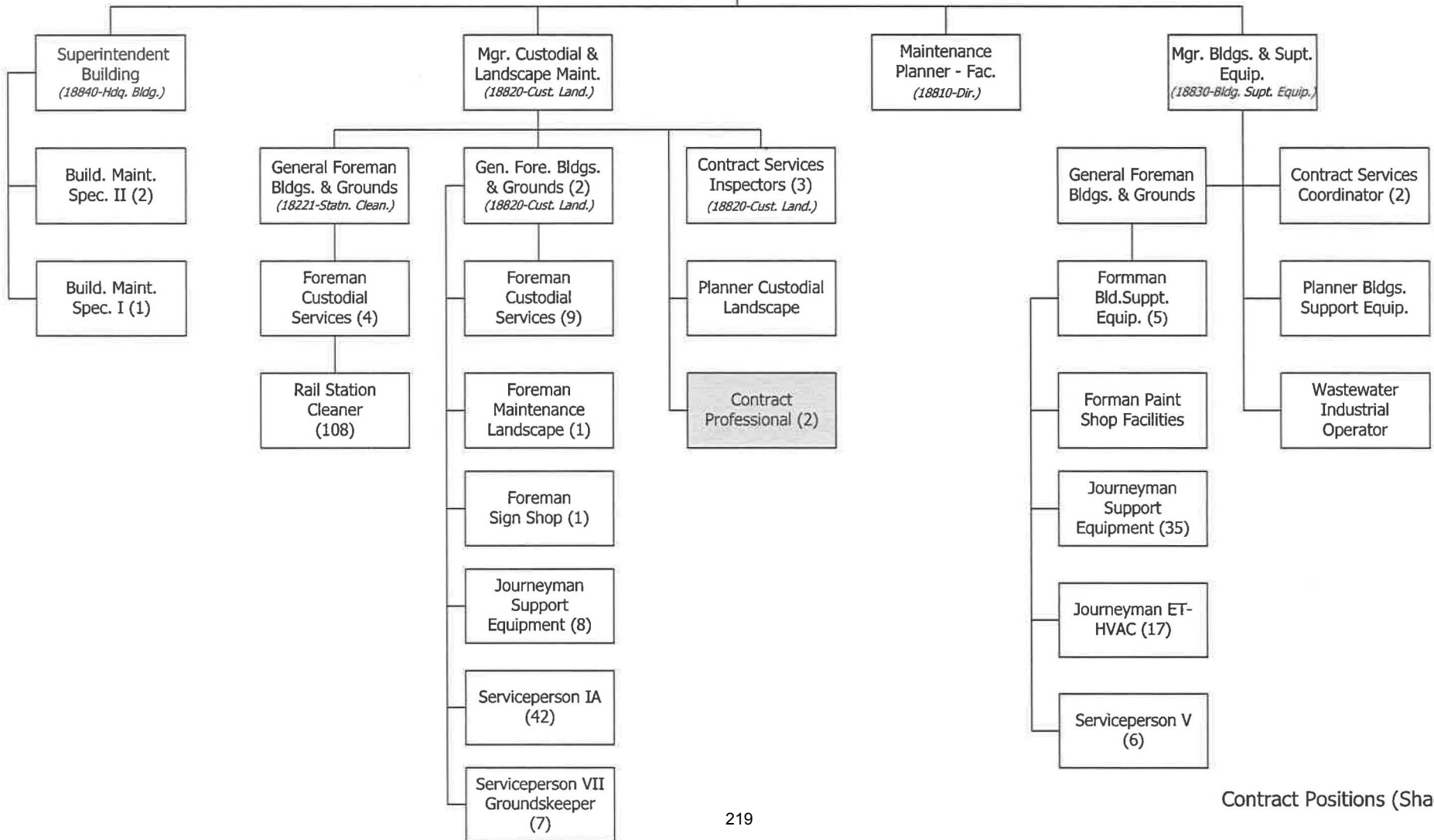
OFFICE OF FACILITIES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 10,401,017 | 10,542,440 | 10,150,218 | 9,837,321 | 10,146,454 |
| Overtime | 841,873 | 845,241 | 982,359 | 1,105,523 | 358,366 |
| Benefits | 5,125,388 | 5,352,690 | 6,145,021 | 5,971,894 | 6,103,539 |
| Labor Sub-Total | \$16,368,278 | \$16,740,371 | \$17,277,598 | \$16,914,738 | \$16,608,360 |
| Contractual Services | 6,406,114 | 3,259,468 | 1,876,250 | 2,142,218 | 3,680,247 |
| Materials & Supplies | 1,785,915 | 1,897,872 | 1,750,056 | 2,377,841 | 1,995,053 |
| Other Operating | 2,752,444 | 2,537,583 | 2,620,237 | 2,703,916 | 2,687,996 |
| Casualty & Liability | -515 | -11,430 | -3,130 | 0 | 0 |
| Miscellaneous | 0 | 8 | 0 | 0 | 0 |
| Other Non Operating | 8,659 | 1,659 | 4,181 | 1,593 | 12,030 |
| Non Labor Sub-Total | \$10,952,617 | \$7,685,160 | \$6,247,594 | \$7,225,568 | \$8,375,326 |
| Office Total | \$27,320,895 | \$24,425,531 | \$23,525,192 | \$24,140,306 | \$24,983,686 |
| \$ Change from Prior Year | | (\$2,895,364) | (\$900,339) | \$615,114 | \$843,380 |
| % Change from Prior Year | | -10.60% | -3.69% | 2.61% | 3.49% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|----------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 0 | 47 | 45 | 41 | 42 | Administrative | 0 | 6 | 6 | 6 | 6 |
| Represented | 0 | 246 | 219 | 223 | 223 | Management | 0 | 5 | 5 | 4 | 4 |
| Full-Time Total | 0 | 293 | 264 | 264 | 265 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 2 | 2 | 4 | 4 |
| Contract | 0 | 2 | 2 | 2 | 2 | Technical | 0 | 10 | 9 | 4 | 5 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 244 | 219 | 223 | 223 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 2 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 26 | 25 | 25 | 25 |
| | | | | | | Total | 0 | 295 | 268 | 266 | 267 |

OFFICE OF FACILITIES

| | | | |
|-----|-----|-----------------|------------|
| ADM | 6 | Non-Rep | 42 |
| MGR | 4 | Rep | 223 |
| MNT | 223 | Total FT | 265 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 4 | PT | 0 |
| REP | 0 | CON | 2 |
| SUP | 25 | | |
| TEC | 5 | TOTAL | 267 |



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF FACILITIES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Facilities | 23 | --- | --- | --- | 1 | 1 |
| Director of Facilities | 23 | --- | 1 | 1 | --- | --- |
| Manager of Elevators/Escalators | 22 | --- | 1 | 1 | --- | --- |
| Resident Engineer | 21 | --- | 1 | 1 | --- | --- |
| Mgr Buildings & Support Equip | 20 | --- | 1 | 1 | 1 | 1 |
| Mgr Custodial Landscape Maint | 20 | --- | 1 | 1 | 1 | 1 |
| Supt Building | 19 | --- | 1 | 1 | 1 | 1 |
| ELEV ESCALATOR SAFE INSPEC II | 18 | --- | 2 | 4 | --- | --- |
| Gen Foreman Bldgs & Grounds | 18 | --- | 4 | 4 | 4 | 4 |
| Contract Services Coordinator | 16 | --- | 2 | 1 | 1 | 2 |
| ELEV ESCALATOR SAFE INSPEC I | 16 | --- | 2 | --- | --- | --- |
| Foreman Buildings Supp Equip | 16 | --- | 5 | 5 | 5 | 5 |
| Foreman Maint Landscape | 16 | --- | 1 | 1 | 1 | 1 |
| Foreman Paint Shop Facilities | 16 | --- | 2 | 1 | 1 | 1 |
| Foreman Sign Shop | 16 | --- | 1 | 1 | 1 | 1 |
| Maintenance Planner Facilities | 16 | --- | --- | --- | 1 | 1 |
| Office Administrator II | 16 | --- | --- | 1 | 1 | 1 |
| Planner Bldgs & Support Equip | 16 | --- | 1 | 1 | 1 | 1 |
| Planner Custodial Landscape | 16 | --- | 2 | 1 | 1 | 1 |
| Wastewater Industrial Operator | 16 | --- | --- | --- | 1 | 1 |
| Building Maint Spec II | 14 | --- | 2 | 2 | 2 | 2 |
| Foreman Custodial Services | 14 | --- | 13 | 13 | 13 | 13 |
| Building Maintenance Spec I | 12 | --- | 1 | 1 | 1 | 1 |

Personnel Comparison Report

OFFICE OF FACILITIES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Contract Services Inspector | 10 | --- | 3 | 3 | 3 | 3 |
| Non-Rep Subtotal | | --- | 47 | 45 | 41 | 42 |
| <u>Represented</u> | | | | | | |
| Secretary (N8) | UR-8 | --- | 2 | --- | --- | --- |
| Journeyman ET-HVAC | UR | --- | 20 | 17 | 17 | 17 |
| Journeyman Support Equipment | UR | --- | 44 | 38 | 43 | 43 |
| Rail Station Cleaner | UR | --- | 108 | 108 | 108 | 108 |
| Serviceperson I (a) | UR | --- | 47 | 43 | 42 | 42 |
| Serviceperson V | UR | --- | 16 | 6 | 6 | 6 |
| Serviceperson VII Groundskeeper | UR | --- | 9 | 7 | --- | 7 |
| Serviceperson VII Groundskeepr | UR | --- | --- | --- | 7 | --- |
| Represented Subtotal | | --- | 246 | 219 | 223 | 223 |
| Total Full-Time | | --- | 293 | 264 | 264 | 265 |
| <u>Contract</u> | | | | | | |
| Contract Professional | --- | --- | --- | 2 | 2 | --- |
| Contract Professional | --- | --- | --- | --- | --- | 2 |
| Capital Contract Professional | -- | --- | 2 | --- | --- | --- |
| Total Contract | | --- | 2 | 2 | 2 | 2 |

OFFICE OF VERTICAL TRANSPORTATION**FUNCTIONS AND RESPONSIBILITIES**

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

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

ordinances, codes, and all applicable safety requirements; oversees equipment inspections and troubleshooting process of MARTA's elevator and escalator electrical and mechanical equipment problems and tracks installation of repaired or acquired equipment; ensures other MARTA staff members such as Safety and Quality Assurance personnel, Project and Resident Engineers, and Project and Construction Managers are informed of the status of the elevator/escalator facilities on a routine basis; ensures timely 24hr/7-day week emergency response to all elevator/escalator incidents or accidents.

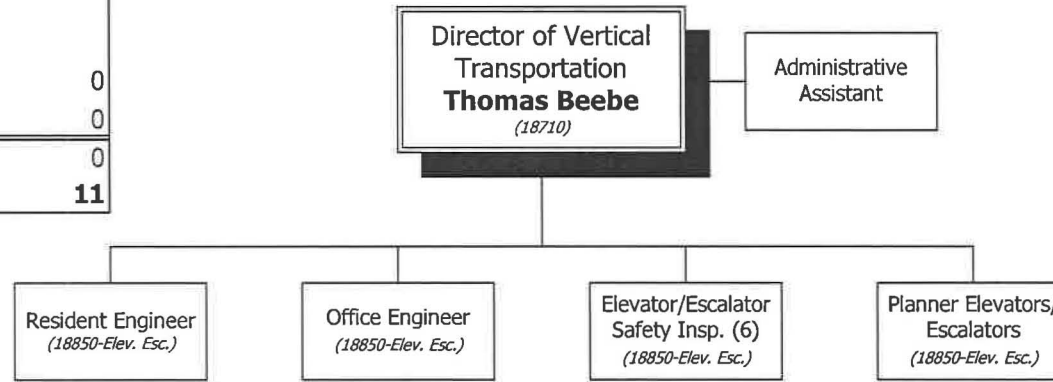
OFFICE OF VERTICAL TRANSPORTATION

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|-----------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 0 | 0 | 0 | 257,330 | 772,849 |
| Overtime | 0 | 0 | 0 | 4,013 | 17,547 |
| Benefits | 0 | 0 | 0 | 91,723 | 470,254 |
| Labor Sub-Total | \$0 | \$0 | \$0 | \$353,066 | \$1,260,650 |
| Contractual Services | 0 | 4,018,041 | 5,167,922 | 5,140,987 | 5,351,275 |
| Materials & Supplies | 0 | 247 | 821 | 1,470 | 2,001 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 96 |
| Other Non Operating | 0 | 525 | 869 | 10,166 | 10,296 |
| Non Labor Sub-Total | \$0 | \$4,018,813 | \$5,169,612 | \$5,152,623 | \$5,363,668 |
| Office Total | \$0 | \$4,018,813 | \$5,169,612 | \$5,505,689 | \$6,624,318 |
| \$ Change from Prior Year | | \$4,018,813 | \$1,150,799 | \$336,077 | \$1,118,629 |
| % Change from Prior Year | | --- | 28.64% | 6.50% | 20.32% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|-----------|-----------|-------------------------------|----------|----------|----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 0 | 0 | 0 | 11 | 11 | Administrative | 0 | 0 | 0 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 0 | 0 | 0 | 1 | 1 |
| Full-Time Total | 0 | 0 | 0 | 11 | 11 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 0 | 2 | 2 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 7 | 7 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 0 | 0 | 0 | 11 | 11 |

OFFICE OF VERTICAL TRANSPORTATION

| | | | |
|-----|---|-----------------|-----------|
| ADM | 1 | Non-Rep | 11 |
| MGR | 1 | Rep | 0 |
| MNT | 0 | Total FT | 11 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 2 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 0 | | 0 |
| TEC | 7 | TOTAL | 11 |



Personnel Comparison Report

OFFICE OF VERTICAL TRANSPORTATION

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Office Engineer | TBD | --- | --- | --- | 1 | 1 |
| Planner Elevators & Escalators | TBD | --- | --- | --- | 1 | 1 |
| Dir Vertical Transportation | 22 | --- | --- | --- | 1 | 1 |
| Resident Engineer | 21 | --- | --- | --- | 1 | 1 |
| ELEV ESCALATOR SAFE INSPEC II | 18 | --- | --- | --- | 6 | 6 |
| Administrative Assistant | 10 | --- | --- | --- | 1 | 1 |
| Non-Rep Subtotal | | | | | 11 | 11 |
| Total Full-Time | | | | | 11 | 11 |

DEPARTMENT OF POLICE SERVICES

This Department includes the following Offices:

Department of Police Services

- Office of AGM of Police Services

DEPARTMENT OF POLICE SERVICES**FY2013 GOALS AND OBJECTIVES**

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

- Maintain or decrease the FY13 Part 1 Crime Rate Goal of 3.11%.
- Continue Target Hardening Operational Response (THOR) operations.
- Increase enforcement of loitering/truancy/nuisance behavior throughout the system.
- Specialized Patrol Units (SPU) will increase patrol on bus routes and rail.
- Start the installation of Mobil CCTV's on buses and complete the planning process to add video analytics to the CCTV system.
- Implement System Security Policies (SSI).
- Complete the implementation of the P-25 digital upgrades.
- Complete requirements of TSA (Transportation Security Administration)
- Complete recommendations identified by the GDOT (Georgia Department of Transportation) System Security Audit.
- Complete the implementation of bar coding property and evidence.
- Increase the Department's recruiting goals to hire a diverse (Caucasian, Asian, & Hispanic) number of officers.
- Successfully complete the recertification process for the Commission on Accreditation for Law Enforcement Agencies (CALEA).
- Successfully complete the recertification process for the Georgia Association of Chiefs of Police (GACP).
- Establish a Community Emergency Response Team (CERT Program) which is mandated by TSA.
- Continue to rollout new initiatives for the "See Something, Say Something" Campaign.
- Rollout "Not on My Shift" Program (a counterterrorism awareness program for all employees).
- Implement a paperless report system for police reports.
- Continue WMD (Weapons of Mass Destruction) table top and full scale exercises as mandated by the Department of Homeland Security.

DEPARTMENT OF POLICE SERVICES

FY2013 Key Performance Indicators

| Police KPIs | | | | |
|--------------------------------------|--|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 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 | 3.37 | </= 3.11 |
| Security Cameras Availability | Percent of properly operating security cameras | >/= 98% | 99.37% | >/= 98% |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 93.49% | >/= 96% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -4.58% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -4.45% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -20.37% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | 25.1% | </= 0% |

FY2012 ACCOMPLISHMENTS

Emergency Preparedness Unit (EPU):

- Implemented facility security upgrades at Headquarters, Annex Building, and several bus facilities.
- Expanded the security public awareness campaigns both internally and to the general public through various social and traditional media venues. Implementation of the "Not on My Shift" and Phase II of the "See Something, Say Something" Campaigns.
- Developed system security policies (SSI) and submitted to the Legal Department for review.
- Advance to Mobile CCTV on buses and trains to include Video Analytic programs to enhance security capabilities. **The RFP for Vehicle Security Cameras was awarded on April 9, 2012, and a kick-off meeting was held April 20, 2012. The Video Analytic Planning & Design Team started the planning and design stages of the project**

Crime and Police Visibility:

- **Police continued to deploy additional officers for increased visibility in stations, on trains, in parking decks, and on buses. As well as distribute personal property flyers throughout the system to include bus loops.**
- Continued Target Hardening Operational Response (THOR) operations throughout system. **Police conducted at least twenty-five THOR operations and were conducted bi-weekly.**
- **Increased enforcement of nuisance behavior and quality of life issued throughout the MARTA system.**

- **Deployed the Special Operations Response Team (SORT) and the K-9 Unit to support field operations and continue THOR campaigns for increased visibility.**

Specialized Patrol Units (SPU):

- Increased patrol on buses and trains utilizing plain clothes and uniformed officers. **Deployed SPU to troubled routes and trains for increased visibility.**
- Increased Bus Marshals Program by covering additional bus routes. **Deployed uniformed Bus Marshals on buses which provided expanded bus on-going coverage to troubled routes.**
- Re-established MARTA Police Motorcycle Unit **with a total of five motorcycle officers being assigned to the unit** for quicker response to calls.

Department Training:

- Registered for Upcoming Transportation Safety Institute Training: Bus Hijackings, Rail Hijackings, Improvised Explosive Devices (IED), and Threat Management in Public Transportation.
- Implemented the new Georgia POST standards for officers hired after January 2012.
- Spring range – Train officers with handgun skills and qualification. **Training was completed May 18, 2012.**
- Fall range – Train officers in low light firearms skills. **Training was completed October 14, 2011.**

DEPARTMENT OF POLICE SERVICES

Communication Center:

- P-25 digital upgrade will provide interoperability with digital radio communications between MARTA and other local and federal public safety agencies. **The P-25 flash radio upgrades were completed in December 2011.**

Property and Evidence:

- Completed Phase 1 of **The Bar Coding Project for the Property and Evidence Unit. Phase II, which is the paperless portion of the project, is a work-in-process by the IT Department.**

DEPARTMENT OF POLICE SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 18,221,024 | 18,341,716 | 18,580,381 | 16,407,455 | 20,072,374 |
| Overtime | 3,926,671 | 3,788,542 | 5,317,728 | 5,652,451 | 5,959,797 |
| Benefits | 11,274,834 | 12,655,084 | 14,227,855 | 12,555,681 | 13,402,546 |
| Labor Sub-Total | \$33,422,529 | \$34,785,342 | \$38,125,964 | \$34,615,587 | \$39,434,718 |
| Contractual Services | 199,793 | 129,690 | 174,249 | 91,039 | 158,500 |
| Materials & Supplies | 119,628 | 70,578 | 92,895 | 77,269 | 98,276 |
| Other Operating | 16,415 | -3,609 | 0 | 0 | 0 |
| Casualty & Liability | -10,851 | -14,193 | -5,586 | -1,544 | 0 |
| Miscellaneous | 4,583 | 4,676 | 4,904 | 252 | 6,000 |
| Other Non Operating | 22,519 | 12,530 | 41,087 | 27,946 | 46,900 |
| Non Labor Sub-Total | \$352,087 | \$199,672 | \$307,549 | \$194,962 | \$309,676 |
| Department Total | \$33,774,616 | \$34,985,014 | \$38,433,513 | \$34,810,549 | \$39,744,394 |
| \$ Change from Prior Year | | \$1,210,398 | \$3,448,499 | (\$3,622,964) | \$4,933,845 |
| % Change from Prior Year | | 3.58% | 9.86% | -9.43% | 14.17% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 369 | 362 | 362 | 376 | 378 | Administrative | 45 | 45 | 46 | 47 | 47 |
| Represented | 1 | 1 | 0 | 0 | 0 | Management | 9 | 9 | 8 | 8 | 8 |
| Full-Time Total | 370 | 363 | 362 | 376 | 378 | Police | 250 | 249 | 264 | 275 | 277 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 3 | 2 | 4 | 5 | 5 |
| Contract | 0 | 0 | 15 | 15 | 17 | Technical | 0 | 0 | 0 | 0 | 0 |
| Capital | 0 | 1 | 3 | 2 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 1 | 1 | 0 | 0 | 0 |
| | | | | | | Supervisory | 62 | 58 | 58 | 58 | 58 |
| | | | | | | Total | 370 | 364 | 380 | 393 | 395 |

FY2013 OPERATING & CAPITAL BUDGETS

DEPARTMENT OF POLICE

| | | | |
|-----|-----|-----------------|------------|
| ADM | 47 | Non-Rep | 378 |
| MGR | 8 | Rep | 0 |
| MNT | 0 | Total FT | 378 |
| OPR | 0 | | |
| POL | 277 | | |
| PRO | 5 | PT | 0 |
| REP | 0 | CON | 17 |
| SUP | 58 | | |
| TEC | 0 | TOTAL | 395 |

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

OFFICE OF AGM POLICE SERVICES**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.

As an integral part of its policing and security related functions, the Department of Police Services also has the primary emergency management responsibility for the Authority. By taking an all hazards approach to preparedness, the AGM for Police Services utilizes a systemic focus on prevention, mitigation, response and recovery. Emergency management is a continuing program designed to minimize 21st century risks and vulnerabilities, and to strategically increase the resiliency of the Authority.

OFFICE OF AGM POLICE SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 18,221,024 | 18,341,716 | 18,580,381 | 19,721,445 | 20,072,374 |
| Overtime | 3,926,671 | 3,788,542 | 5,317,728 | 6,926,387 | 5,959,797 |
| Benefits | 11,274,834 | 12,655,084 | 14,227,855 | 15,213,318 | 13,402,546 |
| Labor Sub-Total | <u>\$33,422,529</u> | <u>\$34,785,342</u> | <u>\$38,125,964</u> | <u>\$41,861,150</u> | <u>\$39,434,718</u> |
| Contractual Services | 199,793 | 129,690 | 174,249 | 126,361 | 158,500 |
| Materials & Supplies | 119,628 | 70,578 | 92,895 | 94,656 | 98,276 |
| Other Operating | 16,415 | -3,609 | 0 | 0 | 0 |
| Casualty & Liability | -10,851 | -14,193 | -5,586 | -12,549 | 0 |
| Miscellaneous | 4,583 | 4,676 | 4,904 | 1,303 | 6,000 |
| Other Non Operating | 22,519 | 12,530 | 41,087 | 36,812 | 46,900 |
| Non Labor Sub-Total | <u>\$352,087</u> | <u>\$199,672</u> | <u>\$307,549</u> | <u>\$246,583</u> | <u>\$309,676</u> |
| Office Total | <u>\$33,774,616</u> | <u>\$34,985,014</u> | <u>\$38,433,513</u> | <u>\$42,107,733</u> | <u>\$39,744,394</u> |
| \$ Change from Prior Year | | \$1,210,398 | \$3,448,499 | \$3,674,220 | (\$2,363,339) |
| % Change from Prior Year | | 3.58% | 9.86% | 9.56% | -5.61% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 369 | 362 | 362 | 376 | 378 | Administrative | 45 | 45 | 46 | 47 | 47 |
| Represented | 1 | 1 | 0 | 0 | 0 | Management | 9 | 9 | 8 | 8 | 8 |
| Full-Time Total | <u>370</u> | <u>363</u> | <u>362</u> | <u>376</u> | <u>378</u> | Police | 250 | 249 | 264 | 275 | 277 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 3 | 2 | 4 | 5 | 5 |
| Contract | 0 | 1 | 18 | 17 | 17 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 1 | 1 | 0 | 0 | 0 |
| | | | | | | Supervisory | 62 | 58 | 58 | 58 | 58 |
| | | | | | | Total | 370 | 364 | 380 | 393 | 395 |

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM Chf Police & Emerg Mgmt | C | --- | --- | --- | 1 | 1 |
| AGM Police Services | C | --- | 1 | 1 | --- | --- |
| Protective Spec Police Cadet | 09 - 9 | --- | 9 | 10 | 10 | 10 |
| Transit Police Officer | 0008P - 8P | 250 | 72 | 72 | 84 | 31 |
| Assistant Chief of Police | 23 | 2 | --- | --- | --- | --- |
| Deputy Chief of Operations | 23 | --- | 2 | 1 | 1 | 1 |
| Transit Police Major | 00020 - 20 | 5 | 5 | 5 | 5 | 5 |
| Manager - Criminal Justice | 19 | 1 | --- | --- | --- | --- |
| Mgr Criminal Justice Comm/recd | 19 | --- | 1 | 1 | 1 | 1 |
| Department Administrator | 17 | 1 | 1 | 1 | 1 | 1 |
| Police Administrator | 17 | 1 | 1 | 1 | 1 | 1 |
| Crime Scene Investigator | 16 | --- | --- | --- | 1 | 1 |
| Emergency Prep Unit Coord | 16 | 1 | --- | --- | --- | --- |
| Emergency Prep Unit Coordinator | 16 | --- | --- | --- | 1 | 1 |
| Planning Research Development Coordinator | 16 | --- | 1 | 1 | 1 | 1 |
| Supervisor Communications | 15 | 3 | --- | --- | --- | --- |
| Supervisor Police Records | 15 | 1 | --- | --- | --- | --- |
| Supv Communications | 15 | --- | 3 | 3 | 3 | 3 |
| Supv Police Records | 15 | --- | 1 | 1 | 1 | 1 |
| Transit Police Officer Special | 13P | --- | 50 | 50 | 50 | 50 |
| Transit Police Officer Sr | 12P | --- | 127 | 127 | 127 | 182 |
| CJ - Dispatcher | 12 | 15 | --- | --- | --- | --- |
| CJIT - GCIC NCIC Operator | 12 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------------|-------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| CJIT GCIC NCIC Operator | 12 | --- | 1 | 1 | 1 | 1 |
| CJIT-Police Dispatcher | 12 | --- | 15 | 15 | 15 | 15 |
| Criminal Justice Administra | 12 | --- | 1 | 1 | 1 | 1 |
| Criminal Justice Administrator | 12 | 1 | --- | --- | --- | --- |
| Supervisor Protective Specialist | 12 | 1 | --- | --- | --- | --- |
| Supv Protective Specialists | 12 | --- | 1 | 1 | 1 | 1 |
| Transit Police Lieutenant | 0011P - 11P | 15 | 13 | 13 | 13 | 13 |
| Police Quartermaster | 11 | 1 | --- | --- | --- | --- |
| Transit Police Sergeant | 0010P - 10P | 42 | 40 | 40 | 40 | 40 |
| Administrative Assistant | 10 | 1 | --- | --- | --- | --- |
| Administrative Assistant | 10 | 1 | 1 | 1 | 1 | 1 |
| CJIT - Call Taker | 00010 - 10 | 12 | --- | --- | --- | --- |
| CJIT - Records | 10 | 4 | --- | --- | --- | --- |
| CJIT-Call Taker | 10 | --- | 12 | 12 | 12 | 12 |
| Criminal Justice Info Tech Rec | 10 | --- | 4 | 4 | 4 | 4 |
| Protective Specialist / Police Cadet | 09 | 8 | --- | --- | --- | --- |
| CJIT- Property & Evidence Technician | 00010 | 1 | --- | --- | --- | --- |
| AGM of Police Services | 0000C | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 369 | 362 | 362 | 376 | 378 |
| <u>Represented</u> | | | | | | |
| Security Guard | UR | 1 | 1 | --- | --- | --- |
| Represented Subtotal | | 1 | 1 | --- | --- | --- |

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|--------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Total Full-Time | | 370 | 363 | 362 | 376 | 378 |
| <u>Contract</u> | | | | | | |
| Contract EMP PT Police Officer | NR125 | ---- | ---- | 15 | 14 | 14 |
| Contract Professional | ---- - NR125 | ---- | ---- | 3 | 2 | ---- |
| Contract EMP PT (Call-Taker) | 10 | ---- | ---- | ---- | 1 | 1 |
| Contract Professional | ---- | ---- | ---- | ---- | ---- | 2 |
| Capital Contract Professional | -- | ---- | 1 | ---- | ---- | ---- |
| Total Contract | | ---- | 1 | 18 | 17 | 17 |

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

This Department includes the following Offices:

Department of Safety & Quality Assurance

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

DEPARTMENT OF SAFETY & QUALITY ASSURANCE
FY2013 GOALS AND OBJECTIVES

- Promote safety culture throughout the Authority to provide a safe environment for MARTA employees, passengers, and the general public.
- Train Configuration Management staff on the new configuration management software.
- Complete the re-organization of the Configuration Management branch.
- Establish a Configuration Management boilerplate for use in the development of projects, programs, and contracts.
- Continue safety certification and quality assurance of the Train Control Systems Upgrade and Fire Protection Upgrade projects
- Continue partnership with Print Shop regarding legacy Project Manuals not currently uploaded into the Configuration Management Data Base.
- Complete Record Storage activity involving the archival of over 150 storage boxes
- Enhance Bus/Rail receiving inspection of life/safety and critical components by partnering with the CP&M stores personnel.
- Provide test documentation in support of system safety certification.
- Develop and update Quality Assurance, Configuration Management, and Test procedures.
- Review Quality Assurance, Configuration Management, and Test program plans.
- Conduct 12 internal quality audits.
- Partner with Bus Maintenance in facilitating a 5S program.
- Continue stringent Quality Assurance oversight over the Train Control SCADA Upgrade (TCSU) project.
- Complete the refinement of the APTA Reverse Engineering effort and distribute all legitimate findings to the appropriate stakeholders.
- Fill Quality Assurance vacancies and improve the Quality Assurance coverage of Capital Contract Oversight
- Develop and implement a Quality Assurance Engineer syllabus.
- Complete and implement an Authority-wide Hazard Management Program.
- Revise the Joint Health and Safety Committee Administrative Guidelines.
- Implement the Construction Safety Management Program Plan.
- Implement the Fire/Life Safety Management Program Plan.
- Develop, implement, and manage a comprehensive DSQA corrective action database, perform trend analysis and data reporting.
- Establish a comprehensive Environmental Inspection Program Plan, which integrates the principles of hazard management in all environmental compliance programs.
- Implement a program for analyzing and categorizing accidents/incidents and grading as preventable/non-preventable.
- Partner with Operations to identify strategies to reduce accident/incident rates through hazard management, training and safety awareness programs.
- Develop handbooks for System Safety Programs positions
- Implement Respiratory Fit-Test and Training program
- Review and sustain MARTA's Emergency Response Spill plans
- Review and revise MARTA System Safety Program Plan
- Review and revise MARTA Distraction Avoidance Policy
- Review and revise MARTA Accident/incident Investigation Management Procedure
- Facilitate internal and external audits and reviews
- Execute MARTA Safety Award Program for safe operator recognition
- Facilitate ISO 14001 Certification of the MARTA Armour Yard Rail Car Facility
- Continue to develop an Environmental Management System (EMS) authority-wide
- Ensure regulatory compliance with the Georgia Department of Transportation Program Standard for Rail Safety and Security Oversight

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

FY2013 Key Performance Indicators

| Safety & Quality Assurance KPIs | | | | |
|---|---|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 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 | 5.48 | </= 5.50 |
| Employee Injuries per 100 Employees | Number of employee accidents per 100 employees | </= 15.50 | 15.59 | </= 15.00 |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 94.04% | >/= 96% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -21.80% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -20.14% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -39.04% | </= 0% |

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

FY2012 ACCOMPLISHMENTS

- Promote safety culture throughout the Authority to provide a safe environment for MARTA employees, passengers, and the public.
- Full implementation of Safety 1st program
- Launched MARTA Safety Campaign, both internally and externally
- Formalize and implement Authority-wide Hazard Management Plan to minimize risk associated with public transportation.
- Hazard Management Procedure in final draft
- Training with system safety staff and operations supervisors in hazard identification and hazard analysis
- Linked Safety 1st program to hazard management
- Facilitate external audits conducted by the Federal Transit Administration, the Georgia Department of Transportation, the American Public Transportation Association, and other external audits as necessary to comply with state and federal mandates.
- APTA Bus Safety Audit conducted in September, 2011
- APTA Rail Safety Audit – Reverse Engineering of Open Corrective Action Items conducted in January 2012.
- No state or federal audits this fiscal year
- Facilitate and manage the Joint Health and Safety Committee and the Safety Hazard Notification and Escalation Process (Safety 1st) to enhance MARTA's hazard management and improve employee morale.
- Safety 1st fully implemented with 98% of all employees receiving training
- Joint Health and Safety Committee fully implemented
- Develop and facilitate the Fire Life Safety Committee for new construction and projects to insure that safety criteria is designed and built into all projects.
- Formal Fire/Life Safety Committee established and implemented
- Fire/Life Safety Committee Charter completed.
- Fire/Life Safety Program Plan in final draft
- Quarterly meetings
- Suspend, when necessary, unsafe and unreliable operations and activities in order to protect passengers, employees, property, facilities, and the public
- Safety Hold Procedure developed and fully implemented
- Unsafe equipment removed from service as necessary
- Represent the Authority to federal, state and industry agencies, including but not limited to the Federal Transit Administration, the National Transportation Safety Board, the Georgia Department of Transportation, and the American Public Transportation Association to insure the Authority is cognizant and current with rules and regulations, best practices, and industry trends.
- Regular interaction with the Federal Transit Administration and the Georgia Department of Transportation
- Active member of the Federal Transit Administration's Transit Advisory Committee for Rail (TRACS). Participated in developing two reports for the Administrator in FY 2012
- Member of the National Safety Council
- Member of the National Fire Protection Association
- Member of WTS
- Participation in the Federal Transit Administration State of Good Repair Roundtable
- Participation in the Department of Homeland Security/Federal Transit Administration Security Roundtable
- Active member of the APTA Rail Safety Committee
- Participation with Bombardier to participate in the Federal Transit Administration grant program to demo new wayside protection technology
- Participation with MARTA Police Department in developing a COOP plan
- Monitor work of MARTA employees, consultants, contractors, and subcontractors with regard to safety and quality, to ensure compliance with established standards and contracts.
- Established Construction Safety Plan
- Periodic work site inspection program
- Quality assurance oversight of contract execution
- First item inspection
- Safety certification and verification activities; testing efforts to manage acceptance testing in accordance with the MARTA Testing Program Plan; thereby providing the certifying agent with the necessary test documentation. This process is ongoing and continual.
- Internal safety and security audits, 5 completed in FY 2012

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

- Internal quality assurance audits, 12 completed in FY 2012
- Stringent oversight of both safety and quality assurance of TCSU capital project
- Developed and implemented MARTA Quality Assurance Policy
- In partnership with stores personnel, the process has been modified to limit the QA inspections to life safety, or system critical items.
- Ensure compliance with configuration management and document control procedures.
- Configuration management hardware and software procurement approved by the Board in May 2012 and IT has begun the procurement process. Anticipate Board approval June 11, 2012 for software procurement.
- Configuration Manage Plan completed
- Develop and implement rules compliance testing program to verify safety culture of the authority.
- Participation with Rail Operations in development of rules compliance program – on-going.
- Develop and facilitate Safety Award Program for the authority to enhance employee morale and offer recognition for safe behavior.

- Standard Operating Procedure developed to guide the Safety Recognition Award Program; collaborating with all stakeholders
- Collection of data to verify number of years operators have worked without a preventable accident.
- Awards ceremony planned at end of June, 2012
- Develop and implement the Environmental Management Program. Also, achieve MARTA's ISO 14001 Certification for specific facilities.
- Core team completed FTA sponsored EMS training
- Policy and Procedures developed
- Completed Gap analysis
- FTA Audit Simulation scheduled June 21-22, 2012
- Training at Armour Yard complete
- Communication plan executed
- Expect ISO 14001 Certification at the Armour Rail Car Maintenance Facility by March, 2013
- Development of training programs to support new initiatives

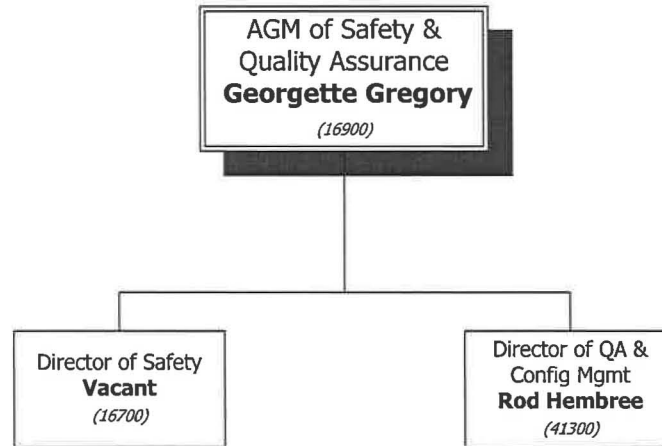
DEPARTMENT OF SAFETY & QUALITY ASSURANCE

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 2,290,843 | 2,219,529 | 2,521,149 | 2,581,656 | 4,003,420 |
| Overtime | 7,019 | 9,652 | 12,217 | 11,348 | 0 |
| Benefits | 1,019,159 | 990,641 | 1,376,861 | 1,178,049 | 2,129,507 |
| Labor Sub-Total | \$3,317,021 | \$3,219,822 | \$3,910,227 | \$3,771,053 | \$6,132,927 |
| Contractual Services | 28,106 | 17,219 | -938 | 23,937 | 186,396 |
| Materials & Supplies | 2,914 | 5,664 | 9,333 | 26,989 | 8,450 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 23,029 | 16,394 | 27,623 | 19,404 | 279,325 |
| Non Labor Sub-Total | \$54,049 | \$39,277 | \$36,018 | \$70,330 | \$474,171 |
| Department Total | \$3,371,070 | \$3,259,099 | \$3,946,245 | \$3,841,383 | \$6,607,098 |
| \$ Change from Prior Year | | (\$111,971) | \$687,146 | (\$104,862) | \$2,765,715 |
| % Change from Prior Year | | -3.32% | 21.08% | -2.66% | 72.00% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 35 | 43 | 39 | 44 | 47 | Administrative | 3 | 3 | 3 | 4 | 3 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 9 | 10 | 9 | 9 | 10 |
| Full-Time Total | 35 | 43 | 39 | 44 | 47 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 1 | 0 | 1 | 0 | 0 | Professional | 13 | 10 | 9 | 9 | 14 |
| Contract | 0 | 0 | 0 | 0 | 7 | Technical | 17 | 22 | 22 | 25 | 26 |
| Capital | 7 | 3 | 4 | 4 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 1 | 1 | 1 | 1 | 1 |
| | | | | | | Total | 43 | 46 | 44 | 48 | 54 |

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

| | | | |
|-----|----|-----------------|-----------|
| ADM | 3 | Non-Rep | 47 |
| MGR | 10 | Rep | 0 |
| MNT | 0 | Total FT | 47 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 14 | PT | 0 |
| REP | 0 | CON | 7 |
| SUP | 1 | | |
| TEC | 26 | TOTAL | 54 |



OFFICE OF AGM OF SAFETY & QA

FUNCTIONS & RESPONSIBILITIES

Oversee the macro-functions of the Office of Safety and the Office of Quality Assurance. Assess the Authority's safety concerns and manage plans to remediate the items via the aforementioned offices. Oversees audits, assessments, hazard management, inspections, investigations,

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

OFFICE OF AGM SAFETY & QA

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|-----------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 73,152 | 74,935 | 223,718 | 347,101 | 214,792 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 12,943 | 17,157 | 74,983 | 134,159 | 129,444 |
| Labor Sub-Total | \$86,095 | \$92,092 | \$298,701 | \$481,260 | \$344,236 |
| Contractual Services | 0 | 11,257 | -11,257 | 43,305 | 170,000 |
| Materials & Supplies | 0 | 2,028 | 5,570 | 24,912 | 2,500 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 2,294 | 1,811 | 713 | 14,516 | 214,134 |
| Non Labor Sub-Total | \$2,294 | \$15,096 | (\$4,974) | \$82,733 | \$386,634 |
| Office Total | \$88,389 | \$107,188 | \$293,727 | \$563,993 | \$730,870 |
| \$ Change from Prior Year | | \$18,799 | \$186,539 | \$270,266 | \$166,877 |
| % Change from Prior Year | | 21.27% | 174.03% | 92.01% | 29.59% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 0 | 0 | 2 | 0 | 2 | Administrative | 0 | 0 | 1 | 0 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 0 | 0 | 1 | 0 | 1 |
| Full-Time Total | 0 | 0 | 2 | 0 | 2 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 0 | 0 | 2 | 0 | 2 |

OFFICE OF AGM OF SAFETY & QUALITY ASSURANCE

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



Personnel Comparison Report

OFFICE OF AGM SAFETY & QA

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM Safety & QA | C | ---- | ---- | 1 | ---- | 1 |
| Department Administrator | 17 | ---- | ---- | 1 | ---- | 1 |
| Non-Rep Subtotal | | ---- | ---- | 2 | ---- | 2 |
| Total Full-Time | | ---- | ---- | 2 | ---- | 2 |

FUNCTIONS & RESPONSIBILITIES

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

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

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

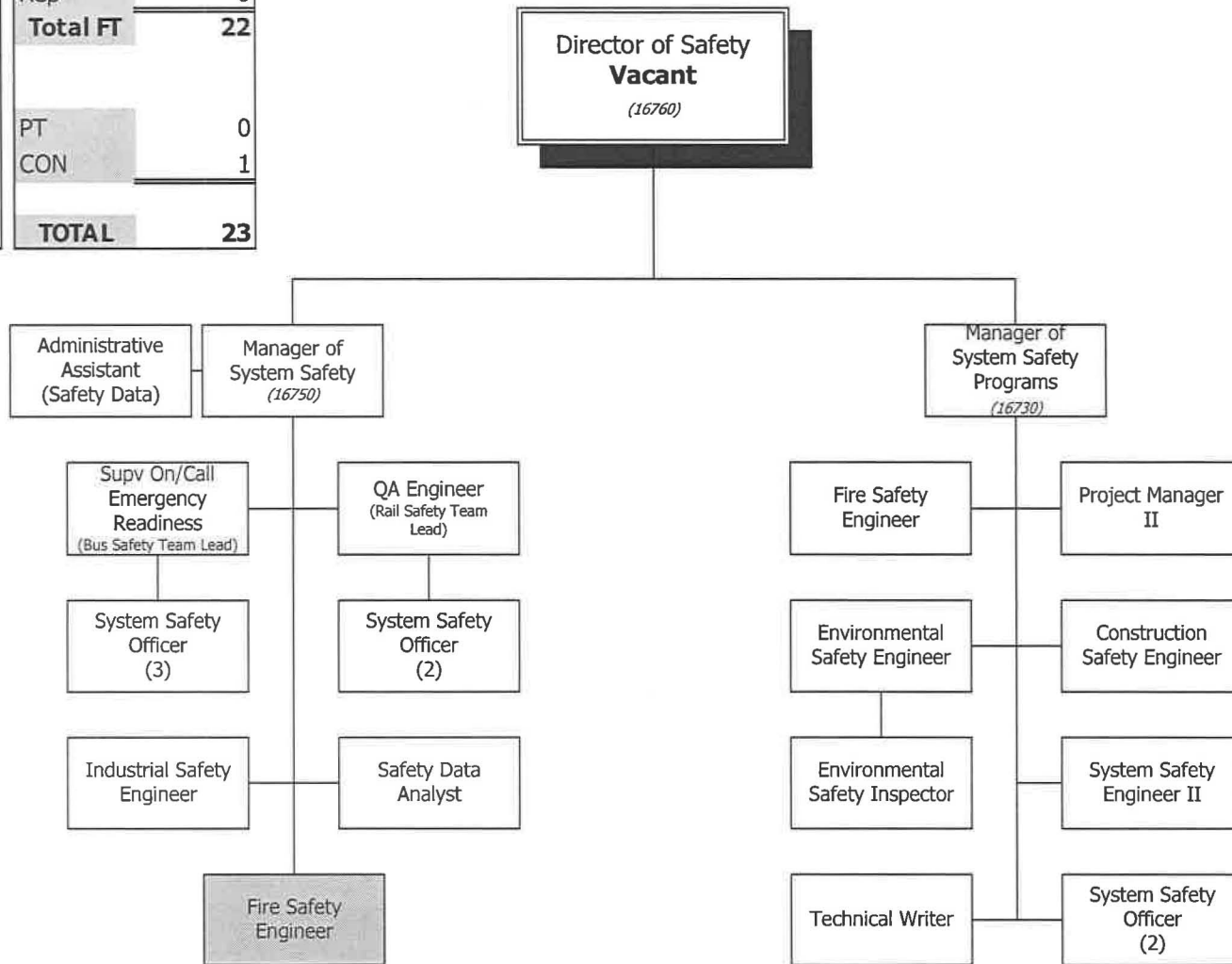
OFFICE OF SAFETY

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 985,996 | 1,175,403 | 1,190,146 | 1,147,308 | 1,660,070 |
| Overtime | 7,019 | 9,652 | 9,381 | 6,000 | 0 |
| Benefits | 399,552 | 488,116 | 583,150 | 559,169 | 951,170 |
| Labor Sub-Total | \$1,392,567 | \$1,673,171 | \$1,782,677 | \$1,712,477 | \$2,611,240 |
| Contractual Services | 28,106 | 3,997 | 9,739 | 1,407 | 0 |
| Materials & Supplies | 1,901 | 3,382 | 1,942 | 2,511 | 4,600 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 13,934 | 10,189 | 20,285 | 14,686 | 55,611 |
| Non Labor Sub-Total | \$43,941 | \$17,568 | \$31,966 | \$18,604 | \$60,211 |
| Office Total | \$1,436,508 | \$1,690,739 | \$1,814,643 | \$1,731,081 | \$2,671,451 |
| \$ Change from Prior Year | | \$254,231 | \$123,904 | (\$83,562) | \$940,370 |
| % Change from Prior Year | | 17.70% | 7.33% | -4.60% | 54.32% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 14 | 21 | 17 | 22 | 22 | Administrative | 2 | 2 | 1 | 2 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 4 | 4 | 2 | 3 | 3 |
| Full-Time Total | 14 | 21 | 17 | 22 | 22 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 1 | 0 | 1 | 0 | 0 | Professional | 6 | 2 | 2 | 2 | 2 |
| Contract | 5 | 1 | 1 | 1 | 1 | Technical | 7 | 13 | 13 | 15 | 16 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 1 | 1 | 1 | 1 | 1 |
| | | | | | | Total | 20 | 22 | 19 | 23 | 23 |

OFFICE OF SAFETY

| | | | |
|-----|----|-----------------|-----------|
| ADM | 1 | Non-Rep | 22 |
| MGR | 3 | Rep | 0 |
| MNT | 0 | Total FT | 22 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 2 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 1 | | |
| TEC | 16 | TOTAL | 23 |



Personnel Comparison Report

OFFICE OF SAFETY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|------------------|----------------------------|----------------------------|----------------------------|----------------------------|-------------------------|
| <u>Non-Represented</u> | | | | | | |
| AGM INFRASTRUCTURE | C | --- | 1 | --- | --- | --- |
| AGM Safety & QA | C | --- | --- | --- | 1 | --- |
| Assistant General Manager of Infrastructure | C | 1 | --- | --- | --- | --- |
| Executive Director of Safety | 24 | --- | 1 | --- | --- | --- |
| Executive Director of Safety & Quality Assurance | 24 | 1 | --- | --- | --- | --- |
| Director of Safety | 23 | --- | --- | --- | --- | 1 |
| Project Manager II | 22 | --- | --- | --- | 1 | 1 |
| Manager of System Safety Programs | 21 | 1 | --- | --- | --- | --- |
| Manager System Safety Accident/Incident & Investigation (A) | 21 | 1 | --- | --- | --- | --- |
| Mgr Sys Safety Acct/Inc Invest | 21 | --- | 1 | 1 | 1 | 1 |
| Mgr System Safety Programs | 21 | --- | 1 | 1 | 1 | 1 |
| System Safety Engineer | 20 | --- | 1 | 1 | --- | --- |
| Construction Safety Engineer | 19 | 1 | 1 | 1 | 1 | 1 |
| Environmental Safety Engineer | 19 | 1 | 1 | 1 | 1 | 1 |
| Fire Safety Engineer | 19 | --- | --- | --- | --- | 1 |
| Industrial Safety Engineer | 19 | 1 | 1 | 1 | 1 | 1 |
| QA Engineer | 19 | --- | 1 | 1 | 1 | 1 |
| Quality Assurance Engineer | 19 | 1 | --- | --- | --- | --- |
| Safety Data Analyst | 16 - 19 | --- | 1 | 1 | 1 | 1 |
| Supervisor On Call/Emergency Readiness | 19 | 1 | --- | --- | --- | --- |
| Supv On-Call Emerg Readiness | 19 | --- | 1 | 1 | 1 | 1 |
| System Safety Auditor | 19 | --- | 1 | 1 | --- | --- |
| Safety Officer | 18 | 3 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF SAFETY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| System Safety Engineer II | 18 | --- | --- | --- | 1 | 1 |
| System Safety Officer | 18 | --- | 5 | 5 | 7 | 7 |
| Technical Writer | 15 - 18 | --- | 1 | --- | 1 | 1 |
| Department Administrator | 17 | 1 | 1 | --- | 1 | --- |
| Environmental Safety Inspector | 17 | --- | 1 | 1 | 1 | 1 |
| Office Administrator II | 16 | 1 | 1 | 1 | --- | --- |
| Administrative Assistant | 10 | --- | --- | --- | 1 | 1 |
| Non-Rep Subtotal | | 14 | 21 | 17 | 22 | 22 |
| Total Full-Time | | 14 | 21 | 17 | 22 | 22 |
| <u>Part-Time</u> | | | | | | |
| Technical Writer PT | NR125 | --- | --- | 1 | --- | --- |
| Technical Writer | 10 | 1 | --- | --- | --- | --- |
| Total Part-Time | | 1 | --- | 1 | --- | --- |
| <u>Contract</u> | | | | | | |
| Contract Professional | --- | --- | --- | --- | --- | 1 |
| Contract Professional | --- | 2 | --- | --- | --- | --- |
| Fire Safety Engineer | --- | 1 | --- | --- | --- | --- |
| Fire Safety Engineer | --- | --- | 1 | 1 | 1 | --- |
| Technical Specialist | --- | 1 | --- | --- | --- | --- |
| Total Contract | | 4 | 1 | 1 | 1 | 1 |

OFFICE OF QA & CONFIGURATION MGMT**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.

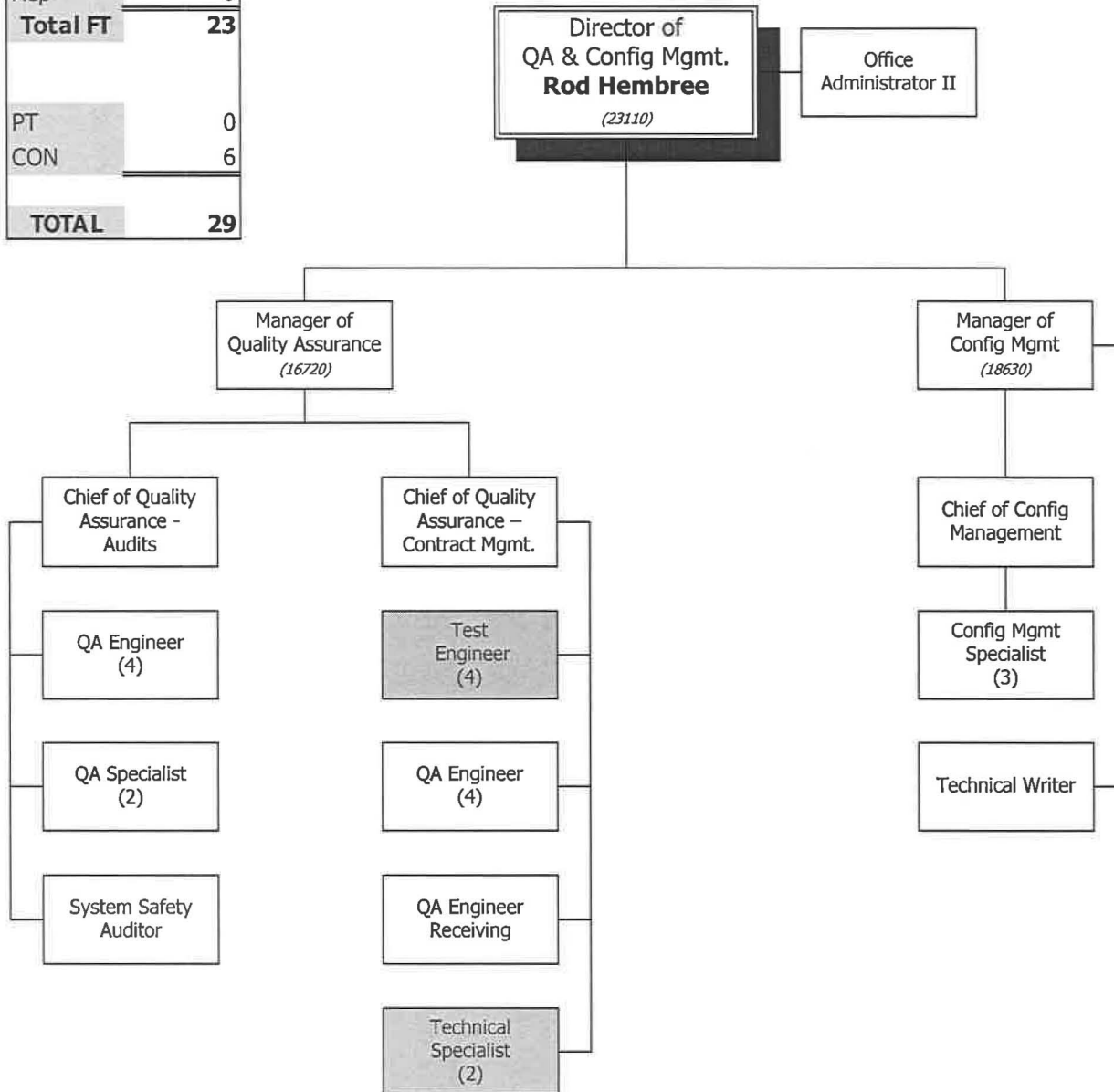
OFFICE OF QA & CONFIGURATION MGMT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Salaries & Wages | 1,231,695 | 969,191 | 1,107,285 | 1,611,101 | 2,128,558 |
| Overtime | 0 | 0 | 2,836 | 10,314 | 0 |
| Benefits | 606,664 | 485,368 | 718,728 | 734,124 | 1,048,893 |
| Labor Sub-Total | <u>\$1,838,359</u> | <u>\$1,454,559</u> | <u>\$1,828,849</u> | <u>\$2,355,539</u> | <u>\$3,177,451</u> |
| Contractual Services | 0 | 1,965 | 580 | 7,020 | 16,396 |
| Materials & Supplies | 1,013 | 254 | 1,821 | 2,918 | 1,350 |
| Other Operating | 0 | 0 | 0 | 272 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 6,801 | 4,394 | 6,625 | 3,180 | 9,580 |
| Non Labor Sub-Total | <u>\$7,814</u> | <u>\$6,613</u> | <u>\$9,026</u> | <u>\$13,390</u> | <u>\$27,326</u> |
| Office Total | <u>\$1,846,173</u> | <u>\$1,461,172</u> | <u>\$1,837,875</u> | <u>\$2,368,929</u> | <u>\$3,204,777</u> |
| \$ Change from Prior Year | | (\$385,001) | \$376,703 | \$531,054 | \$835,848 |
| % Change from Prior Year | | -20.85% | 25.78% | 28.90% | 35.28% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 13 | 22 | 20 | 22 | 23 | Administrative | 0 | 1 | 1 | 2 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 6 | 6 | 6 | 6 |
| Full-Time Total | <u>13</u> | <u>22</u> | <u>20</u> | <u>22</u> | <u>23</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 2 | 8 | 7 | 7 | 12 |
| Contract | 2 | 2 | 3 | 3 | 6 | Technical | 10 | 9 | 9 | 10 | 10 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 15 | 24 | 23 | 25 | 29 |

OFFICE OF QA & CONFIGURATION MGMT

| | | | |
|-----|----|-----------------|-----------|
| ADM | 1 | Non-Rep | 23 |
| MGR | 6 | Rep | 0 |
| MNT | 0 | Total FT | 23 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 12 | PT | 0 |
| REP | 0 | CON | 6 |
| SUP | 0 | | |
| TEC | 10 | TOTAL | 29 |



Personnel Comparison Report

OFFICE OF QA & CONFIGURATION MGMT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Document Management Specialist | 12 - TBD | --- | 1 | 1 | 1 | --- |
| Director of QA & Configuration Mgmt | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Quality Assurance & Configuration Management | 23 | 1 | --- | --- | --- | --- |
| Manager of Quality Assurance | 21 - 22 | 1 | 1 | 1 | 1 | 1 |
| Manager of Config Mgt Sp Plng Land Ar | 21 | --- | 1 | 1 | --- | --- |
| Manager of Test & Inspection | 21 | 1 | --- | --- | --- | --- |
| Mgr Configuration Mgmt | 21 | --- | --- | --- | 1 | 1 |
| Chief of Quality Assurance - Audits | 20 | --- | 1 | 1 | 1 | 1 |
| Chief of Quality Assurance - Contract Management | 20 | --- | 1 | 1 | --- | --- |
| Chief of Quality Assurance - Contract Mgmt | 20 | --- | --- | --- | 1 | 1 |
| QA Engineer | 19 | --- | --- | --- | --- | 2 |
| QA Engineer | 19 | --- | 6 | 6 | 6 | 6 |
| QA Engineer Receiving | 19 | --- | 1 | 1 | 1 | 1 |
| QA Personnel | 19 | --- | 1 | --- | --- | --- |
| Quality Assurance Engineer | 19 | 8 | --- | --- | --- | --- |
| System Safety Auditor | 19 | --- | --- | --- | 1 | 1 |
| Chf Config Mgmt | 18 | --- | --- | --- | --- | 1 |
| Chf Doc Control Config Mgmt | 18 | --- | 1 | 1 | 1 | --- |
| Technical Writer | 15 - 18 | --- | 1 | 1 | 1 | 1 |
| Config Mgmt Specialist | 16 | --- | --- | --- | --- | 3 |
| Office Administrator II | 16 | --- | --- | --- | 1 | 1 |
| QA Specialist | 16 | --- | 2 | 2 | 2 | 2 |
| Quality Assurance Specialist | 16 | 2 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF QA & CONFIGURATION MGMT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Sr Config Mgmt Specialist | 16 | ---- | 1 | 1 | 1 | ---- |
| Sr Documentation Control Spec | 15 | ---- | 1 | 1 | 1 | ---- |
| Config Mgmt Specialist II | 14 | ---- | 1 | 1 | 1 | ---- |
| Technical Specialist | 12 | ---- | 1 | ---- | ---- | ---- |
| Non-Rep Subtotal | | 13 | 22 | 20 | 22 | 23 |
| Total Full-Time | | 13 | 22 | 20 | 22 | 23 |
| <u>Contract</u> | | | | | | |
| Contract Professional | ---- | ---- | ---- | ---- | ---- | 6 |
| Technical Specialist | ---- | ---- | ---- | 1 | 1 | ---- |
| Test Engineer | ---- | 2 | 2 | 2 | 2 | ---- |
| Total Contract | | 2 | 2 | 3 | 3 | 6 |

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**

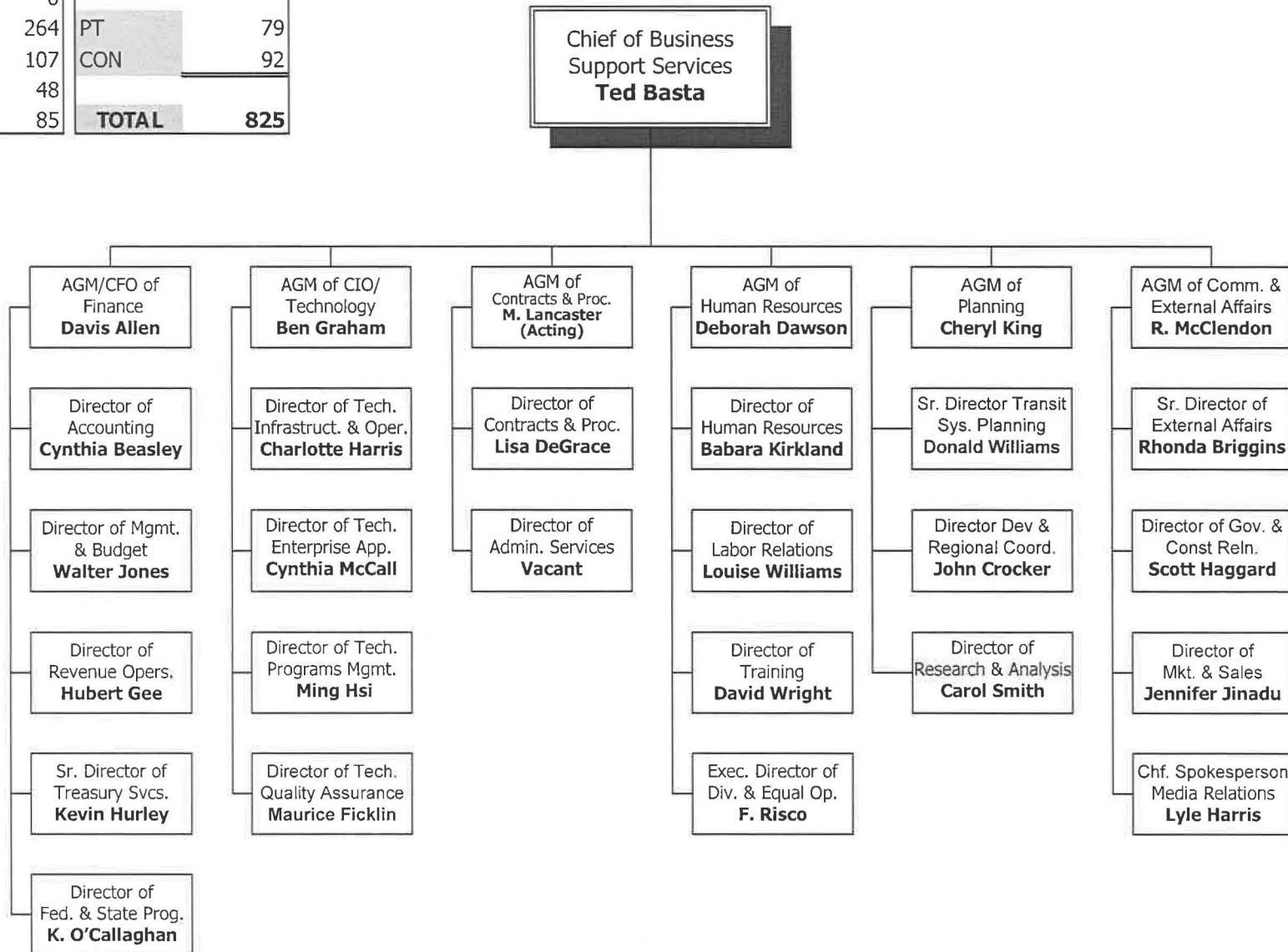
DIVISION OF BUSINESS SUPPORT SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 35,779,222 | 36,041,104 | 34,158,998 | 37,580,354 | 45,705,848 |
| Overtime | 873,636 | 751,400 | 670,764 | 734,133 | 760,951 |
| Benefits | 16,067,101 | 16,964,154 | 18,160,876 | 18,826,719 | 24,352,897 |
| Labor Sub-Total | \$52,719,959 | \$53,756,658 | \$52,990,638 | \$57,141,206 | \$70,819,696 |
| Contractual Services | 4,562,395 | 7,070,909 | 11,544,618 | 11,315,463 | 14,772,776 |
| Materials & Supplies | 1,175,089 | 965,042 | 762,316 | 2,233,437 | 1,114,578 |
| Other Operating | 1,632,108 | 1,620,809 | 1,778,760 | 1,623,564 | 2,070,611 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 460,765 | 413,838 | 570,838 | 620,081 | 582,842 |
| Other Non Operating | 1,043,504 | 744,527 | 804,467 | 1,236,160 | 2,010,038 |
| Non Labor Sub-Total | \$8,873,861 | \$10,815,125 | \$15,460,999 | \$17,028,705 | \$20,550,845 |
| Division Total | \$61,593,820 | \$64,571,783 | \$68,451,637 | \$74,169,911 | \$91,370,541 |
| \$ Change from Prior Year | | \$2,977,963 | \$3,879,854 | \$5,718,274 | \$17,200,630 |
| % Change from Prior Year | | 4.83% | 6.01% | 8.35% | 23.19% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 497 | 564 | 504 | 517 | 513 | Administrative | 262 | 256 | 205 | 198 | 198 |
| Represented | 132 | 143 | 127 | 143 | 141 | Management | 86 | 88 | 81 | 83 | 87 |
| Full-Time Total | 629 | 707 | 631 | 660 | 654 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 96 | 95 | 79 | 79 | 79 | Professional | 265 | 244 | 208 | 241 | 264 |
| Contract | 142 | 121 | 64 | 69 | 92 | Technical | 55 | 115 | 98 | 89 | 85 |
| Clayton | 5 | 0 | 0 | 0 | 0 | Maintenance | 14 | 25 | 24 | 38 | 36 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 129 | 130 | 105 | 107 | 107 |
| | | | | | | Supervisory | 61 | 65 | 53 | 52 | 48 |
| | | | | | | Total | 872 | 923 | 791 | 808 | 825 |

DIVISION OF BUSINESS SUPPORT SERVICES

| | | | |
|-----|-----|-----------------|------------|
| ADM | 198 | Non-Rep | 513 |
| MGR | 87 | Rep | 141 |
| MNT | 36 | Total FT | 654 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 264 | PT | 79 |
| REP | 107 | CON | 92 |
| SUP | 48 | | |
| TEC | 85 | TOTAL | 825 |



DEPARTMENT OF BUSINESS SUPPORT SERVICES

This Department includes the following Offices:

Department of Business Support Services

- Office of Business Support Services

DEPARTMENT OF BUSINESS SUPPORT SERVICES

FY2013 Key Performance Indicators

| Business Support Services KPIs | | | | |
|---------------------------------------|--|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 95.45% | >/= 96% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -62.50% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -21.90% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -84.30% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | -2.40% | </= 0% |

DEPARTMENT OF BUSINESS SUPPORT SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|--------------------|
| Salaries & Wages | 561,050 | 469,581 | 411,892 | 454,549 | 426,000 |
| Overtime | 9,137 | 1,538 | 912 | 0 | 0 |
| Benefits | 171,566 | 159,165 | 130,733 | 126,151 | 256,729 |
| Labor Sub-Total | \$741,753 | \$630,284 | \$543,537 | \$580,700 | \$682,729 |
| Contractual Services | 358 | 7,042 | 38,795 | 203,060 | 0 |
| Materials & Supplies | 90 | 0 | 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 | 7,875 | 355 | 30,306 | 86,697 | 523,107 |
| Non Labor Sub-Total | \$8,323 | \$7,397 | \$69,101 | \$289,757 | \$523,227 |
| Department Total | \$750,076 | \$637,681 | \$612,638 | \$870,457 | \$1,205,956 |
| \$ Change from Prior Year | | (\$112,395) | (\$25,043) | \$257,819 | \$335,499 |
| % Change from Prior Year | | -14.98% | -3.93% | 42.08% | 38.54% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 7 | 8 | 7 | 5 | 4 | Administrative | 1 | 2 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 4 | 4 | 3 | 2 | 2 |
| Full-Time Total | 7 | 8 | 7 | 5 | 4 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 2 | 1 | 1 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 1 | 0 | 0 |
| Clayton | 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 | 1 | 1 | 0 |
| | | | | | | Total | 7 | 8 | 8 | 5 | 4 |

DEPARTMENT OF BUSINESS SUPPORT SERVICES

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

Chief of Business
Support Services
Ted Basta
(81100)

OFFICE OF BUSINESS SUPPORT SERVICES**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** which 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, regional service coordination. Planning also includes transit research and analysis which is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience.
- **Department of Communications & External Affairs** which serves as the public face of MARTA and coordinates all internal and external communications, community and jurisdictional relations, marketing, media relations, and customer services.

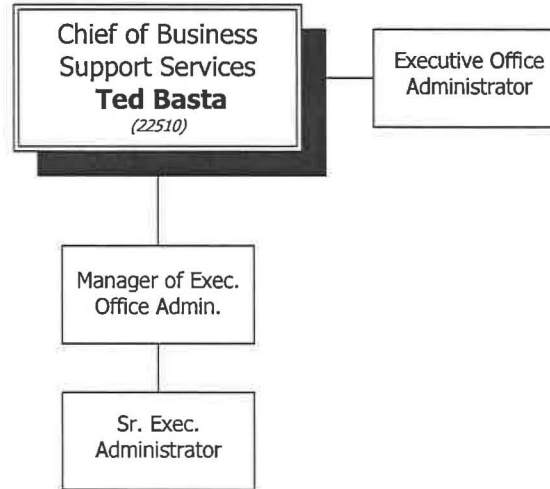
OFFICE OF BUSINESS SUPPORT SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|--------------------|
| Salaries & Wages | 561,050 | 469,581 | 411,892 | 454,549 | 426,000 |
| Overtime | 9,137 | 1,538 | 912 | 0 | 0 |
| Benefits | 171,566 | 159,165 | 130,733 | 126,151 | 256,729 |
| Labor Sub-Total | \$741,753 | \$630,284 | \$543,537 | \$580,700 | \$682,729 |
| Contractual Services | 358 | 7,042 | 38,795 | 203,060 | 0 |
| Materials & Supplies | 90 | 0 | 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 | 7,875 | 355 | 30,306 | 86,697 | 523,107 |
| Non Labor Sub-Total | \$8,323 | \$7,397 | \$69,101 | \$289,757 | \$523,227 |
| Office Total | \$750,076 | \$637,681 | \$612,638 | \$870,457 | \$1,205,956 |
| \$ Change from Prior Year | | (\$112,395) | (\$25,043) | \$257,819 | \$335,499 |
| % Change from Prior Year | | -14.98% | -3.93% | 42.08% | 38.54% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 8 | 7 | 7 | 5 | 4 | Administrative | 1 | 2 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 5 | 3 | 3 | 2 | 2 |
| Full-Time Total | 8 | 7 | 7 | 5 | 4 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 2 | 1 | 1 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 1 | 0 | 0 |
| Clayton | 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 | 1 | 1 | 0 |
| | | | | | | Total | 8 | 7 | 8 | 5 | 4 |

OFFICE OF BUSINESS SUPPORT SERVICES

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



Personnel Comparison Report

OFFICE OF BUSINESS SUPPORT SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Chief of Business Support Services | A | 1 | 1 | 1 | 1 | 1 |
| Chief of Staff | 23 | 1 | 1 | --- | --- | --- |
| Director of Business Analysis & Assessment | 23 | 1 | --- | --- | --- | --- |
| Director of Employee Availability | 23 | 1 | --- | --- | --- | --- |
| Manager | 21 | 1 | --- | --- | --- | --- |
| Manager of Executive Office Administration | 21 | --- | 1 | 1 | 1 | 1 |
| Executive Administrator | 17 - 19 | --- | 1 | --- | 1 | 1 |
| Mgr Internal Communications | 19 | --- | --- | 1 | --- | --- |
| Senior Executive Administrator | 19 | 2 | 1 | 1 | 1 | 1 |
| Supv External Affairs | 19 | --- | 1 | 1 | 1 | --- |
| Executive Office Administrator | 18 | --- | 1 | 1 | --- | --- |
| Business Analyst | 17 | --- | --- | 1 | --- | --- |
| Department Administrator | 17 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 8 | 7 | 7 | 5 | 4 |
| Total Full-Time | | 8 | 7 | 7 | 5 | 4 |

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

FY2013 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
- Develop and publish fiscal year Operating and Capital Budget Book
- Facilitate monthly Senior Staff/EMT organizational performance reviews
- Maintain and update Balanced Scorecard toolset
- Conducted various Performance Optimization and Efficiency studies
- Increase responsiveness to special events
- Continued improvement grant closeout performance
- Refine capital budget process for efficiency and incorporation of project control initiatives series 2000A and 2000B Bonds. Conduct analysis for more cost effective options.
- Examine potential options to replace letters of credit for
- Adhere to the FY13 – FY16 Financial Plan that was agreed upon with the Board
- Facilitate the initiation of new Banking and Merchant Services contracts. Separate the current contract into two independent contracts and implement the replacement by the expiration on March 31, 2014.
- Monitor and limit counterparty risk associated with potential bank credit downgrades in relation to the Basis Swap, forward delivery agreements and other financial transactions.
- Continue to outperform portfolio earnings benchmarks
- Monitor remediated LILO transactions in the event that further closure opportunities present themselves. Further closure would eliminate potential future exposure to financial downturns.

FY2013 Key Performance Indicator

| Finance KPIs | | | | |
|-----------------------------------|--|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 95.25% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 83.18% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -8.78% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -18.77% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -38.43% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | -39.03% | </= 0% |

FY2012 ACCOMPLISHMENTS

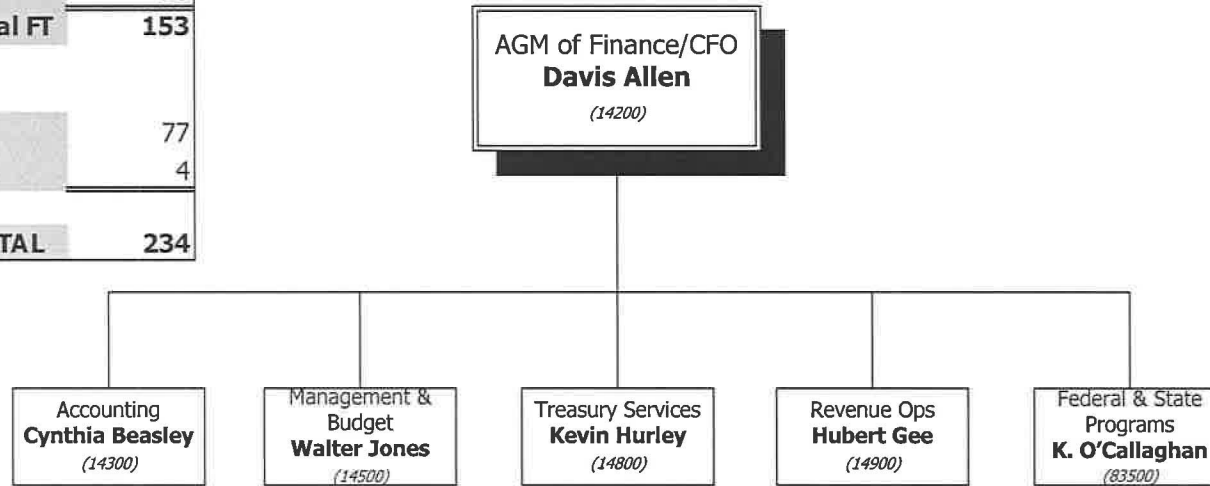
- Improved stability by reducing turn-over
- Improved communication to workforce & Improved workforce development
- Increased use of technology to streamline financial operations
- Improved morale of employees & Improved work environment for employees
- Improved financial viability by reducing costs, increasing revenue sources and maintaining reserves
- Involved APTA in the benchmarking process and obtained peer agencies support for benchmarking purposes on a continual basis
- Developed and published fiscal year Operating and Capital Budget Book
- Facilitated monthly Senior Staff/CEO Team organizational performance reviews
- Maintained and updated Balanced Scorecard toolset
- Conducted various Performance Optimization and Efficiency studies
- Provided financial planning and support effort for expansion studies and for Regional Transit Committee activities
- Maximized the receipt of federal and state grants assistance to MARTA and continued to maintain MARTA's eligibility to receive federal and state assistance; remain in compliance with regulations of all grants
- Successfully executed preventive maintenance grant funds from FHWA, due to expiring regional appropriations
- Increased leveraging of our assets to generate revenue
- Completed the fiscal year 2012 external Financial Audit, Single Audit, NTD Report, MARTOC Report (5 sections) and Comprehensive Annual Financial Report (CAFR)
- Increased responsiveness to special events
- Improved grant closeout performance
- Refined capital budget process for efficiency and incorporation of project control initiatives
- Finalized the development of the 30 year capital and operating model
- Continued the mitigation of fuel price risk fluctuations by incorporating additional hedge transactions into the fuel hedge program.
- Examined 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
- Reviewed potential refund of series 2003A bonds and execute refunding if viable
- Executed Remediate final two LILO transactions with a low cost solution
- Properly recorded all financial transactions related to the issuance of the 2003 Bond Refunding and Commercial Papers
- Properly recorded all financial transactions related to the close-out of the LILO transactions
- Properly recorded all financial transactions relating to the termination of the LILO transactions
- Completed update of Cost Allocation Plan (CAP) and FTA review

DEPARTMENT OF FINANCE

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Salaries & Wages | 9,430,004 | 9,173,435 | 8,259,965 | 8,460,629 | 9,390,667 |
| Overtime | 184,819 | 167,278 | 218,460 | 219,085 | 394,672 |
| Benefits | 4,574,313 | 4,664,998 | 4,917,556 | 4,897,499 | 5,350,924 |
| Labor Sub-Total | \$14,189,136 | \$14,005,711 | \$13,395,981 | \$13,577,213 | \$15,136,263 |
| Contractual Services | 552,457 | 472,584 | 423,625 | 340,448 | 432,857 |
| Materials & Supplies | 192,527 | 123,260 | 73,170 | 1,564,835 | 88,818 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 407 | 0 | 9,767 | 15 | 72 |
| Other Non Operating | 266,594 | 159,520 | 113,634 | 98,612 | 257,720 |
| Non Labor Sub-Total | \$1,011,985 | \$755,364 | \$620,196 | \$2,003,910 | \$779,467 |
| Department Total | \$15,201,121 | \$14,761,075 | \$14,016,177 | \$15,581,123 | \$15,915,730 |
| \$ Change from Prior Year | | (\$440,046) | (\$744,898) | \$1,564,946 | \$334,607 |
| % Change from Prior Year | | -2.89% | -5.05% | 11.17% | 2.15% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 153 | 147 | 133 | 132 | 133 | Administrative | 166 | 158 | 134 | 132 | 132 |
| Represented | 22 | 22 | 20 | 20 | 20 | Management | 19 | 19 | 20 | 19 | 19 |
| Full-Time Total | 175 | 169 | 153 | 152 | 153 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 90 | 87 | 77 | 77 | 77 | Professional | 51 | 50 | 41 | 46 | 51 |
| Contract | 18 | 18 | 1 | 2 | 4 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 29 | 29 | 20 | 20 | 20 |
| | | | | | | Supervisory | 18 | 18 | 16 | 14 | 12 |
| | | | | | | Total | 283 | 274 | 235 | 231 | 234 |

| | | | |
|-----|-----|-----------------|------------|
| ADM | 132 | Non-Rep | 133 |
| MGR | 19 | Rep | 20 |
| MNT | 0 | Total FT | 153 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 51 | PT | 77 |
| REP | 20 | CON | 4 |
| SUP | 12 | | |
| TEC | 0 | TOTAL | 234 |



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.

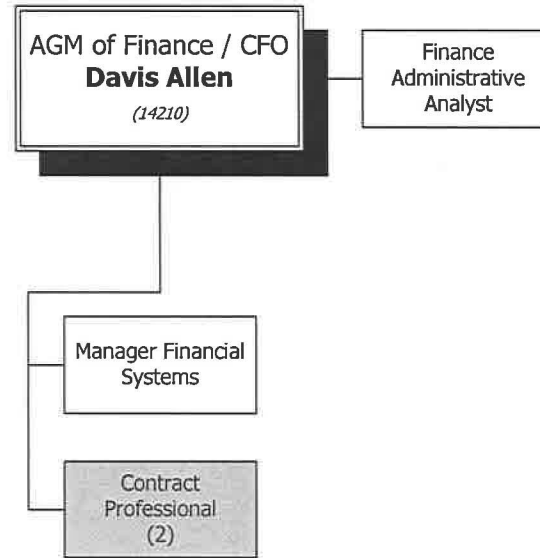
The Office of Grant Programs coordinates the Authority's Federal and State funding programs, seeking to create, maintains and build relationships with federal and state funding agencies to have a positive impact on the financing, development and operations of MARTA.

OFFICE OF AGM FINANCE CFO

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 294,606 | 278,912 | 305,567 | 485,280 | 491,156 |
| Overtime | 0 | 0 | 0 | 2,471 | 0 |
| Benefits | 100,930 | 105,125 | 125,829 | 176,611 | 199,239 |
| Labor Sub-Total | \$395,536 | \$384,037 | \$431,396 | \$664,362 | \$690,395 |
| Contractual Services | 625 | 0 | 0 | 4,950 | 0 |
| Materials & Supplies | 4,439 | 2,577 | 1,887 | 2,385 | 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 | 178,576 | 145,185 | 112,105 | 111,623 | 199,305 |
| Non Labor Sub-Total | \$183,640 | \$147,762 | \$113,992 | \$118,958 | \$201,305 |
| Office Total | \$579,176 | \$531,799 | \$545,388 | \$783,320 | \$891,700 |
| \$ Change from Prior Year | | (\$47,377) | \$13,589 | \$237,932 | \$108,380 |
| % Change from Prior Year | | -8.18% | 2.56% | 43.63% | 13.84% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 2 | 2 | 3 | 3 | 3 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 2 | 2 | 2 |
| Full-Time Total | 2 | 2 | 3 | 3 | 3 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 1 | 1 | 1 | 2 |
| Contract | 1 | 1 | 1 | 1 | 2 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 3 | 3 | 4 | 4 | 5 |

| | | | |
|-----|---|-----------------|----------|
| ADM | 1 | Non-Rep | 3 |
| MGR | 2 | Rep | 0 |
| MNT | 0 | Total FT | 3 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 2 | PT | 0 |
| REP | 0 | CON | 2 |
| SUP | 0 | | |
| TEC | 0 | TOTAL | 5 |



Personnel Comparison Report

OFFICE OF AGM FINANCE CFO

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM Finance | C | --- | 1 | 1 | 1 | 1 |
| Assistant General Manager - Finance (CFO) | C | 1 | --- | --- | --- | --- |
| Manager Financial Systems | 22 | --- | --- | 1 | --- | --- |
| Mgr Financial Systems | 22 | --- | --- | --- | 1 | 1 |
| Finance Administrative Analyst | 18 | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 2 | 2 | 3 | 3 | 3 |
| Total Full-Time | | 2 | 2 | 3 | 3 | 3 |
| <u>Contract</u> | | | | | | |
| Contract - Parking Services Supervisor | --- | 1 | --- | --- | --- | --- |
| Contract Professional | --- | --- | --- | 1 | 1 | 2 |
| Capital Contract Professional | -- | --- | 1 | --- | --- | --- |
| Total Contract | | 1 | 1 | 1 | 1 | 2 |

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.

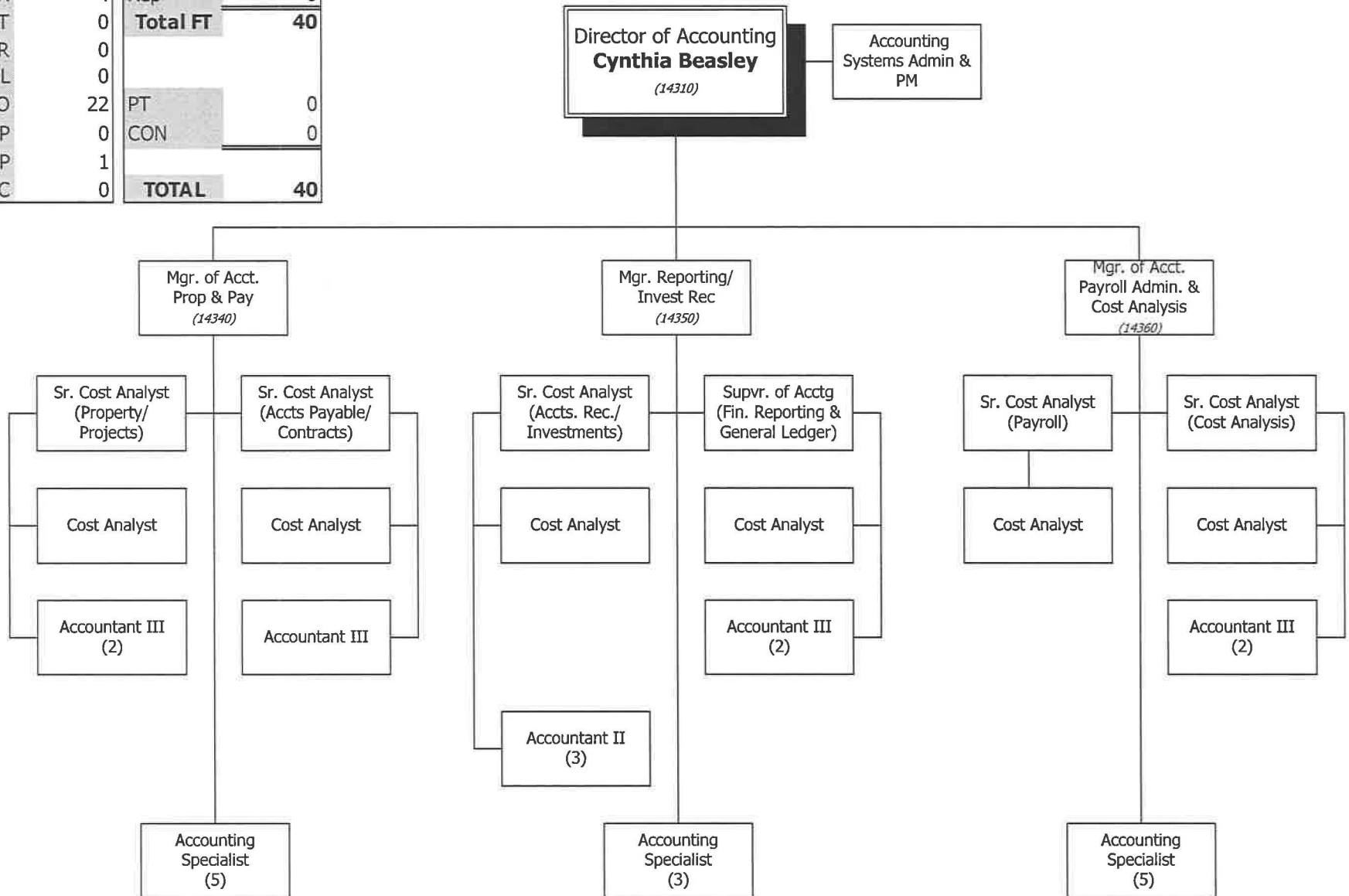
OFFICE OF ACCOUNTING

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 2,346,775 | 2,284,877 | 2,282,476 | 2,347,878 | 2,429,193 |
| Overtime | 9,687 | 18,534 | 23,191 | 22,210 | 123,069 |
| Benefits | 1,045,346 | 1,090,390 | 1,236,250 | 1,263,899 | 1,495,490 |
| Labor Sub-Total | \$3,401,808 | \$3,393,801 | \$3,541,917 | \$3,633,987 | \$4,047,752 |
| Contractual Services | 10,241 | 1,419 | 0 | 490 | 2,724 |
| Materials & Supplies | 5,938 | 5,492 | 4,821 | 6,418 | 4,840 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 382 | 0 | 44 | 15 | 36 |
| Other Non Operating | 10,677 | 4,283 | 8,735 | 11,174 | 10,899 |
| Non Labor Sub-Total | \$27,238 | \$11,194 | \$13,600 | \$18,097 | \$18,499 |
| Office Total | \$3,429,046 | \$3,404,995 | \$3,555,517 | \$3,652,084 | \$4,066,251 |
| \$ Change from Prior Year | | (\$24,051) | \$150,522 | \$96,567 | \$414,167 |
| % Change from Prior Year | | -0.70% | 4.42% | 2.72% | 11.34% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 43 | 41 | 39 | 39 | 40 | Administrative | 16 | 15 | 14 | 13 | 13 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 4 | 4 | 4 | 4 | 4 |
| Full-Time Total | 43 | 41 | 39 | 39 | 40 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 19 | 18 | 16 | 19 | 22 |
| Contract | 2 | 2 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 5 | 3 | 1 |
| | | | | | | Total | 45 | 43 | 39 | 39 | 40 |

OFFICE OF ACCOUNTING

| | | | |
|-----|----|-----------------|-----------|
| ADM | 13 | Non-Rep | 40 |
| MGR | 4 | Rep | 0 |
| MNT | 0 | Total FT | 40 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 22 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 1 | | |
| TEC | 0 | TOTAL | 40 |



Personnel Comparison Report

OFFICE OF ACCOUNTING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Accounting Specialist I | 9 | --- | 2 | 2 | --- | --- |
| Dir Accounting | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Accounting | 23 | 1 | --- | --- | --- | --- |
| Manager of Accounting | 21 | 3 | --- | --- | --- | --- |
| Mgr Accounting | 21 | --- | 3 | 3 | 3 | 3 |
| Accounting Sys Adm & Proj Mgr | 20 | --- | 1 | 1 | 1 | 1 |
| Acct Systems Admin & PM | 20 | 1 | --- | --- | --- | --- |
| Sr Cost Analyst | 20 | --- | --- | 1 | 3 | 5 |
| Supervisor of Accounting | 19 | 6 | --- | --- | --- | --- |
| Supv Accounting | 19 | --- | 6 | 5 | 3 | 1 |
| Cost Analyst | 18 | --- | --- | 1 | 2 | 6 |
| Accountant | 15 - 17 | 16 | --- | --- | --- | --- |
| Accountant III | 17 | --- | 13 | 12 | 10 | 7 |
| Accountant II | 15 | --- | 2 | 1 | 3 | 3 |
| Accounting Specialist | 09 - 13 | 16 | --- | --- | --- | --- |
| Accounting Specialist III | 13 | --- | 8 | 8 | 8 | 8 |
| Accounting Specialist II | 11 | --- | 5 | 4 | 5 | 5 |
| Non-Rep Subtotal | | 43 | 41 | 39 | 39 | 40 |
| Total Full-Time | | 43 | 41 | 39 | 39 | 40 |

Personnel Comparison Report

OFFICE OF ACCOUNTING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Contract | | | | | | |
| Capital Accountant | ---- | 2 | ---- | ---- | ---- | ---- |
| Contract Professional/Exempt Straight | ---- | ---- | 2 | ---- | ---- | ---- |
| Total Contract | | 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.

