

FY2023

ADOPTED BUDGET BOOK

NOVEMBER 2022

**Division of Finance
Office of Budget & Grants**

Metropolitan Atlanta Rapid Transit Authority



Fiscal Year 2023 Adopted Budget

Adopted by the MARTA Board of Directors

June 9, 2022

Table of Contents

Mission Statement iii
 System Mapv
 FY23 Authority Organization Chartvii
 MARTA Board of Directorsix
 Executive Staff.....xi

Budget Overview
 Executive Summary 1
 Operating Budget..... 7
 Capital Program Funding 19

Department Overviews & Operating Budgets..... **21**
 Dept of General Manager/CEO 22
 Dept of Internal Audit..... 25
 Dept of Police Services 27
 Dept of Customer Experience & Strategy 29
 Dept of Chief Counsel Legal Services 31
 Dept of Deputy Chief Legal Counsel 33
 Dept of Safety & Quality Assurance 34
 Dept of Chief Operating Officer 37
 Dept of Mechanical Operations 40
 Dept of Bus Operations 43
 Dept of Rail Operations 46
 Dept of Capital Prog Expansion & Innovation 50
 Dept of Deputy Chief Capital Prog Expansion & Innovation 51
 Dept of Centralized Program Management..... 52
 Dept of Strategic Projects 53
 Dept of Capital Programs Delivery 54
 Dept of Planning 55
 Dept of Infrastructure 58
 Dept of Chief Administrative Officer CAO 59
 Dept of Information Security..... 61
 Dept of Research & Analysis 63
 Dept of Technology 67
 Dept of Human Resources..... 70
 Dept of Labor & Employee Relations 72
 Dept of Chief of Staff 74
 Dept of External Affairs..... 76
 Dept of Chief Financial Officer CFO..... 78
 Dept of Finance 80

Capital Budget Overview **83**
 Current Year Budget 85
 State of Good Repair (SGR) 10 Year Plan..... 89
 SGR Major Programs Overview 91

Appendices 123

Appendix A – MARTA History 125

Appendix B - Budget Process & Fiscal Policy 131

Appendix C - Operating Budget Detail Tables and Charts 149

Appendix D - Regional Economic Indicators..... 159

Appendix E - Debt Service 161

Appendix F - Agency KPIs 169

Appendix G - Operating Statistics/Asset Inventory 171

Appendix H - Glossary..... 173

Appendix I - Acronyms..... 179

Contact Information 182

MARTA's Mission & Vision Statement

Our Vision

People taking people where they want to go today and tomorrow.

Our Mission

To advocate and provide safe, multimodal transit services that advance prosperity, connectivity and equity for a more livable region.

Our Priorities

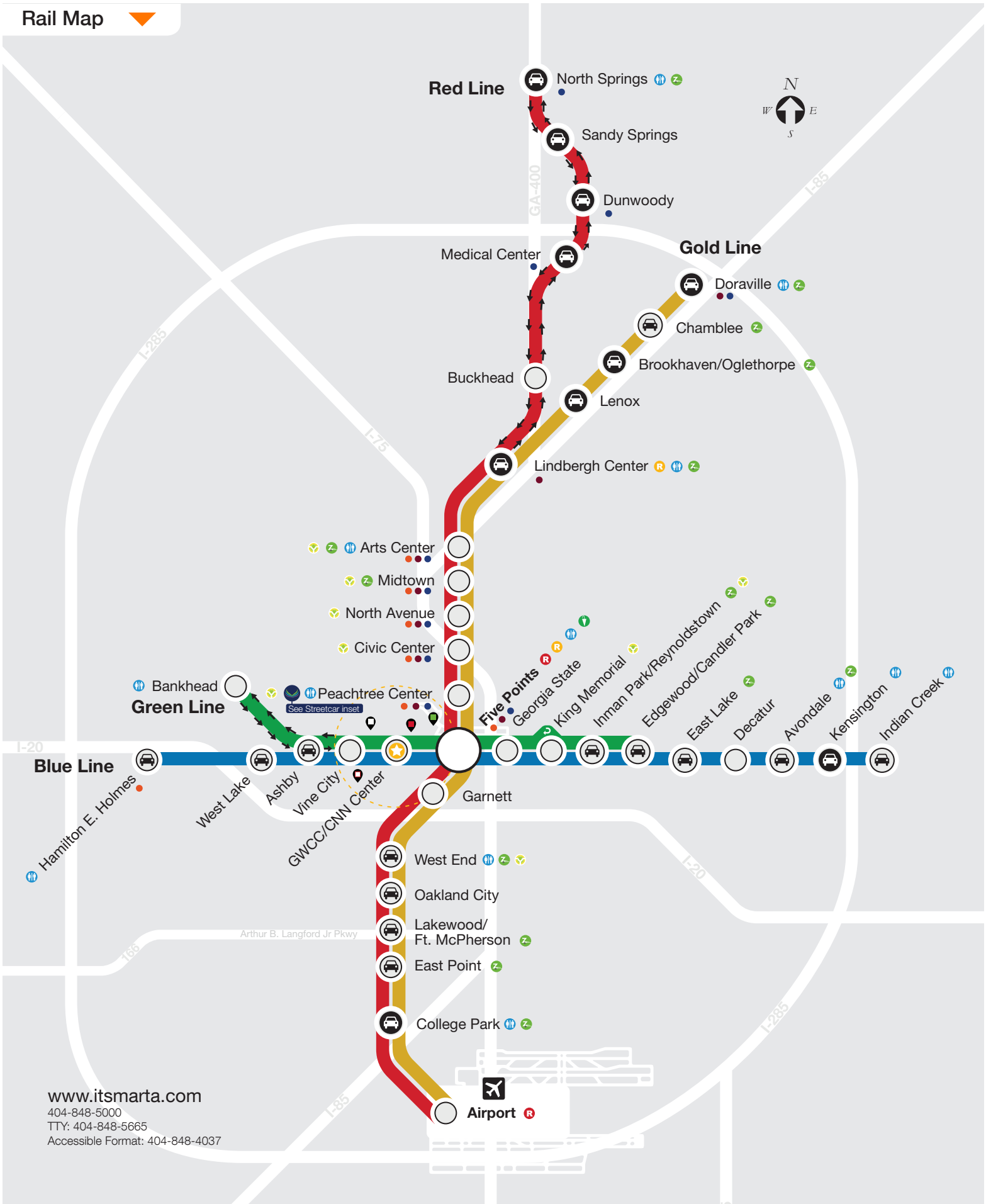
Every day, we will do our part at MARTA to operate a transit system that:

- Consistently provides excellence in customer service
- Delivers the capital program with speed and efficiency
- Strengthens the MARTA brand
- Demonstrates fiscal responsibility



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Rail Map



www.itsmarta.com
404-848-5000
TTY: 404-848-5665
Accessible Format: 404-848-4037

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MARTA Organizational Chart

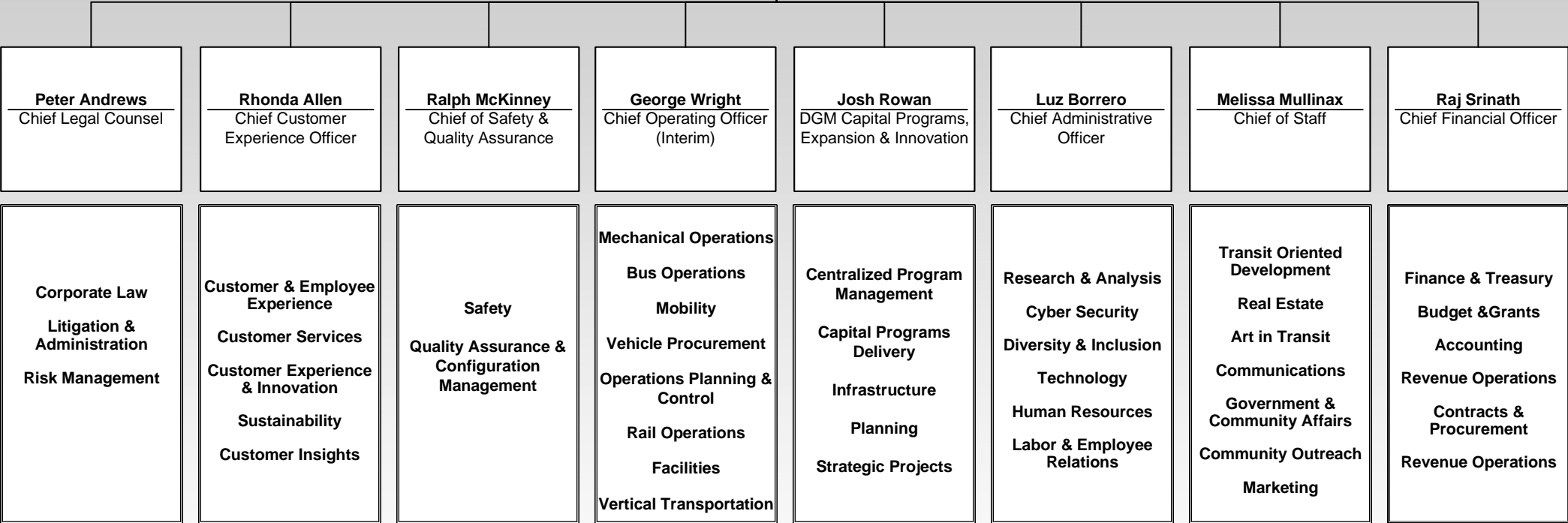


MARTA Board of Directors

Michael Kreher
AGM/Chief of Police
Emergency Mgmt.

Collie Greenwood
General Manager/
CEO

Emil Tzanov
AGM Internal Audit



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MARTA Board of Directors

Officers



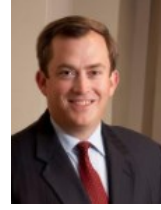
Rita A. Scott
Chairman
DeKalb County



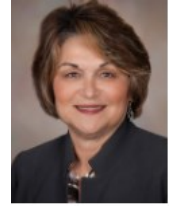
Roberta Abdul-Salaam
Vice Chair
Clayton County



Roderick A. Frierson
Secretary
DeKalb County



Robert L. Ashe III
Treasurer
City of Atlanta



Freda B. Hardage
Immediate Past Chair
Fulton County

Directors



Stacy Blakley
Fulton County



Jim Durrett
DeKalb County



William "Bill" Floyd
DeKalb County



Roderick Mullice
City of Atlanta



John "Al" Pond
Fulton County



Kathryn Powers
Clayton County



Reginald Snyder
City of Atlanta



Thomas Worthy
Governor Appointee



Russell R. McMurry
Ex-Officio
Commissioner
GA Department of
Transportation (GDOT)



Heather Aquino
Ex-Officio
Interim Executive Director
State Road and Tollway
Authority (SRTA)

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General Manager & Executive Staff



Collie Greenwood
GENERAL MANAGER & CEO

**DEPUTY GENERAL MANAGER
CAPITAL PROGRAMS, EXPANSION & INNOVATION**
Josh Rowan

CHIEF OPERATING OFFICER
George Wright (*Interim*)

CHIEF ADMINISTRATIVE OFFICER
Luz Borrero

CHIEF COUNSEL
Peter Andrews

CHIEF CUSTOMER EXPERIENCE OFFICER
Rhonda Allen

CHIEF FINANCIAL OFFICER
Raj Srinath

CHIEF SAFETY & QUALITY ASSURANCE
Ralph McKinney

CHIEF OF STAFF
Melissa Mullinax

DEPUTY CHIEF BUS OPERATIONS
Herold Humphrey

DEPUTY CHIEF FINANCE & TREASURY
Kevin Hurley

DEPUTY CHIEF LEGAL COUNSEL
Jonathan Hunt

DEPUTY CHIEF MECHANICAL OPERATIONS
Daniel Hecht

DEPUTY CHIEF RAIL OPERATIONS
George Wright

DEPUTY CHIEF SAFETY & QUALITY ASSURANCE
Gena Major

**AGM/CHIEF OF POLICE & EMERGENCY
MANAGEMENT**
Michael Kreher

AGM CAPITAL PROGRAMS DELIVERY
Larry Prescott (*Interim*)

AGM CENTRALIZED PROGRAMS MANAGEMENT
Carrie Rocha

AGM HUMAN RESOURCES
Calvin Wright (*Interim*)

AGM INFORMATION SECURITY OFFICER/CISO
Dean Mallis

AGM INFRASTRUCTURE
Larry Prescott

AGM INTERNAL AUDIT
Emil Tzanov

AGM LABOR & EMPLOYEE RELATIONS
LaShanda Dawkins

AGM PLANNING
Vacant

AGM RESEARCH & ANALYSIS
Robert Goodwin

AGM STRATEGIC PROJECTS
Vacant

AGM TECHNOLOGY/CIO
Kirk Talbott

EXECUTIVE DIRECTOR OF DIVERSITY & INCLUSION
Paula Nash

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Executive Summary

The Metro Atlanta Rapid Transit Authority (MARTA) FY2023 budget reflects its vision of people taking people where they want to go today and tomorrow by providing safe, multimodal transit services that advance prosperity, connectivity and equity for a more livable region. The FY2023 budget is balanced, fiscally responsible and restores service to pre-pandemic (FY2019) frequency levels for fixed routes. MARTA remains an affordable option with no fare increases and supports excellence in customer service by funding initiatives to enhance the rider experience for the thousands that choose MARTA every day.



The FY2023 budget totals \$1.3 billion and includes \$587.6 million for operating expenses and \$717 million for capital programming. The FY2023 budget represents MARTA's eleventh straight year of a balanced budget without a fare increase despite unprecedented fare revenue losses due to the Covid pandemic. Due to strong growth in sales tax revenue and federal Covid relief funds, the authority is in excellent position to resume pre-pandemic service levels and advance its capital program.

MARTA's greatest challenge to returning to pre-pandemic service levels is worker shortages. Similar to other industries, worker shortages in

transit have arisen for many reasons – workers seeking better pay and greater job flexibility or workers near retirement opting to retire early. MARTA experienced widespread vacancies of critical positions and is filling positions by aggressively recruiting employees, holding frequent job fairs, and offering signing bonuses to stay competitive. As ridership returns, MARTA must be able to meet service demands.

As conditions improve, ridership demand has increased, with rail slightly outperforming bus. Recently, climbing fuel prices have presented an opportunity to gain customers without additional expense as a bus uses the same amount of fuel

whether carrying two people or 20, and MARTA hedges a portion of its fuel costs to protect against price spikes.

Electricity-powered trains and fully electric buses, the first of which were placed into service this spring, are immune to fuel increases. MARTA is also exploring other ways to gain ridership including redesign of its bus network and by launching an on-demand transit pilot program to connect those in underserved.

MARTA’s Capital Improvement Program includes State of Good Repair (SGR) projects focused on improving the customer experience such as ongoing track replacement to enhance the safety of the rail system and reduce delays caused by aging equipment. The capital budget includes over \$70M for the multi-year Station Rehabilitation Program with Five Points and Bankhead scheduled for train platform renovation and extension respectively. \$40M is budgeted for the procurement of new railcars, the interior and exterior looks of which debuted in January. At over \$600M, the trains are MARTA’s largest single capital investment ever. The first railcar is scheduled to arrive in metro Atlanta in 2025.

The Clayton County Operations and Maintenance Facility has been awarded \$33M in federal grants and earmarks and Clayton Southlake bus rapid transit (BRT) has advanced to the Federal Transit Administration’s (FTA) Capital Investment Grant (CIG) Program as a Small Starts Project. In Atlanta, Summerhill BRT is moving closer to construction with final decisions underway for the mode and alignment of high-capacity transit along the Campbellton Road Corridor.

“While this has been a difficult year for the MARTA family, we remain focused on our customers and taking care of the system we have today while developing an equitable, more connected transit system of the future, thoughtfully and with fiscal responsibility,” said MARTA Board Chair Rita Scott.

In a continued commitment to improving customer service, MARTA is budgeting \$9M this fiscal year for the SMART Restroom Program. And to save money in the long run, the Authority bought all the parts and equipment for the program at current prices and will use them to upgrade restrooms systemwide over the next few years, making them cleaner, safer, and “smarter.” (<https://www.itsmarta.com/marta-adopt-balanced-budget.aspx> June 9, 2022, Press Release)

FY2023 Adopted Operating Budget Summary		
Sources and Applications of Operating Funds (\$M)		
Beginning FY2023 Carry-Over*		\$386.9
<i>(*Non-Dedicated/Non-Restricted Reserves)</i>		
Operating Sales Tax (47.2% of Receipts)	321.4	
Passenger Revenue	67.0	
Title Ad Valorem Tax	30.0	
Station Parking	1.6	
Advertising Revenue	8.3	
Lease Income	8.5	
Other Transit Operating	2.0	
Federal Operating Assistance	73.5	
Federal Assistance (Cares Act)	0.0	
American Rescue Plan (ARP) Funding	140.4	
Operating Revenues		\$652.7
Total FY2023 Available Funding		\$1,039.6
Gross Expenses	663.0	
Capital Allocation	(75.5)	
Net Operating Expenses		\$587.6
Ending FY2023 Carry-over		\$452.1

FY23 Operating Revenue Summary

Transit operations revenue for FY23 is \$652.7M, funded from the following sources:

- **Sales Tax** – sales taxes dedicated to operations represent 49% or \$321.4M of operating revenue. The Georgia State Economic Forecasting Center provided total sale tax projections of \$683.8M for fiscal year 2023. This amount is split between operating and capital needs.
- **Passenger Revenue** is projected to fund 10% of operations at \$67M for FY23 with a total annual projected ridership of 64,064,586.
- **Title Ad Valorem Tax (TAVT)** - \$30M is expected from Title Ad Valorem Tax revenue, which funds 5% of operations. Title Ad Valorem Tax became effective on March 1, 2013, and is a one-time tax paid at the time motor vehicles are titled. This replaced sales tax and annual ad valorem tax (annual motor vehicle tax). The tax is paid every time vehicle ownership is transferred or a new resident registers a vehicle in Georgia for the first time. The current TAVT rate is 6.6% of the fair market value of the motor vehicle.
- **Federal Operating Assistance** – \$73.5M is expected in Federal Assistance to support preventive maintenance (activities, supplies, materials, labor, services, and associated costs required to preserve or extend the functionality and serviceability of the assets). This funds 11% of operations.
- The **American Rescue Plan Act (ARP)** of 2021 provides \$140.4M to mitigate the effects of the COVID-19 pandemic. This funds 22% of operations.
- Total other income sources including **Station Parking** - \$1.6M, **Advertising** - \$8.3M, **Lease Income** \$8.5M, **Other Income** \$2M, total \$20.4M. this funds up to 3% of operations.

FY23 Operating Expense Summary

Total operating expenses are \$587.6M for FY23 to fund the following:

- **Labor** - **\$382.7M** or 65% of MARTA's operating budget for FY23 will be spent on labor (including salary, wages, benefits, overtime, and capital allocation). The FY23 budget will fund 4,880 positions: 4,643 full-time, 168 part-time and 69 contract positions.

- **Contractual Services** - **\$100.9M**, or 17% of the operating budget will be spent on contractual services for healthcare and other service providers, software licenses and maintenance contracts.
- **Materials & Supplies** – **\$55.5M**, or 9% of the operating budget will be spent on materials and supplies, including Compressed Natural Gas (CNG), Diesel and regular fuel.
- Other expenses for FY23 include **\$20.6M** or 9% for **Casualty & Liability**, **\$17.3M** for **Other Operating Expense**, **\$15.1M** for **Other Non-Operating Expense**, and **\$679K** for **Miscellaneous Expense**. *(This information is also detailed in Table 6 in this section.)*

FY23 Highlights of Direct Customer Serving Positions

- **Bus Operators** - The FY23 budget includes authorization for 1,353 full-time Bus Operators and 123 part-time bus operators.
- **Rail Operators** - 153 Full-time rail operators are authorized.
- **Station Agents** - 74 full-time station agents are authorized.
- **Customer Service Positions** - Currently there are 58 full-time and 2 part-time customer service authorized positions.

FY23 Planned Service Levels - Bus, Rail and Streetcar service levels will return to pre-pandemic frequency.

- **Bus Fixed Route Service** is scheduled to operate 28.4M revenue miles and 2.3M revenue hours of service over 113 routes with 508 buses in DeKalb, Fulton, and Clayton Counties, and the City of Atlanta.
- **Demand-Response Mobility Service** - for elderly and disabled patrons - is projected to operate 6.3M revenue miles and 421K revenue hours of service with 239 mobility vans.
- **Rail Service** is projected to operate 22.7M revenue car miles and 854K revenue car hours over 47.6 miles of double tracks connecting 38 rail stations.
- **Streetcar** service is projected to operate 61K revenue car miles and 12K revenue car hours. The fleet consists of 4 Streetcars.

FY23 Capital Budget Summary

The Authority’s Capital Improvement Program (CIP) replaces, rehabilitates, and enhances facilities and equipment required to support system safety, transit operations and regulatory requirements. The program ensures the transit system is maintained to deliver continuous high-quality service.

The Authority's \$716.9M Capital Improvement Program (SGR) Sources budget is supported by previous year capital carryover funds, the capital portion of sales tax receipts, federal and state grants, interest earned on capital investments and the issuance of floating rate notes.

FY2023 Comprehensive Capital Program	
Sources and Applications of Capital Funds	
State of Good Repair (SGR), More MARTA Atlanta, More MARTA Clayton (\$M)	
<u>Funding Sources</u>	
Total FY2022 Carry Over	\$599.5
Prior Year Sales Tax Surplus	279.4
More MARTA - City of Atlanta	142.8
More MARTA - Clayton County	177.3
FY2023 Funding Sources	\$471.0
Capital Sales Tax	362.4
Federal Funds - SGR and More MARTA	91.1
Federal Funds -CRRSAA Stimulus Funds	17.0
Interest Income	0.5
Total Capital Funds	\$1,070.5
<i>Total More MARTA</i>	<i>398.7</i>
<i>Total State of Good Repair</i>	<i>671.8</i>
<u>Capital Expenses</u>	\$716.9
State of Good Repair	512.0
Bond Debt Service and Other Bond Related Costs	145.0
More MARTA - City of Atlanta	45.4
More MARTA - Clayton County	14.5
<u>FY23 Year End Balance</u>	
Total Carryover	\$353.5
Total More MARTA Funds Carryover	338.7
Total State of Good Repair Carryover	14.8

FY23 Strategic Initiatives

FY23 Strategic initiatives are focused on meeting the challenges of worker shortages and attracting customers back to ride the transit network.

Additional Positions – 75 additional positions are funded in the FY23 Budget, with nearly half of these added in the restructured Division of Capital Programs Expansion and Innovation. The new positions will focus on completing projects under contract or in the late stage of procurement. In addition, the new positions will focus on:

- Service policy directives
- Bus and mobility fleet requirements
- Rail fleet requirements
- Prioritize safety, security and regulatory concerns for critical assets
- Service enhancement projects and
- Other system expansion and system enhancement efforts.

Thirty additional positions will support operations to enhance cleaning in MARTA facilities. The remaining new positions support customer service in various departments. These personnel increases will be coupled with a 6% across-the-board vacancy savings to reduce salaries and wages. Like most industries, MARTA is faced with a worker shortage, especially operators, and plans to host job fairs, offer hiring bonuses, and internships to aggressively recruit, hire, and train employees.

Stable Fares – no fare increases are programmed, and fares will remain **unchanged**, at the same level since the last fare increase in 2011.

- The current MARTA fare is \$2.50 for a one-way trip and \$1 for Streetcar.
- Children 46 inches tall and under can ride MARTA or the Atlanta Streetcar for free.
- Riders who are 65 or older, who have a Medicare card, or who have a medical or mental disability pay a reduced fare of \$1.
- Riders who qualify for our MARTA Mobility service and use their MARTA Mobility Photo ID Card can receive discounted fares when purchasing multiple rides.
- Special Fare programs offer group, university, and partnership/employer discounts.

- All MARTA fares must be purchased with a Breeze card or Breeze ticket. Breeze cards are \$2 and may be reloaded for up to 3 years, whereas Breeze tickets are \$1 for single use only.

MARTAConnect

FY23 will see the continuation of MARTAConnect. This partnership between MARTA and the demand ride services Uber and Lyft provides our customers options for their transportation needs when regular MARTA service is disrupted. The program offers on-demand, app-based rides for customers at a discounted price during specific planned and unplanned rail service disruptions that require supplemental bus transportation. Customers are responsible for any cost beyond the value of the discount.

MARTA Reach – MARTA is also excited to see the results of a pilot program to offer its own demand service. MARTA and Georgia Tech are partnering on a 6-month pilot of a new on-demand rideshare service, known as MARTA Reach, to connect riders in the region to MARTA bus and rail service. This pilot will test how on-demand shuttles make it easier and faster for riders to get to and from destinations using MARTA. As MARTA explores new options with our NextGen Bus project, we will use this pilot to learn how on-demand service can supplement and expand the reach of buses and trains. MARTA Reach will work with our existing services and minimize waiting and walking.

Advisory Council

MARTA has selected its next Riders' Advisory Council (RAC), the all-volunteer body dedicated to helping improve the transit experience for customers.

The new, 30-member council is composed of people drawn from MARTA's service area – the City of Atlanta, DeKalb, Fulton and Clayton counties. RAC members do not vote and serve for two years; MARTA employees, contractors, and elected officials are ineligible. RAC members were selected after an open application process based on criteria including ridership habits, commuting experiences, and community involvement. The RAC's composition intentionally

reflects the demographic diversity of the region's fast-growing population.

"MARTA's success depends on responding to and anticipating our customers' needs and expectations whenever they are using our service," said MARTA Interim General Manager and CEO Collie Greenwood. "The Riders' Advisory Council gives us direct input from customers who are collaborating constructively to make us better. That's invaluable."

MARTA's Chief Customer Experience Officer, Rhonda Allen, oversees the RAC in a role that was created to transform the agency's business practices and to sharpen its focus on customer-facing initiatives.

RAC members meet monthly and learn about the inner workings of the transit system while offering their viewpoints on potential customer impacts of projects including realignment of MARTA's bus network, station enhancements, the new railcar fleet, enhanced customer communications, an upgraded fare collection system and the rollout of digital signage. The group will also take field trips to key MARTA facilities including bus garages and railyards.

The inaugural group of RAC members seated in 2020 successfully completed their terms in May 2022 after providing meaningful input to MARTA on a wide range of topics. Former RAC members are encouraged to continue playing a role in advancing MARTA's ongoing customer experience journey.

Operating Budget

FY23 Fiscal Overview & Objectives

MARTA's \$1.3 billion adopted Operating and Capital Budget for Fiscal Year 2023 includes \$652.7 million in operating funds (including \$140.4 million from the American Rescue Plan Act) and \$1,070.5 million in comprehensive capital funds.

The American Rescue Plan Act (ARP) of March 11, 2021, includes federal funding in support of the nation's public transportation systems as they continue to respond to the COVID-19 pandemic. The act provides \$30.46 billion in Federal Transit Administration Grants for Public Transportation to remain available until September 30, 2024.

A decade of fiscal responsibility coupled with the help of federal relief, has positioned MARTA for recovery from steep revenue losses caused by the pandemic and readied the agency to advance its capital expansion program.

The budget includes the return of cost-of-living wage increases for non-represented employees and raises for represented workers consistent with the current contract with Amalgamated Transit Union Local 732.

Key objectives of the Fiscal Year 2023 budget development process were to:

- Support MARTA's Strategic Priorities (see Strategic Planning section)
- Support updated service levels
- Provide financial sustainability
- Advance the Capital Program
- Deliver on 15th Amendment Obligations¹
- Address State of Good Repair needs

Authority Operating Expenses & Revenues

FY23 Budgeted Revenues vs. FY22 Actual Revenues

Budgeted FY23 **Operating Sales Tax revenues** exceed FY22 actuals by \$7.7M, or 2.4%, assuming slower growth of the local economy following record gains in FY21 and FY22.

FY23 **Passenger Revenue** is projected to increase by \$3.6M, or 5.6%, due to the forecasted increase in ridership of 9.4M unlinked trips, or 17%, compared to the FY22 actuals. From FY18 through FY22, ridership declined by nearly 50%.

Other categories of revenues are conservatively projected as follows: **Title Ad Valorem** is \$3.5M, or 10%, less than FY22 actuals; **Lease Income** is \$11.2M, or 57%, less than FY22 actuals; **Other Transit Related Revenue (Interest and Other Revenue)** is \$5.1M, or 71.5%, less than FY22 actuals; and total **Federal Assistance** is \$33.8M, or 14%, less than FY22 actuals due to the exhaustion of CARES Act funding.

Increases compared to FY22 actuals are projected for **Station Parking** of \$121K, or 8%, and **Advertising Revenue** of \$2.1M, or 35%, with both contingent on ridership returning to pre-Covid levels.

FY23 (Budgeted) Expenses vs. FY22 Actual Expenses

FY23 Net Operating Expenses are budgeted at \$72M, or 14%, higher than FY22 actuals. Most of the increase is attributable to \$35.8M, or 15%, in **Salaries & Wages** costs and \$19.7M, or 16%, in increased fringe benefits to accommodate growth in healthcare costs due to the addition of 75 positions.

¹ **15th Amendment to Rapid Transit Contract and Assistance Agreement (RTCAA)** All four of the jurisdictions in which MARTA provides service – the City of Atlanta, Clayton, DeKalb, and Fulton

Counties – voted to pass the 15th amendment to the Rapid Transit Contract and Assistance Agreement (RTCAA) and extend the full-penny sales tax that funds MARTA bus and rail service.

Contractual Services increased by \$17M or 20% over FY22 due IT License Fees, Fare Collection Equipment Maintenance, Passenger/Facilities Maintenance, External Litigation, and other lesser contracts.

Higher market costs for fuel are expected to drive the increase in **Materials** costs, by 8.6M, or 18%.

Other Operating costs increases of \$1.6M, or 10.5%, are due to increased electricity and other utility costs.

The anticipated increase in **Casualty & Liability** costs of \$2.7M, or 15%, is due to the higher than usual rate of claims experienced in recent years.

Miscellaneous costs are projected to increase by \$16K, or 2%.

On the following pages, see **Table 1** for detail of MARTA's operating costs and revenue sources for fiscal years 2017 to 2023. **Charts 1** and **2** are pie charts that depict the FY23 expenditures and revenues by dollar and per cent of total budget.

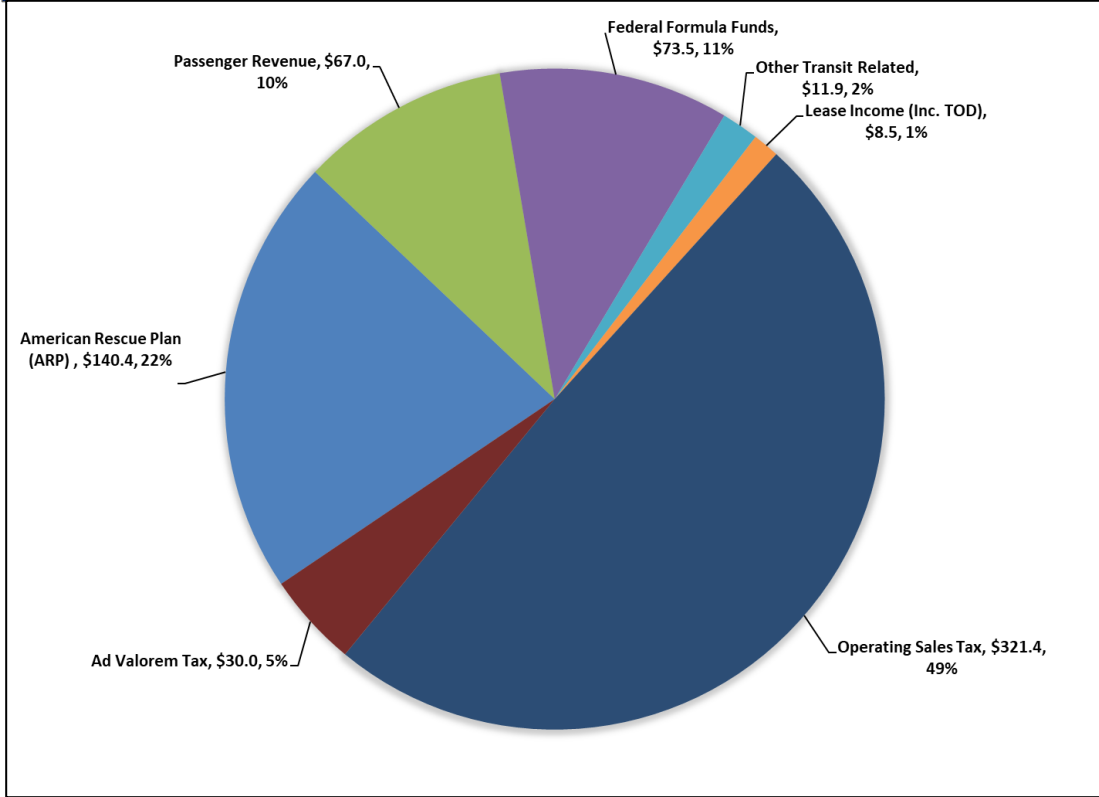
FY17 - FY23 Total Authority Operating Budget (\$M)

(Table 1)

	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Adopted FY23
Total Operating Costs (\$M)							
Less: Capital Charges	\$488.6 (\$59.5)	\$539.1 (\$59.9)	\$580.3 (\$61.3)	\$561.5 (\$57.0)	\$544.6 (\$49.6)	\$563.0 (\$47.1)	\$663.0 (\$75.5)
Net Operating Costs (\$M)	\$429.1	\$479.1	\$519.1	\$504.5	\$495.0	\$515.8	\$587.6
\$ Change*	\$0.2	\$50.0	\$39.9	(\$14.6)	(\$9.5)	\$20.8	\$71.7
% Change*	0.0%	11.7%	8.3%	(2.8%)	(1.9%)	4.2%	13.9%
Revenue (\$M)							
Operating Sales Tax	\$212.4	\$231.7	\$256.0	\$246.3	\$268.9	\$313.7	\$321.4
Title Ad Valorem Tax	\$30.4	\$29.7	\$31.3	\$33.5	\$33.5	\$33.5	\$30.0
Passenger Revenue	\$135.0	\$135.4	\$130.2	\$100.3	\$51.1	\$63.5	\$67.0
Station Parking	\$3.0	\$2.9	\$3.0	\$2.1	\$0.6	\$1.5	\$1.6
Advertising Revenue	\$6.3	\$6.2	\$7.4	\$6.8	\$4.6	\$6.2	\$8.3
Lease Income	\$9.3	\$11.7	\$9.6	\$10.1	\$9.8	\$19.7	\$8.5
Other Transit Related	\$5.3	\$4.0	\$5.6	\$5.0	\$11.5	\$7.1	\$2.0
Federal Formula Funds	\$68.3	\$76.1	\$82.8	\$156.7	\$79.7	\$75.2	\$73.5
American Rescue Plan (ARP)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$152.9	\$140.4
Cares Act	\$0.0	\$0.0	\$0.0	\$75.2	\$196.4	\$19.6	\$0.0
Total Revenue	\$469.9	\$497.7	\$525.9	\$636.0	\$655.9	\$692.8	\$652.7
\$ Change*	\$4.1	\$27.8	\$28.2	\$110.0	\$19.9	\$36.9	(\$40.0)
% Change*	0.9%	5.9%	5.7%	20.9%	3.1%	5.6%	(5.8%)
FY Overage/(Shortfall)	\$40.8	\$18.6	\$6.9	\$131.5	\$160.8	\$176.9	\$65.2
<i>*from previous year</i>							

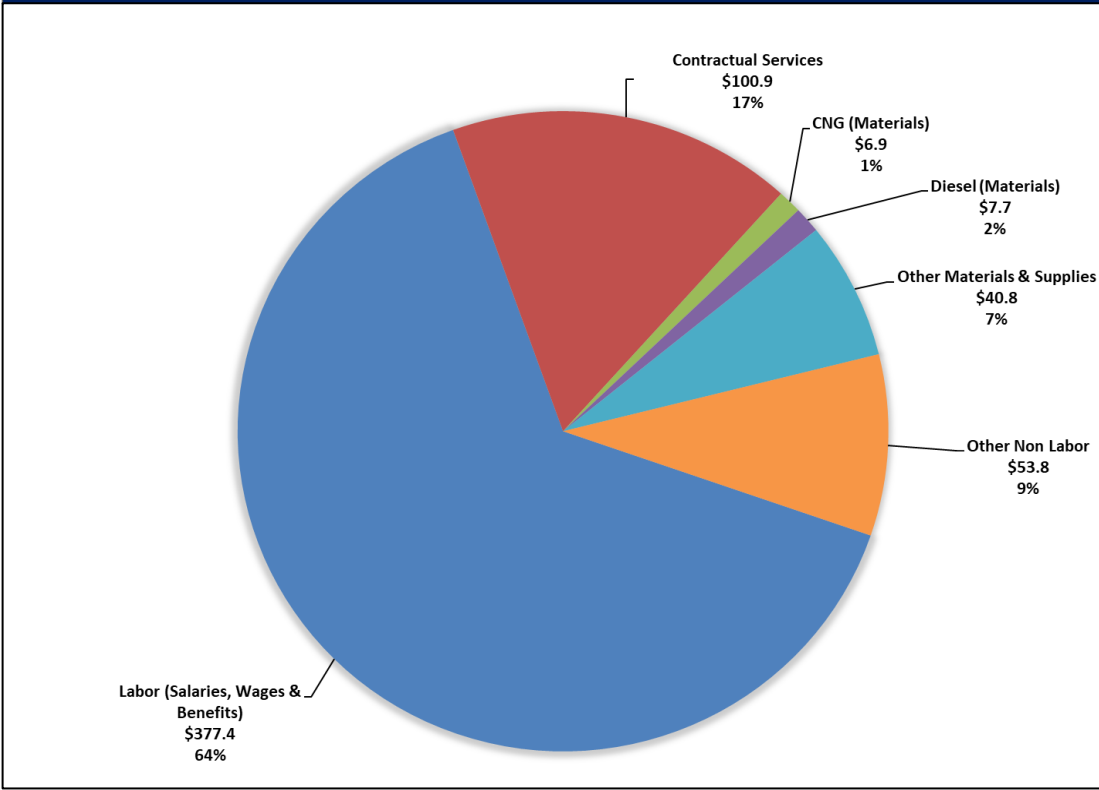
FY2023 Net Operating Revenues - \$652.7M

(Chart 1)



FY2023 Net Operating Expenditures - \$587.6M

(Chart 2)



Summary of Sources and Uses of Funds

The Summary of Sources and Uses of Funds is an overview of MARTA's total funding sources and uses for FY2023. Details regarding funding

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

FY23 Sources of Funds		
Beginning Balance		
Dedicated/Restricted Reserves	\$327,324,050	
Non-Dedicated/Non-Restricted Res.	\$386,911,171	
General Fund/Cash Balance	\$125,631,974	\$839,867,195
Total Sales Tax		\$683,751,000
Less: Escrow for Clayton County	(\$32,820,048)	
Reserve for MORE MARTA	(\$39,162,570)	
Remaining Sales Tax	\$611,768,382	
Operating Sales Tax	\$321,362,970	
Operating Revenues (excluding Sales Tax)		\$117,485,642
Federal Assistance		
Federal Formula Funds	\$73,470,853	
Federal Assistance (Cares Act)	\$0	
American Rescue Plan (ARP)	\$140,400,000	
Capital Assistance	\$0	\$213,870,853
Interest & Other Capital Income		\$500,000
SOURCES TOTAL		\$ 1,855,474,690

(Table 2)

FY23 Uses of Funds		
Operating Expenses	\$663,029,910	
Less: Capital Allocation	(75,470,919)	
Net Operating Expenses		\$587,558,991
More MARTA - Clayton	\$14,546,301	
More MARTA - City of Atlanta	\$45,411,512	
Dedicated Capital Expenditures	\$59,957,813	
Capital Programs (CIP)	\$512,000,031	
Bond Debt Service & Other Financing Costs	\$145,039,338	
Total Capital Program		\$716,997,182
USES TOTAL		\$ 1,304,556,173
FUNDS AVAILABLE - GENERAL FUND		
Dedicated/Restricted Reserves	\$339,348,855	
Non-Dedicated/Non-Restricted Res.	\$452,071,645	
General Fund/Cash Balance	(\$240,501,983)	
TOTAL FUNDS AVAILABLE		\$ 550,918,517

Summary of Available Funding for Operations

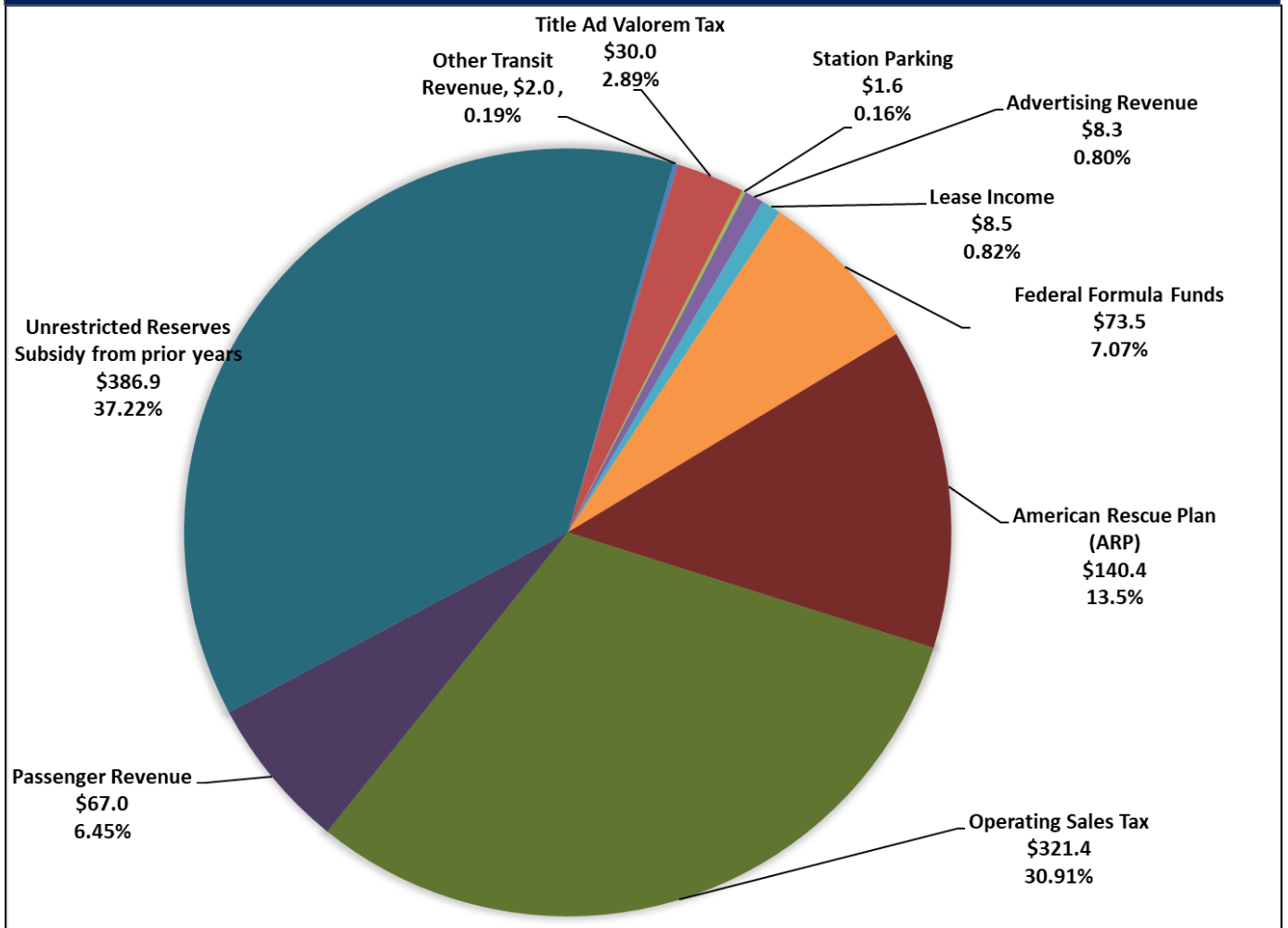
The Fiscal Year 2023 available funding for transit operations is \$1,039,630,636 which is funded through four primary sources: Sales Tax, Prior Year Carry-Over, Passenger Revenues, and Federal Sources. The table below includes the FY23 projected sources of funding

available for operations. Including the \$386,911,171 of unrestricted reserves, the FY23 total available funding is projected to exceed FY23 Net Operating Expenses by \$452,071,645. The unrestricted reserves may be allocated in part or whole to fund operations or the capital program. (See Chart 3 on the following page for a graphical representation of this data.)

FY23 Available Funding for Operations (Table 3)		
<u>Sales Tax & Prior Year Carry-Over</u>		
Sales Tax Applied	\$	321,362,970
Unrestricted Reserves	\$	<u>386,911,171</u>
Total	\$	708,274,141
<u>Operating Revenues</u>		
Passenger Revenues	\$	67,037,169
Title Ad Valorem Tax	\$	30,000,000
Station Parking	\$	1,613,900
Advertising Revenue	\$	8,308,954
Lease Income	\$	8,505,171
Interest	\$	1,297,242
Other Transit Revenues	\$	<u>723,206</u>
Total Operating Revenues	\$	117,485,642
Total Federal Formula Funds	\$	73,470,853
American Rescue Plan (ARP)	\$	140,400,000
Total Operating Sources	\$	<u>1,039,630,636</u>
Net Operating Expenses	\$	<u>(587,558,991)</u>
Unrestricted Funds Available for Future Use	\$	<u>452,071,645</u>

FY2023 Available Funding for Operations - \$1,039.6M

(Chart 3)



MARTA’s 35% Rule

The FY2023 Budget satisfies the “35% Rule” mandated by the MARTA Act, which states 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.

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

Operating Revenues - 35% Rule	
FY22 Operating & Federal Revenues	$= \frac{\$ 379,046,841}{\$ 495,036,975} = 76.57\%$
FY21 Net Operating Expenses	
The Adopted FY23 Budget is projected to meet this criterion:	
FY23 Operating & Federal Revenues	$= \frac{\$ 331,356,495}{\$ 515,836,863} = 64.24\%$
FY22 Net Operating Expenses	

(Table 4)

Local Sales Tax: 50% Current Year Sales Tax and Carry-Over 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 the City of Atlanta, Fulton, DeKalb, and Clayton Counties. In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA obtained legislative relief on the 50% restricted use of annual sales tax proceeds to subsidize the operating costs of the transit system. Relief of the sales tax utilization restriction was adopted in 2015, becoming effective FY2016.