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

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

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

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

Strategic Performance Management branch facilitates the collection, analysis and submission of mandatory NTD data and the development and implementation of MARTA's performance management process. It provides timely, accurate and actionable business intelligence that enables the Authority's senior management to effectively and efficiently improve performance in line with MARTA's strategic direction. This includes performance metrics tracking in line with Authority-wide annual Strategic Business Plan, particularly via Data Warehouse/Balanced Scorecard toolset; 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 website.

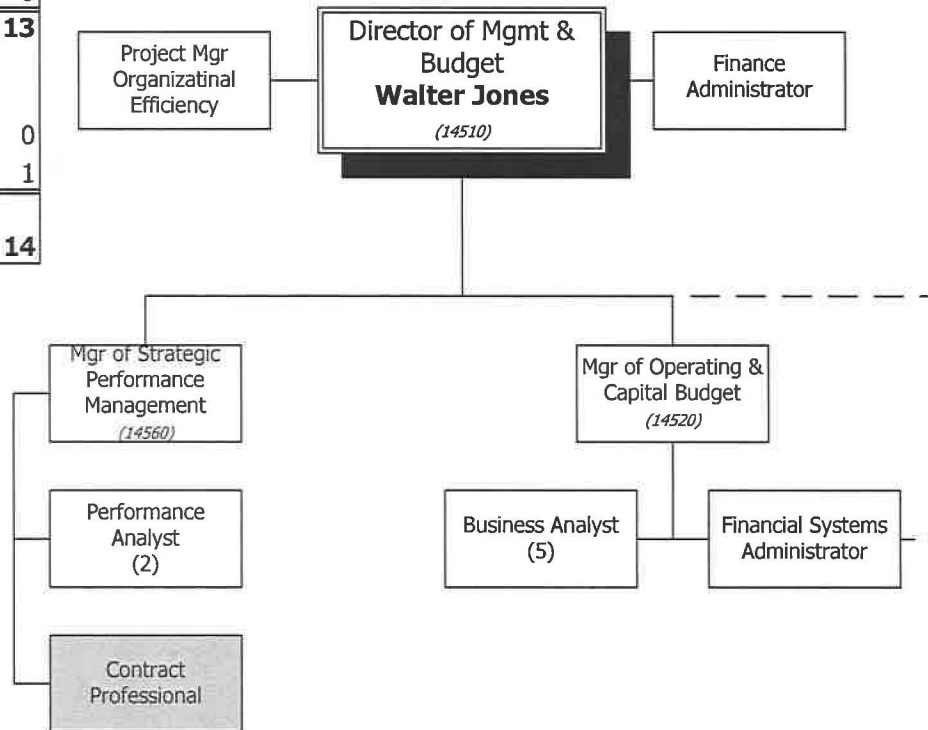
OFFICE OF MANAGEMENT & BUDGET

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Salaries & Wages | 961,592 | 1,014,409 | 821,460 | 737,434 | 1,071,669 |
| Overtime | 750 | 2,958 | 0 | 0 | 0 |
| Benefits | 436,489 | 466,208 | 445,932 | 391,908 | 612,481 |
| Labor Sub-Total | <u>\$1,398,831</u> | <u>\$1,483,575</u> | <u>\$1,267,392</u> | <u>\$1,129,342</u> | <u>\$1,684,150</u> |
| Contractual Services | 41,731 | 5,935 | 0 | 0 | 0 |
| Materials & Supplies | 10,753 | 5,410 | 2,443 | 3,807 | 8,692 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 3,454 | 918 | 1,118 | 3,766 | 3,084 |
| Non Labor Sub-Total | <u>\$55,938</u> | <u>\$12,263</u> | <u>\$3,561</u> | <u>\$7,573</u> | <u>\$11,776</u> |
| Office Total | <u>\$1,454,769</u> | <u>\$1,495,838</u> | <u>\$1,270,953</u> | <u>\$1,136,915</u> | <u>\$1,695,926</u> |
| \$ Change from Prior Year | | \$41,069 | (\$224,885) | (\$134,038) | \$559,011 |
| % Change from Prior Year | | 2.82% | -15.03% | -10.55% | 49.17% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 15 | 15 | 13 | 13 | 13 | Administrative | 0 | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 3 | 3 | 3 | 3 |
| Full-Time Total | <u>15</u> | <u>15</u> | <u>13</u> | <u>13</u> | <u>13</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 14 | 14 | 10 | 10 | 11 |
| Contract | 2 | 2 | 0 | 0 | 1 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 14 | 13 | 14 |

OFFICE OF MANAGEMENT & BUDGET

| | | | |
|-----|----|-----------------|-----------|
| ADM | 0 | Non-Rep | 13 |
| MGR | 3 | Rep | 0 |
| MNT | 0 | Total FT | 13 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 11 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 0 | | |
| TEC | 0 | TOTAL | 14 |



Personnel Comparison Report

OFFICE OF MANAGEMENT & BUDGET

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Financial Mgmt & Budget | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Management & Budget | 23 | 1 | --- | --- | --- | --- |
| Manager - Operating & Capital Budgets | 22 | 1 | --- | --- | --- | --- |
| Mgr Operating & Capital Budget | 22 | --- | 1 | 1 | 1 | 1 |
| Manager Strategic Performance Management | 20 - 21 | 1 | --- | --- | --- | --- |
| Mgr Strategic Performance | 21 | --- | 1 | 1 | 1 | 1 |
| Financial Systems Admin | 20 | --- | 1 | 1 | 1 | 1 |
| Financial Systems Administrator | 20 | 1 | --- | --- | --- | --- |
| Project Manager - Organizational Efficiency | 20 | 1 | --- | --- | --- | --- |
| Project Mgr Org Efficiency | 20 | --- | 1 | 1 | 1 | 1 |
| Business Analyst | 19 | 5 | --- | --- | --- | --- |
| Business Analyst III | 19 | --- | 4 | 4 | 4 | 4 |
| Senior Strategic Planner | 19 | 1 | --- | --- | --- | --- |
| Strategic Planner Sr | 19 | --- | 1 | --- | --- | --- |
| Performance Analyst | 18 | --- | --- | 2 | 2 | 2 |
| TranStat Analyst | 18 | 2 | --- | --- | --- | --- |
| Transtat Analyst Opns Perform | 18 | --- | 1 | --- | --- | --- |
| Transtat Analyst Org Performan | 18 | --- | 1 | --- | --- | --- |
| Business Analyst II | 17 | --- | --- | --- | 1 | 1 |
| Strategic Planner II | 17 | 1 | --- | --- | --- | --- |
| Finance Administrator | 16 | 1 | 1 | 1 | 1 | 1 |
| Business Analyst I | 15 | --- | 1 | 1 | --- | --- |
| Strategic Planner I | 15 | --- | 1 | --- | --- | --- |

Personnel Comparison Report

OFFICE OF MANAGEMENT & BUDGET

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Non-Rep Subtotal | | 15 | 15 | 13 | 13 | 13 |
| Total Full-Time | | 15 | 15 | 13 | 13 | 13 |
| <u>Contract</u> | | | | | | |
| Contract - Parking Services Supervisor | ---- | 2 | ---- | ---- | ---- | ---- |
| Contract Professional | ---- | ---- | ---- | ---- | ---- | 1 |
| Capital Contract Professional | -- | ---- | 2 | ---- | ---- | ---- |
| Total Contract | | 2 | 2 | ---- | ---- | 1 |

OFFICE OF REVENUE OPERATIONS**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.

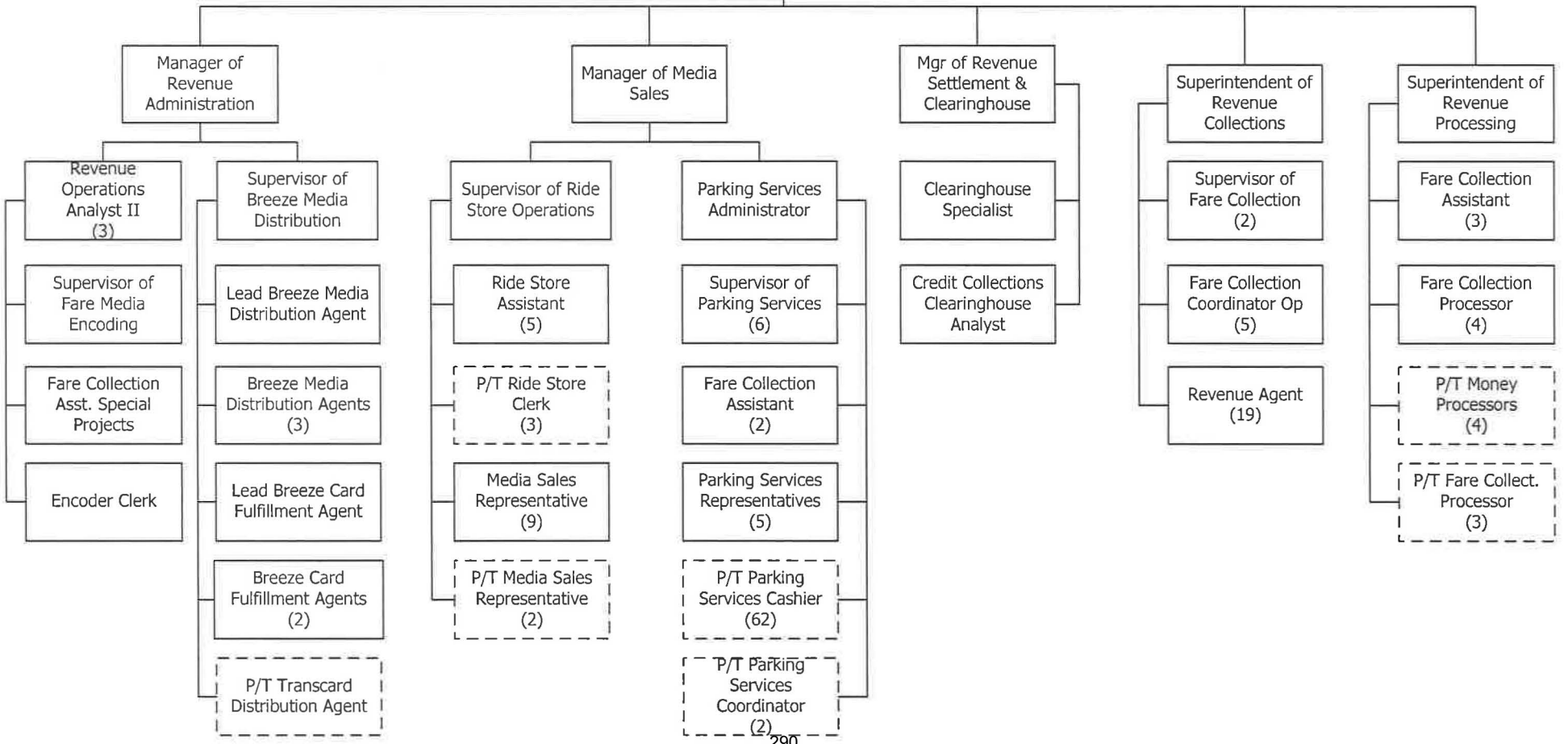
OFFICE OF REVENUE OPERATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 5,051,630 | 4,899,549 | 4,260,275 | 4,087,030 | 4,411,745 |
| Overtime | 174,382 | 145,786 | 195,269 | 194,404 | 271,603 |
| Benefits | 2,631,386 | 2,654,149 | 2,756,032 | 2,659,319 | 2,484,773 |
| Labor Sub-Total | \$7,857,398 | \$7,699,484 | \$7,211,576 | \$6,940,753 | \$7,168,121 |
| Contractual Services | 498,696 | 464,017 | 424,485 | 335,008 | 429,633 |
| Materials & Supplies | 165,457 | 107,117 | 61,154 | 1,546,462 | 69,856 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 25 | 0 | 34 | 0 | 36 |
| Other Non Operating | 64,496 | 2,832 | -11,732 | -31,998 | 33,512 |
| Non Labor Sub-Total | \$728,674 | \$573,966 | \$473,941 | \$1,849,472 | \$533,037 |
| Office Total | \$8,586,072 | \$8,273,450 | \$7,685,517 | \$8,790,225 | \$7,701,158 |
| \$ Change from Prior Year | | (\$312,622) | (\$587,933) | \$1,104,708 | (\$1,089,067) |
| % Change from Prior Year | | -3.64% | -7.11% | 14.37% | -12.39% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|-----------|-----------|-----------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 84 | 80 | 66 | 66 | 66 | Administrative | 148 | 141 | 118 | 118 | 118 |
| Represented | 22 | 22 | 20 | 20 | 20 | Management | 7 | 7 | 7 | 6 | 6 |
| Full-Time Total | 106 | 102 | 86 | 86 | 86 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 90 | 87 | 77 | 77 | 77 | Professional | 13 | 13 | 7 | 8 | 8 |
| Contract | 13 | 13 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 29 | 29 | 20 | 20 | 20 |
| | | | | | | Supervisory | 12 | 12 | 11 | 11 | 11 |
| | | | | | | Total | 209 | 202 | 166 | 163 | 163 |

OFFICE OF REVENUE OPERATIONS

| | | | |
|-----|-----|-----------------|------------|
| ADM | 118 | Non-Rep | 66 |
| MGR | 6 | Rep | 20 |
| MNT | 0 | Total FT | 86 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 8 | PT | 77 |
| REP | 20 | CON | 0 |
| SUP | 11 | | |
| TEC | 0 | TOTAL | 163 |



Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Breeze Fulfillment Agent-Lead | 9 | 1 | --- | --- | --- | --- |
| Fare Collect Asst Sp Proj | 9 | --- | 1 | 1 | 1 | 1 |
| Fare Collection Asst | 9 | --- | 7 | 5 | 5 | 5 |
| Fare Collection Asst/Spec Project | 9 | 1 | --- | --- | --- | --- |
| Ld Breeze Card Fulfillment Agt | 9 | --- | 1 | 1 | 1 | 1 |
| Ridestore Assistant | 09 - 9 | 10 | 10 | 5 | 5 | 5 |
| Breeze Card Fulfillment Agent | 8 | --- | 2 | 2 | 2 | 2 |
| Breeze Fulfillment Agent | 8 | 2 | --- | --- | --- | --- |
| Media Sales Rep | 7 | --- | 11 | 9 | 9 | 9 |
| Fare Collection Processor | 06 - 6 | 4 | 4 | 4 | 4 | 4 |
| Parking Services Rep | 6 | --- | 5 | 5 | 5 | 5 |
| Parking Services Representative | 6 | 5 | --- | --- | --- | --- |
| Dir Revenue Operations | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Revenue Operations | 23 | 1 | --- | --- | --- | --- |
| Manager of Rev.Settlement & Clearinghouse | 20 | 1 | --- | --- | --- | --- |
| Mgr Rev Settlemt & Clearinghse | 20 | --- | 1 | 1 | 1 | 1 |
| Manager of Media Sales | 19 | 1 | --- | --- | --- | --- |
| Manager of Revenue Administration | 19 | 1 | --- | --- | --- | --- |
| Mgr Media Sales | 19 | --- | 1 | 1 | 1 | 1 |
| Mgr Revenue Administration | 19 | --- | 1 | 1 | 1 | 1 |
| Revenue Operations Analyst III | 18 | 1 | 1 | --- | --- | --- |
| Clearinghouse Analyst | 17 | 1 | --- | --- | --- | --- |
| Revenue Operations Controller | 17 | 1 | 1 | 1 | 1 | 1 |

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Superintendent of Maintenance/Park | 17 | 1 | --- | --- | --- | --- |
| Superintendent of Revenue Collection | 17 | 1 | --- | --- | --- | --- |
| Superintendent of Revenue Processing | 17 | 1 | --- | --- | --- | --- |
| Supt Revenue Collections | 17 | --- | 1 | 1 | 1 | 1 |
| Supt Revenue Maintenance | 17 | --- | 1 | 1 | --- | --- |
| Supt Revenue Processing | 17 | --- | 1 | 1 | 1 | 1 |
| Credit Collec Clearhse Analyst | 16 | --- | 1 | 1 | 1 | 1 |
| Credit/Coll. Clear. Analyst | 16 | 1 | --- | --- | --- | --- |
| Leadership Development Analyst | 16 | --- | 1 | --- | --- | --- |
| Maintenance & Inventory Control Specialist | 16 | --- | --- | --- | 1 | 1 |
| Parking Services Administrator | 16 | 1 | 1 | 1 | 1 | 1 |
| Revenue Admin Special Services | 16 | --- | 1 | --- | --- | --- |
| Revenue Administrator | 16 | 1 | --- | --- | --- | --- |
| Revenue Administrator of Special Services | 16 | 1 | --- | --- | --- | --- |
| Revenue Operations Analyst II | 16 | 4 | 4 | 3 | 3 | 3 |
| Supervisor of Media Encoding | 16 | 1 | --- | --- | --- | --- |
| Supervisor of Ridestore Operations | 16 | 1 | --- | --- | --- | --- |
| Supv Breeze Media Dist Ride St | 16 | --- | 1 | 1 | 1 | 1 |
| Supv Fare Media Encoding | 16 | --- | 1 | 1 | 1 | 1 |
| Supv Ridestore Operations | 16 | 1 | 1 | 1 | 1 | 1 |
| Fare Collection Coordinator | 15 | 5 | --- | --- | --- | --- |
| Fare Collection Coordinator Op | 15 | --- | 5 | 5 | 5 | 5 |
| Inventory Control Specialist | 15 | 1 | --- | --- | --- | --- |
| Revenue Operations Coordinator | 15 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Supervisor - Fare Collection | 15 | 3 | --- | --- | --- | --- |
| Supv Fare Collection Operation | 15 | --- | 3 | 2 | 2 | 2 |
| Ld Breeze Media Dist Agent | 14 | --- | 1 | 1 | 1 | 1 |
| Lead Breeze Media Distribution Agent | 14 | 1 | --- | --- | --- | --- |
| Breeze Media Distribution Agent | 13 | 3 | --- | --- | --- | --- |
| Breeze Media Distribution Agt | 13 | --- | 3 | 3 | 3 | 3 |
| Clearinghouse Specialist | 13 | 1 | 1 | 1 | 1 | 1 |
| Supervisor - Parking Services | 10 | 6 | --- | --- | --- | --- |
| Supv Parking Services | 10 | --- | 6 | 6 | 6 | 6 |
| Fare Collection Assistant | 09 | 8 | --- | --- | --- | --- |
| Media Sales Representative | 07 | 11 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 84 | 80 | 66 | 66 | 66 |
| <u>Represented</u> | | | | | | |
| Encoder Clerk | UR | 1 | 1 | 1 | 1 | 1 |
| Revenue Agent | UR | 21 | 21 | 19 | 19 | 19 |
| Represented Subtotal | | 22 | 22 | 20 | 20 | 20 |
| Total Full-Time | | 106 | 102 | 86 | 86 | 86 |

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Part-Time | | | | | | |
| Fare Collection Asst Rev Pt | ---- | --- | 1 | --- | --- | --- |
| Fare Collection Processor - P/T | ---- | 4 | --- | --- | --- | --- |
| Fare Collection Processor PT | ---- | --- | 4 | 3 | 3 | 3 |
| Lead Pt Transcard Dist Agent | ---- | --- | 1 | --- | --- | --- |
| Media Sales Rep PT | ---- | --- | 2 | 2 | 2 | 2 |
| Media Sales Representative P/T | ---- | 2 | --- | --- | --- | --- |
| Money Processor - P/T | ---- | 5 | --- | --- | --- | --- |
| Money Processor PT | ---- | --- | 4 | 4 | 4 | 4 |
| P/T Fare Collection Assistant | ---- | 3 | --- | --- | --- | --- |
| P/T TransCard Distribution Agent | ---- | 2 | --- | --- | --- | --- |
| Parking Services Cashier - P/T | ---- | 62 | --- | --- | --- | --- |
| Parking Services Cashier PT | ---- | --- | 62 | 62 | 62 | 62 |
| Parking Services Coordinator - P/T | ---- | 2 | --- | --- | --- | --- |
| Parking Svcs Coordinator PT | ---- | --- | 2 | 2 | 2 | 2 |
| Pt Transcard Distrib Agent | ---- | --- | 1 | 1 | 1 | 1 |
| Ridestore Clerk P/T | ---- | 3 | --- | --- | --- | --- |
| Ridestore Clerk PT | ---- | --- | 3 | 3 | 3 | 3 |
| Revenue Agent - P/T | ---- | 7 | --- | --- | --- | --- |
| Revenue Agent PT | ---- | --- | 7 | --- | --- | --- |
| Total Part-Time | | 90 | 87 | 77 | 77 | 77 |

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Contract</u> | | | | | | |
| Contract - Parking Cashier | ---- | 11 | ---- | ---- | ---- | ---- |
| Contract - Parking Services Supervisor | ---- | 1 | ---- | ---- | ---- | ---- |
| Contract - TransCard Agent - Lead | ---- | 1 | ---- | ---- | ---- | ---- |
| Contract Emp Pt | ---- | ---- | 11 | ---- | ---- | ---- |
| Contract Professional | ---- | ---- | 1 | ---- | ---- | ---- |
| Capital Contract Professional | -- | ---- | 1 | ---- | ---- | ---- |
| Total Contract | | 13 | 13 | ---- | ---- | ---- |

FUNCTIONS AND RESPONSIBILITIES

The primary responsibilities of the Office of Treasury & Capital Programs are to provide support to the Authority in the areas of cash management, business and financial analysis; ensure maximum investment yield; 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.

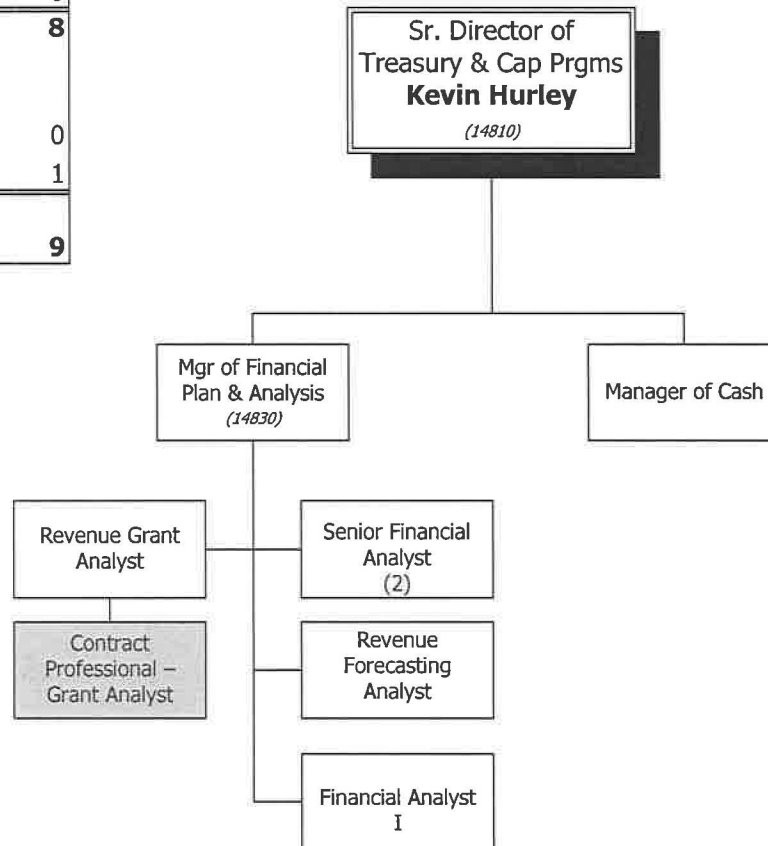
The Cash Management branch provides services to ensure maximum investment yield on the Authority's idle cash. This includes the receipt, investment, and disbursement of funds; preparation of short and long-range cash-flow plans; and development and maintenance of business relationships with banking and 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 | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|--------------------|
| Salaries & Wages | 599,913 | 539,071 | 461,568 | 591,363 | 749,998 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 286,734 | 277,018 | 291,198 | 314,422 | 416,169 |
| Labor Sub-Total | \$886,647 | \$816,089 | \$752,766 | \$905,785 | \$1,166,167 |
| Contractual Services | 0 | 1,113 | -860 | 0 | 0 |
| Materials & Supplies | 5,312 | 2,055 | 2,661 | 3,453 | 2,730 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 377 | -207 | 119 | 127 | 960 |
| Non Labor Sub-Total | \$5,689 | \$2,961 | \$1,920 | \$3,580 | \$3,690 |
| Office Total | \$892,336 | \$819,050 | \$754,686 | \$909,365 | \$1,169,857 |
| \$ Change from Prior Year | | (\$73,286) | (\$64,364) | \$154,679 | \$260,492 |
| % Change from Prior Year | | -8.21% | -7.86% | 20.50% | 28.65% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 7 | 7 | 9 | 8 | 8 | Administrative | 1 | 1 | 1 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 3 | 3 | 3 | 3 |
| Full-Time Total | 7 | 7 | 9 | 8 | 8 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 3 | 3 | 5 | 6 | 6 |
| Contract | 0 | 0 | 0 | 1 | 1 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 7 | 9 | 9 | 9 |

| | | | |
|-----|---|-----------------|----------|
| ADM | 0 | Non-Rep | 8 |
| MGR | 3 | Rep | 0 |
| MNT | 0 | Total FT | 8 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 6 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 0 | | |
| TEC | 0 | TOTAL | 9 |



Personnel Comparison Report

OFFICE OF TREASURY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Sr Dir Treas Cap Prg Treasurer | 24 | --- | 1 | 1 | 1 | 1 |
| Sr. Director of Treasury and Capital Programs | 24 | 1 | --- | --- | --- | --- |
| Manager of Financial Planning & Analysis | 22 | 1 | --- | --- | --- | --- |
| Mgr Financial Plan Analysis | 22 | --- | 1 | 1 | 1 | 1 |
| Cash Manager | 20 | 1 | --- | --- | --- | --- |
| Mgr Cash | 20 | --- | 1 | 1 | 1 | 1 |
| Revenue Forecasting Analyst | 20 | 1 | 1 | 1 | 1 | 1 |
| Senior Financial Analyst | 20 | 1 | --- | --- | --- | --- |
| Sr Financial Analyst | 20 | --- | 1 | 1 | 2 | 2 |
| Revenue Grant Analyst | 19 | --- | --- | 1 | 1 | 1 |
| Contract Grant Analyst | 18 | --- | --- | 1 | --- | --- |
| Financial Analyst | 16 - 18 | 1 | --- | --- | --- | --- |
| Financial Analyst II | 18 | --- | 1 | 1 | --- | --- |
| Financial Analyst I | 16 | --- | --- | --- | 1 | 1 |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | 1 | --- | --- |
| Non-Rep Subtotal | | 7 | 7 | 9 | 8 | 8 |
| Total Full-Time | | 7 | 7 | 9 | 8 | 8 |
| <u>Contract</u> | | | | | | |
| Contract Professional | 18 | --- | --- | --- | 1 | 1 |
| Total Contract | | | | | 1 | 1 |

OFFICE OF FEDERAL & STATE PROGRAMS**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.

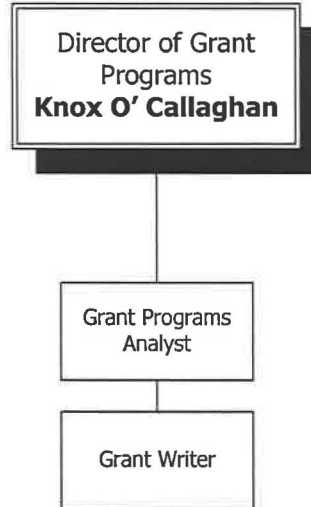
OFFICE OF FEDERAL & STATE PROGRAMS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 175,488 | 156,617 | 128,619 | 211,644 | 236,906 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 73,428 | 72,108 | 62,315 | 91,340 | 142,772 |
| Labor Sub-Total | \$248,916 | \$228,725 | \$190,934 | \$302,984 | \$379,678 |
| Contractual Services | 1,164 | 100 | 0 | 0 | 500 |
| Materials & Supplies | 628 | 609 | 204 | 2,310 | 700 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 9,689 | 0 | 0 |
| Other Non Operating | 9,014 | 6,509 | 3,289 | 3,920 | 9,960 |
| Non Labor Sub-Total | \$10,806 | \$7,218 | \$13,182 | \$6,230 | \$11,160 |
| Office Total | \$259,722 | \$235,943 | \$204,116 | \$309,214 | \$390,838 |
| \$ Change from Prior Year | | (\$23,779) | (\$31,827) | \$105,098 | \$81,624 |
| % Change from Prior Year | | -9.16% | -13.49% | 51.49% | 26.40% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 |
| Non-Represented | 2 | 2 | 3 | 3 | 3 | Administrative | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 |
| Full-Time Total | 2 | 2 | 3 | 3 | 3 | Police | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 1 | 2 | 2 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 |
| | | | | | | Total | 2 | 2 | 3 | 3 |

OFFICE OF FEDERAL & STATE PROGRAMS

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



Personnel Comparison Report

OFFICE OF FEDERAL & STATE PROGRAMS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Grant Programs | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Grants Management | 22 | 1 | --- | --- | --- | --- |
| Grant Program Analyst | 19 | --- | --- | --- | 1 | 1 |
| Grant Programs Analyst* | 19 | --- | --- | 1 | --- | --- |
| Grant Writer | 16 | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 2 | 2 | 3 | 3 | 3 |
| Total Full-Time | | 2 | 2 | 3 | 3 | 3 |

DEPARTMENT OF CONTRACTS & PROCUREMENT

This Department includes the following Offices:

Department of Contracts & Procurement

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

DEPARTMENT OF CONTRACTS & PROCUREMENT

FY2013 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.

DEPARTMENT OF CONTRACTS & PROCUREMENT

FY2013 Key Performance Indicators

| Contracts & Procurement KPIs | | | | |
|---|--|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Average Inventory Service Level | Percent of Stock Issues out of the number of all requested stock items | >/= 95.00% | 96.04% | >/= 95% |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 97.59% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 85.52% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -1.28% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | 0.89% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -15.14% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | -12.71% | </= 0% |

DEPARTMENT OF CONTRACTS & PROCUREMENT

FY2012 ACCOMPLISHMENTS

To support the operational needs of the Authority and in furtherance of the Capital Program, the Department of Contracts & Procurement completed the following activities in FY2012:

- Issued 49 Invitations for Bids, Requests for Price Proposals, and Procurements under GSA or State Schedules (value in excess of \$100,000 per solicitation).
- Issued 5 Requests for Proposals (value in excess of \$100,000 per solicitation).
- Issued 52 Requests for Quotations and Letters of Agreement (value between \$5,000 and \$99,999 per solicitation).
- Engaged in post-award administration of all contracts resulting from the above solicitations and multi-year contracts awarded in prior years.
- Disposed of/sold \$1,428,086 in obsolete inventory.
- Completed a program to identify all obsolete inventory for a one-time write-off at the end of the fiscal year. The amount written off was \$6,314,144.16.
- Reduced the Authority's inventory investment by \$2.5 million through a combination of disposing/selling obsolete material and enhanced inventory management techniques and policies.
- Supported the Atlanta Streetcar Project through the acquisition of streetcar vehicles, traction power substations, branding services and design-build services, and the subsequent administration of the resulting contracts.
- Managed support services for the Authority including reprographics, wireless communication, furniture and moving services.
- Managed the purchasing card (P Card) program that had 11,559 transactions totaling \$2,342,869.
- Achieved an inventory record accuracy of 99.47%.
- Achieved an inventory service level of 96%.
- Completed 1,125 micro and small purchases totaling \$7,645,576 supporting all Departments.
- Completed 9,937 stock purchases totaling \$19,871,361 in support of Maintenance and Revenue operations
- Completed 190,680 stock issues to Maintenance organizations.
- Created and initiated a comprehensive rebuild tracking program to support Bus Maintenance's rebuild reliability program.
- Created and initiated an Oracle responsibility to support Maintenance planning and made it available to all Maintenance kiosks on the work floor.

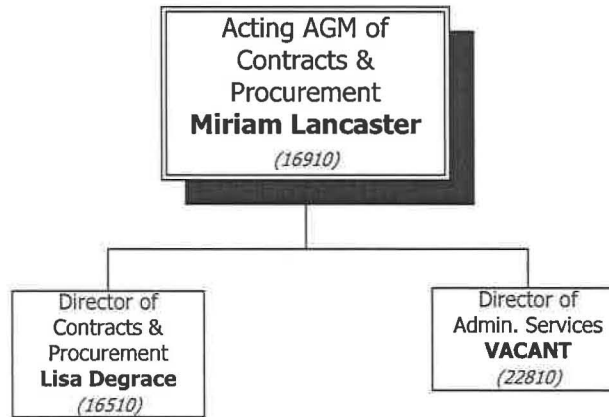
DEPARTMENT OF CONTRACTS & PROCUREMENT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
| Salaries & Wages | 5,237,702 | 6,204,933 | 5,756,265 | 6,094,115 | 6,724,965 |
| Overtime | 98,796 | 128,910 | 107,655 | 100,955 | 115,650 |
| Benefits | 2,253,421 | 2,774,045 | 2,995,131 | 3,019,364 | 4,001,129 |
| Labor Sub-Total | \$7,589,919 | \$9,107,888 | \$8,859,051 | \$9,214,434 | \$10,841,744 |
| Contractual Services | 165,442 | 100,654 | 123,967 | 223,393 | 202,518 |
| Materials & Supplies | 392,164 | 377,694 | 341,958 | 291,153 | 452,374 |
| Other Operating | 0 | 251,757 | 254,139 | 308,422 | 341,912 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 130,050 | 120,378 | 124,173 | 99,938 | 103,257 |
| Other Non Operating | 38,760 | 29,117 | 47,022 | 65,235 | 115,897 |
| Non Labor Sub-Total | \$726,416 | \$879,600 | \$891,259 | \$988,141 | \$1,215,958 |
| Department Total | \$8,316,335 | \$9,987,488 | \$9,750,310 | \$10,202,575 | \$12,057,702 |
| \$ Change from Prior Year | | \$1,671,153 | (\$237,178) | \$452,265 | \$1,855,127 |
| % Change from Prior Year | | 20.09% | -2.37% | 4.64% | 18.18% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|------------|------------|------------|-------------------------------|------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 41 | 55 | 54 | 63 | 63 | Administrative | 14 | 17 | 14 | 10 | 10 |
| Represented | 66 | 66 | 58 | 58 | 58 | Management | 9 | 10 | 9 | 9 | 9 |
| Full-Time Total | 107 | 121 | 112 | 121 | 121 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 2 | 0 | 0 | 0 | 0 | Professional | 13 | 17 | 19 | 38 | 38 |
| Contract | 1 | 3 | 2 | 2 | 2 | Technical | 0 | 6 | 6 | 1 | 1 |
| Clayton | 2 | 0 | 0 | 0 | 0 | Maintenance | 4 | 4 | 3 | 3 | 3 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 64 | 62 | 55 | 55 | 55 |
| | | | | | | Supervisory | 8 | 8 | 8 | 7 | 7 |
| | | | | | | Total | 112 | 124 | 117 | 123 | 123 |

DEPARTMENT OF CONTRACTS & PROCUREMENT

| | | | |
|-----|----|-----------------|------------|
| ADM | 10 | Non-Rep | 63 |
| MGR | 9 | Rep | 58 |
| MNT | 3 | Total FT | 121 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 38 | | |
| REP | 55 | PT | 0 |
| SUP | 7 | CON | 2 |
| TEC | 1 | TOTAL | 123 |



OFFICE OF AGM CONTRACTS & PROCUREMENT**FUNCTIONS & RESPONSIBILITIES**

The Office of the AGM of Contracts and Procurement is responsible for managing the procurement of all goods and services for the Authority and administering the resulting contracts between the Authority and third parties. The office is also responsible for the management of administrative functions such as reprographics, wireless communications, furniture, mail and postal services and records management.

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.

The office of Administrative Services is responsible the distribution os Authority-wide policies and procedures, record management, reprographic services, and wireless communications.

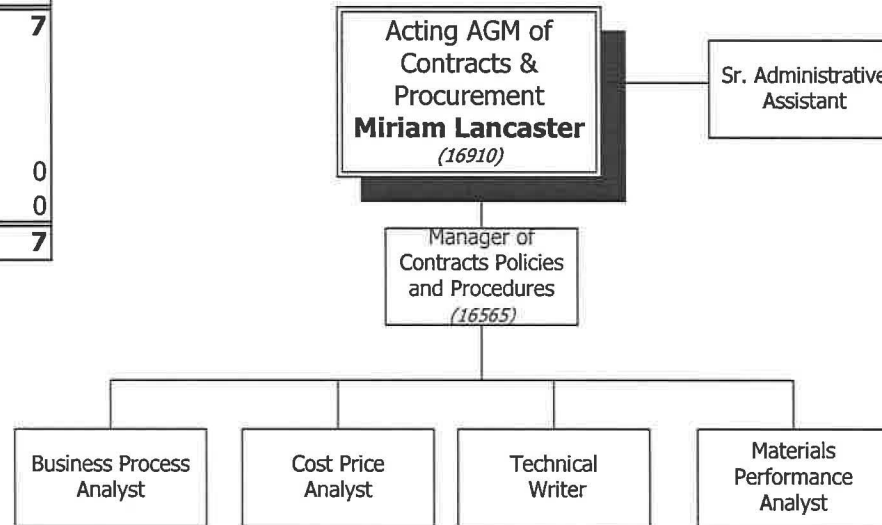
OFFICE OF AGM CONTRACTS & PROCUREMENT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|------------------|------------------|------------------|------------------|--------------------|
| Salaries & Wages | 63,080 | 289,862 | 324,831 | 392,801 | 543,990 |
| Overtime | 0 | 3,804 | 5,457 | 29 | 0 |
| Benefits | 26,555 | 69,795 | 109,198 | 156,856 | 327,835 |
| Labor Sub-Total | \$89,635 | \$363,461 | \$439,486 | \$549,686 | \$871,825 |
| Contractual Services | 41,361 | 0 | 43,586 | 83,820 | 95,005 |
| Materials & Supplies | 0 | 254 | 243 | 3,505 | 7,361 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 18,132 |
| Other Non Operating | 0 | 6,741 | 15,876 | 51,570 | 86,779 |
| Non Labor Sub-Total | \$41,361 | \$6,995 | \$59,705 | \$138,895 | \$207,277 |
| Office Total | \$130,996 | \$370,456 | \$499,191 | \$688,581 | \$1,079,102 |
| \$ Change from Prior Year | | \$239,460 | \$128,735 | \$189,390 | \$390,521 |
| % Change from Prior Year | | 182.80% | 34.75% | 37.94% | 56.71% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 1 | 1 | 3 | 6 | 7 | Administrative | 0 | 0 | 1 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 2 | 2 |
| Full-Time Total | 1 | 1 | 3 | 6 | 7 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 1 | 4 | 5 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 1 | 1 | 3 | 6 | 7 |

OFFICE OF AGM CONTRACTS & PROCUREMENT

| | | | |
|-----|---|-----------------|----------|
| ADM | 0 | Non-Rep | 7 |
| MGR | 2 | Rep | 0 |
| MNT | 0 | Total FT | 7 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 5 | | |
| REP | 0 | PT | 0 |
| SUP | 0 | CON | 0 |
| TEC | 0 | TOTAL | 7 |



Personnel Comparison Report

OFFICE OF AGM CONTRACTS & PROCUREMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM CONTRACTS & PROCUREMENT | C | --- | 1 | 1 | 1 | 1 |
| AGM of Contracts & Procurement | C | 1 | --- | --- | --- | --- |
| Mgr Contracts Pol & Proc | 22 | --- | --- | --- | 1 | 1 |
| Business Process Analyst | 19 | --- | --- | 1 | 1 | 1 |
| Cost Price Analyst | 19 | --- | --- | --- | 1 | 1 |
| Technical Writer | 18 | --- | --- | --- | 1 | 1 |
| Materials Performance Analyst | 15 | --- | --- | --- | --- | 1 |
| Sr. Administrative Assistant | 12 | --- | --- | --- | 1 | 1 |
| Administrative Assistant | 10 | --- | --- | 1 | --- | --- |
| Non-Rep Subtotal | | 1 | 1 | 3 | 6 | 7 |
| Total Full-Time | | 1 | 1 | 3 | 6 | 7 |

OFFICE OF CONTRACTS & PROCUREMENT**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.

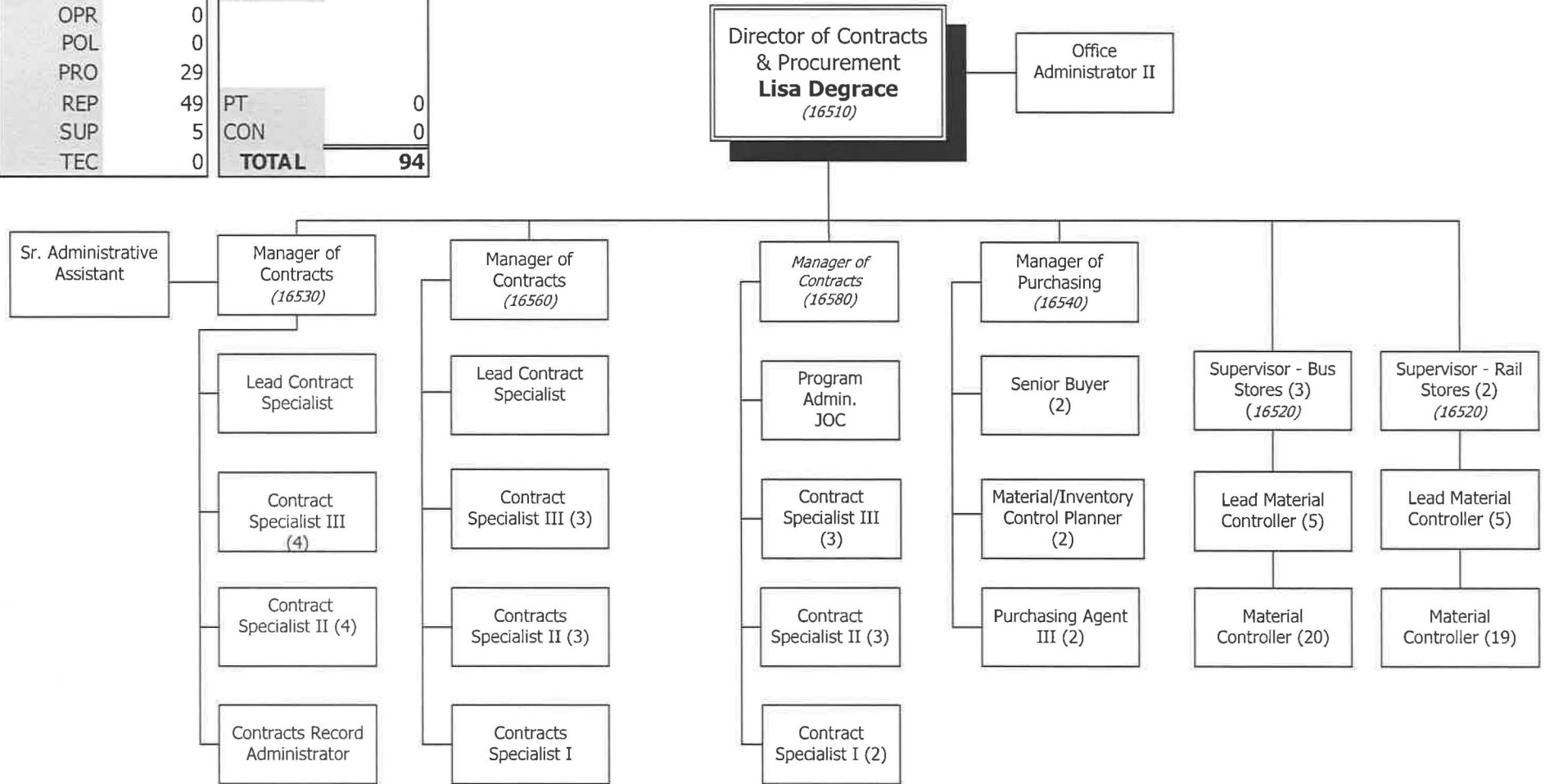
OFFICE OF CONTRACTS & PROCUREMENT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 4,111,994 | 4,767,286 | 4,366,501 | 4,687,951 | 5,092,251 |
| Overtime | 85,641 | 109,215 | 90,524 | 89,038 | 110,104 |
| Benefits | 1,800,724 | 2,192,490 | 2,352,999 | 2,402,253 | 3,086,159 |
| Labor Sub-Total | \$5,998,359 | \$7,068,991 | \$6,810,024 | \$7,179,242 | \$8,288,514 |
| Contractual Services | 3,499 | 8,844 | -3,146 | 67,998 | 0 |
| Materials & Supplies | 42,288 | 37,668 | 38,096 | 32,314 | 49,959 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 27,870 | 31,373 | 24,375 | 21,466 | 0 |
| Other Non Operating | 13,755 | 6,317 | 6,196 | 1,617 | 11,817 |
| Non Labor Sub-Total | \$87,412 | \$84,202 | \$65,521 | \$123,395 | \$61,776 |
| Office Total | \$6,085,771 | \$7,153,193 | \$6,875,545 | \$7,302,637 | \$8,350,290 |
| \$ Change from Prior Year | | \$1,067,422 | (\$277,648) | \$427,092 | \$1,047,653 |
| % Change from Prior Year | | 17.54% | -3.88% | 6.21% | 14.35% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 33 | 41 | 35 | 37 | 45 | Administrative | 9 | 12 | 8 | 6 | 6 |
| Represented | 55 | 55 | 49 | 49 | 49 | Management | 6 | 5 | 4 | 4 | 5 |
| Full-Time Total | 88 | 96 | 84 | 86 | 94 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 12 | 14 | 13 | 22 | 29 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 5 | 5 | 0 | 0 |
| Clayton | 2 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 57 | 55 | 49 | 49 | 49 |
| | | | | | | Supervisory | 6 | 5 | 5 | 5 | 5 |
| | | | | | | Total | 90 | 96 | 86 | 86 | 94 |

OFFICE OF CONTRACTS & PROCUREMENT

| | | | |
|-----|----|-----------------|-----------|
| ADM | 6 | Non-Rep | 45 |
| MGR | 5 | Rep | 49 |
| MNT | 0 | Total FT | 94 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 29 | | |
| REP | 49 | PT | 0 |
| SUP | 5 | CON | 0 |
| TEC | 0 | TOTAL | 94 |



Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Lead Contract Specialist | TBD | --- | --- | --- | 1 | 2 |
| Dir Contracts Proc Materials | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Contracts & Procurement | 23 | 1 | --- | --- | --- | --- |
| Manager of Contracts | 22 | 1 | --- | --- | --- | --- |
| Mgr AE Contracts | 22 | --- | 1 | --- | --- | --- |
| Mgr Contracts | 22 | --- | 1 | 2 | 2 | --- |
| Mgr of Contracts | 22 | --- | --- | --- | --- | 3 |
| Resident Engineer | 21 | --- | 1 | 1 | --- | --- |
| AE Contracts Engineer VI | 20 | --- | 1 | 1 | --- | --- |
| Chf Capital Contracts | 20 | --- | 1 | --- | --- | --- |
| Manager of Contract Administration | 20 | 1 | --- | --- | --- | --- |
| Manager of Materials | 20 | 1 | --- | --- | --- | --- |
| Manager of Purchasing | 20 | 1 | --- | --- | --- | --- |
| Mgr Purchasing | 20 | --- | 1 | 1 | 1 | 1 |
| Program Administrator JOC | 20 | --- | 1 | 1 | 1 | 1 |
| Project Manager | 20 | 1 | --- | --- | --- | --- |
| Business Process Analyst | 19 | --- | 1 | --- | --- | --- |
| Contract Specialist III | 19 | --- | --- | --- | 7 | 10 |
| Contracts Administrator Senior | 19 | 2 | --- | --- | --- | --- |
| Contracts Administrator Sr | 19 | --- | 2 | 1 | --- | --- |
| Sr Buyer | 16 - 19 | --- | 2 | 2 | 2 | 2 |
| Sr Contract Specialist | 19 | --- | 4 | 6 | --- | --- |
| Sr Contrt Spec Prgm Contrt Mgt | 19 | --- | 1 | 1 | --- | --- |

Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Sr. Contract Specialist | 19 | 5 | --- | --- | --- | --- |
| Contract Specialist Program Mgmt | 18 | --- | 1 | 1 | --- | --- |
| Project Engineer | 18 | --- | 2 | 2 | --- | --- |
| Administrator - Warranties | 17 | --- | 1 | --- | --- | --- |
| Contract Specialist II | 17 | --- | --- | --- | 7 | 10 |
| Contract Administrator | 16 | 1 | --- | --- | --- | --- |
| Field Inspector | 16 | --- | 1 | 1 | --- | --- |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| Purchase Card Administrator | 16 | 1 | --- | --- | --- | --- |
| Senior Buyer | 16 | 2 | --- | --- | --- | --- |
| Supervisor - Bus & Rail Stores | 16 | 5 | --- | --- | --- | --- |
| Supervisor - Inventory Control | 16 | 1 | --- | --- | --- | --- |
| Supv Bus & Rail Stores | 16 | --- | 5 | 5 | 5 | 5 |
| Assistant Purchase Card Administrator | 15 | 1 | --- | --- | --- | --- |
| Asst Purchase Card Admin | 15 | --- | 1 | --- | --- | --- |
| Contract Specialist I | 15 | --- | --- | --- | 2 | 3 |
| Material Inventory Control Pln | 15 | --- | 3 | 2 | 2 | 2 |
| Material/Inventory Control Planner | 15 | 3 | --- | --- | --- | --- |
| Materials Performance Analyst | 15 | 1 | 1 | 1 | 1 | --- |
| Purchasing Agent | 11 - 14 | 2 | --- | --- | --- | --- |
| Purchasing Agent III | 14 | --- | 2 | 2 | 2 | 2 |
| Sr. Administrative Assistant | 12 | --- | --- | --- | 1 | 1 |
| | 11 | --- | 1 | 1 | --- | --- |
| Contracts Record Administrator | 11 | --- | --- | --- | 1 | 1 |

Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-----------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Financial Information Spec | 11 | --- | 1 | 1 | --- | --- |
| Administrative Assistant | 10 | 1 | 3 | 1 | --- | --- |
| Records Analyst | 08 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 33 | 41 | 35 | 37 | 45 |
| <u>Represented</u> | | | | | | |
| Material Controller | UR | 45 | 45 | 39 | 39 | 39 |
| Material Controller - Lead | UR | 10 | --- | --- | --- | --- |
| Material Controller Lead | UR | --- | 10 | 10 | 10 | 10 |
| Represented Subtotal | | 55 | 55 | 49 | 49 | 49 |
| Total Full-Time | | 88 | 96 | 84 | 86 | 94 |
| <u>Contract</u> | | | | | | |
| Material Controller | UR | 1 | --- | --- | --- | --- |
| Material Controller - Lead | UR | 1 | --- | --- | --- | --- |
| Total Contract | | 2 | --- | --- | --- | --- |

OFFICE OF ADMINISTRATIVE SERVICES

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.

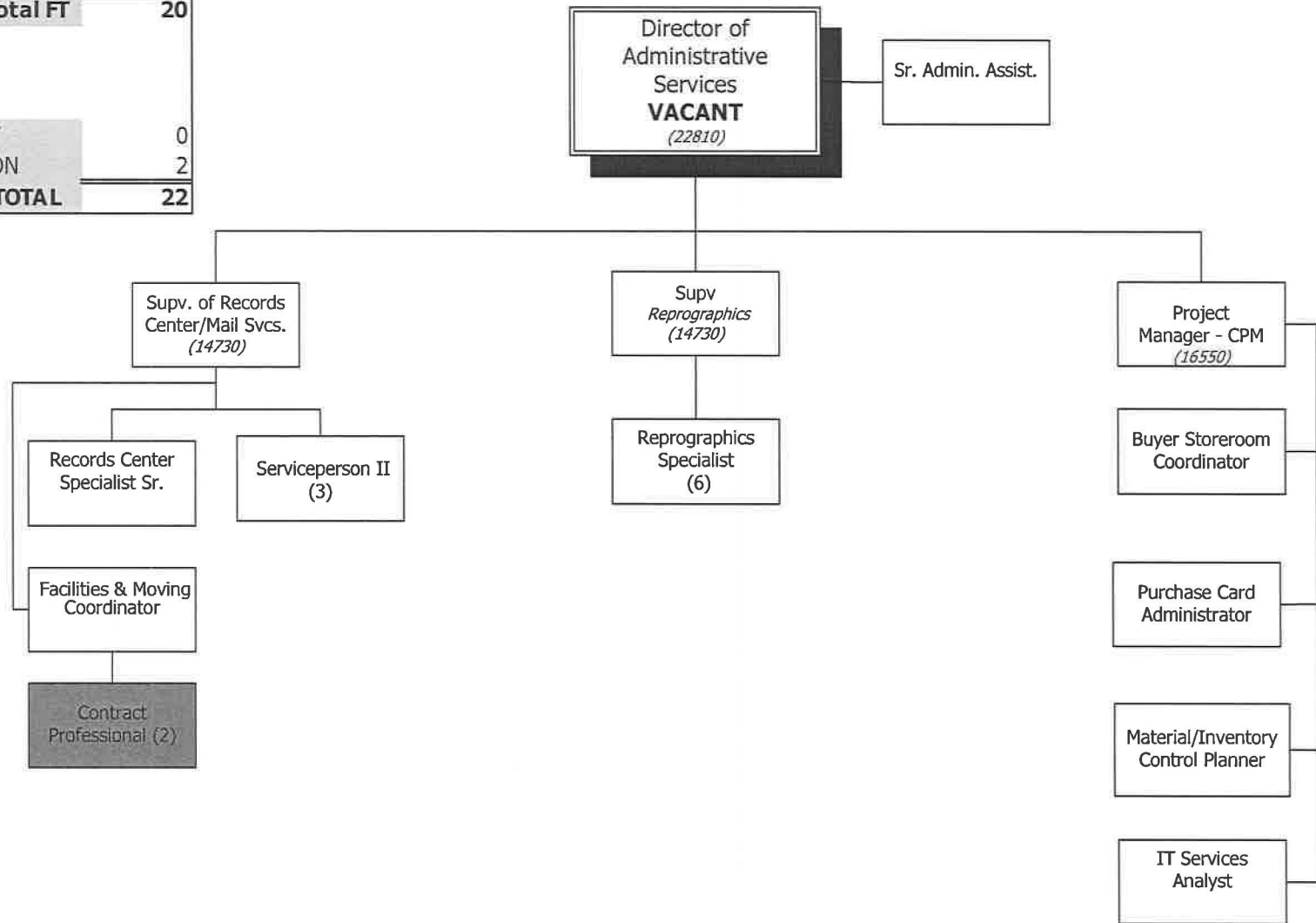
OFFICE OF ADMINISTRATIVE SERVICES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 1,062,628 | 1,147,785 | 1,064,933 | 1,013,363 | 1,088,724 |
| Overtime | 13,155 | 15,891 | 11,674 | 11,888 | 5,546 |
| Benefits | 426,142 | 511,760 | 532,934 | 460,255 | 587,135 |
| Labor Sub-Total | \$1,501,925 | \$1,675,436 | \$1,609,541 | \$1,485,506 | \$1,681,405 |
| Contractual Services | 120,582 | 91,810 | 83,527 | 71,575 | 107,513 |
| Materials & Supplies | 349,876 | 339,772 | 303,619 | 255,334 | 395,054 |
| Other Operating | 0 | 251,757 | 254,139 | 308,422 | 341,912 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 102,180 | 89,005 | 99,798 | 78,472 | 85,125 |
| Other Non Operating | 25,005 | 16,059 | 24,950 | 12,048 | 17,301 |
| Non Labor Sub-Total | \$597,643 | \$788,403 | \$766,033 | \$725,851 | \$946,905 |
| Office Total | \$2,099,568 | \$2,463,839 | \$2,375,574 | \$2,211,357 | \$2,628,310 |
| \$ Change from Prior Year | | \$364,271 | (\$88,265) | (\$164,217) | \$416,953 |
| % Change from Prior Year | | 17.35% | -3.58% | -6.91% | 18.86% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 10 | 13 | 16 | 20 | 11 | Administrative | 6 | 5 | 5 | 4 | 4 |
| Represented | 11 | 11 | 9 | 9 | 9 | Management | 3 | 4 | 4 | 3 | 2 |
| Full-Time Total | 21 | 24 | 25 | 29 | 20 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 2 | 0 | 0 | 0 | 0 | Professional | 2 | 3 | 5 | 12 | 4 |
| Contract | 1 | 3 | 2 | 2 | 2 | Technical | 0 | 1 | 1 | 1 | 1 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 4 | 4 | 3 | 3 | 3 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 7 | 7 | 6 | 6 | 6 |
| | | | | | | Supervisory | 2 | 3 | 3 | 2 | 2 |
| | | | | | | Total | 24 | 27 | 28 | 31 | 22 |

OFFICE OF ADMINISTRATIVE SERVICES

| | | | |
|-----|---|-----------------|-----------|
| ADM | 4 | Non-Rep | 11 |
| MGR | 2 | Rep | 9 |
| MNT | 3 | Total FT | 20 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 4 | | |
| REP | 6 | PT | 0 |
| SUP | 2 | CON | 2 |
| TEC | 1 | TOTAL | 22 |



Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Lead Contract Specialist | TBD | --- | --- | --- | 1 | --- |
| Dir Administrative Services | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Administrative Services | 23 | 1 | --- | --- | --- | --- |
| Mgr of Contracts | 22 | --- | --- | --- | 1 | --- |
| Manager - Fleet Mgmt. Services | 20 | 1 | --- | --- | --- | --- |
| Manager of Support Services | 20 | 1 | --- | --- | --- | --- |
| Mgr Contract Administration | 20 | --- | 1 | 1 | --- | --- |
| Mgr Support Svcs | 20 | --- | 1 | 1 | --- | --- |
| Project Manager- CPM | 20 | --- | 1 | 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 | 1 |
| Contracts Administrator I | 16 | --- | 1 | 1 | --- | --- |
| IT Services Analyst | 16 | --- | 1 | 1 | 1 | 1 |
| Purchase Card Administrator | 16 | --- | 1 | 1 | 1 | 1 |
| Supervisor of Records Center/Mail Services | 16 | 1 | --- | --- | --- | --- |
| Supervisor of Reprographics | 16 | 1 | --- | --- | --- | --- |
| Supv Inventory Control | 16 | --- | 1 | 1 | --- | --- |
| Supv Records Center Mail Svcs | 16 | --- | 1 | 1 | 1 | 1 |
| Supv Reprographics | 16 | --- | 1 | 1 | 1 | 1 |
| Contract Specialist I | 15 | --- | --- | --- | 1 | --- |

Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Material Inventory Control Pln | 15 | --- | --- | 1 | 1 | 1 |
| Fleet Management Analyst | 14 | 1 | --- | --- | --- | --- |
| Facilities & Moving Coord | 12 | --- | 1 | 1 | 1 | 1 |
| Facilities & Moving Coordinator | 12 | 1 | --- | --- | --- | --- |
| Sr. Administrative Assistant | 12 | --- | --- | --- | 1 | 1 |
| | 10 | --- | --- | 1 | --- | --- |
| Fleet Management Coordinator | 10 | 1 | --- | --- | --- | --- |
| Records Center Specialist | 09 - 10 | 2 | 1 | --- | --- | --- |
| Records Center Specialist Sr | 10 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 10 | 13 | 16 | 20 | 11 |
| <u>Represented</u> | | | | | | |
| Reprographics Spec I | UR | --- | 3 | 2 | 2 | 2 |
| Reprographics Spec II | UR | --- | 1 | 1 | 1 | 1 |
| Reprographics Spec III | UR | --- | 3 | 3 | 3 | 3 |
| Reprographics Specialist | UR | 7 | --- | --- | --- | --- |
| Serviceperson II | UR | 4 | 4 | 3 | 3 | 3 |
| Represented Subtotal | | 11 | 11 | 9 | 9 | 9 |
| Total Full-Time | | 21 | 24 | 25 | 29 | 20 |
| <u>Part-Time</u> | | | | | | |
| Contract Emp/Paraprofessional | --- | 2 | --- | --- | --- | --- |
| Total Part-Time | | 2 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Contract</u> | | | | | | |
| Contract - Parking Services Supervisor | ---- | 1 | ---- | ---- | ---- | ---- |
| Contract Emp Admin Support | ---- | ---- | 2 | ---- | 1 | 1 |
| Contract Emp Professional | ---- | ---- | ---- | 1 | ---- | ---- |
| Contract Professional | ---- | ---- | ---- | 1 | 1 | 1 |
| Capital Contract Professional | -- | ---- | 1 | ---- | ---- | ---- |
| Total Contract | | 1 | 3 | 2 | 2 | 2 |

DEPARTMENT OF HUMAN RESOURCES

This Department includes the following Offices:

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

DEPARTMENT OF HUMAN RESOURCES

FY2013 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 FY2013 is to continue to serve as a partner to all other MARTA departments by supporting the Authority's strategic priorities in the most effective and efficient manner possible. Key objectives of the Departments of Human Resources include enhancing the organization's overall effectiveness through development

of the MARTA work force. 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.

FY2013 Key Performance Indicators

| Human Resources KPIs | | | | |
|---|--|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Critical Fill Rate | Percent of filled positions required for MARTA's core business units | >/= 96% | 74.47% | >/= 96% |
| Voluntary Turnover Rate | Percent of MARTA employees vacating their positions voluntarily | </= 0.62% | 0.24% | </= 0.62% |
| Monthly Training Attendance | The number of training participants in a given month that attend training | >/= 293 | 752 | >/= 293 |
| Training Capacity Utilization Rate | Percent of available training slots utilized in a given month | >/= 80% | 110% | >/= 80% |
| Monthly Training Expense Ratio | Training expenses as a percentage of payroll | > 2.14% | 1.19% | > 2.14% |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 93.47% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 91.66% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -11.09% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -12.64% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | 3.21% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | -63.59% | </= 0% |

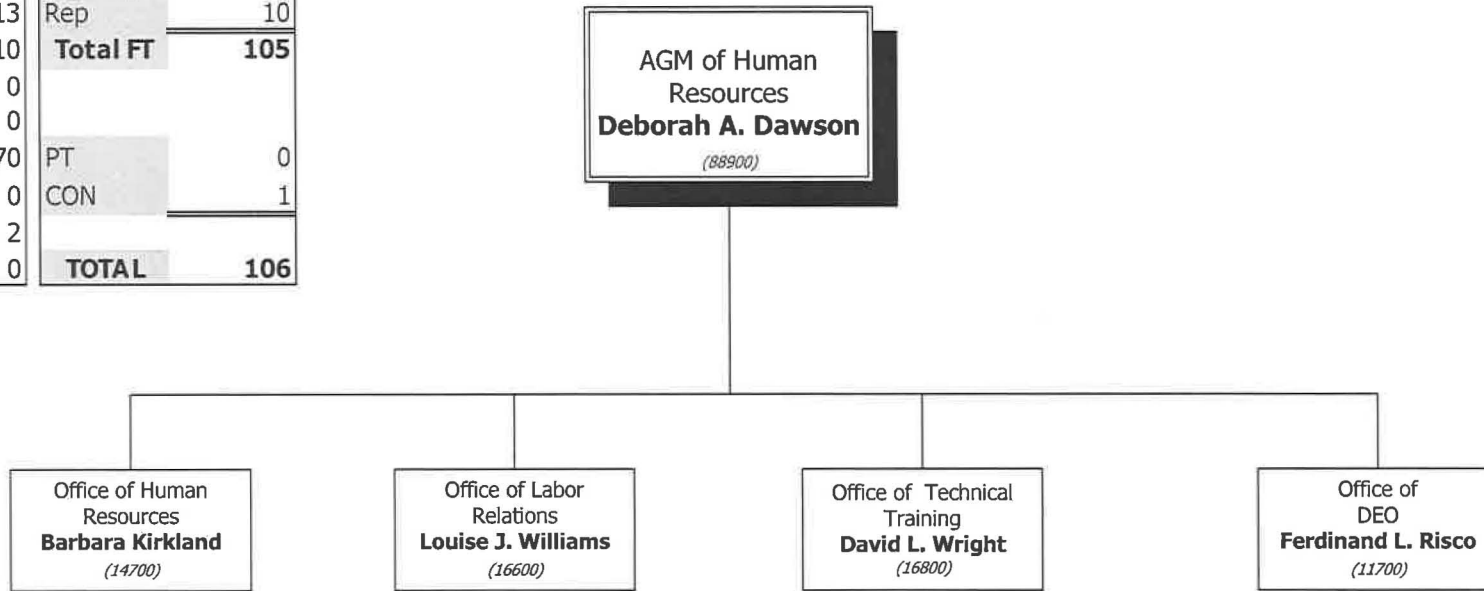
DEPARTMENT OF HUMAN RESOURCES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------|---------------------|--------------------|---------------------|---------------------|
| Salaries & Wages | 6,573,623 | 6,125,015 | 5,661,134 | 6,185,391 | 6,340,042 |
| Overtime | 71,548 | 48,748 | 44,070 | 34,572 | 47,148 |
| Benefits | 3,202,157 | 3,143,086 | 3,320,129 | 3,413,217 | 3,805,850 |
| Labor Sub-Total | \$9,847,328 | \$9,316,849 | \$9,025,333 | \$9,633,180 | \$10,193,039 |
| Contractual Services | 103,242 | 288,292 | 138,972 | 207,726 | 117,658 |
| Materials & Supplies | 54,024 | 22,768 | 22,375 | 30,999 | 46,052 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 68,069 | 49,835 | 58,941 | 61,221 | 49,793 |
| Other Non Operating | 565,205 | 418,566 | 479,856 | 758,293 | 813,659 |
| Non Labor Sub-Total | \$790,540 | \$779,461 | \$700,144 | \$1,058,239 | \$1,027,162 |
| Department Total | \$10,637,868 | \$10,096,310 | \$9,725,477 | \$10,691,419 | \$11,220,201 |
| \$ Change from Prior Year | | (\$541,558) | (\$370,833) | \$965,942 | \$528,782 |
| % Change from Prior Year | | -5.09% | -3.67% | 9.93% | 4.95% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------|-----------|------------|------------|-------------------------------|------------|------------|-----------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 101 | 100 | 93 | 94 | 95 | Administrative | 14 | 14 | 11 | 11 | 11 |
| Represented | 0 | 0 | 0 | 12 | 10 | Management | 17 | 16 | 14 | 13 | 13 |
| Full-Time Total | 101 | 100 | 93 | 106 | 105 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 1 | 0 | 0 | 0 | Professional | 87 | 83 | 68 | 70 | 70 |
| Contract | 19 | 14 | 2 | 2 | 1 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 12 | 10 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 2 | 2 | 2 | 2 | 2 |
| | | | | | | Total | 120 | 115 | 96 | 108 | 106 |

DEPARTMENT OF HUMAN RESOURCES

| | | | |
|-----|----|-----------------|------------|
| ADM | 11 | Non-Rep | 95 |
| MGR | 13 | Rep | 10 |
| MNT | 10 | Total FT | 105 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 70 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 2 | | |
| TEC | 0 | TOTAL | 106 |



OFFICE OF AGM HUMAN RESOURCES

FUNCTIONS AND RESPONSIBILITIES

The Office of the Assistant General Manager of Human Resources/Labor Relations/Training/DEO is a member of the Executive Management Team, responsible for leading and influencing the strategic development and implementation of comprehensive, Authority-wide Human Resources programs.

The Office of the AGM is responsible for designing, planning, developing, implementing and administering effective programs and services through

the offices of HR, Labor Relations, Training and DEO. Such programs and services are targeted to the best meet the needs of the Authority with emphasis on sustainability and change.

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

OFFICE OF AGM HUMAN RESOURCES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|------------------|------------------|------------------|-------------------|------------------|
| Salaries & Wages | 111,183 | 220,250 | 219,758 | 213,453 | 225,502 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 43,065 | 89,740 | 94,026 | 94,107 | 135,899 |
| Labor Sub-Total | \$154,248 | \$309,990 | \$313,784 | \$307,560 | \$361,401 |
| 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 | 79,090 | 37,500 | 99,999 |
| Non Labor Sub-Total | \$0 | \$0 | \$79,090 | \$37,500 | \$99,999 |
| Office Total | \$154,248 | \$309,990 | \$392,874 | \$345,060 | \$461,400 |
| \$ Change from Prior Year | | \$155,742 | \$82,884 | (\$47,814) | \$116,340 |
| % Change from Prior Year | | 100.97% | 26.74% | -12.17% | 33.72% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 1 | 2 | 2 | 2 | 2 | Administrative | 0 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 1 | 2 | 2 | 2 | 2 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 1 | 2 | 3 | 2 | 2 |

FY2013 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

OFFICE OF AGM HUMAN RESOURCES

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

AGM of
Human Resources
Deborah Dawson
(16310)

Department
Administrator

Personnel Comparison Report

OFFICE OF AGM HUMAN RESOURCES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM Human Resources | C | --- | 1 | 1 | 1 | 1 |
| AGM of Human Resources | C | 1 | --- | --- | --- | --- |
| Department Administrator | 17 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 1 | 2 | 2 | 2 | 2 |
| Total Full-Time | | 1 | 2 | 2 | 2 | 2 |

OFFICE OF HUMAN RESOURCES**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.

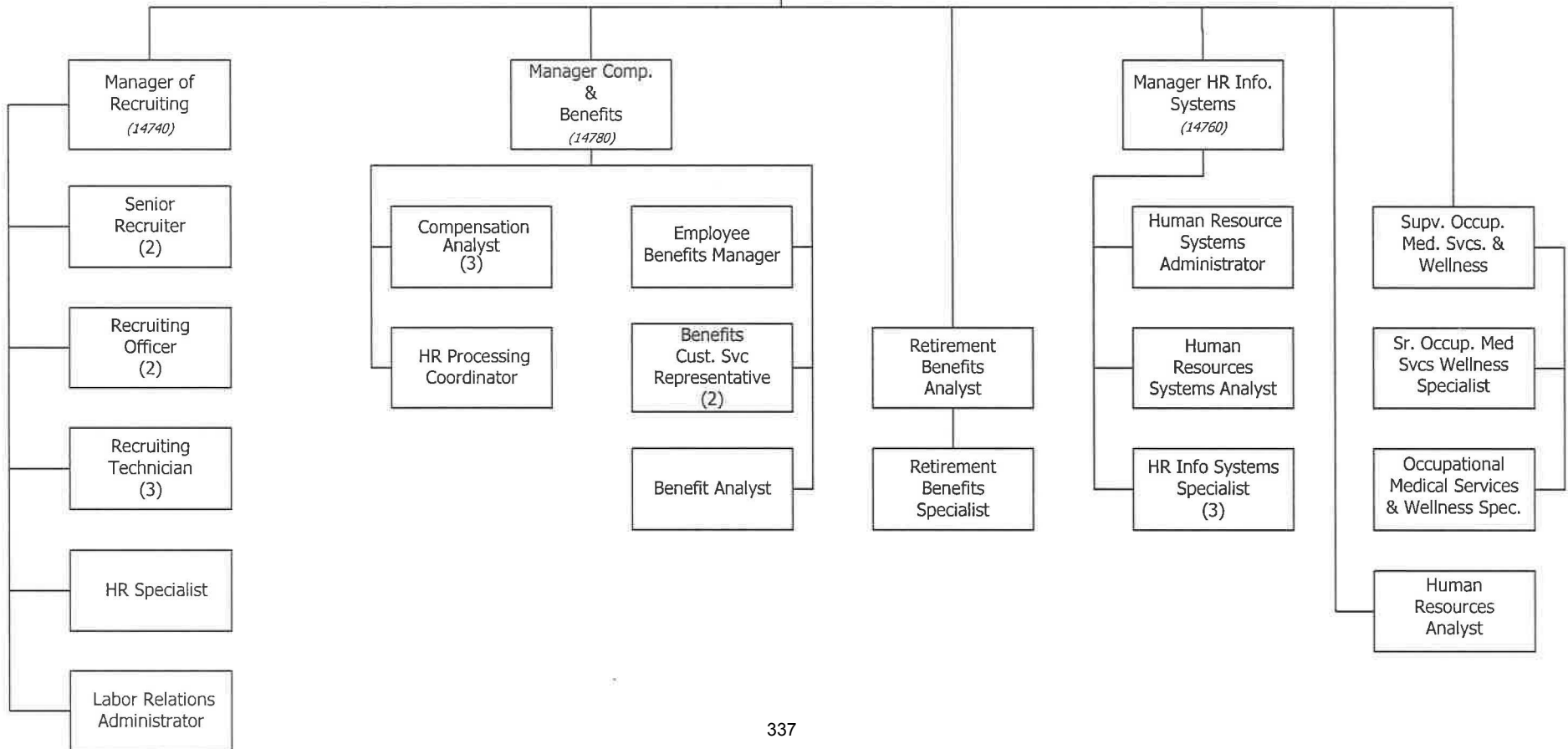
OFFICE OF HUMAN RESOURCES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 2,353,616 | 2,199,839 | 1,960,235 | 1,989,311 | 1,887,749 |
| Overtime | 3,670 | 1,070 | 391 | 30 | 0 |
| Benefits | 1,254,754 | 1,183,277 | 1,240,665 | 1,250,063 | 1,137,652 |
| Labor Sub-Total | \$3,612,040 | \$3,384,186 | \$3,201,291 | \$3,239,404 | \$3,025,401 |
| Contractual Services | 69,097 | 222,587 | 60,416 | 155,374 | 67,672 |
| Materials & Supplies | 19,095 | 11,227 | 12,835 | 14,394 | 17,522 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 67,976 | 49,835 | 58,397 | 61,221 | 49,793 |
| Other Non Operating | 341,239 | 346,361 | 291,824 | 364,056 | 340,035 |
| Non Labor Sub-Total | \$497,407 | \$630,010 | \$423,472 | \$595,045 | \$475,022 |
| Office Total | \$4,109,447 | \$4,014,196 | \$3,624,763 | \$3,834,449 | \$3,500,423 |
| \$ Change from Prior Year | | (\$95,251) | (\$389,433) | \$209,686 | (\$334,026) |
| % Change from Prior Year | | -2.32% | -9.70% | 5.78% | -8.71% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 36 | 38 | 31 | 31 | 32 | Administrative | 10 | 10 | 8 | 8 | 8 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 6 | 6 | 5 | 5 | 5 |
| Full-Time Total | 36 | 38 | 31 | 31 | 32 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 1 | 0 | 0 | 0 | Professional | 24 | 22 | 17 | 17 | 18 |
| Contract | 5 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 1 | 1 | 1 | 1 | 1 |
| | | | | | | Total | 41 | 39 | 31 | 31 | 32 |

OFFICE OF HUMAN RESOURCES

| | | | |
|-----|----|-----------------|-----------|
| ADM | 8 | Non-Rep | 32 |
| MGR | 5 | Rep | 0 |
| MNT | 0 | Total FT | 32 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 18 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 1 | | |
| TEC | 0 | TOTAL | 32 |



Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Human Resources Assistant | 9 | --- | 1 | --- | --- | --- |
| Director of Human Resources | 23 | 1 | 1 | 1 | 1 | 1 |
| Manager of Compensation & Benefits | 22 | 1 | --- | --- | --- | --- |
| Mgr Compensation & Benefits | 22 | --- | 1 | 1 | 1 | 1 |
| Employee Benefits Manager | 21 | 1 | --- | --- | --- | --- |
| Manager of Recruiting | 21 | 1 | --- | --- | --- | --- |
| Mgr Employ Rel Well Org Dev | 21 | 1 | 1 | --- | --- | --- |
| Mgr Employee Benefits | 21 | --- | 1 | 1 | 1 | 1 |
| Mgr Recruiting | 21 | --- | 1 | 1 | 1 | 1 |
| Human Resources System Administrator | 20 | 1 | --- | --- | --- | --- |
| Human Resources Systems Admin | 20 | --- | 1 | 1 | 1 | 1 |
| Manager of Human Resources Information Systems | 20 | 1 | --- | --- | --- | --- |
| Mgr Human Resources Info Sys | 20 | --- | 1 | 1 | 1 | 1 |
| Supv. of Occupational Medical Services & Wellness | 18 - 19 | 1 | --- | --- | --- | --- |
| Supv Occup Med Svcs Wellness | 18 | --- | 1 | 1 | 1 | 1 |
| Benefit Analyst | 17 | 1 | --- | --- | --- | --- |
| Compensation Analyst | 17 | 3 | --- | --- | --- | --- |
| Compensation Analyst III | 17 | --- | 3 | 3 | 3 | 3 |
| Employee Relations Prog Admin | 17 | --- | 1 | --- | --- | --- |
| Employee Relations Program Administrator | 17 | 1 | --- | --- | --- | --- |
| Employee Relations Specialist | 17 | 1 | --- | --- | --- | --- |
| Employee Relations Specialist (ADR) | 17 | --- | 1 | --- | --- | --- |
| Human Resources Analyst | 17 | --- | --- | --- | 1 | 1 |

Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Human Resources Systems Analyst | 17 | --- | --- | --- | 1 | 1 |
| Org Learning Specialist III | 17 | --- | 1 | --- | --- | --- |
| Organizational Learning Specialist II | 17 | 1 | --- | --- | --- | --- |
| Senior Recruiter | 17 | 2 | --- | --- | --- | --- |
| Sr Recruiter | 17 | --- | 2 | 2 | 2 | 2 |
| Labor Realtions Administrator | 16 | --- | 1 | 1 | 1 | 1 |
| Office Administrator II | 16 | 1 | --- | --- | --- | --- |
| Recruiting Officer | 16 | 3 | --- | --- | --- | --- |
| Recruiting Officer II | 16 | --- | 2 | 1 | 1 | 2 |
| Retirement Benefits Analyst | 16 | 1 | --- | --- | --- | --- |
| Retirement Benefitis Analyst | 16 | --- | 1 | 1 | 1 | 1 |
| Sr Occup Med Svcs Well Spec | 16 | 1 | 1 | 1 | 1 | 1 |
| Benefits Analyst | 15 | --- | 1 | 1 | 1 | 1 |
| Hr Information Systems Analyst | 15 | --- | 1 | 1 | --- | --- |
| Human Resources Proc Coord | 15 | --- | 1 | 1 | 1 | 1 |
| Human Resources Processing Coordinator | 15 | 1 | --- | --- | --- | --- |
| Information Systems Analyst | 15 | 1 | --- | --- | --- | --- |
| Emp Rel Wellness & Wk Dev Coor | 14 | --- | 1 | 1 | --- | --- |
| Employee Relations Workforce Development Coord. | 14 | 1 | --- | --- | --- | --- |
| Occupational Med Ser Well Spec | 14 | --- | 1 | 1 | 1 | 1 |
| Occupational Medical Services & Wellness Specialist | 14 | 1 | --- | --- | --- | --- |
| Retirement Benefits Specialist | 14 | 1 | 1 | 1 | 1 | 1 |
| Benefits Customer Service Representative | 13 | 2 | --- | --- | --- | --- |
| Benefits-Customer Svc Rep | 13 | --- | 2 | 2 | 2 | 2 |

Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Compensation Specialist | 12 | 1 | --- | --- | --- | --- |
| HR Info System Specialist II | 12 | --- | 3 | 3 | 3 | 3 |
| Recruiting Technician | 12 | 3 | --- | --- | --- | --- |
| Recruiting Technician II | 12 | --- | 2 | 2 | 2 | 2 |
| Administrative Assistant | 10 | 1 | 1 | --- | --- | --- |
| Human Resources Specialist | 10 | --- | 1 | 1 | 1 | 1 |
| Information Systems Specialist | 10 | 1 | --- | --- | --- | --- |
| Recruiting Technician I | 10 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 36 | 38 | 31 | 31 | 32 |
| Total Full-Time | | 36 | 38 | 31 | 31 | 32 |
| Part-Time | | | | | | |
| Contract Professional Part-time | -- | --- | 1 | --- | --- | --- |
| Total Part-Time | | --- | 1 | --- | --- | --- |
| Contract | | | | | | |
| Contract - Parking Services Supervisor | --- | 2 | --- | --- | --- | --- |
| Contract Admin. Support | --- | 2 | --- | --- | --- | --- |
| Contract BTP Support | --- | 1 | --- | --- | --- | --- |
| Total Contract | | 5 | --- | --- | --- | --- |

OFFICE OF LABOR RELATIONS

FUNCTIONS & RESPONSIBILITIES

The Office of Labor Relations administers the labor agreements with the Amalgamated Transit Union, Local 732, for the Authority. Maintaining a primary focus on promoting a healthy labor/management climate, the Office of Labor Relations is responsible for ensuring adherence to the terms of the collective bargaining agreement; planning, development and oversight of implementation of all labor relations programs at MARTA and oversight and implementation of short and long-range strategies to support the goals, objectives and strategic plans of the Authority and its departments.

The Office of Labor Relations has direct oversight and management of the establishment of a labor strategy and spearheads all activities related to labor negotiations; assists Authority management on matters relative to labor activities, contract interpretation/administration; monitors the administration of discipline codes and work rules; coordinates the processing of grievances; represents the Authority in arbitrations; oversees all other aspects of labor/management relations; and works for the continued improvement of labor relations throughout the Authority.

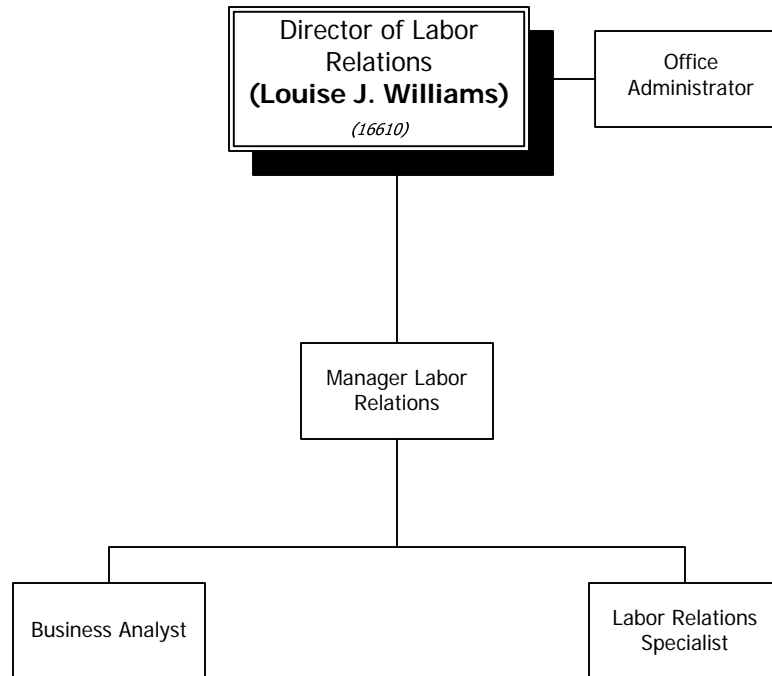
OFFICE OF LABOR RELATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 357,577 | 332,131 | 303,883 | 168,953 | 372,672 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 167,848 | 164,109 | 182,265 | 114,805 | 224,591 |
| Labor Sub-Total | \$525,425 | \$496,240 | \$486,148 | \$283,758 | \$597,263 |
| Contractual Services | 7,568 | 40,242 | 46,357 | 23,932 | 25,000 |
| Materials & Supplies | 1,299 | 450 | 177 | 319 | 451 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 2,337 | 100 | 1,245 | 875 | 288 |
| Non Labor Sub-Total | \$11,204 | \$40,792 | \$47,779 | \$25,126 | \$25,739 |
| Office Total | \$536,629 | \$537,032 | \$533,927 | \$308,884 | \$623,002 |
| \$ Change from Prior Year | | \$403 | (\$3,105) | (\$225,043) | \$314,118 |
| % Change from Prior Year | | 0.08% | -0.58% | -42.15% | 101.69% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 4 | 4 | 4 | 5 | 5 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 2 | 3 | 3 | 2 | 2 |
| Full-Time Total | 4 | 4 | 4 | 5 | 5 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 0 | 0 | 2 | 2 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 4 | 4 | 4 | 5 | 5 |

OFFICE OF LABOR RELATIONS

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



Personnel Comparison Report

OFFICE OF LABOR RELATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Labor Relations | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Labor Relations | 23 | 1 | --- | --- | --- | --- |
| Dir Employee Availability Prog | 21 | --- | 1 | --- | --- | --- |
| Manager of Employee Availability | 21 | --- | --- | 1 | --- | --- |
| Manager of Labor Relations | 20 | 1 | --- | --- | --- | --- |
| Mgr Labor Relations | 20 | --- | 1 | 1 | 1 | 1 |
| Sr Labor Relations Specialist | 19 | --- | --- | --- | 1 | 1 |
| Labor Relations Administrator | 16 | 1 | --- | --- | --- | --- |
| Business Analyst | 15 | --- | --- | --- | 1 | 1 |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 4 | 4 | 4 | 5 | 5 |
| Total Full-Time | | 4 | 4 | 4 | 5 | 5 |

FUNCTIONS AND RESPONSIBILITIES

The Office of Training partners with other operational and strategic business units within MARTA to assure the achievement of organizational goals and objectives. The primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's workforce via effective training and business unit development programs. To maximize delivered training with minimal dollars, various training strategies and methods are utilized. The Office assesses Authority learning

needs and aligns workforce development strategies to utilize the most cost effective delivery method consistent with accepted pedagogy. External training resources are applied where internal development and delivery is not economical. Where appropriate, internal resources are allocated to effectively deliver instructor lead classroom and synchronous web based training, web based self-directed instruction, individual employee coaching and business unit organizational development.

OFFICE OF TRAINING

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Salaries & Wages | 2,705,270 | 2,492,580 | 2,318,776 | 2,799,415 | 2,754,201 |
| Overtime | 67,746 | 47,678 | 43,679 | 34,429 | 47,148 |
| Benefits | 1,301,376 | 1,276,545 | 1,367,583 | 1,477,214 | 1,644,842 |
| Labor Sub-Total | <u>\$4,074,392</u> | <u>\$3,816,803</u> | <u>\$3,730,038</u> | <u>\$4,311,058</u> | <u>\$4,446,191</u> |
| Contractual Services | 472 | -472 | 1,765 | 330 | 0 |
| Materials & Supplies | 23,468 | 3,062 | 5,343 | 8,954 | 20,716 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 93 | 0 | 0 | 0 | 0 |
| Other Non Operating | 177,175 | 31,586 | 77,741 | 282,688 | 332,401 |
| Non Labor Sub-Total | <u>\$201,208</u> | <u>\$34,176</u> | <u>\$84,849</u> | <u>\$291,972</u> | <u>\$353,117</u> |
| Office Total | <u>\$4,275,600</u> | <u>\$3,850,979</u> | <u>\$3,814,887</u> | <u>\$4,603,030</u> | <u>\$4,799,308</u> |
| \$ Change from Prior Year | | (\$424,621) | (\$36,092) | \$788,143 | \$196,278 |
| % Change from Prior Year | | -9.93% | -0.94% | 20.66% | 4.26% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 42 | 40 | 39 | 39 | 39 | Administrative | 2 | 1 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 12 | 10 | Management | 4 | 3 | 2 | 2 | 2 |
| Full-Time Total | <u>42</u> | <u>40</u> | <u>39</u> | <u>51</u> | <u>49</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 49 | 49 | 38 | 38 | 37 |
| Contract | 14 | 14 | 2 | 2 | 1 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 12 | 10 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 1 | 1 | 1 | 1 | 1 |
| | | | | | | Total | 56 | 54 | 41 | 53 | 50 |

Personnel Comparison Report

OFFICE OF TRAINING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Director of Training | 23 | 1 | 1 | 1 | 1 | 1 |
| Chief of Maintenance Training | 21 | 1 | --- | --- | --- | --- |
| Chief of Strategic & Organizational Training | 21 | 1 | 1 | 1 | 1 | 1 |
| Chief of Technical Training | 21 | --- | 1 | --- | --- | --- |
| Chief of Transportation Training | 20 | 1 | --- | --- | --- | --- |
| Supervisor of Strategic Training | 19 | 1 | 1 | 1 | 1 | 1 |
| Senior Instructor Bus Maintenance | 18 | 1 | 1 | 1 | 1 | 1 |
| Senior Instructor Bus Operations | 18 | 1 | 1 | 1 | 1 | 1 |
| Senior Instructor Infrastructure | 18 | 1 | 1 | 1 | 1 | 1 |
| Senior Instructor Rail Maintenance | 18 | 1 | 1 | 1 | 1 | 1 |
| Org Learning Specialist III | 17 | --- | 1 | 2 | 2 | 2 |
| Organizational Learning Specialist II | 17 | 1 | --- | --- | --- | --- |
| Instructor | 16 | 21 | --- | --- | --- | --- |
| Instructor Auto Train Control | 16 | --- | 2 | 2 | 2 | 2 |
| Instructor Bus Operations | 16 | 3 | 3 | 3 | 3 | 3 |
| Instructor Bus Tech Environ | 16 | --- | 1 | 1 | 1 | 1 |
| Instructor Bus Technical | 16 | --- | 5 | 5 | 5 | 5 |
| Instructor Car Maint Elect | 16 | --- | 3 | 3 | 3 | 3 |
| Instructor Car Maint Mech | 16 | --- | 3 | 3 | 3 | 3 |
| Instructor Central Control | 16 | 2 | 2 | 2 | 2 | 2 |
| Instructor Central Maintenance | 16 | --- | 2 | 2 | 2 | 2 |
| Instructor Electrical Power | 16 | 1 | 1 | 1 | 1 | 1 |
| Instructor Personal Computers | 16 | 1 | 1 | 1 | 1 | 1 |

Personnel Comparison Report

OFFICE OF TRAINING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|--------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Instructor Rail Operations | 16 | --- | 3 | 3 | 3 | 3 |
| Instructor Track | 16 | --- | 2 | 2 | 2 | 2 |
| Training & Development Spec | 15 | --- | 2 | 2 | 2 | 2 |
| Training & Development Specialist | 15 | 2 | --- | --- | --- | --- |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | --- | --- | --- |
| Training Administrator | 12 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 42 | 40 | 39 | 39 | 39 |
| <u>Represented</u> | | | | | | |
| Apprentice ET - Rail Car Maint | UR | --- | --- | --- | 2 | --- |
| APPRENTICE MECHANIC | UR | --- | --- | --- | 10 | 10 |
| Represented Subtotal | | | | | 12 | 10 |
| Total Full-Time | | 42 | 40 | 39 | 51 | 49 |
| <u>Contract</u> | | | | | | |
| Capital Contract Instructional Designer | ---- - TBD | 4 | 4 | 1 | 1 | --- |
| Contract Instructor | ---- - 00000 | 7 | 7 | 1 | 1 | 1 |
| Capital Contract DHS/TSA Security Instructor | --- | 2 | 2 | --- | --- | --- |
| Contract BTP Support | --- | 1 | 1 | --- | --- | --- |
| Total Contract | | 14 | 14 | 2 | 2 | 1 |

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY**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.

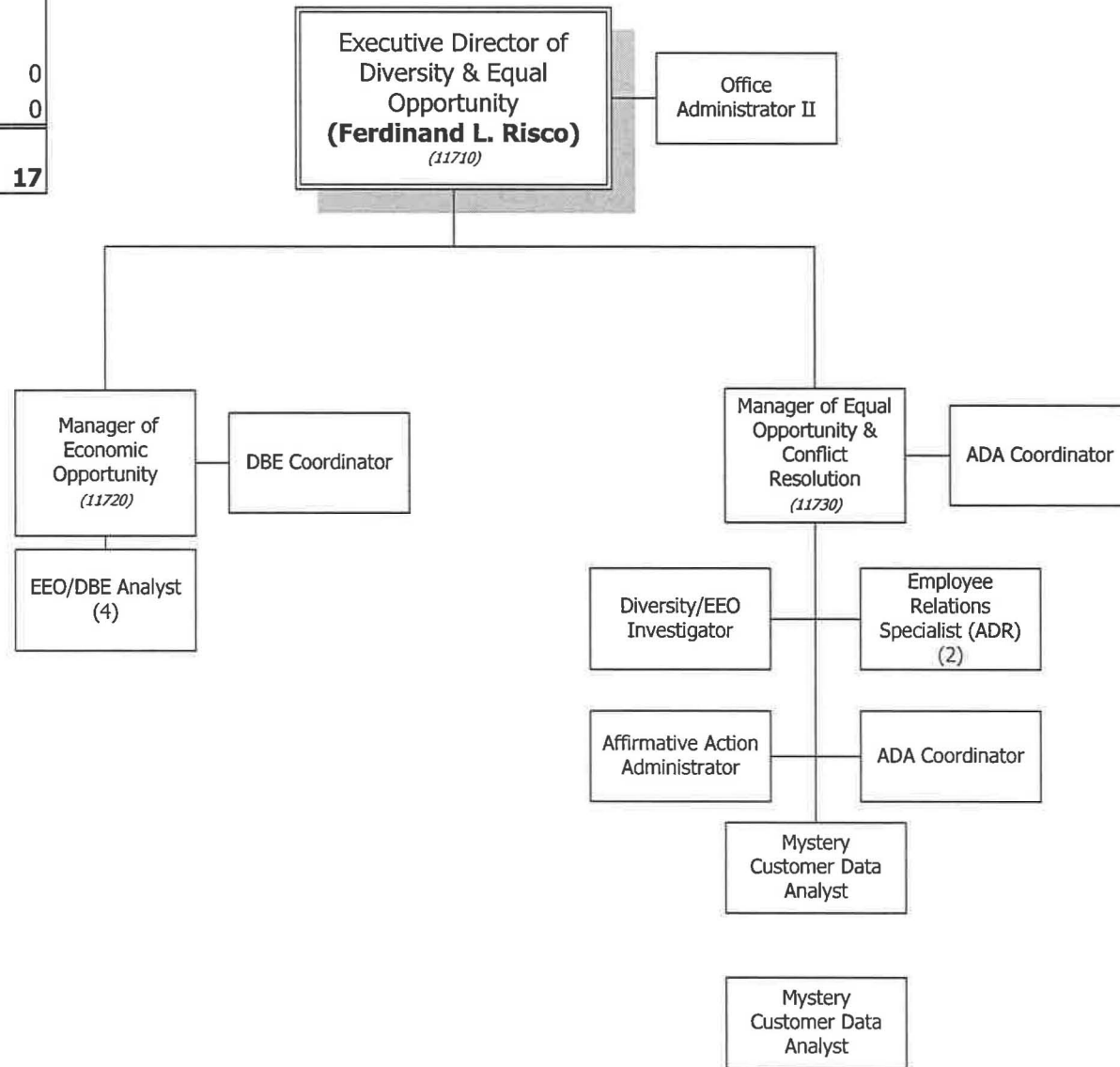
OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Salaries & Wages | 1,045,977 | 880,215 | 858,482 | 1,014,259 | 1,099,918 |
| Overtime | 132 | 0 | 0 | 113 | 0 |
| Benefits | 435,114 | 429,415 | 435,590 | 477,028 | 662,866 |
| Labor Sub-Total | <u>\$1,481,223</u> | <u>\$1,309,630</u> | <u>\$1,294,072</u> | <u>\$1,491,400</u> | <u>\$1,762,784</u> |
| Contractual Services | 26,105 | 25,935 | 30,434 | 28,090 | 24,986 |
| Materials & Supplies | 10,162 | 8,029 | 4,020 | 7,332 | 7,363 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 544 | 0 | 0 |
| Other Non Operating | 44,454 | 40,519 | 29,956 | 73,174 | 40,936 |
| Non Labor Sub-Total | <u>\$80,721</u> | <u>\$74,483</u> | <u>\$64,954</u> | <u>\$108,596</u> | <u>\$73,285</u> |
| Office Total | <u>\$1,561,944</u> | <u>\$1,384,113</u> | <u>\$1,359,026</u> | <u>\$1,599,996</u> | <u>\$1,836,069</u> |
| \$ Change from Prior Year | | (\$177,831) | (\$25,087) | \$240,970 | \$236,073 |
| % Change from Prior Year | | -11.39% | -1.81% | 17.73% | 14.75% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 17 | 16 | 17 | 17 | 17 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 3 | 3 | 3 | 3 |
| Full-Time Total | <u>17</u> | <u>16</u> | <u>17</u> | <u>17</u> | <u>17</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 13 | 12 | 13 | 13 | 13 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 16 | 17 | 17 | 17 |

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

| | | | |
|-----|----|-----------------|-----------|
| ADM | 1 | Non-Rep | 17 |
| MGR | 3 | Rep | 0 |
| MNT | 0 | Total FT | 17 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 13 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 0 | | |
| TEC | 0 | TOTAL | 17 |



Personnel Comparison Report

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Exec Director of Diversity & Equal Opportunity | 24 | --- | 1 | 1 | 1 | 1 |
| Executive Director of Diversity & Equal Opportunity | 24 | 1 | --- | --- | --- | --- |
| Manager of Equal Opportunity & Conflict Resolution | 21 | 1 | 1 | 1 | 1 | 1 |
| Manager Equal Opportunity | 20 | 1 | --- | --- | --- | --- |
| Manager of Economic Opportunity | 20 | --- | 1 | 1 | 1 | 1 |
| Affirm Act Administrator | 19 | --- | 1 | 1 | 1 | 1 |
| Affirmative Action Administrator | 19 | 1 | --- | --- | --- | --- |
| Equity Administrator | 19 | 1 | 1 | 1 | 1 | 1 |
| Contract Compliance Specialist | 18 | 1 | --- | --- | --- | --- |
| Diversity EEO Investigator | 17 | --- | --- | --- | 1 | 1 |
| Diversity/EEO Investigator | 17 | 1 | 1 | 1 | --- | --- |
| EEO DBE Analyst | 17 | --- | --- | --- | 4 | 4 |
| EEO/DBE Analyst | 17 | 4 | 4 | 4 | --- | --- |
| Employee Relations Specialist | 17 | 1 | --- | --- | --- | --- |
| Employee Relations Specialist (ADR) | 17 | --- | 1 | 2 | 2 | 2 |
| Mystery Customer Project Analy | 17 | --- | 1 | 1 | 1 | 1 |
| Mystery Customer Project Analyst | 17 | 1 | --- | --- | --- | --- |
| Office Administrator II | 16 | 1 | 1 | 1 | 1 | 1 |
| ADA Coordinator | 15 | 1 | 1 | 1 | 1 | 1 |
| DBE Coordinator | 15 | 1 | 1 | 1 | 1 | 1 |
| Mystery Customer Data Analyst | 15 | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 17 | 16 | 17 | 17 | 17 |

Personnel Comparison Report

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Total Full-Time | | 17 | 16 | 17 | 17 | 17 |

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
- Office of Technology Quality Assurance

FY2013 GOALS AND OBJECTIVES

Technology Goal#1

To provide and maintain sufficient technology software and hardware assets to support current business needs

Technology Objectives

1. Develop and maintain an Asset Management Life Cycle Plan
2. Minimize Service Interruption
3. Leverage ITSM tools for Configuration and Change Management
4. Transform the existing NOC to Operations Monitoring Center

Technology Goal#2

To protect and secure Technology Asset from internal and external threats

Technology Objectives

1. Implement and Rollout Authority security Program
2. Adopt and Enforce the Information Security Policy
3. Establish Information Security Standards and Integrate with Project Implementation Life Cycle
4. Monitor and Control Security to meet Compliance

Technology Goal#3

To provide Innovative New Technology to grow with the business units needs

Technology Objectives

1. Develop a new data center strategy
2. Develop a new infrastructure strategy
3. Develop a new telephony strategy
4. Develop an integrated infrastructure strategy
5. Innovate with Emerging Technology

Technology Goal#4

Improve Customer Service

Technology Objectives

1. Provide Customer Uninterrupted Services
2. Enhance Customer Experience
3. Create a single media for seamless transfer across regional transit

4. Build a Partnership with the internal business units and the regional partners to improve business processes

Technology Goal#5

Provide an easier process for internal and external stakeholder to do business with Technology

Technology Objectives

1. Brand the technology image as the best in the region
2. Create partnership program with our customers
3. Align BA process with PM process and the Authority process

Technology Goal#6

Recruit and Retain highly skilled IT Professionals

Technology Objectives

1. Develop a high performance technology workforce that is motivated, compensated and committed to service excellence
2. Establish a work environment that respects each other's diversity and different communication styles
3. Establish a balanced work life program
4. Publish a workforce training program

Technology Goal#7

Provide cost-effective and competitive technology services

Technology Objectives

1. Prepare a plan to support regional reciprocal agreements for technology services
2. Maintain Financial Funding
3. Better Procurement Strategy and Plan
4. Develop a plan for public and private partnerships
5. Propose best cost-benefit solutions

Technology Goal#8

Develop a partnership with the Stakeholders in the region to improve business processes by leveraging technology

Technology Objectives

1. To provide Technology services to regional partners

FY2013 Key Performance Indicators

| Technology KPIs | | | | |
|-----------------------------------|--|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 97.12% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 90.12% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -29.47% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -39.70% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -21.18% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | 292.46% | </= 0% |

FY2012 ACCOMPLISHMENTS**Finance:**

- Implemented Phase 1 of Oracle iRecruitment; deployed on December 5, 2012 and currently being used by Human Resources.
- Completed Union Agreement related changes in the Oracle e-business suite.
- Completed Phase 1 of the 2011 year end legislative required patches for Oracle e-business suite.
- Complete the upgrade of the Oracle e-business database infrastructure and migrated the BTP and FASuite databases to the new infrastructure.
- Completed the Phase 3 Software Patching for the Oracle Payroll system.
- Completed Operator Activity Report for Budget Department; demoed to AGM Finance on 12/13.

AFC/Breeze

- Removed magnetics from fare gates and implemented a Closed System.
- Complete FY12 MARTA and Gwinnett County Transit (GCT) Fare increase changes on Breeze Vending Machines and Ticket Office Machines, Web Ticketing and the Interactive Voice Recorder systems.
- Moved the Web Ticketing Individual Sales function to a new server to improve quality of customer access.
- Completed upgrade of the AFC central system software to Nextfare version 6.0; upgraded TOMS, and completed Phase of the QSA Assessment for the AFC system to achieve Payment Card Industry (PCI) compliance.
- Completed development of a tool that allows Customer Service to search Breeze Web Sales by order number.
- Completed update of the Cobb Fare Table to include Cobb Paratransit to MARTA.
- Completed addition of Stored Value to the Paratransit purchase page of the Web Ticketing Individual Sales website. This modification will provide more flexibility for paratransit customers in purchasing fares online.
- Completed the coding and development of the University PASS (UPASS) Web interface

Rail Operations

- Completed the testing and upgrading of all (38) Train Control Room (TCR) routers during the TCR Network Upgrade deployment.
- Completed Private Branch Exchange (PBX) upgrade at HQ and Rail Services Control Center (RSCC).
- Completed testing of Front End Processor (FEP) software and placed in service for Ethernet network communications to Remote Terminal Units (RTUs) in the Train Control Rooms.
- Installed PA interface device at Candler Park Station.
- Installed POTS line at Indian Creek Precinct.
- Oversaw the pull and termination of fiber between the Canterbury TCR and Canterbury bungalow and assisted with the installation and physical connectivity of network equipment at both locations to stabilize train control connectivity for Rail Services Control Center (RSCC).
- Configured, installed, & tested Model 3750 network switch for Canterbury & N. Druid Hills for Rail Services Control Center (RSCC).
- Completed work to enable physical connection for expansion of the network between the Disaster Recovery (DR) data center and the North Druid Hills TCR.
- Completed West Line Auxiliary Remote Terminal Units (RTU) conversion for Rail Services Control Center (RSCC).
- Completed Auxiliary Remote Terminal Unit (RTU) conversion of the South Line and four sites on the East Line.
- Completed Auxiliary RTU conversion for all station on the South East Line and 4 stations on the North Line. These conversions are to upgrade specific communications equipment at the stations to maintain state of good repair.
- Completed installation of new fare gates at the Lenox and the Dome stations. These gates will alleviate bottle necks and improve safety conditions at these stations.
- Deployed 44 network switches at 22 wayside locations and configured 20 Cisco Catalyst switches for upcoming deployment in the Wayside/Midspan locations during the first week in April 2012.

DEPARTMENT OF TECHNOLOGY

Bus Operations

- Completed testing of the Bus Data Control Unit (DCU) software upgrade for MARTA Fixed Route.
- Completed the SOW for the Trapeze Suite upgrade to version 11 and completed the migration of the Trapeze databases to FalconStor SAN in testing environment in preparation for the Trapeze Full Suite Upgrade.
- Completed site survey and hardware configuration for increasing wireless coverage at the Perry Garage Bus Depot.
- Completed December 2011 data updates to Trapeze, AVL and GIS systems.
- Completed Development of Badge Renumbering Application for Teledriver. This application facilitates better management of the bus operator workforce.

Planning

- Implemented 5 custom Route Performance Ranking reports for the Office of Planning.

Police

- Completed the upgrade of the PAMET application to the latest supported version.
- Completed the installation of the Audio and Video surveillance equipment for the Police Interrogation room at Wachovia.
- Completed the technical configuration requirements for CCTV On-board vehicle cameras.
- Upgraded the CCTV System from version 4.6 to 4.8 on 3/14/2012.
- Successfully integrated adaptive CCTV software solution. The adaptive software solution will allow for event monitoring and alarms

Safety

- Implemented a custom On-Call Weekly Status report for the Office of Safety. This report allows quick visibility of weekly activities and deliverables for the Safety Accident/Incident Investigation Program.
- Developed and deployed custom reports for verification of attendance hours for all cost centers.

Authority-Wide

- Deployed version 2.1.3.1 of the MARTA iPhone app to include real-time bus tracking. Re-designed and deployed the App on new iOS platform. The redesign allows greater compatibility with new iPhones for a better user experience when using the App.
- Created several showcase banners, splash pages and master pages on itsmarta.com including Thanksgiving banner, Clifton Corridor, Potential Bid Opportunities page and Title VI information.
- Deployed several SharePoint site customizations and updates including EMIS/Board Paperless update, Train Control System Upgrade (TCSU) SharePoint customization and Atlanta Streetcar Vehicle Procurement SharePoint customization.
- Completed the upgrade of the SharePoint Infrastructure. The Infrastructure upgrade is required so that the current SharePoint content can be migrated to SharePoint 2010 enabling improved and enhanced collaboration tools.
- Completed the development and deployment of a SharePoint site for Budget Planning.
- Completed updates to the Balanced Scorecard Portal and published monthly data.
- Completed the interim upgrade of the C-Cure system to System 40 and increased licenses from 500 to 1,000. These additional licenses were necessary in order to enable planned additional security access to restroom doors and gates to have badge access.
- Completed repairs to re-establish connectivity for MARTA parking decks emergency Call Box systems. This upgrade included converting the existing analog system to a VOIP network communication system platform. The following upgrades took place: PCC 5/16, Garson & City Center 5/22, and Medical Center 5/23.
- Completed the Call Box repairs to re-establish connectivity for MARTA parking decks emergency call box systems.
- Completed testing, verification, labeling of copper spares for selected Fire protection locations across the Authority. This is an integral part of a project whose objective is to implement individual Fire Alarm Control panels with self-diagnostics and reporting at 105 facilities.

DEPARTMENT OF TECHNOLOGY

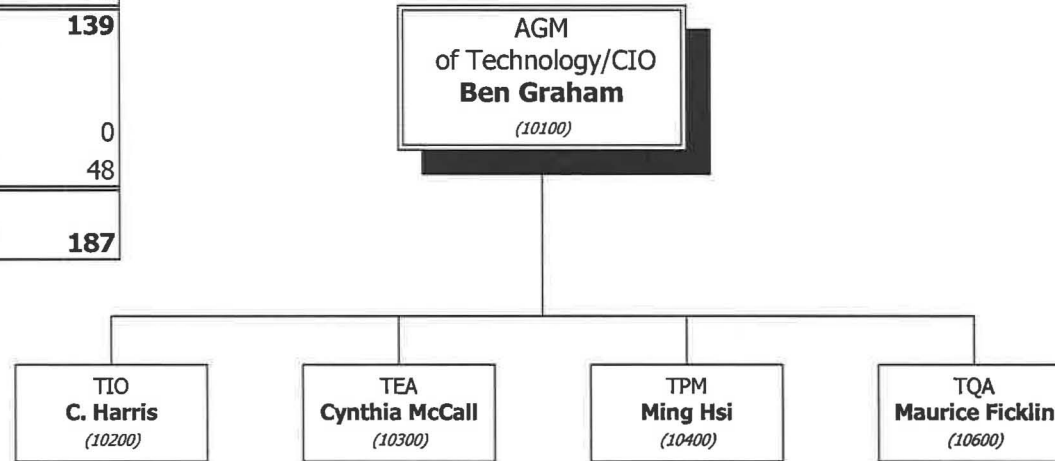
- Completed the Citrix NetScaler installation at Candler Park and Headquarters datacenters. This installation facilitates load balancing of systems between the two data centers and is aimed at improving performance of the data centers.
- Completed the processing of: 923 Payroll employee checks average per month, 3,880 Direct Deposit paycheck advices average per month, 2,299 Risk Management checks and 1,010 Accounts Payable Checks average per month.
- Completed Installation of Utility Manager Pro software. This software allows the Authority to perform billing data analysis.
- Completed upgrade of Cisco Works to version 4.0. This upgrade is for state of good repair for the software that manages specific vendor equipment on the network.
- Successfully deployed the Network Access Control (NAC) client agent on all PC devices in MARTA HQ. This software implements a layer of security that controls what devices are allowed to connect to the MARTA network.
- Announced the roll out of Archer/RSA Policy Management and Procedure Management on May 10, 2012. This application provides a consistent, efficient and sustainable approach to managing the lifecycle of technology policies and procedures.
- Completed the Desktop Inventory Audit.
- Three (3) Technology Compliance team members successfully completed Certified Information Systems Auditor (CISA) training and received Certificates.

DEPARTMENT OF TECHNOLOGY

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 6,155,106 | 6,065,050 | 6,753,541 | 9,044,644 | 14,144,674 |
| Overtime | 278,135 | 210,404 | 192,201 | 259,661 | 67,247 |
| Benefits | 2,391,481 | 2,479,462 | 2,902,345 | 3,637,281 | 6,210,510 |
| Labor Sub-Total | <u>\$8,824,722</u> | <u>\$8,754,916</u> | <u>\$9,848,087</u> | <u>\$12,941,586</u> | <u>\$20,422,431</u> |
| Contractual Services | 3,320,529 | 5,811,338 | 10,198,095 | 9,704,789 | 13,211,671 |
| Materials & Supplies | 443,210 | 376,906 | 241,379 | 283,356 | 460,734 |
| Other Operating | 1,632,031 | 1,368,935 | 1,524,621 | 1,315,029 | 1,728,699 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 69,963 | 65,526 | 72,402 | 119,392 | 86,928 |
| Non Labor Sub-Total | <u>\$5,465,733</u> | <u>\$7,622,705</u> | <u>\$12,036,497</u> | <u>\$11,422,566</u> | <u>\$15,488,032</u> |
| Department Total | <u>\$14,290,455</u> | <u>\$16,377,621</u> | <u>\$21,884,584</u> | <u>\$24,364,152</u> | <u>\$35,910,463</u> |
| \$ Change from Prior Year | | \$2,087,166 | \$5,506,963 | \$2,479,568 | \$11,546,311 |
| % Change from Prior Year | | 14.61% | 33.62% | 11.33% | 47.39% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | |
|------------------------|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|------------|------------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 |
| Non-Represented | 79 | 139 | 120 | 121 | 116 | Administrative | 3 | 3 | 3 | 3 |
| Represented | 10 | 21 | 21 | 23 | 23 | Management | 10 | 12 | 13 | 18 |
| Full-Time Total | <u>89</u> | <u>160</u> | <u>141</u> | <u>144</u> | <u>139</u> | Police | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 58 | 38 | 38 | 35 |
| Contract | 46 | 26 | 26 | 26 | 48 | Technical | 51 | 105 | 87 | 84 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 10 | 21 | 21 | 23 |
| | | | | | | Operator | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 3 | 7 | 5 | 7 |
| | | | | | | Total | 135 | 186 | 167 | 170 |
| | | | | | | | | | | 187 |

| | | | |
|-----|----|-----------------|------------|
| ADM | 3 | Non-Rep | 116 |
| MGR | 19 | Rep | 23 |
| MNT | 23 | Total FT | 139 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 57 | PT | 0 |
| REP | 0 | CON | 48 |
| SUP | 6 | | |
| TEC | 79 | TOTAL | 187 |



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
- Office of Technology Quality Assurance

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.

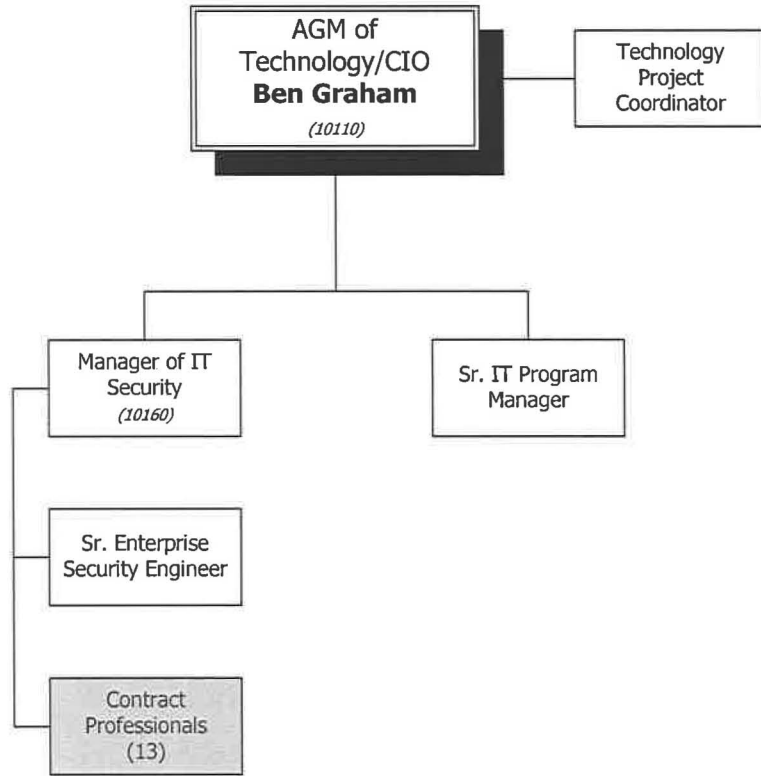
OFFICE OF AGM TECHNOLOGY CIO

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|--------------------|
| Salaries & Wages | 244,240 | 216,630 | 199,284 | 155,167 | 1,731,836 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 87,096 | 87,664 | 91,867 | 59,595 | 403,247 |
| Labor Sub-Total | \$331,336 | \$304,294 | \$291,151 | \$214,762 | \$2,135,083 |
| Contractual Services | 12,409 | -13,107 | 196,037 | 105,511 | 41,302 |
| Materials & Supplies | 63,445 | 39,023 | 16,896 | 16,742 | 30,401 |
| Other Operating | 495 | 571 | 33 | 570 | 672 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 39,947 | 30,539 | 18,415 | 36,459 | 30,276 |
| Non Labor Sub-Total | \$116,296 | \$57,026 | \$231,381 | \$159,282 | \$102,651 |
| Office Total | \$447,632 | \$361,320 | \$522,532 | \$374,044 | \$2,237,734 |
| \$ Change from Prior Year | | (\$86,312) | \$161,212 | (\$148,488) | \$1,863,690 |
| % Change from Prior Year | | -19.28% | 44.62% | -28.42% | 498.25% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | |
|------------------------|--------------------------------|----------|----------|----------|-----------|-------------------------------|----------|----------|----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 |
| Non-Represented | 3 | 4 | 3 | 3 | 5 | Administrative | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 2 | 3 | 2 | 2 |
| Full-Time Total | 3 | 4 | 3 | 3 | 5 | Police | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 0 | 0 | 14 |
| Contract | 0 | 0 | 0 | 0 | 13 | Technical | 0 | 1 | 1 | 2 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 |
| | | | | | | Total | 3 | 4 | 3 | 18 |

OFFICE OF AGM TECHNOLOGY CIO

| | | | |
|-----|----|-----------------|-----------|
| ADM | 0 | Non-Rep | 5 |
| MGR | 2 | Rep | 0 |
| MNT | 0 | Total FT | 5 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 14 | PT | 0 |
| REP | 0 | CON | 13 |
| SUP | 0 | | |
| TEC | 2 | TOTAL | 18 |



Personnel Comparison Report

OFFICE OF AGM TECHNOLOGY CIO

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM Technology | C | 1 | 1 | 1 | 1 | 1 |
| Director of Technology Quality Assurance | 23 | --- | 1 | 1 | --- | --- |
| Manager IT Security | 22 | --- | --- | --- | 1 | --- |
| Manager of IT Security | 22 | --- | --- | --- | --- | 1 |
| Sr. Technology Quality Assurance Manager | 22 | 1 | 1 | --- | --- | --- |
| Sr. Enterprise Security Engineer | 20 | --- | --- | --- | --- | 1 |
| Sr. IT Program Manager | 20 | --- | --- | --- | --- | 1 |
| Technology Project Coordinator | 17 | --- | 1 | 1 | 1 | 1 |
| Technology Project Coordinator | 17 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 3 | 4 | 3 | 3 | 5 |
| Total Full-Time | | 3 | 4 | 3 | 3 | 5 |
| <u>Contract</u> | | | | | | |
| Contract Professional | ----- | --- | --- | --- | --- | 13 |
| Total Contract | | | | | --- | 13 |

OFFICE OF TECH INFRASTRUCTURE & OPS

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.

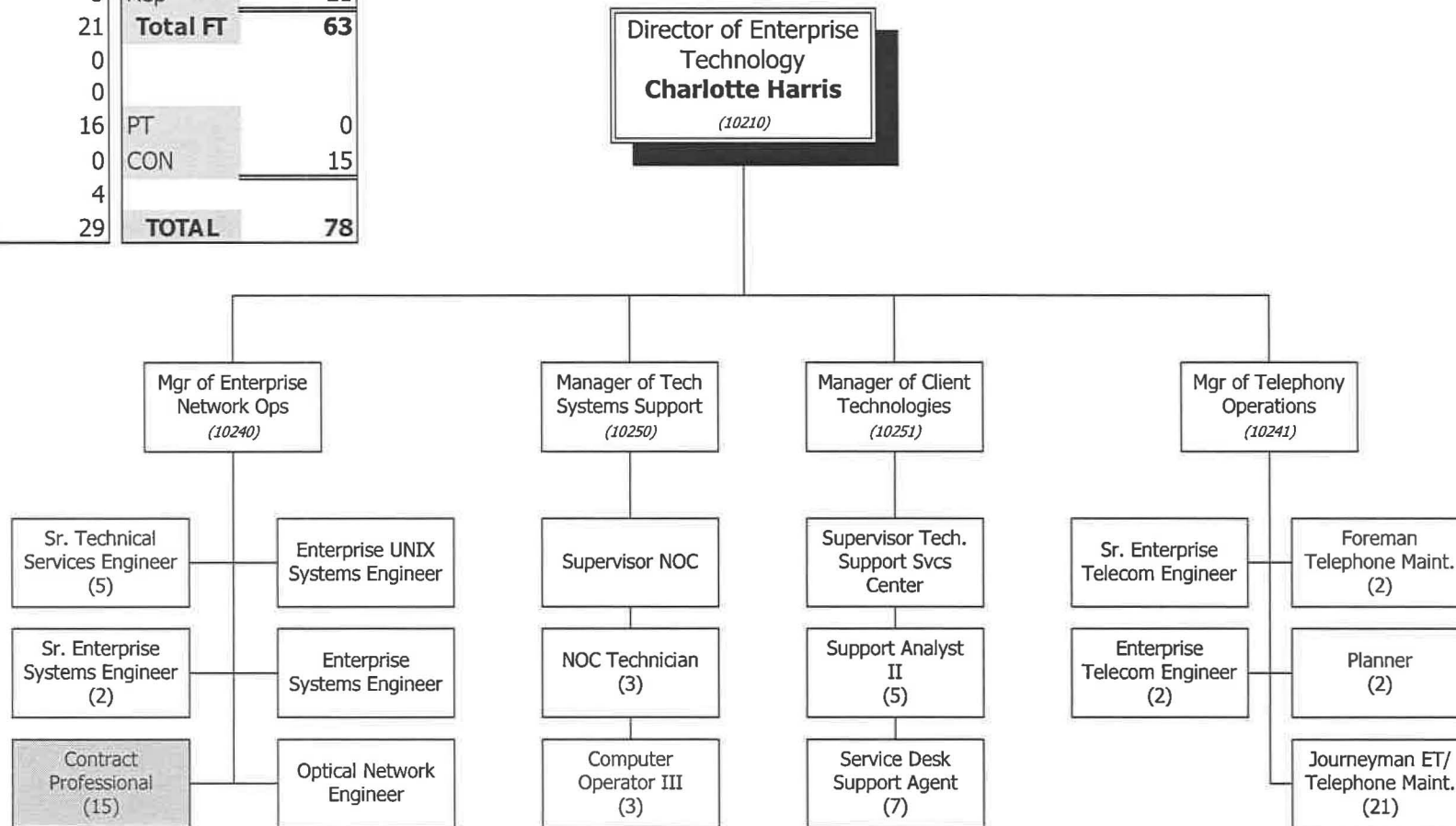
OFFICE OF TECH INFRASTRUCTURE & OPS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------------|---------------------------|----------------------------|----------------------------|----------------------------|
| Salaries & Wages | 2,911,983 | 2,434,935 | 3,006,952 | 4,123,318 | 4,826,004 |
| Overtime | 261,212 | 203,309 | 183,382 | 253,975 | 67,247 |
| Benefits | 1,108,652 | 979,582 | 1,277,983 | 1,656,237 | 2,324,047 |
| Labor Sub-Total | <u>\$4,281,847</u> | <u>\$3,617,826</u> | <u>\$4,468,317</u> | <u>\$6,033,530</u> | <u>\$7,217,298</u> |
| Contractual Services | 2,174,842 | 3,318,853 | 6,509,446 | 7,191,815 | 10,402,217 |
| Materials & Supplies | 368,334 | 313,298 | 209,021 | 255,081 | 410,944 |
| Other Operating | 1,276,262 | 1,290,721 | 1,472,897 | 1,314,459 | 1,726,658 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 10,827 | 14,785 | 14,221 | 21,984 | 12,071 |
| Non Labor Sub-Total | <u>\$3,830,265</u> | <u>\$4,937,657</u> | <u>\$8,205,585</u> | <u>\$8,783,339</u> | <u>\$12,551,890</u> |
| Office Total | <u>\$8,112,112</u> | <u>\$8,555,483</u> | <u>\$12,673,902</u> | <u>\$14,816,869</u> | <u>\$19,769,188</u> |
| \$ Change from Prior Year | | \$443,371 | \$4,118,419 | \$2,142,967 | \$4,952,319 |
| % Change from Prior Year | | 5.47% | 48.14% | 16.91% | 33.42% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 32 | 55 | 49 | 49 | 42 | Administrative | 3 | 3 | 3 | 3 | 3 |
| Represented | 10 | 21 | 21 | 23 | 21 | Management | 3 | 3 | 3 | 5 | 5 |
| Full-Time Total | <u>42</u> | <u>76</u> | <u>70</u> | <u>72</u> | <u>63</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 30 | 17 | 17 | 12 | 16 |
| Contract | 20 | 11 | 11 | 11 | 15 | Technical | 13 | 36 | 32 | 34 | 29 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 10 | 21 | 21 | 23 | 21 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 3 | 7 | 5 | 6 | 4 |
| | | | | | | Total | 62 | 87 | 81 | 83 | 78 |

OFFICE OF TECH INFRASTRUCTURE & OPS

| | | | |
|-----|----|-----------------|-----------|
| ADM | 3 | Non-Rep | 42 |
| MGR | 5 | Rep | 21 |
| MNT | 21 | Total FT | 63 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 16 | PT | 0 |
| REP | 0 | CON | 15 |
| SUP | 4 | | |
| TEC | 29 | TOTAL | 78 |



Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Enterprise Technology | 23 | --- | --- | --- | 1 | 1 |
| Dir Tech Infra & Operations | 23 | --- | 1 | 1 | --- | --- |
| Director of Technology Infrastructure & Operations | 23 | 1 | --- | --- | --- | --- |
| Manager of Enterprise Network Operations | 22 | 1 | --- | --- | --- | --- |
| Manager of Technology Systems Support | 22 | 1 | --- | --- | --- | --- |
| Manager Telephony Operations | 22 | --- | --- | --- | 1 | 1 |
| Mgr Enterprise Network Ops | 22 | --- | 1 | 1 | 1 | 1 |
| Mgr Tech Systems Support | 22 | --- | 1 | 1 | 1 | 1 |
| Manager Client Technologies | 21 | --- | --- | --- | 1 | 1 |
| Sr Enterprise Systems Engineer | 20 | --- | 3 | 3 | 2 | 2 |
| Sr Technical Services Engineer | 20 | --- | 15 | 13 | 9 | 5 |
| Sr. Enterprise Security Engineer | 20 | --- | 1 | 1 | 1 | --- |
| Sr. Technical Services Engineer | 20 | 1 | --- | --- | --- | --- |
| Technical Services Engineer | 18 - 20 | 4 | --- | --- | --- | --- |
| Senior Enterprise Telecom Engineer | 19 | --- | --- | --- | 1 | 1 |
| Supervisor Technology Support Services Center | 19 | 1 | --- | --- | --- | --- |
| Supv Tech Support Svcs Centr | 19 | --- | 1 | 1 | 1 | 1 |
| Enterprise Network Engineer | 18 | --- | 1 | --- | --- | --- |
| Enterprise Systems Engineer | 18 | --- | 1 | 1 | 1 | 1 |
| Enterprise Telecom Engineer | 18 | --- | 2 | 2 | 2 | 2 |
| Enterprise Telecommunications Engineer | 18 | 2 | --- | --- | --- | --- |
| Enterprise Unix Sys Engineer | 18 | --- | 1 | 1 | 1 | 1 |
| Enterprise UNIX Systems Engineer | 18 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Network Operations Center Supervisor | 18 | 1 | --- | --- | --- | --- |
| Optical Network Engineer | 18 | --- | 1 | 1 | 1 | 1 |
| Supv Network Operations Center | 18 | --- | 1 | 1 | 1 | 1 |
| Foreman | 16 | 1 | --- | --- | --- | --- |
| Foreman Fare Gate Maintenance | 16 | --- | 4 | 2 | 2 | --- |
| Foreman Telephone Maintenance | 16 | --- | 1 | 1 | 2 | 2 |
| Network Operations Center Tech | 16 | --- | 3 | 3 | 3 | 3 |
| Network Operations Center Technician | 16 | 3 | --- | --- | --- | --- |
| Planner Comm Compnr & Farecoll | 16 | --- | 1 | 1 | 2 | 2 |
| Planner Comm. Compnr & Farecoll | 16 | 1 | --- | --- | --- | --- |
| Support Analyst | 15 | 5 | --- | --- | --- | --- |
| Support Analyst II | 15 | --- | 5 | 5 | 5 | 5 |
| Service Desk Analyst | 12 | 6 | 6 | 6 | --- | --- |
| Service Desk Support Agent | 12 | --- | 2 | 1 | 7 | 7 |
| Computer Operator | 09 - 10 | 3 | --- | --- | --- | --- |
| Computer Operator III | 10 | --- | 3 | 3 | 3 | 3 |
| Non-Rep Subtotal | | 32 | 55 | 49 | 49 | 42 |
| Represented | | | | | | |
| Journeyman ET - Telephone Maintenance | UR | 10 | --- | --- | --- | --- |
| Journeyman ET-Telephone Maint | UR | --- | 21 | 21 | 23 | 21 |
| Represented Subtotal | | 10 | 21 | 21 | 23 | 21 |
| Total Full-Time | | 42 | 76 | 70 | 72 | 63 |

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Contract</u> | | | | | | |
| Capital Accountant | ---- | 15 | ---- | ---- | ---- | ---- |
| Contract - Parking Services Supervisor | ---- | 5 | ---- | ---- | ---- | ---- |
| Contract Professional | ---- | ---- | ---- | ---- | 6 | ---- |
| Contract Professional | ---- | ---- | ---- | ---- | 5 | 15 |
| Contract Professional/Exempt Straight | ---- | ---- | ---- | 5 | ---- | ---- |
| Contract Professional/Exempt Straight | ---- | ---- | 6 | 6 | ---- | ---- |
| Capital Contract Professional | -- | ---- | 5 | ---- | ---- | ---- |
| Total Contract | | 20 | 11 | 11 | 11 | 15 |

OFFICE OF TECH ENTERPRISE APPLICATIONS

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, Client Server Applications, Database Applications and Automated Fare Collection (Breeze) Program Management branches.

The ITS Applications branch is responsible for providing advanced applications development and maintenance across the MARTA enterprise. Office responsibilities include:

- Internet, Intranet and Universal Web Portal architecture, development and maintenance
- Application daily operation and maintenance for the 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 Client Server Applications branch is responsible for providing applications development, maintenance, and centralized data management as a corporate resource across the MARTA enterprise. Office responsibilities include:

- Business Intelligence, Data Warehouse and Balanced Scorecard Development and Support
- Supporting major systems in production, including Train Control System, Police Management Information System and Document Management

The Business Application branch is responsible for planning, designing, developing or acquiring, implementing and supporting new and advanced business applications in MARTA's technology environment. Office responsibilities:

- Coordinating systems requirements with executives and clients
- Implementing and maintaining the Business Transformation Program which includes Automated Dispatch, Enterprise Resource Planning and Enterprise Asset Management systems
- Making continual enhancements in business applications to support legislative changes, audit requests and business user requests
- 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

The Database Administration Office maintains operational support for the authority wide databases and data warehouses.

- Vendor Management for relational databases and associated applications
- Database architecture, development, administration, and management of all data repositories

OFFICE OF TECH ENTERPRISE APPLICATIONS

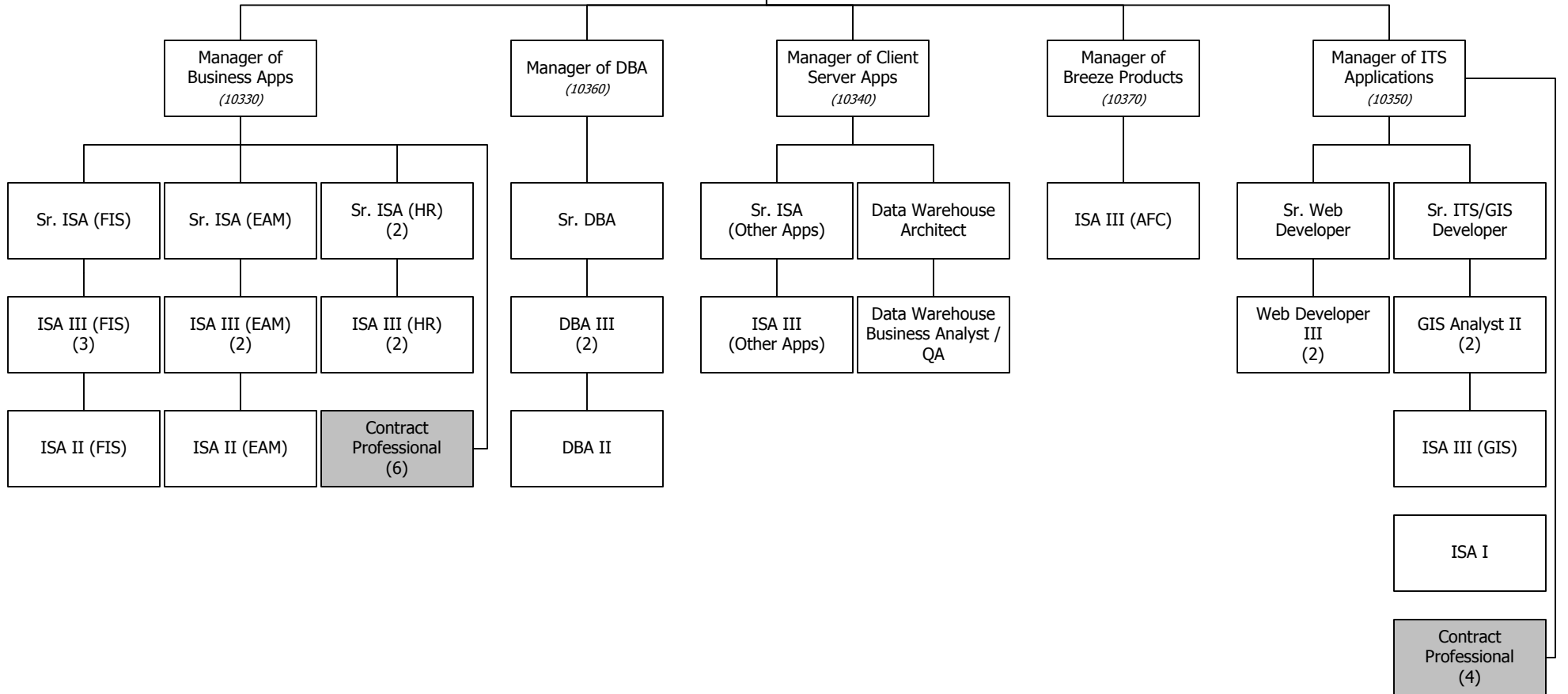
| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 2,252,512 | 2,048,491 | 2,113,740 | 2,698,617 | 3,963,972 |
| Overtime | 0 | 55 | 2,996 | 2,311 | 0 |
| Benefits | 936,597 | 938,592 | 997,974 | 1,230,764 | 1,824,324 |
| Labor Sub-Total | \$3,189,109 | \$2,987,138 | \$3,114,710 | \$3,931,692 | \$5,788,296 |
| Contractual Services | 1,091,510 | 2,180,947 | 3,343,649 | 2,290,403 | 2,608,278 |
| Materials & Supplies | 3,443 | 3,346 | 4,572 | 1,501 | 3,251 |
| Other Operating | 0 | 2,026 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 9,170 | 10,875 | 18,900 | 22,251 | 12,321 |
| Non Labor Sub-Total | \$1,104,123 | \$2,197,194 | \$3,367,121 | \$2,314,155 | \$2,623,850 |
| Office Total | \$4,293,232 | \$5,184,332 | \$6,481,831 | \$6,245,847 | \$8,412,146 |
| \$ Change from Prior Year | | \$891,100 | \$1,297,499 | (\$235,984) | \$2,166,299 |
| % Change from Prior Year | | 20.76% | 25.03% | -3.64% | 34.68% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 37 | 42 | 39 | 37 | 36 | Administrative | 0 | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 3 | 4 | 5 | 6 |
| Full-Time Total | 37 | 42 | 39 | 37 | 36 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 21 | 13 | 12 | 12 | 11 |
| Contract | 20 | 10 | 10 | 10 | 10 | Technical | 33 | 36 | 33 | 30 | 29 |
| Clayton | 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 | 57 | 52 | 49 | 47 | 46 |

OFFICE OF TECH ENTERPRISE APPLICATIONS

| | | | |
|-----|----|-----------------|-----------|
| ADM | 0 | Non-Rep | 36 |
| MGR | 6 | Rep | 0 |
| MNT | 0 | Total FT | 36 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 11 | PT | 0 |
| REP | 0 | CON | 10 |
| SUP | 0 | | |
| TEC | 29 | TOTAL | 46 |

Director of Enterprise Technology
Cynthia McCall
(10310)



Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Non-Represented | | | | | | |
| Dir Enterprise Applications | 23 | --- | 1 | 1 | --- | --- |
| Dir Enterprise Technology | 23 | --- | --- | --- | 1 | 1 |
| Director of Technology Enterprise Applications | 23 | 1 | --- | --- | --- | --- |
| Manager Client Server Application | 22 | --- | --- | --- | --- | 1 |
| Manager Client Server Application | 22 | --- | --- | --- | 1 | --- |
| Manager DBA | 22 | --- | --- | --- | 1 | 1 |
| Manager of Business Applications | 22 | 1 | --- | --- | --- | --- |
| Manager of ITS Application | 22 | 1 | --- | --- | --- | --- |
| Mgr Business Applications | 22 | --- | 1 | 1 | 1 | 1 |
| Mgr ITS Applications | 22 | --- | 1 | 1 | 1 | 1 |
| Breeze Product Manager | 21 | --- | --- | 1 | --- | --- |
| MGR Breeze Products | 21 | --- | --- | --- | 1 | 1 |
| Data Warehouse Architect | 20 | 1 | 1 | 1 | 1 | 1 |
| Information Systems Analyst Sr | 20 | --- | 4 | 4 | --- | --- |
| Sr Information Systems Analyst | 20 | --- | --- | --- | 5 | 5 |
| Sr ITS GIS Developer | 20 | --- | --- | --- | 1 | 1 |
| Sr Technical Services Engineer | 20 | --- | --- | 2 | --- | --- |
| Sr Web Developer | 20 | --- | 1 | 1 | 1 | 1 |
| Sr. Database Administrator | 20 | 1 | 2 | 2 | 1 | 1 |
| Sr. Information Systems Analyst | 20 | 4 | --- | --- | --- | --- |
| Sr. ITS/GIS Developer | 20 | 1 | 1 | 1 | --- | --- |
| Sr. Web Developer | 20 | 1 | --- | --- | --- | --- |
| Database Administrator | 19 | 4 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Database Administrator III | 19 | --- | 5 | 3 | 2 | 2 |
| Information Sys Analyst III | 19 | --- | 12 | 11 | 9 | --- |
| Information Systems Analyst | 18 - 19 | 13 | --- | --- | --- | --- |
| Information Systems Analyst III | 19 | --- | --- | --- | --- | 10 |
| Web Developer | 18 - 19 | 5 | --- | --- | --- | --- |
| Web Developer III | 19 | --- | 2 | 1 | 2 | 2 |
| Breeze Business Process Consultant | 18 | --- | 1 | --- | --- | --- |
| Data Base Administrator | 18 | 1 | --- | --- | --- | --- |
| Data Warehouse Business Analyst QA | 18 | 1 | 1 | 1 | 1 | 1 |
| Database Administrator II | 18 | --- | 2 | 1 | 1 | 1 |
| GIS Analyst | 18 | 2 | 2 | 2 | 2 | --- |
| GIS Analyst II | 18 | --- | --- | --- | --- | 2 |
| Information Systems Analyst II | 18 | --- | --- | 1 | 2 | 2 |
| Web Developer II | 18 | --- | 2 | 2 | 1 | --- |
| Breeze Business Analyst | 17 | --- | 1 | 1 | --- | --- |
| Information Systems Analyst I | 16 | --- | --- | --- | 1 | 1 |
| Oracle HR Payroll Technical Writer | 16 | --- | 2 | 1 | 1 | --- |
| Non-Rep Subtotal | | 37 | 42 | 39 | 37 | 36 |
| Total Full-Time | | 37 | 42 | 39 | 37 | 36 |

Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Contract | | | | | | |
| Capital Accountant | ---- | 20 | ---- | ---- | ---- | ---- |
| Contract Professional | ---- | ---- | ---- | ---- | ---- | 10 |
| Contract Professional | ---- | ---- | ---- | ---- | 10 | ---- |
| Contract Professional/Exempt Straight | ---- | ---- | 10 | 10 | ---- | ---- |
| Total Contract | | 20 | 10 | 10 | 10 | 10 |

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

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. 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.

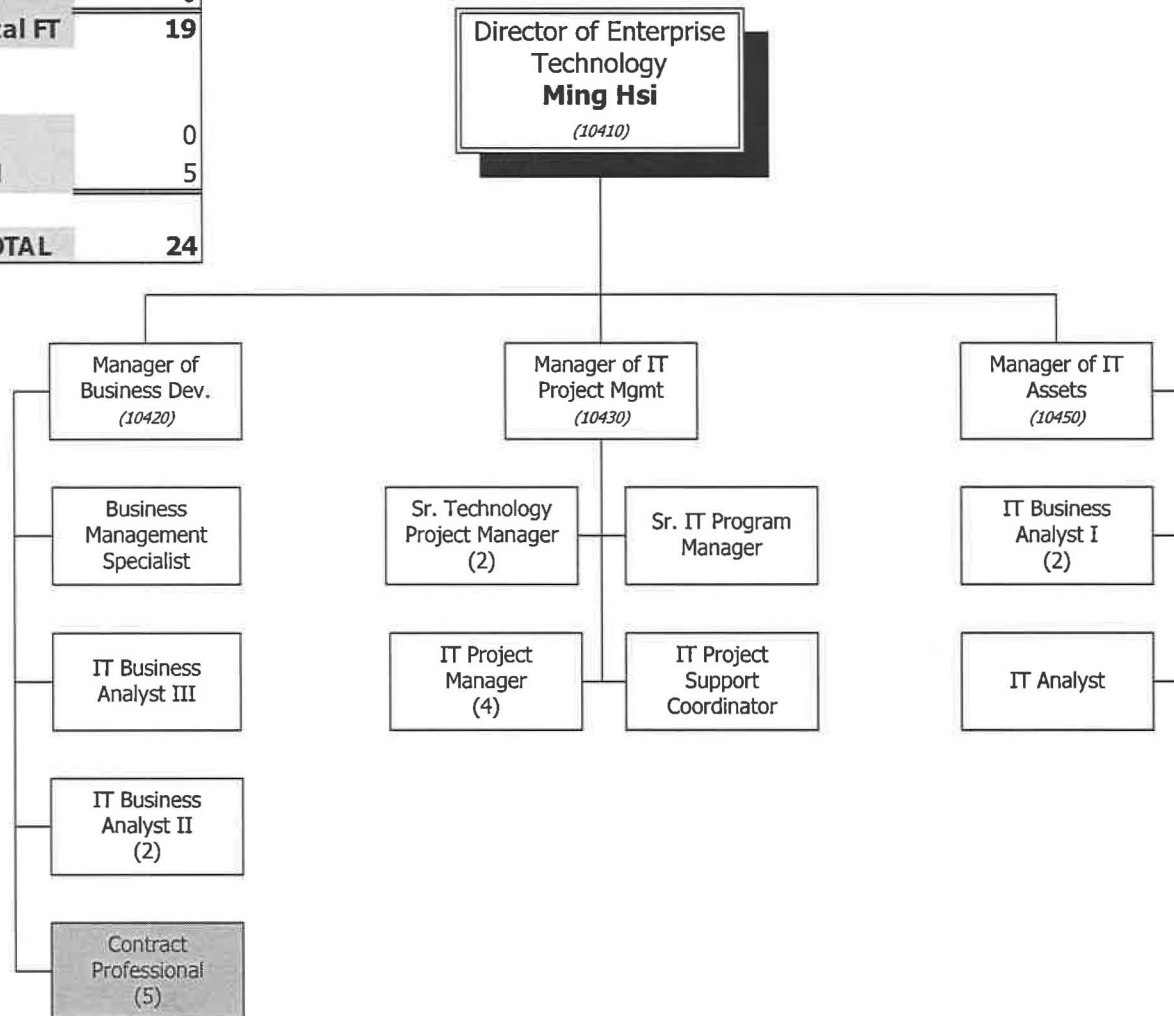
OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 677,767 | 1,294,932 | 1,366,727 | 2,016,288 | 2,173,538 |
| Overtime | 16,923 | 7,040 | 5,823 | 3,375 | 0 |
| Benefits | 209,372 | 433,462 | 491,028 | 651,761 | 941,403 |
| Labor Sub-Total | \$904,062 | \$1,735,434 | \$1,863,578 | \$2,671,424 | \$3,114,941 |
| Contractual Services | 41,768 | 324,645 | 148,963 | 117,060 | 0 |
| Materials & Supplies | 7,896 | 18,980 | 8,950 | 6,369 | 14,638 |
| Other Operating | 355,274 | 75,617 | 51,691 | 0 | 1,369 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 10,019 | 9,327 | 20,866 | 38,698 | 32,260 |
| Non Labor Sub-Total | \$414,957 | \$428,569 | \$230,470 | \$162,127 | \$48,267 |
| Office Total | \$1,319,019 | \$2,164,003 | \$2,094,048 | \$2,833,551 | \$3,163,208 |
| \$ Change from Prior Year | | \$844,984 | (\$69,955) | \$739,503 | \$329,657 |
| % Change from Prior Year | | 64.06% | -3.23% | 35.31% | 11.63% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 |
| Non-Represented | 7 | 38 | 29 | 30 | 19 | Administrative | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 2 | 3 | 4 | 5 |
| Full-Time Total | 7 | 38 | 29 | 30 | 19 | Police | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 6 | 8 | 9 | 11 |
| Contract | 6 | 5 | 5 | 5 | 5 | Technical | 5 | 32 | 21 | 19 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 |
| | | | | | | Total | 13 | 43 | 34 | 35 |
| | | | | | | | | | | 24 |

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

| | | | |
|-----|----|-----------------|-----------|
| ADM | 0 | Non-Rep | 19 |
| MGR | 4 | Rep | 0 |
| MNT | 0 | Total FT | 19 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 7 | PT | 0 |
| REP | 0 | CON | 5 |
| SUP | 0 | | |
| TEC | 13 | TOTAL | 24 |



Personnel Comparison Report

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| IT Asset Manager | 20 - TBD | --- | --- | 1 | 1 | --- |
| IT Compliance Coordinator | 18 - TBD | --- | --- | 1 | 1 | --- |
| IT Project Support Coordinator | 15 - TBD | --- | --- | 1 | 1 | 1 |
| Manager of IT Assets | TBD | --- | --- | --- | --- | 1 |
| Manager of IT Compliance | 22 - TBD | --- | --- | 1 | 1 | --- |
| Dir Enterprise Technology | 23 | --- | --- | --- | 1 | 1 |
| Dir Tech Enter Plng & Mgmt | 23 | --- | 1 | 1 | --- | --- |
| Director Technology Enterprise Planning & Management | 23 | 1 | --- | --- | --- | --- |
| Manager IT Project Management | 22 | --- | --- | --- | 1 | --- |
| Manager IT Project Management | 22 | --- | --- | --- | --- | 1 |
| Manager of Technology Business & Development | 22 | 1 | --- | --- | --- | --- |
| Manager of Technology Business Development | 22 | --- | 1 | --- | --- | --- |
| Mgr Tech Business Development | 22 | --- | --- | --- | 1 | 1 |
| IT Auditor | 21 | --- | --- | 1 | 1 | --- |
| Mgr IT Quality Assurance | 21 | --- | 1 | 1 | 1 | --- |
| Senior Technology Project Manager | 20 | --- | 2 | 2 | 2 | 2 |
| Sr. Enterprise Network Engineer | 20 | --- | 1 | 1 | 1 | --- |
| Sr. IT Program Manager | 20 | --- | --- | --- | 1 | 1 |
| Business Analyst III | 19 | --- | 3 | 1 | --- | --- |
| Configuration Management Analyst | 19 | --- | 1 | 1 | 1 | --- |
| IT Business Analyst III | 19 | --- | --- | --- | 1 | 1 |
| IT Quality Assurance Engineer | 19 | --- | 4 | 3 | 3 | --- |
| ITS Project Manager | 19 | 1 | 1 | --- | --- | --- |

Personnel Comparison Report

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Sr. Project Management Analyst | 19 | --- | 1 | --- | --- | --- |
| Business Management Specialist | 18 | --- | 1 | 1 | 1 | 1 |
| IT Analyst | 18 | --- | 1 | 1 | 1 | 1 |
| IT Contracts Administrator | 18 | --- | 2 | 1 | 1 | --- |
| IT Project Manager | 18 | 2 | 10 | 6 | 4 | 4 |
| IT Quality Assurance Analyst | 18 | --- | 2 | 1 | 1 | --- |
| Technology Analyst | 18 | 1 | 1 | --- | --- | --- |
| Business Analyst II | 17 | --- | 2 | 2 | --- | --- |
| IT Business Analyst II | 17 | --- | --- | --- | 2 | 2 |
| IT Services Analyst | 16 | 1 | --- | --- | --- | --- |
| Business Analyst I | 15 | --- | 3 | 2 | --- | --- |
| IT Business Analyst I | 15 | --- | --- | --- | 2 | 2 |
| Non-Rep Subtotal | | 7 | 38 | 29 | 30 | 19 |
| Total Full-Time | | 7 | 38 | 29 | 30 | 19 |
| Contract | | | | | | |
| Contract Professional/Exempt Straight | 17 | 5 | --- | --- | --- | --- |
| Breeze Card Manager-Contract | --- | 1 | --- | --- | --- | --- |
| Contract Professional | --- | --- | --- | --- | --- | 5 |
| Contract Professional | --- | --- | --- | 5 | 5 | --- |
| Contract Professional/Exempt Straight | --- | --- | 5 | --- | --- | --- |
| Total Contract | | 6 | 5 | 5 | 5 | 5 |

OFFICE OF TECH QUALITY ASSURANCE

FUNCTIONS AND RESPONSIBILITIES

The Office of **Technology Control Quality Compliance (CQC)** is responsible and involved in the development of all new products and services delivered by the Technology Department for the entire Authority. This office supports the early quality involvement in all Technology projects, which allows this department to effect the development of assured quality outcomes. The goal of early intervention is to “do it right the first time.” In other words avoid rework. Furthermore, early involvement affords Technology CQC the opportunity to identify and recommend process improvements. Technology CQC develops test plans and conducts tests on the finished product before it is released to the Authority’s business owners. This office develops and tracks metrics (measures) and follows up to assure the quality of new product releases. Technology CQC also develops test plans and conducts tests on the finished product before it is released to the business customers. The alternative is to move software and hardware products directly from development into production. The results of this alternative would be more customer complaints, lost productivity, more hardware failures and higher maintenance costs. A worldwide best practice is to maintain and deliver quality assurance functions for all hardware and software implementations.

Technology CQC manages the Breeze Fare Gates’ Preventative Maintenance function that implements a comprehensive enterprise-wide process to perform effective preventative maintenance on all Breeze Fare Gates, while administering the required resources and processes to ensure Fare Gate availability, perform other designated duties, and to produce performance reports for management.

Finally Technology CQC fulfills Technology Department Compliance through proper processes, documentation, and writing of proper process and procedures, and technology audit.

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

- Improve the quality of Technology products and services by reducing waste and rework while improving customer satisfaction
- Provide safe and secure services and a total quality customer experience
- Responsible for quality assurance methodology for all capital projects and operational initiatives

- Ascertain and monitor a collection of Quality Metrics to promote continuous Technology improvement
- To establish and enforce security processes and procedures that prevent IT security breaches
- To support and monitor new and updated technology projects through phase gate and change management processes
- Responsible for monthly quality control on all Breeze fare gates
- Perform corrective maintenance on all non-Breeze AFC rail station equipment as required
- Manage all Breeze tickets and vendor via FA Suites and Altiris
- Enter tickets into the Altiris system
- Close Maximus and Altiris tickets
- Monitor and reconcile Cubic reports
- Maintain inventory of non-Breeze equipment replacement parts
- ITIL Change Management

The **Technology Compliance** branch supports and maintains Authority-Wide Technology Compliance through the following:

- Assure that MARTA Technology engagements, investigations, responses receive management concurrence and are made on schedule
- Protect the Authority's Technology Assets through compliance with audit and regulatory recommendations and requirements
- To minimize risks to Technology's operations and infrastructure through effective risk management
- To establish governance and compliance through the development, maintenance and control of technology policies and procedures
- To centralize and control Technology documentation, standards, repository and scheduling
- To initiate and monitor audit compliance reports to over 9 separate audit entities, including internal, external, GASB51, IRS1099, PCI, MARTOC, Safety, etc.
- Risk metrics as defined in the Risk Management plan for PCI for Technology External Audit

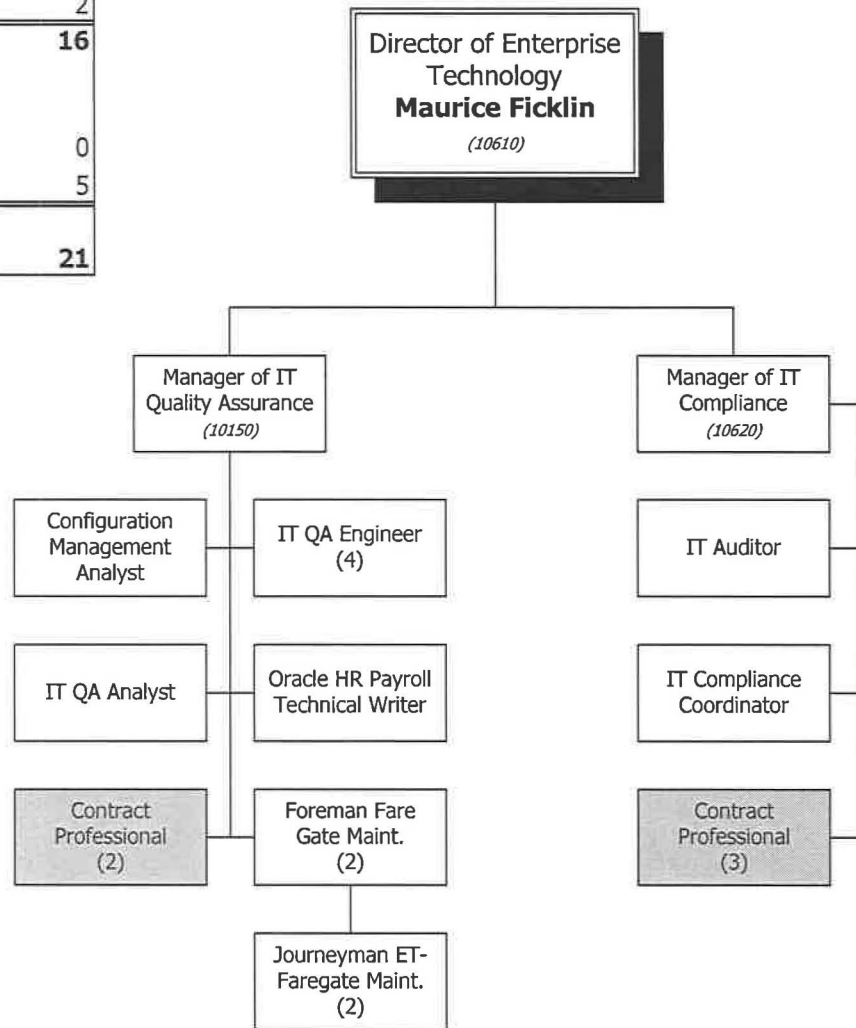
OFFICE OF QA & CONFIGURATION MGMT

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Salaries & Wages | 1,231,695 | 969,191 | 1,107,285 | 1,611,101 | 2,128,558 |
| Overtime | 0 | 0 | 2,836 | 10,314 | 0 |
| Benefits | 606,664 | 485,368 | 718,728 | 734,124 | 1,048,893 |
| Labor Sub-Total | <u>\$1,838,359</u> | <u>\$1,454,559</u> | <u>\$1,828,849</u> | <u>\$2,355,539</u> | <u>\$3,177,451</u> |
| Contractual Services | 0 | 1,965 | 580 | 7,020 | 16,396 |
| Materials & Supplies | 1,013 | 254 | 1,821 | 2,918 | 1,350 |
| Other Operating | 0 | 0 | 0 | 272 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 6,801 | 4,394 | 6,625 | 3,180 | 9,580 |
| Non Labor Sub-Total | <u>\$7,814</u> | <u>\$6,613</u> | <u>\$9,026</u> | <u>\$13,390</u> | <u>\$27,326</u> |
| Office Total | <u>\$1,846,173</u> | <u>\$1,461,172</u> | <u>\$1,837,875</u> | <u>\$2,368,929</u> | <u>\$3,204,777</u> |
| \$ Change from Prior Year | | (\$385,001) | \$376,703 | \$531,054 | \$835,848 |
| % Change from Prior Year | | -20.85% | 25.78% | 28.90% | 35.28% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 13 | 22 | 20 | 22 | 23 | Administrative | 0 | 1 | 1 | 2 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 3 | 6 | 6 | 6 | 6 |
| Full-Time Total | <u>13</u> | <u>22</u> | <u>20</u> | <u>22</u> | <u>23</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 2 | 8 | 7 | 7 | 12 |
| Contract | 2 | 2 | 3 | 3 | 6 | Technical | 10 | 9 | 9 | 10 | 10 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 15 | 24 | 23 | 25 | 29 |

OFFICE OF TECHNOLOGY QUALITY ASSURANCE

| | | | |
|-----|---|-----------------|-----------|
| ADM | 0 | Non-Rep | 14 |
| MGR | 3 | Rep | 2 |
| MNT | 2 | Total FT | 16 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 7 | PT | 0 |
| REP | 0 | CON | 5 |
| SUP | 2 | | |
| TEC | 7 | TOTAL | 21 |



Personnel Comparison Report

OFFICE OF TECH QUALITY ASSURANCE

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Enterprise Technology | 23 | --- | --- | --- | 1 | 1 |
| Manager of IT Compliance | 22 | --- | --- | --- | --- | 1 |
| Manger IT Quality Assurance | 21 | --- | --- | --- | --- | 1 |
| Configuration Management Analyst | 19 | --- | --- | --- | --- | 1 |
| IT Auditor | 19 | --- | --- | --- | --- | 1 |
| IT Quality Assurance Engineer | 19 | --- | --- | --- | --- | 4 |
| IT Compliance Coordinator | 18 | --- | --- | --- | --- | 1 |
| IT Quality Assurance Analyst | 18 | --- | --- | --- | --- | 1 |
| Foreman Fare Gate Maintenance | 16 | --- | --- | --- | --- | 2 |
| Oracle HR Payroll Technical Writer | 16 | --- | --- | --- | --- | 1 |
| Non-Rep Subtotal | | | | | 1 | 14 |
| <u>Represented</u> | | | | | | |
| Journeyman ET-Faregate Maintenance | UR | --- | --- | --- | --- | 2 |
| Represented Subtotal | | | | | --- | 2 |
| Total Full-Time | | | | | 1 | 16 |
| <u>Contract</u> | | | | | | |
| Contract Professional | --- | --- | --- | --- | --- | 5 |
| Total Contract | | | | | --- | 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 Research & Analysis
- Office of Transit System Planning

FY2013 GOALS AND OBJECTIVES

The Department of the Planning conducts a wide variety of programs and activities that support a variety of departments throughout the Authority as well as diversity of external constituencies. As of the start of FY 13 (July 1, 2012) The Department of planning now is composed of the following Divisions:

- **Transit System Planning (TSP)**
- **Development and Regional Service Coordination (DRC)**
- **Research and Analysis (R&A)**

FY 2013 requires that we do more with less and do so as efficiently as possible. The Special Projects GIS and Service Planning and scheduling staffs are working with IT devise a plan that will avoid any disruption in our work tasks related to the upgrades of our GIS and Trapeze software packages. We have successfully completed the profiles for each one of our 38 stations and are in the process of posting this information on our website to encourage interest in TOD/Joint Development at our stations to booster revenues to help fill the budget gap. Our goal is to put forward five TOD sites for development in the next 24 months. Our retail Concessions program continues to move forward with the potential award of a contract for snack vending and the potential award of a contract to provide ATM machines possible in the next month or so and plans for the second phase of more extensive retail offerings in our stations by next year.

The TSP staff continues to actively advance our Corridor Expansion studies through the process with both the Clifton and I-20 East corridors with the Board approving Locally Preferred Alternatives (LPAs) in both corridors and the start of the environmental clearance process. Staff has successfully worked with the Atlanta Beltline to gain a Tier I Record of Decision (ROD)/environmental clearance for that project. Staffs from both TSP and DRC are supporting the region's efforts to develop a strategy for transit investment in the wake of the failure of the 2012 Transportation Improvement Act (TIA) sales tax referendum. We continue to 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 R&A staff

continues to provide support to the entire Authority in the reporting of our statistics to the National Transit Data (NTD) Base and the undertaking of regularly scheduled outreach and research with our customers and special research efforts related to the work of the Authority.

Division of Transit System Planning (TSP)

- Continue to facilitate/coordinate MARTA review and input to the post referendum strategy development;
- Continue to support MARTA's Planning Department involvement in the Atlanta Streetcar efforts;
- Initiate Clifton Corridor and I-20 East NEPA Environmental Clearance DEIS Project Phase;
- Initiate GA 400/North Line AA Study;
- Initiate West Line Corridor Re-evaluation Study;
- Prepare and complete Title VI Analyses for the Atlanta Streetcar, Beltline and any service changes;
- Develop Route Diagnostics & Performance Profiles for presentation to the Board of Directors
- Develop and present Service Assessments
- Develop Service Improvement Options

Division of Development and Regional Coordination

- Facilitate the undertaking of Five TOD sites for development/redevelopment in the next 24 months
- Work with ARC and our regional partners , continue to facilitate the implementation of grants and other efforts for the last mile/first mile connectivity to our system;
- Complete 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;

DEPARTMENT OF PLANNING

- Conduct a monthly update for the Board on our 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);

Division of Research and Analysis (R&A)

- Supply all information required for federal and state reporting, ensuring quality data collection, analysis and reporting, in a timely manner.
- Provide quality information to R and A stakeholders to support the evaluation of Service and Finance through closely monitoring systems and fiscal trends.

- Provide R and A employees with the tools needed to successfully complete their jobs, including training, leadership and technological advances that support the whole employee, while pursuing opportunities to serve the industry by involvement in local and national industry initiatives.
- Ensure the viability of MARTA's operational and financial systems by monitoring the system health of the AVL/APC and Breeze systems to guarantee the quality of system data used to provide valuable information to executive management and monitor the sustainability and useful life of the technology.
- Serve the Goals of the Authority by providing internal consulting to various Departments within MARTA by offering skill sets that include market research, process improvement, and product development for revenue generation and improved customer satisfaction

FY2013 Key Performance Indicators

| Planning KPIs | | | | |
|-----------------------------------|--|-------------|-------------|-------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 96.11% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 90.93% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | 32.09% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | 52.55% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -24.98% | </= 0% |

FY2012 ACCOMPLISHMENTS

- Provided all FY12 monthly Passenger-Revenue Models and successfully revised first seven months' Models to reflect more accurate Bus-to-Bus transfers. Distributed all required monthly data for Strategic Performance, Executive Management Team, and Board Business Management Committee, in a timely manner.
- Created a much more useful and diverse Quality of Service report. Expanded executive summary to be used as a stand-alone report. Changed the entire appearance of the report.
- Modified the Quality of Service survey to improve the way information is gathered.
- All NTD and Title VI reports provided to R & A stakeholders for federal reporting in a timely manner.
- Prepared FY12 detailed projections of modal passenger revenue, ridership, and service levels for Budget and Strategic Performance tracking of monthly KPIs. For the months of October through May in FY12, actual passenger revenue has been less than 0.1% different than the projected figure. Provided baseline FY13 passenger revenue and ridership figures for Budget development.
- Presented Passenger Environment Study results to stakeholders, in their own environment, showing how the information was captured and calculated for a better understating of the results and established monthly distribution of the PES report and quarterly meetings to present results and request input.
- Monthly On-Time Performance Report was upgraded and enhanced to provide stakeholders relevant and in-depth information including prioritization of low performing routes by Garage and day-type.
- Rail On-Time Performance and Customer Wait Time Experience Reports were generated and shared with Rail Operations to identify areas of improvement and major issues during Single-Tracking and Special Events extra service.
- Maintained a high percentage of bilingual Surveyor staff during FY12. Improved retention rate and morale among surveyors. Participated with HR on Job Fare in the recruitment of quality staff.
- Reduced overtime costs by strategically training and redistributing "Surveyors" work assignments.
- Provided project oriented and professional development training to the staff.
- Created and maintained records that validated SPSS/IBM issues. Participated in Health Check Analysis and provided extensive records and information regarding the software malfunctions.
- Spearheaded procurement of new software to improve data collection process.
- Hand-held Technology (Think Pad/RSM Software) is in full-use by Traffic Checkers for systemwide manual data collection, analysis and report generation including validation of NTD manual counts vs. APC counts.
- Conducted Traffic Checker administration for FY'12 with no labor/contract related dispute or intervention. Provided technical training and informational sessions to enhance knowledge and skills for the represented group of Traffic Checkers.
- Director has taken the leadership role in APTA committees and TCRP projects.
- Developed psychographic descriptions of customers using various Rail stations, in effort to assist Marketing and Station Concessions programs in targeting customers.
- Provided Rail system trip entry/exit data to AECOM for FTA project to identify Good Practice Example for transit agency and MPO on-board survey deployment.
- There was an increase in FY12 in requests for assistance in Research Studies, Data Collection, Benchmarking / Best Practices, Focus Groups, and Statistical Analysis.

DEPARTMENT OF PLANNING

- R&A produced a substantial amount of work for the departments of Planning, Bus, Rail, Finance, GM office, AVL stakeholders, HR, DEO, External Affairs / Government Relations, Payroll, Police, among others.
- Assisted internal stakeholders with specific requests such as use of Wheelchair usage by stop, Special Events Stop activity, Late Night
- Rail ridership, Parking usage, Bus Fleet Distribution, Operator's Log-On Reports by Garage, and Bus Load Factor analysis.
- Collected quarterly ridership data to and from Cobb, Gwinnett and GRTA Service into MARTA system. Reported FY12 quarterly activity to stakeholders for regional study and planning.

DEPARTMENT OF PLANNING

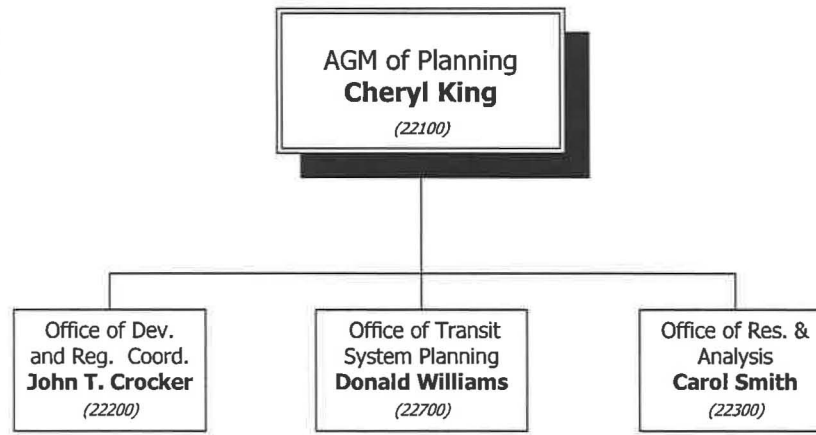
| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 4,045,199 | 3,969,173 | 3,825,459 | 3,344,325 | 5,201,342 |
| Overtime | 88,659 | 57,835 | 70,435 | 69,917 | 85,870 |
| Benefits | 1,723,847 | 1,827,182 | 1,931,670 | 1,602,354 | 2,667,848 |
| Labor Sub-Total | \$5,857,705 | \$5,854,190 | \$5,827,564 | \$5,016,596 | \$7,955,059 |
| Contractual Services | 212,610 | 234,006 | 209,045 | 208,234 | 220,588 |
| Materials & Supplies | 27,063 | 17,208 | 18,289 | 21,872 | 18,693 |
| Other Operating | 0 | 48 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 2,822 | 10 | 0 | 0 | 3,840 |
| Other Non Operating | 58,883 | 36,600 | 36,462 | 44,873 | 127,967 |
| Non Labor Sub-Total | \$301,378 | \$287,872 | \$263,796 | \$274,979 | \$371,088 |
| Department Total | \$6,159,083 | \$6,142,062 | \$6,091,360 | \$5,291,575 | \$8,326,147 |
| \$ Change from Prior Year | | (\$17,021) | (\$50,702) | (\$799,785) | \$3,034,572 |
| % Change from Prior Year | | -0.28% | -0.83% | -13.13% | 57.35% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|------------|------------|-----------|------------|------------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 59 | 61 | 55 | 58 | 58 | Administrative | 40 | 37 | 25 | 25 | 25 |
| Represented | 8 | 8 | 8 | 10 | 10 | Management | 15 | 15 | 13 | 13 | 14 |
| Full-Time Total | 67 | 69 | 63 | 68 | 68 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 3 | 0 | 0 | 0 | Professional | 39 | 42 | 31 | 39 | 38 |
| Contract | 2 | 2 | 0 | 0 | 36 | Technical | 2 | 2 | 2 | 2 | 2 |
| Capital | 54 | 55 | 31 | 36 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| Clayton | 3 | 0 | 0 | 0 | 0 | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 8 | 11 | 8 | 10 | 10 |
| | | | | | | Supervisory | 22 | 22 | 15 | 15 | 15 |
| | | | | | | Total | 126 | 129 | 97 | 104 | 104 |

FY2013 OPERATING & CAPITAL BUDGETS

DEPARTMENT OF PLANNING

| | | | |
|-----|----|-----------------|------------|
| ADM | 25 | Non-Rep | 58 |
| MGR | 13 | Rep | 10 |
| MNT | 0 | Total FT | 68 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 39 | PT | 0 |
| REP | 10 | CON | 36 |
| SUP | 15 | | |
| TEC | 2 | TOTAL | 104 |



FUNCTIONS & RESPONSIBILITIES

The Office of the Assistant General Manager of Planning oversees a wide variety of programs and activities that involve diverse constituencies, planning for the expansion of transit in various corridors, service planning and scheduling, environmental analysis, transit oriented development, real estate acquisition and management, regional service coordination and research and analysis.

Other offices in the department of Planning are the following:

- **Transit System Planning**
- **Development and Regional Service Coordination**
- **Research and Analysis**

The **Office of Transit System Planning** directs the Authority's Transit Planning initiatives, and is responsible for immediate, short-range and long-range planning of bus and rail services, developing various system strategies that lead to policy and creating a pro-transit environment within the community. This office oversees MARTA's long range system planning; expansion plans for key service corridors; coordinates all Authority regional and planning initiatives which include identifying and structuring new and revised service to growing markets; and identifies new bus and rail technologies while overseeing the Unified Planning Work Program (UPWP) that is reported to the ARC and FTA.

The **Office of 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. Transit Oriented Development (TOD) staff is involved in developing transit oriented development policies and guidelines. The office directs the Authority's 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 Retail Concessions Planning 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.

The **Office of Research & Analysis (R&A)** is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue data to assess system service levels and performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

OFFICE OF AGM PLANNING

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|------------------|------------------|-------------------|--------------------|------------------|
| Salaries & Wages | 340,250 | 439,162 | 339,755 | 205,882 | 205,056 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 114,863 | 150,685 | 131,188 | 73,738 | 123,577 |
| Labor Sub-Total | \$455,113 | \$589,847 | \$470,943 | \$279,620 | \$328,633 |
| Contractual Services | 0 | 0 | 81,861 | 1,500 | 0 |
| Materials & Supplies | 6,577 | 4,433 | 4,811 | 8,510 | 3,237 |
| Other Operating | 0 | 48 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 2,822 | 0 | 0 | 0 | 3,840 |
| Other Non Operating | 13,519 | 7,113 | 4,804 | 12,922 | 9,117 |
| Non Labor Sub-Total | \$22,918 | \$11,594 | \$91,476 | \$22,932 | \$16,194 |
| Office Total | \$478,031 | \$601,441 | \$562,419 | \$302,552 | \$344,827 |
| \$ Change from Prior Year | | \$123,410 | (\$39,022) | (\$259,867) | \$42,275 |
| % Change from Prior Year | | 25.82% | -6.49% | -46.21% | 13.97% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 2 | 2 | 2 | 2 | 2 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 | 1 |
| Full-Time Total | 2 | 2 | 2 | 2 | 2 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 0 | 0 | 0 | 0 | 0 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 2 | 2 | 2 | 2 | 2 |

OFFICE OF THE AGM OF PLANNING

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



Personnel Comparison Report

OFFICE OF AGM PLANNING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM of Planning | C | 1 | ---- | ---- | ---- | ---- |
| AGM Planning | C | ---- | 1 | 1 | 1 | 1 |
| Department Administrator | 17 | 1 | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 2 | 2 | 2 | 2 | 2 |
| Total Full-Time | | 2 | 2 | 2 | 2 | 2 |

OFFICE OF DEV & REGIONAL COORDINATION**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).