The State Legislature allowed the use of up to 55% of Sales Tax proceeds for Operations for a

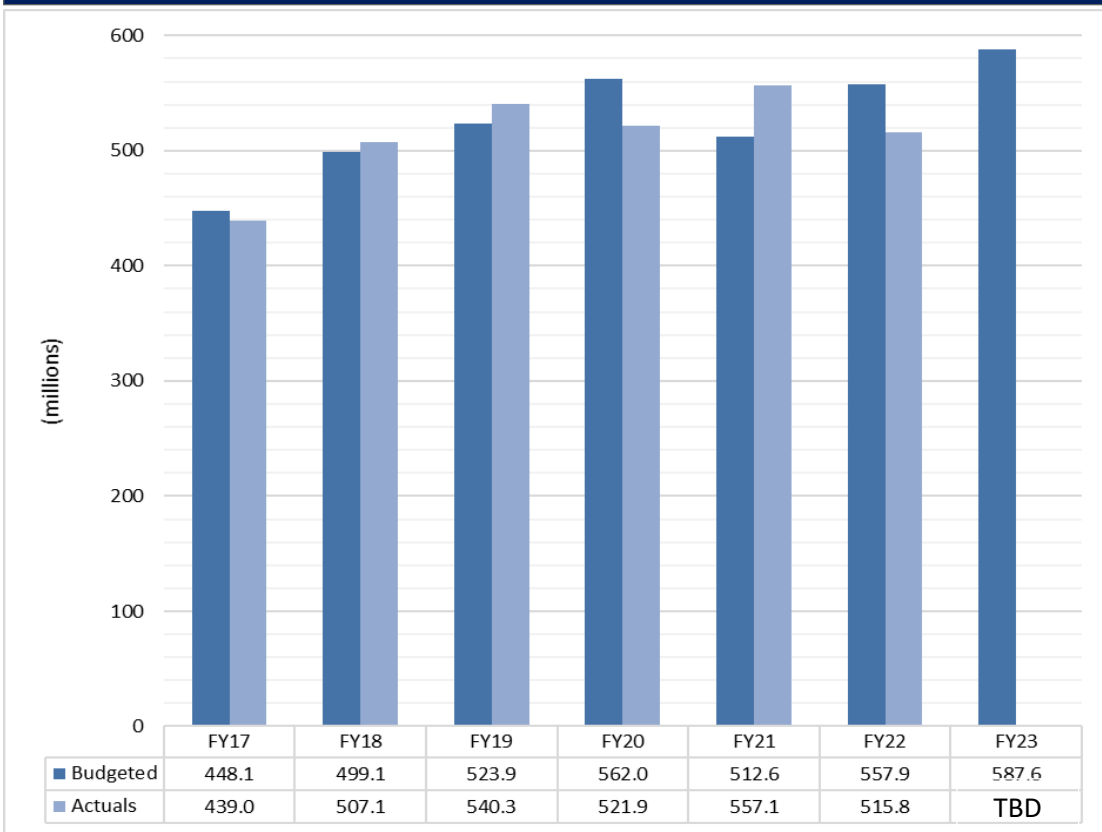
If more than 50% is used to subsidize the operating costs of any, one-year, the deficit in operations must be made up during a period not to exceed the three succeeding years. If less than 50% is used to subsidize operating costs, the excess may be reserved and later used to subsidize operations in future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

More MARTA

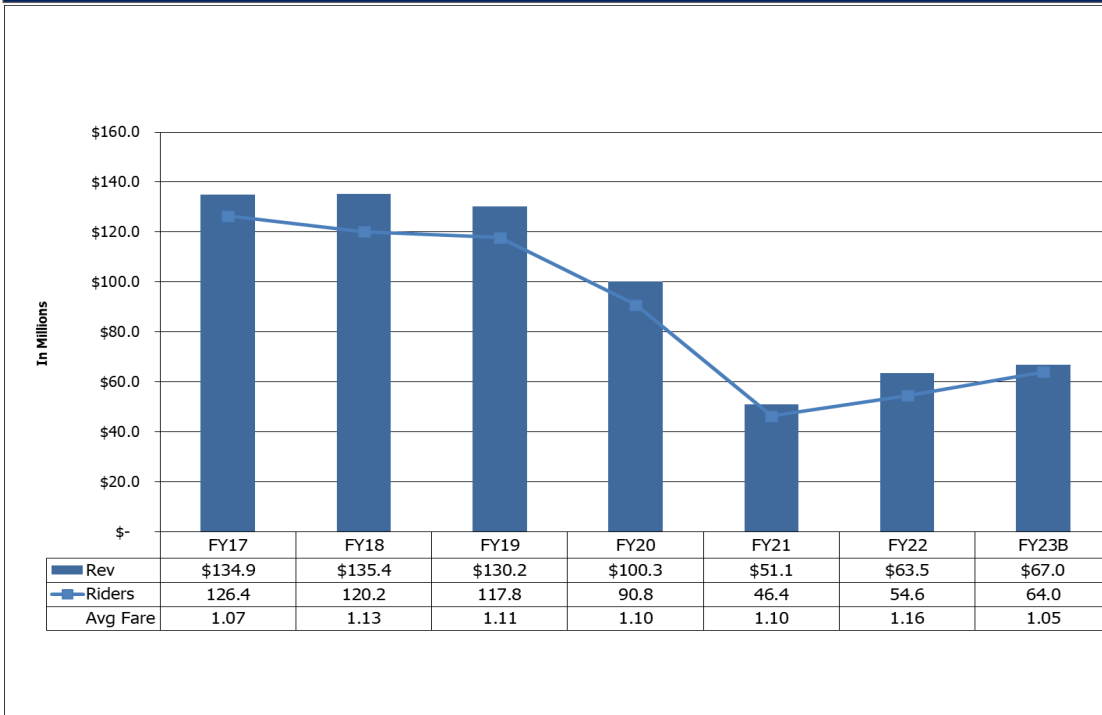
In 2016, the Georgia General Assembly passed Senate Bill 369, which allowed the City of Atlanta to consider adding a half penny on the dollar sales tax to be used for MARTA expansion. In November 2016, 71% of Atlantans voted to approve the half-cent sales tax and expand MARTA’s service. The program includes improvements to existing service and investment in a variety of transit projects and system-wide enhancements and will help MARTA expand transit service to connect communities, expand access to jobs and education, give more mobility to seniors and individuals with disabilities, and improve Atlanta’s quality of life. The total More MARTA investment represents a \$2.5 billion investment in transit over the next 40 years.

The total estimated Sales Tax for FY23 is \$683.8M including \$32.8M in escrow for Clayton County transit and \$39.1M for More MARTA. A summary of Transit Carry-Over for past years is provided in Table 5 at the end of this section.

FY2017 – FY2023 Sales Tax Receipts (Chart 4)



FY2017 – FY2023 Passenger Revenue & Ridership Trends (Chart 5)



FY2018 - FY2023 Summary of Transit Carry-Over (\$M) (Table 5)						
	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Adopted FY23
Revenues						
Passenger Revenues	135.4	130.2	100.3	51.1	63.5	67.0
Title Ad Valorem Tax	29.7	31.3	33.5	33.5	33.5	30.0
Station Parking	2.9	3.0	2.1	0.6	1.5	1.6
Advertising Revenue	6.2	7.4	6.8	4.6	6.2	8.3
Lease Income	11.7	9.6	10.1	9.8	19.7	8.5
Other Transit Revenues	4.1	5.6	5.0	11.5	7.1	2.0
Federal Formula Funds	76.1	82.8	156.7	79.7	75.2	73.5
American Rescue Plan (ARP)	0.0	0.0	0.0	0.0	152.9	140.4
Cares Act	0.0	0.0	75.2	196.4	19.6	0.0
Total Operating Revenues	\$266.0	\$270.0	\$389.6	\$387.0	\$379.0	\$331.4
Expenditures						
Gross Operating Expenses	(539.1)	(580.3)	(561.5)	(544.6)	(563.0)	(663.0)
Capital Allocation	59.9	61.3	57.0	49.6	47.1	75.5
Net Operating Expenses	(\$479.1)	(\$519.1)	(\$504.5)	(\$495.0)	(\$515.8)	(\$587.6)
Operating Sales Tax Required	(213.1)	(249.1)	(114.9)	(108.1)	(136.8)	(256.2)
Total Sales Tax Receipts	507.1	540.3	521.9	557.1	664.6	683.8
% of Total Sales Tax Required	42.0%	46.1%	22.0%	19.4%	20.6%	37.5%
Sales Tax Applied	231.7	256.0	244.8	262.9	313.7	321.4
Sales Tax Excess (Shortfall)	\$18.6	\$6.9	\$129.9	\$154.9	\$176.9	\$65.2

MARTA Five-Year Projected Summary Plan (\$M)							
(Table 6)							
	Actual FY2021	Actual FY2022	Adopted FY2023	Projection FY2024	Projection FY2025	Projection FY2026	Projection FY2027
Advertising	4.6	6.2	8.3	8.4	8.5	8.6	8.6
Interest Income	1.5	1.3	1.3	1.3	1.3	1.3	1.3
Lease Income	9.8	19.7	8.5	8.6	8.7	8.8	8.9
Other Revenues	10.0	5.8	0.7	0.7	0.7	0.7	0.8
Passenger Revenues	51.1	63.5	67.0	90.2	110.1	112.6	112.6
Sales Tax	268.9	313.7	321.4	336.8	352.5	366.7	380.1
Station Parking Revenues	0.6	1.5	1.6	1.6	1.6	1.7	1.7
Title Ad Valorem Tax	33.5	33.5	30.0	30.0	30.0	30.0	30.0
Federal Formula Funds	79.7	75.2	73.5	80.0	80.0	80.0	80.0
Cares Act Federal Funding	196.4	19.6	0.0	0.0	0.0	0.0	0.0
ARP Federal Funding	0.0	152.9	140.4	0.0	0.0	0.0	0.0
Total Operating Revenue	\$655.9	\$692.8	\$652.7	\$557.6	\$593.5	\$610.4	\$623.9
Salaries & Wages	245.9	241.6	277.4	288.5	297.1	306.0	315.2
Fringe Benefits	109.0	122.4	142.1	147.8	152.2	156.8	161.5
Overtime	27.6	30.9	33.5	34.8	35.8	36.9	38.0
Labor	\$382.6	\$394.9	\$452.9	\$471.0	\$485.2	\$499.7	\$514.7
Contractual Services	78.4	83.9	100.9	105.0	108.1	111.4	114.7
Materials & Supplies	39.8	46.9	55.5	57.7	59.4	61.2	63.0
Casualty & Liability Costs	26.3	17.9	20.6	21.5	22.1	22.8	23.5
Other Operating Expenses	14.8	15.7	17.3	18.0	18.5	19.1	19.7
Other Non-Operating Expenses	2.3	3.0	15.1	15.7	16.2	16.7	17.2
Miscellaneous Expenses	0.5	0.7	0.7	0.7	0.7	0.7	0.8
Non-Labor	\$162.1	\$168.1	\$210.2	\$218.6	\$225.1	\$231.9	\$238.8
Gross Operating Expenditures	\$544.6	\$563.0	\$663.1	\$689.6	\$710.3	\$731.6	\$753.5
Capital Allocation	(\$49.6)	(\$47.1)	(\$75.5)	(\$77.6)	(\$79.9)	(\$82.3)	(\$84.8)
Net Operating Expenses	\$495.0	\$515.8	\$587.6	\$612.0	\$630.4	\$649.3	\$668.8
Surplus/Deficit	\$160.8	\$176.9	\$65.2	(\$54.4)	(\$36.9)	(\$38.9)	(\$44.8)

Capital Program Funding

The Fiscal Year 2023 Capital Budget totals \$716,997,182 in total for state of good repair program expenditures.

The Authority's Capital Budget is supported by Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues.

The Capital Improvement Program is 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.

Funding Sources

Local sources of funding for the FY23 Capital Budget include Sales Tax, a FY23 general fund beginning balance and investment/other income. MARTA is also authorized to sell sales tax revenue bonds and floating rate notes. A description of the capital sources follows.

FY23 General Fund Beginning Balance

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

(Table 7)

FY2023 Comprehensive Capital Program State of Good Repair (SGR), More MARTA Atlanta, More MARTA Clayton	
Funding Sources	
Total FY2022 Carry Over (Forecasted)	599.5
Prior Year Sales Tax Surplus	279.4
More MARTA - City of Atlanta	142.8
More MARTA - Clayton County	177.3
FY2023 Funding Sources	471.1
Capital Sales Tax	362.4
SGR Awarded/Potential Federal Funds	84.5
SGR Federal CRRSAA Stimulus Funds	17.0
More MARTA City of Atlanta - Awarded/Potential Federal Funds	2.5
More MARTA Clayton County - Awarded/Potential Federal Fund	4.2
Interest Income	0.5
Total Capital Funds	1,070.5
<i>Total More MARTA</i>	<i>398.7</i>
<i>Total State of Good Repair</i>	<i>671.8</i>
Capital Expenses	
State of Good Repair	512.0
Bond Debt Service and Other Bond Related Costs	145.0
More MARTA - City of Atlanta	45.4
More MARTA - Clayton County	14.5
FY23 Year End Balance	
Total Carryover	353.5
Total More MARTA Funds Carryover	338.7
Total State of Good Repair Carryover	14.8

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton, DeKalb and Clayton Counties and the City of Atlanta. In these jurisdictions, a local option sales tax of 1% is levied for the exclusive use of MARTA. Beginning with April 2017, an additional local option sales tax of ½% is being collected from the City of Atlanta.

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

Investment & Other Income

Also available as a local source is investment income totaling \$500,000. This source includes interest income from all capital eligible portfolios.

Financing

MARTA is expected to issue \$0 in Sales Tax Revenue Bonds to fund the FY23 Capital Program.

Federal, State and Other Sources

MARTA receives grant funds from the U.S Department of Transportation, Federal Transit Administration (FTA), U.S Department of Agriculture, Department of Homeland Security (DHS) and the State of Georgia.

Federal Grants Program

This program is designed to encompass the FTA Section 5307, 5337, and 5339 formula and discretionary grant programs, Transit Security Grant Program, Local Food Promotion Program,

reprogrammed/flexed Federal Highway Administration and other federal program funds. Approximately \$104,000,000 is expected to be reimbursed in FY23.

State Grants Program

The State of Georgia participates in the implementation of the Authority's Audio/Visual Information System (AVIS), Regional Bus Stop Signage and Bankhead platform extension projects. Approximately \$3,800,000 in related expenses is anticipated to be supported in FY23.

Capital Expenditures

The total Capital Budget of \$\$716,997,182 for FY23 provides funding for the Capital Improvement Program, including More MARTA City of Atlanta, More MARTA Clayton, 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.

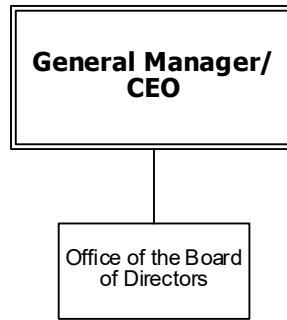
The program ensures that the transit system is maintained to enable the continued delivery of high-quality service. Total projects and procurements budgeted for FY23 for State of Good & Repair (SGR) is \$512,000,031, More MARTA City of Atlanta is \$45,411,512, More MARTA Clayton is \$14,546,301.

The transit 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.

Department Overviews & Operating Budgets

The following section of the FY23 budget book details MARTA's departmental business units. In this section you will find organization charts, budget summaries, and narrative descriptions for each department including descriptions of the functional areas or offices, in each department, and where available, FY22 Accomplishments and FY23 Goals and Objectives. For more information at the authority level please see **Appendix C – Operating Budget Detail**.

Department of the General Manager/CEO



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$1,121,930	\$740,476	\$799,041	\$733,282	(\$65,759)
Non-Labor	\$291,842	\$592,330	(\$8,519,774)	\$723,671	\$9,243,445
Contingency	\$0	\$0	\$8,680,140	\$10,000,000	\$1,319,860
Gross Operating Total	\$1,413,772	\$1,332,805	\$959,407	\$11,456,953	\$10,497,546
Allocation	(\$92,361)	(\$132,872)	(\$126,018)	(\$925,201)	(\$799,184)
Net Operating Expenses	\$1,321,411	\$1,199,933	\$833,389	\$10,531,751	\$9,698,362
Total Headcount	4	3	2	2	0

The **Department of General Manager/CEO** serves as the directing and coordinating mechanism for all Authority activities by promoting sustainable and efficient actions to achieve the Authority’s Strategic priorities. This department has management and oversight of the implementation of goals and objectives for MARTA’s business units as they relate to the Authority’s strategic priorities.

The **Department of the General Manager/CEO** has direct oversight of the following core functions:

- Transit Management and Oversight
- Board Management
- Setting / Implementing Strategic Priorities for the Authority

Office Descriptions

The **Office of the General Manager/CEO** is responsible for ensuring adherence to the goals of becoming a regional transportation entity while meeting the transit needs of the Metropolitan Atlanta community. The GM/CEO is responsible for supporting the Board of Directors and directing the functions and operations of the Chiefs. This office also focuses on working with employees, customers, transit stakeholders, and the community to provide safe, efficient, and high-quality public transit services.

The **Office of the Board of Directors (BOD)** is responsible for being the primary liaison between MARTA staff and MARTA’s Board of Directors. This office coordinates Board meetings and disseminates information for and from the Board

of Directors, manages and prepares minutes, resolutions and statistics with the various Board Committee sessions and full Board meetings and provides oversight and facilitation to every office within MARTA that submits Board Resolutions.

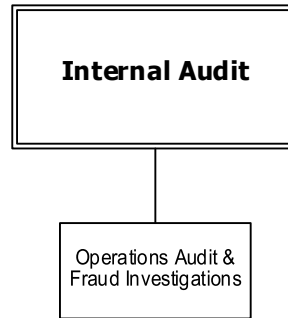
FY2022 Accomplishments

As the most senior level of the Authority, the Department of the General Manager/CEO's FY22 Accomplishments are:

- (MARTA) Board of Directors voted unanimously for Collie Greenwood, the deputy general manager of operations and urban planning, to serve as the MARTA's interim top executive.
- MARTA continued to show fiscal responsibility, balancing the **budget for an eleventh straight year** without a fare increase and on the heels of unprecedented fare revenue losses due to the pandemic.
- MARTA and the City of Brookhaven approved the terms of an **agreement for a new City Hall** to be built on **MARTA-owned property** adjacent to **Brookhaven rail station** on the Gold Line in DeKalb County.
- The Clayton County Operations and Maintenance Facility was **awarded an unprecedented \$33 million in federal grants and earmarks and Clayton Southlake bus rapid transit (BRT)** advanced to the Federal Transit Administration's (FTA) Capital Investment Grant (CIG) Program as a Small Starts Project.
- MARTA budgeted **\$9 million** this fiscal year for the **SMART Restroom Program**.
- MARTA partnered with the Global Growers Network to **establish a farm near Indian Creek rail station in DeKalb County**. Produce from the farm will be available at MARTA Markets.
- MARTA's Police Department (MPD) and Georgia State University (GSU) partnered to **offering a paid internship** to assist eligible students in completing their degree requirements.
- MARTA, along with H.J. Russell and Place Properties, celebrated **the opening of the King Memorial transit-oriented development (TOD)**, a community of 305 apartments and 11,000 square feet of office and retail space.
- MARTA, in partnership with Georgia Tech, announced an expansion of **MARTA Reach**, a six-month pilot rideshare service designed to connect riders to-and-from MARTA bus and rail.
- MARTA celebrated **Earth Day** on Friday, April 22, by announcing the launch of its first electric buses.
- MARTA joined the American Public Transportation Association (APTA) **Racial Equity Commitment Pilot Program** to reaffirm its commitment to racial equity and build on the work done by MARTA's Office of Diversity & Inclusion.
- MARTA committed a **\$100 million increase in its initiative with the Goldman Sachs Urban Investment Group** within Goldman Sachs Asset Management (Goldman Sachs), which seeks to identify opportunities to finance new development in close proximity to MARTA.
- Interim General Manager and CEO **Collie Greenwood testified at the U.S. Senate Committee on Banking, Housing, and Urban Affairs** during an open session hearing entitled, "Advancing Public Transportation Under the Bipartisan Infrastructure Law."
- The Federal Transit Administration (FTA) announced an additional **\$15 million grant for the Clayton Operations & Maintenance Facility** under the Bus and Bus Facilities Program.

- MARTA, in partnership with Georgia Tech, launched **MARTA Reach**, a six-month pilot rideshare service designed to connect riders to-and-from MARTA bus and rail.
- MARTA is investing approximately \$225 million in State of Good Repair work on its heavy rail lines that will enhance the safety of the rail system, reduce train delays, and improve the customer experience.

Department of Internal Audit



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$1,817,121	\$1,653,655	\$1,629,224	\$2,092,810	\$463,587
Non-Labor	\$242,126	\$509,470	\$340,906	\$456,514	\$115,608
Gross Operating Total	\$2,059,247	\$2,163,125	\$1,970,130	\$2,549,324	\$579,195
Allocation	(\$695,333)	(\$658,379)	(\$1,263,476)	(\$921,730)	\$341,746
Net Operating Expenses	\$1,363,914	\$1,504,745	\$706,654	\$1,627,595	\$920,941
Total Headcount	16	16	16	16	0

The **Department of Internal Audit** serves as the directing and coordinating mechanism for establishing the short- and long-term strategies for MARTA’s Audit Department. It is also responsible for preparing annual risk-based audit plans and facilitating the implementation of corrective actions for audit recommendations. Oversight of all Audit processes include Internal Audit, Information Systems Audits, as well as Operation Audits & Fraud Investigations.

Core Functions

The Department of Internal Audit has direct oversight of the following core functions:

- Contracts Audits
- Operational Audits
- Fraud, Waste and Abuse (FWA) Hotline and investigations

- Regular reporting to the Audit Committee of the Board of Directors

Office Descriptions

The **Office of AGM Internal Audit** is responsible for administering contracts for external audit services, while acting as liaison with Federal and State audits and reviews and coordinates responses to any findings. This office also reviews contracts to ensure compliance with contract provisions, MARTA procedures and applicable state and federal regulations. This office responds to calls received through the Fraud, Waste, and Abuse Hotline and follows up on anonymous tips.

The **Office of Operations Audit and Fraud Investigations** is responsible for establishing the short- and long-term strategies for the Operational Audit and Fraud Investigation Audit

Branch. The office determines the adequacy and effectiveness of operational and financial controls, applications, and new system development projects; reviews the work and reports of operational auditors and fraud investigators for quality and to ensure departmental and industry standards are followed, and are in compliance with MARTA guidelines, and on-time completion. It assists the AGM of Internal Audit with completing reports to the General Manager of MARTA and the Audit Committee of the Board of Directors.

FY2022 Accomplishments

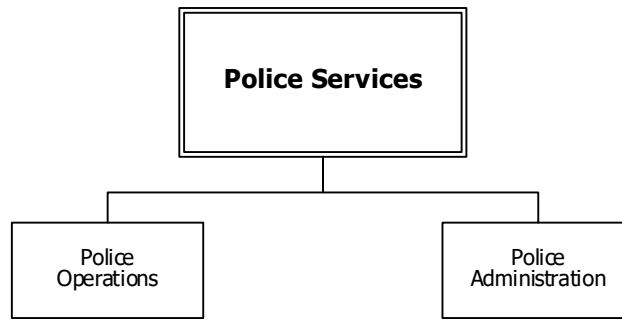
- Issued 140 audit reports (estimate)
- Implemented 3rd party cloud-based Fraud Hot Line for the entire authority

- Identified \$400K (est.) in potential savings
- ACFR and Single Audits were completed on time and presented to the Audit Committee and filed with the required regulatory bodies

FY2023 Goals & Objectives

- Assist the Authority with its COVID-19 Return to 'new normal' efforts
- Deliver the FY23 Audit Plan
- Ensure ACFR and Single Audits are completed and presented on time
- Enhance the use of cloud-based technology in the Internal Audit Department operations
- Fill all open and "acting" positions

Department of Police Services



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$45,172,884	\$41,024,224	\$37,396,063	\$44,373,376	\$6,977,313
Non-Labor	\$788,883	\$465,008	\$745,348	\$669,742	(\$75,606)
Gross Operating Total	\$45,961,767	\$41,489,231	\$38,141,411	\$45,043,119	\$6,901,708
Allocation	(\$4,627,755)	(\$2,617,530)	(\$1,735,066)	(\$7,023,286)	(\$5,288,220)
Net Operating Expenses	\$41,334,011	\$38,871,701	\$36,406,345	\$38,019,833	\$1,613,488
Total Headcount	461	438	454	449	-5

The **Department of Police** has the primary emergency management responsibility for the Authority and serves as the directing and coordinating mechanism responsible for providing police services to MARTA patrons and all related facilities as well as providing protection and security for all Authority assets.

Core Functions

The Department of Police has direct oversight of the following core functions:

- Police Services
- Police Administration
- Police Operations
- Criminal Justice Communications

Office Description

The **Office of Police** is committed to MARTA’s goal of being a customer focused organization that concentrates on the needs and expectations of existing and potential riders. The operation of the Office of Police Services is based on accepted law enforcement standards. Using both sworn and non-sworn personnel, the Office provides the Authority, its customers, and its employees with a full-service Police Department.

The Office is designed to protect the system against acts of terror both foreign and domestic, thereby maintaining current riders and attracting new riders to the system, utilizing 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.

FY2022 Accomplishments

- Awarded the TSA Gold Standard award for receiving the highest score for their Baseline Assessment for Security Enhancement (BASE) which is a triennial review.
- 100% findings on the annual Property & Evidence Unit audit performed by MARTA Internal Audit.
- Multiple hiring and retention initiatives were implemented that included internal raises, increase in starting pay, referral bonuses, lateral bonuses, housing, POAB payment, and increase in tuition assistance funding.
- Revised the recruiting process to decrease the lengthy wait to include an electronic application for sworn and civilian positions and on the spot interviews, physical agility testing, and background checks.
- Enhanced marketing plan for recruiting new employees to include new recruitment videos, advertisements on buses, and recruitment banners highlighting hiring and retention incentives.
- MPD/GSU Intern Program established.
- Successful achievement on the CALEA one year web-based assessment.
- Ensured training of 94% of the Authority staff on the GDOT approved TSA Security and Awareness Training through the MARTALearn Portal by due date.
- Submitted documentation for all outstanding GDOT CAPs dating back to 2017.

FY2023 Goals & Objectives

GOAL 1: Create a culture of safety and security excellence

- Objective: Reduce Part 1 Crimes by 1%
- Objective: Reduce Bus Operator assaults by 2%

GOAL 2: Position the MARTA Police Department as an Employer of Choice by attracting and retaining the best and brightest

- Objective: Hire 50 sworn police officers with a net increase of 25 sworn officer Full Time Employees
- Objective: Utilize new marketing strategies to attract sworn police officer applicants such as MPD Recruiting social media pages, radio and television advertising to reach the goal of hiring 50 sworn police officers
- Objective: Identify additional hiring and retention incentives to attract new employees and retain current employees

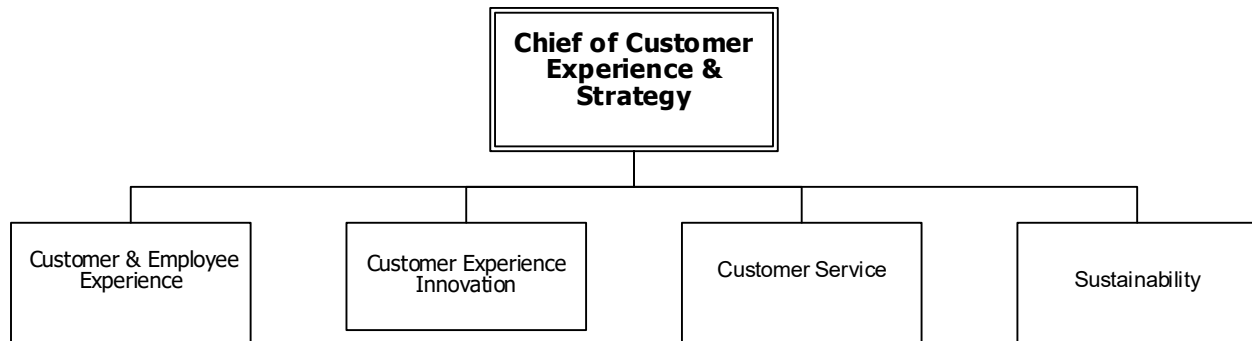
GOAL 3: Optimize resources through cost-savings and efficiencies

- Objective: Reduce Overtime costs by 1%
- Objective: Reduce the unscheduled hours of absenteeism by 2%

GOAL 4: Demonstrate routine excellence as the standard throughout our core business operations

- Objective: Reduce the number of citizen complaints submitted to Internal Affairs compared to FY21 by 2%

Department of Customer Experience & Strategy



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$3,662,025	\$3,753,411	\$3,710,262	\$5,889,524	\$2,179,262
Non-Labor	\$47,768	\$723,817	\$617,718	\$976,201	\$358,483
Gross Operating Total	\$3,709,793	\$4,477,228	\$4,327,980	\$6,865,725	\$2,537,745
Allocation	(\$20,769)	(\$2,958)	(\$1,338,331)	(\$305,467)	\$1,032,863
Net Operating Expenses	\$3,689,023	\$4,474,270	\$2,989,650	\$6,560,258	\$3,570,608
Total Headcount	56	59	70	71	1

The **Department of Customer Experience & Strategy** is responsible for solving lasting customer problems, building a long-term competitive advantage, retaining loyal customers, and creating a strategy to strengthen the Authority’s brand while working to enhance the fiscal outlook.

Core Functions

The Department of Customer Experience & Strategy has direct oversight of the following core functions:

- Capturing and acting upon voice of customer and voice of employee data
- Directing Customer Services
- Creating strategies for customer-facing technology and innovation

- Championing sustainability efforts

Office Descriptions

The Office of **Customer Experience & Strategy** directs and implements overall strategy to build a more customer-centric organization Authority-wide in support of MARTA's strategic goals and objectives and is responsible for improving the daily experience of MARTA’s customers.

The Office of **Customer & Employee Experience** identifies, evaluate, and directs implementation of innovative tools and solutions that enable the Authority to meet its core business goals by strengthening MARTA’s internal culture and forging sustainable relationships with new and existing stakeholders. This unit also implements tools and processes to capture the voice of employees and partners with

internal business units to ensure that employees have a great experience from onboarding to retirement.

The **Office of Customer Services** directs the operations of the Customer Care Center to include the Customer Information Center, Customer Service Center, Breeze Card investigations, Reduced Fare, and Lost and Found. The office establishes and monitors service standards and operational processes and procedures as well as compiles training manuals and develops reports with key metrics and directs the implementation of the Customer Service Call Center plan.

The **Office of Customer Experience & Innovation** oversees key interdepartmental customer experience initiatives while monitoring industry trends relevant to customer-facing technology and provides expertise and guidance to executive management on customer experience best practices related to data sharing, automated fare collection, rider information systems, and innovative transit service delivery.

The **Office of Sustainability** oversees the overall execution, mission, and efficacy of the

sustainability program. This unit conducts research to identify environmental and social sustainability concerns, interests, and issues around work-life balance, health, safety, wellness, diversity, empowerment, community engagement, philanthropy and volunteerism. The office is also responsible for gathering data, monitoring performance, and reporting on environmental and social impacts of initiatives, projects and programs led by other departments in the Authority.

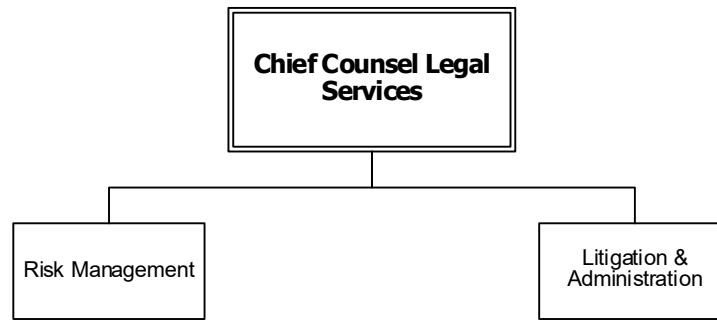
FY2022 Accomplishments

- Launched MARTA Reach, a demand response service pilot
- Released public GTFS feed for real time bus location
- Led public engagement process for rail car design features

FY2023 Goals & Objectives

- Create a digital media platform for an employee news and information sharing network
- Advance AFC 2.0 to the point of readiness for procurement of an integrator/vendor.
- Institute a civic program that connects employees and communities we serve in meaningful ways
- Produce a Climate and Resiliency Action Plan
- Introduce a customer relationship management tool for all departments

Department of Chief Counsel Legal Services



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$2,871,356	\$2,947,626	\$2,947,795	\$3,292,046	\$344,251
Non-Labor	\$15,569,816	\$21,871,421	\$13,361,679	\$17,009,513	\$3,647,834
Gross Operating Total	\$18,441,172	\$24,819,047	\$16,309,474	\$20,301,559	\$3,992,086
Allocation	(\$1,799,273)	(\$1,933,908)	(\$1,034,829)	(\$2,228,197)	(\$1,193,368)
Net Operating Expenses	\$16,641,899	\$22,885,139	\$15,274,645	\$18,073,362	\$2,798,717
Total Headcount	23	22	23	23	0

The **Department of Chief Counsel Legal Services** provides legal advice and support as needed to the Authority’s Board of Directors, General Manager and staff. The office provides support to the Authority’s General Counsel and manages additional outside counsel.

Core Functions

- Corporate Law
- Litigation & Administration
- Risk Management

Office Descriptions

The **Office of Chief Counsel Legal Services** provides legal representation of the Authority in the negotiation, mediation, arbitration, and litigation of contract claims, personal injury claims, premises security claims, employment issues, labor issues, and any other litigation

matters brought against the Authority. It offers advice and support for real estate acquisition and disposition, drafts legal documents, and assists in the negotiation of transit-oriented developments; reviews and drafts procurement documents; as well as, advises and counsels in contract award and administration.

The office works closely with Human Resources and Labor Relations in employee matters and issues surrounding the collective bargaining agreement and the Authority’s represented employees. It drafts intergovernmental agreements and provides legal guidance on Federal and State regulations including FTA Procurement Policies, charter services and legislative referendum; provides support and guidance on the enforcement of the Customer Code of Conduct; is responsible for the

enforcement of the Authority's Code of Ethics and Standards of Conduct and responds to Open Records Act requests, providing documents and videos as appropriate and requested.

The **Office of Director of Litigation & Administration** provides representation to the Authority in defense of personal injury claims, collection of subrogation claims, contract claims, police matters, employment and labor issues; advises and counsels on contract negotiations, arbitration, litigation, workers' compensation claims and similar matters arising out of the operation of the bus and rail systems; and deals directly with internal departments on a wide range of personnel and employment issues including garnishments, Title VII, the Americans with Disabilities Act, FMLA, and FLSA.

The **Office of Risk Management** protects the Authority's assets and revenue streams by the identification, analysis, elimination, reduction, transfer, assumption, and funding of actual or potential losses. This office manages self-administration of claims in a self-funded program structure; manages financial aspects of claims programs; processes, investigates, and adjusts property damage and personal injury and worker's comp claims incidental to MARTA's operations.

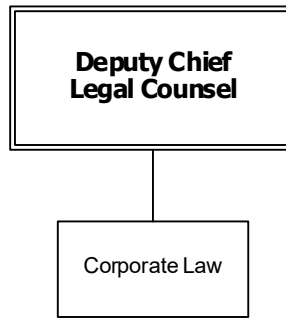
FY2022 Accomplishments

At the time of publication, this information was not available.

FY2023 Goals & Objectives

At the time of publication, this information was not available.

Department of Deputy Chief Legal Counsel



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$358,201	\$426,667	\$381,083	\$643,239	\$262,156
Non-Labor	\$0	\$0	\$1,476	\$112	(\$1,364)
Gross Operating Total	\$358,201	\$426,667	\$382,559	\$643,351	\$260,792
Allocation	(\$52,572)	(\$54,838)	(\$151,120)	(\$134,818)	\$16,303
Net Operating Expenses	\$305,630	\$371,829	\$231,439	\$508,533	\$277,095
Total Headcount	3	3	3	3	0

The **Department of Deputy Chief Legal Counsel** provides legal advice and support to the Authority’s Board of Directors, General Counsel, other outside counsel and staff, and support for real estate acquisition and disposition.

Core Functions

- Support Authority’s Board of Directors and General Counsel
- Real estate acquisition and disposition
- Contracts and agreements
- Intergovernmental affairs

Office Descriptions

The **Office of Deputy Chief Legal Counsel** maintains oversight of corporate law pertaining to real estate acquisition and disposition, contract

and agreements review, and intergovernmental affairs.

The **Office of Director of Corporate Law** advises and counsels in-house attorneys and staff on contract procurement, award and administration and provides review and advice regarding intergovernmental affairs.

FY2022 Accomplishments

At the time of publication this information was not available.

FY2023 Goals & Objectives

At the time of publication this information was not available.

Department of Safety & Quality Assurance



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$6,547,416	\$7,162,982	\$8,557,606	\$11,121,952	\$2,564,345
Non-Labor	\$122,132	\$45,564	\$116,082	\$372,202	\$256,120
Gross Operating Total	\$6,669,548	\$7,208,546	\$8,673,688	\$11,494,153	\$2,820,465
Allocation	(\$2,960,260)	(\$3,056,918)	(\$4,255,229)	(\$4,008,616)	\$246,613
Net Operating Expenses	\$3,709,288	\$4,151,628	\$4,418,459	\$7,485,537	\$3,067,078
Total Headcount	58	63	76	78	2

The **Department of Safety and Quality Assurance (DSQA)** is responsible for the effective operations of safety and quality management systems to establish a culture of safety and quality throughout the Authority. The department manages and monitors the Authority’s compliance with applicable federal and state system safety regulatory requirements. Its mission is to continuously improve on identifying, evaluating, managing, and monitoring safety risks, continuously improving mission-critical processes to provide a safe work environment for employees, a clean, safe, and reliable public transit service to patrons, and the riding public.

Core Functions

The Department of Safety and Quality Assurance has direct oversight of the following core functions:

- Operational Safety
- Environmental Health & Safety
- System Safety, Construction and Industrial Safety
- Quality Assurance and Testing
- Continuous Improvement
- Configuration Management

Office Descriptions

The **Office of the Deputy Chief of Safety & QA** oversees the macro-functions of the Office of Safety and the Office of Quality Assurance; assesses the Authority's safety concerns and manages plans to remediate the items via the offices; and oversees audits, assessments, hazard management, inspections, and investigations.

The **Office of Safety** is responsible for developing, implementing, monitoring, sustainability, and educating staff on a comprehensive Safety Management System (SMS). This office serves as MARTA's liaison to the Georgia Department of Transportation (GDOT), Federal Transit Administration (FTA), National Transportation Safety Board (NTSB), and other federal and state regulatory agencies. The Office of Safety oversees and conducts risk management activities, suggests risk mitigations, maintains program-specific key performance metrics, documentation, lessons learned, and identifies plans and procedures for improvement; tracks and evaluates DSQA's overall performance towards its established goals and objectives. The Office of Safety also aligns its goals and objectives with the Authority's strategic objectives; and manages DSQA's overall budget adherence and cost control with an understanding of how funds will be utilized to carry out safety program activities. Safety personnel has the authority to suspend operations and activities at any time in order to ensure the safety of MARTA's patrons, employees, property, facilities and the public.

The **Office of Quality Assurance** develops and implements quality assurance practices (QA) and procedures to include a continuous quality improvement program, quality evaluation, inspections, and testing, which lead to improved performance. The office also develops, implements, maintains and manages the Quality Assurance Program Plan (QAPP) and the MARTA Testing Program Plan (MTPP) to provide assurance that equipment and systems are inspected, tested, and installed in accordance with requirements. QA develops and implements a comprehensive and detailed Quality Management System (QMS) which employs a

systematic and strategic approach to ensure that components and processes meet specified standards; gathers, reviews, and analyzes quantitative and qualitative data, using a variety of methods, including business intelligence, data mining, and data visualization; identifies underlying drivers of performance gaps; maintains program-specific key performance metrics, documentation, lessons learned, and processes identified for improvement; tracks and evaluates DSQA's overall performance towards its established goals and objectives as well as alignment with the Authority's strategic objectives; and manages budget adherence and cost control with an understanding of how funds will be utilized and expended overtime for projects or operations.

FY2022 Accomplishments

- Developed Safety training programs in cooperation with MARTA Learn for the Agency Safety Plan, Safety Oversight, Safety 1st, Safety Management System, and other related courses.
- Conducted Distraction Avoidance trainings, environmental health and safety trainings for operations.
- Gained GDOT approval of the Agency Safety Plan and successfully initiated the Safety Management System implementation.
- Continued to provide oversight of environmental and industrial health and safety in support of capital improvement projects for hazardous materials, pollution prevention, remediation, and asbestos abatement.
- Managed and facilitated requirements to remain in compliance with local, state and federal environmental and safety regulations.

FY2023 Goals & Objectives

PRIORITY 1: Consistently provides excellence in customer service

- Objective: Targeted DSQA training program that will strengthen core capabilities in Safety and Quality Assurance.
- Objective: Augment authority-wide educational awareness in the areas of Distraction Avoidance, Safety Hotline, Safety 1st, and Hazard Identification to assure adherence to safety protocols.

- Objective: Fully implement the establishment of a Quality Management System (QMS) for improving and standardizing mission-critical processes.

PRIORITY 2: Delivers the capital program with speed and efficiency

- Objective: Collaborate with stakeholders to maximize service value and oversight on Capital Improvement Programs.
- Objective: Develop a continuous improvement process through a Safety Management System that reduces hazards.

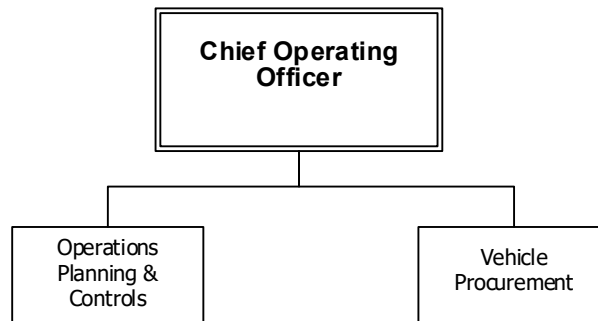
PRIORITY 3: Strengthens the MARTA brand

- Objective: Implementation of a Safety Management System (SMS) through the Agency Safety Plan.
- Promote an organizational safety culture that encourages proactive safety risk management.

PRIORITY 4: Demonstrates fiscal responsibility

- Objective: Monitor Supplier Quality through the evaluation of product and service deliverables for safety-related components.
- Objective: Informed business decisions through the utilization of business intelligence tools and predictive analytics.
- Implements safety risk management processes that identify hazards during project design phases, resulting in cost savings related to change orders and redesign efforts.

Department of Chief Operating Officer



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$5,514,601	\$5,234,238	\$5,967,562	\$8,431,275	\$2,463,713
Non-Labor	\$187,606	\$252,010	\$165,724	\$371,792	\$206,069
Gross Operating Total	\$5,702,207	\$5,486,248	\$6,133,286	\$8,803,068	\$2,669,782
Allocation	(\$215,380)	(\$171,603)	(\$703,670)	(\$504,870)	\$198,799
Net Operating Expenses	\$5,486,827	\$5,314,645	\$5,429,616	\$8,298,198	\$2,868,582
Total Headcount	51	45	52	52	0

The **Department of the Chief Operating Officer** serves as the strategic business partner and trusted advisor to the General Manager/CEO. The department provides direction and management of all operations and maintenance of the Authority’s transit system.

Core Functions

In addition to oversight of the departments of Mechanical, Bus, and Rail Operations (these departments are detailed on the pages following this section), the Department of the Chief Operating Officer has oversight of the following core functions:

- Vehicle Procurement
- Operations Planning and Control
- Training of Operators and Mechanics

Office Descriptions

The **Office of the Chief Operating Officer** is primarily responsible for oversight of maintenance, repair, and rehabilitation of the Authority’s operating, support, and administrative facilities on the bus, rail, mobility, and vertical transportation systems.

The **Office of Vehicle Procurement** is primarily responsible for managing the Technical Services in the division of operations. It is responsible for keeping MARTA abreast of the latest vehicle technologies, maintenance procedures, and associated regulations and compliance with all applicable rules and safety procedures. The Office will prepare specifications for and oversee transit vehicles’ procurement, components, materials, fuel, and services. It will support Bus &

Rail Maintenance functions efficiency and effectiveness.

FY22 Accomplishments

- Successfully delivered the new branding aesthetics of the CQ400 rail vehicle through an extensive public engagement process
- Established revised specifications for the new 2.0 design structure

FY23 Goals & Objectives

- Optimize work effort of vehicle design consulting staff, MARTA Stakeholders and Stadler work effort to adhere to major design milestones
- Provide direction and guidance to successfully implement delivery schedule of new vehicles

The Office of Operations Planning and Control

The Office of Operations Planning & Controls provides three (3) core business functions in support to the Division of Operations and the Authority in general. The Operations Planning & Controls branch oversees all operations planning efforts required to support the MARTA 2040 expansion program. The branch also identifies process and procedures that benefit from a centralized approach within Operations such as contract management, capital program monitoring, standard operating procedure management & compliance and special events coordination, by example. The Operations Service Scheduling Branch develops, creates, implements, and monitors bus, rail, and streetcar service delivery schedules. The Technical Training Branch manages and provides training to all areas of Operations in rail, bus, infrastructure, and streetcar services.

Branch Descriptions

The **Operations Planning & Controls Branch** oversees all operations planning efforts required to support the MARTA 2040 expansion program. The branch also identifies process and procedures that benefit from a centralized approach within Operations such as contract management, capital program monitoring, standard operating procedure management & compliance and special events coordination, by example.

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

The **Technical Training Branch** is responsible for developing, leading and delivering training for six (6) operational areas:

- Rail Transportation - Establishes, executes, and maintains training plans, programs for all Rail Transportation roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs include Rail Operator Certification, Rail Supervisor Certification, and Rail Yard Supervisor Certification. Partners with local Fire Departments in various jurisdictions to provide Fire Orientation and Simulation training.
- Rail Maintenance - Establishes, executes, and maintains training plans, programs for all Rail Maintenance roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs include Rail Car Journeyman Mechanics Certification and Rail Car Journeyman Electronics Certification.
- Bus Transportation - Establishes, executes, and maintains training plans, programs for all Bus Transportation roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Focuses on improving quality and safety performance of Bus Operators. Delivers cross-training efforts for various fleet upgrades and new technologies. Provides oversight for third-party delivery of CDL examinations.

- Bus Maintenance - Establishes, executes, and maintains training plans, programs for all Bus Maintenance roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs include Bus Maintenance Apprenticeship, Bus Maintenance Technicians Training and Hostler Training.
- Maintenance of Way - Establishes, executes, and maintains training plans, programs for all Infrastructure roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training. Key programs include Wayside Access Level Certification, OTE Certification, Flag person Certification.
- Light Rail - Establishes, executes, and maintains training plans, programs for all Infrastructure roles including New Hire Training, Certification, Re-certification, Refresher Training and Management Training.

FY22 Accomplishments

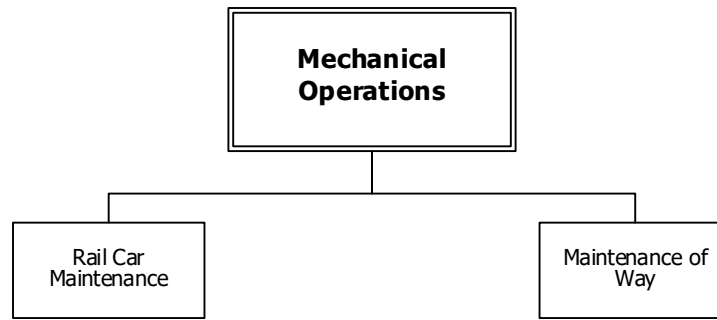
- Successfully revised and updated all Standard Operating Procedures for the Division of Operations.
 - Conducted eLearning SOP training for all Division of Operations management positions.
 - Developed and implemented a SOP compliance checking manual and process.
- Consolidated MARTA's Special Event Communication Process.

- Partnering with IT, successfully upgraded MARTA's Transit Scheduling platform resulting in increased efficiency and reduction in labor effort.
- Successfully implemented a monthly Route Review Committee for each bus garage.
- Put into place a formal ride checks surveying and reporting process.
- Developed Operations Plans for both the MARTA Reach and Summerhill BRT projects
- Updated MARTA's Bus and Rail Fleet Management Plans.
- Successfully transitioned both the former Offices of Scheduling and Technical Training into the Office of Operations Planning & Controls.

FY23 Goals & Objectives

- Optimize workforce requirements through more efficient service delivery scheduling.
- Develop and implement a track maintainer apprenticeship program.
- Develop and implement an electronic technician apprenticeship program.
- For service schedule, implement a scenario evaluation approach driven by pre-defined service assumptions.
- Evaluate, and develop a 20-year workforce needs assessment.
- Evaluate and develop a 20-year operations facilities master plan.
- Launch a division-wide by business unit financial monitoring and budget performance reporting program.

Department of Mechanical Operations



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$57,280,516	\$54,157,747	\$60,203,831	\$61,320,363	\$1,116,531
Non-Labor	\$20,808,622	\$22,355,628	\$21,189,573	\$24,999,998	\$3,810,425
Gross Operating Total	\$78,089,139	\$76,513,374	\$81,393,404	\$86,320,360	\$4,926,957
Allocation	(\$5,206,601)	(\$4,908,938)	(\$3,517,394)	(\$9,885,561)	(\$6,368,168)
Net Operating Expenses	\$72,882,538	\$71,604,436	\$77,876,010	\$76,434,799	(\$1,441,211)
Total Headcount	629	612	618	621	3

The **Department of Mechanical Operations** is responsible for the oversight and management of the Authority’s Maintenance of Way, and Rail Car Maintenance which includes oversight of maintenance, repair, and rehabilitation of the Authority’s rail fleet.

Core Functions

The Department of Rail Operations has oversight of the following core functions:

- Maintenance of Way (MOW)
- Rail Car Maintenance (RCM)

Office Descriptions

The **Office of Mechanical Operations** is responsible for the management and coordination of the rail fleets, and MOW, which includes the scheduling of vehicles, preparation for service and control of rail vehicles.

Functions include directing and controlling all activities of the Integrated Operations Center through co-location of MARTA core communications and operations groups which is central to MARTA’s upgraded train control and SCADA systems.

The **Office of Maintenance of Way** consists of 249 employees in three (3) functional areas and is responsible for managing the maintenance and inspection for the Authority’s Automatic Train Control and Signaling system, Traction, Auxiliary Lighting, and Emergency Power, Track, Structures, and Right of Way systems. MOW supports all the Authority’s owned buildings, rail stations, rail yards, parking facilities, bus garages, and real estate, while providing a safe and reliable infrastructure and operating system for the

Authority's internal and external customers. Other functional areas include:

Automatic Train Control which is responsible for maintenance and repairs of the signaling and train control systems that guide rail vehicle movement.

Electrical Power and Equipment has the primary focus of providing uninterrupted traction power, well-lighted passenger stations and parking lots, and electrical system integrity.

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

FY22 Accomplishments

- Support of TRIV Northland Double crossover successful and on time installation
- Support of wayside capital programs such as TCSU, TVS, and ETS to improve overall Rail system reliability
- Wayside and Station platform cleaning to improve the customer experience in the Rail Stations as well as reduce wayside fires
- Maintained PM compliance to reduce MOW equipment down time and improve customer experience

FY23 Goals & Objectives

- Continued support of TRIV to complete the Buckhead double crossover replacement
- Demonstrate aggressive approach to vegetation control to reduce damage to rail cars and wayside fires
- Continued support of wayside capital programs such as TCSU, TVS, and ETS to improve overall Rail system reliability

The **Office of Rail Car Maintenance** consists of 371 employees in three (4) functional areas and directs the overall activities, including operation and maintenance of rail maintenance activities. It is inclusive of the following functional areas:

Communications & Faregates and Computer Maintenance

Radio Communications provides electrical/electronic maintenance services to ensure critical communication systems (fire protection systems, radios, and camera systems) works as designed. Computer maintenance focuses on maintaining and correcting hardware issues on the Authority's computer mainframes.

Heavy & Light Maintenance

Heavy Maintenance is comprised of component repair/overhaul (Backshops), comprehensive scheduled inspections and the Life Cycle Asset Reliability Enhancement (LCARE) program. Light Maintenance is comprised of running repair and scheduled preventive maintenance inspections of the active rail car fleet.

Rail Car Appearance performs minor and major interior and exterior cleaning of the Authority's rail car fleet. Rail Car Maintenance activities are performed at Armour Yard, Avondale, and South Yard maintenance facilities.

Rail Car Maintenance Reliability Engineering

provides engineering technical support to Rail Car Maintenance personnel in support of MARTA's three heavy rail car fleets; generates new alerts, bulletins, ECPs, notifications, procedures, SIBs, and other technical documentation that provides technical guidance and support to shop personnel conducting rail car maintenance activities; and participates in development, writing and review of existing rail car modifications and new rail car specifications for the authority.

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

FY22 Accomplishments

- Supported preparing shipping and receiving of CQ311 Fleet life Extension cars
- Completed 2nd year of CQ312 Bridge Program on time

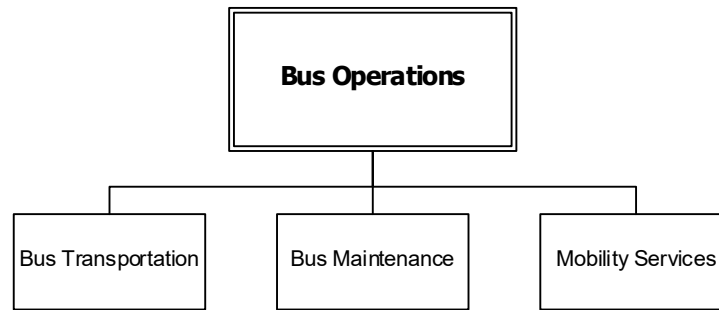
- Completed 100% of rail car inspections on-time
- Completed 2nd year of modified CQ310 42-month LCARE program on-time

FY23 Goals & Objectives

- Continued Delivery of Rail Car Programs on -time and within budget

- Deliver the LCARE program with speed and efficiency
- Minimize use of overtime to the greatest extent practical by increasing efficiency
- Support on time deliverables for any GDOT reportable incidents

Department of Bus Operations



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$153,216,712	\$142,700,522	\$151,764,791	\$164,220,169	\$12,455,378
Non-Labor	\$62,375,601	\$63,360,173	\$73,009,079	\$85,212,357	\$12,203,278
Gross Operating Total	\$215,592,314	\$206,060,695	\$224,773,870	\$249,432,526	\$24,658,656
Allocation	(\$1,382,233)	(\$1,445,258)	(\$1,106,889)	(\$238,248)	\$868,641
Net Operating Expenses	\$214,210,081	\$204,615,436	\$223,666,982	\$249,194,278	\$25,527,297
Total Headcount	2,009	2,036	2,040	2,042	2

The **Department of Bus Operations** is responsible for the direction and management of bus and mobility transportation systems which includes oversight of the maintenance, repair, and rehabilitation of the Authority's Bus fleet.

Core Functions

The Department of Bus Operations has oversight of the following core functions:

- Bus Communications
- Bus Maintenance
- Bus Transportation
- Bus Communications
- Mobility Service

Office Descriptions

The **Office of Deputy Chief of Bus Operations** is responsible for the overall management and coordination of the Bus and Mobility fleets, ensuring safe, efficient, and cost-effective transportation for MARTA riders, including the scheduling of vehicles, preparation for service, communication with all Bus operators and maintenance staff, and supervision of daily transit operations and 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. This office also implements initiatives which reduce operating costs, enhance service quality, and increase revenues and ridership, and ensure that initiatives are aligned with the Authority's strategic goals.

The **Office of Bus Transportation** is responsible for two main functions:

Fixed Route Service provides safe, clean, and efficient bus services, ensuring customer safety; daily transport of passengers on the fixed route bus system to include Clayton County Service; and oversees three operating garages.

Bus Communications serves as the critical link between buses and Operations; maintains the MARTA Intelligent Transportation System (ITS) component that includes the Automatic Vehicle Locator (AVL) System, and the Automatic Passenger Counter (APC); street supervision for Bus Operators; and creates Bus Bridges in response to Service interruptions.

FY22 Accomplishments

- YTD OTP -81.35%
- Throughout the year we were able to improve service delivery with the addition of new hires.
- Throughout the year we were able to mitigate significant resource losses through the hiring process Reduction of the DNRs
- Implemented Zonar software for pre-trip inspections
- Supported TR4 track replacement

FY23 Goals & Objectives

- Improve our operational capability and increase our efficiency through technology
- Improve on time performance of bus and mobility services
- Return service levels to pre-pandemic levels
- Implement the bus service network redesign
- Improve work schedules for bus operators
- Support divisional fellowship events to boost morale
- Staff hierarchy change (BCC, Supervision & Special Events)
- Electric bus implementation
- Support the BRT service development

The **Office of Bus Maintenance** is responsible for four main functions:

Revenue Vehicle Maintenance operates three Bus Maintenance Facilities (Perry, Hamilton, and Laredo). Within each bus maintenance facility, personnel perform preventive and comprehensive maintenance, routine repairs, and servicing of over 500 buses operating out of assigned facilities.

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

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

Non-Revenue Vehicle Maintenance performs comprehensive and preventative maintenance on non-revenue vehicles (police vehicles, maintenance vehicles and light duty vehicles).

FY22 Accomplishments

- Completed acquisition of 6 New Flyer Electric (EV) 40' buses to include fielding (install: Marta decals, equipment, insurance stickers, purchase and install license plates, and perform post-delivery inspections)
- Procured and installed portable charging stations at Laredo Facility for battery electric buses
- Successfully put into service 12 Gillig buses and 4 New Flyer Articulated buses
- Bus Warranty Recovery is \$244,434.00
- Completed 38 midlife overhauls at the Browns Mill Facility
- Engineered and installed driver shields on recently acquired Gillig and New Flyer buses
- Successfully created flexible bus procurement solicitation including 30 to 60-foot buses and 4 propulsion types

- Successfully started bus facility lift rehabilitation program
- Successfully procured engine and transmission replacement contracts

FY23 Goals & Objectives

- Successfully provide new EV bus service
- Monitor MDBF and implement steps and processes to achieve goal of 7,500 miles between failures
- Maintain a minimum preventive maintenance on time goal of 95%, with schedule enhancements and manpower utilization
- Maintain a minimum AM/PM Off the Lot percentage goal of 98%
- Monitor resource availability to ensure staff levels remain at peak performance
- Monitor OTP and implement steps and processes to achieve the goal of 78.5%
- Develop fleet transition plan for EV technology
- Fill all vacant Bus Maintenance positions to help improve fleet availability and reliability

The **Office of Mobility** is responsible for 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. Marta Mobility operates in Fulton, DeKalb and Clayton counties. The service operates to and from any point of origin or

destination that is within a $\frac{3}{4}$ 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. Mobility utilizes lift equipped accessible vehicles capable of transporting up to two wheelchairs and four (4) ambulatory customers or eight (8) ambulatory customers. The office also provides Travel Training to customers with disabilities who want to utilize regular fixed route and/or rail service.

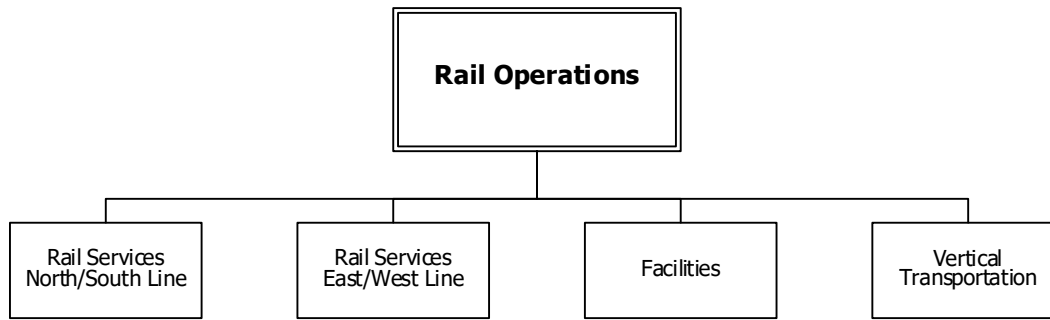
FY22 Accomplishments

- Enhanced the tracking and monitoring of contractor KPIs with the implementation of the Mobility Dashboard
- Received 53 new Mobility L-Vans for service delivery
- Developed and implemented a Mobility Pandemic Plan which included both customer and employee health safety measures
- Continued to meet and exceed 2002 Consent Decree Orders
- Re-designed mobility eligibility administrative process to ensure 21-day processing

FY23 Goals & Objectives

- Complete mobility assessments that were delayed during the pandemic
- Increase ridership to pre-pandemic levels
- Increase oversight of mobility contractors for increased performance

Department of the Rail Operations



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$55,178,591	\$50,939,012	\$52,189,970	\$59,055,730	\$6,865,760
Non-Labor	\$20,450,423	\$20,687,493	\$21,529,116	\$29,940,098	\$8,410,981
Gross Operating Total	\$75,629,014	\$71,626,505	\$73,719,086	\$88,995,828	\$15,276,742
Allocation	(\$3,281,884)	(\$2,618,345)	(\$702,400)	(\$2,175,295)	(\$1,472,895)
Net Operating Expenses	\$72,347,130	\$69,008,160	\$73,016,686	\$86,820,533	\$13,803,847
Total Headcount	676	683	681	706	25

The **Department of Rail Operations** is responsible for the oversight and management of the Authority’s facilities, direction and management of heavy and light rail services, vertical transportation systems, rail car maintenance which includes oversight of maintenance, repair, and rehabilitation of the Authority's rail fleet.

Core Functions

The Department of Rail Operations has oversight of the following core functions:

- Rail Services North/South Line
- Rail Services East/West Line
- Facilities
- Vertical Transportation

Office Descriptions

The **Office of Deputy Chief Rail Operations** is responsible for the 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.

Functions include directing and controlling all activities of the Integrated Operations Center through co-location of MARTA core communications and operations groups which is central to MARTA’s upgraded train control and SCADA systems.

The **Office of Rail Services – North/South Line** is responsible for the safe and efficient operation of all rail car movement within the MARTA rail system N/S Line. Rail Transportation & Station Services supports all operations on the North-South bound mainline track, rail yards, dispatch, stations, and station agents. Marta’s 102 N/S Line rail operators are responsible for conducting MARTA railcars and rail routes of the Authority in accordance with MARTA’s rules, regulations, and policies consistent with the safety and welfare of the general public and for the safe operation of equipment, maintaining a reasonable schedule, picking up and discharging passengers at rail station platforms. The office is responsible for the delivery and performance of custodial services (light and heavy cleaning) at rail stations, bus loops, parking facilities, and cleaning of trains at terminal point stations.

The **Office of Rail Services – East/West Line** is responsible for the safe and efficient operation of all rail car movement within the MARTA rail system E/W Line. Rail Transportation & Station Services supports all operations on the East/West bound mainline track, rail yards, dispatch, stations, and station agents. MARTA’s 51 E/W Line rail operators are responsible for conducting MARTA railcars and rail routes of the Authority in accordance with MARTA’s rules, regulations, and policies consistent with the safety and welfare of the general public, and the safe operation of equipment, maintaining a reasonable schedule, picking up and discharging passengers at rail station platforms. The office is responsible for the delivery and performance of custodial services (light and heavy cleaning) at rail stations, bus loops, parking facilities, and cleaning of trains at terminal point stations.

FY22 Accomplishments

- Successfully planned, implemented, and supported the following large-scale events: July 4th, Atlanta United Soccer Games, Atlanta Falcons Football Games, College Bowl Games, TRIV Shut Down
- Overall OTP for the current FY is 96.8%
- Overall MDBSI for the current FY is 485.2
- Successfully came in below the target of 1.00 complaints per 100K boarding
- Supported the TCSU Capital Projects

- Successfully supported the TRIV Shut Down
- Successfully developed and implemented the Customer Service Training for Rail and Station Services
- Implemented the New Station Management Approach to include the hiring of 3 General Superintendents, 8 Zone Superintendents and 19 Station Care Supervisors
- Updated all Rail Services SOP’s to the new format
- Conducted COVID-19 cleaning, sanitizing of TVM’s and Rail Stations

FY23 Goals and Objectives

- Continue to meet and exceed the OTP goal of 95%
- Rollout of the following Manuals: Zone Superintendent Manuals, Station Care Supervisor Manual, Update the Station Agent Operating Manual, Create a Station Maintainers/Rail Car Appearance/Heavy Cleaning Manual
- Provide special service to large scale vents: July 4th, Atlanta United Soccer Games, Atlanta Falcons Football Games, College Bowl Games, etc.
- Reduce Station Services overtime to align within the budget by hiring Station Agents
- Complete all recertification on time
- Continue to work closely with HR to fill all open vacancies (Agents, Heavy Cleaning, Rail Car Cleaners, Rail Operators)
- Continued support of the following projects: TRIV, Tunnel Ventilation, TCSU, Fleet Life Extension

The **Branch of Light Rail** is under the Office of Rail Services – East/West Line where there are transportation and Maintenance personnel. Light Rail Operations is responsible for the safe and efficient operations of all Light Rail Vehicle (LRV)/ Streetcar movement along the 2.7-mile Atlanta Streetcar loop in downtown Atlanta and yard space. Light Rail provides revenue service on a fifteen (15) minute headway and services twelve (12) stops. Light Rail Maintenance and contractors conduct time based preventative maintenance on four (4) Streetcars, three (3) traction power substations, the track and switches, and the overhead contact system (OCS). Light Rail establish, maintain, and

implement operation and maintenance, staffing, and utilization plans.

FY22 Accomplishments

- Board approvals for C3M contract for the Overhead Contact System (OCS), the contract extension for Siemens and modifying the contract to include tire replacements for the Streetcars, and a Brake Overhaul contract for the Streetcar fleet to be done by KNORR
- Conduct COVID-19 cleaning and sanitizing regiment for all streetcars, stops and the vehicle maintenance facility
- Completed Safety Internal Audit and Department of Internal with no major findings
- Completed installation of brand new Luminator (Apollo) cameras on all four (4) Streetcars
- Updated all Light Rail SOPs

FY23 Goals & Objectives

- Demonstrate and conduct Safety Management System (SMS), Environmental Management System (EMS), Safety 1st / Hazard reporting awareness training
- Continue to coordinate and partner with City of Atlanta stakeholders and MARTA departments to increase brand awareness of the Atlanta Streetcar
- Effectively demonstrate the implementation of overhauls, major repairs, and improvements for all Streetcar assets
- Demonstrate commitment to the Authority's State of Good Repair efforts by successfully administering the Indefinite Quantity Construction Contract which completed over 40 task orders during FY22

The **Office of Facilities** is responsible for general oversight of the Associated Maintenance Program for the Authority's facilities and operation critical assets to ensure compliance with the State of Good Repair initiative. The Office of Facilities provides building management services, including, but not limited to, management of utility services (gas, water, electricity), maintenance and replacement of operation critical equipment, landscaping and custodial services for all buildings, rail stations, rail yards, parking facilities, bus garages and other real estate.

The Office of Facilities is also responsible for the development of programs which ensure the business units within the Office are equipped to provide safe, reliable, comfortable, and sanitary facilities as needed for daily operations. The goal of the Office of Facilities is to continuously strive to identify the most efficient and effective methods possible to improve upon the reliability of operation critical assets and infrastructure required to support the business goals of the respective facilities. Other functional areas include:

Buildings & Grounds is responsible for the performance of general landscape maintenance, manufacture, repair and installation of signage, as well as the maintenance of portable equipment required by each of the respective crews within the business unit. This branch also provides oversight of related vendor services for all Authority owned buildings, rail stations, parking facilities, rail yards, bus garages and other real estate.

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

Headquarters Building Maintenance has oversight of the operational tasks associated with custodial support, fire safety equipment, life safety equipment, HVAC equipment, electrical equipment, plumbing equipment, landscaping, painting, signage and utilities for the buildings which comprise the Headquarters Building Complex and overall management of daily operations of the administrative building services utilized by MARTA's internal business units to include mail centers, records storage, and furniture installation services.

The **Maintenance Control Center** provides a single point of contact for internal submission and management of facility maintenance requests. The MCC provides oversight, tracking, and closure of the EAM work orders and service requests for approximately 10,000 assets managed by the business units within the Office of Facilities; and manages the Authority's SMART Restroom locations by remote communication with patrons seeking to utilize restrooms at designated stations using established programs.

FY22 Accomplishments

- Implementation of the Bus Lift Overhaul Program, which successfully completed remanufacture of 12 bus lifts which extended the life expectancy of this operation critical equipment while adding fully modernized digital safety controls
- Continuous Improvement of the Authority's post-COVID efforts by establishing the 5-year Targeted Cleaning Program to change the narrative regarding station cleanliness

FY23 Goals & Objectives

- Demonstrate excellence in the daily execution of the hands-on approach to engagement of the new Station Management Program
- Improve efficiency and effectiveness of compliance with the Asset Management Plan and State of Good Repair efforts regarding portable assets utilized by multiple business units

- Heighten awareness of executing the Agency Safety Plan (ASP) with regards to reporting compliance with fire and life safety systems designed to protect patrons and employees
- Continuous improvement with regards to execution of the Authority's commitment to the success of the Targeted Cleaning Program

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. The completion of the appropriate activities necessary for the design, preparation, advertisement, and award of elevator and escalator contracts. Oversees equipment compliance and code requirements pertaining to the elevators and escalators. Investigate and catalogue entrapments and incidents and reports findings to Management and Safety. Perform routine monthly inspections on elevators and escalators for performance, reliability, and customer experience.

FY2022 Accomplishments

Elevator and Escalator Rehabilitation Project on schedule and budget

FY2023 Goal & Objectives

Complete rehabilitation of Five Points and Peachtree Stations

Department of Capital Programs, Expansion & Innovation

Chief of Capital Programs, Expansion & Innovation

	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$365,649	\$351,093	\$503,509	\$502,976	(\$532)
Non-Labor	\$201	\$0	\$12,139	\$59,850	\$47,711
Gross Operating Total	\$365,850	\$351,093	\$515,647	\$562,826	\$47,179
Allocation	(\$92,057)	(\$110,965)	(\$121,889)	(\$465,405)	(\$343,516)
Net Operating Expenses	\$273,793	\$240,128	\$393,759	\$97,421	(\$296,338)
Total Headcount	1	1	2	2	0

The **Department of Chief Capital Programs Expansion & Innovation (CPE&I)** provides centralized, strategic leadership and oversight of all activities related to the development, delivery and performance of the Authority's capital programs, expansion and innovation. CPEI establishes agency-wide capital improvement plans, policies, and procedures in collaboration with the Executive Management Team (EMT) and the MARTA Board.

(Note: MARTA's division of CPEI has reorganized since the budget was adopted and is now headed by the Deputy General Manager of CPEI. The final office and department, functions and responsibilities are currently being revised to provide the optimal organizational structure to deliver the capital program.)

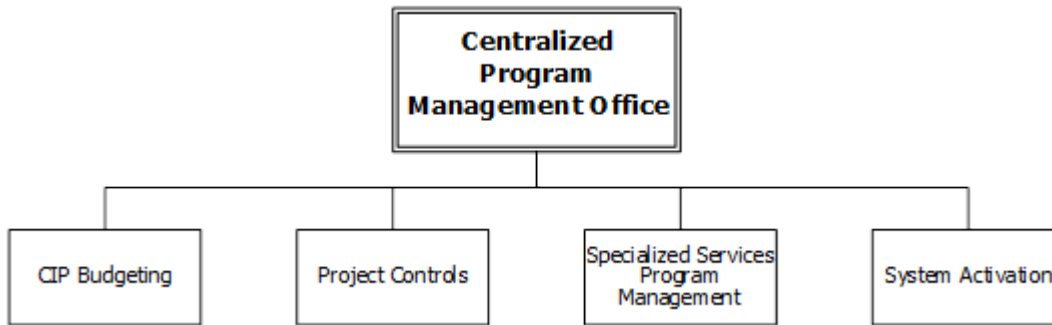
Department of Deputy Chief of CPEI

**Deputy Chief of
Capital Programs,
Expansion &
Innovation**

CATEGORY OF EXPENSE	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
Labor	\$0	\$0	\$0	\$488,911	\$488,911
Non-Labor	\$0	\$0	\$0	\$750	\$750
Gross Operating Total	\$0	\$0	\$0	\$489,661	\$489,661
Allocation	\$0	\$0	\$0	(\$434,501)	(\$434,501)
Net Operating Expenses	\$0	\$0	\$0	\$55,160	\$55,160
Total Headcount	0	1	1	3	2

(Note: MARTA’s division of CPEI has reorganized since the budget was adopted. The final office and department, functions and responsibilities are currently being revised to provide the optimal organizational structure to deliver the capital program.)

Department of Centralized Program Management Office (CPMO)



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$3,106,252	\$2,850,065	\$2,127,280	\$3,425,466	\$1,298,186
Non-Labor	\$24,800	\$21,554	\$18,185	\$44,000	\$25,815
Gross Operating Total	\$3,131,052	\$2,871,620	\$2,145,466	\$3,469,466	\$1,324,001
Allocation	(\$2,820,619)	(\$2,600,141)	(\$2,086,353)	(\$3,595,825)	(\$1,509,471)
Net Operating Expenses	\$310,433	\$271,479	\$59,112	(\$126,358)	(\$185,471)
Total Headcount	24	24	22	32	10

(Note: MARTA's division of CPEI has reorganized since the budget was adopted. The final office and department, functions and responsibilities are currently being revised to provide the optimal organizational structure to deliver the capital program.)

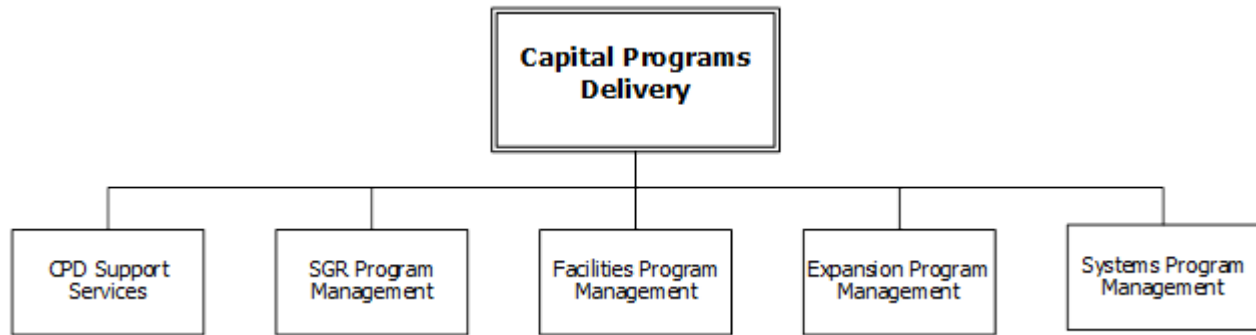
Department of Strategic Projects



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$0	\$0	\$0	\$146,333	\$146,333
Non-Labor	\$0	\$0	\$0	\$250	\$250
Gross Operating Total	\$0	\$0	\$0	\$146,583	\$146,583
Allocation	\$0	\$0	\$0	(\$113,054)	(\$113,054)
Net Operating Expenses	\$0	\$0	\$0	\$33,529	\$33,529
Total Headcount	0	0	0	1	1

(Note: MARTA’s division of CPEI has reorganized since the budget was adopted. The final office and department, functions and responsibilities are currently being revised to provide the optimal organizational structure to deliver the capital program.)

Department of Capital Programs Delivery

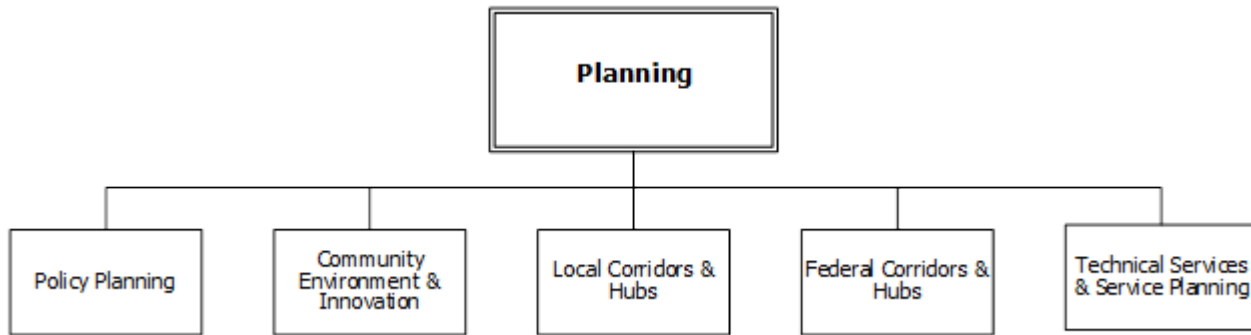


	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$9,477,309	\$8,753,093	\$7,359,444	\$12,264,668	\$4,905,224
Non-Labor	\$42,136	(\$10,722)	\$78,434	\$212,852	\$134,418
Gross Operating Total	\$9,519,445	\$8,742,370	\$7,437,878	\$12,477,520	\$5,039,642
Allocation	(\$6,793,726)	(\$6,299,045)	(\$5,697,275)	(\$10,521,668)	(\$4,824,392)
Net Operating Expenses	\$2,725,718	\$2,443,325	\$1,740,603	\$1,955,853	\$215,250
Total Headcount	96	93	87	102	15

The **Department of Capital Programs Delivery** is responsible for providing centralized and comprehensive management, development, delivery, and performance of the Authority’s Capital Improvement Program (CIP) ensuring that Capital resources are fully aligned with and support the Authority’s overall strategic goals and objectives.

(Note: MARTA’s division of CPEI has reorganized since the budget was adopted. The final office and department, functions and responsibilities are currently being revised to provide the optimal organizational structure to deliver the capital program.)

Department of Planning



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$3,052,791	\$3,193,107	\$3,085,481	\$4,379,131	\$1,293,650
Non-Labor	\$21,589	\$29,386	\$41,555	\$111,970	\$70,415
Gross Operating Total	\$3,074,380	\$3,222,493	\$3,127,036	\$4,491,101	\$1,364,065
Allocation	(\$1,290,238)	(\$1,501,007)	(\$2,483,408)	(\$3,348,300)	(\$864,892)
Net Operating Expenses	\$1,784,142	\$1,721,486	\$643,628	\$1,142,800	\$499,172
Total Headcount	33	34	31	38	7

The **MARTA Department of Planning & Project Development** oversees a wide variety of programs and activities that range from corridor planning to environmental analysis to service development. The Department is responsible for the planning, design, and monitoring of bus services; conducting regional and long-range planning which includes ridership modeling, identifying future locations for capital expansion projects, and guiding system expansion projects through various federal, state, and local funding processes.

Core Functions

- **Policy Planning** – participates in regional planning initiatives and processes involving ARC, ATL, and others, coordinates transit services with other regional transit operators.
- **Community, Environment & Innovation** – advances environmental work to support expansion projects; carries out planning initiatives related to community engagement, sustainability, and innovation.
- **Local Corridors & Hubs** – develops concepts and plans for new transit corridor and hub projects utilizing local funding sources.

- **Federal Corridors & Hubs** – develops concepts and plans for new transit corridor and hub projects utilizing federal funding sources, advances work in alignment with corresponding federal processes and requirements.
- **Technical Services & Service Planning** – develops and plans transit services in the short-term; manages bus stops and amenities; designs transit information for display across MARTA's system; conducts specialized GIS and analytical work.

Office Descriptions

Office of the AGM of Planning

The Office of the AGM of Planning coordinates transit and service planning throughout the MARTA service area. Provides direction and management over assigned functional areas such as Federal & Local Hubs & Corridors, Policy Planning, Technical Services & Service Planning, Community, Environment & Innovation and serves as a key advisor to the General Manager and Deputy General Manager of Capital Programs, Expansion and Innovation on transit planning and project development matters. The AGM's Office also oversees and participates in the development of policies and procedures for all existing and expansion services and activities; supports cross-departmental development of projects from concept to preliminary design in consultation with the Capital Program Delivery team; and plans, develops, and oversees implementation of long- and short-range strategies and programs for the department to support the Authority's goals, objectives, and strategic plan.

Office of Policy Planning

The Office of Policy Planning oversees the development of MARTA's strategy, policy, and practice related to regional plans and project lists as well as federal guidance and policy. The Office is responsible for coordination with the Atlanta Regional Commission (ARC), Atlanta Transit Link Authority (ATL), and other planning partners. The Office ensures MARTA's projects are included in relevant regional planning processes. The Office

is also responsible for coordinating with regional planning partners to ensure regional policies and plans are aligned with MARTA's mission and goals.

Office of Community Environment & Innovation

The Office of Community, Environment, & Innovation oversees MARTA's vision and values through the development of policies and initiatives related to continual community engagement, environmental sustainability, and innovation.

Office of Local Corridors & Hubs

The Office of Local Corridors & Hubs is responsible for all activities necessary to meet planning documentation and conceptual design consistent with local jurisdictions and Georgia Department of Transportation (GDOT) requirements as well as MARTA's own design standards and guidelines. The Office Manages transit planning projects and activities that contribute to the advancement and expansion of MARTA's services.

Office Federal Corridors & Hubs

The Office of Federal Corridors & Hubs is responsible for all project activities necessary to meet environmental planning documentation and conceptual design consistent with the Nation Environmental Project Act (NEPA) and the Federal Transit Administration's (FTA) Project Development project. The Office manages transit planning projects and activities that utilize federal support and contribute to the advancement and expansion of MARTA's services.

Office of Technical Services & Service Planning

The Office of Technical Services & Service Planning develops strategies related to and oversees MARTA's service planning, bus stop and amenities planning, and transit information activities. In addition to these passenger-facing functions, the Office also as conducts special projects and technically focused geospatial analyses to support various functions across MARTA.

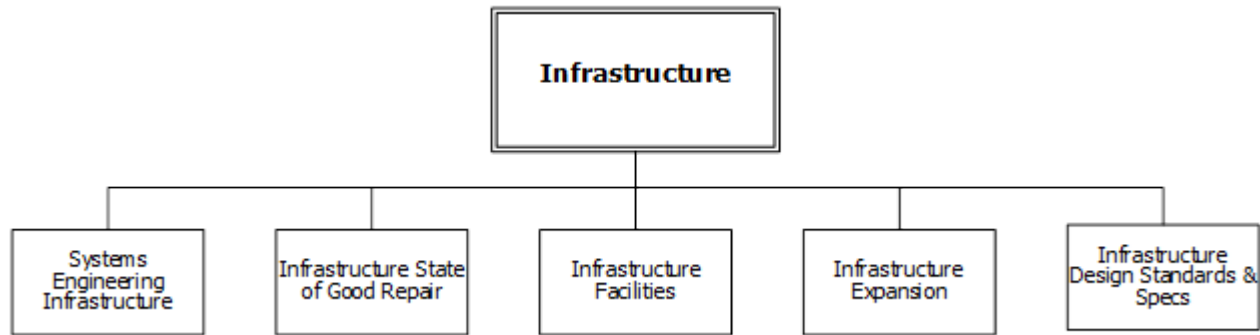
FY2022 Accomplishments

- Advanced multiple high-capacity transit corridor and transit hub projects through the Planning and Concept Design stages.
- Advanced the Campbellton Corridor project to the adoption of a Locally Preferred Alternative (LPA) for bus rapid transit and corresponding infrastructure investment along its alignment.
- Developed a prioritized service restoration methodology and plan for restoring bus routes with reduced schedules due to the bus operator shortage, and collaborated with the Operations Planning & Controls team to implement full or partial restored service on numerous routes.
- Continued installation of new bus stop amenities (such as shelters and benches) throughout the service area and successfully prototyped new bus stop signage designs.

FY2023 Goals & Objectives

- Advance the Bus Network Redesign into the draft network planning phase.
- Advance the bus stop replacement/upgrade by resolving current contract issues and strategically aligning it with the bus network redesign.
- Establish an updated, modern Service Coordination framework with the Regional Transit Operators.
- Increase MARTA Planning's visibility in regional transportation planning processes, as well as with our jurisdictional partners and the public.
- Develop the More MARTA 2040 Capital Expansion Projects through feasibility analysis, scoping, identification of funding sources, conceptual & preliminary design with speed and efficiency.

Department of Infrastructure



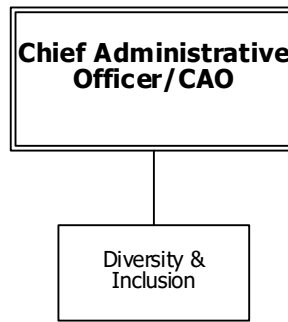
	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$5,897,928	\$5,305,136	\$5,338,673	\$7,401,312	\$2,062,639
Non-Labor	\$30,850	\$179,166	(\$109,543)	\$83,454	\$192,997
Gross Operating Total	\$5,928,778	\$5,484,302	\$5,229,130	\$7,484,765	\$2,255,635
Allocation	(\$5,726,561)	(\$5,088,891)	(\$5,079,363)	(\$6,765,896)	(\$1,686,533)
Net Operating Expenses	\$202,217	\$395,412	\$149,767	\$718,870	\$569,103
Total Headcount	56	56	55	58	3

The **Department of Infrastructure** manages civil, structural, electrical and mechanical engineering disciplines, including engineering services required to maintain the Authority in a safe state of good repair; develops and directs the implementation of process and procedures to ensure Safety and Quality are incorporated into engineering projects and programs; manages the development and maintenance of facilities engineering design criteria; and ensures the

coordination and cooperation between Infrastructure Engineering and all other MARTA business units.

(Note: MARTA’s division of CPEI has reorganized since the budget was adopted. The final office and department, functions and responsibilities are currently being revised to provide the optimal organizational structure to deliver the capital program.)

Department of Chief Administrative Officer



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$1,495,111	\$1,621,768	\$1,558,851	\$2,283,778	\$724,927
Non-Labor	\$64,055	\$48,786	\$221,175	\$414,481	\$193,306
Gross Operating Total	\$1,559,166	\$1,670,554	\$1,780,025	\$2,698,259	\$918,234
Allocation	(\$569,703)	(\$525,366)	(\$641,816)	(\$1,029,467)	(\$387,652)
Net Operating Expenses	\$989,463	\$1,145,189	\$1,138,210	\$1,668,792	\$530,582
Total Headcount	15	16	17	17	0

The **Department of Chief Administrative Officer/CAO** is responsible for aiding the General Manager/CEO with the overall administration of the Authority.

Core Functions

The Department of Chief Administrative Officer/CAO has oversight of the following core functions:

- Diversity and Inclusion
- IT Strategy and Innovation
- Information Security
- Labor and Employee Relations
- Human Resources Management
- Learning and Development
- Technology Infrastructure and Production
- Technology Applications

- Technology Support Services
- Research, Analysis and Reporting
- Performance Management

Office Descriptions

The **Office of the Chief Administrative Officer** is responsible for the oversight and direction of the overall administration of the Authority. Administrative Services provides general business management and administrative support to the Authority in the following areas:

- Office of Diversity & Inclusion
- Department of Labor and Employee Relations
- Department of Technology
- Department of Human Resources
- Department of Information Security
- Department of Research & Analysis

FY22 Accomplishments

(Note: Department accomplishments are listed in their respective sections.)

FY2023 Goals & Objectives

Goals & Objectives for the Department of Chief Administrative Officer/CAO include:

GOAL: Consistently provide excellence in customer service

- Provide Authority-wide Civil Rights training (ADA, Title VI, Title VII) to employees to enhance the customer experience for both internal and external customers (D&I)
- Expand the Department of Research and Analysis – To better align its functions, structure, and capabilities with the needs and strategic goals of the Authority (R&A)
- Establish a Strategic Research Partnership with Georgia Tech – To enable Georgia Tech to serve as a research and development arm of MARTA, providing support services to: Improve data analytics, business intelligence, operational efficiencies, and customer service; enhance innovation; and assist in answering the most pressing questions in pursuit of achieving MARTA’s strategic goals (R&A)
- Work with Technology to improve the call center reporting software, reduced fare online renewal, lost and found data management and various software applications used to support customer needs
- Provide on-going training that details techniques for call center staff to handle customer frustration with service disruptions and emergency situations
- Cultural Transformation – The Office of Learning & Development will administer Culture Camp Training for the organization focused on core values and the customer experience (HR)
- Implement HR organizational assessment and implement business process improvements, to cause greater effectiveness and efficiency and to position the Department to assist in the delivery of a positive customer experience

- Learning & Development will lead the MARTA Learn (powered by SABA) learning management system implementation to ensure that staff have the skills needed to deliver excellent customer service
- Human Resources will implement a holistic and integrated approach to talent management services that are reflective of the priorities adopted by the Authority

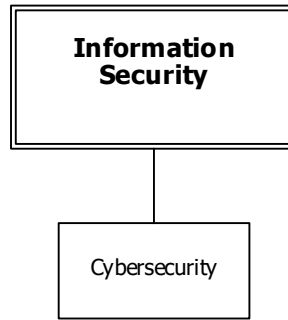
GOAL: Deliver the capital program with speed and efficiency

- To select and deploy Capital Construction tools and infrastructure required for successful capital program delivery (IT)
- Establish a Small Business Enterprise (SBE) program to increase engagement and utilization of more small businesses in MARTA’s capital program opportunities (D&I)
- Assist the Capital Programs, Expansion and Innovation Division to develop a tool(s) for monitoring delivery of the capital program to manage and improve performance (R&A)
- Continue working with the Mobile Ticketing System (MTS) project team to provide piloting feedback and prepare the Customer Service Center to handle all customer concerns regarding using this new technology (CS)

GOAL: Strengthen the MARTA brand

- Develop and publish customer facing technology roadmaps (IT)
- Increase engagement with external stakeholders, organizations, and businesses to encourage diversity in both employment and procurement opportunities (D&I)
- Boost the Office of Research and Analysis’s external engagement with regional partners and peer agencies to strengthen partnerships and build credibility with stakeholders (R&A)
- Support all MARTA initiatives, projects, and programs by educating customers, responding to their inquiries, and providing feedback to the respective departments (CS)

Department of Information Security



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$272,700	\$362,157	\$1,063,637	\$1,919,810	\$856,173
Non-Labor	\$178,020	\$1,741,536	\$700,077	\$2,101,598	\$1,401,521
Gross Operating Total	\$450,720	\$2,103,693	\$1,763,714	\$4,021,408	\$2,257,694
Allocation	(\$30,236)	(\$35,293)	(\$611,904)	(\$317,523)	\$294,381
Net Operating Expenses	\$420,484	\$2,068,400	\$1,151,810	\$3,703,885	\$2,552,075
Total Headcount	4	7	11	11	0

Summary of Operations

The **Department of Information Security** is responsible for Cyber Security protection of the Authority’s assets and data. Breaches are reported immediately to the appropriate senior management, including the General Manager/CEO, with collaboration to understand and mitigate further occurrences.

Core Functions

- Information Security / CISO
- Cyber Security protection of the Authority’s assets and data

Office Descriptions

The **Office of AGM Information Security/CISO** develops maintains and oversees agency-wide IT security programs by:

- Developing, maintaining, and overseeing policies, processes, and control techniques to address all applicable information security requirements.
- Overseeing and managing the information and cyber security risk management program while evaluating all information systems, data processes and communication for security risks.
- Monitoring, detecting, containing, mitigating, and reporting incidents that impair the confidentiality integrity availability of the agency’s data and network infrastructure.
- Overseeing the agency’s Vulnerability Management Program to ensure that all information systems, SCADA/ICS systems are properly secured, maintained, and patched.

- Providing oversight, governance and security for the agency's SCADA and ICS systems.