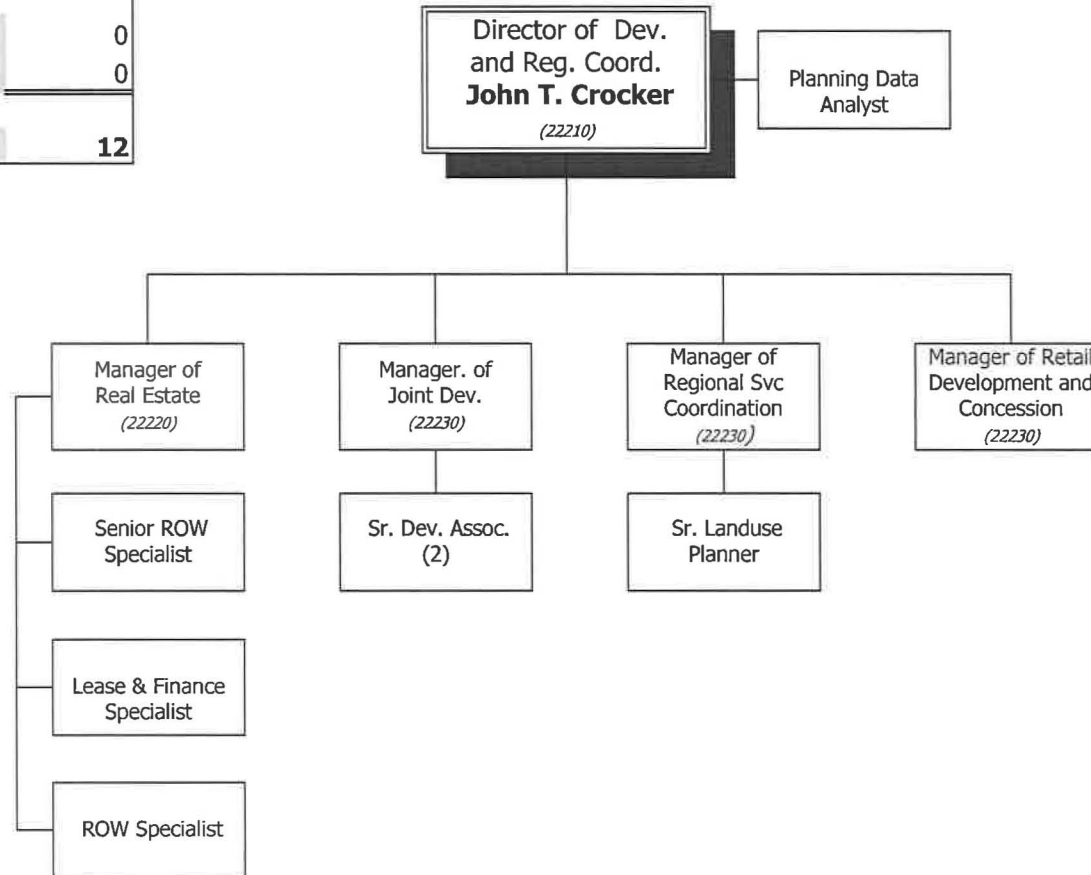
OFFICE OF DEV & REGIONAL COORDINATION

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 639,358 | 489,349 | 625,930 | 863,618 | 923,385 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 269,981 | 229,789 | 270,411 | 363,737 | 556,478 |
| Labor Sub-Total | \$909,339 | \$719,138 | \$896,341 | \$1,227,355 | \$1,479,863 |
| Contractual Services | 209,409 | 206,142 | 127,184 | 206,761 | 220,112 |
| Materials & Supplies | 4,862 | 1,758 | 3,988 | 4,643 | 5,187 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 12,506 | 2,114 | 5,553 | 5,436 | 87,508 |
| Non Labor Sub-Total | \$226,777 | \$210,014 | \$136,725 | \$216,840 | \$312,807 |
| Office Total | \$1,136,116 | \$929,152 | \$1,033,066 | \$1,444,195 | \$1,792,670 |
| \$ Change from Prior Year | | (\$206,964) | \$103,914 | \$411,129 | \$348,475 |
| % Change from Prior Year | | -18.22% | 11.18% | 39.80% | 24.13% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 12 | 12 | 12 | 12 | 12 | Administrative | 1 | 1 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 6 | 6 | 5 | 5 | 5 |
| Full-Time Total | 12 | 12 | 12 | 12 | 12 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 11 | 11 | 7 | 7 | 7 |
| Contract | 6 | 6 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 18 | 18 | 12 | 12 | 12 |

OFFICE OF DEV & REGIONAL COORDINATION

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



Personnel Comparison Report

OFFICE OF DEV & REGIONAL COORDINATION

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Developmt & Regional Coord | 23 | --- | --- | --- | 1 | 1 |
| Dir Transit Oriented Dev | 23 | --- | 1 | --- | --- | --- |
| Director of Regional Service Coordination & Special Projects | 23 | 1 | --- | --- | --- | --- |
| Director of Transit Oriented Development | 23 | 1 | --- | --- | --- | --- |
| Dir Regional Services Coord | 22 | --- | 1 | 1 | --- | --- |
| Manager of Retail Development and Concessions | 22 | --- | 1 | 1 | 1 | 1 |
| Manager of Joint Development | 21 | 1 | --- | --- | --- | --- |
| Manager of Real Estate | 21 | 1 | --- | --- | --- | --- |
| Mgr Joint Development | 21 | --- | 1 | 1 | 1 | 1 |
| Mgr Real Estate | 21 | --- | 1 | 1 | 1 | 1 |
| Manager of Regional Service Coordination | 20 | 1 | --- | --- | --- | --- |
| Mgr Regional Services Coord | 20 | --- | 1 | 1 | 1 | 1 |
| Chief Appraiser | 19 | 1 | --- | --- | --- | --- |
| Lease & Finance Specialist | 19 | 1 | 1 | 1 | 1 | 1 |
| Senior Development Associate | 19 | 2 | --- | --- | --- | --- |
| Senior Right of Way Specialist | 19 | 1 | --- | --- | --- | --- |
| Sr Development Associate | 19 | --- | 2 | 2 | 2 | 2 |
| Sr Landuse Planner | 19 | --- | --- | 1 | 1 | 1 |
| Sr Right Of Way Specialist | 19 | --- | 1 | 1 | 1 | 1 |
| Planning Data Analyst | 16 | --- | --- | --- | 1 | 1 |
| Right of Way Specialist | 16 | 1 | 1 | 1 | 1 | 1 |
| Data Analyst* | 15 | --- | --- | 1 | --- | --- |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF DEV & REGIONAL COORDINATION

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Office Administrator I | 14 | ---- | 1 | ---- | ---- | ---- |
| Non-Rep Subtotal | | 12 | 12 | 12 | 12 | 12 |
| Total Full-Time | | 12 | 12 | 12 | 12 | 12 |
| <u>Contract</u> | | | | | | |
| Asset Manager | ---- | 3 | 3 | ---- | ---- | ---- |
| Real Estate Finance Specialist | ---- | 3 | 3 | ---- | ---- | ---- |
| Total Contract | | 6 | 6 | ---- | ---- | ---- |

OFFICE OF TRANSIST SYSTEM PLANNING

FUNCTIONS & RESPONSIBILITIES

The Office of Transit System Planning (TSP) is responsible for the planning, design, scheduling and monitoring of all bus and rail service. This includes development of service plans as required for the Authority's operating budget, intermediate service initiatives, and long range expansion projects. TSP is responsible for the planning due diligence of the Authority's expansion program and participating in other projects sponsored by the regional planning partners. TSP is the primary touch point for the Authority's engagement in the regional transportation planning process to develop the Regional Transportation Plan (RTP) and Transportation Improvement Program (TIP) and for facilitating the Authority's submittal of activities and accomplishments for the development of regional Unified Planning Work Program (UPWP). These responsibilities are accomplished within three office branches;

- Regional Planning & Analysis (RPA) Branch
- Service Planning & Scheduling (SPS) Branch
- Special Projects & Analysis (SPA) Branch

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 designing, monitoring, and evaluating bus and rail service. The branch proactively develops service plans with community input, maintains MARTA'S Service Standards that are approved annually by the MARTA Board of Directors and coordinates with local public/private agencies with bus and shuttle services (Transportation Management Associates and Community Improvement Districts). This branch is also responsible for the scheduling of all bus and rail service in coordination with Operations and Maintenance to ensure safe, efficient and cost effective transportation for our riders.

Special Projects & Analysis (SPA) is responsible for GIS mapping and analysis, bus stop management, and print distribution. These duties include developing GIS data, mapping and analysis, maintaining the bus stop inventory, keeping bus stops in a state of good repair, and stocking printed schedule information at transit stations and bus stops. Many of SPA's activities provide support to staff in other branches of TSP and groups in other departments, including Marketing, Facilities Maintenance, and Customer Service.

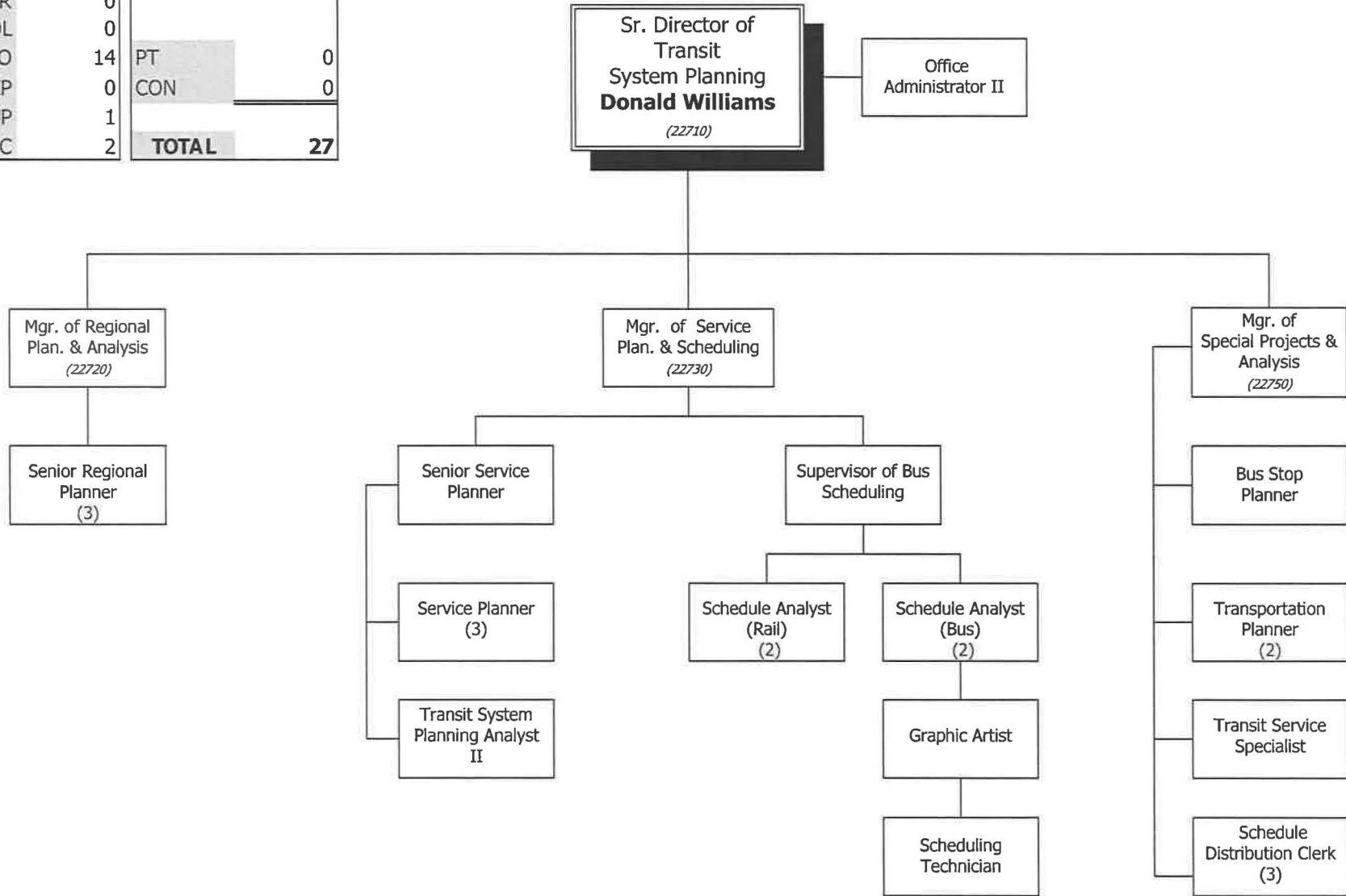
OFFICE OF TRANSIT SYSTEM PLANNING

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 1,684,797 | 1,675,447 | 1,491,249 | 1,512,588 | 1,640,944 |
| Overtime | 1,018 | 3,070 | 4,205 | 2,653 | 0 |
| Benefits | 784,440 | 858,089 | 860,127 | 829,103 | 988,915 |
| Labor Sub-Total | \$2,470,255 | \$2,536,606 | \$2,355,581 | \$2,344,344 | \$2,629,859 |
| Contractual Services | 3,201 | 0 | 0 | 375 | 476 |
| Materials & Supplies | 11,672 | 9,450 | 8,200 | 9,829 | 6,940 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 10 | 0 | 0 | 0 |
| Other Non Operating | 7,613 | 5,960 | 9,014 | 12,708 | 14,735 |
| Non Labor Sub-Total | \$22,486 | \$15,420 | \$17,214 | \$22,912 | \$22,151 |
| Office Total | \$2,492,741 | \$2,552,026 | \$2,372,795 | \$2,367,256 | \$2,652,010 |
| \$ Change from Prior Year | | \$59,285 | (\$179,231) | (\$5,539) | \$284,754 |
| % Change from Prior Year | | 2.38% | -7.02% | -0.23% | 12.03% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 28 | 28 | 26 | 27 | 27 | Administrative | 7 | 7 | 6 | 6 | 6 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 5 | 5 | 4 | 4 | 4 |
| Full-Time Total | 28 | 28 | 26 | 27 | 27 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 18 | 18 | 13 | 14 | 14 |
| Contract | 6 | 6 | 0 | 0 | 0 | Technical | 2 | 2 | 2 | 2 | 2 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 2 | 2 | 1 | 1 | 1 |
| | | | | | | Total | 34 | 34 | 26 | 27 | 27 |

OFFICE OF TRANSIT SYSTEM PLANNING

| | | | |
|-----|----|-----------------|-----------|
| ADM | 6 | Non-Rep | 27 |
| MGR | 4 | Rep | 0 |
| MNT | 0 | Total FT | 27 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 14 | PT | 0 |
| REP | 0 | CON | 0 |
| SUP | 1 | | |
| TEC | 2 | TOTAL | 27 |



Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Sr Dir Transit System Planning | 24 | --- | 1 | 1 | 1 | 1 |
| Sr. Director of Transit System Planing | 24 | 1 | --- | --- | --- | --- |
| Manager of Service Planning & Scheduling | 21 | 1 | --- | --- | --- | --- |
| Mgr Svc Planning & Scheduling | 21 | --- | 1 | 1 | 1 | 1 |
| Manager of Planning Initiatives | 20 | 1 | --- | --- | --- | --- |
| Manager of Regional Planning & Analysis | 20 | 1 | --- | --- | --- | --- |
| Manager of Special Projects & Analysis | 20 | 1 | --- | --- | --- | --- |
| Mgr Planning Initiatives | 20 | --- | 1 | --- | --- | --- |
| Mgr Regional Planning & Analys | 20 | --- | 1 | 1 | 1 | 1 |
| Mgr Special Projects & Analysi | 20 | --- | 1 | 1 | 1 | 1 |
| Senior Regional Planner | 19 | 1 | --- | --- | --- | --- |
| Senior Service Planner | 19 | 1 | --- | --- | --- | --- |
| Sr Regional Planner | 19 | --- | 1 | 2 | 2 | 3 |
| Sr Service Planner | 19 | --- | 1 | 1 | 1 | 1 |
| Supervisor of Bus Scheduling | 19 | 1 | --- | --- | --- | --- |
| Supv Bus Scheduling | 19 | --- | 1 | 1 | 1 | 1 |
| Supervisor of Rail Scheduling | 18 | 1 | --- | --- | --- | --- |
| Supv Rail Scheduling | 18 | --- | 1 | --- | --- | --- |
| Regional Planner III | 17 | --- | 1 | 1 | 1 | --- |
| Service Planner III | 17 | --- | --- | --- | 1 | 2 |
| Transit System Planner II | 17 | 2 | 2 | 2 | --- | --- |
| Transit System Plng Analyst II | 17 | --- | --- | --- | --- | 1 |
| Transportation Planner III | 17 | --- | --- | --- | 2 | 2 |

Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Bus Stop Planner | 16 | 1 | 1 | 1 | 1 | 1 |
| Office Administrator II | 16 | --- | --- | --- | 1 | 1 |
| Schedule Analyst III | 16 | 3 | 3 | 2 | 2 | 4 |
| Transit System Planning Analyst | 16 | 1 | --- | --- | --- | --- |
| Transit System Plng Analyst | 16 | --- | 1 | 1 | 1 | --- |
| Regional Planner | 15 | 1 | --- | --- | --- | --- |
| Service Planner | 15 | 3 | --- | --- | --- | --- |
| Service Planner II | 15 | --- | 3 | 2 | 2 | 1 |
| Graphic Artist | 14 | 1 | 1 | 1 | 1 | 1 |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | 1 | --- | --- |
| Schedule Analyst II | 14 | 2 | 2 | 2 | 2 | --- |
| Scheduling Technician | 09 | 1 | 1 | 1 | 1 | 1 |
| Transit Service Specialist | 09 | 1 | 1 | 1 | 1 | 1 |
| Schedule Distribution Clerk | 06 | 2 | 2 | 3 | 3 | 3 |
| Non-Rep Subtotal | | 28 | 28 | 26 | 27 | 27 |
| Total Full-Time | | 28 | 28 | 26 | 27 | 27 |

Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Contract | | | | | | |
| Contract - Graphic Artist | --- | 1 | --- | --- | --- | --- |
| Contract - Parking Services Supervisor | --- | 2 | --- | --- | --- | --- |
| Contract - Schedule Distribution Clerk | --- | 2 | --- | --- | --- | --- |
| Contract Emp Admin Support | --- | --- | 2 | --- | --- | --- |
| Graphic Artist | --- | --- | 1 | --- | --- | --- |
| Transit Corridor Project Manager | --- | 1 | 1 | --- | --- | --- |
| Capital Contract Professional | -- | --- | 2 | --- | --- | --- |
| Total Contract | | 6 | 6 | --- | --- | --- |

OFFICE OF RESEARCH & ANALYSIS

FUNCTIONS & RESPONSIBILITIES

The Office of Research & Analysis (R&A) is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue data to assess system service levels and performance. Additionally, R&A is responsible for supporting system sustainability by validating automated systems.

Since 1985, the Transit Research Unit has captured system usage, customer demographics, and feedback, while tracking industry standards data for the evaluation of service delivery. Transit Research provides actionable information to assist in decision-making and effective stewardship of resources. The Quality of Service, System-wide Factors, and Breeze Fare Collection System studies provide continuous assessment of internal performance and external environmental factors. The unit also conducts a number of ad hoc studies to assess the impact of dynamic 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 / Automatic Passenger Counter system and by the Breeze Automatic Fare Collection system, for the purpose of system health monitoring and sustainability. The unit also

performs standard and ad hoc analyses of 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, bus and rail on time performance, system parking, and reciprocal data and supports system sustainability and validation efforts. National Transit Database (NTD) and service level data are collected, analyzed and reported thru Title VI Assessment and On Time Performance reports. Service Monitoring utilizes both manually collected data and output from Intelligent Transportation System technology – TrapezeITS AVL/APC and Breeze Systems. Additionally, Service Monitoring uses handheld technology and RSM software to collect and analyze ridership and service level data. Rail line-load and load factor analysis, tracking impact of mark-up changes and new initiative such as BRT and Street Car Project, Service Monitoring is tasked with special/ad-hoc studies including establishing ridership methodologies and new processes for ridership reporting.

FY2012 ACCOMPLISHMENTS

- National Transit Database Reporting: Successfully completed NTD 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 2011 annual reporting.
- Budget Development: Prepared FY 12 Detailed Projections of modal passenger revenue, ridership, and service levels for Budget, Planning, and Strategic Performance tracking of monthly KPIs. For the months of October through May in FY 12, actual passenger revenue has been less than 0.1% different than the projected figure.
- System Sustainability: Continually monitor data received from the Breeze/AFC system and the AVL/APC system to ensure individual system health. Validated improvement in Rail data reliability after October 2011 "closing" of Rail system (difference between Rail system entries and exits shrank from 10% to 1%; amount of Rail

OFFICE OF RESEARCH & ANALYSIS

- data usable for Passenger Miles Traveled calculations increased from 77% to 86%).
- Special Projects: Conducted several special projects that supported federal mandates and customer service improvements, including, the testing of Real-Time Bus Arrival information.
 - Title VI Assessment Reporting: Provided Title VI Assessment ridership analysis and reports for each mark-up in FY'12. Provided supplemental reports: Ridership by Trip, by Stop and System to Planning.
 - Systemwide Factors: Completed Monthly reports for the Systemwide Factors Study. The project provides information related to customer travel patterns, transfer activity, and fare payment. These reports allow the Transit Analysis unit to estimate ridership by fare payment method which contributes to future Federal funding.
 - AVA Bus Announcement Validation: Created, associated, and validated all designated ADA bus announcements in compliance with ADA and FTA guidelines, as well as, developed standard operating procedures for maintaining and sustaining the bus announcements for the AVA system.
 - Rail Announcement Validation: Developed and Implemented Rail Announcements Validation project. Coordinates and manages scheduling of announcement on Rail. Validated operators guidelines and procedures for mandatory announcements made by the PA or operators to communicate with customers while operating MARTA Trains.
 - 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 September 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).

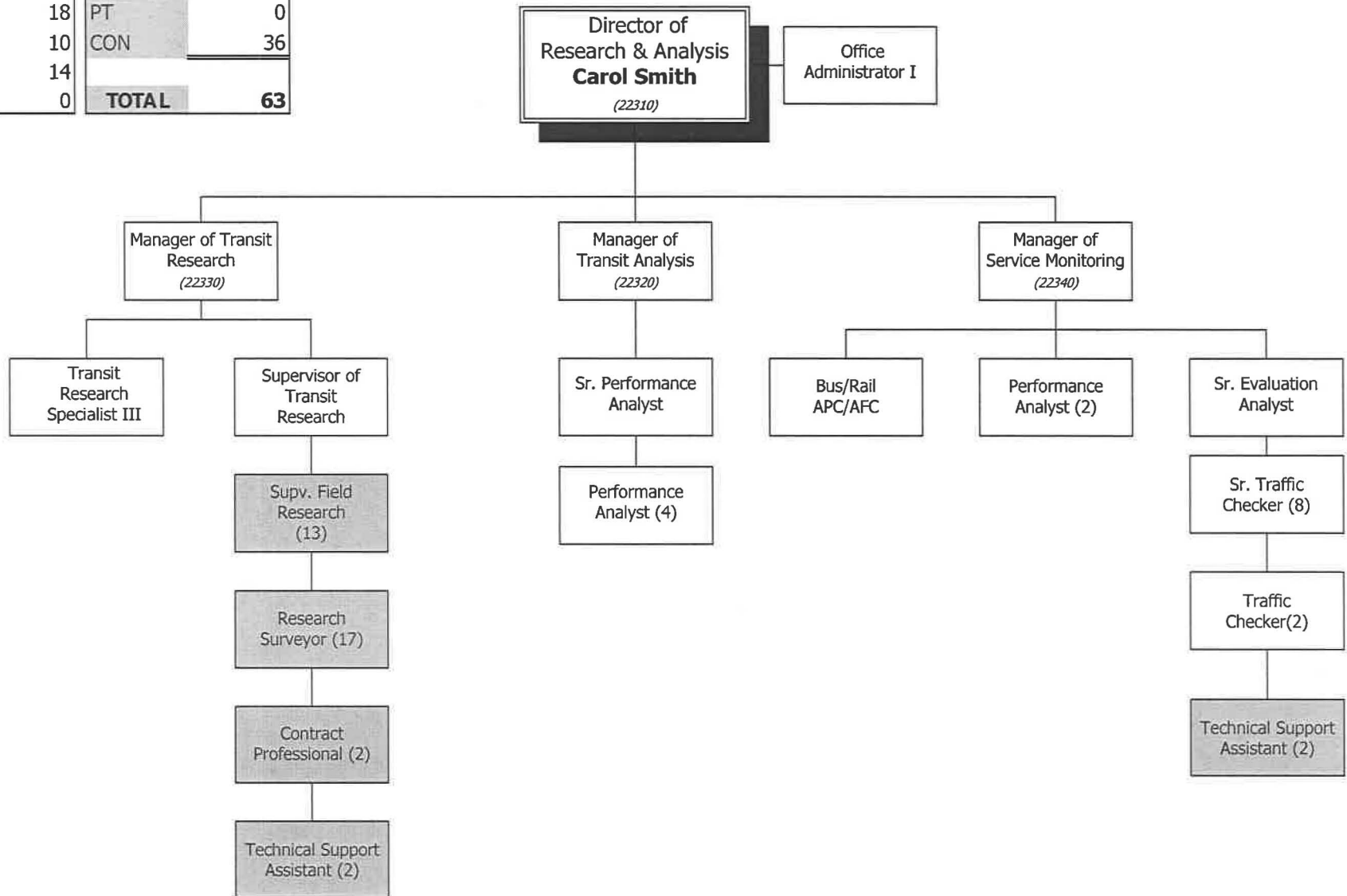
OFFICE OF RESEARCH & ANALYSIS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Salaries & Wages | 1,380,794 | 1,365,215 | 1,368,525 | 1,414,729 | 2,431,957 |
| Overtime | 87,641 | 54,765 | 66,230 | 82,979 | 85,870 |
| Benefits | 554,563 | 588,619 | 669,944 | 645,399 | 998,878 |
| Labor Sub-Total | <u>\$2,022,998</u> | <u>\$2,008,599</u> | <u>\$2,104,699</u> | <u>\$2,143,107</u> | <u>\$3,516,705</u> |
| Contractual Services | 0 | 27,864 | 0 | 1,095 | 0 |
| Materials & Supplies | 3,952 | 1,567 | 1,290 | 1,810 | 3,329 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 25,245 | 21,413 | 17,091 | 24,418 | 16,607 |
| Non Labor Sub-Total | <u>\$29,197</u> | <u>\$50,844</u> | <u>\$18,381</u> | <u>\$27,323</u> | <u>\$19,936</u> |
| Office Total | <u>\$2,052,195</u> | <u>\$2,059,443</u> | <u>\$2,123,080</u> | <u>\$2,170,430</u> | <u>\$3,536,641</u> |
| \$ Change from Prior Year | | \$7,248 | \$63,637 | \$47,350 | \$1,366,211 |
| % Change from Prior Year | | 0.35% | 3.09% | 2.23% | 62.95% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|------------------|------------------|------------------|------------------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 17 | 19 | 15 | 17 | 17 | Administrative | 31 | 28 | 18 | 18 | 18 |
| Represented | 8 | 8 | 8 | 10 | 10 | Management | 3 | 3 | 3 | 3 | 4 |
| Full-Time Total | <u>25</u> | <u>27</u> | <u>23</u> | <u>27</u> | <u>27</u> | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 3 | 0 | 0 | 0 | Professional | 10 | 13 | 11 | 18 | 17 |
| Contract | 44 | 45 | 31 | 36 | 36 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 3 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 8 | 11 | 8 | 10 | 10 |
| | | | | | | Supervisory | 20 | 20 | 14 | 14 | 14 |
| | | | | | | Total | 72 | 75 | 57 | 63 | 63 |

OFFICE OF RESEARCH & ANALYSIS

| | | | |
|-----|----|-----------------|-----------|
| ADM | 18 | Non-Rep | 17 |
| MGR | 3 | Rep | 10 |
| MNT | 0 | Total FT | 27 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 18 | PT | 0 |
| REP | 10 | CON | 36 |
| SUP | 14 | | |
| TEC | 0 | TOTAL | 63 |



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Dir Transit Research Analysis | 23 | --- | 1 | 1 | 1 | 1 |
| Director of Transit Research & Analysis | 23 | 1 | --- | --- | --- | --- |
| Manager of Service Monitoring | 21 | 1 | --- | --- | --- | --- |
| Manager of Transit Analysis | 21 | 1 | --- | --- | --- | --- |
| Manager of Transit Research | 21 | 1 | --- | --- | --- | --- |
| Mgr Service Monitoring | 21 | --- | 1 | 1 | 1 | 1 |
| Mgr Transit Analysis | 21 | --- | 1 | 1 | 1 | 1 |
| Mgr Transit Research | 21 | --- | --- | --- | 1 | --- |
| Mgr Transit Research | 21 | --- | --- | --- | --- | 1 |
| Sr. Performance Analyst | 19 | --- | --- | --- | 1 | 2 |
| Evaluation Analyst | 18 | 1 | --- | --- | --- | --- |
| Performance Analyst | 18 | 3 | 6 | 6 | 6 | 6 |
| Sr Evaluation Analyst | 18 | --- | 1 | 1 | 1 | 1 |
| APC/AFC Analyst | 16 - 17 | 2 | --- | --- | --- | --- |
| Bus/Rail APC AFC Analyst III | 17 | --- | 1 | 1 | 1 | 1 |
| Trans Research Specialist III | 17 | --- | 2 | 1 | 1 | 1 |
| Transit Research Specialist | 12 - 17 | 3 | --- | --- | --- | --- |
| Supervisor - Transit Research | 16 | 1 | --- | --- | --- | --- |
| Supv Transit Research | 16 | --- | 1 | 1 | 1 | 1 |
| Trans Research Specialist II | 15 | --- | 1 | 1 | 1 | --- |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | 1 | 1 | 1 |
| Service Evaluation Specialist | 10 - 13 | 1 | --- | --- | --- | --- |

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Service Evaluation Specialist III | 13 | --- | 1 | --- | --- | --- |
| AVL Specialist | 12 | --- | 1 | --- | --- | --- |
| Administrative Assistant | 10 | 1 | 1 | --- | --- | --- |
| Non-Rep Subtotal | | 17 | 19 | 15 | 17 | 17 |
| <u>Represented</u> | | | | | | |
| Sr Traffic Checker | UR | --- | 8 | 8 | 8 | 8 |
| Traffic Checker | UR | 8 | --- | --- | 2 | 2 |
| Represented Subtotal | | 8 | 8 | 8 | 10 | 10 |
| Total Full-Time | | 25 | 27 | 23 | 27 | 27 |
| <u>Part-Time</u> | | | | | | |
| P/T Traffic Checker | 9 | --- | 3 | --- | --- | --- |
| Total Part-Time | | --- | 3 | --- | --- | --- |

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Contract</u> | | | | | | |
| Technical Support Assistant | TBD | --- | --- | --- | 4 | --- |
| Technical Support Assistant | TBD | --- | --- | --- | --- | 4 |
| Contract Professional | 12 - 14 | --- | --- | --- | --- | 2 |
| Contract Professional | --- - 14 | --- | --- | 1 | 2 | --- |
| Research Surveyor | --- | --- | --- | --- | --- | 17 |
| Research Surveyor | --- | 25 | 25 | 17 | 17 | --- |
| Supervisor Field Research | --- | 19 | 19 | 13 | 13 | --- |
| Supervisor Field Research | --- | --- | --- | --- | --- | 13 |
| Capital Contract Professional | -- | --- | 1 | --- | --- | --- |
| C-P/T Traffic Checkers | 9 | 3 | --- | --- | --- | --- |
| Total Contract | | 47 | 45 | 31 | 36 | 36 |

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

This Department includes the following Offices:

Department of Communications & External Affairs

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

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2013 GOALS AND OBJECTIVES

Consistent with the Authority's mission listed below are the goals/objectives we will focus our efforts on for the next fiscal year:

GOALS

- Retain existing customers and increase their satisfaction
- Attract and retain new customers
- Improve MARTA's image
- Increase public support of MARTA
- Provide effective, informative and accurate communications
- Increase revenue

OBJECTIVES

- Review/revise with the board the Authority's advertising policy to identify increased revenue generation opportunities
- Implement the following campaigns – Nuisance Behavior program, Vehicle Security Camera Campaign, See Something Say Something, and MARTA Destination campaign to attract new riders and retain current riders
- Market MARTA as appropriate to increase revenues
- Continue efforts to strengthen relationships with national, state, and local elected officials
- Work with IT to implement a mobile application with bus arrival information for our customers
- Implement programs to generate revenue – website advertising, selling MARTA premium items and third party billboard availability on excess MARTA property

- Complete the conversion of the UPASS program to a monthly Breeze card
- Coordinate and implement employee appreciations across the Authority
- Meet KPI targets in the Customer Service Center
- Develop key messaging that is consistent with the Authority's mission and Strategic plan of the MARTA Board; develop an Authority-Wide communications plan
- Increase participation in the Partner Pass Programs
- Increase visibility in the community by MARTA executives through participation on organizational boards
- Facilitate all Authority community meetings and public hearings as required
- Build strategic alliances with public officials, business leaders, and advocacy groups
- Prepare and provide timely communications both internally and externally
- Foster two-way communications between management and employees
- Continue to strengthen relationships with the media by engaging them in understanding our "business"
- Improve tracking and recovery of Lost & Found items
- Engage the community by actively participating in community meetings, special events, establishing organizational memberships and assigning staff to serve as liaisons throughout the service area
- Improve the MARTA experience

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2013 Key Performance Measures

| Communications & External Affairs KPIs | | | | |
|---|--|--------------------|--------------------|--------------------|
| KPI | Definition | FY12 Target | FY12 Actual | FY13 Target |
| Average Call Wait Time | Average call wait time for customer calls (in minutes) | </= 1:10 | 0:33 | </= 0:45 |
| Call Abandonment Rate | Abandonment rate for customer calls | </= 10% | 4.48% | </= 6% |
| Attendance Non-represented | % non-represented employee hours worked of all non-represented employee hours scheduled for work | >/= 96% | 93.26% | >/= 96% |
| Attendance Represented | % represented employee hours worked of all non-represented employee hours scheduled for work | >/= 90% | 84.22% | >/= 90% |
| Budget Variance | Budget variance on overall expenses | </= 0% | -7.18% | </= 0% |
| Labor Budget Variance | Budget variance on labor related expenses | </= 0% | -5.81% | </= 0% |
| Non-labor Budget Variance | Budget variance on non-labor related expenses | </= 0% | -13.60% | </= 0% |
| Overtime Budget Variance | Budget variance on overtime expenses | </= 0% | -31.89% | </= 0% |

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

FY2012 ACCOMPLISHMENTS

Communications & External Affairs continues to perform its regular duties as the Authority's liaison to the community and the public in general. The following represents a high level overview of what was accomplished during the current fiscal year. The accomplishments are shown as a composite not by specific office or function:

- Managed the Authority's advertising contract and the following revenues were generated: Transit- \$5.6mil, Bus Shelter - \$950K, CBS Rail Network - \$300K, Sign-Post - \$205K
- Managed the Sales Programs that generated the following: Partnership Program - \$19.3mil (15.6% increase), UPASS - \$6.3mil (5% increase), K-12 School Program - \$958K (20.8% increase), Visitor Pass \$11K (- \$181K reduction)
- Handled customer calls in the Customer Service Center during the fiscal year – (call volumes: CIC 624K calls and CSC 85K calls)
- Processed 17,332 Reduced Fare and Mobility Breeze Cards
- Managed the Lost & Found function for the Authority – 6,032 items lost, 8,750 customer inquiries fielded, 12.12% recovery rate
- Proposed the renovation and consolidation of Headquarters Reduced Fare space with Customer Services to provide a more convenient space for our customers and installed Ticket Office Machines at Headquarters and Five Points to enhance customer service options for Breeze card users
- 10 new non-advertising bus shelters installed per the CBS contract
- Assisted in identifying a new vendor to assume the SignPost contract after Authority was advised SignPost was ceasing operations due to financial challenges. Prepared board materials to present CBS as the new vendor assuming the contract and the contract received board approval
- Organized and implemented the following events: Meet MARTA Days in stations, Customer Appreciation event, ribbon-cutting for Laredo Solar Panels project and groundbreaking for Buckhead North Concourse Pedestrian Bridge. We also participated in several Green events celebrating Earth day
- Planned and executed numerous positive media events including Atlanta Streetcar Groundbreaking, Mega Bus Launch, Roswell pedestrian improvement projects, Charity Club Holiday shop
- Developed MARTAnomics brochure to better explain MARTA's economics to customers
- Devised and implemented the APTA Dump the Pump campaign designed to encourage transit use
- Implemented the following campaigns – the High cost of gas and Don't X out Public Transit
- Partnered with the following organizations to extend the MARTA reach and brand: Taste of Atlanta, WNBA Atlanta Dream, Peachtree Road Race, COA Jazz Festival, National Black Arts Festival, High Museum of Art, Sweetwater 420 Fest, 100 Black Men/Atlanta Football Classic, Fiesta Atlanta, Peachtree Latino, Christmas on Peachtree, Americas Mart, and US Road Sports (partial list)
- Assisted in the roll out of the new initiative Web Ticketing that included educating and informing our customers
- Managed the preparation and designed/produced Annual Report. CAFR, MARTOC and MPD Annual Report
- Facilitated and managed the MARTA Experience team engaging them in the review of Authority programs for input: Customer Service Training, Bus Transportation Communications and Meet MARTA Days
- Assisted in the development of the Bus/Mobility Customer Service impact training and worked with the Bus Transportation to update the customer complaint process to improve efficiencies
- Coordinated the reassignment of management and administrative staff to support Authority efforts for major special events New Year's Eve and July 4th
- Implemented all of the Authority's FY13 Public Hearings as required to include public notification, scheduling locations, managing volunteers, and scheduling all outside support as needed
- Coordinated employee appreciation rallies in all bus garages, rail facilities and Headquarters in conjunction with Customer Service Week
- Initiated a new internal communication tool the MARTAstop e-newsletter
- Developed and wrote op-eds and other media articles to favorably position the Authority
- Managed and enhanced the Authority's relationship with the commercial Film Industry to generate additional revenues

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

- Implemented the Media Monitoring contract to track and improve media impressions
- Coordinated all Authority communications and dissemination as needed to employees and customers
- Established closer relationships with both State House and Senate Leadership
- Managed the Federal and State Lobbying contracts
- Participated in approximately 300 outreach activities to engage and educate customers and the community
- Monitored and participated in the discussions regarding TIA including the Regional Roundtable, the RTC, MACOC First Friday, MAVEN, ARC-Workforce Development
- Staffed the GTA for the Authority; key organizer for the annual GTA Legislative Breakfast

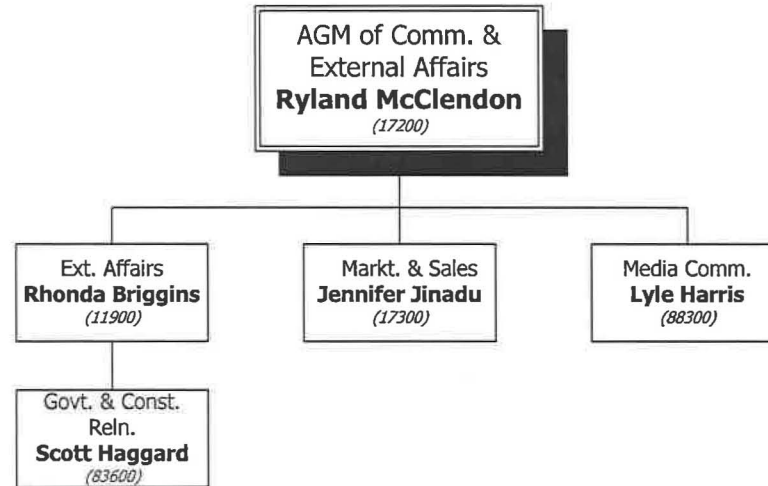
DEPARTMENT OF COMMUNICATION & EXT AFFAIRS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 3,776,538 | 4,033,917 | 3,490,742 | 3,344,209 | 3,478,159 |
| Overtime | 142,542 | 136,687 | 37,031 | 34,228 | 50,365 |
| Benefits | 1,750,316 | 1,916,216 | 1,963,312 | 1,821,230 | 2,059,907 |
| Labor Sub-Total | \$5,669,396 | \$6,086,820 | \$5,491,085 | \$5,199,667 | \$5,588,431 |
| Contractual Services | 207,757 | 156,993 | 412,119 | 426,316 | 587,484 |
| Materials & Supplies | 66,011 | 47,206 | 65,145 | 38,302 | 47,787 |
| Other Operating | 77 | 69 | 0 | 113 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 259,417 | 243,615 | 377,957 | 458,907 | 425,880 |
| Other Non Operating | 36,224 | 34,843 | 24,785 | 52,447 | 84,760 |
| Non Labor Sub-Total | \$569,486 | \$482,726 | \$880,006 | \$976,085 | \$1,145,911 |
| Department Total | \$6,238,882 | \$6,569,546 | \$6,371,091 | \$6,175,752 | \$6,734,342 |
| \$ Change from Prior Year | | \$330,664 | (\$198,455) | (\$195,339) | \$558,590 |
| % Change from Prior Year | | 5.30% | -3.02% | -3.07% | 9.04% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 57 | 54 | 42 | 44 | 44 | Administrative | 24 | 25 | 17 | 16 | 16 |
| Represented | 26 | 26 | 20 | 20 | 20 | Management | 12 | 12 | 9 | 9 | 10 |
| Full-Time Total | 83 | 80 | 62 | 64 | 64 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 4 | 4 | 2 | 2 | 2 | Professional | 15 | 13 | 10 | 12 | 11 |
| Contract | 2 | 3 | 2 | 1 | 1 | Technical | 2 | 2 | 2 | 2 | 2 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 28 | 28 | 22 | 22 | 22 |
| | | | | | | Supervisory | 8 | 7 | 6 | 6 | 6 |
| | | | | | | Total | 89 | 87 | 71 | 67 | 67 |

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

| | | | |
|-----|----|-----------------|-----------|
| ADM | 16 | Non-Rep | 44 |
| MGR | 10 | Rep | 20 |
| MNT | 0 | Total FT | 64 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 11 | PT | 2 |
| REP | 22 | CON | 1 |
| SUP | 6 | | |
| TEC | 2 | TOTAL | 67 |



OFFICE OF AGM COMM & EXT AFFAIRS**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.

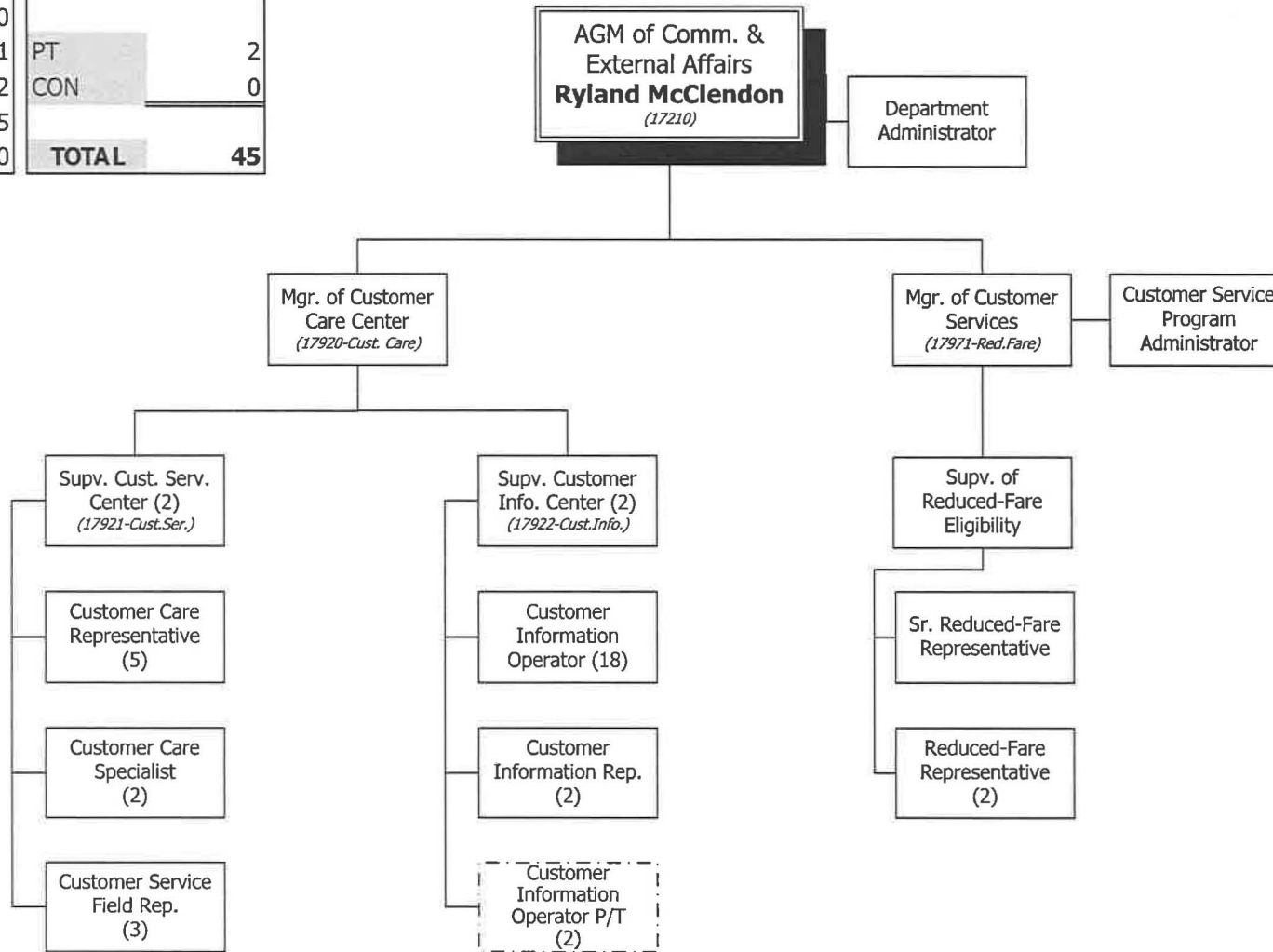
OFFICE OF AGM COMM & EXT AFFAIRS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 2,281,590 | 2,533,118 | 2,101,379 | 1,865,557 | 1,908,945 |
| Overtime | 142,057 | 136,492 | 37,031 | 34,171 | 50,365 |
| Benefits | 1,068,351 | 1,185,578 | 1,213,118 | 1,059,373 | 1,150,037 |
| Labor Sub-Total | \$3,491,998 | \$3,855,188 | \$3,351,528 | \$2,959,101 | \$3,109,346 |
| Contractual Services | 110,718 | -119 | 28,782 | 144,000 | 218,856 |
| Materials & Supplies | 18,915 | 19,128 | 10,920 | 13,760 | 19,973 |
| Other Operating | 0 | 0 | 0 | 113 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 9,943 | 3,960 | 3,210 | 3,450 | 15,200 |
| Other Non Operating | 12,614 | 16,592 | 5,567 | 11,745 | 23,103 |
| Non Labor Sub-Total | \$152,190 | \$39,561 | \$48,479 | \$173,068 | \$277,132 |
| Office Total | \$3,644,188 | \$3,894,749 | \$3,400,007 | \$3,132,169 | \$3,386,478 |
| \$ Change from Prior Year | | \$250,561 | (\$494,742) | (\$267,838) | \$254,309 |
| % Change from Prior Year | | 6.88% | -12.70% | -7.88% | 8.12% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 29 | 29 | 23 | 23 | 23 | Administrative | 21 | 21 | 15 | 14 | 14 |
| Represented | 26 | 26 | 20 | 20 | 20 | Management | 4 | 4 | 3 | 3 | 3 |
| Full-Time Total | 55 | 55 | 43 | 43 | 43 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 4 | 4 | 2 | 2 | 2 | Professional | 0 | 0 | 0 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 28 | 28 | 22 | 22 | 22 |
| | | | | | | Supervisory | 6 | 6 | 5 | 5 | 5 |
| | | | | | | Total | 59 | 59 | 50 | 45 | 45 |

OFFICE OF AGM COMM & EXT AFFAIRS

| | | | |
|-----|----|-----------------|-----------|
| ADM | 14 | Non-Rep | 23 |
| MGR | 3 | Rep | 20 |
| MNT | 0 | Total FT | 43 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 1 | PT | 2 |
| REP | 22 | CON | 0 |
| SUP | 5 | | |
| TEC | 0 | TOTAL | 45 |



Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|---|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| AGM Communications & External Affairs | C | --- | 1 | 1 | 1 | 1 |
| AGM OF COMMUNICATIONS | B | 1 | --- | --- | --- | --- |
| Sr Reduced Fare Representative | 8 | --- | 1 | 1 | 1 | 1 |
| Reduced Fare Representative | 6 | --- | 2 | 2 | 2 | 2 |
| Director of Customer & Station Services | 23 | 1 | --- | --- | --- | --- |
| Director of Customer Services | 23 | --- | 1 | --- | --- | --- |
| Manager of Cust & Station Services | 20 | 1 | --- | --- | --- | --- |
| Manager of Customer Care Center | 20 | 1 | --- | --- | --- | --- |
| Mgr Customer & Station Svcs | 20 | --- | --- | --- | 1 | 1 |
| Mgr Customer Care Center | 20 | --- | 1 | 1 | 1 | 1 |
| Mgr Customer Svcs | 20 | --- | 1 | 1 | --- | --- |
| Department Administrator | 17 | 1 | 1 | 1 | 1 | 1 |
| Customer Svcs Program Admin | 16 | --- | --- | --- | 1 | 1 |
| Office Administrator II | 16 | 1 | 1 | 1 | --- | --- |
| Supervisor Customer Information | 16 | 2 | --- | --- | --- | --- |
| Supervisor Customer Services Center | 16 | 1 | --- | --- | --- | --- |
| Supervisor of Breeze Card Services | 16 | 1 | --- | --- | --- | --- |
| Supervisor of Half-Fare Eligibility | 16 | 1 | --- | --- | --- | --- |
| Supv Reduced Fare Eligibility | 16 | --- | 1 | 1 | --- | --- |
| Supv Breeze Card Svcs | 16 | --- | 1 | --- | --- | --- |
| Supv Customer Info Centr | 16 | --- | 2 | 2 | 2 | 2 |
| Supv Customer Services Center | 16 | --- | 1 | 2 | 2 | 2 |
| Supv Reduced Fare Eligibility | 16 | --- | --- | --- | 1 | 1 |

Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|-------------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Breeze Card Specialist | 13 | 4 | 4 | --- | --- | --- |
| Customer Care Field Rep | 13 | --- | --- | --- | 3 | 3 |
| Customer Care Field Representative | 13 | 4 | --- | --- | --- | --- |
| Customer Care Rep | 13 | --- | 7 | 7 | 5 | 5 |
| Customer Care Representative | 13 | 7 | --- | --- | --- | --- |
| Customer Care Specialist | 13 | --- | --- | --- | 2 | 2 |
| Customer Service Field Rep | 13 | --- | 4 | 3 | --- | --- |
| Half-Fare Representative | 06 - 08 | 3 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 29 | 29 | 23 | 23 | 23 |
| <u>Represented</u> | | | | | | |
| Customer Info Representative | UR | --- | 2 | 2 | 2 | 2 |
| Customer Information Operator | UR | 23 | 23 | 18 | 18 | 18 |
| Customer Information Representative | UR | 2 | --- | --- | --- | --- |
| Switchboard Operator | UR | 1 | 1 | --- | --- | --- |
| Represented Subtotal | | 26 | 26 | 20 | 20 | 20 |
| Total Full-Time | | 55 | 55 | 43 | 43 | 43 |

Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|--------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Part-Time | | | | | | |
| Half-Fare Representative P/T | ---- - 90902 | 1 | 1 | ---- | ---- | ---- |
| Supv Customer Info Center PT | 90902 | ---- | 1 | ---- | ---- | ---- |
| Supervisor Customer Information Center P/T | ---- | 1 | ---- | ---- | ---- | ---- |
| Customer Info Operator Pt | 00090 - 90 | ---- | 2 | 2 | 2 | 2 |
| Customer Information Operator P/T | ---- | 2 | ---- | ---- | ---- | ---- |
| Total Part-Time | | 4 | 4 | 2 | 2 | 2 |

OFFICE OF EXTERNAL AFFAIRS

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

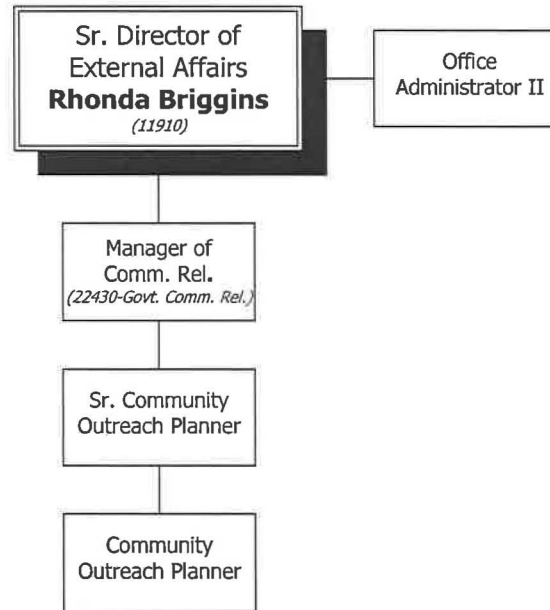
conversation and charged with facilitating community forums and public hearings. The office is responsible for developing and maintaining positive and effective relations with the community, transit advocacy groups and various levels of government (federal, state and local).

OFFICE OF EXTERNAL AFFAIRS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|------------------|--------------------|------------------|--------------------|-------------------|
| Salaries & Wages | 589,517 | 481,816 | 377,706 | 377,629 | 370,733 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 279,175 | 268,598 | 240,530 | 237,273 | 223,422 |
| Labor Sub-Total | \$868,692 | \$750,414 | \$618,236 | \$614,902 | \$594,155 |
| Contractual Services | 8,720 | 10,106 | 143,192 | 11,750 | 0 |
| Materials & Supplies | 6,195 | 4,810 | 7,065 | 453 | 4,000 |
| Other Operating | 77 | 69 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 274 | 2,302 | 128 | 1,100 | 2,080 |
| Other Non Operating | 12,070 | 4,572 | 5,502 | 25,278 | 31,847 |
| Non Labor Sub-Total | \$27,336 | \$21,859 | \$155,887 | \$38,581 | \$37,927 |
| Office Total | \$896,028 | \$772,273 | \$774,123 | \$653,483 | \$632,082 |
| \$ Change from Prior Year | | (\$123,755) | \$1,850 | (\$120,640) | (\$21,401) |
| % Change from Prior Year | | -13.81% | 0.24% | -15.58% | -3.27% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 6 | 6 | 5 | 5 | 5 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 2 | 2 | 2 | 2 | 2 |
| Full-Time Total | 6 | 6 | 5 | 5 | 5 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 3 | 3 | 2 | 2 | 2 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 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 | 6 | 5 | 5 | 5 |

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



Personnel Comparison Report

OFFICE OF EXTERNAL AFFAIRS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|----------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Sr. Director of External Affairs | 24 | 1 | 1 | 1 | 1 | 1 |
| Manager of Community Affairs | 20 | 1 | --- | --- | --- | --- |
| Mgr Community Relations | 20 | --- | 1 | 1 | 1 | 1 |
| Sr Community Outreach Planner | 19 | --- | 1 | 1 | 1 | 1 |
| Sr. Community Outreach Planner | 19 | 1 | --- | --- | --- | --- |
| Community Outreach Planner | 16 | 2 | 2 | 1 | 1 | 1 |
| Office Administrator II | 16 | --- | 1 | 1 | 1 | 1 |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 6 | 6 | 5 | 5 | 5 |
| Total Full-Time | | 6 | 6 | 5 | 5 | 5 |

FUNCTIONS & RESPONSIBILITIES

The Office of Marketing & Communications is responsible for creating 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.

Our mission is to devise reasonable and effective marketing initiatives and plans that are measured by consumer awareness, a potential increase in ridership within the targeted market or an increase in customer loyalty and brand awareness. All of MARTA's daily customer communication (content, layout/design), which includes: system maps, rail maps, CBS Rail Network and CBS Digital displays, service changes, social media, itsmarta.com, martanet, and breezcard.com are the responsibility of this group. Additionally, the group coordinates the Authority's advertising

initiatives, monitors the advertising vendors, forms strategic alliances and supervises special projects as they relate to the end user, the customer.

The Strategic Sales team, which is part of the Business Development group, primarily focuses on increasing group sales revenue and market share within the designated sales channels; Corporations, Government Agencies, Nonprofits (Employer Pass Program), University (UPass Program), School Systems K-12 (Student Pass Program), Conventions and Hospitality (Visitor Pass Program). These programs generate approximately \$26.6 million in annual revenue for the Authority and assist in building business relationships by providing mutually beneficial incentives to the members while contributing to the overall perception and viability of public transit. The Business Development group takes the lead on identifying, conducting due diligence and developing a business case for all non-traditional revenue generating initiatives that will enhance the customers' experience while riding MARTA.

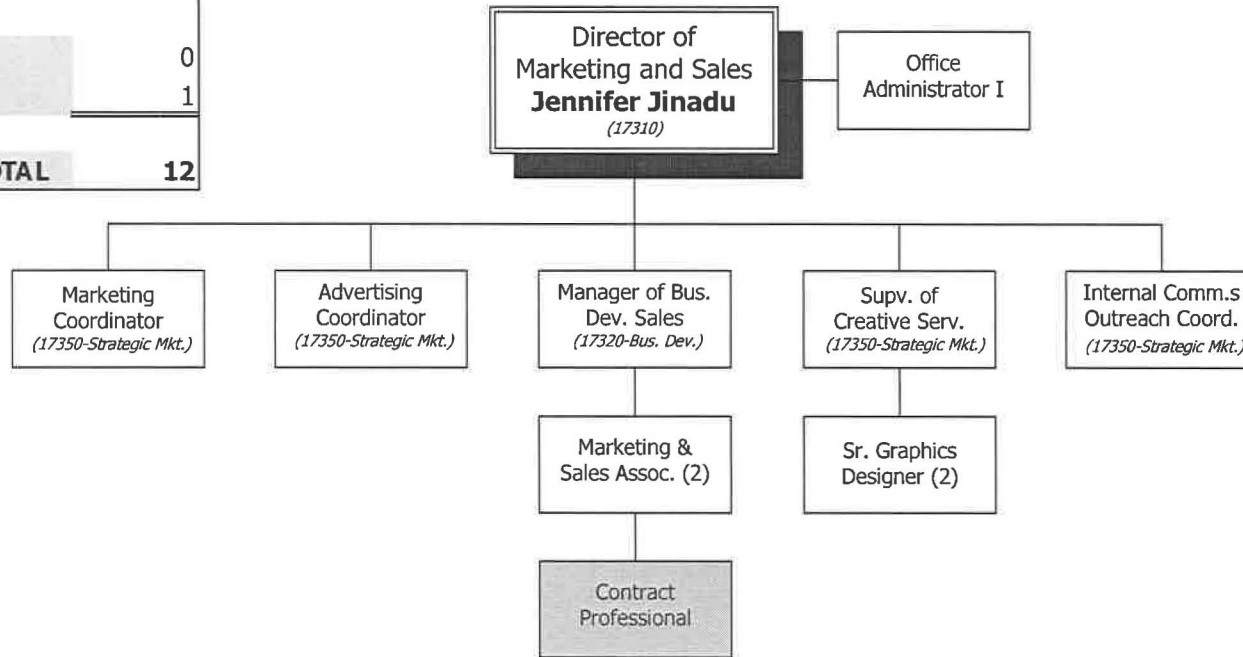
OFFICE OF MARKETING & SALES

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Salaries & Wages | 760,326 | 708,165 | 667,134 | 693,417 | 757,076 |
| Overtime | 485 | 195 | 0 | 57 | 0 |
| Benefits | 365,602 | 363,435 | 379,845 | 376,295 | 420,435 |
| Labor Sub-Total | \$1,126,413 | \$1,071,795 | \$1,046,979 | \$1,069,769 | \$1,177,511 |
| Contractual Services | 88,319 | 147,006 | 240,145 | 87,818 | 184,128 |
| Materials & Supplies | 40,198 | 23,052 | 46,781 | 23,766 | 21,648 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 249,200 | 237,353 | 374,619 | 454,357 | 408,600 |
| Other Non Operating | 5,305 | 4,048 | 2,896 | 3,495 | 6,270 |
| Non Labor Sub-Total | \$383,022 | \$411,459 | \$664,441 | \$569,436 | \$620,646 |
| Office Total | \$1,509,435 | \$1,483,254 | \$1,711,420 | \$1,639,205 | \$1,798,157 |
| \$ Change from Prior Year | | (\$26,181) | \$228,166 | (\$72,215) | \$158,952 |
| % Change from Prior Year | | -1.73% | 15.38% | -4.22% | 9.70% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|-----------|-----------|-----------|-----------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 14 | 12 | 10 | 11 | 11 | Administrative | 1 | 1 | 1 | 1 | 1 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 4 | 3 | 2 | 2 | 2 |
| Full-Time Total | 14 | 12 | 10 | 11 | 11 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 8 | 7 | 6 | 6 | 6 |
| Contract | 2 | 2 | 2 | 1 | 1 | Technical | 2 | 2 | 2 | 2 | 2 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 1 | 1 | 1 | 1 | 1 |
| | | | | | | Total | 16 | 14 | 12 | 12 | 12 |

OFFICE OF MARKETING & SALES

| | | | |
|-----|---|-----------------|-----------|
| ADM | 1 | Non-Rep | 11 |
| MGR | 2 | Rep | 0 |
| MNT | 0 | Total FT | 11 |
| OPR | 0 | | |
| POL | 0 | | |
| PRO | 6 | PT | 0 |
| REP | 0 | CON | 1 |
| SUP | 1 | | |
| TEC | 2 | TOTAL | 12 |



Personnel Comparison Report

OFFICE OF MARKETING & SALES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Director of Marketing & Communications | 23 | 1 | --- | --- | --- | --- |
| Director of Marketing & Sales | 23 | --- | 1 | 1 | 1 | 1 |
| Manager of Business Development Sales | 22 | 1 | --- | --- | --- | --- |
| Mgr Business Dev Sales | 22 | --- | 1 | 1 | 1 | 1 |
| Manager of Marketing | 20 | 1 | 1 | --- | --- | --- |
| MANAGER OF INTERANL COMMUNICATIONS | 19 | 1 | --- | --- | --- | --- |
| Senior Marketing & Sales Associate | 19 | 1 | --- | --- | --- | --- |
| Advertising Coordinator | 17 | 1 | 1 | 1 | 1 | 1 |
| Internal Comm Outreach Coord | 17 | --- | 1 | 1 | 1 | 1 |
| Internal Communications Outreach Coordinator | 17 | 1 | --- | --- | --- | --- |
| Marketing & Sales Associate | 17 | 2 | 2 | 2 | 2 | 2 |
| Supervisor of Creative Services | 17 | 1 | --- | --- | --- | --- |
| Supv Creative Services | 17 | --- | 1 | 1 | 1 | 1 |
| Marketing Coordinator | 16 | 1 | 1 | 1 | 1 | 1 |
| Senior Graphics Designer | 16 | 1 | --- | --- | --- | --- |
| Sr Graphics Designer | 16 | --- | 1 | 1 | 2 | 2 |
| Promotional Specialist | 15 | 1 | 1 | --- | --- | --- |
| Office Administrator | 14 | 1 | --- | --- | --- | --- |
| Office Administrator I | 14 | --- | 1 | 1 | 1 | 1 |
| Non-Rep Subtotal | | 14 | 12 | 10 | 11 | 11 |
| Total Full-Time | | 14 | 12 | 10 | 11 | 11 |

Personnel Comparison Report

OFFICE OF MARKETING & SALES

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Contract | | | | | | |
| Contract Graphic Designer | 16 | --- | --- | 1 | --- | --- |
| Contract - Parking Services Supervisor | --- | 1 | --- | --- | --- | --- |
| Contract Emp/Professional | --- | 1 | --- | --- | --- | --- |
| Contract Employee/Professional | --- | --- | 1 | --- | --- | --- |
| Contract Professional | --- | --- | --- | 1 | 1 | --- |
| Contract Professional | --- | --- | --- | --- | --- | 1 |
| Capital Contract Professional | -- | --- | 1 | --- | --- | --- |
| Total Contract | | 2 | 2 | 2 | 1 | 1 |

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

FUNCTIONS & RESPONSIBILITIES

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

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

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------------|-----------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 0 | 121,231 | 159,466 | 157,756 | 161,160 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 0 | 34,837 | 55,374 | 59,165 | 97,123 |
| Labor Sub-Total | \$0 | \$156,068 | \$214,840 | \$216,921 | \$258,283 |
| Contractual Services | 0 | 0 | 0 | 179,000 | 168,500 |
| Materials & Supplies | 361 | 184 | 75 | 65 | 168 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 3,170 | 5,266 | 6,799 | 7,915 | 11,915 |
| Non Labor Sub-Total | \$3,531 | \$5,450 | \$6,874 | \$186,980 | \$180,583 |
| Office Total | \$3,531 | \$161,518 | \$221,714 | \$403,901 | \$438,866 |
| \$ Change from Prior Year | | \$157,987 | \$60,196 | \$182,187 | \$34,965 |
| % Change from Prior Year | | 4474.28% | 37.27% | 82.17% | 8.66% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 |
| Non-Represented | 5 | 3 | 2 | 2 | 2 | Administrative | 0 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 1 | 1 | 1 |
| Full-Time Total | 5 | 3 | 2 | 2 | 2 | Police | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 3 | 2 | 1 | 1 |
| Contract | 0 | 0 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 1 | 0 | 0 | 0 |
| | | | | | | Total | 5 | 3 | 2 | 2 |

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

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

Director of Govt. and
Cons. Reln.
Scott Haggard
(22435)

Government
Affairs Officer

Personnel Comparison Report

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Director of Government and Constituent Relations | 23 | 1 | --- | --- | --- | --- |
| Director of Government Relations | 23 | --- | 1 | 1 | 1 | 1 |
| External Affairs Supervisor | 19 | 1 | --- | --- | --- | --- |
| Community Relations Officer | 17 | 2 | --- | --- | --- | --- |
| Government Affairs Officer | 17 | --- | 2 | 1 | 1 | 1 |
| Governmental Affairs Specialist | 17 | 1 | --- | --- | --- | --- |
| Non-Rep Subtotal | | 5 | 3 | 2 | 2 | 2 |
| Total Full-Time | | 5 | 3 | 2 | 2 | 2 |

OFFICE OF MEDIA COMMUNICATIONS

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.

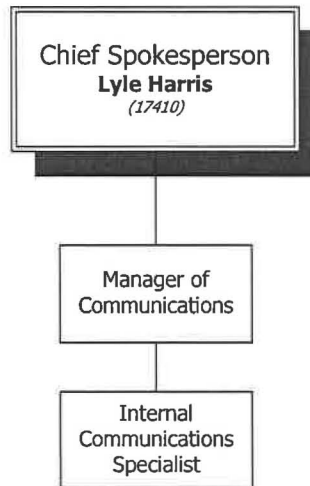
OFFICE OF MEDIA COMMUNICATIONS

| Categories of Expense | FY09 Expense | FY10 Expense | FY11 Expense | FY12 Expense | FY13 Adopted |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| Salaries & Wages | 145,105 | 189,587 | 185,057 | 249,850 | 280,245 |
| Overtime | 0 | 0 | 0 | 0 | 0 |
| Benefits | 37,188 | 63,768 | 74,445 | 89,124 | 168,890 |
| Labor Sub-Total | \$182,293 | \$253,355 | \$259,502 | \$338,974 | \$449,135 |
| Contractual Services | 0 | 0 | 0 | 3,748 | 16,000 |
| Materials & Supplies | 342 | 32 | 304 | 258 | 1,998 |
| Other Operating | 0 | 0 | 0 | 0 | 0 |
| Casualty & Liability | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 |
| Other Non Operating | 3,065 | 4,365 | 4,021 | 4,014 | 11,625 |
| Non Labor Sub-Total | \$3,407 | \$4,397 | \$4,325 | \$8,020 | \$29,623 |
| Office Total | \$185,700 | \$257,752 | \$263,827 | \$346,994 | \$478,758 |
| \$ Change from Prior Year | | \$72,052 | \$6,075 | \$83,167 | \$131,764 |
| % Change from Prior Year | | 38.80% | 2.36% | 31.52% | 37.97% |

| | Authorized Positions by Status | | | | | Authorized Positions by Class | | | | | |
|------------------------|--------------------------------|----------|----------|----------|----------|-------------------------------|----------|----------|----------|----------|----------|
| | FY09 | FY10 | FY11 | FY12 | FY13 | FY09 | FY10 | FY11 | FY12 | FY13 | |
| Non-Represented | 3 | 4 | 2 | 3 | 3 | Administrative | 1 | 2 | 0 | 0 | 0 |
| Represented | 0 | 0 | 0 | 0 | 0 | Management | 1 | 2 | 1 | 1 | 2 |
| Full-Time Total | 3 | 4 | 2 | 3 | 3 | Police | 0 | 0 | 0 | 0 | 0 |
| Part - Time | 0 | 0 | 0 | 0 | 0 | Professional | 1 | 1 | 1 | 2 | 1 |
| Contract | 0 | 1 | 0 | 0 | 0 | Technical | 0 | 0 | 0 | 0 | 0 |
| Clayton | 0 | 0 | 0 | 0 | 0 | Maintenance | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Operator | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Represented | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Supervisory | 0 | 0 | 0 | 0 | 0 |
| | | | | | | Total | 3 | 5 | 2 | 3 | 3 |

OFFICE OF MEDIA COMMUNICATIONS

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



Personnel Comparison Report

OFFICE OF MEDIA COMMUNICATIONS

| Classification | Pay Grade | FY09 Authorized | FY10 Authorized | FY11 Authorized | FY12 Authorized | FY13 Adopted |
|--------------------------------|-----------|--------------------|--------------------|--------------------|--------------------|-----------------|
| <u>Non-Represented</u> | | | | | | |
| Chief Spokesperson | 24 | --- | 1 | 1 | 1 | 1 |
| Sr. Director of Communications | 24 | 1 | --- | --- | --- | --- |
| Manager of Communications | 21 | --- | --- | --- | --- | 1 |
| Manager of Communications | 21 | --- | --- | --- | 1 | --- |
| Press Secretary | 20 | 1 | 1 | 1 | --- | --- |
| Mgr Internal Communications | 19 | --- | 1 | --- | --- | --- |
| Internal Comm Specialist | 17 | --- | --- | --- | 1 | 1 |
| Office Administrator II | 16 | 1 | 1 | --- | --- | --- |
| Non-Rep Subtotal | | 3 | 4 | 2 | 3 | 3 |
| Total Full-Time | | 3 | 4 | 2 | 3 | 3 |
| <u>Contract</u> | | | | | | |
| Contract Emp Pt | --- | --- | 1 | --- | --- | --- |
| Total Contract | | --- | 1 | --- | --- | --- |

CAPITAL BUDGET

This section summarizes FY13 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 FY13 CIP and beyond.

This section includes the following:

- **Capital Budget Overview**
- **Capital Infrastructure**
- **Planning Program Overview**
- **Capital Sources & Applications of Funds**
- **Approved Capital Budget Summary**
- **Approved Projects Ten-year Forecast**
- **Operating Budget Impact**
- **Approved Project Detail**
- **Federal Grant Detail**

CAPITAL BUDGET OVERVIEW

OVERVIEW

MARTA's Capital Budget provides for the rehabilitation, replacement, enhancement and expansion of the Authority's infrastructure, facilities, equipment and rolling stock. Additionally, funding is included for the Authority's planning needs and the retirement of bond debt.

Capital Policy

MARTA is required to adhere to a system of financial accounting that complies with Generally Accepted Accounting Principles (GAAP). Consistent with this requirement, MARTA developed and adopted Procedure 10.3.21, "Fixed Asset Management and Capital Policy." This procedure sets forth definitions of fixed asset and capital policies, the applicability of these policies, and the responsibilities in carrying out these stated policies (included in this section). As defined, the major categories of fixed assets include the following:

- Land
- System and Facility Improvements
- Vehicles (Revenue and Service)
- Operating Equipment
- Office Furnishings and Equipment

Definition of Fixed Assets

MARTA defines fixed assets as property, plant and equipment items that benefit future periods and have a useful life of greater than one year, a minimum cost per unit of \$300, and that have the characteristics of property. They are classified as real or personal, tangible or intangible, and can be new or used. The major characteristics of tangible fixed assets are that they have physical substance, are relatively long-lived, provide measurable future economic benefits, can be inventoried, are actively used in MARTA's operations, and are not held as an investment for resale.

Authority Capital Policy

In addition to adhering to the definition of fixed assets, MARTA's capital policy for property, plant and equipment divides expenditures for fixed assets into two categories: costs at acquisition or construction and costs

incurred during the useful life of an existing asset that increase its efficiency, capacity, useful life or economy.

1. **Costs at acquisition or construction** include the initial costs of the property, plant and equipment and any additional charges incurred to prepare them for their intended use.
 - Expenditures to add omitted construction work within a reasonable time (12 months) after an asset has been placed into service may be capitalized and added to the existing asset base unit; however,
 - Expenditures for corrective work resulting from latent defects and inferior construction are not eligible for capitalization but are considered non-operating expenses (according to MARTA Act).

2. **Costs incurred during the useful life of an existing asset** are those that increase its efficiency, capacity, useful life or economy. Expenditures of this kind are capital and classified as follows:
 - **Additions to Asset Base Unit** - Examples are extensions, enlargements or expansions made to existing assets.
 - **Extraordinary Repairs or Major Overhauls to Asset Base Units** - Expenditures of this kind normally involve very large amounts, are not recurring in nature, and tend to increase the utility or extend the service life of the asset's existing life. Examples of this kind of repair include the midlife overhaul of the rail cars and station rehabilitation projects.
 - **Replacement of Asset Base Unit Components** - The removal of a major part or component of an existing asset and the substitution of a new component having essentially the same type and performance capacities.
 - **Improvements to Asset Base Units** - This includes the removal of an existing asset and the substitution of a different asset having improved or increased overall efficiency and tends to extend useful life of the unit.

CAPITAL BUDGET OVERVIEW

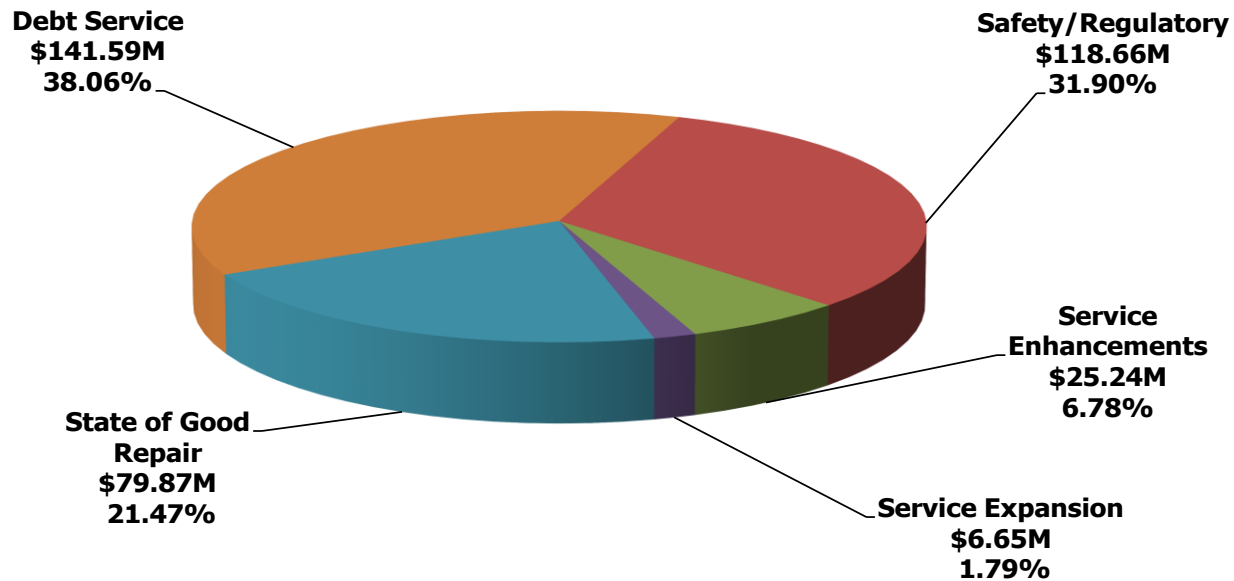
FY13 Capital Expenditures

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.

**FY13 Capital Expenditures
(\$372.01)**



CAPITAL BUDGET OVERVIEW

FY13 Capital Expenditures Summary Table

| FY13 Capital Expenditures | Federal | State | MARTA | Total |
|-------------------------------------|---------------------|--------------------|----------------------|----------------------|
| Capital Improvement Projects | \$78,775,000 | \$2,080,800 | \$149,569,156 | 230,424,956 |
| State of Good Repair | 24,243,020 | 2,080,800 | 53,547,009 | 79,870,829 |
| Regulatory Requirement | 1,430,000 | | 26,238,239 | 27,668,239 |
| Service Enhancement | 7,139,151 | | 18,099,763 | 25,238,914 |
| System Expansion | 1,310,285 | | 5,334,997 | 6,645,282 |
| Safety Critical | 44,652,544 | | 46,349,148 | 91,001,692 |
| Debt Service on Bonds | \$0 | \$0 | \$141,587,019 | \$141,587,019 |
| Total | \$78,775,000 | \$2,080,800 | \$291,156,175 | \$372,011,975 |

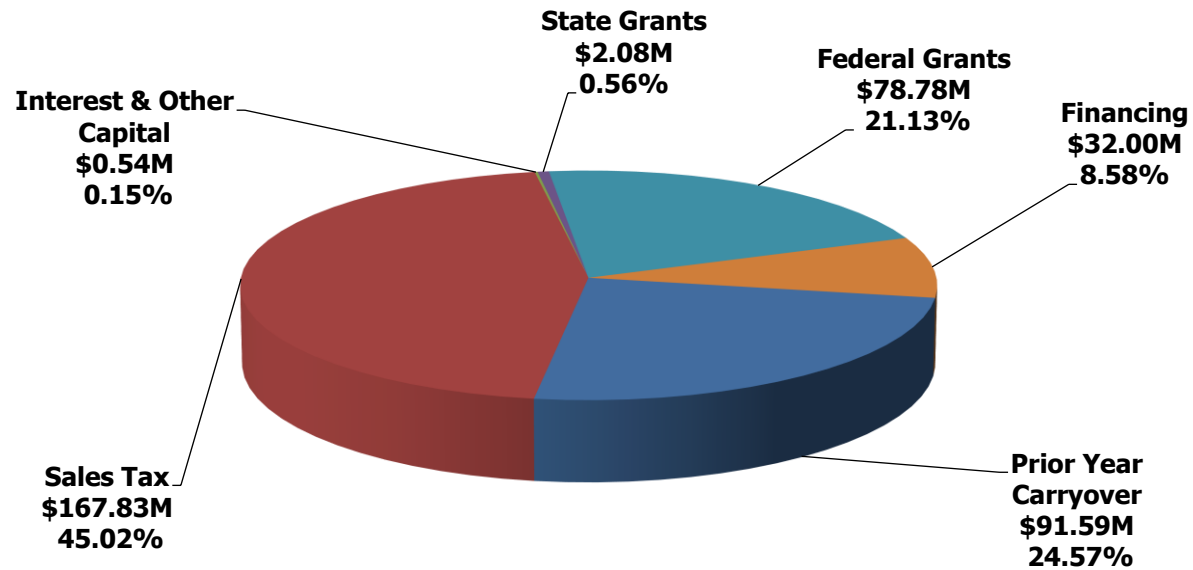
CAPITAL BUDGET OVERVIEW

FY13 Capital Funding

Funding for the FY13 Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, 50% of the sales tax revenue, bond proceeds, allowable investment income,

and Federal and State grants. Each of these funding sources is discussed in the Financial Summary section in the front of this document.

**FY13 Capital Revenue
(\$372.82)**



CAPITAL BUDGET OVERVIEW

FY13 Capital Program Revenue Summary Table

| Capital Program Revenues | FY11 Funding Level | FY12 Funding Level | FY13 Adopted Budget |
|---|---------------------------|---------------------------|----------------------------|
| General Fund Beginning Balance | \$177,561,995 | \$100,944,366 | \$91,587,184 |
| Sales Tax | 159,614,587 | 169,578,246 | 167,833,500 |
| Interest Income | 609,806 | 342,032 | 540,800 |
| Federal Grants ¹ | 43,886,337 | 42,977,728 | 78,775,000 |
| Finance/Bonds/Reserves ² | 0 | 100,000,000 | 32,000,000 |
| State Grants ¹ | 307,742 | 0 | 2,080,800 |
| Total Revenues (currently known) | \$381,980,467 | \$413,842,372 | \$372,817,284 |

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 FY13 General Fund Beginning Balance totaling \$91,587,184 will be available to fund the FY13 Capital Program. After recognizing FY13 capital and other general fund revenues and expenditures, a FY13 Ending

Balance of \$805,310 is anticipated to be available to fund the Capital Program beyond FY13. The sales tax shown represents only 50% of the total sales tax revenue.

CAPITAL BUDGET OVERVIEW**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.

Tunnel Lighting

This project will upgrade lighting throughout MARTA System wide Tunnels. The original installed fixtures of High Pressure Sodium (Yellow/Orange light) will be replaced by fluorescent and LED fixtures to achieve the NFPA 130 required lighting levels for the tunnels. The lighting will improve the egress for emergency evacuation and to assist with track maintenance conditions. Signage within the tunnels will be replaced and updated to meet the NFPA 130 code requirements. All Emergency Exits will have increase lighting for emergency evacuation and renovated if needed. Fire Lines are being remarked with identification along with any doorway within the tunnels.

Voice Com Infrastructure

The scope of this project is to replace an aging and substandard voice communications system with a system that will utilize IP Telephony, also known as, Voice over Internet Protocol (VoIP) throughout the Authority. MARTA's existing telephone system is two decades old and has passed its life expectancy. The system communicates over outdated infrastructure and contains components that are no longer manufactured.

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:

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 Server/Desktop

This project will refresh (upgrade/replace) aging network equipment (hardware, system software, and voice network infrastructure) to improve system availability and reliability levels.

CAPITAL BUDGET OVERVIEW**Roofing Rehabilitation**

The current project scope is to continuously inspect the 200+ roofs that MARTA has and continuously patch on an ongoing basis.

Elevator Rehabilitation

The goal of this project is to develop a system-wide elevator modernization program. We will be utilizing available and unplanned maintenance data from the Office of Vertical Transportation, which will be combined with elevator condition inspection and evaluation information from an independent consultant, including code and ADA compliance items, to determine a recommended system-wide rehabilitation/replacement program.

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:

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.

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.

Clifton Corridor Alternatives Analysis

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.

North Line Transit Assessment

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.

CAPITAL BUDGET OVERVIEW**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.

Enterprise Data Storage

This project will upgrade and expand the existing data storage infrastructure located at the MARTA Headquarters and Disaster Recovery Datacenters. The planned upgrades are intended to accommodate the Authority's current and near-future data storage needs. It also will provide for the development of strategies designed to improve storage capacity planning and manage the growth of data.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

This section identifies the infrastructure supported by the FY13 Capital Improvement Program Budget.

CAPITAL INFRASTRUCTURE

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY13 Capital Improvement Program Budget includes facilities (maintenance and administrative support), revenue rolling stock (rail cars, buses and paratransit vans), rail system infrastructure including rail stations and a vast array of tools and equipment. Maintenance of these assets is critical to ensure a high level of service, reliability and optimized operating costs.

Support Facilities

Maintenance and support facilities are located throughout the Metropolitan Atlanta Area. Projects are in place within the Capital Improvement Program to ensure these facilities receive the capital improvements necessary to maintain them in a state of good repair and to serve their functions in the safest and most economical manner possible. The table below provides a summary of MARTA's support facilities.

| <i>Facility</i> | <i>Primary Function</i> | <i>Age (years)</i> |
|-------------------------------|---|--------------------|
| Airport Ridestore | Retail media sales | 13 |
| Armour Yard | Heavy Rail Vehicle Maintenance | 7 |
| Avondale Administration | Rail system administration | 33 |
| Avondale Car Maintenance | Rail car heavy maintenance | 33 |
| Avondale Central Control | Rail system operations center | 33 |
| Avondale Maintenance of Way | Rail system/infrastructure maintenance | 33 |
| Avondale Yard | Rail car storage | 33 |
| Avondale Zone Center | ATC Administration | 33 |
| Brady Bus Garage | Paratransit operations & maintenance | 38 |
| Browns Mill Heavy Maintenance | Heavy maintenance & rebuild of bus fleet | 36 |
| Candler Center | Record Storage, Police Precinct, Radio Repair | 15 |
| Chamblee Yard | Secondary rail car maintenance & inspection | 25 |
| College Park Police Precinct | Police precinct & system security | 14 |
| Decatur Avenue Radio Shop | Radio repair shop | 41 |
| Dunwoody Police Precinct | Police precinct & system security | 15 |
| Five Points Police Precinct | Police precinct & system security | 18 |
| Five Points Ridestore | Retail media sales | 31 |
| Garnett Cash Handling | Fare processing center | 30 |
| Georgia Avenue | Systemwide custodial & landscaping services | 28 |
| Hamilton Bus Garage | Bus operations, dispatch & maintenance | 36 |
| Indian Creek Police Precinct | Police precinct | 19 |
| Lakewood Zone Center | Storage | 28 |

CAPITAL INFRASTRUCTURE

| <i>Facility</i> | <i>Primary Function</i> | <i>Age (years)</i> |
|----------------------------------|--|--------------------|
| Lindbergh Zone Center | Storage | 28 |
| MARTA Headquarters Complex | Authority administration | 25 |
| MARTA Headquarters Annex | Police HQ/GEC/Buildings & Grounds/Infrastructure | 51 |
| North Springs Central Cashiering | Ridestore and Parking Cashier | 12 |
| Perry Boulevard Bus Garage | Bus operations, dispatch & maintenance | 16 |
| Sandy Springs Central Cashiering | Ridestore and Parking Cashier | 12 |
| South Rail Yard | Rail car maintenance & storage | 24 |
| West Lake Zone Center | Storage | 32 |

Revenue Rolling Stock

MARTA's FY13 bus fleet currently consists of 531 diesel and compressed natural gas (CNG) buses. The split composition is split between 188 diesel and 343 CNG buses. This fleet ranges in age from nearly new to 12 years in age. MARTA's capital planning process provides for the

replacement of buses on a 12-year cycle or 500,000 mile cycle. This cycle helps increase the fleet reliability and reduce long-term maintenance costs. The make-up of MARTA's bus fleet is shown in the table below.

| <i>Service Date</i> | <i>Manufacturer</i> | <i>Lift Equipped</i> | <i>Quantity</i> | <i>Eligible for Retirement</i> |
|---------------------|------------------------------|----------------------|-----------------|--------------------------------|
| 9/00 | New Flyer, Low Floor, CNG | Yes | 33 | FY12 |
| 9/01 | New Flyer, Low Floor, CNG | Yes | 86 | 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 | | | 531 | |

CAPITAL INFRASTRUCTURE

Rolling Stock Continued

A paratransit van and small bus fleet consisting of 187 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.

| <i>Service Date</i> | <i>Manufacturer</i> | <i>Quantity</i> | <i>Eligible for Retirement</i> |
|---------------------|---------------------|-----------------|--------------------------------|
| 2007 | GM- Glavel – L-Van | 30 | FY14 |
| 2008 | GM- Glavel – L-Van | 157 | FY15 |
| Total | | 187 | |

Rolling Stock Continued

The Authority’s rail car fleet has 338 heavy rail vehicles. These cars were obtained under three procurements and range from new to 33 years in age. A rehabilitation program was completed in FY09 to extend the

maximum useful life of the CQ310 and CQ311 rail cars for an additional 15 years. The CQ312 rail cars are currently an average of nine years old with a life expectancy of 30 years and will not require replacement within immediate future.

| <i>Manufacture Date</i> | <i>Contract Model</i> | <i>Manufacturer</i> | <i>Quantity</i> |
|-------------------------|-----------------------|----------------------|-----------------|
| 1979 | CQ310 | Societe Franco Belge | 48 |
| 1980 | CQ310 | Societe Franco Belge | 34 |
| 1981 | CQ310 | Societe Franco Belge | 20 |
| 1981 | CQ310 | Societe Franco Belge | 16 |
| 1984 | CQ311 | Hitachi | 6 |
| 1985 | CQ311 | Hitachi | 44 |
| 1986 | CQ311 | Hitachi | 4 |
| 1987 | CQ311 | Hitachi | 42 |
| 1988 | CQ311 | Hitachi | 24 |
| 2000 | CQ312 | Breda | 12 |
| 2001 | CQ312 | Breda | 22 |
| 2002 | CQ312 | Breda | 44 |
| 2003 | CQ312 | Breda | 10 |
| 2004 | CQ312 | Breda | 10 |
| 2005 | CQ312 | Breda | 2 |
| Total | | | 338 |

CAPITAL INFRASTRUCTURE

Rail System Infrastructure

The current operating rail system consists of 48 miles of double track and 38 passenger stations. The system was originally placed into operation in June 1979 with the latest segments placed into service in December 2000. Capital programs are in place to assure the safety, integrity and maintainability of the rail system encompassing aerial structures,

subway, and the at-grade segments. A map of the rail system is provided in the Appendix of this document. An overview of the rail stations is as follows:

| <i>Rail Station</i> | <i>Line</i> | <i>Revenue Service</i> | <i>Parking Capacity</i> |
|---|--------------------|-------------------------------|--------------------------------|
| Georgia State | East Line | 6/79 | 0 |
| King Memorial | East Line | 6/79 | 21 |
| Inman Park-Reynoldstown | East Line | 6/79 | 401 |
| Edgewood-Candler Park | East Line | 6/79 | 611 |
| East Lake | East Line | 6/79 | 621 |
| Decatur | East Line | 6/79 | 0 |
| Avondale | East Line | 6/79 | 738 |
| Kensington | East Line | 6/93 | 1,966 |
| Indian Creek | East Line | 6/93 | 2,364 |
| Five Points | West Line | 12/79 | 0 |
| Dome/GWCC/Philips/CNN | West Line | 12/79 | 0 |
| Vine City | West Line | 12/79 | 27 |
| Ashby | West Line | 12/79 | 160 |
| West Lake | West Line | 12/79 | 391 |
| Hamilton E. Holmes (formerly Hightower) | West Line | 12/79 | 1,436 |
| Bankhead | Proctor Creek Line | 12/92 | 12 |
| Civic Center | North Line | 12/81 | 0 |
| North Avenue | North Line | 12/81 | 0 |
| Peachtree Center | North Line | 9/82 | 0 |
| Midtown | North Line | 12/82 | 13 |
| Arts Center | North Line | 12/82 | 29 |
| Lindbergh | North Line | 12/84 | 1,349 |
| Buckhead | North Line | 6/96 | 0 |

CAPITAL INFRASTRUCTURE

| <i>Rail Station</i> | <i>Line</i> | <i>Revenue Service</i> | <i>Parking Capacity</i> |
|----------------------------|--------------------|-------------------------------|--------------------------------|
| Medical Center | North Line | 6/96 | 167 |
| Dunwoody | North Line | 6/96 | 1,165 |
| North Springs | North Line | 12/00 | 2,378 |
| Sandy Springs | North Line | 12/00 | 1,098 |
| Lenox | Northeast Line | 12/84 | 575 |
| Brookhaven-Oglethorpe | Northeast Line | 12/84 | 1,460 |
| Chamblee | Northeast Line | 12/87 | 1,149 |
| Doraville | Northeast Line | 12/92 | 1,257 |
| Garnett | South Line | 12/81 | 0 |
| West End | South Line | 9/82 | 472 |
| Oakland City | South Line | 12/84 | 350 |
| Lakewood-Fort McPherson | South Line | 12/84 | 1,048 |
| East Point | South Line | 8/86 | 927 |
| College Park | South Line | 6/88 | 2,056 |
| Airport | South Line | 6/88 | 0 |
| TOTAL | | | 24,241 |

PLANNING PROGRAM

This section identifies the Planning Program of the Capital Improvement Program.