The **Office of Cyber Security** is responsible for assisting the AGM of Information Security/CISO with implementing and maintaining organization-wide information security policies, standards, guidelines, and procedures. This office also manages and enforces the Enterprise Cybersecurity Program for all Authority networks to identify, protect, detect, respond, and recover from cyber threats. The department is chartered with protecting the Authority's employees and customers data, information systems, information technology, and brand, commensurate with the risk and magnitude of harm resulting from unauthorized access, use, disruption, disclosure, modification, or destruction of information collected or maintained by or on behalf of the Authority.

FY2022 Accomplishments

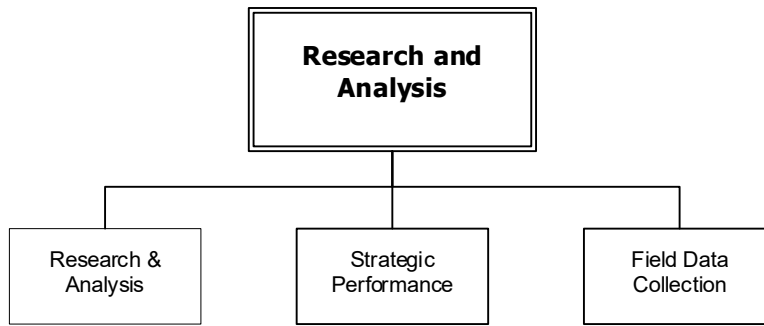
- Step 3 of the NIST Risk Management Framework is implementation of security controls.
 - Two-factor authentication
 - Advanced Endpoint
 - Outbound network filtering
- Several redundant technologies retired
- Phased out three contract positions
- Developed key KPIs

FY2023 Goals & Objectives

The Department of Information Security will:

- Continue to Implement step 3 of the NIST Risk Management Framework implementation of security controls
- Continued to deploy security components of O365
- Deploy monitoring strategy of the train control network
- Fully deploy 24/7/365 security monitoring
- Conduct Authority penetration test
- Continue to utilize awarded grants to fund cyber security initiatives

Department of Research & Analysis



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$2,732,494	\$2,256,247	\$2,351,895	\$3,761,101	\$1,409,207
Non-Labor	\$11,807	\$20,437	\$11,797	\$86,733	\$74,937
Gross Operating Total	\$2,744,301	\$2,276,685	\$2,363,691	\$3,847,835	\$1,484,143
Allocation	(\$1,510,026)	(\$679,147)	(\$214,872)	(\$2,318,460)	(\$2,103,588)
Net Operating Expenses	\$1,234,275	\$1,597,538	\$2,148,819	\$1,529,375	(\$619,444)
Total Headcount	40	40	35	37	2

The **Department of Research and Analysis** turns data into information to help the Authority make better business decisions and supports a culture of transparency, accountability, and performance management. The department is MARTA’s go-to, in-house source for performance data, advanced analytics, and business intelligence. The department consists of the Field Data Collection, Research and Analysis, and Strategic Performance units.

Staff in the Department of Research and Analysis solve problems through teamwork and by being proactive, intellectually curious, responsible, and customer focused. They break down silos and build relationships with each other and with partners throughout the Authority. They anticipate needs and are forward thinking. They

are driven to learn new things, explore data, and connect the dots to tell the story behind the data. They follow through on commitments and are accountable for the quality of their work as well as the performance of the team and the Authority. They strive to understand and meet the needs of their internal and external customers through timely, effective, and respectful communication.

Core Functions

The Department of Research and Analysis:

- Performs market research to better understand MARTA’s customers: Who uses MARTA, how do they use the system and why? This information is critical for developing strategies to retain existing customers and attract new ones. The department also supports Customer

Experience in its effort to elevate the customer's voice and prioritize the customer experience in MARTA's operations and capital program.

- Analyzes operational, ridership, and other data and conducts applied research to produce actionable business intelligence that helps MARTA achieve its strategic goals. For example, the department supports Finance in developing a reliable and responsible annual operating budget by producing data-driven ridership and fare revenue forecasts based on recent trends and defensible assumptions about the factors likely to impact MARTA's future ridership.
- Collaborates with all departments and the Executive Management Team to create and implement policies, processes, and tools that support a culture of performance management at MARTA. The department helps ensure that performance data are accurate, timely, and properly managed and utilized. The goal is to build trust and credibility with MARTA's customers, taxpayers, elected officials, and partners through increased transparency and accountability.
- Reports operating and ridership statistics to the National Transit Database (NTD), as required by federal law, which are used to determine MARTA's annual federal funding allocation.

Unit Descriptions

The **Field Data Collection Unit** collects timely qualitative and quantitative data to track rider characteristics, behaviors, perceptions, and motivations. The unit also partners with stakeholders to develop and conduct custom studies of riders, non-riders, and MARTA employees. It is responsible for designing, implementing, and reporting results for quantitative and qualitative studies. Data collection methods include intercept interviews, online-surveys, telephone surveys, focus groups, and individual in-depth interviews. For example, the unit manages and provides analyses for an ongoing tracking study, the Voice of the Customer (VOC) Survey. The VOC tracks

customer satisfaction, performance ratings, ridership behaviors, and demographic characteristics of patrons using all modes of MARTA service. The unit also collects ridership counts on fixed route buses and the streetcar for NTD reporting.

The **Research and Analysis Unit** transforms data into actionable information. The unit conducts applied research and analyzes data collected by the Field Data Collection Unit, MARTA's automated systems, and other sources to help solve MARTA's most pressing challenges. It is responsible for reporting data to NTD, responding to ad hoc requests for data from internal and external stakeholders, generating service and ridership projections and forecasts, providing analyses and modeling for internal stakeholders, identifying data problems and leading efforts to address them, serving as subject matter experts on ridership and service data for the Authority, and building MARTA's brand and intellectual capital by conducting applied research and being an active participant in information exchanges with peer agencies.

The **Strategic Performance Unit** leverages the information developed by the Research and Analysis Unit and other sources to help improve MARTA's performance. The unit works with and across departments to develop and administer systems that support data governance and quality improvements of performance data, track performance measures and progress towards departmental and Authority goals and evaluate the effectiveness of improvement strategies.

FY22 Accomplishments

- Improved technology use and performance reporting in collaboration with the Operations division.
- Improved Safety and Security reporting including automating daily crime reporting, spatial reporting of wayside fires and collisions, and reviewing crime reporting standards and benchmarks.
- Improved Customer Experience reporting including reporting of call center productivity,

and daily tracking of homeless persons and inaccurate digital information complaints.

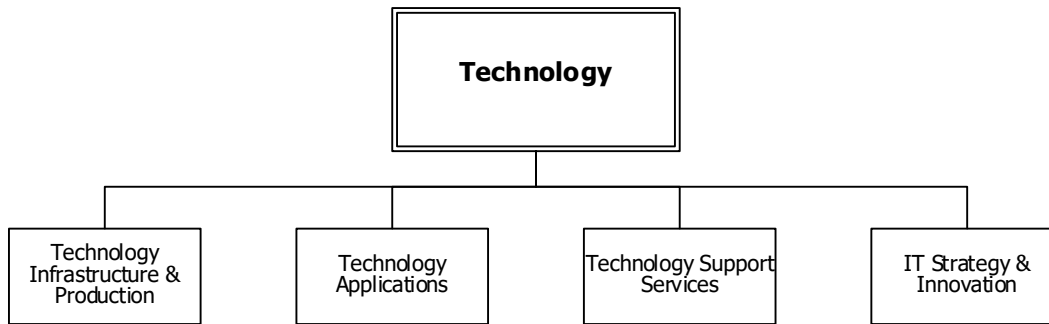
- Improved Project Management and Capital Program tracking including dashboards with business insights for 1000 Amenities program, and helped departments track their capital expenditures.
- Improved tracking of fiscal responsibility and staff productivity including developing data management system for invoice issues and processing time, analysis of Automated Fare Collection (Breeze) device availability, tracking of recruitment activities, and tracking of turnaround time for the Office of Legal Services and Office of Service Planning.
- Provided data and technology troubleshooting and analytical support to other MARTA departments.
- Relunched in-person data collection after a suspension of data collection efforts due to the pandemic.
- Collected and provided semi-annual topline results from over 4,000 Voice of the Customer surveys.
- Collected a statistically valid sample of ridership counts for bus and streetcar trips per NTD reporting requirements.
- Collaborated with MARTA Police and Bus Operations to implement a process for Research and Analysis personnel to pull onboard video from bus hard drives for validating the bus Automatic Passenger Counter (APC) system.
- Tracked and reported the number of COVID-19 cases and vaccination rate by department at MARTA on a weekly basis.
- Quickly developed an online tool for collecting and a process for validating vaccination cards from MARTA employees.
- Submitted timely and accurate monthly and annual reports to NTD and ensured MARTA's responses to NTD issues were timely, accurate, and responsive.
- Delivered data requests by internal and external stakeholders 100% on time.
- Developed and published a monthly ridership report to better understand how our customers use the system and provide transparency to build trust with our stakeholders.
- Analyzed the impacts of the pandemic on changes to commuting patterns in the system.
- Developed a pandemic recovery ridership and revenue forecast.
- Developed a rail ridership load tool to provide Bus Ops with shuttle ridership forecasts for the Northland DXO shutdown.
- Produced data products, modeling, and spatial analysis for use by the Departments of Planning, Scheduling, TOD, and Sales/Marketing, including identification of GPS issues, trip time analysis, analysis of fare policy changes, and mapping.
- Collaborated with Customer Experience, Bus Ops, and Georgia Tech to launch the MARTA Reach on-demand pilot and measure its performance.
- Mentored a Georgia Tech senior design project to analyze bus on-time performance data to identify root causes of poor performance and opportunities to improve performance.
- Assisted the Office of Diversity and Inclusion by completing the triennial Title VI equity analysis as required by FTA.
- Completed the bus APC validation project.

FY23 Goals & Objectives

- Create Office of Performance and Data Management to lay the groundwork for a comprehensive and enduring performance management framework.
- Stand up a centralized Data Quality Control Team to work with and across departments to establish a performance management framework that ensures data are accurate, complete, timely, relevant, and consistent with requirements and business rules.
- Collaborate with departments to improve performance measurement.
- Produce performance analysis and business insights.
- Produce timely reporting of performance data.
- Enhance survey design and analysis processes to ensure that Research and Analysis is collecting the right data to meet stakeholder needs and turning those data into actionable insights.

- Develop and launch a survey results reporting tool to provide timely study findings to stakeholders on an easily accessible interactive platform such as Power BI or Survey123.
- Launch a ridership panel of MARTA customers for the purpose of having ongoing discussions with patrons and an agile response to MARTA's informational needs.
- Increase use of new technologies for data collection (e.g., pushing surveys to customers via the MARTA On The Go app).
- Increase outreach to non-riders to improve understanding of ridership barriers, market segmentation, and actionable solutions.
- Support the production of more and better business intelligence through the development of a three to five-year Strategic Research Plan, via extensive internal and external stakeholder engagement process and literature review, that prioritizes resources to applied research that answers the most pressing questions in support of MARTA's strategic goals.
- Strengthen the MARTA brand by presenting research in the form of white papers and conference presentations.
- Improve data quality and quantity from MARTA's automated systems by conducting comprehensive and continuous tracking, analysis, and reporting of root causes for data issues and poor performance and coordinating recommendations with the departments responsible for fixing the issues.
- Develop and launch a weekly ridership report to provide Bus and Rail Ops with an easily accessible analysis of changes, trends, and root causes.
- Develop a ridership and fare revenue forecasting tool that accounts for pertinent factors such as teleworking, TNCs, population and employment, potential fare increases, office occupancy and other local conditions, planned service changes, and reasonable assumptions about the future course of the COVID-19 pandemic.
- Develop a standardized and efficient approach to delivering commonly requested data, maximizing use of dashboard technology for ease of tracking and access by internal and external customers.
- Establish a student intern/coop program to create a pipeline of highly skilled, technically proficient talent between local universities and Research and Analysis.

Department of Technology



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$13,142,465	\$13,111,892	\$12,750,550	\$17,465,403	\$4,714,853
Non-Labor	\$24,257,167	\$24,605,447	\$28,917,026	\$25,901,409	(\$3,015,617)
Gross Operating Total	\$37,399,632	\$37,717,339	\$41,667,576	\$43,366,812	\$1,699,236
Allocation	(\$9,822,699)	(\$8,494,562)	(\$5,764,607)	(\$10,590,380)	(\$4,825,774)
Net Operating Expenses	\$27,576,933	\$29,222,777	\$35,902,969	\$32,776,432	(\$3,126,538)
Total Headcount	141	138	126	130	4

The **Department of Technology** is responsible for ensuring proper management control over technology fiscal and human resources of MARTA; providing technology operations support that is cost-effective, efficient, manageable, and maintainable to meet MARTA’s daily needs; upgrading and replacing MARTA’s technology infrastructures; directing and leading technology governance; ensuring sound and responsible business, financial and project practices for technology networks and infrastructure, applications software, data, telecommunications and technology hardware assets.

Core Functions

The Department of Technology is organized in the following core functional area offices:

- Technology CIO
- Technology Infrastructure & Production
- Technology Applications
- Technology Support Services
- IT Strategy & Innovation

Office Descriptions

The **Office of AGM Technology / CIO** implements new initiatives to support the Authority’s goal to increase the accuracy, frequency, and availability of service through

advanced technology and programs that support MARTA's strategic plans and deliverables.

The **Office of Technology Infrastructure & Production** is divided into four units, each responsible for authority-wide support in the following areas:

- Technology Enterprise Network Operations manages and maintains the enterprise LAN/WAN components, internet/intranet, firewalls, connectivity, and bandwidth across Atlanta's geographical locations which includes thousands of switches, routers, and bridges.
- Data Center Operations is core technology for infrastructure. There are currently three (3) Data Centers that house all the servers required to support MARTA systems and applications including and not limited to Automated Fare Collection, Trapeze, Transit Manager, Enterprise Storage and Backup, Azure Cloud Services and Microsoft.
- CCTV Operations designs and redesigns the CCTV network for the Atlanta geographical area which is required to maintain the production software and camera configurations. Locations include bus stations, rail stations, parking garages, parking lots, and the MARTA police mobile command vehicles.
- Technology Telephony Operations supports 40+ Train Control Rooms, 50+ Communication Closets, Rail Station Communications, Rail Station Public Address (PA), Rail Station Patrons Assist Phones, Rail Station Signages, Authority-Wide Back Office Phones, Wayside Phones, Parking Deck Call Boxes, Elevator Phones, Mobile devices, Cellular Phones, PBX Systems, Voice Recording Systems, Eleven (11) Call Centers, Fiber/Cabling, and the VOIP network.

The **Office of Technology Applications** directs the development and maintenance of Internet, Intranet, Mobile Applications, and Universal Web Portal architecture. Application daily operations and maintenance of the Train Control System, Bus Automated Locator system, and the Regional Trip Planning and Scheduling system. This office also supports MARTA's Regional Automated Fare Collection (AFC) Program

- Web ticketing application for online purchases Individual Sales (IS), Group and Bulk Sales (GBS), Transmit Management Association (TMA), and University Pass Program (UPass).
- Technology Applications serves as liaison for all Regional Partners (Cobb Linc, Gwinnett County Transit, State Road and Tollway Authority (SRTA) on Breeze Program. Maintains Vendor Management for relational databases and associated applications as well as database architecture, development, administration, and management of all data repositories.

The **Office of Technology Support Services** has oversight of five areas:

- Technology Programs Management responsible for matrix management of the implementation teams for technology projects and coordination of Authority needs, resolving conflicts that impact project schedule and cost.
- Technology Business Management coordinates and facilitates actions required for the management of IT expenditures and the approval to make IT purchases. Determines IT fiscal year costs for budget planning. Maintains IT hardware assets and end user inventories.
- Technology Quality Assurance works to improve the quality of Technology products and services by reducing rework while improving customer satisfaction and is responsible for quality assurance methodology for all capital projects and operational initiatives.
- Technology Compliance protects the Authority's Technology Assets through compliance with audit and regulatory recommendations and requirements to minimize risks to Technology's operations and infrastructure.
- Technology Systems Support provides Technology Services Desk assistance for distributed desktops and peripherals.

The **Office of IT Strategy & Innovation** is responsible for directing, managing, and developing innovative technology design strategies and solutions that enables the Authority to meet its business goals and objectives. The Office of IT Strategy & Innovation provides recommendations on defining and coordinating new solution development, stakeholder road mapping, and business needs assessment efforts.

FY23 Goals and Objectives

1) Increase operational capacity to solution, implement, and maintain more technology services

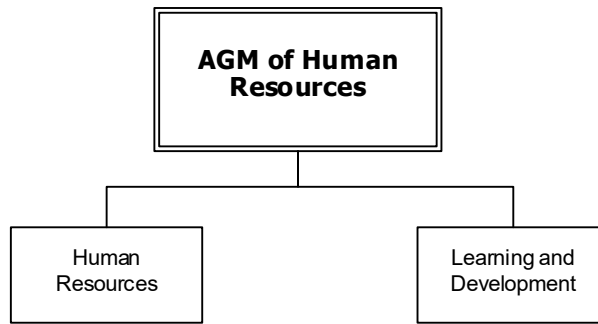
2) Improve the capital program governance process to better prioritize, sequence, and manage capital projects in technology

3) Improve the demand queue transparency for IT in order to help MARTA understand our capacity for requests and where existing requests stand and will be completed

4) Improve the quality of data for MARTA key systems and processes

5) Enhance the rider's experience by building out the MARTA Labs offering to give customers faster access to helpful customer facing technology

Department of Human Resources



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$5,227,167	\$4,848,477	\$4,722,328	\$5,454,909	\$732,581
Non-Labor	\$1,424,687	\$2,018,592	\$2,362,071	\$3,004,753	\$642,682
Gross Operating Total	\$6,651,854	\$6,867,069	\$7,084,399	\$8,459,662	\$1,375,262
Allocation	(\$402,597)	(\$367,061)	(\$825,311)	(\$352,596) [▼]	(\$352,596)
Net Operating Expenses	\$6,249,256	\$6,500,008	\$6,259,089	\$8,107,065	\$1,847,977
Total Headcount	44	42	48	49	1

Summary of Operations

The Department of Human Resources is responsible for leading and influencing the strategic development and implementation of comprehensive, Authority-wide Human Resources programs.

Along with the department’s AGM, the Offices of Human Resources and Learning and Development are responsible for designing, planning, developing, implementing, and administering effective programs and services. Such programs and services are targeted to best meet the needs of the Authority with emphasis on sustainability, change, and growth.

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

Offices Descriptions

The **Office of Human Resources** 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 of Recruiting, Compensation & Benefits, Human Resources Information System (HRIS), and Retirement Benefits. The myriad of comprehensive employee-focused services the office provides is appropriately aligned with its mission.

Human Resources is the primary source to attract, develop, motivate, and retain a diverse team of highly skilled employees who are accountable for recognizing and responding to our customers' needs while promoting organizational and individual achievement.

The critical role that the HR Office plays in the organization is demonstrated by its ability to effectively balance the needs of both employees and the organization. The HR Office provides the following comprehensive services: recruitment, salary administration, HRIS and employee records, employee wellness, employee assistance program, occupational medical services, transitional employment, and pension administration.

The Office is responsible for designing and administering 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 Learning and Development** is responsible for delivering comprehensive employee development services in support of the enterprise. We are transforming and evolving to provide value services to the workforce and stakeholders that include core skills and leadership development, organizational development, and centralized administration of training services. The Office will be introducing new ways of learning at MARTA, launching a major training modernization effort with the goal to upgrade and modernize training facilities and learning technologies in support of 21st century workforce development practices.

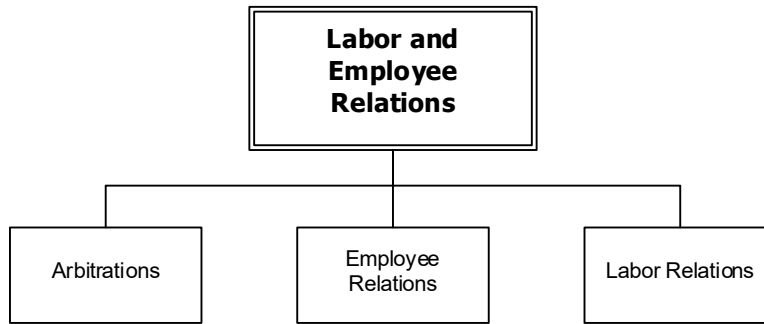
FY2022 Accomplishments

- As of May 9, 2022, for FY22, HR has successfully hired/promoted 673 individuals compared to the total FY21 hires of 412. Successfully completed FTA mandated random drug testing rate of 54% (50% required) and 12% (10% required) alcohol testing for calendar year 2021 with reporting being submitted on time. Positive Random testing rates for drugs and alcohol were <1% and 0%, respectively.
- COVID: Successfully managed 1,359 COVID illness, which includes 979 positive COVID cases with a strong return-to-work focus. Less than 0.05% of the FY' 23 COVID-19 cases remain out of work.
- Implemented learning paths within MARTALearn Learning Management System that outlines safety and technical training requirements, which allows MARTA to ensure employee certifications remain current and the required safety and technical training is completed for FTA and GDOT reporting purposes.

FY2023 Goals & Objectives

- Recruiting - Increase efficiency and service delivery to the business by streamlining the processes. Example: eliminate redundancy in the application process.
- Utilizing a structured approach in Compensation Analysis that is data driven.
- Complete an Authority wide wage study by a third-party vendor.
- Staffing: Filing the following positions Mgrs. Benefits, Compensation and Recruiting.
- Implement the Oracle HCM Recruitment Cloud by October 2022 to increase efficiencies and enhance employee and applicant engagement.
- Implement a 100% online employee verification process including ALL social service requests via a 3rd party vendor.

Department of Labor and Employee Relations



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$721,333	\$788,176	\$1,126,907	\$1,307,034	\$180,127
Non-Labor	\$28,812	\$30,536	\$47,521	\$225,522	\$178,002
Gross Operating Total	\$750,145	\$818,712	\$1,174,428	\$1,532,556	\$358,128
Allocation	(\$7,422)	(\$9,160)	(\$1,051,125)	(\$757)	\$0
Net Operating Expenses	\$742,723	\$809,553	\$123,303	\$1,531,799	\$1,408,496
Total Headcount	7	8	9	9	0

Summary of Operations

The **Department of Labor and Employee Relations** is responsible for the oversight and management of the labor strategy and spearheads all activities related to labor negotiations in accordance with the Authority’s strategic priorities and workforce needs. The department is charged with building a productive relationship with its labor partners to achieve MARTA’s priorities and interest and ensures adherence to the terms of the Labor Agreement. The department has a centralized team of labor relations professionals that assist the Assistant General Manager with the labor strategy and is responsible for managing employee relations issues, conducting investigations, and serving as a resource to the employees and management members of the Authority.

The department is also responsible for the development of policies,

procedures and guidelines that govern improvements in MARTA’s employee relations programs.

Core Functions

The department has oversight of the following core functions:

- Labor Relations
- Collective Bargaining Agreement(s)
- Employee Relations

Office Descriptions

The **Office of Labor & Employee Relations** authorizes and administers the labor agreement with the Amalgamated Transit Union, Local 732.

The office also:

- Advises Authority management on matters relative to labor activities, contract interpretation/administration.
- Monitors the administration of disciplinary action in accordance with the labor agreement, work rules and Authority policies and procedures.
- Develops, implements, and administers programs designed to mitigate and resolve labor relations and employee relations conflicts, complaints, and non-Title VII complaints.
- Assists in communication between employees and supervisors, corrective action plans, performance improvement plans, disciplinary actions and clarification of personnel policies and procedures.

FY2022 Accomplishments

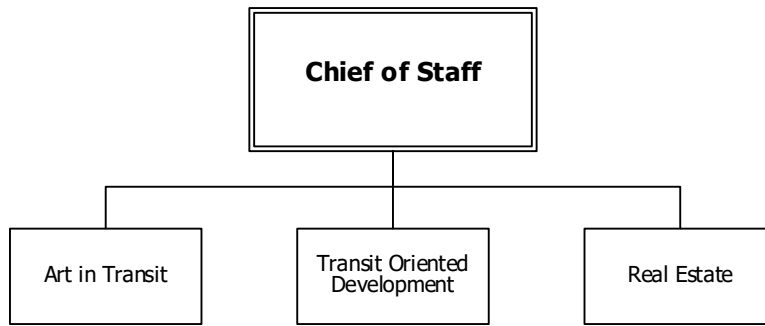
- Developed a comprehensive plan to prepare for labor contract negotiations with the ATU Local 732 union in 2022.
- The Common Rules Committee co-chaired by the Manager of Labor Relations reviewed and updated the priority work rules and policies to achieve better uniformity throughout the various work locations. The Employee Relations Manager updated key policies and procedures to ensure effective policy and procedure management.

- Developed and executed on a Department Communication Plan to increase visibility, strengthen brand, and enhance the service provided to our internal stakeholders through guidance, roundtable sessions and other useful resources.

FY2023 Goals & Objectives

- Negotiate a labor agreement(s) that promotes a productive, engaged workforce and is fiscally responsible.
- Build a productive relationship with MARTA's labor partners and mitigate any perception that organized labor and management have a perpetually adversarial relationship.
- Develop relationships and strategic partnerships between the Employee Relations team and the internal stakeholders we support and serve.
- Utilize technology to effectively manage and assess departmental KPI's and agency trends related to grievances and complaints.
- Continue to advance a strategic communication plan to achieve MARTA's strategic priorities related to employee engagement, awareness, and productivity.

Department of Chief of Staff



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$2,002,517	\$1,755,876	\$1,959,724	\$2,385,789	\$426,064
Non-Labor	\$1,239,880	\$410,979	\$332,348	\$1,222,795	\$890,446
Gross Operating Total	\$3,242,397	\$2,166,855	\$2,292,073	\$3,608,583	\$1,316,511
Allocation	(\$1,882,851)	(\$1,239,480)	(\$1,174,326)	(\$1,579,941)	(\$405,615)
Net Operating Expenses	\$1,359,546	\$927,375	\$1,117,747	\$2,028,642	\$910,895
Total Headcount	14	15	15	15	0

Summary of Operations

The **Department of Chief of Staff** provides professional support to the General Manager/CEO while supervising a variety and specific projects and initiatives as assigned by the General Manager as his principal aide. The department ensures the accurate and timely completion of executive actions, tasks, and reports in accordance with policy, establishes processes and organization rules. The department provides feedback to the General Manager/CEO as required and is tasked with ensuring that all members of the Authority’s staff work in an effective, coordinated, and efficient manner.

Core Functions

The Department of Chief of Staff has oversight of the following core functions

- Art in Transit
- Communications
- Digital Media
- External Affairs
- Government & Community Affairs
- Marketing & Sales
- Public Engagement
- Real Estate
- Transit Oriented Development

Office Descriptions

The **Office of Chief of Staff** maintains effective relationships with both internal and external customers; interacts on a regular basis with executive staff, elected officials, legal counsel, transit patrons, representatives of foundations, companies, and other transit agencies. The Chief of Staff functions as a key member of the General Manager's team and works with other team members to ensure maximum support for the Authority; advising and staffing the General Managers speaking engagements and supports the executive office in daily operations and formalized ad hoc taskings.

The **Office of Art in Transit** is responsible for developing and directing the Public Art and Creative Placemaking Strategy for MARTA's transit system and assets. Identifies opportunities for Art in Transit to build goodwill in MARTA service communities. Performs condition assessments on and maintains MARTA's public art assets. Curates, Directs, and Funds the installation of permanent and temporary public art installations and regular performing arts programming across MARTA's transit system.

The **Office of Transit Oriented Development & Real Estate** is responsible for creating the vision and mission of the Office and provide the leadership, management, strategic counsel and mentorship to the Directors of Transit Oriented Development, Real Estate and Art in Transit, providing counsel on vision, concepts, deal structuring, finance, planning and development, design for various TOD, Real Estate and Art in Transit projects.

The **Office of Transit Oriented Development** oversees MARTA's transit-oriented development program to create long-term, fixed income instruments in the form of ground leases, to support the Authority's transit operation and capital programs. Supports and manages station activation of MARTA's social infrastructure initiatives such as Fresh MARTA Market and Station Soccer. Identifies prospective properties to be offered for development, which involves the preparation and evaluation of Requests for Qualifications and Proposals; marketing development opportunities; transaction analysis,

negotiation and ground lease structuring; and development oversight.

The **Office of Real Estate** is responsible for providing real estate portfolio management which drives strategic planning and execution to maximize the value of MARTA's real property through the selection, optimization, and oversight of investments and dispositions which align to business goals and strategies of the Authority.

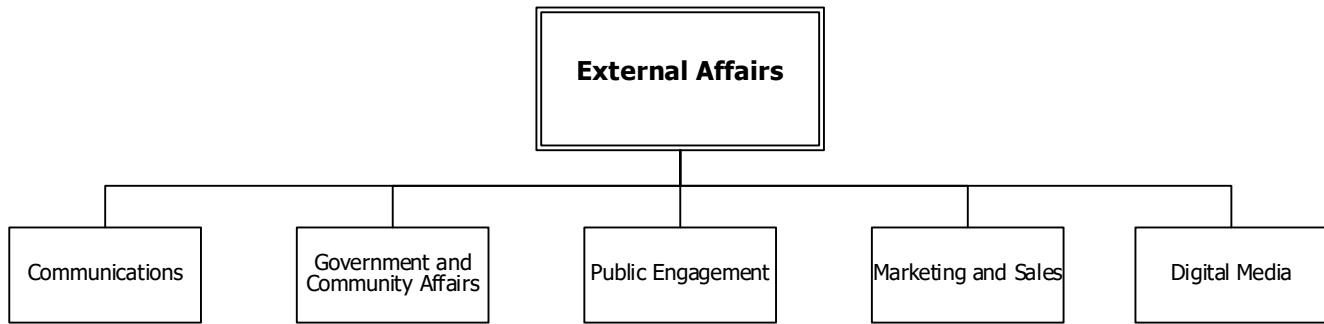
FY2022 Accomplishments

- Overall – Finished the year below budget for all offices of TOD & RE, TOD, RE and Art in Transit.
- TOD – Advanced 19 TODs. Started construction on two TODs, Phase III at Edgewood Candler, and King Memorial. Under construction through planning includes 1,500 affordable housing units. Completed another successful season of Fresh MARTA Market to fill food insecurity void and added Station Soccer at Lindbergh.
- Real Estate - Closed multiple transactions including disposition of surplus property, ROW sales/easements, transit adjacent developments and generated \$9.8 million of revenue. Asset managed portfolio of TOD ground leases, notably Lindbergh, and telecom license and lease agreements.
- Art in Transit - Advanced eight capital projects, five temporary visual art projects related to Black Lives Matter and provided ongoing virtual entertainment via social media in lieu of its annual live performing arts programming.

FY2023 Goals & Objectives

- Goal 1: Position MARTA as an Employer of Choice by attracting, developing and retaining the best and brightest
- Goal 2: Demonstrate and communicate routine excellence as the standard throughout MARTA
- Goal 3: Create a culture and discipline of security and safety excellence
- Goal 4: Maintain fiscal discipline by optimizing resources through savings, efficiencies and revenue generation
- Goal 5: Maximize ridership and service quality through innovation and capital investment

Department of External Affairs



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$3,430,247	\$2,517,325	\$2,209,479	\$3,297,022	\$1,087,543
Non-Labor	\$1,212,857	\$1,067,824	\$1,281,675	\$1,315,976	\$34,301
Gross Operating Total	\$4,643,104	\$3,585,149	\$3,491,154	\$4,612,998	\$1,121,844
Allocation	(\$811,644)	(\$338,095)	(\$644,063)	(\$800,128)	(\$156,065)
Net Operating Expenses	\$3,831,460	\$3,247,054	\$2,847,091	\$3,812,870	\$965,779
Total Headcount	30	28	27	27	0

The **Department of External Affairs** is responsible for maintaining MARTA’s public image and serves as the public-facing arm of the Authority.

Core Functions

- External Affairs
- Communications
- Digital Media
- Marketing & Sales
- Government & Community Relations
- Stakeholder & Public Engagement

Office Descriptions

The **Office of AGM External Affairs** encompasses Communications, Stakeholder and Public Engagement, Government & Constituent Relations, Marketing and Sales, Digital Media and Film and Media Offices. The office serves as the

frontline for MARTA’s involvement in the community seeking to engage our riders and non-riders in the transit conversation and is charged with facilitating community forums and public hearings.

The **Office of Communications** is responsible for developing and implement an annual strategic communications plan; providing briefing materials for all media requested interviews; liaise with and direct communications/media efforts with local, state, national and international media; advise/consult with GM/CEO and senior staff on media and public relations strategies.

The **Office of Government & Community Affairs** is responsible for directing, developing, and maintaining positive and effective relationships with the various levels of

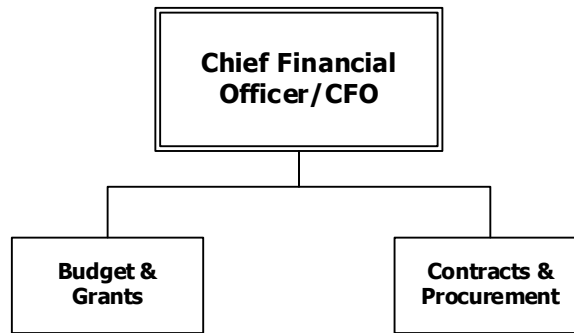
government (federal, state, and local) that interface with or impact the financing, development, and operations of the Authority, as well as stakeholders in the community; organized by the jurisdictions in MARTA's existing service areas. The office is also responsible for producing and staffing quarterly jurisdictional briefings; maintain relationships and confer with members of the Fulton, DeKalb, and Clayton County Commissions, Atlanta City Council and Mayor's Office, Georgia General Assembly, the United States Congress, and other holders of state, local, and regional public office and their staff to encourage support for all matters favorable to MARTA's interests.

The **Office of Public Engagement** is structured to foster and maintain supportive relationships among stakeholders and the public, strengthen the authority's constituent network, and positively influence the public's perception. The office oversees MARTA's public-facing activities and outreach initiatives by providing multi-layered strategies to engage and educate MARTA customers and stakeholders. Develops and enhance strategic partnerships with local/community groups and organizations, professional associations, transit advocacy groups, and other similar groups.

The **Office of Marketing & Sales** is responsible for MARTA's daily customer communication (content, layout/design), which includes management and oversight of system maps, rail maps, OutFront Media Digital displays, bus audio, service changes, social media, itsmarta.com, MARTAnet, and breezcard.com. Coordinates the Authority's advertising initiatives and monitor the advertising vendors. Form strategic alliances and trade partnerships. Oversee four revenue-generating contracts – Transit Advertising, Bus Shelter Advertising, Digital Signs, and Bus Audio Advertising on trains and platforms, representing approximately \$7 million annually to the Authority. Responsible for all aspects of high-volume printing for the Authority and manage production (copying, printing, laminating, etc.).

The **Office of Digital Media** develops and executes digital strategies to drive, elevate and evolve the MARTA brand; generates original content to tell the MARTA story – including behind the scenes profiles and positive customer experiences; implements social media strategies to increase engagement with all audiences by monitoring and participating in conversations to ensure that information about MARTA is accurate and updated.

Department of Chief Financial Officer/CFO



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$12,036,786	\$11,026,953	\$10,836,256	\$12,210,019	\$1,373,763
Non-Labor	\$533,709	\$404,992	\$452,882	\$534,636	\$81,754
Gross Operating Total	\$12,570,495	\$11,431,945	\$11,289,138	\$12,744,655	\$1,455,516
Allocation	(\$2,498,369)	(\$2,629,229)	(\$2,523,072)	(\$2,554,177)	(\$31,105)
Net Operating Expenses	\$10,072,126	\$8,802,716	\$8,766,066	\$10,190,477	\$1,424,412
Total Headcount	114	111	110	111	1

The **Department of Chief Financial Officer/CFO** serves as the financial strategic business partner and trusted advisor to:

- Promote actions to achieve the Authority’s priorities
- Develop and maintain sound fiscal policies, consistent with any statutory requirements and the industry best practices
- Deliver a clear and accurate picture of the Authority’s current and future financial position
- Improve the effectiveness, efficiency, and integration of the Authority’s business processes
- Proactively report on, analyze, and recommend actions for improvement
- Provide excellent service to internal and external stakeholders

Core Functions

The Department of the Chief Financial Officer has oversight of the following core functions:

- Budget Preparation and Administration, Forecasting, and Financial Analysis
- Evaluate and execute various Financing strategies
- Debt and Investment Administration
- Financial Management
- Financial Policy Development, Reporting and Compliance
- Financial Risk Analysis and Hedging
- Financial and Technology Process Efficiency
- Accounting in accordance with GAAP and GASB standards
- Grant Management and Compliance
- Contracts, Procurement & Materials

Office Descriptions

The **Office of the Chief Financial Officer** is responsible for the management of the operations, administrative and legislative functions of the Division of Finance. This includes fiscal policy development and implementation, providing managerial and financial advisory services ensuring optimized financial performance and proficiency. This office is also responsible for providing financial strategy advice to the GM/CEO, Executive Team, the Board of Directors, and Business Management Committee.

The **Office of Budgets & Grants** provides centralized budgeting, monitoring, and strategic financial analysis for operating and capital budgets across the entire Authority. Budget & Grants evaluates personnel, resource allocation and operational issues and produces financial and operational data for both internal and external audiences. Key deliverables include monthly and quarterly financial status and variance reporting, annual budget, and fund balance forecasting, KPIs and proposed, adopted, and five-year planning budget publications. The office also manages the Authority's Federal and State grant funding programs, including grants from the Federal Transit Administration (FTA) and the U.S. Department of Homeland Security (DHS). The Office acts as the primary single point-of-contact with the FTA regarding grant and program management requirements. The Office seeks to create, maintain, and build relationships with federal and state funding agencies to have a positive impact on the financing, development, and operations of MARTA.

The **Office of Contracts & Procurement and Materials** serves as the central procurement arm of the Authority and is responsible for cradle to grave procurements, from the requisition through contract award and contract closeout. CPM manages the Authority's inventory of parts and consumables and is responsible for maintaining the integrity of the procurement process. MARTA has a centralized procurement process and is guided by Section 14 of the MARTA Act, the Procurement Manual and the General Manager's Delegation of Authority.

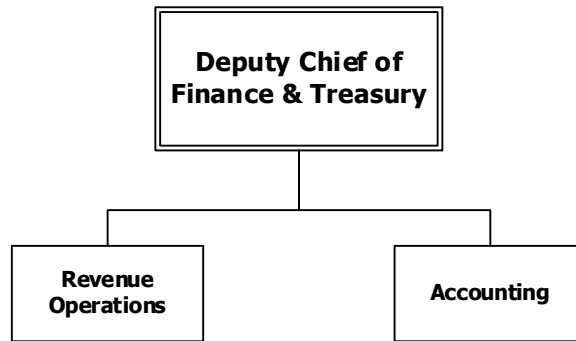
FY2022 Accomplishments

As the most senior level of the Division of Finance, the Department of the Chief Financial Officer's FY22 Accomplishments are synonymous with that of the Department of Finance for the purposes and production of the FY23 Budget and FY23 Adopted Budget Book.

FY2023 Goals & Objectives

- Implement a new banking services contract without impact to operations
- Assis the MARTA merchandise project manager to establish a MARTA presence in the web-based merchandise space
- Position cash/target balances and investments in a manner to meet cash requirements, while outperforming investment benchmarks
- Execute outstanding bond refunding for savings as opportunities arise
- Initiate final spend-down and close out of 8 long term grants
- Continue to work with the Budget Work Group to increase efficiencies and implement Budget Process changes
- Improve public budget documents to provide clear insight on MARTA's financial plans and priorities
- Working with the Planning Office, successfully complete the NTD report by the required due date
- Work with IT to develop an automated bidding process to reduce manual processes currently in CPM
- Streamline MARTA's procurement process
- Update the procurement manual 10.3.35
- Reduce the time from requisition to award for each procurement type by maintaining the service levels for each contract specialist
- Maintain a 95% Inventory accuracy at all six (6) storerooms
- Reduce represented Material Controllers overtime by 30% over FY22
- Reduce transit shipment lead time from the main storeroom to sub-stores from three (3) days to two (2) days.
- Reduce obsolete inventory at MARTA's storerooms by 25% over prior year

Department of Finance



	FY20 ACTUAL	FY21 ACTUAL	FY22 ACTUAL	FY23 BUDGET	FY23 CHANGE
CATEGORY OF EXPENSE					
Labor	\$13,938,806	\$13,077,738	\$12,364,922	\$13,050,259	\$685,337
Non-Labor	\$1,437,458	\$1,056,223	\$1,432,652	\$2,851,574	\$1,418,922
Gross Operating Total	\$15,376,264	\$14,133,960	\$13,797,574	\$15,901,833	\$2,104,259
Allocation	(\$2,423,103)	(\$2,074,287)	(\$2,278,671)	(\$2,331,551)	(\$52,881)
Net Operating Expenses	\$12,953,161	\$12,059,673	\$11,518,903	\$13,570,282	\$2,051,378
Total Headcount	187	184	174	175	1

The **Department of Finance** manages and accounts for the Authority’s financial resources, executes financial debt strategies, performs revenue collection, processing, and clearinghouse functions, plans, and administers parking services, invests Authority funds to maximize income in compliance with all governing financial and accounting standards and laws, and maintains fiscal liquidity to support the operations of the Authority.

The Department of Finance serves to:

- Deliver a clear and accurate picture of the Authority’s current and future financial position
- Improve the effectiveness, efficiency, and integration of the Authority’s business processes

- Proactively report on, analyze, and recommend actions for improvement
- Provide excellent service to internal and external customers

Core Functions

- Full-Cycle Accounting in accordance with GAAP and GASB standards
- Financial Policy Development, Reporting and Compliance
- Debt and Investment Administration
- Revenue Collection and Administration
- Financial and Risk Analysis
- Financial and Technology Process Efficiency
- Evaluate and execute financing strategies
- Financial Risk Analysis and Fuel Hedging
- Parking Services Planning and Administration

Office Descriptions

The **Office of Deputy Chief of Finance & Treasurer** oversees major functions of the Authority's financial position with primary responsibilities for (1) financial planning and analysis and (2) cash and investment management. The office is responsible for the Authority's Debt Management and Financing Program, including new money bond issues, refunding of prior bond issues, financial analytics, financial modeling support, and developing and implementing financing strategies. Through sound cash and investments management, the office provides monthly short and long-term cash flow performance and forecasting reporting to allow accurate planning for liquidity requirements, maximizing investment yield while minimizing risk, implements fuel hedging actions to protect the operating fuel budget against price volatility. Treasury is responsible for performing variance analysis for bank fees and follow up with banks regarding increases and/or discrepancies. Responsibilities also include opening and maintaining all MARTA's bank accounts and administration of the Authority Purchase Card Program.

The **Office of Accounting and Controller** is responsible for ensuring that the Authority's revenues are properly accounted for and expended in a manner consistent with GASB and GAAP standards. The Office of Accounting's functions and duties include management of general accounting functions, Accounts Receivable, Accounts Payable, Payroll and Cost Analysis, General Ledger and Financial Reporting, Fixed Asset management, coordination of external audits, coordination of the department's responses to compliance issues, and development of financial policies and procedures.

The **Office of Parking Services** directs, plans, and administers all aspects of the Authority's Automated Parking and Revenue Control (APARC) System and operates and maintains oversight of the parking equipment for the Authority. Parking services directs, plans, controls, and manages parking administration reconciling of all parking revenue processed by

Revenue Operations by monitoring, auditing, and controlling transactional fraud and system access.

The **Office of Revenue Operations** oversees the Authority's collection and processing of fare revenue from all media sales outlets, including all ticket vending machines, bus fare boxes, parking lots, Ride Stores, media encoding, web ticketing, mobile ticketing, Streetcar and maintains oversight of the Authority's AFC equipment. The Office ensures compliance of partners per established revenue contracts and regional partner agreements.

FY2022 Accomplishments

- Earned the Annual Comprehensive Financial Report (ACFR) Award for FY21
- Successfully managed and received unqualified audit opinion on the Financial Audit
- Successfully managed the Single Audit with zero findings
- Transferred all eligible employees over from the Ft. McPherson Credit Union to the Georgia Own Credit Union
- Transferred all eligible employees from the Bank of America Pay Card to the ADP Wisely pay card
- Develop appropriate COVID-19 protocols to ensure all long term pay parking facilities were staffed and available for customer use
- Collected over 1.1 million dollars in parking revenue
- Obtained approval to move the APARC project forward

FY2023 Goals & Objectives

- Ensure that the Authority receives an unqualified audit opinion on its financial audit and earns the Annual Comprehensive Financial Report (ACFR) award
- Initiate GASB Statement 87 Lease Accounting
- Implement lease accounting software to facilitate GASB 87 compliance
- Adopt GASB Statement 96: Subscription-Based Information Technology Arrangements (SBITA)

- Provide Career Planning and Professional Development sessions and workshops to Staff
- Implement the new APARC System
- Seamless transition of Parking Services staff into the upgraded APARC format
- Implement strategies and policies to increase parking revenue utilizing new automated parking and revenue control capabilities
- Improve parking ingress and egress times to industry standard
- Develop specifications for AFC 2.0, upgrade aging AFC equipment, and EMV certification

Capital Budget Overview

This section summarizes FY23 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.

Capital Budget 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 1.31.22, "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 \$5,000, and 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 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.
 - Expenditures for corrective work resulting from latent defects and inferior construction are not eligible for capitalization but are considered non-operating expenses (according to the 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. 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 a component of an existing asset and the substitution of a component having essentially the same type and performance capacities.
 - **Improvements to Asset Base Units** - This includes the substitution of an asset to improve or increase overall efficiency and to extend the useful life of the unit.

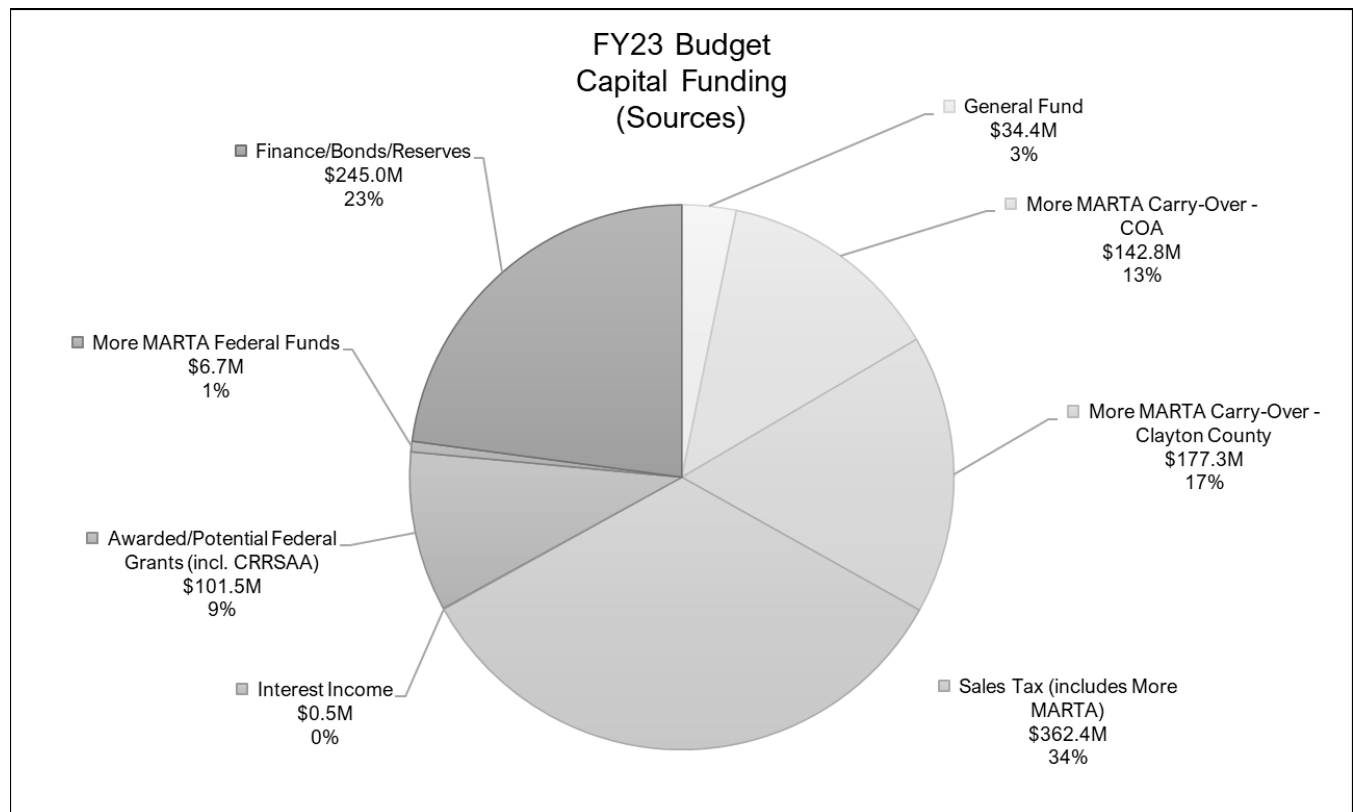
FY23 Capital Funding (Sources)

Funding for the FY23 Capital Program is provided from the beginning balance of prior year carryover from the general fund, sales tax allocation revenue (53% Capital vs. 47% Operating allocation ratio), 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.

The FY23 Beginning Balance totals \$354.5M (\$34.4M General Fund, \$142.8M More MARTA City of Atlanta, and \$177.3M More MARTA Clayton) will be available to fund the FY23 Capital Improvement Program. After recognizing FY23 Capital and other general fund revenues and expenditures, a FY23 Ending Balance of \$353.5M is anticipated to be available to fund the Capital Program beyond FY23.

Capital Funding Sources

<i>(Dollars in Millions)</i>	FY20 Budget	FY21 Budget	FY22 Budget	FY23 Budget
General Fund	\$44.8	\$140.4	\$20.0	\$34.4
More MARTA Carry-Over - COA			118.4	142.8
More MARTA Carry-Over - Clayton County			148.3	177.3
Sales Tax (includes More MARTA)	238.3	218.2	294.5	362.4
Interest Income	1.5	0.5	0.5	0.5
Awarded/Potential Federal Grants (incl. CRRSAA)	32.0	61.6	83.6	101.5
More MARTA Federal Funds			24.4	6.7
Prior Year Surplus Sales Tax Carryover			81.7	
Finance/Bonds/Reserves	270.0	210.0	220.0	245.0
State Grants		10.4		
Total Revenues	\$586.6	\$641.0	\$991.4	\$1,070.6



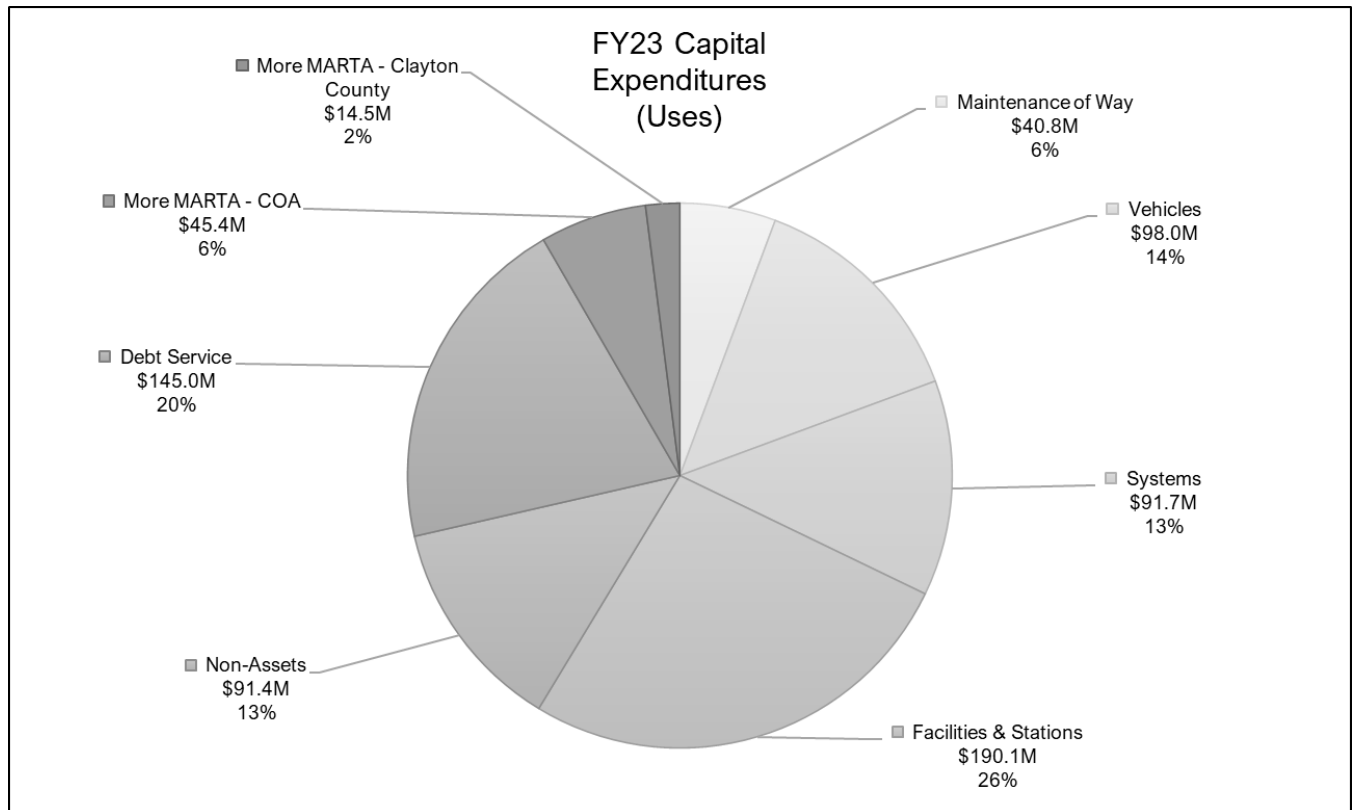
FY23 Capital Expenditures (Uses)

Expenditures within MARTA’s Capital Program fall into two categories: Capital Improvement and Debt Service on Bonds and Floating Rate Notes (FRN). The Capital Improvement Program provides for the rehabilitation, replacement, enhancement, and expansion of MARTA’s infrastructure, facilities, equipment and rolling stock.

MARTA is authorized to sell bonds and/or issue tax exempt FRN to fund its capital improvement program with the resulting debt service funded from the capital program. The Capital Improvement Program is detailed in the following sections of this document. MARTA’s bond and debt service are discussed in the Financial Summary section in the front of this document.

Capital Expenditures (Uses)

<i>(Dollars in Millions)</i>	FY2022 Uses	FY2023 Uses	\$ Change	% Change
Maintenance of Way	\$19.0	\$40.8	\$21.8	114.7%
Vehicles	119.1	98.0	(21.1)	-17.7%
Systems	132.0	91.7	(40.3)	-30.5%
Facilities & Stations	100.9	190.1	89.2	88.4%
Non-Assets	110.0	91.4	(18.6)	-16.9%
Debt Service	158.2	145.0	(13.2)	-8.3%
More MARTA - COA	50.0	45.4	(4.6)	-9.2%
More MARTA - Clayton County	60.0	14.5	(45.5)	-75.8%
Total Expenditures	\$749.2	\$716.9	(\$32.3)	-4.3%



FY23-FY32 Sources and Uses by Program

State of Good Repair* (\$M)

	FY23	FY24	FY25**	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total FY23-32
Beginning Balance	34.4										34.4
Revenues											
Capital Sales Tax	290.4	304.3	318.5	331.3	343.4	357.8	374.5	391.5	407.7	426.0	3,545.5
Actual Federal Funds	84.5	68.5	49.3	49.3	49.3	49.3	49.3	49.3	49.3	49.3	547.4
Federal CRSSA Stimulus Funds	17.0	16.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.5
Reserves Utilization**	245.0	125.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	370.0
Other Revenue	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.7	0.7	5.9
Debt Issue	0.0	130.0	240.0	265.0	260.0	265.0	255.0	175.0	45.0	0.0	1,635.0
Total Sources of Funds	671.8	659.7	622.4	659.7	667.4	686.3	695.5	633.2	519.4	494.2	6,171.8
Expenditures											
Capital Program Summary	512.0	494.2	450.6	474.4	470.0	473.4	469.0	397.9	279.7	235.2	4,256.4
Debt Service (Bonds & FRN)	145.0	151.5	158.3	171.2	183.7	196.9	209.7	218.6	221.5	221.5	1,877.8
Total Uses of Funds	657.0	645.7	608.9	645.6	653.7	670.3	678.7	616.5	501.1	456.7	6,134.2
*10-Year plan may be adjusted in FY24 following a recalibration of the capital program and completion of the federal discretionary funding strategic plan.											
**Unified reserve currently forecasted at ~\$150M in FY25											

More MARTA – City of Atlanta* (\$M)

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY23- FY32
Beginning Balance (Reserves)	142.8										142.8
Revenues											
Capital Sales Tax - (Expansion % only)	39.2	41.1	43.0	44.7	37.1	33.8	35.4	31.7	33.0	34.5	373.3
Awarded Federal Funds	2.5	8.3	6.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.8
Assumed Federal Funds	0.0	15.0	57.0	91.0	128.0	87.0	40.0	40.0	10.0	0.0	468.0
Debt Issue	0.0	0.0	9.0	85.0	32.0	53.0	86.0	73.0	107.0	121.0	566.0
Total Sources of Funds	184.5	203.4	196.1	222.5	198.4	174.5	162.5	146.1	151.1	156.4	1,567.0
Expenditures											
CIP More Marta COA	45.4	122.3	194.0	217.9	192.9	165.9	150.2	130.4	130.4	130.4	1,479.8
Debt Service (Bonds & FRN)	0.0	0.0	0.3	3.3	4.8	7.4	10.9	14.6	19.8	25.3	86.5
Total Uses of Funds	45.4	122.3	194.3	221.2	197.7	173.3	161.1	145.0	150.2	155.7	1,566.3
*10-Year plan may be adjusted in FY24 following a recalibration of the capital program and completion of the federal discretionary funding strategic plan. City of Atlanta CIP budget may be adjusted after reconciliation of the More MARTA – City of Atlanta funds is completed											

More MARTA – Clayton County* (\$M)

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY23- FY32
Beginning Balance (Reserves)	177.3										177.3
Revenues											
Capital Sales Tax (Expansion % Only)	32.8	34.4	36.0	37.4	38.8	40.4	42.3	44.3	46.1	48.1	400.7
Awarded Federal Funds*	4.0	7.4	1.2	1.2	0.0	0.0	0.0	0.0	0.0	0.0	13.7
Potential Federal Funds	0.2	0.6	9.3	33.7	69.1	83.4	76.8	79.5	49.4	0.0	402.1
Debt Issue	0.0	0.0	0.0	141.0	105.0	48.0	68.0	5.0	0.0	0.0	367.0
Total Sources of Funds	214.3	242.1	209.5	258.5	214.0	172.5	187.9	130.0	96.6	114.1	1,360.8
Expenditures											
More Marta Clayton Capital*	14.5	79.1	164.3	250.3	199.6	153.7	159.0	98.8	0.0	3.0	1,122.3
Clayton Operating	0.0	0.0	0.0	2.3	2.4	3.1	8.2	8.5	8.8	16.2	49.5
Debt Service (Bonds & FRN)	0.0	0.0	0.0	4.9	11.3	15.0	19.4	21.6	21.8	21.8	115.8
Total Uses of Funds	14.5	79.1	164.3	257.5	213.2	171.8	186.6	128.9	30.7	41.0	1,287.7
*Clayton County O&M Facility costs and awarded federal funds reflect an established split between SGR and More MARTA Clayton funds.											
**10-Year plan may be adjusted in FY24 following a recalibration of the capital program and completion of the federal discretionary funding strategic plan.											

State of Good Repair Capital Improvement Program

Section 1 – Capital 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. [\$Millions]

	FY23	FY24	FY25**	FY26	FY27	FY28	FY29	FY30	FY31	FY32	Total FY23-32
Beginning Balance	34.4										34.4
Revenues											
Capital Sales Tax	290.4	304.3	318.5	331.3	343.4	357.8	374.5	391.5	407.7	426.0	3,545.5
Actual Federal Funds	84.5	68.5	49.3	49.3	49.3	49.3	49.3	49.3	49.3	49.3	547.4
Federal CRSSA Stimulus Funds	17.0	16.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	33.5
Reserves Utilization**	245.0	125.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	370.0
Other Revenue	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.7	0.7	5.9
Debt Issue	0.0	130.0	240.0	265.0	260.0	265.0	255.0	175.0	45.0	0.0	1,635.0
Total Sources of Funds	671.8	659.7	622.4	659.7	667.4	686.3	695.5	633.2	519.4	494.2	6,171.8
Expenditures											
Capital Program Summary	512.0	494.2	450.6	474.4	470.0	473.4	469.0	397.9	279.7	235.2	4,256.4
Debt Service (Bonds & FRN)	145.0	151.5	158.3	171.2	183.7	196.9	209.7	218.6	221.5	221.5	1,877.8
Total Uses of Funds	657.0	645.7	608.9	645.6	653.7	670.3	678.7	616.5	501.1	456.7	6,134.2

I. Capital Sources

Funding for the FY23-FY32 State of Good Repair Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, sales tax revenue, bond proceeds, allowable investment income, and Federal and State grants.

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. A description of the capital sources follows:

General Fund Beginning Balance

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

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton, DeKalb and Clayton Counties (1%) and the City of Atlanta (1.5%). In April 2015, Georgia legislators permanently eliminated the requirement mandating that MARTA spend 50 percent of its sales tax revenues on capital expenses and the other 50 percent on operations. Removal of this provision gives MARTA more flexibility in managing its resources.

Federal & State Funds

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.

This program is designed to encompass the FTA 5307, 5337 and 5339 Formula Funding Programs, FTA Discretionary Grant Programs, Department of Homeland Security, and reprogrammed/flexed Federal Highway Administration funds.

The State of Georgia participates in the implementation of the Authority's Audio/Visual Information System (AVIS) and the Regional Bus Stop Signage projects. Funding from the State is expected in FY23 from the GO Transit Program.

Other Revenue

This category is comprised of Investment Income which includes interest income from all capital eligible portfolios.

Sales Tax Revenue Bonds

When necessary, MARTA raises additional local capital funds above the direct capital portion of sales tax receipts for the Capital Program by the issuance of Sales Tax Revenue Bonds and/or Floating Rate Notes in the municipal markets.

For FY23, the modeling of the "Capital Program Sources and Uses of Funds" MARTA does not plan to issue additional debt. However, based on the market conditions, cash balance constraints and other unanticipated impacts on the projected cash flows, MARTA reserves the right to issue debt if needed with Board approval.

The proceeds are initially deposited with the Bond Trustee in a Construction Fund, as required by the Trust Indenture between MARTA and the Trustee. The proceeds are then requisitioned on a reimbursement basis for qualified capital expenditures to replenish the capital program working capital in the General Fund.

II. Capital Uses

Expenditures within MARTA's Capital Program fall into two categories:

Capital Improvement Program

Capital Improvement Program provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support system safety, transit operations and regulatory requirements. The program ensures that the transit system is maintained to enable the continued delivery of high-quality service. The Capital Improvement Program is detailed in the following sections of this document.

Debt Service

MARTA is authorized to sell bonds or other debt instruments to fund its Capital Improvement Program with the resulting debt service funded from the capital program. The debt service is comprised of principal and interest payments on fixed and variable rate debt issues.

Section 2 – Capital Asset Categories

In compliance with the MARTA Act of 1965, MARTA staff is required to present a ten-year Capital Improvement Program (CIP) that includes an annual Capital Budget to the MARTA Board of Directors for their approval. The Capital Budget is required to balance the planned expenditures with the projected revenues. This document outlines the rationale and processes used to develop the Proposed CIP and the FY23 Capital Budget to balance capital expenditures with revenues, while satisfying the Authority’s capital needs and requirements.

The long-range CIP consists of a portfolio of programs and projects organized by the major asset categories of a transit authority. The CIP also includes a category for non-asset projects. These categories, which were adapted from the Federal Transit Administration’s (FTA) asset management guidelines are Vehicles; Facilities and Stations; Maintenance of Way; Systems; and Non-Asset. Each of these categories include several on-going programs, which may contain one or more projects. The CIP categories are depicted below, followed by a description of each of the categories.

MARTA CIP Asset Categories and Programs

Vehicles	Facilities & Stations	Maintenance of Way	Systems	Non Asset
Bus Procurement & Enhancement - Vehicles & On Board Systems	Rail Facilities & Equipment	Track Maintenance & Replacement	Revenue Collection	Transit Planning
	Bus Facilities & Equipment		Automatic Train Control	Environmental Sustainability
Rail Procurement & Enhancement - Vehicles & On Board Systems	Buildings/Offices & Equipment	Track Structures	Electrical Power & Equipment	Safety & Regulatory
	Parking Lots & Decks		Lighting	Customer Service
Paratransit (Vehicles, Lifts, AVL)	Paving, Structures & Drainage	Work Equipment	Security	Performance Management
	Roofing & Skylights		Tunnel Ventilation	Asset Management
Non-Revenue (Police, Maintenance)	Underground Storage Tanks		Fire Protection	Design Criteria/Standards
			Elevators & Escalators	CIP Planning & Controls
			Radio & Communications	
			IT Hardware/Software	
			Fuel Systems	

I. Vehicles

The vehicles category includes the acquisition and enhancement of vehicles and supporting systems required for MARTA operations. The programs within this category include:

- Bus vehicle procurement and enhancement
- Rail vehicle procurement and enhancement
- Rail vehicles and supporting systems
- Mobility vehicles
- Non-revenue vehicles

Bus Vehicle Procurement and Enhancement

This program area consists of the procurement and enhancement of bus vehicles including major on-board systems such as automatic vehicle location (AVL) and automatic passenger counting systems (APC). As of FY23, the Authority's bus fleet consists of 514 diesel, compressed natural gas (CNG), and electric buses. The fleet composition is split between 163 diesel buses and 345 CNG buses, and 6 electric. The average age of the fleet is 5.4 years. MARTA's capital planning process provides for the replacement of some 30' buses on a 10-year/350,000-mile cycle, and all others on a 12 year/500,000-mile cycle (whichever criterion is satisfied first). This cycle helps increase the fleet reliability and reduce long-term maintenance costs. Please refer to **Attachment – B** for additional information on the Authority's bus fleet.

Rail Vehicle Procurement and Enhancement

This program area consists of the procurement, modernization, upgrade and enhancement of rail cars and major on-board systems. The Authority's rail car fleet consists of 314 heavy rail vehicles obtained under three procurement contracts, CQ310, CQ311 and CQ312. A rehabilitation program was completed in FY09 to extend the useful life of the CQ310 and CQ311 rail cars for an additional 12 years. The CQ312 rail cars were delivered in the early 2000's and the average age of these rail cars is 18 years with a life expectancy of 30 years. Planning for the replacement of the Authority's CQ310 and CQ311 rail cars was initiated in FY14.

The Rail Car Program Strategic Plan is based strategic life-cycle approach that allows for key system preservation to extend critical railcar physical assets five (5) to seven (7) years leading into the receipt and acceptance of 224 new railcars. The Strategic plan is continually reviewed and modified based on engineering analysis of reliability trends and component obsolescence.

The Rail Car Capital Program Plan includes scenarios, with cash flow projections minimizing investment costs while maintaining the useful life of the existing fleet and facilities during the transition to a new railcar fleet. This plan is continually reviewed and updated to ensure capital investments are managed to meet a goal of achieving return on investment (ROI) and full depreciation of both local and federal interest funds.

The current Railcar strategic plan includes the projects outlined below supports MARTA General Manager Directive to develop alternative capital programming scenario that maximizes the effectiveness of agency investments. This plan includes a modified version of MARTA's existing Life Cycle Asset Replacement Program, Car Builder Life Extension of CQ311 railcars and a revenue service sustainability project that will be used to extend the life of critical system assets based on loss of reliability or material obsolescence.

The outcomes of this planning project have been programmed in the FY23 CIP planning window. Please refer to Attachment – D for additional information on the Authority's rail car vehicles.

Projects within the rail vehicle program to be executed in FY23 include:

- Continuation of a modified MARTA rail vehicle Lifecycle Asset Reliability Enhancement (LCARE) Program on the CQ312 and CQ310 rail cars.
- Continually monitor the railcar fleet in revenue service under the sustainability project that will be used to extend the life of critical system assets based on loss of reliability or material obsolescence.

- Continuation of the implementation of the Procurement of New rail Cars for the replacement of the CQ310, CQ311 and CQ312 rail vehicles

Mobility Vehicles

As of FY23, the Authority's mobility fleet consists of 239 vehicles. MARTA's capital planning process, which encompasses our current fleet, provides for the replacement of lighter duty Mobility vans on a 5 - year or 150,000-mile cycle. Please refer to **Attachment – C** for additional details about the Authority's paratransit fleet.

Non-Revenue Vehicles

The Authority maintains a non-revenue fleet of 448 vehicles. The fleet consists of sedans/trucks/vans/and various types of dedicated specialty support vehicles for both rail and bus. The specialty vehicles include tow trucks and high rail maintenance vehicles. Funding has been included in the FY23 CIP to support replacement of any non-revenue vehicles which reach end-of-life status.

II. Facilities & Stations

The facilities and stations asset category include program areas which support design, development, preservation and rehabilitation of various MARTA facilities.

Programs in the facilities and stations asset category include:

- Rail facilities and equipment
- Bus facilities and equipment
- Buildings/ offices and equipment
- Parking lots and parking decks
- Paving, structures and drainage
- Roofing and skylights
- Underground storage tanks

Rail Facilities and Equipment

This program area includes design, construction and renovation of MARTA rail stations and rail maintenance facilities and the major systems at these facilities. This program area also includes the acquisition and installation of new rail maintenance equipment.

The MARTA rail transit system has 38 passenger stations, some of which began service June 1979 while the most recent opened in December 2000. The rail stations are comprised of civil, structural, architectural, electrical, mechanical, and communications systems, all of which have a different service life. Specific life cycle rehabilitation/replacement programs have been developed for each of the major systems. Please refer to **Attachment – G** for additional information on MARTA rail stations.

MARTA has three rail operations/maintenance and support facilities. Please refer to **Attachment – F** for an inventory of MARTA operations facilities including the rail operations/maintenance and support facilities.

Bus Facilities and Equipment

This program area includes design, construction and renovation of MARTA bus facilities and major systems at these facilities. This program area also includes the acquisition and installation of new bus maintenance equipment. Bus facilities include three bus operations, one heavy bus maintenance facility and one Mobility facility. Please refer to **Attachment – F** for an inventory of MARTA bus facilities. Significant renovation projects are either underway or planned for each of these facilities during this ten-year CIP window.

Building/Offices and Equipment

This program area includes design, construction and renovation of MARTA buildings and offices and associated major systems and equipment. These types of facilities are located throughout the Metropolitan Atlanta Area. Facilities within this program area include five police facilities, one administrative/headquarters facility and two revenue facilities. Please refer to **Attachment – F** for additional details.

Parking Lots and Parking Decks

This program area includes design, construction, renovation and major rehabilitation of parking lots and parking deck facilities throughout the MARTA system. Please refer to **Attachment – J** for additional information on MARTA parking lots and parking decks.

Paving, Structures and Drainage

This program area includes paving and drainage improvements and major structural rehabilitation projects performed at or within MARTA facilities throughout the system.

Roofing and Skylights

This program area includes major repair and replacement of roofing systems and skylights throughout the MARTA system.

Underground Storage Tanks

This program area includes activities mandated by the EPA, the Georgia Environmental Protection Division and other regulatory agencies to monitor and remediate underground storage tanks at Authority facilities.

Facilities Upcoming Capital Improvement

Some examples of projects within the facilities and stations asset category to be executed in FY23 include:

- Station Rehabilitation
- Bus Shelters and Benches
- Smart Restrooms
- Rail Operator Platform Restrooms
- Rehabilitation of Bus Facility Equipment

III. Maintenance of Way

The maintenance of way asset category includes the design, development and rehabilitation of railroad track infrastructure. Program areas within this asset category include:

- Track maintenance and replacement
- Track structures
- Work equipment

Track Maintenance and Replacement

This program area includes maintenance, rehabilitation and replacement of the Authority's track way. The Authority's 124 total miles of track consists of 104 miles of mainline track and twenty miles (20) of yard track. Ninety-six (96) of the 104 mainline miles are double track (i.e., left and right tracks for east/west or north/south travel), and the other eight (8) miles consist of pocket track. The 20 miles of yard track are located within the three rail yards: Armour, Avondale and South Yard.

Please refer to **Attachment – K** for additional information on MARTA trackway.

Track Structures

This program area includes rehabilitation and replacement of structures on the track way. The Authority has structures consisting of track support systems, bridges, retaining walls and culverts. The track support systems consist of aerial, at-grade and subway structures. Please refer to **Attachment – J** for additional details on MARTA's track structures.

Work Equipment

This program area includes the acquisition and enhancement of specialized work equipment to perform maintenance of way operations.

An example of a project within the maintenance of way asset category to be executed in FY23 is:

- Track Renovation Phase IV

IV. Systems

The systems asset category includes the design, development, implementation and major enhancement of various systems which support MARTA operations. Program areas within the systems asset category include:

- Revenue collection
- Automatic train control
- Electrical power and equipment
- Lighting
- Security
- Tunnel ventilation
- Fire protection
- Elevators and escalators
- Radio and communications
- Information technology hardware
- Information technology software
- Fuel systems

Revenue Collection

The revenue collection program area includes planning, design, implementation, and enhancement of the Authority's automated revenue collection systems.

The Breeze project provides the Authority with the ability to implement an automatic fare collection system throughout the Atlanta region.

The fare collection system consists of fare vending, fare gates, revenue processing and cash handling in support of MARTA patrons, regional partners, and Transportation Management Associations (TMA) in the service area.

The ten-year CIP planning window includes projects to continually enhance and upgrade the existing fare collection system, as well as projects to plan for the next generation fare collection system including support for a variable fare structure. This program area within the FY23 CIP also includes design and implementation of Automated Parking and Revenue Control (APARC) Authority-wide.

Automatic Train Control

This program area includes planning, design, implementation and enhancement of the Authority's automatic train control system. The Authority's train control system manages safe train movement utilizing 49 Train Control Rooms (TCRs), the Integrated Control Center (IOC), and the Rail Service Control Center (RSCC) located at Chamblee, and numerous field devices (switches, signals, receivers, transmitters). Please refer to **Attachment – K** for additional information on the Authority's current train control system.

For the FY23 CIP, this program area includes the ongoing implementation of the Train Control Systems Upgrade project, as well as an on-going project which is designed to continue to stabilize the current system to sustain operations during the multi-year transition to the new train control system.

Electrical Power and Equipment

This program area includes planning, design, implementation and ongoing support and rehabilitation of the various electrical power systems Authority-wide. These systems were installed in phases as the rail and bus transit systems were designed and constructed. Some of these systems have been in service since 1979 and a number are ready for rehabilitation or replacement.

Traction Power

The Authority's traction power system delivers 750V DC power to the third rail (contact rail) for vehicle propulsion utilizing 68 traction power substations and 16 gap breaker stations located at all passenger stations, the three rail yards and multiple intermediate locations along the right of way (between stations). Please refer to **Attachment – K** for additional details.

Auxiliary Power

The Authority's auxiliary power system delivers power to station and facility loads such as lighting, elevators, escalators, communications, fare gates, HVAC etc., via 108 substations located in all passenger stations and operations/maintenance facilities. Please refer to **Attachment – K** for additional details about the Authority's auxiliary power system.

Uninterruptible Power Supply (UPS) Systems

The Authority's UPS system delivers battery backed emergency power to life safety critical station and facility loads such as lighting, communications, train control, fire detection etc. in the event of a loss of normal power. The UPS system consists of 100 UPS units and battery banks located in passenger stations and operations/maintenance support facilities. Please refer to **Attachment – K** for additional details on the UPS system.

Emergency Trip Stations (ETS)

The traction power system has an Emergency Trip Station (ETS)¹ system comprised of 454 individual trip stations located at the ends of station platforms, tunnels, and exit/entry points along the rail right of way. The ETS provides, in case of an emergency, a means of shutting-down power to the contact rail. This system also includes a phone to allow for communications with the Rail Services Control Center in the event an emergency occurs, and power is shut down. Please refer to **Attachment – K** for additional information on the ETS system.

Current projects within this program area include an ongoing initiative to replace traction power

¹ Emergency Trip Stations (ETS) are switches located on the wayside to deactivate power to the third rail in emergency situations.

substations and gap breakers system-wide; an on-going initiative to replace UPS systems Authority-wide; and replacement of parts of the ETS system on the South and Northeast lines.

Lighting

The lighting program area includes planning, design, implementation and ongoing support and rehabilitation of the lighting system Authority-wide. The Authority's lighting system is vast and includes lighting for all stations, tunnels, operations/maintenance facilities, parking lots and decks located within the MARTA service area. Within the lighting system there are emergency powered lights and exit signs required for safe egress under a loss of power scenario.

The current projects within this program include enhancement of tunnel lighting Authority-wide by installing energy efficient LED fixtures and station lighting upgrades in the patron areas by also installing LED fixtures.

Security

The security program area includes planning, design, implementation and ongoing support and rehabilitation of security systems and the implementation of various transit security and emergency management initiatives. Current projects within this program area include expansion of the closed-circuit television (CCTV) system Authority-wide; continued implementation of in-vehicle security cameras for all MARTA trains and buses; on-going support for the Authority's Canine team; a comprehensive homeland security training program; and on-going initiatives to upgrade facility security and access controls system-wide.

Tunnel Ventilation

This program area includes planning, design, implementation and rehabilitation of tunnel ventilation systems Authority-wide. The Authority owns 81 ventilation fans installed at specific locations in the subway sections of the rail system to push or pull air through the tunnels in the event of an emergency and the tunnel fills with smoke. Please refer to **Attachment – K** for additional information on the tunnel ventilation systems.

The projects within this program area are planning, design and implementation of major upgrades to the Authority's tunnel ventilation systems.

Within the ten-year CIP, this program area includes a major upgrade which is currently underway to fire protection systems Authority-wide.

Elevators and Escalators

This program area includes planning, design, implementation, enhancement and rehabilitation of elevators and escalators across the MARTA system.

Elevators

The Authority operates and maintains 115 elevators in rail stations, parking decks and facilities throughout the transit system. Please refer to **Attachment – H** for additional information on the Authority's elevator inventory.

Escalators

The Authority operates and maintains 150 Escalators in rail stations only. Please refer to **Attachment – I** for additional information on the Authority's escalator inventory.

Radio and Communications

This program area includes planning, design, implementation and ongoing support and rehabilitation of the radio system and other Authority-wide communication systems.

Current projects within this program area include implementation of a new Audio-Visual Information System (AVIS) Authority-wide; on-going implementation of an enhanced voice communications infrastructure; and planning, design and implementation of a new radio infrastructure for the Authority. This program area also includes a telephone sustainability initiative to provide for on-going support of the current telephony system during the multi-year transition to the new voice communications infrastructure.

Information Technology Hardware

This program area includes planning, design, implementation and ongoing

upgrade/enhancement of the information technology infrastructure required to support MARTA operations including the Authority's data centers, network (wired and wireless), servers, storage area network (SAN), telephony, desktops/laptops and Authority-owned mobile computing devices. Please refer to **Attachment – L** for additional details on the Authority's information technology infrastructure.

Major initiatives in this program area include upgrading desktop, server, SAN and network components; an expansion of the enterprise wireless network; and ongoing renovation of the Authority's data center.

Information Technology Software

This program area includes planning, design, implementation, and enhancement of application systems which support MARTA operations.

Some of the projects in this program area include:

- Completion of a significant enhancement of ITSMARTA.com including expanded mobile capabilities
- Planning, design and initial implementation of mobile fare payment capabilities
- Ongoing upgrades and enhancements of the Authority's enterprise resource planning system (ERP) which supports the finance, accounting, human resources, payroll and procurement business functions
- Completion of implementation of a new Risk Management Information System (RMIS)
- Planning, design and implementation of a new system to support the operations of MARTA's Office of Diversity and Equal Opportunity (DEO)

Fuel Systems

This program area includes planning, design, implementation and enhancement of systems which support the management and delivery of fuel to MARTA vehicles. The current projects

within this program area are an upgrade of the CNG protection systems.

V. Non-Asset

The non-asset category includes the design, development and implementation of various business initiatives which do not specifically implement or rehabilitate an asset. This category also includes transit planning; programs which support regulatory compliance and programs which support planning for and monitoring the execution of the CIP. The program areas within the non-asset category include:

- Transit planning
- Environmental sustainability
- Safety and regulatory
- Customer service
- Performance measurement
- Asset management
- Financial Planning
- Design criteria/standards
- CIP Planning/Controls

Transit Planning

The transit planning program area includes transit feasibility studies; alternatives analysis, environmental review and preliminary engineering for proposed system expansion initiatives; general planning activities; planning for and management of transit-oriented development (TOD) activities; and coordination with regional partners.

Transit Oriented Development

Transit Oriented Development (TOD) includes funds for continued planning and implementation efforts for development projects located on MARTA property. This is a revenue generating initiative and involves managing existing development, implementation of on-going projects in the current development cycle and preparing property for future development cycles. Funds are budgeted to move forward with implementation on several new projects including developments at Avondale and Edgewood/Candler Park. TOD also includes the ongoing implementation of the station concessions program. It is anticipated that the stations concession program will expand from the initial food and beverage offerings by adding

convenience, news, gifts and specialty retail concepts.

Regional Coordination and Integration

This effort involves planning activities in support of progress towards the advancement of the regional, integrated transit network, and other activities in support of MARTA's full engagement with the overall federal, state and regional planning processes. Activities include coordination with other public agencies such as land use changes, transit service coordination with other providers, special projects with external partners such as Community Improvement Districts, and other on-going technical activities.

Environmental Sustainability

This program area includes regulatory and compliance initiatives requiring federal, state and local oversight for environmental stewardship as well as non-regulatory initiatives which promote environmental sustainability. Current projects within this program area include the Authority-wide pollution prevention program; the Authority's hazardous materials management, the chemical storage program, microbial, asbestos and lead based paint remediation, industrial health and safety, an on-going environmental greening initiative and the on-going investigation and implementation of the environmental management systems Authority-wide.

Safety

This program includes system safety and operational safety management. System safety program provides for the verification and certification that various systems and associated components are fit for use and safe to operate in revenue service. Operational safety programs provide for the safety, health, and wellbeing of employees and patrons engaged in the transit system.

Customer Service

The customer service program area includes planning, design and implementation of various customer service initiatives. The current project in this program area is the Authority's mystery rider program.

Performance Management

Performance management includes various research, planning and analysis activities to support CIP projects and Authority business expansion initiatives. It also includes the planning, design and implementation of various Authority strategic planning and performance measurement initiatives.

Asset Management

This program area includes the development of the Authority's asset management program. This includes MAP-21/Fast Act requirements; developing and implementing improved asset management processes, standards and procedures; planning and implementing improved processes to maintain asset management related certifications (ISO 55001:2014); and refining the Authority's Enterprise Asset Management System (EAM) to improve support of asset management activities and to better integrate asset performance data into the CIP planning cycle.

Financial Planning and Analysis

This project covers several areas associated with Financial Planning. The project supports the capital financial planning efforts of the Office of Treasury Services, financial advisory and legal services related to financial planning and/or transaction proposal evaluation, subscription services for financial analysis and financial market research and the sponsorship and sales tax forecast fees from the GSU Economic Forecasting Center. In addition, due to the financial nature of MARTA's lobbying efforts, the project directly addresses MARTA's lobbying cost. It also supports the MARTA Energy Savings Program and the consultant fees derived from it.

Design Criteria/Standards

This program area includes the establishment and on-going update of MARTA design criteria and design standards. It also includes design and implementation of configuration management initiatives required for regulatory compliance and to support execution of the CIP.

CIP Planning/Controls

The CIP Planning/Controls program area includes the financial planning and on-going project controls, monitoring and reporting functions required to support delivery of the CIP. It also includes the ongoing effort required to plan for future CIP windows.

During FY23, the Authority is planning to continue implementation of enhanced program and project controls and monitoring processes to support delivery of the CIP. This effort includes Oracle Unifier implementation for reporting on CIP Funds, providing executive Dashboards and financial status on each CIP portfolio.

System Expansion

The MARTA Rapid Transit Contract and Assistance Agreement (RTCAA) set the framework for MARTA's expansion program. For the expansion program to be fully realized, MARTA must continue to plan and move its projects forward. Continuing with the project development process affords MARTA an opportunity to compete for federal New Starts funding.

FY2023 MORE MARTA – City of Atlanta Capital Program

(\$Millions)

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY23- FY32
Beginning Balance (Reserves)	142.8										142.8
Revenues											
Capital Sales Tax - (Expansion % only)	39.2	41.1	43.0	44.7	37.1	33.8	35.4	31.7	33.0	34.5	373.3
Awarded Federal Funds	2.5	8.3	6.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	16.8
Assumed Federal Funds	0.0	15.0	57.0	91.0	128.0	87.0	40.0	40.0	10.0	0.0	468.0
Debt Issue	0.0	0.0	9.0	85.0	32.0	53.0	86.0	73.0	107.0	121.0	566.0
Total Sources of Funds	184.5	203.4	196.1	222.5	198.4	174.5	162.5	146.1	151.1	156.4	1,567.0
Expenditures											
CIP More Marta COA	45.4	122.3	194.0	217.9	192.9	165.9	150.2	130.4	130.4	130.4	1,479.8
Debt Service (Bonds & FRN)	0.0	0.0	0.3	3.3	4.8	7.4	10.9	14.6	19.8	25.3	86.5
Total Uses of Funds	45.4	122.3	194.3	221.2	197.7	173.3	161.1	145.0	150.2	155.7	1,566.3

I. Capital Sources

Funding for the FY23-FY32 More MARTA City of Atlanta Capital Program is provided from a beginning balance resulting from prior year carryover from the City of Atlanta Reserve Fund, City of Atlanta sales tax revenue, bond proceeds, and Federal and State grants.

The More MARTA City of Atlanta 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. A description of the capital sources follows:

General Fund Beginning Balance

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

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton, DeKalb and Clayton Counties (1%) and the City of Atlanta (1.5%). The sales tax proceeds used in this plan are the reserve proceeds from 0.5% City of Atlanta.

Federal & State Funds

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.

This program is designed to encompass the FTA 5307, 5337 and 5339 Formula Funding Programs, FTA Discretionary Grant Programs, Department of Homeland Security, and reprogrammed/flexed Federal Highway Administration funds.

Sales Tax Revenue Bonds

When necessary, MARTA raises additional local capital funds above the direct capital portion of sales tax receipts for the Capital Program by the issuance of Sales Tax Revenue Bonds and/or Floating Rate Notes in the municipal markets.

For FY23, the modeling of the “Capital Program Sources and Uses of Funds” shows a need of \$0M in debt issuance. However, based on the market conditions, cash balance constraints and other unanticipated impacts on the projected cash flows, MARTA reserves the right to issue debt more than the specified amount.

The proceeds are initially deposited with the Bond Trustee in a Construction Fund, as required by the Trust Indenture between

MARTA and the Trustee. The proceeds are then requisitioned on a reimbursement basis for qualified capital expenditures to replenish the capital program working capital in the General Fund.

II. Capital Uses

Expenditures within More MARTA City of Atlanta Capital Program fall into two categories:

Capital Improvement Program

More Marta City of Atlanta Capital Improvement Program provides for planning, designing and building new project expansions in City of Atlanta.

Debt Service

MARTA is authorized to sell bonds or other debt instruments to fund its Capital Improvement Program with the resulting debt service funded from the capital program. The debt service is comprised of principal and interest payments on fixed and variable rate debt issues.

More MARTA – City of Atlanta Projects

North Ave. Phase II (BRT)

Phase II of Bus Rapid Transit to North Avenue Station.

Summerhill / Capital Avenue (BRT)

Capitol Avenue BRT, also known as Summerhill BRT, will provide approximately 4 miles of BRT service along Capitol Avenue/ Hank Aaron Drive, connecting the neighborhoods in south Atlanta to destinations in Downtown and possibly Midtown. The project scope and alignment will be coordinated with the Federal Transit Administration. The Summerhill BRT assumes it can be designed to operate within city-owned right-of-way using both exclusive and shared lanes with vehicular traffic. In 2017, MARTA received the highly competitive TIGER Grant to support the implementation of this project.

Campbellton (HCT)

Campbellton Road High-Capacity Transit (HCT) will provide 5 miles of frequent and premium service from Oakland City Station to a proposed transit center near Greenbriar Mall. The project includes an evaluation of transit alternatives for

the delivery of high-capacity transit service along the Campbellton Road corridor would serve the Fort McPherson redevelopment site and support transforming the corridor into a vibrant, pedestrian-friendly, mixed-use community. Renew Atlanta is currently redesigning Campbellton Road as a Complete Street and Smart Corridor, which will include multiuse trails, technology investment and signal improvements.

Streetcar East Ext (LRT)

Streetcar East Extension is a 2-mile extension of the Atlanta Streetcar that connects Poncey-Highland, Old Fourth Ward and Inman Park neighborhoods. This extension will rely on the Atlanta BeltLine corridor with a short section in existing streets. A major component of the project will include improving connectivity and existing operations as well as evaluating opportunities for dedicated right-of-way and transit signal prioritization.

Streetcar West Ext (LRT)

Streetcar West extension is a 3-mile extension of the existing Atlanta Streetcar. This streetcar extension will operate within the city's right-of-way, providing connections from southwest Atlanta and the Atlanta University Center to major downtown destinations that include CNN Center, Centennial Olympic Park, State Farm Arena (formerly Philips Arena), and the World of Coca-Cola. This project provides a critical light rail link between the Atlanta Streetcar and the west Beltline corridor.

Beltline Southwest (LRT)

Beltline Southwest LRT will provide 3.5 miles of light rail service from Oakland City Station to Westview Drive near I-20, where it would connect to the future western extension of the Atlanta Streetcar. The service would mostly operate along the exclusive right-of-way adjacent to the Westside Trail along the Beltline corridor. This project would increase connectivity and development opportunity in southwest Atlanta, particularly for Historic West End and Murphy Crossing redevelopment site.

Bankhead Station Enhancement

More MARTA Atlanta program includes facility upgrades and accessibility improvements at key

MARTA heavy rail stations to enhance the customer experience and increase ridership. MARTA identified Bankhead Station as one of three stations because of its visibility and potential for to transformational impacts to its surroundings. Bankhead will extend its platform to accommodate additional rail cars.

Five Points Station Enhancement

The More MARTA Atlanta program includes facility upgrades and accessibility improvements at key MARTA heavy rail stations to enhance the customer experience. MARTA identified Five Points Stations as one of three stations because of its visibility and potential for transformational impacts and increase ridership to its surroundings.

Greenbriar Transit Center

Greenbriar Transit Center is envisioned to be a major multimodal transit hub that will serve local buses and future high-capacity transit along the Campbellton Road corridor. The transit center will be in the Greenbriar Mall area, which has long been identified by the city of Atlanta and the Atlanta Regional Commission (ARC) as a catalyst to revitalize the Campbellton Road corridor. The Greenbriar Town Center Livable Centers Initiative (LCI) envisions the redevelopment of the mall's surface parking lots into a mixed-use development.

Clifton Corridor (HCT)

The Clifton Corridor Transit Initiative is MARTA's proposed new high-capacity transit line that would provide a connection between two existing heavy rail lines through a major employment and institutional corridor in the Atlanta region. Key activity centers in the corridor are the Centers for Disease Control, Emory University, Emory University Hospital, Children's Healthcare of Atlanta - Egleston, Lindbergh Center, and Atlanta VA Medical Center.

A Locally Preferred Alternative (LPA) for the project was previously adopted by the MARTA Board of Directors in 2018. However, due to changing conditions in the corridor and new funding and technology opportunities, MARTA

Leadership is performing a multi-stage Alternatives Analysis with public engagement to evaluate several new project alternatives.

Cleveland Ave. (ART)

Cleveland Avenue ART will improve MARTA's existing Route 78 - Cleveland Avenue between East Point Station and Browns Mill Golf Course to better serve the dense residential neighborhoods and commercial nodes near the city of East Point and Metropolitan Parkway. Cleveland Avenue ART will also provide faster service for the employees and visitors to the South Fulton Medical Hospital, a major destination along the corridor.