PLANNING PROGRAM OVERVIEW

Planning Program

MARTA's Planning Program is contained within the Capital Improvement Program and consists of three primary components. The components are Regional Transit Planning, Transit Financial Planning and Short-Range Transit Planning.

Regional Transit Planning

This component includes all work done in support of the Atlanta Regional Transportation Planning Program of the Atlanta Regional Commission (ARC). Recent developments include active participation in the recently formed Transit Planning Board that works in coordination with the ARC process. Examples of regional activities include participation in the Transportation Coordination Committee (TCC), clearinghouse reviews and coordination of specific projects within the transit program, and support for the following ARC activities:

- Updating the regional development and regional transportation plan
- Maintaining the transportation planning process
- Assisting in transportation air quality planning
- Participating in suburban transportation and inter-modal studies
- Analyzing sensitive sub-regional issues
- Planning for Transportation System Management Projects
- Developing a congestion management system
- Evaluating MARTA's bicycle access policies and facilities
- Refining transportation demand forecast models
- Preparing transit networks
- Providing technical assistance on transit issues in activities that expand the role of public transit in non-MARTA counties

Long-range planning projects may include:

- Updating data on referendum corridors
- Identifying new corridors for rail and bus system expansion
- Collecting, processing, analyzing and documenting MARTA's National Transit Database (NTD) non-financial operating data
- Activities related to implementing the Clean Air Act Amendments
- Coordinating land use and transportation policies
- Transportation strategic planning and special studies

Transit Financial Planning

This planning component includes the development of long-range financial and business plans for MARTA's expense and revenue management. In support of these plans there will be an ongoing effort which analyzes the impact of reduced federal funds, alternative fare policies and structures, operational alternatives, and alternative funding sources. Also included will be activities related to obtaining Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) flexible funding for transit projects, planning and coordination required to refine and enhance MARTA's strategic planning process.

Short-Range Transit Planning

This planning component provides for work by MARTA staff to refine and continue to apply the transit planning process to define transit services and operating formats and policies required to meet the public transportation needs of the MARTA service area. As part of this component, information about transit riders and non-riders will be captured and applied to system and service development activities.

Major activities will include the identification and development of service plans and strategies for transit markets with growth potential, refinement of existing service plans based on corridor level service needs and route level alignment studies, and special projects including MARTA's strategic planning activities.

Also included are studies to improve the efficiency and effectiveness of MARTA's operation, to coordinate with ARC and Georgia DOT in fulfilling planning requirements of SAFETEA-LU, and provide technical information and support to regional transit planning. Modifications of service levels and analysis of operating policies and programs are also included.

MARTA also maintains an ongoing monitoring program to determine the impact of the rail transit construction and operational demand. Activities will include evaluating the effectiveness of marketing strategies, developing strategies for changing factors which impact ridership, and evaluating demographic changes and their impact on ridership. Research

PLANNING PROGRAM OVERVIEW

support from the Georgia Institute of Technology and Georgia State University is also funded by this component.

Strategies to implement MARTA’s comprehensive service plan and programs for disabled persons and the development of a customer information system will continue to be established. Other activities include studies relating to management operations, capital requirements, and economic feasibility concerning the improved efficiency and effectiveness of MARTA’s transportation system, facilities and equipment. Also included are activities associated with engineering, design and evaluation of transportation facilities and/or projects. These activities consist of items such as: technical studies; engineering and architectural surveys; and the development of plans and specifications.

Planning Processes

In addition to specialized planning studies, many cyclical efforts take place within the Planning Program that support the ongoing operations and management of MARTA. These efforts are interrelated and complement the comprehensive planning program. The table below lists the major plans that are developed and maintained by the Authority on a regular basis.

The Authority’s Strategic Plan forms the backbone of the planning process and guides the development of all other plans. The development of the other plans identified is an iterative process that involves the balancing of competing demands for limited resources in a manner which best serves the Strategic Plan.

The Business Plan serves as the first step in addressing these competing demands and serves to resolve these issues. The Annual Budget then refines the information developed for the Business Plan.

| <i>Plan</i> | <i>Purpose</i> | <i>Update Frequency</i> |
|------------------------------------|---|--------------------------------|
| Strategic Plan | Overall direction and purpose to the Authority | Every Five Years |
| Strategic Business Plan | Identifies resource allocations to accomplish Strategic Plan | Annually |
| Annual Operating & Capital Budgets | Refinement of 1st year of Business Plan, annual road map | Annually |
| Transportation Improvement Program | Linkage between regional and MARTA transportation plans | Annually |
| Capital Asset Replacement Plans | Identify asset needs, support Annual Budget & Business Plan | Annually |
| Regional Transportation Plan | Prioritize regional projects for greatest benefit to the region | Every three years |
| Source and Application of Funds | Analysis of capital financial capacity and status | As Required |

CAPITAL SOURCES AND APPLICATIONS OF FUNDS

Sources and Applications of Funds

The following section describes the capital program sources and applications of funds in the format of a ten-year plan.

CAPITAL SOURCES AND APPLICATIONS OF FUNDS

Sources and Applications of Funds

The following table describes the capital program sources and applications of funds in the format of a ten-year plan. The information

includes a beginning balance derived from prior year carryover, forecast revenues, forecast Capital Improvement Program expenditures, forecast debt service, and ends with the forecast yearend balance.

**Metropolitan Atlanta Rapid Transit Authority
FY13-FY22 Capital Program Sources and Uses of Funds
[\$millions]**

| | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 | Totals |
|--------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|
| Beginning Balance | 91.6 | | | | | | | | | | |
| Revenues | | | | | | | | | | | |
| Sales Tax | 167.8 | 173.5 | 179.9 | 188.7 | 198.7 | 203.6 | 207.7 | 218.8 | 230.5 | 242.7 | 2,011.8 |
| Federal Funds | 78.8 | 51.7 | 30.4 | 14.3 | 17.2 | 18.9 | 12.9 | 13.0 | 13.0 | 23.1 | 273.3 |
| Other Revenue | 2.6 | 2.7 | 2.7 | 2.8 | 2.9 | 3.0 | 3.0 | 3.1 | 3.2 | 3.3 | 29.3 |
| Debt Issue | 32.0 | 160.0 | 180.0 | 192.0 | 155.0 | 76.0 | 95.0 | 124.0 | 134.0 | 84.0 | 1,232.0 |
| Total Sources of Funds | 372.8 | 388.7 | 394.3 | 399.2 | 374.4 | 302.4 | 319.8 | 359.5 | 381.5 | 354.4 | |
| Expenditures | | | | | | | | | | | |
| Capital Program Summary | 230.4 | 243.9 | 238.2 | 235.2 | 198.7 | 125.2 | 135.9 | 162.7 | 181.5 | 158.9 | 1,910.6 |
| Debt Service (Bonds & CP) | 141.6 | 143.6 | 154.6 | 163.4 | 174.7 | 176.1 | 183.2 | 196.1 | 198.6 | 194.5 | 1,726.3 |
| Total Uses of Funds | 372.0 | 387.5 | 392.8 | 398.6 | 373.4 | 301.3 | 319.1 | 358.8 | 380.1 | 353.4 | |

CAPITAL PROJECTS SUMMARY

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY13. The total funds budgeted for capital improvement is \$230,424,956.

APPROVED PROJECTS SUMMARY

Approved Ten-year by Program

[\$ In Thousands]

| | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| System Expansion | 6,645 | 4,861 | 4,465 | 3,965 | 965 | 965 | 965 | 965 | 965 | 965 |
| State of Good Repair | 79,871 | 99,697 | 80,918 | 72,515 | 99,809 | 73,596 | 73,788 | 79,804 | 81,857 | 89,394 |
| Service Enhancements | 25,239 | 15,430 | 19,034 | 16,240 | 9,105 | 9,817 | 17,090 | 11,098 | 8,087 | 9,580 |
| Safety Critical | 91,002 | 94,511 | 94,440 | 95,348 | 56,701 | 17,291 | 24,430 | 49,568 | 65,913 | 32,340 |
| Regulatory | 27,668 | 29,359 | 39,420 | 47,137 | 32,143 | 23,469 | 19,590 | 21,240 | 24,643 | 26,640 |
| Total Approved Projects | 230,425 | 243,858 | 238,276 | 235,204 | 198,723 | 125,138 | 135,863 | 162,676 | 181,466 | 158,919 |

Approved Capital Project Ten-Year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY13 to FY22.

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| System Expansion | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--------------------------------------|--------------|--------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31570 I-20 East Corridor AA/DEIS | 1,000 | 1,596 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31717 Clifton Corridor AA | 2,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31912 I-20 East Project Development | 500 | 2,300 | 3,500 | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31996 Regional Transit Comm Planning | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 |
| 31997 Regional Service Plan & Coord | 250 | 315 | 315 | 315 | 315 | 315 | 315 | 315 | 315 | 315 |
| 32083 West Line Extension Assessment | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32084 North Line Transit Assessment | 1,345 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32111 Short Range Planning Projects | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| System Expansion Total | 6,645 | 4,861 | 4,465 | 3,965 | 965 | 965 | 965 | 965 | 965 | 965 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 30100 Service Vehicles | 276 | 248 | 350 | 327 | 896 | 510 | 456 | 264 | 264 | 0 |
| 30560 EDP Equipment & Software | 0 | 0 | 0 | 0 | 0 | 350 | 265 | 842 | 420 | 419 |
| 30600 Office Equipment | 10 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 | 15 |
| 30640 Furniture | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| 30740 Small Tools & Equipment | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| 31078 Unallocated Insurance | 35 | 35 | 35 | 35 | 35 | 35 | 35 | 35 | 35 | 35 |
| 31248 Parking Lot Repaving | 458 | 304 | 429 | 617 | 657 | 536 | 500 | 500 | 500 | 500 |
| 31303 Replace Facility Mech Equip | 458 | 304 | 429 | 617 | 657 | 536 | 500 | 500 | 500 | 0 |
| 31305 Roofing Rehabilitation Program | 1,373 | 911 | 1,287 | 1,852 | 1,970 | 1,609 | 1,500 | 1,500 | 1,500 | 0 |
| 31449 Upgrade Fare Collection System | 2,808 | 3,005 | 1,801 | 1,708 | 1,708 | 1,708 | 1,708 | 1,708 | 1,708 | 1,708 |
| 31465 CQ310 & CQ311 Rail Car Rehab | 1,774 | 0 | 0 | 165 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31591 Overhaul Bus Engines | 124 | 82 | 116 | 167 | 177 | 145 | 135 | 135 | 135 | 135 |
| 31592 Rehab Bus Transmissions | 214 | 142 | 201 | 289 | 307 | 251 | 234 | 234 | 234 | 234 |
| 31614 Upgr Aging Equipment - Server | 1,561 | 2,200 | 2,250 | 1,550 | 4,700 | 3,556 | 2,509 | 670 | 500 | 5,126 |
| 31616 Arts Center Roof Rehab | 1,464 | 789 | 0 | 330 | 317 | 0 | 0 | 0 | 0 | 0 |
| 31626 Upgr Aging Equipment - Desktop | 1,801 | 1,575 | 1,061 | 500 | 2,500 | 2,800 | 2,300 | 2,100 | 850 | 850 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31643 CNG Facility at Perry Blvd | 229 | 0 | 0 | 21 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31660 Renovate Pedestrian Bridges | 0 | 0 | 0 | 0 | 0 | 255 | 96 | 2,424 | 1,267 | 0 |
| 31662 Structural Rehabilitation | 787 | 1,392 | 357 | 416 | 588 | 30 | 0 | 0 | 0 | 0 |
| 31664 Replace Criticl Station Assets | 1,830 | 1,518 | 1,716 | 1,543 | 1,748 | 1,145 | 1,000 | 1,000 | 1,000 | 1,000 |
| 31669 Bus Midlife Overhaul | 3,723 | 0 | 0 | 346 | 4,100 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 31672 Hamilton Bus Facility | 6,039 | 8,650 | 9,176 | 2,689 | 4,216 | 775 | 0 | 0 | 0 | 0 |
| 31683 Auxiliary Power Switch Gear | 37 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31691 LCARE CQ312 42-Month Cycle | 0 | 461 | 652 | 873 | 998 | 815 | 760 | 760 | 760 | 760 |
| 31697 Replace Station Mech Equip | 0 | 0 | 0 | 0 | 0 | 143 | 566 | 2,181 | 52 | 0 |
| 31704 Traction Power Substation (TPSS) & Gap Breaker (GBS) Program | 0 | 0 | 0 | 0 | 0 | 350 | 4,000 | 6,000 | 6,000 | 6,000 |
| 31724 Renovate Operating Facilities | 732 | 607 | 1,030 | 217 | 327 | 87 | 0 | 0 | 0 | 0 |
| 31726 LCARE CQ311 42-Month Cycle | 1,217 | 1,038 | 1,141 | 368 | 509 | 96 | 0 | 0 | 0 | 0 |
| 31728 LCARE Program: CQ312 Overhaul | 0 | 0 | 0 | 0 | 0 | 0 | 750 | 1,250 | 3,088 | 7,737 |
| 31732 Paint Booth Upgrade & Replace | 2,283 | 841 | 21 | 419 | 339 | 2 | 0 | 0 | 0 | 0 |
| 31733 HQ Data Center Rehabilitation | 822 | 1,550 | 875 | 875 | 875 | 875 | 875 | 875 | 875 | 875 |
| 31738 Asset Management Program | 696 | 0 | 0 | 65 | 0 | 0 | 0 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31739 Decatur Tunnel Remediation | 183 | 0 | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31748 FY14 Bus Procurement | 0 | 16,214 | 0 | 3,989 | 6,509 | 0 | 0 | 0 | 0 | 0 |
| 31749 FY15 Bus Procurement | 0 | 0 | 22,919 | 0 | 1,859 | 1,934 | 0 | 0 | 0 | 0 |
| 31750 FY16 Bus Procurement | 0 | 0 | 0 | 26,712 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31751 FY17 Bus Procurement | 0 | 0 | 0 | 0 | 26,712 | 0 | 0 | 0 | 0 | 0 |
| 31752 FY18 Bus Procurement | 0 | 0 | 0 | 0 | 0 | 26,712 | 0 | 0 | 0 | 0 |
| 31753 FY19 Bus Procurement | 0 | 0 | 0 | 0 | 0 | 0 | 26,712 | 0 | 0 | 0 |
| 31758 LCARE CQ312 60-Month Cycle | 729 | 483 | 683 | 983 | 1,046 | 854 | 797 | 797 | 797 | 797 |
| 31759 LCARE CQ312 84-Month Cycle | 1,674 | 1,111 | 1,570 | 2,259 | 2,403 | 1,963 | 1,830 | 1,830 | 1,830 | 1,830 |
| 31760 LCARE CQ311 60-Month Cycle | 0 | 0 | 0 | 0 | 0 | 836 | 797 | 797 | 797 | 797 |
| 31761 LCARE CQ311 84-Month Cycle | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,784 | 3,569 | 3,569 |
| 31779 Station Mech Eq Gr 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 30 | 335 |
| 31811 Girder Grout & Seal | 137 | 192 | 1,740 | 60 | 218 | 147 | 0 | 0 | 0 | 0 |
| 31812 West Lake TCR Waterproofing and Renovations | 67 | 0 | 0 | 6 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31813 At-Grade Track Slab Rehab | 5,421 | 1,544 | 0 | 884 | 620 | 0 | 0 | 0 | 0 | 0 |
| 31832 Procurement of Add'l Fasteners | 137 | 12 | 0 | 16 | 5 | 0 | 0 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31887 FY13 Paratransit Vans | 7,640 | 0 | 0 | 710 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31888 FY14 Paratransit Vans | 0 | 5,068 | 0 | 1,247 | 2,035 | 0 | 0 | 0 | 0 | 0 |
| 31918 Service vehicles for Police | 581 | 264 | 224 | 264 | 414 | 251 | 232 | 174 | 174 | 0 |
| 31926 CQ312 Rail Car Mod Program | 0 | 0 | 0 | 0 | 0 | 885 | 65 | 0 | 0 | 0 |
| 31927 Elevator Rehabilitation | 686 | 2,531 | 3,578 | 4,856 | 5,006 | 4,002 | 1,200 | 0 | 0 | 0 |
| 31928 Fasteners at Curves & Spirals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 976 | 1,348 | 6,172 |
| 31950 FY20 Paratransit Vans | 0 | 0 | 0 | 0 | 8,200 | 0 | 0 | 0 | 0 | 0 |
| 31956 Train Wash Replacement | 229 | 2,428 | 1,716 | 619 | 1,114 | 145 | 0 | 1,500 | 0 | 0 |
| 31958 CQ312 Door & Propuls Systems | 0 | 0 | 0 | 0 | 0 | 750 | 1,750 | 1,750 | 2,500 | 2,500 |
| 31969 Lighting Controls Upgrade | 1,098 | 30 | 0 | 109 | 12 | 0 | 0 | 0 | 0 | 0 |
| 31973 Annex Roof Rehabilitation | 138 | 0 | 0 | 13 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31974 FY20 Bus Procurement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,712 | 0 | 0 |
| 31978 Structural Assess & Correct 2 | 0 | 0 | 0 | 0 | 0 | 750 | 750 | 750 | 750 | 750 |
| 31979 W Lk Drain & Holmes E Abut Reh | 536 | 193 | 0 | 97 | 77 | 0 | 0 | 0 | 0 | 0 |
| 31991 Oracle Applications Compl Upgr | 1,331 | 1,350 | 600 | 500 | 600 | 1,350 | 600 | 500 | 600 | 1,350 |
| 32002 Transit State of Good Repair | 110 | 8,390 | 0 | 0 | 0 | 1 | 1,500 | 1,500 | 1,500 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 32060 TPSS SS1 Equipment Rplcment | 1,157 | 1,068 | 0 | 370 | 429 | 0 | 0 | 0 | 0 | 0 |
| 32061 Repalce Bus Maintenance Equipment | 801 | 197 | 0 | 123 | 79 | 0 | 0 | 0 | 0 | 0 |
| 32063 Brady Mobility Facility | 12,810 | 11,230 | 3,861 | 3,953 | 4,821 | 326 | 0 | 0 | 0 | 0 |
| 32067 Browns Mill Systems Renovation | 32 | 3,187 | 802 | 787 | 1,344 | 68 | 0 | 0 | 0 | 0 |
| 32068 Laredo Systems Renovation | 59 | 941 | 3,089 | 362 | 628 | 261 | 0 | 0 | 0 | 0 |
| 32069 Perry Systems Renovation | 50 | 880 | 2,960 | 256 | 593 | 250 | 0 | 0 | 0 | 0 |
| 32070 Hamilton Systems Renovation | 897 | 4,006 | 17 | 1,069 | 1,610 | 1 | 0 | 0 | 0 | 0 |
| 32071 EDP UPS Replacemnts & Upgrades | 0 | 0 | 0 | 0 | 0 | 765 | 564 | 520 | 520 | 0 |
| 32076 Printshop Equipment Lease | 97 | 97 | 97 | 97 | 57 | 0 | 0 | 0 | 0 | 0 |
| 32077 Trapeze Full Suite Upgrade | 2,276 | 1,633 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32078 SharePoint 2010 Upgrade | 1,800 | 1,794 | 0 | 0 | 0 | 0 | 2,800 | 0 | 0 | 0 |
| 32081 AFC Smart Card Reader Upgrade | 1,686 | 4,277 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32091 Bus Wash Systems Replacement | 915 | 0 | 0 | 85 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32096 Lighting Fixtures Upgrade | 0 | 0 | 0 | 0 | 0 | 500 | 500 | 500 | 500 | 500 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 32099 Cyclone Blower Systems Installation | 924 | 124 | 0 | 116 | 50 | 0 | 0 | 0 | 0 | 0 |
| 32101 FoxPro Replacement | 583 | 80 | 0 | 0 | 0 | 100 | 0 | 0 | 0 | 100 |
| 32105 Scoping and Screening of Future CIP Projects | 915 | 1,528 | 2,225 | 3,132 | 3,545 | 3,021 | 2,918 | 3,006 | 3,096 | 3,189 |
| 32106 Project Delivery/Project Controls Improvement Initiative | 1,743 | 1,979 | 3,191 | 1,149 | 1,053 | 269 | 0 | 0 | 0 | 0 |
| 32107 Maintenance of Way - Rail Work Cars | 1,129 | 0 | 0 | 105 | 0 | 0 | 0 | 0 | 0 | 0 |
| G0610 Enterprise Wireless LAN Systems Upgrade | 0 | 0 | 0 | 0 | 0 | 1,788 | 2,084 | 0 | 0 | 2,500 |
| G0614 Project Portfolio Management (PPM) Tool Upgrade | 0 | 0 | 0 | 0 | 0 | 0 | 435 | 0 | 0 | 0 |
| G0615 SharePoint Departmental Special Projects | 0 | 649 | 989 | 1,012 | 0 | 0 | 300 | 0 | 0 | 0 |
| G0619 Technology Asset Management Lifecycle System | 0 | 0 | 0 | 0 | 0 | 500 | 500 | 250 | 0 | 0 |
| G0812 FY21 Bus Procurement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,712 | 0 |
| G0813 FY22 Bus Procurement | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 26,712 |
| G1003 Avondale Vehicle Maintenance Facility | 0 | 0 | 0 | 0 | 0 | 500 | 2,500 | 3,500 | 3,500 | 0 |
| G1005 Rail Car Wheel Profile Detector | 0 | 0 | 0 | 0 | 0 | 1,000 | 0 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| State of Good Repair | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| G1006 Propulsion Bench Test Equipment | 0 | 0 | 0 | 0 | 0 | 750 | 250 | 0 | 0 | 0 |
| G1007 As-Built Drawings; Phase 1 | 0 | 0 | 0 | 0 | 0 | 500 | 1,200 | 1,200 | 300 | 0 |
| G1031 Sandy Springs Parking Deck Rehabilitation | 0 | 0 | 0 | 0 | 0 | 400 | 300 | 750 | 450 | 0 |
| G1035 Track Subgrade Remediation | 0 | 0 | 0 | 0 | 0 | 240 | 451 | 3,467 | 433 | 0 |
| G1045 FY15 Paratransit Vans | 0 | 0 | 7,164 | 0 | 581 | 605 | 0 | 0 | 0 | 0 |
| G1046 FY21 Paratransit Vans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,200 | 0 |
| G1047 FY22 Paratransit Vans | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,350 |
| State of Good Repair Total | 79,871 | 99,697 | 80,918 | 72,515 | 99,809 | 73,596 | 73,788 | 79,804 | 81,857 | 89,394 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| <u>Service Enhancements</u> | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 31490 TOD General Planning | 825 | 825 | 825 | 825 | 825 | 825 | 825 | 825 | 825 | 825 |
| 31589 Bus Shelters and Benches | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| 31603 Data Warehousing Web Portal | 858 | 858 | 953 | 950 | 878 | 800 | 825 | 950 | 950 | 950 |
| 31624 ERP/EAM System | 1,705 | 1,450 | 2,100 | 1,900 | 2,000 | 2,200 | 2,100 | 2,000 | 2,000 | 1,800 |
| 31686 Stonecrest Parking | 18 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31715 MARTAnet Upgrade - MARTAnet Transition to SharePoint | 0 | 0 | 0 | 0 | 0 | 0 | 1,326 | 0 | 1,589 | 0 |
| 31734 Rail Supervisor Booths | 0 | 0 | 0 | 0 | 0 | 350 | 2,283 | 73 | 0 | 0 |
| 31741 Environmental Greening Init. | 200 | 250 | 250 | 250 | 250 | 500 | 250 | 250 | 250 | 250 |
| 31960 Implement Variable-Based Fares | 500 | 500 | 7,750 | 5,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31963 Rail Station Concessions | 500 | 700 | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31964 Travel Training | 331 | 30 | 0 | 38 | 12 | 0 | 0 | 0 | 0 | 0 |
| 31967 Laredo Facility Solar Canopies | 27 | 0 | 0 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31992 Enterprise Appls Security Mgmt | 978 | 978 | 0 | 0 | 500 | 2,000 | 0 | 0 | 0 | 3,000 |
| 31993 Auto Parking Control System | 981 | 2,900 | 856 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32000 Video Analytics | 750 | 2,300 | 4,500 | 1,050 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32001 Clean Fuel Bus Technology Test | 915 | 0 | 0 | 85 | 0 | 0 | 0 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| <u>Service Enhancements</u> | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 32079 Vendor Managed Inventory | 1,121 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32086 Mobile Command Veh Procurement | 700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32100 Enterprise Data Storage Upgrade | 1,750 | 900 | 1,000 | 1,350 | 1,500 | 1,000 | 1,350 | 4,000 | 1,000 | 1,350 |
| 32103 NRV Fuel Focus Installation | 326 | 0 | 0 | 30 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32104 Station Access Program | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 | 150 |
| 32112 eProcurement Planning Project | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 0 |
| F0143 Buckhead Station Nrth Entrance | 12,353 | 3,339 | 0 | 1,969 | 1,340 | 0 | 0 | 0 | 0 | 0 |
| G0608 Email Archive Retrieval Tool | 0 | 0 | 0 | 0 | 0 | 0 | 1,156 | 0 | 0 | 0 |
| G0609 Enterprise Content/Document Management | 0 | 0 | 0 | 0 | 0 | 0 | 2,556 | 746 | 0 | 0 |
| G0616 Smart Device Applications Development | 0 | 0 | 0 | 0 | 0 | 0 | 732 | 0 | 0 | 0 |
| G0617 Technology Contract Management | 0 | 0 | 0 | 0 | 0 | 0 | 350 | 0 | 0 | 0 |
| G0618 Technology Testing Center of Excellence | 0 | 0 | 0 | 2,388 | 1,400 | 0 | 0 | 0 | 400 | 0 |
| G0620 Unified Intrusion Detection and Prevention Systems | 0 | 0 | 0 | 0 | 0 | 1,025 | 1,386 | 426 | 673 | 1,054 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Service Enhancements | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|---------------|---------------|---------------|---------------|--------------|--------------|---------------|---------------|--------------|--------------|
| G0621 Virtualized Desktop Environment | 0 | 0 | 0 | 0 | 0 | 645 | 1,201 | 1,428 | 0 | 0 |
| G1004 Armour Yard Vehicle Maintenance Facility Ventilati | 0 | 0 | 0 | 0 | 0 | 70 | 0 | 0 | 0 | 0 |
| G1008 Station Heaters and Fans for Station Agents | 0 | 0 | 0 | 0 | 0 | 0 | 350 | 0 | 0 | 0 |
| G1009 Electrical Sub-Metering for Transit Facilities | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 |
| Service Enhancements Total | 25,239 | 15,430 | 19,034 | 16,240 | 9,105 | 9,817 | 17,090 | 11,098 | 8,087 | 9,580 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Safety Critical | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 30540 Security Related Equipment | 250 | 250 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 0 |
| 31462 Bus Radio Upgrade | 23 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31583 Facilities Security | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 | 750 |
| 31646 Loops/Interlocking T/C Ph 1 | 0 | 0 | 0 | 0 | 0 | 50 | 50 | 0 | 0 | 0 |
| 31651 Replace UPS Systems | 183 | 121 | 0 | 47 | 49 | 0 | 0 | 0 | 0 | 0 |
| 31684 Voice Com Infrastructure | 4,010 | 5,377 | 6,500 | 4,500 | 1,850 | 850 | 3,500 | 3,500 | 3,500 | 850 |
| 31689 Wayside Encroachment Detection | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 742 | 1,706 | 2,100 |
| 31690 Loops/Interlockings Phs 2 & 3 | 4,575 | 3,734 | 2,574 | 1,344 | 1,707 | 217 | 0 | 0 | 0 | 0 |
| 31698 Fire Protection Systems Upgrade | 9,630 | 10,145 | 13,997 | 6,160 | 5,207 | 1,181 | 0 | 0 | 0 | 0 |
| 31701 Track Switch Steel and X-Ties | 0 | 0 | 0 | 0 | 0 | 0 | 3,000 | 6,533 | 6,727 | 8,714 |
| 31703 Train Control Systems Upgrade | 28,699 | 23,004 | 30,927 | 43,641 | 11,742 | 2,610 | 0 | 0 | 15,599 | 0 |
| 31705 Emergency Trip Sts Gr 2: South | 1,601 | 334 | 0 | 231 | 134 | 0 | 0 | 0 | 0 | 0 |
| 31707 Tunnel Lighting | 1,373 | 1,518 | 2,145 | 3,001 | 3,283 | 2,475 | 100 | 0 | 0 | 0 |
| 31810 CN915 & CE530 Girder | 96 | 0 | 0 | 9 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31820 Bridge Fatigue Retro | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 400 | 50 | 1,741 |
| 31833 Rpl Running Rail & Yrd Sw Ties | 6,405 | 4,639 | 5,445 | 1,736 | 2,304 | 460 | 0 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Safety Critical | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31840 AF Track Circuit Modules | 3,203 | 2,125 | 1,716 | 820 | 992 | 145 | 0 | 0 | 0 | 0 |
| 31853 ETS Gr 4: North | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 803 |
| 31869 Tunnel Fan Motor Control Center (MCC) Replacement Program | 0 | 0 | 0 | 0 | 0 | 0 | 450 | 1,500 | 2,000 | 2,000 |
| 31893 Upgr Aging Equipment - Network | 1,117 | 1,479 | 2,179 | 4,479 | 2,123 | 3,572 | 2,192 | 4,464 | 1,479 | 1,479 |
| 31900 Homeland Sec Access Controls | 500 | 600 | 1,000 | 500 | 500 | 500 | 100 | 0 | 0 | 0 |
| 31932 ATC - Wayside - Signals | 46 | 0 | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31936 CCTV System Expansion | 3,050 | 7,200 | 4,450 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31939 Security Training & Awareness | 1,000 | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31959 Door Safety Interlock | 696 | 0 | 0 | 65 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31968 RSCC Stabilization | 789 | 364 | 405 | 635 | 179 | 34 | 0 | 0 | 0 | 0 |
| 31970 Integrated Operations Center | 11,171 | 2,428 | 0 | 1,635 | 975 | 0 | 0 | 0 | 0 | 0 |
| 31977 Rehab Tunnel Ventilation Fans | 1,278 | 3,175 | 4,094 | 1,910 | 1,607 | 346 | 0 | 0 | 0 | 0 |
| 31980 Doraville Structural Rehab | 599 | 958 | 0 | 291 | 384 | 0 | 0 | 0 | 0 | 0 |
| 31983 Digital T/C Pilot at Bankhead | 0 | 0 | 0 | 0 | 0 | 200 | 25 | 0 | 0 | 0 |
| 31986 Bus Radio Replacement | 0 | 0 | 4,290 | 5,000 | 348 | 362 | 0 | 0 | 0 | 0 |
| 31987 Future Radio Infrastructure | 0 | 0 | 0 | 0 | 0 | 200 | 200 | 13,874 | 18,698 | 6,877 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Safety Critical | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31988 Vehicle Event Recorders | 0 | 108 | 1,146 | 150 | 128 | 128 | 128 | 0 | 0 | 0 |
| 31999 Vehicle Security Cameras | 6,000 | 9,596 | 2,250 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32062 UPS Replacement Program | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4,000 | 4,000 | 4,000 |
| 32064 CNG Protection Systems Upgrade | 229 | 6,325 | 1,835 | 1,577 | 2,688 | 155 | 0 | 0 | 0 | 0 |
| 32072 Telephone Sustainability | 549 | 502 | 599 | 689 | 500 | 0 | 0 | 0 | 0 | 0 |
| 32074 DWDM Communications Upgrade | 498 | 0 | 1,500 | 0 | 0 | 0 | 0 | 0 | 6,904 | 0 |
| 32088 Hi-Rail Security Upgrade | 0 | 0 | 0 | 1,000 | 1,505 | 25 | 100 | 100 | 100 | 0 |
| 32089 Security and Emergency Mgmt | 800 | 1,120 | 1,120 | 500 | 505 | 0 | 0 | 0 | 0 | 0 |
| 32090 Security Lighting Upgrade | 600 | 650 | 525 | 525 | 525 | 525 | 525 | 525 | 500 | 400 |
| 32092 Fall Protection System Install | 379 | 0 | 0 | 35 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32097 Escalators Gr 2 | 458 | 1,518 | 2,574 | 6,416 | 8,818 | 217 | 0 | 0 | 0 | 0 |
| 32108 Wayside Worker Safety Equipment Pilot | 125 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32109 Standby Power Supply Replacement: Generators | 320 | 5,003 | 944 | 2,361 | 2,085 | 80 | 0 | 0 | 0 | 0 |
| BB003 Rail Car Cleaning Platforms | 0 | 0 | 0 | 0 | 0 | 70 | 0 | 0 | 0 | 0 |
| G0607 C-Cure Access Control System Upgrade | 0 | 0 | 0 | 0 | 0 | 608 | 2,602 | 301 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Safety Critical | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| G0612 Enterprise Disaster Recovery | 0 | 989 | 1,276 | 5,136 | 5,613 | 0 | 5,500 | 5,500 | 0 | 0 |
| G0630 Data Center Replacement | 0 | 0 | 0 | 0 | 0 | 0 | 880 | 2,500 | 2,500 | 875 |
| G1001 Avondale Vehicle Maintenance Facility Jack/Lift Up | 0 | 0 | 0 | 0 | 0 | 981 | 3,000 | 2,500 | 0 | 0 |
| G1033 Standardization of Bus and Rail Facility Egress Points | 0 | 0 | 0 | 0 | 0 | 350 | 1,129 | 879 | 0 | 0 |
| G1036 Avondale Fire Hydrant System Renovation | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,300 | 1,200 | 1,750 |
| Safety Critical Total | 91,002 | 94,511 | 94,440 | 95,348 | 56,701 | 17,291 | 24,430 | 49,568 | 65,913 | 32,340 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Regulatory | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 30940 General Planning | 3,200 | 4,200 | 3,200 | 3,200 | 3,200 | 4,200 | 3,200 | 3,200 | 3,200 | 3,200 |
| 31098 Hamilton Blvd UST Program | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 250 | 0 |
| 31106 Financial Planning | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 | 1,280 |
| 31137 Pollution Prevention Plan | 450 | 425 | 425 | 425 | 425 | 425 | 425 | 425 | 425 | 0 |
| 31237 Safety & Health Program | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 0 |
| 31314 Hazardous Materials Mgmt Plan | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 0 |
| 31325 UST Management | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 0 |
| 31335 Brady UST Program | 250 | 225 | 200 | 200 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31346 Laredo UST Program | 250 | 225 | 225 | 225 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31537 Georgia Avenue UST Program | 100 | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31571 Asbestos Abatement | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 160 | 0 |
| 31644 Can Tm Pg (100% Fedl/Non-ARRA) | 3,350 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 | 3,500 |
| 31687 Repl Impedance Bonds Ph 1 | 366 | 304 | 429 | 109 | 157 | 36 | 0 | 0 | 0 | 0 |
| 31709 Audio Visual Information System (AVIS) | 641 | 5,706 | 18,876 | 28,463 | 13,946 | 1,593 | 0 | 0 | 0 | 0 |
| 31735 Configuration Management | 1,060 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 | 860 |
| 31837 Replace Marker Coils Ph 4 | 0 | 0 | 0 | 0 | 0 | 150 | 0 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Regulatory | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22 |
|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 31904 Research & Analysis Planning | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 |
| 31905 Mystery Rider Prgm Planning | 425 | 425 | 425 | 425 | 425 | 425 | 425 | 425 | 425 | 425 |
| 31906 Strat Performance Planning | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| 31934 Repl. Impedance Bonds Ph 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 750 | 1,912 |
| 31965 Interoperable Communications | 3,200 | 3,290 | 1,700 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31971 Canine Team Pg (ARRA Capital) | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31972 Canine Team Pg (ARRA Planning) | 100 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 31984 Vital Relays with Processors | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 500 | 5,763 | 8,063 |
| 31995 Purch Card Industry Compliance | 3,623 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32085 Environmental Mgmt System | 300 | 450 | 300 | 450 | 350 | 500 | 400 | 550 | 450 | 600 |
| 32087 Comm. Emergency Response Team | 24 | 10 | 10 | 10 | 10 | 0 | 0 | 0 | 0 | 0 |
| 32102 Merchant Services | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32110 Risk Management Information System (RMIS) Upgrade | 550 | 370 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| G0611 Enterprise File Integrity Monitoring | 0 | 0 | 0 | 0 | 0 | 2,000 | 1,000 | 0 | 0 | 0 |

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY13 to FY22.

(\$ In Thousands)

| Regulatory | <u>FY13</u> | <u>FY14</u> | <u>FY15</u> | <u>FY16</u> | <u>FY17</u> | <u>FY18</u> | <u>FY19</u> | <u>FY20</u> | <u>FY21</u> | <u>FY22</u> |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| G1021 MARTA Design Criteria Update | 0 | 0 | 0 | 0 | 0 | 510 | 510 | 2,510 | 0 | 0 |
| Regulatory Total | 27,668 | 29,359 | 39,420 | 47,137 | 32,143 | 23,469 | 19,590 | 21,240 | 24,643 | 26,640 |
| Approved Projects Total | 230,425 | 243,858 | 238,276 | 235,204 | 198,723 | 125,138 | 135,863 | 162,676 | 181,466 | 158,919 |

Operating Budget Impact

This section identifies the impact of capital projects on the operating budget for the Fiscal Years 2013 through 2015.

OPERATING BUDGET IMPACT

Operating Budget Impact

The following table summarizes the impact of capital projects on the operating budget for the Fiscal Years 2013 through 2015 [\$.]

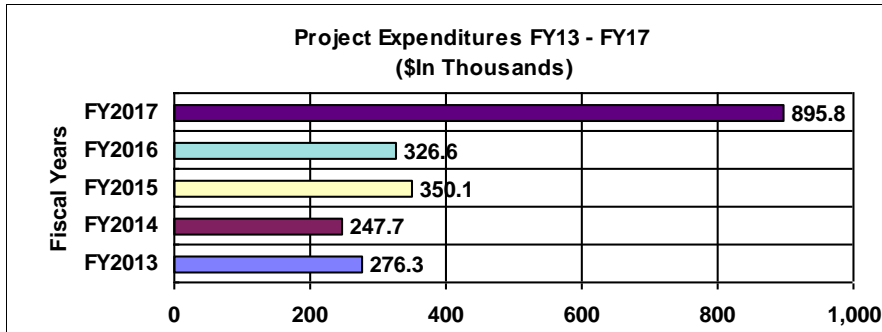
| Major Program Name/ Project Number | Project Name | FY2013 Operating Budget Impact | FY2014 Operating Budget Impact | FY2015 Operating Budget Impact | Total FY13-FY15 |
|---------------------------------------|--------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|-------------------|
| Regulatory | | 22,500 | 22,500 | 22,500 | 67,500 |
| 31995 | Purch Card Industry Compliance | 22,500 | 22,500 | 22,500 | 67,500 |
| Safety Critical | | 1,307,146 | 1,533,140 | 2,200,639 | 5,040,925 |
| 31684 | Voice Com Infrastructure | 407,416 | 633,410 | 633,410 | 1,674,236 |
| 31707 | Tunnel Lighting | 334,870 | 334,870 | 334,870 | 1,004,610 |
| 31893 | Upgr Aging Equipment - Network | 41,860 | 41,860 | - | 83,720 |
| 31959 | Door Safety Interlock | 20,000 | 20,000 | - | 40,000 |
| 31988 | Vehicle Event Recorders | - | - | 592,359 | 592,359 |
| 32064 | CNG Protection Systems Upgrade | 100,000 | 100,000 | 100,000 | 300,000 |
| 32074 | DWDM Communications Upgrade | 153,000 | 153,000 | - | 306,000 |
| 32089 | Security and Emergency Mgmt | - | - | 540,000 | 540,000 |
| 32090 | Security Lighting Upgrade | 250,000 | 250,000 | - | 500,000 |
| Service Enhancements | | 136,189 | 136,189 | 146,189 | 418,567 |
| 31603 | Data Warehousing Web Portal | 30,773 | 30,773 | 30,773 | 92,319 |
| 31964 | Travel Training | (688,200) | (688,200) | (688,200) | (2,064,600) |
| 31967 | Laredo Facility Solar Canopies | (107,835) | (107,835) | (107,835) | (323,505) |
| 31992 | Enterprise Appls Security Mgmt | 338,000 | 338,000 | 338,000 | 1,014,000 |
| 32079 | Vendor Managed Inventory | 157,332 | 157,332 | 157,332 | 471,996 |
| 32086 | Mobile Command Veh Procurement | - | - | 10,000 | 10,000 |
| F0143 | Buckhead Station Nrth Entrance | 406,119 | 406,119 | 406,119 | 1,218,357 |
| State of Good Repair | | 6,464,949 | 6,689,817 | 6,984,100 | 20,138,866 |
| 31449 | Upgrade Fare Collection System | 6,483,182 | 6,534,327 | 6,855,355 | 19,872,864 |
| 31614 | Upgr Aging Equipment - Server | 450,000 | 450,000 | 450,000 | 1,350,000 |
| 31733 | HQ Data Center Rehabilitation | 26,745 | 26,745 | - | 53,490 |
| 31956 | Train Wash Replacement | 83,000 | 108,000 | 108,000 | 299,000 |
| 31969 | Lighting Controls Upgrade | (942,750) | (942,750) | (942,750) | (2,828,250) |
| 32077 | Trapeze Full Suite Upgrade | 53,000 | 53,000 | 53,000 | 159,000 |
| 32078 | SharePoint 2010 Upgrade | 311,772 | 460,495 | 460,495 | 1,232,762 |
| Grand Total | | 7,930,784 | 8,381,646 | 9,353,428 | 25,665,858 |

Approved Project Detail

The following report provides details for FY13 approved projects. The data displays cost, scope, and the operating impacts of the projects.

APPROVED PROJECT DETAIL

30100 Service Vehicles



Project Scope

The scope of this project is to purchase Bus Supervisor vehicles and any other NRV that is justified for replacement through a cost assessment.

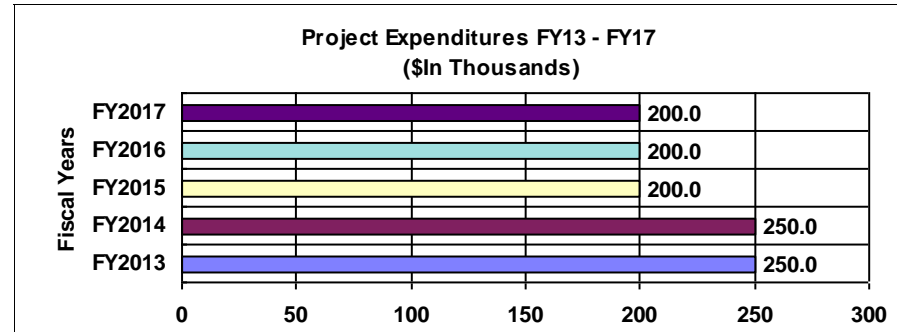
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

30540 Security Related Equipment



Project Scope

This project provides for security equipment and security projects to replace equipment that is no longer serviceable, efficient, or relevant to the security needs of the Authority, such as weapons, Kushman vehicles, sky watch towers, and implement security projects as required to maintain the immediate safety and security of MARTA's patrons and employees.

Operating Budget Impact

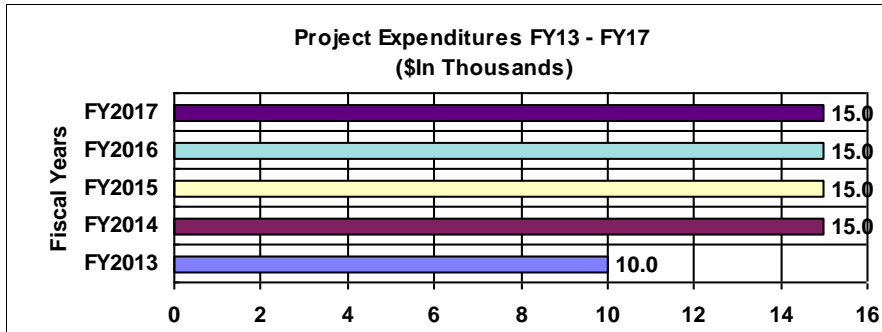
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

30600 Office Equipment



Project Scope

This project provides for the procurement of office equipment Authority-wide; this will include the procurement of new equipment upgrade, replacement, and/or capital leasing.

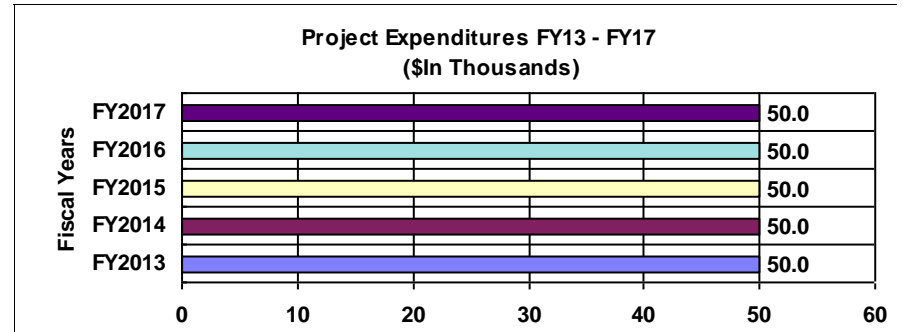
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

30640 Furniture



Project Scope

This project provides for the procurement of office furniture and furnishings Authority-wide. These items must meet the capital threshold requirements.

Operating Budget Impact

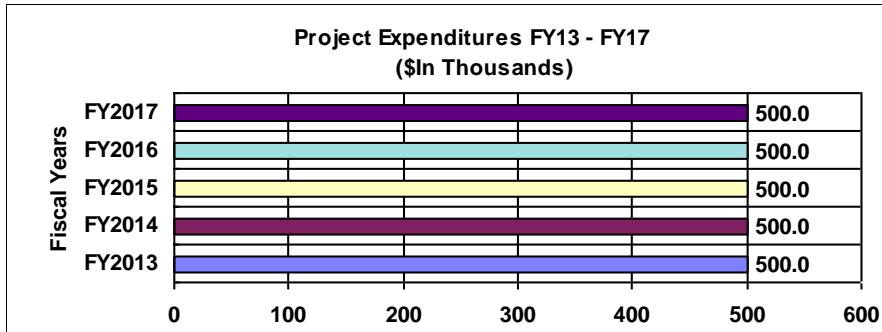
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

30740 Small Tools & Equipment



Project Scope

This program provides for the procurement of small tools, shop equipment, machinery, and spare parts for the equipment to support the operations of the rail and bus fleets, maintenance of facilities, and maintenance of the rail line. These items must meet capital threshold requirements.

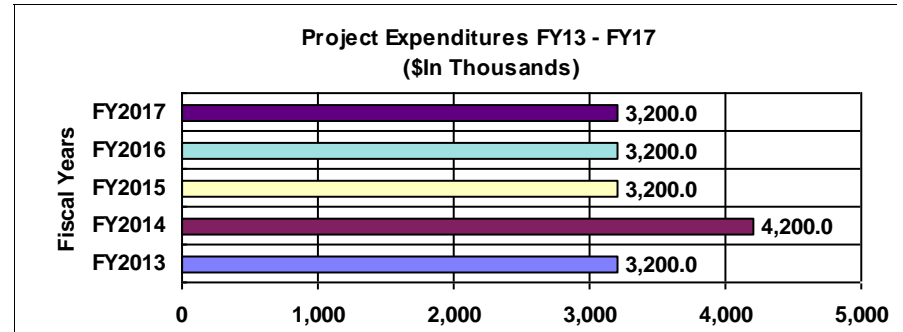
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

30940 General Planning



Project Scope

The scope of this project is to compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. Additionally, activities under this scope include conceptual and initial planning for other Authority-sponsored planning initiatives such as updates of the rail station patronage forecasts/mode of access analysis, the bus stop inventory, Alternative Fare Strategy analysis, Expansion Strategy development, programs that support compliance to the Americans with Disabilities Act (ADA), customer travel patterns and other regional planning activities related to positioning MARTA favorably.

Operating Budget Impact

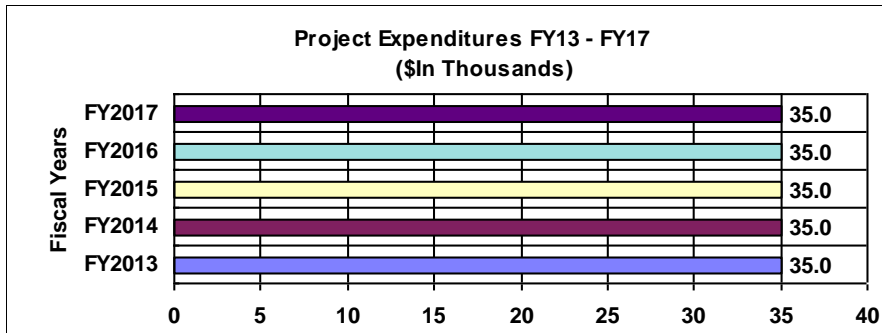
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31078 Unallocated Insurance



Project Scope

This project is in close-out and provide for insurance costs that cannot be charged directly or allocated to any particular capital project. Particularly the planned close out of the legacy construction wrap-up program insurance program that was in place from MARTA's inception to June, 2003. Due to the number of years the program was in place there are still open claims and reserves that are adjusted on an annual basis. In calendar year 2008 the Office of Risk Management began to pursue the close out of this program. In order to close out the program, MARTA will need to provide final funding to the insurance company to cover all remaining open claim reserves. All of the projects that the legacy wrap-up covered are now closed out. Therefore, the funding will need to come from this account.

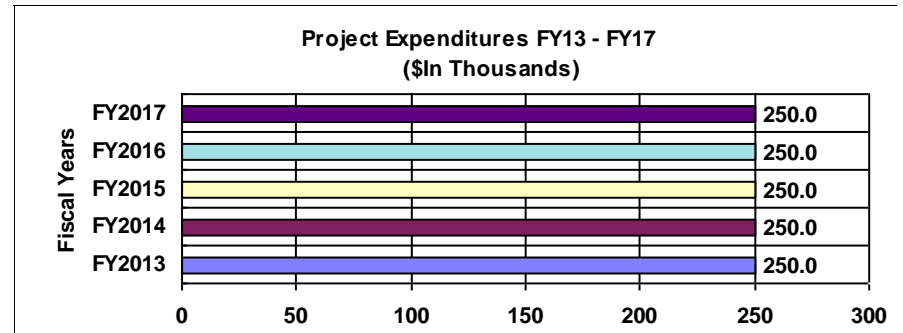
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31098 Hamilton Blvd UST Program



Project Scope

This project provides funding for continued efforts for groundwater contamination clean-up. MARTA is required to meet the GA EPD corrective action clean-up goals according to the federal and state regulations. The state also requires MARTA to develop and implement a corrective action plan (CAP) geared toward site closure. The CAP must provide for remedial technologies and site wide monitoring and reporting. Funds from this capital program are applied to meet the requirements and state mandates.

Operating Budget Impact

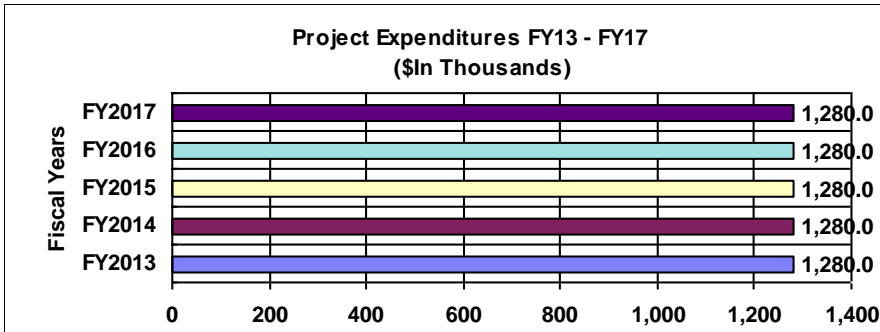
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31106 Financial Planning



Project Scope

The scope of this project encompasses several areas associated with Financial Planning. The project supports the capital financial planning efforts of the Office of Treasury Services, financial advisory and legal services related to financial planning and/or transaction proposal evaluation, subscription services for financial analysis and financial market research and the sponsorship and sales tax forecast fees from the GSU Economic Forecasting Center. In addition, due to the financial nature of MARTA's lobbying efforts, the project directly addresses MARTA's lobbying cost. It also supports the MARTA Energy Savings Program and the consultant fees derived from it.

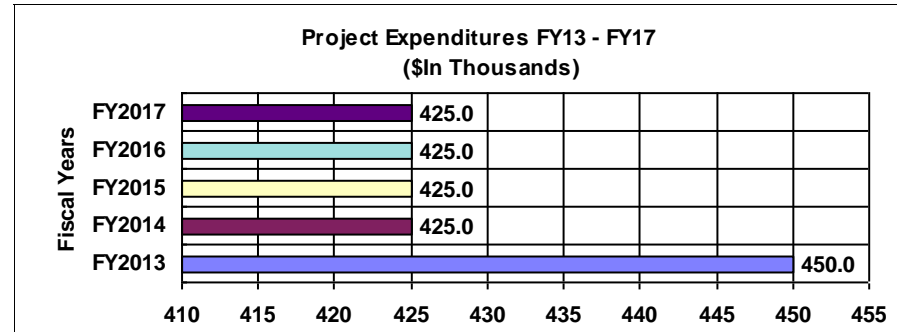
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31137 Pollution Prevention Plan



Project Scope

This project provides for developing and implementing a Storm Water Pollution Prevention Plan (SWPPP) and Spill Prevention plans (SPCC) for all bus and rail maintenance facilities. Programs and Plans require to be updated every five years or when significant operations change. In FY2013, plan updates will be required for all seven facilities and the updates will be required to undergo implementation in FY2014, with major changes and improvements in two bus facilities Brady and Hamilton. Additional funds will be required in the future budget years.

Operating Budget Impact

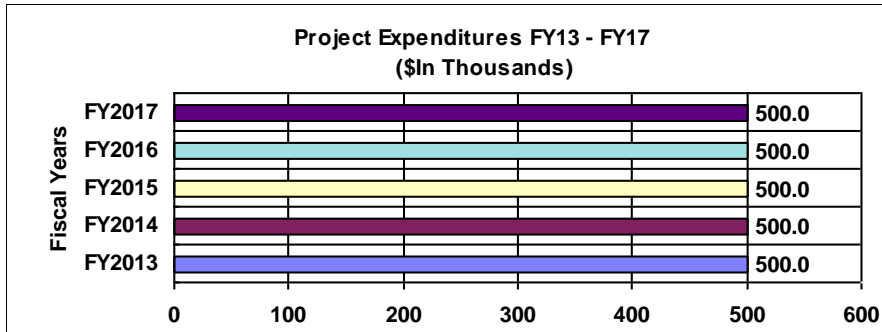
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31237 Safety & Health Program



Project Scope

This project provides safety and health services including, but not limited to, safety assessments, development of corrective action plans, mandated safety projects, and procedures for compliance issues. It differs from the Wellness Program administered by Human Resources in that it provides for air quality studies, asbestos assessments, industrial hygiene, etc.

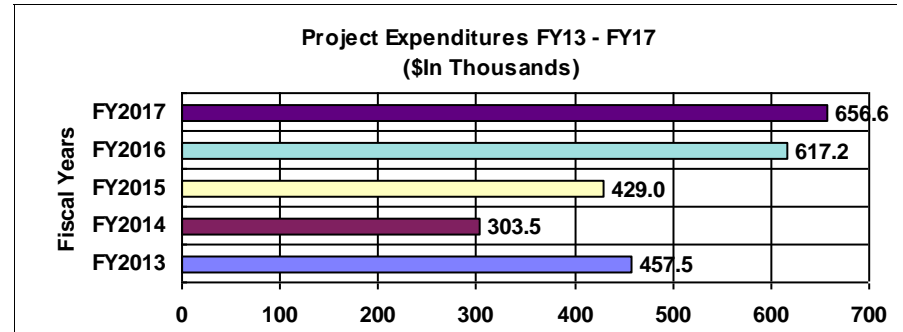
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31248 Parking Lot Repaving



Project Scope

This project provides for miscellaneous and as needed concrete and asphalt repairs, renovation upgrades, and new construction at existing bus ways and patron parking areas.

Operating Budget Impact

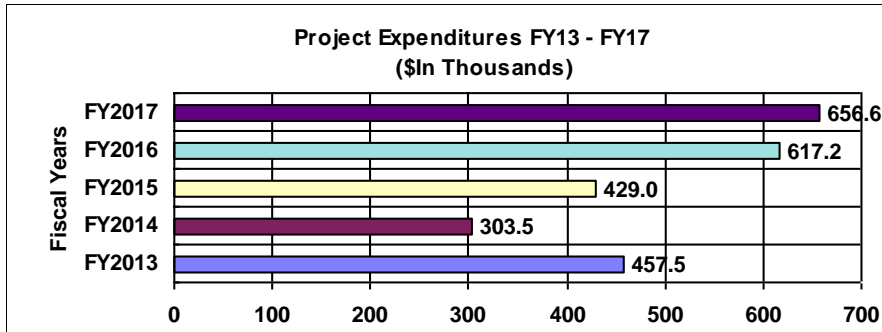
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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.

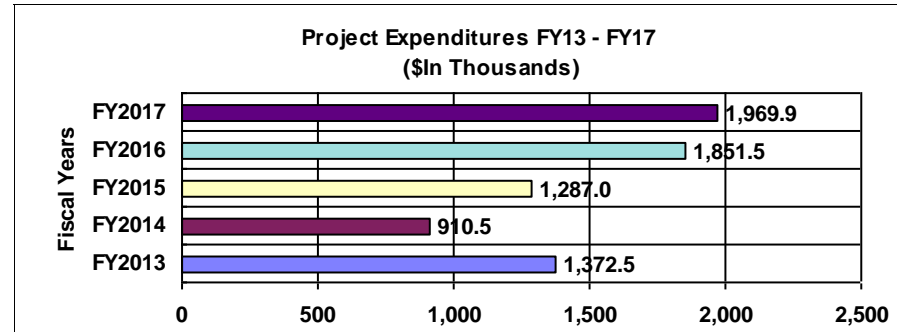
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31305 Roofing Rehabilitation Program



Project Scope

The current project scope is to continuously inspect the 200+ roofs that MARTA has and continuously patch on an ongoing basis. The scope also includes ongoing JOC contracts to rehabilitate critical small roofs such as TPSS and Ancillary building roofs.

Operating Budget Impact

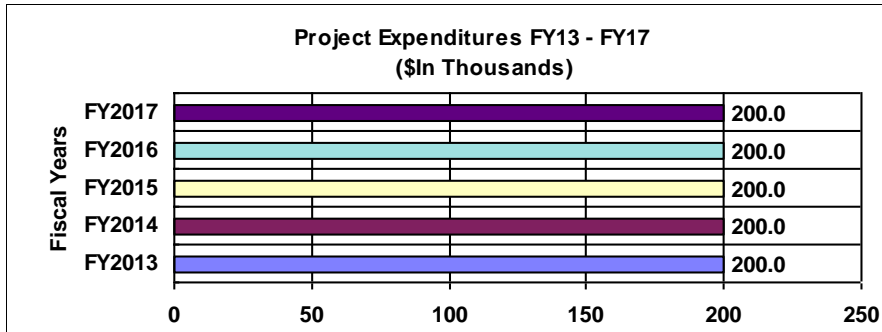
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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. Funds will also be used to support MARTA with respect to the management of our participation as members of hazardous waste clean-up sites.

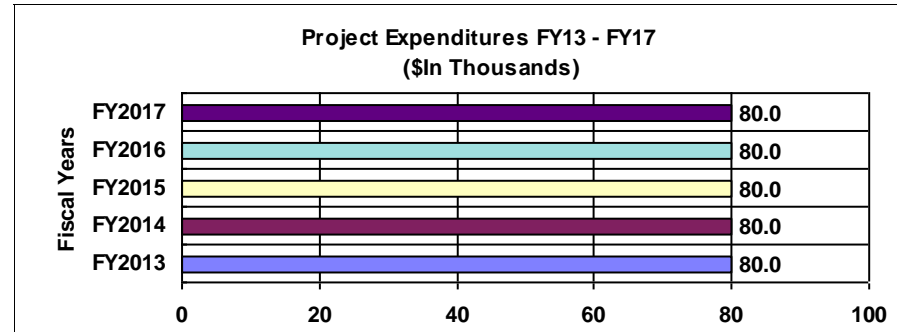
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31325 UST Management



Project Scope

The scope of this project is to bring MARTA's underground storage tanks (UST's) into compliance with relevant environmental regulations. The project consists of four parts: completion of the UST assessment and report, development of a long range capital upgrade and replacement plan for the UST's, establishment of an operations and maintenance program for all UST's, and management of all UST related projects, including assessment and removal of contamination resulting from leaking UST's.

Operating Budget Impact

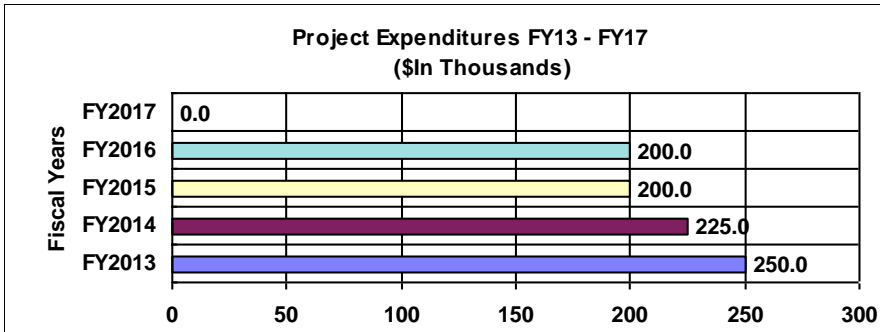
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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.

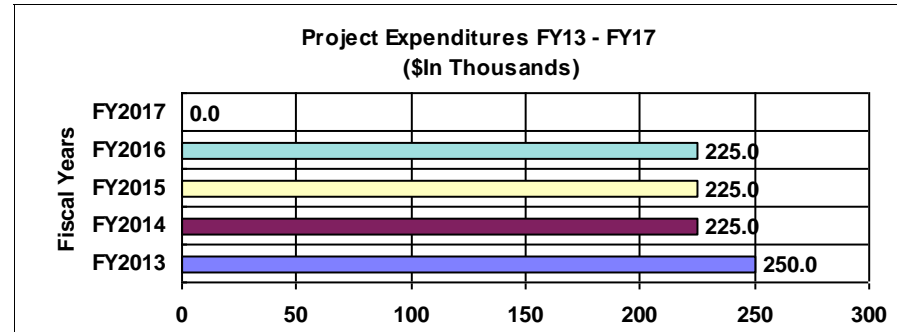
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31346 Laredo UST Program



Project Scope

This project provides funding for continued efforts for groundwater contamination clean-up. MARTA is required to meet the GA EPD corrective action clean-up goals according to the federal and state regulations. The state also requires MARTA to develop and implement a corrective action plan (CAP) geared toward site closure. The CAP must provide for remedial technologies and site wide monitoring and reporting. Funds from this capital program are applied to meet the requirements and state mandates.

Operating Budget Impact

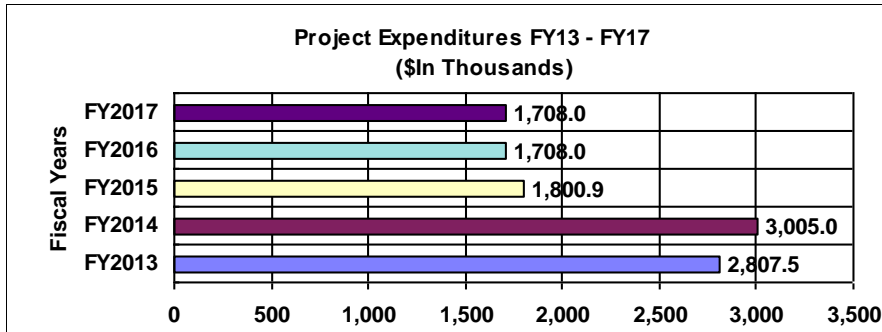
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31449 Upgrade Fare Collection System



Project Scope

The scope of this project is to replace an aging token fare collection system with a new smart card system wide fare collection system that would expand across regional transit agencies. The project 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 FY13, the project will focus on the following initiatives: Regional Enhancements - (BVM Software Application and Partner Sales Web Application), Conversion of UPASS participants from Breeze Tickets to Breeze Cards, FY13 Fare Increase (Mobility), Ridestore Automation, Atlanta Streetcar, Restriction of transfer when Entry/Exit is the same station.

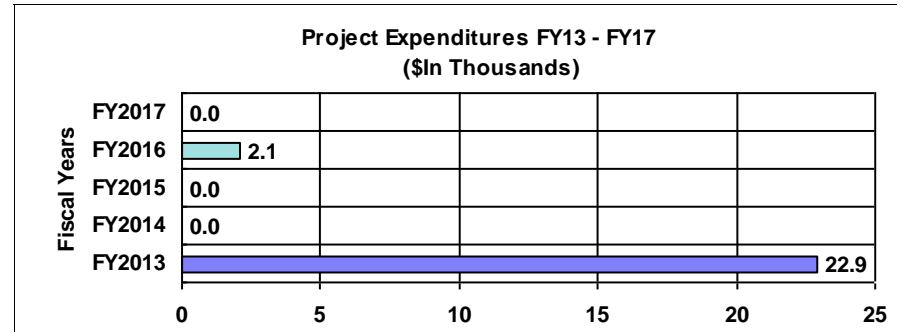
Operating Budget Impact

These costs cover the maintenance of the fare collection equipment and software throughout the Authority as outlined in contract with CUBIC (vendor).

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 6,483,182 | 6,534,327 | 6,855,355 |

31462 Bus Radio Upgrade



Project Scope

The project is in close-out. The project scope was to install radio equipment, automatic vehicle location and silent alarms on all fixed route buses, communications equipment at four transmission sites, computers, software and network infrastructure in the HQ Network Operations Center

Operating Budget Impact

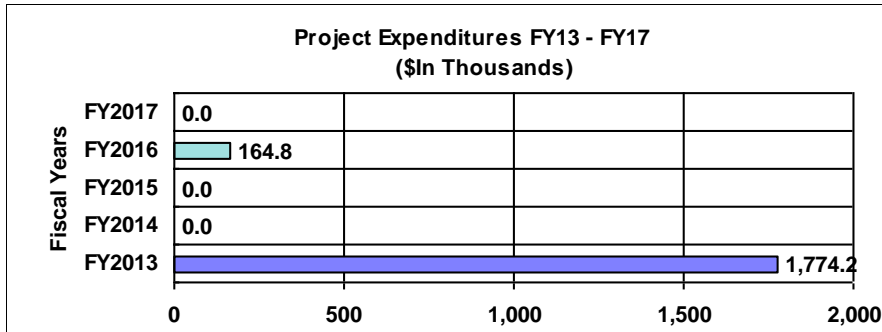
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31465 CQ310 & CQ311 Rail Car Rehab



Project Scope

The scope of this project is to develop and implement a rehabilitation program for the existing CQ310 and CQ311 rail cars fleet.

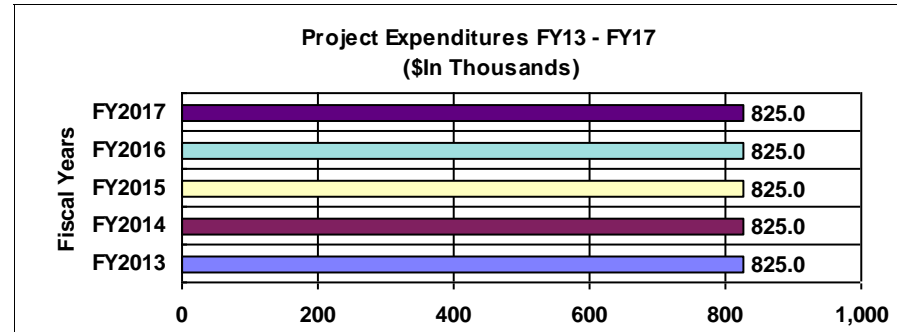
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31490 TOD General Planning



Project Scope

This project expands planning activities in support of transit oriented developments (TODs) on MARTA-owned land at or near transit stations. Activities include conceptual planning, site evaluation, market analysis, planning and land use, real estate appraisal, preparation of marketing materials and requests for proposals (RFPs), legal support and MARTA staff time.

Operating Budget Impact

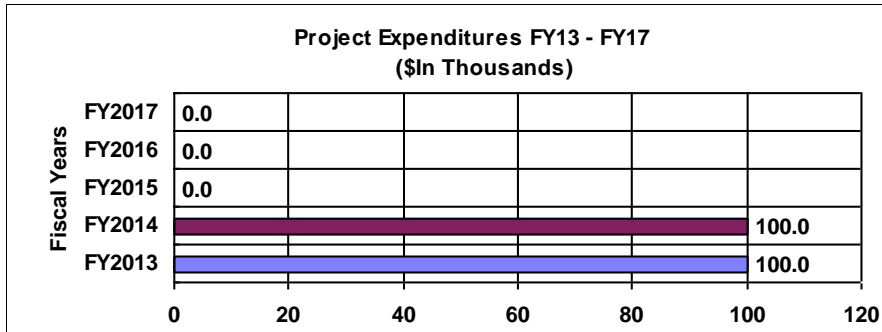
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31537 Georgia Avenue UST Program



Project Scope

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

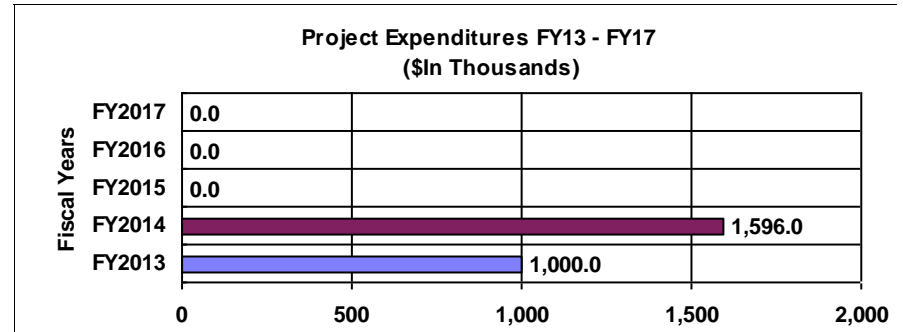
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31570 I-20 East Corridor AA/DEIS



Project Scope

This project conducts initial planning and required studies in preparation for construction of high capacity transit in the South DeKalb "I-20 East Corridor."

Operating Budget Impact

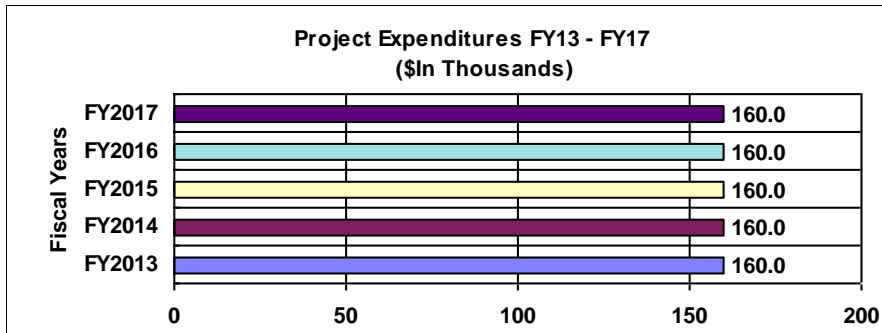
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31571 Asbestos Abatement



Project Scope

This project provides for the remediation and removal of asbestos, as it is discovered in the course of upgrading and renovating MARTA facilities and equipment. The program also supports the management and disposal of bioremediation materials relating to toxic materials, such as lead-based paint, mercury containing materials, and biologically degraded substances.

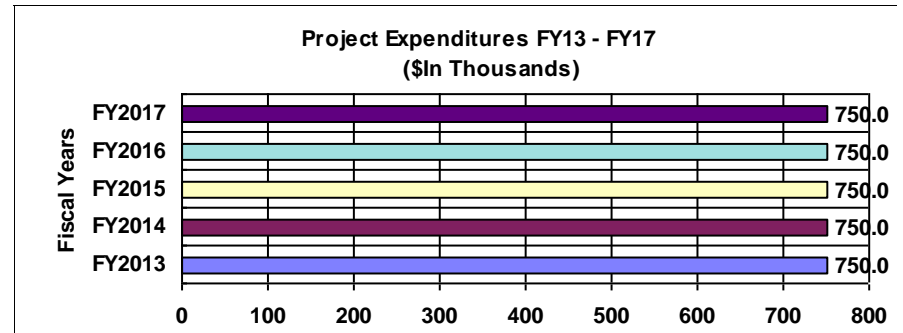
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31583 Facilities Security



Project Scope

The scope of this project is to remediate small to medium sized security related efforts throughout the Authority. These are efforts that do not rise to the level of full scaled projects. This includes but is not limited to fences serving as perimeter security at locations considered to be critical infrastructure, doors, locks, access card readers and other elements that functions as layers within the overall security system.

Operating Budget Impact

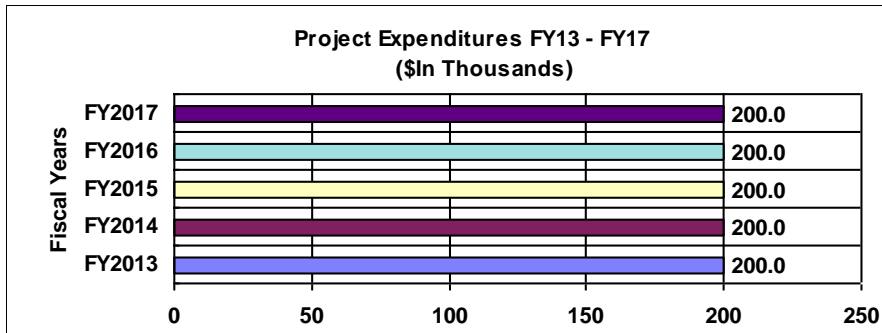
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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). MARTA assumes the responsibility to provide non-advertising bus shelters to protect passengers from the elements as well as providing a level of comfort and convenience while waiting for the bus. The non-advertising bus shelter system is driven by a ranking system of potential sites based on ridership and other needs criteria. Only those sites of highest need will be targeted for installation of a bus shelter. Funding will allow approximately ten shelters per year to include the bus shelter unit, engineering and survey work and installation.

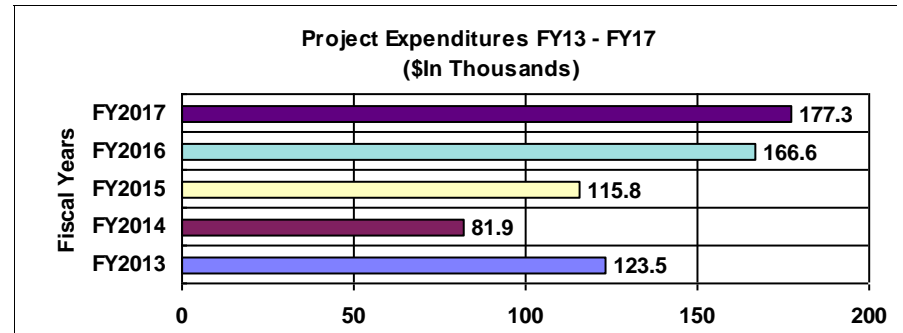
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 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. We plan for a potential 2 engine failures out of a fleet of 508.

Operating Budget Impact

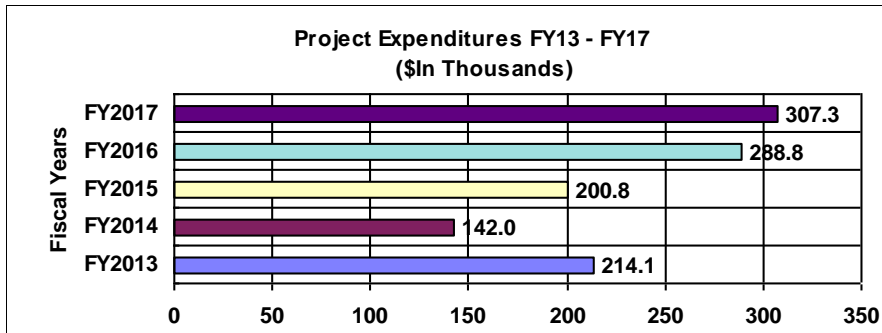
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31592 Rehab Bus Transmissions



Project Scope

The scope of this project is to rehabilitate failing or inoperative transmissions between mid life overhauls.

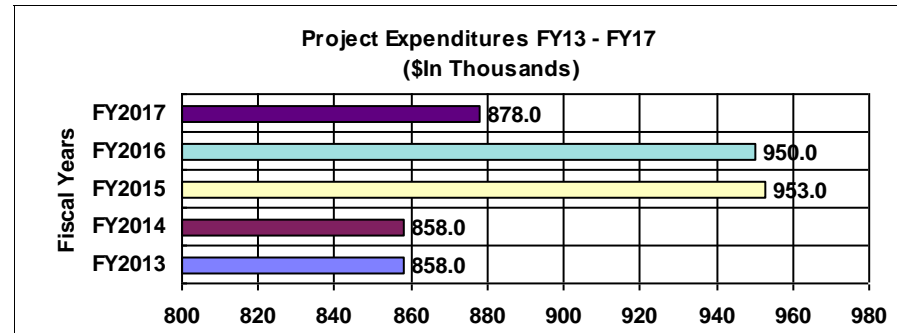
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 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

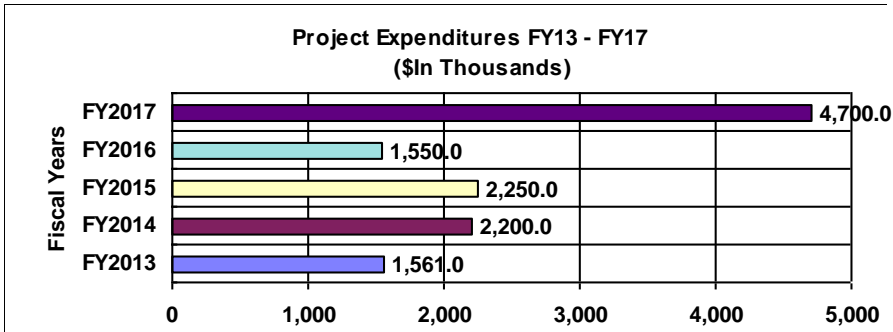
These costs are for the software licenses.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 30,773 | 30,773 | 30,773 |

APPROVED PROJECT DETAIL

31614 Upgr Aging Equipment - Server



Project Scope

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

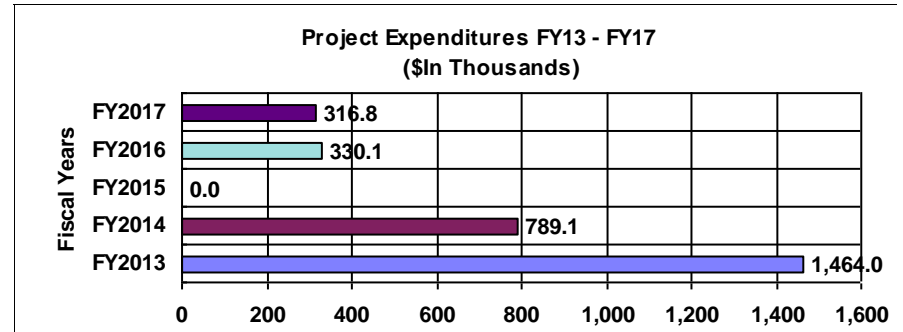
Operating Budget Impact

These costs are for the Maintenance/Technical Support for Server, Network, and Data communication hardware and software.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 450,000 | 450,000 | 450,000 |

31616 Arts Center Roof Rehab



Project Scope

This project provides for the following:

- 1) Roofing: Roofing at Lombardy Way entry roof and the Bus Canopy roof, remove the existing roof down to the structure and replace with built-up roof.
- 2) Architectural: Prep and repaint underside of bus canopy roof.
- 3) Electrical: Remove conduit and cable from existing roof and run new conduit exposed on ceiling of bus canopy. Replace missing and broken light fixtures. Remove lightning protection system for roof rehabilitation and re-install upon completion of work. Reroute conduit from roof for PA and CCTV systems.
- 4) Structural: Repair cracks with epoxy ejection; include allowance for replacing failed metal roof deck.
- 5) Asbestos: Remove asbestos in the base flashing material.
- 6) Lead: Abate and remove lead base paint from ceiling of bus canopy roof prior to painting.

Operating Budget Impact

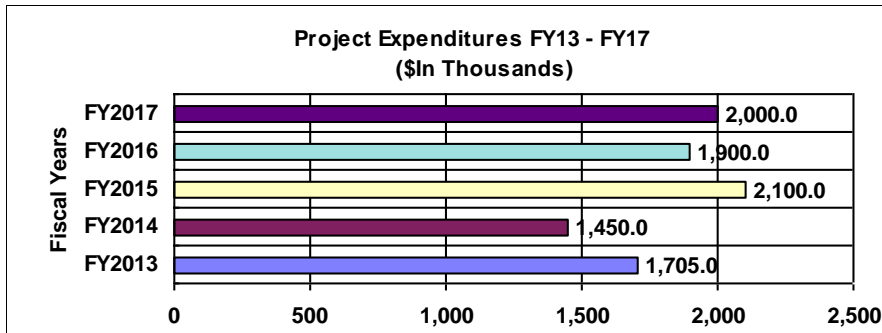
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31624 ERP/EAM System



Project Scope

This project provides for the following:

- 1) Implement Oracle Recruitment application - Phase 2;
- 2) Implement Oracle Self Service for Employees and Managers;
- 3) Implement Oracle Time and Labor;
- 4) Implement Oracle applications such as Lease Management, Activity Based Costing, Learning, and Supplier and
- 5) FMLA Implementation.

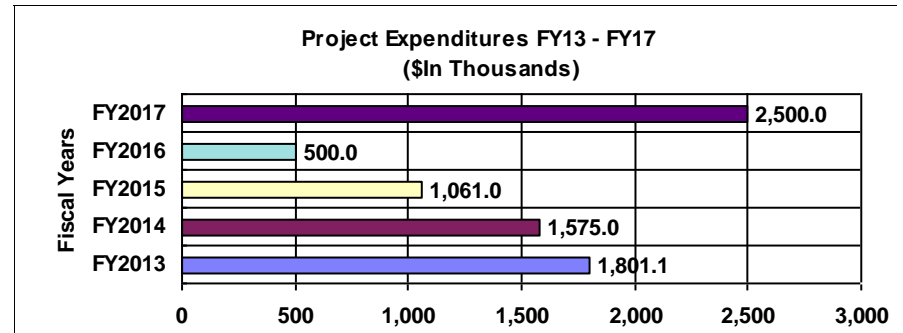
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31626 Upgr Aging Equipment - Desktop



Project Scope

The scope of this project is to replace or upgrade aging or failing end-user computing equipment, desktop software, and desktop operating system software for desktop and laptop users throughout the authority. Examples of replacement equipment include the following: 1. Personal computers 2. Laptops 3. Desktop Printers 4. Monitors 5. Spare parts, such as computer memory, hard disks, power adaptors, cables, docking stations, keyboards, mice, etc.

Operating Budget Impact

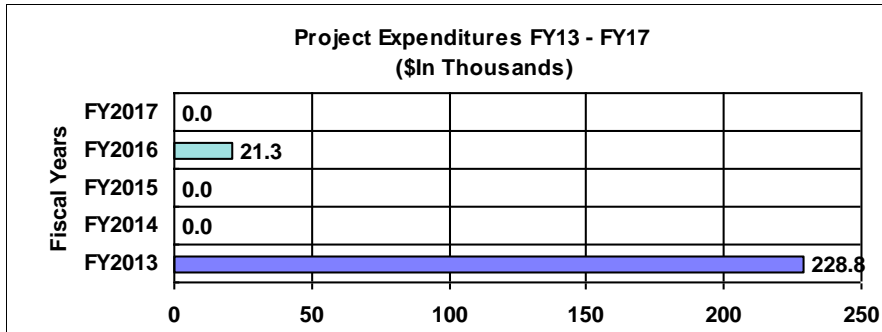
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31643 CNG Facility at Perry Blvd



Project Scope

This project will install a fourth CNG compressor at the Perry Boulevard bus facility and perform repairs to CNG compressors and perform a vibration analysis for future repairs.

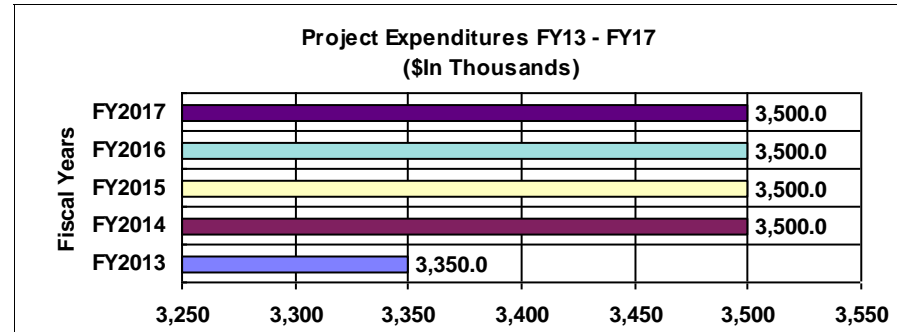
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31644 Can Tm Pg (100% Fed/Non-ARRA)



Project Scope

This project specifically addresses both MARTA’s security plan and regional strategies in that each plan identifies the implementation of training specific to terrorist activity as a goal. It addresses that goal by providing training that will increase the proactive capabilities of the Authority to prevent, detect, and respond to possible terrorist activity. This project will continue to provide critical support for the training program MARTA has initiated with previous grant funds, both in-house and off-site as well as supplemental training for MARTA’s canine and Explosive Ordinance Division (EOD) programs.