Metropolitan Pkwy Route 595 (ART)

Metropolitan Parkway ART will improve MARTA's existing Route 95 between West End Station and the city of Hapeville. It will provide better transit connectivity for the densely populated residential neighborhoods, the MET mixed use development, and the nearby colleges in south Atlanta.

North Ave. Phase 1 (BRT)

North Avenue/Donald L. Hollowell Parkway BRT would provide 4 miles of BRT service between Bankhead Station and the Poncey-Highland neighborhoods. This project is planned to be implemented within existing city-owned right-of-way, using both exclusive and shared lanes with vehicular traffic. This project will offer fast and reliable high-capacity transit service along one of the highest traveled east-west corridors in the city and serve major destinations such as Georgia Tech and Coca-Cola headquarters. This project will be implemented in phases. Phase I, extending from the North Avenue Station to Ponce City Market and the Beltline Eastside Trail, will allow MARTA to leverage the City of Atlanta's smart technology investment along North Avenue to demonstrate a successful BRT in a corridor with proven ridership.

Contingency

Contingency for More MARTA City of Atlanta Projects.

FY2023 MORE MARTA – Clayton County Capital Program

(\$Millions)

	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY23- FY32
Beginning Balance (Reserves)	177.3										177.3
Revenues											
Capital Sales Tax (Expansion % Only)	32.8	34.4	36.0	37.4	38.8	40.4	42.3	44.3	46.1	48.1	400.7
Awarded Federal Funds	4.0	7.4	1.2	1.2	0.0	0.0	0.0	0.0	0.0	0.0	13.7
Potential Federal Funds	0.2	0.6	9.3	33.7	69.1	83.4	76.8	79.5	49.4	0.0	402.1
Debt Issue	0.0	0.0	0.0	141.0	105.0	48.0	68.0	5.0	0.0	0.0	367.0
Total Sources of Funds	214.3	242.1	209.5	258.5	214.0	172.5	187.9	130.0	96.6	114.1	1,360.8
Expenditures											
More Marta Clayton Capital	14.5	79.1	164.3	250.3	199.6	153.7	159.0	98.8	0.0	3.0	1,122.3
Clayton Operating	0.0	0.0	0.0	2.3	2.4	3.1	8.2	8.5	8.8	16.2	49.5
Debt Service (Bonds & FRN)	0.0	0.0	0.0	4.9	11.3	15.0	19.4	21.6	21.8	21.8	115.8
Total Uses of Funds	14.5	79.1	164.3	257.5	213.2	171.8	186.6	128.9	30.7	41.0	1,287.7

I. Capital Sources

Funding for the FY23-FY32 More MARTA Clayton Capital Program is provided from a beginning balance resulting from prior year carryover from the Clayton Reserve Fund, Clayton sales tax revenue, bond proceeds, and Federal and State grants.

The More Marta Clayton 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. A description of the capital sources follows:

General Fund Beginning Balance

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

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton, DeKalb and Clayton Counties (1%) and the City of Atlanta (1.5%). The sales tax proceeds used in this plan are the reserves proceeds from 1% Clayton County.

Federal & State Funds

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.

This program is designed to encompass the FTA 5307, 5337 and 5339 Formula Funding Programs, FTA Discretionary Grant Programs, Department of Homeland Security, and reprogrammed/flexed Federal Highway Administration funds.

Sales Tax Revenue Bonds

When necessary, MARTA raises additional local capital funds above the direct capital portion of sales tax receipts for the Capital Program by the issuance of Sales Tax Revenue Bonds and/or Floating Rate Notes in the municipal markets.

For FY23, the modeling of the “Capital Program Sources and Uses of Funds” shows a need of \$0M in debt issuance. However, based on the market conditions, cash balance constraints and other unanticipated impacts on the projected cash flows, MARTA reserves the right to issue debt more than the specified amount with Board approval.

The proceeds are initially deposited with the Bond Trustee in a Construction Fund, as required by the Trust Indenture between MARTA and the Trustee. The proceeds are then requisitioned on a reimbursement basis for

qualified capital expenditures to replenish the capital program working capital in the General Fund.

II. Capital Uses

Expenditures within More Marta Clayton Capital Program fall into two categories:

Capital Improvement Program

More Marta Clayton Capital Improvement Program provides for planning, designing and building new project expansions in Clayton County.

Debt Service

MARTA is authorized to sell bonds or other debt instruments to fund its Capital Improvement Program with the resulting debt service funded from the capital program. The debt service is comprised of principal and interest payments on fixed and variable rate debt issues.

More MARTA – Clayton County Projects

Clayton County High-Capacity Transit

This project will evaluate alternatives for the delivery of high-capacity transit service, providing logical and cost-effective recommendations for phased implementation. It will also provide for sufficient planning, environmental and engineering work to develop a budget and implementation schedule.

Clayton Bus Facility Real Estate

This project scope would involve the Authority utilizing the study information along with other Organizational Process Assets (OPAs) and documents needed for acquiring a parcel of real estate. Minimal 48, acre site that could accommodate bus, rail, and police precinct facilities.

Clayton County Maintenance Facility

The agency currently has five bus/mobility garages around the metro area but will soon need to add additional garages to accommodate the 20-year expansion of transit throughout the greater Atlanta region. The Scope will include the following: 1. Determine the order of magnitude for new construction and/or renovation for Clayton County Bus Maintenance Facility. 2. Position MARTA Bus Operations for future regional expansion in Clayton County. 3. Increase the opportunity for community partnerships for employment, enhancement and development in Clayton County.

Clayton County Southlake BRT

The proposed Clayton Southlake BRT project connects the College Park MARTA station located at 3800 East Main Street, College Park, Georgia 30337, to Southlake Mall, a destination center in Clayton County located at 1000 Southlake Circle, Morrow, Georgia 30260. The proposed alignment is 15.5 miles in length, with the majority of guideway envisioned to be dedicated to transit use. The Project will include 13 new, BRT-branded station areas with off-board fare collection.

CPMO Clayton

Establishing a Centralized Project Management Office (CPMO) will assist the authority in managing resources, project budgets, schedules and accelerate the implementation process.

Contingency Clayton County

The Proposed solution was supported by the MARTA Board of Directors during the CIP Budget FY20 approval's process. The solution is presented by Capital Program Senior Management.

FY2023 Comprehensive Capital Program
State of Good Repair, More Marta Atlanta, More MARTA Clayton
 [\$ in millions]

<u>Funding Sources</u>	
Total FY2022 Carry Over	599.5
Prior Year Sales Tax Surplus	279.4
More MARTA - City of Atlanta	142.8
More MARTA - Clayton County	177.3
FY2023 Funding Sources	471.0
Sales Tax	362.4
Federal Funds - SGR and More MARTA	91.1
Federal Funds - CRRSAA Stimulus Funds	17.0
Interest Income	0.5
Total Capital Funds	1,070.5
<i>Total More MARTA</i>	<i>398.7</i>
<i>Total State of Good Repair</i>	<i>671.8</i>
<u>Capital Expenses</u>	
Total Capital Expenses	717.0
State of Good Repair	512.0
Bond Debt Service and Other Bond Related Costs	145.0
More MARTA - City of Atlanta	45.4
More MARTA - Clayton County	14.5
<u>FY23 Year End Balance</u>	
Total Carryover	353.5
Total More MARTA Funds Carryover	338.7
Total State of Good Repair Carryover	14.8

MARTA State of Good Repair Proposed Projects Ten-Year Forecast

The following portrays the proposed capital projects ten-year plan for years FY23 to FY32. [\$Millions]

Attachment – A

#	Project Name		FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Facilities			190.1	179.1	140.9	42.1	32.9	10.8	11.0	11.8	11.5	11.8
30640	Furniture	Facilities	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30740	SmSystem-wide Tools & Equipment	Facilities	0.2	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
31305	Roofing Rehabilitation	Facilities	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31589	Bus Shelters and Benches	Facilities	4.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32124	Job Order Contract / JOC 3.0	Facilities	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
32174	Bus Stop Sign Replacement Upgrade	Facilities	2.3	0.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32177	Station Rehabilitation	Facilities	72.0	133.3	111.6	7.5	0.0	0.0	0.0	0.0	0.0	0.0
32225	ESCO	Facilities	3.2	2.9	2.4	2.8	3.1	2.2	2.4	3.2	2.9	3.2
32240	South DeKalb Transit Hub	Facilities	5.6	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32248	Project Name: Pavement Program	Facilities	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
32249	Bus Rehabilitation Maintenance Prog	Facilities	1.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
32252	Rail Operator Platform Restrooms	Facilities	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32253	SMART Restroom Program	Facilities	9.0	6.2	6.2	6.2	6.2	0.0	0.0	0.0	0.0	0.0
32261	Indefinite Quantity Construction Con	Facilities	2.0	2.0	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0
32264	TOD Reimbursement	Facilities	3.3	5.0	5.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0
32276	Parking Lot Repair	Facilities	30.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32277	Brownsmill Paint Booth	Facilities	1.0	5.5	5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Safe Routes to Transit	Facilities	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Water Quality Corrective Action	Facilities	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Brookhaven Station Paver Rehabilitat	Facilities	1.5	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32241	Clayton O&M Real Estate	Facilities	37.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	GA400 BRT	Facilities	1.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Five Points Transformation - Local Co	Facilities	0.0	0.0	0.0	10.0	13.0	0.0	0.0	0.0	0.0	0.0
MOW			40.8	29.0	24.0	20.0	15.0	0.5	0.0	0.0	0.0	0.0
31701	Track Renovation IV	MOW	38.5	29.0	24.0	20.0	15.0	0.5	0.0	0.0	0.0	0.0
32216	Autonomous Track Inspection	MOW	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32275	Track & Structures (Aerial Steel Struct	MOW	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Operations Miscellaneous	MOW	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Non-Asset			91.4	56.5	61.6	55.2	53.8	84.2	85.3	86.0	81.9	46.3
New	PIA Contingency	Non-Asset	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Contingency for Non-MM & Clayton E	Non-Asset	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
30940	General Capital Planning Dev, Design	Non-Asset	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31106	Financial Planning Project	Non-Asset	1.7	1.8	2.0	1.9	2.0	2.0	2.3	2.1	2.2	2.3
31490	TOD General Planning	Non-Asset	1.7	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3
31904	Research and Analysis	Non-Asset	0.0	2.3	2.4	2.5	2.6	2.6	2.7	2.8	2.9	3.0
31906	Strategic Performance Planning	Non-Asset	0.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0

#	Project Name		FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
32105	Scoping/Screening Future CIP	Non-Asset	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32106	Proj Del/Controls Improv Init	Non-Asset	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32165	Organization Assessmnt Prog	Non-Asset	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32210	Art in Transit	Non-Asset	1.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32221	Support for Adjacent Development	Non-Asset	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
32238	South Fulton Pkwy & Roosevelt Study	Non-Asset	0.6	6.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32239	DeKalb Planning	Non-Asset	6.5	14.0	24.9	18.0	15.5	45.0	45.0	45.0	40.0	3.5
32242	Clayton Co. O&M Facility	Non-Asset	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32243	SOGR Contingency	Non-Asset	26.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32244	GA Tech Strategic Partnership	Non-Asset	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
32246	CPMO	Non-Asset	30.0	26.7	27.3	28.0	28.7	29.4	30.2	30.9	31.7	32.5
32258	Environmental Health & Safety	Non-Asset	9.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32260	Capital Services System-wideocation	Non-Asset	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Personal Rapid Transit	Non-Asset	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Federal Grant Support	Non-Asset	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Long Range Transportation Plan	Non-Asset	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Advisory Services	Non-Asset	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Facilities Master Plan (TOD Support)	Non-Asset	0.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	FTA NEPA Staff	Non-Asset	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Transit Asset Management Plan	Non-Asset	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	MARTA Labs - Pilot Project	Non-Asset	0.3	0.5	0.5	0.5	0.8	0.8	0.8	0.8	0.8	0.8
New	Cobb Expansion Transit Planning	Non-Asset	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Gwinnett Expansion Transit Planning	Non-Asset	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Federal Advisory Services	Non-Asset	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Communications and Marketing Cons	Non-Asset	0.2	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Summerhill Human Connections Stud	Non-Asset	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	TSP Study	Non-Asset	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	CPEI Department Initiatives	Non-Asset	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Vision Brochure and Maps with GIS	Non-Asset	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Buckhead Hub 404 - CID - freeway cap	Non-Asset	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Beltline Transit FLM Connectivity Stur	Non-Asset	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	John's Creek Transit	Non-Asset	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Systems			91.7	120.5	112.2	218.8	221.6	238.6	234.8	229.6	127.8	128.8
30540	Security Related Equipment	Systems	2.2	0.9	0.9	4.2	0.7	0.7	0.7	0.8	0.8	0.8
31614	Upgrade Aging Equipment - Server	Systems	3.8	3.9	7.5	0.9	1.6	1.4	3.9	2.2	1.3	1.4
31626	Upgrade Equip & OS	Systems	0.6	1.5	1.5	1.5	1.7	1.7	1.7	1.9	1.9	1.9
31644	MARTA Police Canine Program	Systems	3.6	3.8	4.0	4.2	4.4	4.6	4.8	5.1	5.3	5.6
31683	Auxiliary Power Switchgear Replacem	Systems	1.0	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6	9.6
31703	Train Control System Upgrade	Systems	4.5	3.0	3.0	3.0	3.0	0.0	0.0	0.0	0.0	0.0
31704	TRACTION POWER SUBSTATION REPL	Systems	6.5	11.5	11.5	11.5	14.0	11.5	14.0	9.5	9.5	9.5
31853	ETS Group 4	Systems	4.0	4.0	0.4	0.2	0.0	0.0	0.0	0.0	0.0	0.0

#	Project Name		FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
31893	Upgrade Aging Equipment - Network Systems	Systems	1.2	1.0	1.8	0.8	1.4	1.3	2.1	2.2	1.2	1.3
31927	Elevator Rehab Program	Systems	2.6	6.8	5.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31936	CCTV System Expansion	Systems	0.1	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31939	Security Training & Awareness	Systems	4.2	1.7	1.9	1.9	1.9	4.5	1.9	2.0	2.0	2.0
31977	Tunnel Ventilation System Rehab & R	Systems	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31984	Vital Relays with Processors	Systems	3.5	5.0	5.0	25.0	30.0	50.0	50.0	50.0	50.0	50.0
32097	Escalator Rehab	Systems	7.2	14.4	14.4	14.4	0.2	0.0	0.0	0.0	0.0	0.0
32100	Enterprise Data Storage Upgrade	Systems	0.5	1.3	0.9	3.4	1.4	1.5	1.0	1.1	0.6	0.7
32109	Standby Power Supply Generators	Systems	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32144	Security and Emergency Mgt - CAP	Systems	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32149	Information Security	Systems	1.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
32150	Electronic Security Program	Systems	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7
32158	Sharepoint Department - Special Proj	Systems	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
32163	Backup Integrated Operations Center	Systems	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32164	Mobile Fare Payment	Systems	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32171	Oracle Enhancements	Systems	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
32184	Track Circuit Monitoring	Systems	1.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
32198	Intelligent Transport Sys Upgd (CAD//	Systems	2.5	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6	5.6
32202	Fiber Network Expansion	Systems	1.8	1.5	1.6	1.6	0.6	0.7	0.7	0.7	0.8	0.8
32208	Technology Disaster Recover	Systems	1.4	0.1	0.2	0.2	0.2	0.2	0.2	0.2	0.3	0.3
32213	Security Access Controls Software	Systems	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
32217	AVIS Electronic Sign Upgrade	Systems	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32218	AVIS Public Address System Upgrade	Systems	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32222	Corrosion Control Management Plan	Systems	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
32224	Police CAD	Systems	1.7	1.8	1.4	0.2	0.2	0.2	0.2	0.2	0.2	0.2
32236	Automated Parking & Rev. Control	Systems	4.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32247	System Wide Sinage and Wayfinding	Systems	0.1	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
32255	Comprehensive Fare Collection (AFC	Systems	1.0	1.0	1.0	1.0	15.0	15.0	15.0	15.0	15.0	15.0
32263	System-wide Station Phone Upgrade	Systems	1.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
32272	Radio System Upgrade Program	Systems	10.0	6.2	4.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32273	Bus Corridor Enhancements	Systems	0.0	7.2	7.2	7.2	7.2	7.2	0.0	0.0	0.0	0.0
32274	Customer Relations Management Sof	Systems	0.1	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	GASB	Systems	6.5	6.7	6.9	7.1	7.3	7.5	7.8	8.0	8.2	8.5
New	Bus Network Redesign Infrastructure	Systems	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	CBTC - Communications Based Train	Systems	0.7	0.0	0.0	100.0	100.0	100.0	100.0	100.0	0.0	0.0
New	Teledriver Upgrade	Systems	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	ITSM Application	Systems	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	CPEI Technology	Systems	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	Oracle Replacement	Systems	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Vehicles			98.0	109.1	111.9	138.2	146.6	139.4	138.0	70.5	58.5	48.3
30100	Non-Revenue Service Vehicles	Vehicles	0.7	0.3	0.3	0.3	0.3	0.3	0.4	0.4	0.4	0.4
31591	Bus Engine Overhauls	Vehicles	0.2	0.9	0.9	0.9	1.0	1.0	1.0	1.1	1.1	1.1
31592	Rehab. Bus Transmissions	Vehicles	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3
31669	Bus Midlife Overhaul	Vehicles	4.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31728	CQ311 Fleet Life Extension	Vehicles	10.7	1.9	0.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31748	Bus Procurement	Vehicles	5.2	29.5	30.3	31.3	32.2	33.2	34.1	35.2	36.2	37.3
31759	CQ312 LCARE Bridge	Vehicles	0.6	0.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31888	Mobility Vans	Vehicles	0.3	6.4	6.6	6.8	7.0	7.2	7.5	7.7	7.9	8.2

#	Project Name		FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
31918	Police Service Vehicles	Vehicles	0.7	0.5	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.7
31926	CQ312 Rail Car Mod Program	Vehicles	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32125	Railcar Sustainability	Vehicles	1.5	2.5	2.0	2.0	1.0	0.0	0.0	0.0	0.0	0.0
32130	CQ400 New Rail Car Procurement	Vehicles	56.5	62.1	67.6	95.7	103.7	96.5	93.8	22.4	11.6	0.0
32133	CQ310 LCARE 42M Modified	Vehicles	3.7	3.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32227	Streetcar Overhaul	Vehicles	1.5	0.4	2.8	0.3	0.6	0.3	0.3	2.9	0.3	0.3
32262	Electric Buses	Vehicles	3.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32268	EV Conversion	Vehicles	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
New	New Streetcar Vehicles	Vehicles	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Grand Total			512.0	494.2	450.6	474.4	470.0	473.4	469.0	397.9	279.7	235.2

Attachment – B

Buses

As of FY23, the Authority’s active bus fleet consists of 514 diesel, compressed natural gas (CNG), and electric buses. The fleet is split between 163 diesel buses and 345 CNG buses, and 6 electric buses. The average age of the fleet is 5.0 years. MARTA’s capital planning process

provides for the replacement of some 30’ buses on a 10 year/350,000-mile cycle, and all others on a 12 year/500,000-mile cycle (whichever criterion is satisfied first). This replacement cycle helps increase the fleet reliability and reduce long-term maintenance costs.

Service Date	Manufacturer	Size	Lift Equipped	Quantity	Age	Eligible for Retirement Date	Estimated Retirement Date (Mileage)
Oct 2013	New Flyer	40'	Yes	49	9	FY2025	FY2022
Oct 2013	New Flyer	35'	Yes	8	9	FY2025	FY2022
Jun 2014	New Flyer	40'	Yes	89	8	FY2026	FY2022
Mar 2015	New Flyer	40'	Yes	87	7	FY2027	FY2023
Jul 2016	New Flyer	60'	Yes	17	6	FY2028	FY2024
Apr 2017	Grande West	30'	Yes	10	5	FY2027	FY2025
Jan 2018	Gillig	40'	Yes	54	4	FY2030	FY2026
Jun 2018	Gillig	40'	Yes	30	4	FY2030	FY2026
Aug 2018	Gillig	30'	Yes	10	4	FY2030	FY2026
Jan 2019	Gillig	35'	Yes	37	3	FY2031	FY2027
Jan 2019	Gillig	30'	Yes	22	3	FY2031	FY2027
July 2019	Gillig	40'	Yes	62	3	FY2031	FY2027
June 2020	Gillig	40'	Yes	17	2	FY2032	FY2028
Mar 2021	New Flyer	60'	Yes	4	1	FY2033	FY2029
Feb 2022	Gillig	40'	Yes	12	0	FY2034	FY2030
May 2022	New Flyer	40"	Yes	6	0	FY2034	FY2030
	Total			514			

Attachment – C

Mobility

As of FY23, the Authority’s Mobility fleet is projected to consist of 239 vehicles. MARTA’s capital planning process, which encompasses our

current fleet provides for the replacement of lighter duty Mobility vans on a 5 - year or 150,000-mile cycle.

Service Date	Manufacturer	Qty	Age	Eligible for Retirement
2018	2018—FORD Glaval	53	4	FY 24
2019	2019—FORD Champion	186	3	FY 25
	Total	239		

Attachment – D

Rail Cars

The Authority’s rail car fleet consists of 314 heavy rail vehicles obtained under three procurements. A rehabilitation program was completed in FY09 to extend the maximum useful life of the CQ310 and CQ311 rail cars. Another program was

initiated on the CQ311 fleet in 2018 to extend their EUL an additional 7 years. The current average age of the fleet is CQ310 42 years, CQ311 36 years and The CQ312 20 years with a useful life expectancy of 22 years.

Manufacture Date	Contract Model	Manufacturer	Qty
1979	CQ310	Societe Franco Belge	46
1980	CQ310	Societe Franco Belge	34
1981	CQ310	Societe Franco Belge	16
1984	CQ311	Hitachi	6
1985	CQ311	Hitachi	42
1986	CQ311	Hitachi	4
1987	CQ311	Hitachi	42
1988	CQ311	Hitachi	24
2000	CQ312	Breda	10
2001	CQ312	Breda	20
2002	CQ312	Breda	44
2003	CQ312	Breda	12
2004	CQ312	Breda	6
2005	CQ312	Breda	8
	Total		314

The Authority’s non-revenue rail car fleet consists of three 50-ton General Electric Locomotives (one is out of commission) and 4 flat cars with 2 out of service due to age.

Manufacture Date	Contract Model	Manufacturer	Delivery Date	Qty
1979	#1656	50 Ton General Electric 2 engines	7/1/1979	1
1983	N/A	50 Ton General Electric 1 engines	8/1/1983	1
1977	N/A	Rail Car Division	7/1/1979	1
1977	N/A	Rail Car Division	7/1/1979	1

Attachment – E

Non-Revenue Vehicles

The Authority maintains a non-revenue fleet of 448 vehicles. The fleet consists of sedans/trucks/vans/and various types of

dedicated specialty support vehicles – both rail and bus. The specialty vehicles include tow truck and high rail maintenance vehicles.

Body Type	Area	Qty
Bucket Truck (5)	Operations	5
Command Post (1)	Police	1
Dump Truck (3)	Operations	3
Hi Rail (27)	Operations/Program & Contracts	24 -2- 1
Large Sedan (15)	Police/IT/Operations	12 -1- 2
Motorcycle (4)	Police	4
Pick up (51)	Operations/Safety/CP&M	47 -2- 2
Pick up 1 ton (10)	Operations	10
Pick up crew cab (30)	Police/Infrastructure/Business/Operations	3-2-1-24
Pick up Dual Wheel (2)	Operations	2
Pick up Sewer Cleaner (1)	Operations	1
Pick up Utility body (1)	Operations	2
Sedan (74)	Operations/Business/Safety/Program Contract Control/Police	29-4-2-1-37
Sign Truck (2)	Operations	2
Stakebody (9)	Operations	9
SUV (92)	Operations/Police/ Transit Planning/IT/Safety/GM	21-63-2-1-4-1
Tractor (1)	Operations	1
Truck/ Radio Service (4)	Operations	4
Bomb Truck (1)	Police	1
Van ADA compliant (10)	Operations	10
Van Cargo (48)	Operations/Police/Technology/Business/CP&M	35-2-9-1-1
Van Large (15)	Police/CP&M/Business	10-3-2
Van Mini (0)	Operations/Human Resources/CP&M	0
Van Paddy Wagon (4)	Police	4
Van Passenger (36)	Operations/Police/Human Resources/Safety	32-2-1-1
Van Sprinter (0)	Operations/Communications	0
Van Utility (1)	Operations	1
Wrecker (1)	Operations	1
Total		448

Attachment – F

Operations/Maintenance Support Facilities

Operations/maintenance and support facilities are located throughout the Metropolitan Atlanta Area and include three bus operations, one heavy

maintenance, one Mobility, three rail operations, one streetcar operations, five police, one administrative, and two revenue facilities.

Facility	Primary Function	Age (years)
Airport Ridestore	Retail media sales	22
Armour Yard	Heavy Rail Vehicle Maintenance	14
Avondale Administration	Rail system administration	39
Avondale Car Maintenance	Rail car heavy maintenance	39
Avondale Central Control	Rail system operations center	39
Avondale Maintenance of Way	Rail system/infrastructure maintenance	39
Avondale Yard	Rail car storage	39
Avondale Zone Center	ATC Field Office (Administration)	39
Brady Bus Garage	Paratransit operations & maintenance	3
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	42
Candler Center	Record Storage, Police Precinct, Radio Repair	21
College Park Police Precinct	Police precinct & system security	20
Dunwoody Police Precinct	Police precinct & system security	21
Five Points Police Precinct	Police precinct & system security	22
Five Points Ridestore	Retail media sales	37
Five Points Reduced Fare/ Lost & Found	Reduced Fare/ Lost & Found	2
Garnett Cash Handling	Fare processing center	37
Georgia Avenue	Still owned by MARTA, facility not in use.	34
Hamilton Bus Garage	Bus operations, dispatch & maintenance	42
Indian Creek Police Precinct	Police precinct	25
Integrated Operations Center	Operations Systems Center	5
Lakewood Zone Center	ATC Field Office (Administration)	34
Laredo Bus Garage	Bus operations, dispatch & maintenance	35
Lindbergh Zone Center	Vacant	34
Lindbergh Mini Police Precinct	Police precinct & system security	5
MARTA Headquarters Complex	Authority administration	31
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	57
North Springs Central Cashiering	Ridestore and Parking Cashier	18
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	22
Police Canine Facility @ Armour Yard	Police Administration/Canine Area	16
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	18
South Rail Yard	Rail car maintenance & storage	30
Streetcar VMF	Streetcar Maintenance & Storage	8
West Lake Zone Center	ATC Field Office (Administration)	38
Electrical Power and Equipment Yard	EP & E Administrative Office	21
Flowers Road Maintenance Building	Maintenance Building	37
Plasamour Drive Complex	Offices for C&L, B&SE and ATC	21

Attachment – G

Rail Stations

The 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 opened in December 2000. The rail stations are comprised of assets that

have different service lives such as civil, structural, architectural, electrical, mechanical, and communications systems. Specific life cycle rehabilitation/replacement programs have been developed for each of the major systems.

Rail Station	Line	Revenue Service	Parking Capacity
Georgia State	East Line	6/79	0
King Memorial	East Line	6/79	21
Inman Park-Reynoldstown	East Line	6/79	401
Edgewood-Candler Park	East Line	6/79	611
East Lake	East Line	6/79	621
Decatur	East Line	6/79	0
Avondale	East Line	6/79	739
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	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
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			24,242

Attachment – H

Elevators

The Authority has 115 elevators located within rail stations and operations and support facilities.

Elevators	Manufacturer	Qty.	Age	In Revenue Service
Georgia State	Westinghouse / Schindler EC	1/1	2/1	2019/2020
King Memorial	Schindler EC	3	3	2018
Inman Park - Reynoldstown	Westinghouse / Schindler EC	2/2	42/2	1979/2019
Edgewood - Candler Park	Westinghouse / Dover	3	1	2020
Eastlake	Westinghouse	2	1	2020
Decatur	Schindler EC / Westinghouse	1/1	2/1	2019/2020
Avondale	Westinghouse	3	42	1979
Kensington	Dover	1	28	1993
Indian Creek	Cemco	1	28	1993
Five Points	Westinghouse	2/1	1/0	2020/2021
Dome/GWCC/Philips/CNN	Westinghouse / Dover	1/2	42/1	1992/2020
Vine City	Schindler EC	1	2	2019
Ashby	Schindler EC	2	3	2018
West Lake	Schindler EC	2	3	2018
Hamilton E. Holmes	Schindler EC	2	3	2018
Bankhead	Dover	1	29	1992
Civic Center	Dover	2	0	2021
North Avenue	Schindler EC / Dover	6	1	2019
Peachtree Center	Dover	3/1	39/1	1982/2020
Midtown	Westinghouse / Kone	2/2	39/19	1982/2002
Arts Center	Westinghouse	2	39	1982
Lindbergh	Westinghouse / Schindler EC	2/1	37/2	1984/2019
Buckhead	Dover	3	25	1996
Medical Center	Mowrey	2	25	1996
Dunwoody/ State Farm	Montgomery / Dover / Schindler EC	1/2/1	25/23/4	1996/1998/ 2017
North Springs	Schindler	3	21	2000
Sandy Springs	Schindler	7	21	2000
Lenox	Dover	4	37	1984
Brookhaven - Oglethorpe	Dover	1	0	2021
Chamblee	Westinghouse	1	34	1987
Doraville	Dover/Schindler	1/1	29/23	1992/1998
Garnett	Dover	1	39	1981
West End	Schindler EC	2	3	2018
Oakland City	Schindler EC	2	2	2019
Lakewood-Fort McPherson	Schindler EC	3	2	2019
East Point	Schindler EC	2	2	2019
College Park	Schindler EC	1	3	2018
Airport	Westinghouse	1	33	1988
Garnett Revenue	Kone	1	20	2001

Elevators	Manufacturer	Qty.	Age	In Revenue Service
Avondale Shops	Schindler EC	4	1	2020
Browns Mill	MB	2	10	2011
Armour Yard	Schindler	2	16	2005
Wachovia Annex	Otis	1	44	1977
Laredo	Dover	1	41	1980
South Yard	CEMCO	1	33	1988
Central Control	Montgomery	1	0	2021
Headquarters	Westinghouse / MCE	4	15	2006
Pedestrian Bridge/Buckhead	Genesis MCE	2	7	2014
Brady Mobility	Schindler EC	1	6	2015
		115		

Attachment – I

Escalators

The Authority has 150 escalators located within rail stations.

Escalators	Manufacturer	Qty	Age	In Revenue Service
Georgia State	Westinghouse/Modernized	3/3	42/11	1979//2010
King Memorial	Westinghouse/Modernized	2/2	42/10	1979/2011
Inman Park/Reynoldstown	Westinghouse/Modernized/	1/1/2	42/11/2	1979/2010/2019
Edgewood - Candler Park	Westinghouse/Modernized	2/1	42/11	1979/2010
East Lake	Westinghouse	3	42	1979
Decatur	Westinghouse	2	42	1979
Avondale	Westinghouse	2	42	1979
Kensington	Montgomery	2	28	1993
Five Points	Westinghouse/Modernized	10/11/4/3	42/11/3/1	1979/2010/2018/2020
Dome/GWCC/Philips/CNN	O&K/Modernized/Westinghouse	4/3/1	20/10/3	2001/2011/2018
Vine City	Westinghouse/ Modernized	1/1	42/10	1979/2011
Ashby	Westinghouse	5	42	1979
West Lake	Westinghouse	1/1	42/1	1979/2020
Hamilton E. Holmes	Westinghouse/Modernized	1/1	42/12	1979/2009
Bankhead	Montgomery	1	29	1992
Civic Center	Westinghouse	4	40	1981
North Avenue	Westinghouse/Modernized	6/2	40/10	1981/2011
Peachtree Center	Westinghouse/Modernized	4/10/6/4	39/9/2/1	1982/2012 2019/2020
Midtown	Westinghouse	4	39	1982
Arts Center	Westinghouse	5	39	1982
Lindbergh	Schindler	2	17	2004
Buckhead	O&K	1	25	1996
Dunwoody	Montgomery/Schindler	1/1	25/4	1996/2017
North Springs	Schindler	1	21	2000
Sandy Springs	Schindler	2	21	2000
Lenox	O&K/Schindler	2/3	37/2	1984/2019
Brookhaven-Oglethorpe	O&K	1	37	1984
Chamblee	Montgomery	2	34	1987
Doraville	Montgomery	1	29	1992
Garnett	Westinghouse	3	40	1981
West End	Westinghouse/ Modernized	1/1	39/8	1982/2013
Oakland City	Schindler	2	2	2019
Lakewood-Fort McPherson	O&K	3	1	2020
East Point	Schindler	1	3	2018
College Park	Montgomery w/ mod by Millar	1	33	1988
Airport	Montgomery w/ mod by Millar	2	33	1988
Total		150		

Attachment – J

Structures

The Authority has 144 structures consisting of track support systems, bridges, retaining walls, culverts and parking decks (includes only

MARTA owned). The track support systems consist of aerial, at-grade and subway structures.

Structure Type	Number of Structures	Total Miles
Aerial	58	12.6
Aerial Station	14	1.3
Vehicular	6	0.4
Pedestrian	20	0.7
Cut & Cover (including station)	41	7.9
Tunnel (Rock)	2	1.5
At Grade	0	23.0
Culverts	3	
Total	144	47.4

Parking Decks

The following eight (8) rail stations have parking decks.

Parking Decks	Parking Type	Parking Spaces
College Park (S6)	Long Term	222
Lindbergh Center (N6)	Daily	1,834
	Daily/ Long-Term	522
Medical Center (N8)	Daily	167
Dunwoody (N9)	Daily	74
	Daily/ Long-Term	579
Sandy Springs (N10)	Daily	48
	Daily/ Long-Term	1,050
North Springs (N11)	Daily/ Long-Term	2,378
Lenox (NE7)	Daily/ Long-Term	384
Doraville (NE10)	Daily/ Long-Term	1,072
Total		8,330

The MARTA owned and maintained decks are: North Springs (N11), Sandy Springs (N10), Dunwoody (N9), and Doraville (NE10). MARTA

maintains two parking decks at Dunwoody Station. MARTA maintains two levels within the deck at Lenox and College Park.

Attachment – K

Systems

The Authority has a variety of system elements, including track, power, signals, and communications throughout the rail transit

system. These systems were installed in phases in coordination with rail station construction and line extensions.

Systems	Scope	Quantity
Track	Mainline/Yard Miles	108/20
Track Switches	Mainline/Yard Units	163/137
Train Control Rooms	Rooms	49
Traction Power	Substations	68
Auxiliary Power	Substations	106
Uninterruptible Power Supply	Units	100
Emergency Trip Station	Stations/Trackway	454
Communications Systems	Stations/Facilities	38/31
Life Safety Systems	Stations/Facilities	38/31
Tunnel Ventilation Fans	Station/ Tunnel	81
Motor Control Centers (MCC)	Station/Tunnel	81

Attachment – L

Technology

The Department of Technology supports and maintains devices throughout the Authority. These devices provide the essential network and telephone services for the authority.

Type of Asset	Quantity of Assets	Average Age	Industry Standard (Years)	Asset Considered Obsolete (Years)
Firewalls	23	2	4	4
Switches	445	5	4	4
Routers	111	6	4	4
DWDM	10	4	5	8
Nortel SONET	7	7	7	6
Alcatel SONET	52	16	7	17
Load Balancers	2	1	4	4
Wireless Controllers	11	5	4	3
Network Access Control Gateways	4	5	4	4
Cisco ACS Servers	10	4	4	3
Wireless Access Points	300	3	4	3
Physical Servers (production)	521	6	3	5
Desktops	2680	4	3	5
iPads	121	4	3	5
Laptop	1,019	4	3	5
Tablets	148	3	3	5
Telephones (Administrative)	2470	1	3	5
Rail Station Public Phones	1,100	26	15	20
Wayside Phones	447	26	15	20
Call Boxes	301	19	5	10
Total	9,782			

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Appendices

Appendix A – MARTA History

Appendix B - Budget Process & Fiscal Policy

Appendix C - Operating Budget Detail Tables and Charts

Appendix D - Regional Economic Indicators

Appendix E - Debt Service

Appendix F - Agency KPIs

Appendix G - Operating Statistics/Asset Inventory

Appendix H - Glossary

Appendix I - Acronyms

Contact Information

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Appendix A - MARTA History

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



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

passengers – 11.5 million more than the previous year.

MARTA spent the better part of the 70's laying the groundwork for its rapid rail system. Through the 1970s, MARTA received grants of more than \$800 million from the federal government for planning, design, land acquisition and construction of a rapid rail system. The effort bore its first fruit on June 30, 1979 when MARTA's first train, the East Line, began operating between Avondale and Georgia State Station marking the start of MARTA's combined bus and rail service.

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

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

The expansion continued through the early 1990s. The Bankhead Station went into service in December 1992, and in June 1993, MARTA extended East Line services through Kensington

to Indian Creek Station – the first time the rail line went beyond the I-285 perimeter.

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

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



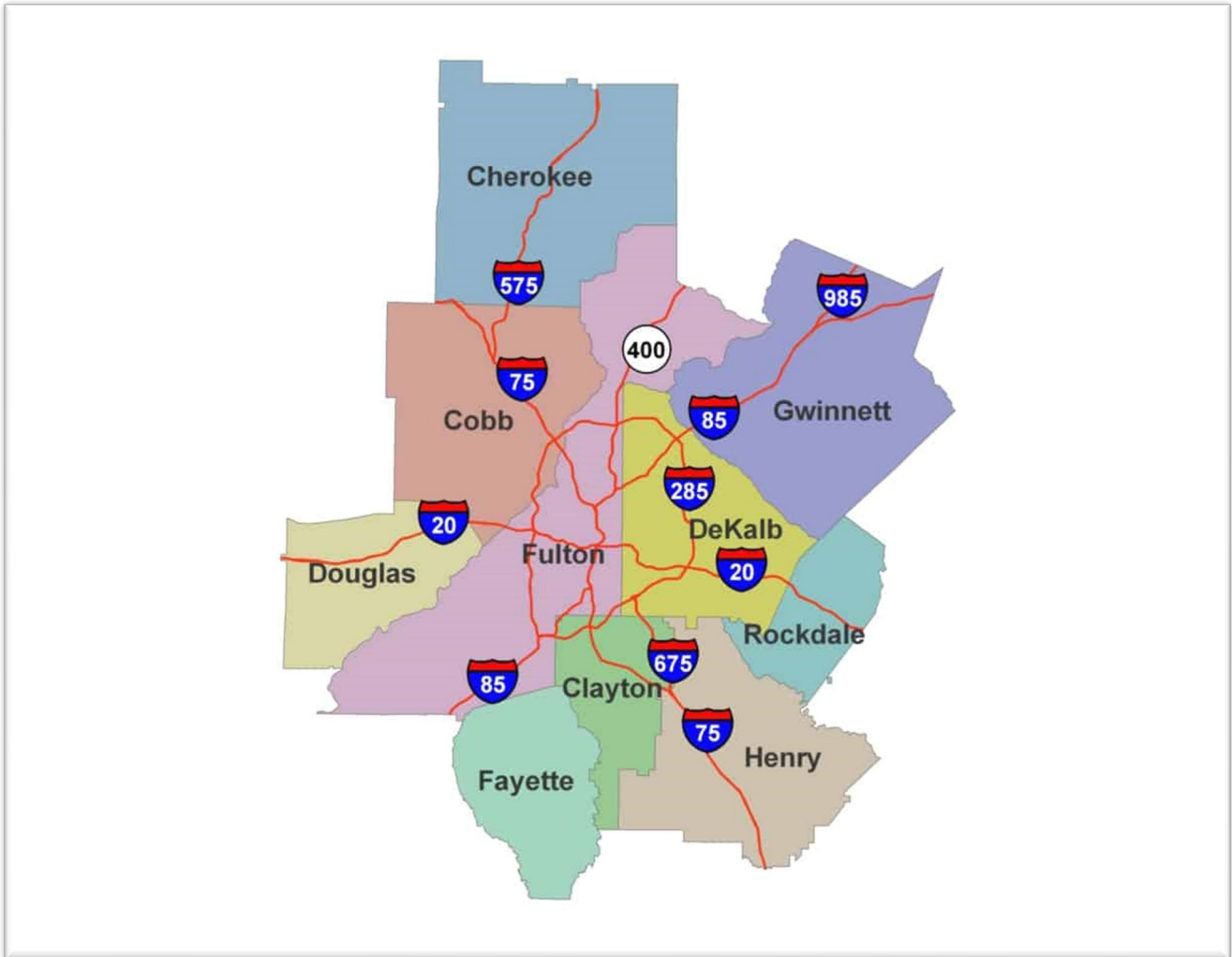
BellSouth office towers, a multi-tenant office building, new parking decks and a Main Street retail promenade, apartments and condominiums.

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

MARTA was started with, and continues, a commitment to making public transit a reliable service- one that would boost economic development and help enhance the lives of people across Metro Atlanta.

MARTA Service Area

MARTA operates in the Atlanta metropolitan area, commonly referred to as metro Atlanta. The Atlanta metropolitan area is the ninth-largest metropolitan area in the United States and consists of 28 counties in Georgia. With no natural boundaries, the metropolitan area sprawls over 8,376 square miles and encompasses 140 municipalities. Residents from all 28 counties that constitute the Greater Metropolitan Atlanta Region regularly use the system; however, MARTA's operations are exclusively in Fulton, DeKalb, and Clayton counties.



Other Transit Systems in the Region

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

Fixed Route Rail or Bus

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

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

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

Cherokee Area Transportation System (CATS) provides fixed route service in and around Downtown Canton.

Hall Area Transit has a fixed route service, The Red Rabbit, which serves the City of Gainesville. The Red Rabbit has 7 routes and runs Monday through Friday.

Circulators and Shuttles

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

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.

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.



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.

On-Demand Service

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.

Coweta County Transit provides on-demand transit service to business, commercial, and activity centers within the county. Trips must be scheduled 24 hours ahead of time.

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

Cherokee Area Transportation System (CATS) provides demand response bus service for rural areas in Cherokee County. CATS also provide paratransit services for qualified riders.

Hall Area Transit provides Dial-a-Ride, curb-to-curb service for the outlying areas of Hall County. The service uses a distance-based fare system and is available Monday through Friday.

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

Fulton County Dial-a-Ride Transportation Services- DARTS provides Dial-a-Ride service for seniors in Fulton County.

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Appendix B – Budget Process Overview & Fiscal Policy

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

MARTA Strategic Planning Process

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

The Strategic Planning Cycle is outlined as a series of interdependent processes that continue throughout the year. The basic model for our Strategic Planning includes a six-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 vision, mission and priorities are critical to this assessment process:

Our Vision

People taking people where they want to go today and tomorrow.

Our Mission

To advocate and provide safe, multimodal transit services that advance prosperity, connectivity and equity for a more livable region.

Our Priorities

Every day, we will do our part at MARTA to operate a transit system that:

1. Consistently provides excellence in customer service
2. Delivers the capital program with speed and efficiency
3. Strengthens the MARTA brand
4. Demonstrates fiscal responsibility

II. 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 a reasonably priced transportation alternative.

III. Board and Management Guidance and Direction

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

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

IV. 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.

V. 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.

VI. 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

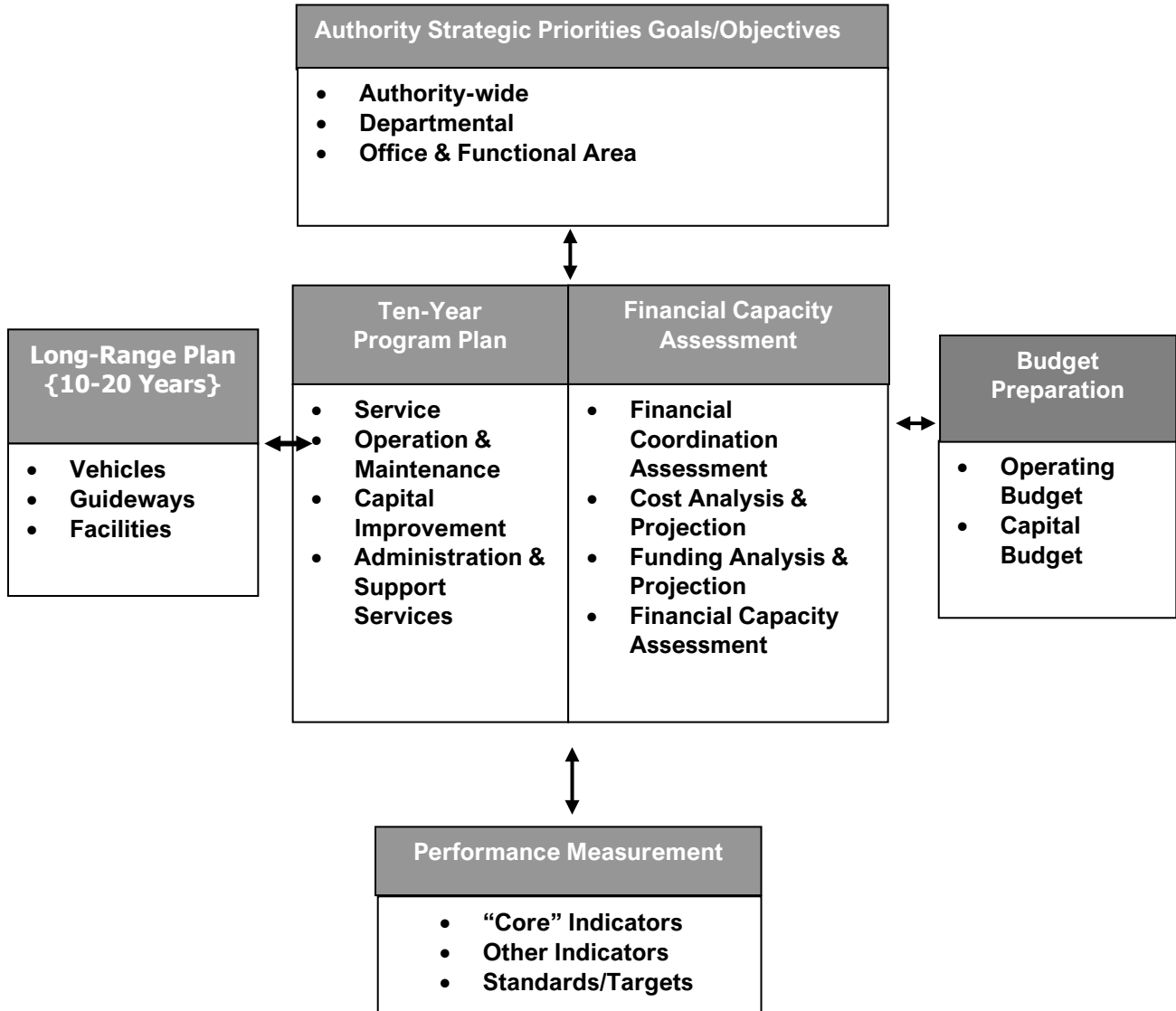
increasingly complex issues in a coordinated and effective manner. These issues arise out of changes in the external environment, shifts in customer desires, demands for new services, responses to the aging of our facilities and equipment, and the development of our evolving priorities, objectives, organizational 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.