Operating Budget Impact

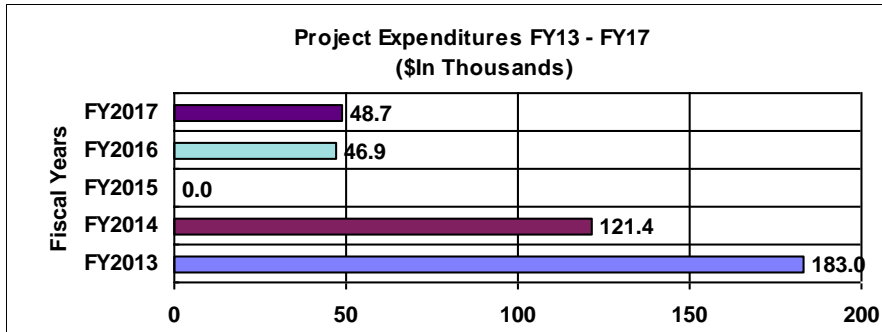
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31651 Replace UPS Systems



Project Scope

This project will provide and install new UPS equipment, batteries, and mechanical cooling systems in train control and battery rooms while removing and disposing of the existing non-functional equipment. Where possible, the UPS equipment for the auxiliary rooms and the train control rooms will be combined to minimize the need for new equipment. Provide automatic transfer switches, disconnect switches, and the conduit, cabling, and rewiring required to ensure dual power feeds. Provide load shedding equipment for locations where the ATC and auxiliary power UPS are combined.

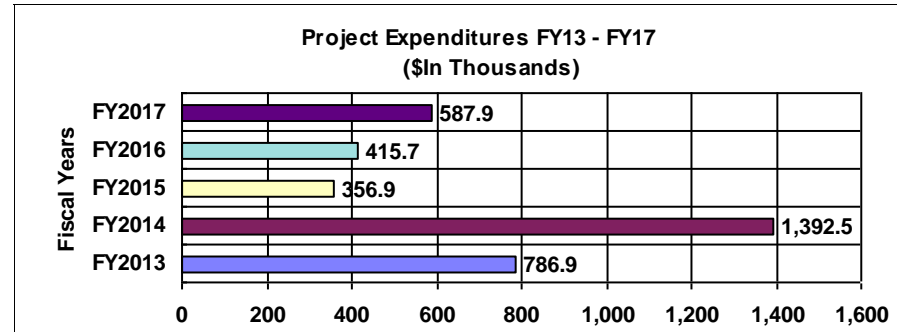
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31662 Structural Rehabilitation



Project Scope

This project will provide surface preparation and structural steel coating of the MARTA bridge over I-20. Under two separate contracts the project improved the drainage at several bridge abutments on the East-West (Blue-Green) line, North-North East (Red, Yellow) line; retrofitted 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. The latter two contracts are in closeout.

Operating Budget Impact

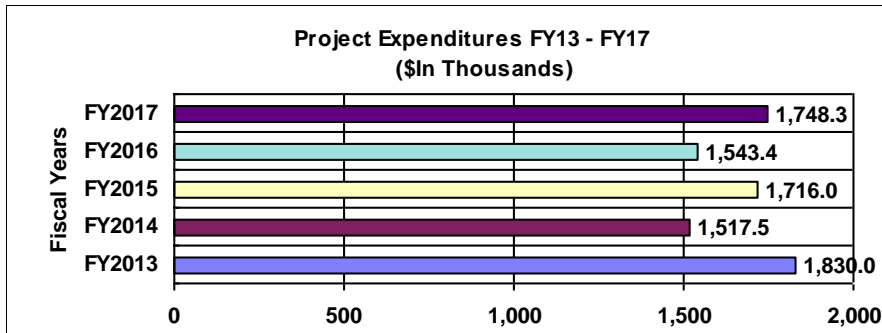
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31664 Replace Critical Station Assets



Project Scope

The scope of this project is to 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.

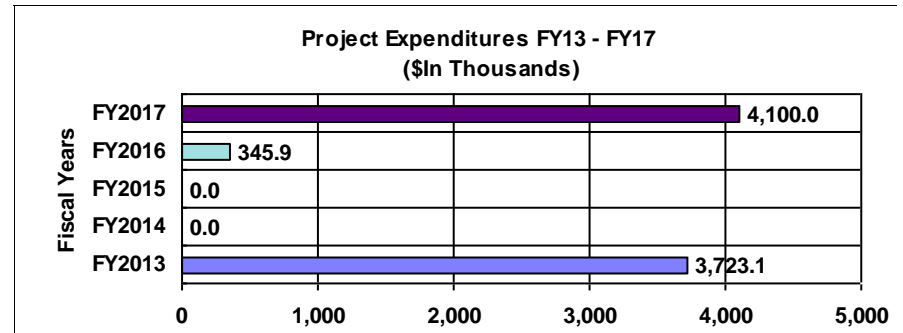
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31669 Bus Midlife Overhaul



Project Scope

This project provides for the rehabilitation of the buses that have entered into their 6th year of service and/or have accumulated 250,000 to 300,000 miles for continued service to the authority. This project also includes the conversion of buses during midlife-overhaul to use the EMP.

Operating Budget Impact

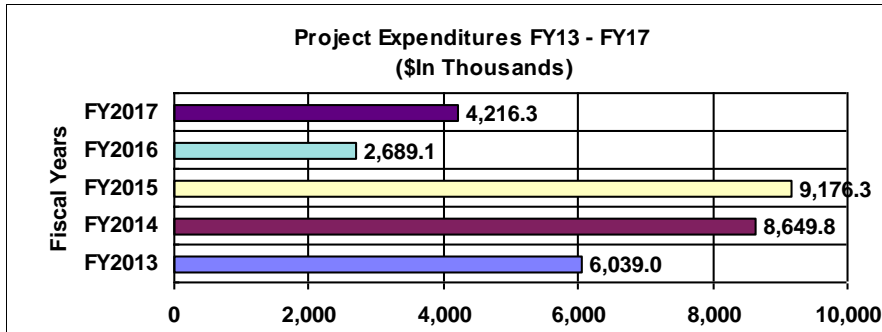
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31672 Hamilton Bus Facility



Project Scope

This project provides for capital improvements to the Hamilton Boulevard Bus Operations and Maintenance Facility to improve on-site fueling, bus cleaning, fare collection, staging, and maintenance of buses. Design, construction, and start up of a new Industrial Wastewater Treatment Plant (IWTP).

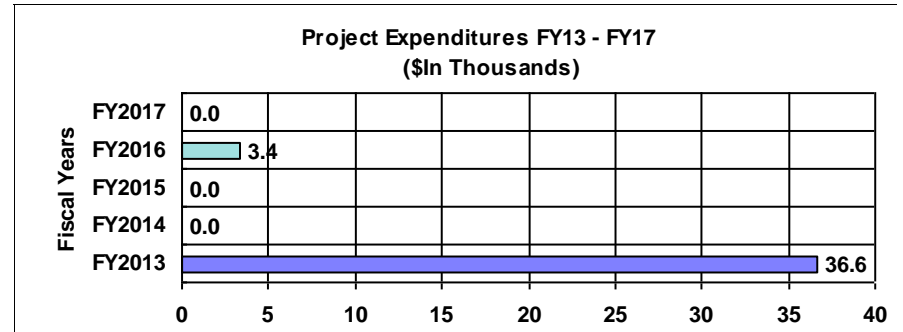
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31683 Auxiliary Power Switch Gear



Project Scope

The scope of this project is to replace aging (~30 year old) auxiliary power substation switchgear and transformer at the Arts Center Station. This project shall serve as a pilot for future auxiliary power equipment replacements.

Operating Budget Impact

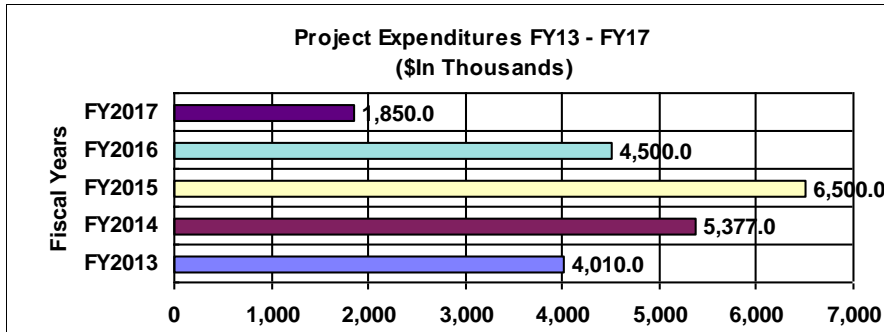
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31684 Voice Com Infrastructure



Project Scope

The scope of this project is to replace an aging and substandard voice communications system with a system that will utilize IP Telephony, also known as, Voice over Internet Protocol (VoIP) throughout the Authority. MARTA’s existing telephone system is two decades old and has past its life expectancy. The system communicates over outdated infrastructure and contains components that are no longer manufactured.

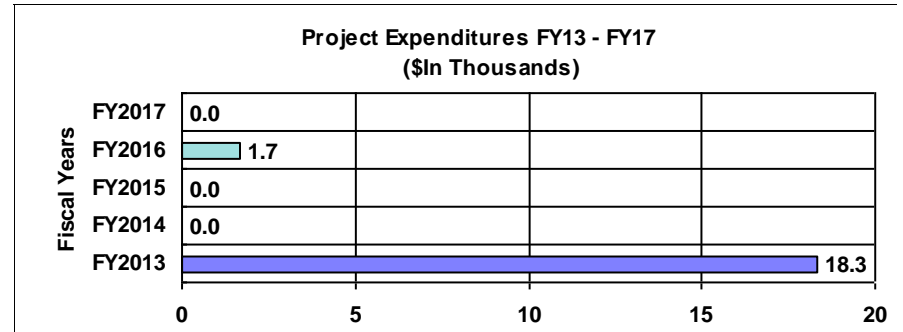
Operating Budget Impact

These costs are for training and Cisco Maintenance/Technical Support for Network and Data communication hardware and software (Includes VoIP phones).

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 407,416 | 633,410 | 633,410 |

31686 Stonecrest Parking



Project Scope

The scope 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

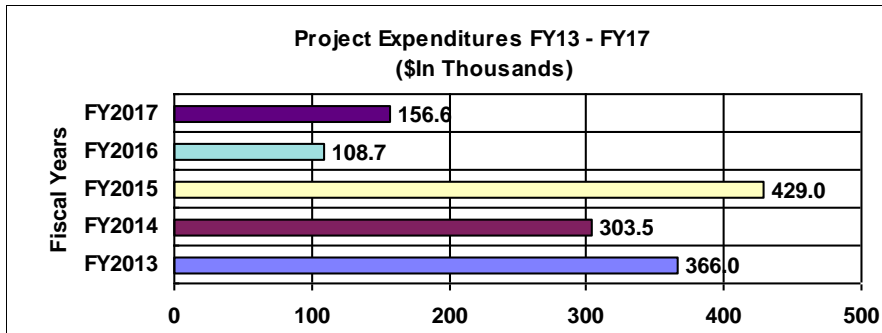
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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.

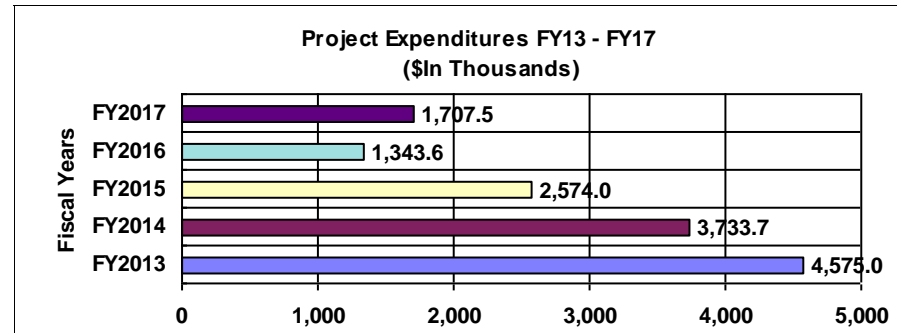
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31690 Loops/Interlockings Phs 2 & 3



Project Scope

This project provides for the replacement of interlocking audio frequency track circuit and loop wayside equipment with AC Track Circuit design on the East, West, and Northeast Rail Lines at 8 mainline interlocking locations. In addition, this project will install Train Alert Lights on the North and Northeast Rail Lines at 8 locations. The AC Track Circuit design is a safer and more reliable type of train detection track circuit compared to the original audio frequency design.

Operating Budget Impact

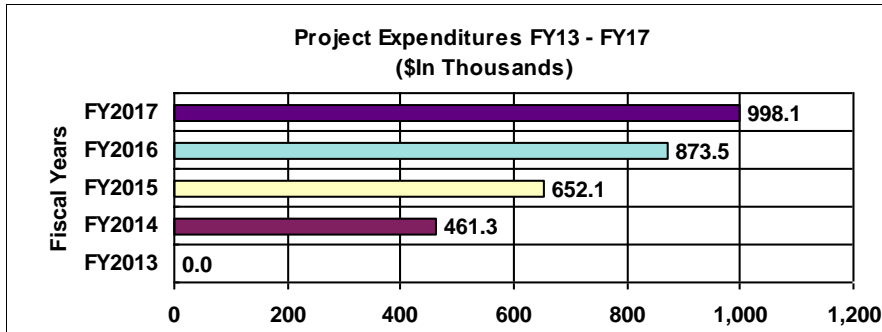
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31691 LCARE CQ312 42-Month Cycle



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

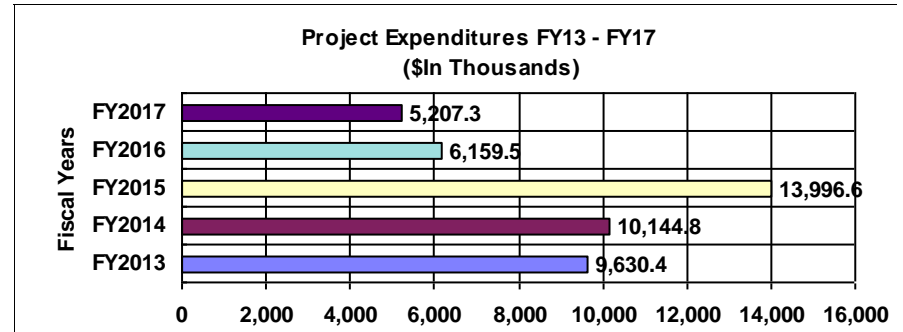
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31698 Fire Protection Systems Upgrade



Project Scope

This project will upgrade the fire detection, suppression and notification systems, located within 105 Authority facilities, to be in compliance with all current governing codes and laws. Each facility will be individually controlled by an intelligent Fire Alarm Control Panel (FACP) with built-in self-diagnostic and reporting capabilities. All FACP s will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center.

Operating Budget Impact

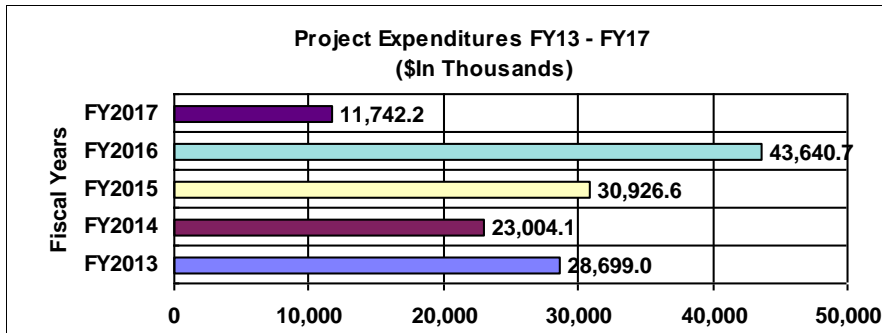
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31703 Train Control Systems Upgrade



Project Scope

This project seeks to acquire technology components and professional services to implement an upgrade to the current Train Control and SCADA Systems. In addition this project will integrate the various elements of the Train Control into one single platform for ease of use, efficiency and eliminate clutter in the control center. The Train Control & SCADA System Upgrade project will create a single integrated platform that directs the movements of all trains, controls third rail power, and monitors other auxiliary functions. This system will be a direct replacement for two independent systems (TC & S&C) that currently reside in the RSCC.

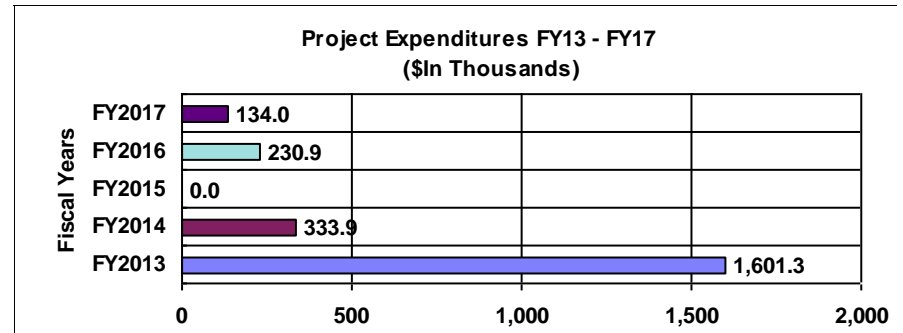
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31705 Emergency Trip Sts Gr 2: South



Project Scope

This project provides for the procurement and installation of new emergency trip stations, cabling and emergency telephone wiring at all locations along the South Rail Line.

Operating Budget Impact

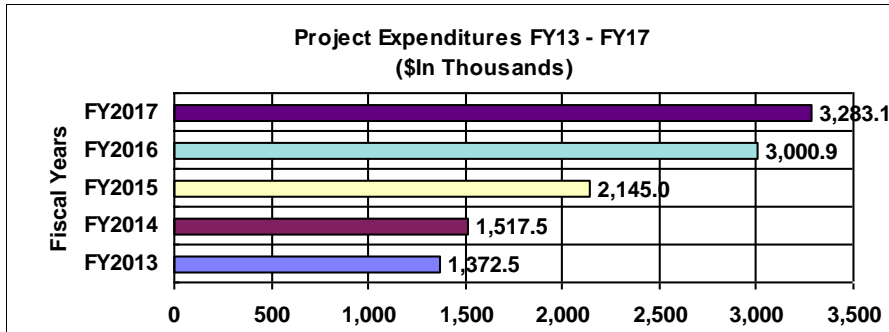
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31707 Tunnel Lighting



Project Scope

The scope of this project is to upgrade lighting throughout MARTA System wide Tunnels. This change will replace MARTA’s original installed fixtures of High Pressure Sodium (Yellow/Orange light). Fluorescent, and LED fixtures will be used along with new lighting technology to achieve the NFPA 130 required lighting levels for the tunnels. The lighting will improve the egress for emergency evacuation and to assist with track maintenance conditions. Signage within the tunnels will be replaced and updated to meet the NFPA 130 code requirements. All Emergency Exits will have increased lighting for emergency evacuation and renovated if needed.

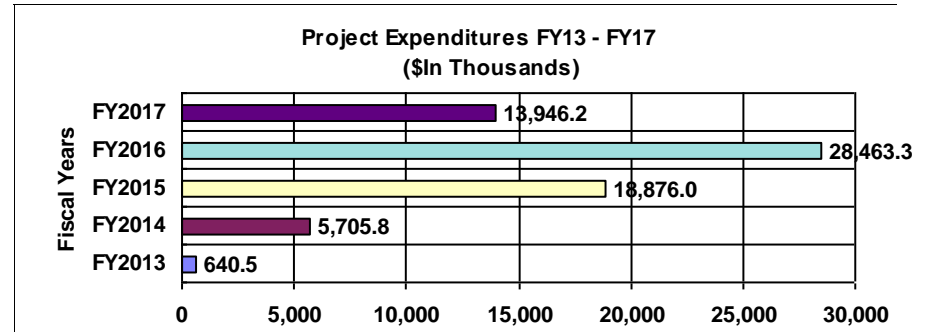
Operating Budget Impact

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.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 334,870 | 334,870 | 334,870 |

31709 Audio Visual Information System (AVIS)



Project Scope

The scope of this project is to provide and install an Audio Visual Information System (AVIS) front-end application program, capable of generating/distributing synchronized audible and text messages. AVIS will initially communicate information to passengers in the transit stations, but will be eventually expanded to all MARTA facilities. AVIS will be designed to remotely report intelligent maintenance & performance criteria.

Operating Budget Impact

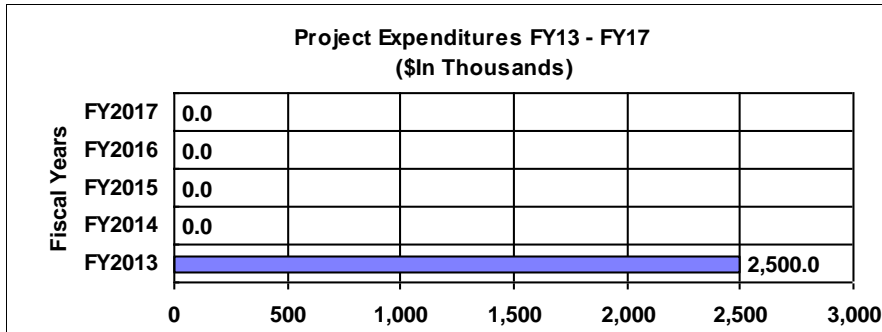
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31717 Clifton Corridor AA



Project Scope

MARTA in coordination with the Clifton Corridor Transportation Management Association (CCTMA) is conducting an Alternatives Analysis (AA) for the Clifton Corridor. The Clifton Corridor AA is designed to capitalize upon the previous work completed in the Corridor with the objective of preparing a transit project for formal entry into the Federal Transit Administration (FTA) project development process.

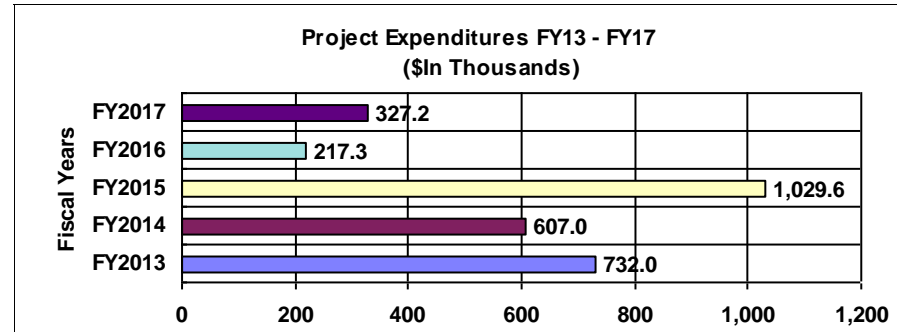
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31724 Renovate Operating Facilities



Project Scope

The scope of this project is to renovate the operating facilities. The work will be broken down in phases and all upgrades will encompass the rehabilitation of the interior and exterior spaces within the maintenance and support areas, specifically dealing with employee areas for 8 operating facilities.

Operating Budget Impact

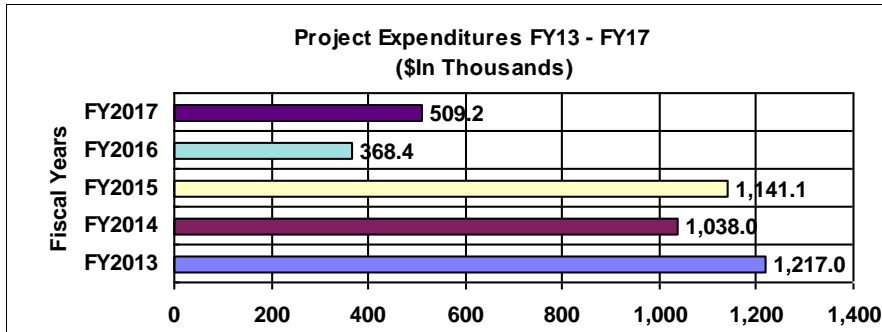
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31726 LCARE CQ311 42-Month Cycle



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

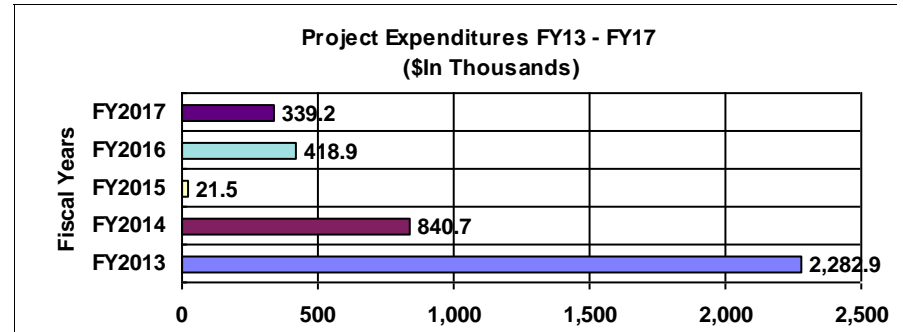
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31732 Paint Booth Upgrade & Replace



Project Scope

The scope of this project is to replace four existing 60' paint booths with two new 80' downdraft booths sized for articulated buses, replace two existing 50' booths with two new 60' downdraft booths, relocate existing paint mixing area and enlarge the paint storage area, renovate and upgrade the vehicle wash and vehicle prep areas.

Operating Budget Impact

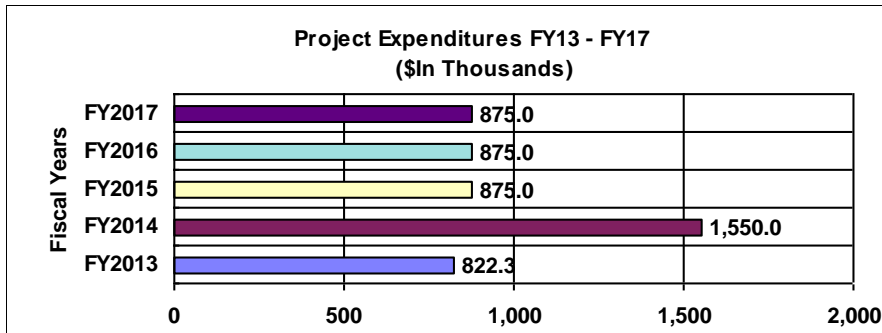
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31733 HQ Data Center Rehabilitation



Project Scope

This project seeks to provide an interim stopgap solution to address ongoing data center challenges and issues. The scope includes reconfiguring the 5th floor data center to adequately control climate, as well as, providing additional electrical power. Technology is proposing to perform the following:

1. Build out and construct room to store UPS units for compliance to safety codes
2. Upgrade electrical equipment
3. Upgrade fire protection system
4. Install backup generator.

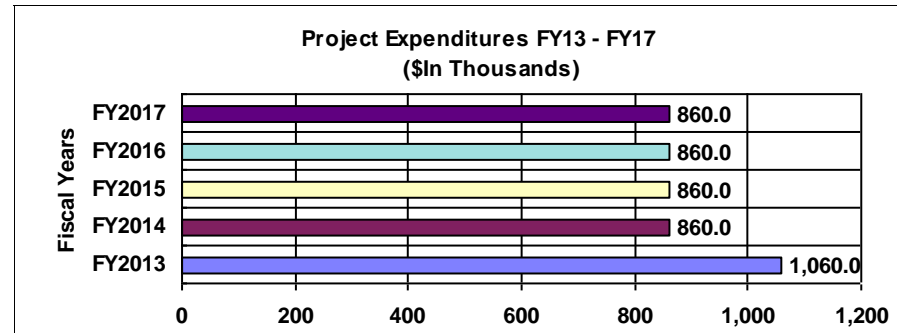
Operating Budget Impact

These costs are for maintaining the Datacenter infrastructure equipment such as CRAC units, etc.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 26,745 | 26,745 | 0 |

31735 Configuration Management



Project Scope

This project will provide for the configuration management of MARTA's fixed and operating assets, infrastructure and rolling stock. It will be conducted in two phases; Phase 1 - Planning; Phase 2 - Implementation. Planning would include gathering information, hardware and software assessment, reviewing with project sponsors and incorporating their configuration needs. Implementation would include setting up all procedures, updating/ acquiring new hardware/software and updating/revising documents. It also includes incorporating documents into electronic format, training the Configuration Management staff for use of the software. In addition to training the end users and technical staff for the use of the Curator system.

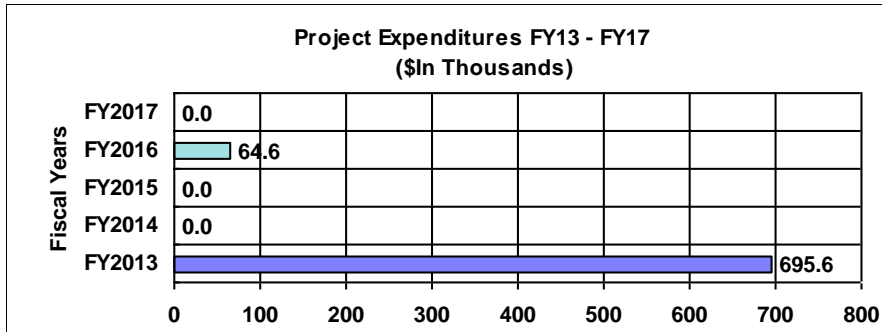
Operating Budget Impact

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| | | |

APPROVED PROJECT DETAIL

31738 Asset Management Program



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.

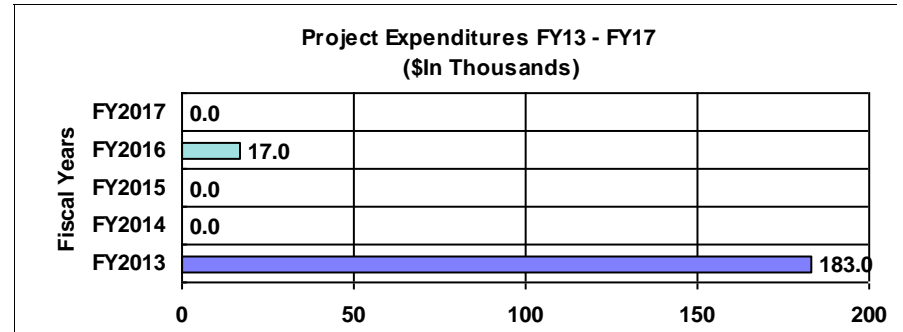
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31739 Decatur Tunnel Remediation



Project Scope

This project will evaluate the Authority’s current railcar wheel conditions, wheel/wheel interface equipment maintenance practices, and suspension application, to determine what car-borne improvements can be implemented to reduce the vibration and noise transmitted from passing MARTA trains to residences along Sycamore Street near Decatur Station.

Operating Budget Impact

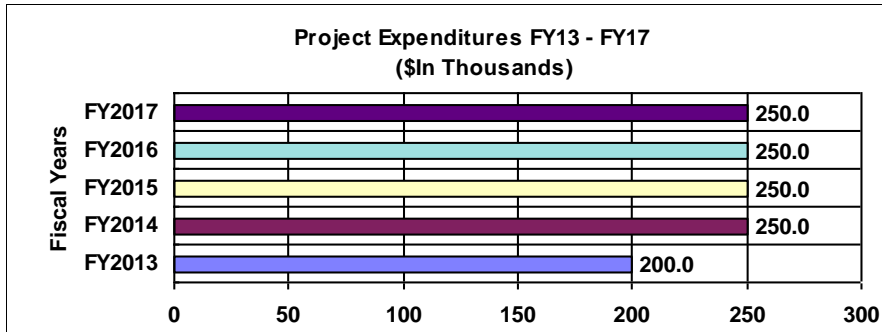
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31741 Environmental Greening Init.



Project Scope

The Environmental Greening initiative will incorporate a number of strategic efforts as approved by the Board since October 2008 as follows: 1) Seek alternative financing for alternative energy projects through grant possibilities; 2) Establish groundwork necessary for the implementation of the Environmental Management System; 3) Establish internal and public education and outreach programs for established initiatives; 4) Establish and prioritize green initiatives; 5) Fund sustainability consultants with MATT- SL King Contract and 6) fund the ongoing maintenance and service of the photovoltaic panels at Laredo Bus Facility. All these listed efforts continue to establish and meet the APTA commitment initiatives and establish measurable goals. MARTA will be striving to reach APTA's Silver status from "Entry" level as this program continues to move forward.

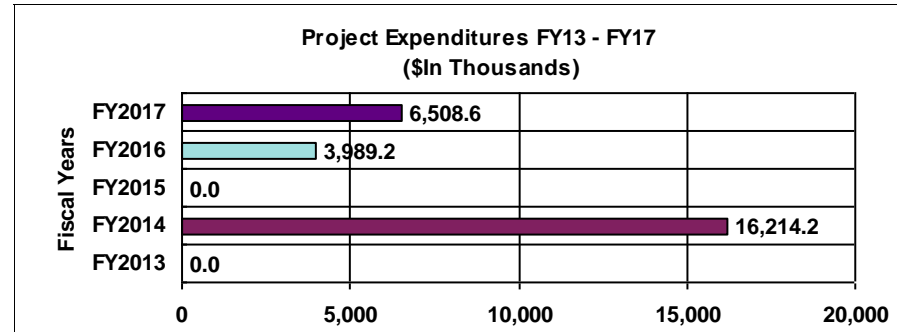
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31748 FY14 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type (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. This particular project is for FY13 Procurement.

Operating Budget Impact

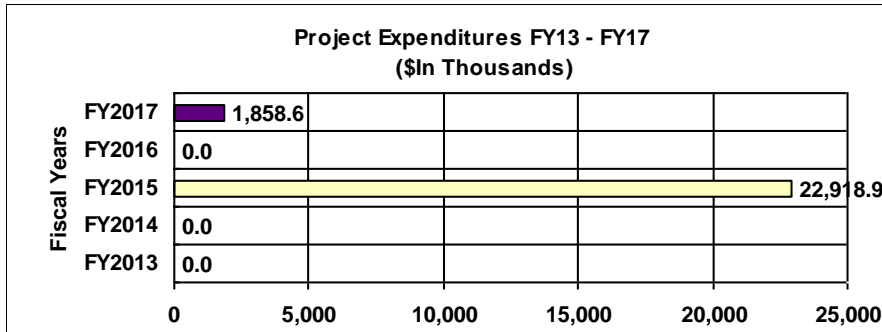
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31749 FY15 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type (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. This particular project is for FY13 Procurement.

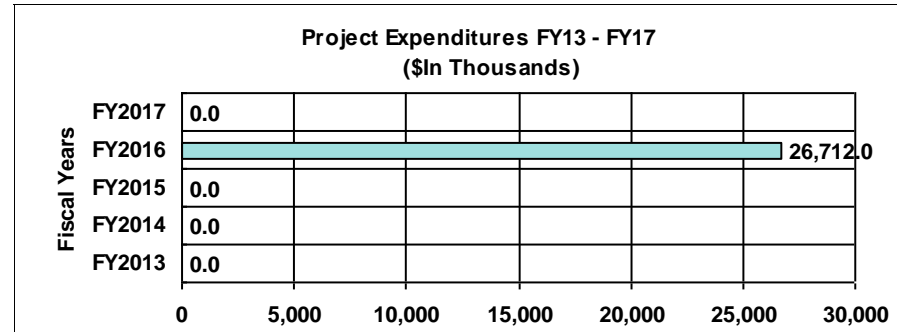
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31750 FY16 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type (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. This particular project is for FY13 Procurement.

Operating Budget Impact

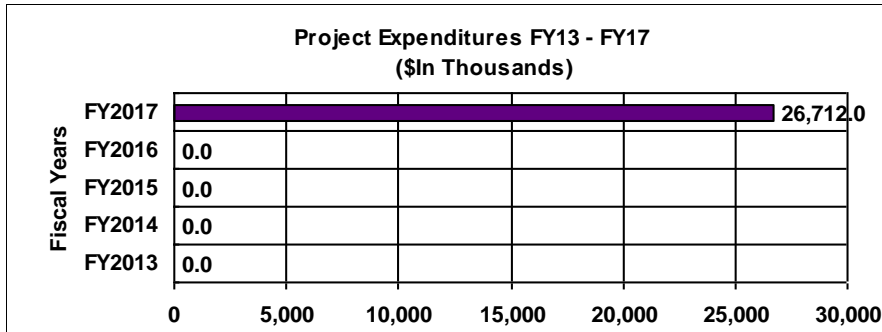
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31751 FY17 Bus Procurement



Project Scope

This is an on-going program to replace buses per the guidelines established by the Federal Transportation Administration to meet the peak service requirements of the Authority. This program is evaluated on an annual basis and is directly related to the fleet age, fleet composition based on bus type (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. This particular project is for FY13 Procurement.

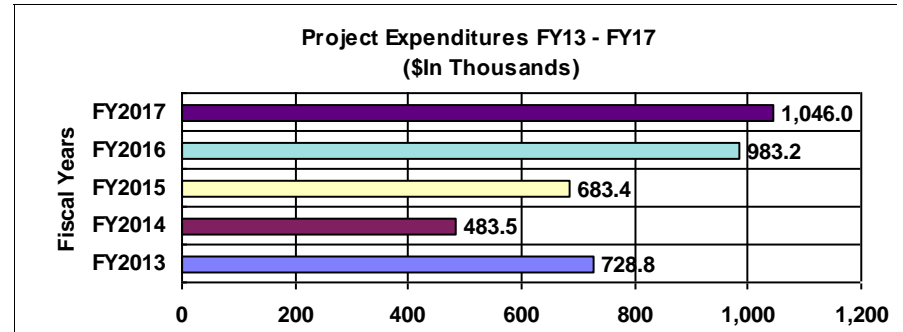
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31758 LCARE CQ312 60-Month Cycle



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

Operating Budget Impact

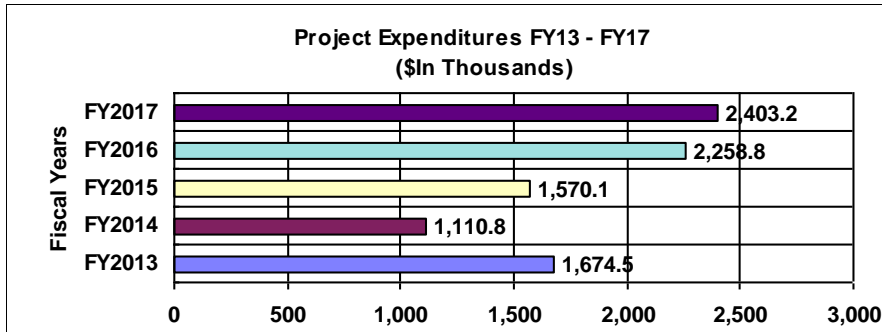
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31759 LCARE CQ312 84-Month Cycle



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

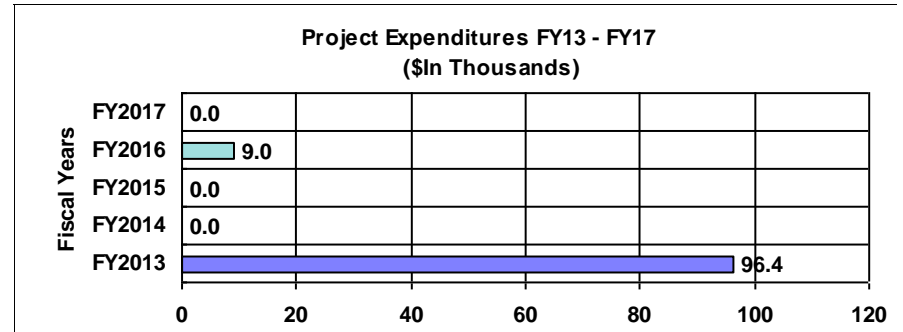
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31810 CN915 & CE530 Girder



Project Scope

This project will provide for 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

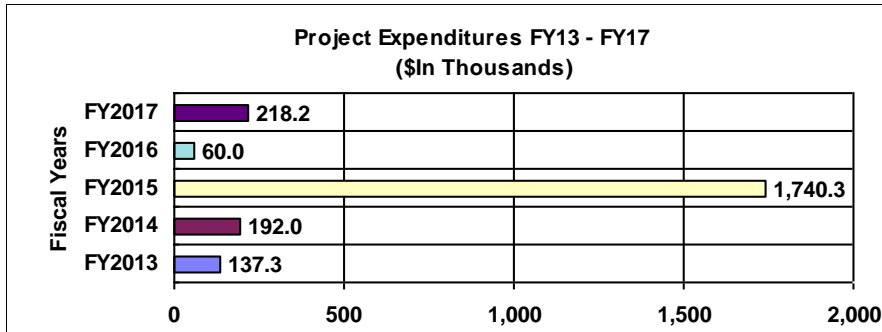
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31811 Girder Grout & Seal



Project Scope

This project will address crack formation and water infiltration within the post-tensioned end anchorages and along the post-tension cable profiles of several track girders on the East (Blue) and South (Red-Yellow) lines, and water seepage through the joints of the segmental aerial structure on the South (Yellow- Red) line, south of West End Station.

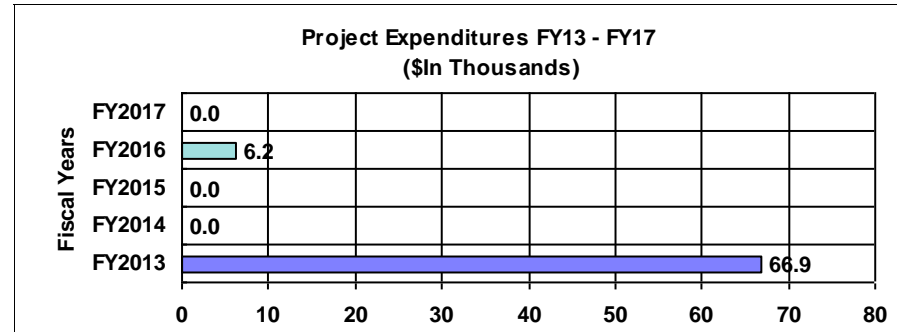
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31812 West Lake TCR Waterproofing and Renovations



Project Scope

The scope of this project is to waterproof 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 improvement of the drainage along the walls at West Lake.

Operating Budget Impact

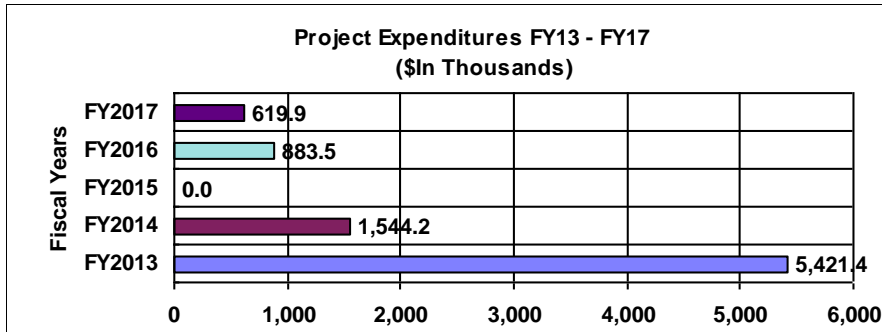
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31813 At-Grade Track Slab Rehab



Project Scope

The scope of this project is to strengthen track slab supporting structures and restore the track profile at several at-grade MARTA structures. The detailed scope of work will include slab jacking, rail replacement, and drainage improvement of the track slab supporting structure.

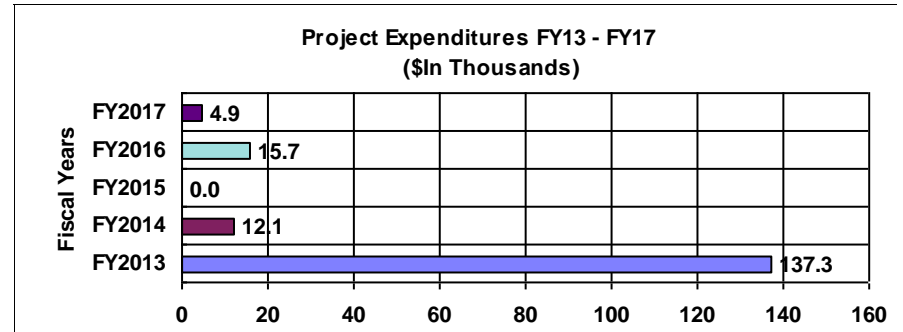
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

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

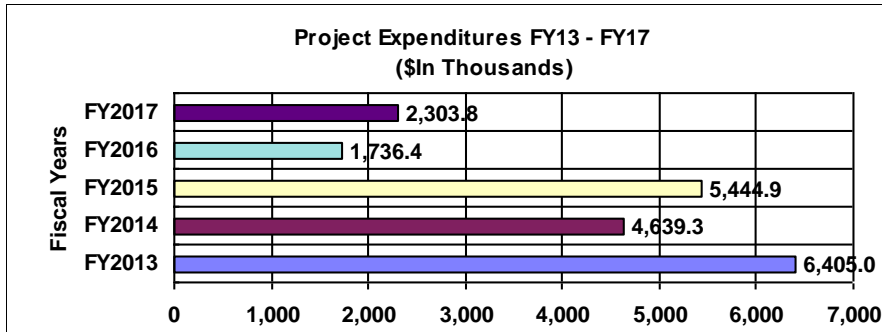
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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.

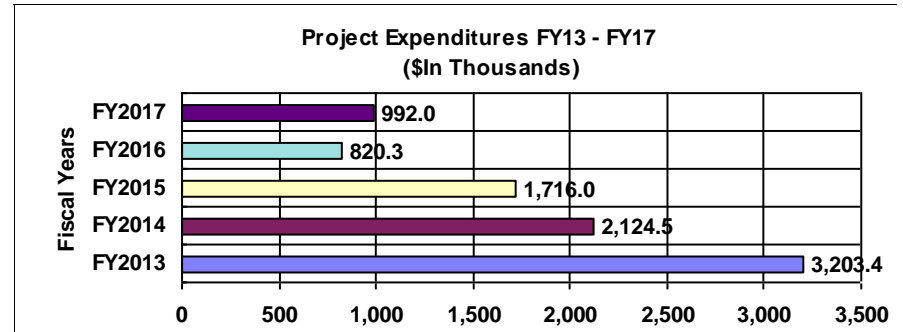
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31840 AF Track Circuit Modules



Project Scope

The project will include a procurement contract for 575 audio frequency dual track circuit modules as well as the labor cost for MARTA personnel to remove and exchange the modules. This equipment is located in train control rooms. The MARTA east/west line incorporates 275 of the modules. This line was first converted to the revised impedance bond in 1994, and will be the first priority. 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. The project will require a sole source procurement contract to provide new audio frequency dual track circuit modules to replace the old obsolete single track circuit modules.

Operating Budget Impact

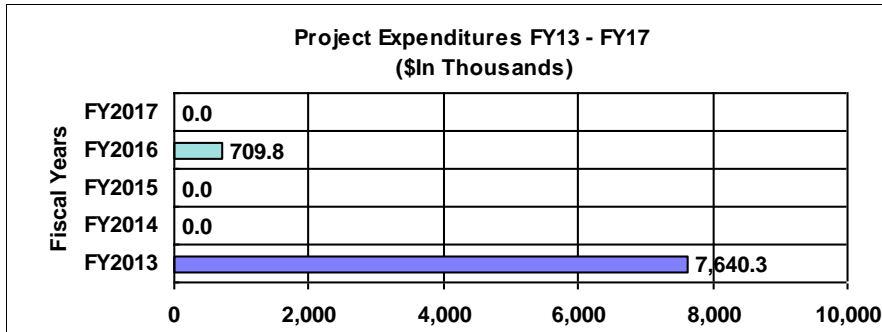
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31887 FY13 Paratransit Vans



Project Scope

The scope of this project is to replace aging Mobility fleet.

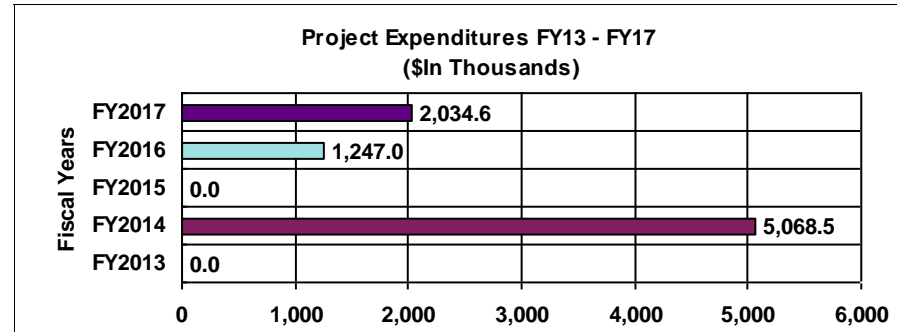
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31888 FY14 Paratransit Vans



Project Scope

The scope of this project is to replace aging Mobility fleet.

Operating Budget Impact

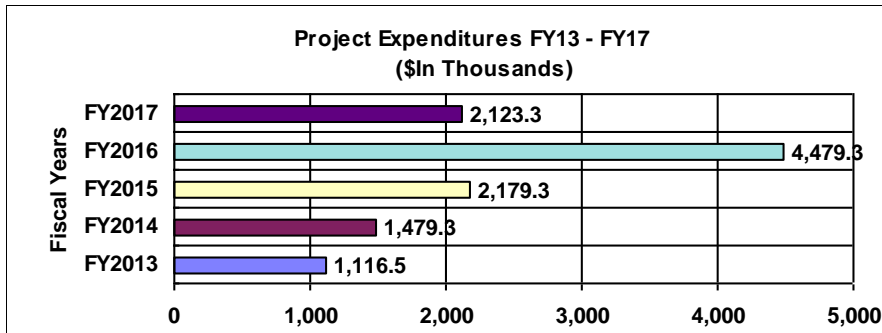
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31893 Upgr Aging Equipment - Network



Project Scope

This project proposes to identify, upgrade, and replace aging, failing, or out-dated network equipment in the Authority to ensure that the network infrastructure continues to keep pace with technology and remain in a state of good repair. A comprehensive upgrade of aging and failing equipment will be performed during the appropriate lifecycle. Between the comprehensive upgrades, a effort will be instigated to sustain MARTA’s baseline network infrastructure as technology advances and user needs evolve. It is designed to preserve and enhance network equipment reliability by replacing components before they actually fail or when a failure occurs.

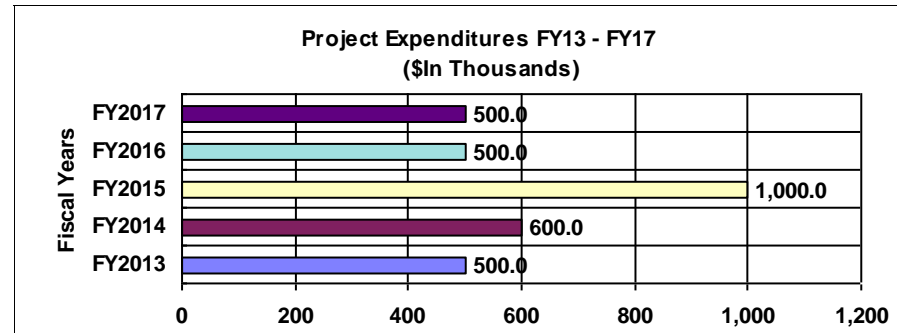
Operating Budget Impact

The annual costs are for Cisco Maintenance/Technical Support for Network and Data communication hardware and software.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 41,860 | 41,860 | 0 |

31900 Homeland Sec Access Controls



Project Scope

The scope of this investment continues the efforts of the Authority to meet the implementation goals of the National Infrastructure Protection Plan through the installation of measures to help prevent and protect critical transportation infrastructure against potential terrorist activities. The target capabilities addressed by this project are critical infrastructure protection and risk management. Specifically, this includes the installation and/or upgrading of gates, fencing and access control card readers.

Operating Budget Impact

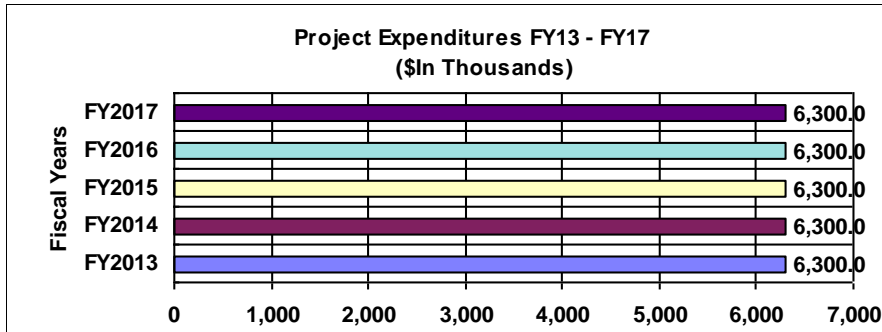
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31904 Research & Analysis Planning



Project Scope

The scope of this project is to compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. The Office is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. R&A also collects and analyzes passenger and revenue information data to assess system service levels and performance.

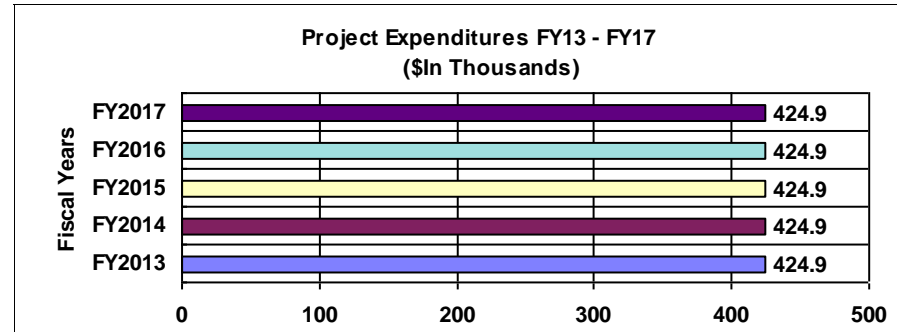
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31905 Mystery Rider Prgm Planning



Project Scope

The scope of this project is to compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. Additionally, activities under this scope include conceptual and initial planning for other Authority-sponsored planning initiatives such as updates of the rail station patronage forecasts/mode of access analysis, the bus stop inventory, Alternative Fare Strategy analysis, Expansion Strategy development and other regional planning activities related to positioning MARTA favorably.

Operating Budget Impact

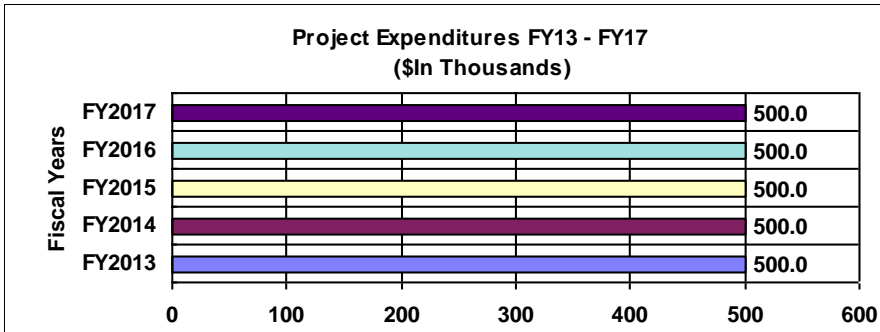
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31906 Strat Performance Planning



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.

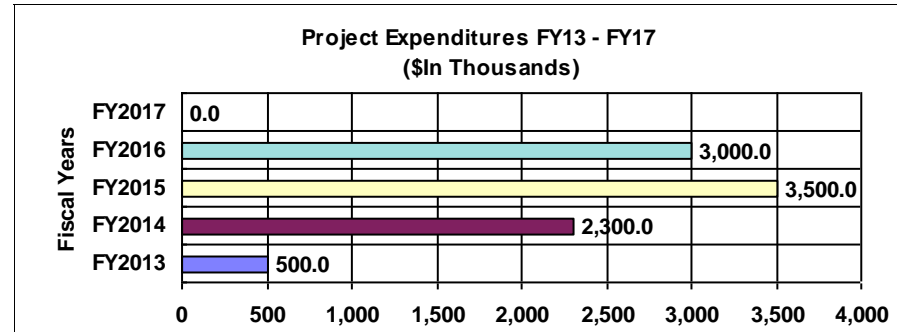
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31912 I-20 East Project Development



Project Scope

This project calls for the completion of the preliminary engineering and environmental assessment for the I-20 East Corridor.

Operating Budget Impact

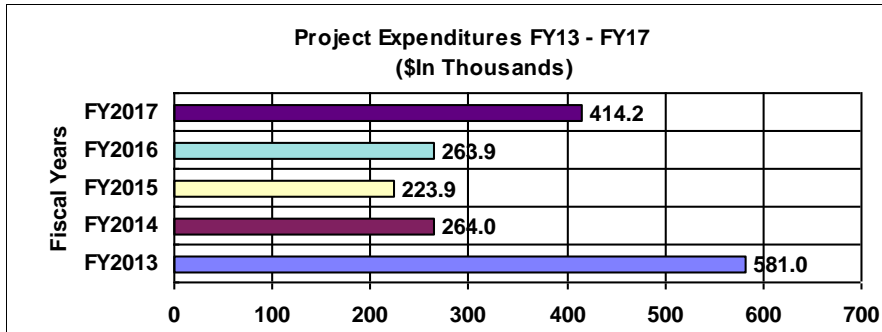
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31918 Service vehicles for Police



Project Scope

The scope of this project is to purchase replacement vehicles for Police services that have met the Authority’s criteria of 100,000 miles.

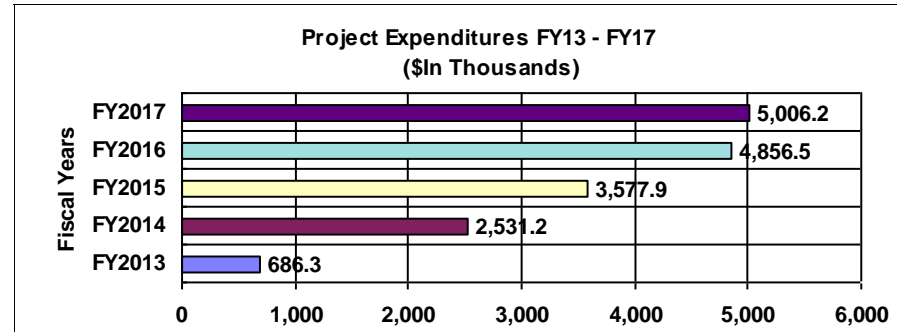
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31927 Elevator Rehabilitation



Project Scope

The goal of this project is to develop a system-wide elevator modernization program. We will be utilizing available and unplanned maintenance data from the Office of Vertical Transportation, which will be combined with elevator condition inspection and evaluation information from an independent consultant, including code and ADA compliance items, to determine a recommended system-wide rehabilitation/replacement program. A specification will be developed to be placed out for public bid.

Operating Budget Impact

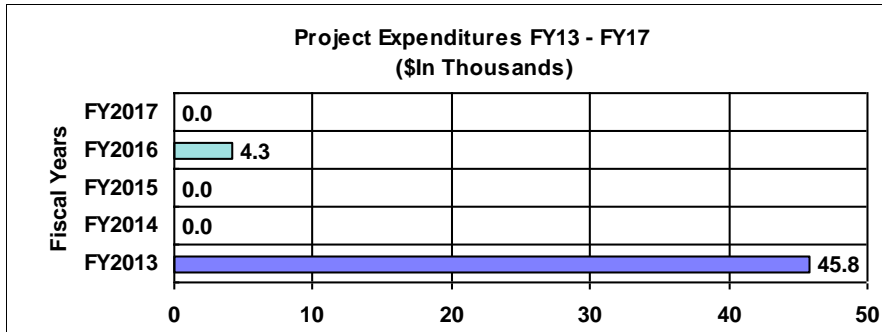
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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.

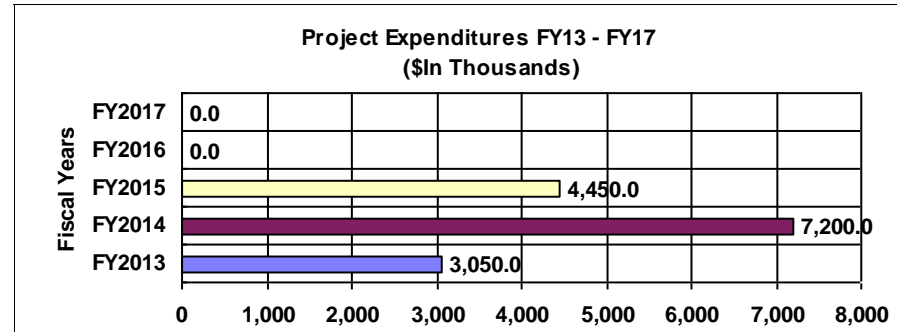
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31936 CCTV System Expansion



Project Scope

The scope of this project is to expand the CCTV infrastructure to all facilities with existing CCTV functionality, migrate 345 CCTV cameras from silo systems to the Omnicast CCTV System, add 256 cameras to the Omnicast CCTV System, implement a new redundant Storage Array Network (SAN) to handle the additional 601 (345 + 256) cameras and up to 2000 future cameras, implement a wireless network system (WiFi) in bus and rail yards to support the Vehicle Security Cameras Project

Operating Budget Impact

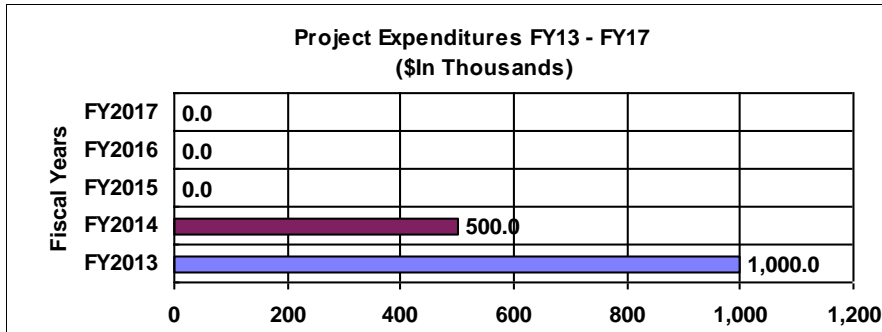
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31939 Security Training & Awareness



Project Scope

This project is for training activities related to security and emergency management specific to MARTA Police Services and also Authority-wide. This project specifically addresses the TSGP FY09-11 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 and other position specific NIMS training (i.e. Incident Management Team Training) is included and 3) Transit Explosives/Incident Management Courses related to the DHS 15 overarching scenarios. 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.

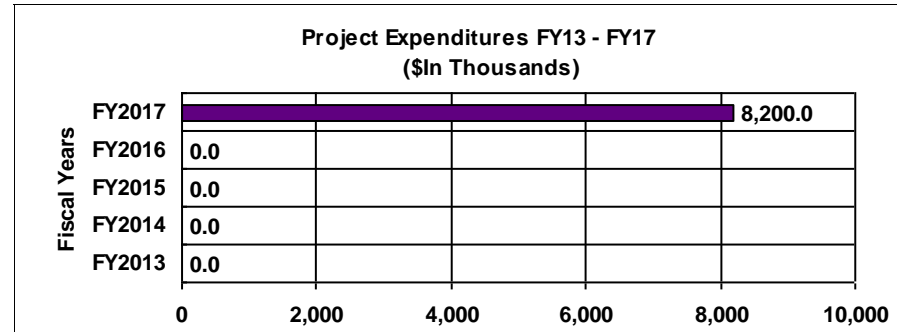
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31950 FY20 Paratransit Vans



Project Scope

The scope of this project is to replace aging Mobility fleet.

Operating Budget Impact

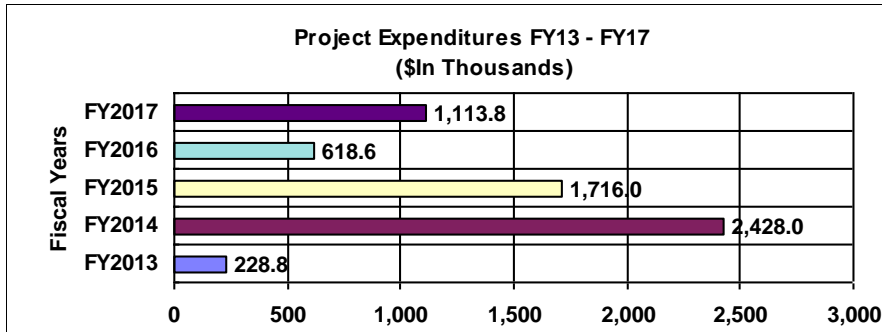
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31956 Train Wash Replacement



Project Scope

This project involves capital improvements to the existing Avondale Yard and Armour Yard for providing train wash units at each location based upon train wash needs to be identified in the planning phase. The following are potential considerations at these locations: Avondale: 1) Review and determine status of existing train wash enclosure; 2) Replace train wash system in its general current location Armour Yard; 3) Remove/reconfigure existing train wash system in its existing location Determine, based on scope, the most expedient project delivery method.

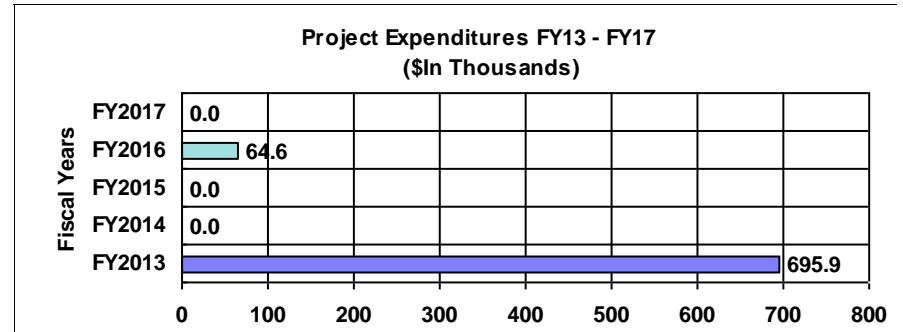
Operating Budget Impact

The annual costs cover the maintenance of the new system.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 83,000 | 108,000 | 108,000 |

31959 Door Safety Interlock



Project Scope

The scope of this project is to provide the necessary track equipment to allow rail cars to stop at precise predetermined points along the platform in each rail station and to prevent the unintentional opening of doors on the wrong side of the train while at the platform.

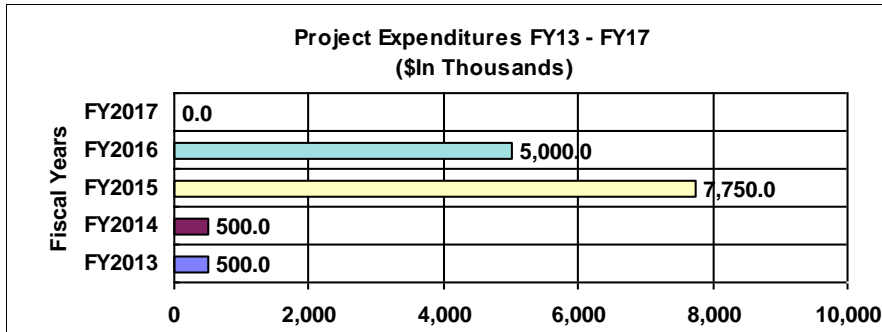
Operating Budget Impact

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 20,000 | 20,000 | 0 |

APPROVED PROJECT DETAIL

31960 Implement Variable-Based Fares



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.

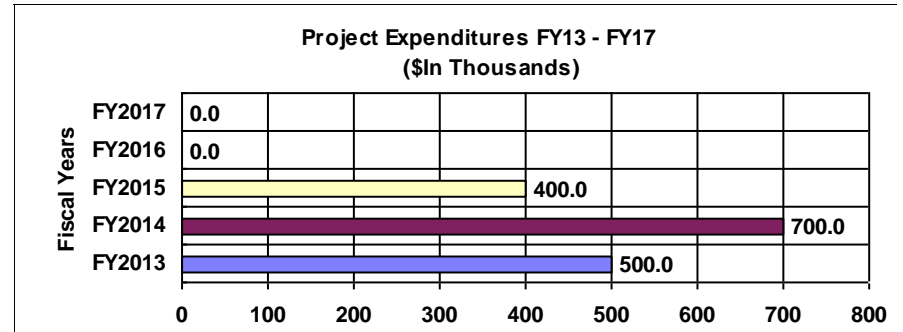
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 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 2012. Due to varying factors unrelated to the concessions program, initial occupancy dates for Food, Beverage and Specialty Retail have been extended until December of 2012. Final occupancy is expected to be completed by September of 2014 (dates are estimated).

Operating Budget Impact

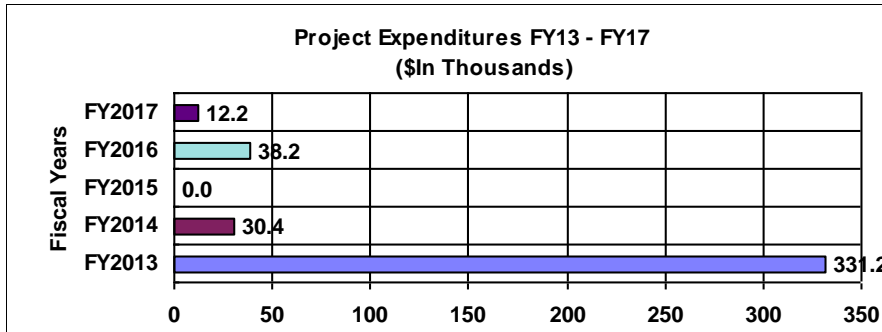
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31964 Travel Training



Project Scope

The scope of this project is to develop a travel training program that will expand the mobility options for its conditionally eligible Mobility customers with disabilities through hands on instruction how to ride buses and trains for trips that are not ADA eligible. Phase I - Development of Program and Infrastructure and collateral materials to support the goals of Travel Training. Phase II - Implementation of Program to instruct 200 conditionally eligible customers to utilize MARTA’s accessible bus and train service through education and hands on orientations and individual instruction.

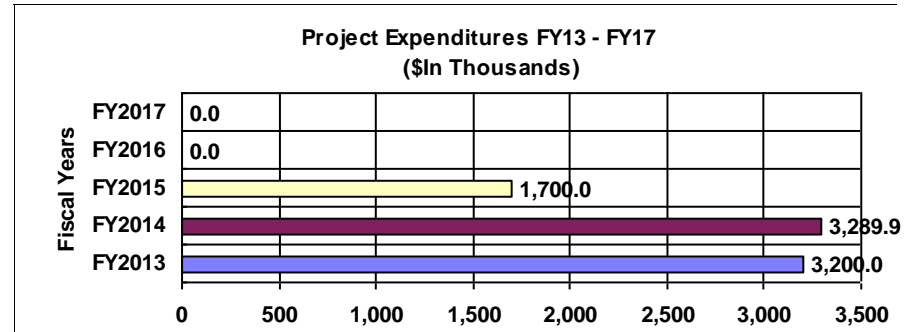
Operating Budget Impact

At a cost of approximately \$31 per trip, transitioning some percentage as modest as 5% annually, equates to 22,000 trips. The impact to the operating budget will realize a savings of approximately \$688,200.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| -688,200 | -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 or the equivalent core equipment and configuration , and the associated system infrastructure (i.e. fiber optics), engineering, integration, and training for this equipment.

Operating Budget Impact

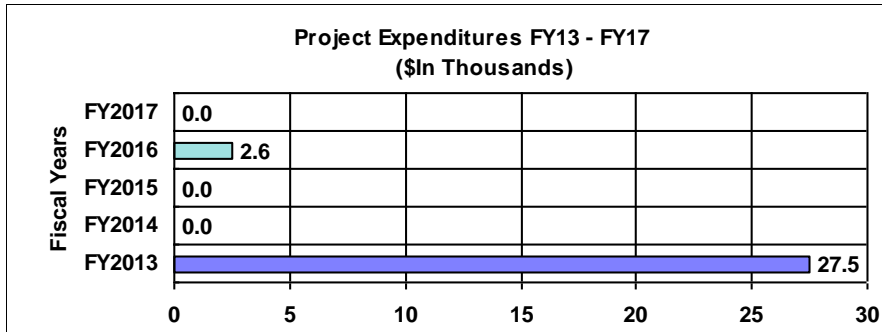
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31967 Laredo Facility Solar Canopies



Project Scope

The scope of this project is to 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.

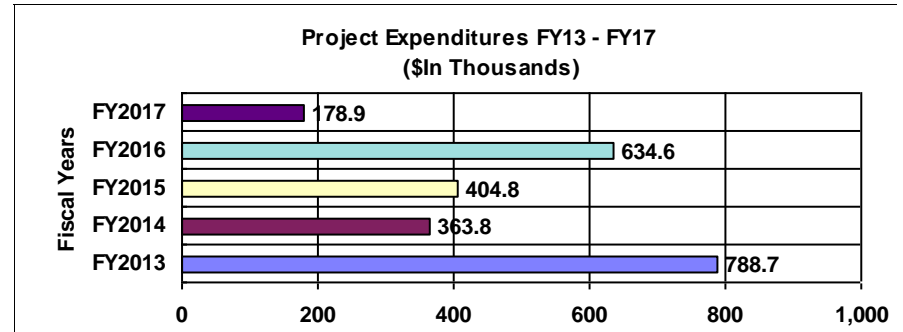
Operating Budget Impact

Energy cost savings are \$107,835 per year.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| -107,835 | -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

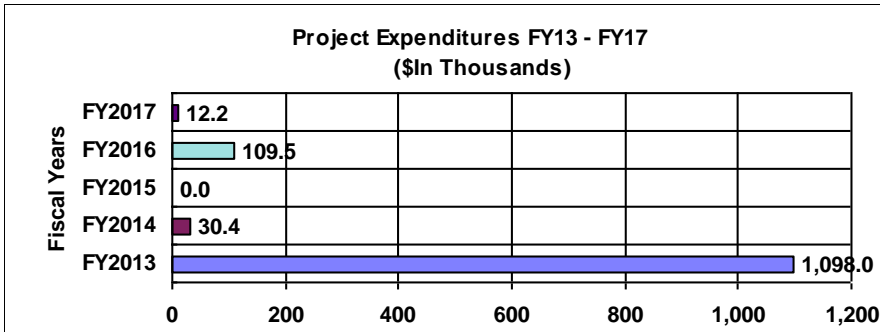
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31969 Lighting Controls Upgrade



Project Scope

The purpose of the project is to upgrade the station Lighting controls for thirty-eight Rail Station.

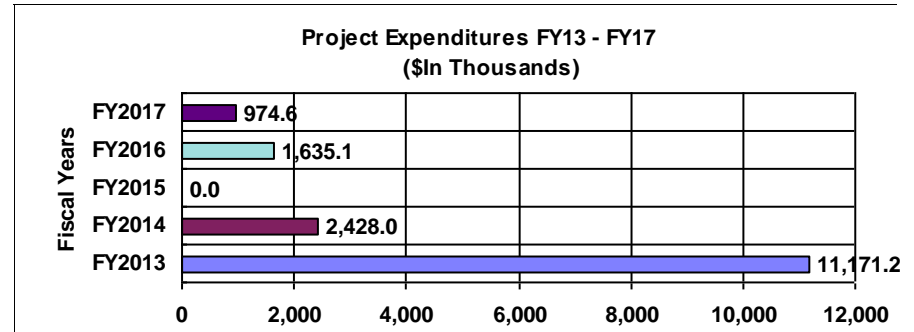
Operating Budget Impact

The savings result from less maintenance, extending the life of the lamps, less energy usage and less manpower hours.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| -942,750 | -942,750 | -942,750 |

31970 Integrated Operations Center



Project Scope

The scope of this project is to prepare a new space suitable to house Rail Services Control Center, Bus Control Center, Police Communications Center, and an Emergency Operations Center in one integrated facility. This facility will include the control center theater, staff offices, training space, computer equipment and maintenance rooms, and all communications and train control equipment for the new Train Control Systems planned under the upgrade (TCSU) program. This facility will be developed in conjunction with Project 31703 – Train Control & SCADA Systems Upgrade (TCSU).

Operating Budget Impact

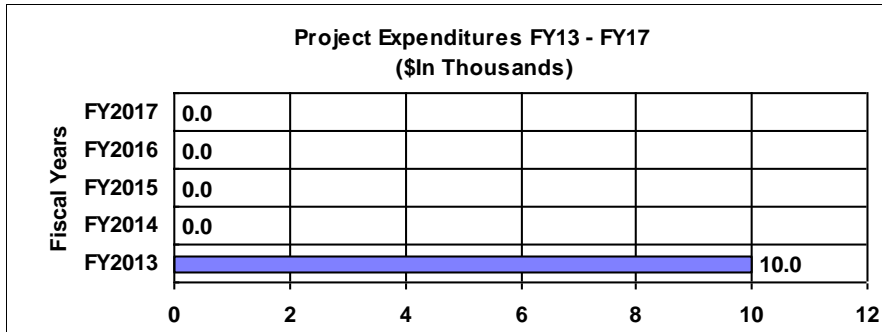
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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. 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. These eligible expenses include the equipment to initially outfit the canine teams and support for the team training and operations. MARTA currently has eleven (11) operational canine teams. These teams primarily patrol the MARTA rail system and the Airport as requested. The canine teams may be utilized for the bus system as needs are identified. Additionally, the teams are deployed as requested within the Atlanta urban area.

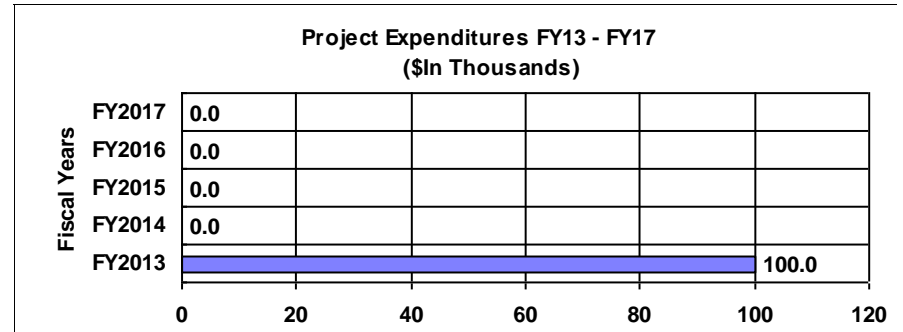
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 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

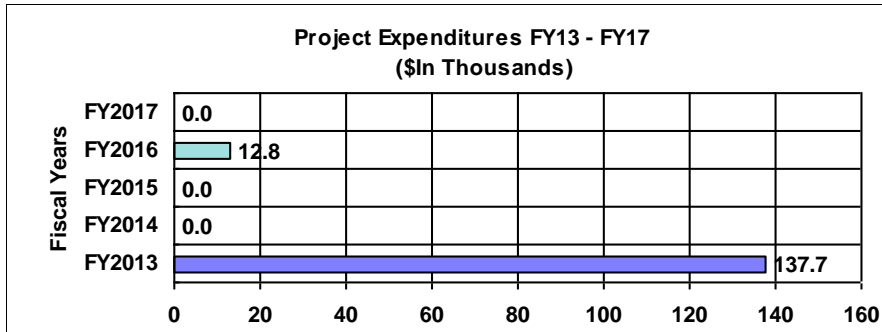
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31973 Annex Roof Rehabilitation



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 bid will be the removal of approximately 500 square feet of roofing repair materials that contain asbestos in Section B.

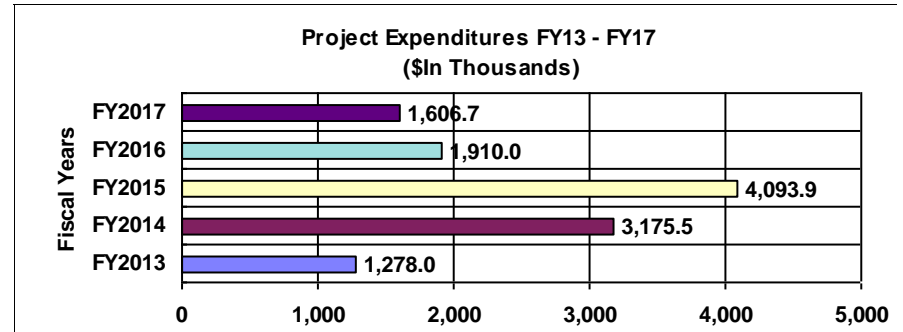
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31977 Rehab Tunnel Ventilation Fans



Project Scope

This project is to review and assess the current state of the entire Tunnel Ventilation System for the subterranean segments of the rail system. It involves simultaneously stabilizing the current systems through repair and replacement while seeking sustainability for the long term. It is in the Authority's best interest to remediate the system prior to full implementation of the Train Control System Upgrade (TCSU) which includes SCADA System modernization.

Operating Budget Impact

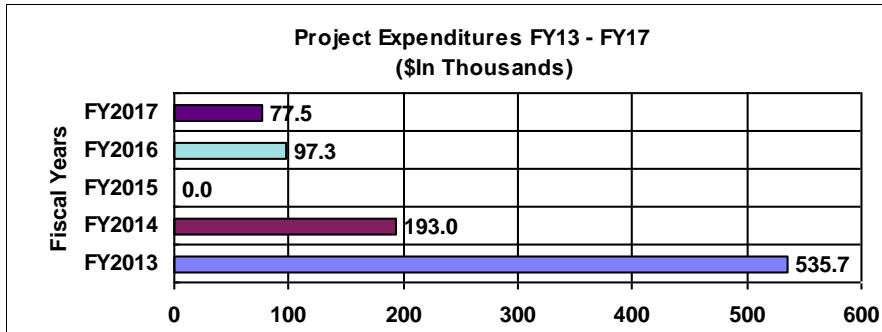
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31979 W Lk Drain & Holmes E Abut Reh



Project Scope

The scope of this project is to 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.

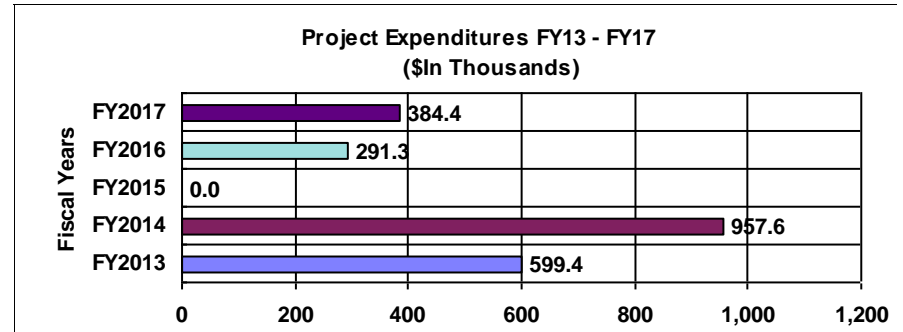
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31980 Doraville Structural Rehab



Project Scope

This project rehabilitates existing beams and girders that are inadequately reinforced at the Doraville Station. The contract will be issued as an RFP in a design-build format for structural rehabilitation. The work may include providing additional mild reinforcement by welding to the existing re-bars, encapsulating the concrete beams with a Carbon Fiber Reinforcing Polymer (CFRP) Wrap. The project also rehabilitates beams, columns, and slabs at the Doraville Parking Deck.

Operating Budget Impact

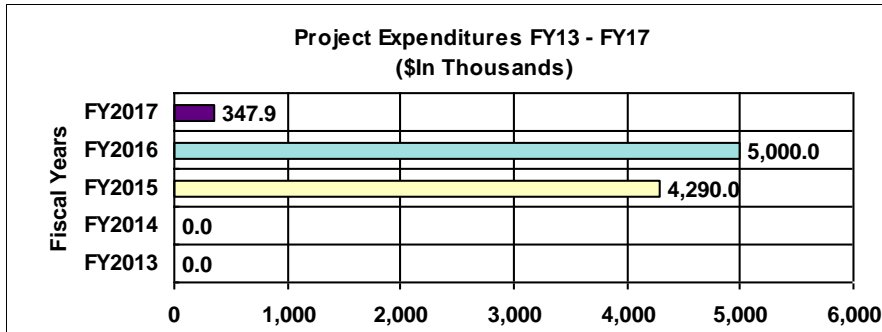
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31986 Bus Radio Replacement



Project Scope

The scope of this project is to replace existing Bus Radio's.

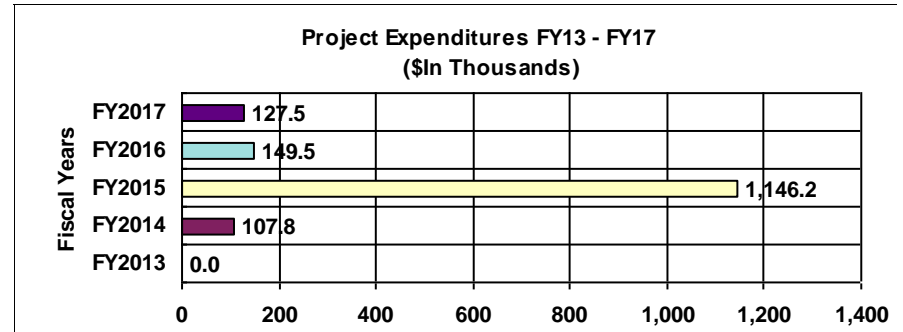
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31988 Vehicle Event Recorders



Project Scope

The scope of this project is to install video event recorders in all buses, mobility vans, and non-revenue vehicles to monitor driver performance during a recorded event.

Operating Budget Impact

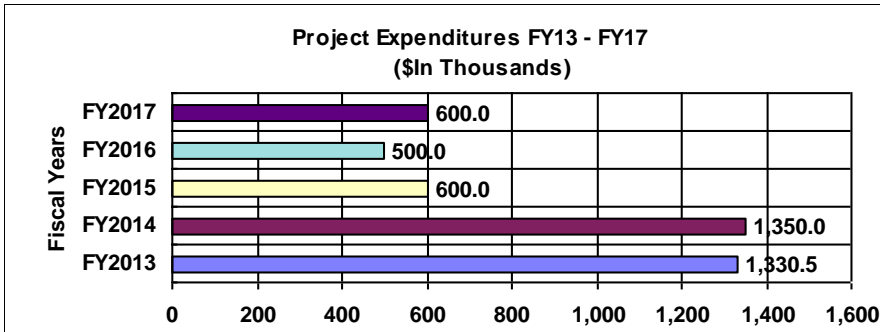
The yearly costs cover the vendor cost of operations and MARTA labor cost to maintain the equipment.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 592,359 |

APPROVED PROJECT DETAIL

31991 Oracle Applications Compl Upgr



Project Scope

The scope of this project is to perform legislatively mandated payroll tax upgrades throughout the year, perform Upgrade of Oracle databases and related technologies to stay in compliance with technical specifications of Oracle software to continue to receive resolution to problems or software bugs and perform upgrade of business applications as they are released by Oracle

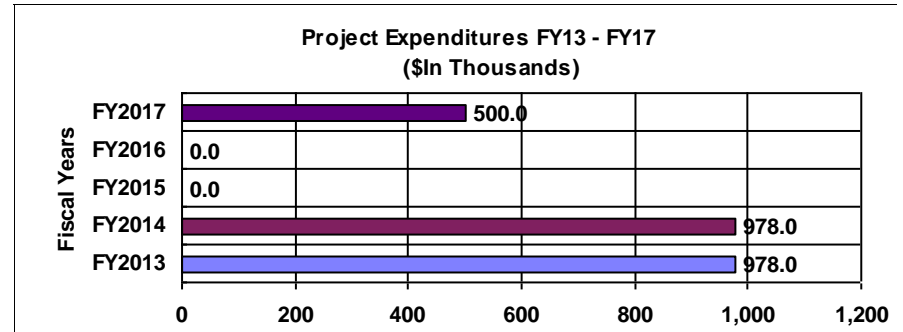
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

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

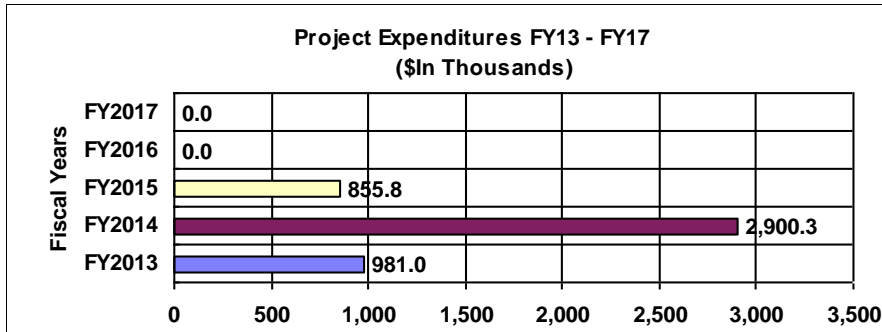
These costs cover the software license maintenance.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 338,000 | 338,000 | 338,000 |

APPROVED PROJECT DETAIL

31993 Auto Parking Control System



Project Scope

The scope of this project is to automate MARTA's (10) ten controlled parking locations by purchasing certified parking equipment and installing "base back" infrastructure necessary for full functionality system-wide, including a centralized monitoring system; and replacing/refurbishing 6 of the (10) ten parking booths. "With the direction of the Business Management Committee and Executive staff, project scope has expanded to include various studies, elastic models of parking fees and financing models for the remaining 18 parking locations that currently do not charge for parking. There is no impact on funding; will utilize existing funds for the studies."