Exhibit # 1 Multi-Year Program Planning Process



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 were 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 has been implemented to address the state of good repair of MARTA's capital assets.

Capital Planning Process

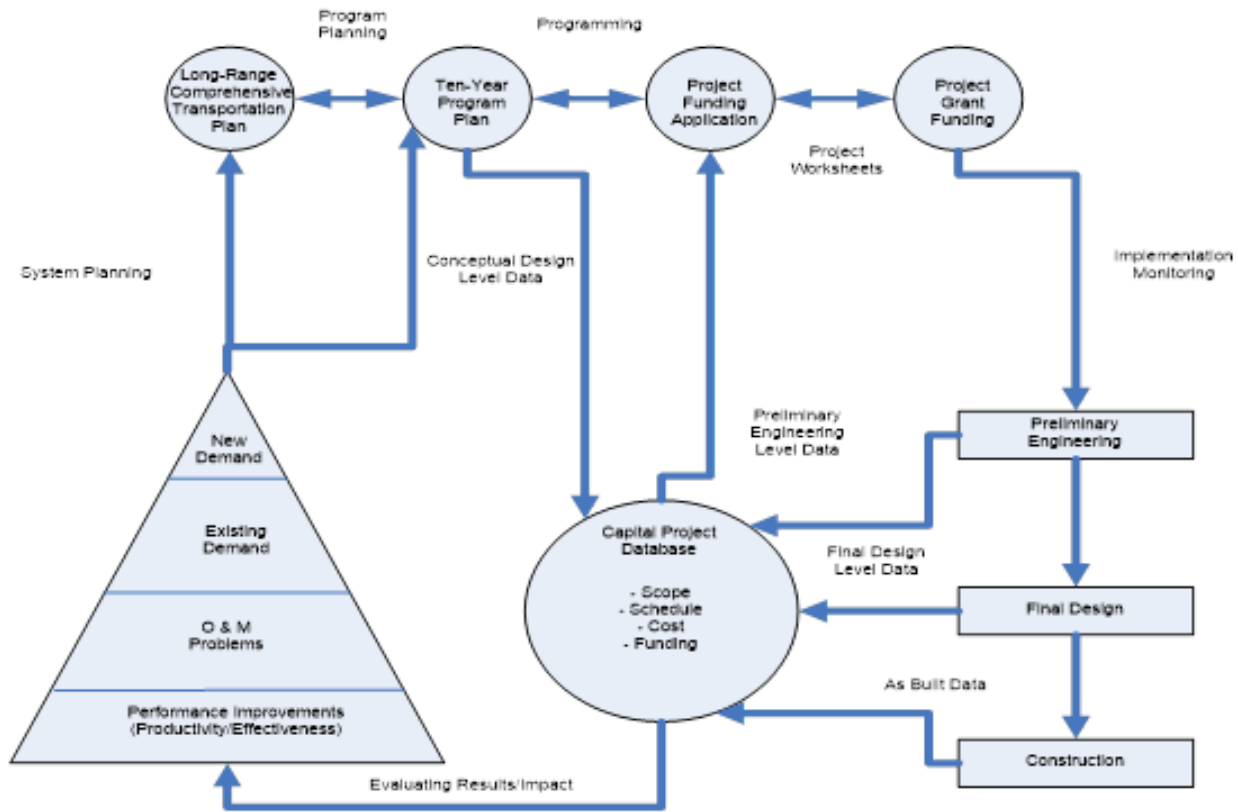
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success: 1) The Authority-wide **Long-Range Comprehensive Transportation Plan** – This plan focuses on long-range, system-level planning. 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.

2) 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 clear linkages to the long-range comprehensive capital plan, as well as operating and capital budgets, and 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**.

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.

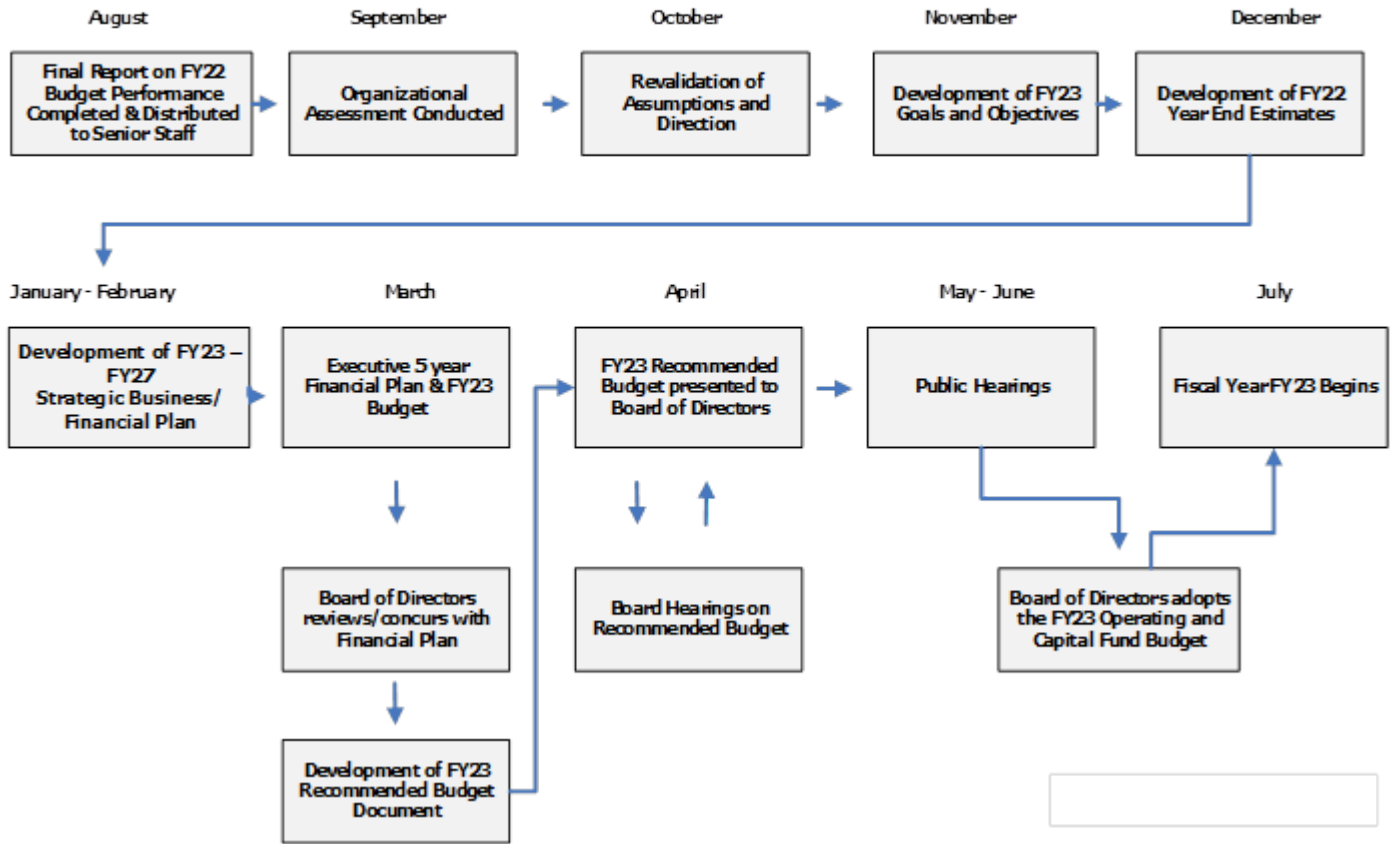
In May or June, a summary of the Recommended Budget is presented to the citizens of all jurisdictions at public hearings. Prior to and after the hearings, copies of the Recommended Budget are made available to the public. At the public hearing, citizens are encouraged to comment verbally or in writing 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.

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 resources, 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 FY23 Budget**



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 Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, Rockdale, and the city of Atlanta. 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.

MARTA Grant Process

MARTA currently receives grant funds directly 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 as the federally designated recipient. On December 1, 2018, per HB 930, the ATL Authority became the new federally designated recipient, after which time, MARTA will receive federal funds by way of the ATL Authority. 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

I. 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, light rail (Atlanta Streetcar) 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.

Fund Structure
Exhibit #4
Actuals as of June 30, 2022

Categories	General		Planning Fund	Debt Service	Capital Projects		Fund 3001	Lilo Fund	Consolidated
Salaries	\$ 272,478,272	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 272,478,272
Benefits	\$ 122,622,691	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 122,622,691
Contractual Services	\$ 83,372,115	\$ 37,775,039	\$ -	\$ -	\$ 11,166,215	\$ -	\$ -	\$ -	\$ 132,313,368
Material & Supplies Expenses	\$ 59,838,204	\$ 38,087	\$ -	\$ -	\$ 4,709,179	\$ -	\$ -	\$ -	\$ 64,585,471
Utilities	\$ 15,454,096	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,454,096
Taxes & Fees	\$ 209,963	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 209,963
Other Miscellaneous Expenses	\$ 21,377,512	\$ 571,441	\$ 71,907,760	\$ 443,360	\$ 180,922,857	\$ 4,529,125	\$ -	\$ -	\$ 279,752,054
Planning Grant Expenditure	\$ 554,220	\$ 45,118,852	\$ -	\$ 252,898,844	\$ -	\$ -	\$ -	\$ -	\$ 298,571,916
TOTAL EXPENDITURES	\$ 575,907,073	\$ 83,503,419	\$ 71,907,760	\$ 269,217,599	\$ 180,922,857	\$ 4,529,125	\$ -	\$ -	\$ 1,185,987,832
Cost Allocation	\$ (60,070,210)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (60,070,210)
TOTAL OPERATING EXPENDITURES	\$ 515,836,863	\$ 83,503,419	\$ 71,907,760	\$ 269,217,599	\$ 180,922,857	\$ 4,529,125	\$ -	\$ -	\$ 1,125,917,622
Consolidated									
Categories	General		Planning Fund	Debt Service	Capital Projects		Fund 3001	Lilo Fund	Consolidated
Passenger	\$ 63,457,468	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 63,457,468
Station Parking	\$ 1,493,189	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,493,189
Other Operating	\$ 22,458,615	\$ -	\$ -	\$ -	\$ -	\$ 670,431	\$ -	\$ -	\$ 23,129,046
Operating Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenue Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 664,644,869	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 664,644,869
Sales Tax Non-Capital Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax W/H Sinking Fund	\$ (143,860,535)	\$ -	\$ 143,860,535	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ (306,098)	\$ -	\$ 109,092	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Non-Operating Revenue	\$ 44,191,501	\$ -	\$ -	\$ -	\$ -	\$ 421,776	\$ 2,492,766	\$ -	\$ 2,717,536
Sales Tax Capital Related	\$ (207,071,955)	\$ -	\$ -	\$ -	\$ -	\$ 916,448	\$ (159,025)	\$ -	\$ 44,948,924
Bonds Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 207,071,955	\$ -	\$ -	\$ -
Local & Federal Capital Revenue	\$ 247,659,181	\$ 2,510,262	\$ -	\$ 87,545,161	\$ -	\$ -	\$ -	\$ -	\$ 337,714,604
Contractual Services Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Clearing	\$ -	\$ (308,134)	\$ -	\$ -	\$ (91,892,866)	\$ -	\$ -	\$ -	\$ (92,201,000)
TOTAL REVENUES	\$ 692,666,236	\$ 2,202,128	\$ 143,969,627	\$ (4,347,705)	\$ 209,080,610	\$ 2,333,741	\$ -	\$ -	\$ 1,045,904,638

- The State of Georgia determined oversight responsibility based on consideration of financial interdependency, selection of governing authority, designation of management, the ability to significantly influence management, and accountability for fiscal matters. No governmental units other than MARTA itself are included in the Authority reporting entity.
- MARTA is not included within the reporting entity of the City of Atlanta or any of the counties because these governments do not exercise significant influence over MARTA, and the city and counties are not accountable for MARTA's fiscal matters.
- MARTA's is currently governed by a Board of Directors. The Board is composed of 15 members, twelve members representing the City of Atlanta, Fulton County, DeKalb County and Clayton County; two members representing the Georgia Regional Transportation Authority and the Georgia Department of Transportation, and one member appointed by the Governor of the State of Georgia.
- MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), the Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a, has the ability to impose its will on the organization, or b, there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Prior to January 1, 2011 MARTA encompassed an eighteen-member board, three members were appointed by Fulton County, five members by DeKalb County, four members by the City of Atlanta, and one member by each County of Clayton and Gwinnett. In addition, the Commissioner of the State Department of Transportation, the Commissioner of the State Department of Revenue, the Executive Director of the State Properties Commission, and the Executive Director of the Georgia Regional Transportation Authority served as ex-officio members of the Board. None of the participating governments appointed a majority of MARTA's Board and none had an ongoing financial interest or responsibility.
- House Bill 277 32-9-14, commonly referred to as The Transportation Investment ACT (TIA) amended the 18-member Board provision to a 12-member board composed of 11 voting members and one non-voting member effective January 1, 2011. Of the voting members: three members are residents of the City of Atlanta and are nominated by the mayor and elected by the city council; four members are residents of DeKalb County and are appointed by the DeKalb County Board of Commissioners; three members are residents of Fulton County and are appointed by the local governing body thereof. Independent of the municipalities, The Commissioner of Transportation is a voting member on the board and the Executive Director of the Georgia Regional Transportation Authority is a non-voting member of the board.
- In 2015 House Bill 213 amended the "Metropolitan Atlanta Rapid Transit Authority Act of 1965, so as to provide for a permanent suspension of restrictions on the use of sales and use tax proceeds. It further provided provision for the inclusion of Clayton County as a participant thus

expanding the Board to 15 members of which 13 members reserve voting rights.

- In 2016, Senate Bill 369 amended the Official Code of Georgia Annotated to allow the City of Atlanta raise up to an additional 1/2-cent sales and use tax thru a ballot initiative. The ballot measure that followed was then passed by residents in November 2016 with the levy in force from April 1, 2017 thru June 30, 2057.

II. **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 FY23 the total uses are \$1.3B, and the total sources are \$1.9B, which leaves a surplus of funds of \$550M. 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 Authority shall fund and maintain an operating budget reserve of ten percent (10%) of the Authority's prior year operating budget revenues. For purposes of this section, the term 'operating budget revenues' shall mean all funds received from federal, state, or local sources, including but not limited to grants, distributions from federal and state formula funds, or direct federal and state appropriations for projects or programs of the Authority, as well as fare box revenues and revenues received from rentals on property owned or operated by the Authority. Said operating budget reserve shall be utilized for ongoing operating expenses only in those circumstances requiring its use due to worsened economic conditions in the Atlanta region, or catastrophic loss such as an act of God or terrorism, which conditions cause a temporary shortfall in the Authority's anticipated revenues. The temporary operating revenue shortfall so noted shall be for a period of not less than six consecutive months during which total anticipated revenues are not less than two and one-half percent (2.5%) below the revenues received during the preceding fiscal year for the same six-month period. The first three percent (3%) of the reserve shall not be used in any six-month period. The purpose of said reserve shall be exclusively to pay the ongoing operating expenses during times of economic downturn and shall not be considered to be an available recurring revenue for operating budget purposes and under no circumstances shall the operating budget reserve be used to permanently replace the revenues which are reduced due to the economic conditions set forth above. Upon cessation of such economic downturn, as evidenced by cessation of the revenue shortfall required for the use of the reserve for Authority operating expenses, the operating budget reserve shall be replenished.
- In FY2015 The MARTA Act was amended by the Georgia Assembly under HB213 and commonly referred to as The Transportation Investment Act (TSA), amending set forth providing a permanent suspension of restrictions on the use of sales and tax proceeds by the Authority.
- During each fiscal year the Board shall propose an annual operating budget for the ensuing fiscal year and hold a public hearing thereon. After such public hearing the Board shall review its proposed budget, and, on or before the last day of the fiscal year, it shall adopt an annual operating budget for the ensuing fiscal year.
- The Board shall propose and adopt an annual capital improvements budget. The proposed capital improvements budget shall show all capital improvement projects in process of completion, those to be undertaken during the ensuing fiscal year and those anticipated to be undertaken during the ensuing ten years. The proposed budget shall also show the proposed method of financing each proposed project and the effect thereof on the debt structure of the Authority. After a public hearing the Board shall review its proposed budget and on or before the last day of the fiscal year it shall adopt an annual capital improvements budget for the ensuing fiscal year. No contract for the purchase or construction of any capital improvement project shall be authorized, except to meet a public emergency certified as such by the Board, unless it is included in the annual capital improvements budget; however, the Board may propose and adopt an amendment to the annual capital improvements budget by following the procedure herein prescribed for adopting the original budget.
- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in property and equipment. These grants generally require a local

funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.

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

III. 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 MARTA's borrowings.

- 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 year, as required by FTA.
- Depreciation expense on assets acquired with federal capital grant funds is transferred to contribute capital. When assets are sold or retired, the cost of the asset and related accumulated depreciation is removed from the accounts and the resulting gain or loss, if any, is charged against either contributed capital or non-operating expenses. The portion charged to contributed capital represents the un-depreciated portion of the asset that was originally purchased with federal capital grant funds. The remaining gain or loss is charged against non-operating expenses as it represents MARTA's share.

Revenue Policies

I. Revenue Diversification

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

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

- Passenger fares are recorded as revenue at the time services are performed. The MARTA Act places certain requirements on the rate that MARTA is to charge for transportation services. The rates charged to the public for transportation services must be such that the total transit-related revenues, exclusive of any federal operating subsidy, sales and use tax proceeds, and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs, exclusive of depreciation and amortization, of the preceding fiscal year. Under provisions of amendments to the MARTA Act, lease income, and interest earned on certain restricted investments (as discussed below), which are included in the non-operating revenues in the MARTA statement of revenues and expenses, are included in transit related revenues for the purposes of this calculation.
- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in capital assets. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with FTA provide for FTA holding a continuing interest in properties acquired and restrict the use of such properties to providing mass transportation services. Grants for capital asset acquisition, facility development, and rehabilitation are reported in the Statement of Revenues, Expenses, and Changes in Net Assets,

after non-operating revenues and expenses as capital grants.

II. Fees and Charges

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

III. Use of One-time or 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 future years to be addressed in subsequent planning and budgeting cycles.

Expenditure Policies

- I. **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. MARTA has a 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, Chief Financial Officers/CFO, Deputy Chief Financial Officer, Director of Treasury Services and the Manager of Financial Planning & Analysis are the designated administrators of the Issuer's Swap Policy (the "Policy Administrators

- 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.

II. Operating & Capital Expenditure Accountability

- An annual Operating and Capital Budget is developed by MARTA's Management. After a public hearing, the proposed budget is revised, if necessary, finalized and adopted by MARTA's Board of Directors. The budget is prepared on the same basis of accounting as the financial statements except that depreciation, interest expense, gain/loss on sale of property, and non-operating general and administrative expenses are not budgeted. Management control for the operating budget is maintained at expenditure category levels. Management has flexibility of reprogramming funds in respective cost centers with approval of budget staff as long as the total budget authorization is not

exceeded. Capital expenditures are controlled at the budget line item.

- MARTA allocates certain general and administrative expenses to transit operations and also capitalizes certain of these expenses in construction in progress based on its cost allocation plan prepared in accordance with FTA guidelines. General and administrative expenses not allocable to either transit operations or construction in progress under FTA guidelines are reflected as non-operating general and administrative expense in the accompanying statement of revenues, expenses, and changes in net assets.
- MARTA adopts its Operating and Capital Budget in June of each year. Once adopted, total budgeted revenues and/or expenses cannot change. Budgets are allocated to monthly spending levels and a monthly Budget Performance Report is prepared. The monthly Budget Performance Report analyzes expenditures by office relative to monthly and total budgets, and revenues anticipated for the reporting period.
- Budgets are controlled through accounting systems at a hierarchal level by account numbers within each expense category. Categories include labor related cost categories (salaries and benefits) and non-labor related cost categories (services,

materials & supplies, utilities, casualty & liability, taxes, etc.).

- When expenditures are incurred or encumbered, funds must be sufficient within the category of the department's budget in order for processing the requisition, purchase order or invoice. If funds are non-sufficient, the division must request a transfer of funds from one of the other non-labor categories.
- In the past, the Authority has determined that other means to bring the budget into balance were necessary. These included:
 - 1) Mandatory furloughs for all Non-Represented employees.
 - 2) A policy of freezing all merit-based increases for Non-Represented and no negotiated wage increase for Represented employees.
 - 3) An ongoing commitment from staff to reduce General and Administrative (G&A) costs and to realize improvements in efficiency and effectiveness. This included Bus Service and Rail Service Modifications, as well as other Reduction-In-Force (RIF) initiatives.
 - 4) Revenue enhancement initiatives.

Source Documents

The information used to develop the fiscal policy guide is provided by a variety of both internal and external sources.

A listing of major resources is provided below:

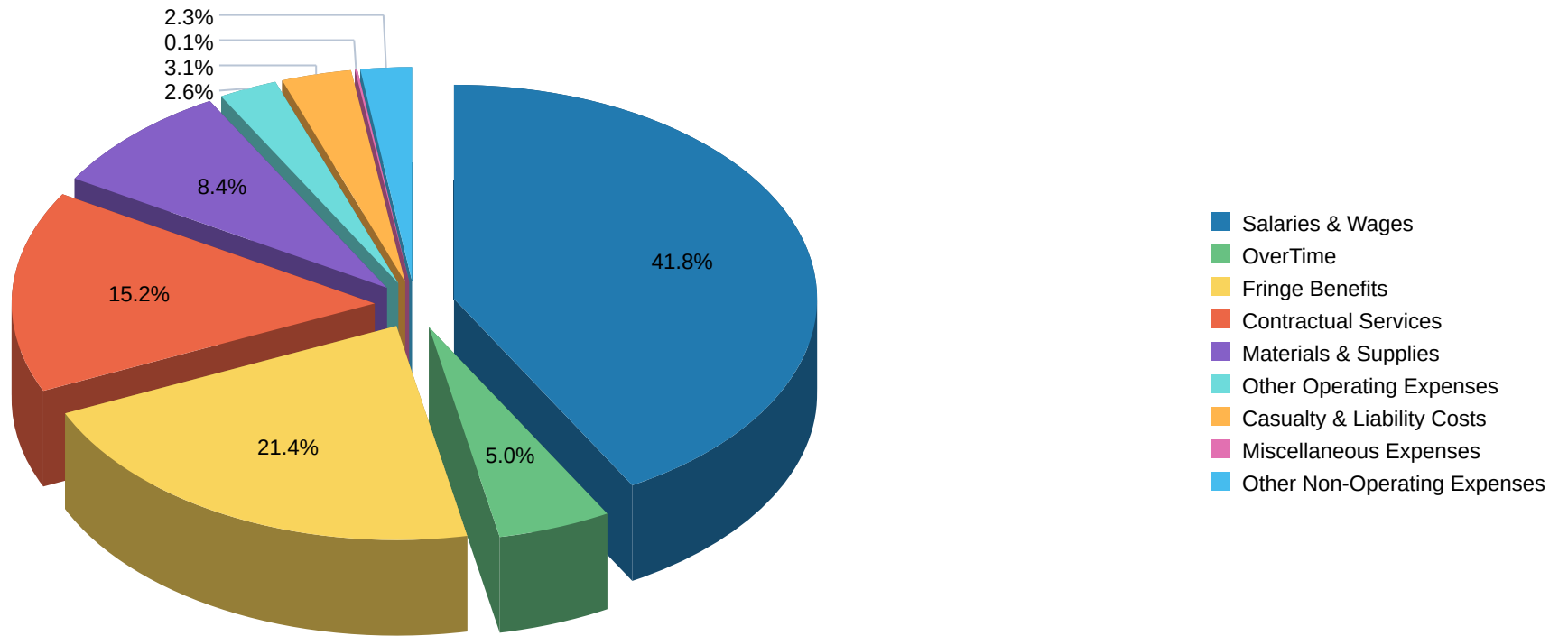
- MARTA Act; HB277, HB213
- Rapid Transit Contract and Assistance Agreement
- Americans with Disabilities Act
- Regional Transportation Plan
- MARTA Strategic Plan
- The Bond Trust Indentures
- MARTA Investment Guidelines
- Georgia State University (GSU) Sales tax Forecast
- MARTA's Fixed Asset Management and Capital Policy
- 1990 Clean Air Act
- Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU)
- Sales Tax Bond Trust Indenture
- Governmental Accounting Standards Board (GASB)
- FTA Guidelines
- MARTA's Swap & Derivative Policy
- MARTA's Debt Management Policy

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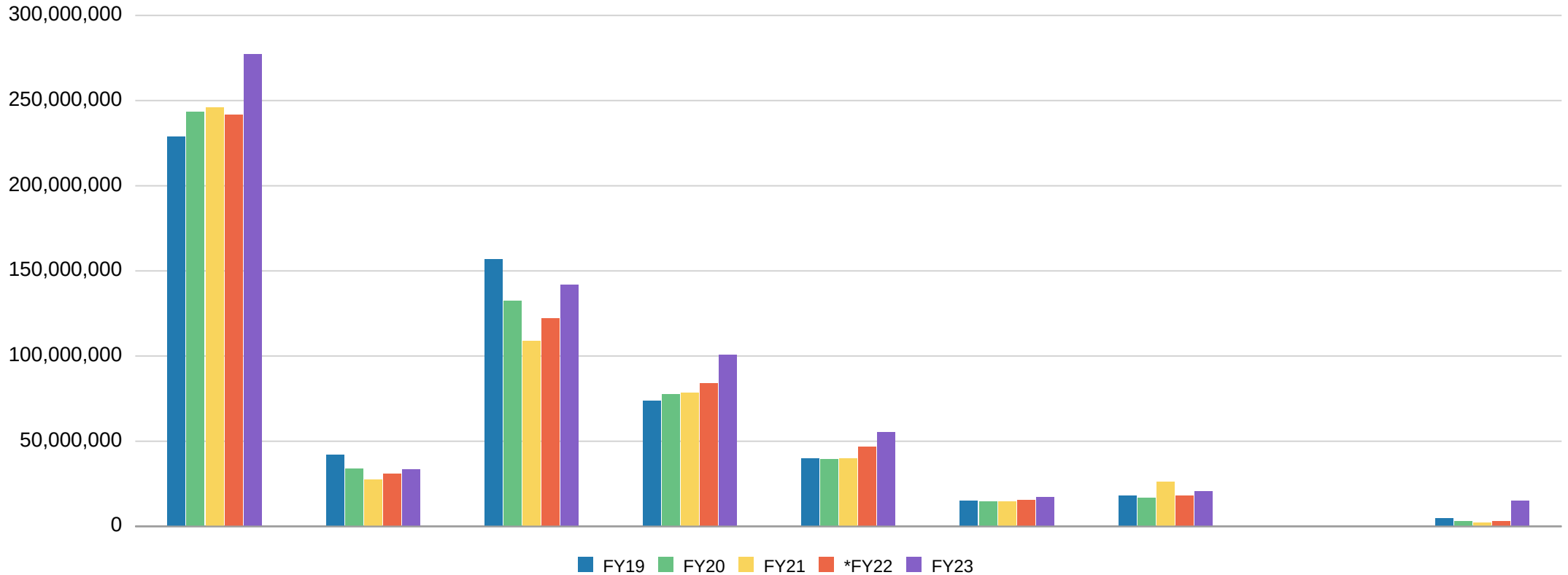
Appendix C – Operating Budget Detail Tables and Charts

The following section of the FY23 budget book provide tables and charts that detail the operating budget, including an authority level summary of expense by category, non-labor expenses by category, summary of expense by category for fiscal years 2019 to 2023, authority personnel totals for fiscal years 2019 to 2023, personnel by status, personnel by class, and expense totals by office for fiscal years 2019 to 2023.

Gross Expenses by Category



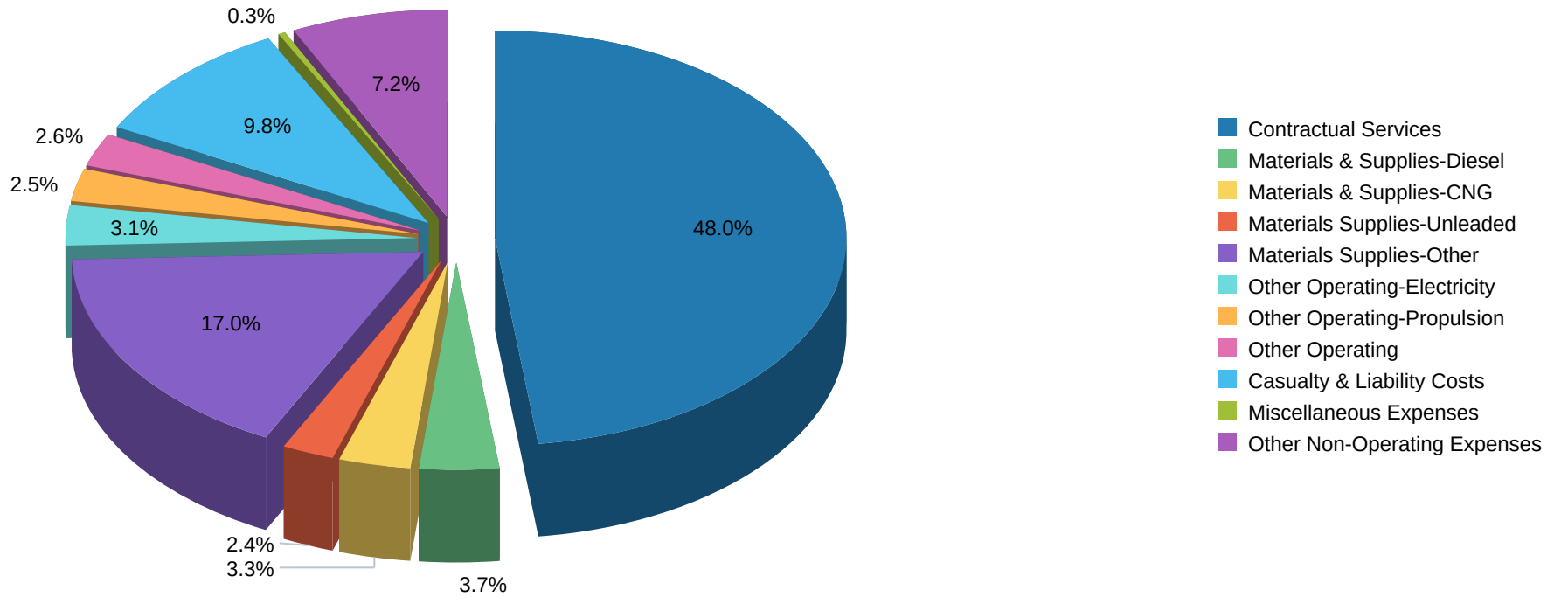
* FY22 unaudited totals



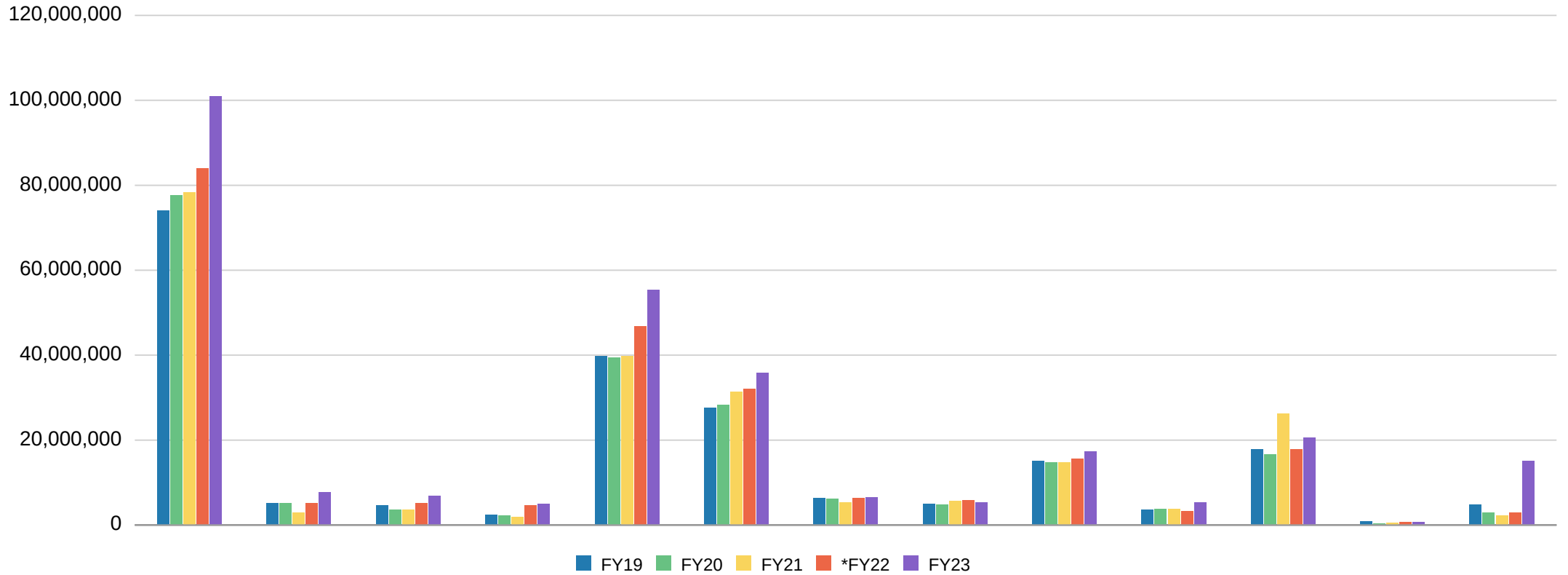
	Salaries & Wages	OverTime	Fringe Benefits	Contractual Services	Materials & Supplies	Other Operating Expenses	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY19	\$228,880,028	\$42,250,817	\$156,686,667	\$73,981,670	\$39,841,948	\$15,091,371	\$17,902,694	\$806,233	\$4,875,759
FY20	\$243,248,288	\$33,861,142	\$132,531,477	\$77,645,281	\$39,380,622	\$14,859,611	\$16,591,900	\$414,918	\$2,992,129
FY21	\$245,937,352	\$27,587,918	\$109,034,392	\$78,353,557	\$39,759,956	\$14,834,578	\$26,303,388	\$514,774	\$2,304,335
*FY22	\$241,591,515	\$30,886,757	\$122,427,891	\$83,926,335	\$46,900,469	\$15,664,059	\$17,924,524	\$662,982	\$2,984,806
FY23	\$277,373,038	\$33,459,853	\$142,084,796	\$100,934,889	\$55,460,373	\$17,313,029	\$20,638,980	\$679,342	\$15,127,069

* FY22 unaudited totals

Non-Labor Expenses by Category



* FY22 unaudited totals



	Contractual Services	Materials & Supplies-Diesel	Materials & Supplies-CNG	Materials Supplies-Unleaded	Materials Supplies-Other	Other Operating-Electricity	Other Operating-Propulsion	Other Operating	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY19	\$73,981,670	\$5,253,618	\$4,591,756	\$2,375,013	\$27,621,561	\$6,437,973	\$5,045,487	\$3,607,911	\$17,902,694	\$806,233	\$4,875,759
FY20	\$77,645,281	\$5,139,869	\$3,684,456	\$2,245,855	\$28,310,441	\$6,199,614	\$4,796,362	\$3,863,634	\$16,591,900	\$414,918	\$2,992,129
FY21	\$78,353,557	\$2,958,111	\$3,559,214	\$1,870,435	\$31,372,195	\$5,411,629	\$5,661,982	\$3,760,967	\$26,303,388	\$514,774	\$2,304,335
*FY22	\$83,926,335	\$5,094,000	\$5,097,099	\$4,580,523	\$32,128,847	\$6,372,487	\$5,919,729	\$3,371,843	\$17,924,524	\$662,982	\$2,984,806
FY23	\$100,934,889	\$7,723,560	\$6,917,932	\$5,024,913	\$35,793,967	\$6,579,640	\$5,330,932	\$5,402,457	\$20,638,980	\$679,342	\$15,127,069

* FY22 unaudited totals

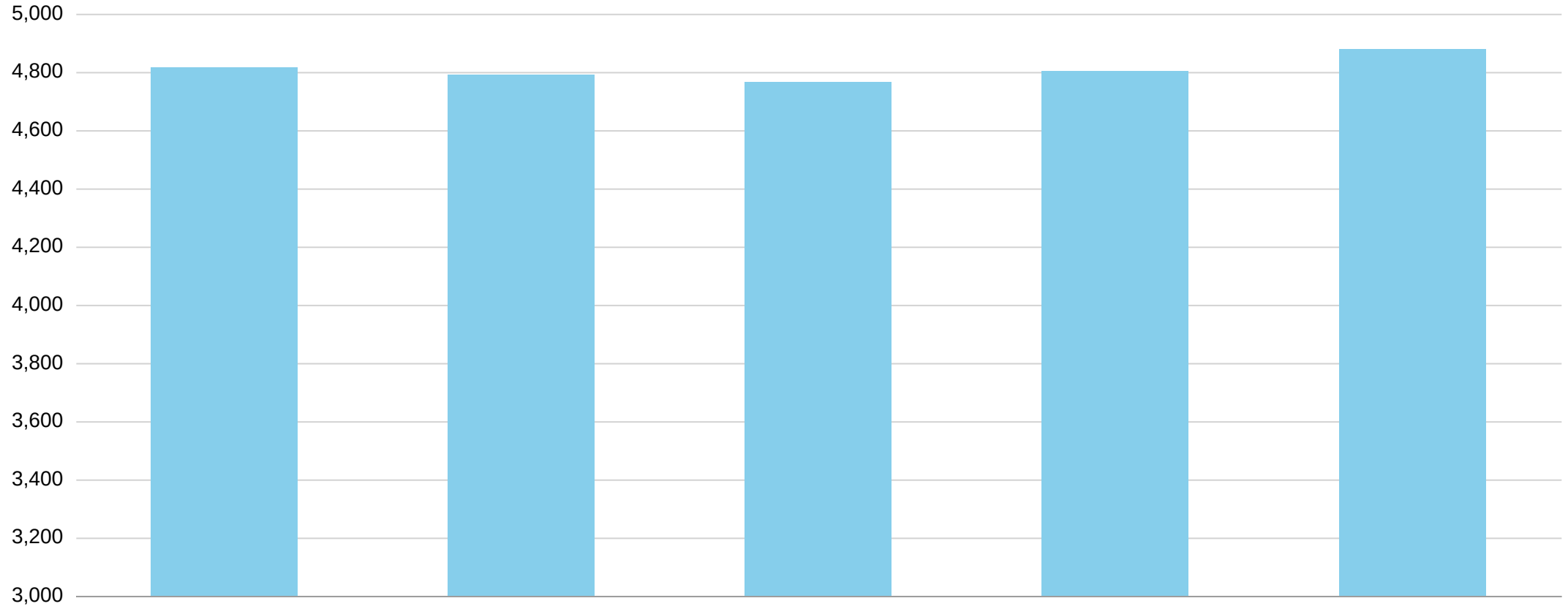
Total Authority Summary of Category Expenses

Categories of Expense	FY19 Expenses	FY20 Expenses	FY21 Expenses	*FY22 Expenses	FY23 Adopted
Salaries & Wages	228,880,028	243,248,288	245,937,352	241,591,515	277,373,038
OverTime	42,250,817	33,861,142	27,587,918	30,886,757	33,459,853
Healthcare Rep/NonRep	58,126,712	56,611,189	60,132,106	62,001,719	65,427,551
Pension Rep/NonRep	31,658,982	31,409,872	33,974,248	26,441,519	33,263,836
Workers Comp-Excess/Losses	8,146,308	5,802,162	8,185,402	9,531,627	9,550,563
Other Benefits	58,754,665	38,708,254	6,742,636	24,453,026	33,842,846
Contractual Services	73,981,670	77,645,281	78,353,557	83,926,335	100,934,889
Materials & Supplies-Diesel	5,253,618	5,139,869	2,958,111	5,094,000	7,723,560
Materials & Supplies-CNG	4,591,756	3,684,456	3,559,214	5,097,099	6,917,932
Materials Supplies-Unleaded	2,375,013	2,245,855	1,870,435	4,580,523	5,024,913
Material & Supplies - Other	27,524,848	27,818,827	31,789,256	31,107,253	34,591,066
Other Operating-Electricity	6,437,973	6,199,614	5,411,629	6,372,487	6,579,640
Other Operating-Propulsion	5,045,487	4,796,362	5,661,982	5,919,729	5,330,932
Other Operating Expenses	3,607,911	3,863,634	3,760,967	3,367,325	5,397,939
Casualty & Liability Costs	17,902,694	16,591,900	26,303,388	17,924,524	20,638,980
Miscellaneous Expenses	806,233	414,918	514,774	662,982	679,342
Other Non-Operating Expenses	4,875,759	2,992,129	2,304,335	2,984,806	15,127,069
Authority Sub Total	\$580,220,474	\$561,033,754	\$545,047,311	\$561,943,225	\$661,863,949
Inventory Adjustments	96,713	491,614	-417,061	1,021,595	1,202,902
Eligible Leases*	-243,197	-188,107	-17,793	-84,101	-303,013
Authority Gross Total	\$580,317,187	\$561,525,368	\$544,630,250	\$562,969,338	\$663,071,369
Capital Allocation	-\$61,250,552	-\$57,016,272	-\$49,593,275	-\$47,132,475	-\$75,512,378
Authority Net Operating Total Expenses	\$519,066,635	\$504,509,097	\$495,036,975	\$515,836,863	\$587,558,991
\$ Change from Prior Year	\$39,938,577	-\$14,557,538	-\$9,472,122	\$20,799,888	\$71,722,128
% Change from Prior Year	8%	-3%	-2%	4%	14%

* Eligible Leases excluded from Sales Tax Subsidy Calculation per MARTA

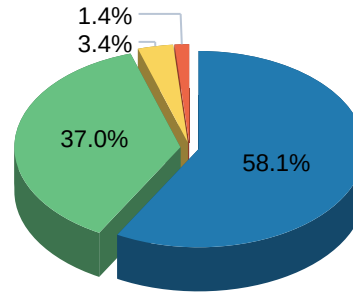
* FY22 unaudited totals

Total Authority Personnel

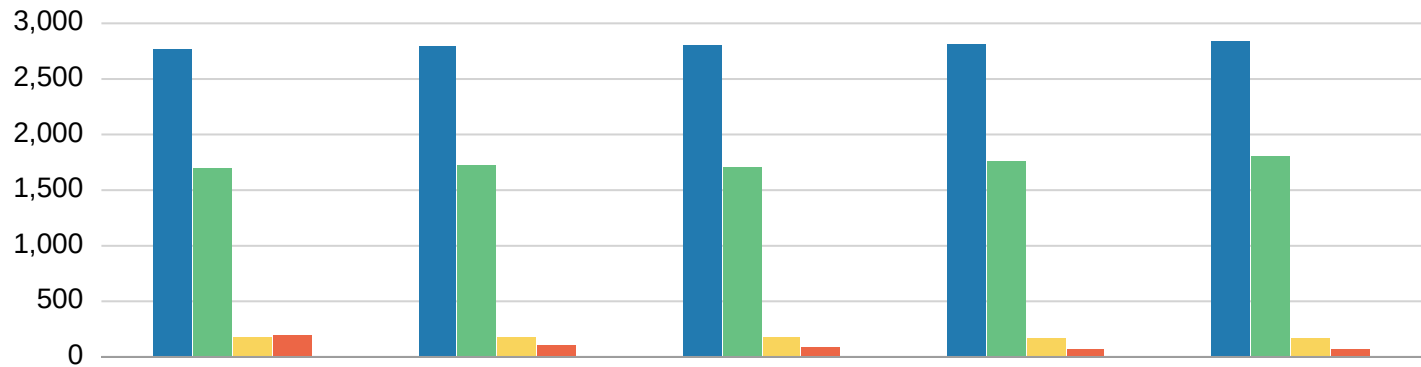


	FY19	FY20	FY21	FY22	FY23
Total	4,818	4,792	4,767	4,805	4,880

Personnel by Status



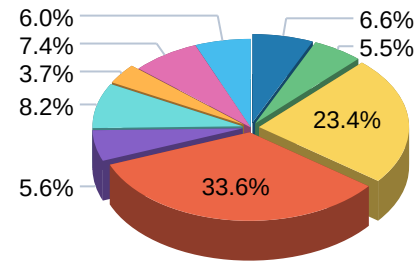
- Represented (FT)
- Non Represented (FT)
- Sub Total Part Time
- Sub Total Contract



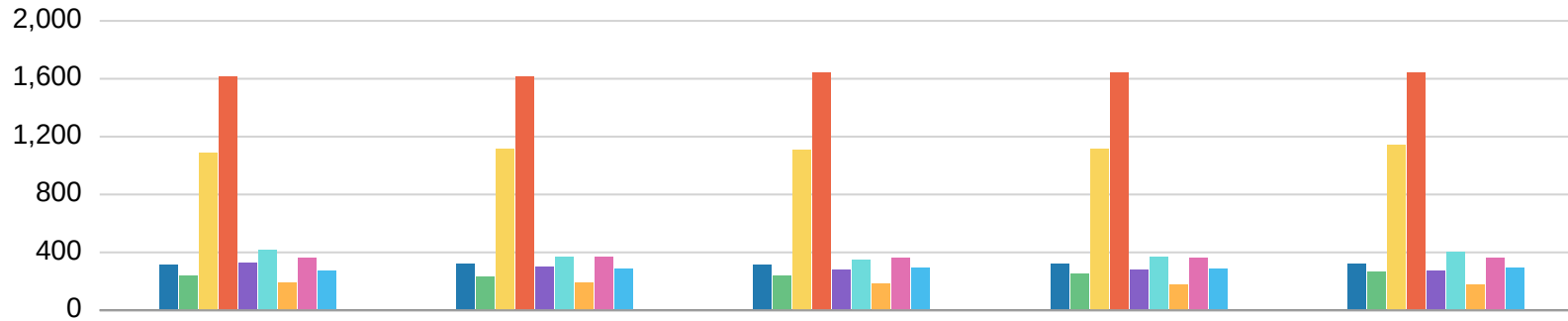
- Represented (FT)
- Non Represented (FT)
- Sub Total Part Time
- Sub Total Contract

	FY19	FY20	FY21	FY22	FY23
Represented (FT)	2,762	2,789	2,805	2,811	2,837
Non Represented (FT)	1,692	1,724	1,707	1,755	1,806
Sub Total Part Time	173	173	171	168	168
Sub Total Contract	191	106	84	71	69

Personnel by Class



- Administrative
- Managerial
- Maintenance
- Operator
- Police
- Professional
- Represented (Other)
- Supervisory
- Technical



- Administrative
- Managerial
- Maintenance
- Operator
- Police
- Professional
- Represented (Other)
- Supervisory
- Technical

	FY19	FY20	FY21	FY22	FY23
Administrative	314	321	316	321	321
Managerial	235	232	239	255	266
Maintenance	1,085	1,112	1,105	1,115	1,141
Operator	1,617	1,617	1,641	1,641	1,641
Police	327	302	279	280	275
Professional	416	366	346	367	402
Represented (Other)	187	187	184	179	179
Supervisory	362	366	362	361	361
Technical	275	289	295	286	294

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Appendix D - Regional Economic Indicators

As Georgia and the Metropolitan Atlanta region move into a post Covid economy, indicators are signaling a mixed, but mostly favorable outlook.¹

Gross Domestic Product (GD)

GDP measures the value of goods and services produced in area each year. Atlanta GDP is expected to grow at an annual rate of 1.8% from 2023 to 2025. This growth is attributable to the diverse economy, historically driven by corporate and residential construction, and currently by the fast-growing finance, real estate, business service, and information sectors. Also driving GDP is Atlanta's highly skilled labor force with 37% of people aged 25 and over having a higher degree of educational attainment beyond high school. Atlanta's highly skilled labor force and high share of STEM jobs will drive high GDP.