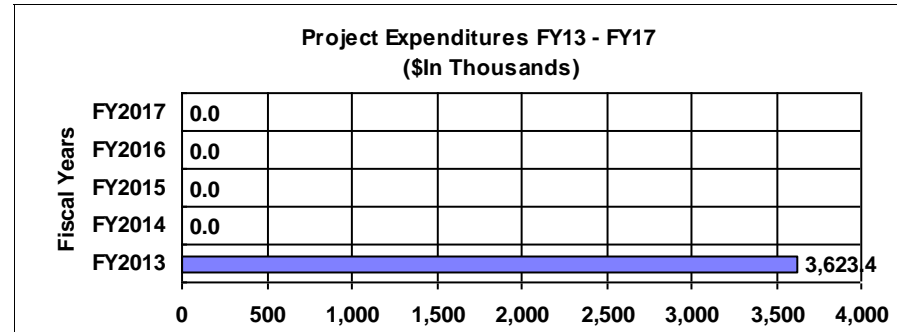
Operating Budget Impact

This project has been reviewed and there are no additional operating costs until FY16.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31995 Purch Card Industry Compliance



Project Scope

The scope of this project is to implement hardware, software modifications and security policies to ensure MARTA's Automated Fare Collection (AFC) system is compliant with the Payment Card Industry Data Security Standard 2.0 regulation.

Operating Budget Impact

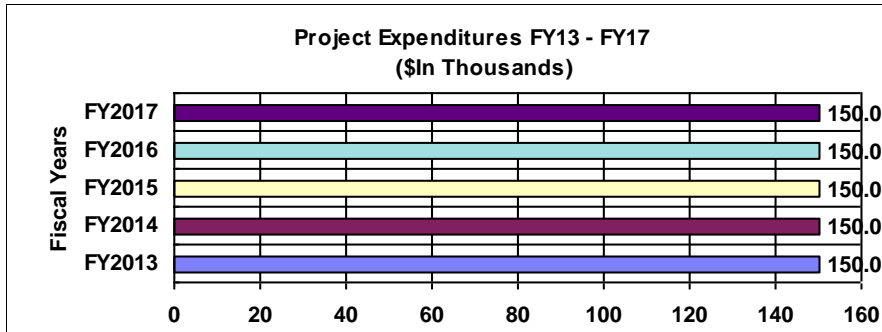
These costs cover hardware and software maintenance for File Integrity Monitor and HSM (Hardware Security Modules).

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 22,500 | 22,500 | 22,500 |

APPROVED PROJECT DETAIL

31996 Regional Transit Comm Planning



Project Scope

This project provides in-kind technical support to the Regional Transit Committee of the Atlanta Regional Commission. This is a commitment from the MARTA Board and is \$150,000 annually.

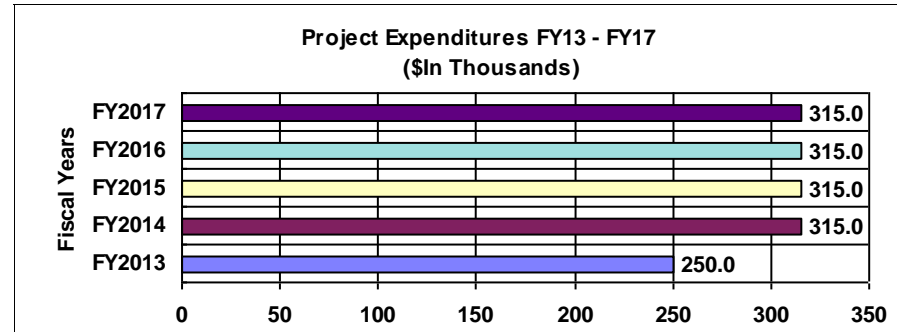
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

31997 Regional Service Plan & Coord



Project Scope

This project supports various issues that arise requiring coordination with other transit operators in the Atlanta region or other partners. Currently, projects underway include 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

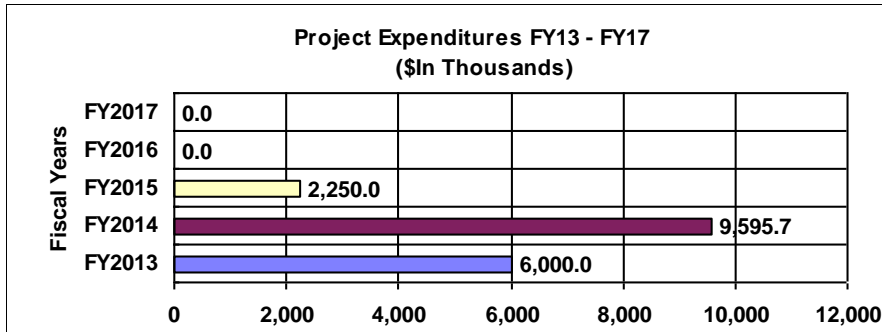
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

31999 Vehicle Security Cameras



Project Scope

The scope of this project is to implement a Vehicle Security Camera Solution with standardized equipment and functionality across the bus, mobility and rail fleet. The system should have the following capabilities:

- Server-based application program
- 30 days of archived video data storage
- Ability to schedule upload of video clips
- Storage of uploaded video clips on the existing CCTV SAN
- Access to video via an existing CCTV workstation
- WiFi and cellular (optional) access to live and archived video
- Up to 12 CCTV cameras per bus, up to 8 CCTV cameras per vehicle or up to 12 CCTV cameras per car
- Interior and exterior camera views

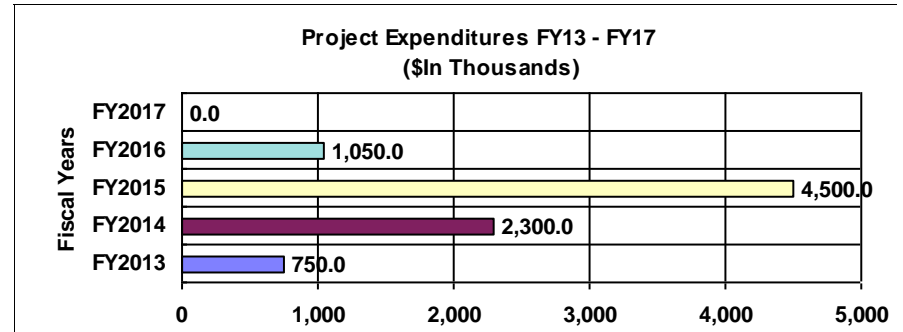
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32000 Video Analytics



Project Scope

The scope of this project is to implement a modern Video Analytic (VA) System to continuously and autonomously monitor the video images captured by the Authority's CCTV Cameras. The VA System will be programmed to detect activities that may threaten the safety and security of MARTA's patrons, staff, equipment and facilities.

Operating Budget Impact

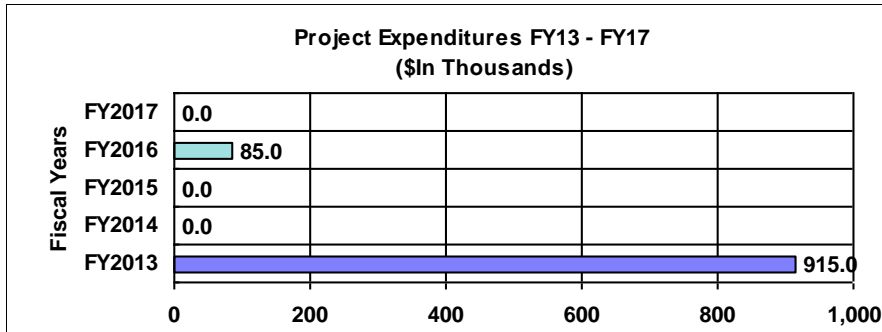
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32001 Clean Fuel Bus Technology Test



Project Scope

The scope of this project is to test and validate a newer, next generations 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. Both will reduce fuel consumption and maintenance costs without sacrificing fleet reliability.

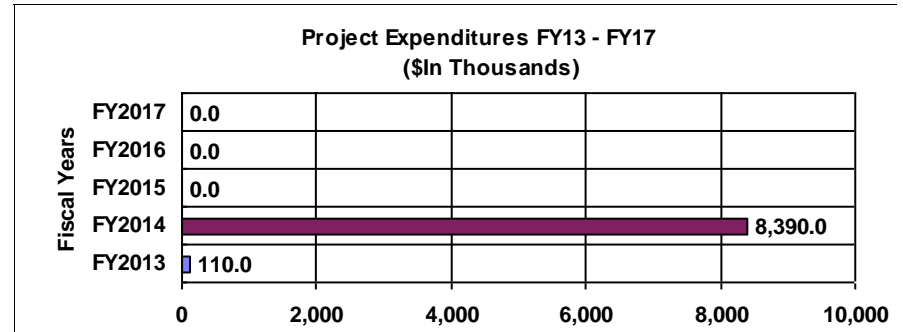
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

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 exists. 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

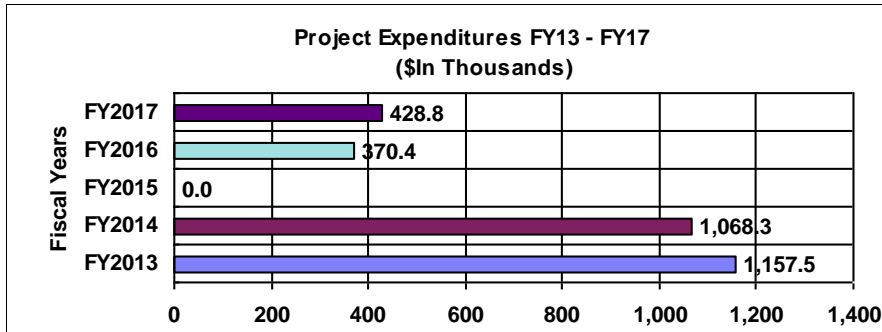
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32060 TPSS SS1 Equipment Rplcment



Project Scope

This project provides for Traction Power Substation (TPSS) SS1 Equipment replacement.

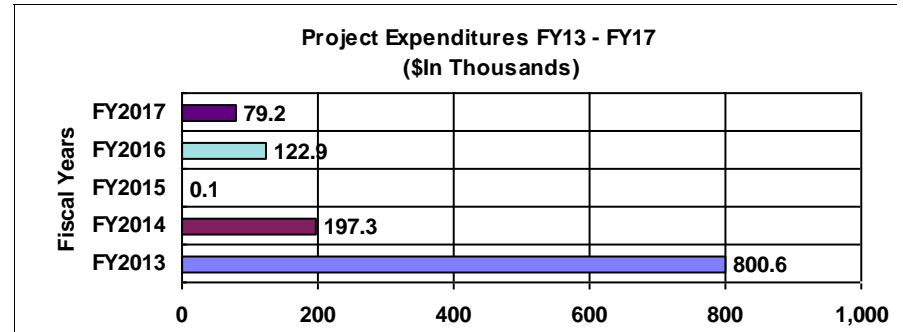
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32061 Repalce Bus Maintenance Equipment



Project Scope

The scope of this project is to replace Bus Maintenance Equipment including chassis dynamometers at Perry, Laredo, and Hamilton, lifts at Hamilton and Browns Mill, upgrade fuel focus equipment on the bus fleet, renovate and upgrade existing transmission dynamometer.

Operating Budget Impact

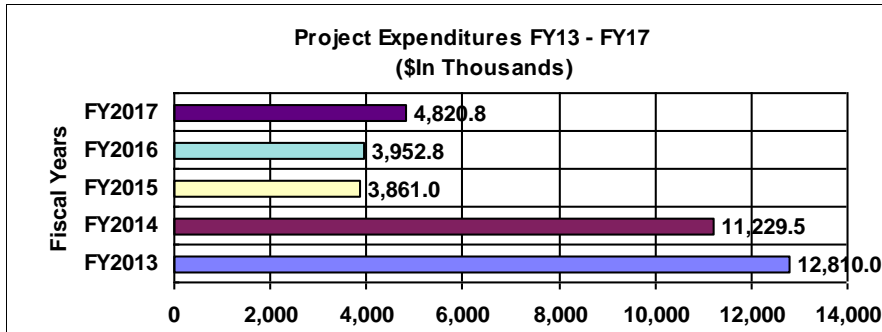
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32063 Brady Mobility Facility



Project Scope

The scope of this project includes the following:

- Relocate non-revenue fleet vehicle service from Brady;
- Construct a new building combining Maintenance and Mobility Operations, which will accommodate office space for maintenance administrative staff, maintenance parts storage, and Mobility operations;
- Build new parking lots for mobility vans and employees;
- Build new fueling, bus wash and cleaner buildings;
- Remove and dispose environmentally contaminated soil.

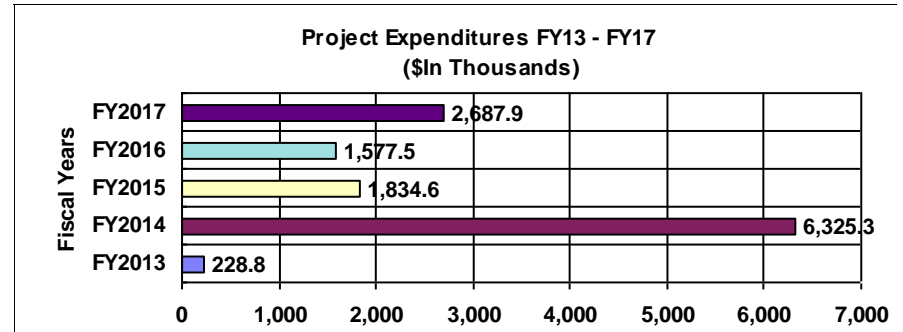
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32064 CNG Protection Systems Upgrade



Project Scope

The scope of this project includes the following activities:

- Evaluate the condition of the Natural Gas Monitoring Systems at Perry, Laredo and Browns Mill Bus Facilities;
- Install portable Natural Gas Detection Systems at Laredo and Browns Mill as a temporary measure. Emergency procurement;
- Replace three beam detectors located in the Browns Mill Paint Booths;
- Completely replace the Natural Gas Detection Systems located at Perry, Laredo and Browns Mill Bus Facilities. The new system will have remote monitoring and diagnostic capabilities;
- Upgrade aging ancillary CNG Protection Systems at Perry, Laredo and Browns Mill Bus Facilities. Include Motor Control Panels, Fans, Louvers and electrical distribution systems.

Operating Budget Impact

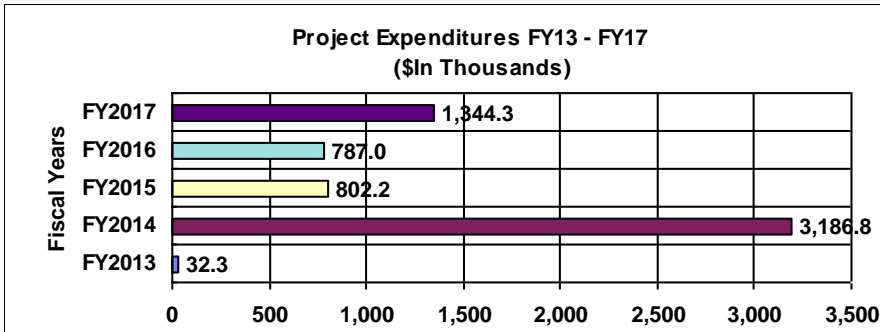
These costs cover the maintenance contract to CNG firm to calibrate, test, and maintain equipment at Browns Mill, Laredo, and Perry.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 100,000 | 100,000 | 100,000 |

APPROVED PROJECT DETAIL

32067 Browns Mill Systems Renovation



Project Scope

This project provides for the installation and/or reconstruction of major systems at the Browns Mill Garage including: 1) Upgrade existing lighting systems to current industry standards throughout the building. 2) Grind and resurface existing floors on the first floor as needed. 3) Installation of two stop elevator. 4) Renovation to bring building up to current ADA and life safety codes. 5) Work area renovations to improve functionality and efficiency. 6) New flooring and parts storage racking system in the Store Area.

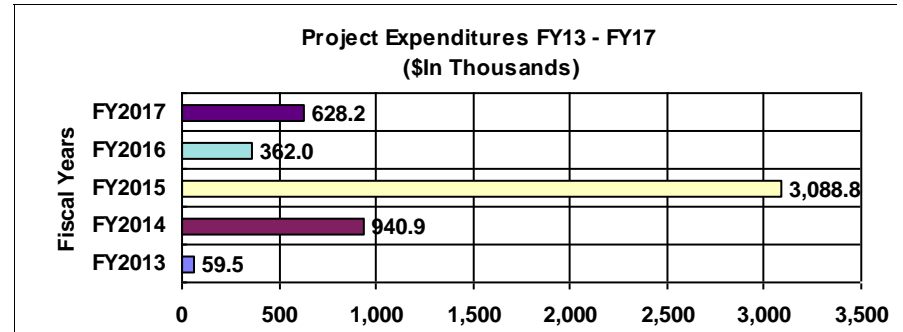
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32068 Laredo Systems Renovation



Project Scope

This project provides for the installation and/or reconstruction of major systems at the Laredo Garage in state of disrepair or not functioning, including: 1) Excavate and replace failed water and oil drains beneath the garage floor. 2) Repair inoperative overhead bus exhaust system. 3) Repair inoperative bus interior vacuum system in the fuel bays. 4) Repair and upgrade CNG compressor station. 5) Refurbish and repair unused bus bays such that bus HVAC system maintenance and non-revenue vehicle maintenance can be completed. 6) Repair damaged underground storm sewer piping that is seeping water into the maintenance bay area. 7) Main Shop: Remove two in ground lifts and replace with two Stertl-Koni 60-13 hoists. 8) Tire Shop: Remove two in ground lifts, install one Stertl-Koni 60-13 lifts and epoxy flooring.

Operating Budget Impact

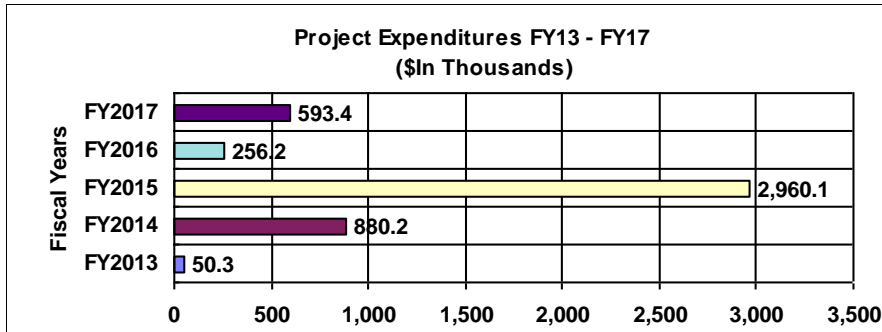
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32069 Perry Systems Renovation



Project Scope

This project provides for the installation and/or reconstruction of major systems at the Perry Garage in a state of disrepair that are not functioning, including: 1) Reconstruction of the pit beneath the steam bay lift; 2) Repair inoperative overhead bus exhaust system; 3) Removal of hazardous materials; 4) Repair inoperative bus interior vacuum system in the fuel bays; 5) Main Shop: Remove two in ground lifts and replace with two Stertl-Koni ECO 60-13 hoists; 6) Tire Shop: Remove one in ground lift, replace with one Stertl-Koni Eco 60-13 lift and epoxy flooring.

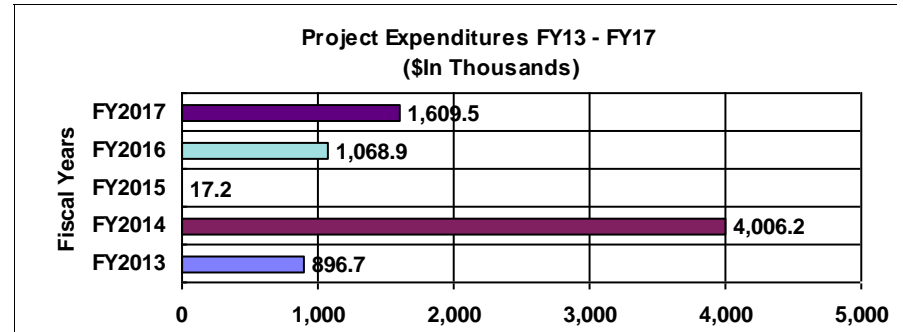
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32070 Hamilton Systems Renovation



Project Scope

This project provides for the reconstruction of 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 uneven floors on the first floor as needed; 3) Removal of 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) Installation of new bus exhaust ventilation system.

Operating Budget Impact

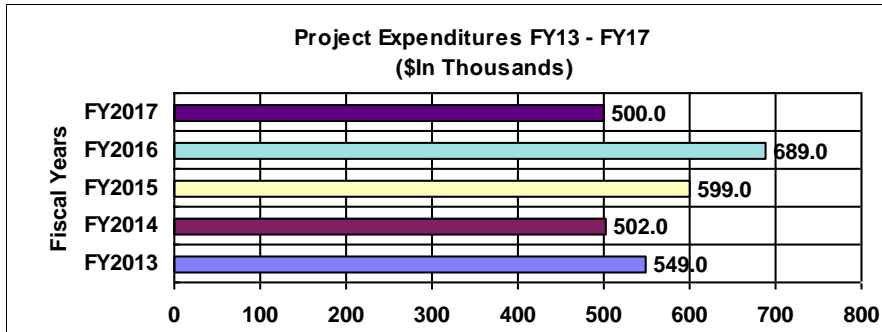
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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: 1) Implement VOIP systems for Parking Decks Call Boxes at 5 locations; 2) Replace Desktop Phones, Station Phones and Wayside Phones; 3) Install Business Communication Module (BCM) at all Bus Facilities; 4) Improve, repair and sustain 53 Authority-wide Public Address (PA) systems; 5) Upgrade Conference Call system.

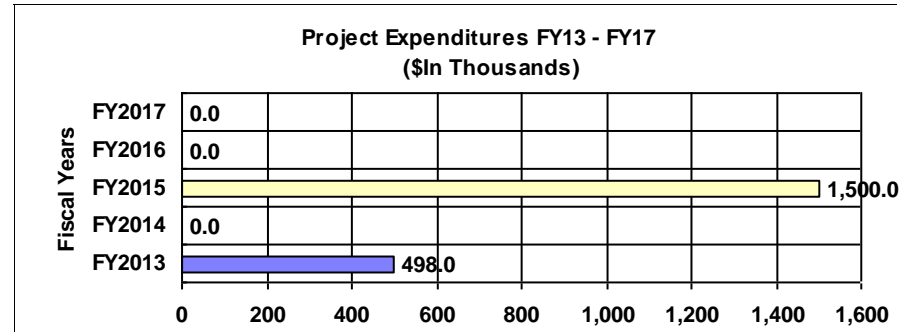
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32074 DWDM 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

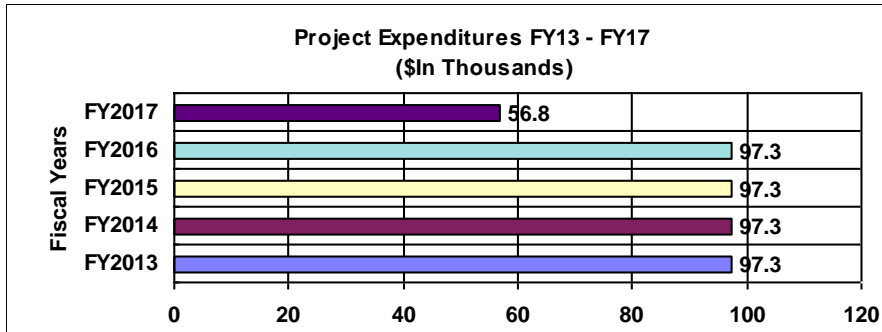
These costs cover the Cisco Maintenance/Technical Support for Network and Data communication hardware and software (Includes VoIP phones).

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 153,000 | 153,000 | 0 |

APPROVED PROJECT DETAIL

32076 Printshop Equipment Lease



Project Scope

This project will renew the lease for digital printing equipment currently used by MARTA's Print Shop. This renewal creates the most cost effective solution based on current and future equipment configuration and workflow to provide the most efficient process improvements for the Authority's document requirements.

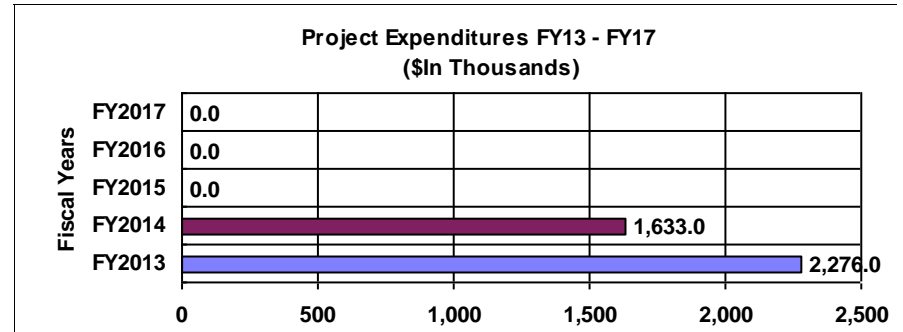
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32077 Trapeze Full Suite Upgrade



Project Scope

This project provides for upgrading of the Trapeze suite products. The current Trapeze suite of products provides numerous internal and external stakeholders with advanced technologies as it relates to fixed route scheduling, bus and rail trip planning for Customer Service Agents and via web and phone for our patrons, mobility services trip scheduling and trip booking, trip cancellations & confirmation capabilities via the web and via phone for our mobility patrons, and most recently Breeze Card balance check via phone.

Operating Budget Impact

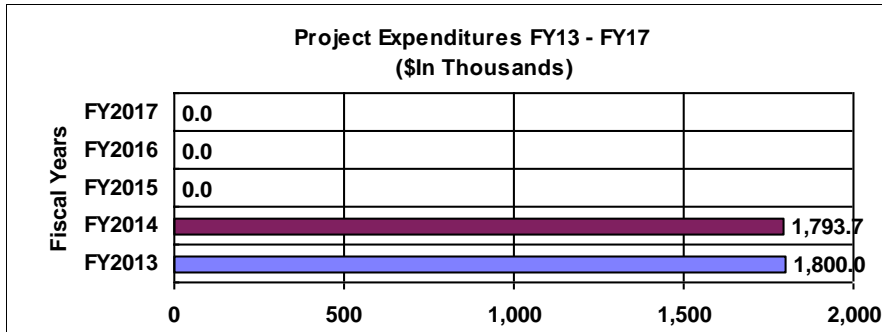
It will be an increase in the operating costs for the new applications Bus Stop Maintenance and Blockbuster in FY13, FY14 and FY15. Estimated amount is \$53,000/year.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 53,000 | 53,000 | 53,000 |

APPROVED PROJECT DETAIL

32078 SharePoint 2010 Upgrade



Project Scope

FY2013 will be year 2 of a 3 year plan for the SharePoint 2010 Upgrade project. The first year (FY2011) was about implementation and growth of the SharePoint system. Year 2 (FY 2013) continues growth, hardware and software stabilization, load balancing, enhanced security mechanisms, policies and processes.

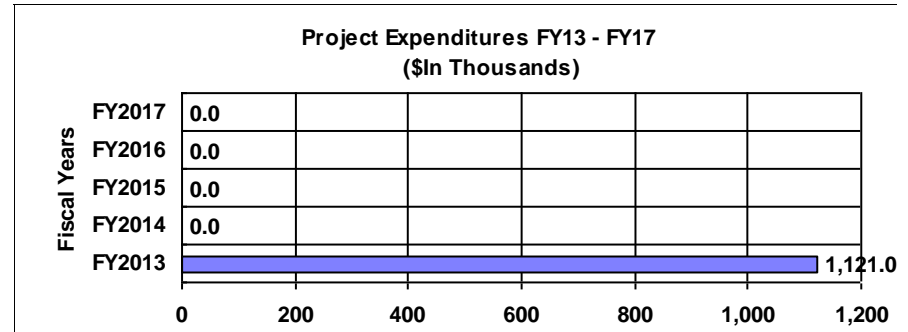
Operating Budget Impact

The costs are for the software license maintenance.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 311,772 | 460,495 | 460,495 |

32079 Vendor Managed Inventory



Project Scope

The scope of this project is to give vendors the ability to access customer on-hand quantity information, minimum and maximum inventory thresholds, in-transit inventory quantities and expected receipt dates in order to determine when to ship goods. They will have ability to manually execute an approved purchase requisition or blanket release on the customer system, to track the status of the order through receipt, storage, and consumption by the customer, to automate replenishment proposals.

Operating Budget Impact

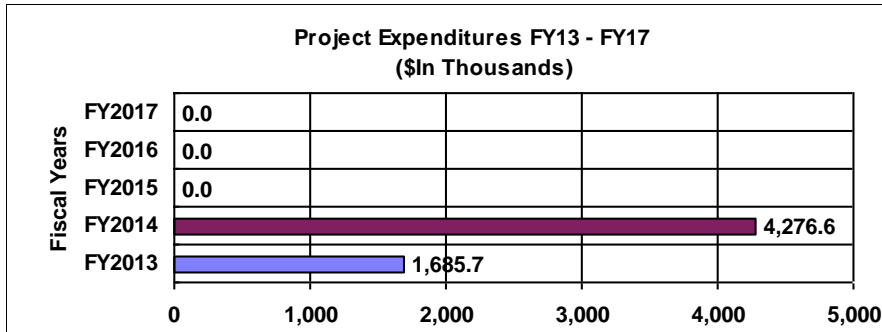
These costs are for software license maintenance.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 157,332 | 157,332 | 157,332 |

APPROVED PROJECT DETAIL

32081 AFC Smart Card Reader Upgrade



Project Scope

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, including contactless bank cards, contactless prepaid cards, smart-card enabled mobile phones, and support a variable base fare collection system. 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.

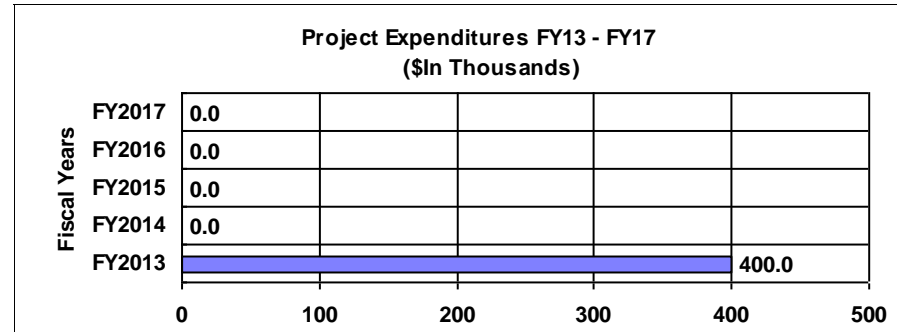
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 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. The Draft Environmental Impact Statement (DEIS) was completed in 2005.

Operating Budget Impact

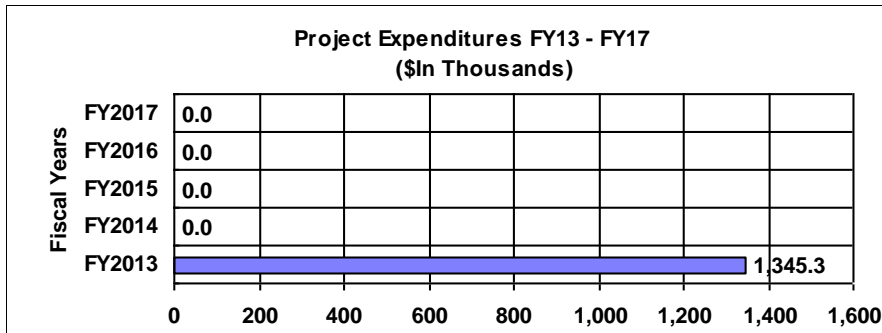
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

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.

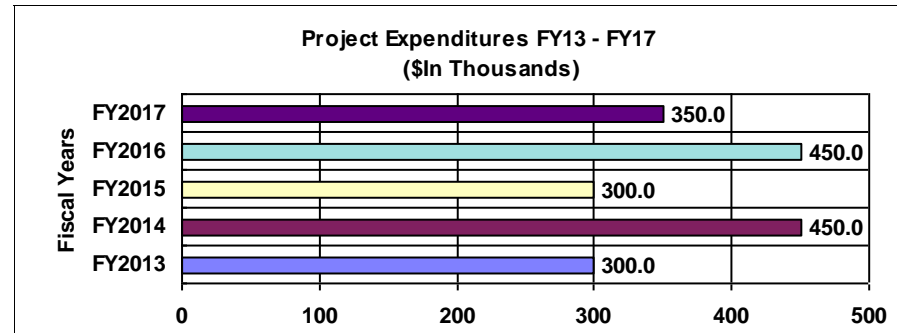
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32085 Environmental Mgmt System



Project Scope

This project supports implementation of MARTA's EMS at Armour Yard Rail Vehicle Maintenance Facility. The purpose of the EMS program is to help MARTA analyze, control, and reduce the environmental impact of its activities, products, and services and operate with greater efficiency and control. Individual projects related to significant environmental aspects have been identified and are underway to aid in the goal.

Operating Budget Impact

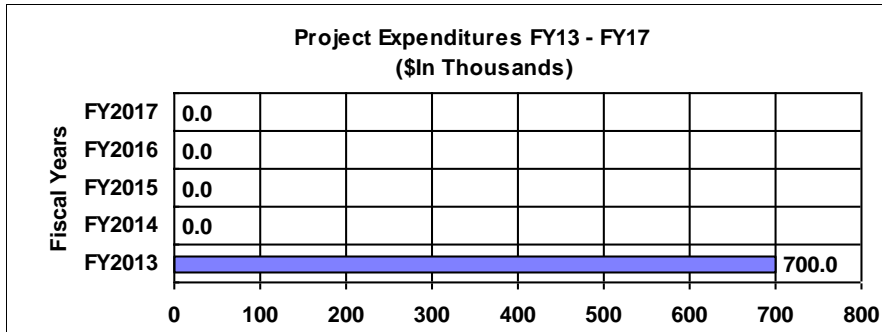
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32086 Mobile Command Veh Procurement



Project Scope

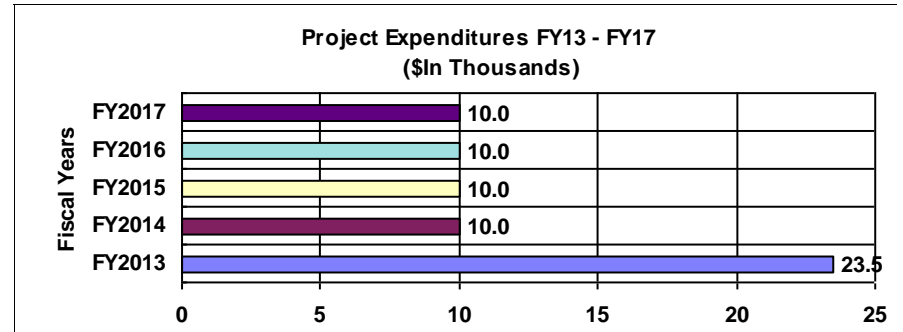
As a critical component for the Authority's incident response and management, this project will replace the existing MCV, which is well past its lifecycle, with a unit that is up to date and capable of supporting newer technologies to support increased Emergency Management functions for the MARTA Police Department.

Operating Budget Impact

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 10,000 |

32087 Comm. Emergency Response Team



Project Scope

The scope of this project is to develop a community based emergency response team. This team would be comprised of volunteers within the local community who desire to support and augment MARTA's emergency responders during a major incident. Once the team is developed, they will be trained and equipped with the necessary tools and equipment to support an emergency operation.

Operating Budget Impact

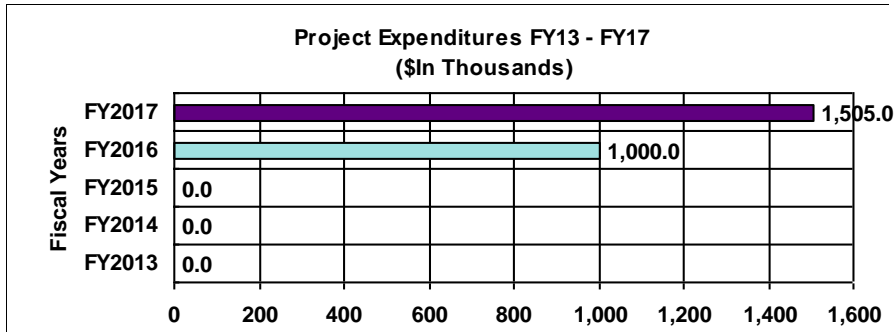
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32088 Hi-Rail Security Upgrade



Project Scope

This project will provide target hardening of the hi-rail access points within the system, implement access control, CCTV, and intrusion detection technologies at each location.

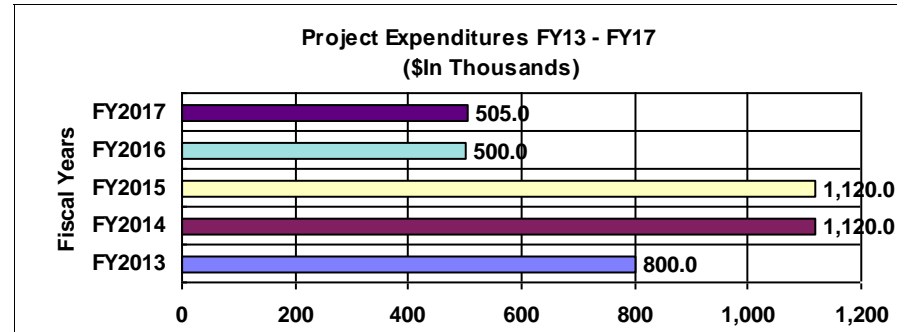
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32089 Security and Emergency Mgmt



Project Scope

The scope of this project is to develop and implement a comprehensive security and emergency management program; implement the appropriate infrastructure to capture and analyze data on security related events that are not criminal; capture and analyze FEMA related hazard data/ events and develop an overall emergency management hazard analysis program; implement a solution that integrates the various security systems within the Authority to facilitate better management of those systems, allow for the predictive strategy implementation, and to maximize the benefits of the collective use of the CCTV, Access Control, Video Analytic, and intrusion detection technologies; manage all of the security related capital projects and the associated security related grants; conduct annual security audits of all physical assets and elements within the overall security profile.

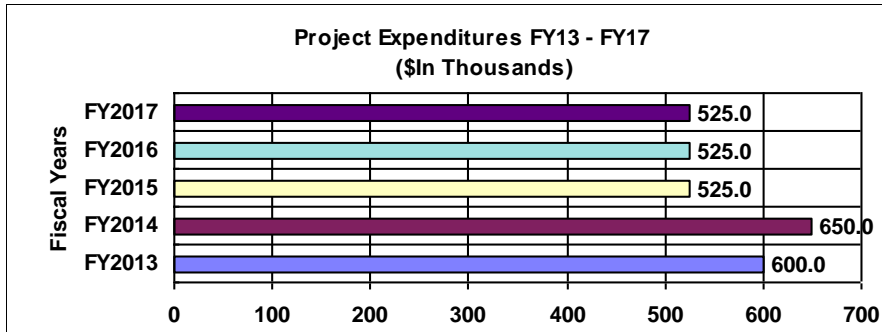
Operating Budget Impact

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 540,000 |

APPROVED PROJECT DETAIL

32090 Security Lighting Upgrade



Project Scope

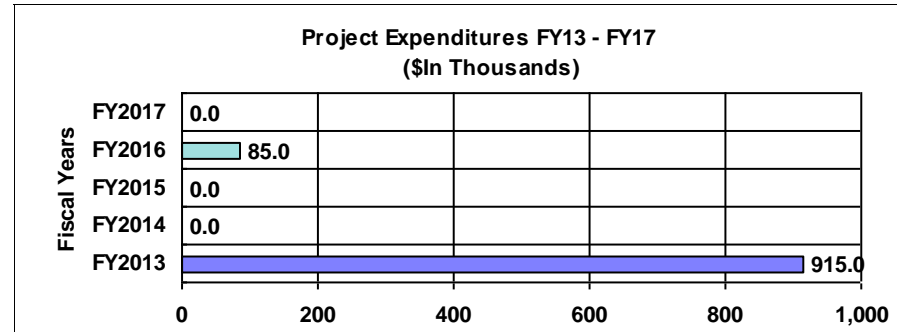
This project will enhance the lighting at MARTA stations, parking lots, public garages yards, bus maintenance facilities ensuring they are consistent with CPTED (Crime Prevention Through Environmental Design) lighting standards. The emphasis will be on increasing light fixtures and improving lighting layouts that will enhance overall safety and security profiles or specific objectives.

Operating Budget Impact

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 250,000 | 250,000 | 0 |

32091 Bus Wash Systems Replacement



Project Scope

The scope of this project is to upgrade bus wash system at Perry and Laredo Garages. This entails specific scope for each facility, including removing and replacing the water reclamation system. In addition to bus wash components, electrical, mechanical, and utility trades are included.

Operating Budget Impact

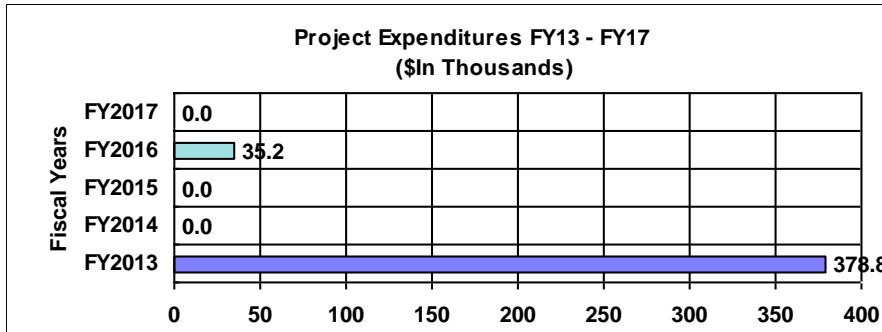
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32092 Fall Protection System Install



Project Scope

The scope of this project is to install ~18 fall protection systems.

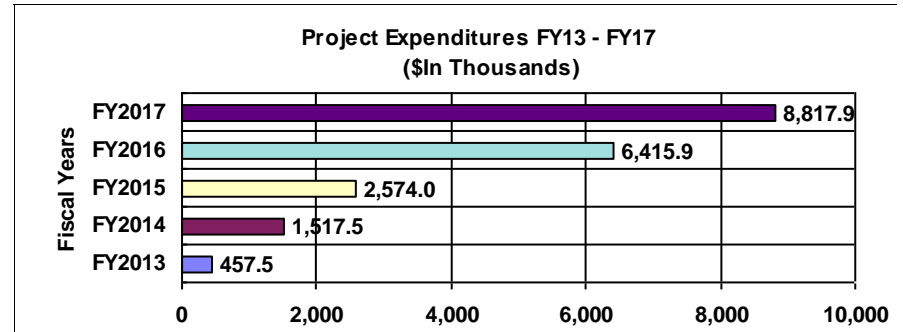
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32097 Escalators Gr 2



Project Scope

This project will provide means for replacement or refurbishment of designated escalators that have reached or exceeded their useful lives. Existing escalator equipment to be replaced includes motors, wiring, drive chain, sprockets, steps, racks, guide tracks, and comb plates. New safety devices will be installed to comply with current code requirements and existing controls will be replaced with new remote-monitoring-ready, microprocessor-based controllers which are capable of being connected to a future remote-monitoring system. The contract will also provide for removal of existing escalator equipment and testing of the new or refurbished escalators.

Operating Budget Impact

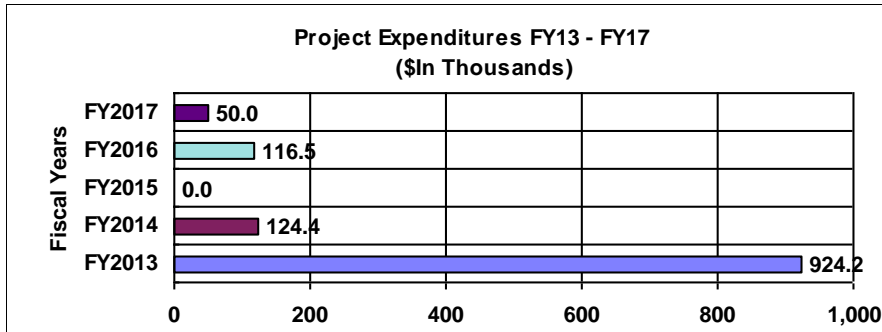
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32099 Cyclone Blower Systems Installation



Project Scope

This project involves purchasing and installing Bellows Cyclone Vacuum Systems at each fueling bay to eliminate dirt and trash during the nightly service process. There will be three systems at each facility (Perry, Laredo, and Brady) that will be installed in a staggered timing to get new systems on-line sooner.

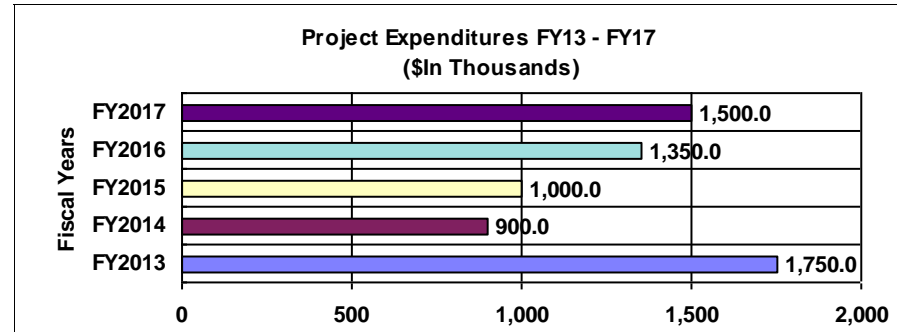
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32100 Enterprise Data Storage Upgrade



Project Scope

The Enterprise Data Storage Upgrade project will upgrade and expand the existing data storage infrastructure located at the MARTA Headquarters and Disaster Recovery Datacenters. The planned upgrades are intended to accommodate the Authority's current and near-future data storage needs. It also will provide for the development of strategies designed to improve storage capacity planning and manage the growth of data.

Operating Budget Impact

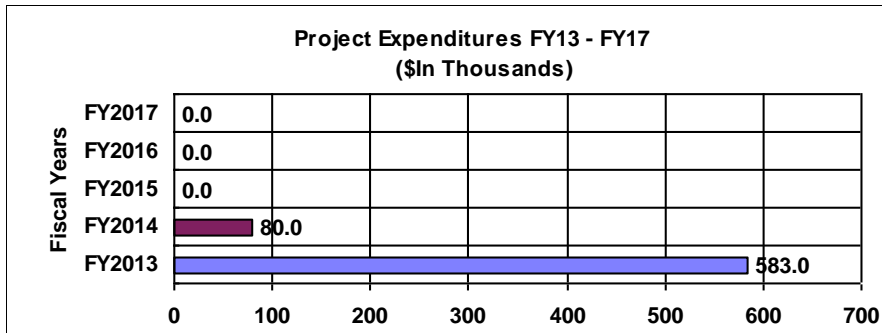
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32101 FoxPro Replacement



Project Scope

Mobility Operations utilizes legacy FoxPro applications to conduct its day-to-day processes. Technology does not have any personnel to support these legacy applications and the Authority is at risk when these applications fail or become obsolete. The FoxPro applications need to be replaced with up-to-date software that can provide equivalent or improved functionality and that can be supported by Technology. This project will: 1) Conduct assessment of legacy FoxPro applications functions, requirements and business processes that use the software; 2) Document current and future state process flows and requirements to meet current demands; 3) Identify adequate replacement software or application solution; 4) Implement hardware and software to replace legacy FoxPro applications; 5) Ensure that selected solution is supportable and meets Technology standards.

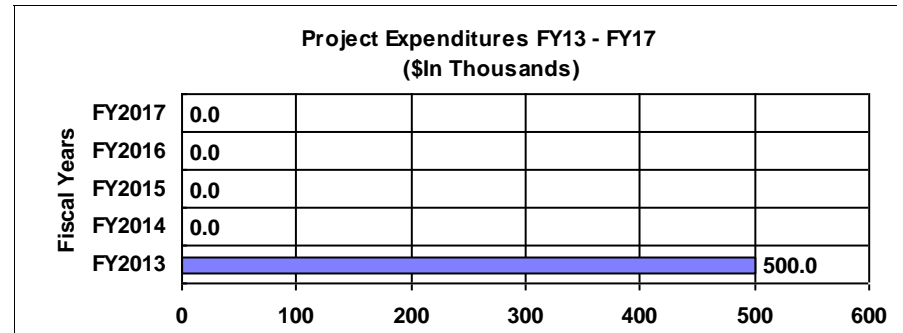
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32102 Merchant Services



Project Scope

Each year MARTA incurs charges connected with projects that must be undertaken because of varied changes in credit card organization regulations and/or banking regulations. These changes often require MARTA to make technical modifications to facilitate bank-end processing of our merchant agreement with Bank of America. This project will provide funding for Professional Services and labor to implement any future regulated changes that may occur in FY2013.

Operating Budget Impact

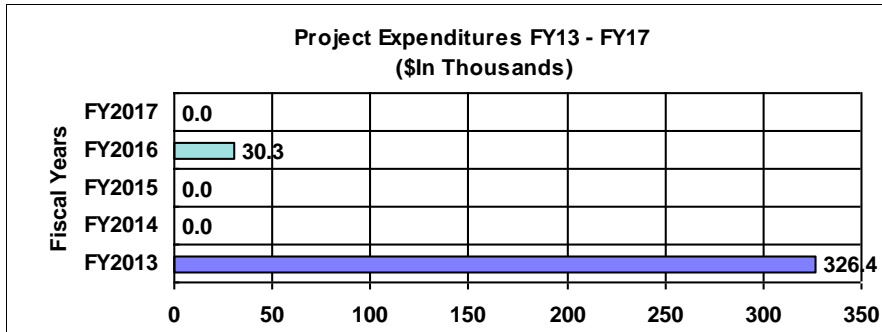
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32103 NRV Fuel Focus Installation



Project Scope

This project will provide for the installation of Fuel Focus VIBs, fuel rings, and wireless data readers for unleaded and diesel pumps for Non Revenue fleet.

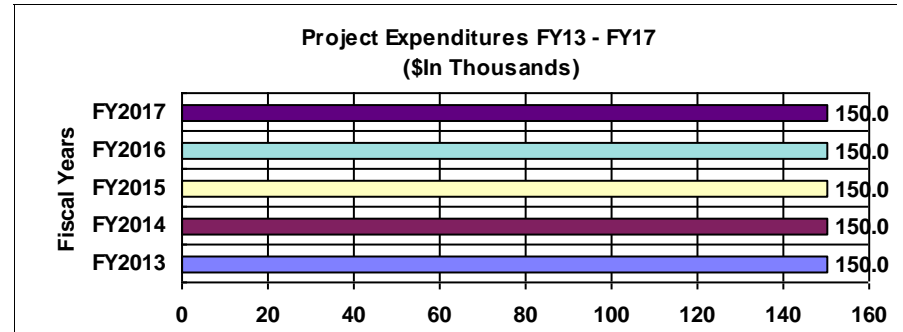
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32104 Station Access Program



Project Scope

This project will identify and prioritize station access improvements needed to implement the policies of Station Access hierarchy adopted in the Transit Oriented Development Guidelines. Project team will work with Engineering, Architecture and facilities to identify specific projects and then with Finance to identify funding opportunities such as federal funding or from the Atlanta Regional Commission.

Operating Budget Impact

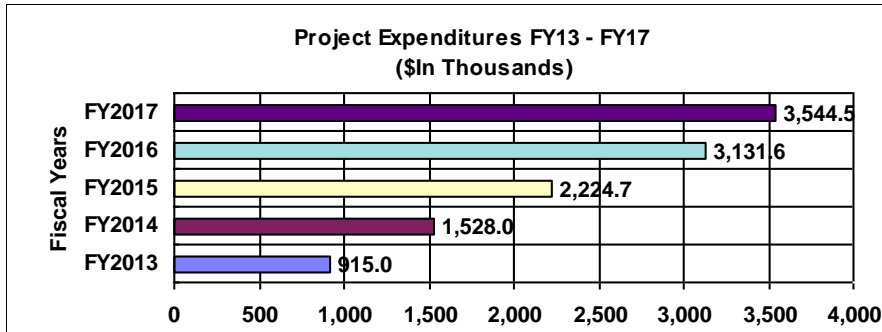
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32105 Scoping and Screening of Future CIP Projects



Project Scope

This project includes required ongoing project planning activities to define the scope, schedule and budget for project concepts prior to their consideration as candidates for inclusion in the capital program and subsequently the capital budget for FY 2014 and forward. This project includes completion of initial project checklists, project origination documents and feasibility studies where requested for candidate CIP projects.

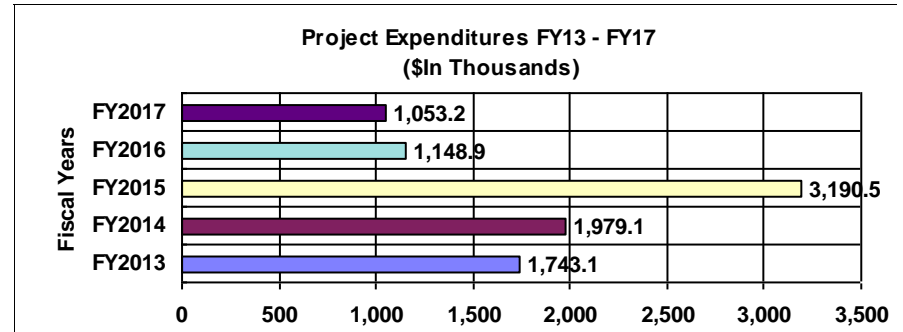
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32106 Project Delivery/Project Controls Improvement In



Project Scope

The scope of Phase 3 of the Project Delivery/Project Controls (PD/PC) Improvement Initiative is focused on: 1) completing implementation of project delivery organizational and process recommendations initiated during Phase 2 in FY2012; 2) implementing enhanced project management tools based on requirements established in Phase 2; 3) deploying enhanced document management tools to support delivery of the CIP based on requirements established in Phase 2. Phase 3 of the PD/PC initiative includes business analysis and training support to assist with completion of implementation and institutionalization of the project controls organizational and process improvements defined and initiated in Phase 2.

Operating Budget Impact

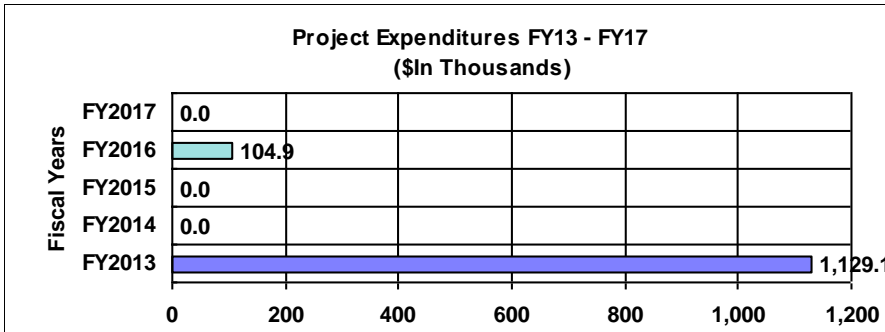
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32107 Maintenance of Way - Rail Work Cars



Project Scope

MARTA is reviewing the potential for replacing some or all of their existing Maintenance of Way (MoW) hi-rail vehicles with rail-only vehicles. The current MARTA MoW fleet is a mixture of vehicles that can operate only on highways, on both rail and highway (hi-rail) and only on rail. The functions of general purpose hi-rail vehicles are considered to be prime candidates to be transferred to rail vehicles as they generally lack specialized equipment and therefore would be relatively easy to substitute with general purpose rail equipment. This project consists of converting two existing CQ310 married-pairs into a set up that will allow movement of additional equipment and personnel to and from the work site.

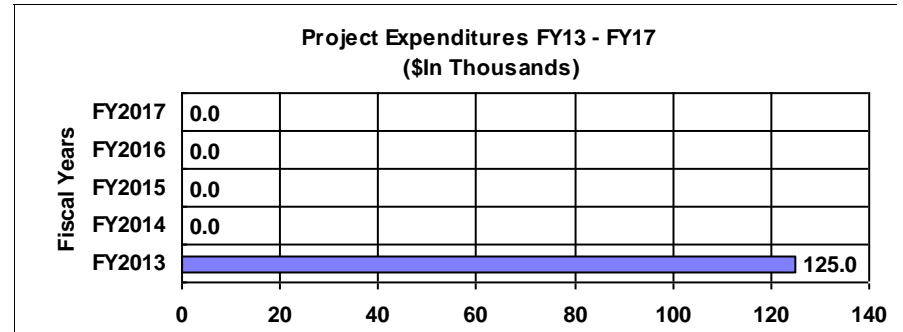
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32108 Wayside Worker Safety Equipment Pilot



Project Scope

There are several electronic devices available to improve wayside worker safety protection. MARTA staff (Rail Operations & Safety) will be procuring wayside safety equipment to test concurrently on the system. Pending the results of these demonstrations, MARTA will look to possibly install one of the products system wide.

Operating Budget Impact

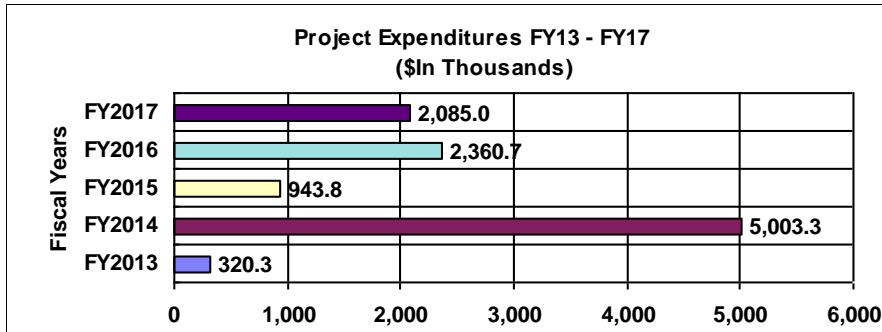
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32109 Standby Power Supply Replacement: Generators



Project Scope

MARTA’s standby power supply network is comprised of stationary generators of varying age and condition. The generators provide temporary, back-up power to critical functions at bus and rail operating and maintenance facilities, the Garnett Street revenue collection processing facility and bus radio telecommunication towers in Alpharetta and Union City. This project will fund the replacement of 23 generators assessed to be of highest priority and lowest condition rating.

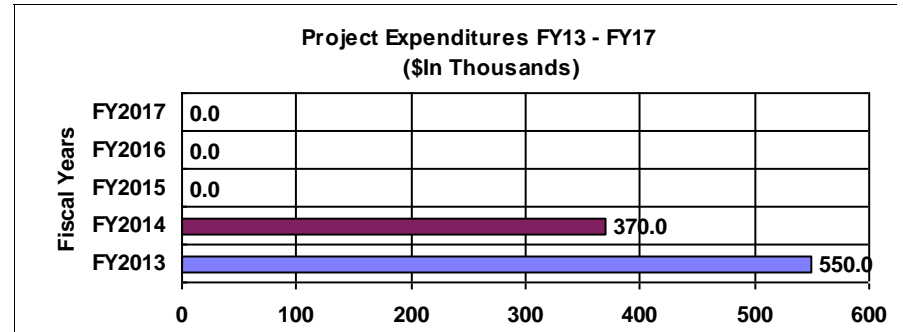
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32110 Risk Management Information System (RMIS) Up



Project Scope

This project pertains to planning efforts associated with procuring hardware and software to establish a new Risk Management Information System (RMIS). The Authority is self-insured and self-administers both liability and workers’ compensation claims. This effort includes taking incident reports and statements, performing investigative work, interacting with government entities and dispersing payments to injured parties along with a host of other activities. The RMIS is the most important tool the staff uses on a daily basis to handle the claims administration process. The Office of Risk Management cannot operate efficiently and effectively without this critical knowledge base.

Operating Budget Impact

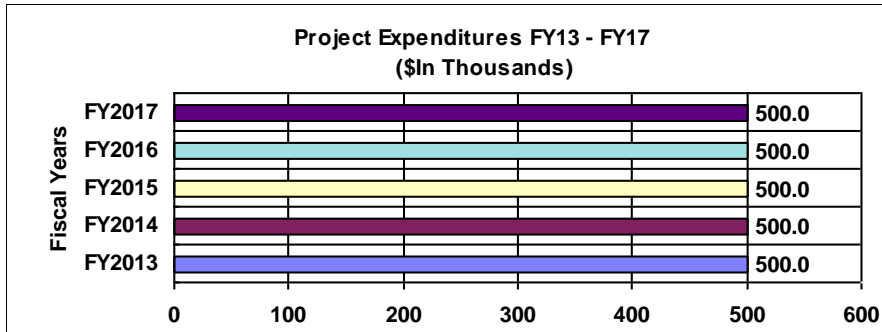
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

32111 Short Range Planning Projects



Project Scope

This project will provide an overview and brief analysis of short-range transit projects that may be eligible for Small Starts and HB 277 funding.

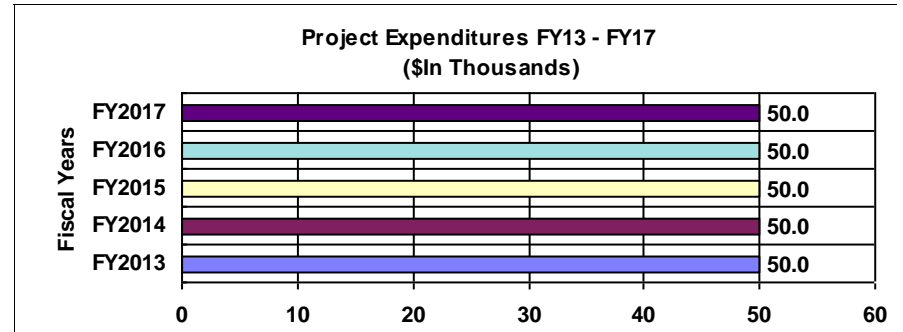
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

32112 eProcurement Planning Project



Project Scope

The scope of this project is to analyze and formulate a robust plan to develop an electronic B2B (Business to Business) marketplace where MARTA’s suppliers and Buyers can automate the process of requisition, procurement, and subsequent communication. The goal is to design a solution that significantly reduces the manual tasks and achieve complete tracking of all Procurement and Contracts documents through electronic means. Specific goals of this planning project will be to formulate scope and strategy to achieve the following: 1) Implement Oracle eProcurement modules; 2) Plan and design a Material Delivery System; 3) Implement a Vendor Inquiry Portal; 4) Plan and design an Electronic Contract Automation System.

Operating Budget Impact

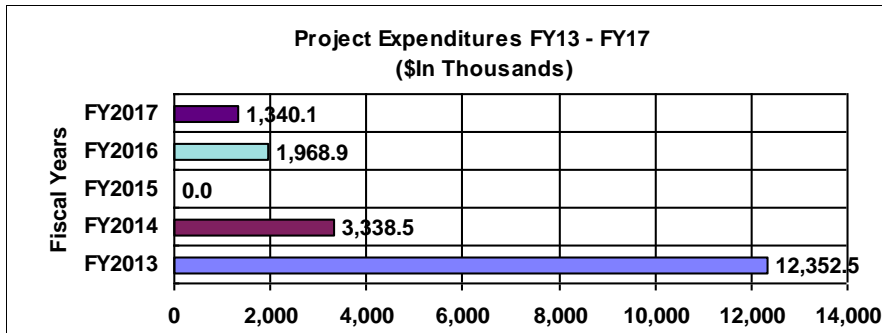
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

F0143 Buckhead Station Nrth Entrance



Project Scope

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 to connect to existing and future developments. There is a stair/elevator tower on the east side of GA 400. The entrance includes new fare gate array, stairs and elevator. There is an elevated ramp and walkway on the west side of GA 400. The existing emergency stair and bridge over GA 400 southbound will be removed.

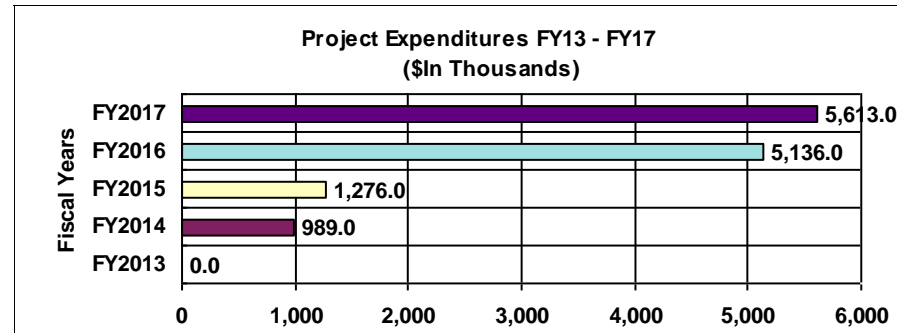
Operating Budget Impact

- The operating impact is comprised of:
- Annual maintenance cost of \$ 39,000
 - Annual custodial cost of \$51,574
 - Annual security cost of \$315,545 for additional police officers
 - Annual station agents cost of \$199,895.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 406,119 | 406,119 | 406,119 |

G0612 Enterprise Disaster Recovery



Project Scope

This project will establish a 3rd disaster recovery site to complement the primary (HQ Datacenter) and secondary (Candler DR Datacenter) sites currently in place. Additionally, it will upgrade and outfit the primary and secondary sites with the necessary tools and equipment needed to work in tandem with the 3rd Disaster Recovery site. The site will contain all necessary equipment and software needed to run all of MARTA's mission critical applications and information technology services.

Operating Budget Impact

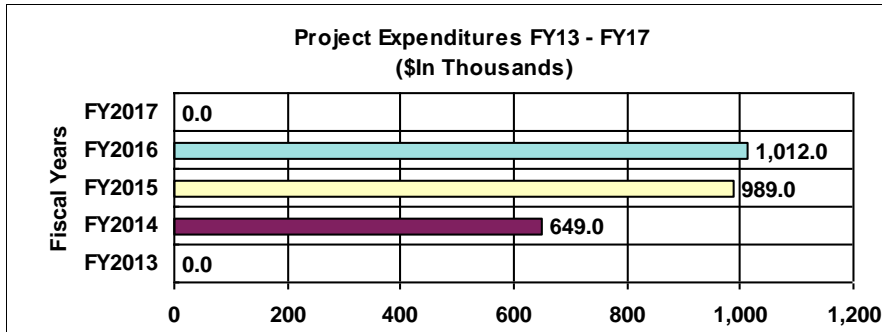
This project has been reviewed and there are no additional operating costs.

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

APPROVED PROJECT DETAIL

G0615 SharePoint Departmental Special Projects



Project Scope

This project seeks to continue the Departmental and end user build out of SharePoint sites, environments, workflows and customizations requested.

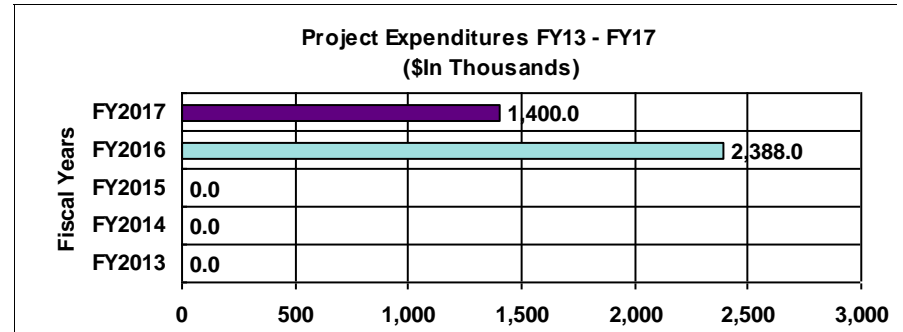
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

G0618 Technology Testing Center of Excellence



Project Scope

This project will provide for establishing a Testing Center of Excellence to mitigate the risks in an effective and efficient manner. The high-level solution is to build a TCoE, which is a scaled-down logical view of production architecture. The reference architecture, representing the technical infrastructure stack and the Authority’s operational/functional views, drives the blue-print development and prioritization aspects of TCoE build out.

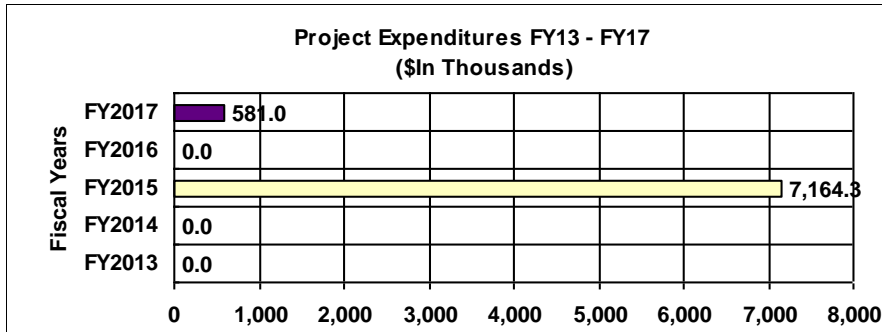
Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

G1045 FY15 Paratransit Vans



Project Scope

The scope of this project is to replace the Mobility vans.

Operating Budget Impact

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

Operating Budget Impact Summary Cash Flows

| FY2013 (\$) | FY2014 (\$) | FY2015 (\$) |
|-------------|-------------|-------------|
| 0 | 0 | 0 |

Federal Grants

This section details the federal grants that support the funding of the FY13 Capital Improvement Program and beyond.

FEDERAL GRANT DETAIL

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY13 Capital Improvement Program is supported by a general fund with revenue sources as follows: \$78,775,000 of federal funding, \$2,080,800 of State of Georgia funding, and \$149,569,156 of MARTA funding. The following pages detail the Federal Grants that

support the funding of the FY13 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 FY13 CIP.

| Funding Source | Description | FY13 Funding Level |
|----------------|---------------------------------|--------------------|
| MARTA | Salex Tax, Bond Sales, Interest | 149,569,156 |
| Federal | GA-03-0081 | 800,000 |
| | GA-04-0031 | 9,848,000 |
| | GA-04-0036 | 804,000 |
| | GA-05-0031 | 27,360,736 |
| | GA-12-X001 | 159,000 |
| | GA-39-0002 | 351,285 |
| | GA-39-0007 | 480,000 |
| | GA-56-0001 | 952,256 |
| | GA-58-0001 | 1,600,000 |
| | GA-58-0002 | 800,000 |
| | GA-66-X001 | 4,260,448 |
| | GA-90-X130 | 2,000,000 |
| | GA-90-X131 | 5,729,152 |
| | GA-90-X136 | 503,084 |
| | GA-90-X159 | 320,000 |
| | GA-90-X269 | 496,000 |
| | GA-90-X277 | 741,020 |
| | GA-90-X288 | 895,500 |
| | GA-90-X313 | 240,000 |
| | GA-95-X015 | 3,000,000 |
| | GA-95-X027 | 2,480,000 |
| | GA-95-X028 | 431,200 |
| | GA-96-X005 | 10,273,319 |
| | FY08/09 TSGP | 4,250,000 |
| | SUBTOTAL | 78,775,000 |
| State | Track Rehabilitation Grants | 2,080,800 |
| | TOTAL | 80,855,800 |

FEDERAL GRANT DETAIL

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 bus wash operations and security and lighting improvements

| GA-03-0081 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|----------------------|---------------------|--------------------|--------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 2,428,541 | 0 | 800,000 | 1,628,541 |
| MARTA Capital | 607,135 | 0 | 200,000 | 407,135 |
| Total | 3,035,676 | 0 | 1,000,000 | 2,035,676 |
| <i>Budget</i> | | | | |
| Hamilton Renovations | 3,035,676 | 0 | 1,000,000 | 2,035,676 |
| Total | 3,035,676 | 0 | 1,000,000 | 2,035,676 |

FEDERAL GRANT DETAIL

Federal Grant: GA-04-0031
 Date Awarded: TBD
 Est Completion: December 2014

Scope

This grant award includes FTA FY10 and FY11 State of Good Repair Discretionary program funding and includes three Marta projects: Brady Mobility Phase I/II, Brownsmill Bus Facility, and the Asset Management System. The Brady Mobility Project is a two-phased reconstruction and replacement program for the MARTA Brady Mobility Facility, which operates and maintains MARTA's Mobility Fleet. The project increases operational effectiveness as well as brings the facility to a state of good repair. Phase I replaces modular trailers with a more functional and maintainable permanent-use facility capable of accommodating both current and future paratransit support requirements. Phase II includes sitework and infrastructure improvements and construction of new vehicle wash, fueling and cleaning facilities. 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 renovations to the Brownsmill Bus Facility, which opened in 1977, include environmental and ADA upgrades, HVAC and lighting improvements, and CNG detection system replacement.

The Asset Management Improvement Project will provide upgrades to MARTA's existing asset management system to include elements compliant with ongoing FTA State of Good Repair efforts.

| GA-04-0031 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|---------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 39,388,000 | 0 | 9,848,000 | 29,540,000 |
| MARTA Capital | 9,847,000 | 0 | 2,462,000 | 7,385,000 |
| Total | 49,235,000 | 0 | 12,310,000 | 36,925,000 |
| <i>Budget</i> | | | | |
| Brady Mobility Phase I/II | 40,500,000 | 0 | 10,000,000 | 30,500,000 |
| Brownsmill Bus Facility | 7,035,000 | 0 | 1,550,000 | 5,485,000 |
| Asset Mgt System | 1,700,000 | 0 | 760,000 | 940,000 |
| Total | 49,235,000 | 0 | 12,310,000 | 36,925,000 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-04-0036**
 Date Awarded: November 2011
 Est Completion: December 2013

Scope

This grant provides a portion of the funding for the MARTA Brownsmill Bus Facility Paint Booth Renovation with FTA Sec 5309 Bus & Bus Facility funds. The project includes replacement of four (4) paint booths and upgrade of two (2) paint booths. The renovations include technology improvements that will provide for a more energy, cost and functionally efficient maintenance operation. Additionally, the new paint booths will have the capability to accommodate various vehicle sizes, to include articulated buses, which will provide operational flexibility for both MARTA and the Atlanta region when determining the vehicle fleet best suited to future transit service. The total project budget is \$3,905,000, the grant award is \$2,181,720.

| GA-04-0036 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|--------------------------|---------------------|--------------------|--------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 1,745,376 | 0 | 804,000 | 941,376 |
| MARTA Capital | 436,344 | 0 | 201,000 | 235,344 |
| Total | 2,181,720 | 0 | 1,005,000 | 1,176,720 |
| <i>Budget</i> | | | | |
| B'mill Paint Booth Renov | 2,081,720 | 0 | 980,000 | 1,101,720 |
| Project Administration | 100,000 | 0 | 25,000 | 75,000 |
| Total | 2,181,720 | 0 | 1,005,000 | 1,176,720 |

FEDERAL GRANT DETAIL

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-FFY11 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, the train control system upgrade (TCSU) project, 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 | FY13 Budget | Future Years |
|------------------------|---------------------|--------------------|--------------------|-------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 147,409,477 | 109,952,898 | 27,360,736 | 10,095,843 |
| Federal Operating | 16,000,000 | 16,000,000 | | 0 |
| MARTA Capital | 36,852,369 | 27,488,225 | 6,840,184 | 2,523,961 |
| MARTA Operating | 4,000,000 | 4,000,000 | | 0 |
| Total | 204,261,846 | 157,441,123 | 34,200,920 | 12,619,804 |
| <i>Budget</i> | | | | |
| Railcar Rehab Program | 102,155,285 | 102,155,285 | 0 | 0 |
| Preventive Maintenance | 20,000,000 | 20,000,000 | 0 | 0 |
| Track/Rail Stn Renov | 82,106,562 | 35,285,838 | 34,200,920 | 12,619,804 |
| Total | 204,261,847 | 157,441,123 | 34,200,920 | 12,619,804 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-12-X001**
 Date Awarded: April 2009
 Est Completion: January 2013

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 | FY13 Budget | Future Years |
|---------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 990,000 | 831,000 | 159,000 | 0 |
| MARTA Capital | 0 | 0 | 0 | 0 |
| Total | 990,000 | 831,000 | 159,000 | 0 |
| <i>Budget</i> | | | | |
| Clifton Corridor Study/AA | 990,000 | 831,000 | 159,000 | 0 |
| Total | 990,000 | 831,000 | 159,000 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-39-0002**
 Date Awarded: August 2010
 Est Completion: February 2013

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 | FY13 Budget | Future Years |
|-------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 2,019,000 | 1,667,715 | 351,285 | 0 |
| MARTA Capital | 504,750 | 416,929 | 87,821 | 0 |
| Total | 2,523,750 | 2,084,644 | 439,106 | 0 |
| <i>Budget</i> | | | | |
| Beltline EIS | 961,250 | 961,250 | 0 | 0 |
| I-20 E Corridor AA/Deis | 1,562,500 | 1,123,394 | 439,106 | 0 |
| Total | 2,523,750 | 2,084,644 | 439,106 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-39-0007**
 Date Awarded: July 2007
 Est Completion: June 2013

Scope

This FY2011 Section 5339 Discretionary Alternatives Analysis grant award is to fund technical work associated with the North Line Alternatives Analysis. The North Line Alternatives Analysis (AA) will examine options for extending high capacity rail transit service along the highly congested SR 400 corridor from the North Springs MARTA Station to Windward Parkway, with a link to potential high capacity rail line along I-285.

| GA-39-0007 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|----------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 480,000 | 0 | 480,000 | 0 |
| MARTA Capital | 120,000 | 0 | 120,000 | 0 |
| Total | 600,000 | 0 | 600,000 | 0 |
| <i>Budget</i> | | | | |
| GA 400 North Line AA | 600,000 | 0 | 600,000 | 0 |
| Total | 600,000 | 0 | 600,000 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-56-0001**
 Date Awarded: May 2009
 Est Completion: December 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 | FY13 Budget | Future Years |
|-------------------|-----------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | | |
| | Federal Capital | 7,380,854 | 6,428,598 | 952,256 | 0 |
| | MARTA Capital | 0 | 0 | 0 | 0 |
| | Total | 7,380,854 | 6,428,598 | 952,256 | 0 |
| <i>Budget</i> | | | | | |
| | System Fire Protect Upgrade | 7,380,854 | 6,428,598 | 952,256 | 0 |
| | Total | 7,380,854 | 6,428,598 | 952,256 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-58-0001**
 Date Awarded: August 2007
 Est Completion: December 2013

Scope

This grant is funded from FFY06-FFY09 Section 5308 Discretionary Bus and Bus Facilities Program funding. The initial grant award provides funding for the procurement of CNG and clean fuel technology buses. A subsequent amendment provides funding support for the Hamilton bus facility renovation to accommodate clean fuel technology and increase operation and cost efficiencies.

| GA-58-0001 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|--------------------------|---------------------|--------------------|--------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 13,977,090 | 10,311,206 | 1,600,000 | 2,065,884 |
| State Capital | 1,308,635 | 1,308,635 | 0 | 0 |
| MARTA Capital | 2,185,137 | 1,269,166 | 400,000 | 515,971 |
| Total | 17,470,862 | 12,889,007 | 2,000,000 | 2,581,855 |
| <i>Budget</i> | | | | |
| Bus Procurement | 12,889,007 | 12,889,007 | 0 | 0 |
| Hamilton Maint Fac Renov | 4,581,855 | 0 | 2,000,000 | 2,581,855 |
| Total | 17,470,862 | 12,889,007 | 2,000,000 | 2,581,855 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-58-0002**
 Date Awarded: May 2012
 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 | FY13 Budget | Future Years |
|--|---------------------|--------------------|--------------------|---------------|
| <i>Funding</i> | | | | |
| 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 |
| <i>Budget</i> | | | | |
| 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 DETAIL

Federal Grant: GA-66-X001
 Date Awarded: November 2009
 Est Completion: June 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 | FY13 Budget | Future Years |
|------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 5,547,434 | 1,286,986 | 4,260,448 | 0 |
| Federal Operating | 24,452,566 | 24,452,566 | 0 | 0 |
| Total | 30,000,000 | 25,739,552 | 4,260,448 | 0 |
| <i>Budget</i> | | | | |
| Preventive Maintenance | 24,452,566 | 24,452,566 | 0 | 0 |
| Trackway Renovations | 5,047,434 | 1,006,986 | 4,040,448 | 0 |
| Project Administration | 500,000 | 280,000 | 220,000 | 0 |
| Total | 30,000,000 | 25,739,552 | 4,260,448 | 0 |

FEDERAL GRANT DETAIL

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 project is funded with various FTA grant awards and Marta local funds.

| GA-90-X130 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|-----------------------|---------------------|--------------------|--------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 32,278,400 | 24,403,402 | 2,000,000 | 5,874,998 |
| MARTA Capital | 8,069,600 | 6,100,851 | 500,000 | 1,468,749 |
| Total | 40,348,000 | 30,504,253 | 2,500,000 | 7,343,747 |
| <i>Budget</i> | | | | |
| Laredo CNG Conversion | 16,819,107 | 16,819,107 | 0 | 0 |
| Hamilton Renovation | 10,001,649 | 157,902 | 2,500,000 | 7,343,747 |
| Bus Procurement | 13,527,244 | 13,527,244 | 0 | 0 |
| Total | 40,348,000 | 30,504,253 | 2,500,000 | 7,343,747 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X131**
 Date Awarded: December 2000
 Est Completion: June 2013

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 was started in the third quarter of FY2012.

| GA-90-X131 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|-------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 11,080,000 | 5,350,848 | 5,729,152 | 0 |
| MARTA Capital | 1,243,199 | 14,673 | 1,228,526 | 0 |
| City of Atlanta | 1,526,801 | 1,526,801 | 0 | 0 |
| Total | 13,850,000 | 6,892,322 | 6,957,678 | 0 |
| <i>Budget</i> | | | | |
| Buckhead North Entrance | 13,850,000 | 6,892,322 | 6,957,678 | 0 |
| Total | 13,850,000 | 6,892,322 | 6,957,678 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X136**
 Date Awarded: July 2000
 Est Completion: March 2013

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 | FY13 Budget | Future Years |
|-------------------|-------------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | | |
| | Federal Capital | 9,440,000 | 8,936,916 | 503,084 | 0 |
| | MARTA Capital | 2,360,000 | 2,234,229 | 125,771 | 0 |
| | Total | 11,800,000 | 11,171,145 | 628,855 | 0 |
| <i>Budget</i> | | | | | |
| | Arts Center | 1,325,111 | 696,256 | 628,855 | 0 |
| | Windward Park/Ride | 891,911 | 891,911 | 0 | 0 |
| | Midtown Station Entrance | 4,908,024 | 4,908,024 | 0 | 0 |
| | 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 | 11,171,145 | 628,855 | 0 |

FEDERAL GRANT DETAIL

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. Due to economic conditions and changes in Georgia Department of Transportation plans, the project has experienced several delays. Currently, the scope includes a reassessment of alternatives and transit improvements in the West Line Corridor. The grant scope also includes funding for an analysis of implementing BRT in selected corridors within the MARTA service area utilizing results from a prior BRT study that identified feasible corridors and a signal priority project.

| GA-90-X159 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|-------------------------|---------------------|--------------------|--------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 4,320,000 | 3,182,980 | 320,000 | 817,020 |
| Marta Capital | 1,080,000 | 795,745 | 80,000 | 204,255 |
| Total | 5,400,000 | 3,978,725 | 400,000 | 1,021,275 |
| <i>Budget</i> | | | | |
| West Line AA/DEIS | 5,000,000 | 3,808,977 | 400,000 | 791,023 |
| Signal Priority Project | 400,000 | 169,748 | 0 | 230,252 |
| Total | 5,400,000 | 3,978,725 | 400,000 | 1,021,275 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X269**
 Date Awarded: July 2007
 Est Completion: December 2014

Scope

This grant funds the MARTA Memorial Drive Bus Rapid Transit (BRT) project. The grant funds will be used to procure equipment (including passenger vehicles), acquire right-of-way for BRT stations and a park/ride facility, and design and construct the infrastructure necessary to implement a BRT system in the Memorial Drive Corridor, a major thoroughfare within the MARTA service area. The planned BRT service is intended to provide current and new transit riders with a more enhanced level of service in this corridor. The service is to include both BRT Express Service and BRT Limited Service (implemented in phases).

| <i>GA-90-X269</i> | <i>Grant Budget</i> | Prior Year Expense | <i>FY13 Budget</i> | Future Years |
|--------------------------|----------------------------|--------------------|---------------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 3,285,000 | 0 | 496,000 | 2,789,000 |
| MARTA Capital | 821,250 | 0 | 124,000 | 697,250 |
| Total | 4,106,250 | 0 | 620,000 | 3,486,250 |
| <i>Budget</i> | | | | |
| Bus Replacement | 3,396,250 | 0 | 0 | 3,396,250 |
| Paratransit Vehicle | 620,000 | 0 | 620,000 | 0 |
| Project Administration | 90,000 | 0 | 0 | 90,000 |
| Total | 4,106,250 | 0 | 620,000 | 3,486,250 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X277**
 Date Awarded: June 2009
 Est Completion: March 2013

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 have remaining balances and have been programmed in the Capital Improvement Program for completion in FY 2013.

| GA-90-X277 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 774,000 | 32,980 | 741,020 | 0 |
| Federal Operating | 41,423,771 | 41,423,771 | 0 | 0 |
| MARTA Capital | 193,500 | 8,245 | 185,255 | 0 |
| MARTA Operating | 10,355,943 | 10,355,943 | 0 | 0 |
| Total | 52,747,214 | 51,820,939 | 926,275 | 0 |
| <i>Budget</i> | | | | |
| Preventive Maintenance | 51,779,714 | 51,779,714 | 0 | 0 |
| Transit Enhancement | 452,500 | 38,265 | 414,235 | 0 |
| Surveillance/ Security | 515,000 | 2,960 | 512,040 | 0 |
| Total | 52,747,214 | 51,820,939 | 926,275 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: GA-90-X288
 Date Awarded: July 2010
 Est Completion: June 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 programmed in the FY2013 Capital Improvement Program.

| GA-90-X288 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| Federal Capital | 895,500 | 0 | 895,500 | 0 |
| Federal Operating | 41,379,500 | 41,379,500 | 0 | 0 |
| MARTA Capital | 223,875 | 0 | 223,875 | 0 |
| MARTA Operating | 10,344,875 | 10,344,875 | 0 | 0 |
| Total | 52,843,750 | 51,724,375 | 1,119,375 | 0 |
| <i>Budget</i> | | | | |
| Preventive Maintenance | 51,724,375 | 51,724,375 | 0 | 0 |
| Transit Enhancement | 528,438 | 0 | 528,438 | 0 |
| Surveillance/ Security | 528,438 | 0 | 528,438 | 0 |
| Tranist Planning | 62,499 | 0 | 62,499 | 0 |
| Total | 52,843,750 | 51,724,375 | 1,119,375 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: GA-90-X313
 Date Awarded: TBD
 Est Completion: June 2014

Scope

This Section 5307 grant awarded is for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2012. Currently identified efforts to be funded by this grant include preventive maintenance activities, fuel allotment for electric propulsion, transit enhancement project for the Audio Visual Information System (AVIS) program, and various security projects.

| GA-90-X313 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|------------------------|---------------------|--------------------|--------------------|----------------|
| <i>Funding</i> | | | | |
| Federal Capital | 656,000 | 0 | 240,000 | 416,000 |
| Federal Operating | 29,993,364 | 28,500,000 | 1,493,364 | 0 |
| MARTA Capital | 164,000 | 0 | 60,000 | 104,000 |
| MARTA Operating | 7,498,341 | 7,125,000 | 373,341 | 0 |
| Total | 38,311,705 | 35,625,000 | 2,166,705 | 520,000 |
| <i>Budget</i> | | | | |
| Preventive Maintenance | 35,625,000 | 35,625,000 | 0 | 0 |
| Fuel Allotment | 1,866,705 | 0 | 1,866,705 | 0 |
| Transit Enhancement | 410,000 | 0 | 150,000 | 260,000 |
| Surveillance/ Security | 410,000 | 0 | 150,000 | 260,000 |
| Total | 38,311,705 | 35,625,000 | 2,166,705 | 520,000 |

FEDERAL GRANT DETAIL

Federal Grant: GA-95-X015
 Date Awarded: June 2011
 Est Completion: May 2013

Scope

This grant is funded with flexed FY2010 Federal Highway Administration L230 (FHWA) funds to the Federal Transit Administration (FTA), for use by 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 | FY13 Budget | Future Years |
|-------------------------------|---------------------|--------------------|--------------------|--------------|
| <i>Funding</i> | | | | |
| 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 |
| <i>Budget</i> | | | | |
| Preventive Maintenance | 43,670,118 | 43,670,118 | 0 | 0 |
| Running Rail/yard Switch Ties | 3,750,000 | 0 | 3,750,000 | 0 |
| ADA Paratransit Service | 3,000,000 | 3,000,000 | 0 | 0 |
| Total | 50,420,118 | 46,670,118 | 3,750,000 | 0 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-95-X027**
 Date Awarded: TBD
 Est Completion: December 2014

Scope

This grant award is funded with FY12 FHWA flexible funding under the FTA Surface Transportation Program for bus and rail operations preventive maintenance, ADA Accessibility at the MARTA rail stations, and Rail System renovation projects to include the Audio Visual Information System project and the Tunnel Fan renovation/rehabilitation project.

| <i>GA-95-X027</i> | <i>Grant Budget</i> | Prior Year Expense | <i>FY13 Budget</i> | Future Years |
|--------------------------|----------------------------|--------------------|---------------------------|--------------|
| <i><u>Funding</u></i> | | | | |
| Federal Capital | 10,200,000 | 0 | 2,480,000 | 7,720,000 |
| Federal Operating | 5,000,000 | 0 | 5,000,000 | 0 |
| MARTA Capital | 2,550,000 | 0 | 620,000 | 1,930,000 |
| MARTA Operating | 1,250,000 | 0 | 1,250,000 | 0 |
| Total | 19,000,000 | 0 | 9,350,000 | 9,650,000 |
| <i><u>Budget</u></i> | | | | |
| Vehicle Procurement | 2,500,000 | 0 | 500,000 | 2,000,000 |
| Preventive Maintenance | 6,250,000 | 0 | 6,250,000 | 0 |
| Rail Renovation Projects | 5,250,000 | 0 | 1,900,000 | 3,350,000 |
| ADA Accessibility | 5,000,000 | 0 | 700,000 | 4,300,000 |
| Total | 19,000,000 | 0 | 9,350,000 | 9,650,000 |

FEDERAL GRANT DETAIL

Federal Grant: GA-95-X028

Date Awarded: TBD
 Est Completion: March 2014

Scope

This grant will provide funding from FFY10 flexible funding under the FTA Surface Transportation Program (STP) for the renovations and upgrades of the MARTA Hamilton Boulevard Bus Garage. The project will update the facility to accommodate clean fuel technology and bring the facility to a state of good repair. The scope of work includes build out of auxiliary facilities such as the fueling and bus wash operations and security and lighting improvements.

| GA-95-X028 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|----------------------|---------------------|--------------------|--------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 2,000,000 | 0 | 431,200 | 1,568,800 |
| MARTA Capital | 500,000 | 0 | 107,800 | 392,200 |
| Total | 2,500,000 | 0 | 539,000 | 1,961,000 |
| <i>Budget</i> | | | | |
| Hamilton Renovations | 2,500,000 | 0 | 539,000 | 1,961,000 |
| Total | 2,500,000 | 0 | 539,000 | 1,961,000 |

FEDERAL GRANT DETAIL

Federal Grant: **GA-96-X005**
 Date Awarded: August 2009
 Est Completion: January 2014

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 | FY13 Budget | Future Years |
|--------------------------|---------------------|--------------------|--------------------|-------------------|
| <i>Funding</i> | | | | |
| Federal Capital | 37,977,717 | 13,171,512 | 10,273,319 | 14,532,886 |
| Federal Operating | 19,698,064 | 19,698,064 | 0 | 0 |
| MARTA Operating | 0 | 0 | 0 | 0 |
| MARTA Capital | 0 | 0 | 0 | 0 |
| Total | 57,675,781 | 32,869,576 | 10,273,319 | 14,532,886 |
| <i>Budget</i> | | | | |
| Bus Procurement | 6,965,041 | 6,965,041 | 0 | 0 |
| Preventive Maintenance | 14,766,227 | 14,766,227 | 0 | 0 |
| Operating Assistance | 4,931,837 | 4,931,837 | 0 | 0 |
| Fire Protection Sys Upgr | 24,816,275 | 3,845,729 | 8,423,319 | 12,547,227 |
| Proj Adm Fire Protect | 4,541,401 | 2,174,705 | 1,000,000 | 1,366,696 |
| Security Equipment | 1,555,000 | 86,037 | 850,000 | 618,963 |
| Transit Enhancements | 100,000 | 100,000 | | |
| Total | 57,675,781 | 32,869,576 | 10,273,319 | 14,532,886 |

FEDERAL GRANT DETAIL

Federal Grant: DHS FY2008/FY2009
 Date Awarded: April 2008
 Est Completion: December 2014

Scope

These grant awards are funded under the Department of Homeland Security FFY2008 -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 for FY08 and FEMA for FY09. 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 FY2008/FY2009 | Grant Budget | Prior Year Expense | FY13 Budget | Future Years |
|------------------------------|-------------------------|-----------------------|------------------------|------------------|
| <i>Funding</i> | | | | |
| Federal Operating | 871,520 | 218,413 | 300,000 | 353,107 |
| Federal Capital | 11,734,618 | 516,446 | 4,250,000 | 6,968,172 |
| Total | 12,606,138 | 734,859 | 4,550,000 | 7,321,279 |
| <i>Budget</i> | | | | |
| Security Projects | 10,389,218 | 473,794 | 4,000,000 | 5,915,424 |
| Training, Exercises | 1,345,400 | 42,652 | 250,000 | 1,052,748 |
| Operating Assistance | 871,520 | 218,413 | 300,000 | 353,107 |
| Total | 12,606,138 | 734,859 | 4,550,000 | 7,321,279 |

APPENDIX

This section consists of compensation and benefits information, miscellaneous operations data, awards, and terminology. It includes:

- **Salary Structures for all Employees**
- **Fare Structure**
- **Fare History**
- **Financial Performance Measures**
- **FY2013 Benefits Calculation**
- **MARTA Facts**
- **Category and Subcategory Expense Listing**
- **Organizational Structure**
- **Debt Service Schedule**
- **Glossary of Terms**

NON - REPRESENTED SALARY STRUCTURE

Effective 03-01-08

| Grade | Minimum | Midpoint | Maximum |
|-------|-----------|-----------|-----------|
| 6 | \$20,638 | \$25,798 | \$30,958 |
| 7 | \$22,383 | \$27,979 | \$33,575 |
| 8 | \$24,261 | \$30,326 | \$36,391 |
| 9 | \$26,302 | \$32,878 | \$39,454 |
| 10 | \$28,512 | \$35,640 | \$42,768 |
| 11 | \$30,915 | \$38,644 | \$46,373 |
| 12 | \$33,517 | \$41,896 | \$50,275 |
| 13 | \$36,330 | \$45,412 | \$54,494 |
| 14 | \$39,399 | \$49,249 | \$59,099 |
| 15 | \$42,716 | \$53,395 | \$64,074 |
| 16 | \$46,310 | \$57,888 | \$69,466 |
| 17 | \$50,200 | \$62,750 | \$75,300 |
| 18 | \$54,433 | \$68,041 | \$81,649 |
| 19 | \$59,008 | \$73,760 | \$88,512 |
| 20 | \$63,974 | \$79,968 | \$95,962 |
| 21 | \$69,370 | \$86,713 | \$104,056 |
| 22 | \$75,195 | \$93,994 | \$112,793 |
| 23 | \$81,514 | \$101,893 | \$122,272 |
| 24 | \$88,388 | \$110,485 | \$132,582 |
| C | \$110,334 | \$137,917 | \$165,500 |
| B | \$127,308 | \$159,135 | \$190,962 |
| A | \$200,000 | \$250,000 | \$300,000 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|-----------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| TRANSPORTATION | | | | | | |
| F/T Bus and Rail Operators | | | | | | |
| 1st 12 months | \$13.68 | \$28,457.29 | \$13.68 | \$28,457.29 | \$13.68 | \$28,457.29 |
| 2nd 12 months | \$15.64 | \$32,528.74 | \$15.64 | \$32,528.74 | \$15.64 | \$32,528.74 |
| 3rd 12 months | \$17.61 | \$36,621.61 | \$17.61 | \$36,621.61 | \$17.61 | \$36,621.61 |
| Thereafter | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| P/T Operators | | | | | | |
| Thereafter | \$13.68 | \$17,785.80 | \$13.68 | \$17,785.80 | \$13.68 | \$17,785.80 |
| F/T Paratransit Operators | | | | | | |
| 1st 12 months | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 |
| 2nd 12 months | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 |
| 3rd 12 months | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 |
| 4th 12 months | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 |
| 5th 12 months | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 |
| Thereafter | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 |
| P/T Paratransit Operators | | | | | | |
| 1st 24 months | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 |
| 2nd 24 months | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 |
| 3rd 24 months | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 |
| 4th 24 months | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 |
| 5th 24 months | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 |
| Thereafter | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 |
| F/T Small Bus Operators | | | | | | |
| 1st 12 months | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 |
| 2nd 12 months | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 |
| 3rd 12 months | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 |
| 4th 12 months | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 |
| 5th 12 months | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 |
| Thereafter | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

P/T Small Bus Operators

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|---------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1st 24 months | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 |
| 2nd 24 months | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 |
| 3rd 24 months | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 |
| 4th 24 months | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 |
| 5th 24 months | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 |
| Thereafter | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 |

MAINTENANCE

Hostler/Junior Apprentice

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 |
| 2nd 6 months | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 |
| Thereafter | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 |

Apprentices

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$17.27 | \$35,914.47 | \$17.27 | \$35,914.47 | \$17.27 | \$35,914.47 |
| 2nd 6 months | \$17.75 | \$36,921.62 | \$17.75 | \$36,921.62 | \$17.75 | \$36,921.62 |
| 3rd 6 months | \$18.86 | \$39,235.91 | \$18.86 | \$39,235.91 | \$18.86 | \$39,235.91 |
| Thereafter | \$19.04 | \$39,600.20 | \$19.04 | \$39,600.20 | \$19.04 | \$39,600.20 |

Station Agents

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$14.97 | \$31,135.87 | \$14.97 | \$31,135.87 | \$14.97 | \$31,135.87 |
| 2nd 6 months | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 |
| 3rd 6 months | \$16.86 | \$35,078.75 | \$16.86 | \$35,078.75 | \$16.86 | \$35,078.75 |

Inspectors

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 2nd 6 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |

A Inspectors

Less than 3 years experience

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 |
| 2nd 6 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

3 years experience

Thereafter

AA Inspectors

Less than 3 years experience

1st 6 months

2nd 6 months

Thereafter

3 years experience

Thereafter

Journeyman

Less than 3 years experience

1st 6 months

2nd 6 months

Thereafter

3 years experience

Thereafter

**Structural Inspector, Maintainer,
Tampor Operator, Track Walker**

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

Thereafter

SERVICE

Serviceworker I and II

1st 6 months

2nd 6 months

Thereafter

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Thereafter | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 |
| 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 |
| Thereafter | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 |
| 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 |
| Thereafter | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 |
| 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 |
| 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

(continued from previous page)

Serviceperson I(A) & VII

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1st 6 months | \$14.03 | \$29,185.86 | \$14.03 | \$29,185.86 | \$14.03 | \$29,185.86 |
| 2nd 6 months | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 |
| Thereafter | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 |

Serviceperson III - Rail Car Cleaners

Serviceperson VI - Station Cleaners

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$11.55 | \$24,021.55 | \$11.55 | \$24,021.55 | \$11.55 | \$24,021.55 |
| 2nd 6 months | \$12.26 | \$25,500.13 | \$12.26 | \$25,500.13 | \$12.26 | \$25,500.13 |
| 3rd 6 months | \$12.93 | \$26,892.99 | \$12.93 | \$26,892.99 | \$12.93 | \$26,892.99 |
| Thereafter | \$13.66 | \$28,414.43 | \$13.66 | \$28,414.43 | \$13.66 | \$28,414.43 |

Serviceperson IV

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 |
| 2nd 6 months | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 |
| Thereafter | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 |

Serviceperson V

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 2nd 6 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| 3rd 6 months | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 |
| 4th 6 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |
| 5th 6 months | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 |
| Thereafter | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 |

Serviceperson - Paratransit

| | | | | | | |
|---------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 12 months | \$10.16 | \$21,128.68 | \$10.16 | \$21,128.68 | \$10.16 | \$21,128.68 |
| 2nd 12 months | \$10.46 | \$21,750.11 | \$10.46 | \$21,750.11 | \$10.46 | \$21,750.11 |
| 3rd 12 months | \$10.82 | \$22,500.11 | \$10.82 | \$22,500.11 | \$10.82 | \$22,500.11 |
| 4th 12 months | \$11.16 | \$23,207.26 | \$11.16 | \$23,207.26 | \$11.16 | \$23,207.26 |
| 5th 12 months | \$11.46 | \$23,828.69 | \$11.46 | \$23,828.69 | \$11.46 | \$23,828.69 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Thereafter

BLOCKOUT

Blockout

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

Thereafter

REVENUE COLLECTION

Revenue Agents

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

Thereafter

P/T Revenue Agents

Thereafter

STORES

Material Controllers

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

6th 6 months

Thereafter

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|-----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 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)

Lead Material Controllers

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1st 6 months | \$18.50 | \$38,485.91 | \$18.50 | \$38,485.91 | \$18.50 | \$38,485.91 |
| 2nd 6 months | \$18.91 | \$39,343.06 | \$18.91 | \$39,343.06 | \$18.91 | \$39,343.06 |
| 3rd 6 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 4th 6 months | \$19.74 | \$41,057.35 | \$19.74 | \$41,057.35 | \$19.74 | \$41,057.35 |
| 5th 6 months | \$20.16 | \$41,935.93 | \$20.16 | \$41,935.93 | \$20.16 | \$41,935.93 |
| 6th 6 months | \$20.57 | \$42,793.07 | \$20.57 | \$42,793.07 | \$20.57 | \$42,793.07 |
| Thereafter | \$20.99 | \$43,650.22 | \$20.99 | \$43,650.22 | \$20.99 | \$43,650.22 |

SECURITY

Security Guards

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$14.74 | \$30,664.44 | \$14.74 | \$30,664.44 | \$14.74 | \$30,664.44 |
| 2nd 6 months | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 |
| Thereafter | \$15.07 | \$31,350.16 | \$15.07 | \$31,350.16 | \$15.07 | \$31,350.16 |

CLERICAL

N7 Clerical

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$11.58 | \$24,085.84 | \$11.58 | \$24,085.84 | \$11.58 | \$24,085.84 |
| 2nd 6 months | \$12.12 | \$25,200.13 | \$12.12 | \$25,200.13 | \$12.12 | \$25,200.13 |
| 3rd 6 months | \$12.84 | \$26,700.14 | \$12.84 | \$26,700.14 | \$12.84 | \$26,700.14 |
| 4th 6 months | \$13.52 | \$28,114.43 | \$13.52 | \$28,114.43 | \$13.52 | \$28,114.43 |
| Thereafter | \$14.11 | \$29,357.29 | \$14.11 | \$29,357.29 | \$14.11 | \$29,357.29 |

N8 Clerical

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 |
| 2nd 6 months | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 |
| 3rd 6 months | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 |
| 4th 6 months | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 |
| Thereafter | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 |

F/T Customer Information Operators

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 |
|--------------|---------|-------------|---------|-------------|---------|-------------|

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 2nd 6 months | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 |
| 3rd 6 months | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 |
| 4th 6 months | \$14.93 | \$31,050.16 | \$14.93 | \$31,050.16 | \$14.93 | \$31,050.16 |
| Thereafter | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 |

P/T Customer Information Operators

| | | | | | | |
|------------|---------|-------------|---------|-------------|---------|-------------|
| Thereafter | \$12.40 | \$16,125.08 | \$12.40 | \$16,125.08 | \$12.40 | \$16,125.08 |
|------------|---------|-------------|---------|-------------|---------|-------------|

NO Clerical

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$13.71 | \$28,521.57 | \$13.71 | \$28,521.57 | \$13.71 | \$28,521.57 |
| 2nd 6 months | \$14.52 | \$30,193.01 | \$14.52 | \$30,193.01 | \$14.52 | \$30,193.01 |
| 3rd 6 months | \$15.21 | \$31,628.73 | \$15.21 | \$31,628.73 | \$15.21 | \$31,628.73 |
| 4th 6 months | \$15.98 | \$33,235.88 | \$15.98 | \$33,235.88 | \$15.98 | \$33,235.88 |
| Thereafter | \$16.74 | \$34,821.61 | \$16.74 | \$34,821.61 | \$16.74 | \$34,821.61 |

TRAFFIC CHECKERS

Traffic Checkers

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$11.35 | \$23,614.41 | \$11.35 | \$23,614.41 | \$11.35 | \$23,614.41 |
| 2nd 6 months | \$12.02 | \$25,007.27 | \$12.02 | \$25,007.27 | \$12.02 | \$25,007.27 |
| Thereafter | \$12.73 | \$26,485.85 | \$12.73 | \$26,485.85 | \$12.73 | \$26,485.85 |

Sr. Traffic Checkers

| | | | | | | |
|---------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$14.25 | \$29,635.86 | \$14.25 | \$29,635.86 | \$14.25 | \$29,635.86 |
| 2nd 12 months | \$14.88 | \$30,943.01 | \$14.88 | \$30,943.01 | \$14.88 | \$30,943.01 |
| Thereafter | \$15.59 | \$32,421.59 | \$15.59 | \$32,421.59 | \$15.59 | \$32,421.59 |

PRINT SHOP

Reprographics Specialist I

| | | | | | | |
|--------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 6 months | \$11.52 | \$23,957.26 | \$11.52 | \$23,957.26 | \$11.52 | \$23,957.26 |
| 2nd 6 months | \$11.97 | \$24,900.13 | \$11.97 | \$24,900.13 | \$11.97 | \$24,900.13 |
| 3rd 6 months | \$12.43 | \$25,864.42 | \$12.43 | \$25,864.42 | \$12.43 | \$25,864.42 |
| Thereafter | \$12.69 | \$26,400.13 | \$12.69 | \$26,400.13 | \$12.69 | \$26,400.13 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Reprographics Specialist II

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1st 6 months | \$14.01 | \$29,143.00 | \$14.01 | \$29,143.00 | \$14.01 | \$29,143.00 |
| 2nd 6 months | \$14.55 | \$30,257.30 | \$14.55 | \$30,257.30 | \$14.55 | \$30,257.30 |
| 3rd 6 months | \$15.16 | \$31,543.02 | \$15.16 | \$31,543.02 | \$15.16 | \$31,543.02 |
| Thereafter | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 |

Reprographics Specialist III

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1st 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

TRANSPORTATION

F/T Bus and Rail Operators

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1st 12 months | \$13.68 | \$28,457.29 | \$13.68 | \$28,457.29 | \$13.68 | \$28,457.29 |
| 2nd 12 months | \$15.14 | \$31,500.16 | \$15.14 | \$31,500.16 | \$15.14 | \$31,500.16 |
| 3rd 12 months | \$16.61 | \$34,543.03 | \$16.61 | \$34,543.03 | \$16.61 | \$34,543.03 |
| 4th 12 months | \$18.08 | \$37,607.33 | \$18.08 | \$37,607.33 | \$18.08 | \$37,607.33 |
| Thereafter | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |

P/T Operators

| | | | | | | |
|------------|---------|-------------|---------|-------------|---------|-------------|
| Thereafter | \$13.68 | \$17,785.80 | \$13.68 | \$17,785.80 | \$13.68 | \$17,785.80 |
|------------|---------|-------------|---------|-------------|---------|-------------|

F/T Paratransit Operators

| | | | | | | |
|---------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 12 months | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 |
| 2nd 12 months | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 |
| 3rd 12 months | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 |
| 4th 12 months | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 |
| 5th 12 months | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 |
| Thereafter | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 |

P/T Paratransit Operators

| | | | | | | |
|---------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 24 months | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 |
| 2nd 24 months | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 |
| 3rd 24 months | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 |
| 4th 24 months | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 |
| 5th 24 months | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 |
| Thereafter | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 |

F/T Small Bus Operators

| | | | | | | |
|---------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 12 months | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 | \$11.23 | \$23,357.26 |
| 2nd 12 months | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 | \$11.82 | \$24,578.70 |
| 3rd 12 months | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 | \$12.54 | \$26,078.70 |
| 4th 12 months | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 | \$13.19 | \$27,428.71 |
| 5th 12 months | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 | \$13.84 | \$28,778.72 |
| Thereafter | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

| Effective 11/23/10 Tier 2- Hired After 07/01/2002 | Hourly | Annual | Hourly | Annual | Hourly | Annual |
|--|----------|-------------|----------|-------------|----------|-------------|
| | 11/23/11 | 11/23/11 | 11/23/12 | 11/23/12 | 11/23/13 | 11/23/13 |
| (continued from previous page) | | | | | | |
| P/T Small Bus Operators | | | | | | |
| 1st 24 months | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 | \$11.23 | \$14,598.29 |
| 2nd 24 months | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 | \$11.82 | \$15,361.68 |
| 3rd 24 months | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 | \$12.54 | \$16,299.19 |
| 4th 24 months | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 | \$13.19 | \$17,142.94 |
| 5th 24 months | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 | \$13.84 | \$17,986.70 |
| Thereafter | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 | \$14.62 | \$19,004.56 |
| MAINTENANCE | | | | | | |
| Hostler/Junior Apprentice | | | | | | |
| 1st 6 months | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 |
| 2nd 6 months | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 |
| Thereafter | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 |
| Apprentices | | | | | | |
| 1st 6 months | \$17.27 | \$35,914.47 | \$17.27 | \$35,914.47 | \$17.27 | \$35,914.47 |
| 2nd 6 months | \$17.75 | \$36,921.62 | \$17.75 | \$36,921.62 | \$17.75 | \$36,921.62 |
| 3rd 6 months | \$18.86 | \$39,235.91 | \$18.86 | \$39,235.91 | \$18.86 | \$39,235.91 |
| Thereafter | \$19.04 | \$39,600.20 | \$19.04 | \$39,600.20 | \$19.04 | \$39,600.20 |
| Station Agents | | | | | | |
| 1st 8 months | \$14.97 | \$31,135.87 | \$14.97 | \$31,135.87 | \$14.97 | \$31,135.87 |
| 2nd 8 months | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 |
| 3rd 8 months | \$16.86 | \$35,078.75 | \$16.86 | \$35,078.75 | \$16.86 | \$35,078.75 |
| Inspectors | | | | | | |
| 1st 8 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 2nd 8 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| A Inspectors | | | | | | |
| Less than 3 years experience | | | | | | |
| 1st 8 months | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 |
| 2nd 8 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

| Effective 11/23/10 Tier 2- Hired After 07/01/2002 | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| (continued from previous page) | | | | | | |
| Thereafter | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 |
| 3 years experience | | | | | | |
| Thereafter | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 |
| AA Inspectors | | | | | | |
| Less than 3 years experience | | | | | | |
| 1st 8 months | \$20.23 | \$42,085.93 | \$20.23 | \$42,085.93 | \$20.23 | \$42,085.93 |
| 2nd 8 months | \$20.31 | \$42,235.93 | \$20.31 | \$42,235.93 | \$20.31 | \$42,235.93 |
| Thereafter | \$20.38 | \$42,385.93 | \$20.38 | \$42,385.93 | \$20.38 | \$42,385.93 |
| 3 years experience | | | | | | |
| Thereafter | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 |
| Journeyman | | | | | | |
| Less than 3 years experience | | | | | | |
| 1st 8 months | \$19.75 | \$41,078.78 | \$19.75 | \$41,078.78 | \$19.75 | \$41,078.78 |
| 2nd 8 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |
| Thereafter | \$20.38 | \$42,385.93 | \$20.38 | \$42,385.93 | \$20.38 | \$42,385.93 |
| 3 years experience | | | | | | |
| Thereafter | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 | \$21.06 | \$43,800.22 |
| Structural Inspector, Maintainer, Tampor Operator, Track Walker | | | | | | |
| 1st 8 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 2nd 8 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| 3rd 8 months | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 |
| 4th 8 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |
| 5th 8 months | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 |
| Thereafter | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 |
| SERVICE | | | | | | |
| Serviceperson I and II | | | | | | |
| 1st 8 months | \$13.87 | \$28,843.00 | \$13.87 | \$28,843.00 | \$13.87 | \$28,843.00 |
| 2nd 8 months | \$14.65 | \$30,471.58 | \$14.65 | \$30,471.58 | \$14.65 | \$30,471.58 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

| Effective 11/23/10 Tier 2- Hired After 07/01/2002 | Hourly | Annual | Hourly | Annual | Hourly | Annual |
|--|----------|-------------|----------|-------------|----------|-------------|
| | 11/23/11 | 11/23/11 | 11/23/12 | 11/23/12 | 11/23/13 | 11/23/13 |
| (continued from previous page) Thereafter | \$15.30 | \$31,821.59 | \$15.30 | \$31,821.59 | \$15.30 | \$31,821.59 |
| Serviceperson I(A) & VII | | | | | | |
| 1st 8 months | \$14.03 | \$29,185.86 | \$14.03 | \$29,185.86 | \$14.03 | \$29,185.86 |
| 2nd 8 months | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 |
| Thereafter | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 |
| Serviceperson III - Rail Car Cleaners Serviceperson VI - Station Cleaners | | | | | | |
| 1st 8 months | \$11.55 | \$24,021.55 | \$11.55 | \$24,021.55 | \$11.55 | \$24,021.55 |
| 2nd 8 months | \$12.26 | \$25,500.13 | \$12.26 | \$25,500.13 | \$12.26 | \$25,500.13 |
| 3rd 8 months | \$12.93 | \$26,892.99 | \$12.93 | \$26,892.99 | \$12.93 | \$26,892.99 |
| Thereafter | \$13.66 | \$28,414.43 | \$13.66 | \$28,414.43 | \$13.66 | \$28,414.43 |
| Serviceperson IV | | | | | | |
| 1st 6 months | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 | \$14.75 | \$30,685.87 |
| 2nd 6 months | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 | \$15.52 | \$32,271.59 |
| Thereafter | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 | \$16.35 | \$34,007.32 |
| Serviceperson V | | | | | | |
| 1st 8 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 2nd 8 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| 3rd 8 months | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 |
| 4th 8 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |
| 5th 8 months | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 |
| Thereafter | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 | \$20.73 | \$43,114.50 |
| Serviceperson - Paratransit | | | | | | |
| 1st 12 months | \$10.16 | \$21,128.68 | \$10.16 | \$21,128.68 | \$10.16 | \$21,128.68 |
| 2nd 12 months | \$10.46 | \$21,750.11 | \$10.46 | \$21,750.11 | \$10.46 | \$21,750.11 |
| 3rd 12 months | \$10.82 | \$22,500.11 | \$10.82 | \$22,500.11 | \$10.82 | \$22,500.11 |
| 4th 12 months | \$11.16 | \$23,207.26 | \$11.16 | \$23,207.26 | \$11.16 | \$23,207.26 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

| Effective 11/23/10 Tier 2- Hired After 07/01/2002 | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| (continued from previous page) | | | | | | |
| 5th 12 months | \$11.46 | \$23,828.69 | \$11.46 | \$23,828.69 | \$11.46 | \$23,828.69 |
| Thereafter | \$11.93 | \$24,814.41 | \$11.93 | \$24,814.41 | \$11.93 | \$24,814.41 |
| BLOCKOUT | | | | | | |
| Blockout | | | | | | |
| 1st 8 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 2nd 8 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| 3rd 8 months | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 | \$19.84 | \$41,271.64 |
| 4th 8 months | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 | \$19.90 | \$41,400.21 |
| Thereafter | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 | \$20.03 | \$41,657.35 |
| REVENUE COLLECTION | | | | | | |
| Revenue Agents | | | | | | |
| 1st 8 months | \$17.88 | \$37,200.19 | \$17.88 | \$37,200.19 | \$17.88 | \$37,200.19 |
| 2nd 8 months | \$18.45 | \$38,378.77 | \$18.45 | \$38,378.77 | \$18.45 | \$38,378.77 |
| 3rd 8 months | \$18.73 | \$38,957.34 | \$18.73 | \$38,957.34 | \$18.73 | \$38,957.34 |
| 4th 8 months | \$19.10 | \$39,728.77 | \$19.10 | \$39,728.77 | \$19.10 | \$39,728.77 |
| 5th 8 months | \$19.49 | \$40,543.06 | \$19.49 | \$40,543.06 | \$19.49 | \$40,543.06 |
| Thereafter | \$19.86 | \$41,314.50 | \$19.86 | \$41,314.50 | \$19.86 | \$41,314.50 |
| P/T Revenue Agents | | | | | | |
| Thereafter | \$17.88 | \$23,250.12 | \$17.88 | \$23,250.12 | \$17.88 | \$23,250.12 |
| STORES | | | | | | |
| Material Controllers | | | | | | |
| 1st 8 months | \$17.88 | \$37,200.19 | \$17.88 | \$37,200.19 | \$17.88 | \$37,200.19 |
| 2nd 8 months | \$18.30 | \$38,057.34 | \$18.30 | \$38,057.34 | \$18.30 | \$38,057.34 |
| 3rd 8 months | \$18.72 | \$38,935.91 | \$18.72 | \$38,935.91 | \$18.72 | \$38,935.91 |
| 4th 8 months | \$19.12 | \$39,771.63 | \$19.12 | \$39,771.63 | \$19.12 | \$39,771.63 |
| 5th 8 months | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 | \$19.54 | \$40,650.21 |
| 6th 8 months | \$19.96 | \$41,507.35 | \$19.96 | \$41,507.35 | \$19.96 | \$41,507.35 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

| Effective 11/23/10 Tier 2- Hired After 07/01/2002 | Hourly | Annual | Hourly | Annual | Hourly | Annual |
|--|----------|-------------|----------|-------------|----------|-------------|
| | 11/23/11 | 11/23/11 | 11/23/12 | 11/23/12 | 11/23/13 | 11/23/13 |
| (continued from previous page) Thereafter | \$20.37 | \$42,364.50 | \$20.37 | \$42,364.50 | \$20.37 | \$42,364.50 |
| Lead Material Controllers | | | | | | |
| 1st 8 months | \$18.50 | \$38,485.91 | \$18.50 | \$38,485.91 | \$18.50 | \$38,485.91 |
| 2nd 8 months | \$18.91 | \$39,343.06 | \$18.91 | \$39,343.06 | \$18.91 | \$39,343.06 |
| 3rd 8 months | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 | \$19.33 | \$40,200.20 |
| 4th 8 months | \$19.74 | \$41,057.35 | \$19.74 | \$41,057.35 | \$19.74 | \$41,057.35 |
| 5th 8 months | \$20.16 | \$41,935.93 | \$20.16 | \$41,935.93 | \$20.16 | \$41,935.93 |
| 6th 8 months | \$20.57 | \$42,793.07 | \$20.57 | \$42,793.07 | \$20.57 | \$42,793.07 |
| Thereafter | \$20.99 | \$43,650.22 | \$20.99 | \$43,650.22 | \$20.99 | \$43,650.22 |
| SECURITY | | | | | | |
| Security Guards | | | | | | |
| 1st 8 months | \$14.74 | \$30,664.44 | \$14.74 | \$30,664.44 | \$14.74 | \$30,664.44 |
| 2nd 8 months | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 | \$14.82 | \$30,835.87 |
| Thereafter | \$15.07 | \$31,350.16 | \$15.07 | \$31,350.16 | \$15.07 | \$31,350.16 |
| CLERICAL | | | | | | |
| N7 Clerical | | | | | | |
| 1st 8 months | \$11.58 | \$24,085.84 | \$11.58 | \$24,085.84 | \$11.58 | \$24,085.84 |
| 2nd 8 months | \$12.12 | \$25,200.13 | \$12.12 | \$25,200.13 | \$12.12 | \$25,200.13 |
| 3rd 8 months | \$12.84 | \$26,700.14 | \$12.84 | \$26,700.14 | \$12.84 | \$26,700.14 |
| 4th 8 months | \$13.52 | \$28,114.43 | \$13.52 | \$28,114.43 | \$13.52 | \$28,114.43 |
| Thereafter | \$14.11 | \$29,357.29 | \$14.11 | \$29,357.29 | \$14.11 | \$29,357.29 |
| N8 Clerical | | | | | | |
| 1st 8 months | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 |
| 2nd 8 months | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 |
| 3rd 8 months | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 |
| 4th 8 months | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 | \$14.62 | \$30,407.30 |
| Thereafter | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

| Effective 11/23/10 Tier 2- Hired After 07/01/2002 | Hourly | Annual | Hourly | Annual | Hourly | Annual |
|--|----------|-------------|----------|-------------|----------|-------------|
| | 11/23/11 | 11/23/11 | 11/23/12 | 11/23/12 | 11/23/13 | 11/23/13 |
| (continued from previous page) | | | | | | |
| F/T Customer Information Operators | | | | | | |
| 1st 8 months | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 | \$12.40 | \$25,800.13 |
| 2nd 8 months | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 | \$13.16 | \$27,364.42 |
| 3rd 8 months | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 | \$13.90 | \$28,907.29 |
| 4th 8 months | \$14.93 | \$31,050.16 | \$14.93 | \$31,050.16 | \$14.93 | \$31,050.16 |
| Thereafter | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 | \$15.24 | \$31,693.02 |
| P/T Customer Information Operators | | | | | | |
| Thereafter | \$12.40 | \$16,125.08 | \$12.40 | \$16,125.08 | \$12.40 | \$16,125.08 |
| NG Clerical | | | | | | |
| 1st 8 months | \$13.71 | \$28,521.57 | \$13.71 | \$28,521.57 | \$13.71 | \$28,521.57 |
| 2nd 8 months | \$14.52 | \$30,193.01 | \$14.52 | \$30,193.01 | \$14.52 | \$30,193.01 |
| 3rd 8 months | \$15.21 | \$31,628.73 | \$15.21 | \$31,628.73 | \$15.21 | \$31,628.73 |
| 4th 8 months | \$15.98 | \$33,235.88 | \$15.98 | \$33,235.88 | \$15.98 | \$33,235.88 |
| Thereafter | \$16.74 | \$34,821.61 | \$16.74 | \$34,821.61 | \$16.74 | \$34,821.61 |
| TRAFFIC CHECKERS | | | | | | |
| Traffic Checkers | | | | | | |
| 1st 8 months | \$11.35 | \$23,614.41 | \$11.35 | \$23,614.41 | \$11.35 | \$23,614.41 |
| 2nd 8 months | \$12.02 | \$25,007.27 | \$12.02 | \$25,007.27 | \$12.02 | \$25,007.27 |
| Thereafter | \$12.73 | \$26,485.85 | \$12.73 | \$26,485.85 | \$12.73 | \$26,485.85 |
| Sr. Traffic Checkers | | | | | | |
| 1st 12 months | \$14.25 | \$29,635.86 | \$14.25 | \$29,635.86 | \$14.25 | \$29,635.86 |
| 2nd 12 months | \$14.88 | \$30,943.01 | \$14.88 | \$30,943.01 | \$14.88 | \$30,943.01 |
| Thereafter | \$15.59 | \$32,421.59 | \$15.59 | \$32,421.59 | \$15.59 | \$32,421.59 |
| PRINT SHOP | | | | | | |
| Reprographics Specialist I | | | | | | |
| 1st 8 months | \$11.52 | \$23,957.26 | \$11.52 | \$23,957.26 | \$11.52 | \$23,957.26 |
| 2nd 8 months | \$11.97 | \$24,900.13 | \$11.97 | \$24,900.13 | \$11.97 | \$24,900.13 |
| 3rd 8 months | \$12.43 | \$25,864.42 | \$12.43 | \$25,864.42 | \$12.43 | \$25,864.42 |
| Thereafter | \$12.69 | \$26,400.13 | \$12.69 | \$26,400.13 | \$12.69 | \$26,400.13 |

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 11/23/10

Tier 2- Hired After 07/01/2002

(continued from previous page)

Reprographics Specialist II

| | Hourly 11/23/11 | Annual 11/23/11 | Hourly 11/23/12 | Annual 11/23/12 | Hourly 11/23/13 | Annual 11/23/13 |
|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| 1st 8 months | \$14.01 | \$29,143.00 | \$14.01 | \$29,143.00 | \$14.01 | \$29,143.00 |
| 2nd 8 months | \$14.55 | \$30,257.30 | \$14.55 | \$30,257.30 | \$14.55 | \$30,257.30 |
| 3rd 8 months | \$15.16 | \$31,543.02 | \$15.16 | \$31,543.02 | \$15.16 | \$31,543.02 |
| Thereafter | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 | \$15.75 | \$32,764.45 |

Reprographics Specialist III

| | | | | | | |
|---------------|---------|-------------|---------|-------------|---------|-------------|
| 1st 16 months | \$16.80 | \$34,950.18 | \$16.80 | \$34,950.18 | \$16.80 | \$34,950.18 |
| 2nd 16 months | \$17.48 | \$36,364.47 | \$17.48 | \$36,364.47 | \$17.48 | \$36,364.47 |
| 3rd 16 months | \$18.18 | \$37,821.62 | \$18.18 | \$37,821.62 | \$18.18 | \$37,821.62 |
| 4th 16 months | \$18.91 | \$39,343.06 | \$18.91 | \$39,343.06 | \$18.91 | \$39,343.06 |
| 5th 16 months | \$19.67 | \$40,907.35 | \$19.67 | \$40,907.35 | \$19.67 | \$40,907.35 |
| Thereafter | \$20.44 | \$42,514.50 | \$20.44 | \$42,514.50 | \$20.44 | \$42,514.50 |

POLICE SALARY STRUCTURE

Effective February 21, 2008

| | | Minimum | | | | | | | | | | Maximum |
|-----------------------|------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | | E | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Lt. | Annual | \$54,496.00 | \$56,680.00 | \$58,947.20 | \$61,297.60 | \$63,752.00 | \$66,310.40 | \$68,972.80 | \$71,739.20 | \$74,609.60 | \$80,308.80 | |
| | Bi-Weekly | \$2,096.00 | \$2,180.00 | \$2,267.20 | \$2,357.60 | \$2,452.00 | \$2,550.40 | \$2,652.80 | \$2,759.20 | \$2,869.60 | \$3,088.80 | |
| | Hourly | \$26.20 | \$27.25 | \$28.34 | \$29.47 | \$30.65 | \$31.88 | \$33.16 | \$34.49 | \$35.87 | \$38.61 | |
| Sgt. | Annual | \$44,553.60 | \$46,342.40 | \$48,193.60 | \$50,128.00 | \$52,124.80 | \$54,204.80 | \$56,368.00 | \$58,614.40 | \$60,964.80 | \$63,398.40 | \$65,936.00 |
| | Bi-Weekly | \$1,713.60 | \$1,782.40 | \$1,853.60 | \$1,928.00 | \$2,004.80 | \$2,084.80 | \$2,168.00 | \$2,254.40 | \$2,344.80 | \$2,438.40 | \$2,536.00 |
| | Hourly | \$21.42 | \$22.28 | \$23.17 | \$24.10 | \$25.06 | \$26.06 | \$27.10 | \$28.18 | \$29.31 | \$30.48 | \$31.70 |
| Spec. | Annual | \$38,500.80 | \$40,040.00 | \$41,641.60 | \$43,305.60 | \$45,032.00 | \$46,841.60 | \$48,713.60 | \$50,668.80 | \$52,686.40 | \$54,787.20 | \$56,971.20 |
| | Bi-Weekly | \$1,480.80 | \$1,540.00 | \$1,601.60 | \$1,665.60 | \$1,732.00 | \$1,801.60 | \$1,873.60 | \$1,948.80 | \$2,026.40 | \$2,107.20 | \$2,191.20 |
| | Hourly | \$18.51 | \$19.25 | \$20.02 | \$20.82 | \$21.65 | \$22.52 | \$23.42 | \$24.36 | \$25.33 | \$26.34 | \$27.39 |
| Sr. Officer | Annual | \$37,024.00 | \$38,500.80 | \$40,040.00 | \$41,641.60 | \$43,305.60 | \$45,032.00 | \$46,841.60 | \$48,713.60 | \$50,668.80 | \$52,686.40 | \$54,787.20 |
| | Bi-Weekly | \$1,424.00 | \$1,480.80 | \$1,540.00 | \$1,601.60 | \$1,665.60 | \$1,732.00 | \$1,801.60 | \$1,873.60 | \$1,948.80 | \$2,026.40 | \$2,107.20 |
| | Hourly | \$17.80 | \$18.51 | \$19.25 | \$20.02 | \$20.82 | \$21.65 | \$22.52 | \$23.42 | \$24.36 | \$25.33 | \$26.34 |
| Police Officer | Annual | \$35,609.60 | \$37,024.00 | \$38,500.80 | \$40,040.00 | \$41,641.60 | \$43,305.60 | \$45,032.00 | \$46,841.60 | \$48,713.60 | \$50,668.80 | \$52,686.40 |
| | Bi-Weekly | \$1,369.60 | \$1,424.00 | \$1,480.80 | \$1,540.00 | \$1,601.60 | \$1,665.60 | \$1,732.00 | \$1,801.60 | \$1,873.60 | \$1,948.80 | \$2,026.40 |
| | Hourly | \$17.12 | \$17.80 | \$18.51 | \$19.25 | \$20.02 | \$20.82 | \$21.65 | \$22.52 | \$23.42 | \$24.36 | \$25.33 |

FARE STRUCTURE

| Description | | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|--|--|--------|-----------------|-----------------------------------|-----------------------------------|------------------|
| Cash Fares | | | | | | |
| 1 | Bus Cash Full Fare | Cash | Full | \$2.50 | \$2.50 | |
| 2 | Rail Cash Full Fare (d) | Cash | Full | \$2.50 | \$2.50 | |
| 3 | Bus Cash Reduced Fare (RF) | Cash | Reduced | \$0.95 | \$1.00 | |
| 4 | Rail Cash Reduced Fare (RF) (d) | Cash | Reduced | \$0.95 | \$1.00 | |
| 5 | Mobility Cash Fare | Cash | Paratransit | \$3.80 | \$4.00 | |
| Fare Instruments . . . Breeze Tickets (LU or Limited Use) | | | | | | |
| 6 | Stored Value LU Full Fare (per trip) | Ticket | Full | \$2.50 | \$2.50 | M |
| 7 | Stored Value LU Mobility Fare (per trip) | Ticket | Paratransit | \$3.80 | \$4.00 | M |
| 8 | 1 Trip LU | Ticket | Full | \$2.50 | \$2.50 | M |
| 9 | 2 Trip LU | Ticket | Full | \$5.00 (X*2) | \$5.00 (X*2) | M |
| 10 | 10 Trip LU | Ticket | Full | \$25.00 (X*10) | \$25.00 (X*10) | M |
| 11 | 10 Trip LU K-12 (42.4% Discount) | Ticket | Student | \$14.40 | \$14.40 | M |
| 12 | 20 Trip LU | Ticket | Full | \$42.50 (X*17) | \$42.50 (X*17) | M |
| 13 | 20 Trip LU Mobility | Ticket | Paratransit | \$64.60 (Z*17) | \$68.00 (Z*17) | M |
| 14 | 1 Day Pass LU | Ticket | Full | \$9.00 | \$9.00 | M |
| 15 | 2 Day Pass LU | Ticket | Full | \$14.00 | \$14.00 | M |
| 16 | 3 Day Pass LU | Ticket | Full | \$16.00 | \$16.00 | M |
| 17 | 4 Day Pass LU | Ticket | Full | 19.00 | 19.00 | M |
| 18 | 7 Day Pass LU | Ticket | Full | \$23.75 (X*9.5) | \$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 or Online Sales (www.breezecard.com)

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web or Online Sales for Regional Fare Payment

FARE STRUCTURE

| Description | | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|--|---|--------|--------------------|-----------------------------------|-----------------------------------|------------------|
| 19 | 30 Day Pass LU | Ticket | Full | \$95.00 (X*38) | \$95.00 (X*38) | M |
| 20 | Calendar Monthly LU | Ticket | Full | \$95.00 (X*38) | \$95.00 (X*38) | M |
| 21 | 2 Trip LU Legal Clinic (50% Discount) | Ticket | Full | \$2.50 | \$2.50 | M |
| 22 | 7 Day Pass LU Legal Clinic (50% Discount) | Ticket | Full | \$11.85 | \$11.85 | M |
| 23 | Calendar Monthly LU Student | Ticket | University Student | \$68.50 | \$68.50 | M |
| 24 | Calendar Monthly LU Staff-Faculty | Ticket | University Faculty | \$83.80 | \$83.80 | M |
| Fare Instruments . . . Breeze Cards | | | | | | |
| 25 | Stored Value Full Fare (per trip) | Card | Full | \$2.50 | \$2.50 | B, M, R,W |
| 26 | 1 Trip | Card | Full | \$2.50 | \$2.50 | B, M, R,W |
| 27 | 2 Trip | Card | Full | \$5.00 (X*2) | \$5.00 (X*2) | B, M, R,W |
| 28 | 10 Trip | Card | Full | \$25.00 (X*10) | \$25.00 (X*10) | B, M, R,W |
| 29 | 10 Trip K-12 | Card | Student | \$14.40 | \$14.40 | M |
| 30 | 20 Trip | Card | Full | \$42.50 (X*17) | \$42.50 (X*17) | B, M, R,W |
| 31 | 1 Day Pass | Card | Full | \$9.00 | \$9.00 | B, M, R,W |
| 32 | 2 Day Pass | Card | Full | \$14.00 | \$14.00 | B, M, R,W |
| 33 | 3 Day Pass | Card | Full | \$16.00 | \$16.00 | B, M, R,W |
| 34 | 4 Day Pass | Card | Full | \$19.00 | \$19.00 | B, M, R,W |
| 35 | 7 Day Pass | Card | Full | \$23.75 (X*9.5) | \$23.75 (X*9.5) | B, M, R,W |
| 36 | 30 Day Pass | Card | Full | \$95.00 (X*38) | \$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 or Online Sales (www.breezecard.com)

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web or Online Sales for Regional Fare Payment

FARE STRUCTURE

| Description | | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|-------------|--|--------|-----------------------------|-----------------------------------|-----------------------------------|------------------|
| 37 | Calendar Monthly Pass | Card | Full | \$95.00 (X*38) | \$95.00 (X*38) | M |
| 38 | Calendar Monthly Student | Card | University Student | \$68.50 | \$68.50 | B, M |
| 39 | Calendar Monthly Staff-Faculty | Card | University Faculty | \$83.80 | \$83.80 | B, M |
| 40 | 1 Trip RF | Card | Reduced | \$0.95 | \$1.00 | B, R,W |
| 41 | 2 Trip RF | Card | Reduced | \$1.90 (Y*2) | \$2.00 (Y*2) | B, R,W |
| 42 | 10 Trip RF | Card | Reduced | \$9.50 (Y*10) | \$10.00 (Y*10) | B, R,W |
| 43 | 20 Trip RF | Card | Reduced | \$16.15 (Y*17) | \$17.00 (Y*17) | B, R,W |
| 44 | Stored Value RF (per trip) | Card | Reduced | \$0.95 | \$1.00 | B, R,W |
| 45 | 30 Day Mobility | Card | Paratransit | \$122.00 (Z*32) | \$128.00 (Z*32) | B, M, R,W |
| 46 | Stored Value Mobility (per trip) | Card | Paratransit | \$3.80 | \$4.00 | B, M, R |
| 47 | 20 Trip Mobility | Card | Paratransit | \$64.60 (Z*17) | \$68.00 (Z*17) | B, M, R,W |
| 48 | Mobility Partnership Pass (formerly Mobility Calendar Monthly) | Card | Paratransit/ Partnership | \$122.00/ month | \$128.00/ month | M |
| 49 | Partnership Pass (Annual) | Card | Full/ Partnership | \$95.00/ month | \$95.00/ month | M |
| 50 | Employee 131 (e) | Card | Employee | - | - | M |
| 51 | Employee Retired (e) | Card | Employee Retired | - | - | M |
| 52 | Contractor (e) | Card | Contractor | - | - | M |
| 53 | EDAAC (e) | Card | EDAAC | - | - | M |

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 or Online Sales (www.breezecard.com)
- (d) July 4th and Dec 31st Revenue is also hand collected
- (e) Stored Value can be loaded at the BVM, Ride Stores and Web or Online Sales for Regional Fare Payment

FARE STRUCTURE

| Description | | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|-----------------------------|--|---------------|-----------------|-----------------------------------|-----------------------------------|------------------|
| MARTA Transfer | MARTA: Rail/Bus; Bus/Bus; Bus/Rail (limit 4 transfers within 3 hours) | Card/Ticket | | Free | Free | |
| Regional Transfer | Transfer Fare (Reciprocal Agreements for Fixed Route Services) | | | Free | Free | |
| | MARTA Fixed Route Services: to/from CCT, GCT and GRTA | Card/Ticket / | | Card/Ticket | Card/Ticket | |
| 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 | |
| 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 | |
| | Web or Online (www.breezecard.com) | Card | | Up to \$300.00 | Up to \$300.00 | |
| 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 |
| | 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 |

(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 or Online Sales (www.breezecard.com)

(d) July 4th and Dec 31st Revenue is also hand collected

(e) Stored Value can be loaded at the BVM, Ride Stores and Web or Online Sales for Regional Fare Payment

FARE STRUCTURE

| Description | | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|-------------|--|--------|-----------------|-----------------------------------|-----------------------------------|------------------|
| | 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 |
| | 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 |

- (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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FARE STRUCTURE

| Description | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|--|--------|-----------------|-----------------------------------|-----------------------------------|------------------|
| 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 |
| 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 |

(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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FARE STRUCTURE

| Description | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|---|--------|-----------------|-----------------------------------|-----------------------------------|------------------|
| Partnership Programs | | | | | |
| Mobility Partnership Monthly Pass: 0-49 Discount | Card | Paratransit | 0% | 0% | M |
| Mobility Partnership Monthly Pass: 50-149 Discount | Card | Paratransit | 3% | 3% | M |
| Mobility Partnership Monthly Pass: 150-1,999 Discount | Card | Paratransit | 5% | 5% | M |
| Mobility Partnership Monthly Pass: 2,000-2,999 Discount | Card | Paratransit | 7% | 7% | M |
| Mobility Partnership Monthly Pass: 3,000-5,999 Discount | Card | Paratransit | 8% | 8% | M |
| Mobility Partnership Monthly Pass: 6,000+ Discount | Card | Paratransit | 10% | 10% | M |
| Partnership Annual Passes | | | | | |
| 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 |

| | |
|------------------------|---|
| (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 or Online Sales (www.breezecard.com) |
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FARE STRUCTURE

| Description | | Medium | Rider Class (a) | FY 2012 Pricing (b) (10/02/11) | FY 2013 Pricing (b) (10/07/12) | Sales Outlet (c) |
|------------------------------|---|--------|-----------------|-----------------------------------|-----------------------------------|------------------|
| 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 | |
| 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 | |
| | | | | | | (04/24/12) |

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(b) Pricing Multiples: X=Full Base Fare; Y=Reduced Fare Base Fare; Z=Mobility Base Fare

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MARTA FARE HISTORY

| ----- MARTA FARE HISTORY ----- | | | | | | | |
|--------------------------------|-----------|-----------|--------|-----------|---------|----------------------|------------------|
| Date | Half Fare | Base Fare | Tokens | TransCard | | Rail Station Parking | |
| | Yes/No | | | Monthly | Weekly | Daily | Long-Term |
| 1972 - Sep '74 | No | \$0.15 | | | | | |
| 1975 - 1978 | Yes | \$0.15 | | | | | |
| Mar '79 - Nov '79 | Yes | \$0.25 | | \$10.00 | | | |
| May '80 | Yes | \$0.25 | \$0.25 | \$10.00 | | | |
| July '80 | Yes | \$0.50 | \$0.50 | \$17.00 | \$4 | | |
| Jul '81 - Jul '83 | Yes | \$0.60 | \$0.60 | \$21.00 | \$5 | | |
| Jul '85 | Yes | \$0.60 | \$0.60 | \$25.00 | \$6 | \$0.60 | |
| Jun '87 | Yes | \$0.75 | \$0.75 | \$28.00 | \$7 | \$0.75/\$12 | |
| Jul '88 | Yes | \$0.85 | \$0.85 | \$32.00 | \$8 | .85/\$14 | |
| Jul '90 | Yes | \$1.00 | \$1.00 | \$35.00 | \$9 | 1.00/\$15 | |
| Jun '92 | Yes | \$1.25 | \$1.25 | \$43.00 | \$11 | 1.00/\$15 | |
| Jul '95 | Yes | \$1.50 | \$1.50 | \$45.00 | \$12 | 1.00/\$15 | |
| Jan '01 | Yes | \$1.75 | \$1.75 | \$52.50 | \$13 | Free | \$3.00 or \$6.00 |
| Jul '06 | Yes | \$1.75 | \$1.75 | \$52.50 | \$13 | Free | \$4.00 or \$7.00 |
| Oct '09 | Yes | \$2.00 | \$2.00 | \$60.00 | \$15 | Free | \$5.00 or \$8.00 |
| Oct '10 | Yes | \$2.00 | N/A | \$68.00 | \$17 | Free | \$5.00 or \$8.00 |
| Oct '11 | Yes | \$2.50 | N/A | \$95.00 | \$23.75 | Free | \$5.00 or \$8.00 |

FINANCIAL PERFORMANCE MEASURES

| Passenger Revenue vs. Net Operating Cost | <u>FY09 Actual</u> | <u>FY10 Actual</u> | <u>FY11 Actual</u> | <u>FY12 Actual</u> | <u>FY13 Projected</u> |
|---|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|
| Passenger Revenue (\$millions) | \$102.699 | \$104.640 | \$112.747 | \$130.486 | \$139.841 |
| Net Operating Expenses (\$millions) | \$386.052 | \$399.882 | \$400.126 | \$405.383 | \$434.947 |
| Farebox Recovery | 26.6% | 26.2% | 28.2% | 32.2% | 32.2% |

| Passenger Revenue per Boarding | <u>FY09 Actual</u> | <u>FY10 Actual</u> | <u>FY11 Actual</u> | <u>FY12 Actual</u> | <u>FY13 Projected</u> |
|---------------------------------------|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|
| Passenger Revenue (\$millions) | \$102.699 | \$104.640 | \$112.747 | \$130.486 | \$139.841 |
| Total Unlinked Passengers (millions) | 156.542 | 146.249 | 139.873 | 134.889 | 135.408 |
| Average Fare | \$0.66 | \$0.72 | \$0.81 | \$0.97 | \$1.03 |

| Net Operating Cost per Boarding | <u>FY09 Actual</u> | <u>FY10 Actual</u> | <u>FY11 Actual</u> | <u>FY12 Actual</u> | <u>FY13 Projected</u> |
|--|---------------------------|---------------------------|---------------------------|---------------------------|------------------------------|
| Net Operating Expenses (\$millions) | \$386.052 | \$399.882 | \$400.126 | \$405.383 | \$434.947 |
| Total Unlinked Passengers (millions) | 156.542 | 146.249 | 139.873 | 134.889 | 135.408 |
| Cost Per Passenger | \$2.47 | \$2.73 | \$2.86 | \$3.00 | \$3.21 |

Calculated on a Sales Tax Subsidy Basis

| <u>BENEFIT CATEGORY</u> | <u>BUDGETED</u> | <u>EXPENSED</u> |
|--|---|--|
| Medical Insurance | Authority budget distributed by number of employees | Actual expenses allocated by covered employees |
| Federal Insurance Compensation Act (Social Security and Medicare Tax) | Federal Insurance Compensation Act (FICA) (7.65% of earned salaries) | 7.65% of actual salaries paid to employees (6.2% on first \$106,800 for Social Security Tax and 1.45% on all wages for Medicare Tax) |
| Pension | Represented Defined Benefit Plan: <ul style="list-style-type: none"> • 6.22% (1st half FY) and 8.09% (2nd half FY) of salaries Non-Rep. Defined Benefit Plan: <ul style="list-style-type: none"> • 18.00% of salaries Non-Rep. Defined Contribution Plan: <ul style="list-style-type: none"> • 3.00% of salaries | Actual payment to the plan for employee |
| Workers Compensation | As calculated by the actuaries | Actual expenditures of the cost center |
| State Unemployment Tax | Authority budget allocated to office by cost per employee (maximum cost is \$274.55 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 | 12 |
| Counties in which Authority Operates | Fulton and DeKalb |
| Population of Fulton and DeKalb Counties | 1,781,030 |
| Size of Area Served | 805 Square Miles |
| Type of Tax Support | 1% Sales Tax in Fulton and DeKalb Counties |

Operational Facts:

System Utilization

| | |
|--|-------------|
| Available Parking Spaces (Park/Ride & Rail Stations)..... | 25,940 |
| Annual Passenger Boardings (FY13 Projected)..... | 135,408,392 |
| Average Weekday Passenger Boardings (FY13 Projected) | 432,600 |
| Gallons of Unleaded Gasoline (FY13 Estimate)..... | 442,765 |

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..... | 1,445.5 |
| Annual Total Vehicle Miles (FY13 Projected) | 25,889,501 |
| Annual Total Vehicle Hours (FY13 Projected)..... | 2,017,724 |
| Number of Bus Shelters | 699 |
| Number of Bus Benches..... | 92 |
| Number of garages (Laredo, Perry, and Hamilton)..... | 3 |
| Number of Heavy Maintenance Facilities (Brownsmill)..... | 1 |
| Gallons of Diesel Fuel (FY13 Estimate) | 2,188,111 |
| Dekatherms of CNG (FY13 Estimate) | 1,013,174 |

Mobility (Demand Responsive)

| | |
|--|-----------|
| Number of Vehicles (FY13 Projected)..... | 187 |
| Annual Total Vehicle Miles (FY13 Projected)..... | 8,801,928 |
| Annual Total Vehicle Hours (FY13 Projected)..... | 486,438 |
| Gallons of Diesel Fuel (FY13 Estimate)..... | 1,101,731 |

MARTA FACTS

Police

| | |
|--|-----|
| Number of Police Precincts (Lindbergh, College Park, Indian Creek, Five Points)..... | 4 |
| All sworn Police Officers; including higher ranking officers (FY13 Adopted) | 337 |

Rail

| | |
|--|------------|
| Number of Rail Cars..... | 338 |
| Number of Rail Cars in Active Fleet..... | 318 |
| Length of System (Route Miles)..... | 48 |
| Number of Stations..... | 38 |
| Annual Total Vehicle Car Miles (FY13 Projected)..... | 18,387,099 |
| Annual Total Vehicle Car Hours (FY13 Projected)..... | 707,882 |
| 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 (FY12 Actual) | \$143.99M |
| Operating Revenues (FY13 Estimate) | \$401.66M |
| Total Available Operating Funding (FY13 Estimate) | \$545.65M |
| Net Operating Expenses (FY13 Estimate) | \$434.95M |
| Yearend Operating Carryover (FY13 Estimate) | \$110.71M |
| Capital Allocation (FY13 Estimate) | \$50.58M |
| Beginning Capital Revenues (FY13 Estimate) | \$91.59M |
| Capital Revenues (FY13 Estimate)..... | \$281.23M |
| Total Available Capital Funding (FY13 Estimate) | \$372.82M |
| Total Capital Expenses (FY13 Estimate)..... | \$370.01M |
| Ending Capital Carryover (FY13 Estimate) | \$0.81M |
| Passenger Revenue (FY13 Estimate) | \$139.84M |
| Sales Tax Revenue (FY13 Estimate) | \$335.45M |
| Farebox Recovery (FY13 Estimate) | 32.2% |
| Cost Per Passenger (FY13 Estimate) | \$3.21 |
| Average Fare (FY13 Estimate) | \$1.03 |
| Fare Subsidy Per Passenger (FY13 Estimate) | \$2.19 |
| Last Fare Increase | October 2, 2011 |
| Next Scheduled Fare Increase..... | October, 2013 |

Employees

Number of Total Employees (FY13 Adopted).....4,820

| | FT | PT | CON | Total |
|--------------|--------------|------------|------------|--------------|
| ADM | 222 | 77 | 21 | 320 |
| MGR | 221 | | 1 | 222 |
| MNT | 1,100 | | | 1,100 |
| OPR | 1,494 | 191 | | 1,685 |
| POL | 263 | | 14 | 277 |
| PRO | 306 | | 85 | 391 |
| REP | 187 | 2 | | 189 |
| SUP | 343 | | 13 | 356 |
| TEC | 275 | | 5 | 280 |
| Total | 4,411 | 270 | 139 | 4,820 |

| <i>Classifications</i> | <i>Descriptions</i> |
|------------------------|--|
| 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, and Rail vehicle operator positions |
| POL | Non-management police officers 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.

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|--------------------------|---------------------|----------|---------------------------|----------|-------------------------------------|
| 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 | Bus Operations | 15400 | Bus Transportation | 15225 | Bus Communications |
| Operations | Bus Operations | 15400 | Bus Transportation | 15410 | Dir of Bus Transportation |
| Operations | Bus Operations | 15400 | Bus Transportation | 15420 | Laredo Garage |
| Operations | Bus Operations | 15400 | Bus Transportation | 15430 | Perry Garage |
| Operations | Bus Operations | 15400 | Bus Transportation | 15440 | Hamilton Garage |
| Operations | Bus Operations | 15400 | Bus Transportation | 15450 | Transportation Services |
| Operations | Bus Operations | 15400 | Bus Transportation | 15460 | Small Bus Services Brady Garage |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15223 | Fleet Management |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15511 | Dir of Bus Maintenance |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15521 | Laredo Garage Maintenance |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15523 | Laredo L-Vans |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15531 | Perry Garage Maintenance |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15541 | Hamilton Garage Maintenance |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15551 | Brady Garage Bus Maintenance |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15553 | Brady Garage L-Vans |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15554 | Brady Garage Non-Revenue Vehicles |
| Operations | Bus Operations | 15500 | Bus Maintenance | 15555 | Small Bus Maintenance |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|--------------|----------------------------|----------|-------------------------------|----------|---|
| 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 | 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 | 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 | 18300 | Program & Contract Management | 18350 | Job Order Contract JOC |
| Operations | Deputy General Manager COO | 18300 | Program & Contract Management | 18360 | Program Management |
| Operations | Deputy General Manager COO | 18300 | Program & Contract Management | 18370 | Construction Management |
| Operations | Deputy General Manager COO | 88500 | Architecture & Design | 18410 | Dir of Architecture & Design |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|--------------|----------------------------|----------|--------------------------|----------|------------------------------------|
| 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 | 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 | Rail Operations | 15230 | Rail Systems Engineering | 10510 | Dir of Communications & Cust Info |
| Operations | Rail Operations | 15230 | Rail Systems Engineering | 15230 | Rail System Engineering |
| 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 | 15230 | Rail Systems Engineering | 18670 | Project Control |
| Operations | Rail Operations | 15230 | Rail Systems Engineering | 18680 | Rail System Program Management |
| Operations | Rail Operations | 15230 | Rail Systems Engineering | 18690 | Dir of Rail System Engineering |
| Operations | Rail Operations | 15600 | Rail Services | 15610 | Dir of Rail Transportation |
| Operations | Rail Operations | 15600 | Rail Services | 15620 | Central Control |
| Operations | Rail Operations | 15600 | Rail Services | 15630 | East West Operations |
| Operations | Rail Operations | 15600 | Rail Services | 15640 | North South Operations |
| Operations | Rail Operations | 15600 | Rail Services | 15645 | Armour Operations |
| Operations | Rail Operations | 15600 | Rail Services | 15650 | Rail Service Operations |
| Operations | Rail Operations | 15600 | Rail Services | 15670 | Future Use |
| Operations | Rail Operations | 15600 | Rail Services | 17972 | Station Services |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 10252 | Computer Maintenance |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 10260 | Communications & Faregates |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 10262 | Radio Maintenance |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15660 | Rail Service Management & Dispatch |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15710 | Dir of Rail Maintenance |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15721 | Avondale Car Maintenance |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|--------------|----------------------------|----------|-------------------------|----------|---------------------------------------|
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15731 | South Yard Car Maintenance |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15741 | Armour Yard Maintenance |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15750 | Engineering |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15760 | Backshops |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15770 | Rail Car Appearance |
| Operations | Rail Operations | 15700 | Rail Car Maintenance | 15780 | Rail Maint Quality Control |
| Operations | Rail Operations | 18100 | Vertical Transportation | 18710 | Dir of Vertical Transportation |
| Operations | Rail Operations | 18100 | Vertical Transportation | 18850 | Escalators & Elevators |
| 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 | 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 |
| Operations | Rail Operations | 88400 | AGM Rail Operations | 15810 | AGM of Rail Operations |
| Operations | Safety & Quality Assurance | 16700 | Safety | 16730 | Safety |
| Operations | Safety & Quality Assurance | 16700 | Safety | 16750 | Prevention |
| Operations | Safety & Quality Assurance | 16700 | Safety | 16760 | Dir of Safety |
| Operations | Safety & Quality Assurance | 16900 | AGM of Safety & QA | 16710 | AGM of Safety & Quality Assurance |
| 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 |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|---------------------------|-----------------------------|----------|------------------------------------|----------|--|
| Business Support Services | Business Support Services | 81100 | Business Support Services | 22510 | Chief of Business Support Services |
| Business Support Services | Business Support Services | 88100 | Business Analysis & Assessment | 22610 | Director of Business Analysis & Assessment |
| Business Support Services | Communication & Ext Affairs | 11900 | External Affairs | 11910 | Dir of External Affairs |
| Business Support Services | Communication & Ext Affairs | 11900 | External Affairs | 22410 | Dir of Government & Community Relations |
| Business Support Services | Communication & Ext Affairs | 11900 | External Affairs | 22430 | Government & Community Relations |
| Business Support Services | Communication & Ext Affairs | 11900 | External Affairs | 22740 | Public Policy Planning |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17210 | AGM of Communication & External Affairs |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17910 | Dir of Customer Services |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17920 | Customer Care |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17921 | Customer Service Center |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17922 | Customer Information Center |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17923 | Breeze Card Service Center |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17970 | Customer & Station Svcs |
| Business Support Services | Communication & Ext Affairs | 17200 | AGM Comm & Ext Affairs | 17971 | Reduced Fare Eligibility |
| Business Support Services | Communication & Ext Affairs | 17300 | Marketing & Sales | 17310 | Dir of Marketing & Sales |
| Business Support Services | Communication & Ext Affairs | 17300 | Marketing & Sales | 17320 | Business Development |
| Business Support Services | Communication & Ext Affairs | 17300 | Marketing & Sales | 17350 | Strategic Marketing |
| Business Support Services | Communication & Ext Affairs | 83600 | Government & Constituent Relations | 22435 | Dir of Govt & Constituent Relations |
| Business Support Services | Communication & Ext Affairs | 83600 | Government & Constituent Relations | 22440 | Government Relations |
| Business Support Services | Communication & Ext Affairs | 88300 | Media Communications | 17410 | Dir of Media Communications |
| Business Support Services | Contracts & Procurement | 16500 | Contracts & Procurement | 16510 | Dir of Contracts & Procurement |
| Business Support Services | Contracts & Procurement | 16500 | Contracts & Procurement | 16520 | Materials Management |
| Business Support Services | Contracts & Procurement | 16500 | Contracts & Procurement | 16530 | Contracts |
| Business Support Services | Contracts & Procurement | 16500 | Contracts & Procurement | 16540 | Purchasing |
| Business Support Services | Contracts & Procurement | 16500 | Contracts & Procurement | 16560 | Contracts Administration |
| Business Support Services | Contracts & Procurement | 16500 | Contracts & Procurement | 16580 | A & E Contracts Management |
| Business Support Services | Contracts & Procurement | 88200 | Administrative Services | 14730 | Support Services |
| Business Support Services | Contracts & Procurement | 88200 | Administrative Services | 16550 | Supply Chain Mgmt |
| Business Support Services | Contracts & Procurement | 88200 | Administrative Services | 22810 | Dir of Administrative Services |
| Business Support Services | Contracts & Procurement | 88800 | AGM Contracts & Procurement | 16565 | Contract Policies |
| Business Support Services | Contracts & Procurement | 88800 | AGM Contracts & Procurement | 16910 | AGM of Contracts & Procurement |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|---------------------------|-----------------|----------|-------------------------------|----------|--|
| Business Support Services | Finance | 14200 | AGM Finance CFO | 14210 | AGM of Finance CFO |
| Business Support Services | Finance | 14300 | Accounting | 14310 | Dir of Accounting |
| Business Support Services | Finance | 14300 | Accounting | 14340 | Accounting - Property & Payables |
| Business Support Services | Finance | 14300 | Accounting | 14350 | Accounting - General Accounting |
| Business Support Services | Finance | 14300 | Accounting | 14360 | Accounting - Payroll Admin Cost Analysis |
| Business Support Services | Finance | 14500 | Management & Budget | 14510 | Dir of Management & Budget |
| Business Support Services | Finance | 14500 | Management & Budget | 14520 | Operating & Capital Budgets |
| Business Support Services | Finance | 14500 | Management & Budget | 14560 | Strategic Performance Management |
| Business Support Services | Finance | 14800 | Treasury | 14810 | Dir of Treasury |
| Business Support Services | Finance | 14800 | Treasury | 14820 | Financial Planning & Analysis |
| Business Support Services | Finance | 14900 | Revenue Operations | 14830 | Clearinghouse |
| Business Support Services | Finance | 14900 | Revenue Operations | 14910 | Dir of Revenue Operations |
| Business Support Services | Finance | 14900 | Revenue Operations | 14940 | Revenue Collections Processing |
| Business Support Services | Finance | 14900 | Revenue Operations | 14951 | Revenue Operations Administration |
| Business Support Services | Finance | 14900 | Revenue Operations | 14952 | Media Sales Transcard Distribution |
| Business Support Services | Finance | 14900 | Revenue Operations | 14953 | Media Sales Ridestores |
| Business Support Services | Finance | 14900 | Revenue Operations | 14960 | Parking Services |
| Business Support Services | Finance | 83500 | Federal & State Programs | 22420 | Dir of Grant Programs |
| Business Support Services | Human Resources | 11700 | Diversity & Equal Opportunity | 11710 | Dir of DEO |
| Business Support Services | Human Resources | 11700 | Diversity & Equal Opportunity | 11720 | Economic Opportunity |
| Business Support Services | Human Resources | 11700 | Diversity & Equal Opportunity | 11730 | Equal Opportunity |
| Business Support Services | Human Resources | 14700 | Human Resources | 14710 | Dir of Human Resources |
| Business Support Services | Human Resources | 14700 | Human Resources | 14720 | Employee Organizational Development |
| Business Support Services | Human Resources | 14700 | Human Resources | 14721 | Occupational Medical Services |
| Business Support Services | Human Resources | 14700 | Human Resources | 14722 | Employee Relations |
| Business Support Services | Human Resources | 14700 | Human Resources | 14740 | Recruiting |
| Business Support Services | Human Resources | 14700 | Human Resources | 14750 | Management Pension Administration |
| Business Support Services | Human Resources | 14700 | Human Resources | 14760 | HRIS |
| Business Support Services | Human Resources | 14700 | Human Resources | 14780 | Compensation |
| Business Support Services | Human Resources | 14700 | Human Resources | 14790 | Clerical Pool |
| Business Support Services | Human Resources | 14700 | Human Resources | 16220 | Benefits |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|---------------------------|-----------------|----------|-----------------------------|----------|--|
| Business Support Services | Human Resources | 16600 | Labor Relations | 16610 | Dir of Labor Relations |
| Business Support Services | Human Resources | 16600 | Labor Relations | 16620 | Arbitrations |
| Business Support Services | Human Resources | 16600 | Labor Relations | 22910 | Employee Availability |
| Business Support Services | Human Resources | 16800 | Training | 14724 | Rail Transportation Training |
| Business Support Services | Human Resources | 16800 | Training | 14725 | Bus Transportation Training |
| Business Support Services | Human Resources | 16800 | Training | 14726 | Rail Maintenance Training |
| Business Support Services | Human Resources | 16800 | Training | 14727 | Bus Maintenance Training |
| Business Support Services | Human Resources | 16800 | Training | 14728 | Infrastructure Facility Training |
| Business Support Services | Human Resources | 16800 | Training | 14729 | Strategic Training |
| Business Support Services | Human Resources | 16800 | Training | 16810 | Dir of Training |
| Business Support Services | Human Resources | 16800 | Training | 16820 | Chief Maintenance Training |
| Business Support Services | Human Resources | 16800 | Training | 16830 | Chief Operations Training |
| Business Support Services | Human Resources | 16800 | Training | 16840 | Chief Strategic & Org Training |
| Business Support Services | Human Resources | 16800 | Training | 16841 | Organizational Training |
| Business Support Services | Human Resources | 88900 | AGM Human Resources | 16310 | AGM of Human Resources |
| Business Support Services | Planning | 22100 | AGM Planning | 22110 | AGM of Planning |
| Business Support Services | Planning | 22200 | Dev & Regional Coordination | 22210 | Dir of Development & Regional Coordination |
| Business Support Services | Planning | 22200 | Dev & Regional Coordination | 22220 | Real Estate |
| Business Support Services | Planning | 22200 | Dev & Regional Coordination | 22230 | Joint Development |
| Business Support Services | Planning | 22200 | Dev & Regional Coordination | 23210 | Regional Service Coordination |
| Business Support Services | Planning | 22300 | Research & Analysis | 22310 | Dir of Research & Analysis |
| Business Support Services | Planning | 22300 | Research & Analysis | 22320 | Transit Analysis |
| Business Support Services | Planning | 22300 | Research & Analysis | 22330 | Transit Research |
| Business Support Services | Planning | 22300 | Research & Analysis | 22340 | System Service Monitoring |
| Business Support Services | Planning | 22700 | Transit System Planning | 22710 | Dir of Transit System Planning |
| Business Support Services | Planning | 22700 | Transit System Planning | 22720 | Regional Planning & Analysis |
| Business Support Services | Planning | 22700 | Transit System Planning | 22730 | Scheduling |
| Business Support Services | Planning | 22700 | Transit System Planning | 22750 | Special Projects & Analysis |
| Business Support Services | Planning | 22700 | Transit System Planning | 22760 | Planning Initiatives |
| Business Support Services | Technology | 10100 | AGM Technology CIO | 10110 | AGM of Technology CIO |
| Business Support Services | Technology | 10100 | AGM Technology CIO | 10160 | Enterprise Security |

ORGANIZATIONAL STRUCTURE

| DivisionName | DepartmentName | OfficeID | OfficeName | CenterID | CostCenter |
|---------------------------|----------------|----------|--------------------------------|----------|---|
| Business Support Services | Technology | 10200 | Tech Infrastructure & Ops | 10210 | Dir of Tech Infrastructure & Operations |
| Business Support Services | Technology | 10200 | Tech Infrastructure & Ops | 10240 | Network & Technical Support |
| Business Support Services | Technology | 10200 | Tech Infrastructure & Ops | 10241 | Telephone Maintenance |
| Business Support Services | Technology | 10200 | Tech Infrastructure & Ops | 10250 | Mainframe Operations |
| Business Support Services | Technology | 10200 | Tech Infrastructure & Ops | 10251 | Technology Help Desk |
| Business Support Services | Technology | 10300 | Tech Enterprise Applications | 10310 | Dir of Tech Enterprise Applications |
| Business Support Services | Technology | 10300 | Tech Enterprise Applications | 10330 | Technology Programs |
| Business Support Services | Technology | 10300 | Tech Enterprise Applications | 10340 | Client Server Applications |
| Business Support Services | Technology | 10300 | Tech Enterprise Applications | 10350 | Application Development |
| Business Support Services | Technology | 10300 | Tech Enterprise Applications | 10360 | Database Administration |
| Business Support Services | Technology | 10300 | Tech Enterprise Applications | 10370 | Breeze Products |
| Business Support Services | Technology | 10400 | Technology Programs Management | 10130 | Technology Business & Development |
| Business Support Services | Technology | 10400 | Technology Programs Management | 10140 | Transit System Enhancement |
| Business Support Services | Technology | 10400 | Technology Programs Management | 10410 | Dir of Technology Programs Management |
| Business Support Services | Technology | 10400 | Technology Programs Management | 10420 | Technology Business Services |
| Business Support Services | Technology | 10400 | Technology Programs Management | 10430 | Technology Projects Management |
| Business Support Services | Technology | 10400 | Technology Programs Management | 10450 | Info Tech Assets |
| Business Support Services | Technology | 10600 | Tech Quality Assurance | 10150 | Technology Quality Assurance |
| Business Support Services | Technology | 10600 | Tech Quality Assurance | 10261 | Faregate Maintenance |
| Business Support Services | Technology | 10600 | Tech Quality Assurance | 10610 | Dir of Tech Quality Assurance |
| Business Support Services | Technology | 10600 | Tech Quality Assurance | 10620 | Info Tech Compliance |
| Other | Other | 91000 | Inventory Adjustment | 91000 | Inventory Adjustment |
| Other | Other | 91800 | Other | 91800 | Contract Employees-Capital Projects |

DEBT SERVICE SCHEDULE

| Year | First Indenture Series N, P | | | Second Indenture Series 1998A, 2000AB ⁽¹⁾ , 2002 (Refunded), 2003A | | | Third Indenture Series 2005A, 2006A, 2007A, 2007B, 2009A, 2012A, 2012B | | | Combined All Indentures | | |
|--------------|--------------------------------|-------------------|--------------------|---|-------------------|--------------------|--|----------------------|----------------------|-------------------------|----------------------|----------------------|
| | Principal | Interest | Total Debt Service | Principal | Interest | Total Debt Service | Principal | Interest | Total Debt Service | Principal | Interest | Total Debt Service |
| 7/1/2013 | 20,665,000 | 8,056,888 | 28,721,888 | 5,345,000 | 7,661,581 | 13,006,581 | 27,805,000 | 68,683,250 | 96,488,250 | 53,815,000 | 84,401,719 | 138,216,719 |
| 7/1/2014 | 22,005,000 | 6,802,188 | 28,807,188 | 4,530,000 | 7,446,531 | 11,976,531 | 29,150,000 | 67,293,000 | 96,443,000 | 55,685,000 | 81,541,719 | 137,226,719 |
| 7/1/2015 | 23,460,000 | 5,426,875 | 28,886,875 | 4,745,000 | 7,297,281 | 12,042,281 | 31,665,000 | 65,835,500 | 97,500,500 | 59,870,000 | 78,559,656 | 138,429,656 |
| 7/1/2016 | 25,025,000 | 3,960,625 | 28,985,625 | 4,940,000 | 7,139,300 | 12,079,300 | 33,180,000 | 64,263,250 | 97,443,250 | 63,145,000 | 75,363,175 | 138,508,175 |
| 7/1/2017 | 12,735,000 | 2,396,563 | 15,131,563 | 8,970,000 | 6,973,300 | 15,943,300 | 44,825,000 | 62,615,250 | 107,440,250 | 66,530,000 | 71,985,113 | 138,515,113 |
| 7/1/2018 | 13,580,000 | 1,600,625 | 15,180,625 | 9,545,000 | 6,591,400 | 16,136,400 | 46,670,000 | 60,374,000 | 107,044,000 | 69,795,000 | 68,566,025 | 138,361,025 |
| 7/1/2019 | 5,820,000 | 751,875 | 6,571,875 | 10,030,000 | 6,186,150 | 16,216,150 | 57,550,000 | 58,078,300 | 115,628,300 | 73,400,000 | 65,016,325 | 138,416,325 |
| 7/1/2020 | 6,210,000 | 388,125 | 6,598,125 | 10,600,000 | 5,774,825 | 16,374,825 | 60,405,000 | 55,200,800 | 115,605,800 | 77,215,000 | 61,363,750 | 138,578,750 |
| 7/1/2021 | - | - | - | 30,000,000 | 5,379,200 | 35,379,200 | 11,075,000 | 52,180,550 | 63,255,550 | 41,075,000 | 57,559,750 | 98,634,750 |
| 7/1/2022 | - | - | - | 31,700,000 | 4,419,200 | 36,119,200 | 10,945,000 | 51,604,325 | 62,549,325 | 42,645,000 | 56,023,525 | 98,668,525 |
| 7/1/2023 | - | - | - | 33,400,000 | 3,404,800 | 36,804,800 | 10,865,000 | 51,033,388 | 61,898,388 | 44,265,000 | 54,438,188 | 98,703,188 |
| 7/1/2024 | - | - | - | 35,400,000 | 2,336,000 | 37,736,000 | 10,405,000 | 50,465,225 | 60,870,225 | 45,805,000 | 52,801,225 | 98,606,225 |
| 7/1/2025 | - | - | - | 37,600,000 | 1,203,200 | 38,803,200 | 10,985,000 | 49,918,963 | 60,903,963 | 48,585,000 | 51,122,163 | 99,707,163 |
| 7/1/2026 | - | - | - | - | - | - | 49,010,000 | 49,342,250 | 98,352,250 | 49,010,000 | 49,342,250 | 98,352,250 |
| 7/1/2027 | - | - | - | - | - | - | 51,235,000 | 47,114,463 | 98,349,463 | 51,235,000 | 47,114,463 | 98,349,463 |
| 7/1/2028 | - | - | - | - | - | - | 53,825,000 | 44,522,125 | 98,347,125 | 53,825,000 | 44,522,125 | 98,347,125 |
| 7/1/2029 | - | - | - | - | - | - | 56,550,000 | 41,798,600 | 98,348,600 | 56,550,000 | 41,798,600 | 98,348,600 |
| 7/1/2030 | - | - | - | - | - | - | 59,415,000 | 38,937,050 | 98,352,050 | 59,415,000 | 38,937,050 | 98,352,050 |
| 7/1/2031 | - | - | - | - | - | - | 62,270,000 | 36,080,575 | 98,350,575 | 62,270,000 | 36,080,575 | 98,350,575 |
| 7/1/2032 | - | - | - | - | - | - | 65,105,000 | 33,243,463 | 98,348,463 | 65,105,000 | 33,243,463 | 98,348,463 |
| 7/1/2033 | - | - | - | - | - | - | 68,075,000 | 30,275,563 | 98,350,563 | 68,075,000 | 30,275,563 | 98,350,563 |
| 7/1/2034 | - | - | - | - | - | - | 71,325,000 | 27,025,525 | 98,350,525 | 71,325,000 | 27,025,525 | 98,350,525 |
| 7/1/2035 | - | - | - | - | - | - | 74,660,000 | 23,689,800 | 98,349,800 | 74,660,000 | 23,689,800 | 98,349,800 |
| 7/1/2036 | - | - | - | - | - | - | 78,225,000 | 20,122,250 | 98,347,250 | 78,225,000 | 20,122,250 | 98,347,250 |
| 7/1/2037 | - | - | - | - | - | - | 81,965,000 | 16,382,500 | 98,347,500 | 81,965,000 | 16,382,500 | 98,347,500 |
| 7/1/2038 | - | - | - | - | - | - | 85,965,000 | 12,381,900 | 98,346,900 | 85,965,000 | 12,381,900 | 98,346,900 |
| 7/1/2039 | - | - | - | - | - | - | 90,165,000 | 8,185,200 | 98,350,200 | 90,165,000 | 8,185,200 | 98,350,200 |
| 7/1/2040 | - | - | - | - | - | - | 94,565,000 | 3,782,600 | 98,347,600 | 94,565,000 | 3,782,600 | 98,347,600 |
| 7/1/2041 | - | - | - | - | - | - | - | - | - | - | - | - |
| 7/1/2042 | - | - | - | - | - | - | - | - | - | - | - | - |
| 7/1/2043 | - | - | - | - | - | - | - | - | - | - | - | - |
| 7/1/2044 | - | - | - | - | - | - | - | - | - | - | - | - |
| 7/1/2045 | - | - | - | - | - | - | - | - | - | - | - | - |
| 7/1/2046 | - | - | - | - | - | - | - | - | - | - | - | - |
| 7/1/2047 | - | - | - | - | - | - | - | - | - | - | - | - |
| Total | 129,500,000 | 29,383,763 | 158,883,763 | 226,805,000 | 71,812,769 | 298,617,769 | 1,427,880,000 | 1,190,429,663 | 2,618,309,663 | 1,784,185,000 | 1,291,626,194 | 3,075,811,194 |

GLOSSARY

Accounting Basis - MARTA uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

Americans with Disabilities Act (ADA) – Federal legislation that provides guidelines for assuring access to persons with disabilities.

Assistant General Manager (AGM) - MARTA has several AGM's who directly report to the General Manager.

Associated Capital Maintenance (ACM) - A Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

Atlanta Regional Commission (ARC) -An organization dedicated to improving the quality of life for all citizens of the Atlanta region through professional planning initiatives and the provision of objective information; Board membership currently comprised of 10 counties and 64 municipalities.

Balanced Operating Budget - The budget is balanced when expenditures do not exceed the sources of revenue. These sources include sales tax revenue, interest income, funds under Section 5307 of the Federal Transit Act for preventive maintenance of vehicles, system and equipment, and 5% of the Sales tax revenues reserves may be applied to the operations of the transit system. (See Fiscal Policy Guide)

Balanced Capital Improvements Budget – A balanced capital improvement budget is created by a Ten-Year Plan as set forth in the MARTA ACT and further restricted by the MARTA Board of Directors that the corresponding year's debt service be no more than 45% of the corresponding year's sales tax receipts. Basically, a balanced capital improvement budget is mandatory per MARTA's policy. (See Fiscal Policy Guide)

Bond Proceeds - Additional local capital funds raised, when necessary, by issuance of sales tax revenue bonds in the municipal markets. The proceeds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the

Trustee. MARTA requisitions the funds as needed for the Capital Investment Program.

Bus Rapid Transit (BRT) - 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 scalable to meet MARTA's future needs. Integration will be achieved using software from Oracle, MAXIMUS, and Bentley Systems. This will improve MARTA's core business processes by eliminating manual/non-value added processes, automating computer functionality, and creating safeguards that reduce data errors. The program began initial design in July 2005 and was 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.

GLOSSARY

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.

GLOSSARY

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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Legend

- █ **Red Line**
Service from North Springs to Airport until 7pm
- █ **Red Line**
After 7pm From Lindbergh Center to North Springs only
- █ **Gold Line**
- █ **Blue Line**
- INTERSTATE HIGHWAYS**
- █ **Green Line**
Service to Edgewood/Candler Park:
weekdays 5am-9am & 3pm-7pm
Service to King Memorial:
weekdays 9am-3pm **Sat.-Sun.** until 7pm
- █ **Green Line**
After 7pm, service to Vine City only.
- STATIONS WITH FREE DAILY PARKING**
- STATIONS WITH LONG-TERM AND FREE DAILY PARKING**
- STATIONS WITH RESTROOMS**
- Q:EXPRESS & LIMITED (BUS RAPID TRANSIT)**

MARTA RideStore

- **AIRPORT STORE**
- **FIVE POINTS STATION**
Located at Peachtree St. entrance.

REDUCED FARE OFFICE

- **LINDBERGH CENTER STATION**
Located in MARTA Headquarters Building.
- **FIVE POINTS STATION**
Located at Forsyth St. entrance.

LOST & FOUND

- **FIVE POINTS STATION**
Inside Reduced Fare Office.

Regional Connections

- COBB COMMUNITY TRANSIT**
WWW.COBBCT.ORG
(770) 427-4444
Stations served:
• Dunwoody • Peachtree Center
• Arts Center • Civic Center
• Midtown • Hamilton E Holmes
• North Avenue • Five Points
- GWINNETT COUNTY TRANSIT**
WWW.GCTRANSIT.COM
(770) 822-5010
Stations served:
• Doraville • Civic Center
• Arts Center • Peachtree Center
• Midtown • Lindbergh Center
• North Avenue • Five Points
- GRTA Xpress**
WWW.XPRESSGA.COM
(404) 463-4782
Stations served:
• Civic Center • North Springs
• Arts Center • Dunwoody
• North Avenue • Midtown
• Peachtree Center • Five Points
• Medical Center
- ZIPCAR (A CAR SHARING SERVICE)**
WWW.ZIPCAR.COM 1-866-4ZIPCAR
- AMTRAK**
WWW.AMTRAK.COM 1-800-USA-RAIL
Bus Route 110 from Arts Center Station
- GREYHOUND BUS LINES/SOUTHEASTERN STAGES**
WWW.GREYHOUND.COM 1-800-231-2222
Exit at Garnett Station
- HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT**
WWW.ATLANTA-AIRPORT.COM (800) 897-1910