Jobs

Workers that left the workforce during the pandemic are returning and overall, total employment is up by 14,800 or half a percent. Following job declines in 2020, forecasted employment growth in Atlanta is similar to the US average through 2025. Atlanta's job market recovery is one of the strongest among its peers with a job growth of 3.2%, ranking 23rd out of the top 51 metros.

Job growth coupled with labor shortages caused by a low number of unemployed persons per job opening, combined with a historically high rate of voluntary terminations or "quits", suggests workers feel confident in their ability to find better jobs. These factors have caused the high levels of labor disruption.

Wages

Many workers are earning more, with wages up more than 6% in metro Atlanta since the pandemic began. This is slightly below the national average which has seen wages grow from 6.3 percent in a 19-month pre-pandemic period to almost 8 percent in the 19 months from February 2020 to November 2021. Wage growth, however, has not kept up with inflation.

Inflation and Fuel

The encouraging wage gains in the region are being tempered by inflation, which is rising nationally, at the fastest rate since the 1980s. Prices in the metropolitan Atlanta area have risen nearly 10%, driven mostly by transportation costs: fuel and new and used vehicles. Compared to inflation at 10%, private transportation costs have risen nearly 30% and fuel by almost 50%.

Population Growth

Atlanta's population growth is expected to exceed the South and US averages by a wide margin, with many young professionals and growing families migrating to Atlanta, skewing toward a younger population. Overall, the Georgia population has increased more rapidly than the United States as a whole. The Georgia share of Congressional Districts has increased from 11 in 1990, including one earned via the 1990 Census, to 14 today. The Atlanta region has been the primary driver of this growth, and over the past 30 years, the population of the eleven counties comprising the Atlanta metropolitan area has roughly doubled, growing 94% from just over 2.5 million to nearly 5 million between 1990 and 2020.

Housing

Home prices and rents are at record highs due to low inventory, the result of decelerated homebuilding activity for the past decade. Home inventories have also been constrained by reduced desire of homeowners to move during the pandemic, as well as by the price increases that limit homeowners' ability to find comparable homes if they sell. This leads to not enough inventory being introduced, or diminished supply, and high demand, as metro Atlanta is still one of the fastest growing places in the country, resulting in rising home prices.

Renters are similarly challenged in the metropolitan area as Atlanta has experienced the largest rent growth over the last five years among peer metros. Atlanta's overall rent index (\$1,747 in August) is relatively low when compared to coastal markets, but its 41% increase outpace increases in other metro areas with similar rents.

Ultimately, economic progress in 2022 will be determined by multiple variables. The region awaits a return to normalcy and a resumption of typical activities. Per the Georgia State Economic Forecasting Center, “The usual issues that were in the background for the past two years are returning to the forefront, and they can and will affect consumption. These include potentially

excessive interest rate increases by the Federal Reserve (policy mistakes), the end of federal stimulus programs (fiscal tightening), oil price sensitivity to Russia-Ukraine tensions (geopolitics), and the much-awaited return to the workforce of individuals who dropped out during the pandemic (reduced potential growth).”

ⁱ <https://atlantaregional.org/whats-next-atl/articles/atlanta-regions-economy-the-good-bad-and-the-ugly/>

<https://33n.atlantaregional.com/regional-snapshot/regional-snapshot-the-economy-an-overview-for-the-new-year>

<https://blog.oxfordeconomics.com/content/city-economic-forecast-atlanta-march-2021>

<https://efc.robinson.gsu.edu/files/2022/09/PressRelease-EFC-Economic-Outlook-8-31-22.pdf>

Appendix E – Debt Service

Debt Service Expenses

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

MARTA requisitions the funds as needed for construction, replacement and rehabilitation of the transit system. Bond discount and issue costs

are amortized, principally using the interest method, over the term of the related debt. The principal on all bonds is payable in an annual installment on July 1; interest is payable semi-annually on January 1 and July 1.

The bonds are payable from, and secured by, a first, second, and third liens on amounts deposited in the Sinking Funds (Debt Service) from sales and use tax receipts. Annual sales and use tax revenues are initially deposited into a Sinking Fund (Debt Service) held by the bond trustee as required by the Trust Indenture. Debt service expenses for FY23 are expected to total \$145,039,338.

Sales Tax Revenue Bonds as of July 01, 2022 [\$ million]

Series	Year Issued	Original Principal Issued (\$M)	Year of Maturity	Interest Rate %	Balance
2007A *	2007	145.7	2032	5.25	127.3
2014A *	2014	286.7	2044	4 - 5	7.6
2015B	2015	88.5	2045	2 - 5	86.1
2015C *	2015	93.1	2029	5	93.1
2016A *	2016	90.3	2024	2.3	25.7
2016B *	2016	243.0	2037	5	243.0
2017A	2017	100.8	2047	3 - 4	100.8
2017C *	2017	263.5	2039	3.25 - 5	260.6
2017D *	2017	55.8	2030	4 - 5	55.3
2018A *	2018	165.9	2025	4 - 5	102.2
2019A	2019	130.8	2047	3 - 5	130.8
2020A	2020	132.3	2047	3 - 5	132.3
2020B	2020	270.1	2040	0.2 - 2.68	267
2021A	2021	117.5	2045	FRN	117.5
2021D	2021	275.6	2045	6.25 - 2.98	273.6
2021 - E1	2021	61.0	2040	3 - 5	61.0
2021 - E2	2021	33.0	2045	4 - 5	33.0
Total Sales Tax Revenue Bonds (\$M)					2,116.90
<i>*Refunding Bonds</i>					

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

A total of \$145,039,338 is budgeted in FY23 for the principal and interest of outstanding and new debt. There are several limitations related to the Authority’s ability to issue debt. These limitations are outlined below.

- Based on a policy set forth by MARTA’s Board of Directors, no more than 45% of the proceeds from the one percent (1%) sales tax can be used to determine the total amount of the debt service. This percentage is computed by dividing the total annual debt service from new and previous bond sales by total forecasted annual sales tax receipts.

FY23 Sales Tax Receipt Budget	\$683,751,000		
FY23 Debt Service	\$145,039,338		
Total Sales Tax Debt Ratio <i>(Requirement is less than 45%)</i>	$\frac{\$145,039,338}{\$683,751,000}$	=	21.21%

- Based on requirements set forth by MARTA’s Bond Indenture, the following parity requirements and tests must be met prior to issuing new Sales Tax Revenue Bonds.
 1. None of the Bonds or payments under the Rapid Transit Contract may be in default.
 2. The total of all sums paid to the Trustee in any period of 12 consecutive calendar months out of the 15 months immediately prior to authentication and delivery of new parity bonds must meet the following three tests:

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

Sales Tax Receipts (FY22)	\$664,700,000		
Total Actual Debt Service Paid (FY22)	\$143,354,019		
<i>(Requirement is less than 45%)</i>	$\frac{\$664,700,000}{\$143,354,019}$	=	4.64

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 (FY22)	\$664,700,000		
Total Outstanding Debt Service (FY23)	\$145,039,338		
Annual Debt Service Required New Bond	\$0		
Total Future Annual Debt Service	\$145,039,338		
<i>(Requirement is at least 1.5) Ratio =</i>	$\frac{\$664,700,000}{\$145,039,338}$	=	4.58

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.

FY23 Total Sales Tax Receipts Budget	\$683,751,000		
Total Outstanding Debt Service (FY23)	\$145,039,338		
Annual Debt Service Required New Bond	\$0		
Total Future Annual Debt Service	\$145,039,338		
<i>(Requirement is at least 2.0) Ratio =</i>	$\frac{\$683,751,000}{\$145,039,338}$	=	4.71

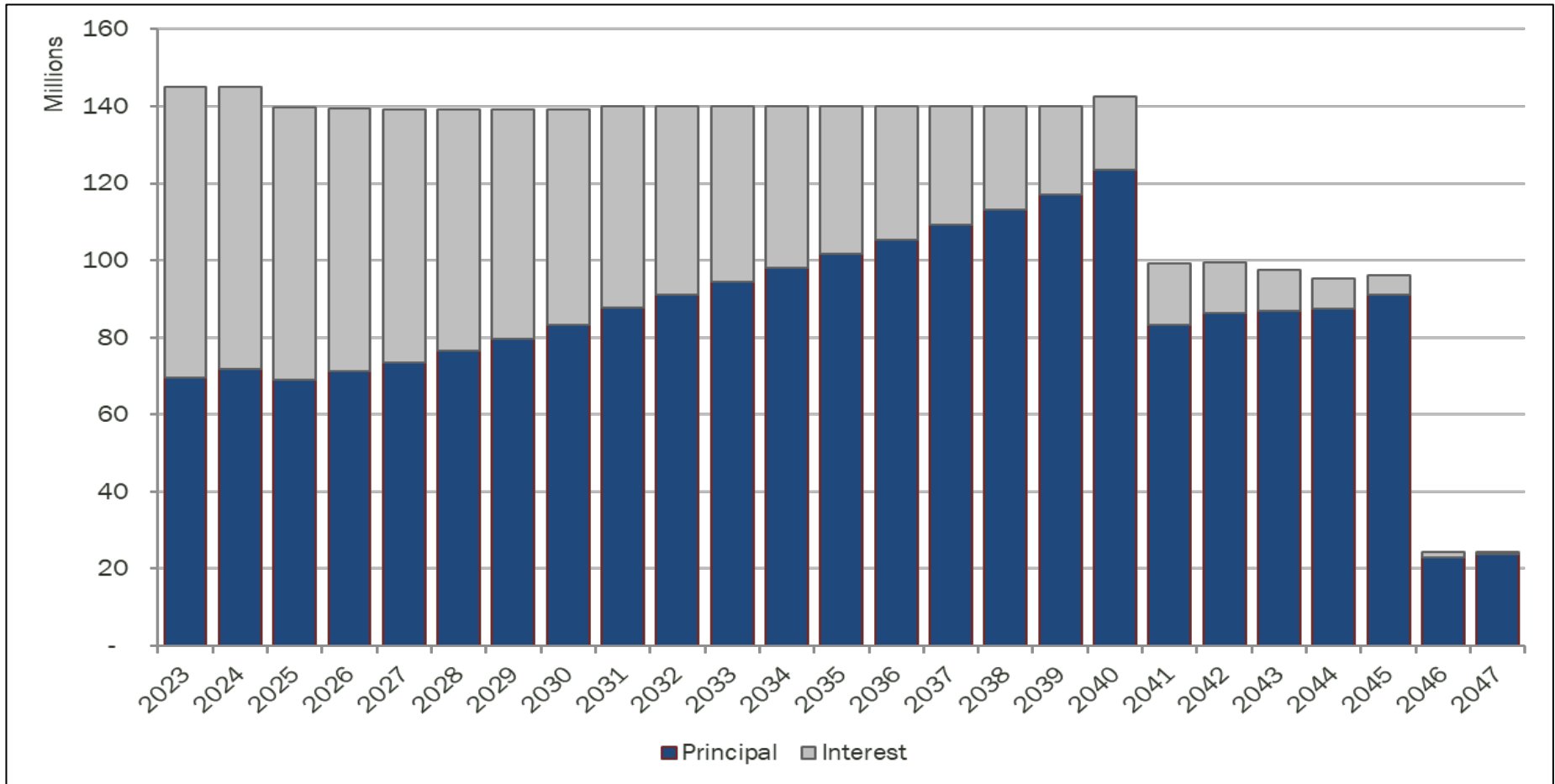
Debt Service Schedule as of 07/01/2022 [\$]

Outstanding Bonds
Effective 7/1/2022



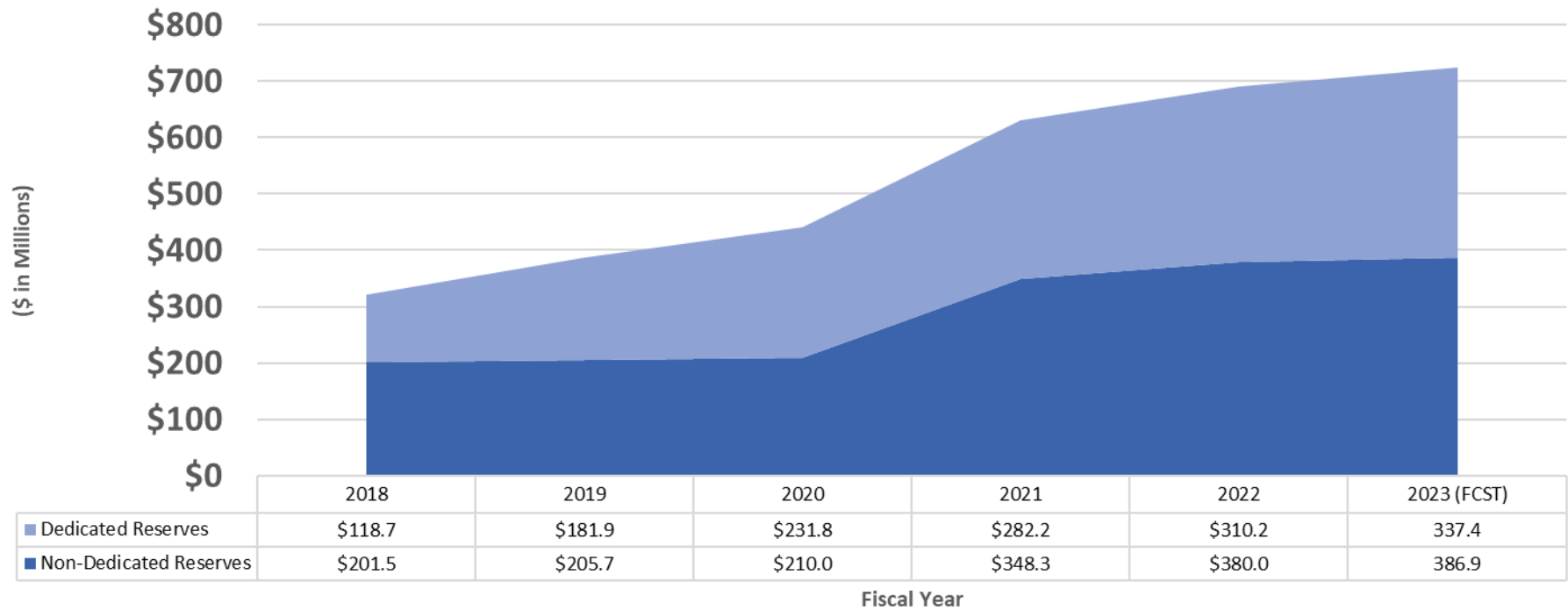
Year	First Indenture Series N, P			Second Indenture Series 2000A, 2000B			Third Indenture Series 2007A, 2012A, 2014A, 2015A, 2015B, 2015C, 2016A, 2016B, 2017A, 2017C, 2017D, 2018A, 2019A, 2020A, 2020B, 2021A, 2021D, 2021E-1, 2021E-2			Combined All Indentures		
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2023	-	-	-	-	-	-	69,445,000	75,584,238	145,029,238	69,445,000	75,584,238	145,029,238
7/1/2024	-	-	-	-	-	-	71,735,000	73,298,906	145,033,906	71,735,000	73,298,906	145,033,906
7/1/2025	-	-	-	-	-	-	68,880,000	70,862,243	139,742,243	68,880,000	70,862,243	139,742,243
7/1/2026	-	-	-	-	-	-	71,190,000	68,256,152	139,446,152	71,190,000	68,256,152	139,446,152
7/1/2027	-	-	-	-	-	-	73,495,000	65,628,339	139,123,339	73,495,000	65,628,339	139,123,339
7/1/2028	-	-	-	-	-	-	76,540,000	62,588,134	139,128,134	76,540,000	62,588,134	139,128,134
7/1/2029	-	-	-	-	-	-	79,745,000	59,378,436	139,123,436	79,745,000	59,378,436	139,123,436
7/1/2030	-	-	-	-	-	-	83,315,000	55,812,311	139,127,311	83,315,000	55,812,311	139,127,311
7/1/2031	-	-	-	-	-	-	87,610,000	52,332,334	139,942,334	87,610,000	52,332,334	139,942,334
7/1/2032	-	-	-	-	-	-	90,950,000	48,994,412	139,944,412	90,950,000	48,994,412	139,944,412
7/1/2033	-	-	-	-	-	-	94,515,000	45,425,607	139,940,607	94,515,000	45,425,607	139,940,607
7/1/2034	-	-	-	-	-	-	97,990,000	41,954,627	139,944,627	97,990,000	41,954,627	139,944,627
7/1/2035	-	-	-	-	-	-	101,605,000	38,344,233	139,949,233	101,605,000	38,344,233	139,949,233
7/1/2036	-	-	-	-	-	-	105,360,000	34,594,778	139,954,778	105,360,000	34,594,778	139,954,778
7/1/2037	-	-	-	-	-	-	109,235,000	30,712,105	139,947,105	109,235,000	30,712,105	139,947,105
7/1/2038	-	-	-	-	-	-	113,280,000	26,670,837	139,950,837	113,280,000	26,670,837	139,950,837
7/1/2039	-	-	-	-	-	-	117,015,000	22,924,038	139,939,038	117,015,000	22,924,038	139,939,038
7/1/2040	-	-	-	-	-	-	123,375,000	19,255,828	142,630,828	123,375,000	19,255,828	142,630,828
7/1/2041	-	-	-	-	-	-	83,272,000	15,842,545	99,114,545	83,272,000	15,842,545	99,114,545
7/1/2042	-	-	-	-	-	-	86,343,000	13,219,503	99,562,503	86,343,000	13,219,503	99,562,503
7/1/2043	-	-	-	-	-	-	86,950,000	10,494,982	97,444,982	86,950,000	10,494,982	97,444,982
7/1/2044	-	-	-	-	-	-	87,470,000	7,743,215	95,213,215	87,470,000	7,743,215	95,213,215
7/1/2045	-	-	-	-	-	-	91,168,000	4,965,891	96,133,891	91,168,000	4,965,891	96,133,891
7/1/2046	-	-	-	-	-	-	22,820,000	1,571,125	24,391,125	22,820,000	1,571,125	24,391,125
7/1/2047	-	-	-	-	-	-	23,590,000	803,738	24,393,738	23,590,000	803,738	24,393,738
Total Outstanding	0	0	0	0	0	0	2,116,893,000	947,258,554	3,064,151,554	2,116,893,000	947,258,554	3,064,151,554

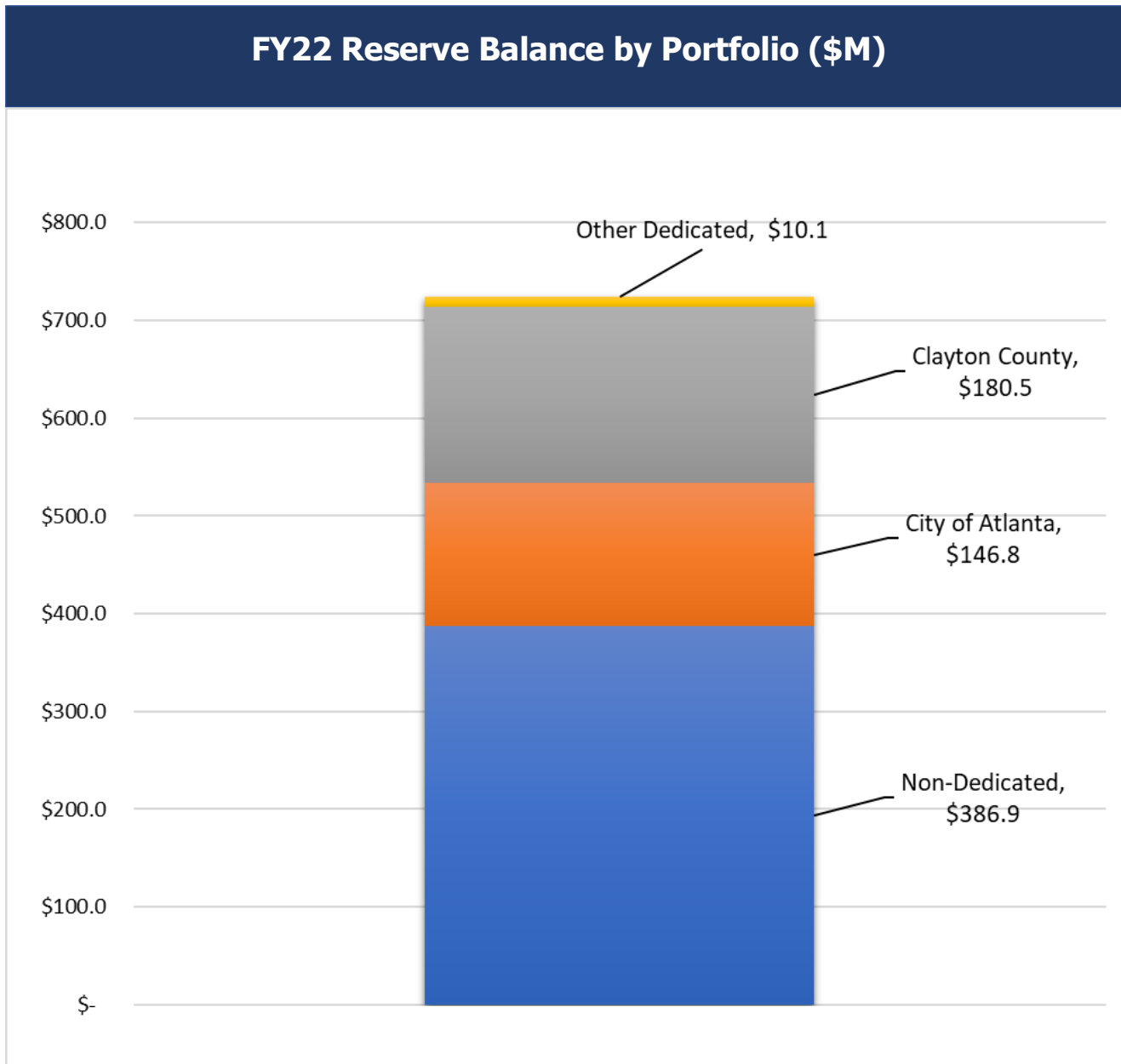
Debt Service Schedule as of 07/01/2022 [\$]



MARTA Investment Portfolios for 2022 (\$M)	
Internally Managed Portfolios	Current Par Value of Assets
<i>End Cash balance in BOA account</i>	\$44.6
General	<u>\$81.0</u>
Total General Fund & Bank Acct.	\$125.6
Unified Reserve (UNIRES)	<u>\$386.9</u>
Total Non-Dedicated Reserves	\$386.9
City of Atlanta Capital	\$146.8
Clayton Capital	<u>\$180.5</u>
Internally Managed Dedicated Reserve	\$327.3
Grand Total	<u>\$839.9</u>
Externally Managed Portfolios	Current Par Value of Assets
CSX Trust	<u>\$10.1</u>
Sum of all Portfolios	<u>\$850.0</u>

FY18 – FY23 Reserve Balances





Appendix F – Authority-Wide Performance Indicators (KPIs)

Financial KPIs					
KPI	Performance Owner	Data Owner	FY22 Target	FY22 Actual	FY23 Target
Budget Variance (Net Operating Cost)	Individual Offices	Accounting	<= 0%	-7.4%	<= 0%
Ridership Combined (unlinked trips)	C-Team	Research & Analysis	>= 56.0M	54.7M	>= 62.8M
Bus Cost per Passenger Trip	Bus Operations	Management & Budget	<= \$8.36	\$8.78	<= \$8.96
Rail Cost per Passenger Trip	Rail Operations	Management & Budget	<= \$10.26	\$8.60	<= \$8.41
Mobility Cost per Passenger Trip	Bus Operations	Management & Budget	<= \$88.15	\$79.96	<= \$70.62
Streetcar Cost per Passenger Trip	Rail Operations	Management & Budget	<= \$58.14	\$27.37	<= \$34.15
Bus Cost per Revenue Mile	Bus Operations	Management & Budget	<= \$9.37	\$10.30	<= \$11.63
Rail Cost per Revenue Mile	Rail Operations	Management & Budget	<= \$10.14	\$12.37	<= \$13.21
Mobility Cost per Revenue Mile	Bus Operations	Management & Budget	<= \$6.46	\$7.21	<= \$6.37
Streetcar Cost per Revenue Mile	Rail Operations	Management & Budget	<= \$55.62	\$71.44	<= \$96.52

Customer Service KPIs					
KPI	Performance Owner	Data Owner	FY22 Target	FY22 Actual	FY23 Target
Average Customer Call Wait Time	Customer Services	Customer Services	<= 1:00	1:06	<= 1:00
Customer Call Abandonment Rate	Customer Services	Customer Services	<= 6%	7.12%	<= 6%

Safety & Security KPIs					
KPI	Performance Owner	Data Owner	FY22 Target	FY22 Actual	FY23 Target
Part I Crime	Police	Police	<= 4.15	4.10	<= 4.15
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	<= 3.80	3.73	<= 3.80
Mobility Collision Rate per 100K Miles	Mobility	Safety	<= 2.50	4.35	<= 2.50
Lost Time Accident Rate	Individual Offices	Safety	<= 3.80	3.82	<= 3.80

Operational KPIs					
KPI	Performance Owner	Data Owner	FY22 Target	FY22 Actual	FY23 Target
Bus OTP	Bus Transportation	Research & Analysis	>= 78.50%	80.78%	>= 78.50%
Bus MDBF	Bus Maintenance	Bus Maintenance	>= 7,500	4,697	>= 7,500
Bus Complaints per 100K Boardings	Bus Operations	Customer Services	<= 8.00	9.38	<= 8.00
Rail OTP	Rail Transportation	Rail Transportation	>= 95.00%	96.76%	>= 95.00%
Rail MDBF	Rail Maintenance	Rail Maintenance	>= 23,000	18,118	>= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>= 475	479	>= 475
Rail Complaints per 100K Boardings	Rail Operations	Customer Services	<= 1.00	0.32	<= 1.00
Mobility OTP	Mobility	Mobility	>= 90%	89.21%	>= 90%
Mobility MDBF	Mobility	Mobility	>= 15,000	16,140	>= 15,000
Mobility Missed Trip Rate	Mobility	Mobility	<= 0.50%	0.36%	<= 0.50%
Mobility Reservation Average Call Wait Time	Mobility	Mobility	<= 2:00	1:24	<= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Mobility	<= 5.50%	3.30%	<= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Services	<= 4.00	3.01	<= 4.00
Streetcar OTP	Light Rail Operations	Light Rail Operations	>= 85.00%	93.96%	>= 85.00%
Streetcar MDBF	Light Rail Operations	Light Rail Operations	>= 2,700	2,661	>= 2,700
Streetcar Complaints per 1K Boardings	Light Rail Operations	Light Rail Operations	<= 0.10	0.01	<= 0.10
Escalator Availability	Vertical Transportation	Vertical Transportation	>= 98.50%	98.55%	>= 98.50%
Elevator Availability	Vertical Transportation	Vertical Transportation	>= 98.50%	98.73%	>= 98.50%

Appendix G – Operating Statistics & Asset Inventory

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	15 Member Board of Directors with General Manager/CEO
Counties in which Authority Operates	Fulton, DeKalb, and Clayton
Population of Fulton, DeKalb, and Clayton Counties	2,128,687
Size of Area Served	949 Square Miles
Type of Tax Support	1% Sales Tax in Fulton, DeKalb, and Clayton Counties
Size	10th largest transit system in the nation ranked by combined ridership as of June 2020

BUS (FIXED ROUTE)	
Number of large buses	686
Number of large buses in Active Fleet	514
FY22 Total Actual Vehicle Miles	27,024,895
FY22 Total Actual Vehicle Hours	2,007,956
FY22 Unlinked Passenger Trips	24,775,794
Number of Garages	3 (Laredo, Perry, Hamilton)
Heavy Maintenance Facilities	1 (Brownsmill)
FY22 Actual Diesel Gallons	1,849,221
FY22 Actual CNG Gallons	4,357,955
FY22 Actual Directional Route Miles	1,800
FY22 Actual Bus Routes	113

MOBILITY	
Number of Vehicles	321
Number of Vehicles in Active Fleet	239
FY22 Total Actual Vehicle Miles	7,365,472
FY22 Total Actual Vehicle Hours	537,083
FY22 Estimated Gallons of Fuel	1,444,937
FY22 Unlinked Passenger Trips	537,962
FY22 Actual Fuel Gallons	1,341,057

RAIL	
Number of Rail Cars	336
Number of Rail Cars in Active Fleet	258
Length of System (Route Miles)	48
Number of Stations	38
FY22 Total Actual Passenger Car Miles	18,511,342
FY22 Total Actual Passenger Car Hours	692,962
FY22 Unlinked Passenger Trips	26,079,792
Rail Yards	3 (Avondale, South Yard, Armour)
Total track miles	124
Parking spaces	24,241
Escalators	150
Elevators	115
FY22 Actual Directional Route Miles	96.06
FY22 Actual Propulsion Power	77,560,602 Kilowatt Hours

ATLANTA STREETCAR	
Number of Vehicles	4
Number of Routes	1
Length of System (Route Miles)	2.7
Number of Stops	12
FY22 Total Actual Train Miles	53,202
FY22 Total Actual Train Hours	10,246
FY22 Unlinked Passenger Trips	138,135
FY22 Actual Directional Route Miles	2.69
FY22 Actual Propulsion Power	672,355 Kilowatt Hours

POLICE	
Year Founded	1977
Size	9th largest police force in Georgia
Fact	Force includes both uniformed and plainclothes officers and K-9 units
FY22 Adopted Number of Sworn Officers	308
Number of Police Precincts	6 (Clayton County, College Park, Five Points, Lindbergh, Clayton County, Dunwoody, and Indian Creek)

Information current as of June 30, 2022.
 Please see National Transit Database for more information.

Appendix H - Glossary

A

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.

Accruals

Revenues or expenditures that have been recognized for that fiscal year but not received or disbursed until a subsequent fiscal year. Annually, accruals are included in the revenue and expenditure amounts reported in departments' budget documents and year-end financial reports. For budgetary purposes, departments' expenditure accruals also include payables and outstanding encumbrances at the end of the fiscal year for obligations attributable to that fiscal year.

Americans with Disabilities Act (ADA)

Federal legislation that provides guidelines for assuring access to persons with disabilities.

American Rescue Plan Act of 2021

Also called the COVID-19 Stimulus Package or American Rescue Plan. A \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law on March 11, 2021, to speed up the United States' recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession.

Amortization

The process of incrementally charging the cost of an asset to expense over its expected period of use, which shifts the asset from the balance sheet to the income statement. It essentially reflects the consumption of an intangible asset over its useful life.

Appropriation

Authorization to make expenditures or create obligations from a specific fund for a specific purpose.

Approved Budget

The revenue and expenditure plan approved by the MARTA Board of Directors for a specific one-year period starting on July 1.

Articulated Bus

Refers to buses that have an "accordion" section in the middle that allows the bus to bend and flex (articulate). Articulated buses have more passenger capacity than standard 40-foot buses.

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.

Audit

Typically, a review of financial reports or performance activity (such as of an agency or program) to determine conformity or compliance with applicable laws, regulations, and/or standards.

B

Balanced Operating Budget

The budget is balanced when expenditures do not exceed the sources of revenue. These sources include sales tax revenue, interest income, funds under Section 5307 of the Federal Transit Act for preventive maintenance of vehicles, system and equipment, and 5% of the Sales tax revenues reserves may be applied to the operations of the transit system (See Fiscal Policy Guide).

Balanced Capital Improvements Budget

A balanced capital improvement budget is created by a Ten-Year Plan as set forth in the MARTA ACT and further restricted by the MARTA Board of Directors that the corresponding year's debt service be no more than 45% of the corresponding year's sales tax receipts. Basically, a balanced capital improvement budget is mandatory per MARTA's policy (See Fiscal Policy Guide).

Bond Proceeds

Additional local capital funds raised, when necessary, by issuance of sales tax revenue bonds in the municipal markets. The proceeds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the Trustee. MARTA requisitions the funds as needed for the Capital Investment Program.

Bus Rapid Transit (BRT)

BRT is a program where buses have dedicated right-of-way and a limited number of stops. Some routes may utilize the HOV lanes.

Business Transformation Program (BTP)

A fully integrated solution which will provide modern, integrated support for MARTA's Finance, Maintenance, and Human Resources Business Areas. This initiative will not only meet MARTA's current business and technical requirements but is flexible and scalable to meet MARTA's future needs. Integration will be achieved using software from Oracle, MAXIMUS, and Bentley Systems. This will improve MARTA's core business processes by eliminating manual/non-value-added processes, automating computer functionality, and creating safeguards that reduce data errors.

C

CARES Act

The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law on March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States. The Coronavirus Aid, Relief, and

Economic Security (CARES) Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic.

Capital Budget

The portion of the budget that provides for the funding of improvements, projects and major equipment purchases. Generally, a capital item is one that has a cost in excess of \$300, increases the life or capacity of an asset, can be inventoried, and has an economic life in excess of one year.

Capital Expenditures

Expenditures which provide for the procurement of capital assets or increase the efficiency, capacity, useful life or economy of an existing asset; generally, support the Rail Development Program, Capital Improvement Program, Planning Program and the debt service on revenue bonds.

Capital Projects Funds

MARTA uses separate funds for major capital acquisition, construction and the Authority's planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.

Capital Revenues

Funds available to support the capital budget; sources include 50% of the sales tax, federal grants, state grants, interest income from the investment of capital funds, proceeds from the sale of revenue bonds and limited private sector participation.

Clean Air Act Amendments (CAAA)

Federal legislation that protects and enhances the quality of the nation's air resources; initiates and accelerates a national research and development program to prevent and control air pollution; provides technical and financial assistance to state and local governments for air pollution control programs; and encourages and assists regional air pollution control programs.

Commercial driver's license (CDL)

Bus drivers are required to have a passing score on the written CDL test prior to employment. The practical exam for the completion of the CDL

license is conducted as a component of the bus operator certification program.

Compressed Natural Gas (CNG)

A fuel used in a clean engine technology.

Congestion Mitigation & Air Quality (CMAQ)

This program is a federal program which funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

Contingency Funds

Operating and Capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.

Cost Allocation

The assignment of expenses accounted for in one fund to another fund. For example, certain operating expenses of a division may be charged to a capital grant.

D

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.

Depreciation

A way to spread the expense of a large capital purchase over the number of years it will be in use.

E

Enterprise Fund

Accounts for business-like activities that provide goods and/or services to the public and are financed primarily through user charges.

F

Federal Operating Assistance

Revenue received from federal sources to compensate operating expenses.

Federal Transit Administration (FTA)

The agency of the Federal government within the U.S. Department of Transportation that is responsible for providing, administering and monitoring funds to transit agencies.

Feeder Service

Bus service which delivers passengers to a rail station from the surrounding geographic area.

Fixed Route Bus System

Bus routes that do not vary in schedule or route from day-to-day.

Flex Vans

Vans that have routes that are flexible.

G

General Operating Fund

MARTA uses a General Operating Fund for all operating activities and financial resources except for 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.

H

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.

I

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.

K

KPI's

Key Performance Indicators used to measure performance.

L

Lease In/Lease Out (LILO) capital leases

The Authority has entered various Lease In/Lease Out (LILO) arrangements related to the leasing and subleasing of the Authority's rail cars, rail lines, and a rail maintenance facility. These agreements provide for the lease of certain Authority's rail capital assets to a financial party lessee and the sublease of such capital assets back to the Authority for a specified term.

Life Cycle Asset Reliability Enhancement (L-CARE)

The L-CARE program directs preventive and predictive actions to be performed before failures occur in order to maintain the rail cars in a safe and reliable condition.

Lift-Van (L-Van) Service

Demand responsive paratransit service that provides service upon scheduled request to serve the handicapped. The vehicles are equipped with a mechanism to lift wheelchairs.

Linked Trip

A trip from point of origin to the final destination, regardless of how many modes or vehicles were used.

M

MARTA

The acronym used for the Metropolitan Atlanta Rapid Transit Authority which serves Atlanta, Fulton County, DeKalb County, and Clayton County Georgia.

MARTA Act

The legislation initially passed by the Georgia Legislature on March 10, 1965, which created and enabled the Metropolitan Atlanta Rapid Transit Authority.

Mean Distance Between Failures (MDBF)

This is a performance measurement.

More MARTA Atlanta

The city of Atlanta's largest transit investment in four decades funded by a half-penny sales tax overwhelmingly passed in 2016 by Atlanta voters. The program includes improvements to existing service and investment in a variety of transit projects and systemwide enhancements.

O

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.

P

Paratransit Service

Complementary transportation services for elderly and disabled established in accordance with the Americans with Disabilities Act (ADA).

Passenger Revenue

Revenue earned through fares charged directly to passengers for transit services.

Peak Period

The period during which the maximum amount of travel occurs. It may be specified as morning (a.m.), or evening (p.m.) peak.

Prior Years Carry-Over

Funds which are available to fund subsequent fiscal years. The unexpended operating revenues provide carry-over funding for the operating budget while unexpended capital revenues fund the capital carry-over.

Q

Q-Bus

A program established to ensure quality bus standards which consist of “like new” exterior and interior condition, as well as mechanical functionality through rigorous monitoring and immediate response to any defect on the bus.

R

Revenue Bonds

A bond on which debt service is payable solely from a restricted revenue source. MARTA issues bonds obligating future sales tax revenues.

Revenue Passengers

Transit passengers who enter the system through the payment of a fare as distinguished from those who enter via an employee or complimentary pass or transfer.

Revenue Service

Transit service for the purpose of generating revenue as distinguished from trips which place vehicles at route beginning or ending points; trips run for maintenance purposes; or trips which carry passengers without charge.

Ride with Respect Campaign

Code of Conduct aimed at improving the overall customer experience by targeting nuisance riders. Under the code of conduct, prohibited activities include solicitation, selling goods or services, loud music, spitting, littering, eating on transit vehicles, drinking on transit vehicles

without re-sealable drink containers, fighting and disruptive behavior – many of which are also violations of state law and could result in arrest. Failure to follow the Code may result in immediate expulsion from MARTA property, suspension from the use of transit property and services, and loss of unused fare media that expires during suspension. Those who feel that they have been unfairly cited for Code violations can contest their suspension with the MARTA Suspension Panel.

S

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 1% sales and use tax generated until June 30, 2047 in Fulton, DeKalb, and Clayton counties with an additional ½ penny from the city of Atlanta until June 30, 2057.

Section 5309 (Formerly Section 3)

A federal grant authorized under Section 5309 of the Transportation Equity Act for the 21st Century (TEA-21, previously authorized under Section 3 of the Intermodal Surface Transportation Efficiency Act). These grants generally provide capital funds for acquisition of new rolling stock, new construction, and rail modernization.

Section 5307 (Formerly Section 9)

A federal grant authorized under Section 5307 of the Transportation Equity Act for the 21st Century (TEA-21, previously authorized under Section 9 of the Intermodal Surface Transportation Efficiency Act). These grants generally provide funds for routine capital replacement, planning, and operating assistance programs.

Senior Staff

MARTA staff at the Director level and above.

T**Title Ad Valorem Tax**

Vehicles purchased on or after March 1, 2013 and titled in Georgia will be exempt from sales and use tax and the annual ad valorem tax. Instead, these vehicles will be subject to a new, one-time title ad valorem tax that is based on the value of the vehicle. The tax collected from DeKalb, Fulton and Clayton counties is reimbursed to MARTA from the State of Georgia.

Trackway renovations, phase II (TRII)

A large multi-year program consisting of several individual projects to renovate the trackway.

Transit Oriented Development (TOD)

MARTA has several TOD projects that are designed to increase ridership and advance the use of public transportation by promoting economic development activities in and around MARTA rail stations.

Transit Operations

Those Authority functions directly or indirectly related to the provision of transportation service.

U**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.

Appendix I - Acronyms and Abbreviations

A	
ACM	Associated Capital Maintenance
ADA	Americans with Disabilities Act
AFC	Automatic fare collection
AIT	Arts in Transit
APTA	American Public Transportation Association
ARC	Atlanta Regional Commission
ATC	Automatic train control
B	
BRT	Bus Rapid Transit
BTP	Business Transformation Program
C	
CAAA	Clean Air Act Amendments
CAD	Computer-aided dispatch
CADD	Computer-aided design and drafting
CAFR	Comprehensive Annual Financial Report
CCTV	Closed-circuit television
CDL	Commercial driver's license
CMAQ	Congestion Mitigation and Air Quality
CMC	Construction management consultant
CNG	Compressed natural gas
COLA	Cost of living adjustment
D	
D/B	Design/build
D/B/B	Design/bid/build
DBE	Disadvantaged business enterprise
E	
EEO	Equal employment opportunity
EPA	Environmental Protection Agency
EPM	Enterprise Performance Management
F	
FHWA	Federal Highway Administration
FICA	Federal Insurance Contributions Act
FTA	Federal Transit Administration
G	
GAAP	Generally accepted accounting principles
GAO	Government Accountability Office
GEC	General engineering consultant
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GPS	Global Positioning System

H	
HVAC	Heating, ventilation, and air conditioning
I	
ITS	Intelligent Transportation System
K	
KPI	Key Performance Indicator
J	
JOC	Job Order Contracting Program
L	
LILO	Lease In/Lease Out
LRT	Light rail transit
LRV	Light rail vehicle
M	
MARTA	Metropolitan Atlanta Rapid Transit Authority
MDBD	Mean distance between delays
MDBF	Mean distance between failures
MDBS	Mean distance between service interruptions
ME	Month-end
N	
NTSB	National Transportation Safety Board
NTD	National Transit Database
NTI	National Transit Institute
O	
O&M	Operating and maintenance
OCC	Operations Control Center
P	
PMI	Project Management Institute
PMO	Project management oversight
PMOC	Project management oversight contractor
PMP	Project management plan
PPE	Personal protective equipment
Q	
QA	Quality assurance
QC	Quality control
R	
ROW	Right of way

S		S	
SAFETEA-LU		Surface Transportation Reauthorization Act	
SCP		Safety Certification Program	
SOS		Scope of service	
SOW		Scope of work	
T		T	
TC		Train control	
TCR		Train control room	
TIP		Transportation Improvement Program	
TOD		Transit-oriented development	
TSI		Transportation Safety Institute	
U		U	
UPS		Uninterrupted power supply	
UST		Under-ground storage tank	
V		V	
VMI		Vendor managed inventory	
VMS		Vehicle Management/Monitoring System	
Y		Y	
YE		Year end	
YOE		Year of expenditure	
YTD		Year to date	

How to Contact MARTA

By mail or in person:

Metropolitan Atlanta Rapid Transit Authority
 (MARTA) – Headquarters
 2424 Piedmont Road, NE
 Atlanta, GA 30324

To reach MARTA headquarters at Lindbergh Station:

On MARTA’s *Red* or *Gold* Lines travel to the Lindbergh Center station
 Exit at the **North end** of the station platform towards **Morosgo Drive NE**
 MARTA HQ is directly across the street from Lindbergh Center station

On MARTA’s *Blue* or *Green* Lines travel to the Five Points station
 Transfer to either **NORTHBOUND** Red or Gold line train to the Lindbergh Center Station
 Exit at the **North end** of the station platform towards **Morosgo Drive NE**
 MARTA HQ is directly across the street from Lindbergh Center station

Online:

<https://www.itsmarta.com>

By Phone:

Route and Schedule Information

Monday – Friday:
 7 a.m. until 7 p.m.
 Weekends and Holidays:
 8 a.m. until 5 p.m.

404-848-5000
 Email: schedinfo@itsmarta.com

MARTA Mobility Reservations

404-848-5000, Select Option 3

MARTA Police

Non-Emergency: 404-848-4900
 Emergency: 404-848-4911
 Email: martapolice@itsmarta.com

Customer Service

Monday – Friday:
 8 a.m. until 5 p.m.

404-848-5000
 Email: custserv@itsmarta.com